KHSC Board Education Session

Date: Monday May 11, 2026
Time: 1600 – 1800 hours
Location: Johnson Auditorium, Hotel Dieu Site, 166 Brock St., Kingston, ON

	Topic	Speaker	Time
1	**Welcome & Indigenous Acknowledgement**	**David Pichora** **Sherri McCullough**	1600
2	**Introductions and Overview of Today's Session**	**Renate Ilse**	1603
3	**Part 1: Ontario Hospital Financial Context**	**David Pichora**	1605
	How Hospital Funding Works and Dashboards	**Mary Lou Toop**	1620
	Operating vs Capital vs Cash	**Caroline Reid**	1635
4	**Part 2: Reading Financial Statements**	**Katie Mahon (KPMG)**	1650
	BREAK (1710-1725)		
5	**Part 3: Board Fiduciary Role** • Legislation, Accountability and Regulation • Governing in Uncertain Times	**Andrew Rogers**	1725
6	**Part 4: Why Fraud Goes Unnoticed**	**Renate Ilse**	1745
7	**Part 5: Ministry Capital Process and Capital Governance**	**Nick Anand**	1800
8	**Discussion and Wrap Up**	**David Pichora** **Sherri McCullough**	1815
9	**Board Meeting**	**Sherri McCullough**	1820
10	**Closing**	**Sherri McCullough**	1900

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

Open Meeting - May 11, 2026

	1.0 CALL TO ORDER, QUORUM CONFIRMATION, DECLARATION OF CONFLICT, AGENDA APPROVAL		
1820 / 5 min	1.1 Welcome, Call to Order, Confirmation of Quorum, Conflict of Interest Declarations, Chair's Remarks	Inform	McCullough
	1.2 Consent Agenda Items	Decide/Amend	McCullough
	a) Briefing: Summary of Consent Agenda Items - May 2026		
	b) Minutes: Open Board Meeting Draft - March 30, 2026		
	c) Access & Flow Update - April 2026		
	Briefing: Access and Flow Update - April 2026		
	Link: Access and Flow Report - April 2026		
	d) Briefing: Overview of Critical Incident Reporting Process		
	e) Report: Annual Inclusion, Leadership, & Talent Development Report		
	f) Briefing: FY27 Quality Improvement Plan (QIP) Update		
	g) Board Acronym and Reference Sheet		
	Briefing: Board Acronym and Reference Sheet		
	Link: Board Reference Sheet		
	h) Briefing: Bill S-211 Compliance		
	i) Processes to Safeguard Information & FOI Compliance		
	Briefing: Processes to Safeguard Information & FOI Compliance		
	Link: Privacy Report 1 - FIPPA Breach Stats		
	Link: Privacy Report 2 - Provincial Institutions Subject to FIPPA		
	Link: Privacy Report 3 - PHIPA Breach Stats		
	Link: Privacy Report 4 - Personal Health Information (PHI) Access Requests		
	j) Briefing: 2026-27 Board Goals - Proposed Framework		
	k) Briefing: Board Evaluation Framework – Board Officer & Committee Chair Evaluation		
	l) 2026-27 Annual Corporate Plan (ACP)		
	Briefing: 2026-27 Annual Corporate Plan (ACP)		
	Link: 2026-27 Annual Corporate Plan		
	Link: 2026-27 Strategic Performance Index (SPI)		
	m) Report: Annual Compliance Review - Rooted in Faith and Secular Traditions: Sustaining Mission at KHSC 2025-2026		
	n) UHKF President & CEO – Philanthropy Report – May 2026		
	o) Chief of Staff Report – May 2026		
	p) Updated 2026-27 Board and Committee Schedule		
	1.3 Approval of the Open Agenda	Decide/Amend	McCullough
	2.0 BUSINESS ARISING FROM THE MINUTES		
	No business arising from the minutes.		
	3.0 MATTERS REQUIRING DECISION		
	No matters requiring decision.		
	4.0 MATTERS FOR DISCUSSION		
1825 / 5 min	4.1 CEO Report and OHA Leadership Summit Update	Inform/Discuss	Pichora/Leslie
	5.0 IN-CAMERA SEGMENT (Members of the Public/Guests to depart the		

