



Provincial Health
Services Authority

ASCEND

Advancement and Skill Centre for
Engagement and Development

2024–2025





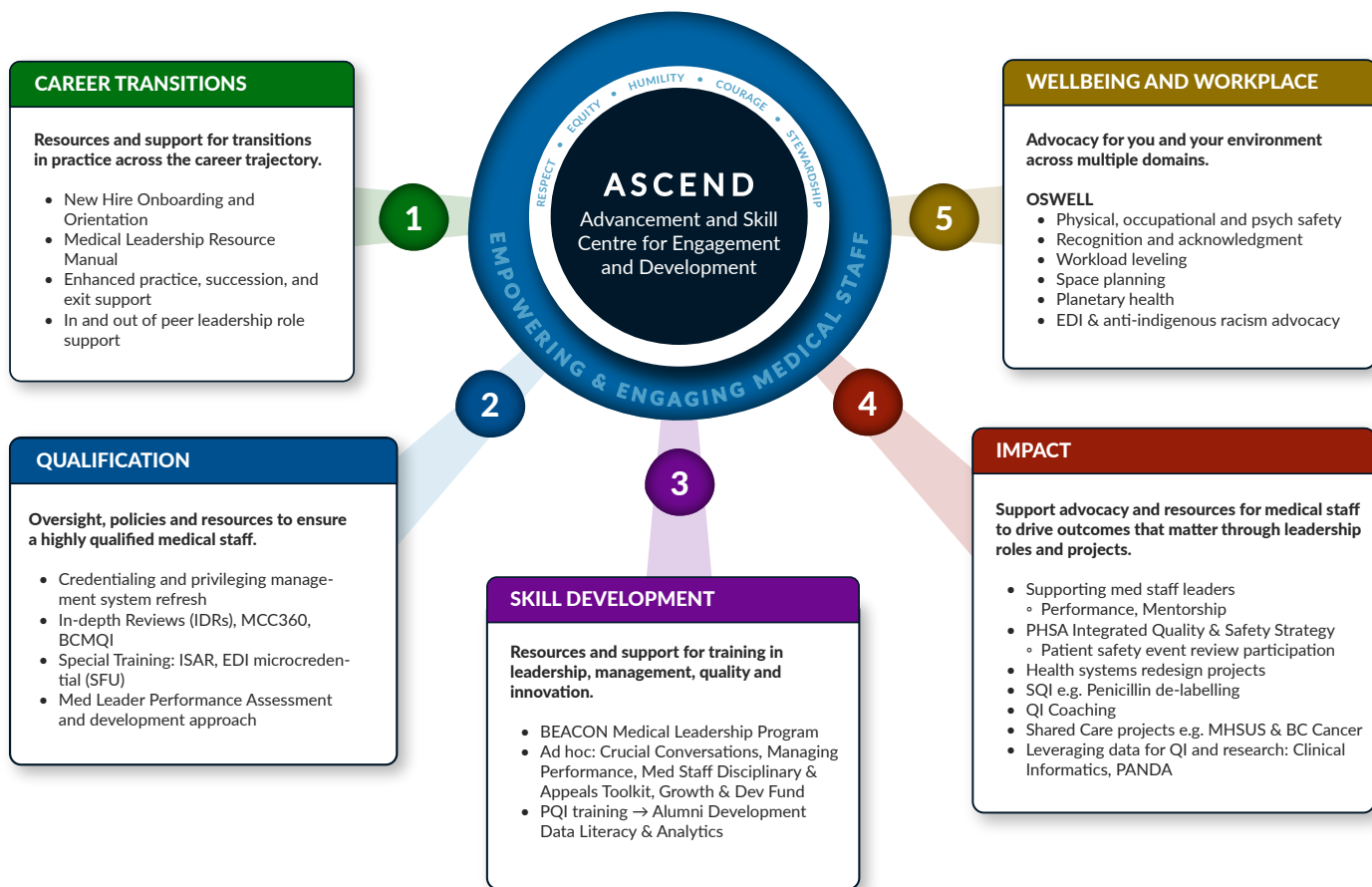
Background

Traditionally, Medical Affairs has provided regulatory processes and supporting infrastructure for medical staff that focus on compliance with medical staff by-laws and provincial agreements. Medical staff have rarely seen Medical Affairs as an enabling entity for their own development in both their clinical and leadership roles.

