

How are we partnering with our health authority to align priorities and build a culture of engagement?

At Providence Health Care, physicians and the health authority are aligning priorities and increasing communication and collaboration through a unique dyad structure of Medical Staff Pillars.

The importance of building trusting relationships between physicians and health authority leaders – and creating formal processes for consistent communication and collaboration – is driving a growing culture of physician engagement and positive change across Providence Health Care that did not exist six years ago.

3 opportunities fuel change

Since 2016, the Physicians and Surgeons Society (PHC-PASS) has been working through Facility Engagement to unite the medical staff community, and increase its voice and influence in the health authority.

PASS started its engagement work largely by funding projects in areas of priority identified by medical staff.

In 2017, three opportunities came together to elevate medical staff engagement to an even higher level and for greater impact – by aligning physician priorities with the health authority's strategic plans:

1.

New supports and activities for engagement through Facility Engagement and PHC PASS.

2.

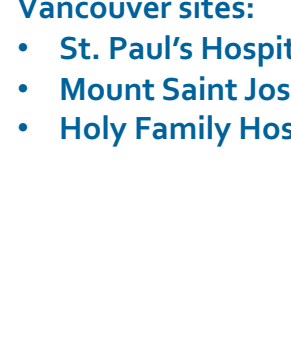
A new CEO and senior leadership team at Providence who value and are keen to engage physicians.

3.

The green light for a new, state-of-the-art St. Paul's Hospital – and unique opportunity for physicians to help transform health care.



Physicians and Surgeons Society (PHC-PASS)



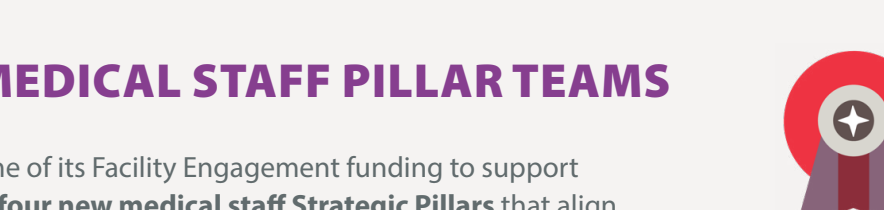
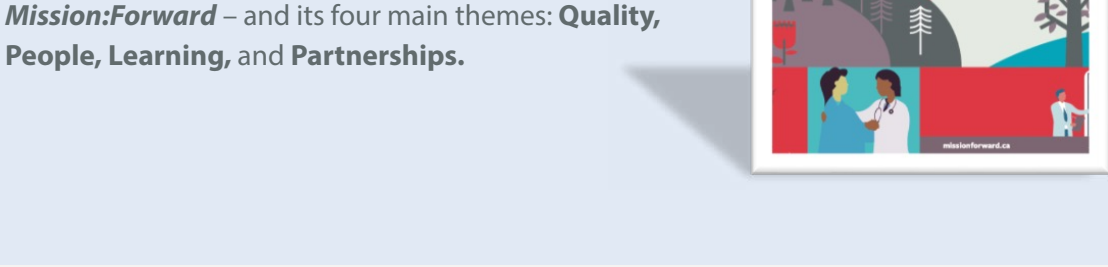
1200+ Medical Staff Vancouver sites:

- St. Paul's Hospital
- Mount Saint Joseph
- Holy Family Hospital

"Any hospital, or any health care organization, can only be successful if physicians are clearly involved in leading in that organization."

– **Fiona Dalton**
President and CEO, Providence Health Care

THE GAME CHANGER: ALIGNING PHYSICIAN AND HEALTH AUTHORITY PRIORITIES



In 2017, Providence senior leaders reached out to invite physicians to weigh into a new, seven-year strategic plan for the organization.

More than 120 physicians and medical staff joined lively discussions and put forward their priorities and ideas to help inform the new strategic plan, called **Mission:Forward** – and its four main themes: **Quality, People, Learning, and Partnerships.**

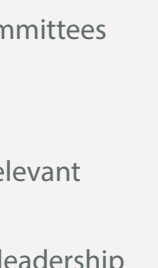
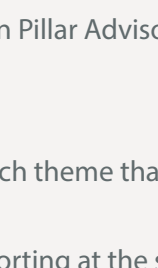
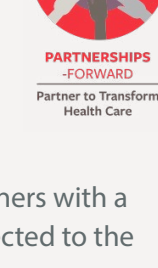


CREATING MEDICAL STAFF PILLAR TEAMS

PHC-PASS shifted some of its Facility Engagement funding to support physicians to work in **four new medical staff Strategic Pillars** that align with each of the four themes of the new strategic plan.

