

**Report of the Governance Committee**  
**Presented at the 2021 Annual Meeting of Members on September 24, 2021**  
**By Committee Chair, Dr. Sundeep Banwatt, MD CCFP MPH**

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

The Governance Committee is comprised of Board Members Drs. Mekalai Kumanan, Michael Gagnon, and Mr. Steven Lewis. On behalf of the membership, I extend my sincere thanks to them for their time, commitment, and hard work in maintaining our good governance.

### **Governance Committee Work 2020-21**

Over the past year, the Governance Committee continued to hone Board policies and practices to enhance the way in which the Board works. Committee reviewed a number of key policies over the year, including all Board Committees' Terms of Reference, the Board Evaluation Policy, Board Director Recruitment, Nomination and Election, Board Development, and the Board's Committee structure. As well they reviewed evaluations relating to the updated Board orientation program, the Board's performance, and the Board's compliance to their own policies. The Board orientation program was modified to include feedback from the previous orientation evaluations completed by new Directors.

In reviewing the Terms of Reference for all Committees, Governance Committee, informed by the Member Value Committee, recommended sunsetting this Committee in favour of elevating its work direct to Board. Many of the issues brought forward to Member Value Committee were also discussed as strategic items at the Board table where decisions were ultimately made. The Board of Directors approved sunsetting the Member Value Committee and supported adding Directors to the other Standing Committees of the Board, the Governance and Finance Committees. Additional Directors on these key oversight committees will ensure quorum and diversity in discussions and decision-making.

The Committee oversaw the nomination process for Officers and new Directors of the Board. Governance Committee assessed the composition of the current Board of Directors using the Board Composition policy and the Board Composition Matrix, a skills matrix that identifies various competencies, background, and experience to guide placement and recruitment to the Board. Based on their assessment, opportunities and gaps for recruitment were identified. This review and assessment resulted in a recruitment effort for five new family physician Directors, focused on the skills, experience, and perspectives noted below. These new Directors replace five Directors retiring in September 2021.

Family Physician recruitment areas of focus for 2021 included:

- Various practice models, especially those practicing in Family Health Group and Fee-for-Service environments;
- Currently practising or have recently practised in the following regions / geographic areas: North East (Cochrane, Algoma, Sudbury Districts), North West (Kenora, Thunder Bay, Rainy River Districts), Erie St. Clair and South West (Chatham-Kent, Sarnia/Lambton, Windsor/Essex, Bruce, Elgin, Huron, Middlesex Counties, etc.), Mississauga Halton

(Mississauga, Burlington, Acton, Milton, Georgetown), Toronto Central and Central (Toronto Central, North, East, and West Toronto), Central (Richmond Hill, Alliston, Newmarket, etc.), Central East and North Simcoe Muskoka – Central East (Haliburton, Peterborough, Northumberland, Durham counties and Scarborough North and South), North Simcoe Muskoka (Huntsville, Gravenhurst, Penetanguishene, Orillia, Barrie, Collingwood)

- Early years in practice (fewer than 10 years)
- Physicians who are Black, Indigenous or a person of colour
- Experience working with vulnerable and complex populations, including those in an inner city, insecure housing/homeless and Indigenous populations.

## Officer Recommendations

In accordance with the OCFP's by-laws and policies, the Officer positions were chosen from the current members of the Board of Directors. In the upcoming year, Dr. Jennifer Young and Dr. Nelson Chan will retire from the Board. Drs. Elizabeth Muggah and Mekalai Kumanan remain the OCFP's President and President-Elect respectively. Given these transitions, Governance Committee sought interest from current Directors for the Secretary-Treasurer position. Governance Committee is presenting Dr. Jobin Varughese for the position of Secretary-Treasurer.

**Dr. Jobin Varughese** joined the Board in 2019 and has been involved with the Finance Committee since that time. He has a strong understanding of the governance responsibilities assigned to the role of Secretary-Treasurer and the Committee. Dr. Varughese is an Assistant Clinical Professor in the Department of Family Medicine at McMaster University and Lecturer in the Department of Family and Community Medicine at the University of Toronto. His clinical work is split between comprehensive family medicine and care for patients in long-term care. He is the residency director for the family medicine residents at the Brampton site for McMaster University. Dr. Varughese has been involved with the OCFP at an operational level including as a former member of the Early Years in Practice Steering Committee and as a former Co-Chair of the OCFP's flagship program, Practising Wisely. He has strong governance experience at both the provincial and local Family Health Team (FHT) levels, having been involved as a Board director with the Ontario Long-Term Care Clinicians, Ontario Long-Term Care Physicians and Queen Square FHT.

## Recommendations for New Directors

Applications were invited between March 5 and April 5, 2021. The OCFP received 13 family physician applications. The Governance Committee reviewed each of the applications and conducted interviews with the individuals who best met the needs of the Board and based on the recruitment criteria listed above.

The Governance Committee is always grateful to the members who take time to apply to be on the Board, all of whom bring excellent experience and keen interest for the role. It is difficult to narrow the field of qualified candidates who apply to the final selection being presented at the Annual Meeting of Members. As a Committee, we thank all the members who wish to serve on the Board and are impressed by the leadership among colleagues in our profession.

The Board is presenting the following individuals to the membership for approval. The skills, competencies, and leadership they have will bring valuable perspectives to enhance the current Board's composition.

