



PROVIDENCE HEALTH CARE PHYSICIANS AND SURGEONS ASSOCIATION DIRECTORS REPORT 2017/18

ANNUAL GENERAL MEETING, JUNE 4, 2018

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Dr. Neil Wells
President



Dr. Chantal Leger
Vice President



Dr. Darra Murphy
Treasurer

ABOUT US

PROVIDENCE HEALTH CARE PHYSICIANS AND SURGEONS ASSOCIATION

OUR MISSION: PHYSICIANS LEADING CHANGE

Our Mission at Providence Health Care Physicians and Surgeons Association (The “Society”) is **Physicians leading change:** to promote meaningful facility engagement to make Providence Health Care an organization of clinical, research, and teaching excellence to best serve our patients and their families and transform health care.

STRATEGIC PRIORITIES

The strategic priorities of our Society’s engagement initiative are to:

- **Build a strong physician community** in order to **develop a common unified voice** to **improve patient care** and our **day-to-day work environment**.
- Improve **Information technology (IT)** by supporting a modernized and responsive IT infrastructure to improve productivity, communication and patient care.
- Promote physician input into **governance** of PHC to ensure organizational integrity and support competent, accountable and transparent management.
- Foster an environment of **innovation and ideas** exchange.
- Maximize physician input into **redevelopment plans** by positioning ourselves strategically to make real decisions and change.

This engagement initiative was born out of the 2014 Physician Master Agreement negotiations. BC’s six health authority CEOs agreed on a commitment to consult for specific items in a memorandum of understanding (MOU) with the Ministry of Health and the Doctors of BC. The [MOU can be found here >](#).



HEALTH AUTHORITY COMMITMENT

Per the MOU, items subject to consultation include:

Gathering physician input

- Raising issues of importance to the medical staff.
- Improving the working environment for physicians.
- Enhancing professional and collegial communications.
- Fostering physician advocacy regarding patient care and the broader health care system.

Inclusion in decision making

- Decisions about planning, budgeting, and resource allocation directly affecting the medical staff.
- Significant decisions affecting physicians and the delivery of physician services.
- Matters referred by the board of directors, CEO, or Medical Advisory Committee.
- Medical staff bylaws and rules.

Partnership for quality and cost-improvement opportunities

- Physician access to processes and resources that provide timely feedback on variations and the level of quality of clinical care in a way that will help to optimize patient outcomes.
- Quality and cost-improvement opportunities and projects, including quality assurance projects.



PRIORITIES IN ACTION

PHYSICIAN COMMITMENT

It is our responsibility as the medical staff of Providence Health Care (PHC) to ensure we are ready and able to respond to this exciting opportunity for consultation and collaborative leadership. In that spirit, an Engagement Working Group was formed in April 2016 with the mandate to facilitate engagement for PHC medical staff. This group is tasked with soliciting your ideas, thoughts on issues, and proposals for projects, and using a fair selection process, choosing those that align with and address top priorities.

Our five subcommittees are determined by our strategic priorities. This structure helps to guide engagement funding decisions for project proposals and other key Society activities.

SEIZING OPPORTUNITIES

By deeply engaging and creating partnerships and fostering leaders among us and with our colleagues in leadership and administration, we can continue to unlock significant shared opportunities such as:

- Developing a respectful and inclusive culture, including collaborative leadership.
- Recognizing and valuing expertise and contributions of all team members.
- Engaging in effective problem solving.
- Championing the development and adoption of processes, practices, and policies that drive excellence and efficiency.
- Contributing to creating a sustainable health care system.

ACTIVITIES AND ACCOMPLISHMENTS

We've come a long way since we formed our physician society nearly two years ago in August 2016. Here is a snapshot of key activities, accomplishments over the past year.

ENGAGEMENT PROJECTS

- ✓ Received a total of 63 engagement project proposals (Apr 2017- Mar 2018).
- ✓ Approved funding for a total of **29 physician-led engagement projects** focused on improving patient care and our work environment in collaboration with PHC (see our website for details): <http://medstaff.providencehealthcare.org/medical-staff-engagement/>
- ✓ Hosted physician engagement **Project Showcase** (Sep 2017), with 38 participants, to highlight Round 1 projects and generate excitement for Round 2 project proposals.

