

Welcome! Who's here today?

Introduce yourself in Chat!

- Name
- Where you live
- Specialty/area of practice
- Years in practice



Doctors of BC Governance Webinar Series

What Have I Gotten Myself Into?: Roles and Responsibilities in Your MSA

FEBRUARY 24TH, 2022

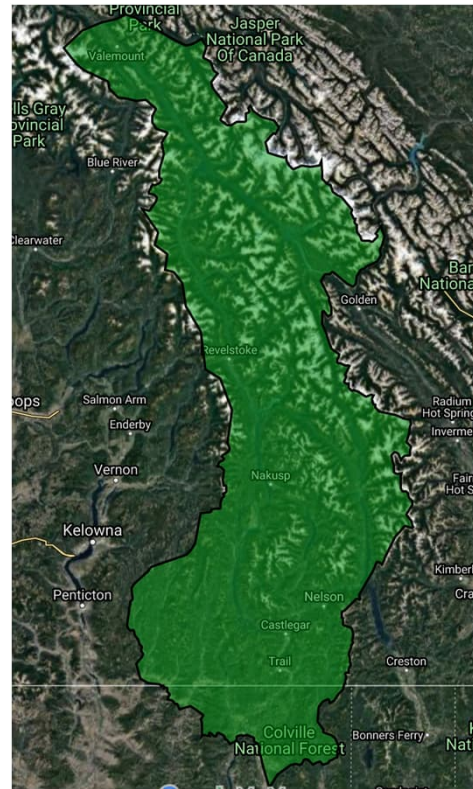
THIS WEBINAR IS BEING RECORDED



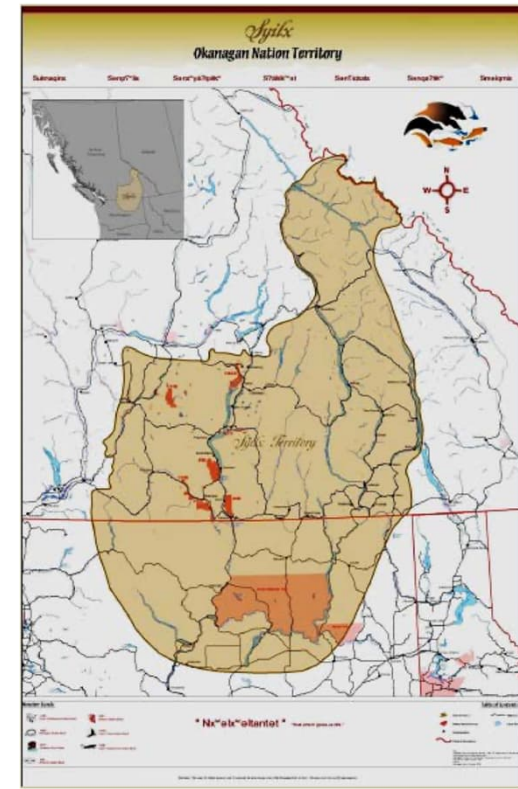
Nelson, BC



Ktunaxa



Sinixt



Syilx Okanagan

Who We Are

Host/Trainer: Alison Sayers, MA



Producer/Trainer: Nichola Manning, MPA

NM CONSULTING INC.

Guest Speakers:

Dr. Paul Johar, President, Burnaby MSA

Rita Cormier, Project Manager, Burnaby MSA



Tech Support: Britt Poulsen



What Have I Gotten Myself Into?!: Roles and Responsibilities in Your Incorporated MSA

During the webinar:

All participants are muted to ensure there is no competing background noise.

The chat function has been disabled.

Please use the Q&A for any questions or comments.
If needed, you can come off mute to clarify.

The webinar is being recorded and will be released in the days after the session.



Poll: In which region do you work?

- a. Provincial Health Services
- b. First Nations Health
- c. Vancouver Coastal Health
- d. Vancouver Island Health
- e. Northern Health
- f. Interior Health
- g. Fraser Health

Legal Framework: Incorporated MSAs

Incorporated Society

Medical Staff Association

Accountable to:
Hospital Act, HA MS Bylaws and Rules
Represents all medical staff
Can't hold funds or contracts,
no liability protection

Physician Engagement Societies

Can hold and transfer funds
Can hold contracts
Have liability protection
Accountable to:
BC Societies Act



