

TERMS OF REFERENCE COMPLIANCE – COMMITTEE WORK PLAN
KHSC RESEARCH COMMITTEE
2025-26

Committee Chairs Planning Session Discussed: August 27, 2025
Research Committee Endorsed: October 7, 2025
KHSC Board of Directors Approved: October 27, 2025

Month	MRP	October	November	January	March	April	June	June
Date		7 th	18 th	13 th	3 rd	14 th	2 nd	30 th
Board Reporting		October 27 Board	December 15 Board	January 26 Board	March 30 Board	May 11 Board	June 22 Board	
Focus		Q1	Q2	HAPs/CAPs	Q3, QIP & HSAA MSAA	ACP & Indicators	Q4	AGM
Terms of Reference Requirements								

1.0 General Responsibilities Items for Research Committee	1.1	Recommend an annual work plan to the Board based on the committee terms of reference The committee shall review its terms of reference annually and make recommendations to the KHSC Board on potential amendments. The KHSC Board retains authority to amend the TOR.	Pichora/ Smith	Review and endorse draft committee work plan as part of committee orientation including review of committee ToR <i>(TOR may require adjustments once Board level research policies have been endorsed)</i>					Final executed work plan provided with year-end committee report	
	1.2	Present a year-end report to the Board	Pichora/ Smith					Review draft year-end committee report & ensure report captures the committees achievements	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	Pichora/ Smith	Discuss board level research policies that may be required Review research current obligations outlined in current KHSC-Queen's Affiliation Agreement – may have policy & bylaw implications	Draft KHSC-RI board policies for committee review			Final review of bylaw and policy revisions, pertaining to research, for recommendation to KHSC-RI Board (May 6 Board meeting) & KHSC Board (June Board meeting)		

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	1.4	Ensure principle-based decision-making guides all committee discussions and decision-making	Pichora/Smith	Review of Mission, Vision, Values Opening Value Statement	Review of Mission, Vision, Values Opening Value Statement Update on review of KHSC – Queen’s Affiliation Agreement	Review of Mission, Vision, Values Opening Value Statement	Review of Mission, Vision, Values Opening Value Statement	Review of Mission, Vision, Values Opening Value Statement Checkpoint on proposed amendments – alignment to KHSC/Queen’s Affiliation Agreement		
	1.5	Other duties as assigned by the Board	Multiple	Receive CEO Report	Receive CEO Report	Receive CEO Report	Receive CEO Report	Receive CEO Report	Receive CEO Report	
	1.6	Update to KHSC Board re committee activities from most recent meeting Most recent approve committee minutes provided to the Board	TBD Lloyd	To October Board	To December Board	To January Board	To March Board	To May Board	To June Board	
3.0 Performance Targets	3.1	Ensure progress on KHSC’s strategy and annual corporate plan by reviewing assigned performance indicators	Smith	Receive Q1 KHSC Performance Reports (Material coming from KHSC)	Receive Q2 KHSC Performance Reports		Receive Q3 KHSC Performance Reports		Receive Q4 KHSC Performance Reports	
4.0 Integrated Risk Domains	4.1	Monitor and report on integrated risk domains assigned to this committee which include: - To be defined through the development of the new risk profile	Fitzpatrick	Review risk domains for which the committee has oversight for as part of committee orientation (Material coming from KHSC)	As required	As Required	Receive Updated KHSC Risk Profile and review domains assigned to this committee	As Required	As Required	

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			Smith	Researcher Profile TBD	Researcher Profile TBD	Researcher Profile TBD	Researcher Profile TBD	Researcher Profile TBD	

