

**TERMS OF REFERENCE COMPLIANCE – COMMITTEE WORK PLAN  
KHSC PEOPLE, FINANCE & AUDIT COMMITTEE  
2023-24**

Review: July 26, 2023 Senior Leadership Team Meeting  
Discuss: August 9, 2023 Committee Chairs Planning Session  
Endorsed: September 25, 2023 PFA Committee Meeting  
Approved by KHSC Board: October 23, 2023

Month	MRP	September	November	January	February	April	May
Date		25	27	15	26	22	27
Focus		Q1	Q2	HAPs / CAPs	Q3 HSAA/MSAA, QIP 2023-24	ACP & Indicators	Q4
<b>Terms of Reference Requirements</b>							

<b>1.0 General Responsibilities</b>	recommend an annual work plan to the Board based on following terms of reference;	Carlton	Review draft work plan & recommend to Board including review of committee TOR					Final executed work plan provided with year-end committee report
	present a year-end report to the Board;	Carlton						Review draft year-end committee report and recommend to Board & ensure report captures governing body achievements
	Review, confirm and recommend revisions to the Board policies for which they have oversight responsibilities;	Carlton	Review/endorse Terms of Reference incorporating ONCA revisions  Review People, Finance & Audit oversight policies at committee orientation  <u>Detailed policy review every 3-years, revision/recommendations as required.</u>	As required	As required	As required		Updated/revised policies to Governance for reporting at June Board
	ensure principle based decision-making guides all committee discussions and decision-making; and	Carlton		Generative Topic TBD				Generative Topic TBD

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2.0 People	Other duties as assigned by the Board;	Multiple	Ensure orientation briefing at first meeting focusing on role to provide oversight and advice to Board on financial performance of hospital, capital, info mgmt, enterprise risk & redevelopment.  To provide oversight for human resources and occ health/wellness for employees, credentialed staff, learners and volunteers  CEO Update – Aligned with Committee Mandate	CEO Update – Aligned with Committee Mandate	Review compliance attestation(s) and recommend to Board  CEO Update – Aligned with Committee Mandate				
	review the hospital's talent management and leadership development plan annually	Carlton		Briefing on KHSC's talent management plan					
	Review health human resource plan and labour relations reports	Carlton	Update on HHR Planning	Update on HHR Planning	Update on HHR Planning	Update on HHR Planning	Update on HHR Planning	Update on HHR Planning	Update on HHR Planning  Annual Labour & Employee Relations Update
	review and recommend to the Board the approval of the annual occupational health and safety report	Carlton					Update on workplace violence		Annual occupational health and safety report

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	review staff and physician engagement strategy and related results	Carlton/ Fitzpatrick	Update on staff and physician engagement initiatives (including Staff & Physician Survey results)					
	review medical staff resource plan	Fitzpatrick/ Gillies		Update from November SEAMO Retreat including status on SEAMO 3-year HHR plan				
	ensure the integrity and completeness of the appointing and credentialing process for medical, dental, midwifery, and extended class nursing staff	Gillies Fitzpatrick	Update on KHSC's credentialing processes					
	ensure the integrity and completeness of the appointment and hiring process for employees and volunteers	Carlton					Update on KHSC's hiring process	
<b>3.0 Finance</b>	ensure policies are in place to provide a framework for the management of hospital investment assets;	Toop				Discuss Investment Policy and review Investment Guidelines and compliance reporting		
	review and recommend to the Board the Hospital & Community Annual Planning Submissions (HAPS/CAPS) and internal operating and capital budgets;	Toop	2023-24 Hospital / Community Annual Planning Submissions  Overview of 2023-24 internal operating and capital budgets		HAPs / CAPs			

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	review and recommend to the Board the Hospital Services Accountability Agreement (H-SAA) and Multi-Sector Service Accountability Agreement (M-SAA); ensure oversight of performance, compliance with annual operating/capital budgets and other financial targets and annually confirm and recommend to the Board a set of key performance indicators relative to the financial position;	Multiple	Q1 report H-SAA / M-SAA financial indicators  Update on outstanding one-time funding requests	Q2 report H-SAA / M-SAA financial indicators  Update on H-SAA / M-SAA agreements (subject to OH timeframes)	Review/recommend final 2024-25 internal capital budgets/	Q3 report H-SAA / M-SAA financial indicators  Recommend H-SAA / M-SAA to Board (subject to OH timeframes)		Q4 report H-SAA / M-SAA financial indicators  Annual attestations – KHSC CEO BPSAA Compliance + MSA Attestation	
	regularly review the hospital's financial statements;	Toop	Review & discuss financial results	Review & discuss financial results		Review & discuss financial results	Review & discuss financial results	Review & discuss financial results	
	review related elements of bargaining mandates as brought forward by management;	Carlton						Update on collective bargaining impacting current fiscal year including recent arbitration awards	
	review impact of sick, vacation and WSIB;	Carlton					Update on financial impact of non-worked compensation related items  Public Sector Salary Disclosure (PSSD)		

