



# Ontario Shores

Centre for Mental Health Sciences

## Ontario Shores Centre for Mental Health Sciences Minutes of the Annual General Meeting

June 13, 2012

2:00 – 3:00 p.m.

Lecture Theatre – Building 5

### In Attendance:

Michael Nettleton, Chair  
Michael Boyce, Member  
Barbara Cooney, Member  
Scott Dudgeon, Member  
Brian Hart, Member  
Donald Morrison, Member  
Dr. Ian Dawe, Ex-officio Member  
Barbara Mildon, Ex-officio Member

Douglas Armstrong, Member  
JoAnne Butler, Member  
Michael Dewson, Member  
Eric Fonberg, Member  
Paul McDevitt, Member  
Surinder Razdan, Member  
Dr. Karen DeFreitas, Ex-officio Member  
Glenna Raymond, Ex-officio Member

1.	<p><b>Welcome and Introductions – Michael Nettleton</b></p> <p>M. Nettleton, Chair, welcomed those in attendance to the 6th Annual General Meeting of Ontario Shores Centre for Mental Health Sciences and introduced the members of the Board of Directors. He confirmed that due notice of this annual general meeting had been given to all registered members of the Corporation in accordance with the Bylaw.</p> <p>The meeting was called to order at 2:25 p.m. and a quorum of Members was in attendance at the meeting.</p>	
	<p><b>Approval of Agenda – June 13, 2012 AGM</b></p>	<p>Moved by E. Fonberg Seconded by P. McDevitt <b>Carried</b></p>
	<p><b>Declaration of Conflict of Interest</b></p>	<p>None</p>
2.	<p><b>Approval of Minutes from Annual General Meeting - June 8, 2011</b></p>	<p>Moved by P. McDevitt Seconded by B. Cooney <b>Carried</b></p>
3a)	<p><b>Report of the Chair of the Board – M. Nettleton</b></p> <p>Michael Nettleton highlighted that Ontario Shores has had an eventful year and what a great opportunity it has been to Chair the Board during such an exciting time as our staff, volunteers and Board members have worked diligently towards the completion of our five-year strategic plan.</p>	

Michael acknowledged some of the accomplishments resulting from our collective efforts and dedication as an organization throughout the past year.

This year we have strengthened our partnerships with school boards through the launch of the Adolescent Mental Health Literacy program for educators across Durham, Northumberland, York, Toronto, Waterloo, London and Thames Valley, bringing mental health awareness to students across the province, teaching young people about mental illness and encouraging them to seek help.

This is an amazing breakthrough given that in Canada, approximately 20 per cent of adolescents suffer from some sort of mental disorder, while very few receive the care they need. By providing teachers, educators and allied staff with the training and tools needed to educate students about mental health and available resources, we have taken great strides in opening up dialogue about mental illness in schools, reducing stigma and improving lives of young people who may be struggling.

On the opposite side of the age spectrum, there is a rapidly-growing senior population.

In January 2012, the Central East Local Health Integration Network (LHIN) formed the first Central East LHIN Regional Specialized Geriatric Services (RSGS) entity Governance Authority, to ensure seniors have access to regional and integrated care. Guided by the outstanding leadership of Glenna Raymond, who is doing an excellent job in her role of Chair along with leadership for Ontario Shores. Together the membership of the Governance Authority represents all three Central East LHIN clusters – Scarborough, Durham and the North East.

What does this mean for seniors in the Central East LHIN?

Specialized Geriatric Services (SGS) provide a range of services to support older individuals, including specialized geriatric assessment, consultation, short-term treatment, rehabilitation and short-term specialty case management. Psychogeriatrics, the branch of psychiatry concerned with the mental health of older adults, is also considered a component of SGS within Central East. Specialized Geriatric Services are delivered in a variety of settings including home, ambulatory clinics, long-term care homes and inpatient hospital settings. SGS can significantly contribute to a frail senior's ability to remain in their home.

Through these initiatives in adolescents and seniors, we demonstrate our commitment to developing a system of care and contributing to the full continuum of mental health care.

Recently the Board hosted a session with leaders in this area to discuss and identify opportunities to manage transitions for patients in the system and how additional support can be provided. This kind of dialogue with

stakeholders, as well as events like our AGM, are important opportunities for the Board to interact with our community.

