

PHYSICIAN-HOSPITAL
PARTNERSHIP
Steering Committee
Terms of Reference

1/27/2020



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1 Purpose

The Physician-Hospital-Partnership (PHP) Steering Committee is dedicated to continuous enhancement of physician engagement at HHS by strategically coordinating, and providing oversight to, activities aimed at improving physician-hospital relationships promoting trust, two-way communication, and collaboration.

The committee commits to the following:

- Identify opportunities for deliverable projects
- Strategically coordinate projects and working groups
- Address challenges and removes barriers of working groups
- Provide decision-making on escalated issues from working groups
- Escalate system-wide barriers and decisions to the executive sponsor
- Monitor the quality of deliverables from working groups
- Support working group leads as required
- Identify and utilize measures such as the My Voice Matters survey to guide future work and assess the impact of past work

2 Guiding Principles

The guiding principles for direction and decision making include the following:

The PHP Steering Committee will:

- Encourage a systems view of change, consistent with our HHS strategy
- Actively seek diverse and meaningful stakeholder engagement
- Leverage existing work and structures where appropriate and possible
- Demonstrate the HHS values through transparent actions, open and honest dialogue, and building a culture of trust
- Utilize evidence-informed approaches to plan and implement initiatives
- Collaborate with operational department and committees to ensure chosen initiatives are intrinsically linked
- Engage additional resources throughout the life of a project as needed/appropriate
- Support leaders, staff and physicians through the change and transition of initiatives

3 Membership

Executive Sponsor EXECUTIVE VP / CHIEF MEDICAL EXECUTIVE

- Executive Sponsor of the PHP Advisory Committee will participate in all meetings
- Executive Sponsor will participate in voting as required

(See attached Appendix C for the Role of the Executive Sponsor)

Committee Members:

- Core PHP Steering Committee membership includes administrative and physician leaders dedicated to physician advocacy and development
- Core Committee Members will participate in voting as required
- Ad hoc Committee Members are invited to committee meetings on an as-needed basis to provide expert advice or knowledge, or represent a particular functional area

Core Committee Members
Standing Members:
President and CEO (ad hoc)
EXECUTIVE VP / CHIEF MEDICAL EXECUTIVE (co-chair delegation)
DIRECTOR – Medical Affairs
MANAGER – Medical Affairs
PRESIDENT – Medical Staff Association (co-chair delegation)
CHAIR – Medical Advisory Committee
SENIOR MEDICAL OFFICER
2 year term (renewable once) via EOI: (see Appendix A)
PHYSICIAN – up to 2 Department Chiefs
PHYSICIAN – 4 to 6 Active Physicians

Ad hoc Committee Members
Membership requirements are directed by biennial objectives:
Medical Affairs Specialist
HR Business Partner
OD Specialist
PR Specialist
Others (as appropriate)

(Ad hoc members may change & adjust as the work evolves)

4 Duties and Responsibilities of Core Committee Members

Core PHP Committee members are responsible for the identification and planning of biennial committee objectives. The coordination of these goals involves the following:

- Identify opportunities to enhance physician relations utilizing various sources (e.g. MVM survey, workshops, etc.)
- Selection of 1-3 actionable objectives per 2 year term
- Strategically coordinate projects and working groups

- Address challenges and removes barriers of working groups
- Provide decision-making on escalated issues from working groups
- Monitor the quality of deliverables from working groups
- Support working group leads as required
- Hospital-wide communication of activities that improve relations and address physician engagement

Executive Sponsor:

- Provides strategic direction and oversight
- Communicates support and promotes the change including representing projects at ELT
- Builds a coalition of sponsorship
- Responsible for governing project risk
- Identifies linkages and/or system-wide implications of project strategy and organizational capacity
- Communicates organizational challenges and actively seeks to remove barriers

Co-Chairs: EVP/CME & MSA President (delegated to Chief and/or Active Physician members)

- Responsible for directing members & activities to ensure goals are met
- Escalates barriers and/or decisions as appropriate
- Represents the committee's interests to ELT, and ELT interests to the committee
- Supports project working group leads as appropriate
- Champions change and removes barriers

Ad Hoc Committee Members:

- Provide expert advice or knowledge on an ad-hoc basis
- May represent a particular functional group

Working Group Members: *(to be determined as projects are identified and prioritized)*

- Identify roles within the group
- Develop project charters (and/or A3) for identified objectives
- Lead and/or participate in Working Group meetings
- Provide regular updates of project work to Core Committee (at quarterly meetings or more frequently as required)

(Working Group members may change & adjust as the work evolves)

5 Administrative Matters

5.1 General Meeting

- **Advisory Committee Meetings** will take place quarterly
- **Working Group Meetings** will be determined as physician engagement objectives are prioritized and take place per project charter
- Quorum requires 50% Core Member attendance
- Agenda will be circulated for input one week prior to the meeting date (administrative assistant of the co-chairs)
- Minutes will be distributed for input one week after the meeting date (administrative assistant of the co-chairs)
- All communication between meetings will be coordinated by the co-chairs

5.2 Reporting Responsibilities

It is the responsibility of the Executive Sponsor of the PHP Steering Committee to provide updates to ELT or PT as required.