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	monitor debt obligations and repayment planning;	Toop		Receive report on debt obligations and repayment planning				
	recommend according to board policy capital and operating expenditures that exceed management’s spending authority;	Multiple	As required	As required		As required	As required	As required
	as prescribed by Board policy, approve/recommend the financial aspects of proposed business cases, contracts and transactions related to operations;	Multiple	As required	As required		As required	As required	As required
	recommend the signing authority & banking resolution, and signing officers and approval of the Board authorized trust accounts;	Toop	Briefing on KHSC’s signing authority guidelines to Board					Confirm adjustments to Banking Resolution/Officer succession post June Board/AGM/Special
<b>4.0 Audit</b>	assess and review all aspects of the relationship with external auditors and recommend reappointment, or replacement of the auditors including remuneration;	Toop				Discuss performance of external auditors on interim audit activities		Recommend to Board reappointment or replacement of external auditors
	review scope of the external annual audit and recommend the annual audited financial statements and the external auditors’ report;	Toop	Review status of prior year external audit recommendations			Review and endorse the proposed fiscal 2023-24 external audit plan  Receive results of interim external audit activities	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
<b>5.0 Property, Facilities &amp; Development</b>	review quarterly reports from management on the status of capital development and infrastructure projects;	Wells Pearce / Toop	Q1 Update on major capital development & infrastructure projects	Q2 Update on major capital development & infrastructure projects		Q3 Update on major capital development & infrastructure projects		Q4 Update on major capital development & infrastructure projects

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6.0 Information Technology	review periodic reports from management related to major projects of information management technology functions, including regular financial reporting;	Gamache O'Leary	Q1 Update on major IT projects including regional HIS project	Q2 Update on major IT projects including regional HIS project		Q3 Update on major IT projects including regional HIS project		Q4 Update on major IT Projects including regional HIS project
	review processes in place to safeguard information sources including patient confidentiality;	Gamache O'Leary				Receive overview of processes in place to safeguard information  FOI compliance		
7.0 Strategy Performance Targets	ensure progress on KHSC strategy and annual corporate plan by reviewing assigned performance indicators;	Multiple	Receive Q1 Strategy Performance Report	Receive Q2 Strategy Performance Report		Receive Q3 Strategy Performance Report	Review 2024-25 ACP & QIP and associated indicators for recommendation to May 6 KHSC Board Session on ACP & SPI	Receive Q4 Strategy Performance Report
8.0 Integrated Risk Management Domains	ensure robust process for integrated risk management framework at KHSC;	Carter	Receive plan for revised approach to IRM and development of risk profile	As required		Receive Updated KHSC Risk Profile		As required
	receive the internal control reports and monitor management's resulting action plans;	Multiple	Review status update of prior year internal control review recommendations	Discuss & obtain approval for current year internal control review activities			Receive current year internal control report and discuss management's response to recommendations	
	review and confirm the appropriateness and effectiveness of the internal control processes including key policies;	Toop		Discuss proposed internal control framework				
	confirm the type and amounts of insurance carried by the hospital;	Carter		Receive annual update on all insurance claims (post HIROC annual visit in October)				

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	Monitor and report on the integrated risk domains assigned to this committee which include: <ul style="list-style-type: none"> <li>To be defined through the development of new risk profile</li> </ul>	Carter + Toop, Carlton, Gamache-O'Leary	Receive plan for revised approach to IRM and development of risk profile	As required	Receive Updated KHSC Risk Profile	As required	As Required	As required
<b>9.0 Board Reporting Requirements</b>	Board reports due at CEO's office Board mailing date Board meeting date	Kemp	October 9 October 16 October 23	December 1 December 4 December 11	January 19 January 22 January 29	March 11 March 18 March 25	April 26 April 29 May 6	June 10 June 17 June 24