

## Niagara Ontario Health Team – Équipe Santé Ontario Niagara Working Groups Terms of Reference

APPROVED BY: NOHT-ESON Planning Table    EFFECTIVE DATE: February 18, 2021  
REVISION DATES:

### 1.0 Purpose

This Terms of Reference provides overall guidance for the Niagara Ontario Health Team – Équipe Santé Ontario Niagara (NOHT-ESON) with regards to the mandate and function of its Working Groups. This version of the TOR will be in effect for 12 months as of the date of adoption. The TOR will be reviewed at minimum every 12 months, with formal opportunity for discussion and revision at the NOHT-ESON Planning Table at that time.

### 2.0 Scope

This document applies to all partners of NOHT-ESON Planning Table.

### 3.0 Definitions

- There are various different levels of participation, engagement, and decision-making in the NOHT-ESON.
- Partners may move from Collaborator to Member.

<b>Levels of Participation</b>	<b>Definition</b>	<b>Role</b>	<b>Responsibilities</b>
<b>Partners</b>	<ul style="list-style-type: none"> <li>• All inclusive term used to describe the NOHT-ESON “collective” of Members, Collaborators and <sup>3</sup>Supporters</li> </ul>	Varies, per below	
<b>Member – Health Service Provider/Organization/Physician (Primary Care and Specialist)</b>	<ul style="list-style-type: none"> <li>• Initial/New Formal Signatory by Board Chair to the 2019 OHT Full Application, “considered party to an agreement” Formal Signatory to the 2019 NOHT- ESON Collaboration Agreement</li> </ul>	Represent expertise in a specific sector, but make decisions based on entire health and social care system	<ul style="list-style-type: none"> <li>• Commit to and follow Collaborative Approach to consensus decision-making</li> <li>• Organizational sign off of the NOHT-ESON Collaboration Agreement</li> <li>• Review and agree to abide by:</li> </ul>

			<ul style="list-style-type: none"> <li>○ TOR</li> <li>○ Conflict of Interest</li> <li>○ Media policy</li> <li>○ Social Media Policy</li> <li>○ Code of Conduct</li> <li>○ Privacy and Confidentiality Policy</li> </ul> <ul style="list-style-type: none"> <li>● Active participation at the Planning Table and/or Working Groups. Active participation will be considered as: <ul style="list-style-type: none"> <li>○ Regular attendance at Planning Table meetings and/or</li> <li>○ Regular review and feedback of NOHT-ESON materials</li> </ul> </li> <li>● Support the work NOHT-ESON by having staff volunteer to serve on working group(s); providing other organizational support</li> <li>● Deliver services where applicable</li> <li>● Participates in discussion to inform consensus decision-making either through participation at the Planning Table or Working Groups; or through review and feedback of the NOHT-ESON materials</li> </ul>
<b>Member – Patient/Client/Family/Caregiver</b>	Person who brings the perspective as a patient/client/family/caregiver at the Planning Table	<b>Role:</b> Represent lived experience for any number of patient/client/family and caregiver experiences.	<ul style="list-style-type: none"> <li>● Understand and follow Collaborative Approach to consensus decision-making</li> <li>● Review and agree to abide by: <ul style="list-style-type: none"> <li>○ TOR</li> <li>○ Conflict of Interest</li> </ul> </li> </ul>

			<ul style="list-style-type: none"> <li>○ Media policy</li> <li>○ Social Media Policy</li> <li>○ Code of Conduct</li> <li>○ Privacy and Confidentiality Policy</li> <li>● Active participation at the Planning Table and/or Working Groups. Active participation will be considered as: <ul style="list-style-type: none"> <li>○ Regular attendance at Planning Table meetings and/or</li> </ul> </li> <li>● Regular review and feedback of NOHT-ESON materials</li> </ul>
<p><b>Collaborative Advisor(s) Indigenous Health Network</b></p>	<p><b>Formal Signatory as “Collaborative Advisor(s)”</b></p>	<p>Provide experience and knowledge in priority areas to support and guide the work of the NOHT-ESON Planning Table and working groups</p>	<ul style="list-style-type: none"> <li>● Active participation at the Planning Table and/or Working Groups. Active participation will be considered as: <ul style="list-style-type: none"> <li>○ Regular attendance at Planning Table meetings <b>and/or</b></li> <li>○ Regular review and feedback of NOHT-ESON materials</li> </ul> </li> <li>● Review and agree to abide by: <ul style="list-style-type: none"> <li>○ TOR</li> <li>○ Conflict of Interest</li> <li>○ Media policy</li> <li>○ Social Media Policy</li> <li>○ Code of Conduct</li> <li>○ Privacy and Confidentiality Policy</li> </ul> </li> </ul> <p>Participates in discussion to inform consensus decision- making either through participation at the Planning Table or Working Groups; or through review and feedback of</p>

