



Date: November 6, 2020  
From: Dr. Paul Hacker and Dr. Lisa Salamon, Co-Chairs, GT20  
Subject: **General Assembly Charters and Position Description**

**Proposed Motion:**

**General Assembly Charters and Position Description:** That Council approve the proposed charters as set out in the appendices A through F.

**EXECUTIVE SUMMARY:**

- The proposed General Assembly Charters and Position Description are being brought forward to Council for approval as part of the Governance Transformation recommendations.
- The charters and position description are the foundational policy documents for the new General Assembly. Further policy work is underway.
- The creation, review and approval of the charters and position description was a joint effort of the external consultants, staff, GT20 members, Council Governance Steering Committee (CGSC) members over several meetings taking place during the late summer and fall of 2020.
- The Board approved the charters and position description unanimously at its October 22, 2020 meeting.
- Visit [transform.oma.org](https://transform.oma.org) for more information about governance transformation

**Introduction / Purpose:**

Charters and position descriptions are critical as they assist an organization in delivering and upholding effective governance. They clearly define roles, responsibilities and protocols and are the cornerstones of an organization’s governance system. They are living documents, closely aligned with an organization’s strategic direction, and need to be reviewed and updated regularly.

The new charters and position description provide the framework for the new General Assembly structure, clearly articulated mandates, roles, and responsibilities. The new General Assembly is made up of:

- 125 appointed individuals to the Priorities and Leadership Group
- Three panels (Issues and Policy, Advocacy, and Compensation)
- Working groups

- General Assembly Steering Committee
- Six Networks (Medical, Primary Care, Diagnostic, Surgical, Regional, Academic)

GT20 met several times to ensure the new charters accurately reflected the role and responsibilities and were easy to read and understand.

## **Overview of the General Assembly**

### **Mandate**

The General Assembly is composed of several entities that are collaborative, diverse and empowered to support the OMA's priority and policy generating process. The General Assembly will work together across constituencies. As an essential resource to the Board of Directors in its decision-making, the General Assembly is responsible for making recommendations to the Board, based on the priorities set by the Priority and Leadership Group:

- That are based on available evidence and best practices
- That incorporate appropriate input from OMA Constituency Groups including elected leadership and/or members

### **Key Activities**

General Assembly Key Activities include:

- Engaging members in developing sound policies on professional issues, advocacy, and compensation
- Strengthening the reputation of the OMA among its members and stakeholders
- Community-building across constituencies
- Leadership development
- Ensuring ongoing evaluation regarding the performance of the General Assembly

### **General Assembly Mandate**

1. Identify strategic and priority issues
2. Generate recommendations for emerging physician issues and health care policy
3. Set priorities for compensation challenges
4. Generate recommendations on how to best advocate for physicians
5. Provide opportunities for networking, leadership, and knowledge sharing

### **Priority and Leadership Group**

The General Assembly includes a Priority and Leadership Group composed of 125 who understand and represent the interests of their Constituency Groups, while understanding and supporting the interests of all physicians within the OMA.

Delegates come from Elected Leadership of all Sections, Districts and Fora. They represent diversity in type of medical practice, leadership experience, region, gender, and other diversity characteristics.

The Priority and Leadership Group:

- Helps to set policy priorities using voting or other decision-making tools
- Provides input in setting the OMA Strategic Plan

Priority and Leadership Group Delegates serve a two-year term, which can be renewed twice, for a maximum of 6 years consecutive service. Delegates may return after a two-year break from serving as a Delegate. Maximum lifetime service as a Priority and Leadership Group Delegate is 10 years.

### **General Assembly Panels**

General Assembly Panels oversee the development of solutions-focused recommendations for consideration by the Board of Directors. There are three Panels—Issues & Policy, Compensation and Advocacy—that seek to understand the varied perspectives of members.