Roles in Facility Engagement: Incorporated MSAs vs. HAs

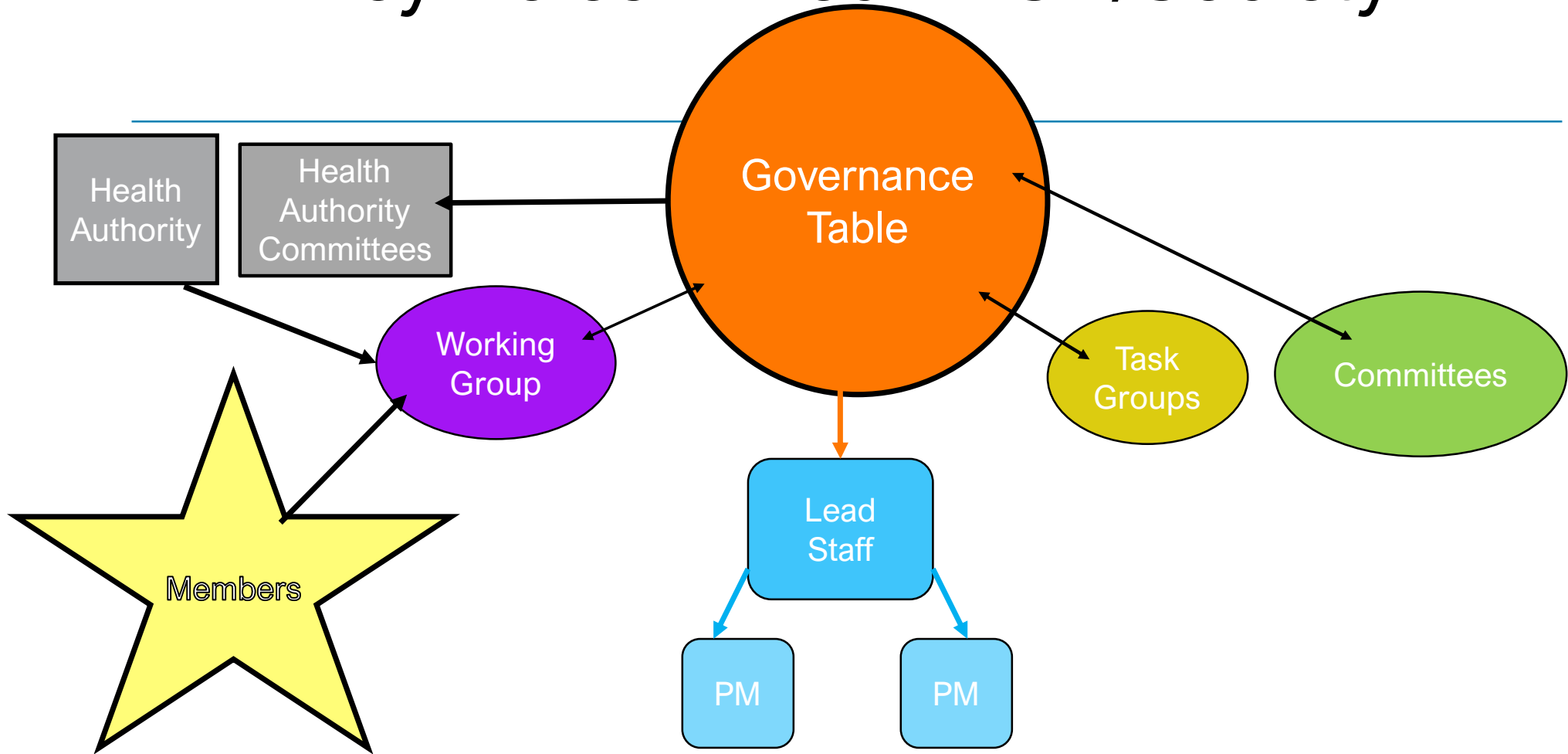
MSAs/Engagement Societies

- Manage FE funds
- Consult with membership
- Generate ideas
- Represent member interests
- Consult with HA
- Make final decisions for projects

Health Authorities

- Support engagement
- Invite contribution to HA plans
- Prioritize medical staff wellbeing and patient care
- Provide information and advice
- Support physician leadership training
- Provide ideas for projects

Key Roles in Your MSA/Society



Why Is Role Clarity Important?



Roles and Responsibilities: Board As a Whole



Key Fiduciary Responsibilities: Incorporated MSAs

- Financial stewardship
- Budgets
- Record keeping and reporting requirements
- Funding terms and conditions
- Conflict of Interest



Roles and Responsibilities: All Directors

- Attend meetings regularly
- Be prepared
- Familiarity with MSA and FEI
- Give respectful feedback
- Provide relevant commentary
- Listen
- Collaboration & compromise



- Accept and uphold majority vote
- Maintain confidentiality
- Constructive criticism
- Inform membership
- Speak “organizational voice”
- Signing officers
- Set mission, vision and strategy

Roles and Responsibilities: Governance Table Leaders

PRESIDENT



- ✓ Establish tone/culture
- ✓ Chair meetings, AGMs
- ✓ Prepare agendas
- ✓ Adhere to constitution, bylaws, rules, mission, vision, goals
- ✓ Delegate
- ✓ Manage senior staff
- ✓ Consultation, recognition, mentorship
- ✓ Spokesperson, representative
- ✓ Encourage participation
- ✓ Facilitate communication
- ✓ Ex-officio committee member
- ✓ Address conflicts of Interest

Poll: Filling the President's Position

Scenario: Elections have passed and no one stepped up to run for President. Which of the following is the best way to handle this?

- a. Leave the position open and have your lead staff chair meetings
- b. Share the President's duties amongst two or three governance table members
- c. The governance table should appoint someone to hold the position
- d. The previous President must remain in the position
- e. It depends on your bylaws

Roles and Responsibilities: Governance Table Leaders

VICE PRESIDENT

- ✓ Assist President/Chair
- ✓ Assume President/Chair role
- ✓ Successor to President/Chair
- ✓ Lead strategic planning, evaluation, succession planning
- ✓ Chair important subcommittees



Roles and Responsibilities: Governance Table Leaders

SECRETARY

- ✓ Record keeping
- ✓ Minutes
- ✓ Correspondence
- ✓ Information storage
- ✓ Quorum
- ✓ Calendar



Roles and Responsibilities: Governance Table Leaders

TREASURER

- ✓ Financial oversight and management
- ✓ Financial reports and reporting
- ✓ Collection of dues
- ✓ Statement preparation, audit response
- ✓ Chairs finance committee



Roles and Responsibilities: Governance Table Leaders

PAST PRESIDENT

- ✓ Continuity
- ✓ Succession Planning
- ✓ Recruitment
- ✓ Support to President/Chair
- ✓ Mentorship
- ✓ Historical context
- ✓ Non-voting, advisor



