Kingston Health Sciences Centre
Centre des sciences de la santé de Kingston

Chairs Planning Session Discussed: August 26, 2026
Board & Committee Orientation - Draft Provided: September 19, 2026
Governance Committee Reviewed: October 6, 2026
Board Approved: October 26, 2026

BOARD POLICY & COMMITTEE TERMS OF REFERENCE – BOARD WORK PLAN 2026-27

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Policy	Policy/Framework Reference											
PART I: STRATEGIC DIRECTION												
I-1	History, Mission, Vision, and Values								Reaffirm and ensure alignment with KHSC's 2027-28 annual corporate plan & SPI approval with M/V/V Board reviews draft compliance report to Partnership Council - includes mission/ethics compliance.			CEO / Governance Committee
I-2	Strategic Planning			Receive Q1 Strategic Performance Reports Receive Q1 Research Strategy Milestone Report.	Receive Q2 Strategic Performance Reports Receive Q2 Research Strategy Milestone Report. Receive update from November SEAMO Retreat, including status of SEAMO 3-year HHR Plan. (PC&Q)			Receive Q3 Strategic Performance Reports Receive Q3 Research Strategy Milestone Report.	Draft 2027-28 Annual Corporate Plan & SPI approval	Receive Q4 Strategic Performance Reports Receive Q4 Research Strategy Milestone Report Receive annual summary of KHSC/Queen's research collaboration activities and strategic partnerships.		All Board Committees Research Committee Patient Care & Quality

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										Confirm Board Goals for the coming year consistent with M/V/V and key issues that are a priority for the Board		Governance Committee
PART II: BOARD EFFECTIVENESS												
A. Governance Policy Framework												
II-A-1	Principles of Governance and Board Accountability *(formerly Board Policies V-1 Governance Policy Framework and III-4) Ethics and Principle-Based Decision Making)*			Approve Redevelopment Oversight Framework	Receive attestation that research conducted at HDH site meets guidelines Approve AI Governance Oversight Framework	Review/Refresh of ASSIST Framework Education Module			Receive report on Ethical Dimensions of KHSC Care Delivery	Recommend changes to Board Policies, Corporate and Staff Bylaws *(confirmed by Partnership Council)* Adjustments to Committee ToR based on bylaw/policy changes Confirm Rules of Order for 2027-28		Governance Committee / Research Committee
II-A-2	Responsibilities of the Board (New) *See deliverables for:* *- Strategic Direction (PART I)* *- Leadership (PART III)* *- Program Quality & Effectiveness (PART IV)* *- Financial & Organizational Viability / Relationships (PART V)*									Confirm Board Goals for the coming year consistent with M/V/V and key issues that are a priority for the		Governance Committee

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	- Board Effectiveness (PART II)									Board		
II-A-3	Responsibilities of Individual Directors (The Board Code of Conduct) *(formerly Board Policies V-A-B Position Description of Board of Directors and V-3 Board Conduct)–Check for deliverables*		Review of Code of Conduct as part of Board/Committee Orientation Session									Governance Committee
II-A-4	Board and Committee Attendance *(formerly Board Policy V-B-7 Board and Committee Attendance)*				Review and confirm Board and committee attendance compliance with bylaw provisions	Discussion at 1:1 meetings with Chair regarding compliance with bylaws on attendance						Governance Committee / Board Chair
II-A-5	Annual Declaration and Consent *(formerly Board Policy V-A-1 Director and External Member Declaration)*										2027-28 Annual Declaration issued for completion immediately following Meeting	Administrative task – CEO Office
II-A-6	Position Description for Board Officers and Committee Chairs (formerly Board Policies V-A-3 Position Description for the Board Chair; V-A-4 Position Description for Vice Chair(s); V-A-5 Position for Board Standing & Special Committee Chairs; V-A-7 Position Description for the Immediate Past Chair_ - Check V-A-7 Immediate Past Chair deliverables			KHSC-RI Board report to KHSC Board on June 2026 election results	Distribute Chair, Vice Chair, Committee Chair profiles with Expression of Interest Form							Governance Committee Renate Ilse

