

NOTICE OF MEETING
ROYAL OTTAWA HEALTH CARE GROUP
GOVERNANCE COMMITTEE
January 26, 2021 at 4:30 p.m.
Via Zoom (*details in calendar*)

- Oral presentation
- Paper enclosed
- Paper to follow
- Paper at meeting
- IN** Information
- DEC** Decision required
- **** Guidance required

Time (min)	#	ITEM	REFERENCE	RESPONSIBILITY	STATUS	
4:30pm (02)	1.	CALL TO ORDER		C. Coulter	○	IN
4:32pm (03)	2.	CONSENT AGENDA	a) Acceptance of Agenda of January 26, 2021 b) Approval of October 13, 2020 Minutes c) Approval of October 21, 2020 E-Vote d) Approval of October 27, 2020 E-Vote e) Approval of November 3, 2020 E-Vote	All	●	DEC
4:35pm (25)	3.	DECISION/ INFORMATION ITEMS	a) Discussion regarding Board and Committee transparency with respect to materials and meetings	C. Coulter		**
			i. Sharing Board and Committee Materials		●	
			ii. Non-voting Members Sending Delegates to Meetings UPDATED		●	
			iii. Excluded Meetings Policy		●	
5:00pm (20)			b) Committees of the Board			
			i. Compensation & Succession Planning Committee Terms of Reference	A. Graham	●	DEC
			ii. Advocacy and Community Engagement Committee	A. Graham	○	IN
			iii. Innovation Committee	N. Bhargava	○	IN
5:20pm (15)			c) Review Membership Terms	C. Coulter	●	IN
			i. Incoming Chair 2022	C. Coulter	○	IN
			ii. Board Vacancies	C. Coulter	●	DEC
5:35pm (10)			d) Board Roles & Committee Membership for 2021-22	A. Graham	○●	IN
5:45pm (05)			e) Board Connections Day Survey Results (October 22, 2020)	C. Coulter	○●	IN
5:50pm			f) Board Assessment	C. Coulter	○●	IN

(01)						
5:51pm (01)			i. Chair Assessment	C. Coulter	○	IN
5:52pm (03)			g) 2021-2022 Proposed Meeting Schedule	C. Coulter	○●	DEC
5:55pm (02)			h) Review Trustee Attendance at External Workshops etc.	C. Coulter	○	IN
5:57pm (03)	4.	NEW BUSINESS				
6:00pm	5.	ADJOURNMENT	Next Meeting: March 9, 2021	C. Coulter	●	DEC

C. Coulter, Chair

RSVP to patricia.robb@theroyal.ca

MINUTES
ROYAL OTTAWA HEALTH CARE GROUP
GOVERNANCE COMMITTEE
October 13, 2020 at 4:30 p.m.
 Via Zoom (*details in calendar*)

Trustees	Present	Regrets	Trustees	Present	Regrets
C. Coulter, Chair	X		I. Levy		X
S. Squire, Vice Chair	X		A. Graham	X	
D. Somppi	X				
Management Staff					
J. Bezzubetz	X		P. Robb	X	

#	ITEM	REFERENCE	ACTION REQUIRED
1.	CALL TO ORDER	<p>S. Squire, Vice Chair, called the meeting to order at 4:34 p.m. and declared the meeting to have been regularly called and properly constituted for the transaction of business. Committee members were welcomed.</p> <p>In order to move quickly through the agenda, and so more time can be spent on decision/discussion items, limited time will be spent on information items, unless there is a question or comment.</p>	
2.	CONSENT AGENDA	<p>a) Acceptance of Agenda of October 13, 2020 b) Approval of March 10, 2020 Minutes</p>	
		<p>A copy of the previous minutes was included in the meeting package.</p> <p>Moved by D. Somppi and seconded by C. Coulter</p> <p>BE IT RESOLVED THAT the Consent Agenda, including the motions contained therein is approved as presented.</p> <p style="text-align: right;">CARRIED</p>	
3.	DECISION/ INFORMATION ITEMS	<p>a) Sharing of Board and Committee Materials</p>	
		<p>This item was further to a request from M. Langlois to L. Leikin to share Quality Committee materials with the Family Advisory Council members. A copy of the email string regarding this topic was included in the meeting package for background.</p> <p>After discussion, it was agreed that legal advice would be sought on this issue to determine what the obligations are. P. Robb will also look at what others are doing and share that information with the Committee. The goal of the Board and Committees is to be as inclusive and transparent as possible.</p>	P. Robb

		In the meantime, D. Somppi will connect with L. Leikin and they will contact M. Langlois and release items with no risk and advise her that it is being provided without legal advice and with the understanding that it goes no further than the Family Advisory Council members at this time. D. Somppi will consult with the Committee electronically to update members on this issue.	D. Somppi
		b) By-law Review – Approval to Proceed – C. Coulter	
		<p>There have been a number of revisions that the Board has requested be made to the next version of the hospital by-laws. A proposal was made, and agreed to, that external counsel be retained to work with J. Dagher and P. Robb to update the by-laws. The revised by-laws will be brought to the June 2021 AGM meeting for final approval. It was also agreed that the by-laws should be translated into French as recommended by The Royal's in-house legal counsel.</p> <p>Moved by C. Coulter and seconded by D. Somppi</p> <p>BE IT RESOLVED THAT the external by-law review be approved and brought forward to the June AGM meeting for final approval. CARRIED</p>	P. Robb
		c) Board Education Budget Update – C. Coulter	
		A copy of the Board Education Budget was included in the meeting package. This item was for information purposes only, but it was agreed it should be mentioned in the Governance Committee report at the December Board meeting to inform Board members that these funds are available for their educational purposes.	C. Coulter P. Robb
		d) Review/Recommend Board and Committees Combined Annual Work Plan – C. Coulter	
		<p>A copy of the Board and Committees Combined Annual Work plan was included in the meeting package. P. Robb was thanked for her work on this. This item is looked at annually and is for information only.</p> <p>Moved by D. Somppi and seconded by C. Coulter</p> <p>BE IT RESOLVED THAT the Board and Committee Annual Work Plan be approved and brought forward to the next Board of Trustees meeting for information. CARRIED</p>	
		e) Review Governance Committee Terms of Reference - C. Coulter	
		<p>A copy of the revised Governance Committee Terms of Reference was included in the meeting package. A small amendment is to be made to the frequency of meetings as follows: The Committee shall generally meet four times a year and additionally at the call of the Chair.</p> <p>Moved by C. Coulter and seconded by A. Graham</p>	P. Robb

		<p>BE IT RESOLVED THAT the Governance Committee Terms of Reference be approved and brought forward to the next Board of Trustees meeting for approval, as amended.</p> <p style="text-align: right;">CARRIED</p>	
		f) Endorse Terms of Reference for all Committees of the Board – C. Coulter	
		- Quality Committee Terms of Reference/Work Plan	
		<p>A copy of the Quality Committee Terms of Reference and Work Plan was included in the meeting package. The Terms of Reference and Work Plan (minus the detail in red font) will be sent to the Board for approval.</p> <p>Moved by D. Somppi and seconded by C. Coulter</p> <p>BE IT RESOLVED THAT the Quality Committee Terms of Reference and Work Plan (without red font marks) be approved and brought forward to the next Board of Trustees meeting for approval.</p> <p style="text-align: right;">CARRIED</p>	
		- Innovation Committee Terms of Reference/Work Plan	
		<p>A copy of the Innovation Committee Terms of Reference and Work Plan was included in the meeting package.</p> <p>Moved by C. Coulter and seconded by A. Graham</p> <p>BE IT RESOLVED THAT the Innovation Committee Terms of Reference and Work Plan be approved and brought forward to the next Board of Trustees meeting for approval.</p> <p style="text-align: right;">CARRIED</p>	
		g) Skills Matrix Review – C. Coulter	
		<p>This is an annual exercise to identify skills and experience required for the next Board. As requested at the March 2020 Board meeting, the Skills Matrix document was sent to the Committee Chairs for review and input before it came back to this Committee. The Skills Matrix document, as well as the input from the Committee Chairs, was included in the meeting package.</p> <p>Revisions were made to the document and are to be sent to Committee members to exchange views electronically before final approval by e-vote. A copy of the revised version is attached to these minutes.</p> <p>Once approved, P. Robb will send the Skills Matrix to Trustees to update as needed.</p>	<p>P. Robb</p> <p>P. Robb</p>
		- Client Representative on Board – C. Coulter	
		<p>At the request of A. Manley, a meeting was set up with S. Squire, A. Graham, C. Coulter and J. Bezzubetz in mid-September to discuss the benefits of having a client representative position on the Board. A copy of A. Manley's presentation and notes were included in the meeting package.</p>	

		<p>Discussion ensued and there was agreement to include two new competencies on the Skills Matrix document. One for client lived expertise and another for Family lived expertise. Any potential candidates would need to be assessed based on all competencies, but having this lens on issues was seen as beneficial to the Board. It was also noted that there might already be members on the Board who have lived experience as either a client or as a family member.</p> <p>There was discussion about the potential for conflicts of interest, but since this could happen with anyone, it was agreed that as long as members recuse themselves, it should not be an issue.</p> <p>J. Bezzubetz and A. Graham will circle back with A. Manley to update her on the discussion.</p>	<p>J. Bezzubetz A. Graham</p>
		h) Membership Terms – C. Coulter	
		The Membership terms were reviewed and it was noted that I. Levy's final term is in June 2021, which will make another vacancy on the Board.	
		i. Board Vacancy – C. Coulter	
		<p>There is currently one vacant position on the Board when J. Charette's term ended in June 2020 and as noted previously, there will be another vacancy when I. Levy's term ends in June 2021. After discussion, it was agreed to fill the vacant positions only after the Skills Matrix is finalized so it can be used as a guide.</p> <p>Assessments will be made for those who have already been interviewed, and any new applicants who are qualified will be asked for an updated matrix.</p> <p>The aim will be to hold interviews in January/February. This timeframe will also be used for Committee placements for next year's Board.</p> <p>All applications were uploaded to the Board Portal for review by Committee members.</p>	<p>P. Robb</p>
		i) Board Assessment	
		i. Board Assessment Format – C. Coulter	
		The OHA Board Assessment from last year and information on the OHA tool was included in the meeting package. The Committee agreed to use the same format for this year's assessment.	<p>P. Robb</p>
		ii. Board Self-Assessment - S. Squire	
		S. Squire provided a brief overview about a Board self-assessment tool that was provided at a course she is taking. This was brought forward as a suggestion for Board members to do personally and results would not need to be shared with the Board. This conversation was carried into the next item.	

		iii. Schedule Peer Assessments <i>(every 2 years) (2019-2020)</i> – C. Coulter	
		<p>The Board Peer Assessment was deferred from 2018 and 2019, but it was noted that it is not a requirement of Accreditation so is not something that has to be done right away. A copy of the email confirming this, as well as a background document which was provided at the 2018 meeting, was included in the meeting package.</p> <p>Various options were discussed such as whether to do a self-assessment first and then do a peer assessment post Covid (in 2021-2022) or have half of the members do a peer assessment and the other half a self-assessment. J. Bezzubetz and P. Robb will check with OHA to see if they have a peer assessment tool and report back to this Committee.</p>	J. Bezzubetz P. Robb
		iv. Chair Assessment Results – C. Coulter	
		<p>A copy of the results of the Chair Assessment was included in the meeting package. After discussion, it was agreed that the document would not be shared with the Board, but the results would be shared as part of the Governance Committee's verbal report. A copy would, however, be made available for Board members who requested it.</p> <p>One issue that was noted in the assessment was the length of meetings. This past year, steps have been taken to move business along in a timely fashion, such as adding briefing notes to the package, moving the consent agenda to the end of the agenda, and having Committee Chairs speak briefly to reports, and concentrate on any motions or new items, to reduce the amount of time spent on things that are already included in the meeting package.</p> <p>There was discussion and some suggestions were put forward such as moving the assessment of the President & CEO and the Chief of Staff to the beginning of the agenda where the education sessions are currently held, or having a separate session for the in-camera items. These ideas will be left with A. Graham to consider. It was agreed however to put the times on the agenda as well as the amount of time for each item to make it easier to keep track of time at the meeting.</p> <p>A. Graham was congratulated on the results.</p>	<p>P. Robb</p> <p>A. Graham</p> <p>P. Robb</p>
		j) Incoming Chair 2022 – C. Coulter	
		<p>The incoming Chair is to be chosen one year ahead of the current Chair's last term, which is in 2022. Discussions will be started with Board members in 2021, to solicit interest.</p> <p>It was noted that I. Levy will be stepping back from his Board responsibilities for family reasons. This year is his last term on the Board. A. Graham will share this with the Board at the December meeting.</p>	A. Graham
		k) Update on Board Connections Day (October 22, 2020) – J. Bezzubetz	

