



# VANCOUVER PHYSICIAN STAFF ASSOCIATION BOARD OF DIRECTORS REPORT – DECEMBER 2018

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



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Dr. Simon Rabkin,  
*President, VPSA*

## PRESIDENT’S REPORT

This was a tremendous year for the Vancouver Physician Staff Association (VPSA). Building on feedback from our members, we were able to establish priorities for physician engagement at VGH, UBC Hospital, G.F. Strong Rehabilitation Centre and Vancouver Community and take important steps towards making these a reality. By engaging our members in a number of ways that help build collegial relationships, we are helping physicians identify issues that matter most to them. We work together to address these priorities and support activities that foster a more connected, collaborative and caring community.

Our goal is to create a culture where physicians and health care leaders work together to share knowledge and make informed decisions that can improve patient care, the physician experience, and the cost effectiveness of the health care system. We will know we have succeeded when physicians in our community enjoy a sense of belonging and we have meaningful representation to better serve our patients, our community of physicians, and VCH.

Over the past year and a half, we awarded over \$250,000 to support physician-led projects. We launched several events series including Breakfast with Leaders, Wellness, and Unique Lives in Medicine. We also hosted two networking events and a town hall meeting during which members voted on priorities for improving physician collaboration and collegiality. A top VPSA priority emerging from this process was the need for a physician hub for engagement and wellness at VGH—a goal we are working towards. Via a facilitated session, the Engagement Working Group (EWG) developed our [VPSA Facility Engagement Playbook](#) to ensure we stay focused on our goals. This was particularly important as we shifted the role of the original EWG to that of a steering committee, while we created a number of other committees to support our work. We were keenly

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aware that all the committees should be guided by the same playbook.

I would like to give special thanks to Dr. Marshall Dahl, who served as VPSA’s president and co-chair from its inception in 2016 and from whom I took over in December 2017. And, I would be remiss if I did not thank my VPSA co-chair, Dr. Lyne Filiatrault, for her tireless dedication to physician engagement.



From left: Dr. Lyne Filiatrault (VPSA co-chair); Dr. Noa Mallek (secretary-treasurer); Dr. Marshall Dahl (past president); Dr. Ryan Paterson (vice president); Dr. Simon Rabkin (president and VPSA co-chair); and Jennifer Laxamana (administrative support).



Dr. Lyne Filiatrault,  
Co-chair, VPSA

## CO-CHAIR’S REPORT & FAREWELL

What a journey! We officially launched the VPSA Facility Engagement Initiative back in October 2016. Over 70 physicians braved the wind storm and rain to attend our Blusson kickoff. This was the first of several events that helped us understand what matters to you, our members. We quickly landed on our motto: Connect, Collaborate, Care. This has been our driver to ensure we stay focused on our ultimate goal: physicians in our community will enjoy a sense of belonging with meaningful representation that better serves our patients, our community of physicians, and VCH.

The last two years, or Phase 1, have been all about creating our VPSA physician community so we can speak with a unified voice. With 1,900 members spanning Vancouver Community, VGH, UBC Hospital, and GF Strong Rehabilitation Centre, not to mention all our tribes or subspecialties, this has been challenging. Our biggest boulders have been proving ourselves to you and VCH’s leadership, overcoming our size, and, most importantly, the scarcest resource of all, your time.

In the coming year, we will continue to focus on reaching out to more members and building bridges across our silos. However, it is clear based on our poor results in the 2018 Health Authority Engagement Survey that this is not enough. We need to turn our attention to Phase 2: engaging with VCH leadership. Our physician voice needs to be at the table so that we can influence decisions that matter to us, our patients, and our workplace. Just like we learned in clinical practice that “doing to” is not good enough, there needs to be a shift in leadership decision-making to “doing with.”

On November 30, 54 VCH and medical leaders as well as front-line physicians participated in a facilitated breakfast focused on developing a shared language around the engagement spectrum. In 2019, informing and consulting are not enough. We need to move to

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involving and collaborating if we are to create a high performing health care organization ready to face the challenges that lie ahead with CST implementation, the Primary Medical Home, and, most importantly, creating a sustainable health care system for all.

