



**Report of the Governance Committee
Presented at the 2018 Annual Meeting of Members
By Committee Chair, Dr. Jennifer Young, CCFP (EM)**

On November 13, 2018

The Governance Committee of the Ontario College of Family Physicians (OCFP) has focused on ensuring the OCFP governance policies and practices remain strong to best support the Board in its work on behalf of the OCFP membership.

The Governance Committee is comprised of Board Members Drs. Sundeep Banwatt, Jonathan Bertram, Nelson Chan, and Lindsey Sutherland – all of whom have worked hard on behalf of the organization over the past year. On behalf of the membership, I extend my thanks to them for their time and commitment.

Governance Committee Work 2017-18

The Governance Committee undertook an extensive review of its *Board and Committee Orientation* process in 2015-16, which resulted in a modular orientation approach with three distinct topics: Organizational Overview, Governance, and Finance. This new process was implemented in January 2017 and evaluated thereafter. The results of the evaluation were reviewed and revisions were made, which further enhanced the modules that were delivered to new Directors in January 2018. In addition, existing policies were reviewed and revised, as necessary, and others were developed and approved. The Board completed an evaluation of its processes, Committees, and relationships as well, developing a plan to address those areas where results indicated additional attention was required. The Committee and Board also spent time considering its development needs. A policy was created regarding Board and individual Director development, and they took opportunities to develop collectively by participating in sessions relating to Governance Best Practices and Role of Directors, Media, and Government Relations. Finally, the Board undertook a review of its previous decisions, which resulted in changes to the OCFP Bylaws in 2015. Specifically, the Board considered impacts from moving to a two-year term for the President, and the shift from a regional and organizational representative Board structure to a skills-based Board. This review confirmed the Board's commitment to continue with the two-year term for the President - allowing for a one-year term in exceptional circumstances – as well as a skills-based Board structure. They committed to engaging with organizational representatives through regular Board meetings and other mechanisms.

The Committee oversaw the nomination process for Officers of the Board and confirmed interest from current members whose first term was expiring. Using the *Board Composition Matrix* enabled the Governance Committee to assess the composition of the current Board of Directors and better understand where opportunities and gaps existed. This review and assessment resulted in the Committee's recommendation that recruitment for a new Director would be deferred for one year, especially given that the current board size of 15 Directors was deemed appropriate for ensuring the Board work was completed.

Officer Recommendations

In accordance with the OCFP's Bylaws and Policies, the Officer positions were chosen from the current members of the Board of Directors. I will be transitioning to the President's role and Dr. Glenn Brown is transitioning to Past-President, following completion of his two-year term. Given this transition, a motion

appointing me for a two-year term will be presented. As well, Governance Committee is presenting the Board's recommendation of Dr. Elizabeth Muggah for the position of President-Elect and Mr. Terry McCarthy for the position of Secretary-Treasurer.

- **Dr. Elizabeth Muggah** joined the Board of Directors in November 2016. Dr. Muggah has been practising as a family physician for 17 years and works in LHIN 11 Champlain. She presently practises at the Bruyere Academic Family Health Team in Ottawa and is on faculty at the Department of Family Medicine at the University of Ottawa. She has experience in inner city settings, having practised at an Aboriginal Community Health Centre in Ottawa as well as in New York City. She also practised in Geneva, Switzerland, caring for refugees and asylum seekers at a clinic run jointly by the Red Cross and the University of Geneva. Dr. Muggah also has a Masters' degree in Public Health. Dr. Muggah brings strong skills, having worked in research and quality improvement; she is the founding Director of Quality Improvement for the University of Ottawa's Department of Family Medicine. Her governance experience includes strategic planning, policy development, risk management, continuous quality improvement and primary care research. Since joining the Board, Dr. Muggah has participated as a member of the Member Value Committee and Chairs the OCFP's Patients Medical Home (PMH) Committee.
- **Mr. Terry McCarthy** joined the Board of Directors in May 2014 as a non-physician Director-at-Large. As the Secretary-Treasurer for this last year, Mr. McCarthy has been instrumental in leading the Finance Committee in overseeing the development of a business model, a dashboard and financial policies to facilitate Board oversight and the orientation modules as they relate to finance. He has significant experience in governance and finance and has been involved in both the Governance and Finance Committees since joining the Board. Mr. McCarthy is the Executive Director at the Hamilton Family Health Team. He brings considerable conceptual and operational skills in the area of change management and a solid understanding of the need for physician leadership in health-related transformation agendas. He also understands political and government processes.