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II-A-7	Board Committees and Terms of Reference *(Committee Terms of Reference now incorporated into Board Policy Manual)*	Review at August Committee Chairs Planning Session		Board receives final May Committee Minutes Committee Orientation – Review ToR Board approval of Board & committee work plans for 2026-27	Board receives final October Committee Minutes		Board receives final November Committee Minutes	Board receives final January and March Committee Minutes	Board receives final April Committee Minutes	Board receives final June Committee Minutes		Governance Committee / VP Committee Supports
II-A-8	Conflicts of Interest *(formerly Board Policy V-2 Conflict of Interest Provisions for Directors and External Members)*	Ensure Annual Board Declarations for 2026-27 are completed following the AGM and Special Meetings	Recording of declarations @ each board mtg	Recording of declarations @ each board mtg	Recording of declarations @ each board mtg		Recording of declarations @ each board mtg	Recording of declarations @ each board mtg	Recording of declarations @ each board mtg	Recording of declarations @ each board mtg	Recording of declarations @ each board mtg	Board Chair Oversight / Meeting Process
II-A-9	Confidentiality, Privacy, and Security of Information *(formerly Board Policies III-5 Privacy and Security of Information; and V-4 Confidentiality)*	Complete Annual Chair confidentiality attestation Confirm any adjustments to Privacy Delegation Form		Q1 Information Security Update	Q2 Information Security Update			Q3 Information Security Update	Overview of Processes in Place to Safeguard Information FOI Compliance CEO Board Report - compliance statement		Q4 Information Security Update	People Finance & Audit Committee Val Gamache-O'Leary

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II-A-10	Corporate Communications *(formerly Board Policy VI-2 Corporate Communications)*		Board agenda, approved open minutes + CEO report posted on KHSC website	Board agenda, approved open minutes + CEO report posted on KHSC website Q1 Strategy Performance Report uploaded post Board Meeting Receive Q1 Media Report	Board agenda, approved open minutes + CEO report posted on KHSC website Q2 Strategy Performance Report uploaded post Board meeting Receive Q2 Media Reports Receive 2026-27 Communication and Stakeholder Relations Plan		Board agenda, approved open minutes + CEO report posted on KHSC website	Board agenda, approved open minutes + CEO report posted on KHSC website Q3 Strategy Performance Report uploaded post Board meeting Receive Q3 Media Report	Board agenda, approved open minutes + CEO report posted on KHSC website	Board agenda, approved open minutes + CEO report posted on KHSC website Q4 Strategy Performance Report uploaded post Board meeting Receive Q4 Media Report Approval of Hospital Bylaw and board policy amendments Committee year end reports capture governing body achievements	Board agenda, approved open minutes + CEO report posted on KHSC website Post June AGM/Special: Board member profiles updated / 2027-28 meeting schedule posted / corporate bylaws, board policies updated, TOR & committee comps (post June Board & AGM activities)	Administrative Tessa deVos Governance Committee
B. Governance Process												
II-B-1	Nominations Process for the Board *(formerly Board Policy V-B-0 Process for Nominations of Directors)*			Critical path for 2027-28 Board slate / update to Partnership Council outlining process at their meeting in December	Issue Expression of Interest Survey to elected members to complete in advance of 1:1 meetings in January Confirm board size and		Confirm vacancies for the coming year and provide draft ad for board recruitment Approve Board recruitment priorities, skills requirements and	Approve 2027-28 Master Board & Committee Schedule	KHSC Board confirms 2027-28 board slate & report to May Partnership Council		Confirm 2027-28 Committees, Chairs & Compositions Post AGM, Secretary confirms slate to Partnership Council co-chairs	Governance Committee Renate Ilse

