

CMA Director Job Description

Position: Director, CMA Board

The CMA Board of Directors will be composed of physician members (with one seat for a non-physician) representing the diversity of its membership, while blending the requisite skills and experience to govern the association.

Function: As stewards of the CMA, the Board of Directors shall be responsible for the management of the CMA's affairs, including overseeing for-profit subsidiaries and risk management. The specific duties and powers of the CMA board are set out in Chapter 11 of the bylaws. The following describes the responsibilities and expectations of the board.

Strategic planning

- Develop and approve the CMA's vision, mission, goals, objectives and strategy; monitor progress and alter direction as circumstances dictate
- Ensure that the CMA achieves its mission in an ethical, effective, prudent, proactive and consistent manner

Risk management

- Oversee the CMA's affairs in the best interests of the CMA
- Fulfill the CMA's role as owner of subsidiary corporations
- Understand major risks and implement suitable systems to manage risks
- Oversee and monitor the CMA's risk management (legal, financial, reputational, etc.) policy and compliance to ensure that the CMA operates in accordance with all applicable laws and regulations and according to ethical standards
- Review annually the CMA operating budget and audited financial statements; oversee the CMA pension plan and set membership fees
- Establish good governance policies and processes, revise as necessary the CMA bylaws and operating rules and procedures, and report to members annually

CEO succession planning and appointment

- Supervise, manage and assess the CEO's performance
- Oversee CEO succession planning and approve appointment

Communications

- Monitor and apply internal and external communications policies
- Establish connections between the CMA and its members, ensure that the CMA's objectives and goals reflect members' expectations and values, and determine membership benefits
- Each physician director will communicate the outcome of board business to the membership (with the exception of items designated as confidential)

Standard of conduct and fiduciary obligations

- Ensure that officers and others are effectively managing the CMA's affairs and that resources are appropriately allocated
- Each director will ensure that he or she has sufficient information about the CMA's affairs to make well-informed decisions

- Prepare for (reading and understanding all reports and proposals presented to the board), attend and actively participate in meetings
- Keep informed of CMA activities, policies, affairs and business
- Be loyal to the CMA, act honestly and in good faith, make all decisions solely in the CMA's best interest and avoid conflicts of interest

Qualifications and requirements

The following are the qualifications that any director needs to perform his or her job:

- integrity, common sense and good judgment
- an understanding of the CMA, its vision and mission statements and its business
- a strategic vision of where the organization should go and how to get there in practical terms
- an understanding of accounting, financial and strategic planning concepts
- leadership, civic-mindedness and the ability to participate on a team
- a willingness to keep up to date with issues and trends that affect the organization and the profession
- available time (the board meets at least five times per year face to face and holds teleconferences as needed) and the ability/availability to get involved on other committees, working groups or task forces (approx. two to four meetings per year, incl. teleconferences)

Skills

In the interest of good governance, the CMA has put together a list that reflects the skills and experience the organization needs in its directors.

Medical professionalism | Policy development — Expertise in developing policy related to the evolving role of the physician at the patient, team, health system and societal levels, and statements designed to influence policy direction and improve health outcomes/health care systems

Advocacy | Government relations | Communications — Lobbying and/or political experience, or experience building relationships at the local/provincial/territorial and/or federal level, communications expertise, experience with patient advocacy

Business acumen — Experience in overseeing for-profit subsidiaries or businesses, financial literacy, experience in risk management (legal, financial, reputational issues), experience in talent management (succession planning, human resources, compensation) and technology insight; a postgraduate degree in a related area is preferred (MBA, etc.)

Governance | Leadership | Strategy — Experience as a director and with continuous governance improvement, strategic planning, change management and subsidiary structures; Institute of Corporate Directors (ICD) director designation is preferred

Term

Terms of office commence following the Annual General Meeting:

- (a) Ex-officio directors (president, past president, president-elect and board chair) shall hold office in accordance with and for the duration of their terms as officers of the association.
- (b) Student and resident directors shall hold office for a term of one year (renewable twice).
- (c) Provincial/territorial and non-physician directors shall hold office for a term of three years (renewable once).