While advancing the mental health care system, we continue year after year, to gain recognition both regionally and nationally by numerous prestigious awards. Once again, this year proved to be a stellar year in that department. To name a few of these awards, we received:

The Quality Healthcare Workplace Award (Gold) from the Ontario Hospital Association and the Ministry of Health and Long-Term Care – Healthforce Ontario. This award recognizes healthcare organizations that have gone above and beyond to ensure a quality workplace.

In November, Ontario Shores, together with partners Healthtech Consultants, were recognized on a national level for the implementation of our fully integrated electronic health record system as they received two awards from the Information Technology Association of Canada Health:

- Project Implementation Team of the Year; and
- Project Patient Care Innovation Team of the Year.

Supported by the Ministry of Education and the Ministry of Training, Colleges and Universities, the 2011 Employer Champion Award was presented to Ontario Shores for outstanding commitment to providing experiential learning opportunities to Ontario high school students through the Co-Operative Education Program. This award is given to just one organization across the Province per year by the Provincial Partnership Council, a volunteer advisory committee of leaders from the private, public, and voluntary sectors.

The 2011 Business Achievement for 50 or More Employees Award from the Whitby Chamber of Commerce - a prestigious award that recognizes companies and individuals who have made exemplary achievements in business. This was such a wonderful recognition from our local “host” community.

Along with other individual awards or groups who have received awards and recognition for their work throughout the year.

All of these (and many more) accomplishments over the past year were achieved while maintaining focus on our most important goal – the recovery of our patients.

Michael extended his appreciation to the Board members, Senior Management Team, dedicated staff, volunteers, family members and partners for their dedication to our continued success as we build on the foundation of quality and access to care, system contribution, and prudent financial performance which we have established here at Ontario Shores.

3b) **Report of the President and CEO – Glenna Raymond**

G. Raymond welcomed everyone and thanked them for coming to the 6<sup>th</sup> Annual General Meeting.

Every year we look forward to this event as an opportunity to celebrate the outstanding accomplishments of our staff and partners. This year's tribute is an extra special one as we highlight the past year's success, and also mark the completion of the directions outlined in our strategic plan launched in 2007.

Driven by our mission, vision and values, that plan has been our map/blueprint for the past five years, guiding us to enhance the patient experience, raise awareness of mental illness and reduce stigma, engage in research and teaching, and advance the mental health care system.

The theme for this year's Annual Report, Stories of Discovery, Recovery and Hope, reflects our commitment to enhance the mental health care system through education and research, provide the best care and treatment options for recovery for our patients, and educate the public to reduce stigma and raise awareness about mental health issues.

Together these achievements, along with many of the successes we've celebrated over the past five years, form a strong foundation that positions us to enhance patient care.

For example, in 2011, four specialty mental health hospitals came together and developed a collaborative approach to standardize and measure critical performance and quality indicators of mental health care – a first for the province.

The mental health patient indicators represent performance in key areas including client complexity, patient outcomes, client access, staff safety, human resources, fiscal responsibility and client safety, such as hand washing and falls prevention. This benchmarking information is regularly posted and demonstrates our public accountability. More significantly, it allows us to learn from one another and develop best practices for those we serve.

And we are working hard to increase access to services. Geographically, we are now serving more people who need our help with the opening of Kawartha Lakes and York Region Clinics in 2011. We have also treated patients from Nunavut; one whose story is highlighted in our Annual Report.

G. Raymond presented a visual presentation which highlighted the positive impact Ontario Shores has made in our communities.

This journey has been a remarkable one, with the success of our patients being the most rewarding of all. With each step a patient takes in his or her recovery, our vision of recovering best health, nurturing hope and

