

Ontario Public Health Standards: Organizational Requirements Compliance Assessment

The Organizational Requirements are those requirements where reporting and/or monitoring are required of boards of health to demonstrate accountability to the ministry. The Organizational Requirements are part of the Ontario Public Health Standards within Chapter 3: Strengthened Accountability.

The legend below was used to assess Hamilton Public Health Services' Board of Health compliance with the Organizational Requirements.

	Exceeding – Actions exceed expectations of the requirement.
	Meeting – All aspects of the requirement are being met.
	Partial Compliance – Some aspects of the requirement are being met.
	Non-Compliant – The requirement is not being met.

Domain One: Delivery of Programs and Services

Boards of health are held accountable for the delivery of public health programs and services and achievement of program outcomes in accordance with the Foundational and Program Standards and incorporated protocols and guidelines.

The ministry has a responsibility to ensure that boards of health are delivering mandated programs and services that reflect a level of provincial consistency and local flexibility, and that the services delivered are effective in achieving their intended purposes.

Organizational Requirement	Compliance	Evidence to Support Compliance / Action
The board of health shall deliver programs and services in compliance with the Foundational and Program Standards.		Staff have reviewed requirements within the Standards and have proposed recommendations for action to move into compliance where requirements are not met.
The boards of health shall comply with programs provided for in the Health Protection and Promotion Act (HPPA).		Ongoing compliance maintained.
The board of health shall undertake population health assessments including identification of priority populations, social determinants of health and health inequities, and measure and report on them.		Staff have identified priority populations and assessed health equity. This information will inform the Annual Service Plan & Budget submission as well as other reporting requirements as requested by the ministry. Action: Will be compliant by ensuring that population health assessment and health equity are built into proposed annual planning process.

Organizational Requirement	Compliance	Evidence to Support Compliance / Action
The board of health shall describe the program of public health interventions and the information used to inform them including how health inequities will be addressed.		Documentation and evidence collected through standards review used to describe the program(s) of interventions and the information used to inform them. Action: Program interventions are required to be described and submitted to the ministry through the Annual Service Plan and Budget. Will be compliant following submission of the Annual Service Plan and Budget in March 2018.
The board of health shall publicly disclose results of all inspections or other required information in accordance with the Foundational and Program Standards.		Currently disclosure food safety inspections through Food Safety Zone. Need to disclose all inspections or information in accordance with identified protocols. Action: PHS is working to make inspection results publicly available through the open data work within the City of Hamilton.
The board of health shall prepare for emergencies to ensure 24/7 timely, integrated, safe, and effective response to and recovery from emergencies with public health impacts, in accordance with ministry policy and guidelines.		Review of emergency preparedness and response practices was completed through standards review.
The board of health shall collect and analyze relevant data to monitor trends over time, emerging trends, priorities, and health inequities, and report and disseminate the data and information in accordance with the Foundational and Program Standards.		This work has begun through the standards review. Action: The Epidemiology & Evaluation team at PHS will continue to develop indicators and performance measures to monitor population inequities. Monitoring of these indicators and performance measures will also be embedded into future annual planning processes.
The board of health shall have a strategic plan that establishes strategic priorities over 3 to 5 years, includes input from staff, clients, and community partners, and reviewed at least every other year.		City of Hamilton Multi-Year Business Plan for Public Health Services will act as the public health strategic plan as it covers a 4 year timeframe (2018-2021) and is reviewed annually. For 2018, input was collected from standards review work groups to inform the Multi-Year Business Plan. No input from clients, community and partners was included. Action: In future iterations of strategic plan, will need to include input from clients and community partners as captured within the Public Health Services' Stakeholder Engagement Plan.

Domain Two: Fiduciary Requirements

Boards of health are held accountable for using ministry funding efficiently for its intended purpose.

The ministry has a responsibility to ensure that public health funding is used in accordance with accepted accounting principles, legislative requirements, and government policy expectations. The ministry must also ensure that boards of health make efficient use of public resources by delivery high quality, effective program interventions, ensuring value for money.