Q & A

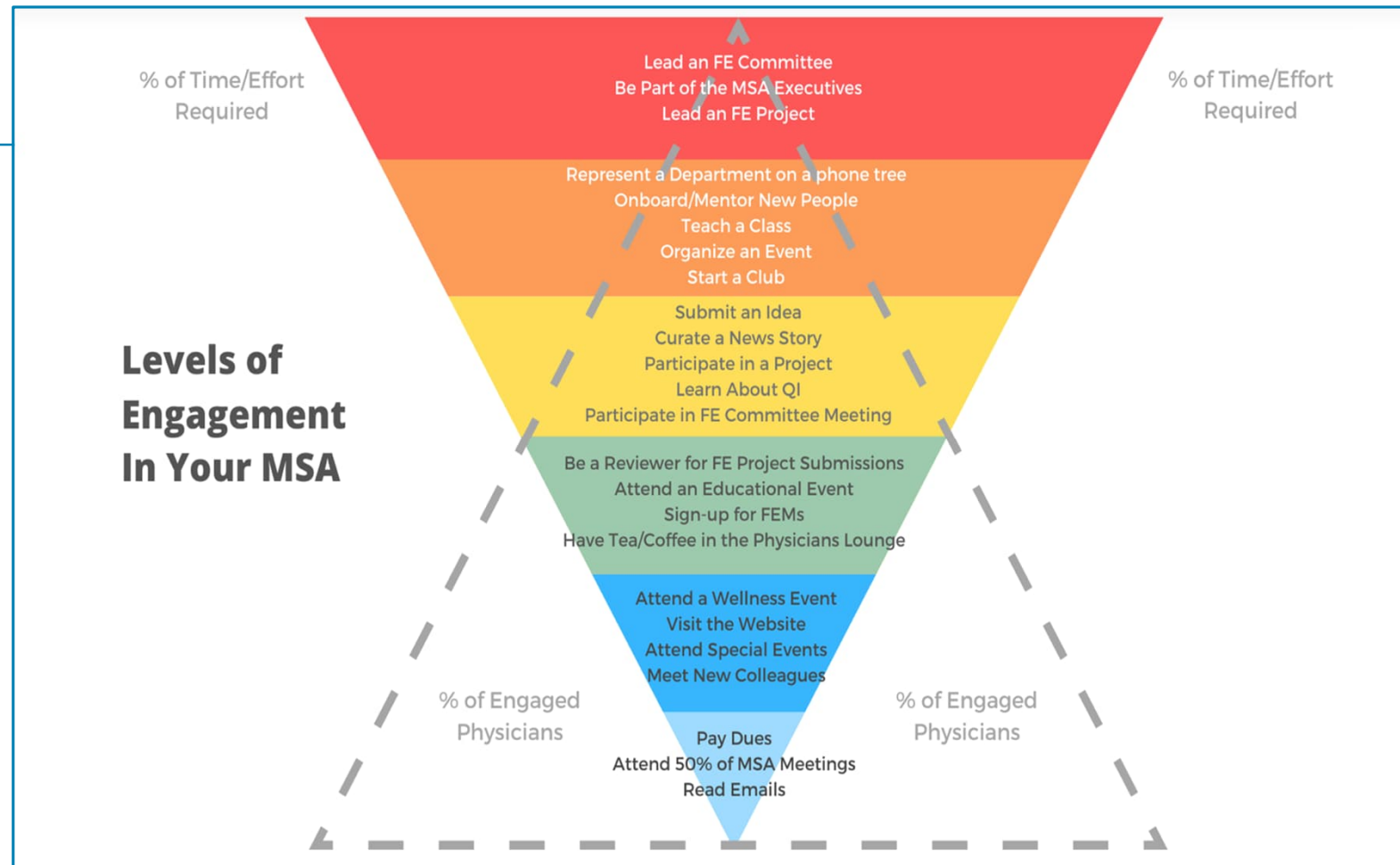


Poll: Member Engagement

Who carries the primary responsibility for engaging the members of your MSA who don't sit at the governance table or get involved in committees or projects?

- a. Governance Table
- b. Staff
- c. Committees
- d. Working Group
- e. All of the above
- f. It depends on your MSA and how it's structured

