

1. Meeting Book - KHSC Board of Directors - Open Meeting - June 2025

June 23, 2025 - Open Meeting Agenda

1500 / 05 min

1.0 CALL TO ORDER, QUORUM CONFIRMATION, DECLARATION OF CONFLICT, AGENDA APPROVAL

1.1 Welcome, Call to Order, Quorum Confirmation, Conflict of Interest, Chair's Remarks

McCullough

Verbal

1.2 Indigenous Acknowledgement

McCullough

We are grateful for the opportunity to meet today and are thankful to all the generations of people who care for these lands and waters. KHSC is located on the ancestral lands and waters of the Anishinaabeg, Haudenosaunee and serve a wider geographical area that encompasses many Indigenous communities including Tyendinaga, Katarokwi as well as communities within the Weeneebayko Area Health Authority. As we partner in care, discovery and learning to achieve better health outcomes for our communities, KHSC is committed to actively advocating for and acting upon the Truth and Reconciliation Committee's calls to Action on Health.

Reflect

1.3 Opening Value Statement (Compassion, Respect, Partnership, Excellence, Innovation)

Davidson

Verbal

Reflect

1.4 Consent Agenda Items

Chair

Decision

- | | |
|---|----|
| a) Briefing: Consent Agenda Summary - June 2025 | 5 |
| b) Minutes: KHSC Board of Directors Draft Open Minutes - May 12, 2025 | 7 |
| c) KHSC Performance Reporting F25 Q4 | |
| Briefing: KHSC Performance Reporting Summary F25 Q4 | 11 |
| Link: F25 Q4 Strategic Performance Report (SPR) - Full Report | |
| Link: F25 Q4 Service Accountability Agreement (SAA) - Full Report | |
| Link: F25 Q4 Strategic Performance Index (SPI) - Full Report | |
| d) Report: Annual Labour Relations Report | 17 |
| e) Briefing: Employee and Physician Survey and Engagement Strategy | 30 |
| f) Briefing: Human Resources and Occupational Health & Safety Dashboards F25 Q4 | 35 |

g) Briefing: Annual Health & Safety Report F25	40
h) Report: Access and Flow - June 2025	61
i) Briefing: Quality Improvement Plan (QIP) F25 Q4	65
j) Briefing: Trillium Gift of Life Network (TGLN) Annual Report	67
k) Briefing: Canadian Residents Matching Service (CaRMS) Report	72
Schedule: Board and Committee Meetings 2025-26	74
m) Briefing: Rules of Order for 2025-26	79
n) Briefing: By-law & Board Policy Revisions for 2024-25	81
o) Briefing: Meeting Effectiveness Survey Results for 2024-25	82
p) Briefing: Summary of Governance Self-Assessment Review to date	88
q) Report: F25 Q4 Media Report	89

1.5 Approval of the Agenda McCullough

Decision

2.0 BUSINESS ARISING FROM THE MINUTES

No Business Arising from the Minutes

3.0 MATTERS REQUIRING DECISION

1505 / 15 min	3.1 Draft Audited Financial Statements - March 31, 2025 Talbot-Allan / KPMG Auditors	Decide/Amend	
	Financial Statements and Notes Y/E March 31 2025		112
	Management Discussion & Analysis (unaudited) for the Year Ended March 31, 2025		133
	KPMG Audit Findings Report - KHSC March 31, 2025		141
1520 / 5 min	3.2 Appointment of the Auditors for Fiscal 2025-26 Talbot-Allan / Toop	Decide/Amend	174
1525 / 5 min	3.3 People, Finance & Audit Committee - Update to Terms of Reference Fell	Decide/Amend	175
1530 / 5 min	3.4 Board Goals for 2025-26 Fell	Decide/Amend	182

4.0 MATTERS FOR DISCUSSION

1545 / 15 min	4.1 President & CEO Update Pichora	Inform/Discuss
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5.0 REPORTING & UPDATES

