

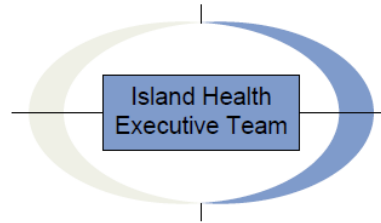
MEDICAL
STAFF



Medical Leader Onboarding

Jennifer Furtado, Manager Medical Staff Engagement & Development

Island Health Executive Team



Island Health
Executive Team

Island Health
Board of Directors

Director, Office of the
President & CEO
Ann Bozoian

Executive Lead
Experience
Victoria Schmid

Board Liaison
Louise Carlow

President & Chief Executive Officer
Kathy MacNeil

Executive Assistant
Lisa James

Chief Nursing Officer, Chief
of Professional Practice,
Learning & Performance
Support
Dawn Nedzelski

Chief Medical Health
Officer, Public Health
Regulatory & Licensing
Dr. Richard Stanwick

Director, Internal Audit Services
John Shenton

Board
Finance & Audit Committee

Vice President,
Medicine, Quality
& Academic Affairs
Dr. Jeremy
Etherington

Vice President,
Clinical Service
Delivery
Elin Bjarnason

Vice President,
Priority Populations
& Initiatives
Cheryl Damstetter

Vice President,
People
Sharon Torgerson

Vice President,
Innovation,
Analytics & Chief
Information Officer
Catherine Claiter-
Larsen

Vice President,
Operations &
Support
James Hanson

Vice President,
Chief Financial
Officer, Legal
Services & Risk
Kim Kerrone

Vice President,
Communications,
Planning &
Partnerships
Jamie Braman

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



Updated: Nov. 2, 2018

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

Roles & Responsibilities

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

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



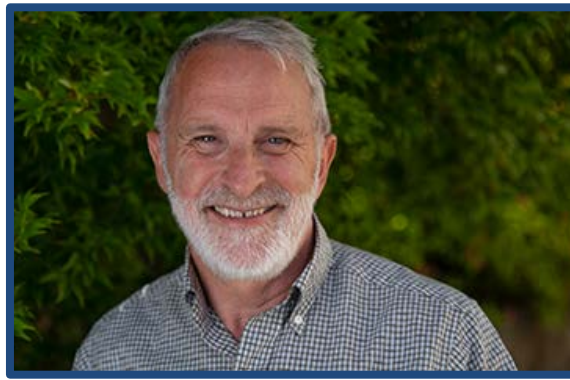
Dr. Chris Hall
Executive Medical Director,
Clinical Service Delivery



Dr. Ian Thompson
Executive Medical Director,
Medical Staff Governance



Laura Nielsen
Executive Director, Medical & Academic
Affairs



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	Dr. Wei Song
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	Dr. Alan Andrew
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)



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



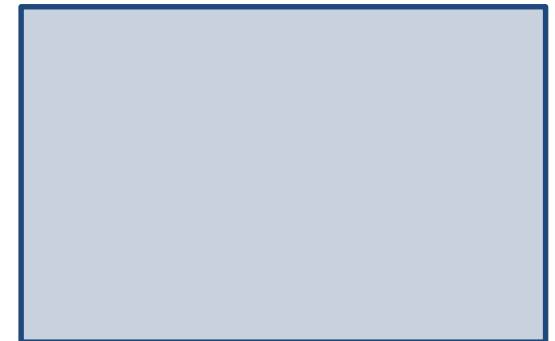
Pan Sivananthan
Manager, Medical Staff
Governance & Credentialing &
Privileging



