

Minutes
ROYAL OTTAWA HEALTH CARE GROUP
BOARD OF TRUSTEES
February 18, 2021 at 4:30 p.m.
(via Zoom)

BOARD VISION	TO BE THE CATALYST FOR IMPROVING MENTAL HEALTH CARE SYSTEM-WIDE THROUGH BOARD EXCELLENCE This vision will be accomplished by the Board of Trustees focusing on five key areas that will define the Board's value and contribution to The Royal: <ul style="list-style-type: none"> Culture, Stakeholder Engagement and Focus, Innovation, Board Processes and Stewardship
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MEMBERS		STAFF		GUESTS
Present	Regrets	Present	Regrets	
A. Graham, Chair C. Coulter, Vice Chair I. Levy, Vice Chair J. Gallant R. Anderson S. Squire D. Somppi J. MacRae P. Johnston L. Leikin N. Bhargava <i>Ex-officio members:</i> J. Bezzubetz, President & CEO R. Bhatla, Chief of Staff/Psychiatrist in Chief E. Millar, Chief Nursing Executive T. Lau, President Medical Staff J. Nyman, University of Ottawa representative	L. Gillen	C. Crocker S. Gulati K. Monaghan S. Farrell K. Corace F. Dzierszinski D. Attwood C. Little	S. McLean, Chair, Centre of Excellence G. Cudney, Interim Chair, Foundation Board P. Smith, President & CEO, Centre of Excellence D. McFarlane, Public	S. West, Chair, IMHR Board G. O'Hara, Chair, Client Advisory Council (CAC) M. Langlois, Chair, Family Advisory Council N. Loreto, Observer J. Thomas, Presenter, FAC L. Colas, Chair, Royal Ottawa Volunteer Association Board A-M. Nicholson, Director, Volunteer Services P. Sammut, KPMG
				SCRIBE
				P. Robb

	ITEM	REFERENCE	ACTION REQUIRED
1.	WELCOME	<p>The meeting was opened by acknowledging that the land on which we gather is the traditional and unceded territory of the Algonquin nation.</p> <p>Welcome remarks were provided and special guests acknowledged.</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 was the Conflict of Interest Policy and the Policy on Public, Non-Public and Restricted Meetings.</p>	
2.	CLIENT/FAMILY PRESENTATION	Presentation by Judy Thomas	
		J. Thomas, a member of the Family Advisory Council, attended the meeting and shared her experiences as a parent of someone with mental health issues and provided	J. Thomas P. Robb

		<p>some recommendations that she thought would be helpful. Following the presentation there were questions. J. Thomas will take some time to think about her answers and will send them to the Board through P. Robb.</p> <p>A copy of the presentation will be saved in The Royal's files for our records and can be made available upon request. The Board was very appreciative of her sharing her experiences and the thought she put into the recommendations. The Chair thanked her for her presentation.</p>	
3.	MINI SERIES	Cyber Security - P. Sammut, KPMG	
		<p>P. Sammut from KPMG attended the meeting and presented to the Board about how organizations are being impacted by cyber security attacks. He gave a real-life example of something that happened to another organization in Ontario and stressed the importance of ensuring staff have security awareness training such as phishing tests. This is especially important now that staff are working from home.</p> <p>C. Crocker noted that The Royal was part of a security audit, which included our partnership with Waypoint and Ontario Shores.</p> <p>There were questions following the presentation. A copy of the presentation is attached as Appendix A to these minutes.</p>	
4.	CALL TO ORDER	A. Graham, Chair, called the meeting to order at 5:34 p.m. and declared it to have been regularly called and properly constituted for the transaction of business.	
5.	AGENDA AND MINUTES	a. Acceptance of Agenda	
		<p>Moved by S. Squire and seconded by L. Leikin</p> <p>BE IT RESOLVED THAT, the February 18, 2021 agenda be accepted, as presented.</p> <p style="text-align: right;">CARRIED</p>	
		b. Approval of Minutes	
		<p>Moved by J. McRae and seconded by N. Bhargava</p> <p>BE IT RESOLVED THAT, the minutes of the December 17, 2020 Board meeting be approved, as presented.</p> <p style="text-align: right;">CARRIED</p>	
6.	INFORMATION ITEMS	a. Chair and CEO's Oral Report - A. Graham, J. Bezzubetz	



		<p>The Chair recently attended a Conversations at The Royal event on Youth and Mental Health. Notification of future events will be forwarded to the three Boards so they will be alerted to them.</p> <p>The Chair also provided a brief update on the Foundation and noted that she had a good meeting with S. West and G. Cudney. A search committee will be established with the three Boards.</p> <p>J. Bezzubetz then presented. There are still challenges related to the pandemic and the ongoing stresses with our workforce. We continue to meet those challenges and are involved in regional meetings involving vaccinations for employees and clients. Even though we are making progress on so many fronts and innovations, we still have business as usual to take care of. J. Bezzubetz gave a shout out to the Senior Management Team and an acknowledgment that everyone is working hard. She thanked Board members for giving their time to support The Royal.</p>	<p>C. Little P. Robb</p>
		<p>A. Update on Foundation Campaign – C. Little, Interim President & CEO, Foundation</p>	
		<p>C. Little provided an update on the Foundation Campaign. The case writer is back on the scene and there will be scheduled conversations in the next week. Following her report there was a brief discussion. Board members were encouraged to send questions to her following the meeting if they needed to and she would be happy to answer them.</p>	
		<p>B. Annual Update from Volunteer Association (ROVA) – L. Colas</p>	
		<p><i>L. Colas, Chair, ROVA Board and A-M. Nicholson, Director, Volunteer Services attended the meeting at 5:45 p.m.</i></p> <p>L. Colas provided a brief report on the activities of ROVA. She noted that as with other organizations, the pandemic has had a significant impact on ROVA, but there have been some successes too such as the tree sale. There has also been a very good response from volunteers, although remotely. Some examples of this were provided such as Zoom visiting, letter writing, sending cards, taking creative works (poems, short stories etc.) and turning those into Word documents.</p> <p>The pandemic has also provided some opportunities. The ROVA Board will be meeting for a virtual retreat to regroup, reassess and plan for the year. They would appreciate hearing from the Board about their plans for the future to determine how best they can support them and collaborate</p>	<p>J. Bezzubetz</p>

