



Strategic Committee Terms of Reference

PURPOSE AND MANDATE

- 1.1 **Purpose/Mandate:** The Strategic Committee (“Committee”) of the Department of Family Medicine (“DFM”), Max Rady College of Medicine, Rady Faculty of Health Sciences (“RFHS”) serves to inform and provide advice to the Department Head on setting strategic direction to support academic programs within the department. The committee members bring forth issues, challenges and recommendations in relation to Departmental initiatives and directions.
- 1.2 **Rationale for Committee Formation:** The DFM seek to maintain and further incorporate concepts of accreditation standards into its learning, working, research and service environments.
- 1.3 **Clarification on Purpose/Mandate:** This Committee is intended to complement existing DFM, Max Rady College of Medicine, RFHS and University resources and to foster collaboration on such matters relating to the DFM. This Committee is not intended to act as a substitute, duplicate or alternate forum to address issues over which other areas of the DFM have specific jurisdiction.

1. REPORTING AND ACCOUNTABILITY

- 1.1. The Committee reports to Department Council by way of Department Head.

2. CHAIRPERSON AND COMMITTEE MEMBERSHIP

- 2.1. **Chair:** The Committee Chair (i.e., the “Chair”) shall be the Department Head. The Chair is responsible for the following at Committee meetings:
 - a) Calling the meeting to order;
 - b) Establishing an agenda and ensuring agenda items are addressed;
 - c) Ensuring the minutes from prior meeting(s) are reviewed and approved by the Committee (with or without modification);
 - d) Facilitating discussion to reach consensus on matters under consideration in a professional manner;



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- e) Adjourning meetings after business is concluded; and
- f) Acting as the main representative of the Committee.

2.2. Membership:

The Committee membership shall then consist of the following members, including the Chair:

a) Voting Members:

- Department Head (Chair)
- Associate Department Head
- Associate Department Head, Distributed Medical Education
- Section Head, Palliative Medicine
- Section Head, Primary Care Oncology
- Program Director, Postgraduate Education
- Program Director, Undergraduate Education
- Director, Research & Quality Improvement
- Director, Faculty Development
- Program Director, Master Physician Assistant Studies
- Education Directors of core Family Medicine
- Chair, Family Medicine Interprofessional Committee
- Managing Director
- Education Manager
- Manager, Finance and Administrative Services
- Coordinator, Projects & Program Evaluation

b) Non-voting Members:

- Other Ad Hoc members as required and determined by the Committee and at the discretion of the Chair
- Confidential Administrative Assistant (recorder)

2.3. Diversity of Membership: The Committee strives to achieve diverse membership on its Committee that is reflective of its commitment to diversity and inclusion and this should be considered in the appointment of Committee members.



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2.4. **Liaisons:** Committee members shall serve as liaison persons with others in the areas from which they are appointed.

2.5. **Best Interests:** Committee members shall deal with matters before the Committee in such a way that the best interests of the DFM, Max Rady College of Medicine, RFHS and University take precedence over the interests of any of its constituent parts, should those interests conflict or appear to conflict.

2.6. **Consultation:** In carrying out its role, the Committee may call upon various resources as it deems required.

3. TERM OF OFFICE

The term of office of each Committee member shall be until the first of the following occurs:

- (a) the individual no longer holds the position noted in 3.2;
- (b) the term of the appointment ends;
- (c) the appointment is rescinded by the appointer; or
- (d) the individual resigns from the Committee.

4. FUNCTIONS AND ACTIVITIES OF COMMITTEE

4.1. As part of its Mandate, the Committee will engage in the following activities without limitation:

- a) Develop a Strategic Plan that both commits and guides the department
- b) Guide a full consultation process that will engage and facilitate stakeholder participation in the strategic planning process
- c) Monitor progress toward the achievement of strategic goals
- d) Identify key indicators for evaluation of strategic goals
- e) Disseminate information in regard to the strategic plan to ensure the department members are aware of the progress of achieving its strategic priorities
- f) Analyze, interpret, and synthesize available information and opinion in order to provide recommendations on updating the strategic plan
- g) Provide a venue for information sharing and identifying matters that may impact the department



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- h) Determine response to opportunities and/or threats that face the department
- i) Review, and advise on departmental policies and procedures impacting strategic goals
- j) Provide input and advice on human resource and financial matters
- k) Receive reports from departmental committees as required
- l) If deemed necessary, establish working groups or ad hoc sub-committees to analyze or research specific issues

