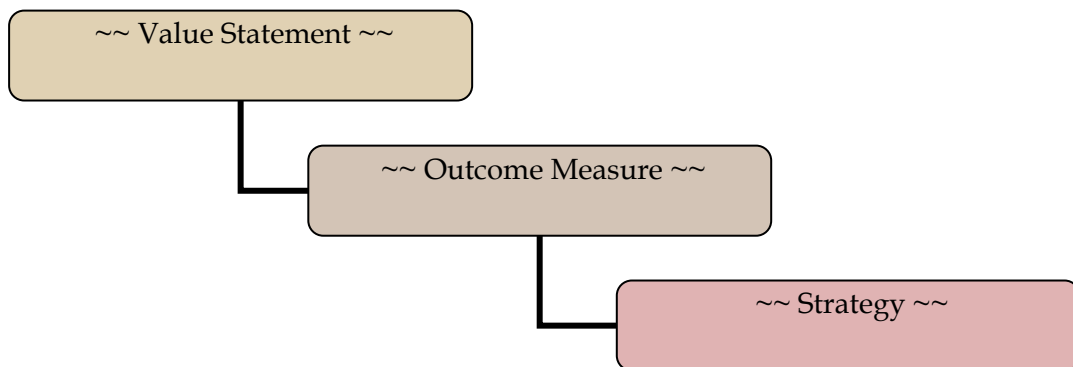


**Critical Success Factors
for the
Professional Association of Residents of Alberta**



Informed - Empowered - Involved



Member Engagement and Transparency

Member Services and Programs

Contract

External Relations

HR Development/Financial Operations

Value Statements:

Member Engagement and Transparency:

PARA will provide regular and consistent interaction with its members. Membership engagement will be twofold: one, to inform residents about PARA programs and services dedicated to resident well being and education; two, to garner input from the General Membership on setting direction for the organization. Membership engagement will be supported through the PARA staff and board of directors.

Member Services and Programs

PARA will provide residents with a comprehensive package of up-to-date and relevant programs and services that will support personal well being and professional development.

Contract

PARA will negotiate a collective agreement that secures competitive compensation, benefits, workplace conditions, and will ensure its consistent application by Regional Authorities and both Postgraduate Medical Education offices.

External Relations

PARA will foster meaningful and long term relations with the Alberta Government, Postgraduate Medical Education, the Alberta Medical Association, the Canadian Association of Internes and Residents, the public, and other associated stakeholders in both health care and medical education to advance and respond to issues relevant to Resident Physicians in Alberta.

HR Development/Financial Operations

PARA will develop and implement financial strategies that are responsible to the membership and sustainable for the organization. PARA will invest in improving the skill set of staff and volunteers in order to meet the long term goals of the organization.

Member Engagement and Transparency Statement:

PARA will provide regular and consistent interaction with its members. Membership engagement will be twofold: one, to inform residents about PARA programs and services dedicated to resident well-being and education; two, to garner input from the general membership on setting direction for the organization. Membership engagement will be supported through the PARA staff and board of directors.

Member Engagement and Transparency Outcome Measures:

1. PARA has a well-identified and effective liaison with residency programs, primarily through the PARA aggregate representative and program assistants.
2. PARA has a well-identified and effective liaison with resident specific stakeholders (i.e. PGME and programs).
3. PARA ensures appropriate distribution of program representation on the PARA Board of Directors.
4. PARA solicits feedback from the PARA general membership through aggregate reps and/or surveys when setting direction for the organization. When relying on surveys, the benchmark will be to attain input from at least 1/3 of its members.
5. PARA members recognize the PARA office as a source of information, direction, and resident advocacy.
6. PARA members who access PARA consider the service to be effective and courteous.
7. Annual reports are distributed to the general members promptly. PARA executive and board of directors work through the PARA committees;
8. PARA executive and board of directors establish annual goals detailed through yearly timelines.

Member Engagement and Transparency Strategies:

1. Provide information of value to the members.
2. Provide services relevant to resident education including, but not limited to, liaising with key stakeholders and hosting educational seminars.
3. Provide services relevant to resident well being including, but not limited to, contract compliance.
4. Organize and promote regional recreational activities.
5. Regular "face-to-face" interactions between the PARA board and general members of PARA.
6. Promote involvement in PARA by involving residents at the level of each residency program and clearly recognizing their involvement.
7. Aggregate representatives present a PARA information session (5-10 minute) at the Academic ½ Day for each program within their aggregate; to be completed semi-annually/ annually.
8. PARA will develop an effective communications strategy to promote awareness of PARA and its activities among members.

Member Services and Programs Statement

PARA will provide residents with a comprehensive package of up-to-date and relevant programs and services that will support personal well being and professional development.