Accountability Framework Requirement	Compliance	Evidence to Support Compliance / Action
The board of health shall comply with the terms and conditions of the Ministry-Board of Health Accountability Agreement.		Compliant with current Accountability Agreement. Will review future agreements and develop action plans as needed to address gaps.
The board of health shall provide costing information by program.		Costing information is currently provided based on FTE resourcing and operating through Program Based Grants.
The board of health shall submit budget submissions, quarterly financial reports, annual settlement reports, and other financial reports as requested.		Have submitted required financial reporting documents in the past and will continue to do so for new reporting requirements moving forward.
The board of health shall place the grant provided by the ministry in an interest bearing account at a Canadian financial institution and report interest earned to the ministry if the ministry provides the grant to boards of health prior to their immediate need for the grant.		Compliant as applicable.
The board of health shall report all revenues it collects for programs or services in accordance with the direction provided in writing by the ministry.		Compliant as applicable.
The board of health shall report any part of the grant that has not been used or accounted for in a manner requested by the ministry.		Compliant as applicable.
The board of health shall repay ministry funding as requested by the ministry.		Compliant as applicable.
The board of health shall ensure that expenditure forecasts are as accurate as possible.		Compliant as per City of Hamilton financial policies, procedures and processes.
The board of health shall keep a record of its financial affairs, invoices, receipts and other documents, and shall prepare annual statements of their financial affairs.		Compliant as per City of Hamilton financial policies, procedures and processes.
The board of health shall comply with the financial requirements of the HPPA (e.g., remuneration, informing municipalities of financial obligations, passing by-laws, etc.), and all other applicable legislation and regulations.		Compliant as per City of Hamilton financial policies, procedures and processes.
The board of health shall use the grant only for the purposes of the HPPA and to provide or ensure the provision of programs and services in accordance with the HPPA, Foundational and Program Standards, and Ministry-Board of Health Accountability Agreement.		Compliant and demonstrated through completion of required financial reports submitted to the ministry.
The boards of health shall spend the grant only on admissible expenditures.		Compliant and demonstrated through completion of required financial reports submitted to the ministry.

Accountability Framework Requirement	Compliance	Evidence to Support Compliance / Action
<p>The board of health shall comply with the <i>Municipal Act, 2001</i> which requires that boards of health ensure that the administration adopts policies with respect to its procurement of goods and services. All procurement of goods and services should normally be through an open and competitive process.</p>		<p>As per City of Hamilton procurement policies and procedures.</p>
<p>Boards of health shall ensure that the administration implements appropriate financial management and oversight which ensures the following are in place:</p> <ul style="list-style-type: none"> • A plan for the management of physical and financial resources; • A process for internal financial controls which is based on generally accepted accounting principles; • A process to ensure that areas of variance are addressed and corrected; • A procedure to ensure that the procurement policy is followed across all programs / services areas; • A process to ensure the regular evaluation of the quality of service provided by contracted services in accordance with contract standards; • A process to inform the board of health regarding resource allocation plans and decisions, both financial and workforce related, that are required to address shifts in need and capacity. . 		<p>As per City of Hamilton financial and procurement policies, procedures and processes.</p>
<p>The board of health shall negotiate service level agreements for corporately provided services.</p>		<p>Compliant through established Service Level Agreements between Public Health Services and Human Resources, Information Technology.</p>
<p>The boards of health shall have and maintain insurance.</p>		<p>As per City of Hamilton financial policies, procedures and processes.</p>
<p>The board of health shall maintain an inventory of all tangible capital assets developed or acquired with a value exceeding \$5,000 or a value determined locally that is appropriate under the circumstances.</p>		<p>As per City of Hamilton financial policies, procedures and processes.</p>
<p>The board of health shall not dispose of an asset which exceeded \$100,000 in value without the ministry's prior written confirmation.</p>		<p>Compliant as applicable.</p>
<p>The board of health shall not carry over the grant from one year to the next, unless pre-authorized in writing by the ministry.</p>		<p>Compliant as applicable.</p>
<p>The board of health shall maintain a capital funding plan, which includes policies and procedures to ensure that funding for capital projects is appropriately managed and reported.</p>		<p>As per City of Hamilton financial policies, procedures and processes.</p>

Accountability Framework Requirement	Compliance	Evidence to Support Compliance / Action
The board of health shall comply with the Community Health Capital Programs policy.		Compliant as applicable.

