



Northern Health Authority

**Northern Health Medical Advisory Committee**  
(NH MAC)

**TERMS OF REFERENCE**

Revised June 23, 2023

**PURPOSE:**

- To make recommendations to the Board of Directors with respect to the initial granting of privileges to applicants for membership on the medical staff of Northern Health and with respect to the cancellation, suspension, restriction, non-renewal, or maintenance of the privileges of all members of the medical staff to practice within the facilities and programs operated by the Northern Health Authority (Article 8.1.2 Medical Staff Bylaws)
- To advise the Chief Executive Officer (CEO) and the Board of Directors on (Article 8.1.3 Medical Staff Bylaws):
  - The provision of medical care within the facilities and programs operated by the Northern Health Authority
  - The monitoring of the quality and effectiveness of medical care provided within the facilities and programs operated by the Northern Health Authority
  - The adequacy of medical staff resources
  - The continuing education of the members of the medical staff
  - Planning goals for meeting the medical care needs of the population served by the Northern Health Authority
  - To provide medical input into Northern Health (NH) decision making
  - Professional issues of importance to the medical staff(s) of NH
  - Operational issues affecting medical care of patients

**AUTHORITIES:**

- The Board of the Directors shall appoint a Northern Health Authority Medical Advisory Committee (NH MAC) (Article 8.1.1 Medical Staff Bylaws)

**ACCOUNTABILITY:**

- Accountable to medical staff(s) of NH through the HSDA Medical Advisory Committees for appropriate representation of issues to the Board of Directors
- Accountable to Board of Directors for issue identification and reporting
- Accountable to the Board of Directors for the performance of functions and duties outlined in the Medical Staff Bylaws

- Accountable to CEO for committee process
- Accountable to CEO for advice on issues as outlined in the Medical Staff Bylaws

#### **OBJECTIVES:**

To advise, and provide regular reports to the Board of Directors and CEO on:

- Regional medical human resource planning
- Quality of medical care
- Strategic planning and prioritization of clinical/academic programs for the region
- Medical professional standards
- Medical staff appointments and credentials
- Professional issues of importance to the medical staff(s) of NH

#### **DUTIES:**

##### **Medical Administration** (Article 8.3.1 Medical Staff Bylaws)

- The NH MAC appoints chairs and members of Standing Committees and ensures these committees function effectively including recording minutes of meetings
- The NH MAC recommends to the Board of Directors, the Standing Committees of NH MAC and their Terms of Reference
- The NH MAC recommends to the Board of Directors the establishment of additional MAC's reporting to the NH MAC
- The NH MAC makes recommendations to the Board of Directors on the development, maintenance and updating of Medical Staff Rules, policies and procedures pertaining to medical care provided within the facilities and programs operated by NH
- The NH MAC advises on matters pertaining to clinical organization, medical technology, and other relevant medical administrative matters
- The NH MAC reviews and provides consultative input to the development of all NH wide forms and policies associated with the care of patients by the medical staff
- The NH MAC reviews all recommendations to the Board of Directors arising from medical staff committees and reports to the Board through the Chair of NH MAC all recommendations requiring the attention of the Board
- NH MAC receives reports from NH clinical quality Councils and review issues and recommendations from these Councils

##### **Clinical Privileges** (Article 8.3.2 Medical Staff Bylaws)

- The NH MAC reviews recommendations from the Credentials Committee concerning the appointment and review of medical staff members including the delineation of clinical and procedural privileges
- The NH MAC makes recommendations to the Board of Directors concerning the appointment and review of medical staff
- The NH MAC makes recommendations to the Board of Directors regarding disciplinary measures for violations of Bylaws, Rules or policies of the medical staff

- The NH MAC may require a member of the medical staff to appear before the committee whenever necessary to carry out its duties