ASCEND at PHSA aims to address this gap for medical staff. The buildout of ASCEND is guided by a framework that focuses on five key areas:

1. **Career Transitions:** Resources and support for transitions in practice across the professional trajectory.
2. **Qualification:** Oversight, policies, and resources to ensure a highly qualified medical staff.
3. **Skill Development:** Resources and support for training in leadership, management, quality, and innovation.
4. **Impact:** Support advocacy and resources for medical staff to drive outcomes that matter through leadership roles and projects.
5. **Well-being and Workplace:** Advocacy for you and your environment across multiple domains.

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GOAL: TO CREATE A CLEAR AND SIMPLE POINT OF ENTRY AND ORGANIZATION FOR COMMON SERVICES THAT SUPPORT MEDICAL STAFF ACROSS PHSA.

Status of Offerings by Area

This report has been developed to provide an update on the progress of various initiatives within ASCEND, as well as to provide an overview of how the Office is evolving and growing. The following updates correlate to the 5 work streams associated with ASCEND depicted above.

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1

Career Transitions

2024-2025 WORK

Within this stream, we will develop resources and supports for medical staff for transitions in practice across the career trajectory. Our initial focus, for the first two years, is on Onboarding and Succession Planning. This includes development of resources to support onboarding for new hires and for medical staff leaders, through the creation of:

- New Hire Onboarding and Orientation Manual: This resource will build on existing program-level medical staff orientation materials while adding an overarching PHSA perspective.
- Medical Leadership Resource Manual: For both new and existing medical leaders, this manual will include key administrative and operational background information, including relevant aspects for medical staff around financial management and performance management.
- Work is underway to address medical staff workforce planning, talent acquisition, and talent management. Partnerships have been created with other PHSA programs and a series of high priority talent acquisition projects have been executed.

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EARLY WINS

We have completed a national and international environmental scan, and conducted a series of focus groups with PHSA medical staff leaders to identify medical staff leadership development needs. Based on this work we have identified a number of opportunities to support medical staff leaders including development and operationalization of new tools and resources.

FUTURE WORK

Once the medical staff onboarding and orientation materials, as well as the Medical Leadership Resource manual are created, these resources will need to be implemented. This will include a communications strategy and likely a series of education opportunities. The initial work done in workforce planning, talent acquisition and talent management will help to shape the future work on succession planning. Related work would include supporting medical staff as they prepare for retirement, including planned reductions in clinical activity.



Qualifications

Oversight, policies, and resources to ensure a highly qualified medical staff is the focus of this work-stream. The first year will focus on credentialing and privileging, advancing Indigenous Specific Anti-Racism training, and working on Equity, Diversity and Inclusion education opportunities. Once those initial requirements are established, the second year will look at monitoring and evaluation of our performance and establishing a plan for continued growth in these areas.

2024-2025 WORK

New & Emerging work includes:

- Compliance with In-Depth Reviews (IDR) which are required to transition medical staff from provisional to active status. This will be completed by Fall 2024. There will be an opportunity to begin implementing IDR for active staff, as required by the Medical Staff Bylaws, starting in the Winter of 2024.

- An initial scan has been completed to look at opportunities for a CV management system for all medical staff.

ISAR

- The requirement for medical staff to complete Indigenous Specific Anti-Racism training and the opportunity for medical staff to be compensated for their time to complete this training is now in place.
- A communication strategy has been developed, with messaging to medical staff through multiple channels.
- A monitoring system is also under development to document progress toward this goal.
- A project to help embed these expectations in the Medical Staff Rules in partnership with the Indigenous Health team and the Diversity, Equity and Inclusion team is underway with HAMAC.
- A project to work with PHSA Indigenous Health on how to support medical staff in their learning journey has also been drafted.