	meeting)		
1830 / 5 min	5.1 Motion to Move In-Camera	Decide	McCullough
	10.0 REPORT ON IN-CAMERA MATTERS		
1900 / 5 min	10.1 Motion to Report on Decisions Approved In-Camera	Decide	McCullough
	11.0 MEETING SURVEY, DATE OF NEXT MEETING & TERMINATION		
1905 / 5 min	Date of Next Meeting: Monday, June 22, 2026, 1500-1800 hours Motion to Terminate Meeting Effectiveness Survey Meeting Effectiveness Survey QR Code	Decide	McCullough

INFORMAL IN-CAMERA SESSION OF ELECTED DIRECTORS

As per policy II-B-6 Board Meetings. At the conclusion of each Board meeting and at the call of any two directors, an informal session of elected directors may be conducted without the presence of the ex-officio directors. The CEO and COS may be invited to participate in a part of the meeting upon the invitation of the Chair before being excused. This process provides an opportunity to the Chair to discuss areas where performance of the directors could be strengthened. Any matters pertaining to specific meeting agenda items, or all other aspects of the Board's roles and responsibilities must not be discussed in such a meeting. No decisions will be made, and no minutes will be prepared. Following the informal session, the Chair will discuss matters arising, as appropriate with the CEO and COS.

Kingston Health Sciences Centre

Centre des sciences de la santé de Kingston

Minutes

BOARD OF DIRECTORS OPEN MEETING: MAY 11, 2026

A regular meeting of the Board of Directors of the Kingston Health Sciences Centre was held in person in the Johnson Auditorium, Hotel Dieu Site, 166 Brock Street, Kingston, on Monday, May 11, 2026 from 1600 to 1900 hours. The following are the open minutes.

Elected Members Present (voting): Mélanie Josée Davidson, David Fell, Patrick Johnston, Emily Leslie, Sherri McCullough (Chair), Suzanne McGurn, Margaret Shepherd, Kevin Snedden, and Sandy Wilson.

Ex-officio Members Present (voting): -

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

Regrets: Parham Daneshvar, Alf Hendry, Karen Humphreys-Blake, Ben McIlquham, Mona Rahman, Laura Talbot-Allan, and Lisa Tannock.

Staff: Nick Anand, Tessa Devos (Recording Secretary), Chris Gilles, Renate Ilse, Val Gamache-O'Leary, Indira Naraine, Mary Lou Toop and Tom Zsolnay

Members of the Board and the Executive Team participated in an education session on Financial Oversight and Fiduciary Accountability at the start of the Board meeting. Topics included the Ontario hospital financial context, how hospital funding works, operating vs. capital vs. cash, reading financial statements, the Boards fiduciary role in financial oversight, why fraud goes unnoticed, and the ministry capital processes and capital governance.

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

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

Sherri McCullough called the meeting to order, confirmed quorum and that everyone was able to hear the proceedings. No conflicts of interest were declared.

The Indigenous acknowledgement was read at the education session that preceded the Board meeting for all participants to reflect upon in support of today's discussions.

