

Report to/Rapport au :

Ottawa Board of Health
Conseil de santé d'Ottawa

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CITY WIDE / À L'ÉCHELLE DE LA VILLE

ACS2012-OPH-SSB-0007

SUBJECT: MID-TERM GOVERNANCE REVIEW

OBJET : EXAMEN DE MI-MANDAT SUR LA GOUVERNANCE

REPORT RECOMMENDATIONS

That the Board of Health for the City of Ottawa Health Unit:

1. Approve implementation of the following to improve Board of Health governance practices:
 - a. Professional and board development opportunities for Board members, as outlined in this report;
 - b. A Board of Health meeting in the community, focusing on health issues among youth;
 - c. A community forum hosted by the Board, focusing on Healthy Eating, Active Living in Ottawa;
 - d. Community partners consultation regarding the 2011-2014 Board of Health Strategic Priorities; and
 - e. Dissolution of the Board of Health Financial Committee.
2. Approve the meeting schedule for the 2013 Board of Health meeting, as outlined in Document 1.

RECOMMANDATIONS DU RAPPORT

Que le Conseil de santé de la circonscription sanitaire de la ville d'Ottawa :

1. approuve la mise en œuvre des points suivants afin d'améliorer les pratiques de gouvernance du Conseil de santé :
 - a. la création d'un plus grand nombre de possibilités de perfectionnement professionnel et au sein du Conseil pour ses membres, comme il est indiqué dans le présent rapport;
 - b. la tenue d'une réunion du Conseil de santé dans un lieu communautaire, dans le cadre de laquelle seront abordées différentes questions relatives à la santé des jeunes;

- c. l'organisation par le Conseil d'un forum communautaire sur l'alimentation saine et la vie active à Ottawa;
 - d. la consultation de différents partenaires communautaires concernant les [priorités stratégiques 2011-2014 du Conseil de santé](#);
 - e. la dissolution du Comité financier pour le Conseil de santé;
2. approuve le calendrier des réunions du Conseil de santé en 2013, comme l'indique le document 1.

EXECUTIVE SUMMARY

The mid-term governance review of the Ottawa Board of Health validated that the general requirements for effective governance, management and administration are being met. Through a Board of Health self-assessment process, Board policy and by-law review as well as an analysis of compliance with the Ontario Public Health Organizational Standards, several recommendations are proposed:

- More professional and board development opportunities for Board members be made available. Topics to be covered include up to date research and scientific literature regarding public and population health; enhanced training on Board procedures and new e-agenda training; and Provincial and City of Ottawa economic information.
- The May 2013 Board of Health meeting take place in a community-based location to enhance community engagement and public awareness of the Board.
- A community forum hosted by the Board, fostering professional development and enabling information sharing among community partners, stakeholders and Ottawa residents. This community forum would focus on Healthy Eating, Active Living in Ottawa.
- Ottawa Public Health staff consult with Board members and community partners regarding the [2011-2014 Board of Health Strategic Priorities](#), with the aim to incorporate community and stakeholder input in the examination and evaluation of these priorities and future Board of Health Strategic Priorities.
- That the Board function as a committee of the whole and dissolve the financial committee.

The mid-term governance review fulfils recommendations adopted in the April 2011 [Foundational Policies Report](#), which directed the Board Secretary to undertake a mid-term governance review in the fall of 2012. The review aimed to assess the Ottawa Board of Health's governance structure and procedural processes that enable efficient and effective decision-making.

RÉSUMÉ

L'examen de mi-mandat sur la gouvernance du Conseil de santé d'Ottawa a confirmé que les exigences générales en matière de gouvernance, de gestion et d'administration efficaces étaient respectées. À la suite d'un processus d'auto-évaluation du Conseil de

santé, d'un examen des politiques et règlements du Conseil ainsi que d'une analyse de la conformité avec les Normes organisationnelles de santé publique de l'Ontario, plusieurs recommandations ont été mises de l'avant :

- Que plus de possibilités de perfectionnement professionnel et au sein du Conseil soient offertes aux membres. Parmi les sujets qui y seraient abordés, mentionnons les ouvrages scientifiques et comptes rendus de recherche récemment publiés sur la santé publique et la santé des populations, une formation avancée sur les procédures du Conseil et une nouvelle formation sur les ordres du jour électroniques, ainsi que des renseignements économiques sur la Ville d'Ottawa et la province de l'Ontario.
- Que la réunion du Conseil de santé de mai 2013 se tienne dans un lieu communautaire de façon à favoriser l'engagement du public et à le sensibiliser davantage au mandat du Conseil.
- Que le Conseil de santé organise un forum communautaire où seraient mis de l'avant le perfectionnement professionnel ainsi que l'échange d'information entre partenaires communautaires, intervenants et résidents d'Ottawa. Ce forum porterait sur l'alimentation saine et la vie active à Ottawa.
- Que le personnel de Santé publique Ottawa consulte les membres du Conseil et les partenaires communautaires concernant les [priorités stratégiques 2011-2014 du Conseil de santé](#) afin de tenir compte de leurs commentaires lors de l'examen et de l'évaluation de ces priorités stratégiques et de celles qui seront établies dans l'avenir.
- Que le Conseil de santé suive les mêmes procédures qu'un comité plénier et qu'il dissolve le Comité financier.