1545 / 15 min

5.1 Board Committee Meetings (June Meeting Highlights & Year-End Committee Reports)

Inform/Discuss

Presentation at Meeting

a) Executive Committee
McCullough

Executive Committee Year-End Report for 2024-25 185

[Link: 2024-25 Executive Committee Work Plan](#)

b) People, Finance & Audit Committee
Talbot-Allan

People, Finance & Audit Committee Year-End Report for 2024-25 187

[Link: 2024-25 People, Finance & Audit Committee Work Plan](#)

c) Patient Care & Quality Committee
Leslie

Patient Care & Quality Committee Year-End Report for 2024-25 192

[Link: 2024-25 Patient Care & Quality Committee Work Plan](#)

Program Presentations

Briefing: Program Summary - Kingston Central Ambulance Comms Centre (KCACC) 196

[Link: Presentation: Kingston Central Ambulance Comms Center \(KCACC\)](#)

Briefing: Program Summary - Transitional Care Unit (TCU) & KHSC@Home 199

[Link: Presentation Transitional Care Unit \(TCU\) & KHSC@ Home](#)

d) Research Committee
Cosford

Research Committee Year-End Report for 2024-25 202

[Link: 2024-25 Research Committee Work Plan](#)

e) Governance Committee
Fell

Governance Committee Year-End Report for 2024-25 205

[Link: 2024-25 Governance Committee Work Plan](#)

6.0 IN-CAMERA SEGMENT (Members of the Public/Guests depart meeting) / BREAK

1600 / 15 min

6.1 Motion to Move In-Camera
McCullough
Verbal

Decide

11.0 REPORT ON IN-CAMERA MATTERS

1750 / 5 min

11.0 Motion to Report and Decisions Approved In-Camera
McCullough

Decide

1755 / 5 min

12.0 DATE OF NEXT MEETING, MEETING SURVEY & TERMINATION

**Date of Next Meeting: Saturday, September 13, 2025 from 0830-1300
hours (Board Orientation/Refresh/Education)**

Motion to Terminate

[Link: Meeting Effectiveness Survey](#)

BOARD OF DIRECTORS OPEN MEETING: JUNE 23, 2025

A regular meeting of the Board of Directors of the Kingston Health Sciences Centre was held in the Henderson Board Room, at the Hotel Dieu Site, 166 Brock Street, Kingston on Monday, June 23, 2025 from 1500 to 1800 hours. The following are the open minutes.

Elected Members Present (voting): Alan Cosford, Mélanie Josée Davidson, Anne Desgagnés, David Fell, Patrick Johnston, Emily Leslie, Sherri McCullough (Chair), Mona Rahman, Margaret Shepherd, Kevin Snedden, and Laura Talbot-Allan.

Ex-officio Members Present (voting): Karen Humphreys-Blake, Stephen Vanner

Ex-officio Members Present (non-voting): Jason Hann, Mike Fitzpatrick, Danielle Kain, David Pichora

Regrets: --

Guests: Lori Huber from KPMG

Staff: Tracey Cuddington, Tessa deVos (Recording Secretary), Val Gamache-O'Leary, Chris Gillies, Renate Ilse, Indira Naraine, Steve Smith, Mary Lou Toop, and Tom Zsolnay.

1.0 CALL TO ORDER, CONFIRMATION OF NOTICE, QUORUM, CONFLICT DECLARATIONS, AGENDA APPROVAL

1.1 Call to Order, Confirmation of Quorum, Conflict Declarations, Agenda Approval

Sherri McCullough welcomed members to the meeting, confirming everyone was able to hear the proceedings. The meeting was called to order, quorum was confirmed.

The chair remembered Jane Fitzgerald, highlighting her passion and commitment to KHSC and the Board.

Members were reminded of the Board's annual orientation and education session on Saturday, September 13, 2025 at 0830 hours to be held at the Donald Gordon Centre. The next regularly scheduled Board meeting is on Monday, October 27, 2025 at 1600 hours.