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					committee structure		diversity objectives for 2027-28 recruitment.					
II-B-2	Nominations Process for Board Officers *(formerly Board Policy V-B-1 Process for Selection of Board Officers)*			Critical Path for Board Officer Selection Process for 2027-28	Issue Expression of Interest for officer positions In advance of January email to Board, Gov Committee Chair to confirm current Chair and Vice-Chair continuing for 2027-28	Email from Gov Committee Chair to voting KHSC Board members describing current state for Chair / Vice Chair selection process	Board Chair shares results of 1:1 meetings, including those members interest in an officer role Receive summary of annual Expression of Interest process and succession planning considerations for Board officer and committee leadership positions.		Confirm that Officer Succession Plan is in Place for 2027-28.		Chair, Vice Chair, Secretary & Treasurer elected at Special Board following AGM Post Special Mtg following AGM, Secretary provides update to Partnership Council co-chairs on Board's Chair / Vice Chair selections (for info only)	Governance Committee Renate Ilse / David Fell
II-B-3	Nominations Process for Committees *(formerly Board Policy V-B-2 Process for Nomination of Chair, Directors and Non-Director Members of Board Standing & Special Committees)*				Expression of Interest Form to support 2027-28 Board committee membership allocations to all eligible directors and committee members	Input sought during 1:1 board member discussion		Governance Committee confirms overall Officer Succession Plan is in place	Proposed 2027-28 Board Committee Compositions + Committee Chair Recommendations for appointment at Special Meeting in June		Final 2027-28 Board Committee compositions + committee chair recommendations for appointment	Governance Committee Renate Ilse
II-B-4	Board Orientation and Education *(formerly Board Policy V-B-3 Board Orientation and Ongoing Development)*		Board orientation session				Board Education Session (focus to be confirmed)	Review Board Education Plan/identify gaps for 2027-28	Board Education Session (focus to be confirmed)			Governance Committee Renate Ilse

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II-B-5	Board Goals and Board Work Plan *(formerly Board Policy V-B-4 Board Goals and Work Plan)*			Approve 2026-27 Board & Committee Work Plans		Board Chair to seek input from Board members on achievement to date of Board Work Plans	Mid-year review of 2026-27 Board Work Plan			Year-end Board Committee Reports - capture governing body achievements Confirm Board Goals for coming year consistent with M/V/V and key issues that are a priority for the Board		Governance Committee / Renate Ilse
II-B-6	Board Meetings *(formerly Board Policies V-B-5 Board Meetings, Agenda Development, Electronic Votes, Consent Agenda; and V-B-6 Meeting Without Management)*			Board Chair/Vice Chair/CEO agenda planning mtg Oct 7 for Oct 26 Board meeting Meeting without Management – Standing Agenda item	Board Chair/Vice Chair/CEO agenda planning mtg Dec 5 for Dec 14 Board meeting Meeting without Management – Standing Agenda item		Board Chair/Vice Chair/CEO agenda planning mtg Jan 6 for Jan 25 Board meeting Meeting without Management – Standing Agenda item	Board Chair/Vice Chair/CEO agenda planning mtg Mar 3 for Mar 22 Board meeting Meeting without Management – Standing Agenda item	Board Chair/Vice Chair/CEO agenda planning mtg Apr 21 for May 10 Board meeting 2027-28 Board & Committee Meeting Schedule Meeting without Management – Standing Agenda item	Board Chair/Vice Chair/CEO agenda planning mtg Jun 2 for Jun 21 Board meeting Meeting without Management – Standing Agenda item		Board Chair / Vice Chair & CEO Board Chair – Meeting Process
II-B-7	Evaluations *(formerly Board Policy V-B-8 Board of Director & Non- Director Member Evaluation)*			Framework for Board, Committee and Individual evaluations -1:1 -Mtg Survey -Board Survey -Self-Reflection						Meeting Effectiveness Survey Results & recommended areas to strengthen		Governance Committee Renate Ilse Governance Committee Chair & Board Chair