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KHSC has delegated authority to the Committee to conduct the following annual business of KHSC-RI as a member of the KHSC-RI without further KHSC Board approval provided a summary of all actions taken in this regard are regularly reported to the KHSC Board in ordinary course of the committee’s reporting to the Board:									
	1.4	Ensure principle-based decision-making guides all committee discussions and decision-making	Smith		Management to provide written attestation that research conducted at HDH site meets guidelines				
2.0 KHSC-RI Role – Independent Corporate Entity Items for KHSC-RI Board to report through Research Committee	2.1	Carry out the Corporation's legal rights and responsibilities as sole corporate member of the Research Institute	Multiple						
	2.2	Oversee all research, innovation and commercialization activities to ensure alignment with the KHSC strategic plan, KHSC contractual obligations and applicable laws	Pichora/ Smith	Receive Q1 Research Strategy Milestone Report	Receive Q2 Research Strategy Milestone Report		Receive Q3 Research Strategy Milestone Report	Receive Q4 Research Strategy Milestone Report	
	2.3	Provide recommendations related to research, innovation and commercialization on future KHSC strategic plans from time to time	Pichora/ Smith	Presentation on KHSC Strategic Plan & Overview of 2025-26 Annual Corporate Plan to ensure research alignment (Material coming from KHSC)		Touchbase on 2025-26 Annual Corporate Plan	Review 2026-27 ACP & associated research indicators for recommendation to May 6 KHSC Board Session	Final draft of 2026-27 indicators performance measurement system for 2025-26 ACP (post January budget approvals)	
	2.4	Support management by identifying and encouraging opportunities for innovation and commercialization of research by the Corporation	Pichora/ Smith	Q1 Research Strategy Milestone Report to include updates on innovation and commercialization	Q2 Research Strategy Milestone Report to include updates on innovation and commercialization		Q3 Research Strategy Milestone Report to include updates on innovation and commercialization	Q4 Research Strategy Milestone Report to include updates on innovation and commercialization	

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	2.5	Design and participate in governance-level collaboration initiatives with Queen’s and other stakeholders to enhance research and innovation for the benefit of all stakeholders, (e.g., attendance at funding announcements where Trustees of Queen’s are also present; participating in meetings involving Trustees of Queen’s that advance the interest of KHSC and Queen’s in research domestically and internationally)	Pichora/Smith	Summary report of KHSC/Queen’s meetings and events for Q1 period	Summary report of KHSC/Queen’s meetings and events for Q2 period		Summary report of KHSC/Queen’s meetings and events for Q3 period		Summary report of KHSC/Queen’s meetings and events for Q4 period
	2.6	Advise the KHSC Board on resource allocation issues as they related to research, innovation, and commercialization	Smith	As required	As required	As required	As required	As required	As required
	2.7	Election of directors of KHSC-RI voting members of the Committee shall be elected by KHSC in its capacity as sole corporate member of KHSC-RI to serve as the KHSC-RI’s board of directors;	Pichora/Smith	KHSC-RI Board report to the KHSC Board on the June 2024 Election results		Advise Governance Committee of any adjustments needed to membership skills requirements for 2026-27		KHSC-RI Board to reaffirm voting members of the committee – election of directors of KHSC-RI Final slate for election at the KHSC-RI AGM (June 30, 2026)	
	2.8	- Consideration of the financial statements of KHSC-RI	Pichora/Smith	KHSC-RI Board report to the KHSC Board on the June 2025 audited financial statements Q1 Finance Update & Monthly Statements	Q2 Finance Update & Monthly Statements	Monthly Statements	Q3 Finance Update & Monthly Statements	Monthly Statements	Review draft format for audited financial statement presentation and note disclosures Q4 Finance Update & Monthly Statements

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Board Reporting Requirements RC & KGHRI Board	2.9	Receipt of the report of the public accountant of KHSC-RI	Pichora/Smith	KHSC-RI Board report to the KHSC board providing the June 2025 auditor's report Review status of prior year external audit recommendations					Review draft format for audited financial statements and note disclosures Review draft audited financial statements, note disclosures and audit findings and special audit reports with external auditors and recommend to Board	
	2.	Reappointment of the public accountant of KHSC-RI	Pichora/Smith	KHSC-RI Board report to the KHSC board confirming the appointment of the auditor (post-AGM)					Recommend to Board reappointment or replacement of external auditors	