

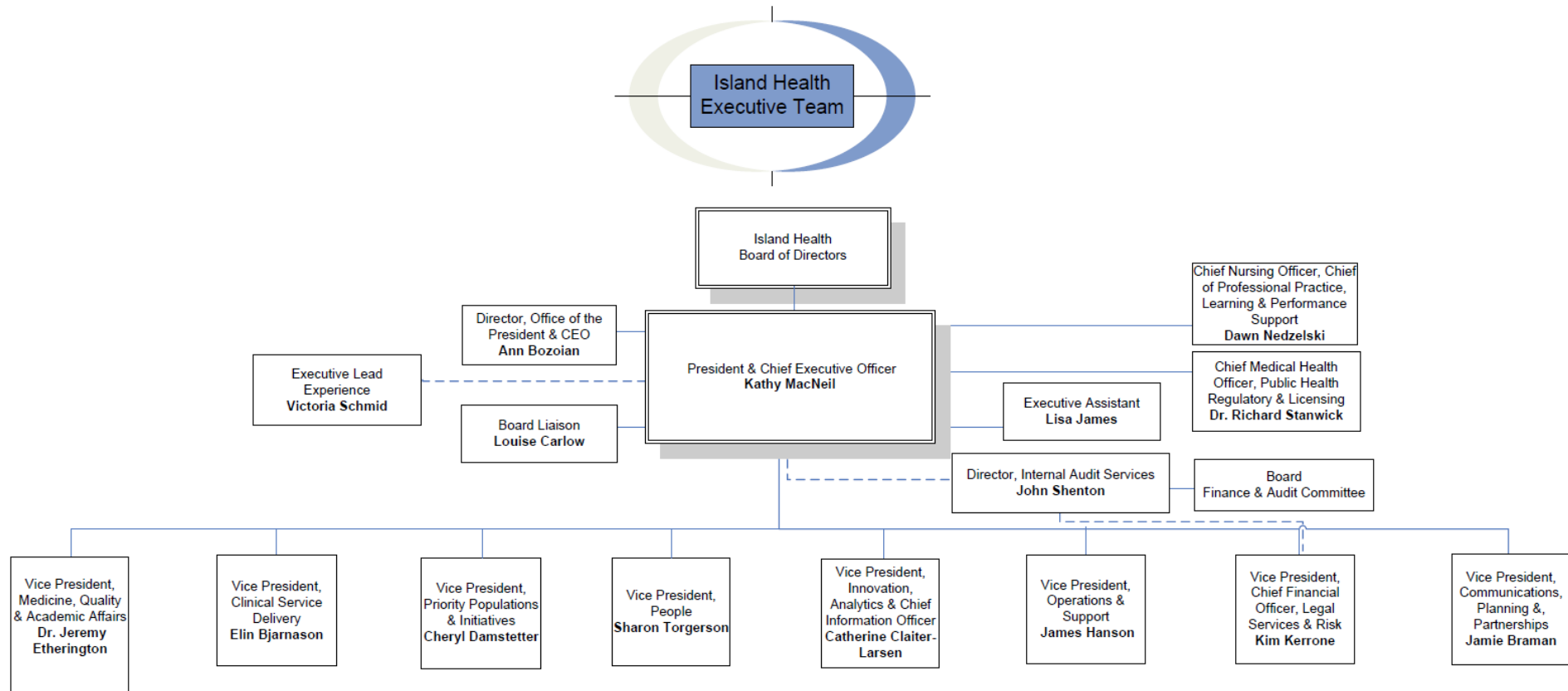
MEDICAL  
STAFF



# Medical Leader Onboarding

Jennifer Furtado, Manager Medical Staff Engagement & Development

# Island Health Executive Team



Our Vision: Excellent health and care for everyone, everywhere, every time.



Updated: Nov. 2, 2018

<b>Medical Leadership Structure</b>	<b>Department</b>	<b>Operational</b>
<b>Positions</b>	Department Heads Division Heads Section Heads	Executive Medical Directors Medical Directors Medical Site Directors Medical Leads
<b>Purpose</b>	Profession of self-governance, to fulfill the mandates of the Medical Staff Bylaws and Rules as it applies to individual practitioners and practitioner-delivered care.	Co-leadership of Island Health program and services, and co-leadership of the Clinical Governance Structure (for certain positions).
<b>Focus</b>	Individual Practitioners	Team-based care delivery
<b>Example Functions</b>	As described in the Medical Staff Rules: <ul style="list-style-type: none"> <li>• Medical workforce recruitment, credentialing, privileging, professional development, and professional behaviour</li> <li>• Individual practitioner standards of care and documentation</li> <li>• Research</li> </ul>	<ul style="list-style-type: none"> <li>• Operations co-leadership and planning</li> <li>• Team-based quality</li> <li>• Operational change management</li> <li>• For clinical governance positions: clinical standards development, deployment and PCQO/PSLS investigation and resolution</li> </ul>
<b>Accountability</b>	<ul style="list-style-type: none"> <li>• Department Heads report to CMO via MAA EMDs</li> <li>• The Health Authority Medical Advisory Committee (HAMAC) reports to the Board</li> </ul>	<ul style="list-style-type: none"> <li>• Executive Medical Directors report to CMO</li> <li>• the CMO reports to the CEO, who reports to the Board</li> </ul>