1.2 Sherri McCullough provided an Indigenous Land Acknowledgement.

1.3 Opening Value Statement (Compassion, Respect, Partnership, Excellence, Innovation)

Mélanie Josée Davidson provided the opening value statement, speaking on the importance of KHSC's values. Mélanie Josée reflected on the value of respect, speaking to how patients are more than their disease and care must continue to focus on the individual as a whole. Seeing and respecting individuals' humanity is a

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powerful act, and we should continue to promote holistic, culturally safe care for all patients. Thank you to each member for living KHSC values through the work of the Board and its committees.

1.3 Consent Agenda Items

Consent agenda materials were posted on the board portal on June 16, 2025. The following items were provided as part of the consent agenda:

- a) Briefing: Summary of Consent Agenda Items – Open Agenda – June 2025
- b) Minutes: KHSC Board of Directors Draft Open Minutes – May 12, 2025
- c) Briefing: KHSC Performance Reporting F25 Q4
- d) Report: Labour Relations Annual Report
- e) Briefing: Employee and Physician Survey and Engagement Strategy
- f) Briefing: Human Resources and Occupational Health & Safety Dashboards F25 Q4
- g) Report: Annual Health & Safety Report
- h) Report: Access and Flow Report – June 2025
- i) Briefing: Quality Improvement Plan (QIP) F25 Q4
- j) Briefing: Trillium Gift of Life Network (TGLN) Annual Report
- k) Briefing: Canadian Residents Matching Service (CaRMS) Report
- l) Schedule: Board and committee Schedule for 2025-26
- m) Briefing: Rules of Order for 2025-26
- n) Briefing: By-law & Board Policy Revisions for 2024-25
- o) Briefing: Meeting Effectiveness Survey Results for 2024-25
- p) Briefing: Summary of Governance Self-Assessment review to date
- q) Report: Media Report F25 Q4

Moved by Alan Cosford, seconded by Laura Talbot-Allan.

THAT the consent agenda be approved as circulated.

CARRIED.

1.4 Approval of Agenda

The Chair drew attention to the pre-circulated agenda.

Moved by David Fell, seconded by Emily Leslie.

THAT the agenda be approved as circulated.

CARRIED.

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2.0 BUSINESS ARISING

No items identified

CARRIED.

3.0 MATTERS REQUIRING DECISION

3.1 Approval of the Draft Audited Financial Statements – March 31, 2025

Laura Talbot-Allan brought forward the People, Finance and Audit Committee's recommendation on the financials. Marie Lou Toop noted that KHSC had a good financial year due to Bill 124 funding and revenue recognition for the quality care procedures and Cancer Care Ontario, however, work is still needed to restore our capital position.

Marie Lou introduced Lori Huber of KPMG who thanked the management team for their support and assistance in the audit, drawing attention to the independent audit report, highlighting a clean audit opinion with no significant findings, and confirming that the financial statements comply in all material respects with the financial reporting framework. The financial statement audit is now complete pending the Board's approval here today of the financial statements.

Moved by Laura Talbot-Allan, seconded by Mélanie Josée Davidson.

THAT, as recommended by the People, Finance & Audit Committee, the KHSC Board of Directors approve the draft Audited Financial Statements, the accompanying Notes to the statements and the related unaudited Management Discussion & Analysis for the year ended March 31, 2025.

CARRIED.

Lori Huber departed the meeting at 1520 hours.

3.2 Appointment of the External Auditors for Fiscal 2026

Laura Talbot-Allan, Chair of the People, Finance and Audit Committee drew attention to the recommendation of the External Auditors for Fiscal 2026. The committee is recommending continuing with KPMG as the external auditors for fiscal 2026.

Moved by Laura Talbot-Allan, seconded by Anne Desgagnés.

THAT, as recommended by the People, Finance & Audit Committee, the KHSC Board of Directors reappoint KPMG as the Hospital's external auditors for fiscal 2026.

CARRIED.

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3.3 People, Finance & Audit committee – Update to Terms of Reference

The Chair drew attention to the pre-circulated briefing note outlining proposed changes to the People, Finance & Audit Committee's terms of reference, specifically the "People" elements in order to eliminate some redundancy and overlap of the deliverables which had arisen from the recent ONCA updates to the terms of reference. It was noted that the updates to the terms of reference had been reviewed by the People, Finance & Audit Committee at their April meeting and the Governance Committee at their May meeting.