		A copy of the DRAFT schedule of events was included in the meeting package and a brief overview was provided.	
4.	NEW BUSINESS	<p><u>Attendance Sheet for 2019-2020</u></p> <p>This Committee is responsible to monitor the attendance at Board and Committee meetings on an annual basis. Trustees have a duty to attend Board meetings and Committee meetings of which they are a member. Each Trustee shall attend at least 70% of all Board meetings and at least 50% of all Committee meetings of which they are a member in any fiscal year of the Corporation.</p> <p>This item is normally scheduled for review at the May meeting, but that meeting was cancelled due to the pandemic, so it was moved to this meeting. A copy of the attendance sheet for 2019-2020 was included in the meeting package under New Business, and it was agreed that there were no issues of note.</p> <p>After review, a correction was noted under the Compensation & Succession Planning Committee attendance and P. Robb is to make the change.</p>	P. Robb
5.	ADJOURNMENT	Next Meeting: January 26, 2021	
		<p>There was a brief update on the leader's breakfast. The amount raised this year far exceeds the goal. The feedback from many participants was also very good.</p> <p>S. Squire was thanked for chairing the meeting in C. Coulter's place.</p> <p>Moved by D. Somppi and seconded by C. Coulter</p> <p>BE IT RESOLVED THAT, the meeting be adjourned at 6:38 p.m. CARRIED</p>	
<div style="display: flex; justify-content: space-between; align-items: flex-end;"> <div style="width: 45%;"> <p>_____ C. Coulter Chair</p> </div> <div style="width: 45%;"> <p>_____ J. Bezzubetz Secretary, Board of Trustees</p> </div> </div>			

Governance Meeting Action Items

Action Item	Individual Responsible	Status
December 1, 2020 Innovation Committee		
Committee members to provide feedback to Innovation Committee Chair on evolution options of Committee/Innovation oversight. Chair to review evolution of Committee with Board via Governance Committee.	N. Bhargava	Jan. 26, 2021 Governance Committee
October 13, 2020		
Legal advice to be sought regarding sharing Board and Committee materials to determine what the obligations are.	P. Robb	COMPLETED
P. Robb will also look at what others are doing and share that information with the Committee. The goal of the Board and Committees is to be as inclusive as possible.	P. Robb	COMPLETED
D. Somppi to connect with L. Leikin regarding M. Langlois' request to share documents from the last Quality Committee meeting. They are to contact M. Langlois and release items with no risk and advise her that it is being provided without legal advice and with the understanding that it goes no further than the Family Advisory Council members. D. Somppi will consult with the Committee electronically to update members on this issue.	D. Somppi	COMPLETED
E-Vote action: To require Family and Client Advisory Council members to sign a confidentiality agreement on or about the beginning of each Board year, in order to receive any meeting materials requested on their behalf by their respective Chairs, or in order to receive any meeting materials from any Board or Committee meeting(s) they attend (with the disclosure of meeting materials ultimately being in the discretion of the Board or relevant Committees, having regard to legal, privacy and related considerations).	P. Robb J. Dagher	COMPLETED To be discussed again at January 26, 2021 meeting, including sending delegates/representatives to meeting
E-Vote action: To send a self-assessment for Directors (using the OHA assessment). The Committee also agreed at the meeting to use the OHA Board assessment tool, which will begin in the Spring 2021.	P. Robb	COMPLETED March 2021 Will be delayed due to Covid – Pat to follow up with OHA
E-Vote action: To send revised Skill Matrix to Trustees to fill in and bring back to next Committee meeting.	P. Robb	COMPLETED sent to trustees January 26, 2021 To use to vet for vacant Board position
To organize by-law review with J. Dagher.	P. Robb	IN PROGRESS March 9, 2021

		May 25, 2021 June 24, 2021 AGM for approval
The Board Education Budget is to be mentioned as part of the verbal Governance Committee report at the December Board meeting to inform Board members that these funds are available for their educational purposes.	C. Coulter P. Robb	COMPLETED December 17, 2020 Board meeting
To make change to Governance Committee Terms of Reference and include in the December Board package for approval. Also include Quality and Innovation Committee Terms of Reference and Work Plans. Red font detail to be removed from Quality Committee Work Plan.	P. Robb	COMPLETED December 17, 2020 Board meeting
Revisions to be made to the Skills Matrix document and sent to Committee members to exchange views electronically before final approval by e-vote. Once approved, P. Robb is to send the Skills Matrix to Board Trustees to update as needed.	P. Robb P. Robb	COMPLETED
To circle back with A. Manley to update her on the discussion regarding client representative on the Board.	J. Bezzubetz A. Graham	
To arrange interviews to fill the vacant positions on the Board only after the Skills Matrix is finalized so it can be used as a guide. Assessments will be made for those that have already been interviewed, and any new applicants who are qualified will be asked for an updated matrix.	P. Robb	
The OHA Board Assessment is to be used for the Board Assessment survey beginning in the Spring of 2021 to be reported to the Board at the June meeting. Second cohort of OHA assessment to begin in March to June 2021.	P. Robb	March 2021 - Contact P. Houldon, OHA, to begin Board assessment. UPDATE: P. Houldon advised it may be delayed. June 24, 2021 Board meeting for final report/pending outcome of above note.
J. Bezzubetz and P. Robb will check with OHA to see if they have a peer assessment tool and report back to this Committee.	J. Bezzubetz P. Robb	COMPLETED – OHA does not have a peer assessment tool, but does have a self-assessment tool
The incoming Chair is to be chosen one year ahead of the current Chair's last term, which is in 2022. Discussions will be started earlier on this matter at this Committee to solicit interest.	P. Robb	January 26, 2021

To save time on the agenda, to consider changes such as moving the assessment of the President & CEO and the Chief of Staff to the beginning of the agenda where the education sessions are currently held, or having a separate session for the in-camera items. These ideas will be left with A. Graham to consider.	A. Graham	COMPLETED December 17, 2020 Board meeting and meetings going forward
To include times on the agenda rather than the amount of time for each item to make it easier to keep track of time at the meeting.	P. Robb	COMPLETED December 17, 2020 Board meeting and meetings going forward
To share the results of the Chair Assessment to the Board at the December meeting as part of the Governance Committee's verbal report.	P. Robb	COMPLETED December 17, 2020 Board meeting
To make correction to Board/Committee attendance sheet to show 100% attendance for D. Somppi for Compensation & Succession Planning Committee meetings for 2019-2020.	P. Robb	COMPLETED
March 10, 2020		
The REB matters will go through the Quality Committee and then will be reported to the Board. This will be reviewed after a year to see if it fits or whether it should go to another Committee.	C. Coulter to advise L. Lewis	COMPLETED March 26, 2020 For review after a year - March 9, 2021
Moved to Quality Committee Action Items		
To do more work regarding the REB Board and Chair terms and come back to the Board with some recommendations.	J. Bezzubetz F. Dzierszinski	March 26, 2020 May 21, 2020 no meeting due to Covid COMPLETED Moved to Quality Committee June 1, 2020
By-law changes: - The by-laws will need to be amended to note that the term of the Past Chair is for one year - To amend the by-laws to indicate that a change can be made to the University of Ottawa <i>ex-officio</i> position incumbent after 9 years	P. Robb	May 21, 2020 no meeting due to Covid October 13, 2020 IN PROGRESS
A lunch meeting is to be arranged with the Chair, Vice Chairs and the Past Chair to have a discussion to finalize Board Committee placements. This will happen in the next two to three weeks with a recommendation to the Board for final approval at the June AGM.	P. Robb	COMPLETED Meeting scheduled for March 25, 2020 COMPLETED Board meeting June 18, 2020
By-law change: To bring the proposed resolution regarding extending membership terms to The Royal's	J. Bezzubetz	March 26, 2020 May 21, 2020 no meeting due to Covid

external legal counsel for review to ensure there are no legal issues before it goes in the Board package.		COMPLETED June 18, 2020 Board agenda October 13, 2020 IN PROGRESS
After the final interview on April 15, 2020, to set up a meeting with A. Graham, I. Levy, and C. Coulter to make a final recommendation to the Board for a new Board member.	P. Robb	Deferred due to Covid October 13, 2020 January 26, 2021 This item was deferred until after Skills Matrix is revised and filled in by Board members
Skills Matrix changes: - To add 'Lived Experience' to the categories - To bring recommended changes to the Skills Matrix back to the Governance Committee to ensure we have a team with a rounded set of attributes. [Further to March 26, 2020 Board meeting, they are to also reach out to other Committee members for their input]	P. Robb J. Bezzubetz A. Graham	COMPLETED May 21, 2020 no meeting due to Covid October 13, 2020
To canvass the Board and ask what topics might be relevant and of interest to them for next year's mini-series presentations.	P. Robb	March 26, 2020 May 21, 2020 no meeting due to Covid COMPLETED September 24, 2020 Board meeting for information
January 23, 2020		
To add a discussion to the next agenda regarding the Chair of the REB. To look at what other institutions are doing in regards to how many times the chair and members can be renewed and incorporate suggested changes to the Terms of Reference for consideration. To incorporate these changes into a revised Terms of Reference and once they are amended, to come back to this Committee for an e-vote with the intention of approving it before the February 2020 Board meeting.	J. Bezzubetz F. Dzersinski F. Dzersinski	COMPLETED March 10, 2020 COMPLETED For Approval before February 20, 2020 Board meeting
To draft guidelines for e-votes and add to a future Committee agenda.	P. Robb	March 9, 2021 Sent proposed language to BLG lawyers via J. Dagher
To check the By-laws to see if the Past Chair counts for quorum and let the Chair know.	P. Robb	COMPLETED Not counted for quorum/non-voting member

The Skills Matrix document to be reviewed again at the next meeting.	P. Robb	COMPLETED March 10, 2020 October 13, 2020
By-Law change: Proposed that all new Board members be appointed for a one-year term in their first year as a probationary period. This suggested change is to be added to the next By-law revision.	P. Robb	October 13, 2020 March 9, 2021
To contact Dr. Nyman to advise her of the decision to recommend her for appointment to the University of Ottawa position on the Board, the recommendation to make it a voting member position and to make clear what the expectations are with a voting position. She is also to invite her to attend the February 2020 Board meeting where this will be brought for approval, but she will be asked to leave for the vote on this matter.	A. Graham P. Robb	COMPLETED February 20, 2020
To set up an interview for the vacant Board position with G. Brimacombe. Once that interview is finalized, a meeting will be set up with C. Coulter, I. Levy and A. Graham to review all the candidate applications and come up with a recommendation for the March June meeting.	P. Robb P. Robb C. Coulter I. Levy A. Graham	CANCELLED INTERVIEW DUE TO COVID-19 – Will keep application on file for future vacancy
The results of the Board assessment is to be shared at the Board meeting in February and C. Coulter or A. Graham will speak to it and open it up for conversation. This item will be put on the February 20, 2020 Board Restricted Session agenda to allow for open discussion.	C. Coulter or A. Graham P. Robb	COMPLETED February 20, 2020
The Chair assessment survey will begin in April 2020. The same survey questions from last year are to be used.	P. Robb	COMPLETED Sent May 2020
To ask L. Leikin to put forth a recommendation regarding the size of the Quality Committee.	C. Coulter	
To add a box to the Board of Trustees' application form regarding consent to identify candidates publicly by name.	P. Robb	COMPLETED
2020 Board Development Days: Board members who are interested will be asked to help plan the agenda. A suggestion made for a future agenda is to have a blue sky exercise on the strategic plan where Board members have an opportunity to provide input on what they would like to see The Royal doing. This item will be put on the February 20, 2020 Board Restricted Session agenda to allow for open discussion.	A. Graham J. Bezzubetz P. Robb	COMPLETED February 20, 2020
To continue with the practice of providing the Family and Client Advisory Council members with a copy of the agenda and not the full Board package.	P. Robb	ONGOING
To discuss the matter of Board Communication with the executive team and make a decision.	J. Bezzubetz	COMPLETED

To add the DRAFT 2020-2021 Board schedule to the February Board agenda for review and approval so no religious holidays or other potential conflicts are missed. Meeting requests will then be sent to secure the dates in the Trustees' calendars.	P. Robb	COMPLETED February 20, 2020
Once confirmed, the schedule will also be sent to the IMHR and Foundation Boards for their information.	P. Robb	COMPLETED February 20, 2020
To take into consideration whether we need a new position for corporate counsel.	J. Bezzubetz	
October 2, 2019		
To add the issue of the role of the Past Chair on the next agenda for a fuller discussion and a decision.	P. Robb	January 23, 2020
To add acknowledgement that this is unceded Algonquin territory to Board meeting agendas.	P. Robb	COMPLETED and ONGOING
The Board Development Days agenda is to be sent to Trustees to highlight that it is two full days of meetings unlike previous years. The agenda will also be sent to the IMHR and Foundation Boards. Trustees will be encouraged to dress comfortably.	P. Robb	COMPLETED P. Robb Also sent to J. Scully and M. Prince to pass along to their respective Boards
C. Coulter will communicate to Board members before Tuesday's Accreditation meeting regarding individual board member performances and about the OHA self-assessments tool.	C. Coulter	COMPLETED C. Coulter sent email to Board
To proceed with OHA self-assessment tool.	C. Coulter J. Bezzubetz P. Robb	COMPLETED Report back January 23, 2020
To reiterate process for Committee Membership and Officer selections.	A. Graham	In-camera December 12, 2019 Board meeting
To check with the Ottawa Hospital about why their University of Ottawa candidate is non-voting and then circle back to the Governance Committee for a decision. Also, reach out to CAMH and CAHO to see what their practices are. Pending discovery of some compelling reason, the Committee deferred to the Chair and CEO to make a provisional recommendation to make the by-law change so we can proceed with a decision.	J. Bezzubetz	COMPLETED Report back January 23, 2020
To reach out to Dr. Nyman to provide a status.	A. Graham	COMPLETED
Interviews for the vacant Board position will be set up by P. Robb for all three candidates. They will meet for an informal breakfast or lunch based on their availability. The meeting will be with C. Coulter, A. Graham, I. Levy and J. Bezzubetz. A. Graham will not attend the meeting with S. Devlin due to her working relationship with her.	P. Robb	COMPLETED See action from January 23, 2020 meeting above
Client and Family Representatives Attending Board Meetings and Receiving Full Board Package	P. Robb	COMPLETED January 23, 2020

