

MINUTES
ROYAL OTTAWA HEALTH CARE GROUP
BOARD OF TRUSTEES
December 17, 2020 at 4:30 p.m.
Via Zoom

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

	ITEM	REFERENCE	ACTION REQUIRED
1.	WELCOME	<p>The meeting was opened by acknowledging that the land on which we gather is the traditional and unceded territory of the Algonquin nation.</p> <p>Welcome remarks were provided and special guests acknowledged.</p> <p>On behalf of the Board, the Chair recognized J. Bezzubetz, the Senior Management Team and all staff by saying how proud they were of everything that has been done in spite of the significant challenges. The Chair, on behalf of R. Anderson, also gave a special shout out to K. Corace because of her agreement to collaborate with other organizations on the topic of addictions.</p> <p>R. Anderson was thanked for acting as the Ethics monitor for the meeting with a request that she report on the quality of decision making at the end of the meeting. A copy of the Royal's Ethics Framework for Decision Making was included in the meeting</p>	

		package. Also enclosed was the Conflict of Interest Policy and the Policy on Public, Non-Public and Restricted Meetings.	
2.	CLIENT PRESENTATION	Presentation - Client Advisory Council Member – K. Patrick	
		<p>The Board appreciates having a family and client voice at their meetings and as such have made arrangements for a speaker from the Client and Family Advisory Councils to alternately speak before each meeting.</p> <p>K. Patrick, who is a member of the Client Advisory Council, attended this meeting and shared his experiences. The Chair thanked him for his presentation.</p>	
3.	MINI SERIES	The Importance of the Prompt Care Model in the Regional System: Filling a Care Gap – S. Farrell, K. Gillis, R. Bhatla	
		<p>S. Farrell, R. Bhatla and special guest, K. Gillis, attended at the meeting to present on the Prompt Care model in the Ministry of Health’s Core Services Framework. A copy of the presentation is attached to these minutes.</p> <p>An announcement was also made that the Royal recently received notification of funding from the Ontario government in the amount of \$300,000 for a model of prompt care to be delivered before March 31, 2021.</p> <p>Discussion followed the presentation.</p> <p><i>K. Gillis departed the meeting.</i></p>	
4.	CALL TO ORDER	A. Graham, Chair, called the meeting to order at 5:28 p.m. and declared it to have been regularly called and properly constituted for the transaction of business.	
5.	AGENDA AND MINUTES	a. Acceptance of Agenda	
		<p>Moved by S. Squire and seconded by D. Somppi</p> <p>BE IT RESOLVED THAT, the December 17, 2020 agenda be accepted, as presented.</p> <p style="text-align: right;">CARRIED</p>	
		b. Approval of Minutes	
		<p>Moved by J. MacRae and seconded by N. Bhargava</p> <p>BE IT RESOLVED THAT, the minutes of the September 24, 2020 Board meeting be approved, as presented.</p> <p style="text-align: right;">CARRIED</p>	
6.	VOLUNTEER ASSOCIATION BY-LAWS	a. Royal Ottawa Volunteer Association (ROVA) By-laws – R. Millar, Treasurer, Volunteer Association	

