

Island Health and South Island MSA Collaboration

Fall/Winter 2023-24

The noted Progress to Date is as of February 2024.

What one change would make senior leaders' decision making more transparent to physicians?

<i>Goal/Action</i>	<i>Progress to Date</i>	<i>Next steps</i>
In-person presence of and connection with senior leaders		
MSA - Continue to invite senior leaders to South Island MSA General Meetings, Special Meetings, networking and social events.	<ul style="list-style-type: none"> Invitations have been sent to CEO, VPs, and MAA, Site Operations leaders for 2023 and 2024 meetings. 	<ul style="list-style-type: none"> Add to annual checklist.
MSA - Create opportunities for senior leaders to connect with Medical Staff. Offer one-on-one tours of departments, led by a member of the South Island MSA executive.	<ul style="list-style-type: none"> <i>Not yet started</i> 	<ul style="list-style-type: none"> MSA Executive members to be polled for availability for department tours.
Island Health - Ensure at least one senior leader attends South Island meetings and events.	<ul style="list-style-type: none"> The Director of Partnerships and Communications will be at as many South Island meetings and events as possible. 	Island Health will coordinate appropriate attendance by operations and administration at South Island meetings: <ul style="list-style-type: none"> Short-term – Partnerships and Communications Team. Long-term – formal schedule
Island Health - Have conversations with front-line staff and Medical Staff when visiting departments to learn about their successes and challenges. Consider this information in your decision-making.	<ul style="list-style-type: none"> Conversations have taken place with Department Heads and Chiefs of Staff 	<ul style="list-style-type: none"> Pending invitations from South Island
Island Health - Encourage long service in administrative leadership roles.	<ul style="list-style-type: none"> This has always been the case. MAA will continue to strengthen Medical Leader retention. 	

Share and receive information in a thoughtful and comprehensive way		
<p>MSA - Continue to amplify Island Health messaging on our website and through our newsletters.</p>	<ul style="list-style-type: none"> • IHealth monthly updates, Island Health memos, events and opportunities are included regularly. 	<ul style="list-style-type: none"> • Create direct links when new MS website is created.
<p>MSA - Provide funding to identified South Island physicians who are available to give thoughtful, front-line worker feedback on Island Health communications.</p>	<ul style="list-style-type: none"> • Regionally, the Communications and Transparency Working Group is funded through FE (4 physician representatives). • HSR funding has been available for medical staff input on key engagement topics, e.g. Associate Physicians • The South Island MSA has funding available, MAA is aware. 	
<p>Island Health - Allow two-way communication during Medical Staff town halls: Move from 'Inform' to 'Involve'.</p>	<ul style="list-style-type: none"> • The Medical Staff Forum (111 attendees) used Slido to seek medical staff input. Many attendees used the chat function during the meeting. 	<ul style="list-style-type: none"> • Other changes are planned for future Medical Staff Forums
<p>Island Health - Develop a process that engages Medical Staff in clinical and relevant administrative decisions.</p>	<ul style="list-style-type: none"> • Medical Staff feedback through MSAs has directly impacted improvements to Medical Staff Bulletin and Forum. • Increasing promotional efforts for vacancies on WGs and advisory committees • Actively seeking South, Central, and North Island representation for relevant decision-making tables • Prioritizing active engagement of MS in change management processes that involve/impacts physicians. 	<ul style="list-style-type: none"> • CGII rollout is in progress.

Island Health - Communicate Island Health's challenges and concerns with Medical Staff: Sharing problems will help to build trust.	<ul style="list-style-type: none"> Progress is being made (IHealth Regional Council, DoBC HA Engagement Survey memo). 	
Island Health - Streamline and simplify messaging for the Medical Staff audience.	<ul style="list-style-type: none"> The Medical Staff Bulletin has been revamped with a more accessible setup and clearer language. 	<ul style="list-style-type: none"> Adapt based on feedback received.

What one change would make your facility an even better place to practice medicine?

<i>Goal/Action</i>	<i>Progress to Date</i>	<i>Next steps</i>
Physical, Human, and System Improvements		
MSA - Facilitate the engagement of Victoria Hospitals Foundation and the South Island Medical Staff to identify gaps in equipment. Fund physician engagement to develop new equipment processes.	<ul style="list-style-type: none"> Not yet actively started, though connections exist between VHF, the MSA, and individual physicians. 	<ul style="list-style-type: none"> Formalize this relationship to develop processes.
MSA - Amplify health authority-led improvement work through our regular communications with South Island Medical Staff to ensure comprehensive participation.	<ul style="list-style-type: none"> MSA shares HA initiative updates regularly through the weekly newsletter, Doctors' Lounge guest attendance, Working Group meetings, MSA meetings. 	
MSA - Work collaboratively to improve Medical Staff onboarding.	<ul style="list-style-type: none"> Updated Medical Staff lists are sent regularly and in a new format, complete with privilege level. 	<ul style="list-style-type: none"> Pending Island Health readiness to partner on onboarding.
Island Health - Connect directly with us when you have questions about what's happening at Royal Jubilee and Victoria General Hospitals.	<ul style="list-style-type: none"> An open invitation has been sent to all MAA leaders to attend Lunch in the Lounge. They join when they are able to. 	
Island Health - Acknowledge to the Medical Staff when there are problems.	<ul style="list-style-type: none"> A new approach has been taken (see Sept 2023 Doctors of BC Health 	