		<p>further. They were excited to see all the collaboration that has happened in the last year with the Board.</p> <p>A copy of the presentation was included in the meeting package.</p> <p><i>L. Colas and A-M Nicholson departed the meeting at 6:12 p.m.</i></p>	
		C. Strategy Update	
		<p><u>Prompt and Hospital Without Walls Activities – S. Farrell</u></p> <p>The Prompt Care Clinic is a new service in the continuum of care. It is currently being evaluated to determine how it is filling the care gap in services. There is an upcoming meeting with the Minister to speak about this virtual model.</p> <p>There was a good discussion following the presentation. A copy of the presentation is attached as Appendix B to these minutes.</p> <p><u>Report on Org Design – C. Crocker, K. Corace</u></p> <p>C. Crocker and K. Corace provided an overview of this work and shared a presentation. The Org Design work is something the entire Executive Team is involved in. A copy of the presentation is attached as Appendix C to these minutes.</p>	
7.	COMMITTEE REPORTS & DECISION ITEMS	a. Quality Committee Report – L. Leikin	
		No report. Next meeting is on March 1, 2021.	
		b. Governance Committee Report – C. Coulter	
		<p>The draft minutes of the January 26, 2021 meeting was included in the meeting package as part of the report to the Board. The following was highlighted:</p> <ul style="list-style-type: none"> - An update was provided on the transparency of the Board and its Committees. The Committee is keen on increasing transparency at both these levels with some constraints (process and legal). This is something the Governance Committee will continue to discuss over the next while. Three issues were addressed as follows: <ul style="list-style-type: none"> o Board and Committee transparency with respect to materials: Confidentiality agreements were sent to the Family and 	

		<p>Client Advisory Councils for signature by their members in order that approved meeting materials can be sent to them</p> <ul style="list-style-type: none"> ○ Delegates to attend meetings: There are approved delegates who attend the Quality Committee meetings. If there are requests for others to attend, it will be left for the Chair of the Committee to permit on an exceptional basis ○ Excluded Meeting Policy: The language of this policy will be updated to favour open meetings. This will come back to the Governance Committee and then to the Board for final approval. As a Committee we are in favour of greater transparency <ul style="list-style-type: none"> - There will be a special meeting next week to look at the applications for the two vacancies on the Board. The plan is to hold interviews in March/April with a view to appoint someone by the June AGM - A reminder was provided about Board funds that are available for education purposes. There is currently \$7,000 in the budget. If there are any courses that members are interested in taking, please contact A. Graham for approval, with a copy to P. Robb in order for her to make arrangements 	P. Robb
		i. Board Connections Day Survey Results (October 22, 2020 Workshop)	
		The next Board Connections Day is on February 24, 2021. A copy of the Survey Results was included in the meeting package for information.	
		ii. 2021-2022 Meeting Schedule	
		Board members were asked to review the 2021-2022 Board and Committee meeting schedule and let P. Robb know if there are any conflicts before it is finalized. A copy of the draft schedule was included in the meeting package.	P. Robb
		iii. Compensation & Succession Planning Committee Terms of Reference	
		<p>Moved by C. Coulter and seconded by L. Leikin</p> <p>BE IT RESOLVED THAT the Terms of Reference of the Compensation & Succession Planning Committee be approved as presented.</p> <p style="text-align: right;">CARRIED</p>	
		c. Innovation Committee Report – N. Bhargava	
		No report. Next meeting on April 27, 2021.	

		d. Compensation & Succession Planning Committee Report – A. Graham	
		No report. Next meeting on April 7, 2021.	
		e. Medical Advisory Committee (MAC) Report – R. Bhatla	
		<p>The minutes from the November 19, 2020 and December 17, 2020 meetings were included in the meeting package as part of the MAC report to the Board.</p> <p>The goal is to have the Medical Advisory Committee align with the strategic plan. The Committee is also involved with the university, which includes undergraduate education. Following the report there was a brief discussion.</p>	
		i. Medical Staff Privileges	
		<p>Moved by J. MacRae and seconded by I. Levy</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 candidates for Medical Staff Privileges:</p> <ul style="list-style-type: none"> - Dr. Heather Bocz, Probationary Full-Time privileges, ROP, effective immediately - Dr. Jennifer Palmer, from Temporary to Locum privileges, December 6, 2020 to May 30, 2021 <p style="text-align: right;">CARRIED</p>	
		f. Audit Committee Report – J. Gallant	
		The minutes from the January 21, 2021 Audit Committee meeting were included in the meeting package as part of the report to the Board. Some highlights noted were the Audit Plan, which is very similar to last year's Plan, and the additional work on the new standards. The Audit Committee was satisfied with the Audit Team and their proposed fees.	
		i. Annual Audit Plan	
		<p>The Audit Plan was included in the meeting package.</p> <p>Moved by S. Squire and seconded by C. Coulter</p> <p>BE IT RESOLVED THAT as recommended by the Audit Committee the Annual Audit Plan be approved, as presented.</p> <p style="text-align: right;">CARRIED</p>	

