

MINUTES
ROYAL OTTAWA HEALTH CARE GROUP
BOARD OF TRUSTEES
February 23, 2023
Regular Meeting at 4:30 p.m.
ROMHC, room 1424
& via zoom

BOARD VISION

TO BE THE CATALYST FOR IMPROVING MENTAL HEALTH CARE SYSTEM-WIDE THROUGH BOARD EXCELLENCE

This vision will be accomplished by the Board of Trustees focusing on five key areas that will define the Board's value and contribution to The Royal:

- Culture, Stakeholder Engagement and Focus, Innovation, Board Processes and Stewardship

MEMBERS		STAFF		GUESTS
Present	Regrets	Present	Regrets	
S. Squire, Chair (in person) C. Coulter, Vice Chair (in person) P. Johnston, Vice-Chair (in person) D. Somppi (in person) N. Bhargava (in person) G. Brimacombe (in person) J. MacRae (in person) J. Gallant (in person) L. Leikin (in person) J. Brockbank (in person) Ex-officio members: C. Crocker, Acting President & CEO (in person) G. Beck, Interim Psychiatrist in Chief/Chief of Staff (in person) E. Millar, Chief Nursing Executive (in person) A. Graham, Past Chair N. Zhand, President Medical Staff	L. Gillen A. Manley R. Anderson J. Nyman	D. Attwood (in person) K. Corace F. Dzierszinski S. Gulati C. Ide P. Kennedy K. Gillis M. Perkins (in person) K. Lepinski (in person)	D. Jankowicz	J. Duchscher, Chair, Foundation Board G. O'Hara, Chair, Client Advisory Council (CAC) N. Loreto, SMT member and Special Advisor to the President & CEO (in person) R. Walsh, Member, Client Advisory Council Presenter K. Bevins, UofO student guest T. Meredith, incoming Board member (in person) P. Noel, incoming Interim President & CEO (in person) S. Paterniti Regrets: F. Hosseiny, President & CEO, Centre of Excellence K. MacNeil, Chair Family Advisory Council (FAC) S. West, Chair, IMHR Board
				SCRIBE
				S. Bourgon, Recorder (in person)

REGULAR MEETING

Action Required

1.	UNIT TOURS	S. Squire, Chair, noted some Board members among others had participated in research/unit tours, which were very informative and enjoyable.	
2.	WELCOME	The Chair acknowledged that the land on which we gather is the traditional and unceded territory of the Algonquin Anishinabe Nation.	

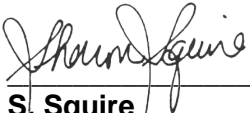
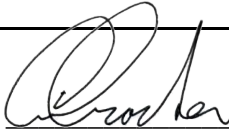
		<p>Meeting participants were welcomed and special guests acknowledged.</p> <p>K. Gillis as well as D. Jankowicz were acknowledged and thanked for all of their hard work as they both are leaving The Royal as of February 28, 2023. The Chair also welcomed Pierre Noel, Interim CEO.</p>	
3.	CLIENT/FAMILY PRESENTATION	<p>Presentation by Family Advisory Council Member – R. Walsh</p>	
		<p>R. Walsh, member of the Client Advisory Council, presented.</p>	
4.	CALL TO ORDER	<p>S. Squire, Chair, called the meeting to order at 4:55pm and declared it to have been regularly called, and properly constituted for the transaction of business.</p> <p>A copy of The Royals Ethics Framework for Decision Making was included in the meeting package. Also enclosed was the Conflict of Interest Policy and the Policy on Public, Non-Public and Restricted Meetings.</p> <p>S. Squire noted that the meeting would be hybrid format occurring at The Royal Ottawa Mental Health Centre and via zoom.</p> <p>On behalf of the Board, S. Squire thanked C. Crocker as acting President & CEO.</p>	
5.	CONSENT AGENDA	<p>a. Approval of the Consent Agenda</p>	
		<p>A motion to approve the Consent Agenda and any motions therein was moved, seconded and carried as amended, with one item removed. The Consent Agenda included the following items:</p> <ul style="list-style-type: none"> - Acceptance of the Agenda of February 23, 2023 - Approval of the Previous Minutes of December 15, 2023 - President & CEO's Report - Chief of Staff's Report - IMHR Report - Foundation for Mental Health Report - Atlas Institute for Veterans and Families (<i>formerly Centre of Excellence Report</i>) - Research Ethics Board Report - Committee Reports <ul style="list-style-type: none"> o Quality Committee minutes from February 6, 2023 o Medical Advisory Committee minutes: <ul style="list-style-type: none"> ▪ December 15, 2022 ▪ January 19, 2023 	

