



**Board of Directors
Decision Making Guide**

BACKGROUND:

This Draft Decision Making Guide is the product of two workshops held with the Board on June 21st and September 13th. The workshops explored the ethical dimensions or core values that are key to decision making. The Guide includes a common set of decision-making criteria and a process that will be used by the Board when faced with difficult decisions.

PURPOSE

The purpose of the Decision Making Guide is to:

- assist the Board with making difficult decisions, by providing a common set of criteria to be considered;
- provide a consistent means of explaining or defending difficult decisions after they are made;
- serve as a checklist for the Board to consider when documents are provided and presentations are made to the Board (this happens informally already);
- facilitate rigorous, comprehensive discussion on difficult decisions; and
- provide guidance to management in making resource allocation decisions.

WHEN THE GUIDE WILL BE USED

The Board deals with numerous issues, which vary in magnitude. All issues that are brought to the Board are reviewed in advance by the Executive Management Committee (EMC). While the Board has the prerogative to use the Guide when they wish, EMC will recommend when they deem the Guide would be beneficial.

The Guide will generally be used when the contemplated issue:

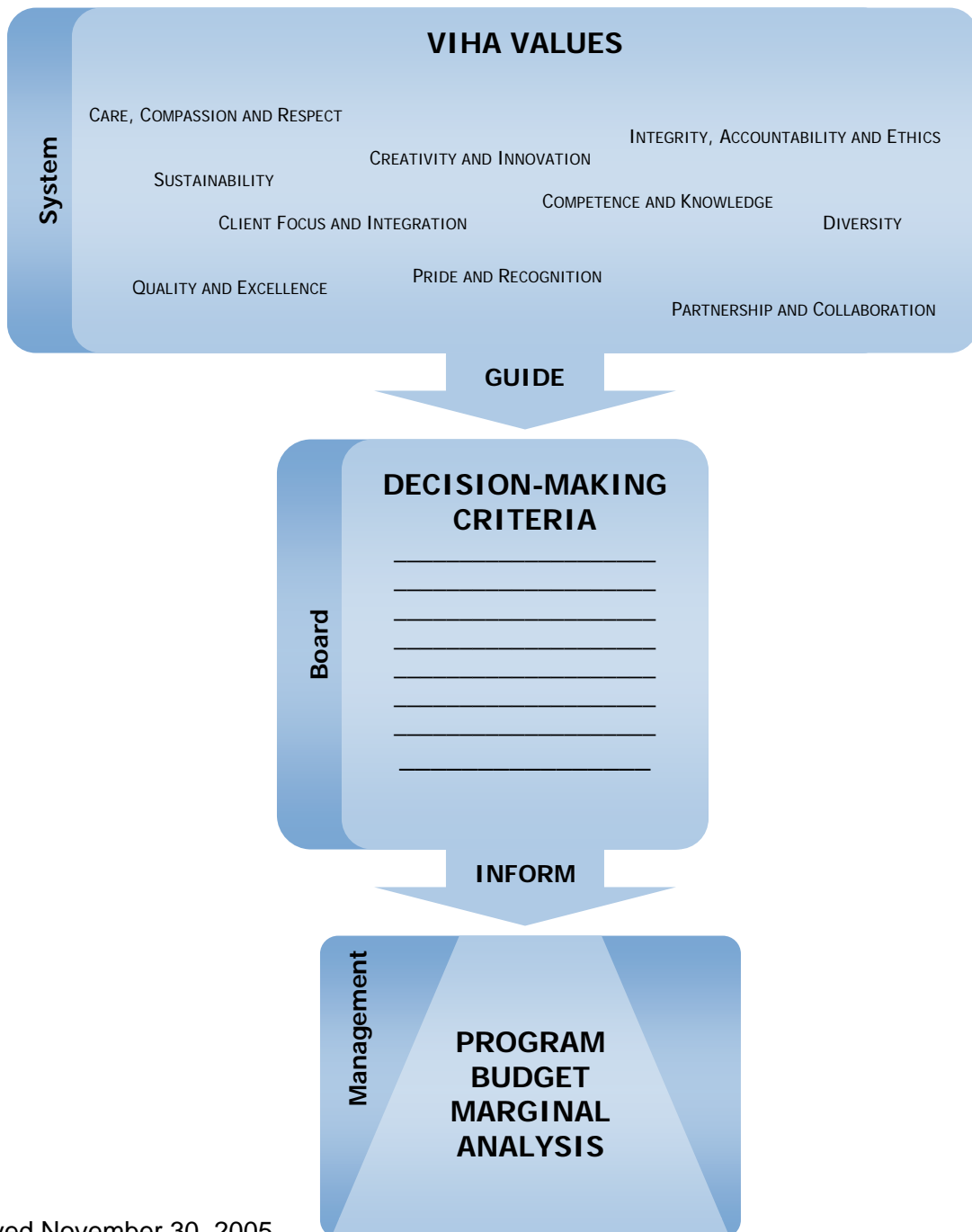
- will significantly impact the way services are delivered in a community or group of communities;
- will impact the strategic direction of the Health Authority;
- requires significant capital investment or operational change; and/or
- is high profile and may cause public concern.

Examples of situations where the Guide may be used include the decision to implement a Smoke Free Policy in VIHA, or establishing the priority between two competing major capital projects.

CONCEPTUAL FRAMEWORK

The following diagram illustrates the relationship between VIHA's overarching (system) values, the decision-making criteria established by the Board, and the Program Budget Marginal Analysis (PBMA) process employed at the management level. At the top of the diagram are the VIHA values. These values pertain to VIHA at a system level and are displayed randomly to indicate no prioritization.

VIHA's values are used to guide the establishment of the Board's decision-making criteria. The decision-making criteria are used to inform management's PMBA process.



VIHA BOARD OF DIRECTOR’S DECISION MAKING GUIDE

CRITERIA AND DEFINITIONS

Decisions will be assessed against the following criteria:

| CRITERIA | DEFINITIONS |
|--|--|
| Quality & Safety | <ul style="list-style-type: none"> ▪ outcomes are measurable and as good as can be achieved ▪ services are safe and error free ▪ personnel are qualified and demonstrably competent ▪ relevant staff/providers are in general agreement with the option ▪ program/service meets the health needs of intended service recipients by providing the right service in right place at right time ▪ decisions are evidence based |
| Sustainability | <ul style="list-style-type: none"> ▪ resources are available to fund capital and/or operating expenditures required to pursue the proposed option (affordability) ▪ the option is not obsolete in the foreseeable future and can accommodate changing circumstances and needs (adaptable) ▪ qualified providers can be recruited and retained ▪ desired outcomes are achieved, consuming minimal resources (efficiency) ▪ waste and redundancy are minimized ▪ human resources use their knowledge and skills to the maximum extent possible |
| Access & Equity | <ul style="list-style-type: none"> ▪ reasonable and fair geographic access to services is achieved ▪ timely access to services in relation to need is provided ▪ need governs where services are located and how services and benefits are distributed ▪ the needs of high risk, high needs populations are effectively met and health disparities are reduced |
| Maximum Benefit to Health / Risk of Not Proceeding | <ul style="list-style-type: none"> ▪ greater improvement in health status than the alternatives is achieved ▪ benefits more people than the alternatives |
| Public Acceptability | <ul style="list-style-type: none"> ▪ public affected are in general agreement with the decision taken ▪ public affected are willing to use the services as organized and located |
| Consistency / Alignment with Vision | <ul style="list-style-type: none"> ▪ the option under consideration is consistent and aligned with the VIHA Vision |

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