



Vancouver Physician Staff Association

# STRATEGIC PLAN OVERVIEW 2022-2024



**FACILITY  
ENGAGEMENT**  
An SSC Initiative

Vancouver Physician Staff Association



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# Summary

The Board of the [Vancouver Physician Staff Association](#) (VPSA), the non-profit society associated with the [Vancouver Medical, Dental and Allied Staff Association](#) (VMDAS) gathered in person for a full day planning workshop on October 16<sup>th</sup>, 2021, to create a **Three Year Strategic Plan**. Plan implementation is supported by the structure and funding of the [Doctors of BC Facility Engagement Initiative](#) (FEI).

The planning process included: pre-workshop 1:1 meetings for all Board members, VPSA staff, and the VPSA Doctors of BC Engagement Partner, with facilitator Alison Sayers; and an online survey for Chairs and members of all VPSA-associated committees, task groups, and working groups. The 1:1 meetings and the survey gathered in-depth data and information, which informed discussion at the retreat.

The Board recognizes that successful plan implementation is impacted by inherent current challenges in the environment in which they currently work, including increased medical staff burnout due to COVID-19, and effectively representing a large and highly varied membership. Internal strengths of nimbleness and flexibility, excellent staff, highly effective Committees, and strong and continually improving relationships with health authority leaders, will help to overcome these challenges.

## Retreat Participants

**Dr. Eric Yoshida**  
*President*

**Dr. Alison Harris**  
*Vice President*

**Dr. John Ridley**  
*Treasurer*

**Dr. Michael Nimmo**  
*Secretary*

**Dr. Ka Wai Cheung**  
*Member at Large*

**Dr. Joy Masuhara**  
*Vancouver Community Representative*

**Dr. Simon Rabkin**  
*Past President*

**Dr. Fahreen Dossa**  
*Committee/Member Representative*

**Dr. Lucy Lyons**  
*Committee/Member Representative*

**Andrew Pinfold**  
*Initiative Manager*

**Fran Hopkins**  
*Doctors of BC Engagement Partner*

**Alison Sayers, MA**  
*Facilitator, Sayers Consulting*

# Medical Staff Association and Facility Engagement Initiative Overview

## Medical Staff Association Guiding Principles

VMDAS is a [Medical Staff Association](#) (MSA). MSAs are made up of facility-based physicians and allied health professionals (dentists, midwives, and nurse practitioners) who engage with health authorities so that together they can address health care system challenges and support quality patient care. VMDAS also has community-based physician members.

MSA engagement initiatives are supported by [Doctors of BC](#) through the [Facility Engagement Initiative](#), a program of Doctors of BC's [Specialist Services Committee](#).

Click [here](#) for comprehensive information on MSAs and Facility Engagement.

## Facility Engagement Initiative Guiding Principles

The overarching intent of Facility Engagement (FE) funding is to foster meaningful consultation and collaboration between MSAs and health authorities. To meet this goal, FE expenditures must align with at least one of the following goals of the [Memorandum of Understanding on Regional and Local Engagement](#):

To improve communication and relationships among the medical staff so that their views are more effectively represented.

To prioritize issues that significantly affect medical staff and patient care.

To support medical staff contributions to the development and achievement of health authority plans and initiatives that directly affect medical staff.

To have meaningful interactions between the medical staff and health authority leaders, including physicians in formal HA medical leadership roles.

FE funds are primarily intended to compensate physicians for their time spent participating in internal meetings and meetings with health authority partners in relation to the FE initiative. Click [here](#) for detailed funding guidelines.

FE supports the role of community-based partners in consulting and collaborating with MSAs and health authorities in improving physicians' work environment and patient care in facilities.

## VPSA and VMDAS Governance and Member Engagement

The Board of the VMDAS also serves as the Board of the VPSA. It is the strategic and fiduciary oversight body for both organizations. The VMDAS is governed by legislation in the [Hospital Act](#). The VPSA is governed by legislation in the [BC Societies Act](#) and the [Memorandum of Understanding On Regional and Local Engagement](#).

VPSA-related [Committees and Task Groups](#) (all of which report to the VPSA Board) and their associated [projects](#), are intended to represent and broadly engage membership, as well as provide a forum for collaboration and discussion with [Vancouver Coastal Health Authority](#) (VCH) leaders. The Executive and [Projects Committee](#) collaborate on approval and oversight of projects carried out with FE funds. Committees and Task Groups help to carry out the work of the projects. VMDAS and VPSA members are also represented at several VCH-related committees, including the [VCH Diversity, Equity, and Inclusion Committee](#), the [VA/VC Physician Wellness Steering Committee](#), and the [VPSA-Clinical Systems Transformation Task Group](#).