		ii. Reappointment of Auditors	
		<p>KPMG has been The Royal's auditors for 7 years. There was a good discussion at the Audit Committee and all agreed they were doing a great job. It was noted that to change auditors in the middle of pandemic was not a good idea and therefore, the Committee was supportive of re-appointing them for another year.</p> <p>Moved by J. MacRae and seconded by R. Anderson</p> <p>BE IT RESOLVED THAT KPMG Chartered Accountants be re-appointed as the ROHCG Auditors for 2021-2022 and the motion be forwarded to the Annual General Meeting on June 24, 2021 for approval.</p> <p style="text-align: right;">CARRIED</p>	
		iii. Statutory Obligations Letter	
		The Statutory Obligations Letter was included in the meeting package.	
		g. Finance Committee Report – J. Gallant	
		<p>The minutes from the January 21, 2021 Finance Committee meeting were included in the meeting package as part of the report to the Board. The interim financial statements were also made available on the Board portal for the Board's information. Highlights were as follows:</p> <ul style="list-style-type: none"> - The Royal is in a small surplus position. We will have a balanced budget this year. The Minister will be reimbursing Covid expenses - The budget will be brought forward in March so management has more time to do more fulsome work regarding the financing of different initiatives in the strategic plan - Waiting to hear from the Ministry regarding the funding of the ROP. A letter was received from the Ministry on February 12, 2021 which provided the process for applying as a Behaviour Specialized Unit (BSU) for ROP. If successful, there is a \$150 per day, per bed payment. This is something that will be pursued by C. Crocker and E. Millar. There will be more information at the March Finance Committee meeting and that will then be passed onto the Board. If we are not successful in obtaining adequate resources to continue with the ROP. We will come back to the Board for a decision as to when to provide notice to the MOHLTC of our intent to discontinue the operation of the ROP 	P. Robb

		Discussion followed.	
8.	CONSENT AGENDA	a. Approval of the Consent Agenda – A. Graham	
		<p>There were no items removed from the Consent Agenda.</p> <p>Moved by J. Gallant and seconded by R. Anderson</p> <p>BE IT RESOLVED THAT the Consent Agenda be approved, including any motions contained therein.</p> <p style="text-align: right;">CARRIED</p> <ul style="list-style-type: none"> - President & CEO's Report - The Royal Ottawa Foundation for Mental Health Report - Centre of Excellence Report - IMHR Report 	
9.	NEW BUSINESS	The Senior Management Team and the entire staff have done amazing work in the Covid context, but the Board encouraged them to remember to take their breaks.	
10.	REPORT ON THE ETHICS FRAMEWORK FOR DECISION MAKING	D. Somppi, the meeting Ethics monitor, reported it was a good meeting and the decisions were fair, equitable and business was conducted in a transparent manner. Decisions were fact based. Members were recused if necessary. The meeting was collaborative and met requirements and our accountability for reasonableness. The Chair kept us focused on important elements. We heard a lot of important personal comments and there were expressions of compassion and concern. There was also reference to the strategy.	
11.	NEXT MEETING	March 25, 2021 at 8:09 p.m.	
12.	ADJOURNMENT	<p>Moved by J. Nyman and seconded by C. Coulter</p> <p>BE IT RESOLVED THAT, the meeting be adjourned at 8:09 p.m.</p>	
13.	EXCLUDED SESSIONS	1. RESTRICTED - Independent Board Members and CEO and PIC/COS	
		2. IN CAMERA - Independent Board Members only	
<div style="display: flex; justify-content: space-between; align-items: flex-end;"> <div style="text-align: center;">  <p>A. Graham Chair, Board of Trustees</p> </div> <div style="text-align: center;">  <p>J. Bezzubetz Secretary, Board of Trustees</p> </div> </div>			



Appendix A

Cyber Security

The Royal
February 2021



A photograph of two hikers on a mountain peak. A woman with blonde hair is on the left, leaning over the edge of the rock. A man in a light blue shirt and dark shorts is on the right, hanging from the edge with his hands clasped with the woman's. The background shows a vast, hazy mountain range under a clear sky.

Tonight's Discussion:

- Interesting Times...
- Who is targeting you?
- Walkthrough of a Cyber Attack
- The Cyber Security Journey
- Healthcare Hot Topics
- Questions to ask internally






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We live in interesting times...



Who is targeting you?

		Motivation	Impact
	Organized Crime	Financial advantage	Financial loss
	Competitors	Competitive advantage	IP theft, reputation damage
	The Insider	Grudge, financial gain	Distribution or destruction, theft of information, reputation loss
	Hactivism	Shifting allegiances – Dynamic, unpredictable	Public distribution, reputation loss
	State-Sponsored	Political advantage, economic advantage, military advantage	Disruption or destruction, theft of information, reputational loss





Walkthrough of a Cyber Attack

Timeline of a Cyber Attack

August 10th 10:35 – 35 mailboxes of a large organization in Ontario received phishing emails with malicious Microsoft Excel spreadsheet attachments.