# Roles & Responsibilities

Structure	Departmental	Operational
Positions	<ul style="list-style-type: none"> <li>• Department Head (8)</li> <li>• Division Heads (90)</li> <li>• Section Head (18)</li> </ul>	<ul style="list-style-type: none"> <li>• Medical Director (31)</li> <li>• Site Medical Director (9)</li> <li>• Medical Leads (115)</li> </ul>
Core Functions	<ol style="list-style-type: none"> <li>1. Credentialing &amp; privileging</li> <li>2. Practitioner development (CME)</li> <li>3. Practitioner professionalism</li> <li>4. Medical practice standards</li> <li>5. Medical workforce planning</li> <li>6. Medical education</li> <li>7. Medical research</li> </ol>	<ol style="list-style-type: none"> <li>1. Co-leadership of a team, program or services (service delivery/operations and team-based quality)</li> <li>2. Change management</li> <li>3. Informatics</li> <li>4. Service planning</li> </ol>

# Medical Leader Role

## Departmental Role

- Involved with recruitment
- Responsible for need impact assessment and HR plan for new positions
- Involved in interviews, selection of medical staff and reference checks
- Oversees HR issues
- Required to attend governance, quality and operations committee meetings

## Operational Role

- Responsible for onboarding new medical staff
- Responsible for day-to-day management and resolutions of issues
- Provides reviews of provisional to active status and reappointments
- Conducts M & M reviews and responds to PSLs requests for investigation
- Responsible for site issues and resolution of clinical issues
- Required to attend governance, quality and operations committee meetings

# Medical & Academic Affairs

# Medical & Academic Affairs Mandate

To provide services to support an **engaged & healthy** medical staff that works with Island Health to **co-lead & respond effectively** to the rapidly changing world of health care.

Until January 15, 2020



**Dr. Jeremy Etherington**  
VP Medicine, Quality and  
Academic Affairs and Chief  
Medical Officer

After January 15, 2020



**Dr. Ian Thompson**  
Acting Chief Medical Officer



**Dr. Ben Williams**  
Acting VP Medicine, Quality  
and Academic Affairs

# Medical & Academic Affairs Executive Leadership Team



**Dr. Michelle Weizel**  
Executive Medical Director,  
Priority Populations



**Dr. Chris Hall**  
Executive Medical Director,  
Clinical Service Delivery



**Dr. Ian Thompson**  
Executive Medical Director,  
Medical Staff Governance



**Dr. Malcolm Ogborn**  
Executive Medical Director,  
Research & Capacity Building



**Kelly Murphy**  
Consultant, Medical & Academic Affairs



# Dr. Michelle Weizel/ Dr. Malcolm Ogborn

## Executive Medical Director

Department	Department Head
Psychiatry	
Primary Care	Dr. William Cunningham

MAA Executive Medical Directors are aligned with a specific portfolios: aligned with Priority & Populations Initiative

# Dr. Christine Hall

## Executive Medical Director



Department	Department Head
Laboratory	Dr. Steve Loken
Diagnostic Imaging	
Medicine	Dr. Sam Williams
Surgery	Dr. Stephen Hentschel
Anesthesia	Dr. Tom Ruta

MAA Executive Medical Directors are aligned with a specific portfolios: aligned with Clinical Services Delivery.

# Dr. Ian Thompson

## Executive Medical Director



Department	Department Head
Critical Care & Emergency	Dr. Omar Ahmad
Obstetrics, Gynaecology & Pediatrics	Dr. Keith Menard

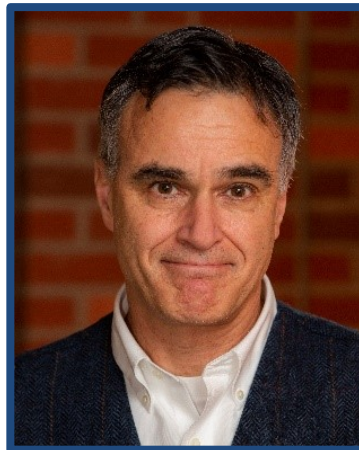
MAA Executive Medical Directors are aligned with a specific portfolios: aligned with Medical Staff Governance

