

NH/SSC Physician Quality Improvement Steering Committee

Terms of Reference

1) Background and Context

The SSC's Physician Quality Improvement (PQI) initiative has funded the NH/SSC Regional PQI Steering Committee to implement the proposal approved by the SSC on September 15, 2016. The proposal builds on existing NH quality structures and aims to increase physician engagement in Quality Improvement (QI) activities, as well as ensure those physicians have adequate technical, administrative, and educational supports. The purpose of the funding includes ensuring physicians are able to meet, coordinate and act on QI opportunities in partnership with the health authority to enhance patient and family centred care.

Initiatives will be aligned with the health authority's overall quality strategy, but distinct from its quality assurance responsibility and mandate. Activities may include funding physician champions to participate in quality improvement committees, and to support their time to lead specific quality improvement projects and initiatives identified by physicians working in facilities or health authorities.

2) Authority

The SSC and NH recognise the importance of working closely and collaboratively and as such the Steering Committee was established in cooperation with the NH senior leadership and the NH Medical Advisory Committee (NHMAC).

In March 2016, Northern Health and physicians from across disciplines formed a time limited Working Group with SSC, the Doctors of BC and the Ministry of Health. This Working Group developed a draft proposal outlining how the SSC PQI funds would support the engagement of physicians in quality improvement activities across the region. The proposal was approved by both NHMAC and the NH Executive Team.

The terms of reference of the "Steering Committee" is outlined in section 4.6.1 of the NH/SSC Quality Improvement proposal approved by SSC September 15, 2016. A funding transfer agreement was created and signed in October 2016 by Northern Health and Doctors of BC. The executive sponsor and signatories of the agreement are:

- Dr. Ronald Chapman, VP of Medicine – Northern Health
- Allan Seckel, CEO – Doctors of BC

3) Mission

NH's mission commits that "through the efforts of dedicated staff and physicians, in partnership with communities and organizations, we provide exceptional health services to Northerners" ([2016-2021 Strategic Plan](#).) Through our NH and SSC partnership we have the opportunity to work with partners to build a structure that promotes patient and family-centred care and safety by supporting physicians to make the quality improvements that they want to see. The structures that we intend to create will provide the space and time for physicians to engage in discussions about quality issues both locally and across the region, provide education and resources to follow-up on their quality improvement ideas, as well as create networks to spread quality improvements across the region.

The Working Group identified the following key goals and objectives for the NH/SSC PQI Initiative proposal which was approved by the SSC in September 2016:

- To promote a culture of quality improvement among physicians of Northern Health;

- To ensure the application of principles relating to patient-focused, and inter-professional learning for improvement;
- To create the capacity and capability for physicians to lead and participate in quality improvement;
- To support the local needs of physicians with improving the delivery of patient care;
- To facilitate collaboration between physician medical staff and Northern Health's leadership;
- To actively seek input and participation from patients in physician quality activities; and
- To ensure quality activities seek to promote the IHI Triple Aim.

4) Responsibility and Governance

The main role of the NH/SSC PQI Steering Committee will be to provide oversight, overall direction, and to set priorities for the infrastructure created by the NH/SSC PQI proposal. The NH/SSC PQI Steering Committee will also ensure that the work outlined in the proposal is completed and reported back to the various stakeholders. This includes responsibility for reviewing proposals from physicians and funding requests, as well as receiving and providing direction on the metrics for internal monitoring and evaluation of the funding program.

A short summary report will be prepared and approved by the Steering Committee on a quarterly basis before being stored in the permanent record under the responsibility of the NH and SSC sponsors to the agreement. The contents of the report may be adjusted overtime under the agreement of signatories of the funding agreement, but must include the following details at minimum:

- the activities and initiatives provided by personnel in staff positions during the previous quarter;
- a forecast for the next quarter on the key activities or projects that the staff positions will be supporting; and
- a summary of the sessional payments claimed by physicians by month.

Quarterly summary reports shall be reviewed by the NH/SSC PQI Joint Steering Committee. Any recommendations by the NH/SSC PQI Joint Steering Committee will have to go back to NH and the SSC to be actioned as per the funding transfer agreement.

This NH/SSC PQI Steering Committee will provide connection amongst many quality improvement structures, as well as provide progress updates to both Executive and NH Medical Advisory Committee, in the spirit of co-leadership, as well as to the SSC. This NH/SSC PQI Steering Committee will focus on fostering emerging quality improvements from various initiatives and will help build connections to our service level physician champions and teams with regional supports and leadership.