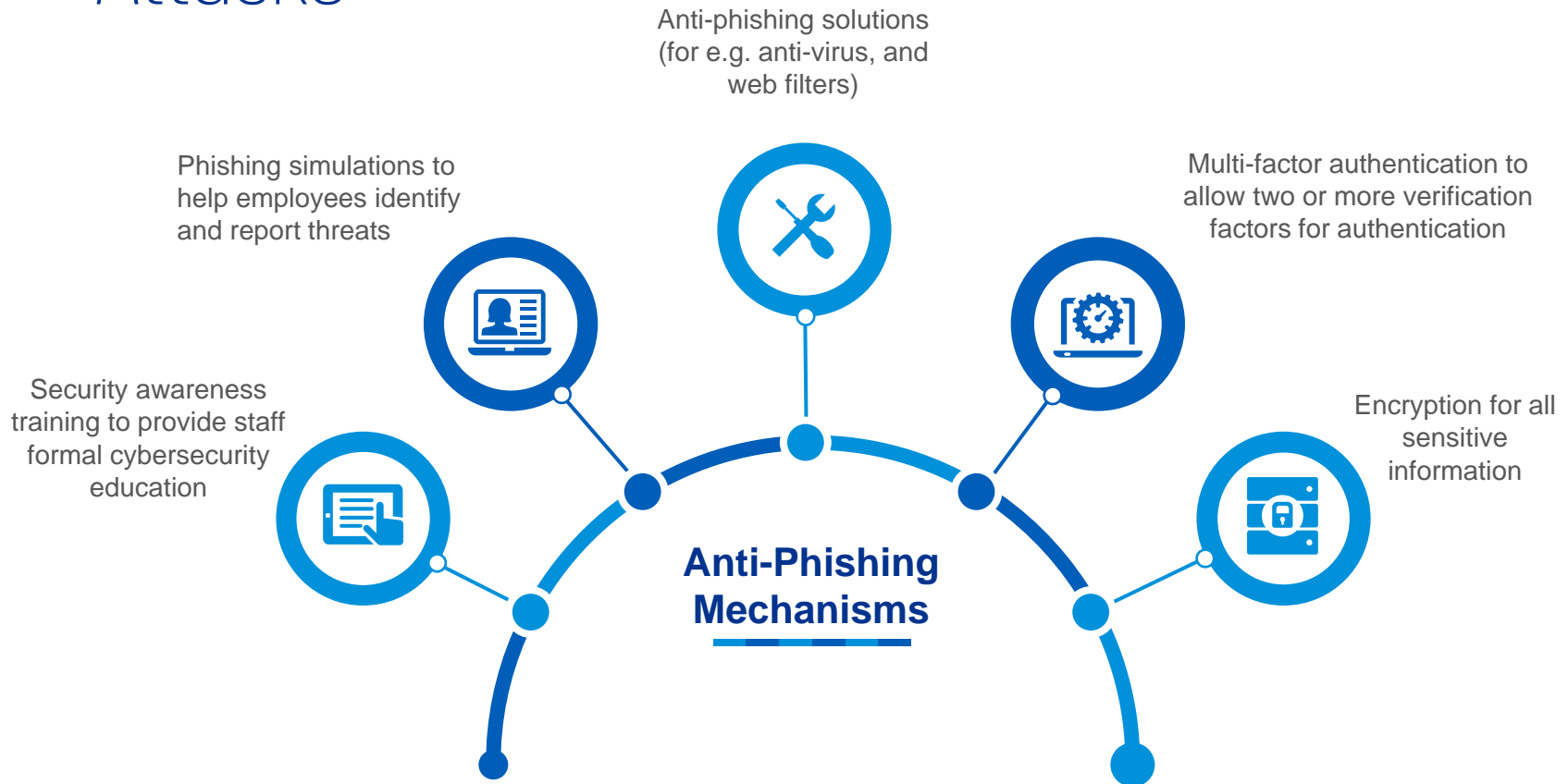
August 10th 12:04 PM – A user opened one of the malicious attachments which allowed the threat actor to begin leveraging banking trojan's capabilities to deliver additional malware to explore the entire network.

August 10th 12:55 PM – The threat actor gained access to two administrators accounts and began deleting backups.

