1. Meeting Book - KHSC Board of Directors - Open Meeting - June 2026

June 22, 2026 - Open Meeting Agenda

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 Verbal	Inform	McCullough
1.2 Indigenous Acknowledgement 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	McCullough
1.3 Opening Value Statement (Compassion, Respect, Partnership, Excellence, Innovation) Verbal	Reflect	McGurn
1.4 Consent Agenda Items	Decide	McCullough

a) Briefing: Consent Agenda Summary - June 2026

b) Minutes: KHSC Board of Directors Draft Open Minutes - May 11, 2026

c) KHSC Performance Reporting F26 Q4

Briefing: KHSC Performance Reporting Summary F26 Q4

Readers Guide: Service Accountability Agreement (SAA) Scorecard

Link: F26 Q4 Strategic Performance Report (SPR) - Full Report

Link: F26 Q4 Service Accountability Agreement (SAA) - Full Report

Link: F26 Strategic Performance Index (SPI) - Full Report

d) Briefing: Emplyee Recognition and Retention

e) Labour Relations Annual Report

f) Quarterly People Dashboards

Briefing: F26 Q4 People Dashboards

Link: Q4 Human Resources (HR) Dashboard

Link: Q4 Occupational Health & Safety Indicators Dashboards

Link: Q4 Volunteer Services Dashboard

g) Report: F26 Annual Occupational Health & Safety Report

h) Access and Flow Report - June 2026

Briefing: Access and Flow Update - June 2026

Report: Access and Flow Update - June 2026

i) Briefing: Trillium Gift of Life Network (TGLN) Annual Report

j) Briefing: Canadian Residents Matching Service (CaRMS) Report

k) Briefing: Rules of Order for 2025-26

l) Briefing: By-law & Board Policy Revisions for 2025-26

m) Briefing: Meeting Effectiveness Survey Results for 2025-26

n) Briefing: Annual Governance Self-Reflection and Evaluation Results 2025-26

o) F26 Q4 Media Report

Briefing: F26 Q4 Media Report

	Link: Report - F26 Q4 Media Report p) Briefing: Approach to KHSC Strategic Planning Process q) KHSC Board Policy Update: III-3 COS Selection and Succession Planning Briefing: KHSC Board Policy III- 3 Update Appendix 1. III-3 COS Selection and Succession Planning		
	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, 2026 Briefing: Draft Audited Financial Statements 2025-26 Financial Statements and Notes YE March 31, 2026 Management Discussion & Analysis (unaudited) Report: KPMG Audit Findings Report - KHSC March 31, 2026	Decide/Amend	Talbot-Allan / KPMG Auditors
	3.2 Appointment of the Auditors for Fiscal 2026-27		
1525/5 min	3.3 BN re Board Goals for 2026-27.pdf	Decide/Amend	McGurn/Ilse
	4.0 MATTERS FOR DISCUSSION		
1530 / 10 min	4.1 President & CEO Update	Inform/Discuss	Pichora
	5.0 REPORTING & UPDATES		
1540 / 15 min	5.1 Board Committee Meetings (June Meeting Highlights & Year-End Committee Reports)	Inform/Discuss	
	a) People, Finance & Audit Committee People, Finance & Audit Committee Year-End Report for 2025-26 Link: 2025-26 People, Finance & Audit Committee Work Plan		Talbot-Allan
	b) Patient Care & Quality Committee Patient Care & Quality Committee Year-End Report for 2025-26 Link: 2024-25 Patient Care & Quality Committee Work Plan Program Presentation Briefing: Program Service Presentation - Mental Health and Addiction Care Link: Presentation: Mental Health and Addictions Care		Shepherd
	c) Research Committee Research Committee Year-End Report for 2025-26 Link: 2025-26 Research Committee Work Plan		Davidson
	d) Governance Committee Governance Committee Year-End Report for 2025-26 Link: 2025-26 Governance Committee Work Plan		McGurn
	e) Redevelopment Special Committee Building Redevelopment Special Committee Year-End Report for 2025-26 Link: 2025-26 Building Redevelopment Special Committee Work Plan		Leslie
	6.0 IN-CAMERA SEGMENT (Members of the Public/Guests depart meeting) / BREAK		
1555 / 15 min	6.1 Motion to Move In-Camera	Decide	McCullough
	11.0 REPORT ON IN-CAMERA MATTERS		
1805 / 5 min	11.0 Motion to Report and Decisions Approved In-Camera	Decide	McCullough
	12.0 DATE OF NEXT MEETING, MEETING SURVEY & TERMINATION Date of Next Meeting: Saturday, September 19, 2026 from 0830-1500 hours (Board Orientation/Refresh/Education)		

Link: Meeting Effectiveness Survey

Micro Meeting Effectivness Survey QR Code

Motion to Terminate

Kingston Health Sciences Centre

Centre des sciences de la santé de Kingston

Minutes

BOARD OF DIRECTORS OPEN MEETING: JUNE 22, 2026

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 22, 2026 from 1500 to 1800 hours. The following are the open minutes.

