

**ROYAL OTTAWA HEALTH CARE GROUP
BOARD OF TRUSTEES' MEETING MINUTES
OF THE MEETING HELD
March 28, 2019 at 5:30 p.m.
ROYAL OTTAWA MENTAL HEALTH CENTRE**

Trustees	Present	Regrets	Trustees	Present	Regrets
S. McLean	X		L. Leikin	X	
J. MacRae		X	D. Somppi	X	
I. Levy	X phone		R. Anderson	X	
N. Bhargava	X		S. Squire	X	
A. Graham	X		J. Bezzubetz	X	
C. Coulter	X		R. Bhatla	X	
J. Gallant	X		T. Lau		X
J. Charette	X phone		J. Garrow	X	
L. Gillen	X				

Management Staff

M. Bellman	K. Kealey	P. Prince	N. Loreto	Z. Merali	M. Dufour
S. Gulati	S. Sibbit				

Guests

D. Weinstein, Interim Chair, IMHR <i>phone</i>	G. O'Hara, Chair, Client Advisory Council	C. Clark, Chair, Family Advisory Council	D. MacFarlane		
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#	AGENDA ITEMS	ACTION REQUIRED
1.	<p>Call to Order</p> <p>S. McLean, Chair, called the meeting to order at 5:35 p.m. and declared the meeting to have been regularly called and properly constituted for the transaction of business.</p> <p>The Chair identified the special purpose of the March public meeting as pertains to earlier practice and to the reports and decision items brought forward. The President & CEO will later be asked to report to the Board on her inquiry into whether substantive and or procedural changes to the relationship between the Royal and the IMHR as to fiscal, functional and governance issues are required.</p> <p>The March meeting is generally a teleconference, but at the call of the Chair was changed to a full-meeting. One of the items added to the meeting was an annual report from the Chief of Staff. The first of these annual reports will be reported on later in the agenda.</p> <p>Welcoming remarks were provided and special guests were</p>	

#	AGENDA ITEMS		ACTION REQUIRED
		<p>acknowledged, including a student from Carleton University.</p> <p>The Chair noted that D. Weinstein, Interim Chair, IMHR Board of Directors, was invited to attend the Restricted Session. At that time she will have an opportunity to speak for a few minutes. It was noted that an announcement was made that S. West will be the new Chair of the IMHR Board.</p> <p>D. Somppi was thanked for acting as the Ethics monitor for the meeting with a request that he report on the quality of decision making at the end of the meeting. A copy of the Royal's Ethics Framework for Decision Making was included in the meeting package. Also enclosed in the meeting package was the Conflict of Interest Policy and the policy on Public, Non-Public and Restricted Meetings.</p> <p>D. Somppi declared a possible conflict of interest regarding the Hospital Food Services sale item. Although he personally had no dealings in the matter, his employer, PricewaterhouseCoopers, was an advisor to the agreement. After a brief discussion, it was agreed that the member could continue and there was no conflict.</p>	
2.	AGENDA AND MINUTES	<p>a) Acceptance of March 28, 2019, Agenda.</p> <p>Moved by R. Anderson and seconded by C. Coulter.</p> <p>BE IT RESOLVED THAT, the March 28, 2019, Board Meeting agenda be accepted as presented.</p> <p style="text-align: right;">CARRIED</p>	
		<p>b) Approval of the February 21, 2019, Minutes.</p> <p>Moved by S. Squire and seconded by J. Gallant.</p> <p>BE IT RESOLVED THAT, the minutes of the February 21, 2019, Board meeting be approved as presented.</p> <p style="text-align: right;">CARRIED</p>	
3.	Consent Agenda	<p>Moved by R. Anderson and seconded by L. Gillen.</p> <p>BE IT RESOLVED THAT, the consent agenda, including the motion contained therein, is approved as presented.</p> <p style="text-align: right;">CARRIED</p> <ul style="list-style-type: none"> - Corporate Policy <ul style="list-style-type: none"> o Ethics Consultation – CORP III – 111 	
	Items Moved from the Consent Agenda	No items were removed from the Consent Agenda.	
	Items Added to Agenda	No items were added to the Agenda.	
4.	Chair's Oral	There was no further report from the Chair.	