EARLY WINS

- Medical staff can now be reimbursed for Indigenous Specific Anti-Racism reconciliation discussions with their team following a patient safety event.
- Medical Staff Performance Management Toolkit for leaders has been launched.
- Communication is in progress to the local medical advisory committees and HAMAC to help socialize new performance management tools and a broader communication to all medical staff is in the planning phase.
- A supplemental educational course has been developed and is in review by the PHSA legal team. There will be two education sessions offered for medical staff leaders, one in September 2024 and one in October 2024, that will be paired with monthly support group sessions and individual coaching sessions for medical staff leaders.

FUTURE WORK

Longer term goals will focus on maintaining processes related to required ISAR training and ensuring IDRs are up to date. Other work will include exploration of a CV management system for medical staff.

A full project plan and proposal will be jointly submitted for external funding to help support PHSA understand and best support medical staff in their learning journeys in alignment with PHSA's Indigenous Specific Anti-Racism vision.





3

Skill Development

This stream focuses on providing medical staff with resources and support for training in leadership, management, quality, and innovation to impact the larger healthcare system. Year one has focused on adding leadership training to the existing quality improvement training, as well as exploring the concept of co-leadership education needs. Year two will focus on expanding tailored offerings on advanced topics in leadership and quality.

2024-2025 WORK

Several skills development opportunities have already been implemented, including the Physician Quality Improvement training program, the Sauder physician leadership program, and the Medical Staff Development Fund. Over the next year, a review will be undertaken to further develop and enhance these programs.

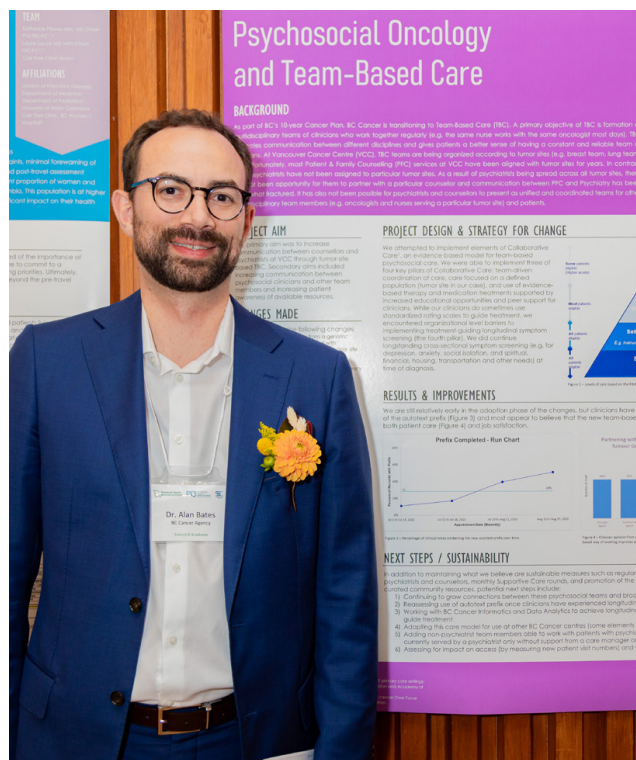
Other work in progress includes:

- The launch of BEACON, a PHSA bespoke Medical Staff leadership training program. Launched in March 2024, four two-day modules will be completed this year, in addition to a Thee Eat workshop and book club (a partnership workshop hosted by PHSA Indigenous Health). BEACON will also offer mentorship support and consist of a project component this year for all 25 participants.
- The Alumni program for those medical staff trained in QI has offered advanced training workshops and is currently expanding its offerings to include change management, publishing, data collection and analysis for QI.
- The Alumni program for those trained in QI is also creating an Equity Diversity and Inclusion two hour workshop.
- In collaboration with the PHSA Equity, Diversity and Inclusion team and Simon Fraser University we are working to develop three accredited micro-certificate programs. The pilot is slated to launch in Fall 2024.
- Initial conversations are occurring with the Doctors of BC to explore a Diversity, Equity and Inclusion Medical Staff Fellowship for PHSA.
- Initial discussions have taken place at BC Children's and Women's to partner on a co-leadership education series pilot for this fiscal year.
- Training related to general topics on leadership and communication for medical staff are currently offered. Next steps will be to continue engaging with medical staff to identify additional topics of value/need.

