

EXECUTIVE ROLES, RESPONSIBILITIES & OPPORTUNITIES

Vancouver Medical Staff Association (MSA) & Vancouver Physician
Staff Association (VPSA)



Vancouver Physician Staff Association

Vancouver Coastal Health-Vancouver Community of Care

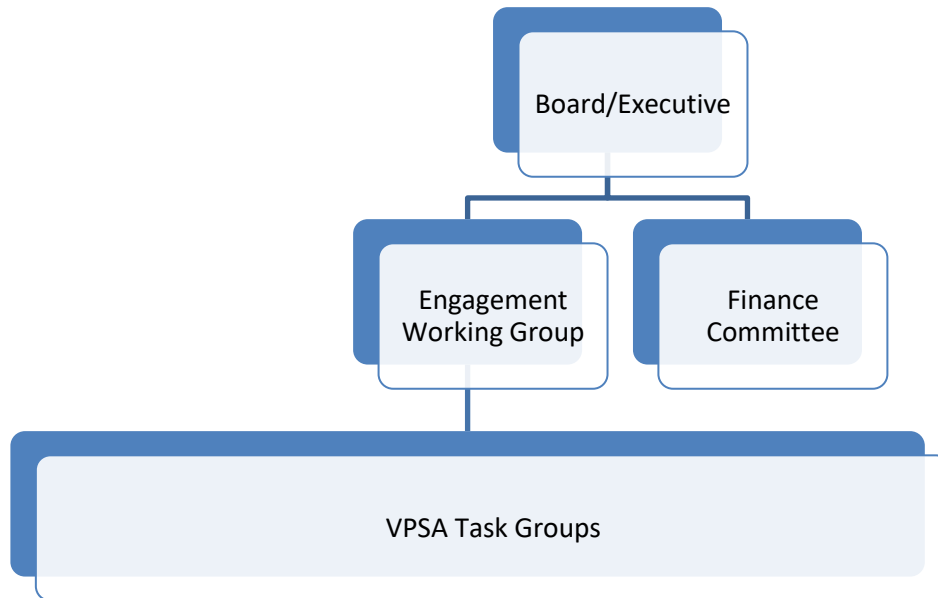
Medical Staff Association & Vancouver Physician Staff Association Executive & Leadership Role Descriptions and Opportunities

The Vancouver Coastal Health Authority's Medical Staff Association (MSA) for the Vancouver Community of Care is defined by the VCH Medical Staff rules, article 10 and promotes and advances the medical staff's involvement in the provision of medical services, and represents and advocates for the interests of the medical staff at Vancouver General Hospital, GF Strong and UBC Hospital.

The Vancouver Physician Staff Association (VPSA) is a non-profit society focused on creating an environment where physicians at VGH, GF Strong, UBC and those physicians in the community with hospital privileges feel connected, supported and inspired. The VPSA represents and advocates on behalf of the medical staff and patients across a broad range of issues of importance to the medical staff and Health Authority.

The MSA and the VPSA are intended to operate as seamlessly as possible. While they are two separate entities, the spirit is that they should be treated as if they are "one and the same", unless it is operationally impossible for a particular term. The Executive Board of the MSA is the Board of Directors of the VPSA. This leadership team is supported by the Engagement Working Group (EWG), the body responsible for putting the Board's policies and directions into action. Contracted staff and staff from the Specialists Services Committee (SSC) provide support to the leadership teams.

Below are descriptions of the roles, responsibilities and opportunities these leadership roles represent.



MSA Executive & VPSA Board of Directors

Elected Officials: 3 – 5

Term: 3 years

Meetings: Monthly for 2 hours (agenda divided between MSA and VPSA matters)

Expected Annual Commitment/Hours: 12 hours minimum + committee work (variable)

Description: The Executive/Board serves as the governing body and is responsible for managing the affairs of the MSA/VPSA. The Board provides overall leadership and strategic direction and is the voice of the medical staff. The Board seeks advice from the EWG Chair who provides day-to-day leadership. For a more detailed review of each role, please see **Appendix 1**.

