

STRATEGIC PRIORITIES TERMS OF REFERENCE

I. PURPOSE

The Strategic Priorities Committee (the “Committee”) of the Vancouver Island Health Authority (“Island Health”) Board of Directors (the “Board”) assists the Board in review and oversight of the following areas:

- Purpose, Strategy and Plans
- Risk and Factors
- Communications and Engagement
- Performance
- Information Systems
- Health System Value and Sustainability
- Enterprise Risk Management

II. COMPOSITION AND OPERATIONS

- A. The Committee shall be composed of all members of the Board, each of whom shall be independent of Management.
- B. The Committee shall operate in a manner consistent with the Committee Guidelines outlined in the Board Manual.
- C. The Committee shall review its Terms of Reference annually to ensure it meets the needs of the Board. Any proposed revisions shall be recommended to the Governance Committee of the Board.
- D. The Committee makes recommendations to the Board and does not act on behalf of the Board unless specific delegated authorities have been given.
- E. The Committee shall meet at least five times per year.

III. DUTIES AND RESPONSIBILITIES

- A. Purpose, Strategy and Plans
 - i. Participate with Management in the development of Island Health’s Vision, Purpose and Values.

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- ii. Review Management’s strategy and implementation plans designed to address the expectations set forth in the Ministry of Health’s (the “Ministry”) Mandate Letter.
 - iii. Review and recommend to the Board, as appropriate, the multi-year plan.
 - iv. Review and recommend to the Board, as appropriate, the annual health services plan.
 - v. Review and recommend to the Board, as appropriate, the annual capital and operating budgets.
- C. Communications and Engagement
- i. Ensure Island Health has an appropriate communications and engagement strategies in place in order to effectively communicate and engage with, and meet the needs of, all partners including, but not limited to:
 - a. patients, residents, clients, and the public;
 - b. medical staff;
 - c. health-care professionals and staff;
 - d. health foundations and volunteers; and
 - e. Government;and reflects Island Health’s requirement for transparency and accountability.
- D. Performance
- i. Ensure there is a robust data management and performance measurement system to support enterprise-wide activity which enables assessment of current levels of performance, peer/best practice comparisons and the achievement of targets.

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- ii. Monitor enterprise-wide network and program specific indicators in relation to Management's strategic plan; identify priorities for improvement and track progress towards achievement.
 - iii. Work with Management to establish clear benchmark indicators to measure performance of the strategic, operation and capital plans; monitor Island Health's performance against those plans and the expectations of the Ministry.
 - iv. Establish new performance indicators as required to ensure alignment with targets outlined in the strategic plan.
- E. Quality
- i. Oversee organizational plans for compliance with Accreditation Canada and other best-practice standards and receive data for other relevant peer group assessments including as identified.
 - ii. Ensure there is a framework for preparation for Accreditation.
 - iii. Monitor Island Health's ongoing compliance with Accreditation standards and the implementation of recommended changes.
- F. Information Systems
- i. Monitor and report to the Board, as appropriate, updates relating to Information Management/Information Technology (IM/IT) projects.
 - ii. Ensure there is an IM/IT plan in place that effectively supports the strategic plan, including current operational requirements, long-term service plans and public health and patient/clinical care needs.
 - iii. Review the reliability and security of existing information systems and recovery planning.
 - iv. Review outcomes achieved through investments in IM/IT projects.
 - v. Review adequacy of security of information, information systems and recovery plans.

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H. Health System Value and Sustainability

- i. On a regular, scheduled basis monitor progress against identified strategic plan objectives in the areas of operational excellence, innovation and research, and environmental responsibility.

IV. MANDATE LETTER

Each year the Ministry provides the Board with a Health Authority Mandate Letter directing Island Health to take specific strategic priority actions. These strategic priorities are included and integrated in Island Health's service plans as well as its' operational and budget plans.

The Committee will receive Management's plans designed in response to the Mandate Letter and will promote discussion and oversight of performance in relation to the priorities identified within the plans Including:

- i. Ensuring the strength of the health system provides timely, responsive and stable quality care meeting the needs of a diverse patient population.
- ii. Working with management to establish clear and meaningful measurables for addressing the quality of patient care and the priority of patient needs and wellness; and
- iii. Monitoring the Authority's performance against government expectations and the established measurables.

V. ACCOUNTABILITY

The Committee shall report its discussions to the Board by maintaining minutes of its meetings and provide a detailed written report including any recommendations for approval at the next Board meeting.

VI. COMMITTEE CALENDAR

The Committee's workplan of activities is outlined in an annual planning calendar matrix.

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