	<p>inspiring discovery becomes clearer and serves as continued inspiration for us all in the year ahead.</p> <p>G. Raymond thanked the staff and volunteers for their continued dedication to improving the lives of our patients and their loved ones. She thanked the Board of Directors and Senior Management Team for their leadership, dedication, teamwork and valuable contributions to our success in 2011-2012. G. Raymond also thanked Micheal Nettleton for his guidance and support during this past year as Chair of the Board.</p> <p>Thank you to everyone for another memorable year. I am excited about the future of Ontario Shores and look forward to working together as we build on the progress of the last five years.</p>	
3c)	<p><b>Report of Physician-in-Chief</b></p> <p>Ian Dawe welcomed everyone and noted his appreciation to everyone for making his first year as Physician-in-Chief an amazing one.</p> <p>Every day has been full of excitement and positive energy, and every day he is impressed by the joint efforts of our medical staff and interprofessional care teams, volunteers, patients, families and partners as we are continuously learning from one another.</p> <p>Ian Dawe noted that we have attracted some of the world’s finest talent in both interprofessional patient care and non-clinical support. Together we play an important role in serving patients regularly.</p> <p>The Medical Advisory Committee has expanded its scope beyond physician-based clinical decisions to include interprofessional care providers and the important role of collaborative interprofessional teams in the delivery of quality mental health care.</p> <p>We have successfully expanded our Outpatient services, providing access to community-based care through the Women’s clinic, the new Traumatic stress clinic and the Prompt care clinic. These clinics offer specialized expertise from our interprofessional teams.</p> <p>The Prompt Care Clinic which launched in 2010 saw 1,148 visitors in 2011-2012.</p> <p>Our bed count has expanded to 339 with the addition of the new 20 bed Forensic Assessment and Rehabilitation Unit as we improve access to care and meet the growing demand for mental health services.</p> <p>We have formed strong partnerships with clinical associates, academic affiliates, educators and researchers to ensure best practices are in place for patient care, education and quality and safety.</p> <p>The launch of our inaugural Research Day in March, involved a number of innovative sessions, speakers and attendees, in relation to the theme:</p>	

	<p>Promoting Recovery in Mental Health: Mobilizing Knowledge and Strengthening Partnerships.</p> <p>High-profile research topics such as child anxiety and depression, recovery-oriented mental health care and the psychiatric characteristics of Huntington Disease were explored as this successful event featured research from the healthcare and education sectors, including researchers at Ontario Shores.</p> <p>This event was a milestone in Ontario Shores’ journey in developing a dynamic academic and research environment, as envisioned in its first Academic Plan (2009-2012).</p> <p>Together we are making it better by improving the lives of our patients and enhancing the mental health care system. I. Dawe noted that he is honoured to be part of this collaboration and is looking forward to continuing on our shared journey.</p>	
4.	<p><b>Report from the Audit Committee – S. Razdan</b></p> <p>S. Razdan presented the 2011/2012 Audited Financial Statements as audited by Deloitte &amp; Touche who have provided opinion without qualification.</p> <p>Surinder announced that Ontario Shores ended the 2011/2012 fiscal year with a surplus equal to 5% of revenues. In anticipation of a very small increase from government for 2012/2013, Ontario Shores actively managed its expenses in 2010/11 and 2011/12 to provide greater flexibility in the coming year. The Board and Management continue to be committed to a balanced budget position.</p> <p>With respect to the Balance Sheet, Ontario Shores has a strong financial position with the ability to meet current liabilities through the use of its current assets. In addition, he highlighted that Ontario Shores leases both land and building assets from the Ontario Realty Corporation. This continues to be an outstanding divestment issue.</p> <p><b>Approval of Financial Statements</b></p> <p><b>MOTION</b> That the audited financial statements for the fiscal year 2010/2011 be approved.</p>	<p>Moved by B. Hart  Seconded by D. Armstrong  <b>Carried</b></p>
5.	<p><b>Election of Directors – D. Armstrong</b></p> <p>M. Nettleton noted that the Governance and Compensation Committee recommends the following individual’s appointment and reappointment to the Board of Directors.</p> <p><b>Douglas Armstrong</b> has served on the Board since 2009, and will be reappointed for a second, three year term  <b>Barbara Cooney</b> has served on the Board since 2009, and will be</p>	

