



**VANCOUVER PHYSICIAN STAFF ASSOCIATION
BOARD OF DIRECTORS' REPORT
APRIL 1, 2018 – JUNE 30, 2019**

**FACILITY ENGAGEMENT AT VGH, UBC HOSPITAL, G.F. STRONG
REHABILITATION CENTRE, AND VANCOUVER COMMUNITY**

CONTENTS

PRESIDENT’S REPORT	1
TREASURER’S REPORT	2
VPSA ENGAGEMENT WORKING GROUP	4
MAJOR ACTIVITIES	5
ENGAGEMENT: WHAT WE ARE DOING.....	9
Examples of VPSA-Funded Projects	10
STRATEGIC GOALS FOR 2019/20.....	11
Strategic Pillar 1	11
Strategic Pillar 2	11
Strategic Pillar 3	11
FINANCIAL STATEMENTS: March 31, 2019	12
FINANCIAL STATEMENTS: June 30, 2019	17



Dr. Simon Rabkin,
President, VPSA

PRESIDENT'S REPORT

The Vancouver Physician Staff Association and its members have taken significant steps forward in engaging physicians over this reporting period and I am optimistic that we have also entered a new and positive phase with VCH leadership. There is no doubt that many challenges remain as we work to build relations with our 1,900 members who work at Vancouver Acute and Vancouver Community sites. Overcoming our size and attracting time-crunched physicians to join our working groups is no easy task. We were pleased to welcome Dr. York Hsiang as VPSA's new managing director. He has made engaging as many members as possible a top priority as well as ensuring the physician voice is recognized and is impactful at various levels of our Vancouver Community of Care organization.

I believe our events have provided new energy and momentum to improve health care, by putting forward the physician voice. Our event with Dr. Stephen Swensen, professor emeritus at the Mayo Clinic and a senior fellow at IHI, was a personal highlight. Dr. Swensen presented to both frontline physicians and health authority leaders and his message resonated so well that VCH brought him back to speak at its inaugural leaders' conference. A physician engagement plan was identified in this initiative and is a strategic element in fulfilling VCH's new vision.

We took significant steps to bringing the physician voice to the table at two VPSA-VCH working breakfasts during which we developed an engagement framework that we are now implementing. This has also strengthened relations between physicians and administrators. We have championed the interaction of physician leaders with operations leaders, which in some situations has created dyads that have increased physician input into decision making.

We have spoken at medical advisory committees in order to ensure a spirit of physicians working towards a meaningful process for improvements in medical care. We have advanced the notion that evaluation of medical leaders benefits the development of



leaders in VCH.

We have hosted events that have led VCH to incorporate programs within its structure to address such issues as physician wellness, equity, and inclusion. Furthermore, we recruit members to participate in these committees as well as on the VPSA Clinical & Systems Transformation (CST) Committee. We have collaborated with the health authority on several CST initiatives. We have hosted events to encourage women physicians who would like to enter leadership positions. We plan to continue to develop and host important events.

We have made great progress on realizing the new Physician Hub for Engagement and Wellness (PHEW) at VGH. VCH leadership was very supportive of providing us with a space to re-energize. The PHEW was identified early on by VPSA members as a top priority. As with all initiatives in large institutions, it took time to accomplish this impressive space. I am especially pleased to know it opened during my mandate as your president and that the feedback from physicians has been very positive.

In summary, it has been a great year for the Vancouver Physician Staff Association. It could not have been accomplished without the work of our members and the help of our support staff. We welcome more of our members to get involved with the association, which I can attest will be personally gratifying as well of benefit to our physician community.



TREASURER’S REPORT

The 2019 Physician Master Agreement has secured ongoing funding for the VPSA with Vancouver Acute having available funding of \$850,000 for fiscal year 2019-2020. Our liaison with the SSC has kept us abreast of recently mandated changes in this evolving landscape of physician collaboration with health authorities and we have been successful in complying with funding requirements. We are pleased to report that in our most recent review from the SSC it stated our “activities are aligned with the objectives of the MOU and the society’s finances are properly managed in accordance with FEI policies. Funds are spent responsibly and available resources (FEL, funding guidelines,

provincial office supports) are consulted to ensure that spending is done within the guidelines.”

Regarding our spending, for the fiscal year ending March 31, 2019, VPSA spent \$1,075,066 and another \$145,809.80 for the first quarter of fiscal 2019/2020.

