

ROLES AND RESPONSIBILITIES

THE ROLE OF THE CONVENING ORGANIZATION

The work of the convening organization begins with the identification of a need to advance a specific niche of palliative care and a determination that there is interest and readiness in the field to proceed with a Workgroup. Occasionally, the convening organization chooses to outsource the emerging Workgroup, when there is a strong national association or organization that can lead the endeavor. When outsourcing occurs, the management of the Workgroup is transferred to the contracting institution. However, the conveners continue to provide structure and support to the development and maintenance of the outsourced Workgroup. Staff of the convening organization are responsible for:

- Defining the Workgroups' vision, purpose and standards of excellence, and selecting the appropriate organization to lead the effort;
- Negotiating and monitoring the contractual relationship with the host organization;
- Selecting, orienting and coaching the Workgroup Chairperson, in collaboration with a contracting institution representative;
- Suggesting Workgroup members to the Workgroup Chairperson and contracting institution;
- Ensuring development of the Workgroup Charter;
- Supporting Workgroup activities through facilitation, technical assistance and attention to project-specific needs;
- Providing connection to other Workgroups if there is a network;
- Working with Workgroup Chairperson to resolve challenges and roadblocks to completion of stated goals;
- Supporting Workgroup efforts to disseminate results to the medical field and policy arenas; and
- Assisting Workgroups with closure.

THE ROLE OF THE CONTRACTING INSTITUTION FOR OUTSOURCED WORKGROUPS

The contracting institution names a representative who holds a leadership position to manage the Workgroup, overseeing all administrative, fiscal and logistical aspects of the program. This representative works closely with the Workgroup Chairperson and the staff at the convening organization, and is responsible for:

- Negotiating and finalizing contracts;

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- Managing Workgroup budgets and funds;
- Suggesting to the convening organization an individual with demonstrated skills and vision to Chairperson the Workgroup. The contracting institution enters into an agreement with the Chairperson, stipulating responsibilities and compensation;
- Collaborating with the convening organization on the selection of approximately 25 workgroup members, to include representatives of relevant national medical organizations and nationally recognized leaders;
- Providing project management and oversight to the Workgroup;
- Maintaining and distributing Workgroup membership lists;
- Planning, scheduling and facilitating all conference calls;
- Facilitating Workgroup process and providing structure to maintain focus, as needed;
- Maintaining and distributing conference call and meeting agendas and minutes in a timely fashion;
- Planning and effecting all administrative and logistical aspects of Workgroup meetings to include: accommodations, travel and meeting room arrangements; development and distribution of materials; and participant communication;
- Providing the convening organization with all required fiscal and narrative reports in a timely manner;
- Consulting with staff at the convening organization as appropriate and providing copies of correspondence regarding the Workgroup; and
- Disseminating the results of Workgroup effort, within the approved budget.

THE ROLE OF THE WORKGROUP CHAIRPERSONPERSON

The Workgroup Chairperson provides leadership and vision, maintains focus and oversees fulfillment of the group's goals. While a Workgroup Chairperson may delegate any of these functions, s/he works closely with the convening organization and is responsible for:

- Convening and leading meetings;
- Developing agendas to be circulated by the contracting institution;
- Guiding the process (with assistance from the convening organization and/or contracting institution, as requested);
- Ensuring active participation of members and "troubleshooting" when necessary;
- Ensuring documentation of meetings, timely circulation of meeting minutes and maintenance of group records by the contracting institution;
- Serving as a conduit between the Workgroup and other constituencies, such as professional associations, home institutions and colleagues;

- Ensuring delivery of a *Recommendations to the Field* summary at the conclusion of the 18-month group; and
- Assisting in disseminating the *Recommendations to the Field* report to opinion leaders.

The Workgroup Chairperson is asked to **commit approximately two days/month** to include: participation in one or more conference calls/month; attendance at up to three meetings in an 18-month period; and oversight of the Workgroup project work and goals. S/he will:

- Prepare for and participate in all conference calls and meetings;
- Return all Workgroup-related calls within 48 hours;
- Designate an assistant to address scheduling, logistics and other administrative issues;
- Talk with individual group members;
- Review materials and progress;
- Communicate with the convening organization's staff and contracting institutions about Workgroup plans and progress;
- Make mid-course corrections; and
- Assist with evaluating results of Workgroup efforts.

THE ROLE OF WORKGROUP MEMBERS

Workgroup members are a carefully selected group of leaders. Membership in the Workgroup is limited and is solidified at the inception of the group, with members asked to commit to active participation for its 18-month lifespan. It is not recommended that the membership be fluid, with new members joining after the work has begun.

Workgroup members are expected to participate in all Workgroup assignments, all relevant subcommittee Workgroup conference calls and up to three meetings in an 18 month period. Workgroup members are responsible for:

- Refining the Charter statement;
- Participating actively in all meetings and conference calls;
- Collecting, analyzing and synthesizing data and information;
- Carrying out assignments and suggesting improvements to process and products; and
- Serving as a conduit between the Workgroup and other constituencies, such as professional associations, home institutions and colleagues.

Workgroup members are asked to commit **approximately one day/month** (one 1-hour conference call/month; up to three meetings per year; and Workgroup project work) with the expectation that s/he will:

- Prepare for and participate in all conference calls and meetings;
- Return all Workgroup-related calls within 48 hours; and
- Designate an assistant to address scheduling, logistics and other administrative issues, as needed.