Kingston Community Health Centres
Centres de santé communautaire de Kingston

KINGSTON COMMUNITY HEALTH CENTRES
BOARD MEETING
Tuesday, March 24, 2026
Boardroom and virtual meeting, 263 Weller Ave.
4:30 p.m.

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

	Discussion	Motion/Action
1.	**Call to Order** The meeting was called to order at 4:29 p.m. Marc acknowledged the Anishinaabe and Haudenosaunee First Nations Peoples, and their traditional land that KCHC is situated on and Raymonde delivered the land acknowledgment in French.	
2.	**Consent Agenda & Previous Meeting Minutes** The Board meeting agenda was amended to defer the Q3 updates to the Organizational Annual Plan and Risk Register. The Q3 updates will be provided simultaneously with the Q4 updates in May 2026. The February 24, 2026 Board meeting minutes were amended to include a note from Catherine regarding the proposed Community Engagement Plan. The revised minutes were approved and signed by Pamela Paterson.	Moved by: Alec Seconded by: Marie-Line To accept the agenda and February 24, 2026 meeting minutes as amended. **CARRIED**
3.	**Conflict of Interest** There were no conflicts of interest declared.	
4.	**Treasurer's Report** Alec confirmed that all payments/remittances/bank statements for February 2026 are up to date, in order, and on file with the finance department.	Moved by: Alec Seconded by: Catherine To accept the Treasurer's report as presented. **CARRIED**

	Discussion	Motion/Action
5.	**Board Liaison Report** Marie-Line confirmed there has not been a Board Liaison Meeting with the Alliance since our previous Board meeting, therefore there is no update. **Michael joined the meeting at 4:33pm.** **Maha joined the meeting at 4:36pm.** **Marie-Jo joined the meeting at 4:41pm.**	
6.	**CEO Report:** 2026-2027 Community Engagement Structure: Discussion followed regarding the transition away from the June Weller Community BBQ as the Board's primary community engagement activity. This discussion arose in response to concerns raised about prior commitments to maintain meaningful community engagement opportunities following the move to a closed membership model. The CEO reviewed the updated 2026–2027 Community Engagement Plan that had been shared with the Board. The plan outlines a broader and more inclusive approach to engagement, focused on gathering community input across multiple programs, sites, and events throughout the year rather than through a single annual event. This includes opportunities coordinated through Community Development teams, enhanced feedback tools such as surveys and event-based engagement, and regular reporting of themes and findings to Senior Leadership and the Board to help inform future planning. The CEO also reaffirmed that Board members remain welcome to attend any KCHC-hosted community event. Examples of existing engagement opportunities include the Scarecrow Festival, Overdose Awareness Day, Movies in the Park, and Hep C Day, in addition to other locally responsive initiatives across KCHC sites. Board members noted that this model better reflects KCHC's commitment to meeting clients and communities where they are and creates more accessible, year-round opportunities for connection and feedback.	

	Discussion	Motion/Action
	To further strengthen relationships between the Board and staff, the CEO confirmed the return of the holiday meet-and-greet in December prior to the Board meeting. Staff and Board members will have an opportunity to connect from 3:30 p.m. to 4:30 p.m. over light refreshments. Additionally, the Communications Team will continue to recognize Board transitions and thank outgoing members through internal and external communications. Board member contributions will also continue to be acknowledged at the annual Volunteer Appreciation Night in March. <u>2026-2027 Organizational Annual Planning:</u> The CEO presented the final Organizational Priority Projects for 2026–2027, which align within the three pillars of the new strategic plan: **Enhance access and improve quality of services across programs:** 1. Develop population-based service frameworks for key groups, including maternal and child health, youth, seniors, people who use drugs, and newcomers. As KCHC delivers services across multiple sites and programs, this multi-year initiative (beginning in 2026) will establish a shared organizational framework to better align, integrate, and advance population health outcomes, supporting improved coordination and strategic decision-making. 2. Advance leadership in cancer prevention by positioning KCHC as a regional leader in Ontario's HPV self-swab cancer screening. **Advance equity and inclusion through collaboration and community voice:** 3. Solidify the funding and service model for the Access+ Clinic. 4. Continue planning for Consumption and Treatment Services (CTS). **Strengthen and sustain the organization to meet evolving needs:** 5. Enhance quality, safety, and accountability. Many of these best practices exist, but they require ongoing maintenance, documentation, and alignment to ensure they are consistently applied	Moved by: Joelle Seconded by: Catherine To accept the Organizational Priority Projects for 2026-2027. **CARRIED**

	Discussion	**Motion/Action**
	across programs and sites. This work is foundational to organizational stability, risk management, quality improvement, and accreditation. 6. Advance staff wellness and engagement initiatives. 7. Optimize space allocation and utilization. 8. Implement an organizational health dashboard. The Board approved the organizational priority projects as presented, and progress will be reported quarterly at Board meetings. <u>2026-2027 Annual Budget</u> The CEO shared that the 2026–2027 budget reflects an increase of \$3.6M over 2025–2026, for a total of \$52.2M. The most significant funding growth over the past three years includes GNHH, Midtown, FLAOHT, and OHRDP. Over the past decade, the organization's budget has grown by \$35.3M, representing a 238% increase. In contrast, investment in back-office and corporate services has increased by only \$1.2M (41%) during the same period, resulting in these teams remaining significantly stretched. The organization has also experienced substantial employment growth, with both total staff and FTE positions doubling over the past 10 years. The current total staff complement is 313. <u>2026–2027 Quality Improvement Plan (QIP):</u> The CEO presented the 2026–2027 Quality Improvement Plan (QIP), which is a required component under the Excellent Care for All Act (ECFAA) that reflects the organization's public commitment to improving quality, safety, and client and provider experience. The plan focuses on key priority areas of access and flow, equity, and experience, and was developed collaboratively by KCHC's Clinical IPI team, with representation from all four clinical sites.	Moved by: Marie-Line Seconded by: Catherine To accept the 2026-2027 Annual Budget as presented. **CARRIED** Moved by: Alec Seconded by: Joelle To accept the 2026-2027 Quality Improvement Plan as presented. **CARRIED**

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	The QIP includes 12 indicators related to preventive care, chronic disease management, immunizations, and service access, which will be used to monitor performance and drive continuous improvement across the organization's clinical sites. **In Camera:** The Board moved in camera at 5:32pm. No motions were made during the in-camera session. The Board reconvened in open session at 5:59pm.	
8.	**Planning and Decision Items:** The Board confirmed that the next Governance Policies for review and approval will be Gov-26: CEO Selection and Succession Planning and Gov-29: CEO Direction. The EA will upload these policies to SharePoint so the Board can review prior to the April Board meeting. The Board reviewed the CEO's compensation and noted there will be no change.	The EA will upload Gov-26 and Gov-29 to SharePoint so the Board can review prior to the April Board meeting.
9.	**Mission Moment:** Completed **Next Board Meeting:** Tuesday, April 28, 2026 - 4:30 p.m.	
10.	**Adjournment** The meeting was adjourned by Alec at 5:45pm.	Moved by Alec to close the meeting at 5:45pm.

May 26, 2026

Signature Date