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EARLY WINS

- BEACON has set up the infrastructure, systems and team to coordinate and deliver the BEACON program effectively and efficiently. This has included a robust evaluation to measure the success of the first cohort and lay the groundwork for ongoing annual BEACON cohorts.
- A Crucial Conversations two day education event was held for 27 medical staff and was facilitated by the Physician Leadership Institute in Vancouver.
- A Data, Informatics, and Analytics workshop has been developed and is now ready to launch to support self-serve access to data for medical staff.
- The next Physician Quality Improvement cohort scheduled to start in September 2024 has 30 participants, including several co-leadership dyads. This is the largest PHSA cohort to date.
- PHSA submitted a proposal to the Specialist Services Committee to expand the Physician Quality Improvement, Spreading Quality Improvement, and Alumni Programs. The proposal was approved and \$3.15 million was secured for annual, ongoing funding; recruitment for new staff and physician positions is underway to double the size of this team to support this work.
- Several new course offerings have been made available to physicians already trained in QI, including Greg's Wings (learning from a family's tragedy) and Planetary Health.



FUTURE WORK

Future work will focus on offering additional cohort training for BEACON, expanding uptake on the Equity, Diversity and Inclusion as well as data training, continuing to evolve advanced training in quality improvement, and establishing an Equity, Diversity and Inclusion Fellowship program. Working closely with the Indigenous Health team and Doctors of BC, the Office will work to develop a partnered education event and Shared Care Proposal.

4

Impact

This stream offers support, advocacy, and resources for medical staff to drive outcomes that matter through leadership roles and projects. Year one will focus on working with the Quality, Safety, and Clinical Informatics team to activate an Integrated Quality & Safety Committee for PHSA. Year one will also focus on how to activate medical staff trained in quality improvement to help address PHSA's strategic priorities and utilize the various Joint Collaborative Committee resources in an integrated way.

2024-2025 WORK

Our work is currently focused on engaging medical staff in activities related to PHSA strategic priorities. The first PHSA Integrated Quality & Safety Committee meeting took place in June 2024 and an initial Terms of Reference and governance structure has been proposed. Work is underway to integrate feedback from the initial meeting to develop a structure for future agendas and priority topics for discussion.

The Physician Quality Improvement program has extended beyond education modules to support medical staff trained in QI methods to access resources and steward work that aligns with PHSA's strategic priorities. There are a number of funding envelopes for quality improvement that have long been available to physicians, such as Shared Care and Health System Redesign, as well as a number of newer opportunities through Spreading Quality Improvement and Alumni Quality Improvement. ASCEND is focused on creating a "QI pathway" to provide a single entry point for those medical staff interested in quality improvement work that will allow them access to various funds, project support (including data analysis) and coaching. The pathway will be trialed and evaluated to ensure that projects are properly resourced and executed. Intake will increase in a stepwise manner with an ongoing evaluation to understand the impact of this work and evolving needs.



The Chief Medical Information Officer is leveraging quality work being done at BC Children's and BC Women's to create a case study. Some medical staff are using aggregated practice level data to drive quality improvement. The intent is to understand how groups have been successful in understanding practice variation, to replicate this approach in other areas, and identify teams who want to use data to drive focused quality collaboratives.

