INDIAN ASSOCIATION OF PALLIATIVE CARE

MANAGEMENT FUNCTIONS

STANDING OPERATING PROCEDURE: II

"Management is nothing more than motivating other people."
_Lee Iacocca

INTRODUCTION

1. Management is all about guiding teams and organizations toward achieving their aims and objectives through effective leadership, decision making, and resource allocation. It requires a thorough understanding of the Palliative Care landscape and an innate ability to inspire and motivate people. Management is the opportunity to help people become better people; practiced that way, it's a magnificent profession.

2. The supreme control over the affairs of the Association shall vest in the body called the General Body consisting of all the members of the Association. There shall be an Executive Committee of the Association to which shall be entrusted with the administration and management of the association. The word "Association" will mean IAPC in this SOP

THE GENERAL BODY

3. The General Body shall be the supreme body of the Association and shall exercise overall control over the affairs of the Executive Committee. Ordinarily the General Body will meet at least once a year at the time of the Annual Conference of the Association.

EXECUTIVE COMMITTEE

4. The Executive Committee is an executive body of the Association. The Executive Committee shall consist of the following:

a. **Elected Members:** The President of the Association, Hon Secretary, Editor and Editor in Chief of IJPC and, two members each from the five regional groups i.e. North, South, East, West and North-East. They will have voting powers. The Elected Member may resign at any time, voluntarily and unconditionally, by giving 30 days' notice in writing to the Hon Secretary of the Association; she/he MUST hand over the charge of the office to the member nominated by the President during that period.

b. **Ex-Officio Members:** The immediate past President and the immediate past Hon Secretary.

c. **Nominated Members:** These members will be nominated by the Executive Committee and they attend to their functions immediately. They are Hon Treasurer (From the place of the Hon Secretary), representative from Ahmadabad, the city of registration (For filing the mandatory reports and returns with the Office of Charity Commissioner, Income Tax department and any other office as per law). He/ she shall be an Authorized Representative or Reporting Trustee of the IAPC for filing the above under his/her sign and seal.

d. **Co-opted or Invited Members:** Representatives from Government or Non-government organizations can be co-opted for a particular purpose. Some expert people in their field can be invited for their special expertise on a given subject. Such members cannot be exceeding three in numbers and their period of engagement remains till the completion of their tasks. They will not have any voting rights.

TERMS OF OFFICE OF THE MEMBERS OF EXECUTIVE COUNCIL

5. The term of Executive Committee members will be for two years except for the post of President, Hon Secretary, Hon Treasurer and, Editor in Chief of the Journal which will be for three years.

a. In no case, will any office bearer continue longer than the term specified unless he/she is re-elected through the proper electoral process of the Association.
b. If an office bearer resigns, her/his replacement shall be carried out through a resolution passed by majority of members present and voting in an Executive Committee meeting.
c. No Executive Committee member may be elected for more than two consecutive terms on the same post.
d. Hon Treasurer shall hold office for one term only.
e. The annual meeting of the Executive Committee shall finish its work before the 1st day of the Annual Conference of the Association.
f. President elect shall be installed as the President at the end of AGBM and thereafter, the President will hold an Ordinary Meeting of the new Executive Committee.
g. The complete conduct of the Annual Conference shall be co-coordinated by the outgoing President till the end of the AGBM.

POWERS AND FUNCTION OF THE EXECUTIVE COMMITTEE

6. Executive Committee will administer the affairs of the association as per the bylaws. The Executive Committee shall be an executive authority of the Association and as such shall have powers to carry into effect the policies and programme of the Association as laid down by the General Body and shall remain responsible thereof. The Executive Committee shall have the right:

- **a.** To make regulations and issue instructions for the efficient administration of the Association as well as for the proper maintenance of its properties and publications.
- **b.** To appoint committees, ad-hoc committees and standing committees as and when necessary.
- **c.** To represent before the Central or State Government or public bodies or any properly constituted authority regarding any matter that affects the interests of the Association as such or that affects the proper growth and development of the specialty and other such discipline related with the management of Palliative Care.
- **d.** To consider and decide application for membership, resignation of members, suspension of member and the question of taking such disciplinary action as it may deem fit, against any member for misconduct and willful neglect or defeat of notices.
- **e.** To appoint on salaries and remove, as required, the staff of the secretariat and helpers for the Association.
- **f.** To fix the rate of traveling allowance to be paid to the office- bearers of the Association and the members of the committees, ad-hoc committee and sub- committees.
- **g.** To consider all matters and make necessary recommendations of them as far as possible, before these are placed before the General Body for discussion.
- **h.** Subject to the provision of Rules and Regulations of Bylaws; to do all such acts and things as may deem fit in the interest of the Association.