# Medical & Academic Affairs Leadership Team (Medical Directors)



**Dr. Adele Harrison**

Medical Director, Clinical Improvement &  
Medical Staff Development



**Dr. Bruce Campana**

Medical Director,  
Enhanced Medical Staff Support



**Dr. Erdem Yazganoglu**

Medical Director, Credentialing &  
Privileging & Special Projects

# Medical & Academic Affairs Leadership Team (Directors)



**Laura Nielsen**  
Director, Medical Staff Engagement  
& Change Management



**Brenda Warren**  
Director, Primary Care  
Initiatives



**Christine Jeffrey**  
Director, Finance Medical Staff  
Practice Design Support

# Medical & Academic Affairs Leadership Team (Manager)



**Eva Vincent**  
Manager, Medical Staff  
Recruitment



**Pan Sivananthan**  
Manager, Medical Staff  
Governance & Credentialing &  
Privileging



**Jennifer Furtado**  
Manager, Medical Staff  
Engagement & Development



**Jennie Aitken**  
Manager, Physician Quality  
Improvement



**Roxanne Broadbent**  
Lead, Medical Staff Contract  
Management

# Medical Staff Practice Design Support

- Works collaboratively with new programs to define physicians' roles, service, organizational impact & financial analysis
- Provides support on financial information to internal & external stakeholders

**Christine Jeffrey**  
Director

# Medical Staff Recruitment

- Assists departments with impact assessment & approval process for recruitment of physicians, midwives & dentists
- Provides advice & support to ensure compliance with the recruitment policy
- Supports search & selection processes
- Manages the Practice Ready Assessment & UBC IMG Return of Service programs



**Eva Vincent**  
Manager



# Medical Leader Recruitment

## Departmental Structure

(Department Heads, Division Heads, Section Heads)

- Appointed as set out in the *Medical Staff Rules*

## Operational Structure

(Medical leaders - EMDs, MDs, Medical Site Directors and Medical Leads)

- Recruited

# Medical Staff Contract Management

## Departmental vs Operational Contracts:

- **Departmental contracts**
  - standardized deliverables for each departmental lead position
- **Operational contracts**
  - the physician leader to whom the incumbent reports prepares contract deliverables
  - performance evaluation is embedded in the contract
  - the incumbent and his/her lead develop and sign off on the deliverables which are populated into the evaluation form

# Medical Staff Contract Management

- Negotiates & prepares physician contracts for clinical, on-call & medical leadership services
- Processes physician payments
- Facilitates physician contract management
- Provides stewardship for Ministry funds that support these services

Roxanne Broadbent  
Lead, Contract Management

# Medical Staff Credentialing & Privileging

- Supports medical staff members with applying for & maintaining medical staff privileges within facilities operated by Island Health.
- Supports in-depth reviews
- Maintains the Physician Data Repository

The Medical Staff Credentialing & Privileging team is available to support Division & Department Heads as well as Division members with any inquiries, including but not limited to:

- Specifics regarding individual medical staff privileges in your department
- Reports/lists of Medical Staff within your department
- Assistance with Provider Reappointment processes
- Assistance with Category Changes, Leaves of Absence, Locum Tenens
- Photo ID, access cards, Windows accounts access