#	AGENDA ITEMS		ACTION REQUIRED
	Report		
5.	President & CEO's Oral Report	The President & CEO received a mandate from the Board to provide recommendations and conduct reviews for the decision item noted in 6.j. below. This has been done very thoroughly and will be discussed more fully in the Restricted Session. At that time we will also go through a more detailed chronology.	
6.	Decision/ Information Items	a) Quality Committee – I. Levy	
		The next Quality Committee meeting will be on June 3, 2019. There was nothing further to report.	
		b) Governance Committee Report – A. Graham	
		<p>The minutes of the March 19, 2019, Governance Committee meeting were included in the meeting package.</p> <p>The Skills Matrix was reviewed by the Committee. This is an annual exercise to identify skills and experience required for the next Board. Following this meeting P. Robb is to send the Skills Matrix to all Trustees to be updated as needed.</p> <p>An important governance issue was raised at the previous Committee meeting regarding off-line conversations by Board members. S. McLean was asked to speak to this item. The discussion was regarding enquiries made to the President & CEO and to staff. This referred to email conversations and not fact-seeking requests. It was determined that any enquiry going to the President & CEO should go to all Trustees, which includes the Chair. The response back will then go to the full Board. Before sending, Trustees should use judgment that it is a fair question. It was agreed that the same protocol should be followed for the Committees and any questions going to staff should be copied to the CEO.</p>	P. Robb
		i. 2019 Business Development Days	
		<p>A memo was included in the meeting package with information about the 2019 Board Development Days. The date is October 31 to November 1, 2019, and Strathmere in North Gower has been selected and booked. Some ideas sent by Trustees were also included in the meeting package for the Board's information. A. Graham, J. Bezzubetz and P. Robb will meet further to plan the event and draft an agenda.</p> <p>At this time, the second day will most likely need more time and has been tentatively booked to end at 3:30 instead of 1:30 p.m. The meeting request previously sent will be updated to reflect this.</p>	P. Robb
		ii. Accreditation Report – J. Bezzubetz	
		A minimum of five Trustees are required to be on the Accreditation Team. After canvassing Trustees for their interest in	

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	<p>joining, the following members volunteered.</p> <ul style="list-style-type: none"> - Dr. I. Levy - C. Coulter - D. Somppi - S. Squire - J. Charette <p>Those volunteering will be asked to familiarize themselves with the standards as there will be an online self-assessment. An email was sent to all Trustees and all were strongly encouraged to complete the self-assessment. The deadline for completion is by April 5, 2019.</p> <p>Once the results are received, the Accreditation Team will meet to review them to see if there is any quality improvement needed. Other Board members may need to be pulled in at that time, depending on the expertise required. It is expected the meeting will be in either April or May, 2019. The Zoom meeting platform will be used so there can be online participation.</p> <p>A Hold the Date was sent to all Trustees for October 7-10, 2019, at which time The Royal has been asked to participate in a governance discussion with one of the accreditors. In 2015 this discussion was held on the morning of Day 2 of the On-Site Survey for 1 hour. We would encourage as many Trustees as possible to attend this meeting as widespread Board member participation is important in this process. An updated meeting request with details will be sent as soon as the exact date and time is known.</p>	P. Robb K. Lepinskie
	iii. Audit Committee Terms of Reference	
	<p>The Audit Committee reviewed and amended their Terms of Reference and sent them to the Governance Committee to endorse for approval by the Board.</p> <p>Moved by J. Gallant and seconded by S. Squire.</p> <p>BE IT RESOLVED THAT, the Board of Trustees approve the Audit Committee Terms of Reference, as endorsed by the Governance Committee.</p> <p style="text-align: right;">CARRIED</p>	
	c) Innovation Committee Report – N. Bhargava	
	<p>The next Innovation Committee meeting will be on April 30, 2019. There were takeaways and action items from the previous meeting in February. Senior management and the Ideation side of the Committee have had further discussions on culture and research and a Dragons[®] Den type event has been planned for the</p>	

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	<p>fall. There will be a substantial prize amount offered.</p> <p>The goal of the Innovation Committee is to look for ways to bring forward innovation in a fair way to encourage it and unleash some of that innovation at The Royal. It is hoped that in the future innovation will be quite spontaneous.</p>	
	d) Compensation & Succession Planning Report – S. McLean	
	The next Compensation & Succession Planning meeting is scheduled for the fall. There was nothing further to report.	
	e) Medical Advisory Committee (MAC) Report – R. Bhatla	
	<p>R. Bhatla provided a brief report and two motions were brought forward for approval. Under the Public Hospitals Act and the hospital by-laws, the Board is responsible for appointing and re-appointing professional staff to the hospital and determining their privileges. The Board is also responsible for revoking, suspending or refusing the re-appointment of professional staff, where necessary.</p> <p>Moved by R. Bhatla and seconded by L. Leikin.</p> <p>BE IT RESOLVED THAT, in accordance with the criteria and credentialing process outlined in the ROHCG Appointment and Re-appointment Schedules, the Medical Advisory Committee recommends to the Board of Trustees the following list of candidates:</p> <ul style="list-style-type: none"> • A list of re-appointments to the Medical Staff effective July 1, 2019 to June 30, 2020 is attached to these minutes as Appendix A. <p style="text-align: right;">CARRIED</p> <p>Moved by R. Bhatla and seconded by C. Coulter.</p> <p>BE IT RESOLVED THAT, in accordance with the criteria and credentialing process outlined in the ROHCG Appointment and Re-appointment Schedules, the Medical Advisory Committee recommends to the Board of Trustees the following candidate for Medical Staff Privileges:</p> <ul style="list-style-type: none"> • Dr. Jocelyn Howard, for a revision in privileges from probationary to primary full-time in the Substance and Concurrent Disorders Program, effectively immediately. <p style="text-align: right;">CARRIED</p>	
	f) Audit Committee Report – J. Gallant	
	It was noted that the next Audit Committee meeting will be on May 23, 2019. There was nothing further to report.	
	g) Finance Committee Report – J. Gallant	