<b>Collaborator - Patient/Client/Family/Caregiver</b>	Person who brings the perspective as a patient/client/family/caregiver at a Working Group	<ul style="list-style-type: none"> <li>• Participant WG</li> </ul> Provides input and contributes to development of WG recommendations	the NOHT-ESON materials <ul style="list-style-type: none"> <li>• Participates in discussion to inform consensus decision- making through participation at Working Groups; or through review and feedback of the NOHT-ESON materials</li> <li>• Review and agree to abide by:             <ul style="list-style-type: none"> <li>○ TOR</li> <li>○ Conflict of Interest</li> <li>○ Media policy</li> <li>○ Social Media Policy</li> <li>○ Code of Conduct</li> </ul> </li> </ul> Privacy and Confidentiality Policy
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\*Voting requires further discussion

**EXCERPT from OHT Full Application Form:**

*In Year 1, Ontario Health Team Candidates will have an agreement in place with the Ministry outlining their responsibilities as a team, including service delivery and performance obligations. Organizations and individuals listed as Ontario Health Team **members** in tables 2.1.1 and 2.1.2 would be party to this agreement and are expected to deliver services as part of their team. If there are organizations who intend to collaborate or be affiliated with the Ontario Health Team in some way but would not be party to an agreement with the Ministry (e.g., they will provide endorsement or advice), **they should be listed in section 2.5**. Note that a Year 1 agreement between an Ontario Health Team Candidate and the Ministry is distinct from any existing accountability agreements or contracts that individual members may have in place*

*Generally, physicians, health care organizations, and other organizations should only be **members of one Ontario Health Team**, unless a special circumstance applies (e.g., provincial organizations with local delivery arms, provincial and regional centres, specialist physicians who practice in multiple regions, etc.).*

**4.0 Working Group Mandate**

The Working Group is responsible for the developing a work plan that will align and support the strategic goals and objectives of the Planning Table. The Working Groups shall be responsible for using NOHT-ESON collaborative consensus-based leadership, decision-making and accountability framework.

**4.1 Governance**

Overall governance of the NOHT-ESON, as further set out in the following governance and decision-making documents:

- Collaboration Agreement, dated February 18, 2021
- Consensus Decision Making Framework, dated March 2, 2020
- Alternative Conflict Resolution Framework, dated March 2, 2020
- Code of Conduct Policy, dated March 2, 2020
- Confidentiality Policy, dated March 2, 2020
- Conflict of Interest Policy, dated March 2, 2020
- Co-lead Facilitation Guidelines policy Oct 1, 2020

**4.2 Mission, Vision and Values**

The NOHT-ESON Working Group is responsible to ensure their efforts and activities are aligned with the mission, vision, values of the NOHT-ESON.

#### **4.3 Policy Development**

- (a) The (insert name) NOHT-ESON Working Group is responsible to ensure the development of applicable processes, policies and procedures are aligned and consistent with existing approved policies

#### **4.4 Annual Planning, Performance Measurement and Monitoring**

The NOHT-ESON Working Group is responsible to:

- (a) Develop and monitor an annual work plan for the Planning Table;
- (b) Review and recommend work plans to the Planning Table.
- (c) Ensure timelines are monitored and action taken to implement decisions and mitigate deficiencies / variances;
- (d) Ensure a framework is established and utilized for evaluating and assessing performance and effectiveness of the NOHT-ESON to include:
  - Healthcare outcomes
  - Patient and client outcomes and experiences
  - Process measures
  - Balance measures

#### **4.5 Resource Allocation**

The consensus decision-making framework and/or the alternative conflict resolution framework will support the working group in coming to consensus about resource allocation recommendations to the Planning Table.

#### **4.6 Interested and Affected Parties**

- (a) The NOHT-ESON Working Group is responsible to ensure development and implementation of a communication and engagement component within their work plan.
  
- (b) The NOHT-ESON working group is responsible to ensure development and implementation of a communication and engagement component within their work plan specific to:
  - a. Patient/Family/Caregiver/Client perspectives
  - b. Indigenous population perspectives
  - c. Francophone population perspectives
  - d. Physician perspectives (primary care and specialists)

#### **4.7 Learning and Development**

The NOHT-ESON Working Group participants commit to:

- (a) Continuous growth and development to meet the changing healthcare needs of Niagara's citizens;
- (b) Share/leverage each other's strengths and learning opportunities;
- (c) Align with best practices paying specific attention to Indigenous Cultural Safety and enhancing capacity in provision of French language services, and any other identified priorities.