1.4 Consent Agenda Items

Agenda materials were posted to the Board portal on May 5, 2026. The following items were provided as part of the consent agenda:

a) Briefing: Summary of Consent Agenda Items – Open Agenda – May 2026
b) Minutes: KHSC Board of Directors Draft Open Minutes – March 30, 2026
c) Report: Access to Care Update – April 2026
d) Briefing: Annual Critical Incident Disclosure Process Review

e) Report: Inclusion, Leadership, & Talent Development Report
f) Briefing: FY27 Quality Improvement Plan (QIP) Update
g) Briefing: Board Acronym and Reference Sheet
h) Briefing: Bill S-211 Compliance & Attestation
i) Briefing; Processes to Safeguard Information & FOI Compliance
j) Briefing: 2026-27 Board Goals – Proposed Framework
k) Briefing: Board Evaluation Framework – Board Officer & Committee Chair Evaluation
l) Briefing: 2026-27 Annual Corporate Plan (ACP)
m) Briefing: Annual Compliance Review - Rooted in Faith and Secular Traditions: Sustaining Mission at KHSC 2025-2026
n) Report: UHKF President & CEO – Philanthropy Report – May 2025
o) Report: Chief of Staff Report – May 2025
p) Briefing: Updated 2026-27 Board and Committee Meeting Schedule

Moved by Emily Leslie, seconded by Margaret Shepherd:

THAT the consent agenda be approved as circulated.

CARRIED.

1.5 Approval of the Agenda

The Chair drew attention to the pre-circulated agenda.

Moved by David Fell, seconded by Sandy Wilson:

THAT the agenda be approved as circulated.

CARRIED.

2.0 BUSINESS ARISING FROM THE MINUTES

No business arising from the minutes.

3.0 MATTERS REQUIRING DECISION

No matters requiring decision.

4.0 MATTERS FOR DISCUSSION

4.1 CEO Report and OHA Leadership Summit Update

Emily Leslie shared key highlights from the Ontario Hospital Association (OHA) Leadership Summit. Day one featured a Board Chairs session, including a presentation by Anne Corbett on the results of the OHA Governance Survey and regional collaboration, as well as a facilitated discussion with Proximity focused on Board recruitment and leadership development. Day two included a screening of *Unforgotten*, a film reflecting an Indigenous individual's experiences within the healthcare system. The program also included remarks from Minister Sylvia Jones on the OHA's relationship with the Ministry, followed by sessions on financial stability and mindfulness in our relationships.

David Pichora provided a brief comment on the session noting that on the final day, there was a talk on hospital-at-home models, including a presentation from a U.S. speaker, as well as a session on artificial intelligence and risk.

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

5.1 Motion to Move in Camera.

Moved by Emily Leslie, seconded by Suzanne McGurn.

THAT the Board move to an in-camera session.

CARRIED.

10.0 REPORT ON IN-CAMERA MATTERS

10.1 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 the March 30, 2026 meeting;
- The Board received the Approved Minutes of the March 2, 2026 People, Finance & Audit Committee meeting;
- The Board received the Approved Minutes of the March 2, 2026 Patient Care & Quality Committee meeting;
- The Board received the Approved Minutes of the March 3, 2026 Research Committee meeting;
- The Board received the Approved Minutes of the March 3, 2026 Governance Committee meeting;
- The Board received a report on the Ethical Dimensions of KHSC Care Delivery
- The Board received an update on current banking arrangements;
- The Board received a report on Occupational and Non-Occupational Absence Trends and Management
- The Board received the February 2026 financials;
- The Board approved a number of appointments/reappointments for Medical, Dental, Midwifery & RN Extended Class staff;
- The Board approved a number of Housestaff recommendations;
- The Board approved the reappointment of Dr. David Berman as Department Head of Pathology and Molecular Medicine;
- The Board approved the reappointment of Dr. Suzanne Bridge as Department Head of Critical Care Medicine;
- The Board received the April Lumeo Project Update;
- The Board endorsed the proposed 2026-27 Board Slate;
- The Board confirmed its support for Jacqui Collier and Michelle Podhy as nominees to serve on the UHKF Board of Directors;
- The Board received an update from the President & CEO.

12.0 DATE OF NEXT MEETING & TERMINATION

Date of Next Meeting: Monday, June 22, 2026 at 1500 hours.

The meeting terminated at 1900 hours on motion of Suzanne McGurn.

Sherri McCullough
Chair