5. **MEETINGS**

- 5.1. **Number of Meetings:** The Committee shall be scheduled quarterly. Additional meetings may be held either at the call of the Chair with at least seven (7) working days notice, or upon written request to the Department Head signed by at least four (4) committee members.
- 5.2. **Notice of Meetings:** Notice of a Committee meeting must be provided to Committee members, at least five (5) business days advance of the meeting, unless waived by the Committee members at the meeting.
- 5.3. **Agenda:** The agenda will be circulated at least five (5) working days prior to the meeting. Any such requests must be received by the Department Head at least seven (7) working days prior to meeting. The agenda for a special meeting must be sent to committee members at least five (5) working days prior to the meeting.
- 5.4. **Quorum:** In order to conduct the business of the Committee quorum shall consist of fifty per cent of voting members.
- 5.5. **Decision-Making:** The preferred model for decision-making is consensus. If consensus cannot be reached, a vote shall be held. The Chair will not vote unless to break a tie.
- 5.6. **Committee Meeting Guests:** All Committee meetings will be limited to members only unless the Chair otherwise grants approval for certain individuals to attend all or a portion of the meeting.
- 5.7. **Telephone Meetings and Email Discussion:** In a case of an instance where an urgent matter requires resolution by Strategic Committee, a meeting of the Strategic Committee by email is appropriate under certain circumstances. The use of e-meetings shall be reserved for those issues needing a decision before an in-person meeting of the Strategic Committee is scheduled. Each e-meeting agenda shall consist of a single issue. Members shall then indicate their vote in writing to



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the secretary of the Strategic Committee within three (3) business days. The results of the vote shall be communicated by the secretary as soon as possible after all the votes are received.

5.8. **Confidentiality:** All Committee members, resource persons, consultants, guests, and administrative support persons who may be in attendance at a Committee meeting or privy to Committee information, are required to protect and keep confidential any protected information (e.g., classified or privileged information) received through participation on the Committee, unless such information is otherwise approved for public information.

5.9. **Minutes & Confidentiality:** Minutes are to be taken of business occurring during Committee meetings. An entire meeting or a portion of a meeting may be held in-camera as determined by the Chair. In-camera sessions will be recorded by a designate of the Chair, and mention of the in-camera session will be recorded in the minutes that are available to department members.

6. COMMITTEE ADMINISTRATIVE SUPPORT

The Committee shall receive administrative support from the DFM. The administrative support shall be provided through an individual whose duties shall include:

- a) Assisting the Chair with preparation of Committee meeting agendas and distributing notification of meetings;
- b) Ensuring follow-up of Committee action items;
- c) Information gathering;
- d) Preparation and distribution of meeting material;
- e) Minute-taking; and
- f) Maintaining Committee records.

7. WORKING GROUPS

7.1. **Referral to Working Groups:** The Committee may refer issues of priority, confirmed by the DFM as requiring review, collaboration and analysis, to one or more Working Groups, which may be Department-specific, as the circumstances require.



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- 7.2. **Working Group Leads:** Each Working Group shall have one or more Leads, as appointed by the Committee Chair, in consultation with the Committee. The Lead need not necessarily be a Committee member. The Lead shall provide the Committee Chair with periodic updates of the Working Group work and progress and shall provide a final report to the Committee Chair at the completion of the Working Group's project.
- 7.3. **Working Group Reporting:** Committee Working Groups shall report to the Committee Chair through their identified leads ("Leads"), who will then consult with the Committee and report to the DFM Strategic Committee.
- 7.4. **Working Group Mandate:** Each Lead (or Co-Leads) shall consult with the Committee Chair in clarifying the parameters and timelines associated with the assigned issue/project.
- 7.5. **Working Group Membership:** The Lead(s) of each Working Group shall recruit the membership they deem necessary to carry out the work on their assigned issue/project.
- 7.6. **Working Group Terms of Reference:** In addition to the above provisions on Working Groups:
- The Leads shall bear in mind the DFM commitment to diversity when recruiting Working Group members;
 - The terms of office for each Working Group member shall be for the duration of the assigned project, unless the Lead determines otherwise; and
 - The above provisions dealing with Committee Meetings shall apply as the circumstances permit (except that minute-taking is not a requirement at Working Group meetings, given that administrative support may not be available).

8. AMENDMENTS TO TERMS OF REFERENCE

Amendments to these Terms of Reference may be proposed and approved by the DFM Strategic Committee.

9. DATES OF APPROVAL, REVIEW AND REVISION

9.1. **Date approved:**

-, 2020: DFM Strategic Committee

- 9.2. **Review:** Formal review of these terms will be conducted every ten (10) years. In the interim these terms may be revised or rescinded if the Committee Chair or the DFM Strategic Committee deems necessary. All revisions must be approved by the DFM Strategic Committee.



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9.3. **Supersedes:** Previous Terms of Reference versions

9.4. **Committee Administrative Support:** DFM Confidential Administrative Assistant

9.5. **Effect on Previous Statements:** These terms shall supersede all previous DFM terms on the subject matter herein.

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