



POLICY
**Registrar Duties, Authority
And Evaluation**

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Reviewed with NO Changes

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1. REGISTRAR DUTIES, AUTHORITY, AND EVALUATION

The Registrar

- 1.1. The Registrar, in addition to the performance of duties and exercise of powers set out in the RHPA, the Regulations, the Bylaws, and any Council Policies, is the Chief Executive Officer of the College and holds final responsibility for all administrative and operational matters for the College.

Registrar Duties

- 1.2. The Council's sole official connection to the operations of the College and the work of its staff is through the Registrar.
- 1.3. The Registrar's responsibility is to fulfill the Council Policy – Ends without breaching any of the Registrar's requirements set out in this policy. As long as the Registrar uses any reasonable interpretation of the Council Policy – Ends and within the scope of this Policy, the Registrar is authorized to establish further policies, make all decisions, take all actions, establish all practices and develop all activities in order to meet the operational requirements of the College's mandate.
- 1.4. The Registrar must ensure that minutes are taken at each Council and members' meeting.
- 1.5. Council directs the Registrar to consider and decide on applications for registration under sections 32 and 33 of the RHPA in accordance with the Act, Regulations, Bylaws, Practice Direction on Qualifications and Registration, and any other Council policies or Practice Directions.

Registrar's Authority

- 1.6. The Council will instruct the Registrar through its written policies that prescribe the Council's Policy - Ends to be achieved and describe other actions to be taken in addition to the Registrar's duties.
- 1.7. Only officially passed motions of the Council are binding on the Registrar.

Council's Linkage with College Staff

- 1.8. The Registrar is the Council's only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the Council is concerned, is considered the authority and accountability of the Registrar.

- 1.9. The Council will never give instructions to persons who report directly or indirectly to the Registrar.
- 1.10. The Council will refrain from evaluating, either formally or informally, any staff other than the Registrar.

Performance Monitoring

- 1.11. Only Council can employ, terminate, discipline, or change the conditions of employment of the Registrar and delegates this authority to the Executive Committee.
- 1.12. A formal review of the Registrar's performance by the Council through its delegate, the Executive Committee, will occur annually, based on the achievement of the Council Policy – Ends, compliance with this policy, and fulfillment of any other annual strategic objectives established by Council, for the Registrar, in consultation with the Registrar.
- 1.13. The Council will view the Registrar's performance as identical to organizational performance, so that organizational achievement of Council Policy – Ends, and compliance with the Registrar's Requirements and Duties as set out in this policy will be viewed as successful Registrar performance.

2. REGISTRAR'S REQUIREMENTS

- 2.1. The Registrar shall not cause or allow any practice, activity, decision or organizational circumstance that is either imprudent, illegal, or in violation of commonly accepted business and professional ethics.

Registrar requirements respecting Interactions with the Public and Members

- 2.2. The Registrar must:
 - 2.2.1. Establish and maintain policies which protect confidentiality and privacy rights, except as otherwise required by legislation;
 - 2.2.2. Establish and maintain policies which require complaints be dealt with fairly, consistently, respectfully and in a timely manner;
 - 2.2.3. Establish and maintain transparent processes for the operation of the College;
 - 2.2.4. Communicate with the public and members in a fair and respectful manner;
 - 2.2.5. Communicate with the public and members as to the role of the College;
 - 2.2.6. Communicate the privileges and responsibilities of membership to members;
 - 2.2.7. Communicate Council decisions to members in a timely manner;

- 2.2.8. Develop effective working relationships with other regulatory authorities, health care organizations, government and other stakeholders in health care;
- 2.2.9. Establish and maintain an effective communications and public relations strategy.

Registrar requirements respecting Financial management

- 2.3. The Registrar must:
 - 2.3.1. Prepare a budget for each fiscal period consistent with Council policies governing the financial management of the College.
 - 2.3.2. Maintain funds in the accumulated surplus as restricted accounts in accordance with Council policy.
 - 2.3.3. Protect the College from fiscal jeopardy.
 - 2.3.4. Adhere to Council policies governing incurring debt and settlement of liabilities of the College.
 - 2.3.5. Cause all required reports and government filings to be filed on time and with accurate information.
 - 2.3.6. Protect the College assets through appropriate maintenance and through insurance coverage against loss by theft, fire or casualty to a prudent replacement value.
 - 2.3.7. Protect Council and committee members, staff and others who engage in activities on behalf of the College against liability claims through appropriate insurance coverage comparable to that for comparable organizations.
 - 2.3.8. Comply with all internal controls recommended by the College appointed auditors.
 - 2.3.9. Develop and maintain an effective information management process for the College.
 - 2.3.10. Establish and maintain policies which permit the competent operation of the College if there is a sudden loss of Registrar services.
 - 2.3.11. Establish and maintain a consistent and fair process for determining membership fees.
 - 2.3.12. Adhere to the Council's investment policy.

Registrar requirements respecting support to Council

- 2.4. The Registrar must:
 - 2.4.1. Provide Council with adequate information to permit informed Council decisions.

- 2.4.2. Inform Council of significant internal or external changes or events, and any legal action against the College.
- 2.4.3. Provide accurate information to Council in a timely manner, clearly indicating when a decision is required.
- 2.4.4. Promptly report to Council any non-compliance with any Council policy.
- 2.4.5. Establish and maintain a process for the effective review of the Standards of Practice of Medicine, which must include appropriate consultation.
- 2.4.6. Promptly report to Council any anticipated legislative changes, and any recommended requests for change to legislation by the College.
- 2.4.7. Establish and maintain policies and procedures governing the conduct of elections to Council and approve forms necessary for such elections. All elections must be conducted by electronic means.

