



Kingston Community
Health Centres

Centres de santé
communautaire de Kingston

**KINGSTON COMMUNITY HEALTH CENTRES
BOARD MEETING
Tuesday, May 27, 2025
Boardroom and virtual meeting, 263 Weller Ave.
4:30 p.m.**

Present: Catherine Isaacs (President), Marc Goudie (Vice President), Alec Ross (Treasurer), Raymonde Degbey, Maha Othman, Joëlle Gingras, Anna Johnson, Michael Judd, MarieJo Cleghorn, and Ben Gooch (CEO)

Regrets: Pamela Paterson (Secretary), Marie-Line Jobin, Radha Pooran, Natalie Zhang

Staff: Amanda Brown (Executive Assistant)

Presenters: Brent Wilson, Cory Watkins (Auditors, MNP) Wendy Flecker (Serve & Return Program Facilitator, Staff Presentation)

	Discussion	Motion/Action
1.	<p>Call to Order The meeting was called to order at 4:33 p.m.</p> <p>Catherine acknowledged the Anishinaabe and Haudenosaunee First Peoples, and their traditional land that KCHC is situated on. Raymonde delivered the land acknowledgment in French.</p> <p>Catherine welcomed the two auditors from MNP, Brent Wilson and Cory Watkins.</p>	
2.	<p>Consent Agenda Consent documents included in meeting package: 2025/04/22 Board Meeting Agenda 2025/05/27 Board Meeting Minutes</p> <p>The minutes for the April meeting were approved, subject to a revision clarifying that the previously open Kingston CHC membership is now closed.</p>	Moved by: Maha Seconded by: Marc To accept the consent agenda CARRIED Catherine and Alec will make the amended language changes, and Amanda will complete the edits to the April 22, meeting minutes.
3.	<p>Conflict of Interest There were no conflicts of interest declared.</p>	
4.	<p>Treasurer's Report</p>	Moved by: Alec



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	<p>Alec confirmed that all payments/remittances/bank statements for January are up to date, in order, and on file.</p> <p>Joelle attended the meeting at 4:42pm.</p>	<p>Seconded by: Marc To accept the Treasurer's report as amended. CARRIED</p>
5.	<p>Auditor's Report: Financial Statement Review</p> <p>Brent Wilson and Cory Watkins from MNP presented the Board with a draft of the audited financial statements, which include the statement of financial position of the organization as of March 31, 2025. It was noted that the document is still in draft form due to the short turnaround between the audit, conducted in the first week of May, and the timing of this meeting. The auditors advised that no changes to the overall balances are anticipated, only adjustments to classifications. The reports confirmed that it is a clean audit, with no issues of concern identified.</p> <p>The auditors will send Kingston CHC the final copy of the Financial Report with an appendix indicating any of the amended adjustments to classifications. These documents will be circulated to the Board prior to the AGM for their review and consideration prior to approval.</p>	<p>The auditors will send the final copy of the Financial Statements to Amanda, with an appendix indicating any adjustments to classifications. Amanda will circulate these to the Board for approval at the June 17, 2025 meeting.</p>
6.	<p>Staff Presentation: Wendy Flecker, Serve and Return</p> <p>Wendy Flecker, the program facilitator and developer of the Serve and Return Program, provided the Board with a presentation on her work with infants and their caregivers, focusing on nurturing touch, communication, and attachment as foundational elements. She launched the program in 2021 in partnership with the Thrive program. The program has been operating on grant funding. Since its inception, the Serve and Return program has supported 326 caregivers and infants. Each session runs for five weeks, with 1.5-hour sessions held weekly. The program serves a diverse range of participants, including single parents, fathers, couples, foster parents, individuals attending access visits, newcomers, grandparents, and those experiencing challenges related to mental health and substance use. Catherine thanked Wendy for her excellent presentation and noted that the program had a very high return on investment.</p>	<p>Amanda will email the PowerPoint slides from Wendy's presentation to the Board members.</p>
7.	<p>CEO Report</p> <p><u>Staff Satisfaction Survey</u></p>	



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	<p>The CEO reported that in November 2024, two employee surveys were distributed across the organization: the Employee Wellbeing Survey and the Employee Satisfaction Survey. Both achieved a response rate of over 40%. The Employee Wellbeing Survey included four key indicators of employee wellbeing: Happiness, Relationships, Personal Motivators, and Company Motivators. The results across all four indicators were generally positive, however, each showed a slight decline compared with the 2023 results. Leaders were provided with the stratified results for their respective portfolios and discussion guides to facilitate conversations and dialogue with their teams. Board members noted that the stratified results would identify work locations that were at higher risk for stress and other health issues, so in future it would be useful for the Board to see a summary of the stratified data.</p> <p>The Employee Satisfaction Survey included the Employee Net Promoter Score (eNPS), a standard metric for gauging organizational health. Kingston CHC achieved an eNPS score of +33%, which is considered strong. The top five likes reported by staff included: Culture, Sense of Community, People at Work, Atmosphere, and Benefits. The top five areas for improvement (dislikes) were: Compensation, Reward and Recognition, Communication, Culture, and Diversity.</p> <p>Both surveys will be distributed again this fall, with teams being asked to develop action plans following receipt of the results.</p> <p><u>ECFAA / MSAA</u></p> <p>The CEO reported on the five priority indicators under the Excellent Care for All Act (ECFAA). These indicators are mandatory and serve as critical benchmarks for monitoring organizational performance and ensuring the delivery of high-quality care.</p> <p>KCHC's MSAA targets under ECFAA had previously been set higher than those of most other Community Health Centres in the Province. When the targets were adjusted to be in line with other CHCs, the organization remained within the performance corridor for all five benchmarks. (The five MSAA priority indicators are: Breast Cancer Screening, Cervical Cancer Screening, Colorectal Cancer Screening, Influenza Vaccinations, and Access to Primary Care).</p>	<p>Moved by: Marc Seconded by: Alec That the Board approve the Q4 2024-2025 ECFAA / MSAA report. CARRIED</p>



