

AT A GLANCE: MEDICAL STAFF EDUCATION AND ENGAGEMENT REPORT 2024

Provincial Health Services Authority

TABLE OF CONTENTS

03 LAND ACKNOWLEDGEMENT

04 ACKNOWLEDGING YOUR CONTRIBUTIONS

05 ENGAGEMENT IN ACTION: BY THE NUMBERS

05 GROWTH & DEVELOPMENT FUND UBC SAUDER PHYSICIAN LEADERSHIP

06 INDIGENOUS-SPECIFIC ANTI-RACISM TRAINING PHYSICIAN LEADERSHIP SCHOLARSHIP MANAGING PERFORMANCE FEEDBACK WORKSHOPS

07 PHYSICIAN MEDICAL STAFF LEADERSHIP WORKSHOPS MEDICAL STAFF TOWN HALLS BEACON

08 HEALTH SYSTEM REDESIGN

09 QUALITY IMPROVEMENT MEDICAL STAFF INVOLVEMENT 09 Physician Quality Improvement 10 Spreading Quality Improvement 11 Alumni of Quality Improvement Training

Land Acknowledgement

PHSA provides services to a diverse population including First Nations, Métis Peoples and Inuit living in various settings and communities across British Columbia. As a provincial network, we operate on the unceded traditional and ancestral lands of First Nations.

Our main office is located on the ancestral and unceded territories of the x^wməθk^wəyəm (Musqueam), Sk^wxwú7mesh Úxwumixw (Squamish Nation), and səlílwətaʔ (Tsleil-Waututh Nation).

Acknowledging Your Contribution: Advancing Medical Staff Quality, Education, and Engagement at PHSA

Big thanks to our partners and participants!

On behalf of PHSA, we would like to express our heartfelt gratitude to our partners at the Doctors of BC, Shared Care and Specialist Services Committee. Your support and collaboration has been instrumental in enabling impactful initiatives and fostering collaboration across programs.

We also want to sincerely thank project medical leads and staff, as well as all those who participated in the initiatives, for your tireless efforts and continuous engagement. It is inspiring to see how your collective work contributes to the healthcare community and drives meaningful change.

We are proud to have seen a total of **905 medical staff engaged across various programs in 2024**, including the PHSA Growth and Development Fund, Joint Collaborative Committees (JCC's) Physician Leadership Scholarship, UBC Sauder Physician Leadership, PHSA Managing Performance Feedback Workshops & Coaching, SSC Physician Quality Improvement, Spreading Quality Improvement, Alumni Quality Improvement, Health System Redesign,



PHSA BEACON, PHSA/JOULE Crucial Conversations, and PHSA Medical Staff Town Halls.

Your commitment and contributions will undoubtedly leave a lasting impact on healthcare, and patient care.

Thank you once again for your dedication and collaboration.

ENGAGEMENT IN ACTION

PHSA Growth and Development Fund

PHSA has provided funding to support medical staff in pursuing growth and development opportunities.

PHSA granted funding to **19 medical staff** across **5 PHSA clinical programs**. These include:

- 10** Physicians
- 4** Midwives
- 5** Nurse Practitioners

Of the 19 applications supported, **11 were for career scholarships and 8 were for professional development opportunities.**

Career Scholarship

Examples:

Master of Nursing – Nurse Practitioner
Master of Health Administration
Wound, Ostomy & Continence Education Program
Pain Management Graduate Certificate

Professional Development

Examples:

Trauma-Informed Care Workshop Program for Midwives

Lactation Consulting Training & IBCLC Certification Prep Course

Generative AI for Leaders: Ethical Considerations & Risks

UBC Sauder Physician Leadership

Funding is available for specialists to participate in the Sauder Physician Leadership program, offered by the UBC's Sauder School of Business, to strengthen their leadership skills.

This program provides participants with fresh perspectives on healthcare leadership and equips them with a practical, adaptable skill set, enabling them to excel at different organizational levels and across various healthcare settings. Here is the distribution of the **11 participants funded** in 2024, listed by their program:

- 3** BC Children's Hospital
- 3** BC Cancer
- 1** BC Women's
- 3** BC Centre for Disease Control
- 1** BC Mental Health & Substance Use Services

Indigenous-Specific Anti-Racism Training

As of **March 2025, 52% of medical staff have completed the San'yas and ARRT (PHSA) training,**

Training is mandatory in accordance with Indigenous-Specific Racism and Discrimination Policy for PHSA Staff, which requires all staff, including medical staff, to complete education on Indigenous cultural safety, anti-racism, and the historical and ongoing impacts of colonialism in healthcare. The policy aligns with PHSA's commitment to addressing systemic racism and improving healthcare experiences and outcomes for Indigenous patients, families, and communities.

Completion percentage for ARRT:

53%	BC Children's and Women's Hospital'
44%	BC Cancer
20%	Transcare BC
69%	BC Centre for Disease Control
83%	BC Mental Health & Substance Use Services

Completion percentage for San'yas:

54%	BC Children's and Women's Hospital'
42%	BC Cancer
0%	Transcare BC
84%	BC Centre for Disease Control
90%	BC Mental Health & Substance Use Services

JCC Physician Leadership Scholarship

The Joint Collaborative Committees' (JCC) Physician Leadership Scholarship program supports physicians who are eager to enhance their leadership and quality improvement skills, equipping them to effectively navigate and address the challenges of our constantly evolving healthcare system.