A major shift in the distribution of funds commenced in April 2019 with a move away from outside contractors to salaried employees to reflect our staff’s working relationship with the society. These employees include our initiative and project managers, and an administrative assistant. Outside contractors going forward are primarily our managing director, communications consultant, bookkeeper, and accountant.

Large expenditures in the last fiscal year included a one-time lump sum contribution to the Physician Hub for Engagement and Wellness (\$120,000), diversity and inclusion initiatives, leadership conferences, and presentations by invited speakers. Going forward the VPSA has allocated significant funds for PLI courses, leadership conferences, PLQI-VPSA projects, and physician participation on VCH committees (Diversity, Equity and Inclusion and the Physician Wellness Steering Committee).

Significant opportunities for advancing collaboration, physician wellness, and improving clinical care for members include our Engagement Accelerator projects (\$20K per project) and our Small Steps, Big Idea funding (\$5K per project).

The FEMS mobile app continues to provide physicians with a quick method of documenting participation in VPSA-funded activities with easy cross-referencing of submissions with activities, ensuring appropriate fiscal oversight.

A new treasurer will be taking over in December 2019 and I thank the membership for allowing me to serve in this capacity for the last 10 months.

VPSA ENGAGEMENT WORKING GROUP*

The Engagement Working Group functions as a steering committee for the association and helps guide VPSA activities.

Dr. York Hsiang, Chair, *Surgery*

Dr. Marthe Charles, *Medical Microbiology*

Dr. Marshall Dahl, *Endocrinology*

Dr. Derry Dance, *Physical Medicine and Rehabilitation*

Dr. Alison Harris, *Radiology*

Dr. Emile Joos, *Surgery-Trauma*

Dr. Junella Lee, *Community Family Practice*

Dr. Haseena Majeed, *Hospitalist and Palliative Care*

Dr. Hiram Monk, *Psychiatry*

Dr. Emily Pang, *Radiology*

Dr. Ryan Paterson, *Urology*

Dr. Simon Rabkin, *Cardiology*

Dr. Andrea Townson, *Physical Medicine and Rehabilitation*

Dr. Stephen Van Gaal, *Neurology*

Dr. Sophia Wong, *Pathology*

Dr. Titus Wong, *Medical Microbiology and Infection Control*

Dr. Lesley Wood, *Community Family Practice*

Dr. Bob Woollard, *Community Family Practice*

* *Members as of November 2019*

MAJOR ACTIVITIES

- APRIL 2018**
- VCH General Legal Counsel Steven Tam discusses the challenge of balancing privacy rules with technology at the VPSA Breakfast with Leaders series
 - Dr. Faisal Khosa delivers a talk on the art and science of leadership
 - Small Steps, Big Idea project funding launches
 - Joint VPSA/MSA Townhall event where physicians are surveyed about must-have features and characteristics for a VGH physician hub

- MAY 2018**
- VCH Chief Information Officer Ron Quirk updates physicians on the health authority’s plans for technology at the VPSA Breakfast with Leaders session
 - Dr. Himat Vaghadia presents a wellness session on an evidence-based approach to improving physician resiliency
 - VPSA hosts an engagement networking event and seeks input on future wellness and community building events as well as the VGH physician hub



Dr. Himat Vaghadia is a strong proponent of wellness.

- JUNE 2018**
- VPSA Breakfast with Leaders series welcomes VCH Executive Director, Quality and Patient Safety & Infection Prevention and Control, Allison Muniak
 - As part of VPSA’s Unique Lives in Medicine series, Dr. Bob Woollard talks about his work helping create Nepal’s Patan Academy of Health Sciences
 - VPSA holds its first New Physician Meet & Greet event

- SEPT 2018**
- VCH COO, Vancouver Acute, Vivian Eliopoulos meets with physicians at the VPSA Breakfast with Leaders session
 - Dr. Meghan Grant speaks of her work as an emergency physician and a competitive cyclist at the VPSA Unique Lives in Medicine series
 - VPSA welcomes new physicians at its second Meet & Greet event
 - VPSA members honour their significant supporters at a special networking evening at UBC’s Beaty Biodiversity Museum



From left: Dr. York Hsiang, Vivian Eliopoulos; Dr. Simon Rabkin at the September Breakfast with Leaders session.