- The Issues and Policy Panel, in consultation with staff, oversees recommendations related to addressing OMA health policy and professional issues
- The Advocacy Panel, in consultation with staff, oversees recommendations related to OMA communications and member relations
- The Compensation Panel, in consultation with staff, oversees recommendations related to addressing OMA compensation issues

There are 7 members per Panel. These Panel members are knowledgeable about their Panel's thematic focus. Each Panel member serves a two-year term.

Panels are created through a staff-supported appointment process and any Constituency Group Elected Leader, including appointed Delegates, may apply. To ensure a constant influx of dedicated talent, Panel members will not serve more than six years.

### **General Assembly Working Groups**

General Assembly Panels establish a series of Working Groups that work closely with OMA staff to address professional issues, deal with matters related to fair compensation, and address governmental, public, and stakeholder relations issues.

Working Groups develop recommendations that are credible, based on available evidence and best practices, and incorporate appropriate input from affected constituencies, members and stakeholders. These recommendations are then reviewed by the appropriate Panel. If the Panel agrees that a recommendation meets all the required criteria, Working Groups present their recommendations to the Board to guide its decision-making.

Working Groups are comprised of skilled members who can bring their diverse backgrounds,

knowledge, and expertise to solve issues within their mandate. Any member in good standing with the OMA and eligible to hold office as per the OMA By-laws, may apply for Working Group vacancies. Not every member of a Working Group needs to be an expert.

### **General Assembly Steering Committee (GASC)**

The General Assembly Steering Committee (GASC) is an oversight committee that ensures the effective functioning and performance of the General Assembly, including adherence to OMA governance policies. The GASC ensures that the work being conducted by the General Assembly is consistent with the values, vision and mission of the OMA.

GASC develops and implements a performance-management system, with the support of staff, that includes annual assessments of the performance of the General Assembly.

The GASC is comprised of five members, including the Chair, Vice-Chair, and three members elected by the Priority and Leadership Group. The Chair and Vice-Chair positions are open to any member with the required skills, who is in good standing with the OMA, and eligible to hold office as per the OMA By-laws. These positions are elected by the Priority and Leadership Group Delegates.

### **New OMA Networks**

There will be six Networks: Four will consist of Sections that include Primary Care, Medical, Surgical and Diagnostic. One will be a Regional Network made up of Districts and the Rural Forum; and one will be an Academic Network consisting of Academic Forum members, residents, and students.

Each Network will:

- Create a diverse and skilled slate of Delegates to represent their Network at the Priority and Leadership Group
- Provide a forum for Constituency Groups with similar interests to collaborate in identifying, prioritizing, and resolving common issues
- Facilitate the sharing of resources, particularly across smaller Constituency Groups, to assist them with their ability to respond to requests for input from the Association
- Provide a forum for smaller Constituency Groups to work together to ensure that their common views are expressed
- Advocate to protect and promote the best interests of the profession
- Stimulate collaboration, support, and teamwork on an on-going basis
- Monitor progress in achieving the Network's goals and participate in a self-assessment of the Network as requested by staff

**Attachments:**

**Appendix A** – Proposed General Assembly Charter

**Appendix B** – Proposed General Assembly Steering Committee Charter

**Appendix C** – Proposed General Assembly Panels Charter

**Appendix D** – Proposed General Assembly Working Groups Charter

**Appendix E** – Proposed General Assembly Networks Charter

**Appendix F** – Proposed Priority and Leadership Group and Entity Members Position Descriptions



## General Assembly (GA) Charter

### Purpose of this OMA General Assembly (GA) Charter

This GA Charter:

1. Sets out the mandate of the GA
2. Establishes the guiding principles of the GA
3. Outlines the specific duties and responsibilities of the GA
4. Defines the structure of the GA
5. Reviews the reporting and communications process
6. Outlines the General Assemblies' right for information and independent advice

**This GA Charter applies to all of the entities that are part of the General Assembly, including the Networks, Priority and Leadership Group, Panels, Working Groups, and the General Assembly Steering Committee.**

