

**TERMS OF REFERENCE
(DRAFT)
FOR THE
IMPLEMENTATION OF THE STANTON TERRITORIAL HEALTH AUTHORITY
OPERATIONAL REVIEW**

I. BACKGROUND

On November 7, 2002, the Minister of Health and Social Services received the Final Report on the Operational Review for the Stanton Territorial Health Authority. This Operational Review provided thirty-seven recommendations for improvement in the areas of overall management, human resources management, and compliance to legislation, policies and other key documents that set direction for the authority.

Given the nature of the recommendations and the key role that Stanton plays in the delivery of health services for residents of the Northwest Territories, the Minister has asked that a process be put in place to ensure the recommendations are followed up in a timely manner. This terms of reference is intended to provide guidance to an Implementation Team that will be made responsible for various follow up activities.

In this process it is recognized that several actions related to the recommendations noted in the final report are already underway. It is important to note that the priority placed on completion of these items will be considered but this exercise is not intended to duplicate efforts that are already underway either at Stanton or on a broader system-wide basis.

This draft of the Implementation Terms of Reference includes details and timeframes for those initiatives that are directly under the responsibility of the Minister and the Department of Health and Social Services for follow up. The Stanton Territorial Health Authority has planned a special board meeting for early December 2002 and will work through their elements of the Implementation Schedule at that time. As a result the sections of this Terms of Reference that indicate that the Stanton Territorial Health Authority is the lead, have been left until this process has been completed.

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II. THE IMPLEMENTATION TEAM

The Stanton Territorial Health Authority Board will play a key leadership role in the follow up on the recommendations set out in the final report. In addition there are several other broader recommendations that will require a direct role by Stanton staff, the Department of Health and Social Services and by the Financial Management Board Secretariat. To accomplish the follow up required for this project, the following Implementation Team is being established.

- One representative of Board of Stanton Territorial Health Authority who will chair the work of the Implementation Team.
- One Representative of Department of Health and Social Services
- One representative of Management from the Stanton Territorial Health Authority.
- Two representatives of the staff. One will be designated by the Union Local to represent nurses and Allied Health Care staff. The second one will be a physician.
- One representative of the Financial Management Board Secretariat.

The Department of Health and Social Services will provide administrative support for a one-year period for the operations of the Implementation Team.

III. REPORTING REQUIREMENTS

The following schedule provides guidance on the major milestones related to the planned Implementation project.

<i>MAJOR MILESTONES</i>	<i>COMPLETION DATE</i>	<i>NOTES</i>
1. Stanton Board meets and prepares work plan for following up on items that are directly their responsibility. These are incorporated into the overall Project	December 3/02	

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Terms of Reference.		
2. Members of the Implementation Team are appointed.	December 15/02	
3. First Interim Report	Jan. 30/03	<p>This interim report will provide a status report on the completion of the objectives that have been identified as being completed within a short timeframe.</p> <p>The second aspect of this interim report will be an update on progress on the initiatives that have been designated to be completed over the medium and longer term.</p>
4. Second Interim Report	May 30/03	<p>This interim report will provide completion information on the projects identified for follow up within the medium term.</p> <p>The second aspect of this report will provide a progress report on implementation of longer term objectives.</p>
5. Final Progress Report	Nov. 30/03	<p>The Final Report will provide the Minister and the Board with a complete update on all objectives set out in the Implementation Plan. The Implementation Team will be asked to provide guidance on the overall Review/</p>

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		Implementation Process and advise on further follow up if required.
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IV. THE IMPLEMENTATION PLAN

The Final Report has identified 37 recommendations in three categories. In some cases there are recommendations that are similar in nature. This implementation plan combines those that are similar in nature to streamline the implementation process and to avoid duplication of effort. While this Implementation plan will be led by an overall Implementation Team, the various partners responsible for follow up are also identified.

As noted previously, those sections proposed to be led by the Stanton Board will be described after full review by the Board.

IMPLEMENTATION PLAN

RECOMMENDATION	PROJECT LEAD AND SUPPORT REQUIREMENTS	COMPLETION TIMEFRAME	IMPLEMENTATION APPROACH
<p>I. 1. Overall Management</p> <p>a) Minister of Health and Social Services to approve implementation of the Accountability Framework and the Trustee Leadership Model</p> <p>b) STHA hold an education session to ensure a common understanding of roles and responsibilities of the Board and Executive.</p>	<p>Minister and Dept of Health and Social Service</p> <p>Stanton Board</p>	<p>Jan 30/03</p> <p>TBD</p>	<ul style="list-style-type: none"> . Minister will provide a briefing for Cabinet on the Accountability Framework. . Minister will write a letter to the Board Chairs of each of the Authorities communicating the plan for implementation of both the Accountability Framework and the Trustee Leadership Model. . TBD – Stanton Board will prepare a schedule and notes for all items being led by the Board

