

## Governance and Management Structure

Approval:	Board of Directors	Date Approved:	2015
Owner:	CEO and Scientific Director	Supersedes:	2014
Section number:	1.2	Next Scheduled Review:	2018

### I Scope

1. This policy addresses the Governance and Management Structure of the Children's Hospital Research Institute of Manitoba (CHRIM, herein called "the Institute") by describing the roles of the Board of Directors, the Management Team and the organizational structures in place.
2. There are connections between this policy and policies about the Institute's Vision and Mission, the Board Manual, and policies addressing general work processes and Membership, Themes, Platforms and Core Facilities (Policy Manual 1.1; 1.3; 1.5; 2.1; 2.2; 2.3; 6.1).

### II Definitions

#### The Children's Hospital Foundation of Manitoba (CHF)

The CHF is a charitable organization that raises funds to support medical care for children and for the advancement of knowledge in the field of pediatric medical research.

#### The Children's Hospital Research Institute of Manitoba (CHRIM, "the Institute")

The Institute was established in 2001 as the Manitoba Institute of Child Health. In 2015 it was renamed the Children's Hospital Research Institute of Manitoba. It is the research division of the Children's Hospital Foundation, offering hope to children and their families, as researchers work toward medical breakthroughs and cures for childhood illnesses.

#### Board of Directors

The Board is responsible for the governance of the Institute and consists of a minimum of nine and not more than 25 directors<sup>1</sup>.

#### Management Team

The Management Team of the Institute is responsible for translating the strategic plan into action to realize the Institute's aims and to bring new potential priorities to the Board. It consists of the CEO and Scientific Director, Facility and Operations Manager, Resource Manager and CRU Lead with support from the Media and Communications Coordinator, the Research Administrative Coordinator and the Program Facilitator.

#### Member

Members are at the core of the Institute and are appointed annually by the CEO and Scientific Director, either upon request of the prospective Member, or following an invitation from the Institute. Members are established or promising researchers affiliated with child health. They have an academic appointment at a Manitoba University and have successfully applied for Membership, which may be renewed on an annual basis.

### Community

The Community consists of and is shaped by the Institute's employees, its Members and their respective research teams.

### Research Themes

Themes are established research groups focused on a particular area of research relevant to child health. They are made up of faculty of recognized excellence acknowledged as having critical mass within the Institute. A theme is established with the approval of the CEO and Scientific Director based on specific terms<sup>2</sup>. Theme members contribute to innovative research to help bridge the gap from discoveries made in the laboratory and in clinical and epidemiologic research, to the delivery of advances in the prevention, treatment and diagnosis of childhood illness and disease. Theme members abide by all regulatory requirements in their field. They operate as a team and their research progress shall be reported annually and is subject to regular external review.

### Platforms

Platforms are services, established with the approval of the CEO and Scientific Director, ranging from state-of-the-art technological facilities to guidance and support in the conduct of research and are available to Members and their teams. Platforms abide by all regulatory requirements in their field, as translated into Platform-specific standard operating procedures.

### Clinical Research Unit (CRU)

The Clinical Research Unit is a team of skilled professionals dedicated to promoting and supporting quality research. The CRU's primary role is to facilitate investigator-initiated, grant funded studies, national multi-site protocols, and industry sponsored clinical trials. As well, support is offered to residents, fellows and students for their research projects.

## III Rationale

This policy is designed to create transparency for the Community with respect to the Institute's governance and management structure.

## IV Policy Statement

1. The Institute is a rapidly expanding organization which cherishes its ambition to maintain its character as a flexible and dynamic network of researchers. The organizational structure is established by the Management Team (MT) and the Board, and assigns current responsibilities, but the Board and MT will make adjustments to the structure as strategic direction dictates. The Organizational Chart is found in Appendix 1.
2. The Board provides a governing framework within which the Community operates. Governance and operations function in partnership. Both engage in the strategic planning cycle to help set priorities for the Institute (Policy Manual 1.3).
3. The Board meets a minimum of six times per year, and its standing committees meet as frequently as deemed necessary. The By Laws (2010)<sup>1</sup> offer guidance for the Board, as does the Board Manual.
4. The Management Team meets bi-weekly and oversees the daily operation of the Institute, and ensures that strategic aims are being realized through successful coordination and support for the Community.