		<p><i>R. Millar, Treasurer, Volunteer Association and A-M. Nicholson, Director, Volunteer Services attended the meeting.</i></p> <p>The Volunteer Association’s by-laws were brought before the Board for review and approval as per 14.1.2. of the ROHCG Board By-laws. R. Millar noted that Canada’s <i>Not-for-Profit Act</i> was used for guidance in drafting the by-laws and were consistent with what you would see for any federal group.</p> <p>R. Millar and A-M. Nicholson were thanked for all the work they do for The Royal. J. Bezzubetz attended the recent Volunteer Association’s AGM on December 9, 2020, and noted her appreciation for all the contributions that they make in always trying to find ways for engagement of their volunteers, even through the challenges of the pandemic.</p> <p>A copy of the Volunteer Association’s by-laws was included in the meeting package.</p> <p>Moved by R. Millar and seconded by J. MacRae</p> <p>BE IT RESOLVED THAT the Volunteer Association by-laws be approved as presented.</p> <p style="text-align: right;">CARRIED</p> <p><i>R. Millar and A-M. Nicholson departed the meeting.</i></p>	
7.	INFORMATION ITEMS	<p>a. Chair and CEO’s Oral Report – A. Graham, J. Bezzubetz</p>	
		<p>The Chair thanked everyone for all the work that has been done leading up to and including the launch of the strategic plan.</p> <p>J. Bezzubetz then gave her report. The written President & CEO’s report was included in the meeting package in the Consent Agenda for the Board’s information and review. On behalf of the Senior Management Team, she thanked the Board for all the hours they put in to work on the strategic plan. This required commitment, time and a lot of work. The Board’s contributions mean a lot and the team was grateful for it.</p> <p>The Senior Management Team was also thanked for everything they do every day. It has been a very exceptional year, but notwithstanding all the work involved with new initiatives, the new strategy was still successfully launched. Now the team is looking forward to the journey of execution of the strategy. A shout out was given to K. Monaghan for her work with the online launch.</p>	

		Happy holidays were extended to all.	
		b. Update on Foundation Campaign – M. Bellman	
		<p><i>C. O’Connell-Campbell, Vice-President, Foundation Board, joined with A. Milne for this part of the meeting.</i></p> <p>M. Bellman presented his report. A copy of the Campaign update was included in the meeting package for the Board’s information and review.</p> <p>A. Milne provided brief comments. He noted that to foster better communication among the three boards, a tripartite committee was established. It has been a great success in getting some positive movement on the campaign. It allows all to have a voice as well as to provide criticism and positive feedback to push this campaign forward.</p> <p>C. O’Connell-Campbell also provided brief comments by introducing herself and noting that because of her passionate advocacy for mental health, she has agreed to step up and take on a greater role on the Foundation Board and looks forward to connecting with many.</p> <p>Discussion followed. M. Bellman was thanked for his presentation.</p> <p><i>C. O’Connell Campbell departed the meeting.</i></p>	
		c. IMHR Report	
		<p><i>T. Beaudoin attended the meeting on behalf of F. Dzierszinski who was unable to attend the meeting.</i></p> <p>S. West introduced T. Beaudoin, who accepted the position of Director of Clinical Research Administration, which is a new role to bring together how we implement the new strategy of seamless research all the way to clinical care.</p> <p>Some highlights in the IMHR report was that \$3.4 million is coming to IMHR from a multi institutional grant. Partnerships are going to be important. Recently there was a meeting with the University of Ottawa and one of the IMHR’s Board members. She is working hard with F. Dzierszinski to create a construct to strengthen ties with the University. Going forward our ability to leverage this will be important. The University is an important partner in the Brain Imaging Centre.</p>	

		The Royal recently ranked #32 for the 2020 Canada's Top 40 Research Hospitals. This ranking is a new record and a progression of five ranks from #37 in 2019. It was noted that research rankings are a big accomplishment. Congratulations were given.	
		d. Brockville Re-development Committee Report – C. Crocker	
		A briefing note was included in the meeting package. For this meeting and going forward, this item will be moved to the Restricted Session for discussion.	P. Robb
8.	COMMITTEE REPORTS & DECISION ITEMS	a. Quality Committee Report – L. Leikin	
		A copy of the draft minutes from December 7, 2020 was included in the meeting package.	
		i. Integrated Risk Management Framework (IRMF) – L. Leikin	
		In the framework there are 10 high or very high risks listed. The two most relevant to the Quality Committee had to do with the impacts of suicide and the pandemic. As a result of Covid, there has been extraordinary pressures on staff, evidenced by the higher than average EAP counselling use from staff and burn out. Covid impacts have been unequally felt by clients, and among those that 'have' and 'have not' in society. The ongoing nature of the Covid risk and the expectation that recovery will be slow, creates enormous risk for quality of care, and will have residual impacts on staff and programs. A copy of the IRMF was included in the meeting package. Moved by L. Leikin and seconded by J. MacRae BE IT RESOLVED THAT as recommended Quality Committee, the Integrated Risk Management Framework be approved as presented. CARRIED	
		ii. Corporate Patient Safety Report – L. Leikin	
		Every quarter the hospital conducts a critical incident review through a dedicated committee. In order to make the process more robust, a third-party review will be initiated to add to the existing review process. This will create a formal report, increased rigour, and opportunity to monitor whether the recommendations that come out of these reviews are implemented. A copy of the Corporate Patient Safety Report was included in the meeting package.	