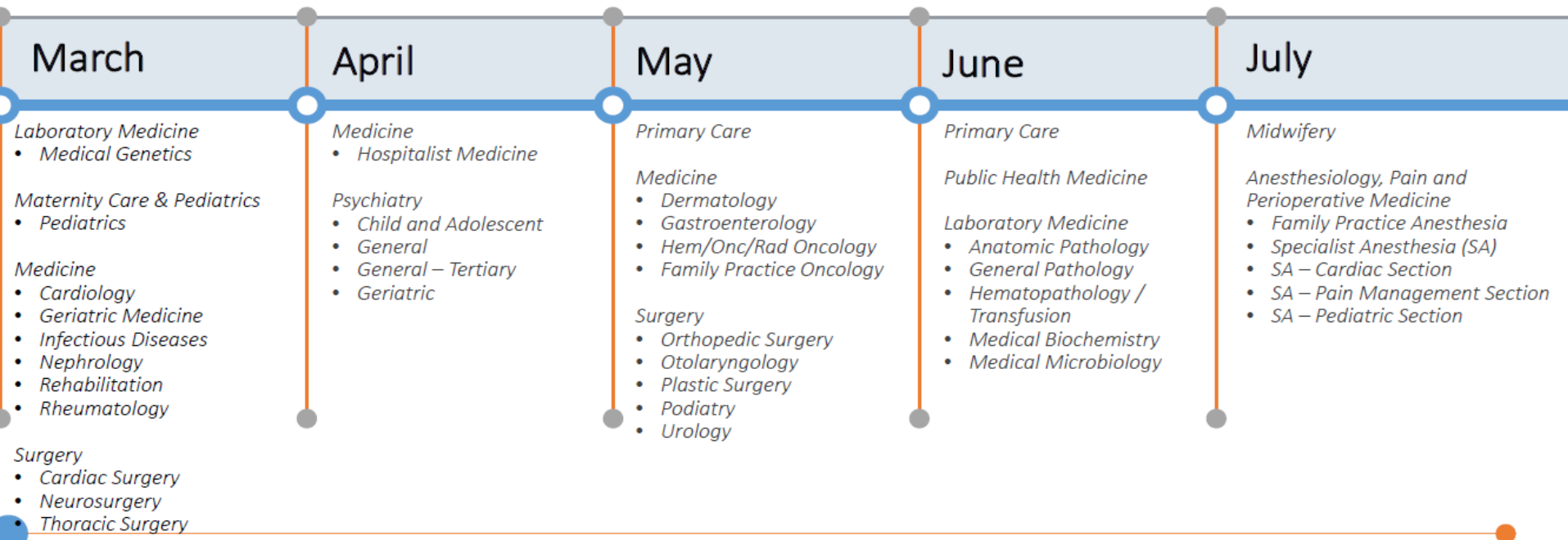


**Pan Sivananthan**  
Manager

# Credentialing & Privileging

## Reappointment Schedule

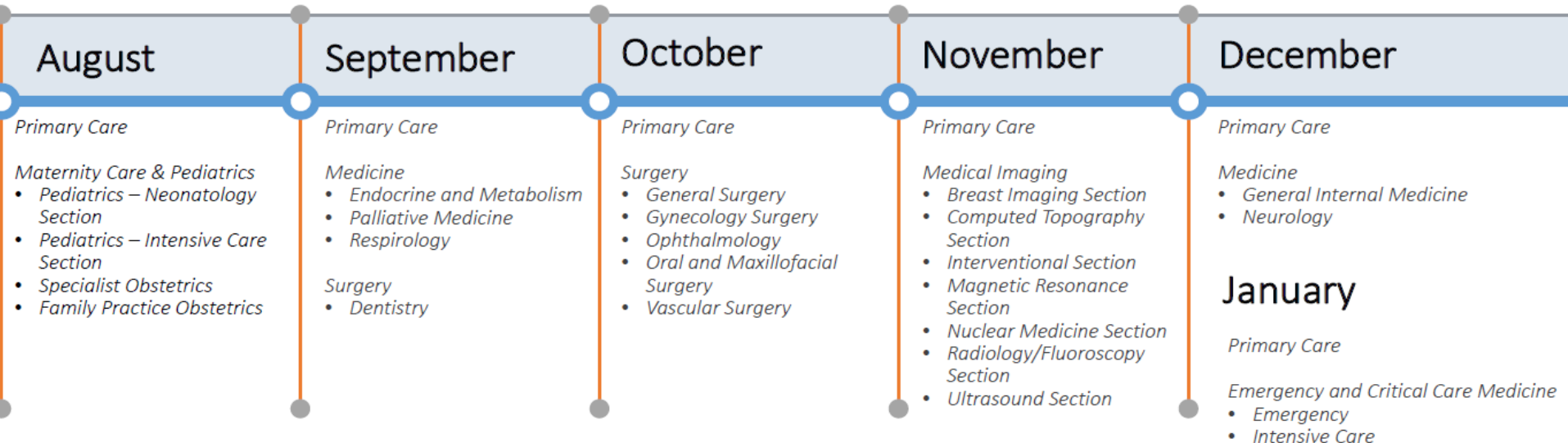
2019/2020



# Credentialing & Privileging

## Reappointment Schedule

2019/2020



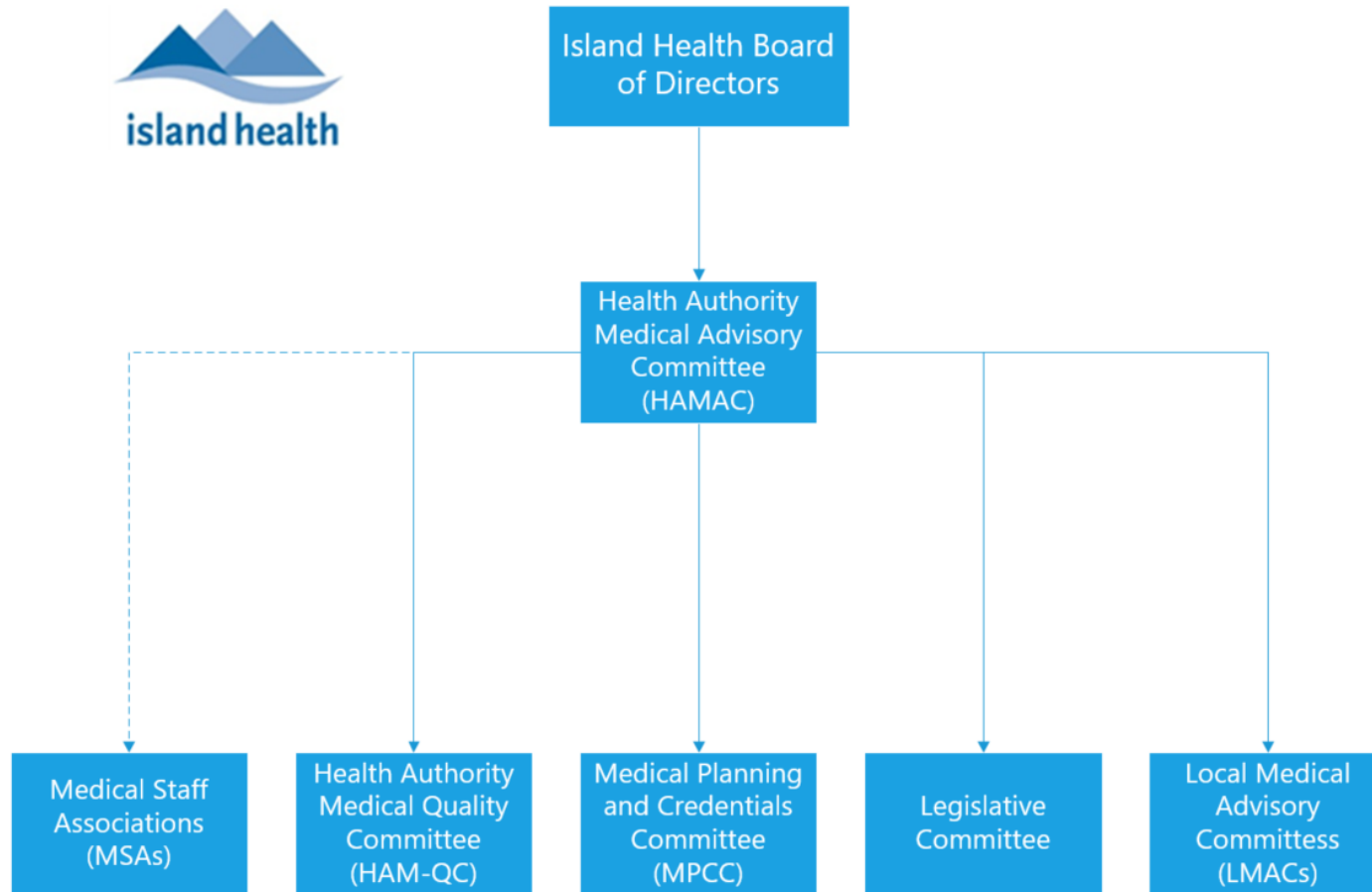
# Medical Staff Governance

- Oversees implementation of strategic initiatives to support of medical staff governance in accordance with the Medical Staff Bylaws, the Medical Staff Rules & Island Health procedures
- Supports the development, implementation & administration of the medical staff departmental structure
- Supports the development & administration of the medical staff committee structure



**Pan Sivananthan**  
Manager

# Medical Governance Committee Structure





# Enhanced Medical Staff Support (EMSS)

- Supports medical leaders who may be asked to attend to concerns raised regarding professionalism or performance of medical staff
- Supports & helps to resolve professional issues as they arise, & works proactively to enhance the capacity & ability of medical & other leaders across the organization to understand, manage & resolve concerns
- Supportive, solutions-based rather than punitive if possible



**John MacDonald**  
HR Specialist

&

**Dr. Bruce Campana**  
Medical Director

# EMSS-Stages of Concern

**Issue:** Problem continues despite intervention in Stage 2, or critical incident where staged response not appropriate

**Process:** Office of the CMO accountability review possible discipline or other rehabilitation strategies

**Documentation:** EMSS & CMO files    Please contact EMSS prior to pursuing Stages 1-3.

**Issue:** Problem continues despite intervention in Stage 1.

**Process:** Dep't Head +/- Geo or Program EMD

**Documentation:** Locally & EMSS    Please contact EMSS prior to pursuing Stages 1-3.

**Issue:** Significant or recurring

**Process:** Div Head +/- Dep't Head

**Documentation:** Locally & EMSS    Please contact EMSS prior to pursuing Stages 1-3.

**Issue:** Isolated incident

**Process:** Colleague/Local Medical Leader

**Documentation:** By medical leader. Does **NOT** need to be forwarded to EMSS.

**Stage 3**

No change

