

## BOARD MANUAL

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<b>SUBJECT:</b>	<b>Decision-Making Framework</b>		

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### **Purpose**

The intent of the framework is to provide appropriate policies and procedures to support the board in its role as the ultimate decision-making body in the organization. The combination of policies will help:

- Facilitate rigorous, comprehensive discussion on difficult decisions
- Ensure that risk and ethics are appropriately addressed in the decision-making process
- Include an appropriate hierarchy of decision-making authority within the organization

### **Context for Decision-Making**

The health care environment is characterized by a variety of factors, including but not limited to the following, which provide the context for decision-making:

- Limited resources
- Changing demographics and shifting cultural values in society
- Increased public awareness and interest in health care issues
- Changing public expectations and increased requirement for public accountability
- New and evolving technologies and approaches to care
- Emphasis on individual rights and freedoms
- Privacy and confidentiality issues
- Increased need for interdisciplinary and inter-institutional collaboration, co-operation and integration

### **Guiding Principles**

The following principles will guide decision-making at the board level:

- Consistency with the organization's mission, vision and values.
- Appropriate due-diligence to assess available options and the impact on all stakeholders
- System capacity and sustainability
- Effective and efficient use of resources
- Social costs and benefits including access and equity
- Open, transparent and accountable processes
- Evaluation of and learning from outcomes.

## **The Decision-Making Framework**

In addition to using the guiding principles above, the Decision-Making Framework includes five components:

1. Decision-making criteria and evidence of due diligence
2. Risk management
3. Financial oversight
4. Framework for Ethical Decision Making
5. The Delegation of Authority policy

### ***1. Decision-Making Criteria***

Decisions will be made based on key criteria and evidence that due diligence has occurred. The board makes ‘informed’ decisions, based on the best information available at the time, including an evaluation of alternatives and criteria for the recommended option.

The format for board meeting motions and the decision making guide provides context for decisions and serve as checklists for consideration when documents are provided and presentations are made to the board.

### ***2. Risk Management***

The Enterprise Risk Management Policy outlines categories of risks which the board oversees. Management is responsible for the implementation of policies and processes to manage those risks. A risk analysis will be conducted for every project undertaken in the hospital.

Board decisions will consider what risks the hospital will need to assume, the probability those risks may occur and any action to mitigate the impact of occurrences.

### ***3. Financial Oversight***

The Board Financial Policy and other financial policies, practices and processes exist to guide the board in fulfilling its responsibilities for governing the overall financial health and viability of the hospital.

Decisions about program changes or expansions, replacements/changes to the medical staff, and capital projects will be considered on the basis of a complete and thorough business case or impact analysis.

### ***4. Ethical Consideration***

The Framework for Ethical Decision Making outlines criteria which guide the board through ethical considerations ensuring decisions are made based on discussions that appropriately consider: relevancy, community engagement, revisions, communications, and accountability.

The extent to which each of these criteria are applied will be dependent on the nature of the decision.

### ***5. Delegation of Authority***

The Delegation of Authority Policy delineates decisions reserved by the board from those delegated to the CEO and Chief of Staff.

#### **Related Policies**

- 4-B-3 GRH Motion Standardized Format
- 5-1 Delegation of Authority
- 7-2 Board Financial Policy
- 8-2 Enterprise Risk Management  
Framework for Ethical Decision Making

**GRH BOARD OF DIRECTOR'S DECISION MAKING SUPPLEMENTARY GUIDE**

Decisions will be assessed against the following criteria:

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