

**ROYAL OTTAWA HEALTH CARE GROUP  
BOARD OF TRUSTEES' MEETING MINUTES  
OF THE MEETING HELD  
February 21, 2019 at 17:30 HRS  
ROYAL OTTAWA MENTAL HEALTH CENTRE**

<i>Teleconference:</i>		<i>Dial-In:</i>	1-855-219-6965		
		<i>Passcode:</i>	926707277#		
Trustees	Present	Regrets	Trustees	Present	Regrets
S. McLean	X		A. Graham	X	
J. MacRae		X	L. Leikin	X	
I. Levy	X		J. Garrow	X	
N. Bhargava	X		D. Somppi	X	
J. Bezzubetz	X		R. Anderson	X	
T. Lau	X		S. Squire	X	
R. Bhatla	X		J. Gallant	X	
J. Charette	X				
C. Coulter	X				
L. Gillen	X				
Management Staff					
M. Bellman	C. Crocker	J. Garrow	P. Prince	Z. Merali	
M. Dufour	J. Lambley	P. Robb			
Guests					
D. Hesidence	G. O'Hara	C. Clark	P. Lefebvre		
#	AGENDA ITEMS				ACTION REQUIRED
1.	<b>Call to Order</b>	<p>I. Levy, Vice-Chair, called the meeting to order at 17:40 hrs and declared the meeting to have been regularly called and properly constituted for the transaction of business.</p> <p>Welcoming remarks were provided and special guests acknowledged.</p> <p>C. Coulter was thanked for acting as the Ethics monitor for the meeting with a request that she report on the quality of decision making at the end of the meeting.</p> <p>The 2018 revised Corporate Policy – Board of Trustees: Public Non-Public and Excluded Meetings will be sent to independent Board members as it was not included in the materials.</p>			P. Robb
	<b>a) Acceptance of the Agenda</b>	<p>Moved by L. Leikin and seconded by J. Gallant.</p> <p><b>BE IT RESOLVED THAT</b>, the 2019 February 21 Board Meeting agenda be accepted as presented.</p>			

#	AGENDA ITEMS		ACTION REQUIRED
		<b>CARRIED</b>	
	<b>b) Approval of the Previous Minutes</b>	<p>Moved by L. Gillen and seconded by S. Squire.</p> <p><b>BE IT RESOLVED THAT</b>, the minutes of the 2018 December 13 Board meetings be approved as presented.</p> <p><b>CARRIED</b></p>	
<b>2.</b>	<b>Consent Agenda</b>	<p>Moved by C. Coulter and seconded by D. Somppi.</p> <p><b>BE IT RESOLVED THAT</b>, the consent agenda, including the motions contained therein, is approved as presented.</p> <p><b>CARRIED</b></p> <ul style="list-style-type: none"> <li>- CEO's Report</li> <li>- The Research Ethics Board Report</li> <li>- IMHR Report</li> <li>- The Royal Ottawa Foundation for Mental Health Report</li> <li>- Mental Health Addictions and Quality Initiative (Peer Comparators)</li> <li>- Strategic Plan 2015-2020 <ul style="list-style-type: none"> <li>- Board Performance Scorecard</li> </ul> </li> <li>- Education Fund</li> <li>- Nursing Bi-Annual Meeting Elections <ul style="list-style-type: none"> <li>- Nursing Appointments</li> </ul> </li> </ul>	
	<b>Items Moved from the Consent Agenda</b>	No items were removed from the Consent Agenda.	
	<b>Items Added to Agenda</b>	No items were added to the Agenda.	
<b>3.</b>	<b>Chair's Report</b>	<p>The upcoming March meeting will be a regular meeting of the Board of Trustees. Traditionally, it has been a short teleconference. The agenda will deal with resolutions that will be tabled related to the matters being addressed in the restricted session today on addressing the relationships with the three entities at The Royal.</p> <p>Going forward, the Governance Committee will add a full Board meeting in March to the annual meeting schedule. At that meeting the Board will receive an annual state of the union address from the Chief of Staff.</p> <p>Following this report, S. McLean was acknowledged for the time and effort he has put into his role as Chair.</p>	A. Graham R. Bhatla
	<b>President &amp; CEO's Oral Report</b>	<p>In her report to the Board, J. Bezzubetz noted that she continues to receive contact from family members who are experiencing challenges in navigating our health system when looking for care for a loved one. Access to resources in the community is still needed.</p> <p>Progress has been made in identifying candidates for the two Vice</p>	