		<p>iii. Appointment of Research Ethics Board (REB) Chair – L. Leikin; T. Beaudoin</p>	
		<p>A briefing note was included in the meeting package. The REB is an entity within IMHR that conducts reviews of the ethics of every research proposal, and to investigate any issues with research related ethical impropriety. It operates independently and at arms length. The REB now reports to the Board of the Royal through the Quality committee. The Board's governance role consists of ensuring that processes and procedures established by regulatory bodies are adhered to, rather than determining whether REB outcomes and findings are agreeable.</p> <p>The following motion was recommended by the Quality Committee for approval of the new Chair.</p> <p>Moved by L. Leikin and seconded by D. Somppi</p> <p>BE IT RESOLVED that as recommended by the ROHCG President & CEO, IMHR President/ROHCG Vice-President Research, ROHCG Psychiatrist in Chief/Chief of Staff, the CoE President & CEO, the appointment of Ann-Marie O'Brien be approved as presented.</p> <p style="text-align: right;">CARRIED</p>	
		<p>iv. Research and Ethical Review of Human Participants Studies Policy – CORP III-120 – L. Leikin, T. Beaudoin</p>	
		<p>A briefing note and a clean and track-changed copy of the policy was included in the meeting package for both 120 and 140.</p> <p>Moved by L. Leikin and seconded by L. Gillen</p> <p>BE IT RESOLVED that the Research and Ethical Review of Human Participants Studies CORP III-120 be approved as presented.</p> <p style="text-align: right;">CARRIED</p>	
		<p>v. Responsible Conduct of Research Policy – CORP III-140 – L. Leikin, T. Beaudoin</p>	
		<p>A briefing note and a clean and track-changed copy of the policy was included in the meeting package for both 120 and 140.</p> <p>Moved by L. Leikin and seconded by R. Anderson</p> <p>BE IT RESOLVED that the Responsible Conduct of Research Policy – CORP III-140 be approved as presented.</p> <p style="text-align: right;">CARRIED</p>	

		<i>T. Beaudoin departed the meeting.</i>	
		vi. Recording and Managing Client and Family Feedback CORP VI-ii 110 – L. Leikin, C. Crocker	
		<p>A clean and track-changed copy of this policy was included in the meeting package.</p> <p>Moved by L. Leikin and seconded by P. Johnston</p> <p>BE IT RESOLVED THAT the Recording and Managing Client and Family Feedback CORP VI-ii 110 Policy, be approved as presented.</p> <p style="text-align: right;">CARRIED</p>	
		vii. Welcoming Visitors at the Royal CORP X-ii-130 – L. Leikin, C. Crocker	
		<p>A clean and track-changed copy of this policy was included in the meeting package.</p> <p>Moved by L. Leikin and seconded by N. Bhargava</p> <p>BE IT RESOLVED THAT the Welcoming Visitors at the Royal CORP X-ii-130 Policy be approved as presented.</p> <p style="text-align: right;">CARRIED</p>	
		viii. Policy Development, Revision, Approval and Implementation CORP I-100 – L. Leikin, C. Crocker	
		<p>A clean and track-changed copy of this policy was included in the meeting package.</p> <p>Moved by L. Leikin and seconded by R. Anderson</p> <p>BE IT RESOLVED THAT the Policy Development, Revision, Approval and Implementation CORP I-100 Policy be approved as presented.</p> <p style="text-align: right;">CARRIED</p>	
		<p>b. Governance Committee Report – C. Coulter</p> <p>A copy of the draft minutes from October 13, 2020 was included in the meeting package.</p> <p>The results of the Chair assessment were overwhelmingly favourable. A copy of the report is available to Trustees upon request. The next assessment will begin in April 2021. A. Graham was thanked for her great work. The length of meetings was one issue that came up and which the Committee is mindful of and are working on.</p>	