		Policy regarding Board packages to be included in meeting package
Skills Matrix Review	P. Robb	COMPLETED January 23, 2020
The Compensation & Succession Planning Committee Terms of Reference were also included in the meeting package. There was a discrepancy noted in Responsibility #5 as it only refers to the President & CEO in regard to acting as the Search and Selection Committee. This will be returned to the Compensation & Succession Planning Committee to consider whether the Chief of Staff/Psychiatrist-in-Chief should be added. In the meantime, J. Bezzubetz and P. Robb will check into the ROHCG by-laws and <i>Public Hospitals Act</i> to see if there is guidance about this.	J. Bezzubetz P. Robb P. Robb	COMPLETED ROHCG By-laws and <i>Public Hospitals Act</i> check To add to Compensation & Succession Planning Committee meeting on November 20, 2019
The process for the performance appraisal of the President & Chief Executive Officer and Chief of Staff was reviewed and was agreed to with a small change in language, and under June the order of 2 and 3 will be switched.	P. Robb	COMPLETED November 20, 2019
The Governance Committee concurred with the changes to the Innovation Committee Terms of Reference, but noted a small grammar change in the Role section. This will be track changed and sent back to the Committee for information.	P. Robb	COMPLETED Sent to N. Bhargava for information. Will add to next Innovation Committee agenda for information and to December 12, 2019 Board meeting for approval.
The Finance Committee will be informed that their change from French-speaking to francophone was discussed and it was agreed for consistency with the ROHCG By-laws that it should remain as French-speaking.	C. Coulter	COMPLETED C. Coulter emailed J. Gallant and advised her P. Robb emailed C. Crocker and D. Bilodeau
A question arose at the last Board meeting about the the Chairs of the Client Advisory Council and the Family Advisory Council being non-voting members of the Quality Committee. There was discussion whether they should automatically be appointed as non-voting members. J. Bezzubetz will look at how other organizations handle this and report back to the Committee. The Quality Committee will then consider the matter and if it chooses to make a change to their Terms of Reference, it will then come back to the Governance Committee and then to the full Board for approval. This information will be passed back to the Quality Committee.	J. Bezzubetz P. Robb C. Coulter	COMPLETED J. Bezzubetz/P. Robb checked with other organizations and sent findings to C. Coulter and S. Squire COMPLETED C. Coulter advised L. Leikin

		To put on agenda for information at December 2, 2019 Quality Committee meeting
It was recommended that a statement be made that both the Quality and Finance Committees are empowered to recommend changes to the Integrated Risk Management Framework and that each Committee ensures it makes it to the Board at the earliest opportunity. This will be reported back to the Quality Committee and they can bring to the Board in December that this is where we ended up on this issue.	C. Coulter	COMPLETED December 2, 2019 Quality Committee meeting and then to December 12, 2019 Board meeting for information
To check the by-laws for the reference about the Chair of the Board of Trustees' attendance at Committee meetings and about the Chair of the Committees voting at Committee meetings and report back to this Committee.	P. Robb	COMPLETED Email sent to Governance Committee following meeting
To prepare language about extending Board membership in certain circumstances. In particular, J. Charette's term will be considered. This will be brought back to this Committee with appropriate language to discuss and then determine if it needs to be brought to the full Board.	S. McLean	COMPLETED January 23, 2020 Deferred to March 10, 2020
The requirement for a report from Trustees following attendance at any Board sponsored events will be brought to the Board's attention at their December 2019 meeting	A. Graham	COMPLETED December 12, 2019 Board meeting
May 14, 2019		
To add a follow up item regarding off-line conversations to the June 20, 2019, Board of Trustees' agenda for their consideration regarding capturing the information flow and staff section that was covered in J. Charette's document as a norm or rule.	P. Robb	COMPLETED
To appoint a new Board member by the AGM meeting in June 2019. This will require identifying candidates, setting up the interviews and recommending potential candidates to the Board for approval.	P. Robb	October 2, 2019 January 23, 2020 See action from January 23, 2020 meeting above
To arrange Educational Session on Indigenous Training at October 31/November 1, 2019 Board Development Days and arrange an Indigenous meal at the December 12, 2019 Board of Trustees' meeting.	P. Robb	COMPLETED September 26, 2019 – HIROC October 31, 2019 – Board Development Days – Indigenous Blanket Ceremony COMPLETED December 12, 2019 Board meeting – Indigenous menu

MINUTES
Governance Committee Meeting
Electronic voting took place on
October 21, 2020 (*further to October 13 meeting*)

Electronic Vote Distributed to:	
Committee members Catherine Coulter, Chair Sharon Squire, Vice-Chair David Somppi Ex-officio Anne Graham (As Chair of Board of Trustees ex-officio voting)	Regrets: Isra Levy

1)	Board Assessments e-Vote – Governance Committee Agreement with moving to a self-assessment for Directors (using the OHA assessment) in 2021. The Committee also agreed to use the OHA Board assessment tool, which will begin in the Spring 2021.
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Catherine Coulter	YES
Sharon Squire	YES
David Somppi	YES
Isra Levy	Regrets
Anne Graham (As Chair of Board of Trustees she is ex-officio voting)	YES

From: Patricia Robb

Sent: November 19, 2020 4:42 PM

To: Anne Graham <asgraham@bell.net> <asgraham@bell.net>; Catherine Coulter <catherine.coulter@dentons.com>; David Somppi <d.somppi@primus.ca>; Isra Levy <isra.levy@blood.ca>; James MacRae <james.macrae@verterracorp.com>; Jose Gallant <jose.gallant@alterna.ca>; Lewis Leikin <drleikin@rogers.com>; Lynette Gillen <lynette.gillen@rbc.com>; Niraj Bhargava <nirajdbhargava@gmail.com>; Pari Johnston <pjohnston@genomecanada.ca>; Roxanne Anderson <Roxanne.Anderson@von.ca>; Sharon Squire <Sharon.Squire@canada.ca>; Dr. Jacline Nyman <jaceline.nyman@uottawa.ca>

Cc: Executive Assistant <vrreluni@uottawa.ca>; Anastasias Smolyaninova (James MacRae) <anastasias@verterracorp.com>; Despelteau, Nadine (Lynette Gillen) <nadine.despelteau@rbc.com>; Karen Nesbitt (Roxanne Anderson) <Karen.nesbitt@von.ca>; Luann Woodcock <luann.woodcock@blood.ca>; Patricia Robb <Patricia.Robb@theroyal.ca>

TO THE ROYAL'S BOARD OF TRUSTEES

At its most recent Governance Committee meeting on October 13, 2020, the Committee discussed the potential for future Board peer reviews and/or self-assessments, in addition to the current Board and Chair assessments, which are conducted each year. From a historical point of view, the Board used to conduct peer reviews as well as general Board reviews, but for a variety of reasons, peer reviews have not been consistently undertaken for a period of time. With that in mind, the Committee discussed whether to: (i) reinstate peer reviews; (ii) implement new self-assessments; or (iii) do both. It was agreed that at the present time, and in particular due to both COVID-19 and the fact that peer reviews have not been done in a while, it would be best to park them for a further period of time. At the same time however, it was agreed by the Committee that there is a valuable educational opportunity for the Board members if self-assessments are initiated. With that in mind, it was agreed by the Committee that beginning during this Board year (at the same time that Board and Chair assessments take place), a new self-assessment will be launched. This is intended to give Board members an opportunity to consider things that they may not have previously thought about, as well as to consider how they would like to contribute best on a going forward basis. Each self-assessment will not be made available to anyone other than the Board member who completed it; however self-assessments can be used to generate discussion with the Board Chair if desired by any Board member. Once we are through to the other side of COVID-19, the issue of potentially adding self-assessments back into the annual review process, will be considered further by the Committee.

A copy of the OHA Individual Director Self-Assessment Tool is attached for your information.

Catherine Coulter
Chair, Governance Committee

MINUTES
Governance Committee Meeting
Electronic voting took place on
October 27, 2020 (*further to October 13 meeting*)

Electronic Vote Distributed to:	
Committee members Catherine Coulter, Chair Sharon Squire, Vice-Chair David Somppi Ex-officio Anne Graham (As Chair of Board of Trustees ex-officio voting)	Regrets: Isra Levy

1)	Skills Matrix e-Vote – Governance Committee Agreement to send revised Skills Matrix to Board members to fill in.

Catherine Coulter	YES
Sharon Squire	YES
David Somppi	YES
Isra Levy	Regrets
Anne Graham (As Chair of Board of Trustees she is ex-officio voting)	YES

From: Patricia Robb

Sent: October 28, 2020 11:07 AM

To: Dr. Jacline Nyman <jaceline.nyman@uottawa.ca>; Anne Graham (asgraham@bell.net) <asgraham@bell.net>; Catherine Coulter <catherine.coulter@dentons.com>; David Somppi <d.somppi@primus.ca>; Isra Levy <isra.levy@blood.ca>; James MacRae <james.macrae@verterracorp.com>; Jose Gallant <jose.gallant@alterna.ca>; Lewis Leikin <drleikin@rogers.com>; Lynette Gillen <lynette.gillen@rbc.com>; Niraj Bhargava <nirajdbhargava@gmail.com>; Pari Johnston <pjohnston@genomecanada.ca>; Roxanne Anderson <Roxanne.Anderson@von.ca>; Sharon Squire <Sharon.Squire@canada.ca>; Esther Millar <Esther.Millar@theroyal.ca>; Joanne Bezzubetz <Joanne.Bezzubetz@theroyal.ca>; Raj Bhatla <Raj.Bhatla@theroyal.ca>; Tim Lau <Tim.Lau@theroyal.ca>
Cc: Executive Assistant <vrreluni@uottawa.ca>; Anatasias Smolyaninova (James MacRae) <anatasias@verterracorp.com>; Despelteau, Nadine (Lynette Gillen) <nadine.despelteau@rbc.com>; Karen Nesbitt (Roxanne Anderson) <Karen.nesbitt@von.ca>; Luann Woodcock <luann.woodcock@blood.ca>; Patricia Robb <Patricia.Robb@theroyal.ca>; Carol Magill <Carol.Magill@theroyal.ca>; Heather Mallon <Heather.Mallon@theroyal.ca>; Kim Lane <Kim.Lane@theroyal.ca>; Susan Holierhoek

Subject: ACTION REQUIRED Skills Matrix

TO THE ROYAL'S BOARD OF TRUSTEES AND EX-OFFICIO MEMBERS

The Royal's Board is focused on ensuring that the Board continues to function well with the right processes/policies and governance in place and continues to grow with new members that bring complimentary skills and energy to the Board. In order to be structured in our approach to board recruitment we ask each Board member, and potential Board members, to complete a skills assessment where they rate their skill level in areas that are identified as important to having a successful Board. That summary provides us with a picture of areas of strength and helps us identify areas of risk for recruitment purposes. A good understanding of each Board member's strengths will also help us in identifying possible Board members for committees, and understanding the gaps will also assist us in identifying areas of training and development within our existing Board.

The Governance Committee will use this information to support the selection of Board members and stimulate conversation on development and succession planning.

Please fill in all the columns in the row beside your name and send back to me **by November 12, 2020**. There is a rating guide (with definitions) on the attached at the bottom. Please note that the Finance/Accounting and Legal Columns are Yes/No answers. If you have any questions, please do not hesitate to contact me.

Patricia

MINUTES
Governance Committee Meeting
Electronic voting took place on
November 3, 2020 (*further to October 13 meeting*)

Electronic Vote Distributed to:	
Committee members Catherine Coulter, Chair Sharon Squire, Vice-Chair David Somppi Ex-officio Anne Graham (As Chair of Board of Trustees ex-officio voting)	Regrets: Isra Levy

1)	Sharing of Meeting Materials e-Vote – Governance Committee Agreement to require Family and Client Advisory Council members to sign a confidentiality agreement on or about the beginning of each Board year, in order to receive any meeting materials requested on their behalf by their respective Chairs, or in order to receive any meeting materials from any Board or Committee meeting(s) they attend (with the disclosure of meeting materials ultimately being in the discretion of the Board or relevant Committees, having regard to legal, privacy and related considerations).

Catherine Coulter	YES
Sharon Squire	YES
David Somppi	YES
Isra Levy	Regrets
Anne Graham (As Chair of Board of Trustees she is ex-officio voting)	YES

From: Patricia Robb <Patricia.Robb@theroyal.ca>

Sent: November 3, 2020 5:03 PM

To: Anne Graham <asgraham@bell.net>; Catherine Coulter <Catherine.Coulter@dentons.com>; David Somppi <d.somppi@primus.ca>; Isra Levy <Isra.Levy@blood.ca>; Joanne Bezzubetz <Joanne.Bezzubetz@theroyal.ca>; Sharon Squire <Sharon.squire@Canada.ca>

Cc: Anne Graham <asgraham@bell.net>; Joanne Bezzubetz <Joanne.Bezzubetz@theroyal.ca>

Subject: 2020-10-13 Sharing of Meeting Materials

Dear Governance Committee members,

I have heard back from legal counsel on the question about sharing meeting materials. Their answer is

below (yellow highlight).

