TERMS OF REFERENCE COMPLIANCE – COMMITTEE WORK PLAN
KHSC RESEARCH COMMITTEE
2026-27

Committee Chairs Planning Session Discussed: August 26, 2026
Research Committee Endorsed: October 6, 2026
KHSC Board of Directors Approved: October 26, 2026

		Month	MRP	October	November	January	March	April	June	June
		Date		6th	17th	12th	2nd	13th	1st	29th
		Board Reporting		October 26 Board	December 14 Board	January 25 Board	March 22 Board	May 10 Board	June 21 Board	
		Focus		Q1	Q2	HAPs/CAPs	Q3, QIP & HSAA MSAA	ACP & Indicators	Q4	AGM
		Terms of Reference Requirements								
1.0 General Responsibilities Items for Research Committee	1.1	**Recommend** an annual work plan to the Board based on the committee terms of reference The committee shall review its terms of reference annually and **make recommendations** to the KHSC Board on potential amendments. The KHSC Board retains authority to amend the TOR.	Pichora/ Smith	Review and endorse draft committee work plan as part of committee orientation including review of committee ToR *(TOR may require adjustments once Board level research policies have been endorsed)*					Final executed work plan provided with year-end committee report	
	1.2	Present a year-end **report to the Board**	Pichora/ Smith					Review draft year-end committee report & ensure report captures the committee's achievements	Finalize year-end committee report and **recommend to June Board** & ensure report captures the committee's achievements	
	1.3	Annually review, confirm, and **recommend** revisions to the Board policies for which the committee has oversight	Pichora/ Smith	Review Governance oversight policies as part of committee orientation Discuss board level research policies that may be required Review research current obligations outlined in current KHSC-Queen's Affiliation Agreement – may have policy & bylaw implications	Draft KHSC-RI board policies for committee review			Final review of bylaw and policy revisions, pertaining to research, for **recommendation to KHSC-RI Board (April 13 Board meeting) & KHSC Board (June Board meeting)**		

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Terms of Reference Requirements									
	1.4	Ensure principle-based decision-making guides all committee discussions and decision-making	Pichora/ Smith	Opening Value Statement	Opening Value Statement	Opening Value Statement	Opening Value Statement	Opening Value Statement Checkpoint on proposed amendments – alignment to KHSC/Queen's Affiliation Agreement		
	1.5	Other duties as assigned by the Board	Multiple	Receive CEO Report	Receive CEO Report	Receive CEO Report	Receive CEO Report	Receive CEO Report	Receive CEO Report	
	1.6	**Update to KHSC Board** re committee activities from most recent meeting Most recent approve committee minutes **provided to the Board**	McGurn Francoeur/Lloyd	To October Board	To December Board	To January Board	To March Board	To May Board	To June Board	
3.0 Performance	3.1	Ensure progress on KHSC's strategy and annual corporate plan by reviewing assigned performance indicators	Smith	Receive Q1 KHSC Performance Reports	Receive Q2 KHSC Performance Reports		Receive Q3 KHSC Performance Reports		Receive Q4 KHSC Performance Reports	
4.0 Integrated Risk	4.1	Monitor and report on integrated risk domains assigned to this committee which include: - To be defined through the development of the new risk profile	Smith	Review risk domains for which the committee has oversight for as part of committee orientation	As required	As Required	Receive updated KHSC Risk Profile and review domains assigned to this committee	As Required	As Required	
			Smith	Researcher Profile TBD	Researcher Profile TBD	Researcher Profile TBD	Researcher Profile TBD	Researcher Profile TBD	Researcher Profile TBD	