		The Board was reminded that education funds are available and currently there is over \$7,000 in the fund. The process is to first seek approval from the Chair and once approved, P. Robb will make arrangements for payment.	
		i. Annual Board Work Plan	
		A copy of the Annual Board Work Plan was included in the meeting package. Moved by C. Coulter and seconded by L. Leikin BE IT RESOLVED THAT the Annual Board Work Plan be approved as presented. CARRIED	
		ii. Terms of Reference and Work Plans for Committees	
		It is a responsibility of the Governance Committee to review and bring to the Board any changes to the Board Committee Terms of Reference and Work Plans.	
		a. Quality Committee Terms of Reference and Work Plan	
		A copy of the Quality Committee Terms of Reference and Work Plan was included in the meeting package. Moved by C. Coulter and seconded by J. MacRae BE IT RESOLVED THAT the Terms of Reference and Work Plan of the Quality Committee be approved as presented. CARRIED	
		b. Innovation Committee Terms of Reference and Work Plan	
		A copy of the Innovation Committee Terms of Reference and Work Plan was included in the meeting package. Moved by C. Coulter and seconded by D. Somppi BE IT RESOLVED THAT the Terms of Reference and Work Plan of the Innovation Committee be approved as presented. CARRIED	
		c. Governance Committee Terms of Reference	
		A copy of the Governance Committee Terms of Reference was included in the meeting package.	

		<p>There was a brief discussion about an issue raised in the Governance Committee minutes regarding the sharing of information. This matter is currently under discussion at the Governance Committee level and will be looked at again in January with further input from legal. The Committee will report back to the Board in the New Year with a recommendation.</p> <p>Moved by C. Coulter and seconded by S. Squire</p> <p>BE IT RESOLVED THAT the Governance Committee Terms of Reference be accepted as presented.</p> <p style="text-align: right;">CARRIED</p>	P. Robb
		c. Innovation Committee Report – N. Bhargava	
		<p>A copy of the draft minutes from the December 1, 2020 meeting was included in the meeting package.</p> <p>The Committee Chair thanked K. Corace and F. Dzierszinski for their good work on forming and reporting on the new Innovation Council and Research Committee. Since the adoption of the Council, the framework which was previously approved by the Board, is going to have to be readjusted and synchronized with the Innovation Council. An update will come back to the Board.</p> <p>At the Innovation Committee meeting, there was a good discussion about the evolution of the Committee. N. Bhargava will be reporting back to the Governance Committee on this in January.</p>	<p>N. Bhargava</p> <p>N. Bhargava</p>
		d. AI Governance – C. Crocker	
		<p>For transparency purposes, N. Bhargava again disclosed that he is an owner of NuEnergy.ai, which is the company doing this pro-bono work with The Royal.</p> <p>C. Crocker then presented. A copy of the AI Governance presentation, which was co-developed with Nu-Energy, was included in the meeting package (a shorter version was presented to the Board and is attached to these minutes). It was noted that because of contractual and IP terms that the framework and material should not be used or distributed outside The Royal.</p> <p>F. Dzierszinski will be the co-lead on this work and T. Beaudoin will be doing the training. There are opportunities in terms of using AI at The Royal, but there are also concerns. AI trust is important. It was compared to human trust, but translated to the technology world. The opportunity for AI needs to be identified, but the collection of data is critical. Boards need to consider the measures to answer the questions.</p>	