Recommendations for Renewals of Directors

- **Dr. Abhishek Raut** is concluding his first term on the Board. Since joining the Board, Dr. Raut has been involved with the Member Value Committee and the Awards Committee. He has been practising for six years in a FHG and works within LHIN 7 - Toronto Central. Through significant involvement in a telemedicine practice, he has experience in remote, rural, small town, urban, suburban and inner-city practice settings spanning across Ontario from Sault Ste. Marie to downtown Toronto. He has a master's degree in both Public Health and Business Administration from John Hopkins University. With the World Bank and John Hopkins University, he was involved in building a new health system and policy approach to hospital funding in Afghanistan, which included implementing a results-based financing approach encouraging efficiencies and patient centered clinical practices. He is currently working with countries within WHO/PAHO to build sustainable and resilient country wide health systems in the Caribbean.
- **Dr. Jonathan Bertram** is concluding his first term on the Board. Since joining the Board, Dr. Bertram has been involved with the Governance Committee. He is also involved in operational committees supporting the OCFP's Collaborative Mentoring Networks. He has been practising for six years and works within LHIN 9 - Central East and has experience working in small towns, urban and inner-city practice settings. He currently works at both the Centre for Addictions and Mental Health (CAMH) in Addictions Medicine three days per week and with the Clarington FHO in Chronic Pain and Addictions

two days per week. He also travels throughout Northern Ontario and First Nations communities independently and through the Aboriginal Engagement & Outreach program through CAMH. He is also a clinical consultant for a community care agency, COPA, consulting on geriatric addictions which has informed his involvement as the Cannabis Co-Chair for the National Best Practice Guidelines on Cannabis Use Disorder. His involvement in Cannabis Addiction Treatment has also led to his role as Clinical Lead of the Clinical Working Tool on Non-Medical Cannabis use for the Centre for Effective Practice (CEP).

- **Dr. Nelson Chan** has been practising comprehensive family medicine since 2010 and works within LHIN 2 – South West. Dr. Chan practises in both small town and urban practice settings, in a Fee-for-Service payment model, and works inside both a FHT and Group/Academic setting. He has a focused practice in Hospitalist medicine. Dr. Chan has a law degree from the University of Toronto. He has experience in leadership roles, as an Accreditation Surveyor with the CFPC and as the Western Family Medicine Program Urban Program Director. He is fluent in Cantonese.
- **Dr. Sundeep Banwatt** is concluding his first term on the Board. Since joining the Board, Dr. Banwatt has been involved with both the Finance and Governance committees. He has also been involved in operational committees supporting the OCFP including the Awards Committee and Patients' Medical Home (PMH) Committee. He has been practising in a Fee-for-Service payment model for the last 14 years in LHIN 2 – Mississauga Halton. He is currently serving as the Primary Care Clinical Lead for the Southwest Mississauga sub-region in the Mississauga Halton LHIN and co-chairs the planning, engagement and implementation strategies within the sub-region. Dr. Banwatt has a master's degree in Public Health from the University of Waterloo and has participated in medical volunteer mission in Zimbabwe, Bolivia and Thailand. Dr. Banwatt espouses the need for family physicians to be supported as leaders in healthcare in order to improve the health of our diverse communities across Ontario.

Motions

Be it resolved THAT Dr. Jennifer Young be elected for a three-year term to serve as President for 2018-19 and 2019-20 and Past-President for 2020-2021.

Be it resolved THAT Dr. Elizabeth Muggah be elected for a five-year term to serve as President Elect for 2018-19 and 2019-20, President for 2020-2021 and 2021-22, and Past President for 2022-2023.

Be it resolved THAT Mr. Terry McCarthy be appointed for a one-year term as Secretary-Treasurer for 2018-2019.

Be it resolved THAT Drs. Sundeep Banwatt, Jonathan Bertram, Nelson Chan, and Abhishek Raut be re-elected to the Board of Directors for second terms of office concluding in 2021

Be it resolved THAT the Report of the Governance Committee be accepted.

Respectfully submitted by,



Dr. Jennifer Young, CCFP (EM)
Chair, Governance Committee and Past-President

The Board of Directors for 2018-19*

Officers			
Name	Position	LHIN	Location
Dr. Jennifer Young	President	Central East and North Simcoe–Muskoka	Collingwood
Dr. Elizabeth Muggah	President-Elect	South East and Champlain	Ottawa
Dr. Glenn Brown	Past-President	South East and Champlain	Kingston
Mr. Terry McCarthy	Secretary-Treasurer	Hamilton Niagara, Haldimand and Brant	Hamilton

Directors			
Name	LHIN	Location	Term of Office
Dr. Peter Hutten-Czapski	North West and North East	Haileybury	2 nd Term (2016–19)
Dr. Jane Charters	Mississauga Halton and Central West	Oakville	2 nd Term (2017-20)
Dr. Amy Catania	Mississauga Halton and Central West	Orangeville	2 nd Term (2017-20)
Dr. Sundeep Banwatt	Mississauga Halton and Central West	Mississauga	2 nd Term (2018-21)
Dr. Abhishek Raut	Toronto Central and Central LHIN	Toronto	2 nd Term (2018-21)
Dr. Jonathan Bertram	Toronto Central and Central LHIN	Toronto	2 nd Term (2018-21)
Dr. Nelson Chan	Erie-St. Clair and South West	London	2 nd Term (2018-21)
Dr. Mekalai Kumanan	Waterloo-Wellington & Hamilton Niagara, Haldimand Brant	Kitchener	1 st Term (2016–19)
Dr. Lindsey Sutherland	Erie St. Clair and South West	Chatham	1 st Term (2017-20)
Dr. Jayde Duncombe	Mississauga Halton and Central West	Oakville	1 st Term (2017-20)
Mr. Bruce Squires	South East and Champlain	Ottawa	1 st Term (2017-20)

*This is the slate of Officers and Directors for 2018–19 following the membership’s approval of the presented motions.