### 1. Mandate of the General Assembly

The GA is composed of several entities that are collaborative, diverse and empowered to support the OMA's priority and policy generating process. The GA will work together across constituencies and demonstrate that the OMA is united, future-focused and outcome driven. As an essential resource to the Board of Directors in its decision-making, the GA is responsible for making recommendations to the Board, based on the priorities set by the Priority and Leadership Group:

- That are based on available evidence and best practices
- That incorporate appropriate input from OMA Constituency Groups including elected leadership and/or members

### 2. Guiding Principles

- The GA supports the vision and mission of the OMA
- The GA promotes understanding and cooperation among its constituencies
- The GA reflects the diversity of the profession
- The GA is transparent to members through its work and procedures
- The GA promotes innovative thinking
- The GA supports fairness and consensus-building
- The GA supports a culture of agility, unity, cooperation and teamwork
- The GA contributes to an effective OMA governance system where roles and accountability are clearly delineated

### 3. General Assembly Responsibilities

The GA advocates for the well-being and interests of the profession as a whole. The General Assembly, with all of its entities, will place the highest priority on addressing the needs of the entire Ontario physician community, while bringing forward the unique perspective of the Constituency Group that they represent. Specifically, the GA entities will:

1. Identify strategic and priority issues through an annual priority-setting conference including:
  - Setting priorities for physician issues and health care policy
  - Setting priorities for advocacy and compensation issues
  - Supporting the OMA strategic planning process
2. Support the development of recommendations addressing OMA health policy and professional priorities, compensation priorities, and physician advocacy priorities through the efforts of Panels and Working Groups
3. Hold a conference at least once a year that includes leadership development, learning, and networking opportunities
4. Ensure that new communication tools and processes for ongoing member engagement are implemented
5. Elect the GASC including the Chair and Vice-Chair

### 4. Structure of the General Assembly

The GA is composed of Networks, a Priority and Leadership Group composed of 125 leaders nominated from Sections, Districts and Fora\*, Panels, Working Groups, and the General Assembly Steering Committee (GASC).

The work of the GA and all its various entities will be supported by OMA staff.

*\*Note: Please see the Priority and Leadership Group Delegate Allocation Policy for further details*

#### GA Networks

- The Networks act as forums for physician collaboration and finalize Delegates for the Priority and Leadership Group

### GA Priority and Leadership Group

- The Priority and Leadership Group convenes annually to support the OMA to identify policy priorities that aim to address the opportunities and challenges facing the profession. The Priority and Leadership Group also supports the development of the OMA strategic plan in strategic planning years

### GA Panels and Working Groups

- There are three GA Panels — Issues & Policy, Compensation, and Advocacy — that oversee the generation of recommendations for consideration by the Board of Directors. GA Panels will establish a series of Working Groups to deliver and make recommendations on approved priorities

### General Assembly Steering Committee (GASC)

- The General Assembly Steering Committee ensures the General Assembly, with its various entities, fulfills its mandate and functions effectively

*Note: Please see the GA Network, Priority and Leadership Group, Panels, Working Group and General Assembly Steering Committee Charters for further details*

## **5. General Assembly Duties**

Priority and Leadership Group Delegates and members of the General Assembly Steering Committee (GASC), Panels and Working Groups, will be required to exercise duty of care, skill, diligence, integrity, both individually and collectively, to ensure an effective and efficient GA. Priority and Leadership Group Delegates and members will:

- Meet their duty of care to the OMA and its membership when carrying out its duties and responsibilities
- Demonstrate skill and diligence through attentive, thorough, and careful effort in executing their responsibilities
- Be guided by high integrity and ethics when executing their responsibilities
- Act in good faith and demonstrate loyalty to the OMA and its membership
- Demonstrate respect for all OMA members and constituencies
- Exercise vigilance for and declare any apparent or real conflict of interest in accordance with the General Assembly's policies
- Uphold confidentiality of all information deemed confidential and ensure there is no disclosure through any means, including social media
- Act as a champion and an advocate for physicians, the OMA, and the General Assembly



- Accept accountability, jointly with the rest of the General Assembly, for the performance of the General Assembly

## **6. Reporting and Communications**

Open and transparent communication between all the GA entities is essential to the success of the GA. Working Groups, Panels, and the GASC will be accountable and provide regular progress reports as per OMA governance policies.

