COWICHAN DISTRICT MEDICAL SOCIETY

EXECUTIVE MEMBER HANDBOOK

2026

FACILITY ENGAGEMENT
An SSC Initiative

CDMS
Cowichan District Medical Society

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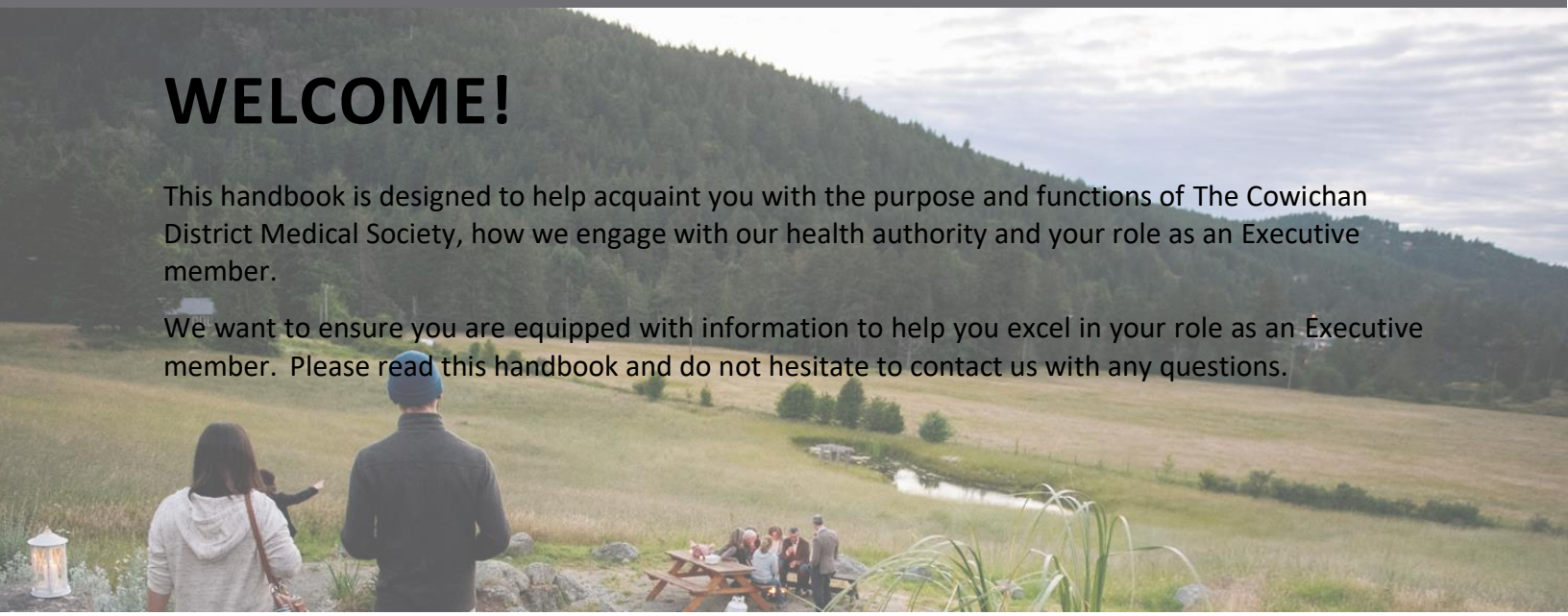


WELCOME!

This handbook is designed to help acquaint you with the purpose and functions of The Cowichan District Medical Society, how we engage with our health authority and your role as an Executive member.

We want to ensure you are equipped with information to help you excel in your role as an Executive member. Please read this handbook and do not hesitate to contact us with any questions.

Onboarding expectations

- ✓ Review this onboarding handbook
- ✓ Onboarding meetings with current Executive Member(s)
- ✓ Share with other colleagues who may have an interest in the future

What you will learn

- History of CDMS
- Current strategic plan
- Achievements and ongoing initiatives
- CDMS constitution, bylaws, policies, procedures
- Awareness of fiduciary/legal responsibilities
- Job description of position

