



Kingston Community
Health Centres

Centres de santé
communautaire de Kingston

KINGSTON COMMUNITY HEALTH CENTRES
BOARD MEETING
Tuesday, September 23, 2025
Boardroom and virtual meeting, 263 Weller Ave.
4:30 p.m.

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

	Discussion	Motion/Action
1.	Call to Order The meeting was called to order at 4:42 p.m. Joëlle acknowledged the Anishinaabe and Haudenosaunee First Nations Peoples, and their traditional land that KCHC is situated on and delivered the land acknowledgment in French.	
2.	Consent Agenda & Previous Meeting Minutes Consent documents included in meeting package: 2025/09/23 Board Meeting Agenda 2025/08/26 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: Marie-Line To accept the consent agenda and August 26, 2025 meeting minutes. CARRIED
3.	Conflict of Interest There were no conflicts of interest declared.	
4.	Treasurer's Report Catherine confirmed that all payments/remittances/bank statements for August 2025 are up to date, in order, and on file with the finance department.	Moved by: Michael Seconded by: Anna To accept the Treasurer's report as presented. CARRIED



	Discussion	Motion/Action
5.	<p>CEO Report</p> <p><u>Strategic Plan Update</u></p> <p>The CEO reported that the Strategic Planning process is progressing, though summer scheduling and staff vacations had presented some challenges. The organization has initiated the staff engagement process to elicit feedback on the proposed strategic priorities.</p> <p>The staff engagement timeline for the Strategic Plan began on September 18 with an internal email and a save-the-date for an upcoming "Strat Chat" with the CEO and Strategic Plan Consultant. On September 22, a staff-wide email was sent launching the survey, which included draft directions and objectives, and asked staff for input on how to improve these and guide KCHC over the next three years. The virtual "Strat Chat" is scheduled for September 26 and will provide an opportunity for staff to engage directly with the CEO and Strategic Plan Consultant.</p> <p>The survey will close on October 3. Following the survey's closure, results will be compiled between October 6–10, and the need for focus groups will be assessed. A decision on whether to proceed with focus groups will be determined by October 14, with sessions planned for the week of October 20 if deemed necessary.</p> <p>The Board suggested using QR codes to increase survey accessibility and were supportive of offering focus groups as an additional means to engage staff in the strategic planning process.</p> <p><u>Board Workshop</u></p> <p>The CEO reviewed the key themes that were highlighted from the recent Board survey, including priorities for the upcoming Board workshop. Key themes included a strong emphasis on networking and relationship-building among board members. Education was also identified as a priority, with specific focus areas including governance and decision making. Additionally, there was interest in exploring the</p>	<p>Amanda will send out a doodle poll to confirm a final date for the workshop (November 8 or 29).</p>



	Discussion	Motion/Action
	<p>role of AI in healthcare, and a desire to include director portfolio updates and a presentation from Teach Resilience Team Leads.</p> <p>A draft agenda was presented to the Board, and it was agreed that potential workshop dates would be circulated via a doodle poll. The Executive Assistant will send out the poll within the to confirm a final date for the workshop.</p> <p><u>2025 –2026 Board Calendar</u></p> <p>The CEO presented a draft of the 2025-2026 Board Calendar, as included in the Board package.</p> <p><u>New Board Member Survey's</u></p> <p>A request was made by the CEO for all Board members to complete two new surveys. The first survey will collect demographic information for internal / administrative use and includes three brief questions to support the Communication Team to develop individual bios for each Board member for the KCHC website.</p> <p>The second survey is intended to be anonymous and is designed to gather identifying information relevant for grant applications and funding opportunities, including gender identity, age, race/ethnicity, and socioeconomic background. During the discussion, concerns were raised about the difficulty of maintaining anonymity given the small size of the Board. The CEO and Executive Assistant clarified that while full anonymity cannot be guaranteed, all raw data will be kept strictly confidential and securely stored. They also emphasized that individual names or contact information are never shared in grant applications; the data is used for the sole purpose of completing demographic checkboxes when reporting on Board composition. It was also confirmed questions may be skipped or check “prefer not to answer” if Board members do not wish to share the requested information.</p>	<p>Amanda will send both surveys to all Board members via email.</p>



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Tuesday, August 26, 2025
Boardroom and virtual meeting, 263 Weller Ave.
4:30 p.m.

	Discussion	Motion/Action
6.	<p>Planning & Decision Items</p> <p><u>Governance Policy Review Discussion</u></p> <p>The organization's Governance Manual contains 36 policies, which require review every three years. During the 2024–2025 cycle, 13 policies were reviewed and revised by the Board. For the 2025–2026 cycle, the Board agreed to review 2–4 policies each month. Specific policies will be selected at the end of each meeting, and the Executive Assistant will upload them individually to the Board SharePoint for members to review and provide comments. These policies will then be discussed collectively at the following meeting. For the next meeting on October 28, 2025, the Board selected the following policies for review: GOV-1, GOV-2, GOV-14, and GOV-22.</p>	<p>Amanda will upload GOV-1, GOV-2, GOV-14, and GOV-22 individually to SharePoint for Board member comment and review.</p>
7.	<p>In Camera</p> <p>The Board moved in camera at 5:31pm. No motions were made during the in-camera session. The Board returned to the regular meeting at 5:46pm.</p>	<p>Moved by: Marie-Line Seconded by: Anna To move in-camera. CARRIED</p>
8.	<p>Mission Moment: Completed Next Board Meeting: Tuesday, October 28, 2025 - 4:30 pm</p>	
9.	<p>Adjournment</p> <p>The meeting was adjourned by Catherine at 5:52pm.</p>	<p>Moved by Catherine to close the meeting at 5:52pm.</p>

Signature

October 28, 2025

Date