## **7. Information and Independent Advice**

The GA will have access to all existing OMA information, documents, and records that it determines is necessary to carry out its duties and responsibilities (except in camera records or restricted embargoed records), including any and all reports from external counsel including a lawyer, accountant, consultant or any other advisor/professional.



## General Assembly Steering Committee Charter

### Purpose of this General Assembly Steering Committee (GASC) Charter

This General Assembly Steering Committee (GASC) Charter:

1. Sets out the mandate of the General Assembly Steering Committee
2. Sets out the specific responsibilities of the General Assembly Steering Committee
3. Outlines the structure of the General Assembly Steering Committee

### 1. General Assembly Steering Committee Mandate

The General Assembly Steering Committee (GASC) is an oversight committee that ensures the General Assembly, with its various entities, fulfills its mandate and functions effectively. The GASC ensures that the General Assembly has clear and transparent communications, and that all entities, activities and processes adhere to the OMA governance policies and the General Assembly Charter.

### 2. Specific GASC Responsibilities

- The GASC oversees the overall performance of the GA and all its entities according to the OMA governance policies
- The GASC oversees the development and implementation of a performance-management and self-evaluation system
- The GASC ensures that the work being conducted by the GA is consistent with its mandate, the overall vision and mission of the OMA, and adheres to OMA governance policies
- The GASC ensures that the work of the GA, comprised of its Networks, Delegate Body, Panels and Working Groups, draws on available evidence and best practices, and remains high integrity and solutions-focused
- The GASC liaises with the OMA Board of Directors and the Governance and Nominating Committee (TBD GNC may change)
- The GASC ensures that appropriate progress updates from Panels and Working Groups are provided to the Board of Directors

### 3. Structure of the General Assembly Steering Committee

- The GASC has 5 members, including a Chair and a Vice-Chair
- The Chair and Vice-Chair can be nominated from within the GA Delegate Body or from the general membership and will be elected by GA Delegate Body
- The remaining three GASC members are elected from within the GA Delegate Body
- The terms for all GASC members are 2 years, with a maximum service of 6 years
- GASC members are voting members of the GA Delegate Body, except the Chair and Vice Chair who are non-voting

- The OMA's Nominations and Appointments Committee supports GASC candidate recruitment
- The Chair of the GASC sits as an ex-officio voting member on the OMA Governance and Nominating Committee



## General Assembly Panels Charter

### Purpose of this General Assembly Panels Charter

This OMA General Assembly Panels Charter:

1. Sets out the mandate of the General Assembly Panels
2. Outlines the role of the General Assembly Panels
3. Reviews the specific duties and responsibilities of the General Assembly Panels
4. Defines the structure of General Assembly Panels

### 1. General Assembly Panel Mandate

General Assembly Panels will oversee the development of solutions-focused recommendations for consideration by the Board of Directors. OMA General Assembly Panels will seek to understand the varied perspectives of members.

### 2. Role of the General Assembly Panels

- The Panels oversee the generation of recommendations by Working Groups to be sent to the Board of Directors for consideration
- Panel members are highly knowledgeable about their Panel's thematic focus
- The Panels will review Working Group recommendations to ensure they meet all criteria prior to being advanced to the Board
- Under the direction of Panels, staff will coordinate Working Group presentations to the Board
- The Issues and Policy Panel, in consultation with staff, oversees recommendations related to addressing OMA health policy and professional issues
- The Advocacy Panel, in consultation with staff, oversees recommendations related to OMA communications and member relations
- The Compensation Panel, in consultation with staff, oversees recommendations related to addressing OMA compensation issues
- Panel decisions will be made with full transparency and will be shared with the Working Groups and the Priority and Leadership Group through a regular reporting process
- The Panels will not duplicate the work of any OMA existing Committees, Task Forces and Working Groups