		<p>The Royal will start using the preliminary AI framework in the research area. It will be adjusted over time as we see a need to. This is seen as a roadmap to the future.</p> <p>From a Board perspective, it will have oversight so will need to have oversight understanding. AI has a huge potential in healthcare and other sectors. The Innovation Council and Committee will provide regular reports over the coming months and will ultimately report to the Board in their AI oversight role.</p> <p>This tool will be used for several months to see if any adjustments are necessary. At a future point, it will be added to the risk register for Board monitoring.</p> <p>Further to a request, the framework is to be made available on the Board portal so trustees can look to it as reference material. It will also be helpful to make the report available to the IMHR Board and a partnership presentation is to be set up.</p> <p>The Client and Family focus group was recognized in the framework creation workshops. A deep dive example was also given of Dr. Kaminski's IMHR research on suicidal ideation. A. Graham indicated that she will be speaking on an Institute of Corporate Directors (ICD) webinar panel representing The Royal and this work in January.</p>	<p>P. Robb C. Crocker</p>
		<p>e. Compensation & Succession Planning Committee Report</p>	
		<p>A meeting was held on November 25, 2020. A copy of the draft minutes from the November meeting was included in the Restricted Session package where this item will be discussed</p>	
		<p>f. Medical Advisory Committee Report – R. Bhatla</p>	
		<p>A copy of the August 20, 2020, September 17, 2020 and October 15, 2020 minutes were included in the meeting package.</p> <p>R. Bhatla has been continuing to listen regarding stresses on the frontlines. Volumes for physicians remain high with many also assisting coverage in regional ERs.</p> <p>Brilliant work was done by E. Millar on the functional model of care. It was well researched and being executed.</p> <p>There are big changes in the EHR. We will soon hopefully be able to look at individual data to assist in developing care plans. For the next little while, however, there will be major challenges.</p>	

		There is more optimism with the EHR as we can start to see where we are headed. A shout out was given to T. Lau who did a great job at Med Staff to bring forward concerns, but also who highlighted the future potential.	
		i. Medical Staff Privileges	
		Moved by R. Bhatla and seconded by D. Somppi BE IT RESOLVED THAT in accordance with the criteria and credentialing process outlined in the ROHCG Appointment and Re-appointment Schedules, the Medical Advisory Committee recommends to the Board of Trustees the following candidates for Medical Staff Privileges: - Dr. Zeynep Selaman, FTU Ottawa, from Temporary privileges to Probationary Full-Time privileges - Dr. Andrea Bardell, On Track First Episode Clinic, from Probationary privileges to Consultant privileges - Dr. Sarah Ward, SUCD, extension of Locum privileges for one year to September 1, 2021 - Dr. Timothy Ehmann, Courtesy On-Call Privileges, Youth Program, effective immediately - Dr. Marijana Jovanovic, Courtesy On-Call Privileges, Youth Program, effective immediately - Dr. David Bakish, Locum Privileges, Consult Clinic, effective immediately to October 24, 2021 - Dr. Tiffany Miller, from Temporary Privileges to Locum Privileges, SUCD, effective immediately until May 31, 2021 - Dr. Stephen Humphreys-Mahaffey, Locum Privileges, SUCD, effective November 1, 2020 to June 30, 2021 CARRIED	
		g. Audit Committee Report – R. Anderson	
		The next Audit Committee meeting will be on January 21, 2021.	
		h. Finance Committee Report – R. Anderson	
		A copy of the draft minutes from the November 19, 2020 meeting was included in the meeting package. R. Anderson reported on behalf of J. Gallant, who was unable to attend the meeting. Kudos were given to management for the additional funding for the Royal Ottawa Place.	
		i. Consultant Contracts and Sole Source Purchases Report – C. Crocker	
		The sole source purchases report was included in the meeting package for information.	
		ii. Cybersecurity – C. Crocker	