EARLY WINS

- The first Integrated Quality & Safety Committee was well attended with approximately 60 participants and an initial draft Terms of Reference was shared widely for feedback.
- The Provincial Spreading Quality Improvement Program has realized three major successes, all originating from PHSA. One of the most successful examples of spreading and sustaining a quality improvement program has been highlighted by the province-wide collaborative on penicillin de-labeling that includes participants from all the regional health authorities and is led by PHSA's team.
- Work is progressing to spread the Golden Hour initiative to level 2 NICUs across BC; rationalizing the use of neonate anti-seizure management guidelines, and to spread the use of clips in breast biopsies within the lower mainland.
- Medical staff from the Alumni program currently have several pilot projects underway at BCMHSUS and BC Cancer.
- BCMHSUS Medical staff trained in QI methods were successful in accessing funds from the Shared Care Committee to introduce a new care model that better supports rural communities in the north and the interior.
- Health System Redesign funding has been fully allocated for this fiscal year and medical staff are actively engaged in 30 projects supported by PHSA Medical Affairs.
- This year, Health System Redesign projects promise to engage 1247 medical staff through its projects as compared to 475 medical staff in the previous year.
- The SSC Leader role has been revamped to expand beyond the Redesign program and provide an evaluation role for all Specialist Services Committees and Shared Care Committee initiatives.

FUTURE WORK

The Integrated Quality and Safety Committee will continue to develop and evolve with the participation and input of new membership. Evaluating the progress and outputs of the new Committee will be one of the initial focuses. Augmenting this work, a project will start to review the Quality dyad structures across program areas with a goal to help understand how we best support a co-leadership approach to quality across PHSA.

We will continue to engage quality-trained medical staff to further support and drive strategically important quality work. Once the new positions are all filled, we can expect to see a series of project plans to help drive this work forward using a co-leadership approach.



Well-Being and Needs

This stream is focused on advocacy for medical staff and their environment across multiple domains. The PHSA Medical Staff Survey was completed and provided valuable insights into medical staff wellness. This survey, paired with the Doctors of BC Medical Staff Engagement Survey, has catalyzed valuable conversations with leaders and medical staff across the organization.

2024-2025 WORK

The Office of Medical Staff Safety and Wellbeing (OSWELL) was developed in response to the 2023 Medical Staff Wellness Survey. OSWELL brings teams and resources from across PHSA together to focus efforts on multiple facets of medical staff wellness.

The coming year will focus on establishing a robust infrastructure for the team, ensuring they are resourced to meet the needs of medical staff. A series of discussions with each Medical Staff Association across PHSA is currently also underway. The first discussion with Children and Women's has the group planning for a Wellness event to support both facilities.

Similarly, the Memorandum of Agreement on Psychological Health and Safety between the Doctors of BC and PHSA has facilitated the development of a Working Group. This group has tackled a number of initiatives, with the most recent accomplishment being the "Report an Incident or Injury" program for medical staff and we are now learning how to optimally support medical staff who come forward.



5

EARLY WINS

- The most recent provincial Doctors of BC survey shows an increase in medical staff engagement at PHSA. PHSA is the only health authority in BC that saw this trend last year.
- PHSA was asked to present to the Doctors of BC Board, at a recent provincial Summit, and to other health authorities with the goal of sharing the work we have done to impact medical staff engagement.
- The OSWELL website of resources has been launched.
- OSWELL has drafted a proposal for the Doctors of BC to help support additional resources for OSWELL and to on-board additional team members.
- In partnership with the PHSA Plus awards, a new award has been created to recognize the contributions and impact of an outstanding medical staff. The inaugural award will be given this year.

