

South Island Medical Staff Association Strategic Plan 2024 - 2027

Name of Organization: South Island Medical Staff Association

Years covered: 2024-2027

Vision Statement:

The South Island MSA is an engaged medical community at RJH and VGH that works collaboratively with practitioners and our Health Authority partners to optimize quality patient care and provider well-being.

Mission Statement:

South Island Medical Staff Association will work towards its vision by:

1. Promoting effective communication between the medical staff, administration, and the Board of Directors of Island Health.
2. Supporting physician engagement and quality to improve the care and community within our facilities.
3. Fostering connections among medical staff to improve professional and collegial relationships and wellbeing.
4. Partnering with Island Health and other organizations to support and implement these activities.

Priorities:

- Improve the culture of communication among medical staff and with partners external to the MSA.
- Increase and diversify physician engagement in MSA activities across disciplines and facilities.
- Seek to understand the ongoing issues and concerns of our membership and decide how to best support.
- Foster a robust community that promotes quality care and medical staff wellbeing.

Strategic Objective 1: Governance	<i>Outcome statement</i>	<i>How will we know we have reached the outcome?</i>	<i>What will we do to achieve this objective?</i>
<p>South Island MSA will identify, attract, retain, and foster a diverse group of physicians to lead the organization's work.</p> <p>(Find good people, keep good people, foster good people.)</p>	<p>South Island MSA is a robust and self-sustaining organization, which is supportive of and responsive to its membership and which has a solid working relationship with Island Health. Members have opportunities to engage whenever and however they would like.</p>	<p>Members demonstrate increased interest in MSA activities and initiatives.</p> <p>Executive positions are filled through the election of engaged members, rather than acclamation.</p> <p>Staff report that the Executive provides appropriate guidance and support.</p> <p>Partner organizations connect regularly with the South Island MSA.</p>	<p>Recruit new MSA members to leadership positions</p> <ul style="list-style-type: none"> - Use existing channels to actively solicit involvement in the MSA, e.g. projects, MSA meetings, PW&S Committee, Working Group, Executive. - Schedule and publish regular meetings of each governance table (MSA general meetings, PW&S Committee, Working Group, Executive). - Develop comprehensive and personal onboarding packages for each governance table. - Review and proactively act upon term limits for each governance table to ensure a warm handover for all roles. Identify next President, Vice-President, Treasurer, Secretary.

Strategic Objective #2: Administrative and Financial Sustainability	<i>Outcome statement</i>	<i>How will we know we have reached the outcome?</i>	<i>What will we do to achieve this objective?</i>
<p>South Island MSA will advocate for proportionate funding, increase membership participation, and ensure transparent financial processes.</p>	<p>South Island MSA will continue as a going concern, with the FEI Society continuing to receive and distribute Facility Engagement Initiative Funding.</p>	<p>Members report increased knowledge about MSA activities</p> <p>There are an increased number of 'paid up' members.</p> <p>Annual FE funding is received from Doctors of BC; full distribution of funds as directed by Working Group.</p> <p>There are no outstanding legal, governmental, or financial obligations reported.</p>	<p>Update Communications Strategy:</p> <ul style="list-style-type: none"> - Refresh the 2020 Comms/Engagement strategy by Aug 2024 with rollout Sept 2024 onwards <p>Upgrade MSA onboarding:</p> <ul style="list-style-type: none"> - Partner with Island Health to jointly welcome new members of the medical staff to RJH and VGH - Offer personalized welcomes to each new member <p>Optimize internal operations:</p> <ul style="list-style-type: none"> - Ensure correct staffing levels and skillsets to support organization - Track engagement measures to support proposal to DoBC for proportionate funding - Spend full allocation of FE funds with quarterly reviews at WG level - Maintain membership list as required by Societies Act