Please provide your feedback and then the Committee will need to decide on a course of action. Catherine has already provided her comments in the email below.

If you scroll to the beginning of the email string, I was also to canvass a few local hospitals and see what their practices are. Their responses are below (green highlight).

Patricia

From: Lalonde, Sylvie <slalonde@blg.com>

Sent: October 29, 2020 12:06 PM

To: Jacquie Dagher <Jacquie.Dagher@theroyal.ca>

Cc: Suzanne Pelletier <Suzanne.Pelletier@theroyal.ca>

Subject: RE: 2020-10-13 Sharing of Meeting Materials [IMAN-DOCUMENTS.FID1568079]

Hi Jacquie,

...

As a general rule, all information and materials provided to the Board and its committees is deemed confidential, unless the Board or committee provides otherwise, or unless the information or materials are already in the public domain. This is essentially reflected in section 3.10 of your By-laws. In my view, that same rule should apply to the FAC, even though it is not a committee of the Board.

Upon reviewing the materials you provided, my initial thought is that this question can be dealt with fairly easily by simply asking the Members of the Family Advisory Council to sign a brief confidentiality agreement or acknowledgment form confirming their agreement not to share or further disclose any of those materials that have been identified as confidential. I got the sense from reviewing the materials that the FAC members might not currently be required to sign something similar upon becoming members. If they are not, then I think they should. It could be a form similar to the one the Board members sign.

...

Best regards,

Sylvie

Briefing Note

To: Governance Committee	Date: January 26, 2021
From: Catherine Coulter	Prepared By: Patricia Robb
CC to:	
Subject: Sharing of Quality Committee Meeting Materials	

Purpose (mark an X beside the appropriate choice)

For approval		For Information		For Decision		Other (to make a recommendation to the Board)	X
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Issue:

A request was made by M. Langlois, Chair, FAC, to L. Leikin, Chair, Quality Committee, about whether she could share the Quality Committee materials with the Family Advisory Council members. This was discussed at the October 13, 2020 Governance Committee meeting and it was agreed that legal advice would be sought to determine what the obligations were, but in the meantime, L. Leikin should contact M. Langlois (which he did) to advise her that she could share the materials, but that it was being provided without legal advice and with the understanding that it goes no further than the Family Advisory Council members at this time.

Legal advice was provided (see below), and based on that advice, a further vote was taken (electronically) where it was agreed that Family and Client Advisory Council members would be required to sign a confidentiality agreement on or about the beginning of each Board year, in order to receive any meeting materials requested on their behalf by their respective Chairs, or in order to receive any meeting materials from any Board or Committee meeting(s) they attend (with the disclosure of meeting materials ultimately being in the discretion of the Board or relevant Committees, having regard to legal, privacy and related considerations). Following this decision, an email was sent to M. Langlois and G. O'Hara, Chair, CAC, (see email below under Action Taken) with a Confidentiality Agreement attached.

FYI, All Quality Committee members, including the Chairs of the FAC and CAC, receive the full meeting package with all materials, but the Board materials are only shared with Board members and the Senior Management Team as per the Excluded Meeting Policy as noted below:

6.4 Agendas and Board Materials: Agendas will be distributed at any Board meeting and may be obtained from the Board secretary prior to the meeting. Supporting materials will be distributed to the Board members and Senior Management Team. The Chair of the Board shall ensure that an agenda is prepared in advance of each regular board meeting.

Legal Opinion:

As a general rule, all information and materials provided to the Board and its committees is deemed confidential, unless the Board or committee provides otherwise, or unless the information or materials are already in the public domain. This is essentially reflected in **section 3.10 of your By-laws**. In my view, that same rule should apply to the FAC, even though it is not a committee of the Board.

Upon reviewing the materials you provided, my initial thought is that this question can be dealt with fairly easily by simply asking the Members of the Family Advisory Council to sign a brief confidentiality agreement or acknowledgment form confirming their agreement not to share or further disclose any of those materials that have been identified as confidential. I got the sense from reviewing the materials that the FAC members might not currently be required to sign something similar upon becoming members. If they are not, then I think they should. It could be a form similar to the one the Board members sign.

By-law reference referred to above:

3.10. Confidentiality

3.10.1. Every Trustee, officer, Committee member, Medical Staff member, Dental Staff member and employee of the Corporation shall respect the confidentiality of matters brought before the Board or any Committee or coming to his or her attention in the course of his or her duties, keeping in mind that unauthorized statements could adversely affect the interest of the Corporation.

Requests under Freedom of Information and Protection of Privacy Act:

I will start by setting out my understanding of the context before getting into the answer. The question raised by the Royal relates to the sharing of materials between Quality Committee of the Royal's Board of Directors and Family Advisory Council which is also a committee of the Royal's Board of Directors. Further, my understanding is that it has nothing to do with the Royal's membership in or participation in the Ontario Hospital Association's Board or OHA Board Committees.

My view is that the quoted section from the Ontario Hospital Association Governance Policy Manual governs the activities of the OHA as an organization and is not meant to provide guidance or advice with respect to the application of FIPPA to the Royal's Board or the Royal's Board Committees.

The OHA is not an institution subject to FIPPA. Through the Policy Manual it is seeking to ensure that any documentation found on the servers of its member hospitals, which are subject to FIPPA, are not considered to be in that hospital's custody and control.

Sharing of Meeting Materials

The starting point is that materials prepared by the Royal and circulated to the Board of Directors as well as the meeting minutes are subject to FIPPA as these records would be considered to be in the custody or control of an institution that is subject to FIPPA. There are, however, a number of exemptions and exclusions that apply to the materials and the minutes. These exemptions include, amongst others, section 13 (advice and recommendations), section 18 (economic interests), section 18.1 (closed meetings). There are also exclusions related to labour relations, privileges information, and other areas as set out in section 65(6). Whether an exemption or exclusion applies to a document or portion of a document depends on the specific content of the materials or the minutes.

There is, however, a broad exemption found in Section 18(1)(i) which would likely apply with respect to the materials furnished to the Quality Committee as well as the Minutes of that

Committee. This exemption permits the Hospital to refuse to disclose a record that contains:

“information provided in confidence to, or records prepared with the expectation of confidentiality by, a hospital committee to assess or evaluate the quality of health care and directly related programs and services provided by a hospital, if the assessment or evaluation is for the purpose of improving that care and the programs and services.”

If documents are also shared with the Family Advisory Council, the Hospital may or may not be able to rely on this exemption. It will depend on the purpose and mandate of the Family Advisory Council and whether it can be shown that the records were provided in confidence with the expectation of confidentiality. In particular it depends on whether the reason the records are provided to the FAC is to fulfill a purpose that is to “assess or evaluate the quality of health care and directly related programs”.

If the FAC is not considered the type of Hospital Committee envisioned by section 18(1)(j), the Hospital will need to perform a more detailed review of the particular records to determine whether other exemptions to disclosure apply and may be more limited in its ability to protect this information in the event of an access to information request.

Background:

An email exchange is provided below for background:

From: Coulter, Catherine <catherine.coulter@dentons.com>

Sent: November 5, 2020 10:06 AM

Subject: 2021-01-26 Sharing of Meeting Materials

Thanks David. Some very good thoughts for our future discussions. This will be a very good discussion I think!

Pat, please make sure that we have all of our thoughts on this issue gathered together for distribution back to the Governance Committee the next time that we meet.

Subject to Anne's vote on the issue of the day (getting back to FAC and CAC with confidentiality agreements), let's proceed as per the vote circulated earlier in the week.

I really appreciate everyone's thoughts on this issue. Have a great day!

Catherine

From: d.somppi@primus.ca <d.somppi@primus.ca>

Sent: Thursday, November 5, 2020 10:01 AM

Subject: RE: 2020-10-13 Sharing of Meeting Materials

I apologize for being pedantic in this discussion.

My thoughts were formed on the assumption that, except for meetings which meet strict criteria, all meetings involving trustees (including committee meetings) are public.

I returned to the board policy on public, non-public & excluded meetings and now have questions about my assumption.

In general, the policy seems to apply equally to all meetings. The word committee only appears 3 times within the body of the document.

The main reference is :

3. SCOPE : applies to the ROHCG Board of Trustees and associated Board Committees. The practice

of Committees of the Board in relation to excluded sessions will be guided by this Policy.

However a further reference is:

6.6.3 Minutes of closed sessions All minutes of meetings of the committees and task forces of the board shall be marked confidential and shall be handled in a secure manner.

I think this means committee meetings are, in general, public but that minutes of those meetings are confidential. This would mean that the committee chair's report at a public board meeting, would become the only public record of the committee meeting.

I will reflect upon this prior to opining further on this inchoate journey. (Inchoate is my new word of the day). I suggest we discuss it at our next governance meeting.

In the meantime, I support the notion that members of advisory committees should be reminded of their obligations to board policy when they are provided with board materials. In addition. I think some training materials should be developed to make sure they understand their responsibility when signing an attestation.

.....David

From: Coulter, Catherine <catherine.coulter@dentons.com>

Sent: November 5, 2020 9:07 AM

Subject: RE: 2020-10-13 Sharing of Meeting Materials

Hi David. Thanks for the follow-up email.

As Sharon said, and I agree, I think that we need to take this in two parts. You are correct in what you say, and I agree that we should probably be moving consciously towards the creation of minutes and background documents for our open meetings which we would not hesitate to put on the website. That's not to say that we will be doing so, as that's a discussion for another day, but if we move in this direction, then in the event of any future ATIP requests, there will be no concerns.

That said, we're not there yet as an organization and in addition, I think that the Governance Committee probably needs to discuss this further and bring it back to the Board for discussion at a future date. That's in part because no other Ottawa hospitals seem to be doing this as of yet and if we're to move in this direction, which may be a good idea, it should be with eyes wide open that we're leading the charge. We also need to discuss it further because I think there are differences between: (i) distributing materials presented at an open Board meeting; (ii) distributing materials which were relied on by the Board at an open Board meeting, but not opening presented; and (iii) distributing materials used at committee meetings.

Therefore, I see the above as being step 2. Step 1 should be answering the question of what we do now, given the request which was made to the FAC and the advice of the Royal's external legal counsel. To my view, based on just those two things, we should be proceeding as legally advised with respect to the specific request, keeping in mind that the request arose out of information from the Quality Committee (which is not open to the public), as opposed to information requested from a public Board meeting. We all agree that the requested information should be provided but until we have discussed this further and created a new policy for the Board as a whole as well as the underlying committees, it seems to me that we should seek confidentiality agreements at this stage.

Catherine

From: d.somppi@primus.ca <d.somppi@primus.ca>

Sent: Wednesday, November 4, 2020 7:30 PM

Subject: RE: 2020-10-13 Sharing of Meeting Materials

Sorry for my lack of clarity....

Our policies prohibit the use of cameras, recording devices, etc. at meetings but also include:

"6.6.1 Approved minutes of public Board meetings shall be made available to members of the ROHCG and members of the public on request."

If anyone requests a copy of minutes (including the media) they have the right to receive them.

I didn't find any references to material presented at a public meeting in our policies.

My suggestion is that, moving forward, our open meeting minutes be created as public documents. Further I am suggesting that any presentations made at open meetings should be also be created with this knowledge. Once we have achieved that goal, we have the option of publishing them on our website in order to achieve full transparency.

I was not trying to suggest that board documents should be shared on our behalf by anyone. The chair is the only person empowered to share any board documents that are not already shared as a result of board policy and standard practice. I am suggesting that our standard practice should be improved so public documents are available to the public.

I remain troubled with the idea of asking advisory members to sign a "confidentiality" agreement in order to receive public domain documents. It does not feel correct to me.

.....David

-----Original Message-----

From: Squire, Sharon (OVO/BOV) <sharon.squire@canada.ca>

Sent: November 4, 2020 1:45 PM

Subject: RE: 2020-10-13 Sharing of Meeting Materials

Hi David

I am in favour of full transparency but that might be step two in our process.....to date I am not sure we would want our minutes given their comprehensive nature or some of reports (eg leave summaries etc) in their current form to be, for example be given to the media by a Committee member. While the public can attend a Board meeting, they are not provided with the materials, albeit they could take a pic of the slides being presented.

I would suggest we begin with the motion below but look at our processes/approach to meeting documents with the eye to be fully transparent (as per the best practice cited below) as we head in to next fiscal or whatever interval is doable.

Sharon Squire

Deputy Ombudsman/Ombudsman adjointe

Office of the Veterans Ombudsman/Bureau du Ombudsman des veterans

1560-360 Albert St/360 rue Albert bureau 1560 Ottawa, ON K1R 7X7

613 793-2061

-----Original Message-----

From: d.somppi@primus.ca <d.somppi@primus.ca>

Sent: November 4, 2020 1:33 PM

Subject: RE: 2020-10-13 Sharing of Meeting Materials

Personally, I am not sure I fully understand the use of the term "confidentiality" in this context. I think confidential information is supposed to be discussed in non-public meetings so we should not be developing policy for sharing confidential information.

