

SEAMO Deliverables Committee Terms of Reference

Role

Supporting the SEAMO Governing Committee's responsibility to allocate resources to departments necessary to meet the departments' responsibilities and to assure departmental accountability for the resources received, the Deliverables Committee recommends expectations for departmental core deliverables in each of patient care, education, and research and scholarship.

Responsibilities

1. Reporting

The Deliverables Committee is a committee of the Governing Committee and will report to the Governing Committee as required, but no less than quarterly.

2. Establishing core deliverables

- 2.1.** In order for the Deliverables Committee to conduct its work, the Hospitals and the University will provide to the Committee clear statements of their program requirements. The institutions program requirements will be used as the basis for the establishment of departmental core deliverables for patient care, education, and research. The Committee cannot be effective without having received the expectations of the institutions.
- 2.2.** The Deliverables Committee will integrate the program requirements it receives from the institutions. Where there are inconsistencies, the Deliverables Committee shall seek clarification and/or amendment from the Hospitals and University.
- 2.3.** In setting core deliverables, the Deliverables Committee will be informed by the contractual, regulatory, and accreditation requirements imposed on the Hospitals, the University, SEAMO and the departments.
- 2.4.** In establishing core deliverables, the Deliverables Committee will take into account that core deliverables should be a representative set of the core activities of an academic clinical department and will not represent all activity. It is understood that in establishing core deliverables, there will be asymmetric distribution of departmental contributions to patient care, education, and research.
- 2.5.** The Deliverables Committee will seek a balance of departmental deliverables that take into consideration the needs of learners, patients, and the broader community.

2.6. The Deliverables Committee will consult with department heads, the medical school and the hospitals in the identification of core deliverables. The Deliverables Committee is empowered to recommend core deliverables for final approval by the SEAMO Governing Committee.

3. Review of core deliverables

3.1. The Deliverables Committee will re-evaluate deliverable expectations as the internal and external environment changes or at the request of the Hospitals or University.

3.2. The Deliverables Committee will adjudicate all departmental requests for exceptions from expectations, including the expectation that departments will have paid claims submissions at a SEAMO defined minimum of their base SEAMO funding (including any flow-through “price changes” that have been received). Such requests must be made in writing and be supported by verifiable data. The Deliverables Committee might, at its discretion, invite the department head to attend a meeting of the Committee.

Monitoring deliverables

Monitoring deliverables is the role of management. In meeting this responsibility, management may refer to the Deliverables Committee issues regarding performance and compliance with assigned core deliverables. Following referral, the Deliverables Committee will assess shortfalls in performance against defined deliverables and recommend to the SEAMO management corrective action. Such recommendations may include, but not be limited to, holdbacks or additional resources as the situation warrants.

Policy framework

In conducting its work, the Deliverables Committee must take into account the policy framework established by the Governing Committee in its adoption of the final *Report of the Task Group on Allocation System Review, 2010 February 17*, attached to and forming part of these Terms of Reference.

Membership and term

1. Selection of members of the Deliverables Committee should take into account the Committee’s need to have members who are knowledgeable about the full range of issues related to the provision of patient care, medical education and the conduct of research. Members must be fair and balanced and have demonstrated knowledge of the deliverables of an Academic Health Sciences Centre.
2. The composition of the Deliverables Committee must respect the need to take into account the perspectives of the Hospitals, the University, and the Clinical Teachers.

3. The Committee shall comprise six voting members:
 - A Chair with knowledge of the objectives and operations of SEAMO and able to exercise leadership in defining academic and clinical deliverables of clinical departments. The Chair may be drawn from within or without the organization.
 - Five other members who shall be physicians in receipt of SEAMO funding and none of whom shall be serving heads of a department, one of whom shall serve as the Chair of the Advisory Committee on Departmental Deliverables.
 - The Chief Operating Officer (or other as may be assigned by the CEO) shall serve as a non-voting member and as the Secretary.
4. With the possible exception of an independent Chair, members shall serve terms of three years. Membership shall be limited to one full term.
5. Recognizing the potential for conflict of interest or self-interest, members of the committee are expected to discharge their responsibilities in good faith and in the best interests of SEAMO. In conducting the affairs of this committee, members must deal with information received in a manner that respects the confidentiality of the content when that is necessary.
6. In accordance with the Terms of Reference of the Resources Committee, the Chair of the Deliverables Committee shall be appointed to the Resources Committee as a voting member.
7. In accordance with the Terms of Reference of the Executive Committee, the Chair of the Deliverables Committee shall be appointed to the Executive Committee as a voting member.
8. The Chair of the Deliverables Committee shall be appointed as a non-voting member of the Governing Committee. The Chair of the Deliverables Committee shall attend Governing Committee meetings regularly.

Initial Appointments

On approval of these Terms of Reference, initial appointments to the Deliverables Committee shall be staggered to allow for continuity of membership. Those appointed for less than the maximum three-year term would be eligible for reappointment for a single three-year term.

Advisory Committee on Departmental Deliverables

An explicit understanding of the responsibilities of clinical departments is an important contributor to good governance. Toward this end, the responsibilities of departments in the clinical, education, research and administration domains must be clearly delineated and the activities undertaken to meet these responsibilities understood. Review by the Deliverables Committee will be assisted by the work of the Advisory Committee on Departmental Deliverables (“ACDD”). The ACDD is a subcommittee of the Deliverables Committee.

Responsibilities of the ACDD

The ACDD shall provide advice to the Deliverables Committee and to SEAMO management on the methods and metrics of measuring accountability of Departments to SEAMO for all aspects of SEAMO’s mission.

The ACDD shall assist departments in developing robust systems for measuring and for influencing the activities of departmental members with regard to their contributions to the departments’ deliverables.

In conducting its work, the ACDD shall:

1. Develop methods and metrics for measuring accountability of departments to SEAMO for all aspects of SEAMO’s mission.
2. Produce a “Score Card” to measure and report on departmental deliverables.
3. At the request of the Deliverables Committee or of the CEO, review departmental compliance with departmental roles and provide information to the Deliverables Committee.
4. Assist departments in developing robust systems for measuring and influencing the activities of department members with regard to their contributions to departmental deliverables.

ACDD Membership

The composition of the ACDD will take into account the need for an understanding of the full range of issues related to the provision of patient care, medical education and the conduct of research. Experience in the provision and management of patient care, education, and research will assist the ACDD in meeting its responsibilities. The ACDD membership collectively must have an understanding of the metrics available for measuring SEAMO deliverables and the issues related to the development of new metrics and methods of data collection.

With the exception of the Chair, the SEAMO CEO shall appoint members for three-year terms. While the number of members is not fixed, the Associate Dean Academic and the SEAMO COO shall be included in the membership.

The Chair shall be a member of the Deliverables Committee and shall be appointed by SEAMO on the advice of the Nominating and Governance Development Committee.