#### **4.8 Compliance**

- (a) Ensure compliance with any applicable legislation/ policy / requirements.

#### **4.9 Risk Management**

- (a) Working Groups are to ensure they apply the recommended risk management framework and that

it is adhered to as part of NOHT-ESON decision-making within their work plan.

### **5.0 Reporting Structure and Authority**

Each Working Group is accountable to the Planning Table.

NOHT-ESON Working Group members come together to make recommendations to support the NOHT-ESON's mission, vision and values.

Minutes and reports from the Working Groups will be posted and shared in a manner that can be accessed and distributed by NOHT-ESON members to their organizations.

### **6.0 Consensus Decision Making and Alternative Conflict Resolution**

The Working Groups will utilize the agreed upon Consensus Decision Making Framework (Appendix ) and when their failure to reach consensus, it will be brought before the Planning Table for further discussion/decision.

### **7.0 Meeting Operations**

NOHT-ESON Working Group Members will make every effort to have a full complement of representatives, with the necessary understanding and knowledge to participate.

The Working Group shall meet as needed to fulfill its mandate.

Members of the working group should receive a meeting agenda and materials at least 3 business days in advance.

Any recommendations for the Planning Table's consideration will be presented using the briefing note template (see Appendix ).

Meetings may take place in person or via tele/videoconference where possible.

The meetings will not require a specific number of members in attendance.

### **8.0 Co-Leads**

The Working Group will identify Co-Leads from their membership. If applicable and the number of nominees allows, an alternate co-lead position will also be selected to support Co-Leads in their role, and in succession planning.(See Appendix).

A Co-Lead and alternate Co-Lead are only permitted to be the Co-Lead and/or alternate Co-Lead of **one** Working Group. We recognize there may need be some exceptions to this in cases where for example not enough people are available to be participate at either a Co-Lead or alternate level

in working groups. Exception to this will be reviewed by the Governance table and recommendation to the Planning Table will be made upon request by an individual working group.

Co-Leads of Working Groups will participate at the Planning Table.

The Co-Leads and Alternate will possess the following qualities, skills and experience:

- a) Leadership skills;
- b) Ability to strategically lead a meeting in a manner that encourages thoughtful participation and promotes an understanding of complex issues and achieves consensus;
- c) Ability to act impartially and without bias and display tact and diplomacy;
- d) Effective communicator;
- e) Act in accordance with the NOHT-ESON Code of Conduct; and identify meeting participants who do not adhere to the NOHT-ESON Code of Conduct.
- f) Experience with, knowledge of, and commitment to, collaborative consensus decision-making model.
- g) The time to commit
- h) Ability to establish trusting relationships

### **8.1 Selection and Nomination Process**

1. Nominations will be made through completing the self-nomination or nominated application form.
2. Nominations application form will be submitted to the Governance Working Group
3. The candidates will be notified and will convene and recommend the Co-Lead(s) and alternate if applicable to their working group to confirm including recommendations around possible succession planning (Referring to the Selection Guide) *\*Only one alternate co-lead will be named.*
4. Inform the Planning Table.

The role of the Working Group Co-Leads is outlined (Appendix 8).

The role of the Co-Lead Alternate is outlined (Appendix 9).

The Co-Leads will follow the Co-Lead Facilitation Guidelines (Appendix 10).

### **9.0 Working Groups**

The Working Groups may create sub-working groups to support its work.

The Working Groups shall define and confirm their Working Group's mandate that will be supported by their work plans

Each Working Group will select their Co-Leads and Alternate, if applicable.

### **10.0 Term**

The Co-Leads will serve an initial term of one or two years, (should be alternating) renewable for an additional term at the discretion of the Working Group. The NOHT-ESON recognizes that ideally co-lead changes will be staggered.

The Alternate Co-Lead, if applicable, will serve a one-year term, and will transition to the two-year Co-Lead position following their one year serving as alternate. At this time, a new Alternate Co-Lead can be nominated and selected, if applicable.

### **10.0 Review**

This Working Group Terms of Reference will be reviewed annually by the Working Group and Planning Table, or more frequently if required.



**List of Appendices:**

Appendix 1: Code of Conduct

Appendix 2: Privacy and Confidentiality Policy

Appendix 3: Conflict of Interest Policy

Appendix 4: Consensus Decision Making Framework

Appendix 5: Alternative Conflict Resolution Framework

Appendix 6: Briefing Note Template

Appendix 7: Role of the Planning Table Co-Leads

Appendix 8: Role of the Working Group Co-Leads

Appendix 9: Role of the Working Group Alternate Co-Lead

Appendix 10: Co-Lead Facilitation Guidelines