

Appointment of the Leadership Designate Role

Reviewed Date		Number	<i>HR0211</i>
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Introduction

The health unit has an obligation as an employer to provide a work environment that supports professional practice and maximizes the use of the knowledge and skills of its employees. One way in which this responsibility can be fulfilled is by designating a profession-specific leadership role for those groups that are governed by the Regulated Health Professions Act, or for other professions that are hired by health units as required by the Health Protection and Promotion Act.

Purpose

The purpose of this policy is to establish a process in which the Medical Officer of Health appoints individuals to the Leadership Designate Roles of:

- Dentistry
- Dental Hygiene
- Medicine
- Dietetics
- Nursing - assumed by the CNO
- Public Health Inspection

Legislative Authority

Health Promotion and Protection Act – Public Health Inspector
 Ontario Public Health Organizational Standards – Chief Nursing Officer
 Regulated Health Professions Act.

Policy Definitions and Interpretation

N/A

Policy

The Board of Health has established Bylaw 2005-09 which enables the Medical Officer of Health to establish the Leadership Designate role. This policy establishes a process in which the Medical Officer of Health appoints individuals to the Leadership Designate Roles. The process for decision-making is transparent and includes election methodology. The policy does not apply to the Chief Nursing Officer.

Procedures

1. Commencing December 1, 2014 and every three years thereafter the Executive Assistant to the MOH will be provided with a list from Human Resources of all SMDHU employees that align with each profession of Dentistry, Medicine, Dental Hygiene, Dietetics and Public Health Inspection.
2. On or before, November 2014 and every three years thereafter - the Medical Officer of Health will communicate to all members of each professional group (list from Executive Assistant) the plans for the professionals to elect one candidate from within their group for the role of Leadership Designate. The chosen candidate must agree to fulfill the role of Leadership Designate for a three year period. The candidate must be at the position of Coordinator or higher within the organization, be a member within affiliated professional group(s), and must have the approval of their direct supervisor. The requirement for a coordinator or higher is to ensure a number of years of professional experience, some freedom from front-line service delivery, and an understanding of agency policies, practices and internal supports to address professional needs and issues, while also allowing for a sufficient range of candidates within each profession.
3. Any individual within the specific profession can be nominated by peers (provided they agree to the nomination), or self-nominate to be considered a candidate once obtaining support from their direct supervisor, and as such can receive votes expressing support for them in the role of Leadership Designate for the profession.
4. The Executive Assistant will facilitate the election process for each profession applying principles of transparency and fairness.
5. The individual that receives the most votes will be the candidate identified to the Medical Officer of Health as the preferred designate for that professional group.
6. The Medical Officer of Health will accept the candidate presented by the Executive Assistant from the election process.
7. There is no limit on sequential terms for candidates, provided that the recruitment and election process is conducted every three years.
8. For professions with less than three individuals, the Medical Officer of Health will assign the Leadership Designate role with no election process – also for a three year term.

Related Policies

Board of Health Bylaw 2005-09

Related Forms

N/A

Final Approval Signature: _____

Review/Revision History:

Revised – November 9, 2015

Appendices:

(A) Leadership Designate Role

(B) Guiding Principles for Professional Practice Membership Fees Reimbursement

Appendix A: Leadership Designate Role

Background:

The health unit has an obligation as an employer to provide a work environment that supports professional practice and maximizes the use of the knowledge and skills of its employees. One way in which this responsibility can be fulfilled is by designating a profession-specific leadership role for those groups that are governed by the Regulated Health Professionals Act, or are hired by health units as required by the Health Protection and Promotion Act. The appointment of Leadership Designate by Medical Officer of Health applies to the following professions: Dentistry, Dental Hygiene, Dietetics, Medicine, Nursing and Public Health Inspection. The Chief Nursing Officer is appointed as a hired position following Ontario Public Health Organizational Standards.

This designation would be made where there is more than one individual in the employ of the health unit within that professional group. It is an assigned role to a coordinator level or above for each profession within the health unit, not a specific position. The requirement for a coordinator or higher is to ensure a number of years of professional experience, some freedom from front-line service delivery, and an understanding of agency policies, practices and internal supports to address professional needs and issues, while also allowing for a sufficient range of candidates within each profession. Leadership Designates must have membership within affiliated professional group(s).