#	AGENDA ITEMS		ACTION REQUIRED
		<p>President positions which have been vacant since last summer.</p> <p>Currently trying to connect with partners to work with in the development of My Care groups, which are geographic health care teams assigned to serve a population. This cannot be done by the ROHCG without partners. The Royal may have a leadership role in terms of bringing partners together for mental health and addictions, but clients have other needs as well. There are public and private partnerships which can offer services more economically, with a higher quality and the ability to reach clients we currently do not have the technology to reach. A partnership with the private sector would leverage that.</p> <p>At a recent OHA session, the need to integrate care was discussed. The plea was to start thinking differently about the care system. A lot was said about the health super agency (the integration of multiple provincial organizations like Cancer Care Ontario, Health Quality Ontario, LHINs etc.). Currently waiting for information, but also preparing ourselves to be early adopters in the world of My Care. The Royal can have a critical leadership role.</p> <p>Health Quality Ontario (HQO) has released standards for Internet-based CBT.</p> <p>The Senior Management Team discussed a change to shift from an institution mentality to a service mentality. Creating linkages with other organizations will be important.</p> <p>There was a fulsome discussion and questions following the report. The CEO was thanked for her report.</p>	
4.	<b>Volunteers at the Royal Annual Report</b>	<p>P. Lefebvre, President, Volunteers at the Royal, was introduced and reported on the Volunteers at the Royal annual report. A copy of the presentation was included in the meeting package.</p> <p>The Volunteer Board has recruited a new member whose focus over the next year will be on increasing fundraising activities that do not overlap with Foundation fundraising. The Board will be kept updated on these opportunities.</p> <p>Discussion followed. There was consensus in the room about the importance of the volunteers and the work they do. P. Lefebvre was asked to pass along thanks from the Board for their work at The Royal.</p> <p>P. Lefebvre departed the meeting following her report.</p>	
5.	<b>Decision/ Information Items</b>	a) Quality Committee – I. Levy	

#	AGENDA ITEMS		ACTION REQUIRED
		<p>The Quality Committee met on February 4, 2019. A copy of the minutes from that meeting was included in the meeting package. Presentations were made by the Operational Stress Injury Clinic and the Royal Ottawa Place team who each shared a success and opportunity. It is always a highlight of the meeting to hear from the program staff.</p> <p>The Annual Quality Improvement Plan (QIP) was included in the meeting package. The QIP is a requirement that is highly supportable because it forces the Board to look at ways to improve on specific issues and items. There was a challenge in completing the Annual QIP because some of the mandatory indicators came in late from HQO.</p> <p>Discussion and questions ensued. J. Lambley was present at the meeting and was available to answer questions.</p> <p>Moved by L. Leikin and seconded by D. Somppi.</p> <p><b>BE IT RESOLVED THAT</b>, the 2019-2020 Annual Quality Improvement Plan be approved as presented, subject to future refinement of these and other indicators.</p> <p style="text-align: right;"><b>CARRIED</b></p> <p>The Corporate Patient Safety Quarterly Report was included in the meeting package for the information of the Board. The Committee is currently looking at refining the work on this report. Even though the vast majority of deaths can be explained as understandable, the Committee was interested in understanding the process in relation to the suicides reported. It was noted that management are working on a broader suicide prevention strategy.</p> <p>The Committee also wanted to know more about the process for quality reviews and R. Bhatla and M. Dufour have agreed to hold an education session at a future mini-series with respect to the Quality of Care Reviews.</p> <p>The Integrated Risk Management Framework (IRMF) was included in the meeting package. It was also reviewed by the Finance Committee as parts of it are not clinically focussed. R. Bhatla and J. Lambley provided background information and answered questions.</p> <p>Moved by L. Leikin and seconded by D. Somppi.</p> <p><b>BE IT RESOLVED THAT</b>, the 2019 Integrated Risk Management Framework be accepted as presented (having been reviewed by the Quality and Finance Committees).</p> <p style="text-align: right;"><b>CARRIED</b></p>	<p>R. Bhatla M. Dufour</p>