### 3. Specific Duties and Responsibilities

Consistent with its role, the Panels will have the following duties and responsibilities:

- Establish Working Groups based on priority issues identified by the Priority and Leadership Group and/or the Board of Directors
- Clearly document the mandate and time frame for each Working Group created
- Review all recommendations coming from Working Groups
- Ensure that recommendations from Working Groups have followed an accepted process and are:
  - Based on available evidence and best practices
  - Solutions-focused
  - Ready for discussion and/or decision
  - Include appropriate member input and involvement of members, stakeholders and Constituency Groups during the policy development process
- Assess recommendations from Working Groups as either:
  - Ready to move forward to Board of Directors, or
  - Requires additional work by the Working Group
- Provide input into the OMA's strategic planning process as requested by Board and/or CEO
- Communicate with other committees and task forces as required
- Provide reports to the GASC, the OMA Board of Directors, and the General Assembly on a regular basis
- Share relevant information with the Board and advise on emerging issues and policy issues
- Monitor progress in achieving the Panel's goals and participate in a self-assessment of the Panel as requested by the GASC

#### **4. Structure of the General Assembly Panels**

- There are three General Assembly Panels — Issues & Policy, Compensation, and Advocacy
- The Panels are small, skills-based entities, representing a range of members
- Panels have 7 members
- Members serve for two-year terms, with a maximum of six years of service
- The OMA's Nominations and Appointments Committee supports the Panel's candidate recruitment and appointment process
- Nominees come from Constituency Group Elected Leadership, including those on the Priority and Leadership Group
- Members of a Panel elect their Chair and Vice-Chair



## General Assembly Working Groups Charter

### **Purpose of this General Assembly Working Groups Charter**

This OMA General Assembly Working Groups Charter:

1. Outlines the role of the General Assembly Working Groups
2. Defines the structure of General Assembly Working Groups

### **1. Role of the General Assembly Working Groups**

The majority of General Assembly activity will be concentrated within Working Groups. Working Group recommendations will be reviewed by the Panels prior to being sent to the Board of Directors. Working Group members will:

- Contribute consistently and meaningfully to the work of the General Assembly
- Support the advisory function of the General Assembly
- Constructively engage with fellow General Assembly Working Group members, Panel members, the General Assembly Delegate Body, and Constituency Group Elected Leaders as required to fulfill their mandate

Working Groups will work closely with OMA staff to:

- Develop Working Group goals and action plans according to the mandate and time frames assigned by the Panel
- Determine the stages of the project at which the Constituency Groups and relevant parties will be consulted
- Prepare policy positions and recommendations that ensure adequate input from constituencies and that are based on available evidence and best practices
- Review information, data sources, and methodology and receive regular updates on the progress of research activities
- Provide guidance/direction to consultants/staff and as needed
- Define metrics that will demonstrate the degree to which the issue has been successfully addressed
- Ensure no overlap with any work already being undertaken
- Meet on a regular basis as needed

### **2. Structure of Working Groups**

- Working Groups are convened as required by the Panels

- Working Groups benefit from the presence of experienced physicians who may be subject matter experts, along with a diverse group of members who have an interest in or curiosity about the subject of the Working Group. Not all Working Group members need to be established experts
- The size of Working Groups is determined by the Panels, and will not exceed 7 people
- Any member in good standing with the OMA may apply for Working Group appointments
- The OMA's Nominations and Appointments Committee supports the Working Group candidate recruitment and appointments process
- Members of the Working Group elect their Chair and Vice-Chair
- When priority issues transcend more than one Panel, Bi-Panel Working Groups are established to generate recommendations
- Bi-Panel Working Groups advance their recommendations to dual Panels for review and acceptance
- There will be no duplication of OMA Committees. OMA Committee/Task Force work that falls within the mandates of the Panels and the priorities set by the General Assembly Delegate Body may be transitioned to Working Groups of the General Assembly



## General Assembly Networks Charter

### Purpose of this General Assembly Networks Charter

This General Assembly Networks Charter:

1. Sets out the mandate of the General Assembly Networks
2. Sets out the specific responsibilities of the General Assembly Networks
3. Outlines the structure of the General Assembly Networks
4. Outlines Delegate Selection for the General Assembly

#### 1. Network Mandate

The Networks will promote leader cooperation, knowledge sharing, issue identification, resource sharing and confirmation of delegates to the Priority and Leadership Group. Each Network promotes the mandate, guiding principles and key activities of the General Assembly.