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II-B-8	Resignation and/or Removal of a Director *(formerly Board Policy V-C-11 Removal of a Director)*			As required	As required		As required	As required	As required	As required		Governance Committee Renate Ilse
II-B-9	Review of Board Policies *(formerly Board Policy V-B-10 Review of Board Policies)*			All Board and committee members to review Board policies for which they have oversight at committee orientations						Recommendation on KHSC Board Policy Amendments		KHSC Board Committees Governance Committee Renate Ilse
II-B-10	Nominations Process for Patient Experience Advisors to Board Committees *(formerly Board Policy V-C-0 Process for Selection of Patient Experience Advisors to KHSC Board and Committees)*				Annual Patient & Family Advisory Council Report (PC&Q) Briefing on selection process for Patient Experience Advisors & Community Members to serve on KHSC Board committees for 2027-28					Approve 2027-28 PEAs to Board Committees		Governance Committee Renate Ilse Patient Care & Quality Committee Jason Hann
PART III: LEADERSHIP												
III-1	CEO Selection & Succession Planning *(formerly II-1 Chief Executive Officer Selection and Succession Planning*				Approach to succession planning framework for Executive & Physician Leadership			Review Critical Path for CEO recruitment and selection		Review critical path for CEO recruitment and selection. Review the CEO sudden vacancy		Executive Committee & David Pichora & VP People, Mission & Values, and CHRO

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										succession process and confirm that it has been undertaken for F28.		
III-2	CEO Direction and Position Description *(formerly II-2 Chief Executive Officer Direction)*						Approval of HAPs/CAPs for 2027-28	Approval of 2027-28 QIP, SPI, HSAA, MSAA	Draft 2027-28 Annual Corporate Plan & SPI approval	Final 2027-28 ACP Indicator Performance Measurement System		CEO / Board of Directors Executive Committee
III-3	COS Selection and Succession Planning *(formerly II-6 Chief of Staff Direction, Selection and Succession Planning)*				Review KHSC Talent Review model addressing management succession planning			Review Critical Path for COS recruitment and selection		Review critical path for COS recruitment and selection. Review the COS sudden vacancy succession process and confirm that it has been undertaken for F28.		Executive Committee
III-4	COS Direction and Position Description (NEW)									Review COS role description for F28 performance and compensation administration.		
III-5	CEO and COS Performance Evaluation *(formerly II-3 Chief Executive Officer*				Q1+2 Reporting Review approach					Q3+4 Reporting Review and recommend the		Executive Committee & Board Chair

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	Performance Management and Evaluation; and II-7 Chief of Staff Performance Management and Evaluation				to CEO and COS performance pay					F28 CEO and COS performance evaluation process and measurable performance objectives, including alignment with the QIP. Review and assess F27 CEO & COS performance Review approach for F28 Performance Evaluation Process for CEO & COS		
III-6	CEO and COS Compensation *(formerly II-4 Chief Executive Officer Compensation; and II-8 Chief of Staff Compensation)*			Confirmation that pay for performance for F26 has been completed				Public Sector Salary Disclosure		Determine F27 CEO and COS performance-pay outcomes. Review approach for F28 Performance Evaluation Process for CEO & COS		Executive Committee / People, Finance & Audit VP People, Mission & Values, and CHRO / Mary Lou Toop