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		The Finance Committee met on March 21, 2019. A copy of the minutes was included in the meeting package.	
		i. Service Accountability Agreements with the LHIN for next fiscal year	
		<p>The Accountability Agreements that were included in the meeting package are boiler plate agreements and are non-negotiable. A legal review was requested by the Finance Committee to ensure there was nothing we needed to be aware of from a legal perspective. It was confirmed that the Accountability Agreements are essentially the same as previous agreements. There is some reference in the agreements to the funding reform that was recently announced by the Ontario government.</p> <p>It was noted that there is a requirement in the Accountability Agreement for Indigenous training, therefore, this will be added to the required training for Trustees.</p> <p>After a full review, the Finance Committee recommended the Accountability Agreements for signature.</p> <p>Moved by J. Gallant and seconded by L. Gillen.</p> <p>BE IT RESOLVED THAT, the Board of Trustees authorizes the Board Chair and President & CEO to sign the H-SAA amending agreement covering the period April 1, 2019, through March 31, 2020.</p> <p>BE IT ALSO RESOLVED THAT, the Board of Trustees authorizes the Board Chair and President & CEO to sign the L-SAA agreement covering the period April 1, 2019 through March 31, 2022.</p> <p>BE IT ALSO RESOLVED THAT, the Board of Trustees authorizes the Board Chair and President & CEO to sign the M-SAA agreement covering the period April 1, 2019 through March 31, 2022.</p> <p style="text-align: right;">CARRIED</p>	P. Robb
		ii. Corporate Procurement Policy	
		<p>The only change in the Corporate Procurement Policy was a dual sign off for purchases that was added and a small typo was corrected. The Finance Committee recommended approval of this Policy.</p> <p>Moved by J. Gallant and seconded by S. Squire.</p> <p>BE IT RESOLVED THAT, the Board of Trustees approve the revised Procurement Policy, as presented.</p> <p style="text-align: right;">CARRIED</p>	

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		iii. Sinking Fund Update (2019)	
		<p>The Sinking Fund account was set up to ensure that mortgage payments are met. Any surplus funds from this account are transferred to the General Fund. The following motion was recommended for approval by the Finance Committee.</p> <p>Moved by J. Gallant and seconded by C. Coulter.</p> <p>BE IT RESOLVED THAT, the Board of Trustees approve the transfer of \$688,242 from the Sinking Fund Account to the General Fund Investment Account.</p> <p style="text-align: right;">CARRIED</p>	
		iv. Cybersecurity Update - C. Crocker	
		<p>This item was a follow up action from the February 21, 2019, Board of Trustees meeting. A memo from C. Crocker was included in the meeting package with details about the still outstanding recommendations. There were originally 32 recommendations from the external consultant reports and to date 28 have been implemented, two are scheduled for March 2019 and two are outstanding.</p> <p>The Committee had a good discussion about the vulnerabilities that come into play with partnerships. The Finance Committee will be receiving more information on this at a future meeting, which will be shared with the Board.</p>	
		v. Hospital Food Services Sale (HFS)	
		The Hospital Food Services item was removed from the Regular Agenda and moved to the Restricted Session for discussion and decision.	
	Innovation Speaker	<p>An innovation speaker was added to the Board agenda to provide an opportunity for Trustees to hear from a member regarding innovative ideas in their workplace and in the community. J. MacRae was scheduled to present, but unfortunately had to send his regrets due to a personal matter. He will be re-scheduled to present at the June 2019 meeting.</p>	P. Robb
		h) Annual Report from Chief of Staff – R. Bhatla	
		<p>The annual report from the Chief of Staff is a new item that was added to the agenda for the March meetings. Due to time constraints, this item was moved up on the agenda in order to allow enough time for a full report and discussion. A copy of the presentation was included in the meeting package.</p> <p>In his report to the Board, R. Bhatla highlighted that 75% - 80% of suicides were men, Fentanyl deaths are also higher in men (75%) and the opioid crisis has predominantly been male deaths. Some groups are not well served and we need to do better speaking for them.</p>	

