

TERMS OF REFERENCE FOR THE PERFORMANCE, PLANNING AND PRIORITIES COMMITTEE

BRD 330

PURPOSE

The purpose of the Performance, Planning and Priorities Committee (“3P” or the “Committee”) is to assist the Board of Directors of Northern Health (the “Board”) in fulfilling its oversight responsibilities by providing advice to the Board in the following areas of responsibility:

- Oversight of quality and patient safety review processes for the purpose of improving the quality of health care or practice within Northern Health (NH)
- Development and review of the Strategic Plan
- Setting of strategic priorities and reviewing operational objectives designed to enable the organization to meet commitments set out in the Strategic Plan
- Monitoring performance of the organization in achieving the goals, objectives and measures that are derivative of the Strategic Plan and the performance expectations set forth by the Ministry of Health in the Minister’s mandate letter to the Board of Directors

This Committee is not intended to act on behalf of the Board unless specific delegated authorities have been given.

COMPOSITION AND OPERATIONS

The Committee shall be composed of not fewer than three Directors and not more than five Directors. (See Membership section for complete Committee membership details).

- The Committee shall operate in a manner that is consistent with the Committee Guidelines outlined in Policy BRD 300 of the Board Manual
- Each committee meeting will focus on one (or two) strategic priorities with the understanding that there may be the need to include additional agenda items that are time sensitive
- Each Committee meeting will include a review of the scorecard indicators for the strategic priority being reviewed
- Each Committee meeting will bring forward reports relevant to the Strategic Priority (from NH’s Strategic Plan) being reviewed. Reports will include information from the appropriate Service Networks.

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- Each Committee meeting will include a report highlighting the status and work of one or more related operational objectives and key measures.

DUTIES AND RESPONSIBILITIES

The duties and responsibilities of the Committee will include:

Section 1: Strategic Work

A. Strategic Plan

The Committee will oversee the development and review of the organization's Strategic Plan and will provide guidance in setting the strategic priorities that will enable its fulfillment. The Strategic Plan includes a Mission, Vision, Values and Strategic Priorities.

B. Operational Plan

The Committee will oversee the development and review of operational objectives with a three-year time horizon, refreshed annually.

C. Service Plan

The Committee will oversee and approve Northern Health's public Service Plan each year by:

- a. reviewing the Ministry of Health mandate letter
- b. overseeing the development of the annual Service Plan and annual Service Plan report
- c. monitoring and evaluating NH's performance as per the annual Service Plan
- d. reviewing and overseeing clinical quality/Service Network priorities

Section 2: Monitoring Progress

A. Strategic Priority: Healthy People in Healthy Communities

The Committee will oversee the work done to partner with communities to support people to live well and to prevent disease and injury by:

- a. reviewing scorecards¹ for Healthy People in Healthy Communities
- b. reviewing work plans and progress for communicable disease control including emerging communicable diseases and pandemic preparedness

¹ The Committee will regularly analyze scorecards in an effort to measure performance and management's success in achieving the goals and targets as set out in the Strategic Plan, annual Service Plan and Ministry of Health performance expectations.

- c. reviewing initiatives within Population and Public Health in the areas of Public Health Protection, Population Health Promotion, Disease and Injury Prevention, and Partnering for Healthy Communities
- d. Receiving and reviewing health status reports prepared by the Chief Medical Health Officer
- e. Receiving and reviewing reports on climate change and health in BC

B. Strategic Priority: Coordinated and Accessible Services

The Committee will oversee the provision of health services based in a Primary Care Network and linked to a range of specialized community service and acute care programs, which support each person and their family over the lifespan from staying healthy, to living well with disease and injury, to end-of-life care by:

- a. reviewing scorecards¹ for Coordinated and Accessible Services
- b. reviewing progress toward the achievement of objectives and key measures outlined in the Coordinated and Accessible section of the Northern Health Service Plan
- c. reviewing primary care and community services including collaboration with the Divisions of Family Practice to plan, implement, evaluate and improve quality through the implementation of Primary Care Networks, interprofessional teams, and Urgent and Primary Care Services.
- d. reviewing the implementation of community specialized service programs connected to specialist physicians, with service pathways for the person and their family
- e. overseeing the distribution of services by community size in a rural and remote geography

