

 <p>Middlesex Hospital Alliance Strathroy Site Four Counties Site</p>	<p>Policy Procedure Standard Medical Directive</p>	<p>Manual BOARD OF DIRECTORS Policy #2.4</p>
<p>Chief of Staff Job Description</p>		
<p>Date Last Revised: June 2019 Next Review Date: Dec 2022</p>	<p>Issued by: Governance Committee</p>	<p>Approved by: Board of Directors</p>
<p>Cross Reference:</p>		

JOB DESCRIPTION

Job Title: Middlesex Hospital Alliance Chief of Staff

Department: Administration/MHA Board of Directors

Reports to: Medical Advisory Committee, MHA Board of Directors

Overall Purpose/Objective of Job:

The Board shall appoint a Chief of Staff (COS) after giving consideration to the recommendations of a selection committee established by the Board.

The Chief of Staff is accountable to the Board of Directors, and is an active member of the senior leadership team who plays an integral leadership role at the Middlesex Hospital Alliance (MHA) by **providing oversight to both the Four Counties Health Services (Newbury) and Strathroy-Middlesex General Hospital medical staff**. The COS has responsibility and accountability for the professional medical staff by fostering alignment, physician and organization relationships and initiatives.

The Chief of Staff works hand in hand with the President and Chief Executive Officer (CEO), and collaboratively with clinical and non-clinical leadership to promote and deliver quality patient care to the communities we serve.

The position will provide support to the Medical Leadership at FCHS, and the Chiefs of the Departments of Medicine, Surgery and Rural Medicine.

Term:

- a) Subject to annual confirmation by the Board, the appointment of the Chief of Staff is for a term of five (5) years, but the Chief of Staff shall hold office until a successor is appointed.

The maximum number of terms for which an individual may serve as Chief of Staff shall be two (2), for a total of 10 years, provided, however, that following a break in the continuous service of at least one (1) year, an individual may be reappointed.
- b) The Board may at any time revoke or suspend the appointment of the Chief of Staff.

Time Commitment:

The Chief of Staff role requires up to 0.7 full time equivalent, based on clinical commitments.

Major Responsibilities:

The Chief of Staff shall have the following duties to the Board and Medical Advisory Committee (MAC) as well as administrative duties:

Duties to the Board and MAC

The Chief of Staff shall be responsible to the Board for the Professional Staff of the Hospital through the Board Chair. The Chief of Staff shall:

- (i) be accountable to the Board of Directors, through the Board Chair;
- (ii) be responsible for ensuring compliance with the Public Hospitals Act (Ontario), regulations and By-Laws of the Hospital with respect to Professional Staff; and coordinates the review of the professional staff bylaws;
- (iii) be responsible to the Board for the supervision and quality of all the Professional Staff diagnosis, care and treatment given to patients and the general conduct of the Professional Staff within the Hospital according to the policies established by the Board so as to ensure a safe clinical and workplace environment; and promote a culture of safety that includes teamwork, and involvement of patients;
- (iv) be responsible to the Board, through and with the CEO or their delegate, for the appropriate utilization of resources by all Professional Staff members;
- (v) participate in the recruitment and orientation of new members of the Professional Staff, and coach and develop Professional Staff members;
- (vi) be responsible for establishing and monitoring the credentialing and disciplining processes for the Professional Staff; including Chairing the Credentials Committee.
- (vii) ensure that the process regarding credentialing of Professional staff is fair and executed in a timely manner;
- (viii) be responsible for the disciplinary action or mediation of the Professional Staff in conjunction with the Department Chiefs;
- (ix) be the Chair of the Medical Advisory Committee, and in such capacity, ensure that the Medical Advisory Committee fulfills its responsibility as defined in the Public Hospitals Act, and the Hospital By-Laws;
- (x) as Chair the Medical Advisory Committee, work in collaboration with the CEO. The Chief of Staff will advise the Board of strategic issues arising from their role with the professional staff and how those issues might be addressed;
- (xi) support the medical staff in delivery of best practice and exemplary health care, while building a culture dedicated to professionalism and interdisciplinary collaboration;
- (xii) work closely with the senior leadership team to ensure the delivery of the highest quality of medical care;