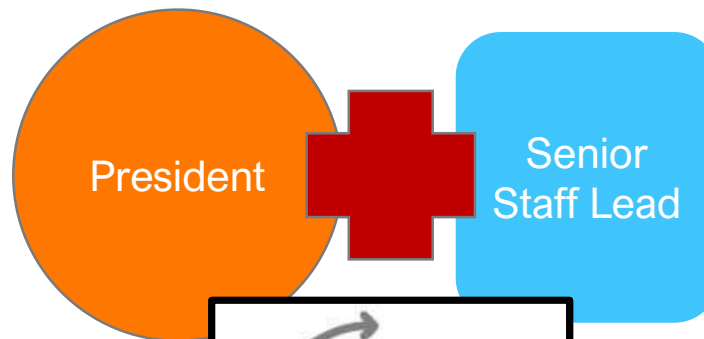
Engaging Your Members



Engaging With HA Site Leaders



Key MSA Relationship





BURNABY HOSPITAL
MEDICAL STAFF
ASSOCIATION

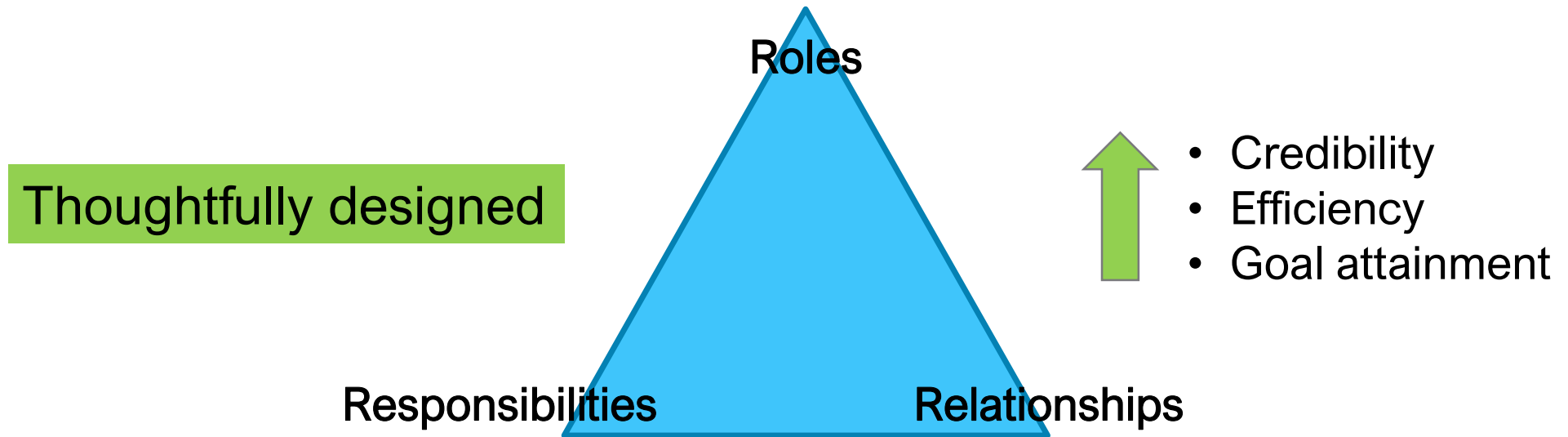


Reflections on Governance

Dr. H. Paul Johar

Ms. Rita Cormier

Roles, Responsibilities, and Relationships



Building and Leveraging Relationships

- Local Support Staff
- Health Authority Site Leadership
- Health Authority Regional Leadership



Relationships: Local Support Staff

MSA Strategic Goals

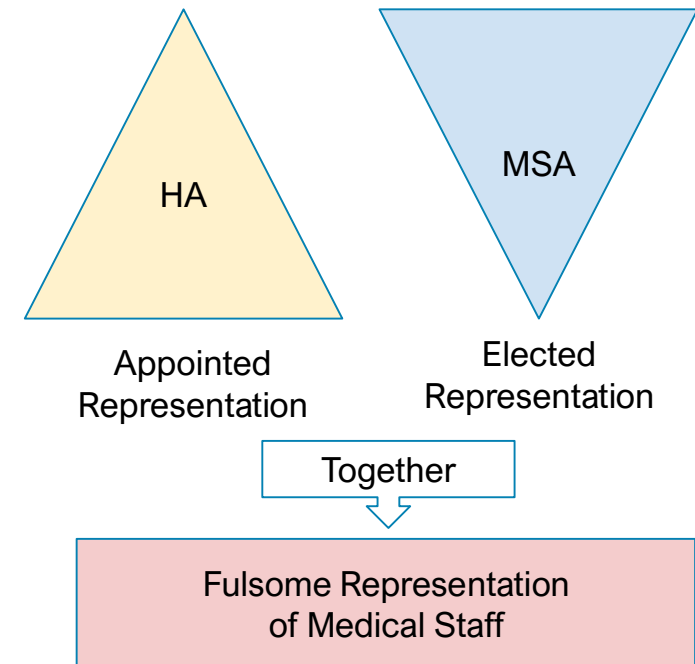
- Thoughtful recruitment and hiring
- Executive = Governance
- Support Staff = Operations
- Clear chain of command

- Balanced management
- Regular check-ins
- Open communication
- We're on the same team!

Relationships: Local HA Site Leadership

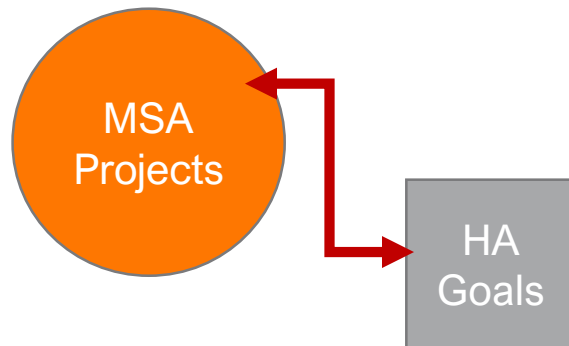
Most important external organizational relationship

- 🔗 Appreciation and Respect
- 🔗 IAP2 Engagement Understanding
- 🔗 Regular check-ins
- 🔗 Involvement with key leadership searches
- 🔗 Involvement with key committees / task groups



