

REPORT OF THE AD HOC WORKING GROUP on the 2015 BOH Self-Assessment Results, Process and Proposed 2016 Action Plan

Overview

Results of the 2015 Board of Health (BOH) Self-Assessment were provided to the BOH members at the January 6, 2016 BOH meeting. Overall, the Ad Hoc Working Group (Working Group) believes that the process was effective and noted that it elicited a strong response rate (99%). The strong response rate and thoughtful responses demonstrate the BOH's commitment to evaluating its own performance, processes and practices on a regular basis consistent with the OPHOS requirement.

The overall very positive responses indicated that the BOH believes that it has a good understanding of its role and responsibilities and uses sound decision-making processes to arrive at decisions which are in alignment with the Strategic Plan.

Three (3) of the six (6) members of the Working Group (established under BOH Procedure CA.42.02.106), met on March 16, 2016 to review the results of the BOH 2015 Self-Assessment Questionnaire and develop recommendations for any necessary action emanating from the self-assessment process.

The Working Group also reviewed the self-assessment questionnaire and process.

This report provides recommendations for actions to be taken by the BOH, in 2016, to enhance its effectiveness as well as recommendations for modifications for the 2016 Self-Assessment process.

BOH members are strongly encouraged to bring forward their own suggestions for discussion at the BOH meeting.

Self-Assessment Process

When the BOH's self-assessment process was revised and the new questionnaire introduced for the 2015 year, it was agreed that consideration of assessment of BOH committees' effectiveness would be deferred until 2016.

In light of the fact that 20% of respondents indicated that they were "neutral" on whether the BOH has the committees needed to maximize BOH efficiency and effectiveness (Question 18), the Working Group makes the following recommendation:

Recommendation #1

it is recommended that a questionnaire be developed for 2016 to enable members of each committee to undertake a self-assessment. The timing of the self-assessment could be left to

each Committee Chair. Consistent with the BOH self-evaluation procedure, all BOH members would have the opportunity to provide input into the development of the questionnaire.

After reviewing the procedure document, the Working Group makes the following recommendations:

Recommendation #2

Revise BOH Procedure CA.42.02.106, Item 8, to make it clear that the Chair referenced therein is the BOH Chair. Revise Item 12 to stipulate that the Vice-Chair of BOH is to convene the first meeting of the Working Group and that the Working Group is to elect a Chair at its first meeting.

Recommendation #3

For 2016, the questionnaire submission process be revised so that respondents are required to complete the entire questionnaire before submitting.

Recommendation #4

The Working Group discussed whether Item 14 - requiring quarterly reports on the action plan should be amended to require reporting twice per year? It is recommended that the BOH discuss and decide whether any change is needed.

Self- Assessment Questionnaire

The Working Group reviewed each of the questions and makes the following recommendations for revisions for 2016:

Recommendation #5

It is recommended that there be four (4) options for response rather than five (5) and that the “neutral” option be removed as it is felt that BOH members should be asked to express an opinion for each question. A new option “Don’t know” or “Not Applicable” would be added recognizing that this may be a more appropriate response particularly for new BOH members.

Recommendation #6

For ease of review, select clearly distinct colours for each of the four (4) response options.

Recommendation #7

Question 9 be amended to replace the word “adequate” information which is subject to interpretation, with the phrase “timely and complete” information.

Recommendation #8

Question 10 be amended to add “in the past year” and to provide for a “Not Applicable” response option as this could be the situation in any given year. Question 11 be amended to add the “Why did you answer this way?” option.

Recommendation #9

Question 18 be revised to delete the word “sub” before committee to reflect BOH usage.

Recommendation #10

Questions 24 and 25 - Add a "Why did you answer this way" box to elicit more specific information on responses to these important questions.

2016 Action Plan

Based on the very positive results of the BOH Self-Assessment and consistent with the BOH's commitment to continuous improvement in the way it conducts its business, the Working Group is bringing forward the following recommendations to enhance the BOH performance in 2016.

Recommendation: Re Question 1. (BOH members have an adequate knowledge of the BOH's responsibilities?):

The BOH Chair will ensure that there is on-going orientation at BOH meetings and annual retreats to ensure members recognize their roles and responsibilities with regard to a BOH Policy and the delineation between operational and policy roles.

It also is recommended that the BOH consider reintroducing a "buddy/mentor" system used in the past whereby each new BOH member will be assigned a mentor from among seasoned BOH members. Buddy/Mentor and BOH Chair would be available to respond to questions. Consideration could also be given to altering seating arrangements so that each new BOH member is assigned seating beside at least one seasoned BOH member for the first six (6) months or more. This would require BOH approval.

Recommendation re: question 4. (BOH members demonstrate a clear understanding of the roles of (a) The BOH (b) The MOH/CEO and (c) Senior Staff (Directors):

BOH Chair to contact new BOH members post-orientation to determine whether they found process effective; BOH Executive Committee could conduct systematic review of the orientation process. New Directors will be introduced at a BOH meeting and the Organizational Chart updated and included with orientation material.

Recommendation re: question 5. (The BOH ensures the Health Unit's Strategic Plan is being implemented and strategic outcomes achieved):

The 2016 - 2020 Strategic Plan to be added to BOH Orientation Binder; an update on the Strategic Plan process and status should be provided at the April BOH meeting; thereafter the progress with regard to the Strategic Plan should be reviewed at the annual BOH Retreat and as part of the MOH-CEO Year-in-Review presentation to BOH.

Recommendation re: question 14. (The BOH has appropriate input into the development of the meeting agenda?):

The question of BOH input into meeting agendas should be discussed by the BOH to identify specific areas of concern. Working Group noted that the concern with regard to meeting time has been addressed and meetings will normally run from 4-6 p.m.

Recommendation re: question 19. (The BOH is appropriately balanced and diverse):

The question of identifying skills and diversity gaps merits BOH discussion in 2016 and may involve working with the MOHLTC Secretariat's Office for Provincial Appointments and Municipal Councils. It is recommended that the BOH consider developing a skills matrix to be completed by each member. (D. Lever provided an example). This would require unanimous agreement. The BOH Recording Secretary will develop and distribute a table indicating the appointment status and end date and renewal status for each BOH member. WDGPH does not have a governance framework policy identifying roles and responsibilities for BOH members. Dr. Mercer will draft a policy, for review by the Executive Committee, and subsequent discussion with the BOH.

BOH Priorities for 2016

Question 24. (Our greatest Challenges as a BOH are (List up to 3 items)):

Funding was identified overwhelmingly as the greatest challenge facing BOH.

Question 26. (Please list the 3 to 5 areas where you believe the BOH should focus its attention in the next year (Be as specific as possible in identifying these)?):

Responses fall into three (3) broad categories and merit further discussion for BOH in the coming year:

- a. Ensure that WDGPH is advocating for investment in Public Health with the public and fully engaged with the Province as it considers and implements its health care reform;
- b. Ensuring that BOH has clearly identified priorities in light of anticipated funding constraints from the Province; it will be important for BOH to identify its core objectives for 2016 and beyond. Working Group noted that our Strategic Plan will be key in this regard.
- c. Ensure that our own Strategic Plan is reviewed and discussed in conjunction with the Province's Discussion Paper to identify areas of alignment/adjustment.

Question 27. How could the BOH's organization or performance be improved in the next year or two):

It was noted that the suggested annual schedule of committee meetings has been put in place.