	Authority Engagement Survey memo, March 2024 Medical Staff Forum)	
Island Health - Through policy and leadership practice, encourage all members of the care team to work to top of scope.	<ul style="list-style-type: none"> • IHealth has secured additional Pharmacy Technicians and Pharmacists to support BPMH • MAA reviewing how alternate providers might be help (not hinder) medical staff (Associate Physicians, Physician Assistants, Nurse Practitioners) • 	
Island Health - Improve Medical Staff onboarding.	<ul style="list-style-type: none"> • <i>Not yet started but a priority.</i> 	

What one change would make the biggest difference to physicians' physical safety at Royal Jubilee Hospital and Victoria General Hospital?

<i>Goal/Action</i>	<i>Progress to Date</i>	<i>Next steps</i>
Physical Improvements and Education Opportunities		
MSA - Amplify Violence Prevention training, violence reporting processes, and debrief opportunities to Medical Staff.	<ul style="list-style-type: none"> • Messaging has been shared with Medical Staff through newsletters and the website. 	<ul style="list-style-type: none"> • Awaiting further communications.
MSA - Host a South Island Medical Staff meeting for Island Health to engage on Occupational Health and Safety topics with membership.	<ul style="list-style-type: none"> • <i>Not yet started.</i> 	<ul style="list-style-type: none"> • Determine best Island Health participants and date.
Island Health - Prioritize Violence Prevention training (including simulations) for all Medical Staff.	<ul style="list-style-type: none"> • In progress – register here • Island Health and Safety Working Group has approved funding for medical staff co-facilitators to bolster training across 	

	<p>Island. Will be actively seeking medical staff for those roles</p> <ul style="list-style-type: none"> • New Medical Staff Health and Safety Consultant to promote work Island-wide 	
<p>Island Health - Implement a clear violence reporting process (which includes acknowledgement of submission and debriefing) for Medical Staff, embedding this information into the Violence Prevention training and ensuring ongoing reminders about how to report a violent incident.</p>	<ul style="list-style-type: none"> • In progress. Heavily contingent on provincial direction to ensure consistency between Health Authority reporting systems 	<ul style="list-style-type: none"> • Efforts are being reported through the Island MOA Working Group.
<p>Island Health - Consider ergonomics in all retrofits, new builds, and capital purchases.</p>	<ul style="list-style-type: none"> • <i>No information</i> 	

What one change would make the biggest difference to physicians' psychological safety at Royal Jubilee Hospital and Victoria General Hospital?

<i>Goal/Action</i>	<i>Progress to Date</i>	<i>Next steps</i>
Optimize Existing Structures		
<p>MSA - Educate membership on an ongoing basis about the Medical Staff Rules and the disciplinary process. Ensure Peer Supports are made available to every member who requests one.</p>	<ul style="list-style-type: none"> • Information is shared through the New Physician Welcome email. Peer supports are assigned as requested. 	<ul style="list-style-type: none"> • Re-share MSR information on a quarterly basis through the newsletter. Anticipate changes during implementation of MSRWWG Report.
<p>MSA - Amplify messaging about the importance of PSLs and its use.</p>	<ul style="list-style-type: none"> • <i>Not yet started.</i> 	<ul style="list-style-type: none"> • Source information from Island Health.
<p>MSA - Co-create a culture that encourages reporting, speaking up, and psychological safety.</p>	<ul style="list-style-type: none"> • Medical Staff Respectful Workplace Working Group report was sent to CEO and CMO Feb 2024. 	<ul style="list-style-type: none"> • Implementation is planned to start Fall 2024.

<p>MSA - Encourage physician groups to consider alternate resourcing models.</p>	<ul style="list-style-type: none"> Funding is available through the South Island FEI society for departments to review their internal staffing models. 	<ul style="list-style-type: none"> Continue to fund division-specific engagement work through applications to the WG.
<p>Island Health - Ensure that fair process is applied consistently in cases of disciplinary review. Consider alternative frameworks for discipline. Upskill Medical Leaders in giving feedback and EMSS processes.</p>	<ul style="list-style-type: none"> Medical Staff Respectful Workplace Working Group report was sent to CEO and CMO Feb 2024. 	<ul style="list-style-type: none"> Implementation is planned to start Fall 2024.
<p>Island Health - Strengthen the PSLS system, processes, and follow-up.</p>	<ul style="list-style-type: none"> In progress 	
<p>Island Health - Co-create a culture that encourages reporting, speaking up, and psychological safety.</p>	<ul style="list-style-type: none"> Medical Staff Respectful Workplace Working Group report was sent to CEO and CMO Feb 2024. Planning two learning opportunities in 2024 (spring and fall) focused on psychological safety and building teams in the workplace. 	<ul style="list-style-type: none"> Implementation is planned to start Fall 2024.
<p>Island Health - Consider new models of Medical Staff deployment that support cross-coverage.</p>	<ul style="list-style-type: none"> <i>No information</i> 	