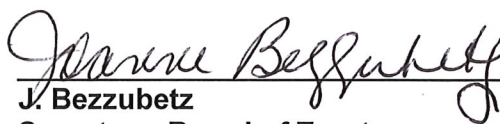
#	AGENDA ITEMS		ACTION REQUIRED
		<p>A brief background was provided with the various credentials that physicians at The Royal have. There are a high number of physicians who are bilingual (French and English) and many speak a number of other languages. The physicians are proudly affiliated with the University of Ottawa and firmly committed to the academic mandate as a physician group.</p> <p>The new Electronic Health Records (EHR) will be an opportunity and a burden as it will be difficult to adapt initially, but will also be very beneficial. The EHR will be in partnership with Waypoint and Ontario Shores and therefore more data will be available to draw from, which will be very helpful for research.</p> <p>There is local expertise that can be drawn from such as The Ottawa Hospital, Children's Hospital of Eastern Ontario and at the Queensway Carleton Hospital. We should be taking advantage of this to learn from the people and organizations near to us.</p> <p>There was a good response rate on the Physician Experience Survey. Care and safety were seen as strengths. The Royal's physicians are also the only physician group who donate (100%) to research and to the Foundation.</p> <p>There are opportunities in a challenging climate to do things differently. We want to be an organization that is evidence and data-informed in our decision making.</p> <p>Discussion and questions followed the presentation. R. Bhatla was thanked for his very helpful annual report.</p>	
		i) PET/MRI Revenue Options – Z. Merali	
		<p>This update was a partial follow up action from the February 21, 2019, Board of Trustees meeting. A brief background on the PET/MRI was provided for the benefit of any new Trustees. It was noted that projections are on target and the usage of the brain imaging machine is going better than expected. The issue is that funding for most of the imaging comes from the granting councils. We are trying to figure out ways to bring alternate imaging studies that can help deal with the shortfalls that may come along the way.</p> <p>The following options for funding were highlighted:</p> <ul style="list-style-type: none"> - Pre-clinical imaging (animal studies). - Third-party imaging such as insurance companies who need it for diagnostics. They are interested in having an option in Ottawa. - To name the imaging centre after a philanthropist which could bring in a large amount of money. - The Department of National Defence may have an interest in carrying on with some of their work, but this might only 	

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		<p>be available next year.</p> <ul style="list-style-type: none"> - There is a large study coming from the National Hockey League regarding early diagnosis of concussions. This will start in the fall, but we are not certain to be involved. - The RCMP Commissioner recently had a tour and was quite interested and is very committed to looking at issues within the RCMP. - The Royal will host the Centre of Excellence for PTSD and it is on the agenda to ask them about interest in funding access. <p>There is a need to find other modalities and partnerships to continue the success that we have. It was noted that the brain imaging machine will eventually be a clinical tool so clinical licensing should be under consideration.</p> <p>Z. Merali was thanked for his report.</p>	
		<p>j) The President & CEO will report to the Board on her inquiry into whether substantive and or procedural changes to the relationship between the Royal and the IMHR as to fiscal, functional and governance issues are required – J. Bezzubetz</p>	
		<p>There have been ongoing concerns about the sustainability of the IMHR. The 2018 Board Development Days was seen as an opportunity for the two Boards to achieve some alignment. That is also where it was first discussed about having one strategic plan. Subsequent to this, the President & CEO received a mandate from the Board to prepare a document for their review. After that report was tabled, the Chair wrote a letter to the IMHR Chair to ask what plans were in place to balance the budget. Subsequent reports were completed and a report was tabled on March 11, 2019. At tonight's meeting options as well as financial commitments that IMHR have will be discussed. There will also be an opportunity for questions from the Board.</p>	
7.	New Business	<p>There was a brief discussion and two items are to be added to the Board's Action Roster:</p> <ul style="list-style-type: none"> - An education session with HIROC. It is a good idea for Board members to understand potential organizational risks. There is also a discount for any organization who takes this training. - A regular update on the Foundation Campaign. Next update at the June 2019 meeting. <p>R. Anderson asked for committee members on the Royal Ottawa Leaders for Mental Health. The job of a committee member is to recruit five NEW table captains for the Breakfast which is on October 2, 2019. Anyone interested, or anyone Trustees think may be interested, should contact her directly about this opportunity.</p>	P. Robb

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8.	Report on the Ethics Framework for Decision Making	D. Somppi reported that the Board met the ethical principles with open discussion and appropriate information for decision making.	
9.	Next Meeting	The next meeting will be the AGM, which will be held on June 20, 2019, at 3:30 p.m.	
10.	Adjournment	<p>The Chair tabled two further items before adjourning the meeting:</p> <ul style="list-style-type: none"> - It was noted with sadness that The Royal family has lost a pioneer in mental health in the person of D. Anderson. - Z. Merali's resignation was announced effective the end of his current term. Best wishes were given to him on behalf of the Board as he pursues other international endeavours. <p>Moved by D. Somppi and seconded by R. Anderson.</p> <p>BE IT RESOLVED THAT, the meeting be adjourned at 7:30 p.m.</p> <p style="text-align: right;">CARRIED</p> <p><i>I. Levy departed the meeting at 7:30 p.m. Quorum was maintained.</i></p>	
11.	Restricted Session	Following the regular meeting, the independent Board members met with the President and CEO. All guests and ex-officio members departed the meeting.	
	In Camera Session		