This year, the program funded **61 PHSA physicians to attend initiatives,** distributed as follows:

24	Conferences
22	Courses
12	Coaching Program
3	Master Programs

PHSA Managing Performance Feedback Workshops & Coaching

Dr. Tom Lloyd, a surgeon who specializes in leadership coaching and physician performance feedback, facilitated **two full-day workshops and group coaching sessions.** In total, **35 medical staff** participated in this education that aligned with a new toolkit created by PHSA Medical Affairs and Legal,

31	Physicians
3	Nurse Practitioners
1	Midwife

PHSA Medical Staff Leadership Workshops



PHSA sponsored a Crucial Conversations Workshop, hosted by the **Physician Leadership Institute**, for medical staff. The Crucial Conversations event equipped participants with skills to navigate difficult, emotionally charged discussions effectively. It helped medical staff and their teams achieve alignment and mutual understanding on important matters through open and respectful dialogue.

A total of **25 attendees** distributed across programs:

- 8 BC Women's Hospital
- 9 BC Children's Hospital
- 5 BC Cancer
- 2 BC Centre for Disease Control
- 1 BC Mental Health & Substance Use Services

In addition, PHSA partnered with Island Health to sponsor the "**Running Effective Meetings**" workshop, facilitated by **Jennie Aitken**, which was attended by **55 participants** and focused on providing practical strategies to plan and facilitate meetings that are purposeful, efficient, and engaging. The workshop emphasized the importance of evaluating the true need for a meeting and aligning meeting structure with intended outcomes.

PHSA Medical Staff Town Halls

Two Medical Staff Town Halls were hosted by the VP Medicine and open to all medical staff, to hear about pertinent topics and have the opportunity to ask questions

The **March 14 Town Hall** addressed *Indigenous-Specific Racism and the Importance of Providing Culturally Safe and Anti-Racist Patient Care* in a hybrid format.

- 43 Watched live (19 in person, 24 virtual)
- 82 Watched on-demand

The **October 2 Town Hall** explored *Artificial Intelligence Use in Health Care Settings at PHSA* as a virtual event.

- 47 Watched live
- 59 Watched on-demand

BEACON

BEACON is a 24-month leadership program designed for PHSA medical staff. It offers comprehensive, practical training to support current and emerging leaders while aligning with PHSA's vision and North Star priorities.

BEACON Cohort 1 brought together a diverse group of **25 healthcare professionals**, including physicians, a midwife, dentists, and nurse practitioners.

"I am absolutely thrilled to be part of this Leadership program. I am learning new things about where I work, the things happening in the backend, but also about myself that is making me reflect on my work and where I would like to make change. Thank you so much for this opportunity!"

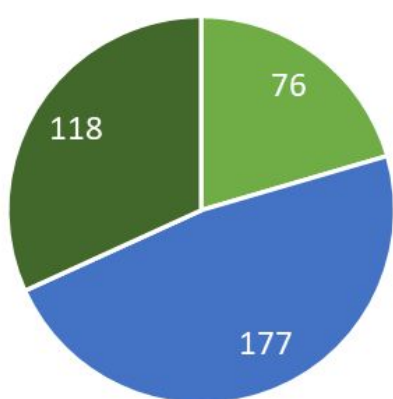
Participant

Health System Redesign

Health System Redesigned supported **34 projects, including 16 new initiatives** and the remainder of projects started in the previous years. This funding is provided to PHSA to enhance medical staff engagement and participation in key PHSA quality initiatives.

Physicians Engaged in Health System Redesign

	Contracted General Practitioners	Contracted Specialists	Salaried General Practitioners	Salaried Specialists
Q1 Apr-Jun 2024	27	72	0	46
Q2 July - Sep 2024	25	64	0	44
Q3 Oct - Dec 2024	24	41	0	28
Total	76	177	0	118



■ Contracted General Practitioners ■ Contracted Specialists
■ Salaried General Practitioners ■ Salaried Specialists

Examples of Health System Redesign Projects

Scale and Spread of Patient-Controlled Analgesia during Transport:

Focused on improving in-patient care, enhancing patient experience, and reducing length of stay during inter-facility transport.

Patient Discharge Corner Integration Initiative:

Supporting discharge and care planning, facilitating transitions from acute care to community care.

CTA for Death Determination: Provincial Guidelines:

Development of standardized guidelines and protocols.

Optimization of Service Design and Workload Distribution for Oncologic Pathologists:

Improving pathology services in a tertiary cancer center.

Long Term Care (LTC) Subcommittee and Working Groups:

Developing guidelines and protocols to enhance care in long-term care settings.

Maternal Pelvic Health Clinic:

Focused on developing clinical guidelines and protocols.

Benchmarking Psychopharmacological Treatment for Psychiatric Disorders:

Establishing policy documents and standards for psychiatric care in CHS clients.