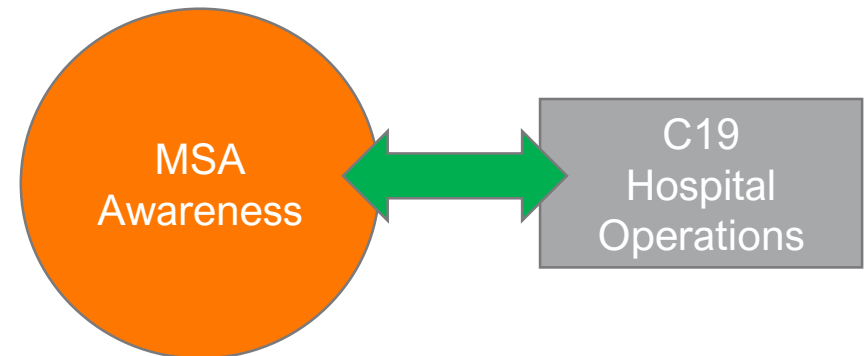
Relationships: Local HA Site Leadership

Opportunity #1



Solution: Alignment and Operations Subcommittee

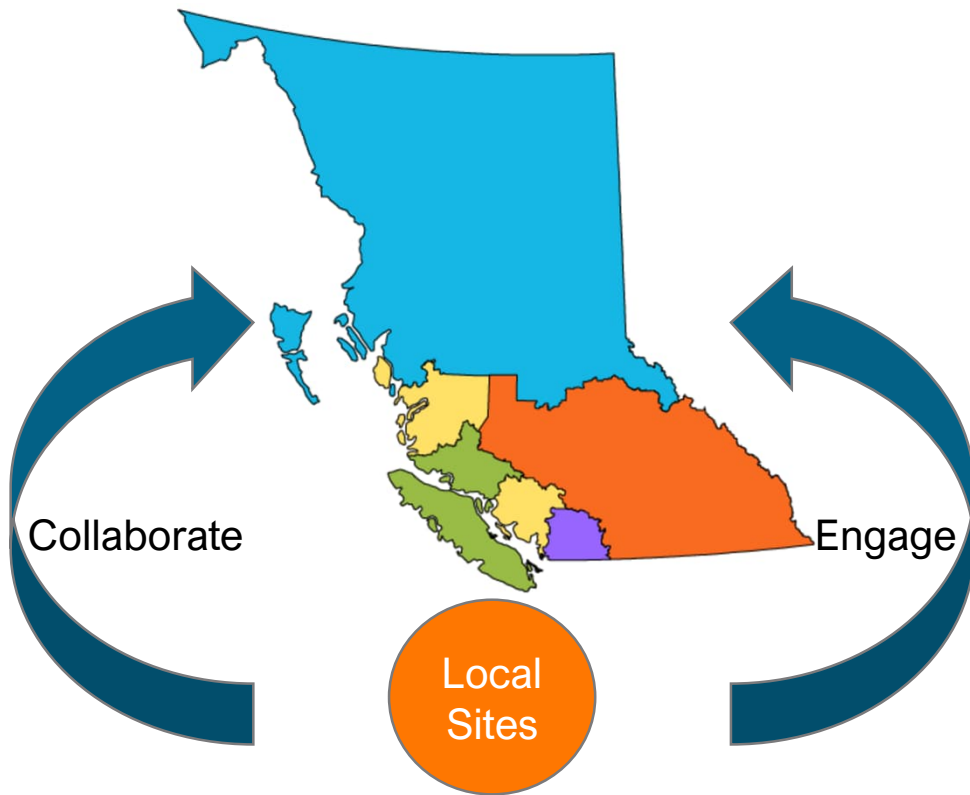
Opportunity #2



Solution: Honest Organizational Review

Result: Improved Communication

Relationships: Regional HA Leadership

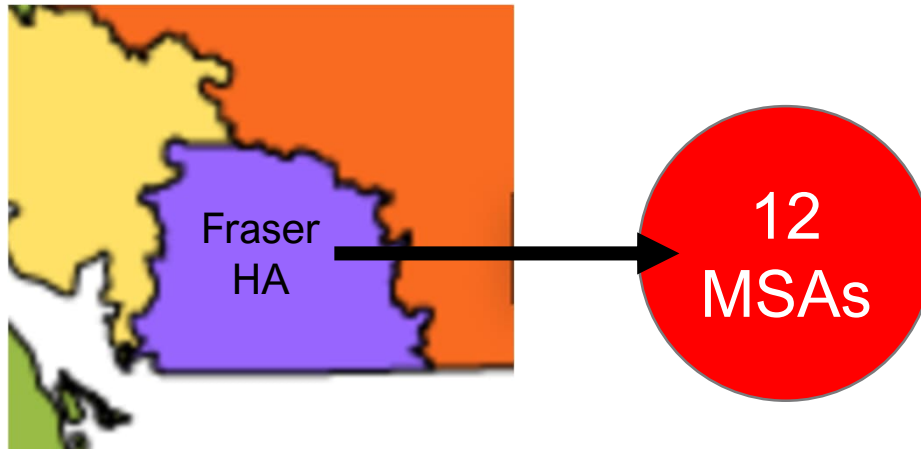


- Understand regional HA structures
- Identify key issues
- Coordinate formally and informally



Relationships: Regional HA Leadership

Opportunity

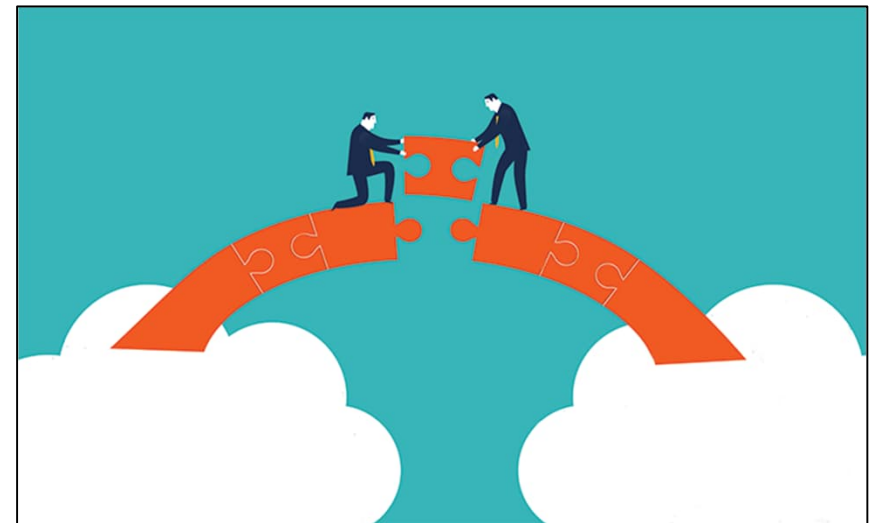


Solution: FHA President's Council

- Connection and collaboration
- Co-chaired by FHA and MSA
- Regional Governance Fund
- Regional MSA priorities
- Meaningful engagement:
 - Rules / Bylaws
 - Wellness
 - Indigenous Cultural Safety