OCT 2018

- VCH President and CEO Mary Ackenhusen returns as the VPSA Breakfast with Leaders guest, this time at G.F. Strong Rehabilitation Centre
- Dr. Esta Bovill champions the benefits of preparation, stamina and a support team at the VPSA Unique Lives in Medicine series
- VPSA launches Engagement Accelerator project funding



Dr. Esta Bovill competing in the grueling Marathon des Sables.

NOV 2018

- At the VPSA Breakfast with Leaders series Vancouver Community leaders Laura Case and Dr. Rolando Barrios discuss priorities and challenges bringing health services to the patients
- Dr. Joanna Mereu talks about her work with the Nepalese Spinal Cord Collaboration as part of the VPSA Unique Lives in Medicine series
- VCH and Vancouver Acute leaders and VPSA physicians gather for a special two-hour breakfast working session focusing on the engagement spectrum

DEC 2018

- Dr. Marcel Dvorak, VCH’s associate senior medical director, is the last guest of 2018 for the Breakfast with Leaders series

JAN 2019

- Deputy Minister of Health Stephen Brown is the first Breakfast with Leaders guest in the new year
- Renowned physician engagement specialist Dr. Stephen Swensen is our keynote speaker. He makes several presentations on the topic of reconnecting with meaning and purpose
- VPSA hosts an Appreciative Inquiry into meaningful leadership opportunities for women physicians
- VPSA members attend a workshop on insurance coverage for physicians



Deputy Minister of Health Stephen Brown.

FEB 2019

- New and seasoned VPSA members gather to welcome the latest physicians to join the Vancouver Community of Care at our Meet & Greet
- VCH Board of Directors’ member Dr. Margaret McGregor speaks about how she works to influence the system at our Breakfast with Leaders series
- VPSA hosts a family event for members: a private screening of *The Lego Movie 2: The Second Part*
- Executive management coach Chris Obst leads a Managing Your Energy workshop
- Infectious disease specialist Dr. Jan Hajek talks about his work overseas with Doctors Without Borders at our monthly Unique Lives in Medicine series



Chris Obst leading the Managing Your Energy workshop.

MAR 2019

- Physicians build connections at our Medical Leadership for Women Networking Event
- VPSA’s Breakfast with Leaders series welcomes Dr. Patricia Daly, VCH’s chief medical officer



Physicians attending the Medical Leadership for Women Networking Event.

APRIL 2019

- The Breakfast with Leaders session heads to UBC Hospital with VCH President and CEO Mary Ackenhusen as the guest speaker
- A joint meeting of VCH leaders and VPSA members results in the adoption of a framework to advance effective engagement between physicians and administrators
- VPSA members gather for a second Appreciative Inquiry to identify and overcome barriers preventing women physicians from assuming more leadership roles in VCH Vancouver Acute and Vancouver Community
- VCH psychiatrist and program physician for Doctors of BC’s Physician Health Program Dr. Peter Gibson leads a VPSA wellness workshop on the healthy mind platter



Dr. Margaret McGregor at a VPSA Appreciative Inquiry event.

MAY 2019

- VCH Executive Director, Physician Engagement and Contract Strategies, Michael Ducie meets talks with VPSA members attending this month’s Breakfast with Leaders session regarding compensation systems
- Emergency physician Dr. Paul Huang talks about his experiences travelling to China with other Education, Medical Aid and Service team members at the VPSA Unique Lives in Medicine series

JUNE 2019

- In a special Breakfast with Leaders session for Vancouver Community physicians, VCH CEO Mary Ackenhusen speaks at Three Bridges Community Health Centre



VCH CEO Mary Ackenhusen meets with Vancouver Community physicians.

ENGAGEMENT: WHAT WE ARE DOING

We believe we can create the best place to work and provide the best patient care in the community and in the hospitals where we practice.

VPSA members have long prioritized the need for a space where physicians can connect, collaborate, and interact comfortably. VPSA has worked closely with VCH leaders to create such a space at VGH; work on the Physician Hub for Engagement and Wellness (PHEW) is well underway and will open officially in September 2019.

To engage with VCH leadership, we coordinate a monthly Breakfast with Leaders series. Over this reporting period, we welcomed several guests including Deputy Minister of Health Stephen Brown. VCH President and CEO Mary Ackenhusen attended sessions at GF Strong, UBC Hospital, and in Vancouver Community.

