Goal Setting, Assignment of Duties & Accountability

Brian Hart, JD
Executive Director
Florida Chapter, American College of Surgeons
Objectives

1. Identify key considerations in goal setting, assignment of duties, and accountability
2. Discuss strategies for strategic planning and subsequent review of goals
3. Discuss the importance of leadership development
4. Present how the use of policy should facilitate accountability
5. Provide examples of goal setting, assignment of duties, and accountability from experience with the Florida Chapter
Goal Setting, Assignment of Duties & Accountability

Mission: The Florida Chapter, American College of Surgeons is a non-profit medical association whose mission is to support and improve the practice of surgery in the state.

Strategic Plan

General Administration & Finance
Advocacy
Education
Membership
Additional Considerations
  • Organizational Structure
  • Leadership Development
  • Funding Sources

Bylaws of The Florida Chapter of the American College of Surgeons

Article I
Name and Purpose

Section 1 – Name. The corporation shall be known as the Florida Chapter of the American College of Surgeons, Incorporated (hereinafter referred to as the "Chapter").

Section 2 – Purpose. The purpose of the Chapter is to advance the goals of the American College of Surgeons (hereafter referred to as the “College”) in Florida...
“Being a volunteer means you have agreed to provide service to the community within the structure of an organization that is accountable to the community. If a volunteer is unwilling to work within the organization’s structure of accountability they should look elsewhere to make their mark.”

https://vertess.com/2014/5-conclusions-about-volunteers-and-accountability/
Strategic Planning

Recommendation: It is recommended that the FCACS seek to grow its Fellow and Associate Fellow membership by 10% annually for the next 5 years.

Specific (S)
Measurable (M)
Attainable (A)
Realistic (R)
Time-bound (T)

Bylaws of
The Florida Chapter
of the American College of Surgeons

Article IV
Council

Section 7 – Executive Committee. [...]. The Executive Committee shall have responsibility for strategic planning...
Accountability - Committee Structure & Composition (FCACS)

- **Council**
  - Advocacy (Chair)
  - Nominating (Chair)
  - Program (Chair)
  - Communications (Chair)
  - Surgical Education (Chair)
  - Resident & Associate Society (Chair)
  - Women in Surgery (Chair)
  - Young Fellows Associations (Chair)

- **Cancer** (Chair)
- **Membership** (Chair)
- **Advocacy** (Chair)
- **Communications** (Chair)
- **Surgical Education** (Chair)
- **Resident & Associate Society** (Chair)
- **Women in Surgery** (Chair)

**Council**

Copyright © 2018 American College of Surgeons—Content cannot be reproduced or repurposed without written permission of the American College of Surgeons.
Accountability - Committee Structure & Composition (FCACS)

- Council (Chair)
- Advocacy (Chair)
- Membership (Chair)
- Nominating (Chair)
- Program (Chair)
- Communications (Chair)
- Surgical Education (Chair)
- Resident & Associate Society (Chair)
- Women in Surgery (Chair)
- Young Fellows Associations (Chair)
- Cancer (Chair)
- Surgical Education (Chair)
Accountability - Leadership Structure (FCACS)
Accountability - Leadership Structure (FCACS)
Goal Attainment & Review

Goal Review:
- Frequency: Annual review
- Action:
  - Reaffirm
  - Modify
  - Sunset

Bylaws of The Florida Chapter of the American College of Surgeons

Article IV Council

Section 7 – Executive Committee. [...] The Executive Committee shall have responsibility for strategic planning...
Organizational Structure (FCACS)

- Officers
- Councilors
- Governors
- FMA Rep.
- Standing Committee Chairs
- FCOT Chair
  *non-voting
Council Member Accountability - Expectation Setting, Follow Up & Implementation of Policy

Bylaws of
The Florida Chapter
of the American College of Surgeons

Article VI
Duties of Officers

Section 3 – Secretary. The Secretary shall (1) ensure the presence of accurate and sufficient documentation that meets legal requirements for the Chapter; (2) confirm the accuracy and availability of the minutes of Council, Executive Committee, and member meetings; (3) make sure that a current copy of the bylaws and Council roster is available at all meetings; (4) ensure that proper notification of meetings is given as specified in the bylaws;...

Article IV
Council

Section 10 – Attendance. [...]. If a member is absent for more than half of scheduled meetings in one year without prior notification or otherwise unexcused by the President, the member’s term shall be deemed expired, and a vacancy shall occur.

Section 11 – Removal of Council Members. Any Council member may be removed from office with just cause or for failure to perform duties of the office...
**Staff Accountability**

Bylaws of
The Florida Chapter
of the American College of Surgeons

Article IV
Council

**Section 7 – Executive Committee.** [...]. The Executive Committee shall have responsibility for strategic planning and annual evaluation of the Executive Director, as well as such powers and duties as may be defined from time to time by the Council...

---

Article IV
Council

**Section 3 – Executive Director.** The Council may appoint an Executive Director. The Council shall exercise care and responsibility for Chapter affairs and property through oversight of an Executive Director. The Executive Director shall manage and direct the day-to-date duties of the Chapter in a manner consistent with industry best practices, including financial management, data management and security, and professionalism.
Staff Accountability

Bylaws of
The Florida Chapter
of the American College of Surgeons

Article IV
Council

Section 7 – Executive Committee. [...] The Executive Committee shall have responsibility for strategic planning and annual evaluation of the Executive Director, as well as such powers and duties as may be defined from time to time by the Council...

Article IV
Council

Section 3 – Executive Director. The Council may appoint an Executive Director. The Council shall exercise care and responsibility for Chapter affairs and property through oversight of an Executive Director. The Executive Director shall manage and direct the day-to-date duties of the Chapter in a manner consistent with industry best practices, including financial management, data management and security, and professionalism.
Take Aways

1. Goal setting, assignment of duties, and accountability
2. Annual setting and review of SMART strategic priorities is essential to success
3. Volunteers must be realistic with their time
4. Providing opportunity is critical to fostering leadership development
5. Organizational infrastructure and policy provides guidance and opportunity to ensure accountability
6. You cannot be afraid to implement policy meant to ensure accountability
7. Everyone, surgeon leaders and staff, must be accountable to meeting goals