MINUTES of the meeting of the Board of Trustees of the Centre for Addiction and Mental Health held in the Executive Boardroom, 100 Stokes Street, Toronto, Ontario on September 25, 2018

Present:  David Wilson, Chair
          Jamie Anderson
          Virginia Cirocco
          Christine Hart
          Thomas Hofmann
          Bill Hogarth
          Shalyn Isaacs
          Vivian Koen
          Mark Krembil
          Medhat Mahdy
          Eileen McMahon
          Benoit Mulsant
          Murray Segal
          Rebecca Shields
          Diane Smylie
          Rani Srivastava
          Vicky Stergiopoulos
          Adelina Urbanski
          Robert Walsh
          Catherine Zahn

Regrets:  Verlyn Francis
          Ian Giffen
          Nisha Ravindran
          Howard Sapers
          Victor Willis

Recording Secretary:  Anna Chow

Invited Guests/Presenters:
Gregg Lintern, Chief Planner & Executive Director, City of Toronto
Michael Wright, Manager of Research and Information, City of Toronto
Tracey MacArthur, Senior Vice President, Clinical Operations
David Cunic, Vice President, Redevelopment
Brian Edmonds, Vice President, Finance and Supply Chain
Bruce Pollock, Vice President, Research

1.0 Welcome

David Wilson welcomed trustees and presenters to the meeting.

Catherine Zahn welcomed Bill Manley, Interim VP HR and Dr. Sanjeev Sockalingam, VP Education. She announced the appointment of Carrie Fletcher as VP, People and Experience effective November 1st.

2.0 City Building

Gregg Lintern, Chief Planner & Executive Director and Michael Wright, Manager of Research and Information at the City of Toronto provided an overview of the Toronto’s growth history and projected increase to 2041. They highlighted the anticipated population growth, and discussed proposed construction to meet the growth. They acknowledged the difficulties in meeting increasing demands, and balancing the needs of the various stakeholders. Trustees thanked Gregg and Michael for their presentations, and appreciated their insights on this issue.
3.0 2018-19 Priorities

Catherine Zahn outlined the 2018/19 goals under the categories of Care, Discover, Learn and Build. Indicators have been developed and results will be reported quarterly via the balanced scorecard. She highlighted the Discovery Fund initiative, and noted that a Steering Committee comprised of CAMH and CAMH Foundation staff was established to oversee and monitor the progress.

4.0 Declarations of Conflict of Interest

Mark Krembil declared a conflict of interest in the Neuroinformatics office renovation project under item 4.2.2B Audit, Finance and Resources Committee report and abstained from voting on this item.

4.1 Agenda Review

Item 4.2.5B Framework for Committee Reports to Board under item 4.2 Consent Agenda Items was moved to item 4.5 Committee Reports under item 4.5.4 Governance.

4.2 Consent Agenda Items

On a motion duly made by Thomas Hofmann, seconded by Virginia Cirocco, and unanimously carried, it was:

RESOLVED that the Board of Trustees adopts the consent agenda pursuant to the package and all motions contained therein

4.2.1A Minutes of June 14, 2018
The Board approves the minutes of June 14, 2018

4.2.1B Minutes of June 14, 2018 post AGM
The Board approves the minutes of June 14, 2018 post AGM.

4.2.2B Audit, Finance & Resources Committee – September 18, 2018 (Contract Approvals)

That, based on the recommendation of the Audit, Finance & Resources Committee, the Board of Trustees approves the funding of $3.8M for the Pharmacy ADU project (to be funded with Phase 1C project funds of $1.4M and CAMH internal funds of $2.4M).

That, based on the recommendation from Audit, Finance & Resources Committee, the Board of Trustees approves the contract in the amount of $8.4M over a 7 year term with K & S Temporary Medical Services Inc. / S.R.T. Med-Staff International (SRT Med-Staff) for the provision of agency nursing services.

That, based on the recommendation of the Audit Finance and Resources committee, the Board of Trustees approves of the Capital Renewal Projects totaling $9.9M of which $7.9M will be funded by the Hospital Infrastructure Renewal Fund (HIRF) and the balance of $2.0M funded by CAMH phased over several years as reflected in the capital plan.

4.2.5A Board Standing Committees
That, upon recommendation of the Governance Committee, the Board of Trustees approves the Board Committee Assignments as reflected in the materials provided.

On a motion duly made by Thomas Hofmann, seconded by Virginia Cirocco, abstained by Mark Krembil and unanimously carried, it was:
RESOLVED that the Board of Trustees adopts the following motion

4.2.2B Audit, Finance & Resources Committee – September 18, 2018 (Contract Approvals)

That, upon the recommendation of the Audit, Finance and Resources Committee, the Board of Trustees approves the Neuroinformatics office renovation project of $2.0M with a CAMH investment of funds of $1.1M.