L'examen de mi-mandat sur la gouvernance respecte les recommandations énoncées dans le [rapport sur les politiques constitutives](#) publié en avril 2011, dans lequel on demandait au secrétaire du Conseil d'entreprendre un examen de mi-mandat sur la gouvernance à l'automne 2012. Cet examen se voulait une évaluation de la structure de gouvernance et des processus procéduraux du Conseil de santé d'Ottawa qui favorisent l'efficacité et l'efficience dans la prise de décisions.

BACKGROUND

The Ottawa Board of Health was established following recommendations from the [2005 Province of Ontario's Capacity Review Committee \(CRC\)](#), which examined public health governance, funding and accountability. The committee recommended that Ontario's public health units have a consistent governance structure of autonomous, locally-based boards of health.

Over the course of six years and through City Council direction, public consultations as well as collaborative work among several City of Ottawa departments and various Provincial Ministries, the current governance structure of the Ottawa Board of Health was established. In April 2011, amendments to the [City of Ottawa Act, 1999](#) were

officially proclaimed and the current Board of Health, consisting of six members of City Council and five public members, was officially inaugurated (Document 2).

At the Board of Health's first meeting, in April 2011, the Board of Health adopted the Foundational Policies Report (ACS2011-CMR-CCB-0047), which directed the Board Secretary to undertake a mid-term governance review in the fall of 2012. The review aimed to assess the Ottawa Board of Health's governance structure and procedural processes that enable efficient and effective decision-making.

In order to develop a governance review process that reflects current practices and the context within which the Ottawa Board of Health functions, the Board Secretariat researched governance review practices of other Ontario Health Units, Ottawa City Council, the Ottawa Police Services Board, Ottawa Public Library Board and Ottawa Community Housing. The Board Secretariat also reviewed the governance review process with the City of Ottawa Clerk's Office to ensure that the timing and approach aligns with the City Council's governance reviews.

As a starting point, the Board Secretariat examined the legislation that governs the Board and Ottawa Public Health (OPH). Under the [Health Protection and Promotion Act 1990](#), the Board is responsible for fulfilling the requirements for fundamental public health programs and services as well as governance and management requirements.

Consequently, the Ontario Public Health Organizational Standards (Organizational Standards), which outline the Ministry of Health and Long-term Care's expectations for governance and administrative practices for local Boards of Health, guided the mid-term governance review. Further, the Organizational Standards recommend Boards of Health review and revise by-laws, policies and procedures, as necessary, at least every two years.

Mid-term Governance Review Process

An environmental scan indicated that five other Ontario Boards of Health and Health Units examined their compliance with the Organizational Standards, which require Boards of Health to undergo a self-evaluation process. Governance review practices of comparable local boards include governance review committees that examine governance structure as it relates to legislative requirements.

Based on these findings, the Board Secretariat developed a governance review process, in consultation with the City Clerk and Solicitors Office, which included the following components:

1. Board of Health self-assessment survey and follow-up interviews.
2. Board of Health by-law and policy review; and
3. Summary review and analysis of the Board of Health and OPH's compliance with the Organizational Standards.

DISCUSSION

Findings of the Mid-term Governance Review

Board of Health Self-Assessment

Most Board of Health members completed the self-assessment survey and participated in interviews with the Board Secretary. The majority of Board members strongly agreed or agreed that the Board met the requirements for effective governance, management and administration, as outlined in the Organizational Standards (Document 3). In addition, through the responses to the survey and follow-up interviews, Board members provided recommendations for improving Board governance.

By-law and Policy Review

Through the self-assessment survey, the majority of respondents indicated that there is a process to pass by-laws and policies regarding the functioning of the Board of Health. This is reflected in the 2011 Foundational Policies Report, which included several by-laws and policies that were adopted by the Board (Document 2). No recommendations for changes or amendments to Board of Health by-laws and/or policies were received in response to the survey or during the follow-up interviews.

Summary review and analysis of the Board of Health and OPH's compliance with the Organizational Standards

The full summary review and analysis of the Board of Health and OPH's compliance with the Organizational Standards is included in Document 3. In general, staff assessed that the Board and OPH were in compliance with 38 requirements. There are currently two requirements that have not yet been fully implemented in the category of Community Engagement and Responsiveness.

