

# Provincial Human Services & Justice Coordinating Committee

Terms of Reference

Approved: March 19, 2019



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## Background

The Ontario government's policy framework for people with clinical needs who come in conflict with the law, A Provincial Strategy to Coordinate Human Services and Criminal Justice Systems in Ontario, was approved in June 1997.

Further, the report of the Forensic Mental Health Services Expert Advisory Panel titled, Assessment, Treatment and Community Reintegration of the Mentally Disordered Offender (2002), recommended that:

“the four partner Ministries (Ministry of Health and Long-Term Care, Ministry of Community, Family and Children's Services, Ministry of Public Safety and Security, and Ministry of the Attorney General), with the Ministry of Health and Long-Term Care being the lead Ministry, equally endorse and fund the establishment of local and regional forensic coordinating committees, a key mechanism as per the inter-ministerial report, A Provincial Strategy to Coordinate Human Services and Criminal Justice System in Ontario (Human Services and Justice Coordination Project, 1997).

It is further recommended that a formal commitment be made by each of the four Ministries to recreate the Provincial Coordinating Committee to provide support and oversee the work of the Human Services and Justice Coordinating Committees throughout the Province. Local and Regional Human Services and Justice Coordinating Committees must liaise with the Ministry of Health and Long-Term Care as the lead Ministry.”

Human Services and Justice Coordinating Committees (HSJCCs) were established in response to a recognized need to coordinate resources and services, and plan more effectively for people who are in conflict with the law. HSJCC's advocacy and support for people who experience conflict with the law will be congruent with the mandate of Ontario's Patients First Act (2016), which ensures “equitable access to services that meet their unique needs”. Priority consideration will be made for, but not limited to people with a serious mental illness, developmental disability, acquired brain injury, drug and alcohol addiction, and/or fetal alcohol spectrum disorder. The HSJCCs are a cooperative effort of the Ministries of the Attorney General, Children and Youth Services, Community and Social Services, the Solicitor General, and Health and Long-term Care.

The two primary areas of emphasis for the HSJCCs are:

1. To provide a planning table to bring together service providers to find solutions to the problem of the criminalization of people with defined unique needs, and;
2. To develop a model of shared responsibility and accountability in dealing with this group of individuals at points of intersection with the justice system.

Regional HSJCCs were established to coordinate communication and service integration planning between health, criminal justice and developmental service organizations within specific regions. Local HSJCCs are formed as required in each Region. Regional and Local HSJCCs are formed and operated flexibly in accordance with the unique needs of the regions and communities they serve.



# Objectives

The goal of the Provincial HSJCC is to provide a provincial leadership mechanism to support the implementation of the Ontario government's policy framework A Provincial Strategy to Coordinate Human Services and Criminal Justice System in Ontario (1997) for people who come into contact with the justice system and who have needs that are appropriate to be met by one or more of the provincial human services systems.

## Provincial HSJCC Objectives:

- To support the individual and collective efforts of Regional and Local Committees.
- To identify provincial service and policy issues and make recommendations to address such issues to appropriate government and other bodies as determined by the nature of the issues.
- To identify solutions to systemic problems.
- To promote consistency of approach across Ontario, while recognizing regional diversity.
- To enhance the engagement of the HSJCC Network (which includes the Provincial, Regional and Local Committees).
- To share information across the HSJCC Network and beyond (knowledge transfer).
- To provide a structure for accountability for the HSJCC Network.

# Provincial HSJCC Membership

## 1.1 Classes of Members

There shall be two classes of members for the Provincial HSJCC: Regional and Ex-officio. All members shall be individuals who are informed of and supportive of the goals and objectives of the HSJCC Network.

## 1.2 Regional Members

A Regional Member shall consist of a member from each of the following Regional HSJCCs which represent the Local HSJCCs.

Regional HSJCCs:

Hamilton/Niagara/Brant/Haldimand/Norfolk Regional HSJCC

- Brantford Local HSJCC
- Haldimand-Norfolk Local HSJCC
- Hamilton Local HSJCC
- Niagara Local HSJCC

Champlain Regional HSJCC

- Renfrew County (Pembroke) Local HSJCC
- Stormont-Dundas-Glengarry/Akwesasne/Prescott/Russell Local HSJCC

Durham Regional HSJCC

Haliburton/Kawartha Lakes/Pine Ridge Regional HSJCC

- Haliburton Local HSJCC
- Kawartha Lakes Local HSJCC
- Northumberland Local HSJCC
- Peterborough Local HSJCC

Halton Regional HSJCC

North East Regional HSJCC

- Algoma District Local HSJCC
- Cochrane District Local HSJCC
- Nipissing District Local HSJCC
- Parry Sound District Local HSJCC
- Sudbury-Manitoulin District Local HSJCC
- Temiskaming District Local HSJCC