Registrar requirements respecting Registration

- 2.5. The Registrar must:
 - 2.5.1. Establish and maintain policies governing registration of members.
 - 2.5.2. Maintain an appropriate and expeditious process for licensing physicians
 - 2.5.3. Adhere to the Council policies governing:
 - 2.5.3.a. the retraining of inactive physicians
 - 2.5.3.b. the use of temporary registration
 - 2.5.3.c. the extension of conditional registration
 - 2.5.3.d. defined registration - primary care including obstetrics
 - 2.5.3.e. primary care anaesthesia

Registrar requirements respecting employment of College staff

- 2.6. The Registrar must establish and maintain:
 - 2.6.1. Working conditions which are safe, fair and respect human dignity.
 - 2.6.2. Written job descriptions for each position in the College.
 - 2.6.3. Written human resource policies and procedures. The policies must meet industry standards for effective human resource management.
 - 2.6.4. A written plan for staff to deal with emergency situations.
 - 2.6.5. Compensation and benefits which do not materially deviate from the geographic or professional market for the skills involved.
- 2.7. The Registrar is prohibited from establishing or changing pension benefits and from changing his or her own compensation and benefits.

Registrar requirements respecting Physician Health

- 2.8. The Registrar must establish and maintain a Physician Health Program.

Registrar requirements respecting Practice Auditors used by the College

- 2.9. The Registrar must establish and maintain a list of physicians whom Council has appointed to the practice auditor list, and require College audits to be conducted by physicians who are on the list.

3. Registrar Conflict of Interest

- 3.1 Where the Registrar, any Deputy Registrar, or any Assistant Registrar (any one or more of whom is referred to by the term “Registrar”) employed by the College also practices medicine in another capacity, any real, potential or perceived conflict of interest which arises in a complaint, investigation, appeal or inquiry process is to be dealt with in accordance with the following policies:

3.2 Definitions

3.2.1. Definition of Conflict of Interest:

- 3.2.1.a. A conflict of interest refers to personal, occupational or financial considerations that may affect, or appear to affect, a Registrar’s objectivity, judgment or ability to act in the best interests of the College.
- 3.2.1.b. The personal interests of immediate family members or close personal or business associates of a Registrar are considered to also be the personal interests of the Registrar.
- 3.2.1.c. A perceived conflict of interest may exist when a reasonable, well informed person has a reasonable belief that a Registrar has a conflict of interest, even if there is no real conflict.
- 3.2.1.d. Full disclosure, in itself, does not remove a conflict of interest.

3.2.2. Definition of Complaints Process

- 3.2.2.a. The term “complaints process” includes all stages of the professional conduct review process, including the complaints process, the investigation process, the appeal process and the inquiry process, and decisions by committees at each stage of the process.

3.2.3. Definition of Officers

3.2.3.a. For the purpose of this policy, “Officers” includes the President, President-Elect, and the Past President, but not the Registrar.

3.3 Registrar Responsibilities

3.3.1. Registrar Responsibility for Vigilance

3.3.1.a. Each Registrar is responsible to exercise vigilance for and declare any real, potential or perceived personal conflict of interest – which includes self-interest, outside pressure, expectation of reward, or fear of criticism – in accordance with this Policy.

3.3.2. Registrar Responsibilities respecting conflict of interest in the complaints process

3.3.2.a. A Registrar must disclose to the President a real or potential conflict of interest as soon as the Registrar is aware of it and before the College or any of its committees deals with the matter.

3.3.2.b. In situations which may involve a perceived conflict of interest, a Registrar:

3.3.2.b.i. is encouraged to consult formally with the officers of the College to seek guidance; and

3.3.2.b.ii. may seek a ruling on the matter by the Council.

3.4 Complaints involving Registrars

3.4.1 Process where the College receives a complaint against a Registrar:

3.4.1.a. The Registrar must give prompt notice to the President that a complaint has been made against that Registrar and provide a copy of the complaint and any related documents to the President.

3.4.1.b. If the President deems it warranted, the matter shall be referred to the Officers of the College for the purpose of considering whether the Registrar should be placed on a leave of absence pending completion of the complaints process.

3.4.1.c. At each stage of the complaints process, the Chair of the Committee considering the matter must be notified of the conflict of interest. With the assistance of such College staff members as the President deems appropriate, the President and the Chair of the Committee must implement steps to ensure that the Registrar is not involved in any way in processing the complaint or the decision-making process of the Committee.

3.4.1.d. The complainant must receive full disclosure of the conflict and of the steps taken to ensure that the matter is dealt with without the involvement of the Registrar.

- 3.4.2 Process where the College receives information which may give rise to a Registrar's referral
- 3.4.2.a. Where information is received that, pursuant to *The Regulated Health Professions Act*, may reasonably warrant a Registrar's referral to Complaints Committee, Investigation Committee, or Central Standards Committee, involving the Registrar, the Registrar must disclose to the President and provide to the President all information respecting the matter.
 - 3.4.2.b. The President must present the matter to Executive Committee for determination as to whether a Registrar's referral should be made pursuant to *The Regulated Health Professions Act*.
- 3.4.3 Referral to Inquiry
- 3.4.3.a Where a matter against a Registrar is referred to inquiry, the Registrar should be placed on a leave of absence pending completion of the hearing or disposition of penalty.
 - 3.4.3.b Where a finding is made against a Registrar by the Inquiry Committee, the Officers of the College must review the findings and may ask the Registrar to resign or take a leave of absence from serving as a Registrar for any period of time the Officers deem appropriate.
- 3.4.4 Adversarial Relationship
- 3.4.4.a At each stage of the complaints process, the President of the College must consider whether the complaint places the Registrar in an adversarial relationship with the College and, if so, the Officers of the College may ask the Registrar to take a leave of absence from serving as a Registrar pending completion of the complaint, investigation, hearing, or disposition of penalty or sentence, as the case may be.