I am cognizant that the VPSA leadership style that got us here today is not the same style that will get us there. It is with a heavy heart that I am announcing that I will be stepping down at the end of March 2019. The board is already working on succession planning and ensuring a smooth transition will be important to safeguard that all the hard work of the last few years is not unraveled.

It has been an honour and a privilege to serve you, our members. I want to thank all of you who have helped me, encouraged me, and supported me to lead this initiative. I particularly want to thank my husband who has been my rock during this journey. Finally, none of our accomplishments would have been possible without all our dedicated VPSA staff. Thank you!

## VPSA TEAM

Belinda Chen  
*SSC Facility Engagement Liaison*

Johnathan Bryce  
*Administrative Assistant*

Jill Lunde  
*Communications Lead*

Sarb Tatla-Low  
*Initiative Manager*

Lina Abouzaid  
*Engagement Projects Manager*

Jennifer Laxamana/Frances Perry  
*Vancouver Coastal Health Administrative Support*

Andrew Pinfeld  
*Initiative and Project Manager*

CONTACT: [vpsa@ourvancouver.msa.ca](mailto:vpsa@ourvancouver.msa.ca)



Dr. Noa Mallek  
Treasurer, VPSA

## TREASURER’S REPORT

Much has happened since our December 11, 2017 AGM. VPSA Facility Engagement activities and events have really gathered momentum, and thus our rate of expenditure has also increased. For the fiscal year ending March 31, 2018, we spent \$442,908 and another \$193,079 for the first quarter of 2018/19, which ended June, 30 2018. The expenses are broken down in the pie charts on the following page.

We are still well within our available accumulated funding: \$500,000 for 2016-2017 and \$850,000 for 2017-2018.

On March 6 2018, our VPSA co-chair, Dr. Lyne Filiatrault, and Vancouver Acute’s COO, Vivian Eliopoulos, made a presentation at the SSC Site Reporting & Review Process hosted by Doctors of BC. They were successful in obtaining another full year of funding of \$850,000 for 2018-2019. The SSC Site Reporting and Review’s feedback letter indicated it is pleased with VPSA accomplishments to date but also strongly encouraged hiring a full-time projects manager to support our physician project leaders. I am happy to report that we are now fully staffed.

With the ongoing 2019 Physician Master Agreement Plan negotiation’s uncertainty, the 2018-2019 funding allocation was actually put in reserve for the VPSA. At the end of July 2018, the SSC announced its carryover policy for 2019/2020. The policy guarantees VPSA full funding for 2019-2020, thus removing the uncertainty for our staff and allowing for easier planning and budgeting. The policy does, however, stipulate that there will be no carryover of any untransferred funds for fiscal 2018-2019. This new rule has contributed to the early rollout of many of our budgeted activities during this fiscal year. Thanks to a full complement of staff, we have been able to mobilize quickly.

Challenges ahead include the yet-to-be determined 2019 Physician Master Agreement, the difficulty arising from the inability to retain remaining funding from year to year, and any unexpected staffing turnover.

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## VPSA ENGAGEMENT WORKING GROUP\*

Dr Lyne Filiatrault, *EWG Chair*

Dr. Marthe Charles, *Medical Microbiology*

Dr. Marshall Dahl, *Endocrinology*

Dr. Derry Dance, *Physical Medicine and Rehabilitation*

Dr. Junella Lee, *Community Family Practice*

Dr. Noa Mallek, *Ophthalmology*

Dr. Emily Pang, *Radiology*

Dr. Ryan Paterson, *Urology*

Dr. Simon Rabkin, *Cardiology*

Dr. Lynn Straatman, *Cardiology*

Dr. Nicole Todd, *Obstetrics and Gynaecology*

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. Bob Woollard, *Community Family Practice*

\* As of December 2018

## VPSA FACILITY ENGAGEMENT PLAYBOOK

On October 4, 2017, the Engagement Working Group participated in a facilitated session to develop our VPSA Facility Engagement Playbook. Unlike the usual mission, vision and values statements that seem to get so quickly forgotten, VPSA’s EWG wanted a live document that would act as our litmus test to ensure all we do and stand for are aligned and take us closer to our ultimate goal of Connect-Collaborate-Care.