# VPSA Core Values, Mission, and Strategic Pillars



## Our Mission

VPSA represents member interests through engaging with Vancouver Coastal Health Authority and our physician community to build a more collaborative, inclusive, caring, and connected community at work to support best patient care.

## Our Strategic Pillars

- 

**Connect**  
Strengthen physician connection across Vancouver Acute and Vancouver Community to optimize physician engagement, representation, wellness, and leadership.
- 

**Collaborate**  
Work collaboratively with Vancouver Coastal Health Authority and other relevant stakeholders to strengthen physician input and advance mutual strategic priorities.
- 

**Care**  
Inclusively care for physicians to support a healthy, safe, respectful, and thriving work environment for everyone to facilitate excellence in patient care.

# Our Five-Year Vision

It is January 1<sup>st</sup>, 2027, and VPSA:

Is seen as a leader in its commitment to workplace, environmental, patient, and physician health and wellness through:

- Supporting the development of healthier workplace cultures within which physicians and VPSA staff have the ability to reach their full potential
- Developing true representation of its physician membership by engaging as many members as possible through a lens of diversity, equity, and inclusion
- Working collaboratively with all healthcare staff on shared areas of interest

&

Is well-known among its members as the core of physician action within the Vancouver Coastal Health Authority, and has successfully advocated to ensure adequate resources within Vancouver Acute and Vancouver Community for:

- Greater VPSA influence through ensuring the voice of physicians is integrated into VCH operations and decision-making processes
- A hiring, recognition, retention, and promotions process that aligns with best diversity, equity, and inclusion principles
- Evidence-based wellness programs that support personal resilience, a culture of wellness, and improved organization efficiency
- Workplace cultural change towards greater physician fulfilment, happiness, and well-being
- Policy changes to ensure consultation with VMDAS/VPSA for VCH leadership hiring selection processes

# Our Strategic Priorities 2022-2024

1

Increase member engagement and support, especially with under-represented departments.

2

Improve member physician engagement with Vancouver Coastal Health Authority Leadership.

3

Implement robust performance management, monitoring and evaluation systems, and succession planning throughout VPSA.

4

Develop comprehensive internal and external communications procedures.

# VPSA Strategic Priorities and Goals 2022-2024

## 1 Increase member engagement and support, especially with under represented departments

- A. Achieve greater wellness and less burnout among member physicians
- B. Support and implement DEI best practice for member recruitment to VPSA initiatives
- C. Increase awareness of VPSA efforts and importance in Vancouver Acute and Vancouver Community
- D. Ensure Committees, Task Groups, and other VPSA efforts provide opportunities for involvement at all levels and from all departments
- E. Improve access to all VPSA gatherings
- F. Develop specific ways to engage Community Physicians
- G. Leverage quarterly meetings for greater member engagement and increased wellness
- H. Provide support to physicians during lead-in, roll-out, and implementation of CST
- I. Explore ways to address climate change, such as creation of a committee
- J. Re-assess Selection Committee timeliness and application process

## 2 Improve member physician engagement with Vancouver Coastal Health Authority Leadership

- A. Increase opportunities for collaboration with VCH Leadership
- B. Leverage VMDAS and VPSA quarterly meetings for more engagement with HA leadership
- C. Increase member input into Health Authority meeting topics and discussions

## 3 Implement robust performance management, monitoring and evaluation systems, and succession planning throughout VPSA

- A. Monitor and evaluate progress and completion of strategic plan goals
- B. Evaluate methods of engagement with members and HA leadership
- C. Develop a Succession Plan for the VPSA Board and Committees
- D. Develop a Succession Plan for VPSA staff
- E. Implement a performance management system for VPSA staff
- F. Develop an ongoing self- assessment process for the VPSA Board
- G. Develop and implement a selection rubric for VPSA projects
- H. Improve collaboration between VPSA and PLQI

## 4 Develop comprehensive internal and external communications procedures

- A. Increase awareness of VPSA efforts and importance in Vancouver Acute and Vancouver Community
- B. Increase VPSA communication to and with members
- C. Increase attendance at VMDAS and VPSA quarterly meetings
- D. Strengthen the Communications Committee



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