Since both the establishment of the Board of Health and the Organizational Standards in 2011, OPH staff have been working to fulfill all the Organizational Standards and will continue to ensure all the requirements are met. Stakeholder and community engagement is consistently implemented and embedded in all OPH programs and services. However, improvements can be made to ensure that these practices extend to department-wide initiatives, such as the Strategic Priorities.

Recommendations for Improved Governance

To improve the general operations of Board of Health meetings, the primary recommendations from Board members were: 1) additional professional and board development opportunities; and 2) improved community engagement and public awareness of the Board. Other general recommendations received included allowing more time for discussion and dialogue and receiving information about upcoming Board of Health reports.

Recommendation 1a: Professional development opportunities

As part of ongoing professional development opportunities, the majority of Board members suggested that training be provided in the following broad areas:

1. Up to date research and scientific literature regarding public and population health, including Ottawa-specific information
2. Enhanced training on Board procedures and new e-agenda training. This training will provide members with a refresher on procedural tools as well as hands-on training for the new e-agenda process.
3. Provincial and City of Ottawa economic information

The Board of Health Secretariat will coordinate with the City Clerk and Solicitor's office, City Treasurer, staff from the Ministry of Health and Long-term Care as well as community partners to provide these training opportunities. Learning opportunities will be provided throughout the Board's term, starting in February 2013.

In addition, Board members requested other opportunities for Board development, which OPH staff will coordinate.

Improved community engagement and public awareness

Survey results indicated that there were mixed responses regarding whether the Board of Health contributes to OPH's ability to meet stakeholders needs.

As part of general operational practice, OPH embeds community and stakeholder engagement into the delivery of all programs and services as well as the Board's Strategic Priorities. The Progress Report on the 2011-2014 Strategic Plan (ACS2012-OPH-IQS-0008), showcased OPH's community and stakeholder engagement:

- *Enhance partnerships (Priority A)*: OPH has championed major municipal policy changes related to helmet use for recreational skating and expanded smoke-free regulation. An increasing number of partners have volunteered their participation in the smoke-free spaces initiative.
- *Address emerging community needs (Priority B)*: Significant progress has been made on advancing mental health promotion and services primarily for children and youth through the implementation of Healthy Transitions, expansion of Youth Services Bureau crisis services as well as *safeTalk* suicide prevention training. The provision of these programs and services would not be possible without the collaboration and support of numerous community partners.
- *Respond to demographic changes (Priority D)*: Significant progress on programming for seniors includes a Caregiver Forum that engaged 24 community agencies and reached capacity of 165 caregivers.

To further enhance community engagement and increase awareness of the Board, members suggested additional activities for 2013-2014, such as:

- Hosting a Board of Health meeting in the community
- Coordinating a community forum hosted by the Board, focusing on Healthy Eating, Active Living in Ottawa
- Conducting community partners consultations regarding the 2011-2014 Board of Health Strategic Priorities with community partners

Recommendation 1b: Host a Board of Health meeting in the community

To enhance community engagement and public awareness of the Board, the May 2013 Board of Health meeting, if approved, would take place in the community. It is proposed that this meeting would focus on health issues among youth in Ottawa. OPH staff will engage youth in planning of the meeting. In order to engage the community at this meeting:

- Members of the public, parents and youth will be invited to attend a presentation, as determined by youth
- The OPH reports presented to the Board will be focused on programs and services for youth
- Collaborative and innovative youth initiatives will be profiled

Recommendation 1c: A community forum hosted by the Board, focusing on Healthy Eating, Active Living in Ottawa

A community forum hosted by the Board would foster professional development and enable information sharing among community partners, stakeholders and Ottawa residents. The community forum, if approved, would focus on providing Ottawa residents, community partners, Board of Health members and OPH staff with up to date research and scientific literature regarding Healthy Eating, Active Living in Ottawa.

Recommendation 1d: Community partners consultation regarding the 2011-2014 Board of Health Strategic Priorities

To further enhance OPH's community and stakeholder engagement, OPH staff will consult with Board members, stakeholders and community partners regarding the 2011-2014 Board of Health Strategic Priorities, with the aim to incorporate community and stakeholder engagement in the examination and evaluation of these priorities. OPH will report back in 2014 on the findings of the consultations and how they can inform the development of the next Board of Health's strategic priorities, beginning in 2015.

Recommendation 1e: Dissolution of the Board of Health Financial Committee, Operating as a Committee of the Whole

Upon approval by the Board, the Board of Health will function as a Committee of the Whole on all governance matters, and the Board of Health financial committee will be dissolved.