### Why do we exist?

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.

### How do we act?

We act with passion, respect, and shared accountability.

### What do we do?

We build collegial relationships and identify what matters most to our members and work with them to address these priorities and support activities that foster a more connected, collaborative, and caring community.

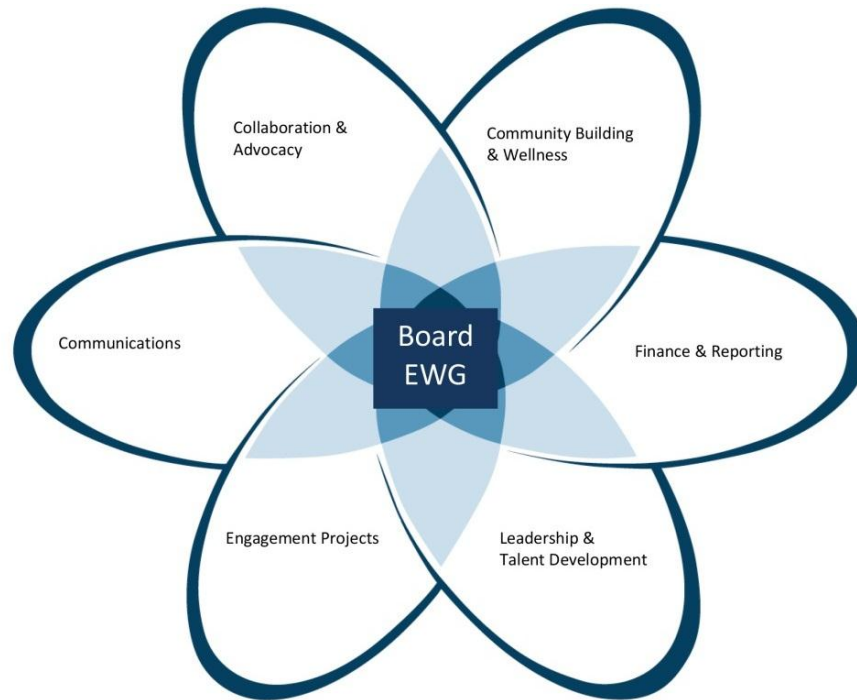
### How will we succeed?

We will know we have succeeded when physicians in our community enjoy a sense of belonging with meaningful representation that better serves our patients, our community of physicians, and VCH.

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## COMMITTEE REPORTS



### Collaboration & Advocacy

This committee represents members’ issues of importance to health authority decision-makers and, upon request by the health authority, provides input on VCH policies, planning, decision making and representation on committees and quality improvement projects. The committee acts as an advocate for the medical staff on issues that matter to our physicians, their workplace and their patients.

#### Major Accomplishments

- Collaborated with members and VCH leadership on the need for a physician hub for engagement and wellness at VGH
- Finalized committee’s terms of reference
- Developed VPSA/MSA Physician Engagement Charter
- Launched Breakfast with Leaders series, which offers VPSA members and VCH leaders opportunities to discuss issues of concern and helps develop a shared understanding of challenges for physicians and leaders
- Identified the need for membership learning opportunities regarding advocacy, leadership and talent development, and communications
- Established monthly Senior Leadership Team meetings with Vancouver Acute

#### Challenges

- Bridging silos and developing a unified physician “voice”

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- Achieving representation from all sites (VGH, UBC Hospital, G.F. Strong) and Vancouver Community
- Broadening representation across departments/divisions to determine issues of concern, priorities, and advocacy goals
- Pushing for VPSA representation on VCH, Vancouver Acute, and Vancouver Community committees where issues that matter to or affect our physicians are being discussed

### 2019 Plans

- Complete strategic planning for VGH physician hub for engagement and wellness
- Complete phase 1 of VGH physician hub
- Offer talent and leadership development training that supports engagement and advocacy
- Advocate for physicians without offices at VGH
- Establish a process to receive and review requests for physician representation on VCH, Vancouver Acute and Vancouver Community committees to ensure a physician voice is at the decision-making table early on to advocate for our members and VPSA priorities.
- Continue Breakfast with Leaders series
- Work with VCH leadership to collaborate on joint physician engagement priorities



Dr. Paul Huang votes at a VPSA "dotmocracy" event.