We recognize that our members are more than physicians and they give back to their communities in multiple ways. Our Unique Lives in Medicine lunch series showcases this, and we were pleased to welcome Drs. Bob Woollard and Joanna Mereu who spoke separately about their work in Nepal, and Dr. Paul Huang who works in China with the Education, Medical Aid and Service organization. Dr. Faisal Khosa provided background on his expertise in the art and science of leadership, while Dr. Jan Hajek shared his experiences with Doctors Without Borders. Elite athletes Drs. Meghan Grant and Esta Bovill talked about their experiences.

Physician wellness is a hot topic with our members and VPSA offered several workshops and presentations on the subject including hosting Dr. Stephen Swensen as a keynote speaker. To support our members, we worked with VCH to create a Physician Wellness Steering Committee to assess levels of wellness and burnout as well as to identify the causes of burnout, why it exists, and to develop collaborative solutions.

A lot of energy was put towards identifying and overcoming barriers for women physicians interested in leadership positions. A number of appreciative inquiries were held along with PLI courses and a networking evening. An Appreciative Inquiry Report was produced and VPSA members were encouraged to participate on the newly formed VCH Diversity, Equity and Inclusion Committee.

Project funding is an important part of our work. In 2018/19, VPSA awarded 14 large projects and 10 small projects that improve physician engagement and create a more rewarding work experience for physicians at VGH, UBC Hospital, G.F. Strong and Vancouver Community. The criteria for projects included increasing physician engagement, wellness, and improving patients' and providers' experience of care.

Examples of VPSA-Funded Projects

Business Transformation Project for General Surgery

General surgery has traditionally been organized by surgical sub-specialty—a categorization that has not kept pace with modern movements of surgery toward complex, multidisciplinary interventions. With its Engagement Accelerator funding, physician leads Dr. Morad Hameed and Dr. Andrea MacNeill are working with a team to re-imagine the structure of general surgery into integrated practice units to correspond more closely with the problems and experiences of our patients and to empower surgeon-led, multidisciplinary, and holistic approaches to patient care.

VGH Simulation Event UIHHC Inter-Professional Team Development – Nurturing Collaboration Between Indigenous Elders & Primary Care Providers

This project aims to bring the Urban Indigenous Health and Healing Cooperative (UIHHC) primary care physicians, associated specialist physicians, Indigenous Elders and allied staff together for a series of team-building workshops. The primary objective is to co-create and enact a shared organizational model of care adapted to the care of Indigenous peoples. Additional objectives are to develop the knowledge, skills and relationships necessary to create a highly collaborative and effective primary care team linked to specialist support.



Interactive Webinars for Women in Medicine

This project will design and deliver six online workshop webinars where women from diverse areas of medicine will meet virtually to discuss relevant topics. The goal is to provide support and education for women physicians that enhance skills essential for success in an academic environment and that foster leadership. By building women’s skills and self-confidence, this initiative will enhance physician engagement by addressing some of the causes of disengagement as well as by promoting wellness and career satisfaction, and by encouraging women to take on leadership positions.

Emergency Department Consultation Guideline Initiative

This project aims to work with an established group of committed stakeholders from consultant groups to optimize the consultation interface in VGH’s Emergency Department. The group will identify systems and program gaps, inefficiencies, and redundancies, and develop quality improvement strategies/processes for consultation on ED patients. The initiative will improve patient care and workplace health by fostering collaboration and effective communication between the ED and consultant services.

STRATEGIC GOALS FOR 2019/20

Strategic Pillar 1

Work collaboratively with health authority leadership to optimize physician engagement.

Activities that support this pillar include senior leadership team meetings, Breakfast with Leaders sessions, operationalizing the engagement framework, encouraging VPSA members to participate on VCH committees, continuing to meet with VCH on the Physician Hub for Engagement and Wellness, holding townhall meetings, creating opportunities for members and VCH administrators to meet informally, and funding physician-led projects that improve relations with the health authority.

Strategic Pillar 2

Strengthen physician leadership

VPSA will advocate for medical leadership evaluation and host leadership courses (e.g. PLI, CMPA, monthly leadership seminars). We will advance the diversity, equity, and inclusion of medical leadership within the Vancouver Community of Care and VCH and fund a physician-led project designed to support women physicians who wish to become leaders. VPSA will host project charter meetings and work with PLQI on joint projects.

Strategic Pillar 3

Strengthen physician community across Vancouver Acute and Vancouver Community

Community building and wellness events will continue to be an important component of what VPSA offers members. We will continue to work with VCH on meet and greet events to welcome new physicians and we will work with the health authority on providing up-to-date onboarding resources to help streamline the orientation process. We will fund physician-led projects that create a greater sense of community.