North West Regional HSJCC (now known as the Northwest Centre of Responsibility)

- Kenora District Local HSJCC

Simcoe/Muskoka Regional HSJCC

- Barrie Local HSJCC
- Collingwood Local HSJCC
- Midland Local HSJCC
- Orillia Local HSJCC

South East Regional HSJCC

- Frontenac Local HSJCC
- Hastings-Prince Edward County Local HSJCC
- Lanark County Local HSJCC
- Leeds-Grenville County Local HSJCC
- Lennox-Addington Local HSJCC

South West Regional HSJCC

- Elgin-Middlesex Local HSJCC
- Grey Bruce Local HSJCC
- Huron and Perth Local HSJCC
- Lambton-Kent Local HSJCC
- London Local HSJCC
- Oxford Local HSJCC
- Windsor-Essex Local HSJCC

Toronto Regional HSJCC

- Downtown Toronto Local HSJCC
- North York Local HSJCC
- Scarborough Local HSJCC
- West Toronto Local HSJCC

Waterloo/Wellington Regional HSJCC

York/South Simcoe Regional HSJCC

One designate from each Regional HSJCC may attend all meetings of the Provincial HSJCC, shall have the right to hold office and to vote.

All Regional and Local Committees must submit to the Ad-hoc Executive their Terms of Reference, work plan and membership list on a regular basis.

### 1.3 Ex-officio Members

An Ex-officio Member shall consist of representative(s) from:

- Correctional Service of Canada
- Ministry of the Attorney General
- Ministry of Community, Children and Social Services
- Ministry of the Solicitor General
- Ministry of Health and Long-Term Care
- Other representatives from provincial organizations as determined by the Provincial HSJCC
- Chairs of Provincial HSJCC Working Groups
- Non-voting members of Regional Tables who are attending as observers
- People with lived experience from Regional Tables

An Ex-officio Member may attend all meetings of the Provincial HSJCC, but they shall not have the right to vote. Ex-officio Members may share their knowledge and expertise; however, they function within an ex-officio capacity.

Organizations that are interested in becoming members of the Provincial HSJCC are encouraged to do so at the Local and Regional HSJCCs at first. Organizations must (i) be publicly funded, (ii) represent a provincial viewpoint that is focused on practical solutions and (iii) not already be represented at the table to join the Provincial HSJCC.

### 1.4 Termination of Membership

All efforts will be made to engage with the Regional HSJCC or Ministry to ensure representation on the Provincial HSJCC.

Membership in the Provincial HSJCC terminates

- i) if the Regional or Ex-officio Member resigns with written notice; or
- ii) if the Regional or Ex-officio Member fails to attend at least 80% of the meetings or arranging for an alternate to attend or acts in a way that is inconsistent with the goals and objectives of the HSJCC and is removed by the adoption of a resolution passed by a two-thirds majority of the Regional Members voting at any meeting of the membership.



# Provincial HSJCC Meetings

## 2.1 Meetings

Five Provincial HSJCC meetings will be scheduled annually by the Co-Chairs of the Provincial HSJCC. A minimum of four meetings will be held in person. Additional meetings can be called by the Co-Chairs with adequate notice and may be held in-person or by using available technology.

## 2.2 Notice of Meetings

- i) Members will be notified in writing by e-mail of the time and location of where the meeting is to be held.

## 2.3 Quorum

- i) At each meeting the presence of 50 percent plus one of the Regional members shall constitute a quorum for the transaction of business. Regional members attending by teleconference or video conference count as “in attendance” for the determination of quorum.

## 2.4 Attendance and Voting

- i) Each Regional HSJCC declared a member in good standing shall be entitled to one vote. A Regional HSJCC in good standing is defined as one whom:
  - Is respectful in their communications
  - Holds at a minimum quarterly Regional HSJCC meetings, with minutes generated and made available
  - Consists of at least six members, with representatives of six different organizations from both the human services and justice sectors
  - Submits an annual workplan and annual report, in accordance with MOHLTC reporting requirements
  - Attends 4 of 5 P-HSJCC meetings per year in person or via teleconference
- ii) At a meeting of members, voting is invested in the Chair/Co-Chair of the Regional HSJCC who may delegate someone from their HSJCC.
- iii) Ex-Officio members and other representatives of member agencies may attend all meetings of members, and may have the privilege of the floor, but shall have no vote.
- iv) The role of an Observer is defined as any guest of any member from the HSJCC Network. They may attend P-HSJCC meetings but shall not have a vote. Should the voting members desire to hold a private discussion, observers will be notified that they shall not attend such discussions.
- v) To ensure a full voice of voting and non-voting members is heard, a Knowledge Based Decision Making Framework (Appendix I) will be adopted.