Opportunity to build and improve the following skills:

- Leadership, strategic thinking, inspiring confidence in others
- Communicating, listening, engaging and consulting
- Advocacy, diplomacy, negotiating
- Building and maintaining productive relationships with leaders across VCH sites
- Financial and business acumen required for the Treasurer role

Engagement Working Group

Participants: Preferably 10 – 20 individuals. The membership should represent a broad coverage across the medical staff community; at least one from each of VGH, GFS, UBC and Community; non-physician members in certain circumstances. All members of the executive will be sitting members of the EWG. The VPSA Managing Director shall chair the Engagement Working Group.

Term: Minimum 1 year. Expectation is 2 – 3 years. No maximum (subject to change).

Meetings: Monthly for 2 hours

Location: The meetings will be face to face, with teleconferencing also available if necessary.

Expected Annual Commitment/Hours: 24 hours minimum + preparation + committee work

Description: The Engagement Working Group is the steering committee of the VPSA and provides leadership and guidance to the various Engagement Task Groups which are operationally responsible for specific portfolios. The EWG actively seeks out the voices of medical staff and energetically engages medical staff *across all sites, departments and divisions* for input on issues of importance to the medical staff. It is also this group's responsibility to establish a process for collecting "issues of importance to medical staff" and prioritizing them for consideration by the Engagement Working Group

The EWG reports to the Board of Directors of the VPSA via the Chair. The Chair provides day-to-day leadership and management to the EWG and briefs the Board/Executive at their monthly meetings.

Opportunity to build and improve the following skills:

- Moving Engagement Initiative forward in a complex, environment
- Influencing and tactful persuasion on the development of policies, direction and programs
- Team building and collaboration, fostering an environment of honesty and energetic exchange
- Organizational management, effective planning and goal setting
- Managing change

Finance & Reporting Committee

Participants: 3 (of which 1 is the Treasurer, 1 is the Chair of the EWG)

Meetings: Quarterly for 1.5 hours

Expected Annual Commitment/Hours: 6 hours minimum + preparation

Staff Support: VPSA FE Initiative Manager/FEMS/Accountant/Bookkeeper

Description: This Committee, reporting directly to the Board of Directors provides oversight to the staff (including accountant or bookkeeper) with respect to the financial tracking and reporting of the Engagement Initiative. They oversee and ensure that reporting requirements are met including legislative requirements (*Societies Act, CRA* etc) and contractual requirements (FTA quarterly reporting) are obliged. They oversee the use of FEMs and ensure FEMs is being used properly by staff and participants. This team confirms and provides leadership for the establishment of policies for financial decision-making including signing authorities, review policies and maintain best practices. On a regular basis, this team reviews budgets and makes recommendations to the Board of Directors for approval. This team also oversees and ensures participation in any evaluation of provincial program.

Opportunity to build and improve the following skills:

- Business and financial acumen

- Project management, budget forecasting and financial reporting
- Understanding of evaluation methodologies
- Accounting, bookkeeping
- Understanding of contracts, legislative requirements and the Health Authority Rules & Bylaws

VSPA Engagement Task Groups

Reporting to and mandated by the EWG, are VPSA Engagement Task Groups. The purpose of the Task Groups is to respond to/address needs emerging from the EWG and/or the Vancouver Community of Care physician group. The Task Group are meant to be efficient, solution-oriented groups that will disband when its work/tasks have been completed

Task Group Formation

Task Groups should be able to form with minimal effort and emerge naturally from discussions and needs within the EWG and the Vancouver Community of Care physician group at large. A Task Group should as part of its mandate seek to foster meaningful consultation and collaboration between physicians and Vancouver Coastal Health. To meet this goal activities of the task group must align with at least one of the following goals of [the Memorandum of Understanding on Regional and Local Engagement](#):

- To improve communication and relationships among the medical staff so that their views are more effectively represented.
- To prioritize issues that significantly affect physicians and patient care.
- To support medical staff contributions to the development and provide physicians' perspective on plans including their implementation from the health authority and initiatives that directly affect physicians.
- To have meaningful interactions between the medical staff and health authority leaders, including physicians in formal HA medical leadership roles.