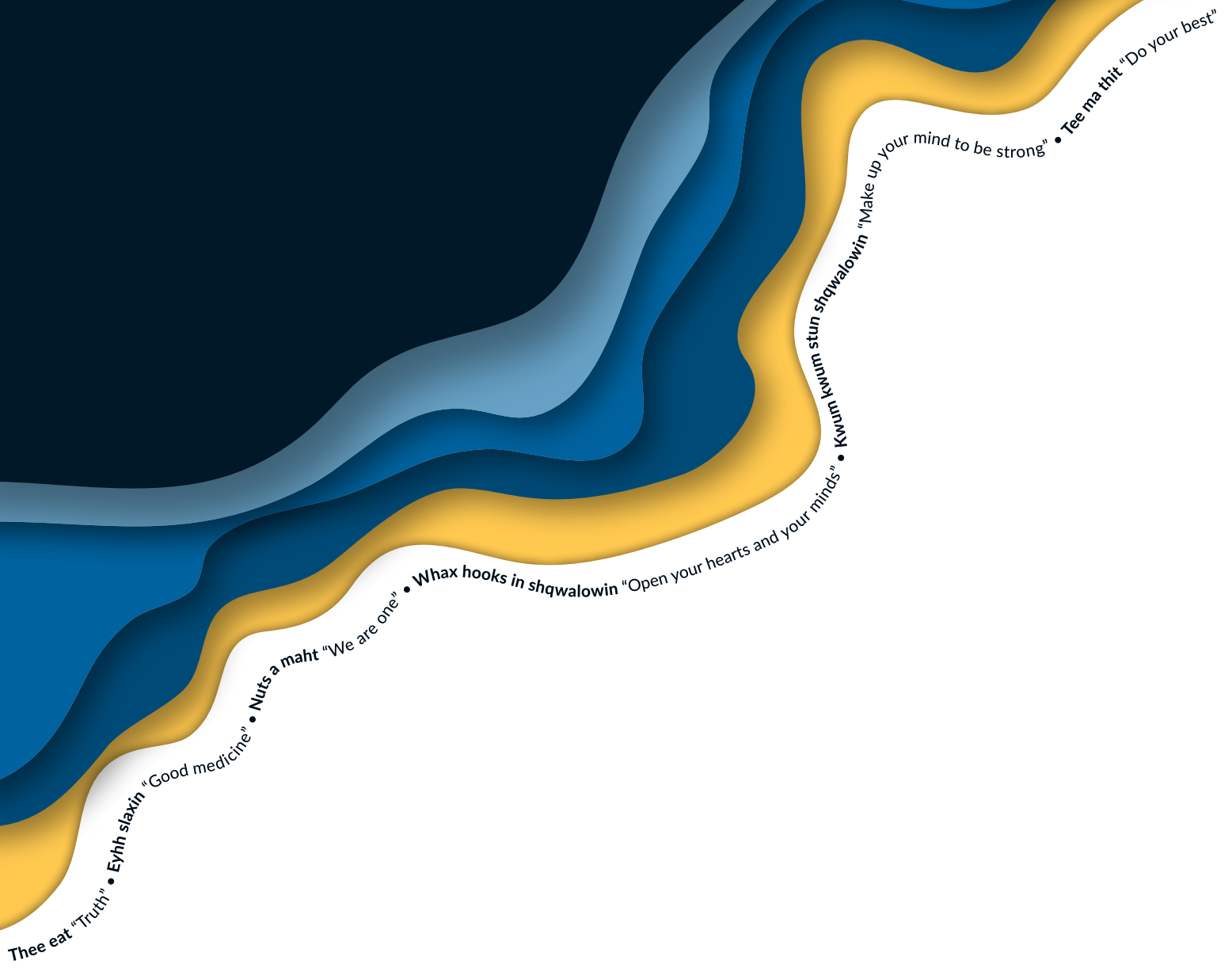
- The “Report and Incident or Injury” Initiative has been launched.
- Initial discussions have taken place with each MSA to review their Medical Staff Wellness Survey results and these discussions are now shifting to identify opportunities to partner on wellness projects.

FUTURE WORK

OSWELL will continue to develop, evolve and grow. OSWELL plans to host a Wellness summit next year. We will continue to co-develop wellness project ideas with each MSA and work to action those projects.

The group is also working with the Doctors of BC and other PHSA partners on opportunities for Psychological Health and Safety projects, including exploring the idea of formalized peer supports for those medical staff who receive complaints.

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