**Stage 2**

Pattern persists

**Stage 1**

Apparent pattern

**Stage 0**

Single unprofessional incident/disruptive behaviour



Vast majority of professionals -no issues-

# EMSS tips

- Contact EMSS for guidance
- Advise your manager/leader that you have received a concern/complaint about one of your staff and that you are working with EMSS to resolve the matter
- Meet with the complainant through their supervisor to review the facts and the desired outcome (offer union representation if this is a non-medical staff employee)
- Advise the respondent that a concern/complaint has been submitted about their behaviour and that they can request support e.g. MSA, CMPA legal counsel
- Meet with the respondent to determine the facts (fact finding)
- Collaborate with EMSS to develop a suitable resolution
- Advise the complainant that the resolution has been reached
- Advise the respondent of the resolution
- Collaborate/advise Occupational Health and Safety (Respectful Workplace) as necessary
- Document all relevant information

\*Process may vary slightly depending on the nature and severity of the concern/complaint

# Medical Staff Engagement & Development

- Medical Staff communications including medical staff website (<https://medicalstaff.islandhealth.ca>), monthly newsletters, events calendar
- Continuing Professional Development activities & requirements; new Rural CME program
- Medical Leadership onboarding processes and orientation event “Navigating Island Health Medical Leadership”
- Medical leader development including leadership training workshops
- Medical Staff Recognition programs



**Jennifer Furtado**  
Manager

# Physician Quality Improvement

- Provides education, resources & support to physicians engaged in quality improvement projects or those who are interested in leading their own QI projects