FINANCIAL STATEMENTS: March 31, 2019

VANCOUVER PHYSICIAN STAFF ASSOCIATION

FINANCIAL STATEMENTS

MARCH 31, 2019

(Unaudited - See "Notice to Reader")

**Wong &
Associates** Chartered Professional Accountants



Wong & Associates Chartered Professional Accountants*

*practising through a professional corporation

NOTICE TO READER

On the basis of information provided by management, we have compiled the statement of financial position of **VANCOUVER PHYSICIAN STAFF ASSOCIATION** as at **MARCH 31, 2019** and the statement of operations for the year then ended.

We have not performed an audit or a review engagement in respect of these financial statements and, accordingly, we express no assurance thereon.

Readers are cautioned that these statements may not be appropriate for their purposes.

Vancouver, B.C.
July 9, 2019

Wong & Associates
Chartered Professional Accountants

The financial statements referred to above were compiled solely for use by **VANCOUVER PHYSICIAN STAFF ASSOCIATION** with whom Wong & Associates Chartered Professional Accountants has entered into a contract. There are no representations of any kind made by Wong & Associates Chartered Professional Accountants to any party with whom Wong & Associates Chartered Professional Accountants has not entered into a written contract.



VANCOUVER PHYSICIAN STAFF ASSOCIATION

**STATEMENT OF FINANCIAL POSITION
AS AT MARCH 31, 2019
(Unaudited - See "Notice to Reader")**

	March 31 2019	March 31 2018
ASSETS		
Current		
Cash	\$ 441,469	\$ 884,276
Goods and services taxes recoverable	24,219	6,010
	\$ 465,688	\$ 890,286
LIABILITIES		
Current		
Accounts payable and accrued liabilities	\$ 24,689	\$ 11,722
Deferred revenue	440,999	878,564
	\$ 465,688	\$ 890,286

Approved on Behalf of the Board:

_____ Director

_____ Director

The basis of measurement and the disclosures in these financial statements are not necessarily in accordance with Canadian generally accepted accounting principles.

The accompanying notes are an integral part of these financial statements.

**Wong &
Associates** Chartered Professional Accountants



VANCOUVER PHYSICIAN STAFF ASSOCIATION

**STATEMENT OF OPERATIONS
FOR THE YEAR ENDED MARCH 31, 2019
(Unaudited - See "Notice to Reader")**

	March 31, 2019		March 31, 2018	
Revenue from Specialist Services Committee	\$ 1,075,066	100 %	\$ 442,908	100 %
Expenses				
Members time	328,200	32 %	264,793	60 %
Administration	326,263	30 %	129,186	29 %
Meeting expenses	143,095	13 %	39,919	9 %
Physician hub upgrade	120,000	11 %	-	- %
Physician members professional development	100,600	9 %	557	- %
Governance compensations	35,242	3 %	6,209	1 %
Consultants, facilitators and speakers fees	21,666	2 %	2,244	1 %
	1,075,066	100 %	442,908	100 %
Revenue over Expenses being Net Assets at End of the Period	\$ -		\$ -	

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VANCOUVER PHYSICIAN STAFF ASSOCIATION

**STATEMENT OF OPERATIONS
FOR THE YEAR ENDED MARCH 31, 2019
(Unaudited - See "Notice to Reader")**

	March 31, 2019		March 31, 2018	
Revenue from Specialist Services Committee	\$ 1,075,066	100 %	\$ 442,908	100 %
Expenses				
Members time	328,200	32 %	264,793	60 %
Administration	326,263	30 %	129,186	29 %
Meeting expenses	143,095	13 %	39,919	9 %
Physician hub upgrade	120,000	11 %	-	- %
Physician members professional development	100,600	9 %	557	- %
Governance compensations	35,242	3 %	6,209	1 %
Consultants, facilitators and speakers fees	21,666	2 %	2,244	1 %
	1,075,066	100 %	442,908	100 %
Revenue over Expenses being Net Assets at End of the Period	\$ -		\$ -	

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The accompanying notes are an integral part of these financial statements.

**Wong &
Associates** Chartered Professional Accountants



FINANCIAL STATEMENTS: June 30, 2019

VANCOUVER PHYSICIAN STAFF ASSOCIATION

FINANCIAL STATEMENTS

JUNE 30, 2019

(Unaudited - See "Notice to Reader")

**Wong &
Associates** Chartered Professional Accountants



Wong & Associates Chartered Professional Accountants*

*practising through a professional corporation

NOTICE TO READER

On the basis of information provided by management, we have compiled the statement of financial position of **VANCOUVER PHYSICIAN STAFF ASSOCIATION** as at **JUNE 30, 2019** and the statement of operations for the quarter then ended.