## Communications

The Communications Committee ensures appropriate and timely communications with members about events, project submissions, leadership training opportunities, and other Facility Engagement Initiative (FEI) milestones and activities.

### Major Accomplishments

- Created Campaign Monitor templates and sent regular email updates
- Developed and launched our website (ourvancouvermsa.ca)
- Promoted VPSA activities pre- and post-event

### Challenges

- Driving traffic to the new website and keeping the site up to date
- Developing a social media policy and strategy

### 2019 Plans

- Continue to distribute timely information to members

- Continue to promote VPSA activities
- Maintain website and add new sections as needed

## Community Building & Wellness

This committee focuses on building the VPSA physician community via networking events and through a focus on wellness and physician resiliency-building activities that are of interest to our members. VPSA realizes that developing our community at work is important to be able to advocate as “one voice” and in supporting our members in a profession with a burnout rate of 30 per cent or more.

### Major Accomplishments

- Launched Unique Lives in Medicine series, a showcase of what VPSA members do in their “spare” time
- Supported an eight-week Mindfulness Based Stress Reduction program for physicians and partners
- Offered wellness themed workshop lunches and resiliency themed dinner
- Coordinated several networking events including our first annual “Celebrate Your Supporter” evening



Dr. Esta Bovill competing in the Marathon des Sables. Dr. Bovill was a speaker at the Unique Lives in Medicine series.

### Challenges

- Increasing attendance at events
- Identifying a committee chair

### 2019 Plans

- Continue to offer successful event streams
- Plan and execute family- and kid-friendly community building events
- Use outreach and member input to plan and execute further events and activities

## Finance & Reporting

The Finance & Reporting Committee works with the VPSA co-chair to provide leadership and oversight to VPSA staff with respect to yearly budgeting, review of the financial statements, and reporting of the Facility Engagement Initiative to the Specialist Services Committee. This includes budget planning and forecasting as well as financial reporting.

### Major Accomplishments

- Hired Wong & Associates, Chartered Professional Accountant
- Created accounting process, roles and duties for Facility Engagement Management Software (FEMS) and QuickBooks
- Created FEMS and VersaPay policy for physician claims (three reminders for a physician to submit a claim and sign up for e-transfer)
- Assisted with SSC Site Reporting & Review process

- Created and revised budget for April 1, 2018 to March 31, 2019 based on new SCC Carryover Policy
- Reviewed and approved March 31, 2018 Year-End and June 30, 2018 Interim Financial Statements

**Challenges**

- Uncertainty regarding the 2019 Physician Master Agreement
- With a new co-chair, staffing levels may need to change

**2019 Plans**

- Review and approve Q2 Financial Statements
- Monitor budget and revise plans as required prior to fiscal year end of March 31, 2019
- Create budget for April 1, 2019 to March 31, 2020 fiscal year

**Onboarding**

The Onboarding Committee was created to help new physicians feel welcomed and supported as they start their career and join our VPSA physician community.

**Major Accomplishments**

- Identified need for an orientation manual and began working on it
- Urged VCH to improve its application and credentialing processes
- Organized two welcoming events for new physicians, both of which were well received
- Created a buddy system

**Challenges**

- Identifying support levels for onboarding new physicians across various departments and divisions
- Changing physicians’ culture from that of joining one department to joining the VPSA physician community and Vancouver Coastal Health organization



From left: Drs. Sophia Wong, Audi Setiadi, and Marthe Charles at a VPSA Meet & Greet event.

**2019 Plans**

- Offer welcoming events three times a year (January, June, and September)
- Increase attendance at Meet & Greet events
- Finalize orientation manual

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- Coordinate buddy program
- Consider adopting a formal orientation process

## Engagement Projects

The Engagement Projects Committee develops the call for engagement project proposals, and provides oversight and support to funded project leads.