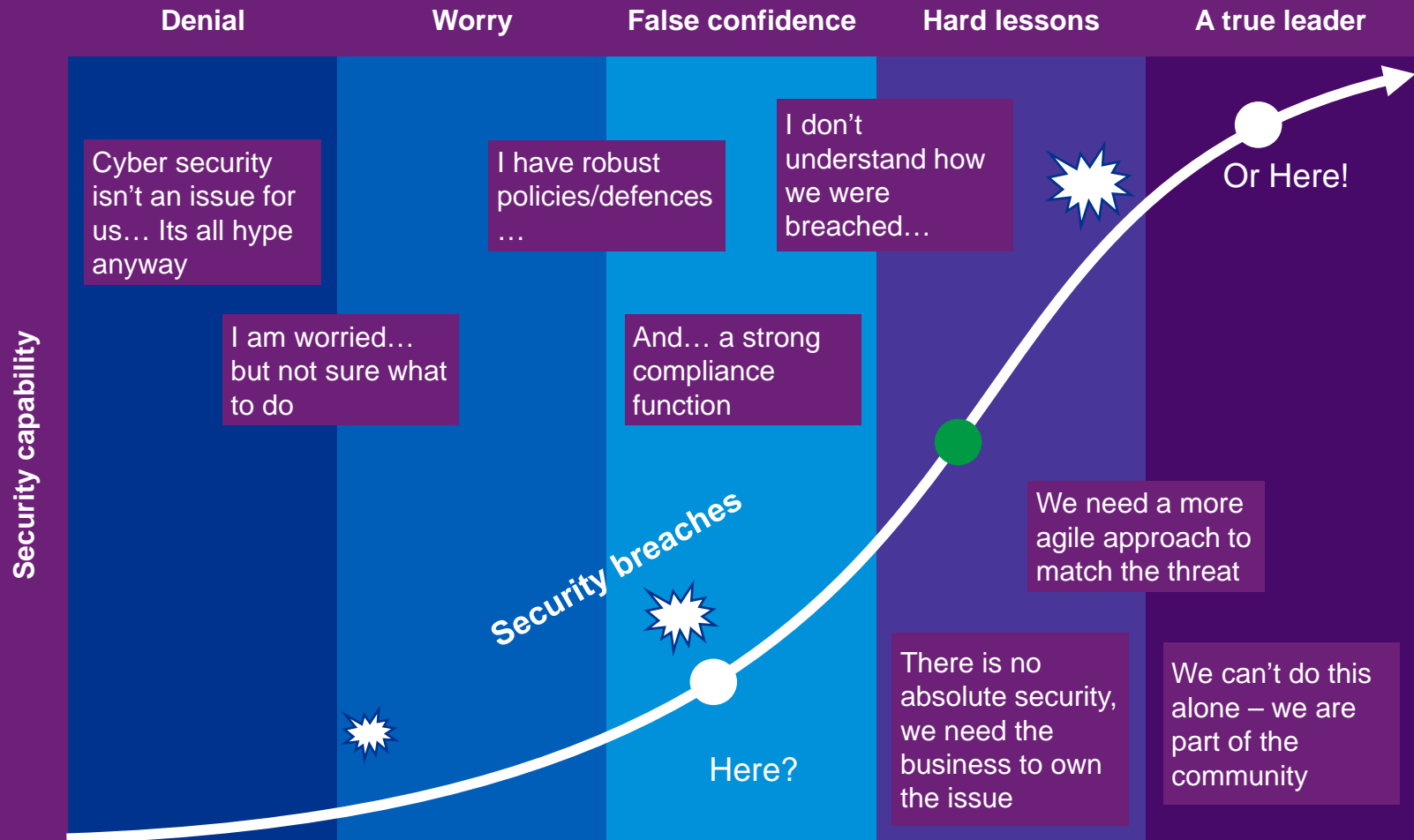
August 11th 7 PM – The threat actor continued to gather information about the environment and deployed Ryuk ransomware.

August 11th 8 PM – The ransomware was able to encrypt some critical systems before the IT team was first alerted to the intrusion and began taking systems offline. Forensics experts were then called to perform an in-depth forensics analysis on the key systems.

Protection Mechanisms Against Phishing Attacks



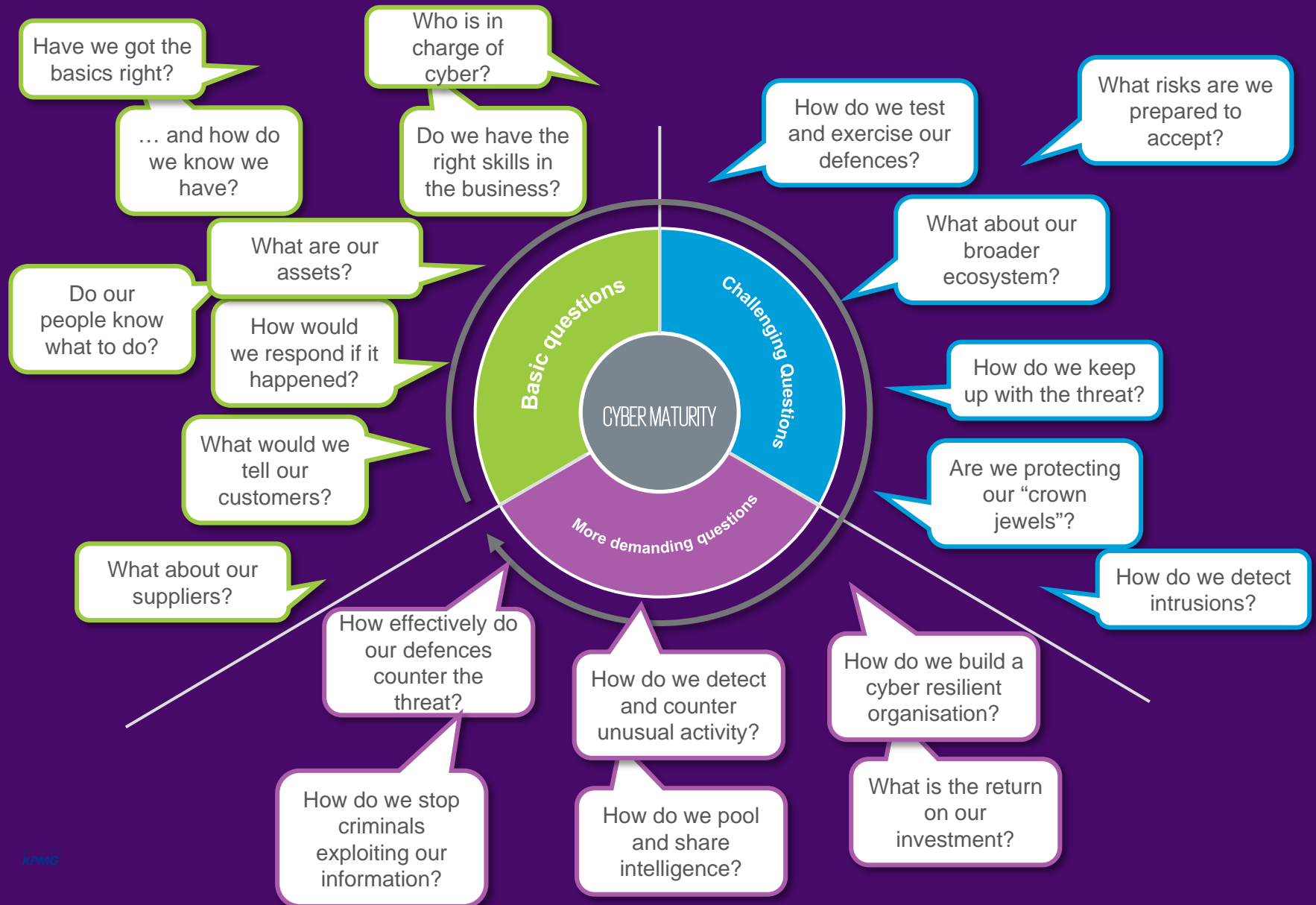
Where is your organisation on the journey?