		<ul style="list-style-type: none"> ○ Audit Committee minutes from February 9, 2023 (<i>posted on Board Portal only</i>) ○ Finance Committee minutes of February 9, 2023 (<i>posted on Board Portal only</i>) <ul style="list-style-type: none"> ▪ Carlingwood Lease (DEC) ▪ Interim Financial Statements (<i>posted on Board Portal only</i>) ○ Governance Committee minutes: <ul style="list-style-type: none"> ▪ January 6, 2023 e-vote – Tyler Meredith ▪ February 7, 2023 • Board Development Days Survey Results • Board/Committee Meeting Schedule for 2023-2024 • Board Development Days Summary Report • Peer-Assessment Proposal ○ Chief of Staff Committee Minutes: <ul style="list-style-type: none"> ▪ January 13, 2023 ▪ February 2, 2023 	
6.	STRATEGIC UPDATE	a. Chair of the Board opening remarks – S. Squire	
		S. Squire provided opening remarks and thanked everyone for going above and beyond over the past many months. The Committee Chairs were thanked for their leadership as well as G. Beck and C. Crocker for their support.	
		b. President & CEO and Chief of Staff opening remarks	
		<p>C. Crocker and G. Beck focused their comments on the challenges, issues and what the Board needs to know and do.</p> <p>C. Crocker provided the following update:</p> <ul style="list-style-type: none"> • The announcement from the Federal Government regarding the \$46 billion in new healthcare funding for the country over the next 10 years. This will be increased funding for mental health and substance use for each province. • The Strategic Plan (2020-2025) is starting to move forward organizationally, after the pause. It is important that we understand that the Strategic Plan is broadly supported but that we need to ease into implementation of initiatives in areas that have broad consensus. Doing so, understanding our environment of the pandemic and staff shortages • Within The Royal, Access MHA recently received 5 million dollars. • C. Crocker noted his thanks to S. Squire for the support and patience. 	

		<p>G. Beck provided the following opening remarks and updates:</p> <ul style="list-style-type: none"> • C. Crocker was thanked for all his hard work during this difficult period, and was very stabilizing. A big welcome to P. Noel as well. • It has been an honor to be appointed to the Interim COS • The doctors at The Royal are looking forward to moving to a strategic plan like this one and have dedication from everyone at all hours of the day and night • The one time money being received will aid with the budget but not actual hospital work and planning. Looking to build a robust outpatient system to keep people out of our beds. • Psychiatry is the beneficiary of the provinces' plan to expand seats in medical schools and residencies; uOttawa itself is expanding by 10 seats. 	
7.	ACCREDITATION UPDATE	a. Academic Accreditation Update – G. Beck	
		G. Beck provided a brief overview on the Academic Accreditation Process, moving forward with The Royal being accredited as a teaching hospital, and what is expected and necessary in regards to how we train people.	
		b. Accreditation Continuous Assessment Model – M. Perkins	
		<p>A copy of M. Perkins' presentation on the Accreditation Continuous Assessment Model was attached to the meeting package, and it was summarized.</p> <p>The Board discussed how partner and regional hospitals have transitioned to the continuous model as most of them have begun prior to do so before The Royal, as well as the unique standards of each hospital based on the services that are offered at each hospital.</p>	
		c. Governance Self-Assessment Results Overview	
		<p>A copy of the Work Plan was included in the meeting package, and the following highlights were provided.</p> <ul style="list-style-type: none"> • M. Perkins summarized the work plan and briefing note and identified action items for both the Governance and Quality Committees <p>A motion to approve the accreditation work plan was moved, seconded and carried as presented.</p>	
		d. Board Accreditation Action Plans (Governance and Quality)	

		C. Coulter provided an update on where the Governance Committee is regarding the action items and D. Somppi provided an update as to where the Quality Committee is at on their Action Items.	
8.	FOUNDATION CAMPAIGN	a. Update on Foundation Campaign – C. Ide	
		C. Ide provided an update on the Foundation Campaign. The Board requested to be included in the brand audit and conversations moving forward to ensure alignment.	
9.	COMMITTEE REPORTS & DECISION ITEMS	a. Finance Committee Report – J. Gallant	
		i. Capital and Operating Budget for 2023-2024	
		J. Gallant thanked C. Crocker on developing the budget. C. Crocker presented on the draft budget for 2023-2024. A discussion was held related to maintaining balanced (and definition of) budgets and planning ahead. A motion to approve the Capital and Operating Budgets was moved, seconded and carried as presented.	
		ii. IMHR Budget	
		A draft copy of the IMHR Budget was included in the meeting package for decision. A motion to approve the IMHR Budget was moved, seconded and carried, as presented.	
		b. Audit Committee Reports	
		i. KPMG Annual Audit Plan	
		J. Gallant noted The Royal has a new partner this year and the Interim audit has raised no concerns. A motion to approve the KPMG Annual Audit Plan was moved, seconded and carried, as presented.	
		ii. Statutory Obligations Letter	
		The Statutory Obligations Letter was included in the meeting package for information only. It is reviewed on a regular basis by management. The corporations act should be filed yearly.	
		c. Governance Committee Report – C. Coulter	
		i. Update on Board Recruitment	