Moved by Patrick Johnston, seconded by David Fell.

THAT, as recommended by the Governance Committee, the KHSC Board of Directors endorse the proposed adjustments to the People, Finance & Audit Committee terms of reference as circulated.

CARRIED.

3.4 Board Goals for 2025-26

The chair reminded the group that at the May 12th meeting the Board approved the framework that would be used to inform the development of Board goals for 2025-26. The Board was provided with the Board Goals for the coming year that had been reviewed by the Governance Committee at their June 3rd meeting. Board goals focus on Board leadership development (succession planning), inclusion, environmental stewardship, and being accreditation ready by April 2026.

Moved by Emily Leslie, seconded by Margaret Shepherd.

THAT, as recommended by the Governance Committee, the KHSC Board of Directors endorse the proposed board goals for 2025-26 as circulated.

CARRIED.

4.0 MATTERS FOR DISCUSSION

4.1 President & CEO Report

David Pichora provided a brief verbal update on the external environment outlining new direction from Ontario Health requiring that hospitals implement Health Information Systems with partners rather than independently. Work will continue to develop our partnerships with other jurisdictions to continue to build stronger collaboration channels.

5.0 REPORTING & UPDATES

5.1 Board Committee Meetings (Highlights from May 2025)

Committee recommendations and year-end reports were circulated in advance of the meeting in the package for information. The Board Chair invited each of the Committee Chairs to provide an overview of discussions from their May meetings. KHSC Board committees are held in-camera, and the minutes are provided to the Board as part of the in-camera agenda. A slide presentation was provided highlighting recent committee work. In addition to recommendations being brought forward today for Board endorsement, Committee Year-End reports were included as part of the meeting package providing an opportunity to reflect on the accomplishments of the committees in the last year, and to inform the board and committee work plans for 2025-26.

a) Executive Committee

Sherri McCullough, Chair of the Executive Committee reported on the activities of the June 4, 2025 meeting including the overall succession plan for the Executive Team and Physician Leadership; and sudden succession planning for the CEO and COS. She noted that recommendations from the Executive Committee are in the meeting materials inclusive of the committee's year end report and performance and compensation for the CEO and COS for 2024-25 and the proposed framework for 2025-26.

b) People, Finance & Audit Committee

Laura Talbot-Allan, Chair of the Finance & Audit Committee reported on the activities of the People, Finance & Audit Committees June 2nd, 2025 meeting. The committee reviewed several key reports, including the Q4 reports, employee and physician engagement surveys, the Annual Occupational Health and Safety Report for Fiscal 2025, and the Performance Report Summary for Q4 (SPR, SAA, SPI). Discussions included the CEO Update, financial results for the period ending March 2025, the Labour Relations Report, and the Lumeo Update. Adjustments to the banking resolution and officer succession following the June Board/AGM/Special meeting were confirmed. The Auditor Finding Report for Fiscal 2025 was also reviewed. Recommendations to the Board were highlighted in the meeting materials and included: the committee's year-end report, the BPSAA Compliance Report Attestation, H-SAA and M-SAA Declarations of Compliance, the audited financial statements and management discussion and analysis for Fiscal 2025, and the appointment of auditors for Fiscal 2026.

c) Patient Care & Quality Committee

Emily Leslie, Chair of the Patient Care and Quality Committee, provided discussion highlights from the meeting on June 2nd, 2025, noting they received the Performance Report Summary for F25 Q4 (SPR, SAA, SPI), Access and Flow Update F25 Q4, Patient Safety Report F25 Q4, Quality Improvement Plan (QIP) F25 Q4, Trillium Gift of Life Network Annual Report, and Canadian Matching resident Services Result (CaRMS). The committee reviewed the Annual Chief Nursing Executive and Chief of Staff Report. Additionally, they received two program and service presentations: one from the Kingston Central Ambulance Communication Centre (KCACC) in April, and another from the

