



## TERMS OF REFERENCE

### Public Inquiry - Fort Smith Health Centre

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1. Purpose - The Board of Inquiry will conduct a comprehensive review of various features of the administration of the Fort Smith Health Centre ("the facility") over the last five (5) years and the relationship between the facility and the community it serves, which review shall be more particularly described below under "Activities of the Commission".
2. Membership - There shall be a single Commissioner appointed by the Commissioner of the Northwest Territories.
3. Mandate - The Board of Inquiry shall review the management of health services, the provision and quality medical services, and the facility's relationship with the community it serves, and provide a Report to the Commissioner of the Northwest Territories with its recommendations.
4. Activities of the Board of Inquiry - The review will include the following:
  - 4.1 A review of the roles and responsibilities of each of the following, including those set out in legislation (statutes and regulations of the N.W.T. and By-laws of the facility) and the distinction (s) between them:
    - (a) Board of Management and Executive of the Board;
    - (b) Executive Director;
    - (c) Chief of Medical Staff; and
    - (d) Coordinator of Patient Care Services.
  - 4.2 An examination of how these roles and responsibilities have been performed over the period under review, and the factors affecting performance.
  - 4.3 An examination of the inter-relationships between the individuals (currently and previously) in the positions listed in 4.1, relationships between Board members, relationships between individual Board members and staff or individual Board members and the public, and factors contributing positively and negatively to those inter-relationships.

- 4.4 A critical analysis of the interaction between the Board and the Administration with "key players" representing the community, including but not limited to the following:
- (a) Regional Director;
  - (b) Mayor and Town Council;
  - (c) Chief and Band Council;
  - (d) President and Local of Metis Nation; and
  - (e) Member of the Legislative Assembly.
- 4.5 A review of the Wilson and Associates Operational Review Report and the Canadian Council on Health Facilities Accreditation Survey Report with particular attention to:
- (a) the findings and recommendations of the Reports; and
  - (b) the Management's plans for implementation of the recommendations.
- 4.6 A review of issues which have arisen at the facility regarding delivery and quality of medical services, including but not limited to:
- (a) negotiation of physician employment contracts;
  - (b) proposal for physician job sharing;
  - (c) Chief of Medical Staff function;
  - (d) peer review activities and quality assurance of medical care; and
  - (e) inter-relationships between medical staff.
- 4.7 A review and critical analysis of the events and process leading to the resignation of the Board of Management, the appointment of the Public Administrator, and the establishment of this Board of Inquiry.
5. Costs - On completion of the public inquiry, the Board of Inquiry may, in its report, advise the Commissioner of the N.W.T. on the payment of expense of any intervenor, bearing in mind the reasonableness of the conduct of that intervenor.