## 2.5 Travel and Accommodation Expenses

### Eligibility

- i) The P-HSJCC shall reimburse the P-HSJCC Co-Chairs and voting members for any travel and accommodation expenses incurred to attend P-HSJCC meetings.
- ii) Ex-officio members and other representatives of member agencies shall request coverage of travel and accommodation expenses through their respective organizations.
  - In instances where organizations are unable to provide coverage, members may submit a request by emailing the Secretariat in advance of each Provincial HSJCC meeting.

### Guidelines:

- iii) Members are to follow the following process for reimbursement:
  - Reimbursement of eligible costs will be submitted to the Secretariat via email following each P-HSJCC meeting.
  - Members are to submit requests using the P-HSJCC Expense Claim Form and attach all corresponding receipts to receive full reimbursement.
  - Maximum expense limits will be determined at the discretion of the Secretariat.

# Provincial HSJCC Executive Committee

## 3.1 Purpose

The purpose of the Executive Committee is to make decisions on behalf of the PHSJCC in between Provincial meetings. The Executive Committee shall be directed by and responsible to the PHSJCC.

## 3.2 Composition of Executive Committee

The Provincial HSJCC Executive shall consist of:

i) The Co-Chairs of the PHSJCC

ii) A minimum of five voting members from the PHSJCC membership who represent five of the fourteen Regional HSJCCs.

iii) One representative from the Provincial HSJCC Transfer Payment Agency. This representative may attend all meetings of the Provincial HSJCC Executive Committee, but they shall not have the right to vote. This individual may share their knowledge and expertise; however, they function within an ex-officio capacity.

iv) Staff of the HSJCC Secretariat, who will provide support to the Executive Committee and function within Ex-Officio capacity.

v) Partner ministry representation as needed.

## 3.3 Compensation

The Executive Committee members shall serve, as such without salary or remuneration. Executive Committee members shall be reimbursed for such expenses actually and reasonably incurred by them in connection with attendance at meetings and with the performance or other authorized duties in connection with the business and affairs of the Provincial HSJCC, provided that such expense shall have been approved by the Co-Chairs.

## 3.4 Resignation

Any Executive Committee member may resign at any time by notice in writing to the Co-Chairs.

# Provincial HSJCC Executive Committee Meetings

## 4.1 Executive Committee Meetings

- i) Meetings of the Executive Committee shall take place on an ad-hoc basis via teleconference and will be reserved for the last Tuesday of every month.
- ii) The Secretariat shall determine and confirm one week prior to such scheduled meetings as to whether the meeting is necessary (or is to proceed).

## 4.2 Quorum

At each meeting the presence of 50 percent plus one of the Regional members shall constitute a quorum for the transaction of business. This shall be verified by the Co-Chairs at the commencing of the meeting and recorded in the minutes. Regional members attending by teleconference or video conference count as “in attendance” for the determination of quorum.

# Provincial HSJCC Co-Chairs

## 5.1 Duties of Provincial Co-Chairs

### i) P-HSJCC Co-Chairs

The P-HSJCC Co-Chairs will be nominated and approved by the P-HSJCC. One Co-Chair shall be from the justice sector, and the other Co-Chair shall be from the human services sector, whenever possible.

The Co-Chairs shall preside at all meetings of members as well as meetings of the Executive Committee and perform such other duties as are customarily performed by Chairs or as may be required of them by the Executive Committee.

Co-Chairs are eligible for appointment for two (2) consecutive full two (2) year terms, and thereafter are not eligible for re-appointment until a period of eleven (11) months has elapsed from the date of retirement of such Officer.

#### Co-Chair Roles and Responsibilities:

- To review a meeting agenda assembled by HSJCC Secretariat staff, and contact members where input is needed
- To Chair P-HSJCC and Executive Committee meetings
- To act as a point of contact for issues arising relating to the work of the HSJCC Secretariat
- To be the official spokespersons for the HSJCC Network

### ii) Transfer Payment Agency (CMHA Ontario Division)

#### Role Objectives:

- To oversee the P-HSJCC operating funds including leading yearly budgets projections, budget monitoring and reporting, and end of fiscal financial reporting

#### Responsibilities:

- Provide year-end budgetary information for the HSJCC Annual Report
- Oversee all matters relating to the P-HSJCC operating budget including developing yearly projected budgets, monitoring expenses, and keeping full and accurate accounts of all receipts and disbursements
- Provide advice to P-HSJCC project budgets such as policy and implementation projects, in addition to reviewing the biennial HSJCC conference budget
- Work with Secretariat Staff to draft the annual budget and present it during P-HSJCC and Executive Committee meetings.

# HSJCC Working Groups

## 6.1 Types of Working Groups

The Provincial HSJCC Executive Committee and Provincial HSJCC shall establish Standing Working Groups and Ad-hoc Working Groups as deemed necessary.