## V Procedures

### 1. Board of Directors

1.1 The Board of Directors is appointed by the Corporation<sup>1</sup>. The Board is composed of:

- (a) The past Chair of the Institute;
- (b) The Chair of the Board of Directors of the Children's Hospital Foundation of Manitoba Inc. or any other representative designated by the Children's Hospital Foundation of Manitoba Inc.;
- (c) Two (2) additional representatives designated by the Children's Hospital Foundation of Manitoba Inc.;
- (d) Three (3) representatives from the Institute's Members (Principal Investigators);
- (e) Two (2) persons representing the University of Manitoba (appointed by the Office of the VP Research and/or the Faculty of Health Science's Dean's Office);
- (f) The President/CEO of the Children's Hospital Foundation of Manitoba Inc. who shall be an *ex-officio* member without voting privileges;
- (g) The Head of the Department of Pediatrics and Child Health who shall be an *ex-officio* member but without voting privileges;
- (h) The CEO/Scientific Director of the Institute who shall be an *ex-officio* member but without voting privileges;
- (i) Other directors elected by the Members of the Institute at the annual general meeting.

The above list shall include a minimum of three (3) lay persons (from alternative disciplines) with voting privileges. The Facility and Operations Manager, the Resource Manager and the CRU Lead will normally attend Board meetings.

1.2 A director's term of office shall be for three years from the date of the meeting at which they were elected. Directors shall be eligible to serve for a maximum of three consecutive terms<sup>1</sup>. Proposed directors for vacant positions are introduced by the Chair of the Nominations and Governance Committee, and are elected by a vote of the founding Members at the Annual General Meeting.

1.3 The directors may appoint a committee of directors known as the Executive Committee and may delegate any of the powers of the Board to them. The Executive Committee shall consist of a Chair, a Vice-Chair, a Chair – Finance and a Secretary. The Executive Committee shall meet on an as needed basis to act in an advisory role concerning the business and affairs of the Institute<sup>1</sup>.

1.4 In addition to the Executive Committee, the Board maintains the following standing committees:

- (a) the Grants and Awards Committee;
- (b) the Space Development Committee;
- (c) the Finance Committee;
- (d) the Human Resource (HR) Committee;
- (e) the Communications Committee; and
- (f) the Nominations and Governance Committee.

The chair and members of each standing committee shall be appointed by the Board from among its members and individuals who are not members of the Board. Each standing committee of the Institute shall develop its own Terms of Reference and meeting structure for approval by the Board. These Terms will be kept as a collection in the Board Manual, which resides with the Resource Manager.

## 2. Management Team and Support Staff

- 2.1 The CEO and Scientific Director is appointed by the Board. Management Team members are appointed by the CEO and Scientific Director.
- 2.2 The CEO and Scientific Director is responsible for initiating strategic planning, building and fostering research relationships, and directing all grant and research support as well as overseeing facility operation. The Facility and Operations Manager is responsible for the physical operations of the Institute ranging from space management, facility access, giving tours, and equipment management. The Facility and Operations Manager also prepares the annual budget for approval by the Board (Policy 5.2). The Resource Manager is responsible for human resources, governance, grants and awards competitions, and membership. The CRU Manager works in partnership with the CRU Medical Lead in overseeing the operations of the Clinical Research Unit, offering leadership to the CRU team, and directing the CRU's role in research projects. The CRU Manager and Medical Lead are also involved in the development of relations and projects between funders, industry, researchers and clinicians, and strategic planning.
- 2.3 The Finance Coordinator offers assistance and support in the areas of human resources and finance, including payroll assistance, accounts payable and receivable, financial reports and grants administration. This position reports to the Resource Manager as well as to the Facility and Operations Manager. The Media and Communications Coordinator is responsible for continuing development and realization of a communication strategy for the Institute and its researchers (Policy 4.1) and reports to the Facility and Operations Manager. The Program Facilitator supports the Management Team in driving the development and implementation of the Institute's strategic and operational plans.
- 2.4 A team of executive and administrative assistants supports the Management Team and the Community at large.