In this case I think we are more focussed on how materials discussed at open committee or board meetings is shared with people who do not attend the meeting. At the risk of repeating points I made in our earlier discussion, here are my thoughts:

- 1) The board chair (or appointed delegate) is the only person who represents the board in a public forum. This "constraint" extended to advisory members of committees. They should absolutely be reminded of this and asked to sign an acknowledgement of their responsibility.
- 2) Given that the general public can attend any public committee or board meeting, the presentation of materials at that meeting constitute public disclosure. Therefore any such materials should be developed with the understanding that they will be in the public domain after the meeting.
- 3) I consider the practice used by the former Champlain LHIN board as a best practice. After a meeting public documents and presentations were made available on the LHIN website. I randomly picked one to share as an example. It, by chance, included a presentation by George Weber maybe I should buy a lottery ticket.
- 4) Note that the board could still receive a non-public briefing note in the board eye's only meeting package. That would be disclosed if it was requested under a formal request. I was not aware of any such requests being made during my 6 years on the LHIN board.

If we adopted this practice, we would be transparent and not need to manage individual requests.

.....David

Action Taken to Date:

From: Jacquie Dagher <Jacquie.Dagher@theroyal.ca>

Sent: January 14, 2021 1:41 PM

To: Glenda O'hara <Glenda.Ohara@theroyal.ca>; 'Michele Langlois' <michele.lea.langlois@gmail.com>

Cc: Suzanne Pelletier <Suzanne.Pelletier@theroyal.ca>; Joanne Bezzubetz <Joanne.Bezzubetz@theroyal.ca>; Jacqueline Desrochers <Jacqueline.Desrochers@theroyal.ca>; Patricia Robb <Patricia.Robb@theroyal.ca>

Subject: 2021-01-26 Sharing of materials

Good afternoon Glenda and Michele,

Further to Pat's email, please see attached the Confidentiality Agreement. Please let me know if you have any questions regarding the content. I would be happy to discuss with the both of you over the phone.

Best,
Jacquie

From: Patricia Robb <Patricia.Robb@theroyal.ca>

Sent: December 2, 2020 12:02 PM

To: Glenda O'hara <Glenda.Ohara@theroyal.ca>; 'Michele Langlois' <michele.lea.langlois@gmail.com>

Cc: Jacquie Dagher <Jacquie.Dagher@theroyal.ca>; Suzanne Pelletier <Suzanne.Pelletier@theroyal.ca>; Joanne Bezzubetz <Joanne.Bezzubetz@theroyal.ca>; Jacqueline.Desrochers@theroyal.ca

Subject: Sharing of materials

Hi Michele and Glenda,

Further to a request from Michele to share some Quality Committee materials with the Family Advisory Council members, the Chair of the Quality Committee recently reached out to her and advised that the materials could be shared, but to expect to hear from me regarding a Confidentiality Agreement. The Governance Committee also discussed it and agreed that this should be for both the Family Advisory

Council and the Client Advisory Council in the event that other requests are made from either group and is why I included Glenda on this email.

In that regard, The Royal's lawyer, Jacquie Dagher (copied), is in the process of preparing a Confidentiality Agreement to be signed by yourselves and all Council members. The purpose is to ensure that each member understands their obligations towards confidential information obtained through any meeting. It will be straight-forward and will not require much explanation. However, Jacquie has indicated that she is willing to meet with the two of you to go through the Confidentiality Agreement if required. You will both be responsible to ensure that the members sign the Agreement before sharing any information with them. Please advise if you have any questions in the meantime. The Confidentiality Agreement will follow shortly.

Patricia

Environmental Scan of Other Area Hospitals:

Hospital	Materials provided?
The Ottawa Hospital (TOH)	We do not make any documentation available to the public. When we return to 'normal' and have public meetings, the Agenda will be made available, as has been our practice.
Children's Hospital of Eastern Ontario (CHEO)	Yes, if a public member wanted to attend a board meeting, we would share the agenda only. The package of materials would not be shared. Occasionally I get asked to share minutes from a Board meeting, which we share. I think at one time in the past CHEO used to post Board minutes on the website, but it's been a long time since we've done that.
Ottawa Health Research Institute (OHRI)	Our meeting are not public therefore we do not supply agenda or meeting materials outside the Board of Directors. We are working on posting a Board meeting Summary for SMT and employees to access.
Queensway Carleton Hospital (QCH)	The Agenda is available to the public, but not the Minutes or meeting materials. Board members and senior management receive the meeting materials.
Montfort Hospital	2.6 Agenda for a public meeting: 2.6.1 The meeting agenda is posted on the website and is made available during the meeting. Supporting documents are distributed to board members only. 2.7 Minutes of a public meeting: 2.7.1 Approved minutes of a public meeting are posted to the hospital website.

Discussion:

This item was briefly discussed under the Governance Committee Report at the December 17, 2021 Board meeting, at which time C. Coulter advised the Board that this is currently under discussion at the Governance Committee level and will be looked at again in January with further input from legal and the Committee will report back to the Board in the New Year with a recommendation.

Attachment:

FAC and CAC Confidentiality Agreements

ROYAL OTTAWA HEALTHCARE GROUP
Family Advisory Council Confidentiality Undertaking

Confidentiality undertaking by a member of the Family Advisory Council of the Royal Ottawa Healthcare Group (the “**Corporation**”)

I, the undersigned, a member of the Corporation’s Family Advisory Council (hereinafter the “**FAC Member**”) in connection with my position as a FAC Member acknowledge that I will have access to and on occasion receive proprietary and confidential information belonging to the Corporation and, therefore, hereby undertake towards the Corporation the following:

1. I shall, at all times, preserve the confidentiality of the Corporation’s confidential information obtained in my capacity as a FAC Member, the deliberations of the Family Advisory Council as well as all other information of a confidential nature related to the Corporation and its activities.
2. I shall not reveal, disclose or communicate to any person other than a FAC Member, at any time, any confidential information which has been revealed, disclosed, communicated to me or that I have otherwise acquired in my capacity as a FAC Member (the “**Confidential Information**”).
3. I shall not use the Confidential Information for personal gain nor for purposes other than those related to my duties and functions as a FAC Member.
4. I shall carry out my duties and functions in connection with the position as FAC Member with integrity, independence, loyalty and good faith, in an objective, vigorous and independent manner.

I agree that a failure to comply with any undertaking of this Agreement may cause the Corporation irreparable harm and that the Corporation shall be entitled to an injunction, a restraining order or other relief in order to enforce any provision of this undertaking, which right shall be in addition, to, and not in lieu of, any other remedy to which the Corporation will be entitled under applicable law.

Date

Signature

Print name in full

ROYAL OTTAWA HEALTHCARE GROUP
Client Advisory Council Confidentiality Undertaking

Confidentiality undertaking by a member of the Client Advisory Council of the Royal Ottawa Healthcare Group (the “**Corporation**”)

I, the undersigned, a member of the Corporation’s Client Advisory Council (hereinafter the “**CAC Member**”) in connection with my position as a CAC Member acknowledge that I will have access to and on occasion receive proprietary and confidential information belonging to the Corporation and, therefore, hereby undertake towards the Corporation the following:

5. I shall, at all times, preserve the confidentiality of the Corporation’s confidential information obtained in my capacity as a CAC Member, the deliberations of the Client Advisory Council as well as all other information of a confidential nature related to the Corporation and its activities.
6. I shall not reveal, disclose or communicate to any person other than a CAC Member, at any time, any confidential information which has been revealed, disclosed, communicated to me or that I have otherwise acquired in my capacity as a CAC Member (the “**Confidential Information**”).
7. I shall not use the Confidential Information for personal gain nor for purposes other than those related to my duties and functions as a CAC Member.
8. I shall carry out my duties and functions in connection with the position as CAC Member with integrity, independence, loyalty and good faith, in an objective, vigorous and independent manner.

I agree that a failure to comply with any undertaking of this Agreement may cause the Corporation irreparable harm and that the Corporation shall be entitled to an injunction, a restraining order or other relief in order to enforce any provision of this undertaking, which right shall be in addition, to, and not in lieu of, any other remedy to which the Corporation will be entitled under applicable law.

Date

Signature

Print name in full

Briefing Note

To: Governance Committee	Date: January 26, 2021
From: Catherine Coulter	Prepared By: Patricia Robb
CC to:	
Subject: Attendance of a Delegate for Non-Voting Members at the Quality Committee Meeting	

Purpose (mark an X beside the appropriate choice)

For approval		For Information		For Decision		Other (to provide advice to the Chair, Quality Committee)	X
--------------	--	-----------------	--	--------------	--	---	---

Issue:

Further to a conversation between L. Leikin, Chair, Quality Committee, and M. Langlois, Chair, FAC, M. Langlois asked whether she could send a delegate in her place to the Quality Committee meetings, when necessary.

Legal Opinion:

I make the following comments in response to the question: “Can a member of the Quality Committee send a delegate in the member’s place to the Quality Committee meetings?”

- The Terms of References for the Quality Committee (“TORs”) provide as follows in respect of delegates:

“Members of the Quality Committee mentioned in b), c), d) or e) above may, with the approval of the Board of Trustees, appoint a delegate to sit as a member of the Quality Committee in his or her stead.” (the “**Delegate Clause**”)

The members “mentioned in b), c), d) or e)” are:

- 1 member of the Hospital’s Medical Advisory Committee
- The Hospital’s Chief Nursing Executive
- 1 person who works in the Hospital who is not a physician or a nurse
- The Hospital’s CEO

All of the above individuals are voting members of the Quality Committee.

- We read the Delegate Clause to mean that any of the 4 voting members described above may, with the approval of the Board of Trustees, appoint another individual to serve on the Quality Committee instead of the person named in the TORs. The appointment of a

delegate is really the appointment of an alternate person to serve the full term of a Quality Committee member if a person mentioned in b), c), d) or e) is unable or unwilling to be appointed to the Quality Committee. In other words, we do not read the Delegate Clause to mean that a person mentioned in b), c), d) or e) can appoint a delegate to attend an occasional meeting of the Quality Committee on his or her behalf when that person is unable to attend.

Updated Legal Opinion for Clarity:

If I understand correctly, the question for clarification is whether the Chair of the FAC, who is a non-voting member of the Quality Committee (as per the TORs of the Quality Committee), can send someone else to a meeting of the Quality Committee in her place. As I read the TORs, there is nothing in them that would allow for that. The fact that there's a specific section in the TORs that addresses "delegates" and the rules around them supports the proposition that no member of the Quality Committee, including the non-voting members of the Quality Committee, is entitled to appoint a delegate in his/her place, except those committee members mentioned in paragraphs b), c) d) or e) of the Policy. In other words, the TORs do not permit the Chair of the FAC to send someone else in his or her place to attend a meeting of the Quality Committee.

That being said, since the Chair of the FAC is non-voting, and is likely there more in an advisory capacity, I wouldn't have any significant concerns with allowing the Chair of the FAC or the Chair of the Client Advisory Council to send another representative of their respective committees to attend a meeting of the Quality Committee in exceptional or limited circumstances, but if that is the will of the Quality Committee, then the TORs should be amended accordingly. But to be clear, if such a practice is allowed, it should be in limited circumstances.

Background:

Currently, the Quality Committee Terms of Reference do not allow for delegates to attend meetings, except for specific *ex-officio* members as highlighted above. The Terms of Reference for the Quality Committee mirrors the *Excellent Care for All Act*, which also provides the same composition for Quality Committees.

All other Committees of the Board do not allow delegates except for the Innovation Committee as follows: The ROHCG President and Chief Executive Officer may appoint up to three non-voting delegates to the group.

An email exchange (below) is provided for background.

From: Lewis Leikin <drleikin@rogers.com>

Sent: Wednesday, November 25, 2020 2:37 PM

To: d.sompipi@primus.ca

Cc: Patricia Robb <Patricia.Robb@theroyal.ca>; Jacquie Dagher <Jacquie.Dagher@theroyal.ca>; Coulter, Catherine <catherine.coulter@dentons.com>

Subject: Re: Sharing of Quality Committee materials

thanks David

I await the Governance committee guidance

Lewis Leikin

Sent from my iPhone

> On Nov 25, 2020, at 2:31 PM, d.sompipi@primus.ca wrote:

>

> My last email on this topic at least for now

>

> The board policy on meeting included

>

> 3. SCOPE : applies to the ROHCG Board of Trustees and associated Board Committees. The practice of Committees of the Board in relation to excluded sessions will be guided by this Policy.

>

> I interpret this to mean that, except in very specific circumstance, all board and board committee meetings are open to the public. It is up to the chair of the meeting to determine if the criteria for not meeting in public exists for any part of a meeting.

>

>David

>

> From: Patricia Robb

> Sent: November 25, 2020 1:11 PM

> To: 'Lewis Leikin' <drleikin@rogers.com>

> Cc: David Somppi <d.somppi@primus.ca>; Jacquie Dagher <Jacquie.Dagher@theroyal.ca>

> Subject: RE: Sharing of Quality Committee materials

>

> Hi Lewis,

> According to the Quality Terms of Reference, no delegates can attend a meeting except in the case of the highlighted ex-officio members below, which makes sense since they are staff members. Board members cannot send delegates either.

> Further to David's email, regular board meetings (as opposed to in-camera) are open to the public but I don't see in the by-laws or TOR that Committee meetings are open to the public. This will probably be part of the discussion the Governance Committee will have at their next meeting.

