

PICNET GOVERNANCE: COMPLETING THE PICTURE

membership and role of the Steering Committee

MEMBERSHIP - How should the Committee renew itself?

- analogies in trade or professional associations
- expert advisory panels
- representative of areas of expertise and experience
- avoid any regional or institutional politicization of the Committee
- members of the Committee would be representatives, not delegates
- limit terms of membership to two years

THE ROLE OF THE STEERING COMMITTEE IN THE NETWORK MODEL

- PICNet Steering Committee would proceed to define a prioritized program of work for the Network, and then facilitate, co-ordinate and integrate the work of stakeholders across the province in sharing information and, further, in arriving at Best Practice Guidelines
- the Steering Committee should not be involved in matters of detailed implementation, but...
- guidelines should reflect both technical and financial feasibility (i.e. implementability)

WHAT PROCESS SHOULD THE STEERING COMMITTEE FOLLOW?

- more or less continuous interaction with all members and the generation of a series of drafts,
- PICNet currently testing a secure, structured workspace for PICNet stakeholders.

WHAT PROCESS SHOULD THE STEERING COMMITTEE FOLLOW?

- the process thus iterates, always constrained by technical and financial feasibility, toward a final draft that the Steering committee would endorse and recommend, not, categorically not, prescribe.
- the Steering Committee does not make decisions, but rather facilitates an evidence-based process of generating recommended, not prescribed, practices.
- in the iterative process, an open, plebiscitary process, rather than an anonymous Delphic process, would seem both sufficient and appropriate in normal practice.

WHAT PROCESS SHOULD THE STEERING COMMITTEE FOLLOW?

- how should the Steering Committee actually decide to endorse/recommend a Best practice Guideline?
- some form of majority expression of support would be necessary to constitute “endorsement” by the Steering Committee.

WHAT PROCESS SHOULD THE STEERING COMMITTEE FOLLOW?

- information should be externally communicated not just to the network of stakeholders but made publicly available
- this creates a strong form of external accountability.

WHAT PROCESS SHOULD THE STEERING COMMITTEE FOLLOW?

- what onus lies on stakeholders to comply?
- stakeholders in a collaborative, horizontal model are NOT required to comply.
- there cannot be in a collaborative model any direct authority to enforce compliance.
- there is a fair bit of freely acknowledged horizontal professional pressure but no direct authority of any kind.
- a kind of indirect or implicit pressure insofar as the courts usually interpret published generally accepted practice guidelines as a reasonable benchmark to judge individual or institutional behaviour

In short, compliance by stakeholders in the PICNet model is voluntary. The PICNet Steering Committee does not make decisions, but facilitates a process that arrives at best practice guidelines. Stakeholders may then choose to comply or not, recognizing that failure to comply may make them more legally vulnerable.

Next Steps

So what should the first steps be for the Steering Committee to put this Governance model into practice?

Some Suggestions

- prepare a recommendation on a process for Steering committee membership renewal on a continuing basis, and obtain agreement of members of the network on that process
- discuss and determine responsibilities of Steering Committee members for putting in place the management infrastructure needed to implement PICNet's process of generating Best Practice Guidelines, and an associated timeframe for implementation of this infrastructure and reporting arrangements to Steering committee
- complete testing of the knowledge management system currently in use, and, subject to successful results, assign responsibility for implementing that system throughout the network, and
- as on on-going activity of the Steering Committee, discuss and prepare guidance on the concept of evidence—medical, administrative, economic and psychological—that will be considered sufficient and appropriate in the conduct of PICNet's processes and in the determination of Best Practice Guidelines