Domain Three: Good Governance and Management Practices

Boards of health are held accountable for executing good governance practices to ensure effective functioning of boards of health and management of public health units.

The organizational requirements within this domain support the use of recommended best practices in governance and organizational processes. By adhering to these practices, boards of health are able to improve the quality and effectiveness of programs and services, prioritize the allocation of resources, improve the efficiency, and strive for resiliency in their organizational culture.

Accountability Framework Requirement	Compliance	Evidence to Support Compliance / Action
The board of health shall submit a list of board members.		Submitted annually. Will continue to be submitted as part of the Annual Service Plan & Budget.
The board of health shall operate in a transparent and accountable manner, and provide truthful and complete information to the ministry.		As per City of Hamilton governance policies and procedures.
The board of health shall ensure that members are aware of their roles and responsibilities and emerging issues and trends by ensuring the development and implementation of a comprehensive orientation plan for new board members and a continuing education program for continuing board members.		Board of Health orientation is provided for all board members conducted once every four years following election of new Council. Ongoing education is provided through board of health reports and presentations based on emerging issues or by request.
The board of health shall carry out its obligations without a conflict of interest and shall disclose to the ministry an actual, potential, or perceived conflict of interest.		Conflicts of interests are required to be disclosed at Board of Health meetings as per City of Hamilton governance policies and procedures. At this time, no formal disclosures of conflict of interest are reported to the ministry. Action: PHS will work with the ministry to establish a process for disclosure moving forward.
The board of health shall comply with the governance requirements of the HPPA (e.g., number of members, election of chair, remuneration, quorum, passing by-laws, etc.), and all other applicable legislation and regulations.		As per City of Hamilton governance policies and procedures.
The board of health shall comply with the medical officer of health appointments requirements of the HPPA, and the ministry's policy framework on medical officer of health appointments, reporting, and compensation.		Compliant as per policy.

Accountability Framework Requirement	Compliance	Evidence to Support Compliance / Action
<p>The board of health shall ensure that the administration establishes a human resources strategy, which considers the competencies, composition and size of the workforce, as well as community composition, and includes initiatives for the recruitment, retention, professional development, and leadership development of the public health unit workforce.</p>		<p>Ongoing work to support workforce planning, succession planning and competency development.</p> <p>Action: Additional work is being done in 2018 focused on workforce assessment and development that will further bring PHS into compliance with this requirement.</p>
<p>The board of health shall ensure that the administration establishes and implements written human resource policies and procedures which are made available to staff, students, and volunteers. All policies and procedures shall be regularly reviewed and revised, and include the date of the last review/revision.</p>		<p>As per City of Hamilton human resource strategies, policies, and procedures. All human resource policies are made available to staff through the intranet.</p> <p>Action: Policies and procedures are maintained by the City of Hamilton Human Resources division and may or may not be regularly reviewed and revised. The regular review of these policies will be established through future Service Level Agreements.</p>
<p>The board of health shall engage in community and multi-sectoral collaboration with LHINs and other relevant stakeholders in decreasing health inequities.</p>		<p>The newly developed PHS Stakeholder Engagement Plan addresses working with a variety of stakeholders to decrease health inequities including collaboration with the LHIN through the Hamilton Community Work Group.</p>
<p>The board of health shall engage in relationships with Indigenous communities in a way that is meaningful for them.</p>		<p>Some previous work by PHS to engage in relationships with Indigenous communities.</p> <p>Action: Will look to City of Hamilton Urban Indigenous Strategy to inform meaningful engagement.</p>
<p>The board of health shall provide population health information, including social determinants of health and health inequities, to the public, community partners, LHINs, and health care providers in accordance with the Foundational and Program Standards.</p>		<p>A Population Health Assessment Strategy and a Stakeholder Engagement Plan has been developed with both plans addressing the sharing of population health information with partners.</p> <p>Action: Implementation of the Population Health Assessment Strategy and the Stakeholder Engagement Plan will help to come into full compliance with this requirement through the sharing of population health information. In addition, PHS will continue to provide data intelligence to stakeholders such as the Hamilton Community Work Group to help establish cross-sector objectives to improve population health outcomes.</p>