Take-Aways for MSAs

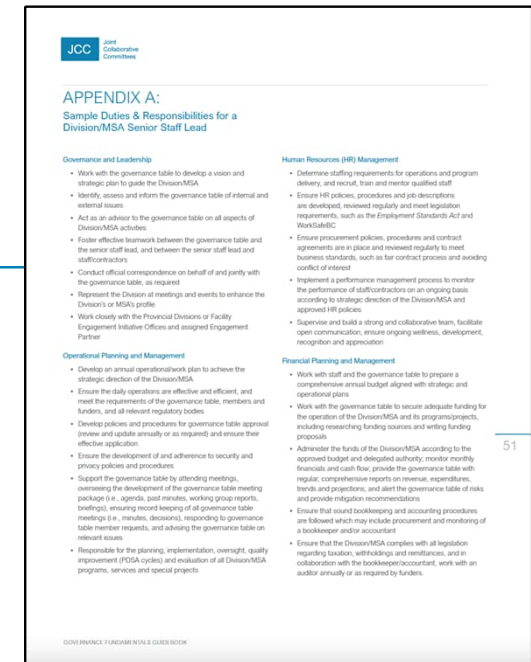
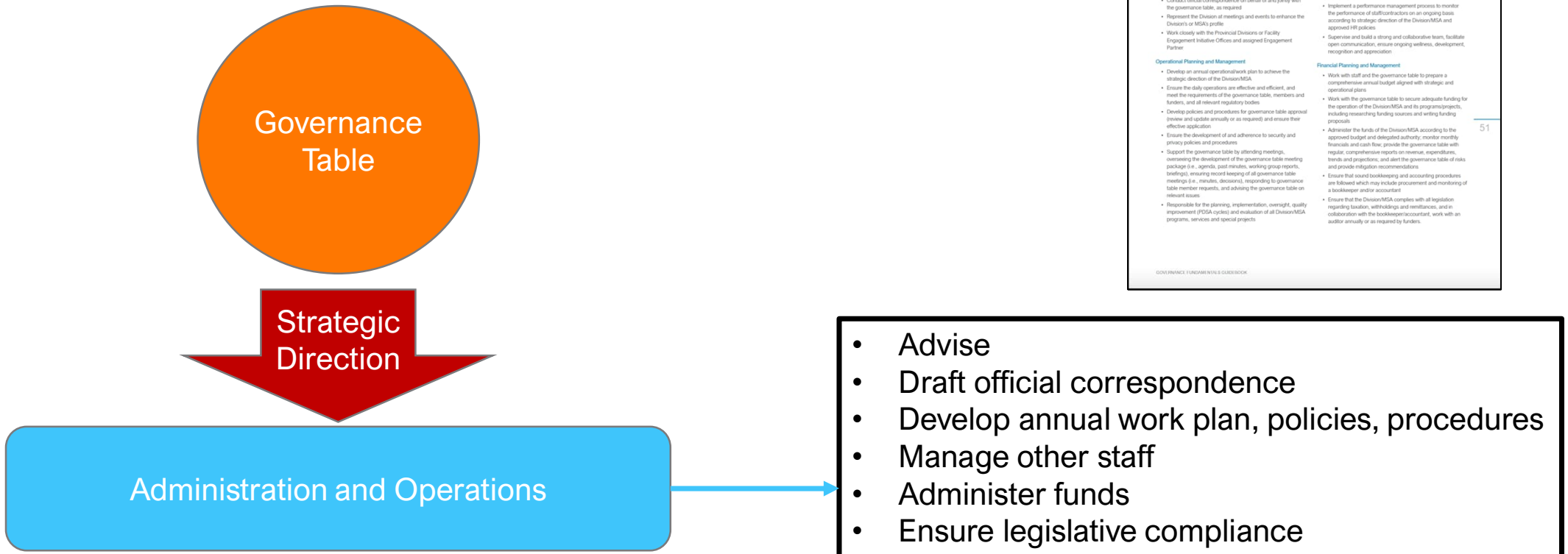
- 🔗 Along with appointed HA leadership, elected MSAs have an important role in representation and advocacy for medical staff
- 🔗 MSAs need a strong and complementary relationship between Local Executive and:
 - 🌸 Local Support Staff (internally)
 - 🌸 Local HA Leadership (externally)
 - 🌸 Regional HA Leadership (externally)
- 🔗 Be strategic, deliberate, and coordinated regarding where, how, and with whom we choose to engage