The environmental scan of other Ontario Boards of Health and Health Units, as part of the mid-term governance review process, indicated there is a diversity of governance structures for Ontario Boards of Health. Most Boards of Health operate as Committees of the Whole in the areas of governance, quality, finance and audit. Further, through the Board of health self-assessment survey, the majority of respondents indicated that the Board had adequate information to monitor organizational performance, including financial performance. Board of Health members also identified opportunities for enhanced professional development, including information sessions regarding provincial and City of Ottawa economic information. Consequently, it is proposed that the Board

continue to operate as a Committee of the Whole in the areas of governance, quality and audit, and that the Board revert to that model for budget and fundraising by dissolving the Financial Committee. In 2014, OPH staff will again undertake a governance review process in conjunction with the Board, as indicated in the Organizational Standards, and include observations made during the 2013 Accreditation Process.

Recommendation 2: Board of Health 2013 Meeting Schedule

It is expected that in 2013 the Board will need to meet approximately once every two months. As a result, regular Board meetings have been scheduled to enable timely decision making. Document 1 outlines the proposed Board of Health meeting schedule for 2013. If the need arises for a Special Meeting of the Board of Health, one may be called, as outlined in section 14 of the *Procedural By-Law*.

In 2013, OPH staff will bring forward the following reports progress on the Board's Strategic Priorities; updates on the Board's multi-year strategies, which include progress on the Healthy Eating, Active Living strategy; an update of the Seniors' Healthy Aging Strategy; progress on the Strategy for a Smoke-free Ottawa; epidemiological reports regarding reproductive and oral health; new programming regarding personal service settings; OPH's 2012 Annual Report; and quarterly financial reports.

Next steps

Building upon recommendations by Board members, the following activities are proposed:

- Implementing a professional and board development plan for Board members, which includes training and learning opportunities, beginning in February 2013
- Planning and executing a community-based Board of Health meeting in 2013
- Planning and executing a community forum hosted by the Board of Health in 2013 to foster professional development and enable information sharing among community partners, stakeholders and Ottawa residents
- Seeking Board approval of the 2013 meeting schedule
- Consulting with Board members, and community partners regarding the 2011-2014 Board of Health Strategic Priorities, with the aim to incorporate community and stakeholder engagement in the examination and evaluation of these priorities
- Reporting back in 2014 on the findings of the consultations and how they can inform the development of the next Board of Health's strategic priorities, beginning in 2015.
- Ensuring compliance with the Organizational Standards, including reviewing Board of Health's by-laws, policies and procedures in 2014, as part of a governance review process.

CONSULTATION

The Board Secretariat consulted with other Ontario Health Units, City Clerk and Solicitor's office, as well as staff who support the Ottawa Police Services Board the Ottawa Public Library Board and the Ottawa Community Housing Board, in developing

the mid-term governance review process. The Board Secretariat also reviewed this process with the City of Ottawa Clerk's Office to ensure that the timing and approach aligns with the City Council's governance reviews.

LEGAL IMPLICATIONS

There are no legal impediments to the implementation of the report recommendations.

FINANCIAL IMPLICATIONS

There are no financial implications associated with this report.

TECHNOLOGY IMPLICATIONS

There are no technology implications associated with this report.

BOARD OF HEALTH STRATEGIC PRIORITIES

The recommendations in this report support the Board of Health Strategic Priority E3 Measure and report publicly on progress.

TERM OF COUNCIL PRIORITIES

The recommendations in this report support the 2010-2014 Term of Council Priorities under "Healthy and Caring Communities" and "Governance, Planning and Decision-Making"

SUPPORTING DOCUMENTATION

[Document 1 – Proposed 2013 Board of Health Meeting Schedule](#)

[Document 2 – Governance Framework of the Ottawa Board of Health](#)

[Document 3 – Summary of Findings of the Self-Assessment Survey and Organizational Standards Review](#)

DISPOSITION

Ottawa Public Health staff will carry out the activities stated in this report, specifically planning and executing professional and board development opportunities for Board members, a community-based Board of Health meeting, and a community forum hosted by the Board of Health, as well as implementing strategies to improve current Board of Health governance practices. In addition, Ottawa Public Health staff will consult with Board members, and community partners regarding the 2011-2014 Board of Health Strategic Priorities, with the aim to incorporate community in the examination and evaluation of these priorities. Ottawa Public Health will report in 2014 on the findings of the consultations and how they can inform the development of the next Board of Health's strategic priorities, beginning in 2015. Ottawa Public Health staff will also ensure compliance with the Organizational Standards by reviewing and revising, as necessary, Board of Health's by-laws, policies and procedures in Fall 2014, as part of a governance review process.