**Jennie Aitken**  
Manager

# Quality portfolio



Island Health Board of Directors

President & Chief Executive Officer  
**Kathryn MacNeil**

Acting VP, Medicine, Quality & Academic Affairs  
**Dr. Ben Williams**

Executive Assistant  
Sharon Fennell

Admin Assistant  
Gillian Davies

Executive Director  
**Victoria Schmid**

Executive Medical Director  
vacant

Director, Patient Concerns  
**Leesa Lyster**

Director, Patient Safety  
**Ainsley Young**

Medical Director, Patient Safety  
**Dr. Bob Angus**

Director, Quality  
**Mark King**

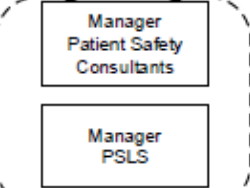
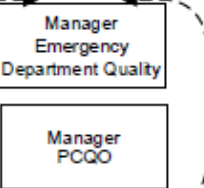
Medical Director, Quality  
vacant

Director, Clinical and Enterprise Risk Management  
**Courtney Peereboom**

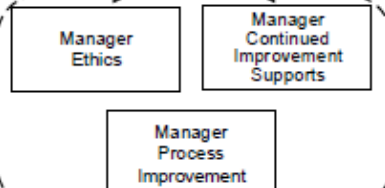
A/Director, Infection Prevention & Control  
**Lisa Young**

Medical Director, Infection Prevention & Control  
**Dr. Pamela Kibsey**

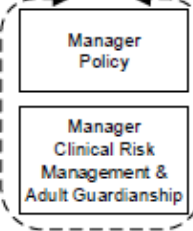
Medical Director, Antimicrobial Stewardship  
**Dr. Jim Hutchins**



Admin Assistant  
Erin Craig



Admin Assistant  
Drew Dell



Admin Assistant  
vacant

Our Vision: Excellent health and care for everyone, everywhere, every time.



island health  
Updated: January 16, 21

# Quality Portfolio

The Quality, Safety & Improvement portfolio supports quality improvement & enhances the culture of safety across Island Health organization.

Medical Leaders, through contract deliverables are required to

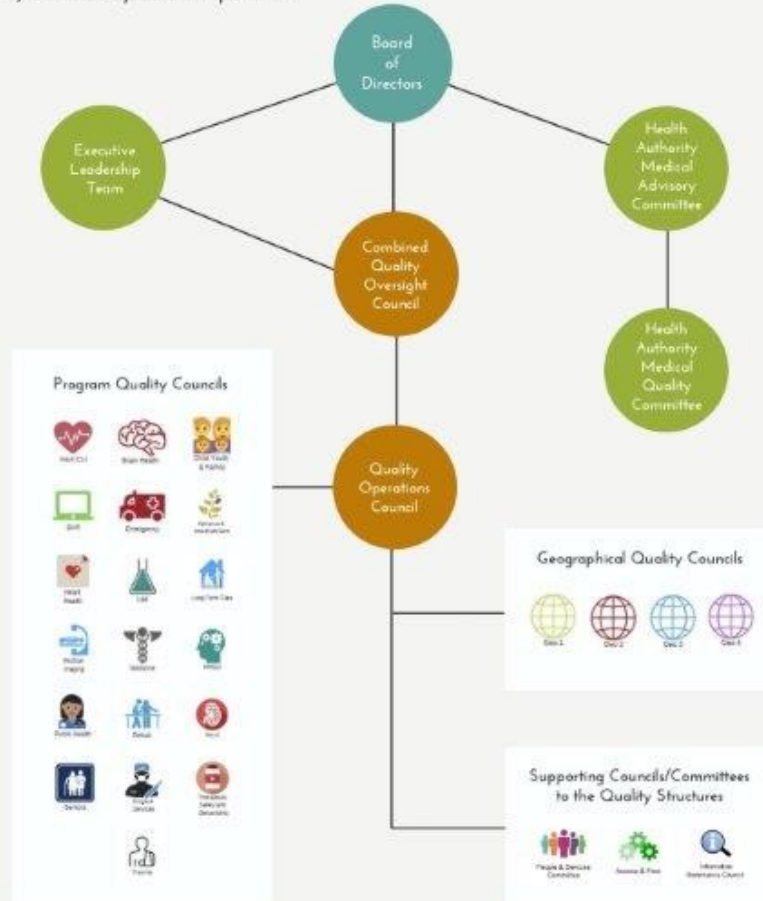
- have an understanding of the Quality Structure
- attend geographic & program quality council meetings
- respond to Patient Care Quality Office (PCQO) complaints
- understand the Patient Safety Learning System (PSLS) and how to report within this system

# Island Health's

## QUALITY STRUCTURE

The Quality Structures are the "information highway for quality", where structures and processes are in place to enable:

- 1) High standards of care
- 2) Transparent accountability for those standards
- 3) A constant dynamic of improvement





# Quality Councils and Committees

Quality assurance and improvement is overseen and governed by an integrated councils and committee structure which supports the geographic model of local-level ownership of quality priorities within geographic regions, balanced with clinical standards and best practice leadership and expertise from island-wide program areas.