#### **Quality of Care (Article 8.3.3 Medical Staff Bylaws)**

- The NH MAC receives, reviews and makes recommendations on reports from quality review bodies and committees concerning the evaluation of the clinical practice of members of the medical staff
- The NH MAC makes recommendations concerning the establishment and maintenance of professional standards in facilities and programs funded and operated by NH in compliance with all relevant legislation, Bylaws, Rules, and policies of the medical staff
- The NH MAC submits regular reports to the Board of Directors and the CEO on the quality, effectiveness and availability of medical care provided, in relation to professional standards, in facilities and programs operated by NH
- The NH MAC makes recommendations where appropriate concerning the quality of medical care in NH
- The NH MAC makes recommendations where appropriate concerning the availability and adequacy of resources to provide appropriate patient care in NH
- The NH MAC advises on and makes recommendations concerning the teaching and research role of NH

#### **Medical Staff Resource Planning (Article 8.3.4 Medical Staff Bylaws)**

- The NH MAC makes recommendations to the Board of Directors and the CEO regarding human resource requirements required to meet the medical, dental and midwifery needs of the population served by NH
- The NH MAC shall submit an annual medical staff human resource plan to the Board of Directors

#### **Professional and Ethical Conduct of Members of Medical Staff (Article 8.3.5 Medical Staff Bylaws)**

- The NH MAC reviews and reports on any concerns related to the professional and ethical conduct of physicians to the Board of Directors and, where appropriate, reports those concerns to the appropriate regulatory College
- The NH MAC will adhere to the code of ethics outlined in Article 2.3 of the Medical Staff Bylaws and will follow principles of composition and Terms of Reference delineated in the Medical Staff Rules
- The NH MAC shall review its Terms of Reference annually and make recommendations to the Board of Directors for changes, if any

**SUBSIDIARY MEDICAL ADVISORY COMMITTEES:**

HSDA MACs are mandated in the Terms of Reference of NH MAC as subsidiary committees reporting to NH MAC. There will be three subsidiary MACs structured at the level of the Health Service Deliver Areas:

- Northeast Medical Advisory Committee (NE MAC)
- Northwest Medical Advisory Committee (NW MAC)
- Northern Interior Medical Advisory Committee (NI MAC)

The Terms of Reference of the subsidiary MACs will be consistent with the Terms of Reference of the NH MAC and will be approved by the NH MAC (Article 8.3.2 Medical Staff Rules). The NH MAC will define the roles and responsibilities delegated to HSDA and Facility or Community Cluster MAC's. The subsidiary MACs will report to the NH MAC.

**STANDING COMMITTEES:**

Standing Committees reporting to the NH MAC:

- NH Credentials Committee
- CareOrders Approval Committee
- NHMAC Quality Assurance Sub-Committee

The list of standing committees shall be reviewed annually by NH MAC and recommendations for revision shall be presented to the Board of Directors as necessary (Article 8.2.1 Medical Staff Rules). NH MAC may recommend to the Board of Directors the appointment of additional committees as it deems necessary.

**PROGRAM REPORTING:**

Programs report annually at the Face to Face meeting.

**MEMBERSHIP:**

The membership of NH MAC shall include representation from the following areas (Article 8.2.1 Medical Staff Bylaws):

- Members of the NH medical staff who have been appointed to medical leadership positions
- Members of the medical staff who have been elected by the NH medical staff
- The NH Chief Medical Health Officer
- A NH Senior Medical Administrator, who shall provide secretariat services to the NH MAC
- The NH Chief Executive Officer, who shall be a non-voting member
- Other NH senior administrative or medical staff of as appropriate, in a non-voting capacity

When a vote is necessary the following will apply:

**Voting Members: (36)**

*Members from each HSDA (16):* In the event that any two of these positions are filled by the same person, an additional member may be nominated by the HSDA MAC to maintain at least 3 members