### Major Accomplishments

- Supported critical care physician lead in developing and implementing an ICU post-cardiac arrest protocol that minimizes hypoxic ischemic brain injury
- Supported VGH ED and Trauma disaster preparedness via three tabletop exercises in July and November 2017 and May 2018
- Funded ongoing physician spin classes at UBC Hospital
- Launched Small Steps, Big Idea project funding (up to \$5,000) with five projects funded to date
- Co-funded two physician-led quality improvement (PQI) projects
- Launched VPSA Engagement Accelerator project funding (up to \$20,000)



### Challenges

- Ensuring project workload is shared and project engages more than one individual
- Projects leads' capacity and time

### 2019 Plans

- Full-time project manager now available to provide support to project leads
- Focus on ensuring sustainability of projects once funding has ended

## EXAMPLES OF VPSA-FUNDED PROJECTS

### Physician Spin Classes

Many physicians do not prioritize their own health or time to socialize with colleagues. The result is many feel burned out and isolated. By funding twice weekly spin classes at UBC Hospital, VPSA is bringing physicians together for fitness and conversation.



### VGH Simulation Event

VGH teams came together in January 2018 for a unique and complex simulation event designed to gain insight into systems issues, team dynamics and crisis resource management during patient care. Funded in part by VPSA, this was the largest simulation event ever held within VCH and involved laboratory medicine, anesthesia, emergency medicine, trauma services, PACU and OR staff.



### eFit Technology Engagement Forum

Over 150 physicians, health care leaders and industry partners gathered for this forum organized by the engagement for Innovative Technologies (eFIT) Interest Group and funded in part by VPSA. The event was designed to bring people together to make connections and start conversations about technology in health care.



### Pre-Operative Optimization as a Component of Early Recovery After Surgery

A multi-disciplinary working group has developed educational materials provided to patients prior to major oncological surgery in order to identify and optimize high-risk patients in the weeks and months prior to their hospitalization. The team has also worked on enabling appropriate and easy referrals to the Perioperative Blood Management program, Endocrinology, or Internal Medicine Perioperative Consult Team, physiotherapy and/or dieticians for prehabilitation of patients while they are on the surgical waitlist.



# YEAR IN REVIEW

## Major Activities

**DEC 2017**

- VPSA physicians’ and VCH and Vancouver Acute leaders’ joint breakfast event helps establish connections and understand roles

**JAN 2018**

- VPSA Breakfast with Leaders series kicks off with VCH CEO Mary Ackenhusen
- VPSA funding supports eFIT Technology Engagement Forum
- VPSA funding supports VGH’s largest ever in situ multidisciplinary simulation event



From left: Dr. Marcel Dvorak, Dr. Marshall Dahl, and VCH VA COO Vivian Eliopoulos at a joint meeting.

**FEB 2018**

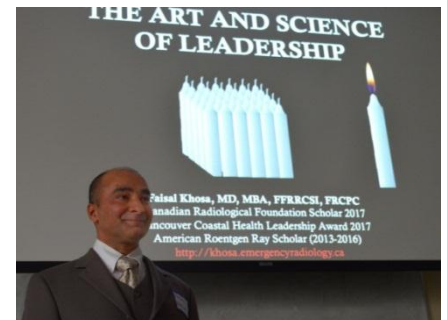
- VPSA Wellness luncheon series launches with guest Dr. Rahul Gupta speaking about mindfulness
- VCH Board Chair Kip Woodward is the guest at VPSA’s Breakfast with Leaders series

**MARCH 2018**

- VPSA Breakfast with Leaders series welcomes VCH Chief Financial Officer Glen Copping
- Dr. Rod Tukker is the inaugural speaker for VPSA’s Unique Lives in Medicine series with a presentation on climbing Mount Kilimanjaro with a Vancouver Downtown Eastside youth group

**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 Ideas project funding launches
- Joint VPSA/MSA Town hall event where physicians are surveyed about must-have features and characteristics for a VGH physician hub

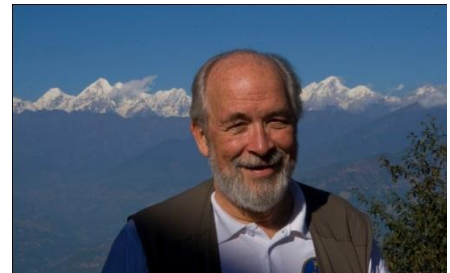


Dr. Faisal Khosa speaking at a Unique Lives in Medicine presentation.