## 3. Partnerships

- 3.1 The Institute functions as a network organization that collaborates with partners who employ its Members, to facilitate research activities and to fund child health research. The CEO and Scientific Director liaises with Health Sciences Centre Foundation (HSCF), the Winnipeg Regional Health Authority (WRHA), the U of M and other strategic partners. The Board, MT and Institute Members are involved in this process.
- 3.2 The Institute's facilities on the 5<sup>th</sup> and 6<sup>th</sup> floor of the John Buhler Research Centre are operated under a Condominium Agreement and Master Development Agreement between the U of M, CHF and HSCF, which dictates certain aspects of the uses and operations of the facilities. To help facilitate child health research, a Master Agreement was put in place between the U of M and the WRHA. The Institute has a Memorandum of Understanding with the WRHA and a Side Subsidiary Agreement with the U of M, dealing with child health research. Agreements with other partners will be initiated and developed by the Management Team as needed<sup>3</sup>.
- 3.3 The MT collaborates and builds partnerships with the Faculties and Departments of Institute Members.

## 4. Members, Themes and Platforms

- 4.1 The organizational structure of Members, Themes and Platforms is in place to coordinate both the research being conducted at the Institute, as well as the use and operation of the facilities.
- 4.2 Members are directly accountable to the CEO and Scientific Director and annually report their research activities as part of their membership (Policy 2.1). Members who are located on the premises (5<sup>th</sup> and 6<sup>th</sup> floor JBRC), maintain an active and ongoing relationship with the Management Team to facilitate the operation of their research programs. An Annual General Meeting will be held to inform the Community about the activities of The Board and MT and to let Members give their input. Formalized meetings for Members are scheduled and conducted according to the Meeting and Event Structure (Policy Manual 1.5).
- 4.3 Research Themes are formed, operated and maintained according to Policy 2.2. Themes report annually to the Board via the CEO and Scientific Director, to demonstrate progress and strategic planning and to maintain a partnership in support and expectations of and by the Institute. Current (as of 2015) established Themes are Biology of Breathing (BoB) and Diabetes Research Envisioned & Accomplished in Manitoba (DREAM).
- 4.4 A Platform is a core facility operating independently to serve the research needs of multiple teams within one or more Themes in the Institute. Platforms have a user fee schedule to facilitate cost recovery. In 2015 the Platforms established in the Institute are the Clinical Research Unit and the Next Generation Sequencing Platform. Platforms are structured to facilitate communication about the services offered and to strategically direct the Platform and its place within the Institute. Platforms are focussed on core research support, ranging from state-of-the-art technological facilities to guidance and support in the conduct of research, available to Members and their research teams. Platform formation and operation is detailed in Policy 2.3.