STRATEGY AND INSPIRATION

- ✓ Hosted Engagement **Working Group Planning Retreat** (Nov 2017) with 22 medical staff & PHC guests.
- ✓ Facilitated MSA quarterly meeting **'Unifying the Physician Voice'** (Mar 2018) using a new highly-interactive format; record attendance of 109 with favourable ratings from the majority of attendees.

OPERATIONS & STAFFING

- ✓ Restructured Society staffing and hired 5 **new team members** for enhanced support and momentum:
 - Communications Consultant (Jan 2018)
 - Physician Engagement Manager (Feb 2018)
 - *Executive Assistant, full-time (Apr 2018)
 - *Chartered Professional Accountant (April 2018)
 - *Project Coordinator, full-time (May 2018)

COMMUNICATIONS

- ✓ Developed a **communications strategy** for PASS Facility Engagement Activities.
- ✓ Developed **core marketing material** and activated new engaging messaging (Feb 18).
- ✓ Launched **59 second update** e-news (commenced Mar 18) twice monthly which is raising awareness & inspire participation.
- ✓ Leveraged **Sprout** and PHC **social networks** to promote physician wellness and engagement activities.

PHYSICIAN LEADERSHIP

- ✓ Hosted 2-day **Strategic Influence Workshop** with Drs. Janice Stein & Peter Kuling (Jan 18) resulting in:
 - building capacity for physician leadership and mentorship
 - renewed focus and commitment to developing physician leadership at PHC
- ✓ *Hosted inaugural **Physician Leadership Networking Dinner** (Apr 2018) with 40 participants:
 - 100% of respondents agree/strongly agree they are optimistic about the future of physician leadership at PHC and feel they are more engaged with the PHC physician community.
- ✓ *Funded 31 PHC physicians to attend Canadian College of Health Leaders Difference Maker Event Series featuring Fiona Dalton, new PHC President and CEO (May 2018), discussing her leadership journey.



ST PAUL'S HOSPITAL REDEVELOPMENT AND TRANSFORMATION

- ✓ Offered conference extender funding for physicians and surgeons visiting a distant location for a conference or meeting to stay for an additional day to tour a health care facility of particular interest or value to St. Paul's Redevelopment.
- ✓ Engaged various physician groups to discuss **redevelopment updates** and build strategy.

PHYSICIAN COMMUNITY AND WELLNESS

- ✓ *Funded one PHC physician representative to attend Physician Health Program workshop 'Meeting the Challenge of Physician Burnout' (Apr 2018) to gather ideas and promote physician health at PHC.
- ✓ * Extended a warm welcome to new PHC President and CEO with a unique BC-themed gift basket (Apr 2018).
- ✓ *Celebrated our nurse colleagues during National Nursing Week (May 2018).

*Activities occurring after the Society's fiscal year end (Mar 31, 2018).



PROVIDENCE HEALTH CARE PHYSICIANS AND SURGEONS ASSOCIATION

STATEMENT OF FINANCIAL POSITION
AS AT MARCH 31, 2018

ASSETS

Current		
Cash		\$809,250
Goods and services taxes recoverable		\$3,658
Prepaid expenses		\$2,500
		<hr/>
		\$815,408
		<hr/>

LIABILITIES AND NET ASSETS

Current		
Accounts payable and accrued liabilities		\$48,678
Deferred revenue		766,730
		<hr/>
		815,408
		<hr/>
		\$815,408
		<hr/>

STATEMENT OF OPERATIONS AND CHANGES IN NET ASSETS
FOR THE PERIOD ENDED MARCH 31, 2018

Revenue		\$233,121
		<hr/>
Expenses		
Administrative expenses		\$105,227
Meeting expenses and conference fees		54,573
Members time		37,239
Travel expenses		16,587
Salaries and wages		7,013
Communications		5,323
Professional fees		4,605
Office and sundry		1,354
Insurance		1,200
		<hr/>
		\$233,121
		<hr/>
Revenue over Expenses being Net Assets at End of the Period		\$-

ENGAGEMENT: HOW ARE WE DOING AND WHAT HAS CHANGED?

Physician-hospital collaboration

- ✓ Involvement of senior representatives of medical staff with PHC senior executive and board.
- ✓ Strong involvement of senior administrators with Engagement Working Group.
- ✓ Collaboration with Foundation and PHC Innovation office on development of Directory App.
- ✓ Support for physician involvement in new PHC initiative focused on learning from mortalities.

Physician-to-physician relationships

- ✓ Opportunities for physicians to meet in a non-clinical environment to get to know each other and build a collegial community.
- ✓ Increased opportunities for physicians to join with colleagues in fitness and wellness activities.