- (xiii) support the MHA's goal of maintaining accreditation status, and will actively participate in the accreditation process;
- (xiv) provide leadership for interpreting strategic and clinical services plans and is the liaison between the MHA Board and medical staff regarding such;
- (xv) work with the Medical Advisory Committee to develop an Professional Medical Human Resources Plan;
- (xvi) assist in ensuring appropriate cost-effective use of the Hospital's resources; and participate in the hospitals resource allocation decisions;
- (xvii) through, and with the Department Chiefs, advise the MAC, the Board, and the CEO with respect to the quality of medical diagnosis, care and treatment provided to the patients of the Hospital; and Co-Chair the Quality Utilization Committee;
- (xviii) be an ex-officio member of all committees that report to the Medical Advisory Committee;
- (xix) be an ex-officio member of the Board (non-voting), and member of the Executive Committee of the Board;
- (xx) perform a regular review of the performance of the Medical Leadership at FCHS and the Chiefs of Departments;
- (xxi) work with the Department Chiefs to ensure that the annual evaluation and appointment process of the Professional Staff is completed;
- (xxii) work as needed, with the Department Chiefs in any Professional Staff discipline problems;
- (xxiii) assign, or delegate the assignment of, a member of the Professional Staff, when required, to supervise the practice of another member of the Professional Staff, for any period of time;
- (xxiv) supervise and evaluate the Chiefs of Department with respect to the expected role. Under extraordinary conditions, the Chief of Staff may suspend the Chief of Department from the role of Chief of Department and, pending review, appoint an acting Chief of a Department;
- (xxv) investigate, report and disclose critical incidents pursuant to the Hospital Management Regulation under the Public Hospitals Act;

Administrative Duties - the Chief of Staff shall:

- (i) undertake the review of the physician medical leadership model at both hospital sites, and make recommendations on the best model and privilege structure, to support a culture of collaboration and seamless patient care at the MHA.
- (ii) assume, or assign to any other member of the Professional Staff, responsibility for the direct care and treatment of any Patient in the Hospital under the authority of the Public Hospitals Act and notify the attending Professional Staff member, the CEO and the Patient, Patient's guardian or power of attorney;

- (iii) ensure that the physician community has a safe, engaging, and inclusive working environment, and that the medical staff feels supported, prepared for, and kept informed of, exciting enterprise-wide projects including capital redevelopment, program expansion, and the implementation of a modern Electronic Medical Record (EMR). It is important that the Chief of Staff ensure the staff and leadership team understand how these projects will positively impact their ability to provide exceptional patient care;
- (iv) report regularly to the Board and Medical Staff Association about the activities, recommendations and actions of the Medical Advisory Committee, and any other matters about which they should have knowledge;
- (v) participate in the development of the Hospitals' mission, values and strategic plan;
- (vi) contribute to the ongoing development of the hospital's mission, culture, and values. As an integral member of the senior management team, the Chief of Staff will participate in the development and implementation of the hospital's overall direction, objectives, and priorities;
- (vii) Participate, and contribute, in collaboration with relevant stakeholders, on the successful implementation of the hospitals' strategic plan and other management initiatives;
- (viii) act as an advocate for patients and for patient care;
- (ix) promote the development of innovation, a commitment to evidence based practices, and collaboration with other disciplines;
- (x) promote accountability among Professional Staff members for their practice;
- (xi) provide formal and informal education and research to the Professional Staff members within the Hospital; and ensure there is a process for participation in continuing education for the professional staff;
- (xii) maintain an active practice in their clinical field;
- (xiii) fulfill all obligations in a manner consistent with the Public Hospitals Act, the mission statement and values of the Hospital, and the By-laws of the Hospital;
- (xiv) meet regularly with the Board Chair, President and CEO, Medical Leadership at FCHS, and VP Clinical services/CNO;
- (xv) undertake any other responsibilities as determined by the Board and the CEO;
- (xvi) In consultation with the CEO, recommend on the appointment of a member of the Professional Staff to act for them during their absence or inability to act;

QUALIFICATIONS:

- 10+ years of medical experience working in a hospital setting is preferred;
- leadership experience in a hospital setting is preferred;
- is a practicing physician; either as a current member of the active medical staff at SMGH and/or FCHS or able and willing to be credentialed within the MHA;
- is a physician in good standing with the College of Physicians and Surgeons of Ontario (CPSO) and licensed to practice in the Province of Ontario;
- has coverage with the Canadian Medical Protective Association (CMPA);
- is an outstanding communicator and relationship builder who can credibly serve as the face of medical leadership for MHA, internally and externally;
- has expertise in negotiation, conflict resolution, and consensus building that will enable leadership influence, and positive impact at all levels;
- has experience in outcome measurement and quality improvement initiatives;
- can successfully build consensus and alignment with the best interest for patients and the broader community. The COS should have the ability to listen and understand diverse and competing points of view, and to develop engaged supportive relationships within, and beyond the hospital's walls;
- is engaging, empathetic, and a resilient leader with experience in leading change;
- is a systems and strategic thinker, who is creative and solutions focused to deliver on the mission, vision and values of the organization;
- has the ability to build trust and credibility with the medical staff, and establish strong working relationships across the organization with other corporate leaders in the service of the patient and provider experience.