Standing Working Groups include:

- i) Communications and Knowledge Exchange (CKE) Working Group
- ii) Conference Planning Working Group

## 6.2 Composition of Working Groups

- i) Each Working Group shall have a Chair/Co-Chairs from the HSJCC Network membership.
- ii) The membership of each Working Group shall consist of at least three (3) persons, from the HSJCC Network Membership, including ex-officio members and other individuals as determined by the Working Group
- iii) Working Group membership may be selected by the Chairs/Co-Chairs of the Working Group and be reviewed and approved by the Executive Committee.
- iv) All working groups will be supported by the Secretariat.

## 6.3 Duties

- i) Each Working Group shall establish a Project Charter to guide their work
- ii) Each Working Group shall keep a record of their proceedings and shall report to the Executive Committee or Provincial HSJCC at its next meeting.

# Provincial HSJCC Secretariat

## 7.1 Functions of Secretariat

The Secretariat shall be responsible and accountable to Provincial HSJCC and Provincial HSJCC Executive Committee business. The objectives of the Secretariat shall be:

- i) To support the Provincial HSJCC in its goals and objectives.
- ii) To develop a coordinated response to addressing public policy and knowledge transfer in the area of human services and justice for Ontario.
- iii) To coordinate external relations and represent the Provincial HSJCC as a knowledgeable source of information.
- iv) To respond to requests and inquiries made to the Provincial HSJCC.
- v) To identify emerging issues and trends that may require response from the Provincial HSJCC.
- vi) To act as a resource for the HSJCC Network.

## 7.2 HSJCC Secretariat Roles & Responsibilities:

- i) The Secretariat shall take action on all of the objectives of the Provincial HSJCC and Executive Committee.
- ii) The Secretariat shall draft the budget for the Provincial HSJCC, authorize expenditures within the budget approved by the PHSJCC, and monitor expenditures. The Executive Committee has absolute discretionary authority to spend 10% of the operating budget of the P-HSJCC.
- iii) The Secretariat shall receive, review and submit for approval to the Provincial HSJCC all Terms of Reference and work plans of all Working Groups and PHSJCC sub-committees in the HSJCC Network.
- iv) The Secretariat shall maintain the HSJCC Membership Database.
- v) The Secretariat shall draft a work plan for the Provincial HSJCC on an annual basis and monitor its progress.
- vi) The Secretariat shall provide support for the Provincial HSJCC Working Groups, receive, review and submit for approval to the Provincial HSJCC the Project Charters of the Working Groups, and monitor their progress.
- vii) The Secretariat shall provide member engagement which may include teleconferences and web-based meetings and foster interactive discussions about human services and justice

issues and initiatives.

viii) The Secretariat shall establish a linkage with the Government of Ontario Inter-Ministerial Directors Group on Justice and Mental Health.

ix) The Secretariat shall establish a linkage with the Forensic Directors Group.





# Funding and Reporting Relationships

## 8.1 MOHLTC Funding and Reporting Relationship

The Ministry of Health and Long-Term Care (MOHLTC) will fund the Provincial HSJCC which will develop a budget and work plan (including a meeting schedule) and submit them to the MOHLTC before the end of the first quarter of each fiscal year. The Provincial HSJCC will be responsible to the MOHLTC for funds received according to the terms of the funding agreement and work plan.

## 8.2 Expenses

- i) Only formal designates to the Provincial HSJCC appointed by their respective Regional HSJCCs are eligible for reimbursement for Provincial HSJCC meeting expenses.
- ii) Eligible expenses and reimbursement rates will be determined by the MOHLTC administrative and financial requirements and limitations.

## 8.3 Additional Funding and Reporting Relationships

In the event that other funding sources become available, the Provincial HSJCC will be responsible to the funder and will clarify all responsibilities of the Provincial HSJCC and the funder through a funding agreement.

# Honoraria for People with Lived Experience

The Provincial HSJCC values the full participation of people with lived experience and family members. In keeping with this philosophy, the Provincial HSJCC shall draw upon the expertise and resources of people with lived experience and family members in Provincial HSJCC related work.

## 9.1 Eligibility

Only formally appointed designates to the Provincial HSJCC are eligible for honoraria for Provincial HSJCC related work. Individuals with lived experience and family members are eligible for an honorarium for their participation in approved committee meetings, which include but are not limited to:

- i) Provincial HSJCC meetings;
- ii) Provincial HSJCC Ad-hoc Executive meetings;
- iii) HSJCC Working Group meetings.

## 9.2 Rate

The honorarium rate for people with lived experience and family members is to be determined by the Provincial HSJCC Ad-hoc Executive on an annual basis. The honorarium rate is provided per hour for the duration of meetings.

# Issue Management Process

## 10.1 Context:

Issues may be raised at Provincial HSJCC meetings for discussion, but without any formal and systemic approach to addressing those issues. The purpose of this document is to establish an issue management guideline for any future issues raised at the Provincial HSJCC table. A process has been established to determine the role of the co-chairs in managing issues as they arise, the participatory role of the broader membership, as well as the supportive role of the secretariat.