Physician priorities identified in earlier engagement work readily fit into the new buckets of work.

This created a formal structure to represent the voice of medical staff in activities related to the strategic plan.



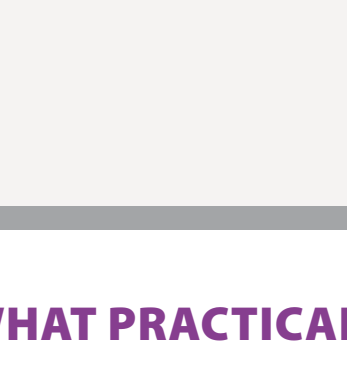
Consultant physician lead



Health authority senior executive / VP



Team of medical staff advisors



HOW DO THE PILLARS WORK?

Pillar partnership / Dyad structure

- Each pillar is co-led by a Consultant Physician lead who partners with a health authority senior executive team member most connected to the work of that pillar.
- Interests Medical Staff work together on Pillar Advisory Committees (PACs).

Primary goals of the Pillars

- Inform and create activities related to each theme that are relevant to medical staff at large.
- Participate in strategic plan progress reporting at the senior leadership table, bringing forward views and perspectives of the medical staff.
- Support two-way communication, and increased transparency to medical staff about health authority plans and decisions.

Role of the co-leads

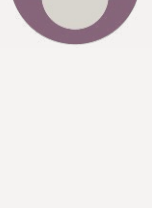
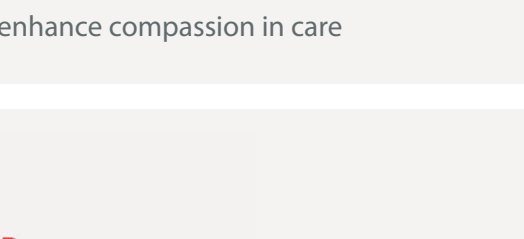
- Consultant physician leads (or Pillar Leads) are invited to attend quarterly senior leadership meetings, and other leadership forums across the organization.
- They meet with each other, along with the health authority's Chief Strategy Officer 1x month. They also meet with the Engagement Working Group 1x month, and the PHC-PASS Board and other Pillar Leads every quarter. They work together to:
 - Plan and implement big ideas and themes coming out of the Pillars.
 - Ensure the work of the four different pillars were aligned with each other and the organization's strategic plan
- Advocate for issues raised by MSA members, with senior executives who are able and willing to collaborate further to help solve problems.

Advisory team activities

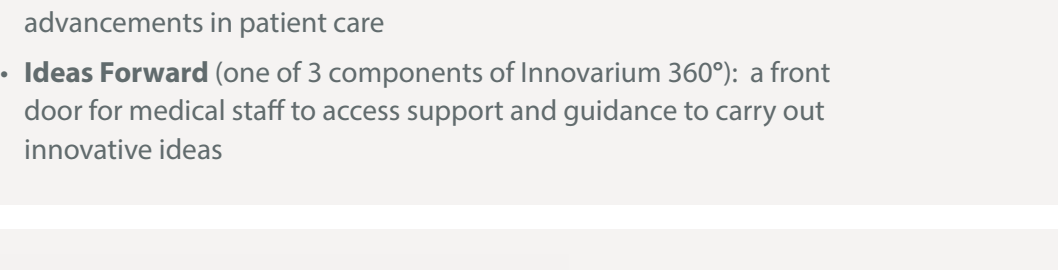
- Collect medical staff input and feedback on senior leadership strategies as they relate to that pillar.
- Explore and create opportunities for medical staff to engage and participate in advancing the themes of the pillar.
- Actively communicate with the medical staff at large to increase awareness about pillar activities and opportunities: (MSA quarterly meetings, Department roadshows, newsletters, e-mail, Signal chat groups).

WHAT PRACTICAL WORK ARE WE PARTNERING ON?