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III-7	CEO Expense Reimbursement and Travel Policy *(formerly II-5 Chief Executive Officer Expense Reimbursement and Travel Policy)*	Monthly expense claim sign-off	Monthly expense claim sign-off	Monthly expense claim sign-off	Monthly expense claim sign-off	Monthly expense claim sign-off	Monthly expense claim sign-off	Monthly expense claim sign-off	Monthly expense claim sign-off Annual audit function to confirm CEO expenses	Monthly expense claim sign-off		Board Chair / People, Finance & Audit & Mary Lou Toop
PART IV: PROGRAM QUALITY AND EFFECTIVENESS												
IV-1	Quality Improvement & Safety *(formerly III-1 Quality Improvement & Safety)*			Q1 Patient Safety Report Access and Flow Update	Q2 Patient Safety Report Access and Flow Update Receive annual Report on Patient and Family Advisory Council		Access and Flow Update	Q3 Patient Safety Report Access and Flow Update	Annual Learning & Leadership Report Annual review and report on the Corporations system for ensuring disclosure of critical incidents as required by the PHA Access and Flow Update	Q4 Patient Safety Report Access and Flow Update		Patient Care & Quality Committee Jason Hann
IV-2	Performance Monitoring *(formerly III-2 Performance Monitoring)*			Q1 Strategy Performance Report Receive OHA Benchmarking Data (as available) Receive Lumeo	Q2 Strategy Performance Report Receive OHA Benchmarking Data (as available)		Receive OHA Benchmarking Data (as available) Receive Lumeo	Q3 Strategy Performance Report Receive OHA Benchmarking Data (as available)	Draft KHSC Performance Indicator Framework for 2027-28 Receive OHA Benchmarking Data (as available) Receive Lumeo	Q4 Strategy Performance Report Receive OHA Benchmarking Data (as available)		All Board Committees Indicator Framework Processes – Governance Committee Renate Ilse

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				Operations update			Operations update		Operations update			
IV-3	Complaints (Patient Care and Others) *(formerly III-6 Patient Feedback)*			Q1 Patient Experience Report	Q2 Patient Experience Report			Q3 Patient Experience Report		Q4 Patient Experience Report		Patient Care & Quality Committee Jason Hann
IV-4	Whistleblowing Policy Reporting of Inappropriate Behaviour (formerly II-9 Whistleblowing)			As needed	As needed		As needed	As needed	As needed	As needed		People, Finance & Audit Committee
IV-5 (11.10 Corp)	French Language Services *(formerly III-7 French Language Services)*				Receive Annual Inclusion Report, including French Language Services, Equity and Indigenous Health							Patient Care & Quality Committee People, Finance & Audit Committee VP People, Mission & Values, and CHRO
IV-6	Temporary Removal of Religious Icons at Patient Request *(formerly VI-5 Temporary Removal of Religious Icons at Patient Request)*			As required	As required		As required	As required	As required	As required		Governance Committee Renate Ilse

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PART V: FINANCIAL AND ORGANIZATIONAL VIABILITY												
V-1	Financial Objectives *(formerly IV-1 Financial Objectives)*			PF&A to recommend on capital & operating variances (As required) Receive F26 Workforce Highlights report Receive update on Financial Sustainability Planning (HSSP) work and related implications for KHSC financial objectives	PF&A to recommend on capital & operating variances (As required) Receive update on Financial Sustainability Planning (HSSP) work and related implications for KHSC financial objectives		PF&A to recommend on capital & operating variances (As required) Review final 2027-28 internal capital budgets/ recommend from PF&A Receive update on Financial Sustainability Planning (HSSP) work and related implications for KHSC financial objectives	PF&A to recommend on capital & operating variances (As required) Receive update on Financial Sustainability Planning (HSSP) work and related implications for KHSC financial objectives	PF&A to recommend on capital & operating variances (As required) Update on collective bargaining impacting current fiscal year including recent arbitration awards Annual Labour Relations Report Leadership and Talent Development Report Receive update on Financial Sustainability Planning (HSSP) work and related implications for KHSC financial objectives	PF&A to recommend on capital & operating variances (As required) KHSC CEO BPSAA Attestation of Compliance + MSAA Attestation Receive update on Financial Sustainability Planning (HSSP) work and related implications for KHSC financial objectives		People, Finance & Audit Committee Mary Lou Toop
V-2	Financial Planning & Performance *(formerly IV-2 Financial Planning and*		Summer update to include information on financial-position	Monthly financial package Q1 report	Monthly financial package Q2 report H-SAA /		Monthly financial package	Monthly financial package Q3 report H-SAA /	Monthly financial package	Monthly financial package Q4 report H-SAA / M-SAA	Members of the Corporation appoint auditor	People, Finance & Audit Committee Mary Lou Toop