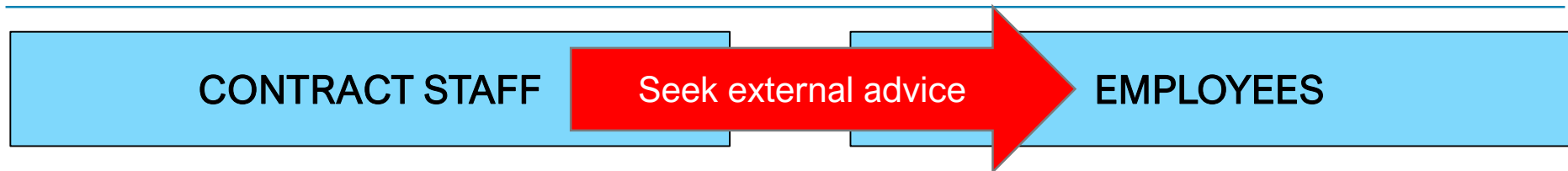
Q & A



Roles and Responsibilities: Lead Staff



Managing Staff

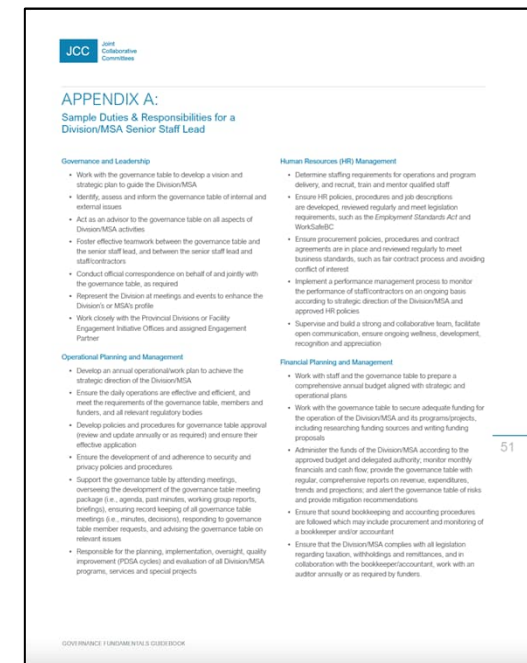


- PT, contract for service
- Carry most tax, insurance, and legal burdens themselves
- Pay own work-related expenses
- Submit invoices to MSA
- May work for other organizations
- MSA/ES writes contract

- FT, employed by MSA
- MSA carries burden of business and legal requirements
- MSA must comply with employment legislation
- Work-related expenses paid by MSA/Society
- MSA/ES writes job description

Writing a Great Job Description

- Short, engaging overview
- Involve current staff
- 5-7 key job functions
- Oversight
- DEI
- Avoid jargon



Doctors of BC Facility Engagement Staff

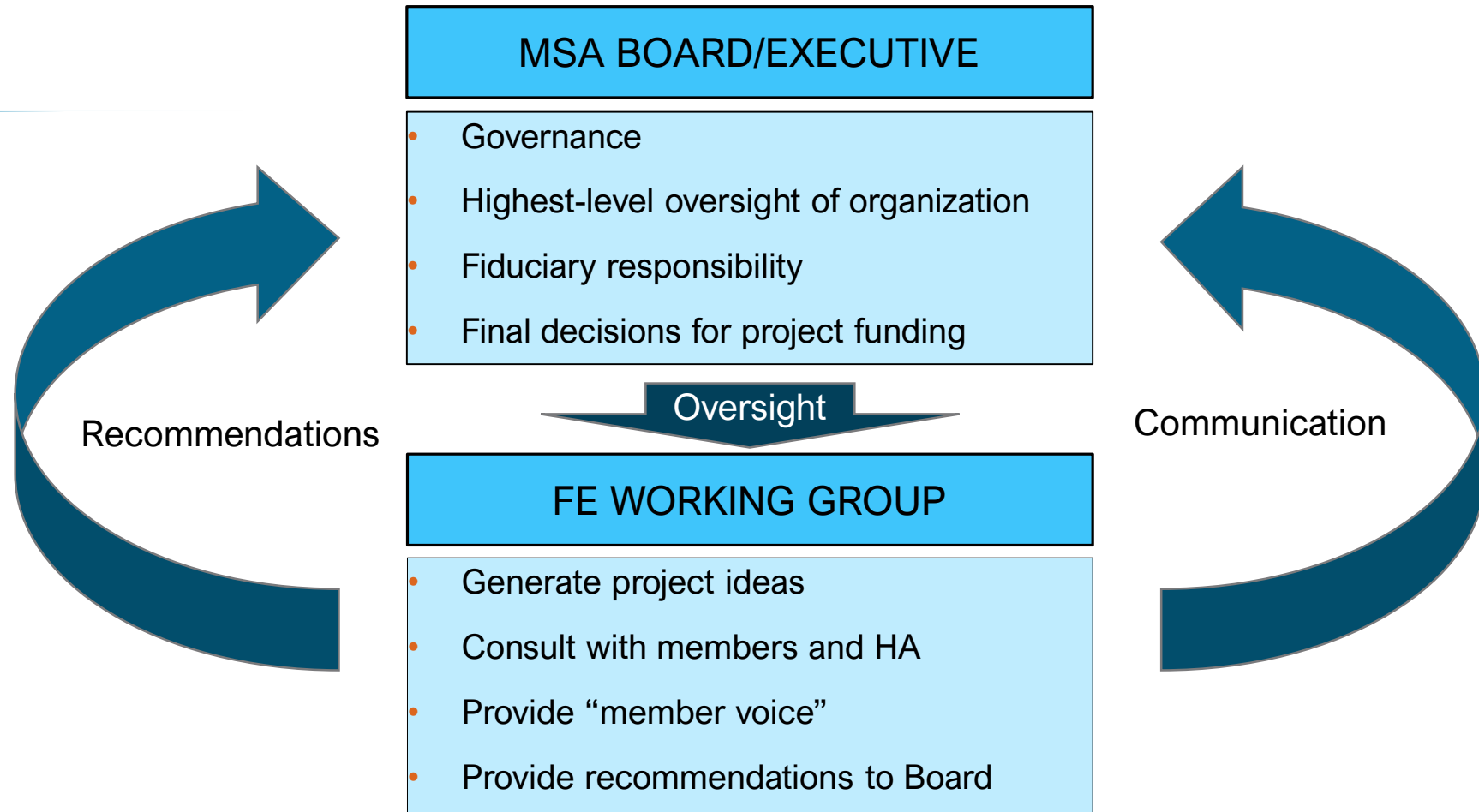
ENGAGEMENT PARTNERS

- Neutral - work with physicians and HA leaders
- Identify/explore opportunities for work on shared priorities
- Support:
 - Capacity building
 - Knowledge sharing
 - Acute & community care integration
 - Meaningful consultation & collaboration structures/process

REGIONAL ADVISOR & ADVOCATE

- Provide strategic advocacy advice to physicians
- Advocate for physicians
- Inform physicians about:
 - Doctors of BC initiatives
 - Issues of importance to profession
- Connect physicians to D of BC:
 - Services
 - Programs
 - Benefits