5.3 Working Groups

Responsibilities of Working Group members include, but are not limited to:

- Participate in designated work activities as an active group member
- Responsible for a major segment of the project
- Share mutual accountability for achieving project results
- May represent a particular functional group
- Act as a champion for the change

(Working Group team members may change & adjust as the work evolves)

5.4 Linkages

Committees and Working Groups that work in parallel and collaborate with PHP:

- Council of Chiefs
- Medical Staff Association
- MVM Working Group (HR)
- Medical Advisory Committee

6 Decision-Making Process & Principles

6.1 Decision-Making Authority

Decisions will be made using a consensus decision-making model. When consensus cannot be achieved, a summary of reasonable options will be presented to the Executive Sponsor for deliberation and direction.

6.2 Types of Decisions

Working Group decisions requiring additional resources, or those affecting patients, families, staff, physicians, or academic partners will require approval and support of the Executive Sponsor.

Appendix A – 2 Year Term

Physician Representation and Advocacy – Term Appointment

The core committee members of the PHP Advisory Committee will include up to 6 physicians who will serve a 2 year term (renewable once):

- Up to 2 Department Chiefs
- Up to 4 Active Physicians

The 2 year term will begin with the introduction of a new MVM survey (fall) and conclude before the introduction of the next MVM survey (summer).

Members will be selected using an “Expression of Interest” format presented at a Spring/Summer Council of Chiefs and Medical Staff Association meetings in the following manner:

- 1) Presented in person by physician leaders:
 - Council of Chiefs - EVP/CME
 - Recruitment of up to 2 Department Chiefs
 - Medical Staff Association – President of MSA
 - Recruitment of up to 4 Active Physicians
- 2) Follow up with email message detailing the criteria for members, expectations of PHP membership, and timelines (Appendix B)

Consideration will be given to ensure a cross-representation of physician departments and/or expertise.

Appendix B – Expression of Interest



Internal Memo

Date:

To:

From:

Subject: **Physician Hospital Partnership
Committee Membership**

The Physician-Hospital-Partnership (PHP) Steering Committee is dedicated to continuous enhancement of physician engagement at HHS by strategically coordinating and providing oversight to corporate-wide physician engagement activities at HHS. This memo is a call for an expression of interest to join the PHP Steering Committee for a 2-year term appointment (renewable once).

The standing core committee members include the following:

- Executive VP / Chief Medical Executive
- President of the Medical Staff Association
- Chair of the Medical Advisory Committee
- Director of Medical Affairs
- Manager of Medical Affairs

The committee is looking for up to 6 physicians to join the core committee:

- Up to 2 Chiefs
- Up to 4 Active Physicians

The expectations of the core committee membership include the following:

- Participate in quarterly meeting

- Participate in designated work
- Advocate for HHS physicians
- Participate in decision making as an active member of the committee

Selection of interested physicians will be guided by the following criteria:

- Equitable representation across specialties and departments
- Equitable leadership opportunities
- Demonstrated dedication to HHS

If you are interested in joining the PHP Advisory Committee please respond by _____ (date). Qualified candidates will be voted in by the standing committee members. Successful candidates will begin their 2-year term with the PHP Steering Committee in _____.

Thank you for your interest.

Sincerely,

(name & signature stamp)

Appendix C – Role of the Executive Sponsor

Active and visible Executive Sponsorship is the number one success factor for major change initiatives. In order to enable our leaders to successfully sponsor a change initiative the following provides clarity about expectations of the role:

Responsibilities

1. Provides strategic direction and oversight
2. Communicates support and promotes the change
3. Builds a coalition of sponsorship
4. Responsible for governing project risk
5. Identifies linkages and/or system-wide implications of project strategy and organizational capacity
6. Communicates organizational challenges and actively seeks to remove barriers
7. Be Visible throughout the life of the project

Activities that align

Responsibility	Activities
Provides strategic direction and oversight	Meet with steering chairs and/or project leads before the change strategy is developed – setting the high level objectives, scope, anticipated benefits key issues Meet regularly and coaches the project lead as appropriate during all phases Review the change strategy document and engages in dialogue that enhances the change strategy Set priorities between project work and day-to-day work Clarify deadlines and expectations Ask to see deliverables Monitor the change at the highest level Articulate the vision and the goals
Communicate support and promote the change	Represent the project to your peers Communicate the need for change and sell the process to other leaders Directly communicate with employees about the change throughout the life of the project Celebrate successes publicly Enable communication to be two-way Speak face-to-face – town halls, road shows, key presentations
Build a coalition of sponsorship	Provide leadership with frequent updates and status information Listen to and address leadership concerns Educate key stakeholders Help the team understand the political landscape and hot spots Build relationships and commitment with other key leaders
Responsible for governing project risk	Combat resistance from other senior leaders Ensure the team has the right resources to be successful Create capacity across the organization to do the work for success

Identifies linkages and/or system-wide implications of project strategy and organizational capacity	Connect the change to the business strategy Link the change to system-wide projects and assess implications Help identify system-wide implications to the change and other related context Link KPIs and financial objectives to the change Manage scope-creep Identify conflicts with other projects that may impact this work
Communicates organizational challenges and actively seeks to remove barriers	Help to identify resistance points Share the financial implications and risk of not changing Ensure capacity to do the work Determine and communicate priorities between this change and other change initiatives Resolve conflicting operational objectives with other senior leader
Be Visible throughout the life of the project	Make yourself available to the team members Hold the team accountable for results Be involved in critical decision-making