Healthcare Hot Topics

Topic	Issue	Key Questions for Management
Ransomware	Ransomware is probably the #1 cyber attack against our clients in Canada	<ul style="list-style-type: none"> How confident you are able to respond to a ransomware incident against a crown jewel system or process?
Remote Working	Concerns over the security of people working remotely during the pandemic	<ul style="list-style-type: none"> Do you have the logging and monitoring in place to protect your employees? Do your employees have sufficient security awareness to be alert to potential threats?
Privacy	Concerns over the ability to promptly detect abuse of private data	<ul style="list-style-type: none"> How confident you are in your process to detect and respond to privacy violations? What is your practice to prevent users from accessing inappropriate patient records?
Customer portal to access patient information	Access to electronic patient data not being provided through a unified solution	<ul style="list-style-type: none"> What is your strategy to allow access to electronic patient data?
Security controls of HIS system	Unsure of the strength of logical access and general IT controls. Same user can have multiple persona: researcher, clinical staff, etc.	<ul style="list-style-type: none"> How do you ensure that users are using the right profile at time of access and it does not get proliferated over time?
Cybersecurity governance model	In cases where HIS is shared across multiple entities, governance and accountabilities are unclear.	<ul style="list-style-type: none"> In case of an incident are roles and accountabilities understood to effectively assess the impact and respond in a timely manner?
Patch management	IT patches cannot be due to 24/7 operations and vendors are late in releasing fixes to their devices/systems	<ul style="list-style-type: none"> Have you defined a regular change window to apply IT patches? What is your vendor agreement with respect to regular patch release?
Communication to the Board	Cybersecurity topic not being on Board's agenda	<ul style="list-style-type: none"> How does Board get cybersecurity posture updates? Have you defined KPI and KRI that are being reported to the Board.

Questions to ask internally





Questions?

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Update on Prompt Care Clinic