**Dr. Jennifer Bondy** has practised family medicine for seven years and has worked in a comprehensive family practice at Amherstburg FHT and with the CMHA Health Centre in Windsor. She is an Adjunct Professor in the Department of Family Medicine at Schulich School of Medicine & Dentistry, Western University. Dr. Bondy also has a Master of Science in Epidemiology & Biostatistics. She serves as a Physician Advisor for the eHealth Centre of Excellence in Kitchener. She sat on the Windsor-Essex OHT Steering Committee and is currently involved with the Digital Health Working Group. Dr. Bondy is actively involved in a number of other Committees within her community and has assumed leadership roles in many of them, including as Past President of the Essex County Medical Society. She has experience working with vulnerable populations, including Inner City, Homeless, and Mental Health and Addictions- Finally, she has received many awards, including the CFPC Medical Student Leadership Award.

**Dr. Jocelyn Charles** has practised family medicine for 32 years and is currently practising as a full-time physician, Department of Family and Community Medicine and the Medical Director, Veterans Centre and Program Chief in the Veterans Program at Sunnybrook Health Sciences Centre in Toronto. She is the Primary Care Co-Lead, North Toronto OHT, and a Professor in UofT's Department of Family and Community Medicine. Over her career she has had various experiences, including in hospital and university administration, teaching, research, other professional activities, and community agencies and has been involved on two boards. Given her breadth of experience, Dr. Charles brings many of the governance skills that are defined in the Board's Skills Matrix. She has received many honours and awards throughout her career and in 2019, Dr. Charles was the recipient of the Reg L. Perkin Family Physician of the Year Award.

**Dr. Taylor Lougheed** is in his first 10 years of practice and currently lives and works in North Bay having recently relocated from Ottawa with his family. He maintains a diverse practice that includes family medicine locums, emergency medicine, and fee-for-service consultant work as a focused-practice Sports Medicine physician and a cannabinoid consultant. He is keenly interested in global health and health equity and continues in the role of Director of Global Health in the Department of Family Medicine at the University of Ottawa, as well as being an Assistant Professor at the Northern Ontario School of Medicine. These roles allow him to work with and advocate for vulnerable, underserved, and complex populations and their communities including Indigenous, elderly, those experiencing homelessness, and those experiencing addiction concerns. Prior to settling in North Bay, he worked in a range of settings including rural, small town, and both small and large urban centres. During his residency Dr. Lougheed was previously on the OCFP Board of Directors as the PARO representative.

**Dr. Ilan Shahin** has practised family medicine since 2013; he is currently practising in a FHG model in Toronto and also works as an emergency department physician in Brampton. In 2015, Dr. Shahin also co-founded and ran ConsultLoop, an e-referral platform business. He is interested in quality, access and equity and brings these interests and his knowledge of digital health in a primary care landscape to the Board. Dr. Shahin has experience working with immigrant populations. Most recently, Dr. Shahin has been involved with the OCFP on the Virtual Care Working Group. Dr. Shahin also has an MBA from McGill University.

**Dr. Eric Wong** has practiced family medicine for over 17 years and during that time has had experiences in fee for service and FHG environments. He currently practises in London and works with vulnerable populations, primarily those who are home-bound or institutionalized. He is involved with the Schulich School of Medicine & Dentistry at Western University in a number of

capacities. Dr. Wong brings strong leadership and governance skills to the Board. His involvement in various care settings, office, hospitals, patients' homes, long-term care and his role as a Medical Director of the second largest Family Health Team provides him with a broad perspective of how local contexts influence health care provision. He has experience with not-for-profit, membership and organizations delivering education having been involved with CFPC as a Director, Certification and Examinations from 2015-2017. He was also a Board member of the OCFP from 2013-2015, when he stepped down to take on the aforementioned national role at the CFPC.

## **Motions**

*Be it resolved THAT Dr. Jobin Varughese be appointed for a one-year term as Secretary-Treasurer for 2021-22.*

*Be it resolved THAT the following individuals be elected to the Board of Directors for a three-year term of office concluding 2024:*

*Dr. Jennifer Bondy  
Dr. Jocelyn Charles  
Dr. Taylor Lougheed  
Dr. Ilan Shahin  
Dr. Eric Wong*

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

Respectfully submitted by,



**Dr. Sundeep Banwatt, M.D., CCFP, MPH**  
Chair, Governance Committee

### The Board of Directors for 2021-22\*

<b>OFFICERS</b>			
<b>Name</b>	<b>Position</b>	<b>Location</b>	<b>Term of Office</b>
Dr. Elizabeth Muggah	President	Ottawa	2020-21 – 2021-22
Dr. Mekalai Kumanan	President-Elect	Kitchener	2020-21 – 2021-22
Dr. Jobin Varughese	Secretary-Treasurer	Brampton	2021-22

<b>DIRECTORS</b>		
<b>Name</b>	<b>Location</b>	<b>Term of Office</b>
Mr. Bruce Squires	Hamilton	2 <sup>nd</sup> Term (2020-23)
Dr. Patricia Froese	Kitchener	1 <sup>st</sup> Term (2020-23)
Dr. Michael Gagnon	Bolton	1 <sup>st</sup> Term (2020-23)
Dr. Allen Greenwood	Toronto	1 <sup>st</sup> Term (2020-23)
Dr. Doug Gruner	Ottawa	1 <sup>st</sup> Term (2020-23)
Mr. Steven Lewis	Barrie	1 <sup>st</sup> Term (2020-23)
Mr. Abhi Mukherjee	Ottawa	1 <sup>st</sup> Term (2020-23)
Dr. Jennifer Bondy	Windsor	1 <sup>st</sup> Term (2021-24)
Dr. Jocelyn Charles	Toronto	1 <sup>st</sup> Term (2021-24)
Dr. Taylor Loughheed	North Bay	1 <sup>st</sup> Term (2021-24)
Dr. Ilan Shahin	Toronto	1 <sup>st</sup> Term (2021-24)
Dr. Eric Wong	London	1 <sup>st</sup> Term (2021-24)

\*This is the slate of Officers and Directors for 2021-22 following the membership's approval of the presented motions.