S. McLean
Chair, Board of Trustees



J. Bezzubetz
Secretary, Board of Trustees

Royal Ottawa Health Care Group Reappointment to the Medical Staff July 1, 2019 to June 30, 2020					
Name	Privilege Level	Service	Primary Hospital	Recommended to the MAC by the Credentials Committee on March 5, 2019	Recommended by the MAC on March 21, 2019
Adiele, Anthony	Primary Full-Time	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Aggarwal, Dhiraj	Courtesy	Child & Adolescent Psychiatry	Children's Hospital of Eastern Ontario	Yes	Yes
Ahmed, Adekunle (A.G.) G	Primary Full-Time	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Amjad, Afsari	Primary Full-Time	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Antochi, Ruxandra	Courtesy	Psychiatry	The Ottawa Hospital	Yes	Yes
Arora, Sunder	Consultant	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Attwood, David George	Primary Full-Time	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Baines, Alexandra	Primary Full-Time	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Baksh, Anton	Courtesy	Child & Adolescent Psychiatry	Children's Hospital of Eastern Ontario	Yes	Yes
Bali, Neena	Primary Full-Time	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Balmaceda, Rufino B.	Primary Full-Time	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Basran, Sukhjeewan	Courtesy	Psychiatry	The Ottawa Hospital	Yes	Yes
Bazaid, Khalid	Primary Full-Time	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Bazile, Emilio	Courtesy	Psychiatry	The Ottawa Hospital	Yes	Yes
Beck, Gail	Primary Full-Time	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Bhatla, Rajiv	Primary Full-Time	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Bissada, Hany	Courtesy	Psychiatry	The Ottawa Hospital	Yes	Yes
Blier, Pierre	Primary Full-Time	Psycho-pharmacology	Royal Ottawa Health Care Group	Yes	Yes
Boafo, Addo	Courtesy	Child & Adolescent Psychiatry	Children's Hospital of Eastern Ontario	Yes	Yes
Booth, Brad	Primary Full-Time	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Bourget, Dominique	Primary Full-Time	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Bourgon, Luc	Courtesy	Psychiatry	The Ottawa Hospital	Yes	Yes
Bradwejn, Jacques	Consultant	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Bragg, Paul	Courtesy	Anesthesiology	The Ottawa Hospital	Yes	Yes
Braidek, Cathy M	Primary Full-Time	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes

Name	Privilege Level	Service	Primary Hospital	Recommended to the MAC by the Credentials Committee on March 5, 2019	Recommended by the MAC on March 21, 2019
Brathwaite, Shirley	Primary Full-Time	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Bryson, Gregory Lyle	Courtesy	Anesthesiology	The Ottawa Hospital	Yes	Yes
Byford, Larry	Courtesy	Anesthesiology	The Ottawa Hospital	Yes	Yes
Cadotte, Helene	Courtesy	Child & Adolescent Psychiatry	Children's Hospital of Eastern Ontario	Yes	Yes
Cameron, Colin	Primary Full-Time	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Carrier, Louise	Courtesy	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Chaput, Alan	Courtesy	Anesthesiology	The Ottawa Hospital	Yes	Yes
Charapov, Ilia	Courtesy	Anesthesiology	The Ottawa Hospital	Yes	Yes
Charbonneau, Yoland	Courtesy	Psychiatry	The Ottawa Hospital	Yes	Yes
Cheifetz, Philip	Courtesy	Child & Adolescent Psychiatry	Children's Hospital of Eastern Ontario	Yes	Yes
Cheng, Michael	Courtesy	Child & Adolescent Psychiatry	Children's Hospital of Eastern Ontario	Yes	Yes
Chiu, Michelle	Courtesy	Anesthesiology	The Ottawa Hospital	Yes	Yes
Chun, Soojin	Primary Full-Time	Geriatric Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Corona, Alfonso	Primary Full-Time	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Curran, Michael	Courtesy	Anesthesiology - Locum	The Ottawa Hospital	Yes	Yes
Dornan, Holly D.	Primary Full-Time	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Douglass, Alan B	Primary Part-Time	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
du Toit, Philip	Probationary	Dentistry	Royal Ottawa Health Care Group	Yes	Yes
Dubois, Daniel	Courtesy	Anesthesiology	The Ottawa Hospital	Yes	Yes
Dufour, Mathieu	Primary Full-Time	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Edwin, MOSHIEVE FEBIN	Primary Full-Time	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Elkin, Eric Neil	Courtesy	Family Medicine	Royal Ottawa Health Care Group	Yes	Yes
Evans, George	Courtesy	Anesthesiology	The Ottawa Hospital	Yes	Yes
Ewing, David	Courtesy	Anesthesiology	The Ottawa Hospital	Yes	Yes
Fayad, Ashraf	Courtesy	Anesthesiology	The Ottawa Hospital	Yes	Yes
Fedoroff, J. Paul	Primary Full-Time	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Filteau, Lucie	Courtesy	Anesthesiology	The Ottawa Hospital	Yes	Yes
Fogl, Tomas	Primary Full-Time	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Fortin-Langelier, Benjamin	Primary Full-Time	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes

Name	Privilege Level	Service	Primary Hospital	Recommended to the MAC by the Credentials Committee on March 5, 2019	Recommended by the MAC on March 21, 2019
Fraser, Amy	Courtesy	Anesthesiology	The Ottawa Hospital	Yes	Yes
Freedman, Mark Steven	Courtesy	Neurology	The Ottawa Hospital	Yes	Yes
Freeland, Alison	Consultant	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Gandhi, Jasmine	Courtesy	Psychiatry	The Ottawa Hospital	Yes	Yes
Gandy, Hazen	Courtesy	Child & Adolescent Psychiatry	Children's Hospital of Eastern Ontario	Yes	Yes
Gareau, Regean	Courtesy	Anesthesiology	The Ottawa Hospital	Yes	Yes
Gillis, Katharine	Courtesy	Psychiatry	The Ottawa Hospital	Yes	Yes
Gobessi, Linda	Courtesy	Psychiatry	Bruyere Continuing Care	Yes	Yes
Gojer, Julian A.C.	Locum	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Goulard, Ginette	Primary Full-Time	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Gray, Clare	Courtesy	Child & Adolescent Psychiatry	Children's Hospital of Eastern Ontario	Yes	Yes
Gray, Jonathan	Primary Full-Time	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Green, Douglas	Courtesy	Psychiatry	The Ottawa Hospital	Yes	Yes
Grymala, John P	Primary Full-Time	Family Medicine	Royal Ottawa Health Care Group	Yes	Yes
Gulati, Sanjiv K	Primary Full-Time	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Gupta, Sanjiv	Courtesy	Anesthesiology	The Ottawa Hospital	Yes	Yes
Halliday, Sarah	Primary Full-Time	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Hatcher, Simon	Primary Part-Time	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Hennessy, Anne	Primary Part-Time	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Horn, Edward R.	Primary Full-Time	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Howard, Jocelyn	Primary Full-Time	Family Medicine	Royal Ottawa Health Care Group	Yes	Yes
Hrycko, Sophia	Courtesy	Child & Adolescent Psychiatry	Children's Hospital of Eastern Ontario	Yes	Yes
Huntington, Katrina	Primary Full-Time	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Ilivitsky, Vadim	Primary Full-Time	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Isserlin, Leanna	Courtesy	Child & Adolescent Psychiatry	Children's Hospital of Eastern Ontario	Yes	Yes
Jayasuriya, D. Sushila	Courtesy	Psychiatry	The Ottawa Hospital	Yes	Yes
Jetly, Rakesh	Consultant	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes

Name	Privilege Level	Service	Primary Hospital	Recommended to the MAC by the Credentials Committee on March 5, 2019	Recommended by the MAC on March 21, 2019
Jeyaraj, Leo	Courtesy	Anesthesiology	The Ottawa Hospital	Yes	Yes
Jones, Barbara A.	Courtesy	Child & Adolescent Psychiatry	Children's Hospital of Eastern Ontario	Yes	Yes
Jordan, Andy	Primary Part-Time	Family Medicine	Royal Ottawa Health Care Group	Yes	Yes
Kaluzienski, Mark	Courtesy	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Kaluzienski, Mark	Courtesy	Psychiatry	The Ottawa Hospital	Yes	Yes
Kapur, Rishi	Courtesy	Child & Adolescent Psychiatry	Children's Hospital of Eastern Ontario	Yes	Yes
Kelly, Erin	Courtesy	Child & Adolescent Psychiatry	Children's Hospital of Eastern Ontario	Yes	Yes
Kelly, Sheila	Courtesy	Anesthesiology	The Ottawa Hospital	Yes	Yes
Khan, Asif	Primary Full-Time	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
King, Vashti M	Probationary	Family Medicine	Royal Ottawa Health Care Group	Yes	Yes
Krelina, Michael	Consultant	Psychiatry/Neurology	Royal Ottawa Health Care Group	Yes	Yes
Krolczyk, Gregory	Courtesy	Anesthesiology	The Ottawa Hospital	Yes	Yes
Kunjukrishnan, Reghuvaran	Primary Full-Time	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Labelle, Alain	Primary Full-Time	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Labow, Stanley S.	Consultant	Plastic Surgery	Royal Ottawa Health Care Group	Yes	Yes
Laforty, Jack	Primary Full-Time	General Medicine	Royal Ottawa Health Care Group	Yes	Yes
Lalu, Manoj	Courtesy	Anesthesiology	The Ottawa Hospital	Yes	Yes
Lau, Timothy	Primary Full-Time	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Le Clair, John Kenneth	Courtesy	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Lee, Elliott	Primary Full-Time	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Levine, Sharon	Primary Full-Time	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Lodha, Vinay	Primary Full-Time	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Lougheed, Donna C.	Consultant with Admitting/Discharge Privileges	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Lui, Anne	Courtesy	Anesthesiology	The Ottawa Hospital	Yes	Yes
Lujic, Jelka	Courtesy	Anesthesiology	The Ottawa Hospital	Yes	Yes
MacLeod, Olivia	Courtesy	Child & Adolescent Psychiatry	Children's Hospital of Eastern Ontario	Yes	Yes

