

TERMS OF REFERENCE COMPLIANCE – COMMITTEE WORK PLAN
KHSC BOARD REDEVELOPMENT SPECIAL
2025-26

Committee Chairs Planning Session Discussed: August 27, 2025
KHSC Board of Directors Approved: October 27, 2025

	Month	MRP(s)	September	December	March	June
	Date		29 th	1 st	9 th	8 th
	Board Reporting		October 27 Board	December 15 Board	March 30 Board	June 22 Board
	Focus		Q1 & Orientation / Work Plan	Q2	Q3 HSAA/MSAA, QIP 2025-26	Q4
	Terms of Reference Requirements					
1.0 General Responsibilities	1.1	Recommend an annual work plan to the Board based on the committee terms of reference	Anand	Review and endorse draft committee work plan as part of Committee orientation including review of committee ToR		Final executed work plan provided with year-end committee report
	1.2	Present a year-end report to the Board	Anand			Finalize year-end committee report and recommend to June Board & ensure report captures the committees achievements
	1.3	Annually review, confirm, and recommend revisions to the Board policies for which the committee has oversight	Anand	Review Redevelopment oversight policies as part of committee orientation	As required	Updated/revised policies to Governance for recommendation to June Board (if applicable)
	1.4	Ensure principle based decision-making guides all committee discussions and decision-making	Ilse	Review of Mission, Vision, Values Opening Value Statement	Review of Mission, Vision, Values Opening Value Statement	Review of Mission, Vision, Values Opening Value Statement
	1.5	Update the Board re committee activities from most recent meeting Most recent approved committee minutes provided to the Board	Desgagnés Drew/Bailey	To October Board	To December Board	To March Board To June Board
	1.6	Other duties as assigned by the Board from time to time	Multiple	As required	As required	As required

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2.0 Major Redevelopment Project Oversight	2.1	Support the Board by providing oversight and making recommendations on key governor-level decisions required to advance major building redevelopment projects that further the capital renewal requirements of the Corporation	Anand	Receive redevelopment reports as required	Receive redevelopment reports as required	Receive redevelopment reports as required
	2.2	Support management by receiving and reviewing timely reporting and providing governance level direction regarding all major building redevelopment projects that further the capital renewal requirements, including: procurement approach, project status, schedule, budget, funding, safety, risk issues including disputes occupancy planning, patient care impacts, communication and stakeholder relations, project scope changes, environmental issues, work quality and QC plan results, existing facility/operations impact, and account payments and lien status.	Anand	Receive update on work plan and timelines from management	Receive budget discussions and financial planning report	Receive update on work plan and timelines from management
	2.3	Regularly report to the Board on material risk issues, recommend mitigation strategies and new opportunities as they relate to major building redevelopment projects	Anand	As required	As required	As required
	2.4	Consider stakeholder implications as related to the major building redevelopment projects, including, Partnership Council, government relations, local share requirements and the role of the Foundation, relationship with Queen's University, etc.	Pichora	Receive government Relations Update Receive update on other stakeholders as needed Receive update on local share and UHKF relationship	Receive government Relations Update Receive update on other stakeholders as needed	Receive government Relations Update Receive update on other stakeholders as needed Receive update on UHKF local share funding to support redevelopment

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Board Reporting Requirements	Board Reports due at CEO's Office Board mailing date Board meeting dater	Drew/Bailey	October 17 October 20 October 27	December 5 December 8 December 15	March 20 March 23 March 30	June 12 June 15 June 22