Medical leaders are expected to participate in both quality councils and local/regional committees.

Program Quality Council	Geographic Quality Council
Scope	
Island Wide	Geographically based
Mandate/Responsibilities	
Clinical Standards Order Sets Policies Guidelines PSLS	Implementation Operations Measurement Evaluation PSLS
Membership	
<b>Program Medical Director</b> Clinical Directors Medical Leads Quality representatives	<b>Site Medical Director/Chief of Staff</b> Geography and site leadership Medical leads Process improvement support

# Quality Councils

Geographic Quality Councils (GQCs) provide accountability to the geography executive director and executive medical director and report directly to the Quality Operations Council.

Quality Council	Co-Chair	Co-Chair	Administrative Support
Geo 1	Dr. Jennifer Grace	Dermot Kelly	Jodi Donaldson
Geo 2	Dr. Ben Williams	Sheila Leadbetter	Krista (Raylene) Hooton
Geo 3	Dr. David Robertson	Alice Gelpke	Geraldine Blairspears
Geo 4	Dr. William Cunningham	Kerry Morrison	Kathy Anderson

# Quality Councils

Program Quality Councils (PQCs) function within the context of the Quality Structure to address quality matters that pertain to the scope of a clinical service area.

Program Quality Council membership should include representation from each of the geographies in which the service is provided.

# Quality Councils

Quality Council	Co-Chair	Co-Chair	Administrative Support
Adult ICU	Dr. Gordon Wood	Sarah Crawford-Bohl	Joanne Horn
Brain Health	Dr. Kristen Attwell-Pope	Jonathan Schmid	Erin Kilcommons
Child Youth & Family	Dr. Hayley Bos	Deborah Chaplain	Darcie Reid
Electronic Health Record	Dr. Mary Lyn Fyfe	Gloria Bouchard	Laurie Thompson
Emergency		Damian Lange	Julie Winkel
Heart Health	Dr. Peter Gladstone	Ryan Davis	Michelle Herritt
Lab	Dr. Steven Loken	Catriona Gano	Kari Moslehi
Long Term Care	Dr. Margaret Manville	Carmela Vezza	Heidi Arnkens
Medical Imaging	Dr. John Mathieson	Lori House	Damone Anderson
Medicine	Dr. Alan Buckley	Sharon Parkes	Jenn Dunn
Mental Health & Substance Use		Kelly Reid	Frances James
Palliative & End of Life Care	Dr. Jody Anderson	Jill Gerke	
Public Health	Dr. Richard Stanwick	Deborah Chaplain (interim)	Betty Katan
Rehab & Transitions	Dr. Paul Winston	Manpreet Khaira	Bianca Cyr
Renal	Dr. John Antonsen	Robyne Maxwell	Janice Jenkins
Seniors	Dr. Marilyn Malone	Kimberley Vaulkhard	
Surgery	Dr. William Orrom	Alison Dormuth	Tania Normandeau
Therapeutic Stewardship & Safety	Drs. Mary Lyn Fyfe; Kolodziejczyk	Richard Jones	Nicole Baker
Trauma	Dr. Johann Cunningham	Robyne Maxwell	Julie Malone

# Quality Committees

Local Medical Quality Committees (LMQCs) and Local Medical Advisory Committees (LMACs) work collaboratively through Local Operational Quality Committees (LOQCs) escalating Island wide issues via their Geographic Quality Council.

Ad hoc sub-committees, working groups or project teams may be established to carry out required work and will report directly to GQCs.

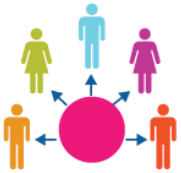
# Strategic Planning & Involvement in Decision Making

# IAP2 Spectrum of Engagement

## Level 1

### Inform

Telling the stakeholders you are about to make a decision (to tell/announce/educate)

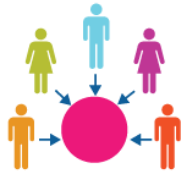


Informing

## Level 2

### Consult

You already have a few choices to choose from and we want your input (to obtain feedback)

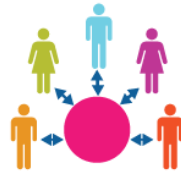


Listening

## Level 3

### Involve

You will work with the stakeholders to develop solutions & alternatives

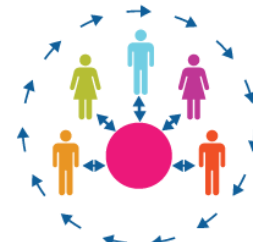


Dialogue

## Level 4

### Collaborate

To partner with the stakeholders in every aspect of the decision – To co-design solutions



Engagement

## Level 5

### Empower

Same as collaborate, but we will implement whatever you decide.



