

**STRATEGIC PRIORITIES COMMITTEE
TERMS OF REFERENCE**

1. PURPOSE

The Strategic Priorities Committee (the “Committee”) of the Vancouver Island Health Authority (“Island Health”) Board of Directors (the “Board”) assists the Board in review and oversight of the following areas:

- Organizational Vision and Strategic Direction
- Multi-Year Strategies, Annual Goals and Plans
- Performance Monitoring
- Enterprise Risk Management
- Communications and Engagement
- Accreditation

2. COMPOSITION AND OPERATIONS

- A.** The Committee shall be composed of all members of the Board, each of whom shall be independent of Management.
- B.** The Committee shall operate in a manner consistent with the Committee Guidelines outlined in the Board Manual.
- C.** The Committee shall review its Terms of Reference annually to ensure it meets the needs of the Board. Any proposed revisions shall be recommended to the Governance Committee of the Board.
- D.** The Committee has delegated authority to pass motions on behalf of the Board. For clarity, the Committee does not have the authority to alter the membership of the Committee. This power remains with the Board.
- E.** The Committee shall meet at least five times per year.

3. DUTIES AND RESPONSIBILITIES

- A. Organizational Vision and Strategic Direction**
 - i. Participate with Management in the development and regular review of Island Health’s Vision, Purpose and Values, and approve the same.
 - ii. Participate with Management in the development and regular review of longer-term strategic direction, and approve the same.

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B. Multi-Year Strategies, Annual Goals and Plans

- i. Review and recommend approval to the Board, as appropriate, Management’s multi-year strategies and plans.
- ii. Review and recommend approval to the Board, as appropriate, Management’s annual organizational goals and plans.
- iii. Ensure Management plans are designed to address expectations set forth in the Ministry of Health’s (the “Ministry”) Mandate Letter.
- iv. Review and recommend approval to the Board, as appropriate, annual capital and operating budgets, ensuring alignment to annual and multi-year plans, and longer-term strategic direction.
- v. Review progress against annual plans and identified priorities, as well as progress against major capital projects, at each regularly scheduled meeting.

C. Performance Monitoring

- i. Annually review and approve a robust data management and performance measurement framework to support enterprise-wide activity which enables assessment of current levels of performance, peer/best practice comparisons and the achievement of targets.
- ii. Work with Management to establish measures and targets to assess and monitor performance of the strategic, operation and capital plans, and monitor Island Health’s performance against those plans, its peers, and the expectations of the Ministry.
- iii. Monitor performance measures in relation to long-term strategic direction, multi-year strategy, and multi-year and annual plans, and identify priorities for improvement and track progress towards achievement.
- iv. Establish new performance measures as required to ensure alignment with targets outlined in the strategic plan.

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D. Enterprise Risk Management

- i. On at least an annual basis, review Enterprise Risks and risk assessments as recommended by Management, and as appropriate, recommend the same to the Board for approval, including assignment of identified risks to respective Board Committees.
- ii. Regularly oversee performance on mitigation strategies on high-priority identified enterprise risks, ensuring the strategies are embedded into annual plans and priorities reviews noted in subsections 3.(B) (Multi-year Strategies, Annual Goals and Plans) and (C) (Performance Monitoring) above.
- iii. Review and assess other enterprise level or strategic risks assigned to the Committee by the Board of Directors and provide recommendations to the Board where required.

E. Communications and Engagement

- i. Ensure Island Health has appropriate communications and engagement strategies in place in order to effectively communicate and engage with, and meet the needs of, all partners including, but not limited to:
 - a. patients, residents, clients, and the public;
 - b. medical staff;
 - c. health-care professionals and staff;
 - d. health foundations and volunteers; and
 - e. Government,and reflects Island Health's requirement for transparency and accountability.

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F. Accreditation

- i. Oversee organizational plans for compliance with Accreditation Canada and other best-practice standards and receive data for other relevant peer group assessments including as identified.
- ii. Ensure there is a framework for preparation for Accreditation.
- iii. Monitor Island Health’s ongoing compliance with Accreditation standards and the implementation of recommended changes.

4. ACCOUNTABILITY

The Committee has delegated authority to pass motions on behalf of the Board, and shall document discussions by maintaining minutes of its meetings. Decisions of the Committee shall be reported to the Board at a duly constituted In-Camera or public Board meeting, as appropriate in light of the nature of the decision.

5. COMMITTEE CALENDAR

The Committee’s workplan of activities is outlined in an annual planning calendar matrix.