The Provincial HSJCC is often required to conduct time-sensitive issue management (which requires a rapid response) as well as longer-term issue management (that can be addressed at a Provincial HSJCC meeting).

## 10.2 Goals:

- To have a focused and informed discussion that creates a purposeful dialogue across all levels of the network
- Mitigating barriers between the levels of the network – local/regional/provincial
- Facilitating communication on emerging issues that are relevant to the HSJCC Network

## 10.3 How to raise an issue with the P-HSJCC:

- Contact the Secretariat with an overview of the issue and opinion as to whether it requires a rapid response or can be tabled at a future PHSJCC meeting.
- Issues relating to HSJCC network members and HSJCC Secretariat staff will be handled with respect and discretion by the Provincial HSJCC Co-Chairs. Once contacted regarding such issues via email, the Provincial HSJCC Co-Chairs will determine the most appropriate course of action.

## 10.4 Rapid issue management procedure:

For a question or issue that requires a rapid response, that may be time-sensitive in nature and/or affecting the wellbeing of a client population. Issue may be raised by any Local/Regional/Provincial HSJCC member and/or HSJCC partner organization outside of a Provincial HSJCC meeting.

1. Email HSJCC Secretariat
2. Secretariat staff determine how issue should be dealt with, consults with the Executive Committee as appropriate
3. Secretariat staff support provided as appropriate with direction from Provincial HSJCC Co-Chairs, if needed

#### 10.5 Meeting-based issue management procedure:

A question or issue that does not require a rapid response arises. Issue raised by any Local/Regional/Provincial HSJCC and/or HSJCC partner organization and/or HSJCC partner Ministries at a Provincial HSJCC meeting.

1. Standing Issue Management Discussion item placed on every Provincial HSJCC meeting agenda
  - Issues can be raised by Local/Regional/Provincial HSJCC members, partner organizations and partner Ministries
2. One important emerging issue is identified at each PHSJCC meeting for discussion at the subsequent PHSJCC meeting
3. Prior to the PHSJCC meeting, an issue note is developed by Secretariat staff on the issue raised for consideration at the upcoming meeting. Issue note includes background information and key questions for discussion
4. Regional HSJCC Chairs share issue note with Regional and Local HSJCCs to gather input as appropriate; PHSJCC partner organizations and partner Ministries gather input from their own organizations/Ministries as appropriate
5. Relevant guest speakers are invited to attend the upcoming PHSJCC meeting to present information on the issue
6. Issue is tabled at PHSJCC meeting for discussion
  - Process for addressing issue is determined by consensus at PHSJCC meeting
  - Local/Regional/Provincial HSJCC members, partner organizations and partner Ministries can provide assistance as appropriate to address the issue, and Secretariat staff can provide assistance as appropriate

#### 10.6 HSJCC Network Membership Issue Management

Any member of the HSJCC network, its partner organizations or partner Ministries can bring forward any issues that may arise relating to a member of the HSJCC network.