c) STHA review Board policies and align with the approved Accountability Framework	Stanton Board	TBD	TBD
<p>2. Minister to initiate process to define service mandates and plans for Authorities</p> <p>3. The STHA should confirm and implement the planning proposal.</p> <p>4. The Stanton Board should assess the capacity and ability of the current Executive to develop and establish the required business planning systems and provide the necessary strategic leadership.</p>	<p>Minister and Dept of Health and Social Services</p> <p>Stanton Board</p> <p>Stanton Board</p>	<p>May 30/03</p> <p>Dec. 8/02</p> <p>TBD</p>	<p>. Work is already underway through the preparation of an Integrated Service Delivery Model. One of the key chapters of this Model will set out the core services and mandates for Diagnostic and Curative Services. This chapter will directly link to the service mandate for Stanton as well as the other authorities within the system.</p> <p>. Planned for discussion and approval at Dec. 3th Board meeting</p> <p>TBD</p>

<p>5. The STHA direct that future financial plans include projected resource requests for human, resource and capital needs.</p>	<p>Stanton Board</p>	<p>TBD</p>	<p>TBD</p>
<p>6. A cost benefit analysis of the Nunavut and Capital Health contracts be undertaken.</p>	<p>Dept of H&SS with support from Stanton staff who are familiar with these contracts.</p>	<p>March 30/03</p>	<ul style="list-style-type: none"> . The Department of H&SS will invite the Audit Bureau to undertake a value for investment audit of these two contracts.
<p>7. The STHA will prepare its own recruitment and retention strategy</p>	<p>Stanton Board</p>	<p>TBD</p>	<p>TBD</p> <ul style="list-style-type: none"> . This will be developed within the context of system- wide Recruitment and Retention initiatives that are either currently underway or planned.
<p>8. Minister to approve the Recruitment & Retention Plan for Allied Health Care Workers, Nurses and Social Workers</p>	<p>Minister/Department</p>	<p>Dec. 31/03</p>	<ul style="list-style-type: none"> . The Minister has received approval of the proposed plan from the FMB. The Minister has announced implementation of the plan and will follow up with program guidelines shortly thereafter.

<p>9. A Physician Resource Plan be developed.</p>	<p>Department of H&SS with support of all Authorities and the Medical Directors Forum.</p>	<p>May 31/03</p>	<ul style="list-style-type: none"> . The Department of H&SS will lead a process of determining current, optimum and projected workloads for Physicians. This work will be based on the core services component of the Integrated Service Delivery Model. . A territory-wide Physician Resource Plan will be finalized. This will include a specific plan for delivery of services provided through Stanton and YK Health and Social Services Authority.
<p>10. Develop a Communication Plan and a Communication function within Stanton.</p>	<p>Stanton Board with support from Dept of H&SS</p>	<p>May 31/03</p>	<ul style="list-style-type: none"> . Stanton Board, Dept. H&SS and FMBS, will establish working groups to examine HRMIS service issues. The working groups will work together to put procedures in place to resolve current issues and develop procedures to address ongoing issues.

<p>11. Conduct a Management Development program for the Patient Care Division.</p>	<p>Stanton Board</p>	<p>TBD</p>	<p>. A working group led by FMBS, with a representative from each Authority and Dept. H&SS, will be established to examine and determine operational issues related to either Human Resource Policy and/or the Terms and Conditions of employment.</p> <p>The working group will develop solutions for implementation. The UNW will be involved and consulted in this process prior to implementation.</p>
<p>12. Recruitment and Retention Strategy for nurses.</p>	<p>Stanton Board</p>	<p>TBD</p>	<p>Same process as set out in #7 above.</p>
<p>13. Implementation training for nurses.</p>	<p>Stanton Board</p>	<p>TBD</p>	<p>TBD</p>
<p>14. Conduct a staffing analysis to determine appropriate staffing levels.</p>	<p>Stanton Board</p>	<p>TBD</p>	<p>TBD</p>

II. <u>HUMAN RESOURCES REVIEW</u>			
1. Confirm the role and mandate of the Employee Services Function.	Stanton Board	TBD	TBD
2. Reposition the Employees Service Unit to give it a higher profile.	Stanton Board	TBD	TBD
3. Develop an Employee Services Operating Plan.	Stanton Board Dept of H&SS, Dept of Executive and FMBS to provide support.	TBD	TBD
4. Determine Skill and Service mix for Employee Service Div.	Stanton Board	TBD	TBD
5. Develop a Human Resources Staffing Plan	Stanton Board	TBD	This will be combined with Section I #s 7 + 12. Work with the system-wide R&R and HR Plan.
6. Develop and implement a recruitment strategy.	Stanton Board	TBD	This will be combined with Section I #s 7 + 12.

