

INDEPENDENT EXPERT PANEL TERMS OF REFERENCE

HEALTH AND SOCIAL SERVICES COMPREHENSIVE REVIEW

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1.0 INTRODUCTION

The Government of Yukon Department of Health and Social Services (the 'Department') is undertaking a comprehensive review to strengthen and maintain the efficiency, effectiveness and relevance of Health and Social Services programs and services.

As part of the review, an independent expert panel (the 'Panel') comprised of health care, social services, and financial advisors will;

- conduct an assessment of HSS health and social services, including key cost drivers and areas for improved coordination and integration of services;
- provide strategic advice;
- create a report for the Deputy Minister.

2.0 CONTEXT

In May 2017, the Government of Yukon established an independent Yukon Financial Advisory Panel (YFAP) to provide independent and expert advice on how to improve the Yukon government's financial outlook. The mandate of YFAP was to develop options on how the Yukon government can deliver on its priorities while meeting the fundamental needs of Yukoners and returning to a healthy financial position.

In September 2017, the YFAP provided its Final Report¹ to Premier Sandy Silver. The report contains commentary on health spending as well as several recommendations that impact Yukon's health system. These recommendations include:

Consider a comprehensive review of the healthcare sector akin to the one done in 2008 focusing on the factors driving costs and on the quality of the outcomes being delivered to Yukoners.

Consider innovations in health care delivery and funding.

The Department was directed to proceed with a comprehensive review focusing on the factors driving costs, the quality of outcomes being delivered to Yukoners and to identify and fully utilize system efficiencies.

3.0 MANDATE

The Panel's mandate is to conduct an assessment on the current state of the Yukon health, social services and continuing care system, to provide strategic advice and to create a report for the Deputy Minister of Health and Social Services that includes specific recommendations to address the factors

¹ <https://yukonplans.ca/content/yfap-full-report>

driving costs, improve the quality of services being delivered to Yukoners and more fully utilize system efficiencies.

In formulating its analysis and recommendations, the Panel will meaningfully consider the thoughts and opinions of Yukon residents, governments, including First Nations governments, organizations and other stakeholders expressed through public engagement.

4.0 GUIDING PRINCIPLES

- In so far as it operates within this Terms of Reference, the Panel shall be independent of the Department and Yukon government.
- Individuals on the Panel will be expected to work together in a respectful manner with a willingness to listen to all perspectives/opinions brought to bear on how to address relevant issues.
- Panel members are expected to respect the purpose of all meetings and not use the meetings as opportunities to advance discussion on other matters.
- Decisions will be made based on consensus among Panel members. Where consensus cannot be reached, the majority view on a recommendation as well as the minority views of dissenting members will be presented.
- The opinions of all Yukoners who participate in the public engagement process will be considered.
- Face to face meetings will be planned as far in advance as possible to accommodate schedules and to ensure maximum participation. Online technologies, teleconferencing and videoconferencing will be used when possible to facilitate participation and to decrease travel.

5.0 PANEL STRUCTURE

5.1 PANEL MEMBERSHIP

The Deputy Minister shall use the following criteria in selecting Panel members:

- Expertise and knowledge of health services, social services and continuing care;
- Financial acumen;
- Balanced in their views and approach to issues; and
- Has an understanding and appreciation for a diversity of perspectives.

The Panel will be comprised of the following individuals:

- Bruce McLennan
- Jennifer Zelmer
- Gregory Marchildon
- Diane Strand
- George Green

If a member of the Panel steps down, the Deputy Minister of the Department, will be responsible for selecting a replacement.

5.2 PANEL CHAIR

The Panel will be chaired by Bruce McLennan. The Panel may choose one of its members to serve as Alternate Chair should the Chair not be available for a meeting.

5.3 SELECTION OF REPLACEMENT MEMBER

- The Panel will be established in Fall 2018.
- Each member will serve a term ending in December 2019 or at the discretion of the Deputy Minister.
- Once the Panel has submitted its final report to the Committee, the Panel will be disbanded.
- The Deputy Minister reserves the right to terminate the Panel at any time and for any reason.

6.0 PANEL PROCESS

6.1 ACTIVITIES & DELIVERABLES

Each member of the Panel will participate in Panel deliberations and in the development of the final report.

