

## SECTION II TERMS OF REFERENCE



### Principles

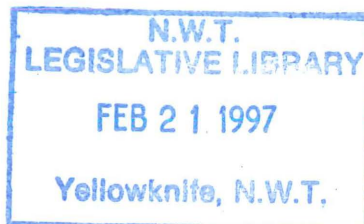
The Department will adhere to the following principles as it develops its strategic plan:

- *Universality* - all residents of the NWT are treated equitably in the Health and Social Services system;
- *Personal responsibility* - health and social needs are a personal and family responsibility first;
- *Basic needs* - where health and social needs can not be met by an individual or family, publicly funded programs and services will address basic human needs first;
- *Sustainability* - the health and social services system will operate in a way that does not threaten its ability to meet basic human needs over the long term;
- *Continuum of care* - programs and services will fit together as seamlessly as possible and will be integrated with other GNWT services wherever possible;
- *Prevention-oriented system* - all activities of the health and social services system will support the maintenance of physical, spiritual and mental health in addition to the treatment of illness and injury.

### Goals

The goals for the development of an integrated strategic plan for the delivery of health and social services will be the following:

- ensuring that residents of the Northwest Territories will have a healthy environment and lifestyles;
- improving the quality of programs and services by developing standards of care and improving outcomes;
- improving access to necessary health and social services;
- ensuring programs and services are relevant;



- ensuring that traditional knowledge, healing and values are incorporated in the development of programs and services;
- increasing responsibility and authority for programs and services at the community and regional level;
- planning for a responsive and effective delivery of programs and services after the division of the Northwest Territories in 1999 and the creation of Nunavut;
- enhancing prevention and promotion in health and social service programs;

### **Phase I - Review**

1. Review and analyze information on current systems programs and services. This would include:
  - a) Review current system of health and social services delivery including the network of community health centres and social service programs.
  - b) Review demographics as well as the health status index of the Northwest Territories developed in the Department.
  - c) Evaluate epidemiological data, information and reports, and develop a profile of illness and injury in the NWT.
  - d) Assess and analyze the existing management, financial, medical, remuneration and client/ patient information systems.
  - e) Review of existing management structures for Boards and Department (Ministry).
  - f) Evaluate current training programs for all health and social services care providers.
  - g) Review legislative, regulatory and administrative environment.
  - h) Review health and hospital board structure and business planning documents on board reform.

- i) Within the context of planning for division in 1999, recommend an integrated health and social service system in the Northwest Territories. It should incorporate public health, primary care, and social service programs such as mental health, child protection and correctional services. (For detail of all services see programs and services summary.)
- j) Assessment of human resource issues including most appropriate providers of care. Identify training needs.
- k) Continuous quality assurance: how this can be achieved.
- l) Propose an appropriate governance structure for the new integrated health care system.
- m) Prevention and promotion: how this can be achieved.

2. Establish Linkages with Current Strategic Reform Team Work:

Developed as part of the business planning process, these reforms are aimed at changes to critical areas of the health & social service system. They are:

- future of care facilities
- addictions programs and services
- human resources issues
- monitoring and compliance
- identification of core services
- child welfare
- development of formula funding

## Phase II - Analysis

### 3. Critical Issues To Be Addressed

- Analyses of the items specified for review in Phase I
- Needs identification
- Further analysis where it is required.  
(The analyses should provide options and examine practical implications of implementation)
- Identification of any conflicts or lack of consistency between current reform work underway and strategic planning objectives.  
(This should include evaluation of the reform work identified in Section 2 and recommendations for any changes in direction)

## Phase III - Recommendations

### 4. Identification of Strategic Goals and Priorities

Recommend options that will most effectively and efficiently achieve the strategic goals and priorities. This will be used to develop the strategic plan for long range and short term planning.

Identify any inconsistencies between the strategic goals and priorities and any of the projects or other major department initiatives.

Recommend program standards.

### 5. Resource Requirements/Savings

Identify:

- role of private sector involvement in upgrade, construction and management of current or new facilities
- areas for private/public sector partnerships
- potential savings arising from more efficient utilization of resources
- financial implications for recommended enhancements
- potential centres of excellence

## 6. Implementation Priorities

- develop strategic goals and priorities into a **strategic plan**
- identify key support functions that will be needed to put into operation the integrated delivery model. Particular emphasis should be on community social workers.

### **Department's Role**

It will be the Department's responsibility to develop the following:

- an implementation plan
- a monitoring and evaluation process for the **strategic plan**
- a consultation process
- a rapid and reliable communications process for the **strategic plan**

The Department will research and study the role of traditional knowledge in the delivery of health and social services.

The Department will also provide background information to the contractor as set out in the outline of the Department of Health and Social Services document included with the Terms of Reference.