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Terms of Reference Requirements									
KHSC has delegated authority to the Committee, acting on behalf of KHSC as a member of KHSC-RI, to carry out the following annual business without requiring further approval from the KHSC Board. A summary of all actions taken under this authority will be regularly reported to the KHSC Board through the Committee's standard reporting processes.									
	1.4	Ensure principle-based decision-making guides all committee discussions and decision-making	Smith		Management to **provide written attestation** that research conducted at HDH site meets guidelines				
2.0 KHSC-RI Role – Independent Corporate Entity Items for KHSC-RI Board to report through Research Committee	2.1	Carry out the Corporation's legal rights and responsibilities as sole corporate member of the Research Institute	Multiple						
	2.2	Oversee all research, innovation and commercialization activities to ensure alignment with the KHSC strategic plan, KHSC contractual obligations and applicable laws	Pichora/ Smith			Receive semi-annual Research Strategy Milestone Report			Receive semi-annual Research Strategy Milestone Report
	2.3	Provide recommendations related to research, innovation and commercialization on future KHSC strategic plans from time to time	Pichora/ Smith			Touchbase on 2026-27 Annual Corporate Plan		Review 2027-28 ACP & associated research indicators for **recommendation to May 10 KHSC Board Session**	Final draft of 2027-28 indicators performance measurement system for 2027-28 ACP (post January budget approvals)
	2.4	Support management by identifying and encouraging opportunities for innovation and commercialization of research by the Corporation	Pichora/ Smith	Q1 Research Strategy Milestone Report to include updates on innovation and commercialization	Q2 Research Strategy Milestone Report to include updates on innovation and commercialization		Q3 Research Strategy Milestone Report to include updates on innovation and commercialization		Q4 Research Strategy Milestone Report to include updates on innovation and commercialization

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	2.5	Design and participate in governance-level collaboration initiatives with Queen's and other interested parties to enhance research and innovation for the benefit of all interested parties, (e.g., attendance at funding announcements where Trustees of Queen's are also present; participating in meetings involving Trustees of Queen's that advance the interest of KHSC and Queen's in research domestically and internationally)	Pichora/ Smith	Q1 Summary report of KHSC/Queen's meetings and events	Q2 Summary report of KHSC/Queen's meetings and events		Q3 Summary report of KHSC/Queen's meetings and events		Q4 Summary report of KHSC/Queen's meetings and events	
	2.6	Advise the KHSC Board on resource allocation issues as they related to research, innovation, and commercialization	Smith	As required	As required	As required	As required	As required	As required	
	2.7	Election of directors of KHSC-RI voting members of the Committee shall be elected by KHSC in its capacity as sole corporate member of KHSC-RI to serve as the KHSC-RI's board of directors;	Pichora/ Smith	KHSC-RI Board **report to the KHSC Board** on the June 2026 Election results		Advise Governance Committee of any adjustments needed to membership skills requirements for 2027-28			KHSC-RI Board to reaffirm voting members of the committee – election of directors of KHSC-RI Final slate for election at the KHSC-RI AGM (June 29, 2027)	
	2.8	- Consideration of the financial statements of KHSC-RI	Pichora/ Smith	KHSC-RI Board **report to the KHSC Board** on the June 2026 audited financial statements Q1 Finance Update & Monthly Statements	Q2 Finance Update & Monthly Statements	Monthly Statements	Q3 Finance Update & Monthly Statements	Monthly Statements	Review draft format for audited financial statement presentation and note disclosures Q4 Finance Update & Monthly Statements	

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	2.9	Receipt of the report of the public accountant of KHSC-RI		Pichora/ Smith	KHSC-RI Board **report to the KHSC board** providing the June 2026 auditor's report Review status of prior year external audit recommendations					Review draft format for audited financial statements and note disclosures Review draft audited financial statements, note disclosures and audit findings and special audit reports with external auditors and **recommend to Board**	
	2.	Reappointment of the public accountant of KHSC-RI		Pichora/ Smith	KHSC-RI Board **report to the KHSC board** confirming the appointment of the auditor (post-AGM)					**Recommend to Board** reappointment or replacement of external auditors	
Board Reporting Requirements RC & KGHRI Board		Board reports due at CEO's office Board mailing date Board meeting date		Francoeur /Lloyd	October 16 October 19 October 26	December 4 December 7 December 14	January 15 January 18 January 25	March 12 March 15 March 22	April 30 May 3 May 10	June 11 June 14 June 21	