



Kingston Community
Health Centres

Centres de santé
communautaire de Kingston

KINGSTON COMMUNITY HEALTH CENTRES
BOARD MEETING
Tuesday, October 21, 2025
Boardroom and virtual meeting, 263 Weller Ave.
4:30 p.m.

Present: Marc Goudie (President), Pamela Paterson (Secretary), Anna Johnson, Michael Judd, MarieJo Cleghorn, Catherine Isaacs, Marie-Line Jobin, Radha Pooran, Natalie Zhang, Raymonde Degbey
Regrets: Joëlle Gingras (Vice President), Alec Ross (Treasurer), Maha Othman, Ben Gooch (CEO)
Staff: Amanda Brown (Executive Assistant)

	Discussion	Motion/Action
1.	Call to Order The meeting was called to order at 4:31 p.m. Marc acknowledged the Anishinaabe and Haudenosaunee First Nations Peoples, and their traditional land that KCHC is situated on and Ray delivered the land acknowledgment in French.	
2.	Consent Agenda & Previous Meeting Minutes The Board meeting agenda was amended to defer discussion item 6.b) Employee Compensation and 7. Board Success Plan Development until the November 25, 2025 meeting. Consent documents included in meeting package: 2025/09/23 Board Meeting Minutes The minutes for the September 23, 2025 meeting were approved as presented and signed by Pamela Paterson.	Moved by: Anna Seconded by: Michael To accept the agenda as amended and the September 23, 2025 meeting minutes. CARRIED
3.	Conflict of Interest There were no conflicts of interest declared.	
4.	Treasurer's Report Marc confirmed that all payments/remittances/bank statements for September 2025 are up to date, in order, and on file with the finance department.	Moved by: Catherine Seconded by: Anna To accept the Treasurer's report as presented. CARRIED



	Discussion	Motion/Action
5.	<p>Board Liaison Report</p> <p>Marie-Line serves as the Board's liaison between the organization and the Alliance. She assumed this role in the spring and has attended two meetings. At the most recent meeting, it was suggested that a standing item be added to each Board agenda to report on communications from the Alliance. As a result, this Board Liaison Report will now become a regular agenda item.</p> <p>The Alliance will hold a virtual meeting on October 29 from 5:30pm to 7:30pm to discuss the Neighbourhood Health Home Model of Care and its implementation. This session is open to all Board members. The Executive Assistant has circulated the registration information.</p>	
6.	<p>Staff Presentation – Megan Conboy, Clinical Coach: Palliative Care</p> <p>Megan Conboy provided an in-depth presentation on her role as the Clinical Coach for Palliative Care. She discussed the Ontario Health model of care and the network of clinical coaches that are connected across the province. Megan highlighted the importance of system navigation within the OHT, including grief and bereavement support, and provided resources which outline processes for attachment to services. Megan offers tailored training to several different organizations to strengthen palliative care delivery and coordination.</p> <p>Natalie joined the meeting at 4:42pm. Radha joined the meeting at 4:46pm.</p>	
7.	<p>Organizational Update</p> <p>In the CEO's absence, the Executive Assistant provided an update on the organizational initiatives currently underway.</p> <p><u>Client Engagement Survey</u></p> <p>The Client Engagement Survey was created collaboratively with the CEO and Directors, combining questions from the 2022–2023 Client Engagement Survey and the Client Satisfaction Survey distributed by Midtown in June 2025. The selected questions reflect the strongest elements of both previous surveys</p>	



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	<p>and are designed to apply across all programs, while meeting accreditation requirements. The target response rate is 375 completed surveys, and a \$2 incentive will be provided for each submission. To ensure accessibility for all clients, the survey will be available in multiple formats including paper copies, a QR code, and a survey link.</p> <p>The survey launched today, October 21, and will remain open for responses through November 7.</p> <p>The results will be compiled and presented at the Board Meeting on November 25, 2025. Any relevant information for the current development of the new strategic plan will also be shared with Rob Wood.</p> <p><u>Strategic Plan Update</u></p> <p>Staff engagement actions are now complete. A total of 28 responses were received through the online survey, and the “Strat Chat” session with the CEO and Rob Wood engaged approximately 30 participants. Five key themes emerged from the engagement: positive reflections; organizational strength and internal capacity; equity, advocacy, and core values; and collaboration and communication.</p> <p>The Senior Leadership Team met with Rob Wood on October 14, 2025. Based on the quality of feedback and the participation in the “Strat Chat” sessions, it was determined that additional focus groups will not be required at this time.</p> <p>Final steps include completing the Ambition Statement and making minor edits to the final draft. The Word version of the Strategic Plan will be presented to the Board on November 25, 2025, with final approval of the 2026–2029 Strategic Plan anticipated on December 16, 2025.</p> <p><u>SharePoint Check In</u></p> <p>Overall, the Board reported a positive experience with SharePoint during the first two months of use.</p>	



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	<p><u>Board Workshop</u> The Board reviewed the final draft of the agenda for the workshop on November 8.</p> <p>MarieJo left the meeting at 5:18pm. Marie-Line left the meeting at 5:38pm. Natalie left the meeting at 5:38pm.</p>	
8.	<p>Governance Policies Review The Board reviewed and approved amendments to the following policies:</p> <ul style="list-style-type: none">• GOV-1: Vision, Mission, Values• GOV-2: Strategic Planning• GOV-14: Board Orientation and Development• GOV-22: Relationship Between Board and Employees <p>During discussion, it was noted that GOV-1 previously functioned as a list rather than a formal policy. Updates were made to formalize the policy and incorporate elements related to strategic planning. GOV-2 was revised to clarify operational planning responsibilities and reporting requirements to the Board.</p> <p>GOV-14, the Board reaffirmed that new Board members are required to complete a follow-up orientation survey within four months of joining and noted that recent members have not yet completed this requirement.</p> <p>With respect to GOV-22, the Board emphasized that it will not address potential staff concerns raised outside of the formal written process. This ensures issues are reviewed impartially based on full information, fairness, confidentiality, and consistency in how all staff matters are reviewed. The formal written process outlined in GOV-22 supports due process, avoids real or perceived conflicts of interest, and preserves the appropriate boundary between governance and operations.</p>	<p>Moved by: Catherine Seconded by: Radha To accept the discussed amendments made to policies: GOV-1; GOV-2; GOV-14; and GOV-22. CARRIED</p> <p>Amanda will revise the Governance Manual to reflect the approved amendments.</p>



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	It was noted that the amendments to GOV-22 may have implications for Personnel Policy- 26. This will be brought forward to the CEO and Human Resources Manager upon the CEO's return for review and potential revision.	
9.	Mission Moment: Completed Next Board Meeting: Tuesday, November 25, 2025 - 4:30 pm	
10.	Adjournment The meeting was adjourned by Catherine at 6:07pm.	Moved by Catherine to close the meeting at 6:07pm.

November 25, 2025

Signature

Date