If you are considering forming a task group, please discuss your idea with the EWG Chair and ensure the approval of the EWG and executive. They may have ideas about related efforts, people who might be involved, and resources that may help with your effort.

As you are forming your task group, please write a charter, see directions below. The charter provides an overview of the rationale for the work and a description of the work to be done. The charter will need approval by the EWG and VPSA executive.

Task Group Charter

The charter should contain the following information:

1. Define the problem. Although a task group could be created for many purposes, most are created to solve a problem or address a challenge.
3. Define the outcome(s). Clearly articulate what are the expected deliverables.
4. Define the timeline. In addition to defining the outside parameters (start date and finish date), make sure you articulate milestone dates when, for example, status reports might be due. You should also estimate the number of hours the task group members will be expected to give to task group work.

5. Identify task group members. If this task group requires administrative support from the VPSA identify that person or person(s) in the charter. The group should engage three or more participants from the community. The community includes physician members of the VPSA, staff of the SSC, Doctors of BC, and VCH.
6. Define a draft budget. This should include an estimated number of physician sessional hours required for the task group to complete its work as well as other associated costs to account for things like catering (meetings/larger events), hiring speakers/consultants, etc.

The charter provides the definition of the Task Group and its deliverables. It is not a contract and may be changed with the consensus of the members of the Task Group at any time, however significant changes such as a 6 month or more delay in timeframes, the abandonment of a deliverable, anticipated budget overrun or the change in the overall scope of the work should be brought forward to the EWG.

The budget must be approved by the VPSA executive and Finance committee.

Task Group Charter Form

To assist you in writing your Task Group Charter, use the template provided.

Keep in mind that the charter should be a brief, one-page document that provides enough detail about the Task Group to allow readers to understand the context, objectives, and deliverables of the work. Include a timeline and list of members, including the facilitator/chair. Writing the charter should not be onerous, burdensome process. Keep it simple and brief.

Task Group Approval

Once the charter form is completed, please forward it to the Chair of the EWG for consideration at the next working group meeting. Whenever possible the facilitator/chair of the task group should present the charter in person.

Once the Task Group is approved, a link to the description of the group and including its charter will be made public on the ourvancouvermsa.ca website.

Task Group Requirements

A Task Group may self-organize in the most convenient manner to accomplish its tasks, including creation and assignment of additional roles and responsibilities as appropriate. Sub groups may be formed and disbanded at will, consisting only of members of the Task Group and do not need to separately meet the requirements of the Task Group.

Meeting Schedules

Meeting times and agendas should be published in advance to encourage participation.

Meeting Agendas and Notes

Meeting Agenda, Minutes and Notes and other documents should be stored on the VSPA G-Drive and all discussions within the task group must be transparent to other members of that task group.

Timelines and Deliverables

Task groups should strive to meet their timelines and produce the deliverables designated in their charter.

Facilitator/Chair

Each Task Group must have at least one participant designated as Facilitator/Chair. Facilitators/Chairs are responsible for promoting continued activity within the group

Task Group Dissolution

A Task Group is dissolved under any of the following circumstances:

- All of the deliverables have been met. Mark status as "Complete"
- The group becomes inactive. Mark status as "Inactive"
- The group does not engage three or more participants from the community. The community includes physician members of the VPSA, staff of the SSC, Doctors of BC, and VCH.
- The group does not have anyone willing to be the Facilitator/Chair

At such a time as a task group is dissolved, it is moved from the active list of task groups on the ourvancouvermsa.ca website into a task group archive page.

A final report of accomplishments and challenges must be submitted

Below is a list of current task groups as of Aug 31st 2019.

1. Onboarding
2. Collaboration and Advocation
3. Community Building and Wellness
4. Projects
5. Clinical Systems Transformation
6. Physician Hub for Engagement and Wellness

Appendix 1: Detailed Descriptions of Roles

Roles of the Board/Executive

The Executive of the Medical Staff Association (MSA) and the Board of Directors of the Vancouver Physician Staff Association (VSPA) are technically separate entities, however, as indicated above, the intention, in their creation, was that they be as closely linked as possible. To accomplish this, the VSPA Bylaws support that the physicians elected to the Executive of the MSA are deemed to be the members of the Board of the VSPA. This means the functions of the roles significantly overlap. The people holding these roles should be clear when they are acting on behalf of the MSA and when they are acting for the VSPA, even though their functions will, in most instances, be the same.