Dialogue + Action: PHSA Physician Engagement in the Provincial Mental Health and Substance Use Network

SSC Quality Improvement

In total, **223 medical staff** participated in Physician Quality Improvement, Spread Quality Improvement, and Alumni Quality Improvement programs, highlighting their commitment to quality improvement.

80 Physician Quality Improvement
(Level 2 & 3)
71 Spread Quality Improvement
72 Alumni Quality Improvement

PQI Level 3 provides 12 months of interactive training and support for a QI project and an ongoing wrap-up support.

- 7 full-day interactive sessions
- Monthly coaching sessions by project
- Data development & analysis support

"This program has absolutely enriched my experience as a physician in PHSA and I plan to continue with QI throughout my career."

Dr. Emily Harrison, BC Cancer

Physician Quality Improvement (PQI)

PQI builds physician capacity in quality improvement through training and hands-on action learning projects, fostering a culture of learning and commitment to healthcare improvement. **80 participants attended PQI level 2 and 3 sessions this year.**

PQI Level 2 offers three trainings per year, with 2 x 3.5hr sessions of in-person or virtual training in quality improvement.

- Provides basic information on all aspects of running a QI Project. Suited for teams working under a QI Lead with experience.

"Participating in PQI training is invaluable, as it equips me with the skills to fulfill the mandate of the people."

Dr. Sharon Smile, BCCH SunnyHill



PQI Level 3
Learning session 3 - November 2024

Spreading Quality Improvement (SQI)

Through various SSC initiatives it was apparent that a number of QI projects generated great value and created opportunity for consideration of spread. In September 2020, SSC prioritized spread as a key initiative and provided financial resources and staff to carry this work forward.

This includes comprehensive data management, QI coaching on project implementation, and fostering collaboration through interactive online and in-person sessions.

A total of 19 teams across BC participated (71 participants), with additional teams joining as the initiative continues to expand within BC and beyond in 2025.

SQI Highlights in 2024

The Sprint for Penicillin Allergy De-labeling (snapshot)

In Fall 2023, the PHSA SQI Program launched the Sprint for Penicillin Allergy De-labeling, introducing a unique approach to scaling quality improvement (QI) projects across British Columbia. This initiative was developed and launched in response to the growing interest in spreading the project beyond its initial spread sites.

"The best QI project I have seen for my 35 years of medical practice."

Participant Comment from Feedback Survey



Sprint Participants

The primary objectives of this provincial initiative were to:

- Streamline project spread
- Enhance collaboration across BC sites
- Foster peer connections
- Pilot a new approach to scaling QI work provincially

A Return on Investment analysis demonstrated significant impact on patient and family experience and outcomes. There was also a significant cost avoidance and cost reduction demonstrated.

See [News Article](#), posted May 2, 2024.



PHSA SQI SPRINT: PENICILLIN ALLERGY DE-LABELING WRAP-UP SESSION - OCTOBER 2024

Alumni Quality Improvement

Medical staff who completes quality improvement training become part of an alumni network across PHSA. This activated group of quality-trained medical staff is beginning to play a pivotal role in shaping a culture of quality at PHSA. To continue engagement of this group, the program provides ongoing training, presentations on key PHSA priority areas, connections to existing quality structures and networks, and support for continued quality improvement work that aligns with PHSA's vision. In 2024, 72 participants were involved in the various alumni initiatives.

Strategic Initiatives & Key Achievements:

Building Capacity & Advancing Skills

Advanced Training

- Delivered Change Management Training for participants.
- Provided a Business Case Workshop.

Speaker Series

- **Dr. Melissa Lem** – *Planetary Healthcare: Improving Outcomes for Patients and the Planet* (April 2024)
- **Dr. Don Dizon** – *From the Closet to Quality Health Care: Addressing Disparities in Cancer Management for Sexual and Gender Minoritized Communities* (October 2024)
- **Dr. Chris Watling**, CEO, Royal College of Physicians and Surgeons Canada – *Listening Tour* (November 2024)
- **Dr. Chris Booth** – *Common Sense Medicine* (January 2025)

Creating Connections & Strengthening Networks

- Supporting the BC Children's QI Network to foster collaboration and knowledge-sharing.
- Supporting the BC Cancer QI Network, aligned with the BC Cancer Action Plan (in development).

Driving Impact Through Key Initiatives

Shared Care Committee Projects

- Assisting in the development of Expressions of Interest (EOIs) and proposals for the Shared Care Committee, aligned with the BC Cancer Action Plan.
- Supporting Shared Care EOIs, including:
 - [Medical Assistance in Dying \(MAiD\)](#)
 - [Enhancing Psychiatric Access](#)
 - [Neurofibromatosis Care Improvements](#)
- Continued collaboration on CST workflow optimization to improve system efficiencies.

Project Support & Sustainability

- Facilitating the transition of Advance Care Planning for BC Cancer to Spreading Quality Improvement (SQI).
- Providing ongoing support for PQI Alumni projects to sustain engagement and quality improvement efforts.
- Offering wraparound QI support, to enhance healthcare initiatives and patient outcomes.