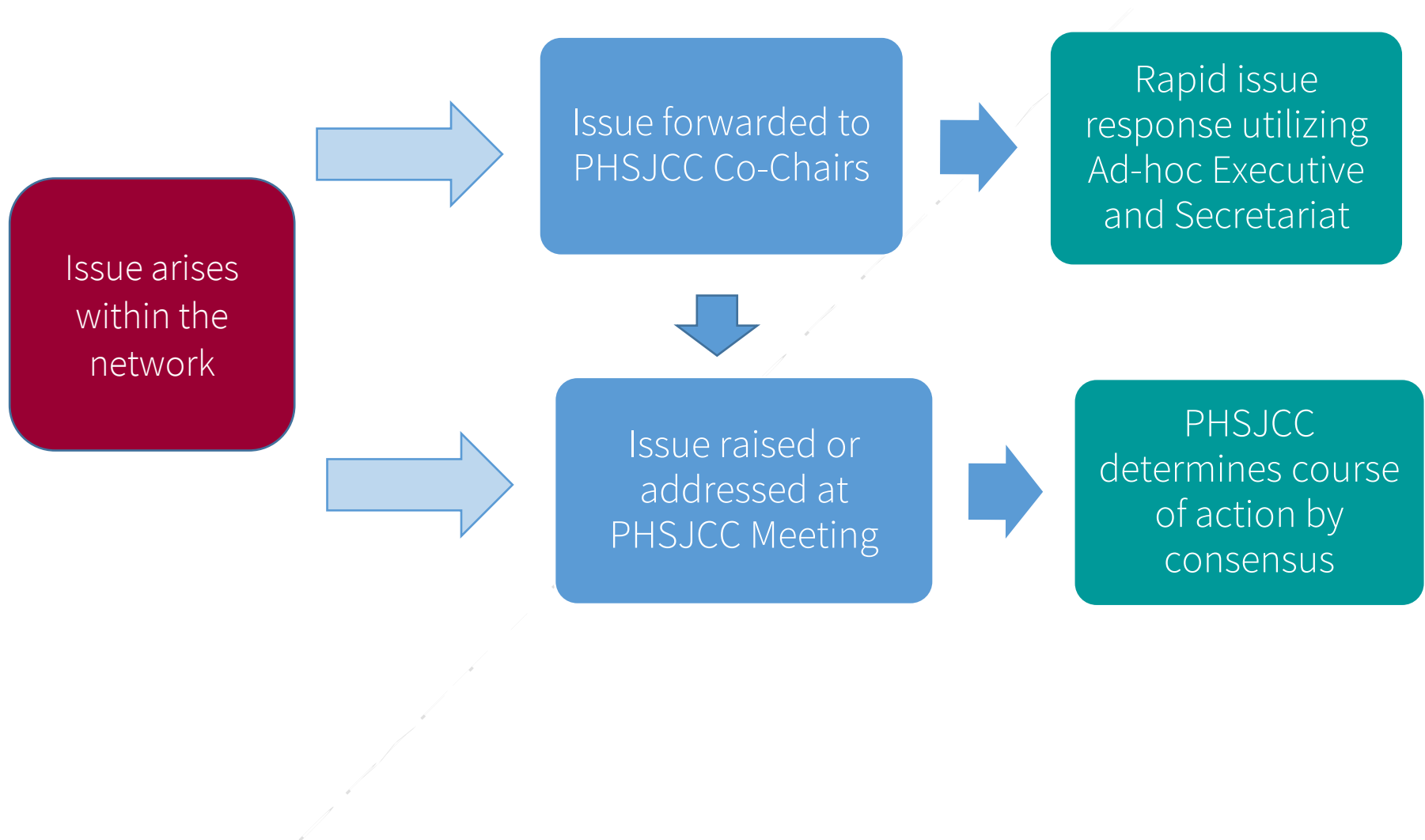
1. Email HSJCC Secretariat,
2. HSJCC Secretariat determine how issue should be dealt with
3. At discretion of the HSJCC Secretariats, Executive Committee and/or Provincial Co-Chairs may also be consulted.

#### 10.7 HSJCC Secretariat Staff Issue Management

Any member of the HSJCC network, its partner organizations or partner Ministries can bring forward any issues that may arise relating to HSJCC Secretariat staff.

1. Email Provincial HSJCC Co-Chairs
2. Provincial HSJCC Co-Chairs determine how issue should be dealt with, consulting with the Ad-hoc Executive as required
3. Provincial HSJCC Co-Chairs contact CMHA Ontario Director, Public Policy to address the issue

## Issue Management Process – Flow Chart



# PHSJCC Submission Process

In accordance with its stated objectives, the P-HSJCC may seek to make submissions on behalf of the network to partner ministries and external organizations. In order for this process to adhere to the terms herein, the following must occur.

## 11.1 Eligibility

In order for a submission to be undertaken by the P-HSJCC, that submission must be solicited by a partner ministry, an external organization, or by a member of the Network. In either case, the decision to submit must be made by the voting membership, with 50%+1 voting in favour.