Strategic Objective #3: Core Operations	Outcome statement	How will we know we have reached the outcome?	What will we do to achieve this objective?
<p>Operating according to its Bylaws, the MSA will advocate for the medical staff voice in the Health Authority.</p>	<p>All key partners of the South Island MSA are confident in the organization's role:</p> <ul style="list-style-type: none"> - The Medical Staff are informed and supported. - The Executive is organized and empowered. - Island Health is an informed and responsive partner. 	<p>Members:</p> <ul style="list-style-type: none"> - Attend MSA meetings - Formally register for and pay MSA dues - Report understanding the role of the MSA - Seek support from the MSA when needed - Become more involved in the MSA <p>Executive:</p> <ul style="list-style-type: none"> - Acts with a full understanding of the MSA's scope and responsibilities and their role within it <p>Island Health:</p> <ul style="list-style-type: none"> - Interacts collaboratively with the MSA, with full understanding of each partners' role 	<p>Be the South Island medical staff voice with Island Health</p> <ul style="list-style-type: none"> - Increase Executive understanding of department- and division-level issues. Tailor supports to meet these needs. - Represent the South Island MSA at local and regional tables (IHealth Regional Council, Respectful Workplace Working Group, Transparency and Communications Steering Committee, HAMAC, SIMAC) - Elevate the voice of all Island sites where possible <p>Foster two-way communication between medical staff and the health authority</p> <ul style="list-style-type: none"> - Plan general MSA meeting agendas to open the conversation between medical staff and Island Health (e.g. CGII, IHealth, Doctors of BC Health Authority Engagement Survey results) - Model effective and respectful communication - Actively work with Island Health to resolve topics highlighted in the DoBC HA engagement survey <p>Serve as the 'front door' for medical staff</p> <ul style="list-style-type: none"> - Furnish introductions among medical staff (e.g. Lunch in the Lounge, Welcome and Thank You, peer support) - Help medical staff navigate Island Health structures

Strategic Objective #4: Enhance the Medical Staff Culture	Outcome statement	How will we know we have reached the outcome?	What will we do to achieve this objective?
<p>The South Island MSA will actively enhance the medical staff culture to foster wellbeing, diversity, resilience, and belonging.</p>	<p>The South Island MSA will have a unified, collegial membership that is engaged with each other, its facilities, and the Health Authority.</p>	<p>Members participate in the full range of engagement activities the MSA offers.</p> <p>WG and subcommittees have robust membership that represents and caters to the breadth of medical staff.</p> <p>MSA Members and Health Authority report positive impacts and sustainability of engagement activities.</p>	<p>Offer ways for members to create and support positive grassroots change.</p> <ul style="list-style-type: none"> - Continue to offer and support engagement project, Walk a Doc, and Interdepartmental Meetup funding - Provide members with upskilling opportunities to optimize funding (i.e. annual curriculum, QI skills) - Help members navigate other funding opportunities and project connections - Disseminate project successes and support spread to other organizations <p>Offer community-building activities to enhance the medical staff culture.</p> <ul style="list-style-type: none"> - Expand the impact of existing offerings (e.g. Mindful Mondays, BBQ, Lunch in the Lounge, Socks 4 Docs) - Develop new engagement offerings (e.g. speakers, special events, compassionate leadership) - Offer recognition opportunities (e.g. GoldStar, Recognition Awards, Welcome and Thank You) <p>Strengthen and personalize the South Island MSA brand</p> <ul style="list-style-type: none"> - As part of the upgraded communications and engagement plan, develop positive associations with the South Island MSA for members. This includes a clear definition of the purpose and scope of the South Island MSA.

Strategic Objective #5: Relationships with Key Partners	<i>Outcome statement</i>	<i>How will we know we have reached the outcome?</i>	<i>What will we do to achieve this objective?</i>
<p>The South Island MSA will collaborate with Island Health and other key partners to identify roles, mutual responsibilities, and opportunities for partnership.</p>	<p>South Island MSA membership's views will be represented and incorporated in the work of Island Health and other partner organizations.</p>	<p>Key partners will understand the views of the Medical Staff on shared topics and incorporate the Medical Staff's perspective into decisions and plans.</p> <p>Members have a better understanding of key partners' objectives and operations, and of their role within them.</p> <p>Members report an increase in their level of satisfaction with Island Health.</p> <p>Staff and Executive report spontaneous and regular collaborative interactions with Island Health counterparts.</p> <p>MSA-HA conversations are respectful and resilient, welcoming different perspectives.</p>	<p>Further and deepen connections with Island Health</p> <ul style="list-style-type: none"> - Ensure the physician voice is represented at Island Health tables. - Continue to integrate Island Health and other partners in FEI work - Partner with Island Health towards the improvement of the Doctors of BC Health Authority Engagement Survey results - Continue to seek the support of and partnership with Island Health departments providing services to South Island medical staff. <p>Actively seek opportunities to partner with other organizations</p> <ul style="list-style-type: none"> - Extend the reach and impact of the South Island MSA with partners, e.g. Divisions of Family Practice, MSAs throughout BC, Victoria Hospitals Foundation, Doctors of BC, College of Physicians and Surgeons of BC