FUNCTIONS OF OFFICE BEARERS

7. PRESIDENT:

- **a.** Shall be the overall in charge and controlling authority of the affairs of the Association. Shall guide and control the activities of the Association.
- **b.** Shall be Chairman of all meetings of the General Body and the Executive Committee or any committee.
- **c.** He/she shall be ex- officio member of all committees except statutory committees.
- **d.** Shall preside at the annual conference and all meetings of the Association.
- **e.** Shall interpret the rules and bye-laws and decide doubtful points. The ruling of the President will be final and binding in the interpretation of all the rules and regulations of the Association.
- **f.** Shall in addition to his/her ordinary vote, have a casting vote in case of equality of votes.
- **g.** Shall undertake tour etc. in the interest of the Association whenever and wherever required.
- **h.** Shall be the main spokesperson for the Association. Shall represent IAPC at National and International Level.
- **i.** Shall carry out liaison with National & International organizations along with the Hon. Secretary, if possible.

j. Shall contribute actively in promoting and safeguarding the interests, aims and objectives as given in the Byelaws of the Association.

8. HON. SECRETARY:

- **a.** Shall be in charge of maintaining all IAPC records.
- **b.** Shall act on behalf of and under the guidance of the President.
- **c.** Shall conduct all correspondence on behalf of the Association.
- **d.** Shall have general supervision of accounts and pass all bills for payment. TA/DA bills of any person will be sanctioned only after the approval of the President.
- **e.** Shall get prepared by the Honorary Treasurer an annual statement of accounts duly audited by the Auditor for adoption by the General Body.
- **f.** Shall organize, arrange and convene meetings, conferences, lectures and demonstrations etc.
- **g.** Shall prepare a budget and present it at the Annual General Body Meeting of the Association.
- **h.** Shall attend meetings of the General Body, Executive Council and keep record of proceedings thereof. The minutes of the all meetings shall be circulated amongst the members of the Executive Council within two weeks after the meeting is over.
- **i.** Shall be an ex-officio member of all committees.
- **j.** Shall maintain a correct and up-to-date register of all members of the Association.
- **k.** Shall encourage establishment of State/UT Chapters where they do not exist by creating a general interest in the Association.
- **l.** Shall bring any matter which he/she considers necessary in the interest of the Association to the notice of the President, and the Executive Council for guidance and decision.
- **m.** Shall undertake tour etc. in the interest of the Association whenever required and when so directed by the President.
- **n.** Shall keep cash in impress account as decided by the Executive Committee for day-to-day expenses.
- **o.** Whenever necessary the Hon Secretary shall obtain opinion of the members of the Executive Council by correspondence under instructions of the President.
- **p.** Shall carry out liaison with international and national organizations with the agreement of the President.
- **q.** Shall see that decisions taken by the Executive Committee are carried out by the persons concerned.
- **r.** Shall edit and distribute the newsletters.
- **s.** Shall contribute actively in promoting and safeguarding the interests, aims and objectives as per the Byelaws of the Association.
- **t.** On the advice of the President, shall institute and defend all legal cases for and against the Association unless AGM deputes someone else.

9. HONORARY TREASURER:

- **a.** IAPC bank accounts to be opened and operated jointly by the Treasurer, Hon. Secretary and the President (at least two of the three); preferably in State Bank of India.
- **b.** Shall be responsible for collection of all subscription and contribution due to the IAPC.
- **c.** In collaboration with the Hon. Secretary shall receive all funds of the Association and deposit it in a bank or banks approved by the Executive Committee to the credit of the Association. Shall dispose of the bills for payment as sanctioned by the Hon. Secretary on written order.
- **d.** Shall have the right to point out any discrepancy in the order of payment given by the Hon. Secretary and refer the order back to him with his remarks. In the event of the disagreement still persisting between the Hon. Secretary and the Hon Treasurer, the matter shall be referred to the President of the Association for final decision.
- **e.** Shall be responsible for keeping up-to-date accounts of the Association with all account books posted up-to-date.
- **f.** Shall get the accounts duly audited by the Auditors of the Association.
- **g.** Shall prepare an annual statement of the accounts and balance sheet, showing the financial position of the Association, get it audited by the Auditors of the Association and submit the same for adoption by the General Body at the Annual General Meeting.
- **h.** Shall ensure that IT sanctions of 12 AA, 80 G and other important sanction orders from the Government like CSR Regn Number are duly renewed when time comes.