Collaboration



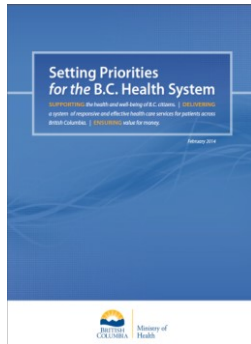
# Direction Setting – Strategic Alignment

Gov't Strategy

Ministry Strategy

Mandate letter

Island Health strategic planning

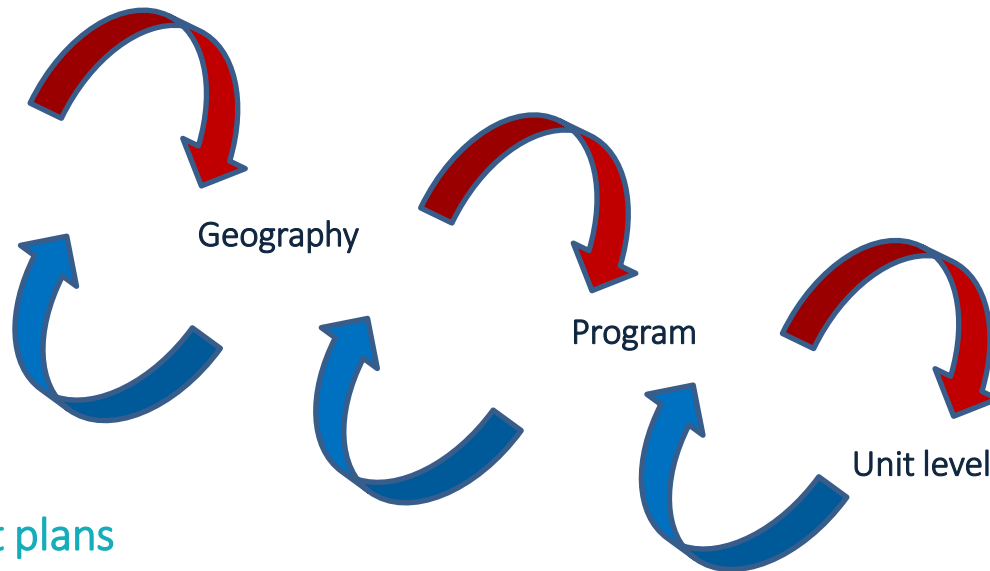


Bilateral meetings with CEO, Board Chairs, Deputy Minister

Aligned, Cascading Implementation

ISLAND HEALTH STRATEGIC WORKPLAN – 2017/18 – TRACKING DOCUMENT

Strategic Area	Priority	Key Performance Indicators	Responsible Parties	Next Steps to Deliver	Next Review Date	Notes
Communicable Diseases	1. Reduce the burden of communicable diseases in the province and territories.	1.1. Reduce the number of communicable disease cases in the province and territories.	Communicable Diseases Unit	1.1.1. Review and update the Communicable Disease Control Plan.	Q3 2017	
	2. Increase the capacity of the health system to respond to communicable disease outbreaks.	2.1. Increase the number of health care workers trained in communicable disease control.	Communicable Diseases Unit	2.1.1. Develop and implement a training program for health care workers.	Q4 2017	
	3. Increase the capacity of the health system to respond to communicable disease outbreaks.	3.1. Increase the number of health care workers trained in communicable disease control.	Communicable Diseases Unit	3.1.1. Develop and implement a training program for health care workers.	Q1 2018	
	4. Increase the capacity of the health system to respond to communicable disease outbreaks.	4.1. Increase the number of health care workers trained in communicable disease control.	Communicable Diseases Unit	4.1.1. Develop and implement a training program for health care workers.	Q2 2018	



Budget Allocation to support plans

# Island Health Annual Planning Cycle & Opportunities for Engagement



# Strategic Planning Engagement Opportunities

Through Chiefs of staff, Department Heads & ED/EMD structure

## What can I influence?:

How Island Health implements a strategy or action

## How can I contribute?:

Work with your medical leaders to identify the best ways to complete an action or implement a strategy

## What can I influence?:

The environmental scan for the next year

## How can I contribute?:

Contact Island Health Planning with contextual information and/or information about the future of health care



## What can I influence?:

Island Health's strategies and actions for the next fiscal year

## How can I contribute?:

Work with your medical leaders to:

- identify ways of achieving priorities
- improving efficiency
- participate in policy working groups
- provide feedback to policy development

## What can I influence?:

Island Health's priorities for the next fiscal year

## How can I contribute?:

Respond to requests for feedback on priorities

# **Engagement Opportunities Linked to Front-Line Decision Making**

- Committee structures
- Working groups including Quality Improvement initiatives
- Policy & guideline development
- Joint Collaborative Committees (GPSC, SSC, Shared Care, JSC)



# **Effective system navigation**

**Acknowledge system influences & processes**

**Be aware of planning cycles & funding**

**Seek out engagement opportunities**

Island Health Strategic Plan

<https://connect.viha.ca/strategic-framework>

# System Navigation & Support

Contact

Medical Staff Engagement & Development

[MedStaffDevelopment@viha.ca](mailto:MedStaffDevelopment@viha.ca)