Elected Members Present (voting): Mélanie Josée Davidson, Alfred Hendry, Patrick Johnston, Emily Leslie, Sherri McCullough (Chair), Suzanne McGurn, Mona Rahman, Margaret Shepherd, Kevin Snedden, and Laura Talbot-Allan.

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

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

Regrets: David Fell, Ben McIlquham, Lisa Tannock, Sandy Wilson

Guests: Michael Judd, Lawrence Hookey, Lori Huber (KPMG)

Staff: 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 and confirmed everyone was able to hear the proceedings. The meeting was called to order, quorum was confirmed.

Members were reminded of the Board's annual orientation and education session on Saturday, September 19, 2026 at 0830 hours. The next regularly scheduled Board meeting is on Monday, October 26, 2026 at 1500 hours.

1.2 Indigenous Land Acknowledgement

KHSC's Indigenous Acknowledgement was included in the agenda package, and the Chair read the acknowledgement aloud at the meeting.

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

Suzanne McGurn provided the opening value statement, focusing on partnership. She expressed her appreciation for the work of the legacy Boards and the Partnership Council in preserving the missions of both Hotel Dieu and Kingston General, and in ensuring these continue to be upheld by the KHSC Board as the

organization evolves beyond integration. She also highlighted the strong partnerships within KHSC among the Boards, staff, and physicians, and noted how these relationships extend into the broader community.

1.4 Consent Agenda Items

Consent agenda materials were posted ahead of today's meeting:

a)	Briefing:	Summary of Consent Agenda Items – Open Agenda – June 2026
b)	Minutes:	KHSC Board of Directors Draft Open Minutes – May 11, 2026
c)	Briefing:	KHSC Performance Reporting F26 Q4
d)	Report:	Employee Recognition and Retention
e)	Briefing:	Labour Relations Annual Report
f)	Briefing:	Q4 People Dashboards
g)	Report:	F26 Occupational Health & Safety Report
h)	Report:	Access and Flow Report – June 2026
i)	Briefing:	Trillium Gift of Life Network (TGLN) Annual Report
j)	Briefing:	Canadian Residents Matching Service (CaRMS) Report
k)	Briefing:	Rules of Order for 2026-27
l)	Briefing:	By-law & Board Policy Revisions for 2025-26
m)	Briefing:	Meeting Effectiveness Survey Results for 2025-26
n)	Briefing:	Annual Governance Self-Reflection and Evaluation Results
o)	Report:	Media Report F26 Q4
p)	Briefing:	Approach to the KHSC Strategic Planning Process
q)	Briefing:	Policy Update: III-3 COS Selection and Succession Planning

Moved by Suzanne McGurn, 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 Margaret Shepherd, seconded by Mona Rahman:

THAT the agenda be approved as circulated.

CARRIED.

2.0 BUSINESS ARISING

No items identified

3.0 MATTERS REQUIRING DECISION

3.1 Approval of the Draft Audited Financial Statements – March 31, 2026

Laura Talbot-Allan brought forward the People, Finance and Audit Committee's recommendation on the financials.

Mary Lou highlighted key elements from the audit and the Management Discussion and Analysis. She drew particular attention to Note 20b, which reflects a change in KHSC's liquidity risk since 2025, driven by the 2026 hospital deficit, inflationary pressures, and wage increases. She noted that KHSC, along with other hospitals in the sector, is increasingly reliant on Ministry of Health funding, which is an important consideration in reviewing and interpreting the financial statements. She also referenced the final note, which outlines KHSC's ability to achieve a balanced budget through ongoing collaboration with the Ministry of Health under the Hospital Sector Sustainability Plan process. She noted that the OHA loan will support the restoration of cash.

Lori Huber of KPMG thanked management for their support throughout the audit and spoke to the independent auditor's report. She confirmed a clean audit opinion with no significant findings and that the financial statements comply, in all material respects, with the applicable financial reporting framework. She noted that the audit is complete, pending Board approval of the financial statements. Lori highlighted the strong level of preparedness demonstrated by the team and the continued high quality of the organization's financial records. While a small number of audit misstatements were identified, these were not material. Minor areas for performance improvement were noted but were not of concern. She concurred with management's comments and noted that KHSC remains in good standing relative to peer hospitals across the province.