		The majority of the Finance Committee meeting was spent on the cybersecurity presentation, which was included in the Board meeting package. Now it will be for the hospital to progress on that maturity model. It will be coming back to the Finance Committee, who will be monitoring it from there.	
9.	CONSENT AGENDA	a. Approval of the Consent Agenda	
		<p>There were no items removed from the Consent Agenda.</p> <p>Moved by J. MacRae and seconded by S. Squire</p> <p>BE IT RESOLVED THAT the Consent Agenda be approved, including any motions contained therein.</p> <p style="text-align: right;">CARRIED</p> <ul style="list-style-type: none"> - President & CEO's Report - Research Ethics Board Report - The Royal Ottawa Foundation for Mental Health Report - Centre of Excellence Report - Strategic Plan Performance Scorecard - Mental Health Addictions and Quality Initiative (Peer Comparators) 	
10.	NEW BUSINESS	There was no new business.	
11.	REPORT ON THE ETHICS FRAMEWORK FOR DECISION MAKING	R. Anderson, the meeting Ethics monitor, reported that decisions were fair, equitable and that business was conducted in a transparent manner. Decisions were fact based. Members were recused if necessary. The meeting was collaborative and met requirements and our accountability for reasonableness. The Chair kept us focused on important elements of this evening.	
12.	NEXT MEETING	The next meeting is on February 18, 2021.	
13.	ADJOURNMENT	BE IT RESOLVED THAT , the meeting be adjourned at 7:13 p.m.	
14.	EXCLUDED SESSIONS	1. RESTRICTED - Independent Board Members and CEO and PIC/COS	
		2. IN CAMERA - Independent Board Members only	




A. Graham
Chair, Board of Trustees

J. Bezzubetz
Secretary, Board of Trustees

Board Meeting Action Items

Item	Individual Responsible	Status
December 17, 2020		
Brockville Re-development Committee report to be moved to the Restricted Session for discussion.	P. Robb	ONGOING
There was a brief discussion about an issue raised in the Governance Committee minutes regarding the sharing of information. This matter is currently under discussion at the Governance Committee level and will be looked at again in January with further input from legal. The Committee will report back to the Board in the New Year with a recommendation.	C. Coulter	January 26, 2021 Governance Committee February 18, 2021 Board meeting
Since the adoption of the Innovation Council, the framework which was previously approved by the Board, is going to have to be readjusted and synchronized with the Innovation Council. An update will come back to the Board.	N. Bhargava	January 26, 2021 Governance Committee February 18, 2021 Board meeting
Further to a request, the AI Governance framework is to be made available on the Board portal so trustees can look to it as reference material. It will also be helpful to make the report available to the IMHR Board and a partnership presentation is to be set up.	C. Crocker P. Robb	ASAP
September 24, 2020		
Since the meeting agenda was full, Committee reports, except for decision items, will be considered information items only since the draft minutes are included in the meeting package. If there is a question, the floor will be open for that. A survey will be sent to Trustees to gather their input on this new approach to meeting organization.	P. Robb	COMPLETED December 17, 2020 in In-Camera session
The Strategic Plan portion of the September 24, 2020 meeting was recorded on Zoom and will be shared with the appropriate people.	P. Robb	COMPLETED (sent to N. Loreto, M. Webb and Potential Group)
A copy of the Suicide Prevention strategy is to be shared with Board members. A link will also be sent to Board members to the Suicide Prevention Day livestream event with Suicide Prevention Ottawa.	P. Robb	COMPLETED both items
M. Bellman is to reach out to P. Johnston next week on her question about aligning with the strategic plan around family and client shaped plan and engagement.	M. Bellman	
Re Foundation Campaign Goal Amount: If we have a new strategy and if we have a new call for action around 'A Hospital Without Walls', that could be a catalyst for the community to rally around. This is especially true if there are key leaders on board. This will be explored further at the December Board meeting.	P. Robb	COMPLETED December 17, 2020 (added as a note to Foundation Campaign item)
The date chosen for the first Board Connections' Day workshop is October 22, 2020. P. Robb is to update the meeting request to reflect this.	P. Robb	COMPLETED
June 18, 2020		
To send the annual report link by email to Board members, along with a leadership message.	K. Monaghan	COMPLETED
The Board requested that R. Bhatla provide an abridged presentation of the suicide strategy. This will be organized for a future board meeting.	R. Bhatla	COMPLETED September 24, 2020
To update By-law 3.5.1 to allow for an extension of the term of office of an elected Trustee.	P. Robb	COMPLETED