	<p>reappointed for a second, three year term</p> <p>We are pleased to welcome our newest board member: Donald Morrison</p> <p>Donald Morrison is a very accomplished accountant, businessman and entrepreneur. He has held financial leadership roles in the Royal Bank of Canada, the Canada Development Corporation and the Bank of Nova Scotia. Don has considerable governance experience as a Chair and Board member in a number of community organizations and public bodies and at the organizational, regional, and national level.</p> <p>Since there are three candidates for the three Board positions, the Chair cast the through this ballot in favour of the slate and declare them elected by acclamation.</p> <p>Michael welcomed Donald Morrison on behalf of the Board of Directors.</p>	
6.	<p><b>Appointment of Auditors – S. Razdan</b></p> <p><b>MOTION</b> That Deloitte &amp; Touche LLP, chartered accountants, be appointed auditors of Ontario Shores Centre for Mental Health Sciences to hold office until the next annual general meeting, and the Board of Directors be authorized to fix the auditor’s remuneration.</p>	<p>Moved by S. Razdan Seconded by J. Butler <b>Carried</b></p>
7.	<p><b>Amendments to By-law – D. Armstrong</b></p> <p>The Governance and Compensation Committee and the Board of Directors recommend changes to the By-Law. All board members have been provided with copies of the amended By-Law.</p> <p>A review of the By-Law dated June 8, 2011, was undertaken by the Governance and Compensation Committee and brought to the Board for approval.</p> <p>The Board is recommending changes to Article 4.02 Board Composition and Article 5.03 Duties of the Vice-Chair. The amendments to Article 4.02 reflect changes to the ex-officio members’ voting rights in compliance with legislative/regulatory requirements. The amendments to Article 5.03 reflect changes to the role of the Vice-Chair that were discussed and debated by the Board of Directors. The Vice-Chair is responsible for the Board Retreat, the Audit Committee and serves as Chair in any absence of the Board Chair.</p> <p>It is RESOLVED that the By-Law of Ontario Shores Centre for Mental Health Sciences be amended to reflect all of the additions, deletions and changes indicated in the red-lined summary presented to the Members for approval and recommended by the Directors on June 13, 2012, which has been marked to show all proposed additions, deletions and changes to the By-Law.</p> <p>A copy of the updated By-Law will be posted on our website in the coming weeks.</p>	<p>Moved by D. Armstrong Seconded by E. Fonberg <b>Carried</b></p>

<p>8.</p>	<p><b>Academic Plan</b></p> <p>M. Nettleton announced as part of the AGM this year we have a special presentation about Ontario Shores’ new Academic Plan.</p> <p>M. Nettleton welcomed Dr. Ian Dawe back to the podium to introduce the new Academic plan.</p> <p>Dr. Ian Dawe announced that Ontario Shores is pleased to launch its new five-year academic plan entitled Advancing a Culture of Innovation and Discovery. The plan builds on the momentum from our first academic plan to further our goal of becoming a dynamic academic and research environment. More importantly, the plan strengthens our sense of hope. It is through the integration of care, education and research that we can provide a strong foundation of recovery and enhance the assessment, diagnosis and treatment of mental illness.</p> <p>The priorities that have been identified in the academic plan have been incorporated into the hospital’s new five-year strategic plan that Glenna will speak about shortly. This ensures the work of the academic plan is not only integrated with the future goals of Ontario Shores, but also aligns with our mission, vision and values.</p> <p>This academic plan was led jointly by Dr. Phil Klassen, Vice-President of Medical Affairs, myself and by Dr. Barb Mildon, Vice-President, Professional Practice and Research and Chief Nurse Executive. Barb provided inspiring and indeed some “hopeful” words about our academic plan by video.</p> <p>Barb provided a very nice overview of our new academic plan and the opportunities ahead in areas of research and education.</p>	
<p>9.</p>	<p><b>Strategic Plan</b></p> <p>M. Nettleton announced that is time to unveil the new five-year Strategic Plan for our organization. On behalf of the Board he expressed how exciting it has been to be part of the consultations, planning and fine-tuning of this visionary and energizing new plan. M. Nettleton invited G. Raymond back to the podium to announce the details of Ontario Shores’ new Strategic Plan.</p> <p>G. Raymond noted that today, we not only celebrate the achievements from the past year but also reflect on the progress we have made together in the past five years inspired by our first strategic plan.</p> <p>It is truly overwhelming when we consider how we have grown as an organization, as individuals and as a team, sharing a passionate commitment to serve those who come to us for care. This has been incredibly rewarding work.</p> <p>Our Board of Directors, senior management team and staff have been</p>	

driven by the pursuit of Ontario Shores' Vision... Recovering Best Health, Nurturing Hope and Inspiring Discovery.

Pursuit of this vision has resulted in many milestones.