Moved by Laura Talbot-Allan, seconded by Emily Leslie:

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, 2026.

CARRIED.

Lori Huber departed the meeting at 1517 hours.

3.2 Appointment of the External Auditors for Fiscal 2027

Laura Talbot-Allan drew attention to the recommendation of the External Auditors for Fiscal 2027. The committee is recommending continuing with KPMG as the external auditors.

Moved by Laura Talbot-Allan, seconded by Margaret Shepherd:

THAT, as recommended by the People, Finance & Audit Committee, the KHSC Board of Directors reappoint KPMG as the Hospital's external auditors for fiscal 2027.

CARRIED.

3.3 Board Goals for 2026-27

The Board was provided with the Board Goals for the coming year that had been reviewed by the Governance Committee at their June 2nd meeting. Suzanne McGurn, on behalf of David Fell, noted that this year's goals are intended to continue advancing the Board's evolution from an integration-focused board to a strategic academic health sciences board. Once approved, the goals will be integrated into the Board and Committee work plans.

Moved by Suzanne McGurn, seconded by Emily Leslie:

THAT, as recommended by the Governance Committee, the KHSC Board of Directors endorse the proposed board goals for 2026-27 as circulated.

CARRIED.

4.0 MATTERS FOR DISCUSSION

4.1 President & CEO Report

David Pichora provided a verbal update on recent media coverage and key external engagements. He began by noting a $1.25 million donation from Stephen Sorensen in support of imaging and clinical technology for the Emergency Department and Urgent Care, with an additional announcement anticipated in the fall. He also highlighted recent media attention on KHSC's neurosurgery program, which is the first in Canada to use a handheld imaging device to visualize brain tumour cells in real time during surgery. This story has received some media coverage, but the Board discussed how to get this article more media. It is anticipated that the new public relations firm will be able to assist with this moving forward. He further noted recent coverage of KHSC's Stroke Program and impressive door-to-needle time.

David reflected on several recent conferences he attended. At the HealthcareCan conference in Toronto, discussions focused on the future of Canada's healthcare system, including system

leadership, the evolving role of hospitals, hospital-at-home models, translating public opinion into action, and large-scale system transformation.

He also participated in an e-Health conference hosted by Oracle, which centred on data and analytics. Key themes included data ownership, residency, protection, and sovereignty. He highlighted the importance of these considerations as hospitals increasingly leverage data to inform service delivery, influence policy, and strengthen system leadership, alongside the growing need for robust data stewardship.

David further attended the Mohawk Medbuy Corporation AGM, where presentations from AI leaders at Unity Health showcased innovations such as VITAL and Gemini, programs with which KHSC is engaged. He noted that KHSC is viewed as a valued partner and that there may be opportunities to further expand this collaboration.

Across these engagements, common themes included data, analytics, artificial intelligence, and the role of hospitals in managing, governing, and leveraging these assets. He noted that while opportunities are significant, hospitals across the province are still working to determine how best to implement AI and establish effective data governance. He emphasized the importance of proactive planning, asking questions, and strong governance oversight to manage emerging risks.

In closing, he referenced the recent release of the Interim Supervisor's report from London Health Sciences Centre, noting its emphasis on the importance of strong Board governance, effective risk management, attention to internal and external audit processes, and vigilance with respect to fraud.

5.0 REPORTING & UPDATES

5.1 Board Committee Meetings (Highlights from April/May/June 2026)

Committee recommendations and year-end reports were circulated in advance of the meeting.

a) People, Finance & Audit Committee
Laura Talbot-Allan, Chair of the Finance & Audit Committee, reported on the activities of the People, Finance & Audit Committee following its May 2026 meeting. The Committee received a range of Q4 reports, including capital development and infrastructure projects, capital budget, major IT initiatives, information security, financial indicators, and the Performance Report Summary (SPR, SAA, SPI), as well as updates on occupational health and safety, people metrics, absence trends, internal controls, payroll compliance, and labour relations. The Committee discussed financial results, financial sustainability, infrastructure risks, the Lumeo update, and the Auditor Findings Report for Fiscal 2026. Adjustments to the banking resolution and officer succession following the June Board, Annual, and Special Meetings were confirmed, and an update on the audit RFP was received.