>

> From: Lewis Leikin <drleikin@rogers.com<<mailto:drleikin@rogers.com>>>

> Sent: November 25, 2020 12:47 PM

> To: Patricia Robb <Patricia.Robb@theroyal.ca<<mailto:Patricia.Robb@theroyal.ca>>>

> Cc: David Somppi <d.somppi@primus.ca<<mailto:d.somppi@primus.ca>>>; Jacquie Dagher <Jacquie.Dagher@theroyal.ca<<mailto:Jacquie.Dagher@theroyal.ca>>>

> Subject: Re: Sharing of Quality Committee materials

>

> Further to my last email, michele was very agreeable and is expecting the legal documentation to follow.

> On another matter, michele asked if another member of family advisory Council, instead of her as chair, could attend the quality committee meetings. I advised her that it is likely, based on the terms of reference, that is the chair of the family advisory Council, and not individual members, that are eligible to attend board committee meetings. Could governance or Patricia give me some guidance on this.

> Michelle is aware that I am checking on this request, and I will follow up with her. One suggestion I made was that in the event that it is only the chair that is eligible to attend quality committee meetings, that at some times she may invite a guest to accompany her, and that in her absence, a member might stand in for her. Once again please give me some guidance on this.

> Thanks

> Lewis

Briefing Note

To: Governance Committee	Date: January 26, 2021
From: Catherine Coulter	Prepared By: Patricia Robb
CC to:	
Subject: Excluded Meetings	

Purpose (mark an X beside the appropriate choice)

For approval		For Information		For Decision		Other (to make a recommendation to the Board)	X
--------------	--	-----------------	--	--------------	--	--	---

Issue:

During an email exchange by Governance Committee members regarding sharing of meeting materials, the question of whether Board Committee meetings are open to the public was raised. It was agreed to send the Excluded Meetings policy to in-house counsel and ask for their views in reference to legislation governing hospitals.

Legal Opinion:

There are currently no Ontario statutes that require a hospital to hold public meetings of the Board. The practice of opening Board meetings to the public is not consistent across the province. Essentially, each hospital Board has the right to determine whether it should conduct open board meetings and if so, what are the rules in that regard. Accordingly, hospital boards should adopt a policy with clear rules that govern board meetings that are open to the public, if any, and in-camera board meetings. Similarly, the Board should have such a policy for Board committee meetings. In my experience, it is less common for Board committee meetings to be open to the public, but there is no law prohibiting such a practice. In-camera board meetings should always be held without any members of the public present.

ROHCG's current Policy "Public, Non-Public & Excluded Meetings" provides that "in the interest of good governance meetings of the Board shall be open to the public, as appropriate." Section 3 of the Policy goes on to provide that "This Policy applies to the ROHCG Board and associated Board Committees. The practice of Committees of the Board in relation to excluded sessions will be guided by this Policy." In my view, Section 3 means that committees of the Board are subject to the terms and conditions of the Policy to the same extent as the Board, including those that relate to excluded sessions.

Section 6.5 of the Policy provides that "It is at the discretion of the Board Chair to determine whether or not a portion of the meeting should be identified as an excluded session." This also means that it is at the discretion of each Board Committee Chair to determine whether or not a portion of the meeting should be identified as an excluded session. Such decisions should be

guided by the principles outlined in the Policy.

I have not conducted an in-depth review of the Policy because I think the Governance Committee should consider the policy rationale for favouring open meetings (as a general rule) and the direction it wishes to take going forward, particularly in respect of committees. I did notice however that a variety of terms are used throughout the policy to refer to open or public meetings, or closed, excluded or in-camera sessions. The inconsistent use of multiple terms can lead to ambiguity and confusion so I would recommend that such terminology be revised and used consistently throughout the Policy. Rather than draft revisions to the Policy, I think it would be more efficient and productive for the Governance Committee to develop guiding principles and a general framework for the policy on public and in-camera meetings, then we can turn our mind to drafting revisions to reflect those principles. Or, it might be more efficient to adopt a completely new template. In that regard, the OHA has developed some forms that you may wish to review and consider. You will note that in those templates, meetings of Board committees are not open to the public.

Background:

An email exchange (below) is provided for background.

On Nov 28, 2020, at 11:31 AM, d.somppi@primus.ca wrote:

Over my morning coffee i looked at the OHA's sample policy for open board meetings. That document has board meetings open (exceptions are identified) but committees are closed.

My reading of the Royal's policy says committee meetings are open.

I guess we can assume that the OHA policy is compliant to legislation so our discussion can be solely focussed on the Royal.

David

From: Coulter, Catherine <catherine.coulter@dentons.com>

Sent: December 14, 2020 9:45 AM

To: Patricia Robb <Patricia.Robb@theroyal.ca>; David Somppi <d.somppi@primus.ca>; Anne Graham <asgraham@bell.net>

Subject: RE: Outdated Corporate Policy on Web Portal?

Thanks Patricia and David.

In the meantime Patricia, is it possible to forward David's email to Jackie and ask her for her views on this in reference to legislation governing hospitals?

Cheers,

Catherine

From: d.somppi@primus.ca <d.somppi@primus.ca>

Sent: December 13, 2020 8:58 PM

To: Patricia Robb <Patricia.Robb@theroyal.ca>; Anne Graham <asgraham@bell.net>; Catherine Coulter <Catherine.Coulter@dentons.com>

Subject: Outdated Corporate Policy on Web Portal?

Pat: I just noticed that the policy on meetings included in our package on page 408 was last revised in 2018. I have been referring to version on the portal that was revised in 2015

<http://boards.theroyal.ca/royal/files/2015/07/CORP-II-i-170-Incamera-rev.2015-4.pdf> . I am not sure

that the differences are significant but it would be good to the portal up to date

Catherine: In preparation for a Governance discussion on attendance at committee meetings, I wonder if it would be good to have the policy reviewed relative to any legislative constraints. I am, to be frank, a bit surprised by the latitude provided for holding an excluded session in our policy. My most recent experience with the rules regarding excluded sessions comes from my LHIN experience. In that circumstance the list was remarkably smaller.

About 6 years ago I, successfully, raised a complaint when the municipal council of Greater Madawaska improperly conducted business in closed sessions. The municipal act imposes very tight constraints in the interest of transparency. I, personally, continue to use that as a benchmark but perhaps that is not required by the legislation governing hospitals.

From: Coulter, Catherine <catherine.coulter@dentons.com>

Sent: November 25, 2020 2:52 PM

To: Lewis Leikin <drleikin@rogers.com>; David Somppi <d.somppi@primus.ca>

Cc: Patricia Robb <Patricia.Robb@theroyal.ca>; Jacquie Dagher <Jacquie.Dagher@theroyal.ca>

Subject: RE: Sharing of Quality Committee materials

Thanks everyone. We will ensure that these issues are all discussed at the January 2021 Governance Committee meeting. I appreciate everyone's thoughts on all of this – it's an important area for us to get right.

Cheers,

-----Original Message-----

From: Jacquie Dagher <Jacquie.Dagher@theroyal.ca>

Sent: December 2, 2020 8:49 AM

To: Patricia Robb <Patricia.Robb@theroyal.ca>

Cc: Suzanne Pelletier <Suzanne.Pelletier@theroyal.ca>

Subject: RE: Sharing of Quality Committee materials

Solicitor-Client Privilege

Hi Pat,

The Board Policy on Oreo identifies the Scope of the Policy to apply to the Board and associated Board Committees. It then says that the practice of the Committees of the Board in relation to excluded sessions will be guided by this Policy.

3. SCOPE: This policy applies to the ROHCG Board and associated Board Committees. The practice of Committees of the Board in relation to excluded sessions will be guided by this Policy.

It is not very clear and can be interpreted in two ways: the entire policy applies to the committees OR only the portion on excluded sessions applies to the committees. This needs to be discussed and clarified as there should be no need to interpret the policy. It should be clear and should clearly note if open or closed. The Policy needs to be updated depending on which approach is taken. I am not sure if this is addressed in the by-laws as well. I am not sure what is required in the legislation but we can confirm with Sylvie at BLG if required. I would assume the OHA policy is compliant.

Jacquie

-----Original Message-----

From: Patricia Robb

Sent: November 25, 2020 3:07 PM

To: Catherine Coulter <Catherine.coulter@dentons.com>
Subject: 2021-01-26 Sharing of Quality Committee materials

Hi Catherine,

In the meantime and in preparation for the January 26, 2021 Governance Committee meeting, I am asking our in-house council for their guidance on the particular reference in the SCOPE that David refers to. ...
Patricia

-----Original Message-----

From: Lewis Leikin <drleikin@rogers.com>
Sent: November 25, 2020 2:37 PM
To: David Somppi <d.somppi@primus.ca>
Cc: Patricia Robb <Patricia.Robb@theroyal.ca>; Jacquie Dagher <Jacquie.Dagher@theroyal.ca>; Catherine Coulter <Catherine.Coulter@dentons.com>
Subject: Re: Sharing of Quality Committee materials

thanks David
I await the Governance committee guidance

Lewis Leikin
Sent from my iPhone

> On Nov 25, 2020, at 2:31 PM, d.somppi@primus.ca wrote:

>

> My last email on this topic at least for now

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> The board policy on meeting included

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> 3. SCOPE : applies to the ROHCG Board of Trustees and associated Board Committees. The practice of Committees of the Board in relation to excluded sessions will be guided by this Policy.

>

> I interpret this to mean that, expect in very specific circumstance, all board and board committee meetings are open to the public. It is up to the chair of the meeting to determine if the criteria for not meeting in public exists for any part of a meeting.

>

>David

> -----Original Message-----

> From: Patricia Robb <Patricia.Robb@theroyal.ca>

> Sent: November 25, 2020 1:20 PM

> To: Lewis Leikin <drleikin@rogers.com>

> Cc: David Somppi <d.somppi@primus.ca>; Jacquie Dagher

> <Jacquie.Dagher@theroyal.ca>; Catherine Coulter

> <Catherine.Coulter@dentons.com>

> Subject: RE: Sharing of Quality Committee materials

>

> Below is the reference regarding the minutes from the PUBLIC, NON-PUBLIC & EXCLUDED MEETINGS policy. Minutes from public meetings are available upon request, but not minutes of committees and task forces of the board (see yellow highlighted section below). I will bring this forward to the January 26 Governance Committee for further discussion.

>

> 6.6 Minutes: Minutes of public/non-public meetings shall be presented for approval at the next subsequent public/non-public meeting respectively.

>

> 6.6.1 Approved minutes of public Board meetings shall be made available to members of the ROHCG and members of the public on request.

>

> 6.6.2 Minutes from non-public meetings may be distributed as appropriate. Those persons to whom such minutes are distributed are required to keep them confidential.

> 6.6.3 Minutes of closed sessions of the board shall be recorded by the secretary or delegate, or if the secretary or delegate is not present, by a Trustee designated by the chair of the board. All minutes of closed sessions of the board shall be marked confidential and shall be handled in a secure manner. All minutes of meetings of committees and task forces of the board shall be marked confidential and shall be handled in a secure manner.

Attachment:

Public, Non-Public & Excluded Meetings Policy

BOARD OF TRUSTEES:

Public, Non-Public & Excluded Meetings

SECTION: II-i ADMINISTRATION - Leadership		NO: 170	
Issued By:	Governance Committee - Board of Trustees	APPROVAL DATES :	
Approved by:	Board of Trustees	Date Initially Issued: 10/04/2011	
		Date Reviewed: 19/12/2012,	
		Date Revised: 19/12/2012, 23/05/2018	
		Date Implemented: 10/04/2011, 21/02/2013, 26/02/2015, 21/06/2018	
Key Words:	Open Meetings, Public Meetings, Closed Meetings, media access, in-camera, non-public, Board Meetings, Board of Trustee Meetings	Cross Reference(s)	CORP II-i 110 Regulatory Transparency

1. PURPOSE:

To provide parameters as to the attendees at public, non-public and excluded meetings of the Royal Ottawa Health Care Group (ROHCG) Board of Trustees (Board).

2. POLICY STATEMENT:

Since the ROHCG Board represents a publicly-funded entity, the Board strives to be as open and transparent in its deliberations as possible. Therefore, in the interest of good governance meetings of the Board shall be open to the public, as appropriate. In addition, there will be times, due to the nature of the issues at hand, when the Board will determine that it is in the public's best interest for meetings to be non-public and/or excluded sessions. As public meetings generate trust, openness and accountability, the general public and staff are welcome to observe any open portion of a Board meeting in order to facilitate the conduct of the Board's business in an open and transparent manner.

3. SCOPE:

This policy applies to the ROHCG Board and associated Board Committees. The practice of Committees of the Board in relation to excluded sessions will be guided by this Policy.

4. GUIDING PRINCIPLES:

As a broad principle, meetings of the Board shall be open to all who choose to attend unless disclosures made in the presence of individuals who are not Board Trustees are reasonably likely to prejudice the interests of either the organization or some other party to whom the organization has an obligation to protect.

5. DEFINITIONS:

Excluded Sessions of the Board of Trustees: Excluded sessions may, at the direction of the Chair, be conducted at the beginning of the formal business of the meeting or at the end of the formal business of the meeting. These will be either “restricted session” or as an “in-camera session”.

Restricted session of the Board of Trustees: is a meeting of those persons who are Trustees and the President & CEO and the Psychiatrist-in-Chief/Chief of Staff of the organization. During each meeting of the Board, there will be an opportunity for independent board members only to meet in a restricted session with the President & CEO and the PIC/COS.