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Policy	Policy/Framework Reference											
	Performance; and IV-3 Purchasing and Leasing			H-SAA / M-SAA financial indicators KHSC-RI Board report to the KHSC Board of Directors on the June 2026 Audited Financial Statements KHSCRI Board report to the KHSC Board providing June 2026 Auditors Report KHSCRI Board Report to the KHSC Board confirming the appointment of the Auditor (post AGM)	M-SAA financial indicators Receive update on debt obligations and repayment planning (PFA)			M-SAA financial indicators	Bill S-211 Attestation and Reporting	financial indicators Approve draft financial statements BPSAA Attestation to include MMC Compliance Receive report on Current Year Internal Controls from People, Finance and Audit Committee		Research Committee Smith
V-3	Risk Management (formerly III-3 Enterprise Risk Management)		Annual Confirmation of Insurance Coverage for Board and Committee Members (Sep 19 Orientation)	Review approach to risk management Internal Controls Review	Insurance coverage requirements of the corporation are reviewed at least annually			Receive updated KHSC Risk Profile Approve future internal control review activities as recommended by the People, Finance & Audit Committee.	Receive annual legislative compliance report			People, Finance & Audit Committee Val Gamache-O'Leary
V-4	Asset Protection (NEW)				Report on Capital Asset Management		Receive annual report on greening					People, Finance & Audit Committee Mary Lou Toop

BOARD POLICY & COMMITTEE TERMS OF REFERENCE – BOARD WORK PLAN 2026-27

Month		August	September	October	December	January	January	March	May	June	June	Most Responsible Committee to Lead Process & Additional Comments
Date		26 2026	19 2026	26 2026	14 2026	5 & 5 2027	25 2027	22 2027	10 2027	21 2027	21 2027	
Focus			Summer Update & Orientation Refresh	Q1 Reporting	Q2 Reporting	Board 1:1 with Chair	Board Education	Q3 Reporting + QIP, HSAA & MSAA Approvals	Board Education	Q4 reporting, attestations, draft financial statements	AGM & Special Meeting	
Policy	Policy/Framework Reference											
							initiatives and environmental stewardship activities at KHSC.					
V-5	Investment Policy (NEW)			Review the status of investments on a quarterly basis consistent with annual budget	Review the status of investments on a quarterly basis consistent with annual budget			Review the status of investments on a quarterly basis consistent with annual budget Draft Investment Policy & Review Investment Guidelines		Review the status of investments on a quarterly basis consistent with annual budget		People, Finance & Audit Committee Mary Lou Toop
V-6	Borrowing (NEW)			As required	As required		As required Budget Principles 2026-27	As required	As required	As required		People, Finance & Audit Committee Mary Lou Toop
V-7	Approvals and Signing Authority *(formerly IV-4 Signing Officers)*	Ensure signing authority updates have been completed post-AGM activities		KHSC's signing authority guidelines provided to Board as part of PFA Committee update					Annual Banking Update and review of investments		KHSC Signing Authority & Banking Resolution updated following special mtg	People, Finance & Audit Committee Mary Lou Toop
V-8	Reimbursement of Director & Non-Director Member Expenses *(formerly V-B-9 Reimbursement of Director & Non-Director Member Expenses)*			As required	As required		As required	As required	As required	As required		People Finance & Audit Committee Board Chair and CEO – Administrative Task
V-9	Support and Relationship with University Hospitals Kingston Foundation *(formerly V-B-9 Support and Relationship with*		UHKF CEO report to Board Notify Board of key donor events	UHKF CEO report to Board Notify Board of key donor events	UHKF CEO report to Board Notify Board of key donor events		UHKF CEO report to Board Notify Board of key donor events	UHKF CEO report to Board Notify Board of key donor events	UHKF CEO report to Board Notify Board of key donor events	UHKF CEO report to Board Notify Board of key donor events		Governance Committee Renate Ilse

Kingston Health Sciences Centre
Centre des sciences de la santé de Kingston

Chairs Planning Session Discussed: August 26, 2026
Board & Committee Orientation - Draft Provided: September 19, 2026
Governance Committee Reviewed: October 6, 2026
Board Approved: October 26, 2026