#	AGENDA ITEMS		ACTION REQUIRED
		<p>An update on the Mood &amp; Anxiety Wait Times ad-hoc group was provided to the Committee. Several trustees worked with this group. The results have been exciting and there have been improvements on wait times. The Committee was interested in understanding the numbers better. It is anticipated that wait times will drop, but the Committee will also be looking at what we can do better with respect to overall care.</p>	
		<p>Medical Advisory Committee (MAC) Report – R. Bhatla</p>	
		<p>In his report to the Board, R. Bhatla noted that a Physician Leadership Institute course was held over a weekend in February with 23 physicians attending. The topic was leading high performance culture (in-house). The group looked at types of culture and where the organization is and where it should be in the future.</p> <p>There was discussion and questions following the report.</p> <p>Two motions were brought forward and were detailed in the December 20, 2018, MAC minutes that were included in the meeting package.</p> <p>Moved by R. Bhatla and seconded by D. Somppi.</p> <p><b>BE IT RESOLVED THAT,</b> the following appointments be approved as presented:</p> <ul style="list-style-type: none"> <li>- Dr. Chrys Ezeoke, Psychiatrist, application for Probationary Privileges in the Mood and Anxiety Program effective November 5, 2018.</li> <li>- Dr. Ebad Habibollahzadeh, Psychiatrist, application for Probationary Privileges in the Mood and Anxiety Program pending receipt of CPSO licence, effective on or about February 1, 2019.</li> <li>- Dr. Naista Zhand, Psychiatrist, application for Probationary Privileges in the Schizophrenia/Recovery Program pending CPSO change of status to Restricted Certificate of Registration for Exam Eligible Candidates, effective January 2, 2019.</li> <li>- Dr. Sanjay Rao, Psychiatrist, change in privilege status from Active status to Consultant status, effective December 1, 2018.</li> <li>- Dr. Leah Layman-Pleet, Psychiatrist, change in privilege status from Active status to Consultant status, effective until March 31, 2019.</li> <li>- Dr. Frederick Stocker, Psychiatrist, Childrens' Hospital of Eastern Ontario (CHEO), requesting Courtesy Privileges for On-Call purposes, pending receipt of Letter of Good Standing from CHEO.</li> <li>- Drs. Sylvie Aucoin, Dina Aboutouk, Sarika Alisic, Asad Mir Ghassemi, Elizabeth Miller, Sarah Tierney, Naveen Eipe</li> </ul>	

#	AGENDA ITEMS		ACTION REQUIRED
		<p>(Anesthetists from The Ottawa Hospital (TOH)), requesting Courtesy Privileges, pending receipt of Letters of Good Standing from TOH.</p> <p style="text-align: right;"><b>CARRIED</b></p> <p>Moved by R. Bhatla and seconded by D. Somppi.</p> <p><b>BE IT RESOLVED THAT</b>, the re-appointment of Philip DuToit, dentist, to medical staff, pending receipt of Letter of Good Standing from the Canadian Dental Association, as well as annual confirmation of insurance coverage, be approved as presented.</p> <p style="text-align: right;"><b>CARRIED</b></p>	
		Finance Committee Report – J. Gallant	
		<p>The Finance Committee met on February 12, 2019. A copy of the minutes from that meeting was included in the meeting package.</p> <p>In her report to the Board, J. Gallant noted that the budget was the main item in the Report. The Committee examined a variety of cost-reduction measures, but the Board was assured that the budget will not have any direct client impact and that there is a plan to achieve a balanced budget. The Senior Management Team was thanked for all the work they have done.</p> <p>A copy of the draft operating budget and capital budget was included in the meeting package. C. Crocker provided highlights as follows:</p> <ul style="list-style-type: none"> <li>- The biggest challenge identified was Royal Ottawa Place because it is classified under long-term care and is subject to inspections and reviews so the building needs to be well maintained.</li> <li>- Will be able to meet the LHIN requirements, which are mostly about patient volumes.</li> <li>- The budget is conservative on revenue numbers and maximized on the expense side to avoid surprises.</li> <li>- To date there is no indication from the Ministry on likely funding levels.</li> <li>- The capital budget requests are fully funded.</li> </ul> <p>There was discussion and questions following the report.</p> <p>Moved by J. Gallant and seconded by C. Coulter.</p> <p><b>BE IT RESOLVED THAT</b>, the 2019-2020 Operating and Capital budget be approved as presented.</p> <p style="text-align: right;"><b>CARRIED</b></p> <p>The Security System Contract RFP was included in the meeting package. It was noted that there should be comfort in this decision as Management has done their due diligence.</p>	