Item	Individual Responsible	Status
<p>3.5.1 The elected Trustees shall hold office for a one, two or three-year term as may be determined by the Board, on the recommendation of the Governance Committee, and shall be eligible for re-election, provided that each elected Trustee shall hold office until the earlier of the date on which their office is vacated under section 3.7 or until the end of the annual meeting when his or her term expires or until his or her successor is elected. With the exception of the Chair, and subject to what follows, no person may be elected a Trustee for more terms than will constitute nine consecutive years of service. Notwithstanding the foregoing, on the recommendation of the Governance Committee, the Board may extend the term of office of an elected Trustee beyond what is provided for herein in recognition of exceptional circumstances as confirmed by resolution of the Board.</p>		<p>October 13, 2020 Governance Committee meeting</p> <p>June 24, 2021</p>
<p>Innovation Committee to present a new dashboard and governance framework that will be refreshed based on the alignment with senior management.</p> <p>From Sept. 24, 2020 Board minutes: The Innovation Governance Framework that was to come to this meeting for approval was deferred to the next meeting.</p>		<p>September 9, 2020 Innovation Committee</p> <p>September 24, 2020</p> <p>December 17, 2020</p> <p>February 18, 2021 See above December 17, 2020.</p>
<p>March 26, 2020</p>		
<p>In their review of the Skills Matrix, to reach out to other Committee members for input. Once that is done, a second draft will be reviewed at the Governance Committee meeting in order to finalize and send out to Board members to populate.</p>	<p>J. Bezzubetz A. Graham</p>	<p>COMPLETED Governance Committee May 21, 2020 October 13, 2020</p>
<p>To reach out to Board members to follow up on their suggestions, re the Campaign case. [P. Robb sent M. Bellman email addresses for J. Nyman, N. Bhargava and S. West for this purpose]</p>	<p>M. Bellman</p>	
<p>February 20, 2020</p>		
<p>To send meeting requests for 2020-2021 Board and Committee meetings.</p>	<p>P. Robb</p>	<p>COMPLETED June 18, 2020</p>
<p>The Board Chair assessment to begin in April 2020.</p>	<p>P. Robb</p>	<p>COMPLETED April 2020</p> <p>COMPLETED October 13, 2020 Governance Committee meeting</p> <p>COMPLETED December 17, 2020</p>
<p>To update By-laws with new Quality and Innovation Committee Terms of Reference.</p>	<p>P. Robb</p>	<p>COMPLETED</p>
<p>To make a presentation to put into context what the campaign might look like. At that time, endorsement will be sought from the three Boards.</p>	<p>M. Bellman</p>	<p>COMPLETED March 26, 2020</p>

Item	Individual Responsible	Status
There was a request to consider the possibility of representation on the Board by a patient. This will be taken to the next Governance Committee meeting for consideration.	Governance Committee	COMPLETED March 10, 2020 Governance Committee meeting March 26, 2020
To make necessary admin changes to show Past Chair is non-voting member.	P. Robb	COMPLETED
To prepare welcome package for J. Nyman as new <i>ex-officio</i> voting member.	P. Robb	COMPLETED
The Governance Committee was asked to take a further look at how University appointments are made. In particular, whether there is a limit to the term served or is it until a new person is appointed by the University.	Governance Committee	COMPLETED March 10, 2020 Governance Committee meeting March 26, 2020 COMPLETED June 18, 2020 – 9 year term June 24, 2021
The REB Terms of Reference to go back to the Governance Quality Committee for a further review based on the Board's discussions	Governance Committee Quality Committee	March 10, 2020 May 21, 2020 Governance Committee meeting COMPLETED June 1, 2020 Quality Committee COMPLETED September 14, 2020 Quality Committee COMPLETED June 18, 2020 September 24, 2020
To look at By-law review to change first year for new Board members to be a 1-year term as a probationary period.	C. Coulter	COMPLETED October 13, 2020 Governance Committee meeting June 24, 2021
Skills Matrix Review	C. Coulter	May 21, 2020 COMPLETED October 13, 2020 Governance Committee meeting COMPLETED See above March 26, 2020.
Governance Committee to recommend appointment of New Board member	C. Coulter	COMPLETED October 13, 2020 Governance Committee meeting