## 11.2 Process for Drafting and Submission

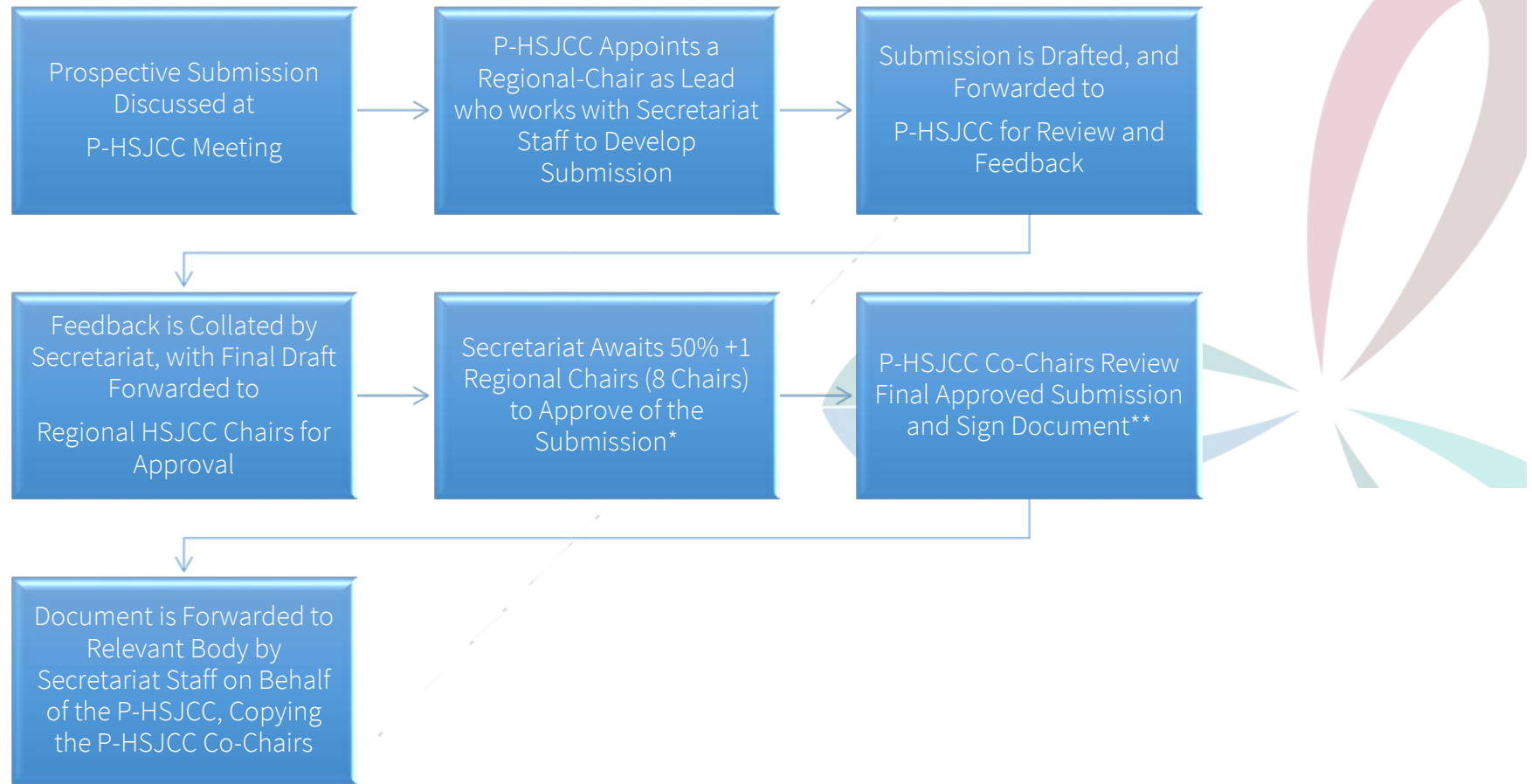
Once the decision to engage in the writing of a submission has been made by the P-HSJCC, the following steps must be taken.

1. The prospective submission has a Regional Chair Lead, appointed by the P-HSJCC membership, to work with Secretariat Staff in the drafting of the submission. This person is appointed immediately following the vote to engage in the submission writing process.
2. A submission is drafted by Secretariat Staff and the Regional Chair Lead, and forwarded to the P-HSJCC membership for review and initial feedback. P-HSJCC membership will have one week to review and provide their feedback, but this period may be extended at the discretion of the P-HSJCC Co-Chairs.
3. Once finalized, the submission is sent to the voting members, of the P-HSJCC for approval. In order to move forward in the process, 50%+1 of the voting membership must approve the submission.
4. If approved by the voting members, the submission will be forwarded to the P-HSJCC Co-Chairs for signing on behalf of the P-HSJCC.

## 11.3 Withholding of the Submission by P-HSJCC Co-Chairs

Notwithstanding the process noted in 11.2, the P-HSJCC Co-Chairs may withhold their signatures should the submission of said document threaten to cause an undue amount of conflict within the HSJCC Network. Further to this, should the P-HSJCC Co-Chairs be placed in a conflict of interest by signing any submission, they may delegate their authority to sign to the voting membership of the P-HSJCC. In this case, the submission will be signed by the 14 Regional Chairs of the P-HSJCC.

## Policy Submission Process – Flow Chart



\*NOTE: The approval process amongst the Regional Chairs will occur via email FANOUT, to be collected by the Secretariat and the Appointed Regional HSJCC Lead.

\*\*NOTE: The P-HSJCC Co-Chairs will have the authority to withhold a submission should it prove to be causing an undue degree of conflict within the HSJCC network.

# Appendix I

## KNOWLEDGE BASED DECISION MAKING (KBDM)

### Overview:

Knowledge based decision making is a proactive process that emphasizes open dialogue before deliberation or decision making.

There are four essential elements to the process:

1. KBDM is based on a philosophy of open communication between everyone
2. There is a dialogue before deliberation
3. There is common access to all relevant information for everyone involved in making a decision
4. The process exists in a culture of trust

Why is this a good model?