Accountability Framework Requirement	Compliance	Evidence to Support Compliance / Action
<p>The board of health shall develop and implement policies or by-laws regarding the functioning of the governing body, including:</p> <ul style="list-style-type: none"> • Use and establishment of sub-committees; • Rules of order and frequency of meetings; • Preparation of meeting agenda, materials, minutes, and other record keeping; • Selection of officers; • Selection of board members based on skills, knowledge, competencies and representatives of the community, where boards of health are able to recommend the recruitment of members to the appointing body; • Remuneration and allowable expenses for board members; • Procurement of external advisors to the board such as lawyers and auditors (if applicable); • Conflict of interest; • Confidentiality; • Medical officer of health and executive officers (where applicable) selection process, remuneration, and performance review; • Delegation of the medical officer of health duties during short absences such as during a vacation/coverage plan. 		<p>Many policies and by-laws regarding the functioning of the governing body are established through the City of Hamilton governance policies and procedures.</p> <p>Action: Compliance gap with delegation of the medical officer of health duties during short absences such as during a vacation / coverage plan. Policy to be developed to address this area.</p>
<p>The board of health shall ensure that by-laws and policies and procedures are reviewed and revised as necessary, and at least every two years.</p>		<p>Council Procedures (By-law No. 14-300) and Council Code of Conduct (By-law No. 16-290) have been updated within the last two years. If policy and procedure is in reference to organizational policies and procedures, these documents are not reviewed every two years.</p> <p>Action: PHS department policies will be reviewed every two years moving forward. Service Level Agreements will be updated to include expectation to update policies every two years for those policies developed within shared service areas.</p>

Accountability Framework Requirement	Compliance	Evidence to Support Compliance / Action
<p>The board of health shall provide governance direction to the administration and ensure that the board remains informed about the activities of the organization on the following:</p> <ul style="list-style-type: none"> • Delivery of programs and services; • Organizational effectiveness through evaluation of the organization and strategic planning; • Stakeholder relations and partnership building; • Research and evaluation; • Compliance with all applicable legislation and regulations; • Workforce issues, including recruitment of medical officer of health and any other senior executives; • Financial management, including procurement policies and practices; and • Risk management. 		<p>Compliant through ongoing information and recommendations reports brought forward to the Board of Health during monthly board meetings.</p>
<p>The board of health shall have a self-evaluation process of its governance practices and outcomes that is completed at least every other year. Completion includes an analysis of the results, board of health discussion, and implementation of feasible recommendations, if any.</p>		<p>Board of Health self-evaluation was completed in 2014 and 2016. Next self-evaluation planned for 2018.</p>
<p>The board of health shall ensure the administration develops and implements a set of client service standards.</p>		<p>As per City of Hamilton policy, Access & Equity has developed Customer Service Standards policies and procedures focused on assistive devices, communication, disruption notice, service animals, support persons for persons with disability, resident and visitor feedback and complaints, training.</p> <p>Action: Build upon work started in Healthy Environments to establish client service standards in setting service delivery expectations (e.g. follow-up response time).</p>
<p>The board of health shall ensure that the medical officer of health, as the designated health information custodian, maintains information systems and implements policies/procedures for privacy and security, data collection and records management.</p>		<p>Many new policies and procedures developed for privacy and security, data collection and records management.</p> <p>Action: Need to update and approve outstanding privacy and security, data collection and records management policies that are out of date (e.g. Public Health Services section of Records Retention By-law).</p>

Domain Four: Public Health Practice

Boards of health are held accountable for achieving a high standard and quality of practice in the delivery of public health programs and services.