LIST OF ACRONYMS

AGM	Annual General Meeting
CDH	Cowichan District Hospital
CDMS	Cowichan District Medical Society
CSC	Collaborative Services Committee
CVDFP	Cowichan Valley Division of Family Practice
DoBC	Doctors of BC
DoFP	Divisions of Family Practice
EP	Engagement Partner
FE	Facility Engagement
FEI	Facility Engagement Initiative
FNHA	First Nations Health Authority
GPSC	General Practice Services Committee
HA	Health Authority
HAMAC	Health Authority Medical Advisory Committee
JCC	Joint Collaborative Committees
LMAC	Local Medical Advisory Committee
MOA	Memorandum of Agreement
MoH	Ministry of Health
MOU	Memorandum of Understanding
MSA	Medical Staff Association
PMA	Physician Master Agreement
PS	Physician Society
RAA	Regional Advisor & Advocate
SSC	Specialist Services Committee
TOR	Terms of Reference

KEY CONTACTS

Cowichan District Medical Society

- Dr. Brendan O'Malley, President
- Dr. Nimrod Levy, Vice President
- Dr. Katie Zhu, Secretary/Treasurer
- Dr. Richard Grainger, Director
- Dr. Fernando Polanco, Director
- Dr. Ana-Maria Misarui, Director Reserve
- Lisa Ebel, Project/Executive Lead
- Rebecca Simmons, Operations Coordinator

Health Authority Senior Leadership

- Kathy MacNeil, President and CEO, Island Health
- Dr. Ben Williams, VP Medicine & Quality and Chief Medical Executive
- James Hanson, VP Clinical Operations North/Central Island
- Marko Peljhan, VP Clinical Operations South Island
- Dr. Keith Menard, Executive Medical Director, Medical Staff Governance

Health Authority Local Leadership

- Dr. Graham Blackburn, Executive Medical Director
- Dr. Michelle Weizel, Associate Vice President of Medical & Academic Affairs & Deputy Chief Medical Officer
- David Huntley, Site Director, CDH
- , CDH Chief of Staff

Local Division of Family Practice

- Dr. Carole Williams, Co-chair
- Jennifer Berg, Director of Finance
- Tiffiny Littmann, Director of Operations

Doctors of BC

- Annebeth Leurs, Engagement Partner
- Rob Hulyk, Director of Physician Advocacy
- Leanne Bulmer, Regional Advisor and Advocate

IMPORTANT DOCUMENTS

The following are important documents to guide our operations:

2022 Memorandum of Understanding

MOU for Regional and Local Engagement between the MoH, HAs, and DoBC.

Memorandum of Agreement Physician and Psychological Safety

MOA for Occupational Health & Safety, Psychological Health & Safety, and Violence Prevention for Physicians Working in Health Authority Facilities.

Facility Engagement Funding Guidelines

To provide greater clarity to MSAs and health authorities on the prohibited uses of Facility Engagement (FE) funds, and other frequently asked areas of use that are not explained in the MOU.

2022 Physician Master Agreement

An agreement negotiated by Doctors of BC and the BC government that governs compensation and benefits for Fee for Service and Alternatively Paid Physicians in BC

CDMS Constitution and Bylaws

ABOUT CDMS & FACILITY ENGAGEMENT

In 2016, **The Cowichan District Medical Society (CDMS)** was formed in order for our MSA to receive funding as part of the Specialist Services Committee Facility Engagement initiative; the CDMS and MSA both serve to organize and represent the interests of the medical staff. For the Cowichan District, having the same physician in the role of MSA Chair and CDMS President has been done for coordination in communicating with other bodies such as HAMAC, LMAC, and Island wide MSA.

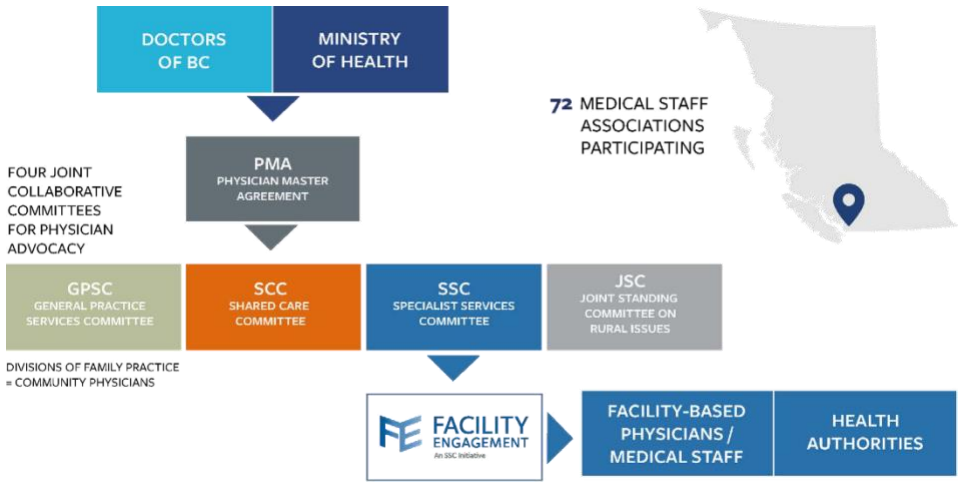
FACILITY ENGAGEMENT INITIATIVE | www.facilityengagement.ca