In-camera session of the Board is a meeting of only those persons who are Trustees and any staff who the Trustees, by agreement, authorize to be present.

Non-public meeting of the Board is not open to the general public or the media, but is open to ROHCG staff.

Public meeting of the Board is open to the general public including the media.

6. PROCEDURE:

Members of the public are able to attend the public meetings of the Board of Trustees in accordance with the following:

6.1 Notice of Meeting: A schedule of the date, location and time of the Board’s regularly scheduled public meetings will be available on the ROHCG’s external website. Any changes to the schedule will be posted on the website.

6.2 Public Attendance at Board Meetings: Any person wishing to attend public meetings of the ROHCG Board in the capacity of an observer is entitled to do so. Because of space limitations, seating is available at the meeting on a first come first served basis and to comply with fire and other regulations, attendance may be restricted to a maximum number.

6.3 Conduct During the Meeting: Members of the public may be asked to identify themselves. Recording devices, videotaping and photography are prohibited. The Chair may require anyone who displays disruptive conduct to leave.

6.4 Agendas and Board Materials: Agendas will be distributed at any Board meeting and may be obtained from the Board secretary prior to the meeting. Supporting materials will be distributed to the Board members and Senior Management Team. The Chair of the Board shall ensure that an agenda is prepared in advance of each regular board meeting.

6.5 Excluded Sessions of the Board of Trustees: It is at the discretion of the Board Chair to determine whether or not a portion of the meeting should be identified as an excluded session. These will be either a “restricted session” or as an “in-camera session”. In recognition of the fact that members of the press and other interested persons may wish to be present at Board meetings, the excluded portion of such meetings shall, wherever practical, be held at the end of the public part of the meeting. If a Trustee believes that it is not appropriate for a matter to be discussed in an excluded

Board shall make a decision on whether the matter should be held in the public part of the meeting. A separate agenda may be prepared for excluded sessions and the circulation restricted to the participants of the excluded session. These will be maintained in strict confidentiality. Upon the conclusion of an excluded session occurring at the beginning of the formal business of a meeting, the Chair will announce the continuation of the meeting. Upon the conclusion of an excluded session occurring at the end of the formal business of a meeting, the Chair will announce the continuation of the meeting and in the absence of any other business entertain a motion to adjourn the meeting.

6.5.1 Restricted Session with the President & CEO/PIC/COS: During each meeting of the Board, there will be an opportunity for independent board members only to meet in a restricted session with the President & CEO/PIC/COS. Matters that may be dealt with in a restricted session may include:

- Human resources issues, including senior management compensation and performance
- Financial, personnel, contractual and/or matters for which a decision must be made in which premature disclosure would be prejudicial
- Matters of a sensitive third party nature including matters related to civil or criminal proceedings
- Matters related to sensitive internal Board governance
- Matters related to an individual (board member or staff)
- Discussions dealing with stakeholders where the information being discussed may compromise the relationship
- Issues that arise during a Board meeting which, in the opinion of the Chair, may cause sensitivity in the open forum
- Sensitive issues involving a Board member
- Issues which in the opinion of the Chair some Board members may be reluctant or reticent to speak on in an open forum
- Confidential access to the Board by the Executive Vice-President & CFO and/or external auditors of the Board

During a restricted session, all staff will be excluded from the meeting unless invited to participate in the discussion. The Secretary of the Board (President & CEO) will record decisions, resolutions and motions. The Board will confirm when/if motions will be brought into the open forum, in consideration of the legal, privacy, human resource or other implications noted above.

6.5.2 In-Camera Session in the absence of the President & CEO and PIC/COS: During each meeting of the Board, there will be an opportunity for independent Board members only to meet in-camera without the President & CEO and PIC/COS. Matters that may be dealt with in an in-camera session may include:

- President & CEO Annual Performance Review
- Recruitment and compensation of the President & CEO
- Financial, human resources, contractual, legal matters dealing with the President & CEO for which a decision must be made
- Sensitive issues involving a Board member
- Board governance matters and self-assessment by independent members

The Chair will designate a board member to record decisions, resolutions and motions. The Chair will provide the Executive Vice President & CFO with any directions arising from the meeting requiring administrative follow-up. The Chair will brief the President & CEO following the meeting. **All motions carried in-camera will be recorded in minutes by the board chair or designate.** The Board will confirm when/if motions will be brought into the open forum in consideration of the legal, privacy and human resource implications.

6.6 Minutes: Minutes of public/non-public meetings shall be presented for approval at the next subsequent public/non-public meeting respectively.

6.6.1 Approved minutes of public Board meetings shall be made available to members of the ROHCG and members of the public on request.

6.6.2 Minutes from non-public meetings may be distributed as appropriate. Those persons to whom such minutes are distributed are required to keep them confidential.

6.6.3 Minutes of closed sessions of the board shall be recorded by the secretary or delegate, or if the secretary or delegate is not present, by a Trustee designated by the chair of the board. All minutes of closed sessions of the board shall be marked confidential and shall be handled in a secure manner. **All minutes of meetings of committees and task forces of the board shall be marked confidential and shall be handled in a secure manner.**

7. RELATED PRACTICES AND / OR LEGISLATIONS:

Bill 31- Personal Health Information Protection Act, S.O. 2004, (Schedules A and B)

Health Services Restructuring Commission, Section 1 (13/08/1997)

Public Hospitals Act

Mental Health Act (2001).

Bill 68 – Brian's Law, 2000

Health Care Consent Act, 1996

Regulated Health Professions Act, 1991,

Criminal Code of Canada. (R.S., 1985, c. C-46).

Bill 171- Health System Improvements Act, 2007, S.O., c 10

Bill 152 – Balanced Budgets for Brighter Futures Act, 2000, S.O. 2000, c. 42

Bill 197 – Budget Measures Act, 2005, S.O. 2005, c.28

Bill 45 – Responsible Choices for Growth and Accountability Act, 2001, S.O. 2001, c. 8

Bill 36 – Local Health System Integration Act, 2006, S.O. 2006, c.4

Bill 46 - Excellent Care for All Act

8. REFERENCES:

Policy for Open Board Meetings - Grand River Hospital (2008)

Policy for Incamera Meetings - Grand River Hospital (2008)

Policy Statement - Niagara Health System (2007)

Board Policy - The Ottawa Hospital (2007)

9. APPENDICES: N/A

TITLE: ROHCG BOARD COMMITTEES		
SECTION: Compensation and Succession Committee Terms of Reference		NO: ROHCG Schedules Section 6.1.1
Issued and Approved By:	ROHCG Board of Trustees	APPROVAL DATE :
		Date Initially Issued: 20/06/13
		Date Reviewed: <u>2020-11-25</u> 29/11/19 21/11/18 30/11/17 24/11/16
		Date Revised: 12/12/19 21/11/18 30/11/17 24/11/16

Role	The Committee's role is to deal with the overall Executive compensation policy and succession planning, including the performance evaluation for the President & CEO and the Psychiatrist-in-Chief/ Chief of Staff.
Responsibilities	<ol style="list-style-type: none"> 1. to review and recommend the overall compensation and other policy for non-union Executive and staff positions as appropriate; 2. to conduct the annual performance review of the President & CEO and to conduct/oversee the annual performance review of the Psychiatrist-in-Chief/ Chief of Staff and the performance objectives for the next year; 3. to review and recommend the performance objectives of the President & CEO and the Psychiatrist-in-Chief/ Chief of Staff and to make recommendations to the Board regarding compensation; 4. to annually review and discuss the President & CEO's and the Psychiatrist-in-Chief/ Chief of Staff's Succession Plan for the organization; 5. to act as the Search and Selection Committee for the position of President CEO and the Psychiatrist-in-Chief/ Chief of Staff; and 6. to undertake such other duties as may be required by the Board.

Membership & Voting	<u>Voting members of Committee</u> a) Chair of the Board; and b) 5 other independent Board members, one of whom shall act as Vice Chair of the Committee with particular expertise and interest in Human Resources
	<u>Non-Voting Members of Committee</u> a) the President & Chief Executive Officer, an ex-officio non-voting member b) Psychiatrist-in-Chief/ Chief of Staff, an ex-officio non-voting member
	There shall be French-speaking representation on the Committee.
Chair	The Chair of the Board
Appointment of delegates	N/A
Frequency of Meetings	The Compensation and Succession Planning Committee shall meet twice a year <u>and additionally</u> at the call of the Chair. One meeting shall deal with the performance review for the President & CEO and the Psychiatrist-in-Chief/ Chief of Staff and the other meeting shall deal with the overall compensation policy and the Succession Plan.
Quorum	The quorum for the Compensation and Succession Planning Committee shall be 51% of the voting members.
Resources	The ROHCG President & CEO will identify staff member(s) to act as resources to the Committee. One staff member will be identified as the Committee Secretary.

Reporting	The Compensation and Succession Planning Committee shall report to the ROHCG Board of Trustees.
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Board of Trustees' Membership Terms

Name	Position	Initial Appointment	Term(s) Completed	Current Appointment	Remaining years of term as of AGM 2021	Eligible Until (<i>no more than 9 consecutive years of service</i>)*
Graham, Anne	Chair	2010	2010-2011 (1) 2011-2014 (3) 2014-2017 (3) 2017-2019 (2) 2019- (Chair)	2019-2020 (1) 2020-2022 (2)	1 <i>To name a new Chair one year ahead of end of current Chair's term</i>	2022*
Levy, Isra	Vice-Chair	2012	2012-2015 (3) 2015-2018 (3) 2018-2019 (1)	2019-2021 (2)	0	2021
Coulter, Catherine	Vice Chair	2017		2017-2020 (3) 2020-2023 (3)	2	2026
Leikin, Lewis	Trustee	2016	2016-2018 (2)	2018-2021 (3) 2021-2023 (2)	2	2025
Vacant (Charette, Janice)						
Gallant, José	Trustee	2015	2015-2018 (3)	2018-2020 (2) 2020-2023 (3)	2	2024
Bhargava, Niraj	Trustee	2016	2016-2019 (3)	2019-2022 (3)	1	2025
Gillen, Lynette	Trustee	2016	2016-2018 (2)	2018-2020 (2) 2020-2023 (3)	2	2025
Somppi, David	Trustee	2016	2016-2019 (3)	2019-2022 (3)	1	2025
Anderson, Roxanne	Trustee	2017	2017-2019 (2)	2019-2022 (3)	1	2026
MacRae, James	Trustee	2017		2017-2020 (3) 2020-2021 (1) 2021-2024 (3)	3	2026
Squire, Sharon	Trustee	2017	2017-2019 (2)	2019-2022 (3)	1	2026
Johnston, Pari	Trustee	2020		2020-2021 (1) 2021-2024 (3)	3	2029
Jacline Nyman	<i>Ex-officio Voting Member</i>	2020		2020-2029 (9)	8	2029 (<i>limited to 9 years</i>)
Vacant (<i>McLean, Scott</i>)	<i>Past Chair Ex-officio Non-Voting</i>					

*ROHCG Bylaws section 3.5.1 ... With the exception of the Chair, no person may be elected a Trustee for more terms than will constitute nine consecutive years of service. The term of office of the Trustees serving as Chair may be extended as required beyond the nine consecutive year period to accommodate their term in office as Chair. 11.2.2 ... The Chair shall serve for a three-year non-renewable term, except as otherwise determined by the Board, or until a successor is appointed. If a Trustee assumes the position of Chair in the ninth year of his or her term as a Trustee, the term of office as a Trustee may be extended by two years to accommodate the Trustee's term of office as Chair, which is three years.

**ROHCG Bylaws section 11.2 ... The Past Chair shall hold office for a one-year renewable term or until a successor is appointed.