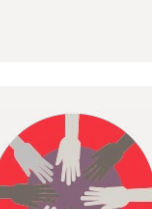
Examples of collaborative initiatives for our workplace and patient care



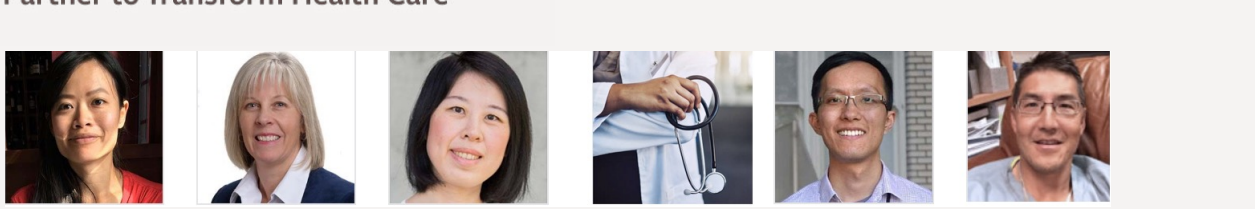
QUALITY-FORWARD
Exceptional Quality, Safety & Value



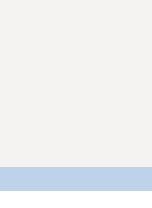
- **PHC Quality Improvement Showcase** annual event
- **Value-based Healthcare** socialization across PHC as a core principle of health care transformation and way to practice medicine at the New St. Paul's Hospital
- **Schwartz Rounds** to enhance compassion in care



LEARNING-FORWARD
Discover, Learn & Innovate for Impact



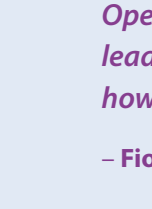
- **Innovarium 360°** - creation of an innovation ecosystem that fosters advancements in patient care
- **Ideas Forward** (one of 3 components of Innovarium 360°): a front door for medical staff to access support and guidance to carry out innovative ideas



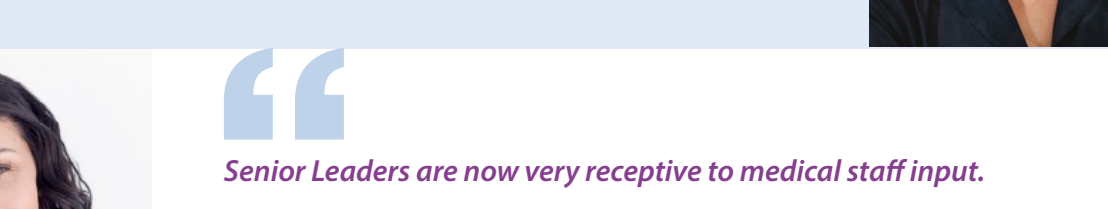
PEOPLE-FORWARD
Inspiring People & Teams



- **Organizational wellness plan for medical staff**, the first-of-its-kind
- **Quiet spaces** for Medical Staff to recharge
- **Inspiration and ideas:** guest speaker events



PARTNERSHIPS-FORWARD
Partner to Transform Health Care



- **Clinical orientation visits for medical staff** to other sites, services, and care models for their patients
- **Exploration of partnerships** with community services, including Kilala Lelum Community Clinic, to reduce patient barriers to care, and improve care transitions.

Examples of cross-pillar collaboration

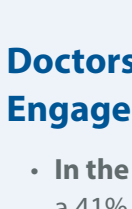
- **Indigenous Wellness and Reconciliation**
- **Value-based Health Care**
- **Planetary Health and Environmental Sustainability**

REFLECTIONS ON CHANGE



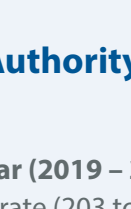
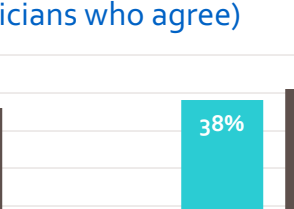
Since starting in 2019, the DYAD structure – and consistent commitment and support of the organization working with PASS – has enhanced relationships and collaboration between senior leaders and the medical staff to a degree not seen before at Providence.

– **Dr Julia Raudzus**, Psychiatrist – President of PHC-PASS



Open and honest dialogue between medical staff, staff, and leaders across the organization has made all the difference to how we move forward together.