Glenna highlighted a few of our many accomplishments:

In the past few years, the Ontario Shores team has:

- Created a new mission, values, vision and brand to guide our current and future activities. This alone has set us apart!
- Introduced new programs, services and clinics to meet the growing demand for mental health care. "Don't stop until everyone needing care has access to care"
- Implemented an Interprofessional Collaborative Recovery Model, built a professional practice structure and strong Medical Advisory Committee, to provide care that is based on the principles of empowerment, hope, recovery, collaboration, identity, responsibility and meaning in life, along with new clinical best practices, quality and safety initiatives, and
- We are strengthening our expertise in our sub-specialty areas, adolescents, geriatrics and forensics.
- We have successfully implemented a fully integrated electronic health record system and a mobile computing point of care solution to enhance patient safety, improve access to care and increase efficiency of service.

Recognizing that stigma and discrimination can be the biggest barrier in recovering from a mental illness, we created programs, events and outreach initiatives to foster an environment of hope and understanding.

During our first few years, we also embraced our academic mandate to become a teaching hospital and engage in research activities to advance the mental health care system and help prepare future psychiatrists, psychologists, nurses and others.

We are proud of the wonderful partnerships and collaborations that have been formed with our patients, their families, communities and healthcare providers to improve service along the continuum of care.

G. Raymond recognized the board and senior management team for their leadership and support and thanked all our staff for their hard work and dedication in the many achievements of our first strategic plan. We have been on an incredible journey and your commitment has been instrumental in strengthening our organization, the system as a whole, and most importantly, improving the patient experience. Patient/family councils have been so important to help shape our improvement efforts.

Together, we have come a long way as an organization and as a mental

health care system but our work is not done. We celebrate these achievements, but are concerned about what is still needed. We know that only one-third of those who need mental health services in Canada actually receive them. On any given week, at least 500,000 employed Canadians are unable to work due to mental illness. In fact, mental health is the number one cause of disability in Canada. Mental illness is increasingly threatening the lives of children; and suicide is among the leading causes of death in 15-24 year old Canadians, second only to accidents. If nothing changes, the number of people living with Alzheimer's disease or a related dementia is expected to reach 1.1 million Canadians within 25 years.

And while we are making progress in helping individuals with mental illness, our system remains fragmented and underfunded. We need smoother transitions and better connections between providers and social supports and a balanced approach to providing care. Patients, families, communities and healthcare professionals must be empowered to develop a system that is driven by recovery and well-being. And whether we provide or receive care, we need to have a shared focus on excellence, improved outcomes and creating a positive patient experience.

Our new 2012 to 2017 Strategic Plan addresses these notions, described as – Advancing Care. Building Connections. Achieving Excellence. Together.

We remained committed to improving the mental health system as a whole and working to ensure that individuals have timely, equitable access to care and are well supported on their recovery journey. For those with us today, whether you are an employee of Ontario Shores, a member of the public, a service recipient, or represent one of the many organizations we work with, you are all so very important in helping us to deliver on this strategic plan. Recovery requires a community of support.

This ambitious plan sets the stage for us to achieve new milestones in areas such as:

- Providing exemplary and innovative patient care through new delivery models
- Improving mental health well-being for everyone and in our communities, and
- Expanding our academic role

The plan consists of three guiding principles. These principles are foundational so all our decisions and actions will align and create synergy to meet the growing needs of the people we serve.

The first Guiding Principle is “Excellence in Comprehensive Mental Health and Addictions” which speaks to a system-wide need for comprehensive and integrated care to provide services that are organized around the individual, without gaps, along the continuum of care. Our orientation emphasis is with those who need service as the priority, not

the provider and not in silos.

Our second Guiding Principle is “Quality, Safety and Value for Money”. We will demonstrate our commitment to providing and delivering the best possible health outcomes. Ontario Shores will be a leader in mental health care delivery and organizational efficiency. We will set best practices in the delivery of the highest quality, accessible and effective mental health care. We will be driven by a passion to improve individuals’ health outcomes. While care may be delivered by many, Ontario Shores will create capacity across the entire system. Ontario Shores remains accountable to our patients, the public and providers to ensure quality, safety and value in all we do.

In an environment of funding challenges, we will ensure the responsible and effective management of resources in mental health and addictions.