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	<p>The CEO reported that, for 2025-2026, breast cancer screening is no longer a formal performance indicator, however it remains a clinical priority, and will now be monitored as a Quality Improvement Plan indicator rather than a MSAA indicator. The organization is also in the process of transitioning to HPV test-based cervical screening, which is in accordance with updated provincial guidelines. There is currently a focus on colorectal screening for newly rostered clients, however many of these individuals present with acute or complex health concerns which require additional care.</p> <p><u>Review of Risk Management</u></p> <p>The CEO presented an updated Risk Register reflecting changes that occurred in Q4. KCHC's organizational risks are assessed based on both their likelihood and potential impact, with each assigned a severity score. These scores are then color-coded (red, yellow, or green) according to their overall probability-impact rating.</p> <p>In Q4, risk statistics showed that six risks remained in the red category. Yellow risks decreased from 21 to 17, while green risks increased from six to 11. The total number of risk categories remained static at 33, with one category removed and one added this quarter. Specifically, the risk associated with shared roles was eliminated due to organizational changes and Cyberattacks were introduced as a new risk category.</p> <p>The average risk score declined by 3.97%, and all identified risks now have corresponding mitigation strategies in place.</p> <p><u>Primary Care Expansion Expression of Interest</u></p> <p>The CEO reviewed the provincial call for proposals for primary care expansion released in April, along with four potential options identified by KCHC. These options varied in terms of implementation readiness and available resources. As part of the submission, KCHC proposed the addition of two Nurse Practitioners (NPs) and a medical secretary, with a focus on enhancing support for newcomer health. We are currently awaiting a response from the Ministry.</p>	<p>Moved by: MarieJo Seconded by: Michael That the Board approve the Q4 2024-2025 Risk Management Strategy. CARRIED</p> <p>Amanda will email the Board members a downloaded Excel version of the Risk Register for more accessible viewing.</p>



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	<p><u>Investments</u> In April 2025, the Board approved the GOV-37 Investment Policy. The CEO confirmed that the Board agreed to proceed with issuing an invitational tender, which will be distributed to Canada's Big Five banks and Kingston Community Credit Union.</p> <p><u>SharePoint</u> The CEO reported there is an opportunity to develop a dedicated SharePoint site for the Board. This would allow for a secure, centralized platform where Board members could access meeting packages, updated policies, and meeting minutes. The rollout is planned over the next few months.</p>	
8.	<p>Planning and Decision Items</p> <p><u>Annual Report</u> The board reviewed the Annual Report. Minor photoshop adjustments were suggested and will be relayed to the Communications team for implementation.</p> <p><u>Review of Draft AGM Agenda</u> The board reviewed the draft agenda for the Annual General Meeting scheduled for June 17, 2025. The only revision is that Alec, as Treasurer, will lead the discussion on the Appointment of Auditors item, rather than Marc.</p> <p><u>2024-2025 Community Engagement Proposal</u> The CEO presented the Board with the organization's proposal for Community Engagement Events for the 2024–2025 fiscal year. The board appreciated the overview of planned actions for the year. They requested that the client survey, as outlined in the proposal, be conducted prior to January 2026.</p>	<p>Amanda will communicate the suggested changes to the Communications Team.</p> <p>Ben will communicate with the staff leading the Community Engagement initiative, and request that the client surveys be completed prior to January 2026.</p>



	Discussion	Motion/Action
	<p><u>Review of Draft Agenda for the Community Engagement Event</u></p> <p>The Board will host a Community Engagement Event on June 24, 2025, from 4:30 p.m. to 6:00 p.m. This event will take place in lieu of the traditional AGM format that previously involved the broader community. Since the organization now operates with a closed membership, the June 17, 2025, AGM will be limited to the current Board members.</p> <p>Rob Wood, in his role as the Strategic Plan Coordinator, will work collaboratively with the staff who are leading the Community Engagement Events to develop three key questions. These questions will facilitate the gathering of community feedback in support of the development of KCHC's next strategic plan. Rob will attend the Board meeting on June 17, 2025, to present the proposed questions and engage the Board in further strategic planning discussions.</p> <p>The Board requested that details about the Community Engagement Event be shared on KCHC's social media accounts, including the RSVP request.</p> <p><u>Alliance 2025 Resolutions</u></p> <p>The board reviewed and discussed their thoughts on the Alliance for Healthier Communities 2025 Resolutions. Catherine, in her role as the Board Chair, will vote on behalf of the organization at the Alliance AGM on June 3, 2025. Catherine invited Board members to email her any thoughts, questions, or concerns regarding the proposed slate of resolutions.</p> <p><u>2025-2026 Board of Directors' Nomination Slate</u></p> <p>The 2025-2026 Board of Directors' Nomination Slate was reviewed and will be presented, as circulated, at the AGM on June 17.</p>	
9.	<p>In Camera: The Board moved <i>in camera</i> at 7:02 p.m. and returned to the regular meeting at 7:14 p.m. A motion was passed unanimously approving the Chief Executive Officer Performance Appraisal Report, which had been completed by the CEO Performance Appraisal Committee.</p>	



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10.	Mission Moment: Completed.	
11.	AGM & Next Board Meeting: Tuesday, June 17, 4:30 p.m.	
12.	Adjournment The meeting was adjourned by Alec at 7:18 p.m.	Moved by Alec to close the meeting at 7:18 p.m.

Action items:



Signature

June 17, 2025

Date