Susan Farrell & Cal Crocker

Board of Trustees Meeting
February 18, 2021



Mental Health - Care & Research
Santé mentale - Soins et recherche

Context for C-Prompt: Prototype for the Prompt Care Clinic



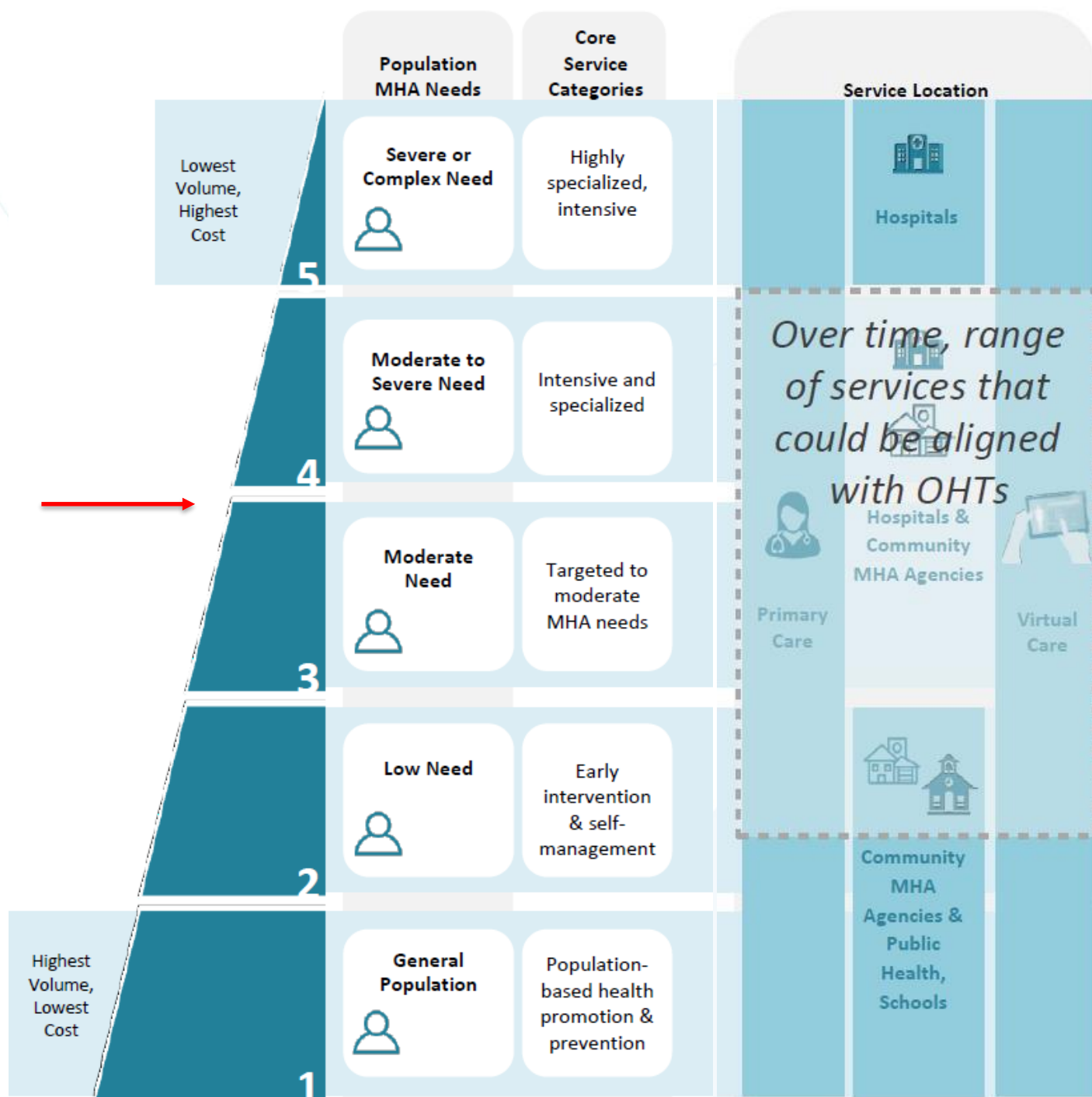
Local News

'Chasing the pandemic clock': The Royal opening mental health clinic for urgent virtual care

The Royal Ottawa Mental Health Centre to open a temporary urgent-care clinic Monday to prevent mental health needs from becoming crises that could send struggling people to hospital emergency rooms braced for the pandemic.

Megan Gillis

Apr 06, 2020 • Last Updated 6 months ago • 4 minute read



Placing Prompt Care in the Core Services Framework

Prompt: Filling a Care Gap

- For Clients
- For Families
- For Primary Care Practitioners
- For the Mental Health System
- For the Community



Developed & Delivered
in PARTNERSHIP



The Ottawa
Hospital | L'Hôpital
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Prompt Care Clinic – 2 Phases

- Building from C-Prompt prototype and earlier collaborative HSIP
- Phase 1 – LHIN funding and resource reallocation to end of fiscal year (all virtual)
- Phase 2 – Foundation and reallocated funding for full year starting April 2021 (start all virtual, to also have community presence)



Status Update on Prompt Care Clinic

- Opened January 18th (23rd day)
- Phase 1 staff team developed and trained
 - Using Central Intake to work to establish permanent processes
- Evaluation framework developed and implemented
- 191 patients referred
 - Average of 3 days referral to triage by team nurse
 - 85% referrals accepted (higher rate than C-Prompt)

Permanent Prompt Care Clinic

- Model fully developed and ready to implement with resources
- Capacity to serve region with use of virtual care
- Interdisciplinary model with stepped care above community counselling or system navigation
- Presentations and proposal to Ministry of Health
- Plan made for April 2021 with Foundation funding and reallocation

Alignment to Strategy 2025



Innovate and shape care to client and family needs



Advance specialized care



Connect care for a more accessible system



Integrate research, education, practice and lived expertise to improve client and family-oriented outcomes and experiences



Advocate and partner for systemic equity



Mental Health - Care & Research
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The Royal Board of Trustees Organization Design Update