5) Decision-making

- In most decisions, the committee shall strive for consensus
- If consensus cannot be reached, the decision will be raise for a vote
- All members are voting members
- If an agenda item for steering committee meeting requires some substantive decision-making, members will be notified in advance.
- Voting rights of members can be delegated
- Quorum is required for substantive decision-making. 50% of members plus 1 is required for a vote to be carried.

6) Approach

It is anticipated that a more distributed, flexible approach would best support physicians in the Northern Health region. We do not want to create another committee or a significant time commitment to those involved. However, we will need to ensure that there is oversight for the work that is done as part of this proposal, to continue to evaluate the value of the work, ensure alignment with strategic priorities amongst the partners, and nurture the collaboration between SSC, Northern Health, and practicing physicians.

7) Composition

The NH/SSC PQI Steering Committee will be developed to purposefully connect key stakeholders and various groups across the region in the spirit of collaboration. The NH/SSC PQI Steering Committee would include the following representation to create a meaningful connection to existing structures:

Organization	# of Reps	Perspectives
Patient Representative	3	Work with Patients Voices Network
Practicing Physicians & Physicians Groups	9	Rural GP or Nurse Practitioner Operational Chief of Staff Quality Program Lead Physician Medical Staff Association Division of Family Practice Practicing GP and SP Varying geographic/regional perspectives Physician Mentors
Specialist Services Committee	3	Physician perspective SSC Initiatives Lead
Northern Health	5	Medical Director or NHMAC Executive team rep and/or Operational Administrator Physician Quality Improvement Quality & Innovation Primary Care & Quality Programs

Other support staff/ guests are welcome to participate in meetings with prior approval from one of the co-chairs.

Selection of Members

- The initial set of members for the Steering Committee were determined from the approved funding proposal
- Any future changes to the membership will be determined by existing members.

Selection for Co-Chair

- Co-Chairs will be nominated by the existing membership.
- Co-Chairs will serve for a period of 24 months maximum.
- Where possible the Chair will be selected from among the active grassroots “Practicing Physician Community/Groups.”

8) Meetings

The NH/SSC PQI Steering Committee will meet bi-monthly to connect back to the existing structures and ensure alignment, inform work plan prioritization, and continuously evaluate progress in relation to Northern Health, Doctors of BC and Ministry of Health strategic directions

- Meetings shall be held bi-monthly or at the call of the Chair.
- Agenda package to be circulated one week prior to meeting.
- All members are free to suggest additions to the agenda.
- Attendance at meetings of the Steering Committee will be limited to the members as set out above. Alternates and other persons will attend only at the invitation of the Co-Chairs.
- Where possible, efforts will be made to ensure video conferencing option is available to connect members of the Steering Committee. Twice a year the Steering Committee will meet in person.
- Minutes will be kept and circulated of all meetings.

9) Expectations for Co-Chairs

- Set agenda for Steering Committee with the support of staff
- Call for agenda items at least 1 week in advance of the meeting
- Co-chairs act as the principle spokespeople for the Steering Committee in liaison with NH, physician community, Specialist Services Committee and Doctors of BC.
- Presides at all meetings of the Steering Committee or if absent assigns a delegate.
- Manages the affairs of the Steering Committee between meetings, ensuring the Committee responsibilities are discharged in a timely manner.
- Coordinates with the SSC Leader to ensure timely reporting to SSC and NH.
- Communicates to the Steering Committee any concerns/issues identified by the staff and participating physicians.
- Present in person to SSC and/or NHMAC when required.

10) Expectations for Members

- Review all agenda package materials prior to Steering Committee meeting.
- Attend Steering Committee meetings
 - If unable to attend meeting, to send a delegate with Chair approval.
 - Where more than 50% of meetings are missed, the Chair reserves the right to remove membership.
- Represent the views and interest of their colleagues and report back to them any updates.
- Seek to remove barriers for NH/SSC PQI initiatives to be successful and connect initiatives with existing resources.
- Must disclose any matters which may constitute a direct or indirect conflict of interest between personal or professional activities. Moreover always act in a manner that will prevent conflicts from arising.
- Participate in the evaluation of this initiative.