		<p>C. Coulter noted The Royal is very active in this area. Closely working with the Foundation and IMHR on this topic and it continues to evolve. Board recruitment is happening in two phases this year, one prior to Christmas and another in May leading up to the AGM.</p> <p>Will be working with Foundation to push advertisements out shortly, especially with diversity.</p>	
		<p>ii. Addition of T. Meredith to The Royal Ottawa Health Care Group's Board of Trustees</p>	
		<p>T. Meredith was asked to step out of the room.</p> <p>It was noted T. Meredith's' application and CV were sent to the Board a number of weeks ago.</p> <p>A motion to approve T. Meredith as a member of the ROHCG Board was moved, seconded and carried, as presented.</p>	
		<p>iii. Board Governance Policy Manual Working Group – J. Brockbank</p>	
		<p>J. Brockbank proposed a working group be formed to aid in the development in the Governance Policy Manual. He asked for volunteers from each Committee. Looking at having this completed by June of 2024.</p>	
		<p>iv. Strategy Committee Chair and Vice-Chair</p>	
		<p>C. Coulter spoke to the below motion.</p> <p>A motion to approve N. Bhargava as Chair, and J. Brockbank as Vice-Chair of the Ad Hoc Strategy Committee was moved, seconded and carried as presented.</p>	
		<p>d. Quality Committee Report – L. Leikin</p> <p>L. Leikin noted a heartfelt thank you to K. Gillis who will be leaving on Feb 28 2023.</p> <p>It was also noted that D. Simpson has taken a job elsewhere and K. Lepinskie will be the Interim Director of Quality for the time being.</p> <p>The QIP is The Royal's yearly exercise to determine areas that should be focused on during each specific year.</p> <p>Certain indicators were summarized to provide the whole Board with more fulsome information on them.</p>	
		<p>e. Strategy Committee Report – N. Bhargava</p>	
		<p>i. Ad Hoc Strategy Committee Terms of Reference</p>	
		<p>S. Bourgon distributed a copy of the Strategy Committee Terms of Reference. Edits were made and a motion to approve the Strategy Committee Terms of Reference was moved, seconded and carried, as amended.</p>	

		f. People, Talent and Culture Committee Report – P. Johnston	
		i. Chief of Staff Job Description	
		P. Johnston noted the COS Search Committee has been moving forward with the first round of interviews are scheduled for the end of March. A motion to approve the Chief of Staff Job Description was moved, seconded and carried, as presented.	
		g. CEO Search Committee Report – P. Johnston	
		P. Johnston noted the main priorities for the People, Talent and Culture Committee is oversight of the COS and CEO searches. Brief update was provided and a follow up e-mail will follow.	
		h. Medical Advisory Committee Report (MAC) – G. Beck	
		G. Beck referenced the December 2022 and January 2023 MAC minutes in the consent agenda. Also noted that the physician privileges are moving to in-camera meetings going forward.	
10.	NEW BUSINESS (if any)	James MacRae noted this will be his last meeting in person as he is moving in 3 weeks and would like to say goodbye and thank you to everyone.	
11.	REPORT ON THE ETHICS FRAMEWORK FOR DECISION MAKING		
	G. Brimacombe provided the ethics report and reported that decisions were fair and equitable, business was conducted in a transparent manner and the Chair kept the meeting focused on important elements of the agenda. The meeting was collaborative, respectful and met the requirements of our accountability for reasonableness. There were good discussions in terms of being relevant and transparent.		
12.	NEXT MEETING(S)	February 27, 2023 In-Camera March 30, 2023 Regular meeting	
13.	MEETING EVALUATION	The Board participated in a live meeting evaluation. The results of this evaluation will be appended to the minutes in the next Board meeting package on March 30, 2023	
14.	ADJOURNMENT	There being no further business, the regular meeting was adjourned at 8:09pm Moved by J. MacRae and seconded by S. Squire	
			CARRIED
 S. Squire Chair, Board of Trustees		 C. Crocker Secretary, Board of Trustees	