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- 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

- 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



Dr. Bob Woollard in Nepal. Dr. Woollard was another Unique Lives in Medicine speaker.

- 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

- OCT 2018**
- VCH President and CEO Mary Ackenhusen returns as the VPSA Breakfast with Leaders guest, this time at G.F. Strong Rehabilitation Centre



G.F. Strong physicians with VCH President and CEO Mary Ackenhusen.

- Dr. Esta Bovill champions the benefits of preparation, stamina and a support team at the VPSA Unique Lives in Medicine series

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- VPSA launches its Engagement Accelerator project funding

**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



VCH Vancouver Community leaders Dr. Rolando Barrios and Laura Case spoke at the Breakfast with Leaders series.

**DEC 2018**

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

## PRIORITIES FOR 2019 AT A GLANCE

### Connect, Collaborate, and Care

- **EXPAND BREAKFAST WITH LEADERS SERIES** - We anticipate our 2019 series will kick off with Deputy Minister of Health, Stephen Brown
- **SHOWCASE UNIQUE LIVES IN MEDICINE** – Our first guest of the new year will be Dr. Dan Ezekiel speaking about his travels to Antarctica as a ship’s doctor
- **SECURE VPSA PHYSICIAN ENGAGEMENT AND WELLNESS HUB** - Continue to work with Vancouver Acute leaders to finalize plans and start renovating
- **ENGAGE MORE BROADLY** - Recruit more representation from UBC Hospital. G.F. Strong, and Vancouver Community
- **PROVIDE MORE NETWORKING OPPORTUNITIES** - Meet regularly, learn more about opportunities to shape the future of VCH, and create a more connected, collaborative and caring workplace
- **WELCOME NEW PHYSICIANS** - Finalize an orientation manual and hold regular events for physicians joining our sites and Vancouver Community
- **FILL THE TALENT AND LEADERSHIP DEVELOPMENT GAP:** Showcase existing courses and resources available (SSC and Shared Care Scholarship) and bring in-house leadership courses to develop our pool of formal and informal physician leaders.

### Bridge our Vertical Silos

- **ENGAGE WITH HEALTH AUTHORITY LEADERSHIP** - Leverage the Spectrum of Engagement Framework (inform-consult-involve-collaborate-empower) to focus and clarify upfront our physicians’ roles and expectations as well as leadership’s engagement promise to them.
- **DEVELOP A PROCESS TO ENGAGE WITH LEADERSHIP** - Create a means to reach out, select and support physicians to act as our Vancouver Physician Staff Association voice on existing or yet-to-be formed VCH committees, focus groups, projects, or initiatives that matter to our members, our workplace, and our patients.
- **BE READY** - Support our members in the upcoming CST preparations to ensure a successful rollout for our patients and our staff.
- **PARTNER WITH VANCOUVER DIVISIONS OF FAMILY PRACTICE** - We care for the same patients. Together with our patients, we need to co-design a sustainable patient-centred health care system for all British Columbians.

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262

Physicians and medical staff involved in activities

51

Divisions represented at VPSA events

30

Health authority leaders and staff members engaged



*“Events like this are important. With so many people and different sites, it’s difficult to get to know one another.”*

– Dr. Laura Wilson, Neurology

## Physician voices

*“It is encouraging to see how VPSA physicians have embraced the idea of collaboration and come together to solve patient care gaps, agree on best practices or simply improve relationships and community at work.”*

- Dr. Marshall Dahl



>\$250,000

Funding awarded to support physician-led engagement projects in 2017 and 2018

## Why we exist

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.



40

Meetings with health authority representatives

CONNECT

COLLABORATE

CARE