The MSA is a creation of the VCH's Rules. It is not a legal entity. The Rules only prescribe the role of President (Article 10).

The VSPA is a non-profit society pursuant to the *Society's Act*. The Board of Directors serve as the governing body and is responsible for managing the affairs of the society. The Board members must:

- a) act honestly, in good faith and in the best interest of the organization,
- b) manage the finances of the organization, and
- c) provide the overall direction and policies.

The descriptions below are drawn from the VCH Bylaw rules, the VPSA bylaws and generally accepted role expectations of non-profit societies.

President

The President, as chair, presides over all meetings of the MSA Executive, and the VSPA Board. The President is responsible for playing an overarching leadership role, chairing all meetings including the two AGMs (one for each entity), developing meeting agendas and materials with the Secretary/Secretary-Treasurer and/or staff, and overseeing the planning of Executive and Board activities for the year ahead.

Specific for the MSA, the President attends as a voting member to the Medical Advisory Committee (MAC) and the Health Authority Medical Advisory Committee (HAMAC). The President is the spokesperson for the MSA at all events primarily sponsored by the MSA such as any awards events or fundraising events.

Specific for the VSPA, the President is the spokesperson for the VPSA at the Collaboration Table or any Specialist Services Committee meetings. The President represents the VSPA publicly, although this role can be delegated or shared with the Vice-President and the EWG Chair.

Vice President

The Vice President fulfills the President's duties and responsibilities in the President's absence for both the MSA and the VSPA. To do this effectively, the Vice President works with the President and could be delegated some of the key functions and duties held by the President.

¹The Collaboration Committee may have a different name, and is the table at which the Health Authority leadership and the Physician Society leadership come together to discuss issues of mutual interest.

It is recommended that the Vice-President and President consider at the beginning of their terms which tasks may be better suited for the Vice-President's leadership and input.

Secretary-Treasurer

The roles of Secretary and Treasurer are often combined. While the role of the Secretary-Treasurer is defined in the VSPA Bylaws, the VCH Rules and Bylaws are silent on all roles but for the President. As such, it is recommended that the MSA Secretary-Treasurer responsibilities mirror those of the VPSA.

The Secretary-Treasurer responsibilities are to ensure the recording, approval, distribution and maintenance of meeting minutes, Board and/or Executive decisions, policies and membership lists. The Secretary-Treasurer works closely with the President to manage the calendar and ensure Directors and members are given proper notice and materials for meetings. In particular, the Secretary-Treasurer is responsible for the following:

- a) ensuring the issuance of notices of meetings;
- b) ensuring there are minutes of all meetings;
- c) ensuring the custody of all records and documents; and
- d) for the VSPA, ensuring the maintenance of the register of members.

The Secretary-Treasurer is responsible for ensuring the oversight of the financial functioning of the VSPA and that financial statements are presented to the Directors, members and the SSC annually.

There is a reporting requirement owed to the SSC. It is recommended that the Secretary-Treasurer be responsible for ensuring oversight of the reporting, but this role *could* be delegated.

Past President

The Past President provides leadership on the committees that focus on the strategic direction of the VSPA and the MSA (i.e. issues identification, recruitment and succession planning) and on those dedicated to building a culture of collaboration between medical staff and the Health Authority.

Engagement Working Group Chair (not a Director, not voting)

The EWG Chair presides over all EWG meetings, develops agendas and reviews workplans, sets the tone and provides overall leadership to the EWG. The Chair should also strongly consider participating on the Finance & Reporting Committees.

The Chair takes primary responsibility for the day-to-day management and operations of the VPSA. This is a hands-on role to manage staff, contractors, recruiting, hiring, employee development, conflict resolution, remuneration, contracts and any other administrative issues that arise.

The Chair reports to the Executive/Board at the Executive/Board meetings.