Item	Individual Responsible	Status
		December 17, 2020 February 18, 2021 (to bring final candidate to June 24, 2021 AGM for approval)
The matter of the EHR report to be left with R. Bhatla and L. Leikin to consider how this should be reported in the future (MAC/Quality Committee).	R. Bhatla L. Leikin	COMPLETED September 14, 2020 Quality Committee meeting
To change the language in Appendix 3: Action Plans of the Integrated Risk Management Framework to 'actions in place', rather than 'controls in place'.	J. Lambley	COMPLETED
December 12, 2019		
Strategic Plan Update (Standing item)	J. Lambley J. Bezzubetz	COMPLETED September 24, 2020
To schedule a future presentation on guidelines used for Foundation donors.	M. Bellman	COMPLETED March 26, 2020 See above
The Board requested an educational session on what an REB is and how it works, in order to learn more about the questions they need to be asking.	F. Dzierszinski	COMPLETED February 20, 2020
Joint Oversight/Liaison Committee: To meet to look at how to effectively work with all three Boards (it is important to do that after they talk with the University). They will then come up with a schedule of when that might occur and schedule a special workshop. When the time is right, feedback will be provided to the Board.	J. Lambley J. Bezzubetz	IN PROGRESS
S. McLean to come back to the next meeting to report on the meeting with S. Clark. It was noted that at some point this will need to go to the Finance Committee.	S. McLean	COMPLETED C. Crocker reported February 20, 2020
The process document for the President & CEO and Chief of Staff/Psychiatrist-in-Chief's Performance Evaluation needs to return to the Governance Committee at their next meeting on January 23, 2020 for further discussion.	Governance Committee	COMPLETED January 23, 2020 Governance Committee February 20, 2020 Board meeting
September 26, 2019		
S. McLean requested a standing agenda item regarding the redevelopment of the Brockville site. It was agreed he could have five minutes at each meeting. (Standing item)	P. Robb to add to future agendas	ONGOING February 18, 2021
The Board was asked what they needed to carry on today's key conversations (Communications Advocacy). Following the meeting a survey will be sent to Trustees by P. Robb and all are encouraged to respond.	P. Robb	COMPLETED
Trustees requested that some key messages be drafted on what would be helpful for them to communicate to their circles.	K. Monaghan	IN PROGRESS
To send P. Blier's two-page report to Trustees	P. Robb	COMPLETED
June 20, 2019		
Accreditation to be added to September 26, 2019 agenda	K. Lepinski P. Robb	COMPLETED September 26, 2019
A copy of J. Charette's follow up report on off-line discussions will be sent out and is to be discussed at a future restricted meeting	P. Robb	COMPLETED
To send typo change on Harassment-Free Policy to S. Sibbit for correction	P. Robb	COMPLETED

Item	Individual Responsible	Status
To set up a Board meeting for a presentation by S. McLean regarding the President & CEO and Chief of Staff's performance review process.	S. McLean P. Robb	COMPLETED August 8, 2019
March 28, 2019		
To send the Skills Matrix to all Trustees to be updated as needed.	P. Robb	COMPLETED
To send an updated meeting request for the 2019 Board Development days to show the end time of 3:30 p.m. instead of 1:30 p.m.	P. Robb	COMPLETED
Once a final date and time are known for governance discussion with one of the accreditors, an updated meeting request will be sent to all Trustees.	P. Robb K. Lepinskie	COMPLETED [Meeting scheduled on October 7]
Add indigenous training to the list of required training for Trustees.	P. Robb	COMPLETED October 31, 2019 COMPLETED Add a catered meal on December 12, 2019 (include vegetarian option)
Add J. MacRae to next meeting as Innovation speaker.	P. Robb	COMPLETED June 20, 2019 deferred September 26, 2019 deferred December 12, 2019 deferred February 20, 2020
To hold an education session with HIROC so Board members understand the risks.	P. Robb	COMPLETED September 26, 2019
Add to agenda a regular update on the Foundation Campaign.	P. Robb	ONGOING February 18, 2021