– **Fiona Dalton**, President and CEO, Providence Health Care



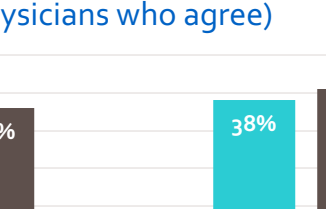
Senior Leaders are now very receptive to medical staff input. This structure has allowed us accessibility to Senior Leaders in a way I'd never experienced or seen before in my first decade on staff at PHC. I now feel comfortable emailing or stopping by the office of any one of our VPs or our CEO to chat about issues relevant to medical staff.

– **Dr Adrienne Melck**, General Surgeon – Consultant Lead, Quality Pillar (to March 2023)



We're seeing beyond the titles – and recognize we can drive change faster and more effectively by jointly developing and implementing solutions.

– **Deborah Mitchell**, PHC Chief Strategy Officer and VP, Governance



We have been able to stand in between and look at things objectively. We can be stewards for how the organization is meeting metrics laid out in strategic plan in relation to medical staff priorities.

– **Dr Vishal Varshney**, Anesthesiologist – Consultant Lead, People Pillar

"The two-way interface with senior leadership and medical staff has been one of the key benefits. One example has been the implementation of the medical staff wellness plan, and our pillar's involvement in its creation.

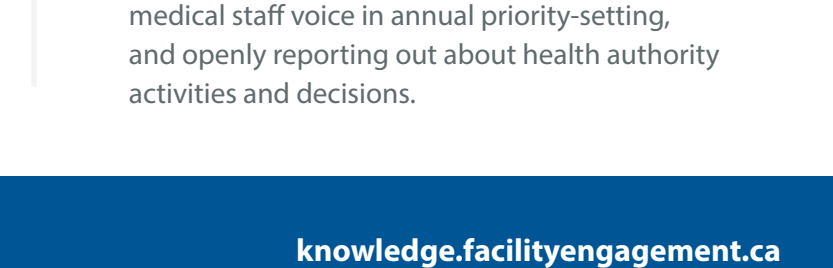
Through senior leadership support, we were able to address many medical staff concerns and develop a process and pathway to formally find solutions to these issues. The medical staff wellness plan is unique in its co-creation throughout Canada."

IMPACT: ON THE RIGHT TRACK

Doctors of BC Health Authority Engagement Survey

- **In the Pillar inaugural year (2019 – 2020):** a 41% increased response rate (203 to 286): the highest # of physicians weighing in on engagement processes.
- **Since Pillars were initiated (2019-2022)** the percentage of physicians that agree with two key engagement statements has increased.
- **While there is still more work to do** in response to the health authority engagement survey, we are trending in the right direction.

Senior leaders seek physicians' input when setting the health authority's goals (physicians who agree)



Senior leaders' decision-making is transparent to physicians (physicians who agree)

MOVING FORWARD: MORE WORK TO DO

Looping in with members to verify progress:

In 2022-23, PASS conducted extensive consultations with physicians to update its own strategic plan. Three themes emerged from their feedback about the strategic pillars:

- 1 Support for the Pillars to continue**, in alignment with the organization's mission.
- 2 More work is needed to connect the Pillars to practical day to day activities/ concerns of medical staff.**
- 3 Medical staff would like more direct involvement in the Pillar work.**

PASS, the Pillar teams and Providence leaders are responding to this feedback by continuing to refine Pillar approaches and activities, increasing opportunities for greater two-way communication and transparency.

WHAT ARE KEY FACTORS FOR OUR SUCCESS?

- ✓ The **Pillar structure and processes** that enables medical staff to communicate and collaborate with each other, and with the health authority.
- ✓ A **CEO and executive team** who value and take seriously the **contributions of physicians** in plans, activities and problem-solving.
- ✓ A **dedicated effort** by PHC-PASS and the health authority to have physicians align their workplace and patient care priorities with its 7-year strategic plan.
- ✓ **Senior health authority leaders living up to their commitment to engage deeply:** consistently showing up to build relationships, engage, and communicate with medical staff through the pillars, and directly through many other opportunities.
- ✓ **Continued and growing efforts** by senior health authority leaders to **improve transparency:** inviting physicians to the tables, involving the medical staff voice in annual priority-setting, and openly reporting out about health authority activities and decisions.