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Policy	Policy/Framework Reference											
	University Hospitals Kingston Foundation)				Expression of Interest Form – KHSC Board member to UHKF Board			Recommendation for KHSC Board cross appointment to UHKF Board for 2027-28		Endorse UHKF Board Slate for 2027-28		
V-10	Political Contributions *(formerly VI-3 Political Contributions*			As required	As required		As required	As required	As required	As required		People, Finance & Audit Mary Lou Toop
VI-4	Naming of the Corporations' Assets *(formerly VI-4 Naming of KHSC Assets*		As required Under $100K – CEO Report Over $100K – Gov Committee to Board	As required Under $100K – CEO Report Over $100K – Gov Committee to Board	As required Under $100K – CEO Report Over $100K – Gov Committee to Board		As required Under $100K – CEO Report Over $100K – Gov Committee to Board	As required Under $100K – CEO Report Over $100K – Gov Committee to Board	As required Under $100K – CEO Report Over $100K – Gov Committee to Board	As required Under $100K – CEO Report Over $100K – Gov Committee to Board		CEO Report and/or Governance Committee UHKF Team & Mary Lou Toop
PART VI: KHSC CORPORATE BY-LAW AND RESTATED PROCESSIONAL STAFF BY-LAW												
3.1 (Staff)	Appointment to the Medical, Dental, Midwifery, or Extended Class Nursing Staff		Monthly MAC recommend	Monthly MAC recommendations Update on KHSC Credentialing processes	Monthly MAC recommend		Monthly MAC recommend	Monthly MAC recommend	Monthly MAC recommend	Monthly MAC recommend		MAC Mike Fitzpatrick
8.2 (Staff)	Appointment of Head of Department / Deputy Heads		As required	As required	As required		As required	As required	As required	As required		MAC Mike Fitzpatrick
10.3 (Staff)	Committees & Programs Required by PHA – Medical Advisory Committee		Monthly COS Report – MAC Highlights to Board	Monthly COS Report – MAC Highlights to Board	Monthly COS Report – MAC Highlights to Board		Monthly COS Report – MAC Highlights to Board	Monthly COS Report – MAC Highlights to Board	Monthly COS Report – MAC Highlights to Board	Monthly COS Report – MAC Highlights to Board		MAC Mike Fitzpatrick Chris Gilles
11.3 (Corp)	Committees & Programs Required by PHA – Fiscal Advisory Committee			CEO Report to include confirmation of FAC composition /				CEO Report to include update on FAC activities / recommendations				People, Finance & Audit Committee Mary Lou Toop

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Policy	Policy/Framework Reference											
				meeting schedule								
11.4 (Corp)	Chief Nursing Executive							Report on Professional Practice		Annual Report from the Chief Nursing Executive and Chief of Staff	Captured on Board Slate for 2027-28	Patient Care & Quality Committee Jason Hann
11.5 (Corp)	Nurses & Other Staff and Professionals to Committees				Review bylaw requirement and discuss approach							Governance Committee
11.6 (Corp)	Retention of Written Statements (25-year destruction of medical records, notes, charts)								CEO Board Report - compliance statement (As Part of FOI and Process to Safeguard Information)			Administrative Task
11.7 (Corp)	Occupational Health & Safety Program									Annual occupational health and safety report covering 2026-27		People, Finance & Audit Committee VP People, Mission & Value and CHRO
11.8 (Corp)	Health Surveillance Program								Provide overview of KHSC's Health Surveillance Program			MAC Mike Fitzpatrick
11.9 (Corp)	Organ Donation			Update provided on Gift of Life Event at KHSC – CEO Update to the Board							Trillium Gift of Life Program Update for 2026-27	Patient Care & Quality Committee Jason Hann
ACCREDITATION READINESS												
	Monitor the preparation process for accreditation and ensure implementation of relevant			As required	As required	As required	As required	As required	As required	As required	As required	All Committees

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Policy	Policy/Framework Reference											
	recommendations arising from surveys.											