1. The process allows for a thorough examination of issues without an end in mind
2. Who makes the decision becomes far less important than the fact that a good decision is made
3. It is a process for ongoing strategic thinking and strategy development
4. Allows us to develop a reputation that values collaboration

### Principles of KBDM

1. Where ever possible, all individuals involved in the discussion are provided with information pertaining to the issue to be discussed prior to the meeting.
2. All participants are encouraged to bring forward any questions they have about the item to be discussed in order to gain clarity about the issue. Inquiry is made through the lens of curiosity with all inquiries made in the form of a question i.e. who, what, when, where, how.
3. All participants are encouraged to share any knowledge they have about the topic being discussed (historical information, evidence-based information, feedback from teams etc.). The knowledge must be direct knowledge (**not a personal opinion**) and must answer the question being raised.
4. The Chair will stop a participant if he/she moves away from a question or sharing of direct knowledge towards a commentary or personal opinion.
5. Knowledge and information is shared as many times as is necessary in order to answer all questions raised.
6. After all questions have been answered satisfactorily, a final round table feedback will occur.
7. All participants will express their support for or against the issue being raised. This allows the minority who may have not spoken during the knowledge exchange to have their voices heard.
8. At this point no additional commentary occurs, only a final for or against.



9. The final decision will be based on the majority vote and may include the following actions:
  - a. More information is needed – staff consultation, research, best practice etc.
  - b. No changes are recommended
  - c. Changes are launched, and the communication strategy is confirmed

### KBDM Model

<p>Introduction - Anyone can propose a topic for discussion (policy, program, process etc.)</p>	<ul style="list-style-type: none"> <li>• The topic for change is introduced to all participants and a draft is prepared</li> <li>• The person introducing the change offers evidence that they have utilized evidence to support the change</li> <li>• The person introducing the change has anticipated a list of questions and has prepared responses based on knowledge gained from the research undertaken</li> <li>• All information is circulated at least one week prior to the meeting so that participants have time to consider any additional information or knowledge they have on the topic for discussion as well as any additional questions they may have about the proposed changes</li> </ul>
<p>Setting the Stage – when preparing your presentation, you are encouraged to review any relevant policies, data, evidence and best practice, promising practices, PDCA model, risk registry, partnerships etc. Also consider the QI and Risk Registry Process including reflection on the questions posed adjacent to this narrative.</p>	<ul style="list-style-type: none"> <li>• What problem are you trying to solve?</li> <li>• If this is a risk issue, what is the risk rating?</li> <li>• How does what you are proposing fit with the organizations vision, mission, values and strategic directions?</li> <li>• Who has been consulted?</li> <li>• Who will benefit?</li> <li>• Who will be disadvantaged?</li> <li>• Is the change client centered?</li> <li>• Is it useful and if so how?</li> <li>• Is it relevant and how do you know?</li> <li>• Is it reflective of best practice, legislative requirements, evidence?</li> </ul>
<p>Tools for Presenting the issue and recommendation – When presenting the information ensure you are aware that your knowledge is only one perspective and the purpose of the discussion is to solicit</p>	<ul style="list-style-type: none"> <li>• Include all those who need to be included</li> <li>• Ensure that there is balanced participation</li> </ul>

additional knowledge and information to support a successful outcome.	<ul style="list-style-type: none"> <li>• Listen, hear, acknowledge all contributions</li> <li>• Suspend judgment</li> <li>• Share knowledge not personal opinions</li> <li>• Be specific</li> </ul>
Complete and Evaluate	<ul style="list-style-type: none"> <li>• Summarize all shared understandings</li> <li>• Identify the points where we agree to disagree</li> <li>• Formulate the decision, recommendations or next steps</li> </ul>
Communicate	<ul style="list-style-type: none"> <li>• Identify who needs to be informed of the decision</li> <li>• Share the decision including the rational and knowledge gathered to formulate the decision.</li> </ul>

### 1. Background Information

All committee members should have all pertinent information compiled prior to the meeting.

### 2. Current Knowledge or Lack of Knowledge

The discussion is always framed according to the issue presented including the “pros and cons”, implications of decisions, what we wish we knew but don’t, etc.

### 3. Verbal Information Exchange

#### a. Question and Answer

- i. Committee members will ask questions to gain clarity of the proposed issue/recommendation. The inquiry should be asked in the form of a questions i.e. Who, What, When, Where, Why, How etc. The chair will ask for someone to respond who has direct knowledge, but participants will not share an “opinion”. The chair will stop the discussion if it becomes a commentary or a personal opinion.

#### b. Summation

- i. Committee members involved in the discussion summarize what they have heard and request confirmation from all members that the same information was heard and understood by everyone.

#### c. Discussion

- i. Committee members can speak for or against the issue. There is a 2-minute one-time response for each issue discussed. Therefore, committee

members are encouraged to ensure that their feedback is succinct and to the point.

#### 4. Decision Making

Based on the information exchanged the following will be tabled:

- Recommendation
- Further research or information gathering
- Expanded discussion with service teams
- Decision