BC's Facility Engagement Initiative was launched in 2016 by the Specialist Services Committee as an ongoing priority of the Physician Master Agreement. It aims to:

- strengthen communication, relationships and collaboration between facility-based physicians and their health authorities, and
- increase meaningful physician involvement in health authority decisions about their work environment and the delivery of patient care.

Our health authority has committed through a Memorandum of Understanding to support Facility Engagement at our local sites and at regional levels.
Funding is administered by the Specialist Services Committee (SSC) – one of four joint collaborative committees that represent a partnership of the Government of BC and Doctors of BC.
The provincial initiative provides flexibility for us to tailor engagement activities to our local facility needs and member priorities. Funding is used to:

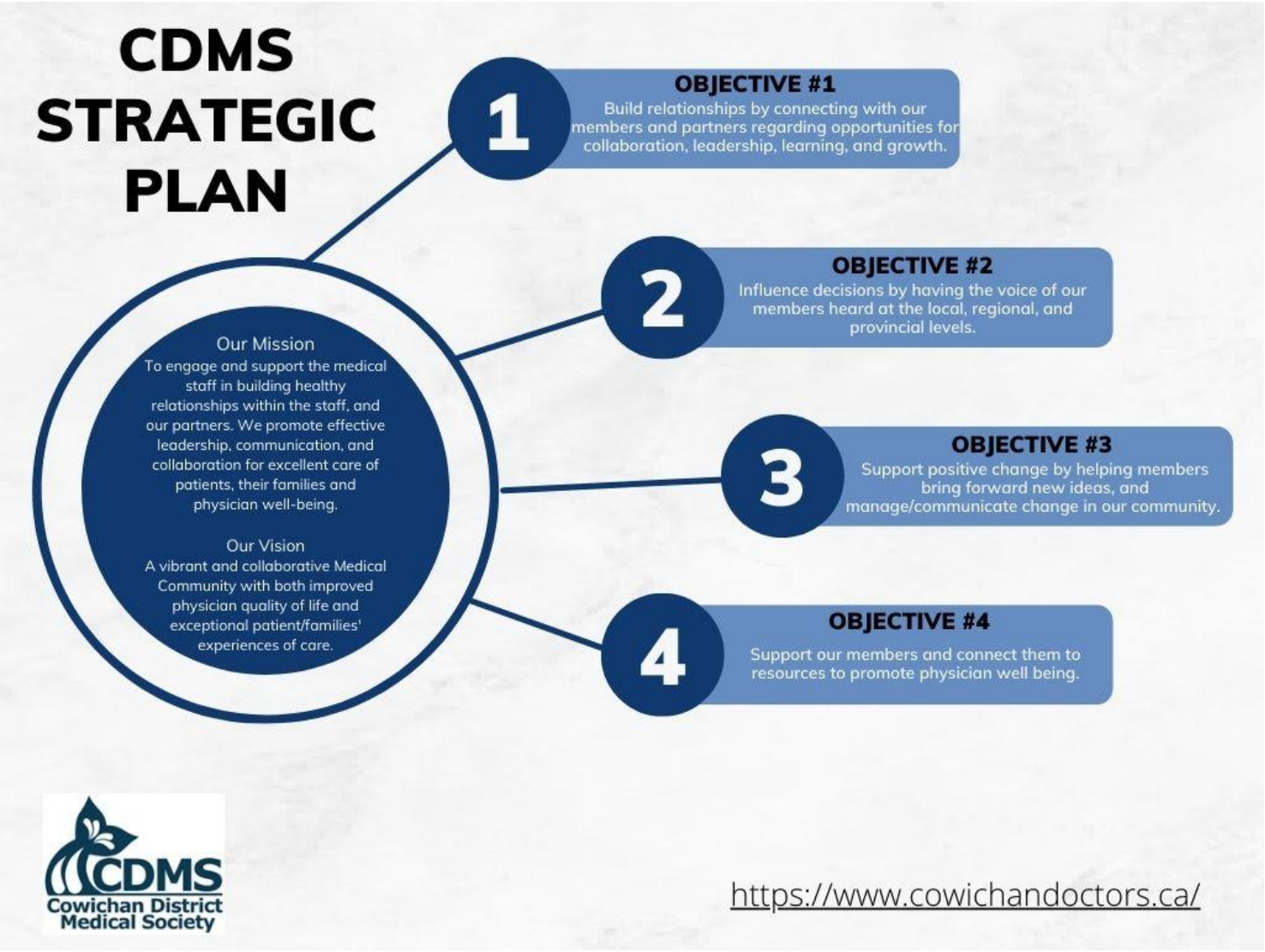
- support our local medical staff engagement governance structure and support needs.
- pay medical staff for time spent in engagement activities such as projects, meetings, and leadership activities.