#### 2. Specific Network Responsibilities

Each Network will:

- Provide a forum for Constituency Groups with similar interests to collaborate in identifying, prioritizing common issues
- Conduct effective virtual meetings utilizing staff-supported tools and resources such as professional facilitation, meeting agendas and action plans when required
- Confirm a diverse and skilled slate of Network delegates to serve on the Priority and Leadership Group
- Ensure that the Network Delegates within the Priority and Leadership Group best represents the diversity of the constituencies' membership
- Facilitate the sharing of resources, particularly across smaller Constituency Groups, to assist them with their ability to respond to requests for input from the OMA
- Provide a forum for smaller Constituency Groups to work together to ensure that their common views are expressed
- Advocate to protect and promote the best interests of the profession
- Stimulate collaboration, support, and teamwork
- Monitor progress in achieving the Network's goals and participate in a self-assessment of the Network as requested by staff



### **3. Structure of the General Assembly Networks**

Composition of the Networks:

- General Assembly Networks are collaboration forums composed of OMA physician leaders from Sections, Districts and Fora with common interests, goals and issues.
- Networks exist as groups of constituencies rather than groups of specific people. Each Network will have unique priorities, issues and tasks that will need collaborative work. Depending on the subject of each discussion, constituencies may choose to have different elected leaders participate in different exercises. Allowing constituencies the flexibility to be represented by the best person for each task is a novel approach that will keep Network work well-informed and efficient.

There are six General Assembly Networks:

- Four Networks consist of Section Constituency Groups that include Primary Care, Medical, Surgical and Diagnostic.
- The Regional Network is composed of Districts and the Rural Forum
- The Academic Network consists of Academic Forum members, residents, and students.
- Sections can request a change on which Network to align with

### **4. Delegate Selection for the General Assembly**

Constituency Groups will nominate Delegates for the Priority and Leadership Group and share these nominations with their Network. The Networks will utilize a skills and diversity matrix to finalize their Delegates for the Priority and Leadership Group.



## Priority and Leadership Group Delegate and Entity Member Position Description

### Purpose of this Priority and Leadership Group Delegate and Entity Member Position Description

This Priority and Leadership Group Delegate and Entity Member Position Description:

1. Sets out the mandate of the Priority and Leadership Group Delegates and Entity Members (Entities include Panels and the General Assembly Steering Committee)
2. Defines the specific responsibilities of the Priority and Leadership Group Delegates and Entity members
3. Sets out the qualifications and term of office for the Priority and Leadership Group Delegates and Entity members
4. Outlines the knowledge and skills required for a Priority and Leadership Group Delegate and Entity member
5. Provides a summary of the leadership qualities required for a Priority and Leadership Group Delegate and Entity member
6. Reviews the working relationship requirements for Priority and Leadership Group Delegates and Entity members

### 1. Overview and Mandate

Priority and Leadership Group Delegates and Entity Members will convey the views of members within a collaborative, professional, and staff-supported forum. They will represent diversity in type of medical practice, leadership experience, gender, region, and other diversity characteristics. They will be expected to demonstrate strong leadership and will:

- Contribute consistently and meaningfully to the work of the General Assembly
- Provide input into the priority setting and advisory functions of the General Assembly
- Constructively engage with fellow Priority and Leadership Group Delegates, Entity Members and OMA staff to improve the outcomes of the General Assembly

Priority and Leadership Group Delegates and Entity Members will uphold the General Assembly Mandate, Guiding Principles and Charter. In addition, Delegates will:

- Be in good standing with the OMA and be eligible to hold office as per the OMA By-laws
- Be available to regularly attend any meetings of the various entities within the General Assembly as required

### 2. Specific Responsibilities

Priority and Leadership Group Delegates and members of the various General Assembly entities exercise due diligence in the performance of their duties, including the following:

#### Meeting Preparation

- Prepare for meetings and read in advance all materials
- Ensure a continual process for Priority and Leadership Group Delegates and Entity Members to become familiar with a range of issues

#### Member Engagement

Priority and Leadership Group Delegates:

- Solicit feedback from Elected Leaders and members within their Constituency Group and act as their information resource as supported by OMA technologies, tools, and processes
- Act as an effective conduit between member's interests and the OMA
- Bring important emerging Constituency Group issues to the Network and the General Assembly as needed
- Report to Constituency Group Elected Leaders on solutions generated by General Assembly Working Groups
- Recruit future Constituency Group Elected Leaders
- Act as a mentor for new Priority and Leadership Group Delegates

#### Priority-Setting

Priority and Leadership Group Delegates:

- Help to set policy priorities using voting or other decision-making tools
- Provide input in setting the OMA Strategic Plan
- Engage in knowledge transfer with other Priority and Leadership Group Delegates to support positive outcomes for physicians

#### Other Responsibilities

Priority and Leadership Group Delegates and Entity Members:

- Participate in training and development programs as recommended by the General Assembly Steering Committee or OMA staff
- Submit expenses and maintain accountability as per General Assembly and OMA policy

### **3. Qualifications and Term of Office**

- Priority and Leadership Group Delegates and Entity Members must be in good standing with the OMA and be eligible to hold office as per the OMA By-laws and are selected from among their Constituency Group Elected leadership
- Priority and Leadership Group Delegates and Entity Members, Panels and GASC serve a two-year term, which can be renewed twice, for a maximum of 6 years consecutive service
- Priority and Leadership Group Delegates and Entity Members, Panels and GASC may return after a two-year break from serving as a Delegate
- Maximum lifetime service as a Priority and Leadership Group Delegate or Entity Member is 10 years

#### **4. Knowledge & Skills**

The General Assembly will rely on the skills of Priority and Leadership Group Delegates and Entity Members to achieve successful outcomes. Professional experience including leadership positions in health care or other related fields is an asset. General Assembly Priority and Leadership Group Delegates and Entity Members will bring the following knowledge and skills to their role or will acquire knowledge and skills through training and mentoring as soon as possible upon accepting their role:

- Knowledge of OMA By-laws under which the General Assembly exists, the OMA Vision, Mission, Core Values, and governance policies as they pertain to the duties of a Priority and Leadership Group Delegate and Entity Member
- Understand and respect the differences between the responsibilities of the General Assembly and the responsibilities of the OMA Board
- Understand the Ontario health care environment, the OMA's strategic and operational goals and the on-going issues being addressed by the OMA
- Experience in developing and maintaining professional, collaborative and productive working relationships
- Excellent listening, verbal and written communication skills
- Excellent organizational skills
- Comfortable using modern digital tools and willing to learn new applications as needed

#### **5. Leadership Qualities**

Priority and Leadership Group Delegates and Entity Members:

- Demonstrate a commitment to strong leadership skills within the General Assembly
- Act as a physician role model for solution-focused, collaborative leadership
- Act as a champion for a diverse and inclusive environment
- Work with impartiality, objectivity, credibility and empathy; be willing to assume positive intent in relating to others
- Participate with strong initiative, creative ideas, enthusiasm, and focus

- Contribute to making good decisions with emotional maturity, good judgment, professionalism

## **6. Working Relationships**

- Priority and Leadership Group Delegates encourage Constituency Group Elected Leaders to solicit input from the members of their Constituency Group related to prioritizing physician issues
- Priority and Leadership Group Delegates collaborate across Constituency Groups, within their Network and across all Networks
- Priority and Leadership Group Delegate are approachable and objective leaders within their Constituency Group, ensuring that all voices are heard