c) Patient Care & Quality Committee
Margaret Shepherd, Chair of the Patient Care and Quality Committee, provided discussion highlights from the meeting on June 1st, 2026. The Committee received Q4 reports including the Performance Report Summary (SPR, SAA, SPI), Access and Flow, Patient Safety, Patient Experience, and the Quality Improvement Plan, as well as updates on inclusion, leadership and talent development, and the Trillium Gift of Life Network and CaRMS results. The Committee discussed ethical dimensions of care delivery, the Lumeo update, accreditation highlights, and the Annual Chief Nursing Executive and Chief of Staff Report. Program and service presentations were received from Mental Health and Addictions Care and the Ontario Ventilator Equipment Pool.

d) Research Committee
Mélanie Josée Davidson, Chair of the Research Committee, reported on their June 2nd, 2026 meeting. The Committee received the Performance Report Summary for F26 Q4 (SPR, SAA, SPI).
The Committee discussed research performance indicators, committee composition and skills, alignment with the KHSC–Queen's affiliation agreement, financial audit updates, KHSC–Queen's events, research strategy milestones, and researcher profiles.

e) Governance Committee
Suzanne McGurn on behalf of David Fell, Chair of the Governance Committee reported on the June 2nd, 2026 meeting. The Committee received the Performance Report Summary for F25 Q4 (SPR, SAA, SPI), along with updates on the annual operating agreement compliance and media report. The Committee discussed Board processes and governance matters, including rules of order for 2026 to 2027, meeting effectiveness and governance evaluation results, Board orientation and education planning, the UHKF operating agreement, strategic plan renewal, and updates to corporate by-laws and Board policies. Recommendations to the Board included approval of the Annual Corporate Plan and alignment to the QIP, the Committee's 2025 to 2026 year-end report, Board goals for 2026 to 2027, recruitment recommendations and committee compositions, and the UHKF Board Slate for 2026 to 2027.

f) Building Redevelopment Special Committee
Emily Leslie, Interim Chair of the Building Redevelopment Special Committee, reported on their June 9th, 2026 meeting. The committee received a redevelopment update and the committee's year end report.

6.0 IN-CAMERA SEGMENT

6.1 Motion to Move In-Camera

Moved by Margaret Shepherd, seconded by Patrick Johnston:

THAT the Board move to an in-camera session.

CARRIED.

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 11, 2026;
- The Board received the final Board committee meeting minutes from the November 19, 2025 and May 19, 2026 Executive Committee meetings, the April 13, 2026 People, Finance & Audit Committee and Patient Care & Quality Committee meetings, the April 14, 2026 Governance and Research Committee meetings, and the March 9, 2026 Redevelopment Special Committee meeting;
- The Board approved the Broader Public Sector Accountability Compliance Reporting and Attestation
- The Board received the Q4 H-SAA and M-SAA financial indicators;
- The Board approved the HSAA & MSAA Annual Declarations of Compliance;
- The Board received the financial package for the month ending March 31, 2026;
- The Board received the Q4 capital budget update;
- The Board received the payroll compliance report;
- The Board received the OHA Q3 benchmarking report and the internal control review status report;
- The Board received an update on the Lumeo project;
- The Board received the Q4 information security update;
- The Board received the Patient Experience Report for F26 Q4;
- The Board received the Patient Safety Report for F26 Q4;
- The Board approved a number of appointments and reappointments to the professional staff;
- The Board approved the House staff Recommendations;
- The Board received the KHSC-RI Audit Findings and Financials;
- The Board received the Research Performance Indicators briefing;
- The Board endorsed the UHKF Board Slate and cross-appointments for 2026-27;
- The Board approved the election of four new directors, one non-director committee member, two Patient Experience Advisors, the extension of one non-director committee member and one patient experience advisor, and committee compositions for 2026-27;
- The Board approved the emergency power system capacity and infrastructure remediation project;
- The Board received the Executive Committee update from its May and June meetings;
- The Board received the redevelopment update for June 2026;
- The Board received the confidential CEO report for June 2026;
- The Board received the Chief of Staff/MAC Report for June 2026;

- The Board received the Chief Nursing Executive & Chief of Staff Annual Report for 2025-26;
- The Board received the UHKF Update for June 2026;
- The Board has completed the annual performance evaluations for the CEO and COS;
- The Board approved the 2025-26 pay for performance allocation for the CEO and COS;
- The Board approved the approach to the 2026-27 Performance and Evaluation Framework;
- The Board approved the contract extension for the President and CEO;
- The Board approved the Chief of Staff recruitment and selection plan;
- The Board approved the F27 Compensation Adjustment.

Moved by Margaret Shepherd, seconded by Emily Leslie:

CARRIED.

12.0 DATE OF NEXT MEETING, MEETING SURVEY & TERMINATION

12.1 Date of Next Meeting: Monday, October 26, 2026 at 1500 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 1740 hours on motion of Laura Talbot-Allan.

Sherri McCullough
Chair