ENGAGEMENT AT CDH AND CDMS

Who we are

The members of the Cowichan District Medical Society Members include all of the medical staff, Dentists, Nurse Practitioners, and Midwives that work at Cowichan District Hospital. Our role is to engage with our partners collaboratively to support improved quality of care for patients and their families and improved working conditions and well-being for all our medical staff.



ENGAGEMENT WITH ISLAND HEALTH

In British Columbia, each Health Authority has committed to working with their MSAs through a Memorandum of Understanding that supports greater engagement and collaboration with physicians. Our aim is to increase meaningful physician involvement in Health Authority decisions about work environments and the delivery of patient care. We strive to achieve this by sharing knowledge to make informed decisions, developing a cohesive physician voice, and supporting activities that involve physicians in decision-making.

MSA & Health Authority Collaborative Work and Tables

Health Authority Medical Advisory Committee (HAMAC)

The advisory committee to VIHA on medical, dental, midwifery and Nurse Practitioner practice matters, as well as quality-of-care issues.

Local Medical Advisory Committee (LMAC)

A local advisory committee to the HAMAC on medical, dental, midwifery and Nurse Practitioner clinical practice and governance matters.

HAMSA Executive Committee (HEC)|
(Island MSA Network)

The HAMSA Executive Committee is composed of all MSA Presidents and one other executive member of each MSA.

HEC meetings will be held at the call of the HAMSA executive, with at least one annual meeting.

Health Authority Medical Staff Association (HAMSA)

A VIHA-wide entity operating under the Medical Staff Rules, comprised of all 11 MSAs on Vancouver Island that hold hospital privileges in Island Health.

ENGAGEMENT GOVERNANCE

CDMS GOVERNANCE AND STRUCTURE

The work of The CDMS is supported by the CDMS Executive/ Project Lead, Finance Administrator, and Administrative Assistant.

Dr. Brendan O'Malley President	Dr. Katie Zhu Secretary/Treasurer	Dr. Fernando Polanco Director	Photo N/A Dr. Richard Grainger Director	Photo N/A Dr. Nimrod Levy Vice President	Photo N/A Dr. Ana-Maria Misariu Director Reserve

Executive: is comprised of a President, Vice President, Secretary-Treasurer, and Director(s), to maximum of five, who hold Society decision making authority acting on behalf of the Medical Staff. The Executive oversee the strategic direction of the Society and ensure engagement and governance practices are upheld as per the MOU.

Advisory: jointly discusses issues of importance to the medical staff at monthly Advisory meetings and provides strategic advice to the Executive members. The Advisory also reviews CDMS project funding applications and provides input to connect initiatives with ongoing work.

Executive/ Project Lead: works directly with the Executive members to provide strategic advice and support while ensuring all Society activities align with the MOU, Facility Engagement funding guidelines, and the Societies Act of BC.

Admin: performs all office administrative activities including correspondence, record keeping, and scheduling of Executive and Advisory meetings.

EXECUTIVE MEMBER ROLES AND RESPONSIBILITIES

Indicators of Governance Excellence:

- Alignment behind a clearly articulated mandate
- Clear roles and responsibilities
- Strong relationships
- Earned trust
- Engagement in difficult conversations
- Leveraged governance table skills and experiences
- Focus on strategic issues
- Continued improvement
- Unified voice outside of meetings
- Focus on outcomes and results

The role of the Executive is to provide leadership and stewardship to the activities of CDMS. Executive members will seek direction from, and represent the interests of, its members, the broader community, and ensure alignment with our funding guidelines, Society strategic plan, and the provincial MOU.