#	AGENDA ITEMS	ACTION REQUIRED
	<p>Moved by J. Gallant and seconded by L. Leikin.</p> <p><b>BE IT RESOLVED THAT</b>, the Board of Trustees authorizes the President and CEO to sign the 10-year Security System Contract (7 years + 3 years option) with Delco based on a competition RFP process at a 10-year cost for ongoing operation and maintenance fees of \$2,702,965 plus applicable taxes.</p> <p style="text-align: right;"><b>CARRIED</b></p> <p>The Integrated Risk Management Framework (IRMF) was reviewed by the Quality Committee and by the Finance Committee. It will be monitored and updated by the Senior Management Team on a monthly basis, and it will be looked at on a quarterly basis by the Board. The IRMF is a good tool and substantively reflective of risk. A suggestion was made to consider adding compliance in a more prominent way on the registry and it was agreed that this should be added.</p> <p>An update was provided by C. Crocker on cybersecurity. The recommendations from previous audit reports are being implemented. The majority have been put in place, but some were postponed and will be reported at the next meeting.</p>	C. Crocker
	Audit Committee – J. Gallant	
	<p>The Audit Committee met on February 12, 2019. The minutes from this meeting and the Audit Plan from KPMG were included in the meeting package.</p> <p>The Audit Plan is similar to last year. There has been no major change to the approach and there was no material financial risk identified. One change is that the auditors will be making greater use of analytics. The auditor's report will also be in a new format, which has more disclosure.</p> <p>Moved by J. Gallant and seconded by S. Squire.</p> <p><b>BE IT RESOLVED THAT</b>, the KPMG Audit Plan for the year ending March 31, 2019, be accepted as presented.</p> <p style="text-align: right;"><b>CARRIED</b></p>	
	New Strategic Plan – D. Hesidence, Pamela Prince	
	<p>The new strategic planning cycle will begin this Spring and will result in a new Strategic Plan for 2021. This is the first discussion on what the process will be for the new Strategic Plan. A copy of the presentation was included in the meeting package.</p> <p>Some high-level assumptions were presented for information:</p> <ul style="list-style-type: none"> <li>- The government is reorganizing and there are funding challenges with a risk of a deficit. This does not however</li> </ul>	

#	AGENDA ITEMS		ACTION REQUIRED
		<p>compromise the vision of a hospital without walls.</p> <ul style="list-style-type: none"> <li>- The call to action for the new Strategic Plan came from the 2018 Board Development Days.</li> <li>- There is support for a decentralized report.</li> <li>- Discussing a single integrated Strategic Plan across the organizations with separate operational plans for each organization.</li> <li>- Taking a stronger role in solving community problems.</li> <li>- Looking at a process to form a core team and working group that includes Board Chairs. Physician involvement is also critical as they have to lead on this. The working group will develop a strategy.</li> <li>- To get decentralized, need input from the community.</li> <li>- There will be an external session on how to collaborate in an effective way, which will then be presented to the three boards.</li> <li>- Will engage from across and within.</li> <li>- The Strategic Plan will need to be completed for April 2020. Currently looking at a 3-year plan. This will be a live document, so there will be many opportunities to revise as we go.</li> </ul> <p>There were questions following the presentation. A suggestion made was to focus on foresight as a measure of strategy.</p>	
		Governance Committee Report – A. Graham	
		<p>The Governance Committee met on January 15, 2019. A copy of the minutes from this meeting was included in the meeting package. A. Graham's report was as follows:</p> <ul style="list-style-type: none"> <li>- The Board Development Day survey results were reviewed. There was a discussion about plans for the 2019 Board Development Days. Each trustee was asked to list general topics they would like addressed at this year's event. Following the meeting, P. Robb is to send a follow-up email to trustees in this regard.</li> <li>- Positive feedback was received on the Board Chair Assessment, which will be useful to the incoming Chair.</li> <li>- There were three recent applications reviewed, which may be viable candidates in 2020 when there are Board vacancies. A meeting has been set up to meet with a University of Ottawa candidate for the University trustee position on the Board.</li> <li>- A Board Accreditation Sub-Committee is to be formed. J. Bezzubetz provided further information and asked for volunteers to join the Board's Accreditation Team. P. Robb is to follow up with an email to canvass for interest in joining. A response is required by no later than March 7, 2019. This will be a 1-2 hour monthly time commitment. Ideally, there will be representatives from each of the Committees. Going forward, the Quality agenda will be rooted in accreditation and Board involvement will be needed.</li> </ul>	<p>P. Robb</p> <p>P. Robb</p>