- Medical Directors (7) The Lakes Omineca Medical Director role is being job shared by two medical directors
- Nurse Practitioner (1)
- Chair of HSDA MAC (3) NI co-chairs will alternate representation at NH MAC
- There should be one member at large from each HSDA (Article 7.3.1 Medical Staff Rules). To ensure equitable representation, NH MAC will appoint the following for a total of (5):
  - One Member at large for NI
  - Two members at large for NE
  - Two members at large for NW

*Regional Medical Leads (16):*

- Medical Lead, Addictions and Harm Reduction
- Medical Lead, Cancer Care
- Medical Lead, Cardiac Care
- Medical Lead, Critical Care Program
- Medical Lead, Elder Services Program
- Medical Lead, Emergency and Trauma Services
- Medical Lead, HIV & Hepatitis C and Antimicrobial Stewardship
- Medical Lead, Laboratory Services
- Medical Lead, Medical Imaging
- Collaborative Medical Lead, Indigenous Health (Family Practice & Specialist- with one representative attending NHMAC)
- Medical Lead, Mental Health
- Collaborative Medical Leads, Perinatal Program (one role shared by Midwifery, OB/GYN & FP-GP with one representative attending NHMAC)
- Medical Lead, Primary Care
- Medical Lead, Renal
- Medical Lead, Surgery Program
- *To incorporate additional Medical Leads as appropriate.*

Advocates Members: will attend the Face to Face NHMAC meetings.

- Medical Lead, Child, Youth, Adolescent Program

*Appointed Medical Leads (4):*

- VP Medicine
- Chief Medical Health Officer
- Medical Lead, Informatics
- NHMAC Chair

**Alternates:**

- An alternate member(s) from each HSDA will act as a voting member in the event of absence by one or more members of the NH MAC from that HSDA
- Alternates are welcome to attend regularly though will not vote if a vote is taken unless the person for whom they are alternate is not in attendance
- It is the responsibility of the NH MAC members to inform alternates of their absences and appropriately brief alternates on NH MAC issues
- Each HSDA may appoint up to three alternates

**Appointment:**

- Appointments shall be for a one-year term
- There is no limit on reappointments
- The composition of the NH MAC shall be reviewed annually with respect to the voting membership in order to maintain an appropriate constituency representation balance

**Non-Voting Members (5):**

- Chief Executive Officer
- VP Primary & Community Care and Chief Nursing Officer
- VP Planning, Quality and Information Management
- Regional Director, Medical Affairs
- Regional Director, Physician Quality, Engagement and Education

**OFFICERS:**

The Board of Directors shall appoint a Chair of the NH MAC, in addition to the voting members, after considering the recommendation of the NH MAC. The chair may be selected from among the active members of the medical staff.

The Chair of the NH MAC is appointed for a term of not more than three years, and may be reappointed for up to three consecutive terms. (Article 8.2.4 Medical Staff Bylaws)

The Chair or Vice-Chair of the NH MAC shall provide a report to the Board of Directors and to the CEO on a regular basis. The Chair or Vice-Chair of NH MAC shall attend meetings of the Board of Directors, and the appropriate committee of the Board, to participate in discussion pertaining to the purposes identified for the NH MAC under articles 8.1.2 and 8.1.3 (Article 8.2.5 Medical Staff Bylaws).

**SUPPORT:**

A confidential secretary shall be provided by NH, through the office of the VP of Medicine, to the NH MAC meetings and for NH MAC business.

**QUORUM:**

A quorum shall be at least 10 voting members, with at least 1 representative from each HSDA.

**VOTING:**

Voting shall be a show of hands unless a ballot vote is requested. In the case of video or teleconference, a vote shall be by roll call. Voting shall be decided by a simple majority of members present. In case of a tie, the chair or designate shall have the deciding vote. The Chair does not have a vote except in the case of a tie.

**MEETINGS:**

Meetings will be monthly and/or at the call of the Chair.