4.3 Chair’s Report & Update

David Wilson noted that three new trustees attended the board orientation over two days during the summer. He asked that trustees to contact him if there are any presentations they would like to see at an upcoming meeting.

David inquired on the hospital preparation for the legalization of cannabis, which will be effective on October 17, 2018 as mandated by the Federal government. Lori Spadorcia, Vice President, Communication and Partnership noted that information including a press release will be posted on the CAMH.ca website by October 17.

4.4.1 President’s Report

Catherine Zahn highlighted two recent awards to CAMH:

- Canada Award for Excellence for Standards and Frameworks – Platinum Trophy
- HIMSS Nicholas E. Davies Award of Excellence

She noted that the hospital hosted a two-day Forensic Dual Diagnosis Conference with various ministry officials attending including Ministers Lisa MacLeod and Christine Elliott.

4.4.2 Q1 2018/19 Balanced Scorecard

Tracey MacArthur, Senior Vice President, Clinical Programs reviewed the Q1 2018/19 Balanced Scorecard results. She noted a reduction in Emergency Assessment Unit (EAU) Length of Stay (LOS) which can be attributed to an increased discharge of patients, opening of new 23 bed acute unit, addition of night shift psychiatrists in Emergency Department, and opening of Bridging Clinic. Management will continue to work on reducing wait times as well as monitoring the number of ULOAs (unauthorized leave of absence).

4.5 Board Committee Reports

4.5.1 Audit, Finance & Resources Committee

Virginia Cirocco highlighted the reports from June 5 and September 18, 2018 meetings. At the June meeting, committee members reviewed various items including results from the Employee and Physician Engagement Survey, update on the Enterprise Risk Management, and a draft update of the Organizational Authority Policy.

At the September meeting, she noted that the committee reviewed the Phase 1D, Stage 2 MOHLTC Application and the hospital’s July 2018 financial status. There is a currently an unfavourable variance of $2.2M due largely to timing differences. Management expected to be balanced by year-end.
4.5.2 Clinical Quality Committee

Adelina Urbanski reported that the committee reviewed the 1st quarter results of the balanced scorecard, and highlighted the improvements despite the continuous pressures on the system. She noted that the upcoming survey by Accreditation Canada is scheduled from June 17 to 21, 2019.

4.5.3 Foundation

Jamie Anderson indicated that planning has started for the next fundraising campaign. This is at the early stage, and he will provide updates as it develops.

4.5.4 Governance Committee

Murray Segal reminded trustees to complete the Skills Inventory and Demographic Survey which will be sent out after the meeting. In addition, a blackline version of the board policy manual will be emailed to trustees requesting for feedback by October 19, 2018. He highlighted an upcoming survey by Accreditation Canada, and noted that a committee comprised of Vice Chairs of the Committees: Virginia Cirocco, Adelina Urbanski, Thomas Hofmann, Christine Hart and Robert Walsh (Chair) has been struck to review and prepare the trustees for the 2019 Accreditation. The process for Chair-Elect will begin in November with a survey to trustees to nominate someone and/or express interest for the position.

4.5.4A Framework for Committee Reports to Board

David Wilson circulated the framework for committee reports to Board which outlined the various methods to elevate committee business to the board (consent agenda, committee report, committee agenda item, or board agenda item). Trustees reviewed the process and expressed appreciation for the principles which will guide the development of future board work plans and agendas.

4.5.5 Medical Advisory Committee

Vicky Stergiopoulos highlighted several projects including the modernization of the Medical Services Office, physician participation in TIDES (Trauma Informed De-escalation Education For Safety) training and implementation of national HR standards.

4.5.6 Property Committee

Medhat Mahdy noted that committee welcomed new members and received updates on ongoing redevelopment projects including Phase 1B, 1C and 1D.

4.5.7 Research

Bill Hogarth highlighted research performance indicators that were developed over the past years. These 11 indicators in 5 areas (competitiveness, impact, recognition & reputation, productivity& quality, and sustainability) have been aligned with the balanced scorecard and Research Plan. The committee will continue to explore subsets of the indicators, and share summary and highlights of the research performance during the year.

5.0 Accreditation

Rani Srivastava provided an overview of the Accreditation process. Accreditation Canada will visit the hospital from June 17 to 21, 2019. Further details will be shared with the trustees in 2019.
6.0 In-Camera

On a motion duly made by Benoit Mulsant, seconded by Robert Walsh, and unanimously carried, it was:

RESOLVED that due to sensitive business or other legal matters the part of the meeting related to the in-camera minutes of June 14, 2018, Medical Dental Staff Appointments, and Phase 1D Forensic and Research will be held in-camera

On a motion duly made by Medhat Mahdy, seconded by Jamie Anderson, and unanimously carried, it was:

RESOLVED that the Board of Trustees concludes the in-camera session

7.0 Termination of Meeting

There being no further business, the Board meeting was terminated.

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David Wilson, Chair