

## Diversity, Equity and Inclusion:

### Leadership Skills and Talent Management Working Group

#### Terms of Reference

#### PURPOSE

Through the collaborative efforts of the Vancouver Physician Staff Association (VPSA) and Vancouver Coastal Health (VCH), an Appreciative Inquiry (AI) process was initiated in 2019 which explored women in medical leadership. See the full report [here](#). After presentation of findings and recommendations to the Board and senior leadership, a plan to create a Diversity Equity and Inclusion Committee with an expanded mandate to address all types of diversity was formed.

The goal of this Committee is to advance equity and inclusion within medical staff roles across the organization. Three working groups were created reporting to the Diversity, Equity and Inclusion Steering Committee which will coordinate the overlapping work (See Figure 1 below). The working groups are as follows:

1. Culture and Environment
2. **Leadership Skills and Talent Management**
3. Meaningful Metrics



The purpose of the Leadership Skills and Talent Management Working Group is to support the DEI Steering Committee in delivering on the specific activities outlined in the action plan and strategic priorities that pertain to this essential element.

The overarching goal of the working group is to help ensure that the diversity of the VCH medical staff and leadership is reflective of the population it serves. Efforts to align, advise, advocate for, and coordinate work being done by others in the Health Authority (HA) will be made. These include, but are not limited to:

- Talent Management:

- Advise on and assist in socialization of HA Search and Selection processes with a goal to embed DEI best practices;
- Advise on HA developed performance appraisal systems for all medical leadership roles, with a specific focus on DEI competencies;
- Advise on, collaborate where feasible, and assist in implementation of HA talent development training for leaders, with a specific focus on DEI specific trainings;
- Leadership Development:
  - Advise on and assist in development and implementation of existing and future HA leadership development programs/projects;
  - Support physicians on their leadership path, including mentorship/sponsorship programs.

The scope of this work is limited to VCH physicians/medical staff and is not intended to apply to VCH employees.

## **ROLE OF THE WORKING GROUP**

The role of the Leadership Skills and Talent Management Working Group is to:

- Review the action items assigned to the working group within the broader action plan and strategic priorities;
- Prioritize and develop implementation plans for each assigned item, including: resource identification, assignment of accountability, timelines and milestones, identification of additional actions deemed necessary, completion of deliverables, etc.;
- Develop an annual budget to support its mandate;
- Regularly report to and make recommendations, as appropriate, to the DEI Steering Committee for decision;
- Take action on requests, advice and decisions made by the DEI Steering Committee on the action plan and/or specific implementation activities related to this work;
- Identify and report on potential risks and mitigation strategies;
- Ensure achievement of assigned activities;
- Collaborate with, inform and be informed by the activities of the other DEI working groups;
- Communicate and socialize the work among VCH medical staff and others.

## **MEMBERSHIP**

The Working Group is intended to be representative of the medical staff and will be comprised as follows:

- Co-Chairs: Physician representative
- Medical Staff members
- Regional Medical Director, DEI, VCH
- VCH DEI People representative
- Project Manager, Facility Engagement Initiative, relevant MSA(s)
- Director, Physician Quality, VCH or Project Manager, Medical Quality, VCH
- Regional Leader, Physician Relations and Compensation, VCH
- Regional Leader, Physician Engagement and Program Development, VCH

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

### **Member Selection**

The working group member selection process consists of a call for expressions of interest from all eligible VCH medical staff, broadly distributed through the MSAs and relevant VCH communications vehicles, followed by screening and selection by a joint, collaborative selection committee with representation from medical staff and VCH.

The working group will actively seek to recruit members from across VCH, rural sites in particular, to ensure representation of all Communities of Care.

A call for expressions of interest for new working group members can be made at any time when membership of a working group drops below 5 members.

### **TERM**

Working Group members will serve a minimum term of one year, with the expectation that members will stay on for 2 – 3 years. Membership term is renewable once (subject to review). The membership term and renewal process will be reassessed annually by the working group chairs and members.

### **CHAIRS**

On a biannual basis, the chairs will be selected by a vote of the working group.

The chairs will serve as the official spokesperson of the working group to the DEI Steering Committee and will provide leadership to the working group while ensuring cohesion of direction and purpose. The chairs will facilitate orderly meetings, establish, in advance, a meeting schedule and agenda, prepare an annual budget request, working with appropriate MSA and VCH staff, to the DEI Steering Committee, and will be responsible for the oversight of the working group.

## **MEETINGS**

### **Frequency**

The Working Group will meet approximately every 4 to 6 weeks; this will be determined as a group and based on the volume of work. VCH and relevant MSA staff will jointly organize the meetings, agree on the agenda and meeting materials in advance of each meeting and provide a summary to members after each meeting.

### **Location**

The meetings will be virtual, with in-person also available if necessary, at a venue approved by the group.

### **Minutes**

Minutes will be prepared by and will be kept electronically by a designated member or staff hired by the MSAs or VCH. Minutes are to be distributed to each member of the committee for review and approval in advance of the next meeting.

### **Quorum**

Quorum will be achieved by a minimum of 6 working group members, including at least one chair.

### **Decisions**

Decisions of the working group shall be by consensus, defined as “all but one”. If the working group cannot reach a consensus decision on any matter, the decision is approved by simple majority vote and noted as such for the DEI Steering Committee. The DEI Steering Committee has the final approval on all matters.

Final approval for resources allocated by either VCH or individual MSAs, as appropriate, rests with the decision making body for each group.

### **Dispute Resolution**

In the absence of consensus at the working group, a dispute may be submitted to the DEI Steering Committee for final resolution.

Decisions are to be made based on simple majority. Should the DEI Steering Committee not be able to resolve the issue, the matter may be taken to the appropriate senior leadership of each organization involved.

## **Reporting**

The working group shall report to the DEI Steering Committee all decisions in a timely manner by means of the minutes of the meeting.

## **FUNDING**

### **Member Expenses and Compensation**

The cost of medical staff participation on the working group will be paid from the funds provided by the MSAs, VCH and/or another mechanism. Standard specialist service committee (SSC) sessional rates will apply, and standard expense claim policies of the SSC will be followed. Additional work outside of the working group meetings will be paid to members with prior approval of the working group chairs.

The chairs of the working group will be compensated for up to 3 hours for preparation time per meeting they lead.

## **CONFIDENTIALITY**

On occasion, the working group may possess documentation or information of a confidential nature. Such information shall not be disclosed to any person(s) other than the members of the working group without consultation with and agreement of the working group. The information shall be stored with reasonable security measures relative to the sensitivity or potential harm.

## **EXPECTATIONS**

The working group members are expected to meaningfully participate in meetings and to represent and advocate on behalf of the medical staff to the health authority. A working group member who does not uphold their responsibilities or misses 3 meetings during a period of 12 months without a reasonable explanation will be asked by the chairs to resign from the group.

The chair(s) of the working group (or designate) are expected to represent the working group at the DEI Steering Committee meetings.

Effective Date: \_\_\_\_\_  
Review Date: \_\_\_\_\_

Approved By: Committee Members  
Date Approved: \_\_\_\_\_