President/Chair

- The President presides at all meetings of the Society
- Ensures governance table adheres to its constitution and bylaws, rules, mission, vision and goals
- Encourages participation of Directors at Executive meetings
- Chairs Executive meetings and keeps discussion on topic
- Encourages participation of Directors at Executive meetings
- Recognizes member contributions to Executive work
- Plays a leading role in Division/MSA events
- Facilitates communication between the Division/MSA and the health authority
- Ensures delegation of responsibilities among other Executive members

Vice/Co-Chair / Vice President

- Works with Directors and senior staff lead to assist the Chair/President in meeting his/her duties
- Fulfills the Chair/ President's duties and responsibilities in their absence
- Is often the successor for the role of Chair or President

Secretary/ Treasurer

- Works with Directors and senior staff lead to assist the President in meeting his/her duties
- In absence of President or Vice-President, chairs meetings
- Reviews finances regularly to ensure order and accuracy
- Signing officer for cheques and other documents

Past President

- Ensures continuity during governance transition and organizational change
- Helps ensure the appropriate succession of Directors
- Assists with the recruitment of new Directors
- Supports the President/Chair in his/her role
- Provides continuity to the organization by providing historical context for issues
- Often is a non-voting member of the Executive; acts in an advisory capacity

EXECUTIVE MEMBER ROLES AND RESPONSIBILITIES CONT.

Terms of Appointment

Election of Directors will be held at the annual general meeting.

The term of office of Directors will be revisited annually and will normally be for a period of not more than one year. For purposes of calculating the duration of a Director's term of office, the term will be deemed to commence at the close of the annual general meeting at which such Director was appointed or elected. If, however, the Director was appointed or elected at an extraordinary general meeting his or her term of office will be deemed to have commenced at the close of the annual general meeting next following such extraordinary general meeting.

Accountability

In order to understand and prioritize medical staff issues, Executive members need to seek input from medical leads, divisions, departments, all medical staff, and need to develop a reasonable understanding of Island Health leadership structures and medical staff governance. The Executive and Advisory members are accountable to the members of the Society and report to the members at each AGM.

Meeting Frequency

- At least one Executive member must be able to attend regular MSA meetings, in addition to participation at Advisory Committee meetings as necessary.
- The President and/or delegate attend monthly Island MSA Network meetings.

Executive Member Renumeration

Executive Members conducting 'Director' work (i.e., Governance) are considered an employee and will have CPP and EI deducted from pay. A T4 will be issued.

Executive Members conducting 'Non-Director' work (i.e., non-Governance work like leading or participating in a project) will **not** receive deductions and be issued a T4A.

Only half of the Executive committee (2 members) can be funded for 'non-Director' work, in addition to their 'Director' work.

As per sections 5.11 & 5.12 of the CDMS Constitution and Bylaws, a director may be compensated for being or acting as a Director. A Director may be reimbursed for all expenses necessarily and reasonably incurred by the Director while engaged in the affairs of the Society.

Remuneration rates are set by the DoBC Joint Clinical Committees.

Executive members will need to ensure they have fully set up their FEMS and VoPay accounts.

NOTE: All Executive Members are covered by Travelers Directors & Officers Liability Insurance.

LINKS AND RESOURCES

Useful Resources

- Our website: https://www.cowichandoctors.ca/
  - Recruitment & Retention
  - Propose a project
  - CME
  - Upcoming events
  - CDMS Resources
- Facility Engagement Website: www.facilityengagement.ca
  - MSA Success Stories
  - Resources for MSAs
  - Provincial SSC FE Working Group Meeting Summaries
  - Governance Fundamentals Guidebook
  - Governance Webinar: Roles and Responsibilities for FESC Sites
  - Governance Webinar: Roles and Responsibilities for Physician Societies
  - Governance Webinar: Succession Planning
  - Financial Management Workbook
  - Site Engagement Activity Tracker (SEAT)
  - Knowledge Sharing between Sites
- Facility Engagement Knowledge Sharing

Other Specialist Services Committee programs

- SSC Physician Quality Improvement
- Spreading Quality Improvement (SQI)
- SSC Enhancing Access Initiative
- JCC Health System Redesign (SSC + Other Collaboratives)
- SSC Physician Leadership Training
- UBC Sauder Physician Leadership Program

CONTACT US

cdmsleads@cowichandoctors.ca