Transitional Care Unit and KHSC@Home in June. Recommendations to the board are in the meeting materials, outlined in the committee's year end report.

d) Research Committee

Alan Cosford, Chair of the Research Committee, reported on their June 3rd, 2025 meeting noting they received the Performance Report Summary F25 Q4 (SPR, SAA, SPI). They also received a verbal update on KHSC-Queen's Events for Q4 and an update on the affiliation agreement. Additionally, a research profile was presented by Dr. Aws Almufleh. Recommendations to the board are in the meeting materials in the committee's year end report.

e) Governance Committee

David Fell, Chair of the Governance Committee reported on the June 3rd, 2025 meeting. The Performance Report Summary F25 Q4 (SPR, SAA, SPI) was received. They discussed the confirmed rules of order for 2025-26, meeting effectiveness survey results for 2024-25, the approach to the August committee chairs prep session and September board orientation, reviewed the progress to date on the review of the Accreditation Governance Criteria, and confirmed there were no changes to the KHSC Corporate By-laws or Board Policies in 2024-25. Recommendations to the board are in the meeting materials and include the committee's year end report, board goals for 2025-26, recruitment recommendations and committee compositions for 2025-26, update to People, Finance, & Audit Committee Terms of Reference, and UHKF Board Slate for 2025-26.

f) Building Redevelopment Special Committee

Anne Degagnés, Chair of the Building Redevelopment Special Committee, reported on their informal meeting. The purpose of the meeting was to continue the conversation around the redevelopment project and to show some the members some new building plans. No recommendations to the board were reported from this meeting.

6.0 IN-CAMERA SEGMENT

6.1 Motion to Move In-Camera

Moved by Emily Leslie, seconded by Alan Cosford.

THAT the Board move to an in-camera session.

CARRIED.

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11.0 REPORT ON IN-CAMERA MATTERS

11.1 Motion to Report on Decisions/Discussion from In-Camera Segment

The Chair provided the following report on in-camera items:

- The board approved the closed minutes of May 6, 2024;
- The board received the final board committee meeting minutes from the November Executive Committee, and April People, Finance & Audit Committee, Patient Care & Quality Committee and the Governance Committee;
 - The board approved the closed minutes of May 12, 2025
 - The board received the final board committee meeting minutes from the November Executive Committee, and April 2025 People, Finance & Audit Committee, Patient Care & Quality Committee and the Governance Committee;
 - The board approved the Broader Public Sector Accountability Compliance Reporting and Attestation
 - The board approved the HSAA & MSAA Annual Declarations of Compliance;
 - The board received the financial package for the month ending March 31, 2025;
 - The board received an Update on the Lumeo Project;
 - The board received the Patient Experience Report for F25 Q4;
 - The board received the Patient Quality & Safety Report for F25 Q4;
 - The board approved the extension of the Department Head appointment for the Department of Surgery;
 - The board approved a number of appointments and reappointments to the professional staff;
 - The board approved the House staff Recommendations;
 - The board endorsed the UHKF Board Slate and cross-appointments for 2025-26;
 - The board approved the election of three new directors and committee compositions for 2025-26;
 - The Board received the confidential CEO report for June 2025;
 - The Board received the Chief of Staff/MAC Report for June 2025;
 - The Board received the Chief Nursing Executive & Chief of Staff Annual Report for 2024-25;
 - The Board received the UHKF Foundation Update for June 2025;
 - The board has completed the annual performance evaluations for the CEO and COS;
 - The board approved the 2024-25 pay for performance allocation for the CEO;
 - The board approved the approach to the 2025-26 Performance and Evaluation Framework.

Moved by Margaret Shepherd, seconded by Emily Leslie:

CARRIED.

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12.0 DATE OF NEXT MEETING, MEETING SURVEY & TERMINATION

12.1 Date of Next Meeting: Monday, October 27, 2025 at 1600 hours.

The Chair drew attention to the survey link available on the event card and linked to the meeting agenda. Members were encouraged to complete the survey immediately following the meeting.

The meeting terminated at 1720 hours on motion of Mélanie Josée Davidson.

Sherri McCullough
Chair