#	AGENDA ITEMS	ACTION REQUIRED
	<p>N. Bhargava was invited to provide a brief update on the work of the Innovation Committee. A summary was included in the meeting package. A copy of the Innovation Committee Terms of Reference was also included in the meeting package. The following highlights were made:</p> <ul style="list-style-type: none"> <li>- It is exciting to hear about sustainability from an innovation point of view and cultural change.</li> <li>- The meetings are formative. The first meeting was about what innovation is. There are two components to the Innovation Committee agenda: Governance and Innovation ideation.</li> <li>- At the February 8, 2019, meeting a proposal was put forward for a facilitated session.</li> <li>- The connection was made between research, clinical practice and quality care. There were good conversations on potential approaches on laying out an opportunity for researchers to move new innovations forward.</li> </ul> <p>Questions followed and there was a discussion on implementation. N. Bhargava was thanked for his hard work on this Committee.</p> <p>Moved by A. Graham and seconded by J. Charette.</p> <p><b>BE IT RESOLVED THAT</b>, the Terms of Reference for the Innovation Committee be approved as presented and that the Innovation Committee become a standing Committee of the Board of Trustees.</p> <p style="text-align: right;"><b>CARRIED</b></p>	
	The Royal Gala – S. McLean, M. Bellman	
	<p>The Chair encouraged attendance at the Inspiration Award Gala on March 1, 2019. This is an important fundraiser for the organization and also a public relations exercise because of the prestigious awards that are handed out. New this year will be a silent auction online, which at the time of the Board meeting had already generated over \$12,000.</p> <p>M. Bellman remains optimistic that the campaign can be launched in 2019.</p>	
	Centre of Excellence Update – C. Crocker	
	<p>The Centre of Excellence is a 4-year funded project from Veterans Affairs, which will be involved in supporting research and best practices across the country dealing with veteran's PTSD.</p> <p>Currently, the organization has been incorporated. Recruitment for a new CEO is underway. There is a preferred candidate that is currently under contract negotiations.</p>	





#	AGENDA ITEMS		ACTION REQUIRED
	<b>Ethics</b>	C. Coulter reported that the Board met the ethical principles with open discussion, appropriate information with examples and revision was provided for decision making.	
6.	<b>New Business</b>	None.	
7.	<b>Next Meeting</b>	March 28, 2019 Board of Trustees meeting at 17:30 hours, Room 1424. A light meal will be provided at 17:00 hrs.	
8.	<b>Restricted Session</b>	Following the regular meeting, the independent Board members met with the President and CEO. All guests and ex-officio members departed the meeting.	
	<b>In Camera Session</b>	The independent Board members met further without management.	
9.	<b>Adjournment</b>	Moved by I. Levy and seconded by J. Gallant.  <b>BE IT RESOLVED THAT</b> , the meeting be adjourned at 21:00 hrs. <b>CARRIED</b>	

I. Levy  
Vice-Chair, Board of Trustees

J. Bezzubetz  
Secretary, Board of Trustees

## Board Meeting Action Items

Item	Individual Responsible	Status
<b>February 21, 2019</b>		
The 2018 revised Corporate Policy – Board of Trustees: Public Non-Public and Excluded Meetings will be sent to independent Board members as it was not included in the materials.	P. Robb	Completed
The Governance Committee is to add a full Board meeting in March to the annual meeting schedule.	P. Robb	Completed
At the March Board meeting the Chief of Staff will present an annual state of the union address.	R. Bhatla	
To hold an education session at a future mini-series with respect to the Quality of Care Reviews.	R. Bhatla M. Dufour	September 26, 2019
To provide an update on cybersecurity.	C. Crocker	March 28, 2019
Each trustee was asked to list general topics they would like addressed at 2019 Board Development Days event. To send a follow-up email to trustees in this regard.	All P. Robb	Completed
To follow up with an email to canvass for interest in joining the Board's Accreditation Team. A response is required by no later than March 7, 2019.	P. Robb	Completed
To send an email with the details of the research week that is planned for May 6-10, 2019.	Z. Merali	
To prepare a business plan for the PET/MRI and present it at the next Board meeting on March 28, 2019.	Z. Merali	
**Wait List item added to June and September 2018 Board meeting agendas	J. Bezzubetz	Completed
**In 2018-2019 provide an educational session on the President and CEO's performance review process	S. McLean	
Provide comments on Innovation to N. Bhargava and R. Anderson	All Trustees	Ongoing
Innovation Sub-Committee to update progress at the December 2018 Board meeting.	N. Bhargava/R. Anderson	Completed
Provide an update on the Centre of Excellence	J. Bezzubetz/C. Crocker	Completed
Send specific recommendations for the Board Assessment Action Plan to A. Graham	All Trustees	