Physician leadership

- ✓ Physicians stepping up to, and getting trained in leadership roles to support engagement efforts at all levels.

“We are developing a unified physician voice to positively influence priority issues that affect physicians and patient care.”

“I feel supported in becoming a physician leader at PHC. As I work in acute and community, innovation in how we best provide care across the systems is an interest of mine.”

CHALLENGES AND LESSONS LEARNED

- ✓ Hiring for the right fit, managing a team, and ensuring the appropriate team skills mix are integral to effective operations.
- ✓ Creating a new ‘start-up’ Society is associated with continuous learning.
- ✓ Engaging physician colleagues around a single vision of engagement is a multi-faceted endeavour.
- ✓ Learning about constituency and governance is a critical success factor. Effective communications is key to successful engagement.



THE YEAR AHEAD

Moving into the next year of engagement work and drawing from the lessons learned, the following areas have been identified as priorities:

- **Enhance support for projects** re: project initiation, implementation, closure, and evaluation.
- Continue to build capacity through **strategic physician leadership development** initiatives.
- Increase and **strengthen physician engagement** through communications vehicles, physician champions, and **big change stories**.
- Successful launch of the **upgraded medical staff lounge**; optimize its use to bolster engagement.
- Operational **planning** and **accountability**; strong staff support; recruitment and succession planning.
- Review and assess priorities and work plan to inform future planning via **Dinner with a Purpose 2.0** event.
- Continue to identify and **seize opportunities** within existing PHC structures to contribute meaningfully.

WHO'S WHO

Engagement Working Group 2017/2018

Moira Stilwell

Chantal Leger

Lawrie Halparin

Jeff Pike

Darra Murphy

David Wilkie

Neil Wells

Janet Simons

Karen Dallas

Simone Cowan

Victor Leung

Tracy Scott

Silvia Guillemi

Jani Laramée

Todd Raine

Tony Wan

Arif Janjua

CONTACT:

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PHC physicians and surgeons learning together at the Canadian Conference on Physician Leadership April 2018

PHC Sprout at Work promotes physician wellness and social interaction

59 SECOND UPDATE

Providence Health Care Medical Staff Association (PHC MSA)
Physicians and Surgeons Association (PHC PASS)

THURSDAY, MARCH 1, 2018

Welcome to the first issue of **59 Second Update**, a regular news digest that keeps physicians informed about exciting developments in Facility Engagement at Providence Health Care.

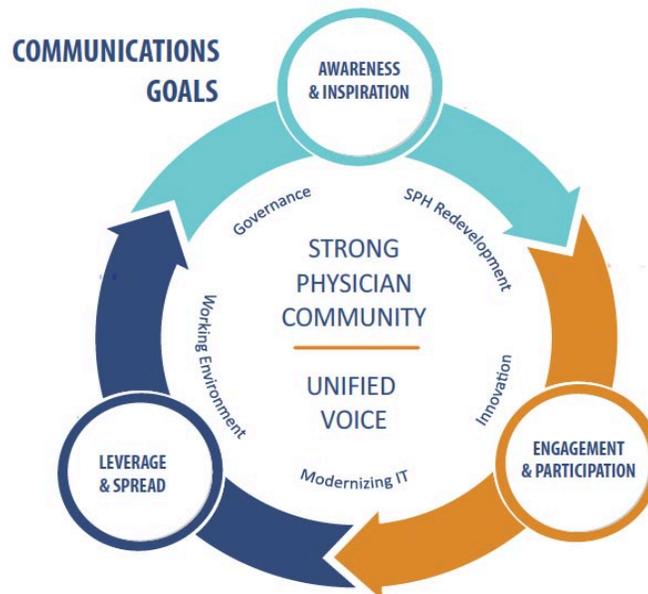
MARCH 5 MSA MEETING: UNIFY PHYSICIAN VOICES!

- **Join us on Monday, March 5 at 5:00** to help decide priorities that we'll present to our new CEO of PHC. [Join in person, or remotely via web conference. Details here >](#)

FACILITY ENGAGEMENT FUNDING

- Have a great idea? Facility Engagement funding is available! [See submission form and guidelines here.](#)
≥ Congratulations to all physicians whose projects were funded in the latest round. [Read about them here. >](#)

Twice-monthly 59 Second Update keeps physicians informed about PASS activities.



Communications plan developed in February 2018.