CONFIDENTIAL

February 17, 2021

J. Bezzubetz

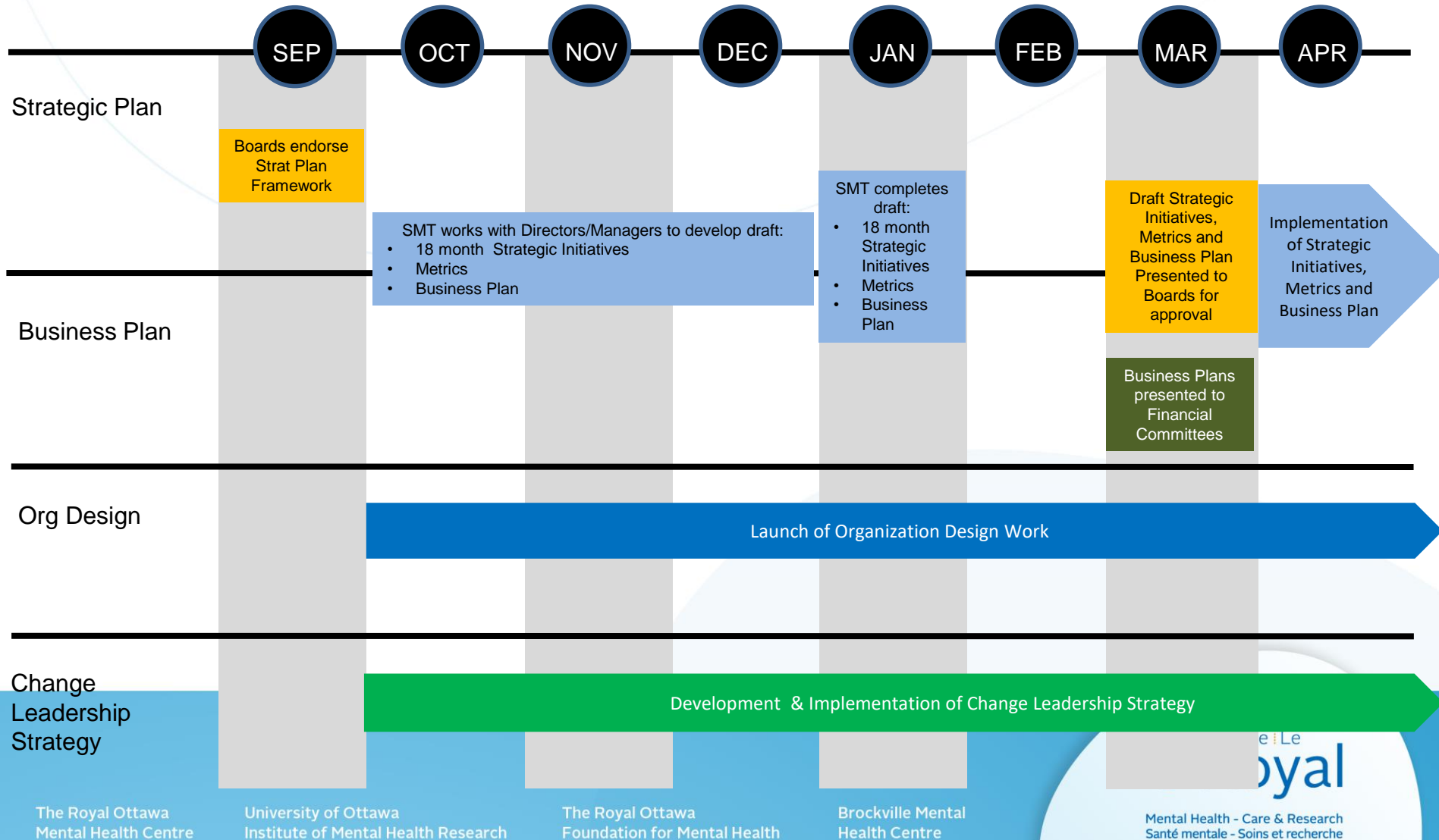
C. Crocker

K. Corace

ROHCG

Co-creating Access, Hope and New Possibilities

Draft Timelines



ROHCG Organization Design, February 8, 2021



- 1. Conduct and assessment of the Royal's organizational structure and how well it aligns to and supports the approved 2020-2025 Strategic Plan, providing recommendations to improve the structure's alignment to deliver on the Strategic Plan**
- 2. Collaboratively develop an operating model that will serve clients and families and enable The Royal's leadership role in mental healthcare services, research and amongst the regional system**
- 3. Collaboratively develop the organizational design of the future to deliver on the operating model**
- 4. Create a roadmap for sequencing the implementation of the organization design**

ROHCG Organization Design, February 8, 2021



Activity	%	Status	Start *	Finish *	Revised Finish *
Charter design work with SMT	100		Oct 7	Oct 7	
Work with Potential Group to create design principles in workshops	100		Nov 16	Nov 27	
Interviews and focus groups	100		Dec 7	Jan 14	
Develop assessment report	100		Jan 18	Jan 29	
Complete benchmarking	60		Jan 18	Feb 5	Feb 11
Develop operating model	0		Jan 30	Feb 12	Feb 25
Develop straw dog organization structures	0		Feb 13	Feb 26	
Research elements of organization structure	0		Feb 27	Mar 12	
Further develop structure	0		Mar 13	Mar 19	
Design mandates and KPI's for departments	0		Mar 20	Apr 2	
Develop top leadership accountabilities and KPIs	0		Apr 3	Apr 9	
Develop next level of accountabilities and KPIs	0		Apr 10	Apr 16	
Design final point of arrival	0		Apr 17	Apr 23	
Develop roadmap for sequencing, implementation & change management plan	0		Apr 24	May 7	
Final report and presentation	0		May 8	May 14	

* Please note dates may change

Work Completed to date

- 31 individual interviews completed
- 9 focus groups (8-10 group)
- Benchmarking with:
 - CAMH (org structure & Client Family Engagement)
 - Ontario Shores (org structure & Client Family Engagement)
 - Waypoint (org structure & Client Family Engagement)
 - Heart Institute (Client Family Engagement)
 - Université de Montréal (Client Family Engagement)
 - Douglas Institute (Client Family Engagement)
 - Burnaby Mental Health (Client Family Engagement)