



**Strategic Planning Session Report**  
**North West LHIN Board of Directors**  
**October 23, 2017**

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## Strategic Planning Session

The Board of Directors Strategic Planning Session was held on October 23, 2017. In preparation for the session Board members reviewed an article entitled “*How Boards Can Measure What Matters*”.

The Board also completed an on-line self-evaluation survey to assess the alignment of their work to the Policy Governance approach and the results demonstrate that the North West LHIN Board is confident their approach to governance is consistent with Policy Governance.

An environmental scan was completed and shared with the Board to establish a clear and equal understanding of the external environment for the North West LHIN. Achievements and performance of the North West LHIN at Q2 2017/18 were presented by the CEO, and discussion moved to how the Board can prepare for expected changes in their mandate in 2017/2018 and 2018/2019.

## An Analysis of Environmental Scan

The Board was asked to consider whether any trends were noticed in the analysis and whether there were implications for Board work. The Board agreed that one of the biggest implications to their work is the shift to population health based planning and the impact on health care needs at the Sub-Region level. The New Mandate was considered significant and changes to the Strategic Directions of the Board ENDS and Sub-Ends will be made. Additionally, translating the shift to population health based planning at the Sub-region level with Health Service Provider and Service Provider Boards and other key stakeholders will be an important aspect of Board engagement activities over the next fiscal year.

## Governance Orientation and Refresher: Moral Ownership

Catherine Raso facilitated a session with the Board of Directors on their understanding of the governance model, Policy Governance. This included a high-level review of policies, as well as a reconsideration of the definition of the organization’s moral ownership.

The Board agreed that the moral ownership of the North West LHIN has a working definition of “*All of the citizens/residents of North Western Ontario*” and that this includes the funder, other health sector organizations, institutions and organizations. This definition will be added to the current Governance policy related to stakeholders.

## New Mandate: Strategic Direction Changes

After consideration of the new mandate of the North West LHIN; there were recommended changes to the format of Ends as outcomes not means (i.e. what good, for whom, and at what cost); and, the current 3 Strategic Directions should be modified to reflect the changes noted with the New Mandate. At the present time no changes will be made until the Mandate letter for 2018/2019 is received.

## Measurement of Outcomes

In light of the Board's desire to articulate Ends as outcomes (not means or activities), the Board then discussed the article that had been circulated, "*How Boards Can Measure What Matters*" by C. Oliver. The Board discussed the challenges of truly measuring outcomes and the danger of being satisfied with operational statistics describing activity and busy-ness.

It was agreed that while it is challenging to produce statistics proving achievement of the above-noted Ends outcomes, it is important for the Board to receive good outcome measures even if flaws exist. This is critical to the Board's ability to have a generative discussion about system value with key stakeholders.

## Board Self-Evaluation Survey Results

The Board assessed its own performance against the 8 Behaviours for the "OnTarget" Board Member, which is consistent with Policy Governance. The results demonstrate the board is consistent in its approach to Policy Governance.



### Behaviour and Score:

1.	<b>Act on Behalf</b>	<b>90%</b>
2.	<b>Know Their Job</b>	<b>82%</b>
3.	<b>Set Targets</b>	<b>95%</b>
4.	<b>Identify Risk</b>	<b>100%</b>
5.	<b>Delegate the Work</b>	<b>94%</b>
6.	<b>Assess Performance</b>	<b>97%</b>
7.	<b>Practice Discipline</b>	<b>86%</b>
8.	<b>Report Back</b>	<b>100%</b>

The Board focused on ensuring that all directors have an equal understanding of the use of the Board's policies.

## Board Education Plan & Next Steps

Based on information and analysis of the environmental scan and organizational achievement data, as well as having gained a clear understanding of the Board's governance philosophy, model and policies, the Board created its education priorities for the coming year in the following major topic areas:

### Education Topics:

- ✓ **Demographic Shift:** understanding the demographic changes as well as the systemic outcomes as a result, e.g. eHealth

- ✓ **Social Determinants of Health:** Understanding with the goal of “improving health vs improving health care”, as well as “prevention vs intervention”
- ✓ **Data/Information/Research** regarding models of care, new legislation, trends and impact analyses
- ✓ **Agreement of Definitions** (alignment) to achieve shared meanings and interpretation of terms including stakeholders, users, providers, etc.

Gaining an understanding on the above topics will be important for the Board as engagement sessions with stakeholders occur over the next year.

Summary:

The Board of Directors agreed that further engagement and generative discussions with key stakeholders is an important aspect of the work of the North West LHIN Board over the coming year. The focus will include progress with the New Mandate for 2017/2018, implications for providers about the future Mandate of the North West LHIN in 2018/2019, Health Services Blueprint model evolution and evaluation and Sub-region population health based planning.

Appendix A:

