



**ALBERTA
MEDICAL
ASSOCIATION**

PHYSICIAN'S INTRODUCTION TO

ZONE MEDICAL STAFF ASSOCIATIONS & ZONAL ADVISORY FORUMS



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HOW TO NAVIGATE THIS DOCUMENT

This document contains links to definitions or additional information about new concepts. Click the underlined blue link to jump to the additional information and then return to your original place by clicking the back arrow (<).

Background

With formation of the single Alberta Health Services (AHS) and creation of five AHS zones, major changes were necessary for both the Alberta Medical Association (AMA) and AHS.

- For the AMA, the nine existing, arms-length regional medical organization/medical staff structure for AMA representation no longer corresponded to the five geographic boundaries (zones) that Alberta Health and Wellness (AHW) has established.
- For AHS, nine sets of regional medical staff bylaws required realignment and redrafting into a single provincial set of bylaws and five health-care-delivery zones.

The AMA and AHS collaborated and consulted with physicians to develop a new, single set of Provincial Medical Staff Bylaws and Rules that were ratified by physicians in late 2010 and approved by the minister of health in early 2011.

To support the new requirements of the AMA, as well as the duties that accompany medical staff bylaws and rules within the zones for AHS, the parties agreed on a new, all inclusive provincial structure for representation and advocacy: Zone Medical Staff Associations.

Your ZMSA:
Your community of colleagues
and
Your voice as a local physician

Zone Medical Staff Associations

All physicians practising within your zone are eligible to become members of your Zone Medical Staff Association (ZMSA). You become a member of the ZMSA upon application and payment of ZMSA dues. You do not have to have an appointment with Alberta Health Services.

Your ZMSA, incorporated under the *Societies Act*:

- Creates a single, grassroots group that will interface on your behalf with both
 - AMA
 - To have input to, advocacy from and representation within
 - AHS
 - To have a voice in all bylaws-related activity required in the zone
- Each ZMSA has an executive committee. ZMSA executive members may be elected or appointed. The executive committees:
 - Administer and direct the ZMSAs and include:
 - Presidents
 - Past-Presidents
 - Vice-Presidents
 - Secretary-Treasurers
 - Set ZMSA membership dues
- Some ZMSAs (e.g., Edmonton and Calgary zones) may have councils in addition to executive committees
- ZMSAs will be equitably funded and supported (financial, in-kind and central administrative support) by the AMA and AHS
 - Physician participation is remunerated (honoraria and expenses)
 - Members of executive committee
 - Members elected or appointed to medical staff bylaws or rules committees
 - All members of [Zonal Advisory Forum](#)
 - Others, based on zone needs, as determined by ZMSA executive committee
 - All ZMSA members may vote at any general or extraordinary meeting
 - With some exceptions, e.g., only physicians with appointments vote on issues relating to medical staff bylaws
- Zone delegates to the AMA's Representative Forum will be appointed/elected in a process prescribed by the AMA and carried out with support from the ZMSA. The ZMSA may nominate zone physicians, or AMA members of the zone may answer the call for candidates, for elected zone delegate positions. All delegates to the AMA Representative Forum must be AMA members.

ZMSA vs. RMO?

- When there were nine health regions, you may not have been remunerated for service as a member of your regional medical organization or medical staff association. All ZMSAs will now have equitable base support from the AMA and AHS (financial, in-kind and central administrative support).
- ZMSAs offer an opportunity for meaningful engagement for physicians with formal linkages to AMA and AHS, allowing for a strong unified voice for the ZMSA.
- ZMSAs will represent both physicians with AHS appointments (medical staff) and physicians without AHS appointments.

ZONE MEDICAL STAFF ASSOCIATION (ZMSA)

Includes all physicians in zone (AHS appointment not required)

Gathers advice from zone physicians and advocates for you on local and zone issues

Organizes and runs elections for ZMSA executive

Makes medical staff appointments to bylaws-related committees

Obtains advice on strategic direction for policy and advocacy from the [Zonal Advisory Forum](#)



ZMSA-AMA
Memorandum of Understanding



AMA activities

- ZMSA president is ex-officio member of
 - [Representative Forum](#)
 - New AMA [Council of Zonal Leaders](#)
- Work with AMA to establish a democratic process to select representatives to the Zonal Advisory Forum
- Detailed reporting and accountability for funding and in-kind support
- Support for the process to select zonal delegates to the Representative Forum



ZMSA-AHS
Memorandum of Understanding



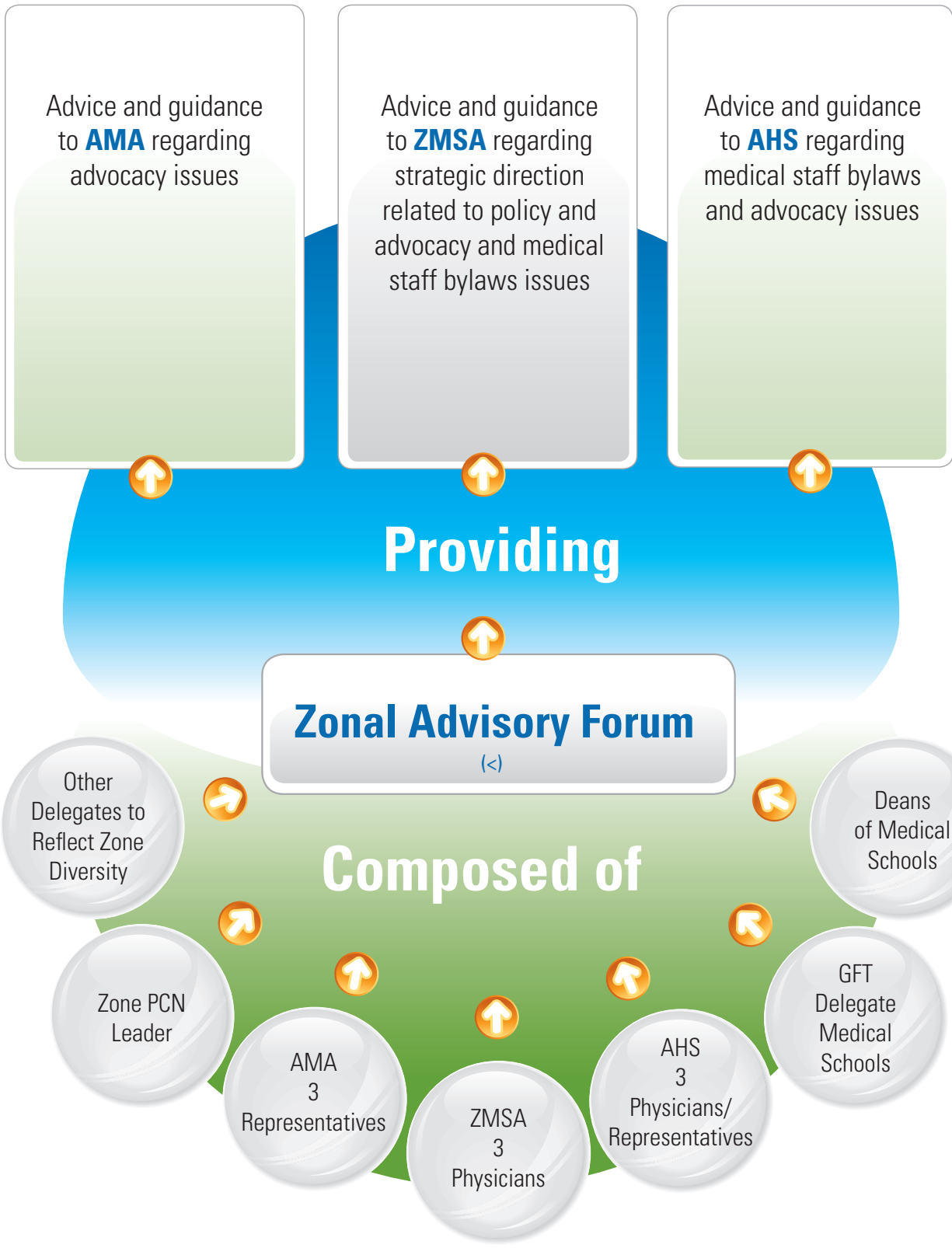
AHS activities

- Appoint members to medical staff bylaws and rules committees
 - [Zone Medical Administrative Committee](#)
 - [Provincial Practitioner Executive Committee](#)
 - [Zone Application Review Committee](#)
 - [Medical Staff Bylaws and Rules Review Committee](#)
 - [Hearing Committee](#) (Pool of prospective members)
 - Medical staff representatives to [Search and Select committees](#)
- Appoint an "Advisor" to provide guidance, counsel or support to a Practitioner
- Coordinate voting on bylaws amendments
- Detailed reporting and accountability for funding and in-kind support

(<) ZONAL ADVISORY FORUMS

The Zonal Advisory Forums (ZAF) are a new structure designed to provide the ZMSA, the AMA and AHS with a collective perspective from practising physicians about local and provincial issues.

- Each ZMSA will convene a ZAF and the terms of reference will be agreed upon between the ZMSA and the AMA.
- Each ZAF will meet at least twice per year, face-to-face or by electronic means.
- The ZMSA will support and help organize its ZAF and cover costs including honoraria for ZMSA ZAF delegates. (The AMA and AHS will pay for their respective delegates)
- Any of the ZMSA, AMA or AHS may place items on the meeting's agenda.
- The ZAFs advise:
 - The ZMSA on strategic direction for its policy and advocacy issues
 - The ZMSA and AHS on medical staff bylaws and advocacy issues
 - The AMA on local and zonal advocacy issues
