

NANAIMO COLLABORATIVE SERVICES COMMITTEE: TERMS OF REFERENCE

BACKGROUND:

The Nanaimo Division of Family Practice (the Division), the Vancouver Island Health Authority, the British Columbia Medical Association (BCMA), the Ministry of Health (MoH) and the General Practice Services Committee (GPSC) (hereafter “the Partners”) recognize a shared responsibility for the health of the community. These Partners agreed upon signing the Document of Intent forming the Nanaimo Division that they would work together through a Collaborative Services Committee (CSC) to address issues in the health care system.

PURPOSE:

The Nanaimo CSC embodies the collaborative working relationship among the Partners. Here the Partners will present clinical issues of concern with regard to patient care. Together they will co-determine priorities and co-design solutions for improved outcomes, calling on additional voices from patients and the community. This collaborative process is not intended to mirror traditional negotiations.

SCOPE:

The Nanaimo CSC is an innovative way of co-generating solutions to the complex, serious and interconnected issues facing the health care system, the delivery of care and the experience of care. Supported by the Nanaimo CSC, it is expected all Partners will work to continually improve patient care and systems efficiencies within their sphere of influence.

MEMBERSHIP:

- **Division** 2-5 members: Board Chair and up to 2 other Board Members; Executive Director; and, Executive Assistant. Laura Loudon as PCN project support.
- **Island Health** 2-5 members: Executive Director, Geo2; Director Public Health; Director MHSU; Director Community Health; Medical Director of Community Health (5). Lisa Holloway as PCN project support.
- **First Nations** 4 members: Snuneymuxw; Snaw-Naw-As; Tillicum Lelum Friendship Centre; First Nations Health Authority (Kari Wuttunee & Marina White will share this role)
- **Community** 1-2 members: City of Nanaimo and Placeholder for additional community partner
- **Practice Support Program** 1 member: CSC Staff Support (PSP Coordinator)
- **GPSC** 1 member or designate and Liaison
- **Additional guests** may be invited relevant to agenda topics for discussion

Additional Division members, Vancouver Island Health Authority, MoH, GPSC, or BCMA (DoBC) leaders will be invited to attend discussion and decision-making processes where the topic under discussion affects their area of responsibility. The Division and the Vancouver Island Health Authority will co-chair the Nanaimo CSC.

As needed, representation will be requested from the medical community, patients and the community at large to ensure the Nanaimo CSC is addressing issues that reflect community concerns for primary care, support existing programs and answer the needs of those they are intended to serve.

Working groups of the CSC will have membership as established by the Partners and a Terms of Reference based on this document.

DECISION MAKING:

Decisions will be made by consensus. Consensus is achieved when everyone accepts and supports a decision and understands how it was reached. In meetings where significant decisions are to occur, all partners will be notified and encouraged to attend.

CONFIDENTIALITY:

All members and guests of the Nanaimo CSC will respect the potential confidentiality of any information shared or overheard. Information may be carried back to host organizations for the purposes of health care program planning only. All members and guests may request confidentiality for information shared. No information regarding the operational budget or accounts of any of the partners will be shared beyond the CSC without written consent

OBJECTIVES:

The Nanaimo CSC will:

- provide a forum for the Partners to develop a mutual understanding of the problems, priorities, strengths and issues of the community, supporting a population health approach
- provide a forum to bring together those who deliver clinical services and those charged with designing and supporting the health care system, to ensure all Partners understand each others cultures, strategic priorities, ways of working, points of view, priorities, points of leverage and limitations
- enhance working relationships of the Partners, ensuring broad clinical influence in system design, improving opportunities for alignment and supporting the overall sustainability of the system, recognizing that this creates a partnership greater than the sum of its parts.

- co-determine the development of clinical priorities and innovative clinical activities of the work in common, developing and monitoring these initiatives using the principles of continuous quality improvement
- ensure the Partners are supported (through data, administrative assistance, governance systems, etc) to understand and address gaps in patient care or quality of care in community and facility settings
- ensure all Partners understand their role in supporting continuous quality improvement¹ through mechanisms such as imbedding on-going evaluation and measurement to ensure emerging programs are meeting intended outcomes.

EXPECTATIONS OF PARTNERS:

- All Partners agree to use Quadruple Aim² to discuss which issues to move forward and which possible solutions to pursue. The Triple Aim approach ensures three things:
 - an improved patient and provider experience of care
 - an improvement in population health. The population will be defined by the project being considered
 - the financial sustainability of the system. Financial sustainability is defined here as the need to ensure all proposed programs are financially scaleable and able to be offered Province-wide to any appropriate community, physician or patient who wants them
 - All Partners will agree to provide or collect data to support or clarify the concerns they bring to the Nanaimo CSC for consideration, understand the potential impact of solutions and support the on-going evaluation of codesigned programs
 - The Partners agree to bring issues or root causes to the table and not predetermined solutions, trusting that the co-design of solutions using the perspectives of all Partners will generate innovation
 - All Partners will facilitate the sharing of knowledge, success stories and learnings among the Partnership organizations, Divisions, patients and the community.
 - All Partners share the realization that “perfect is the enemy of good”, and with this perspective, commit to being transparent with each other about
 - their areas of influence and barriers to influence
 - their strategic and operational priorities for primary care

¹ See the Institute for Healthcare Improvement website (ihi.org) for the article “Road map for quality improvement” and other resources on continuous quality improvement (CQI). Essentially, programs designed with CQI will have evaluations built in, will be regularly reviewed and, if needed, will be adapted to ensure that the intended results are happening. This contrasts with using evaluation only at the end of a project, when adaption is no longer possible.

² See ihi.org for more information on the Triple Aim and examples of projects.

- proposed changes in their organizations that will affect local health care.

ACCOUNTABILITY:

- The Partnership is accountable for the results achieved or not achieved, with an emphasis on continuous quality improvement and a commitment to the ongoing improvement of co-developed programs to ensure the best possible results for patients, providers and the community
- All Partners are accountable to any funding Partner or outside funding agency to ensure funds provided for programs are used effectively. External funders will determine their systems for accountability. When the funding is internal to the CSC, accountability for effective use of funds will be contained in the measures and evaluation sections of any agreement.
- The Nanaimo Division of Family Practice coordinator will collect items for the agenda, compile and circulate the agenda, record minutes at meetings and circulate them promptly with action items clearly listed.
- Members will communicate matters of importance between their own organizations and the Nanaimo CSC. The minutes and records of the Nanaimo CSC will be available to members to circulate inside their organizations to cultivate support.

MEETINGS:

Meetings will be held as deemed necessary or requested by the Partners, with a minimum of quarterly meetings. Any Partner can request a meeting of the CSC.

AMENDMENTS:

In the spirit of continuous quality improvement, the Partners will continually evaluate if the CSC structure and terms of reference are supporting innovation and better patient care. Amendments to the terms of reference based on community and regional differences can be made and approved through the consensus of all Partners, represented by their CSC members. If the CSC needs additional support or assistance it may approach the GPSC.

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