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MacNeil, Robert	Courtesy	Anesthesiology	The Ottawa Hospital	Yes	Yes
Mah, Mimi	Consultant	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Matheson, Katherine	Courtesy	Child & Adolescent Psychiatry	Children's Hospital of Eastern Ontario	Yes	Yes
Mathias, Michelle D	Primary Full-Time	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
McIsaac, Daniel	Courtesy	Anesthesiology	The Ottawa Hospital	Yes	Yes
McMurray, Lisa A	Primary Full-Time	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Mikhail, Eric	Courtesy	Psychiatry	The Ottawa Hospital	Yes	Yes
Milin, Robert	Primary Full-Time	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Mirzaei, Ameneh	Consultant	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Moran, Timothy	Primary Full-Time	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Morton, Grazyna	Primary Full-Time	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Motayne, Gregory	Primary Full-Time	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Murphy, Patti	Courtesy	Anesthesiology	The Ottawa Hospital	Yes	Yes
Nadeau, Johane	Primary Full-Time	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Naik, Viren	Courtesy	Anesthesiology	The Ottawa Hospital	Yes	Yes
Nashed, Yousery	Courtesy	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Nikolitch, Katerina R.	Primary Full-Time	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Norris, Sandhaya	Courtesy	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Norris, Sandhaya	Courtesy	Psychiatry	The Ottawa Hospital	Yes	Yes
Northoff, Georg	Primary Full-Time	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Owoeye, Olabisi Idowu	Primary Full-Time	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Pajer, Kathleen	Courtesy	Child & Adolescent Psychiatry	Children's Hospital of Eastern Ontario	Yes	Yes
Paterniti, Sabrina	Primary Full-Time	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Penning, John	Courtesy	Anesthesiology	The Ottawa Hospital	Yes	Yes
Perez, Edgardo Luis	Consultant	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Persaud, Desiree	Courtesy	Anesthesiology	The Ottawa Hospital	Yes	Yes
Plamondon, Mary-Jo	Courtesy	Anesthesiology	The Ottawa Hospital	Yes	Yes
Polis, Tomasz	Courtesy	Anesthesiology	The Ottawa Hospital	Yes	Yes
Postl, Lara Anne	Courtesy	Child & Adolescent Psychiatry	Children's Hospital of Eastern Ontario	Yes	Yes

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Puddester, Derek	Courtesy	Child & Adolescent Psychiatry	Children's Hospital of Eastern Ontario	Yes	Yes
Rabinovitch, Hyman	Consultant	Neurology	Royal Ottawa Health Care Group	Yes	Yes
Ramlogan, Reva	Courtesy	Anesthesiology	The Ottawa Hospital	Yes	Yes
Rao, Sanjay	Consultant	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Ribeyre, Jean-Marie M	Primary Full-Time	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Ripley, Carl D.	Primary Full-Time	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Robaey, Philippe	Courtesy	Child & Adolescent Psychiatry	Children's Hospital of Eastern Ontario	Yes	Yes
Robb, Marjorie	Courtesy	Child & Adolescent Psychiatry	Children's Hospital of Eastern Ontario	Yes	Yes
Rogan, Milena	Courtesy	Psychiatry	Bruyere Continuing Care	Yes	Yes
Rogers, Tabitha	Primary Full-Time	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Roscoe, Clare	Courtesy	Child & Adolescent Psychiatry	Children's Hospital of Eastern Ontario	Yes	Yes
Russell, John C.	Consultant with Admitting/Discharge Privileges	General Medicine	Royal Ottawa Health Care Group	Yes	Yes
Sachdeva, Rajeev	Primary Full-Time	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Saveland, Christine	Primary Full-Time	Family Medicine	Royal Ottawa Health Care Group	Yes	Yes
Schnare, Ted	Consultant	General Medicine	Royal Ottawa Health Care Group	Yes	Yes
Sedge, Paul	Primary Full-Time	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Shaw, Jinny	Primary Part-Time	General Medicine	Royal Ottawa Health Care Group	Yes	Yes
Shlik, Jakov	Primary Full-Time	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Smith, Robert George	Probationary	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Soucy, Louis	Primary Full-Time	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Spenser, Helen	Courtesy	Child & Adolescent Psychiatry	Children's Hospital of Eastern Ontario	Yes	Yes
Spettigue, Wendy	Courtesy	Child & Adolescent Psychiatry	Children's Hospital of Eastern Ontario	Yes	Yes
Spitale, Naomi	Courtesy	Respirology	Royal Ottawa Health Care Group	Yes	Yes
Squire, Sabrina Diane	Primary Full-Time	Family Medicine	Royal Ottawa Health Care Group	Yes	Yes
Stewart, Andrea	Primary Full-Time	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes

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Stocker, Frederick	Courtesy	Child & Adolescent Psychiatry	Children's Hospital of Eastern Ontario	Yes	Yes
Strike, Melanie K	Probationary	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Sullivan, Patrick	Courtesy	Anesthesiology	The Ottawa Hospital	Yes	Yes
Suntharalingam, Sinthuja	Courtesy	Child & Adolescent Psychiatry	Children's Hospital of Eastern Ontario	Yes	Yes
Swenson, John Robert	Courtesy	Psychiatry	The Ottawa Hospital	Yes	Yes
Tahirkheli, Surriya	Courtesy	Psychiatry	The Ottawa Hospital	Yes	Yes
Talbot, Jeanne	Consultant with Admitting/Discharge Privileges	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Tallmadge, Caroline	Courtesy	Anesthesiology	The Ottawa Hospital	Yes	Yes
Taylor, Ruth L	Probationary	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Thatte, Smita	Primary Full-Time	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Thomas, Gordon R	Primary Full-Time	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Tremblay, Michele	Primary Full-Time	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Vexler, Ronald	Consultant	Cardiology	Royal Ottawa Health Care Group	Yes	Yes
Walsh-Bergin, Paula	Primary Part-Time	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Ward, Helen	Primary Part-Time	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Watts, Joel C	Primary Full-Time	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Wiatrowska, Beata	Primary Full-Time	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Wiens, Andrew Stewart	Primary Full-Time	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Willows, Melanie	Primary Full-Time	General Medicine	Royal Ottawa Health Care Group	Yes	Yes
Winter, Alexander	Primary Part-Time	General Medicine	Royal Ottawa Health Care Group	Yes	Yes
Wood, Floyd	Primary Full-Time	Psychiatry	Royal Ottawa Health Care Group	Yes	Yes
Wyand, Anna	Courtesy	Anesthesiology	The Ottawa Hospital	Yes	Yes
Yang, Homer	Courtesy	Anesthesiology	The Ottawa Hospital	Yes	Yes
Zunder, Ian	Courtesy	Anesthesiology	The Ottawa Hospital	Yes	Yes

Board Meeting Action Items

Item	Individual Responsible	Status
March 28, 2019		
To send the Skills Matrix to all Trustees to be updated as needed.	P. Robb	COMPLETED
To send an updated meeting request for the 2019 Board Development days to show the end time of 3:30 p.m. instead of 1:30 p.m.	P. Robb	COMPLETED
Once a final date and time are known for governance discussion with one of the accreditors, an updated meeting request will be sent to all Trustees. [Currently on hold October 7-10, 2019]	P. Robb K. Lepinskie	
Add indigenous training to the list of required training for Trustees.	P. Robb	COMPLETED December 12, 2019
Add J. MacRae to June 20, 2019 agenda as Innovation speaker.	P. Robb	COMPLETED/June 20, 2019
To hold an education session with HIROC so Board members understand the risks.	P. Robb	COMPLETED September 26, 2019
Add to agenda a regular update on the Foundation Campaign. Next update will be at June meeting.	P. Robb	ONGOING
February 21, 2019		
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	COMPLETED/March 28, 2019 and annually thereafter
To hold an education session at a future mini-series with respect to the Quality of Care Reviews.	R. Bhatla M. Dufour	COMPLETED September 26, 2019
To provide an update on cybersecurity.	C. Crocker	COMPLETED/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	Z. Merali	COMPLETED

Item	Individual Responsible	Status
week that is planned for May 6-10, 2019.		
To prepare a business plan for the PET/MRI and present it at the next Board meeting on March 28, 2019.	Z. Merali	Presented on March 28, 2019/No Business Plan
**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	COMPLETED June 20, 2019
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	