- The ZAFs are a forum for building consensus among physicians locally to address emerging or important issues at the zone or provincial level.



Advice and guidance to **AMA** regarding advocacy issues

Advice and guidance to **ZMSA** regarding strategic direction related to policy and advocacy and medical staff bylaws issues

Advice and guidance to **AHS** regarding medical staff bylaws and advocacy issues

Providing

Zonal Advisory Forum

(<)

Composed of

Other Delegates to Reflect Zone Diversity

Zone PCN Leader

AMA
3
Representatives

ZMSA
3
Physicians

AHS
3
Physicians/
Representatives

GFT
Delegate
Medical
Schools

Deans
of Medical
Schools

ZMSA COMMITTEE RESPONSIBILITIES

The ZMSA is an autonomous organization that administers its own operations (supported by AMA and AHS), establishes an Executive Committee and appoints individuals to committees and activities as deemed necessary.

AMA Involvement

(<) Council of Zonal Leaders

When there were nine regional medical organizations within the AMA, a Council of Presidents was formed. Among other issues it addressed, the council was instrumental in advising the AMA in drafting the single set of Provincial Medical Staff Bylaws and Rules.

Under the new ZMSA structure, a new Council of Zonal Leaders will be formed to consider provincial perspectives. Although the final structure of the council is yet to be determined, it is anticipated that at minimum, all ZMSA presidents will be members, along with the AMA president or a senior member of the AMA Board of Directors supported by senior AMA staff.

The primary function of the Council of Zonal Leaders is to be a venue:

- For the AMA and ZMSAs to discuss and consider common issues and developments on a provincial and zonal basis
- In which zonal leaders can share issues and concerns
- From which the AMA may identify common themes the association can advance on behalf of members in provincial arenas such as the Provincial Physician Liaison Forum (consisting of: AHS CEO and senior medical leaders; AMA CEO and representatives from Board of Directors, Council of Zonal Leaders and Representative Forum)

(<) Representative Forum

The Representative Forum (RF) is the governing body of the Alberta Medical Association. The RF—consisting of 125 delegates from every specialty, geographic area, medical residents, medical students, the College of Physicians & Surgeons and deans of the medical schools—meets at least twice a year.

