

## Citizens' Representative Message



Whether you're a sports fan or not, you may have heard of the late Bill Walsh. Nicknamed "the Genius," Walsh became head coach of the worst team in the National Football league, the San Francisco 49ers, in the late 1970s. Implementing his "Standard of Performance" across the organization, Walsh transformed the 'Niners from laughingstock to 4 time Super Bowl Champions in the 1980s.

Under his unique tutelage, the team became the class of the league. If you lead or manage an organization, it would be worthwhile to read his book "The Score Takes Care of Itself: My Philosophy of Leadership." Walsh's book is about football, but he demonstrates easily throughout how team management is also applicable to the corporate world.

Bill's *Standard of Performance* is taped to my desk in plain sight; and while I don't profess to be perfect in all of its aspects, it's a constant reminder to me of what we should all aspire to as organizational leaders.

### Bill Walsh's *Standard of Performance*

- Exhibit a ferocious and intelligently applied work ethic directed at continual improvement.
- Demonstrate respect for each person in the organization.
- Be deeply committed to learning and teaching.
- Be fair.
- Demonstrate character.
- Honour the direct connection between details and improvement and relentlessly seek the latter.
- Show self-control, especially under pressure.
- Demonstrate and prize loyalty.
- Use positive language and have a positive attitude.
- Take pride in my effort as an entity separate from the result of that effort.
- Be willing to go the extra distance for the organization.
- Deal appropriately with victory and defeat, adulation and humiliation.
- Promote internal communication that is both open and substantive (especially under stress).
- Seek poise in myself and those I lead.
- Put the team's welfare and priorities ahead of my own.
- Maintain an ongoing level of concentration and focus that is abnormally high.
- Make sacrifice and commitment the organization's trademark.

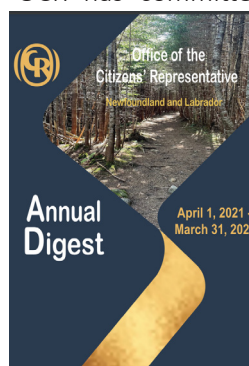
Bradley Moss

## Citizens' Representative's Annual Digest

The OCR 2021-2022 Annual Digest is now available. Our Annual Digest provides an opportunity to highlight statistical information as well as a snapshot of the type of work undertaken by our staff on behalf of the citizens of our Province. For this fiscal year, our Office received a total of 777 complaints and inquiries, an 18% increase from the year previous.

Our case examples within the Digest demonstrate the range of support provided to citizens. Most significant are our efforts of early resolution and formal investigation of allegations of unfair treatment. Citizens making contact with our staff also benefit from support with referral information, direction to publicly available information and supports, and promotion of self-advocacy.

In keeping with the OCR Mission, our Digest is making efforts to ensure accountability of public bodies by reporting on the implementation of recommendations made by the OCR. The **Citizens' Representative Act** provides the OCR with authority to make recommendations to provincial public bodies; recommendations that suggest individual remedies to affected citizens or systemic change to improve the public service for the benefit of all citizens. Generally, our recommendations are accepted. The OCR has committed to follow-up on all accepted



recommendations with each public body until implementation has been satisfied. Details of the status of recommendations made in the previous two fiscal years can be viewed on p. 9-17 of the Digest <https://www.citizensrep.nl.ca/pdfs/OCRAnnualDigest2021-2022.pdf>

## What We Offer

We have numerous presentations available for public servants and the general public on our full range of services, including the provincial whistleblower program, and tips on how to navigate difficult complaints for frontline workers. Presentations are available by calling (709) 729-7647 or via email at [citrep@gov.nl.ca](mailto:citrep@gov.nl.ca)

## Seeking Fairness



The OCR received a call from a frustrated parent dealing with Legal Aid. The parent stated there was a child custody and access order in place that the other parent was not following. The frustrated parent had applied to Legal Aid and stated they were assigned a lawyer. The parent alleged this decision was later reversed, leaving them without access to legal representation.

An inquiry to Legal Aid confirmed the parent had been initially assigned a lawyer upon application. Legal Aid

advised the parent's income was not verified upon initial application; thus, the assignment of a lawyer was in error. It is necessary that an applicant's income is assessed to determine eligibility for Legal Aid, prior to the assignment of a lawyer. The parent had applied a second time and was asked by Legal Aid to verify their income. The parent identified they had applied for income support benefits. Legal Aid advised that once confirmation of income support eligibility was received, the parent would be approved for Legal Aid and assigned a lawyer.

## Finding Solutions

A complaint was made in relation to the failure to notify women in this Province about their breast density following a mammogram. It was suggested that the complaint could be resolved by having a line added in a mammogram result letter to patients which informs of their breast density and the associated risk with the density.

Two separate entities provide breast screening to women in NL, the Provincial Cancer Care Program managed by Eastern Health and Routine Mammography Services provided by the Regional Health Authorities. The OCR commenced an "own initiative" investigation and involved both Eastern Health and Health and Community Services throughout the investigative process.

Our Office decided to mediate this complaint as opposed to completing a formal report, due to a willingness of the public bodies to work with our Office, as well as unclear jurisdiction for our Office due to the clinical nature of this matter. The analysis of the research completed highlighted concerns which resulted in formal letters being sent to the Minister of Health and Community Services and the Chief Executive Officers of the four Regional Health Authorities in the Province requesting consideration as follows:

1. Ensure that women who receive a mammogram

through Routine Mammography Services are sent a letter informing them of their screening results.

2. Alter the wording on the letter currently being sent to patients regarding their screening results so it is more transparent and precise in referencing mammographic breast density.
3. Create accessible Province-based resources related to mammographic breast density.



The OCR was satisfied upon receipt of the Department's notification of these implemented changes:

- The Cancer Care Screening Program has changed the normal result letters in *Health Connect* to both women and their primary care providers. The result letters being sent to women on a go forward basis notify them of their MBD, and clearly states the mammographic breast density according to how it is captured by the program.
- The Program webpage has been further developed to include breast density. Result letters to women also contain a link to the breast screening webpage.
- A decision was expected to be made in the fall of 2021 with regard to upgrading the mammography units in Newfoundland and Labrador.

### Questions / Comments?

Is your department, agency or community group interested in learning more about the OCR, its services and processes? Do you have a suggestion or question to be addressed in a future edition of *OCR Insights*? Call us at 1-800-559-0079 or (709) 729-7647, or e-mail [citrep@gov.nl.ca](mailto:citrep@gov.nl.ca)

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