Each member of the Panel will provide strategic advice and recommendations to the Deputy Minister. In carrying out this work, activities may include, but are not limited to:

- Becoming familiar with and agreeing to be bound by the attached Terms of Reference;
- Planning and preparing for meetings by:
 - Becoming familiar with materials provided by the Department of Health and Social Services;
 - Providing advice and preparing to speak on emerging issues, promising practices and/or general updates on areas of expertise and the health care, continuing care and social services; and
 - Being personally prepared to take part in meetings.
- Attending and participating in meetings both in person and through conference call or similar technology;
- Identifying new research, identifying the need to gather existing research, reviewing research and analysis and considering their implications for Yukon's health and social services system, as directed by the Deputy Minister to support in the progress of the Comprehensive Review and its final report;
- Planning, preparing and presenting documents to the Deputy Minister;
- Participating in public engagement or public events as requested by the Deputy Minister;
- Providing advice to the Deputy Minister; and/or

- Reading and responding to queries from the Deputy Minister in an expedient manner, no later than 2 calendar weeks after they have been received.

Each member of the Panel will be responsible for advising on, reviewing and presenting the final report to the Deputy Minister no earlier than July 2019 and no later than the end of their contract. With context from the Yukon's health, social services and continuing care system and expertise from the Panel member's fields, the report will provide analysis and recommendations on opportunities for the Department to continue to move towards a people-centered approach to wellness based on promising-practices and evidence-informed decision making. The report will be made public. The Department may use the final report in implementing the recommendations as well as service, policy and program improvements.

The report must include but is not limited to:

- Information and analysis on the current state of the Yukon health, social services and continuing care system, including programs funded but not delivered by the Department;
- Analysis of the Yukon travel for medical purposes program, physician billing and pharmaceuticals;
- Areas of strength to build on in the Department and with partners in health delivery;
- Areas of opportunity for the Department or health delivery agencies to continue to move towards a person-centered approach to wellness;
- Research with citations;
- Any supporting data or promising-practices; and
- A framework for implementation.

Additional Activities of the Chair of the Panel

Additional activities of the Panel Chair may include, but are not limited to:

- Meeting with the Deputy Minister on behalf of the Panel to provide updates on Panel activities;
- Communicating with the Deputy Minister on a variety of topics including but not limited to advice, thoughts, areas for improvements and areas of strength regarding the Panel; and
- Speaking on behalf of the Panel in facilitated conversations with individuals outside of the Steering Committee as required and directed by the Deputy Minister or Minister.

6.2 REPORT

- The Panel will be responsible for providing the Deputy Minister with a final report, including recommendations, to be presented no later than October 2019.

Budget

- The budget for this project will be determined by Management Board.

6.3 CONFIDENTIALITY

Panel conversations are confidential. Conversations may be repeated with permission from the Panel and the author of the comment. Panel member views and comments will not be attributed in meeting reports or minutes and this will clearly be noted on each report.

All members are expected to protect and maintain as confidential any privileged information divulged during the work of the Panel. Members must not discuss this information with persons not on the Panel, or divulge information obtained from the work of the Panel, including presentations made to it, until such time as this information has been officially released for public distribution.

6.4 DECLARATION OF INTERESTS

The Panel Chair will ask members to make a verbal statement of their relevant affiliations and interests. The level of participation of a member in conflict is determined by the Chair in consultation with the other members of the Panel. Each individual Panel member has the responsibility to declare a conflict of interest as it arises.

6.5 RESOURCES

1. The Department will provide the Panel with documents to inform its activities, including but not limited to:
 - a. Yukon Financial Advisory Panel Final Report
 - b. Yukon Financial Advisory Panel What We Heard document
 - c. Government of Yukon Budget, 2018-19
 - d. Government of Yukon Fiscal and Economic Outlook, 2018-19
 - e. Government of Yukon Five-Year Capital Plan, 2018-19
 - f. Government of Yukon Public Accounts, 2016-17
 - g. Yukon Government Mandate Letters, 2017
 - h. Department of Health and Social Services Performance Measure Framework 2014-2019
 - i. Department of Health and Social Services Clinical Service Plan, 2014
 - j. Department of Health and Social Services Review, 2008
 - k. Other documents as identified or requested by the Panel
2. If requested by the Panel the Deputy Minister will consider additional resources to support the Panel's work.

6.6 UPDATES AND REVISIONS TO TERMS OF REFERENCE

1. These Terms of Reference may be revised with the consent of both the Panel Chair the Deputy Minister after discussion with the Panel and the Steering Committee.

7.0 ADMINISTRATIVE SUPPORT

The Department will provide administrative and secretariat support to the Panel to meet the requirements of this Terms of Reference.

8.0 ACCESS TO INFORMATION AND PROTECTION OF PRIVACY

The Panel will be subject to and agree to comply with all laws of Yukon and Canada related, including the Access to Information and Protection of Privacy Act and the Health Information Privacy and Management Act.