C. Strategic Priority: Quality

The Committee will oversee the development and implementation of the quality improvement framework including the policies, standards, structures and processes necessary to support quality improvement and patient safety. The Committee will ensure a culture of continuous quality improvement by:

- a. reviewing scorecards¹ for quality
- b. reviewing progress toward the achievement of objectives and key measures outlined in the Quality section of the Northern Health Service Plan
- c. reviewing the key priorities for each clinical service network to ensure establishment of quality improvement goals at the program level and to oversee quality monitoring:
 - i. Chronic Disease
 - ii. Cancer Care
 - iii. Critical Care

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- iv. Elder Services
- v. Emergency & Trauma
- vi. Mental Health & Substance Use
- vii. Perinatal
- viii. Surgical Services
- ix. Child & Youth
- x. Rehabilitative Services
- xi. Infection Prevention Control
- xii. Diagnostics
- d. building NH research capacity and infrastructure
- e. reviewing implementation progress of quality programs related to:
 - i. Patient and Family Centered Care
 - ii. Accreditation (semi-annually)
 - iii. Quality Training/Education
 - iv. Service Networks
- f. reviewing patient satisfaction surveys from facilities throughout NH
- g. reviewing and advising the Board with respect to an Annual Quality Review and receiving reports arising from quality review committees properly constituted within the provisions of Section 51 of the *Evidence Act [RSBC 1996] Chapter 124*²
- h. reviewing annual reports on Patient Safety and Learning System (PSLS) events
- i. overseeing the development and review of the Integrated Ethics Framework

D. Enabling Priorities: Our People

The Committee will oversee the provision of a positive, dynamic environment where staff and physicians make a difference for the people we serve by:

- a. reviewing scorecards¹ for Our People
- b. reviewing progress toward the achievement of objectives and key measures outlined in the Our People section of the Northern Health Service Plan
- c.
- d. reviewing and monitoring Workplace Health and Safety
- e. overseeing the development, monitoring and evaluation of the Health Human Resource Plan and Workforce Sustainability Strategy including recruitment and retention
- f. overseeing the development, monitoring and evaluation of the employee education and development framework and plan

² The 3P Committee does not itself conduct quality reviews under Section 51 of the Evidence Act.

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- g. reviewing Northern Health's policies, structures and processes for the development of the Physician Human Resource Plan
- h. reviewing Inclusion, Diversity, Equity and Accessibility (IDEA) within Northern Health

E. Enabling Priorities: Communications, Technology and Infrastructure

The Committee will oversee the advancement of communications, technology and infrastructure by:

- a. reviewing scorecards¹ for Communication, Technology and Infrastructure
- b. reviewing progress toward the achievement of objectives and key measures outlined in the Communications, Technology and Infrastructure section of the Northern Health Service Plan
- c. reviewing an annual overview of the Information Management and Information Technology Plan and progress to the plan

Section 3: 3P Terms of Reference

The Committee will annually review and update the 3P Terms of Reference to ensure it accurately reflects the performance, planning and priorities identified for the Board and Northern Health.

ACCOUNTABILITY

The Committee is accountable to the Northern Health Board and will maintain minutes of its meetings and will bring forward advice and recommendations for Board deliberation and decision making at the next Board meeting.

Membership

- Committee Chair (Director – not the Board Chair)
- Two to four additional Directors

Ex Officio:

- Board Chair (voting)
- CEO (non-voting)

Executive & Management Support:

- Vice President, Indigenous Health and Chief Planning & Quality Officer
- Corporate Secretary

Recording Secretary:

- Executive Assistant, Indigenous Health and Chief Planning & Quality Officer

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Ad Hoc:

- Presenters to the Committee will be called upon from time to time, at the request of the Committee Chair.

COMMITTEE WORK PLAN

The Recording Secretary shall maintain the Committee's annual work plan and will:

1. Ensure that changes to the Committee's terms of reference are reflected in the work plan, and
2. Annually provide to the Committee a report that:
 - a. Indicates all elements of the work plan were undertaken in the previous year.
 - b. Notes any exceptions and provides an explanation,
 - c. Affirms that the work contemplated in the Terms of Reference is reflected in the Committee work plan.

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