Member Services and Programs Outcome Measures:

PARA has a suite of programs and services recognizing the following areas:

1. Health Benefits
2. Taxi Reimbursement
3. Contract Compliance
4. Orientation Package
5. Resident Physician Wellness: Healthy Profession, Healthy Professional
6. Personal and Professional Financial Planning
7. Professional Development

Member Services and Programs Strategies:

1. PARA will develop an annual calendar of events/ programs, and where possible a resident project leader will be assigned to the event/service.
2. Dissemination of information regarding member services and programs via:
 - a. Resident orientations
 - b. Monthly resident E-Blast and associated marketing campaigns; posters, newsletters, and the website.
 - c. Focused awareness sessions promoted at the department level through academic ½ days
3. Programs will be reviewed at a rate manageable to the PARA staff. Recommendation: Once every three years, three program reviews per year. Survey review and random audits will help assess the general members needs/interests and effectiveness of current programs/services.
4. Year-end summary of membership services and programs will be reported to the Board of Directors at the last board meeting of each year.
5. Development of a Frequently Asked Questions document for the PARA website.

Contract Statement:

PARA will negotiate a collective agreement that secures competitive compensation, benefits, workplace conditions, and will ensure its consistent application by Regional Authorities and both Postgraduate Medical Education offices.

Contract Measures:

1. PARA strives towards Alberta Resident Physicians being the best paid in the country with respect to “total compensation”.
2. PARA ensures that all Resident Physicians have access to contract information and that the majority of general members are aware of their contract rights.
3. PARA addresses contract compliance issues; they are brought forward and resolved through PARA’s grievance process.

Contract Strategies:

1. Develop a network with residents within each program to facilitate more personal communication with individual residents and PARA (bidirectional communication).
2. Increase the use of electronic communication, e-mail, and the PARA website, by the PARA general members.
3. Develop a process to gather future contract issues raised by residents constantly, not just prior to each negotiating round.
4. Develop active participation in the contract enforcement committee from Calgary, Rural Alberta, and Edmonton.
5. In keeping with External Relations, wherever possible, PARA will ally and work collaboratively with negotiating partners: the provincial government and associated Ministries, particularly Alberta Health and Wellness, and the Postgraduate Education offices.

External Relations Statement:

PARA will foster meaningful and long term relations with the Alberta Government, Postgraduate Medical Education, the Alberta Medical Association, the College of Physicians and Surgeons of Alberta, the Canadian Association of Internes and Residents, Alberta Medical Students Associations the public and other associated stakeholders in both health care and medical education to advance and respond to issues relevant to Resident Physicians in Alberta.

External Relations Measures:

1. PARA is perceived as the collective professional voice of resident physicians in Alberta.
2. PARA receives regular consultation and involvement from associated stakeholders.
3. PARA is able to readily access associated stakeholders.
4. PARA is represented on external committees where appropriate.
5. PARA ensures appropriate representation of associated stakeholders through:
 - a. Invitational representation
 - b. Invitational presentation
6. PARA supports productive, collaborative projects and initiatives

External Relations Strategies:

1. Meet with associated stakeholders; meeting content is current and solutions-based.
2. Consistent representation on external committees; meeting reports are submitted to the PARA Board of Directors.
3. Sponsor annual Residents in Legislature.
4. Meet annually with Alberta Health & Wellness and Advanced Education.
5. Actively promote resident engagement with government officials.
6. Meet semi-annually with the Associate Deans of PGME to ensure ongoing communications with PGME and programs.
7. Enhance collaborations with associated stakeholders.
8. Provide support for the provincial Medical Student Associations (MSA)
9. Provide support for the Canadian Association of Internes and Resident's (CAIR) recruitment initiatives, advance CAIR policy, and engage residents on a regional level.
10. Develop an effective communications strategy to promote awareness of PARA and its activities among stakeholders and public.

HR Development/Financial Operations Statement:

PARA will develop and implement financial strategies that are responsible to the membership and sustainable for the organization. PARA will invest in improving the skill set of staff and volunteers in order to meet the long term goals of the organization.

HR Development/Financial Operations Measures:

Fiscal responsibility:

1. PARA budgets in a prudent and transparent manner, reflecting the needs of resident physicians and the organization; this includes but is not limited to:
 - a. Following the Investment Policy Statement (IPS) and maintaining PARA's not-for-profit status
 - b. Financing initiatives that help meet PARA's critical success factors
 - c. Ensuring PARA dues are fair, equitable and of good value comparatively with other PHO's
2. PARA maintains a well developed staff to meet the long-term expectations of the position.
3. PARA maximizes staff interactions with other key stakeholders.

HR Development/Financial Operations Strategies:

Fiscal responsibility:

1. PARA's annual budget is created by the VPOF under advisement from PARA's director of operations. Final budget requires approval from PARA's Board of Directors.
2. Quarterly internal review of PARA's actual vs. projected budget.
3. Annual audit of PARA's finances by PARA's director of operations with final advisement from a chartered accountant. Annual financial statements are approved at the Annual General Meeting
4. Annual review of PARA's investment return and IPS; alterations in IPS require approval from PARA's Board of Directors. Investment return is reported at the Annual General Meeting.
5. Annual review of the financial holdings with PARA's investment advisor.
6. Annual review of PARA's Bylaws; alterations to PARA's Bylaws require review by PARA's legal council and approval at the Annual General Meeting.
7. Investment in staff development to meet the expectations of the position.
8. Significant expenditures that occur outside of the budget, and/ or a committee's mandate, and/ or without justification through PARA's critical success factors will require approval from the PARA Board of Directors.