AHS Involvement

Medical Staff Bylaws and Rules Committees

(<) Zone Medical Administrative Committee (ZMAC)

The Zone Medical Administrative Committee shall:

- Consider, advise and report to the zone medical director and the Provincial Practitioner Executive Committee on all matters pertinent to patient care and to the medical staff at the zone level and on all items referred to it. These matters include but are not limited to:
 - Quality and safe patient care
 - Zone-level service planning and delivery
 - Zone input into practitioner workforce planning
 - Interdisciplinary patient care
 - Zone-level interaction with respect to the medical staff bylaws and rules

- Advise the chief medical officer and zone medical director concerning medical staff appointments, clinical privileges, and changes to medical staff appointments and clinical privileges of the medical staff
- Promote interdisciplinary teamwork
- Fulfill all other responsibilities and duties assigned to it by the bylaws and rules

(<) Provincial Practitioner Executive Committee (PPEC)

The Provincial Practitioner Executive Committee (PPEC) considers, advises and reports to AHS and the chief medical officer on all matters at a provincial level pertinent to patient care and to the medical staff, and on all items referred to it. These matters include but are not limited to:

- Quality and safe patient care
- Interdisciplinary patient care and teamwork
- AHS service planning and delivery
- Practitioner workforce planning
- Practitioner satisfaction
- All other responsibilities and duties assigned to it by the bylaws and rules

PPEC oversees:

- The overall functioning of the five Zone Medical Administrative Committees (ZMAC)
- The overall functioning of the bylaws and rules
- The AHS Provincial Clinical Department, Public Health
 - All other departments are zone-based

(<) Hearing Committee

The Hearing Committee considers a concern referred to it with respect to an affected practitioner by receiving information and hearing evidence, and makes recommendations pursuant to section 6.5 of the bylaws. A hearing committee fulfills its duties in a fair and impartial manner.

The ZMSA collaborates with the zone medical director to (i) build a pool of prospective committee members and (ii) select members from the pool for specific hearings.

Immediate Action Review Committee

The Immediate Action Review Committee receives and considers all relevant information and evidence that led to the immediate action, including any written submission from the affected practitioner, and prepares a report and recommendation regarding the disposition of the immediate action with respect to an affected practitioner pursuant to section 6.7 of the bylaws.

(<) Zone Application Review Committee (ZARC)

The Zone Application Review Committee reviews all initial applications to the medical staff and prepares a written recommendation (to accept, deny, or amend the application) after initial review by a zone clinical department(s); and reviews all requests to change a medical staff appointment and clinical privileges and prepares a written recommendation (to accept, deny, or amend the request for change) after initial review by a zone clinical department(s).

(**<**) Medical Staff Bylaws and Rules Review Committee

The Medical Staff Bylaws and Rules Review Committee reviews and studies in any manner it deems appropriate proposed amendments to the bylaws and rules recommended by itself and the parties specified in sections 1.5 and 1.6 of the bylaws, confers with the relevant colleges and other parties as appropriate, and makes such recommendations as it deems necessary.

(**<**) Search Committees

Unless otherwise specified in the vacancy posting, search committees shall be constituted according to the following principles:

- Search committees for the provincial level positions of associate chief medical officers, senior medical directors and zone medical directors shall be established by the chief medical officer or designate.
- Search committees for the zone level positions of associate zone medical director, zone clinical department head, deputy zone clinical department head, zone clinical section chief, facility medical director and community medical director shall be established by the zone medical director or designate.
- Search committees for other zone level positions may be established at the discretion of the zone medical director.
- Search committees shall consist of a minimum of three persons with representation dependent on the position being filled.
- Representation shall, as a minimum, include members from the portfolio of the chief medical officer and/or the zone medical director, the relevant AHS operational portfolio, department or division, and at least one member of the medical staff, identified by the Zone Medical Staff Associations.
- Search Committees shall make recommendations to the AHS medical administrative leader responsible for the appointment of a Practitioner to the position in question. The medical administrative leader shall not be bound by the search committee's recommendations.

For Further Information

For further ZMSA information contact: (TO BE CONFIRMED)

Zone 1

Zone 2

Zone 3

Zone 4

Zone 5

Alberta Medical Association



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