<p>7. Develop a retention strategy.</p> <p>8. Provide training and development opportunities.</p> <p>9. Confirm and communicate the compensation philosophy.</p>	<p>Stanton Board</p> <p>Stanton Board</p> <p>Stanton Board, in conjunction with Dept of H&SS and FMBS.</p>	<p>TBD</p> <p>TBD</p> <p>TBD</p>	<p>TBD</p> <p>This will be combined with Section I items # 11 and 13.</p> <p>. The Stanton Board will arrange a series of briefings for all staff to provide information on the current GNWT Compensation Philosophy and major compensation-related issues.</p> <p>. The Board will request a review of the current job evaluation for Allied Health Care staff and nurses.</p>
<p>III. <u>DELEGATED AUTHORITY REVIEW</u></p>			
<p>1. Approval of the Accountability Framework within the context of current legislation.</p> <p>2. References to governance and management within HIHSSA clarified.</p>	<p>Minister/Dept. of H&SS</p> <p>Minister, with assistance from Dept. H&SS Policy, Legislation & Communicat Division.</p>	<p>Jan 30/03</p> <p>Jan 30/03</p>	<p>Same Implementation Plan as set out in Section I #1a).</p> <p>The Minister will write to all Board Chairs to provide clarification as to how these two terms will be interpreted for operational purposes.</p>

<p>3. Clarify, resolve conflicts between the legislative basis and Contribution Agreements with respect to the treatment of deficits and surpluses.</p>	<p>Minister/Dept. of H&SS and FMBS.</p>	<p>Nov. 30/03</p>	<p>The Dept. of H&SS in conjunction with FMBS will undertake a review of this conflict in legislative requirements and provide recommendations for resolution.</p>
<p>4. Ensure Corporate Plan is approved by the Board and Minister as required under the Financial Administration Act.</p>	<p>Stanton Board and Minister</p>	<p>TBD</p>	<p>Minister will consider for approval upon submission.</p>
<p>5. The STHA will update Bylaws annually.</p>	<p>Stanton Board</p>	<p>TBD</p>	<p>TBD</p>
<p>6. Review Core Service plans for consistency with strategic directions of H&SS.</p>	<p>Stanton Board</p>	<p>TBD</p>	<p>TBD</p>
<p>7. Define performance expectations for each Strategic Directive and Contribution Agreement.</p>	<p>Stanton Board</p>	<p>TBD</p>	<p>TBD</p>
<p>8. Review Board policies to ensure roles of the Board and CEO are clearly laid out.</p>	<p>Stanton Board in consult with Dept. H&SS</p>	<p></p>	<p></p>

<p>9. Eliminate the backlog of benefit, casual, and superannuation files.</p>	<p>Stanton Board</p>		<ul style="list-style-type: none"> . An analysis will be conducted by the Stanton Board, Dept. of H&SS and FMBS to determine opportunities to streamline benefits administration . . The Department of H&SS will commit to provide the equivalent of one full-time benefits administration staff for a period of one year, to clean up the current backlog and stabilize ongoing administration. . The Dept. H&SS will commit to work with the Stanton Board on an analysis of the requirements for additional human resources in the staffing section.
<p>10. Resolve issues identified related to the use of the Peoplesoft Program.</p>	<p>FMBS</p>	<p>TBD</p>	<p>TBD</p>

<p>11. Recommend changes to the Collective Agreement to better reflect the operating needs and practices of the Stanton Territorial Health Authority and to reduce the likelihood of future non-compliance with the Delegated Authority Agreement.</p>	<p>FMBS in consultation with Dept. of H&SS and Authorities.</p>	<p>TBD</p>	<p>TBD</p>
<p>12. Comply with Insurance requirements.</p>	<p>Dept. of H&SS with Stanton Board and Dept. of Finance Risk Management</p>	<p>Jan 30/03</p>	<ul style="list-style-type: none"> . The Dept. of H&SS will request the assistance of the Dept. of Finance to determine areas where the Stanton Authority is not compliant with insurance requirements. . These areas will be communicated clearly to Stanton Board for follow up.

<p>13. Determine if ORMED Upgrade will meet requirement.</p>	<p>Dept. of H&SS</p>	<p>Jan 30/03</p>	<p>. The Department will provide clear direction to the Stanton Board on the plan for development of consistent system-wide financial system. This will provide a recommendation on intern agreements to ensure ongoing financial processing is effectively administered.</p>
<p>14. Upgrade the ORMED System.</p>	<p>Stanton Board</p>	<p>TBD</p>	<p>TBD</p>