Responsibilities of the Leadership Designate:

- Maintain current knowledge of professional standards and communicate new information about the professional standards across the profession and with relevant management staff. Within the communication, provide an interpretation of professional standards to management and staff considering the public health context
- Serve as the contact person/liaison with the relevant professional association and governing body on behalf of the organization.
- Maintain awareness of changes to legislation and regulations governing professional practice for the profession and assist in interpretation of this information in policy development for the agency.
- Provide consultation on profession-specific issues to program teams and managers, utilizing professional areas of expertise.
- Contribute a profession-specific perspective to agency management level discussions and decision-making. ¹
- Interpret the scope of practice and advocate for full utilization of skills for the profession within the agency.
- Provide consultation to program managers and teams regarding changes in programs when there are implications for that specific profession's practice.

¹ LDs who are not management will work with their director to establish means of providing input into policy discussions.

- Contribute expertise to development of documents/policies impacting specifically on that profession's practice i.e. medical directives.
- Provide leadership in establishing a quality work environment for professional practice.
- Provide leadership in the establishment of an ongoing functioning of a mechanism for profession-specific discussion or educational opportunities within the agency.
- Other specific functions may be a component of this role as needed by the profession.

Appointment – See Policy #HR0211 for relevant policy and procedure information.

Resource Allocation and Utilization

Leadership designate funds have been established to support professional practices for four (4) leadership designates and practice groups.

- \$1000 – nursing
- \$1000 – public health inspection
- \$500 – dental
- \$500 – dietetics

Parameters for Spending Leadership Designate Funds

To support the leadership designate in fulfilling their responsibilities, such as:

- provincial professional association fees (excluding professional regulatory college fees) for the LD (in keeping with the Guiding Principles: SMDHU Supported Membership and Association Fees)
- maintaining knowledge on practice issues ² (conferences, workshops, resources, etc.)
- communication or dissemination of professional practice information to constituents
- providing leadership in the profession both internally and externally (costs that are not covered by the agency in other budget lines).

Reimbursement for the cost of a membership for each leadership designate:

1. Requests are to be submitted to the MOH via email from the leadership designate. They will include all the relevant information regarding the cost, requirements etc.

² Professional practice issues are those that apply to all members of the profession. If the issue would only apply to specific members of a profession, then it is most likely a program issue.

2. The MOH will confirm support for the request via email and copy the Library Technician, who provides a central source for all memberships.
3. The Library Technician will enter the request into eRequestor.
4. LDs who are required by their professional association to pay for their membership themselves will submit documentation of the cost to the MOH using the process outlined in policy HR0802 – Professional Development.

Professional development request:

Requests are to be submitted to the MOH using the process outlined in policy HR0802 – Professional Development.³

Professional practice resource and recognition items:

1. Requisitions are to be submitted via email to the MOH including rationale for the purchase, vendor, and costs.
2. The MOH provides approval by email.
3. Purchase request is forwarded to the Administrative Coordinator for Program Foundations and Finance for entering into eRequestor.

³ Where remaining funds within the annual LD allocation are not sufficient to cover the entire cost of the professional development activity in question, the LD may also make a request to their supervisor to cover the balance of the costs within their service area budget.

Appendix B: Guiding Principles for Professional Practice Membership Fees Reimbursement

1. Credentials required for the job are the responsibility of the individual.
2. Support the purchase of professional practice memberships for the leadership designates in the following areas:
 - Dental Hygiene
 - Dietetics
 - Nursing - assumed by the CNO
 - Health Inspection
3. Within the resources available in the public health practice budget, support practice memberships for staff participating in public health-related organizations and associations. These individuals would be:
 - a. Supported by their director and manager to be actively involved in the professional practice group such that the individual is provided with the time and resources to be an effective contributor to the work of the professional practice organization.
 - b. In a position that provides unique skills and expertise to the staff of the health unit (epidemiologists, health promotion/communications, library, business administrators (includes leaders in HR and IT in the mandate), OPHA for specific working groups like the determinants of health.