10. EDITOR-IN-CHIEF OF THE IJPC:

- **a.** Shall be elected as per the SOP on IJPC**.**
- **b.** Shall with the help of the Editor and Editorial Board be responsible for regular publications and management of the IJPC.
- **c.** Shall with the help of the Editor and Editorial Board have the discretion of editing, condensing, correcting or refusing to publish any of the articles and other matters received for publication.
- **d.** Shall co-ordinate with all scientific/academic/research activities being carried out in the Palliative Care specialty both in India and abroad and link them with the activities of the Association by exchange of information with the Hon Secretary. Information about such events/activities shall be circulated to all members through the journal.
- **e.** Shall be responsible for research training and promoting the interests of the Association by regular publications and wide circulation of a good quality journal.
- **f.** Shall generate funds for the journal, on behalf of the Association.
- **g.** Shall contribute actively in promoting and safeguarding the interests, aims and objectives of the IAPC.
- **h.** Shall maintain duly audited accounts of the journal and shall submit the report to the Hon Treasurer annually and present it at the Annual General Body Meeting.

11. REGIONAL REPRESENTATIVES:

- **a.** Shall get familiar with the Bylaws and SOPs of IAPC and its activities
- **b.** Shall develop Palliative Care activities in their region.

c. Shall organize State/UT Chapters within their region.
d. Shall be adequately prepared on the agenda to be discussed during EC meetings.
e. Shall find mutually acceptable solutions to various issues before the EC.
f. Shall work on various tasks given by the President and complete them in time.
g. Shall inspire and influence new enrolment for membership to IAPC.
h. Shall organize conferences, seminar and other activities within their region.

FUNCTIONS RELATED WITH GOVERNMENT OFFICES

12. The IAPC is registered under the relevant laws of the Office of Charity Commissioner, Ahmadabad. It also needs to follow certain guidelines of IT Department. The overall responsibility will be of the President, however; the Hon Secretary and the Treasurer will assist the President in all the aspects of maintenance of legal documents.

a. The Office of Charity Commissioner, Ahmadabad: The following reports and returns are to be timely submitted to the office:

i. Change of in Core Committee Members (The President, Hon Secretary and Treasurer)
ii. The above mentioned three members are supposed to submit notarized affidavit regarding their acceptance of the membership.
iii. Any amendment in the Bylaws passed by the General Body.
iv. Annual Audit Report.

b. Income Tax Department, Ahmadabad:

i. The IAPC should be registered under Section 12 AA with IT authorities.
ii. Order under sanction of 80G (5) of Income Tax should be obtained; it is useful for tax exemption.

EXECUTIVE COMMITTEE MEETINGS

13. The Hon. Secretary shall circulate the agenda for the in-person meeting at least 3 weeks before the holding of the meeting; if the meeting is “online”, agenda can be circulated one week before the holding of the meeting . Types of meetings, frequency and procedures for calling Executive Committee Meetings are as under:

a. Annual Meeting: The Annual meeting of the Executive Committee shall be held on the Preconference Workshops Day or first day of the Annual Conference; just before the Inaugural Function of the Annual Conference. The Hon. Secretary shall circulate the agenda for the meeting at least 3 weeks before the holding of the meeting.

b. Ordinary Meetings:

i. The first Ordinary Executive Committee Meetings shall be held just after the Annual General Body Meeting of the Association is over or any time before the valedictory function during the Annual Conference of the Association. Matters arising out of the AGBM and planning of actions during the years shall be discussed during this meeting.

ii. The second Ordinary Executive Committee Meeting (Midterm Meeting) shall take place in the middle of year; preferably at the venue of forthcoming Annual Conference.

iii. **Online Meetings:** If it is found inconvenient or impracticable to hold a meeting of the Executive Committee and if the President deem it desirable that the opinion of the Executive Committee be obtained; they shall do so by email, fax or post or Online Meeting, and act in accordance with the view of the majority.

14. Quorum of the Executive Committee Meetings: The Quorum for all Executive Committee meetings shall be 1/3 of total voting members. In a meeting, if a quorum is not present within 15 minutes of the appointed time, the meeting shall stand adjourned for 15 minutes. When meeting starts again after adjournment to transact the business and, if a quorum is still not complete; the members present, whatever their number shall form a quorum.

15. Passing of Resolutions in EC and GB Meetings: The voting may be by show of hands or by ballot whichever is thought desirable by the President except for elections to the elective posts. Resolutions will be passed by the majority voted of the members present in the meeting. The President or Chairman in the event of a tie will have a casting vote. The ruling of the President or Chairman shall be final, provided it is within the rules and regulations of the Association.