## VI Responsible Office(s)

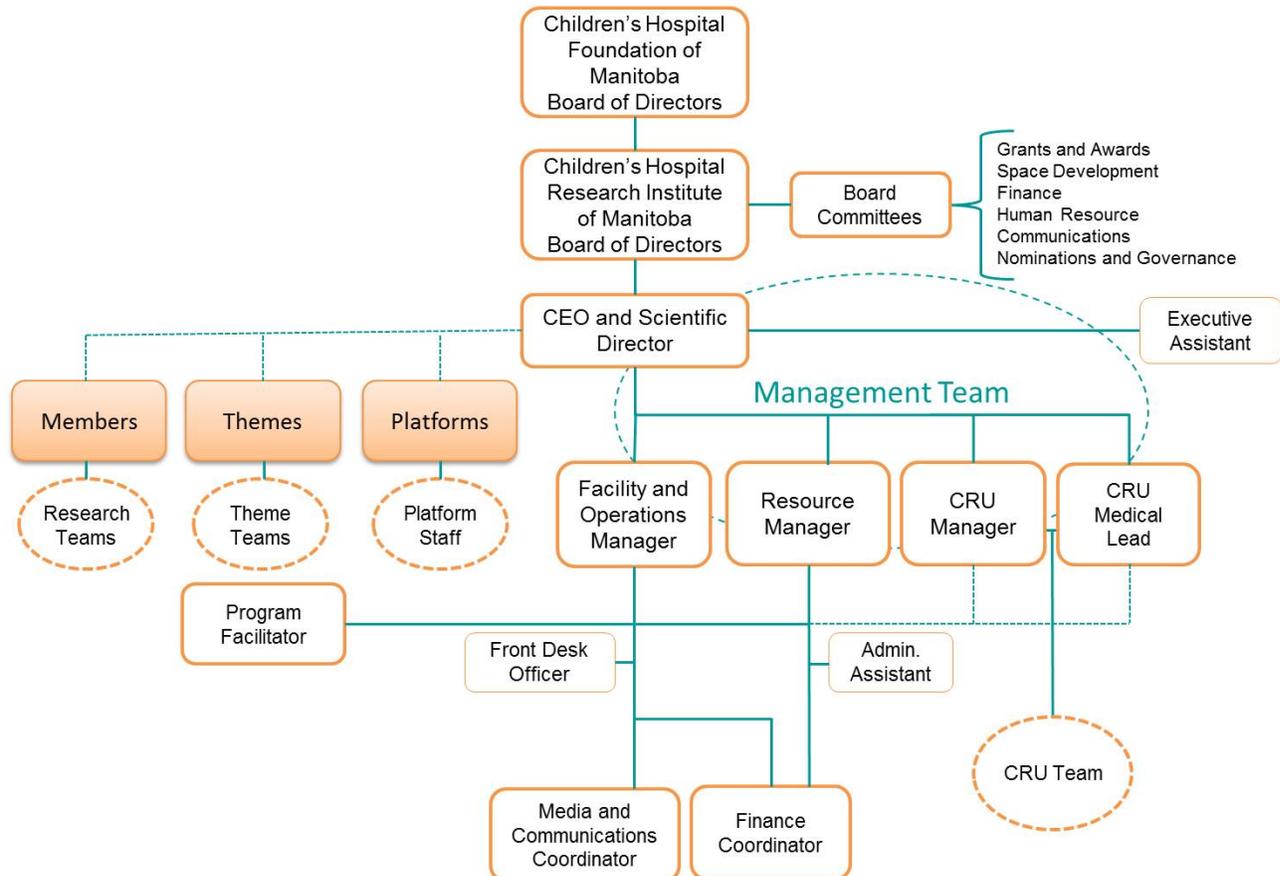
This Policy is approved by the Board, and is owned, maintained and executed by the CEO and Scientific Director or designate.

## VII References

1. CHRIM. Children's Hospital Research Institute of Manitoba By-Laws. (2010).
2. CHRIM. Research Themes & Platforms. at <<http://chrим.ca/research/80-2/>>
3. MICH. Manitoba Institute of Child Health Strategic Plan. (2012).

## VIII Appendix: Organizational Chart 2015

Appendix: Children's Hospital Research Institute of Manitoba  
Organizational Chart 2015 (revised)





## Governance and Management Structure

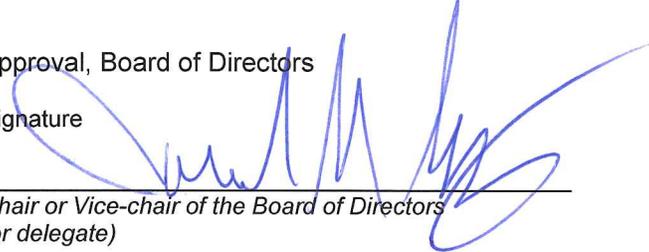
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Approval, Board of Directors

Signature

  
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*Chair or Vice-chair of the Board of Directors  
(or delegate)*

Date

  
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*Print Name*