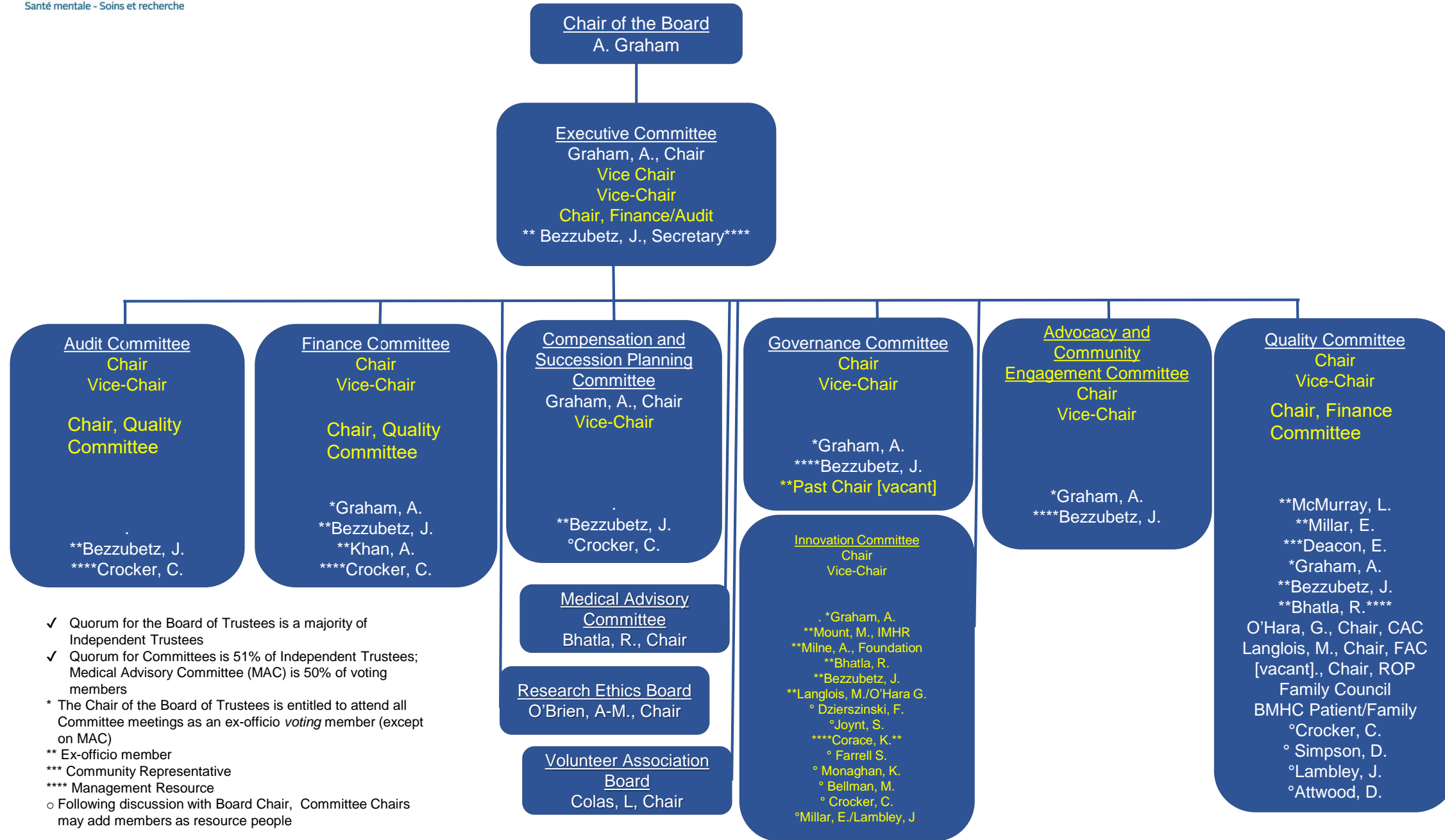
Subsection 12(4) of the *Public Hospitals Act*, which provides as follows:

- Despite the *Corporations Act*, a hospital may provide by by-law for the election and retirement of directors in rotation, but in that case no director shall be elected for a term of more than five years and **at least four directors shall retire from office each year**

Ex-officio: Joanne Bezzubetz, Raj Bhatla, Tim Lau, Esther Millar. In office until successor appointed. University position in office for 9 years.

New Board members are to be appointed for a 1-year term their first year as a probationary period

2021-2022 Board Committee Membership



- ✓ Quorum for the Board of Trustees is a majority of Independent Trustees
- ✓ Quorum for Committees is 51% of Independent Trustees; Medical Advisory Committee (MAC) is 50% of voting members
- * The Chair of the Board of Trustees is entitled to attend all Committee meetings as an ex-officio *voting* member (except on MAC)
- ** Ex-officio member
- *** Community Representative
- **** Management Resource
- Following discussion with Board Chair, Committee Chairs may add members as resource people

Q1 What did you enjoy MOST about the workshop?

Answered: 13 Skipped: 0

#	RESPONSES	DATE
1	I really enjoyed the smudging ceremony. I found it inspiring and a welcome moment for pause, reflection and understanding. Adrienne Spafford's talk was also very insightful, particularly as we look to build our hospital without walls.	11/18/2020 1:13 PM
2	Breakout sessions	11/18/2020 11:12 AM
3	It was efficient. I think the online format actually helps improve efficiency.	11/17/2020 8:08 PM
4	Open, inclusive and honest medium for input from all three boards and the Clients and Families.	11/17/2020 7:13 PM
5	breakout discussions	11/16/2020 2:41 PM
6	receiving information	11/5/2020 8:26 AM
7	It was well organized. I enjoyed the breakout rooms, where issues could be discussed in smaller groups. I thought the smudge ceremony at the beginning was fun and educational.	11/4/2020 3:25 PM
8	Seeing the suggestions of others	11/4/2020 12:09 PM
9	i didn't think it was organized very well	11/4/2020 11:55 AM
10	interactivity and joint boards	11/4/2020 10:10 AM
11	Indigenous ceremony Second priority breakout session	11/3/2020 5:59 PM
12	the variety of break outs	11/3/2020 4:02 PM
13	The breakout sessions; smudging ceremony	11/3/2020 3:50 PM

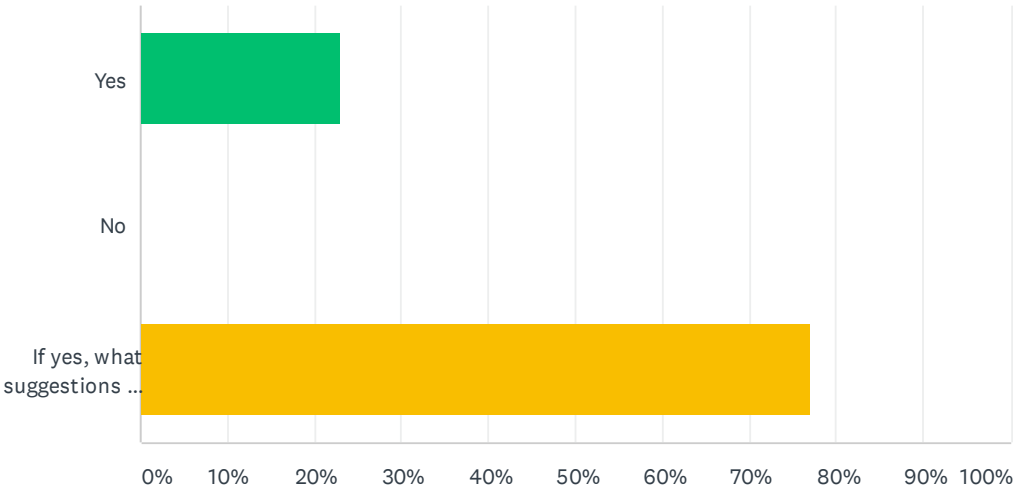
Q2 What did you enjoy LEAST about the workshop?

Answered: 12 Skipped: 1

#	RESPONSES	DATE
1	I didn't get as much out the breakout sessions but hope that the aggregate thoughts were useful to informing the Royal's direction.	11/18/2020 1:13 PM
2	ConnectionThe breakout sessions were short. Difficult to get to know people. The online format is an impediment to developing personal connections	11/17/2020 8:08 PM
3	COVID restrictions preventing in-person gatherings which I feel would have improved communication.	11/17/2020 7:13 PM
4	post meeting social - very few attended. probably not something to repeat	11/16/2020 2:41 PM
5	what we were requested to do in our assignments should have been requested in the advance materials so we could give more thoughtful to our responses	11/5/2020 8:26 AM
6	I was a bit confused if we were to dance during the break ... or take a break and leave the meeting. If the meeting is 90 minutes or longer, it would be nice to have a clear 10 minute break time.	11/4/2020 3:25 PM
7	The lack of human interaction	11/4/2020 12:09 PM
8	confusion in break out room	11/4/2020 11:55 AM
9	would have liked more time	11/4/2020 10:10 AM
10	First breakout session. Was too vague	11/3/2020 5:59 PM
11	nothing	11/3/2020 4:02 PM
12	The Q&A	11/3/2020 3:50 PM

Q3 Do you think we should schedule future workshops?

Answered: 13 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	23.08%	3
No	0.00%	0
If yes, what suggestions do you have for content, format and timing	76.92%	10
TOTAL		13

#	IF YES, WHAT SUGGESTIONS DO YOU HAVE FOR CONTENT, FORMAT AND TIMING	DATE
1	Day time meetings are particularly difficult for me. Late afternoon would be better. Using the sessions to continue informing the strategy makes sense for the near future.	11/18/2020 1:13 PM
2	Updates from researchers on their work; Time with Partner Organizations to hear about how they are innovating (eg. University of Ottawa, CAMH).	11/18/2020 11:12 AM
3	I liked the half day, online format. It is not too hard to schedule a morning or afternoon away from work.	11/17/2020 8:08 PM
4	Depending on the environmental context an in-person meeting, if not then the format, content and timing seemed appropriate. Although perhaps we can consider more "3-Board & Family/Client Integration" strategies to continue are collective management as we transition into the new stat plan.	11/17/2020 7:13 PM
5	It was more effective than I had anticipated. If the workshop serves a purpose for the Royal then they should continue in some format. It is easier to bring the diverse group together virtually then in person.	11/4/2020 3:25 PM
6	Keep the timing shorter and more focused on the objectives of the session	11/4/2020 12:09 PM
7	Yes but with better organization	11/4/2020 11:55 AM
8	a bit more time re what's next	11/4/2020 10:10 AM
9	Advocacy and strategic communications strategy to enhance reputation and raise the Royal's profile and provincial mental health leadership Advocacy and public engagement on mental health and community issues, including housing, equity, policing etc Client and family centred framework and how it will be implemented on the ground to make a meaningful change in experience for families and clients Plans for the Brockville campus	11/3/2020 5:59 PM
10	I missed the networking session, due to work. I am not sure, but suspect that a number of other people also had to drop off the networking session. It would be great to perhaps have a separate after-work networking session for all 5 boards and the executive team on a date other than the workshops. It's possible that doing it that way might result in increased attendance.	11/3/2020 3:50 PM

Q4 Please share any additional comments/suggestions

Answered: 8 Skipped: 5

#	RESPONSES	DATE
1	The zoom forum isn't quite as good as being in person. But it works remarkably well. The session was well organized. I appreciated the home delivery of the sage kit, Nice touch to engage everyone and I appreciate the extra effort!	11/18/2020 1:13 PM
2	Anything we can do to build deep, trusting relationships with external organizations like the University of Ottawa is time well spent.	11/18/2020 11:12 AM
3	I am very impressed to see the strategic planning process moving ahead during the pandemic	11/17/2020 8:08 PM
4	Any questions to the participants should contained in the handout material in advance so they can provide better and more thoughtful responses. This is especially important for new participants.	11/5/2020 8:26 AM
5	Keeping the meetings in the 60 to 120 minutes range is important. Anything longer is too much screen time for me.	11/4/2020 3:25 PM
6	I welcome more dialogue but in a more organized manner.	11/4/2020 11:55 AM
7	Thanks for the sessions. I loved the technology and the approach and getting to know the other Board members. I wish more had stayed for the networking. It was mostly staff.	11/3/2020 5:59 PM
8	Well done for a remote session. Keeping the length to a couple of hours was a good idea.	11/3/2020 3:50 PM

ROYAL OTTAWA HEALTH CARE GROUP BOARD AND COMMITTEE MEETING SCHEDULE FOR 2021 - 2022

	Aug 2021	Sept 2021	Oct 2021	Nov 2021	Dec 2021	Jan 2022	Feb 2022	Mar 2022	Apr 2022	May 2022	Jun 2022
BOARD MEETINGS Thursdays Room 1424 (or by Zoom) <i>Schedule 3-Board Chair meeting 1-2 weeks prior to each Board meeting (30 minutes)</i>		Sept 30 4:30 Mini Series/Client and/or Family presentation 5:30 PM	Board Connection Days		Dec 16 4:30 Mini Series/Client and/or Family presentation 5:30 PM		Feb 24 4:30 Mini Series/Client and/or Family presentation 5:30 PM	Mar 31 4:30 Mini Series/Client and/or Family presentation 5:30 PM		May 26 Board Community Event (to bring awareness to members about the Brockville campus)	June 2 Special Board Meeting IN CAMERA June 23 3:30 PM & AGM
		1 st Q	TBC		2 nd Q			3 rd Q		TBC - Possibly a virtual event at some future date	4 th Q
Board Portal Website Posting		Sep 23			Dec 9		Feb 10	Mar 24			Jun 16
Due to Patricia		Sep 21			Dec 7		Feb 8	Mar 22			Jun 14
Committees											
Audit Thursdays 7:30 AM						Jan 20				May 18	
Compensation & Succession Planning Wednesdays 4:30 PM				Nov 24					April 6		
Executive	At the call of the Chair										
Finance Thursdays 7:30 AM		Sept 9		Nov 18		Jan 20		Mar 17		May 18	
Governance Tuesdays 4:30 PM <i>*Invite Chair of Board to prep meetings</i>			Oct 12*				Feb 1*	Mar 22*		May 31*	
Innovation Tuesdays 4:30 PM <i>**Schedule prep meetings one week prior to meeting</i>		Sept 7** PREP Aug 31		Nov 23** PREP Nov. 16				Mar 1** PREP Feb. 22		May 10** PREP May 3	
Quality Mondays 4:30 PM <i>***30 minute prep meetings only</i>		Sept 13***		Nov 8*** HOLD for Special meeting re QIP if needed	Dec 7***		Feb 7*** HOLD for Special meeting re QIP if needed	Mar 7***			June 6***

Advocacy and Community Engagement Committee												
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Board Orientation – September 2021 TBC
Long Service Awards – TBC BMHC Centennial Hall 1:00 to 3:30 PM and TBC ROMHC Gymnasium from 1:00 to 3:00 PM

MAC @ 8:30 AM	Aug 19	Sep 16	Oct 21	Nov 18	Dec 16	Jan 20	Feb 17	Mar 17	Apr 21	May 19	Jun 16	Jul 21	Aug 18
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