Members are required to attend, or arrange for their alternate to attend, a minimum of 75% of meetings. An inability or failure to meet this level of commitment will be grounds for a member's replacement. Members may proxy representation to another rural member due to attendance barriers. Minutes of meetings shall be kept and attendance shall be recorded for all medical staff committees.

**DISSOLUTION:**

In the event of dissolution of the NH MAC, all records shall be turned over to the Northern Health CEO for safekeeping.

**AMENDMENTS:**

When the Committee identifies deficiencies to the Terms of Reference (TOR), an acceptable method will be agreed on to draft changes. The changes to the TOR will not take effect until approved by the Board of Directors.

**COMMUNICATIONS:**

Electronic copies of minutes should normally be forwarded to the members of the committee before the next meeting date. It is the responsibility of all members to disseminate the information to HSDA MACs. NH MAC minutes (with the exception of 'in camera' minutes) will be distributed to all medical staff(s) and made available to individual members of medical staff on request.

Copies of recommendations, motions and minutes of the NH MAC will be forwarded to the Board of Directors for the next meeting.

The Chair of the NH MAC will attend the Board meeting to share the recommendations and motions and to provide clarification where necessary.

## APPENDIX 1

### CHAIR – NH MAC

#### APPOINTMENT:

The Board, on the recommendation of a Selection Committee, shall appoint the Chair of the NH MAC. The Selection Committee shall be comprised of:

- Two members of the NH MAC
- VP of Medicine
- One member of the Board of Directors

#### PERFORMANCE REVIEW:

The VP Medicine will review the Chair's performance annually.

#### ACCOUNTABILITY:

The Chair of the NH MAC shall be accountable to the NH MAC for appropriate reporting to the Board of Directors of NH MAC issues. The Chair of the NH MAC shall be accountable to the VP of Medicine for the management of resources necessary to the effective functioning of NH MAC.

The Chair of the NH MAC shall be accountable to the Board of Directors for the effective functioning of the NH MAC as an advisory committee to the Board.

#### REPORTING:

The Chair of the NH MAC shall report directly to the Board of Directors on issues of concern to the NH MAC. This report shall be a regular part of Board agendas.

The Chair of NH MAC shall report to the CEO / VP of Medicine on issues arising from the implementation of Board policies and administrative procedures regarding the delivery of clinical care / academic programs. The Chair of NH MAC shall report to the Board of Directors all medical staff recommendations requiring the Board's attention.

#### PARTICIPATION:

The Chair of the NH MAC will be involved in strategic planning at the NH Executive level, on behalf of the NH MAC.

#### WORKLOAD:

The Chair of the NH MAC will be remunerated at a rate determined by NH.



## APPENDIX 2

### VICE – CHAIR – NH MAC

#### **APPOINTMENT:**

The Board, on the recommendation of the NH MAC, shall appoint the Vice-Chair of the NH MAC.

The Vice-Chair will be selected from among the physician members of the NH MAC.

#### **DUTIES:**

The Vice-Chair shall assume the duties of the Chair in the event that the Chair is unable to fulfill his/her term of office. The Vice-Chair shall perform the duties of the Chair until a new Chair is selected according to the criteria in Appendix 1.

The Vice-Chair will be delegated by the Chair to assume the Chair's duties should the Chair be in a position of conflict of interest regarding an NH MAC agenda item or to allow the Chair to speak to a motion before the NH MAC.

#### **ACCOUNTABILITY:**

The Vice-Chair of the NH MAC shall be held to the same accountability as the Chair while assuming the duties of the Chair.

#### **REPORTING:**

The Vice-Chair of the NH MAC shall report to the Board of Directors and to the CEO / VP of Medicine in the absence of the Chair.

#### **WORKLOAD:**

The position of the Vice-Chair of the NH MAC is non-stipendiary other than as a member of the NH MAC. Should the Vice-Chair be called upon to assume the duties of the Chair, other than for a portion of a meeting, the Vice-Chair shall be remunerated at the same rate as the Chair.