

**Distribution:** MSAs/Physician Societies

**Approved by:** Facility Engagement

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## Purpose

The purpose of this document is to provide guidance and best practices when hiring a consultant for your MSA.<sup>1</sup>

Examples are:

- Communications consultant (e.g., newsletter design, posters, messaging etc.).
- Third-party facilitator to improve team functioning or relationship building.
- Contractor for conducting physician interviews as part of an assessment of challenges between two facilities.
- External evaluator for FE funded activities.

## Before hiring

Before you decide to hire a consultant, consider the following:

1. Have you determined the scope of the work? Has your director/executive approved the work to proceed?
2. Is external assistance required?
  - What skillset(s) and experience are required for the job?
  - Does someone on staff have the required expertise? Are they available to help?
  - Are we looking for help to meet a tight deadline? Can the deadline be adjusted?
  - Do we need an external perspective or objectivity to define an issue and resolve it?
  - Do we need someone to teach us a new skill?
  - Is this a one time need or ongoing and we should consider bringing someone on staff?
3. Do you know how much external services will cost and do you have the budget to hire the consultant?
4. Do you have the Working Group's approval to proceed to hire the specific consultant?

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<sup>1</sup> Consultant refers to a vendor or consultant needed for engagement activity work at an MSA. A different process should be followed for hiring a Contractor such as a site project manager or Admin. Please contact your EP for further information on this process.

Definition: a person who provides expert advice professionally.

- Before discussing with consultants, be sure that your executive team approves of engaging external help for the work.
5. Negotiating price and type of contract.
- Is it more cost effective for the work to be done on a fixed price contract or an hourly rate?

## Remuneration guidelines

The following guidelines are designed to assist in determining fair and reasonable rates for consultant remuneration.

The negotiation and agreeing on a remuneration for a consultant is your responsibility. It is important that you get estimates / quotes for larger contracts, compare the rate to other consultants, and can justify agreed to rate based on the factors discussed below.

### Rate factors: The work you require a consultant for

The first set of factors to consider revolve around the work you need done and how that will impact the rate.

- **Type of work** – Is the work more general or very complex? Do you need an expert or specialist such as a lawyer or a doctor?
- **Timeline of work** – Do you have an immediate deadline you need met? Are you more flexible in your deadline and will not require the consultant to work long hours or hire additional staff?

### Rate factors: The reason you choose a specific consultant

The second set of factors to consider revolve around the assets your consultant brings to the project.

- **Level of experience** – Do they have depth of experience in a few key areas or more breadth of experience? Do they have recent and relevant experience to the exact work you are hiring them for? Is this level of experience rare?
- **Skillset** – Is their skillset highly specialized? Are these skillsets rare?
- **Knowledge** – Do they have insider knowledge of the project already? Is this knowledge rare?
- **Effectiveness** – Do they have a track-record of being able to complete projects in a timely manner with a high level of competency? Do they have additional staff included with their fee to make efficient use of skills and expedite work? No point hiring a consultant for less if they take twice as long as a more expensive but more effective consultant.
- **Relationships** – Does the consultant have the breadth and volume of relationships that are important to advancing the project? Is the consultant seen as a trusted advisor with the related stakeholders you are working on the project with?

## Approval Process and Contracts

The contract for services serves as an agreement between your MSA and the consultant for the provision of services to the MSA.

### Societies:

Societies can either enter the contract provided by the consultant or contact your lawyer to provide a contract for services template. **FCE will not be able to provide a template contract for societies.**

### Approvals:

1. Site support will complete the contract with consultant.
2. The site support will have the Director/Executive sign the contract.
3. A copy of the contract should be kept for record.

### Unincorporated MSAs:

For Unincorporated MSAs, the F.E. Services Company (FESC) will be entering into the contract on your behalf as MSAs cannot enter contracts. Please contact your Engagement Partner for the appropriate contract template. A service contract template is provided to assist the MSAs negotiate only the pertinent sections of the contract related to the services provided.

### Approvals:

1. Site support and Engagement Partner (EP) to complete contract with consultant.
2. Once completed the site support will send the contract with the approval from the MSA president (email approval is fine) to [engagement@doctorsofbc.ca](mailto:engagement@doctorsofbc.ca) (cc in the EP).
3. FE provincial office will have the FESC Director sign the contract and then return the final signed copied to the above mentioned support person (cc in EP).
4. A copy of this contract will be kept at Doctors of BC.

## Hiring

Once a consultant is hired the initiator of the consultant contract will be responsible for outlining any deliverables, monitoring progression, and reviewing all invoices over the length of the contract.

## Evaluation

All work that is completed by a consult should be evaluated. Please see the [Evaluation Toolkit](#) for information on how best to evaluate projects for your MSA.

## Inquiries

If you have questions regarding these guidelines, please contact your Facility Engagement Partner.