Governance Table vs. Working Group



Committees

STANDING COMMITTEES

- Standing: Ongoing/permanent work
- Delegated mandate
- Examples:
 - Engagement Working Group
 - Finance Committee
 - Projects Review Committee

SPECIAL COMMITTEES

- Specific, short-term tasks (“task group”)
- Examples:
 - Project-specific committee
 - Event Committee
 - Research Committee
- Also called “Ad hoc” Committees

Terms of Reference: Committees and Working Groups



SSC FACILITY ENGAGEMENT [INSERT NAME OF PHYSICIAN SOCIETY] WORKING GROUP TERMS OF REFERENCE

MANDATE

The XXXX Working Group is a committee of the [INSERT PHYSICIAN SOCIETY NAME] Board of Directors that will engage [XXX MEDICAL STAFF] and advise the Board of Directors of [INSERT NAME OF PHYSICIAN SOCIETY] on matters of importance to medical staff, their patients, and the health authority.

The intention of the Memorandum of Understanding on Regional and Local Engagement (MOU) is to strengthen the relationships and engagement between medical staff and health authority leadership. To support this, the Working Group is tasked with finding ways to:

- Ensure views are more effectively represented.
- Contribute to the development and achievement of health authority plans and initiatives on matters directly affecting medical staff.
- Prioritize issues affecting medical staff and patient care.
- Have meaningful interaction with health authority leaders including but not limited to physicians in formal health authority medical leadership roles

OBJECTIVES AND RESPONSIBILITIES

The Working Group will make recommendations to the Board of Directors on matters that include, but are not limited to:

- Creating a work plan and a budget for the allocation of funds.
- Identifying possible projects and initiatives that meet the objectives of the MOU.
- Consulting with representatives of the medical staff as necessary in the completion of the mandate.
- Consulting and engaging with health authority leaders on regional and local issues as defined in the MOU.
- Engaging with the provincial Facility Engagement evaluation team, as required.
- Other matters that may be referred to it by the Board of Directors.

MEMBERSHIP

The Working Group is intended to be representative of the medical staff and will comprise the following:
[INSERT AS REQUIRED FOR SITE PARTICULARS]

- X representatives of departments/divisions/medical staff.
- X of directors of the society (recommend at least one; preferably two or more).
- X of medical staff (when necessary, shall include nonphysicians).

Working Group terms are for 1 year with a maximum of 3 consecutive terms.

The Working Group may invite ad hoc guests to discuss matters related to a specific topic as needed or required.

An SSC Initiative

- Purpose, Objectives
- Time frame
- Membership
- Role of the Chair
- Authority, Responsibilities
- Accountability
- Meetings



APPENDIX A: Sample Duties & Responsibilities for a Division/MSA Senior Staff Lead

Communications/Media and Stakeholder Relations

- Communicate and engage with members, stakeholders and the broader community and hospital, as appropriate, to ensure information sharing and capacity building
- Establish or build positive working relationships and collaborative initiatives, where appropriate and aligned with the Division/MSA's strategic direction, with the Ministry of Health, Health Authority, Hospital, General Practice Services Committee, Specialists, Specialist Services Committee, other Division/MSAs, other health care providers and community organizations interested in improving health care
- Oversee and facilitate event planning, related promotion and follow up communications

Risk Management

- Identify and evaluate the risks to the governance table, members, staff, contractors, property, finances, goodwill and image, and implement measures to control risks
- Ensure that appropriate and adequate insurance coverage is in place, and that the governance table and staff understand the terms, conditions and limitations of the coverage

APPENDIX B: Sample Committee Terms of Reference Template

This template provides an outline for establishing the terms of reference that can be adapted for any Division/MSA Committee.

Name of Committee
Terms of Reference
Adoption Date <XXX>
Revision Date <XXX>

1. Background – context about the Committee, parent governance table
2. Purpose / Mandate – explains 'why' the Committee has been established
3. Objectives and Responsibilities
4. Membership
 - a. Composition – typenumber of members, term of Directors (if relevant)
 - b. Chair – as decided by the parent governance table, explanation of role of Chair, term
 - c. Secretariat – as decided by the Committee, explanation of role of Secretary, term
 - d. Quorum – a majority of the members of the Committee will constitute quorum
 - e. Expectations of Members – e.g., attend meetings to best of ability, meaningfully participate, represent the views of the Division/MSA members, additional commitments
5. Frequency of Meetings – meets at the call of the Chair, frequency, location
6. Decision-making – explanation of how the Committee will make decisions (e.g., consensus, consensus minus 1 vote, dispute resolution process) and how the parent governance table will have final approval on all matters decided by the Committee
7. Minutes – recorded by the Secretariat or delegate, when/how circulated to members or parent governance table
8. Reporting Relationship – reports to parent governance table, frequency of reports, who reports (e.g., the Chair)
9. Funding – costs of participation on Committee/remuneration of members, outline of budget allocated to Committee (if relevant)
10. Confidentiality – outlines confidentiality expectations of members, no disclosure without consultation of the Committee, expectations around storage of information
11. Conflict of Interest – expectation for members to disclose and document any conflicts

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GOVERNANCE FUNDAMENTALS GUIDEBOOK

Your MSA: Do You Have ... ?

1. Written job descriptions for staff
2. Terms of Reference
3. Clear Gov. Table responsibilities
4. Strategy
5. Transparency
6. Trust – President and Lead Staff
7. Engagement with Members
8. Engagement with HA
9. Alignment
10. Annual review of roles documents



Want to learn more?

- Governance Fundamentals Guidelines
- Next webinar: Strategic Planning
- facilityengagement.ca
- MSA websites





Thank you for your time.

Questions or
Comments?