Our third Guiding Principle is “Growth and Sustainability”

Ontario Shores is committed to advancement, innovation and thoughtful engagement to ensure we can sustain the pace of our evolution and build on the accomplishments of the last few years, but not stop. Through engagement of all partners - both internal and external – we can sustain Ontario Shores’ strong foundation while also continuing to grow. We’ve accomplished so much to celebrate and sustain – which is why we must also continue to grow.

This brings us to our new strategic directions.

**Strategic Direction #1: Strengthen Access and Capacity within Specialized Mental Health Care.**

With the patient experience as our focus, Ontario Shores will ensure equitable and timely access to all our programs and services and further grow our sub-specialties in adolescents, geriatrics and forensics. Access to mental health care needs to be a priority – until no one goes unserved.

Given the number of individuals in our communities who require care; Ontario Shores is committed to improving access and providing effective and timely services so individuals reach their optimal recovery.

**Strategic Direction #2: Build Capacity for Mental Health Well-Being in People and in Communities.**

Ontario Shores is committed to enhance the mental health well-being and recovery of Ontarians, address the stigma associated with mental illness and ensure a coordinated and seamless approach to care. A focus on capacity for well-being, resilience, recovery, continued discovery and learning for patients, staff, individuals and communities is imperative.

It is through this open dialogue, direct education and ongoing awareness activities that we can be most impactful. Our collective efforts to contribute to the mental health literacy of our communities will create an open and supportive environment for people affected by

mental illness to come forward for help and play an active role in their recovery. And a continued focus on a learning environment and “wellness” of our workplace will build capacity, well-being and resilience for our staff.

### Strategic Direction #3: Explore and Enable New Healthcare Delivery Models

To sustain and grow healthcare will require us to be innovative and creative. Ontario Shores will explore and enable new delivery models of care through the use of technological advances, tools for evidence-based practice and new philosophies of care.

We have already seen such a remarkable demonstration of innovation at Ontario Shores in the past 5 years. This core value will continue to inspire us, enhance our culture of inquiry and ultimately lead to new healthcare models that continue to improve patient outcomes. New applications and expansion of existing technologies such as Ontario Telemedicine Network, Virtual Emergency Room, and Electronic Health Records will be pursued.

### Strategic Direction #4: Advance a Culture of Innovation and Discovery

A few moments ago, Ian and Barb provided an overview of the new five year Academic Plan. The directions in the academic plan align with the continued evolution of Ontario Shores’ academic mandate. Research, teaching and sharing knowledge with others is so integral to the advancement of mental health care. It is through these practices that we will be able to provide the very best in care, treatment models and resources for our patients and communities.

There was extensive preparation and planning to develop our 2012-2017 Strategic Plans. Glenna thanked our patients, families, staff, volunteers, community providers, healthcare professionals, educators, government stakeholders and countless others who provided us with important insight. She also invited everyone to read our Strategic Plan for further detail. Copies will be available following our meeting and also posted on our website.

It is an exciting time for Ontario Shores as we embark on the next era of our journey. It is through continued collaboration and dedication that we can create a strong, regional mental health and addictions system with increased access to care, well-managed transitions and exemplary programs and services to help all those affected by mental illness reach their optimal recovery and well-being.

With the Board’s direction clear, our work is just starting. Our task now is to develop implementation plans that translate these directions into our operating plan and actions.

We will align these actions with staff and funding resources to execute continued progress toward our vision.

A plan is only as good as the people who bring paper to life and we have

	<p>an incredibly talented and dedicated team at Ontario Shores. As we close a chapter of the organization’s journey, we prepare ourselves for an exciting new chapter.</p> <p>Glenna thanked everyone for input and planning and invited all to be involved in realizing the opportunities ahead with these new strategic directions as we Advance Care, Build Connections and Achieve Excellence ..... Together.</p>	
9.	<p><b>Adjournment of Business Meeting</b>  There being no further business to bring before the meeting.</p> <p><b>MOTION</b> that this meeting be concluded.</p> <p>The meeting is now concluded at 15:15 hours.</p> <p>M. Nettleton thanked everyone for attending our 6<sup>th</sup> Annual General Meeting and extended an invitation to join the Board in the lobby to enjoy some refreshments, visit the displays, tour and view the beautiful artwork in the Conference Place. Staff will be handing out copies of the Annual Report and Strategic Plan.</p>	<p>Moved by D. Armstrong  Seconded by B. Cooney  Carried</p>