BUSINESS AT THE MEETING OF THE EXECUTIVE COMMITTEE

16. Generally, the following agenda points will be discussed:

- **a.** Election of the Chairman of the meeting, if necessary (in the absence of the President)
- **b.** Confirmation of minutes of the previous meeting of the Executive Committee.
- **c.** Consideration of the Annual Reports of the year for IAPC Secretariat as well as Journal Office and APM office
- **d.** Consideration of the audited accounts of the year of the IAPC.
- **e.** Approval of new members of the Association.
- **f.** Amendments in bye laws, if any, for consideration and recommendations to the General Body.
- **g.** Resolution brought forward by State/UT Chapter, if any.
- **h.** Resolution brought forward by individual members of the Association, if any.
- **i.** Any other business with the permission of the Chairman.

FUNDS OF THE ASSOCIATION

17. The funds of the Association shall be derived from the following sources:

- **a.** Membership fee of the members enrolled directly under various categories of the Association.
- **b.** Registration fees received from the participants of online academic courses.
- **c.** Income derived from the Journal and other publications of the Association as per Byelaws.
- **d.** Contribution received from the Organizing Secretary of the Annual Conference of IAPC
- **e.** Requests received by legacies from persons who desire to benefit the Association.
- **f.** Fees from affiliated bodies according to the Rules.
- **g.** Such other sources as may be authorized by the Executive Committee or the General Body as well as permitted under the byelaws.
- **h.** Income from the APM, if any.
- **i.** Donations, grants etc. received from government or NGOs, industrial houses etc.

18. Reserve Fund: There shall be a Reserve Fund of the Association. At least 25% of the surplus of the IAPC and IJPC each year shall be credited to this fund in the following year. The Reserve Fund shall only be drawn upon by a special resolution in a meeting of the Executive Committee, notice of which shall have been duly circulated.

19. Utilization of Funds: The Executive Committee shall, out of the funds of the Association defray all expenses and shall pay rents, salaries, wages and such other charges as may be necessary for carrying on the work of the Association. It shall further provide for the issues of the journal and such other publications as may be authorized and shall be empowered to spend money on scientific investigation, conferences, prizes, awards, scholarships and for such other purpose, as it may consider advisable, in furtherance of the objects of the Association with the budgetary provisions. It will also help APM till it becomes self-sustainable financially.

20. Acceptable Administrative Cost: It is a seriously a nuanced task; generally a range of 20 to 30 % of total budget is considered reasonable. However, the appropriateness varies based on the size, scope and purpose of the organization and specific activities. It is crucial for a Medical Association to strike a balance ensuring that a significant portion of funds directly supports their aims, objectives and mission while acknowledging the necessity of effective management. In our scenario, we can safely keep a balance of 70 and 30%; 70 % for medical and academic activities and 30 % for administrative cost.

ASSOCIATION YEAR

21. The year of the association along with all its affiliated offices like Academy of Palliative Medicine, Indian Journal of Palliative Care, and State/City Chapters etc. will be from 1st April to 31st March for financial purposes. The academic courses should plan to facilitate the annual audit of the accounts.

AFFILIATED ORGANISATIONS

22. Any Palliative Care Association, Union, Society or Scientific Organization either in India or abroad may be affiliated to the Association on terms and conditions to be mutually decided upon and approved by the Executive Committee and General Body of the Association. Members of such Association, Unions, Societies or Organizations shall be given facilities as mutually agreed upon except the rights of voting.

AMENDEMENTS IN THE BYE-LAWS

23. Amendments of the rules and regulations can be proposed by the Executive Committee. The proposed alteration will be circulated by the Hon. Secretary by post to all the life members of the Association for the approval. If at the end of one-month period from the date of circulation, objection to it as received by the hon. Secretary are less than 50% of the registered members of the association, the amendments will be deemed to be effective till final approval by the next Annual General Body Meeting of the Association. Please refer Rule XI of the Bylaws.

REVIEW AND AMENDMENTS

24. The SOP will be reviewed by the Executive Committee of the IAPC every 3 years or earlier if so required, to ensure relevance and effectiveness; proposed changes may be initiated and amended by the Executive Committee of the IAPC.

CONCLUSION

25. A member of the Executive Committee should be committed to the mission, goals and programs of the Association and perform the functions as a member to the best of one's ability. An effective member respects the decisions of the group, while utilizing the individual expertise.

26. The EC Members collectively as management team are responsible for ensuring that organizational resources are used as effectively as possible in achieving the mission of the IAPC. Finally, the answers to the following two questions should fuel each member to contribute to the growth of the IAPC:

- **a.** Why you volunteered to be an EC member?
- **b.** What are your responsibilities toward the IAPC?

"Management is doing things right; leadership is doing the right things."
— Peter Drucker