The organizational requirements within this domain include some of the key requirements of the Effective Public Health Practice Standard within the Foundational Standards, and support the fostering of a culture of excellence in professional practice with boards of health. A culture of quality and continuous organizational self-improvement is part of effective public health practice, which underpins effective program interventions, and therefore is necessary for the achievement of the desired goals and outcomes of public health programs and services.

Accountability Framework Requirement	Compliance	Evidence to Support Compliance / Action
The boards of health shall ensure that the administration establishes, maintains and implements policies and procedures related to research ethics.		As per department policy 07-01 Research Project Application and Registration.
The board of health shall designate a Chief Nursing Officer.		A Chief Nursing Officer is in place with supporting policy to establish qualifications and expectations of the role within PHS.
The board of health shall demonstrate the use of a systematic process to plan public health programs and services to assess and report on the health of local populations describing the existence and impact of health inequities and identifying effective local strategies to decrease health inequities.		<p>The standards review process provided a systematic process to plan public health programs and services and will inform future annual planning process at PHS.</p> <p>Action: Will be compliant following completion of the standards review ensuring that population health assessment and health equity are built into the annual planning process moving forward.</p>
The board of health shall employ qualified public health professionals in accordance with the <i>Qualifications for Public Health Professionals Protocol, 2018</i> (or as current).		<p><i>Qualifications for Public Health Professionals Protocol, 2018</i> is in development. Unknown at this time whether organization will be in compliance with expectations within the protocol.</p> <p>Action: Review protocol upon release to assess organizational compliance. Develop action plans to address compliance gaps as needed.</p>
<p>The boards of health shall support a culture of excellence in professional practice and ensure a culture of quality and continuous organizational self-improvement. This may include:</p> <ul style="list-style-type: none"> • Measurement of client, community, and stakeholder/partner experience to inform transparency and accountability; and • Regular review of outcome data that includes variances from performance expectations and implementation of remediation plans. 		<p>Both department and corporate initiatives to ensure a culture of quality and continuous organizational self-improvement. Initial work at the corporate level through the Citizen Survey to measure client satisfaction, but only covers a small scope of the work of PHS.</p> <p>Action: Implementation of a PHS Continuous Quality Improvement Framework in 2018. Build regular review of performance measures into annual planning process moving forward. Hold leadership forum on Results Based Accountability to increase awareness and knowledge of performance measures. Develop process to measure more broadly client, community and stakeholder / partner experience.</p>

Common to All Domains

The following list of organizational requirements contains those that are relevant to all four domains of the Public Health Accountability Framework, and have been grouped together here to avoid duplication.

Accountability Framework Requirement	Compliance	Evidence to Support Compliance / Action
The board of health shall submit an Annual Service Plan and Budget Submission to include all programs and services delivered by boards of health and program costing for ministry-funded programs.		Plan in place to submit Annual Service Plan and Budget by March 2, 2018 deadline. Action: Will be compliant upon March submission.
The board of health shall submit action plans as requested to address any compliance or performance issues.		Have submitted all previously requested action plans to address compliance or performance issues to the Ministry of Health and Long-Term Care and will continue to do so for requests moving forward.
The board of health shall submit all reports as requested by the ministry.		Have submitted all previously requested reports to the Ministry of Health and Long-Term Care and will continue to do so for requests moving forward.
The board of health shall have a formal risk management framework in place that identifies, assesses and addresses risks.		Risk management plan and process for annual review approved by the Board of Health November 2017.
The board of health shall produce an annual financial and performance report to the general public.		Plan in place to draft and complete an annual financial and performance report to the general public for 2017. Action: Annual report will go to the Board of Health in April 2018 and will be posted publicly following approval.
The board of health shall comply with all legal and statutory requirements.		Compliant as per established legal and statutory requirements.