

## **What to consider when contemplating the mantle of leadership at the Pennsylvania Medical Society**

### ***Expectations and the job description for the President, President Elect, Vice President, Board Chair, Board Vice-Chair***

The elected leadership and board of trustees is legally and morally (ethically) accountable for the health and effectiveness of the organization. The elected leadership and board ensures that the organization achieves its mission in an ethical, transparent, accountable, and prudent manner.

The elected leadership's role is to be the voice of the organization, speaking in public arenas and communicating the association's positions on behalf of the membership.

The board leadership's job is governance, the ongoing process of due diligence whereby the board operates as a collective to ensure corporate health and effectiveness. Specifically, the board leadership is accountable to ensure the functions described below.

The board works in partnership with its Executive Vice President (EVP). The executive provides leadership and support, enabling the board to carry out its governance responsibility.

#### ***Elected Leadership Function/Scope of Authority***

Specific duties of the elected leadership are outlined in the Pennsylvania Medical Society (PAMED) bylaws under Duties of Officers. As the representative face and voice of the organization the President is the leader who is most often interviewed and quoted in the media. The preparatory years as president-elect and vice-president are key for successful onboarding and mastering of PAMED's policy positions on issues that affect physicians across the Commonwealth. The elected leader may be called upon to represent a PAMED perspective publicly that may be divergent from their personal opinion. This role requires savvy, tact and a healthy dose of introspection.

#### ***Board Functions/Scope of Authority***

All of the board functions below are guided by board leadership, specifically the Board Chair and Vice-Chair. The work is accomplished as a group – at board meetings – through review of information, strategic questioning, conversation, and decision-making.

1. Articulate the values and mission, and set standards, controls, and policies. Ensure that all the organization's programs, activities, and operations adhere to these.
2. Ensure that the organization is relevant to the community through processes that monitor the external environment and define vision, direction, and strategy.
3. Define and monitor key areas of performance compared with short- and long-range strategy and plans, assess results, and ensure that steps are taken for continuous quality improvement in all areas.
4. Ensure financial sustainability and intergenerational equity, e.g., operations, reserves, and capitalization.



5. Ensure that adequate risk management is in place, e.g., safety and security, insurance, data backup, EVP succession, board officer and board member succession, etc.
6. Define criteria for board membership, ensure proper recruitment of candidates, elect members and officers, and ensure proper orientation and development of board members.
7. Define and enforce parameters of the board's work, including its committees and task forces, and the role and performance of the individual board member. Assess effectiveness.
8. Define the role of and hire the EVP. Appraise performance; set compensation; reward competence; and, if necessary, replace the individual.
9. Ensure compliance with relevant laws and regulations.
10. Ensure effectiveness of management without intruding in management's role and authority.
11. Act as a think tank and sounding board regarding organizational health and effectiveness and the marketplace environment without compromising management's authority.

### **Between the Lines (*the unwritten expectations for all roles*)**

#### **Time**

- Expect to spend up to 10 hours per week in communication with the membership or staff
- You will have a 30 minute calls with staff
  - Board Chair – weekly
  - President – weekly
  - All invited for advocacy/public relations updates/planning every 2 weeks

#### **Communications**

- If you are not good at email, texting, face time, skype – get a tutorial. The membership communicates through many methods and the early career physicians will use the newest technology available to them.

#### **Travel**

- The President travels quite a bit to component (county meetings) and to fulfill the public voice role through television interviews
- Plan to travel 2-3 times per month

#### **Preparation**

- Staff will prepare you to through written briefs and conversations to address issues and prepare for all meetings

#### **Politics**

- By virtue of your commitment to PAMED and achieving a leadership position, you know that physicians are very diverse in their opinions. Being responsive to the membership does not always equate to doing exactly what a member wants. The greater goals of the organization are paramount. Preparing to have a thick skin and keeping a sense of humor is essential to survival.