We have not performed an audit or a review engagement in respect of these financial statements and, accordingly, we express no assurance thereon.

Readers are cautioned that these statements may not be appropriate for their purposes.

Vancouver, B.C.
September 10, 2019

Wong & Associates
Chartered Professional Accountants

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VANCOUVER PHYSICIAN STAFF ASSOCIATION

**STATEMENT OF FINANCIAL POSITION
AS AT JUNE 30, 2019
(Unaudited - See "Notice to Reader")**

	June 30 2019
ASSETS	
Current	
Cash	\$ 278,872
Goods and services taxes recoverable	25,931
Prepaid expenses	105
	\$ 304,908
LIABILITIES	
Current	
Accounts payable and accrued liabilities	\$ 9,884
Deferred revenue	295,024
	\$ 304,908

Approved on Behalf of the Board:

_____ Director

_____ Director

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**Wong &
Associates** Chartered Professional Accountants



VANCOUVER PHYSICIAN STAFF ASSOCIATION

**STATEMENT OF OPERATIONS
FOR THE QUARTER ENDED JUNE 30, 2019
(Unaudited - See "Notice to Reader")**

	June 30, 2019	
Revenue from Specialist Services Committee	\$ 145,971	100 %
Expenses		
Administration	76,656	53 %
Members time	33,124	24 %
Consultants, facilitators and speakers fees	13,333	9 %
Meeting expenses	11,831	8 %
Governance compensations	6,378	4 %
Physician members professional development	4,649	3 %
	145,971	100 %
Revenue over Expenses being Net Assets at End of the Period	\$ -	

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**Wong &
Associates** Chartered Professional Accountants



VANCOUVER PHYSICIAN STAFF ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS
JUNE 30, 2019
(Unaudited - See "Notice to Reader")

1. Purpose of the Organization

The Vancouver Physician Staff Association was incorporated in August 2016 under the Societies Act of British Columbia. Its purpose is to support the improvement of physician engagement within the Vancouver General Hospital, UBC Hospital and GF Strong Rehab Centre.

2. Significant Accounting Policies**Revenue Recognition**

The Association follows the deferred method of accounting for revenues. Restricted funding is recognized as revenue in the year in which the related expenses are incurred. Unrestricted funding is recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Deferred revenue consists of government funding received during the period that has not been spent on approved expenditures at the end of the period and is not required, per the terms of the agreement, to be refunded to the Specialist Services Committee "SSC" at the end of the period.

3. Remuneration of Directors, Employees and Contractors

On November 28, 2016 the new British Columbia Societies Act came into force. Included in the new Act is a requirement to disclose the remuneration paid to all directors, the ten highest paid employees and all contractors who are paid at least \$75,000 annually.

During the quarter the Association had no individual whose remuneration was at least \$75,000. For the fiscal year ended March 31, 2019 two individuals whose remuneration during the year was at least \$75,000. Total amount paid to the Directors of the Association for Governance was \$6,378 for the quarter and \$35,242 for the fiscal year ended March 31, 2019.

4. Comparative figures

Certain of the March 31, 2019 figures provided for the purpose of comparison have been reclassified to conform with the classifications used in the current quarter.



\$328K
Sessional payments to members working to enhance engagement

\$100K
Invested in enhancing physician leadership skills

“Engagement is the antipode to burnout; it connects us to meaning and purpose. Sometimes we lose sight and have to be reconnected to our purpose.”
 – Keynote speaker Dr. Stephen Swensen



Funded and collaborated on
2
VCH Steering Committees (Diversity, Equity and Inclusion in Physician Leadership and Physician Wellness)

Physician voices
“We want to see a future where women and men physicians are working together and equally in strong leadership roles at VCH for the very best for our staff, our patients, and their families. VPSA will continue to work with VCH towards this goal.”
 - Dr. Lynn Straatman

513
Attendees at VPSA events

Organized engagement events at UBC Hospital, Vancouver General Hospital, GF Strong Rehabilitation Centre, and in Vancouver Community.



93.4%
Attendees who would recommend VPSA events to a colleague

**CONNECT
 COLLABORATE
 CARE**