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

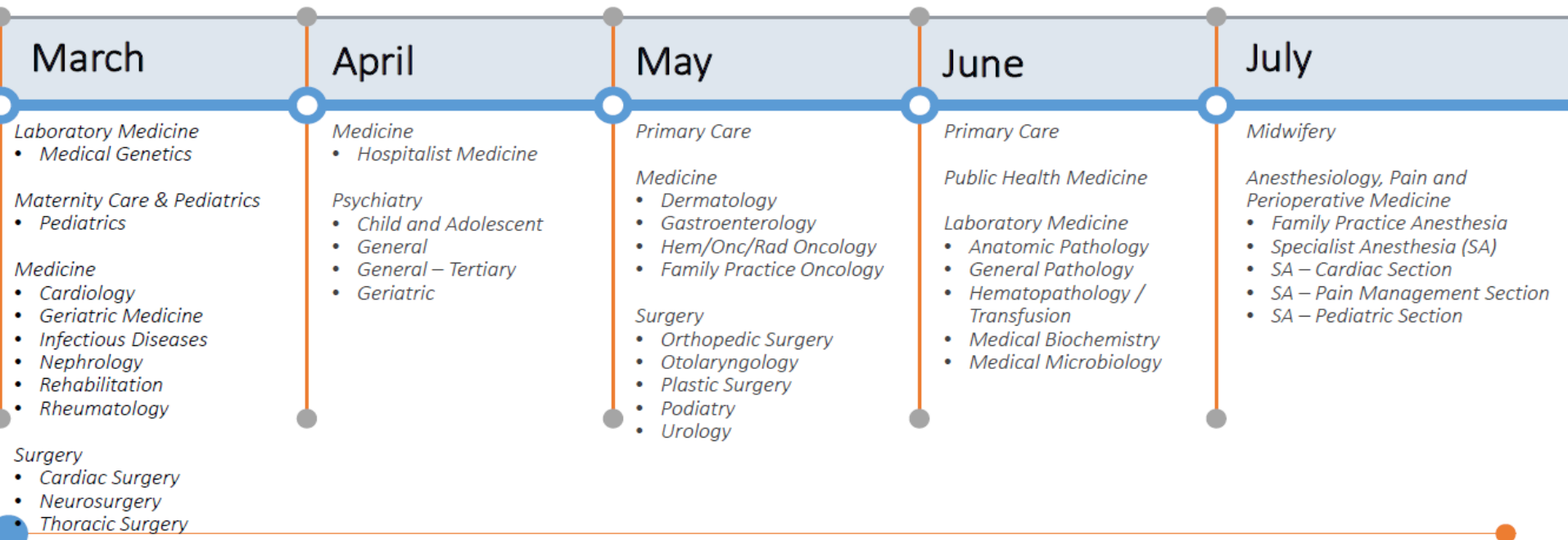


Pan Sivananthan
Manager

Credentialing & Privileging

Reappointment Schedule

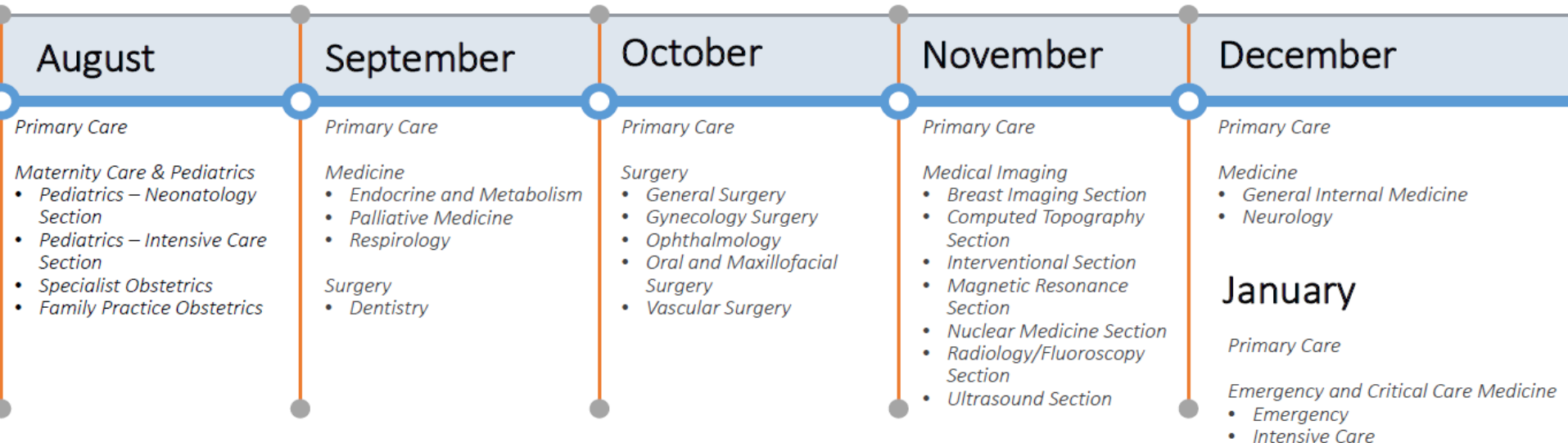
2019/2020



Credentialing & Privileging

Reappointment Schedule

2019/2020



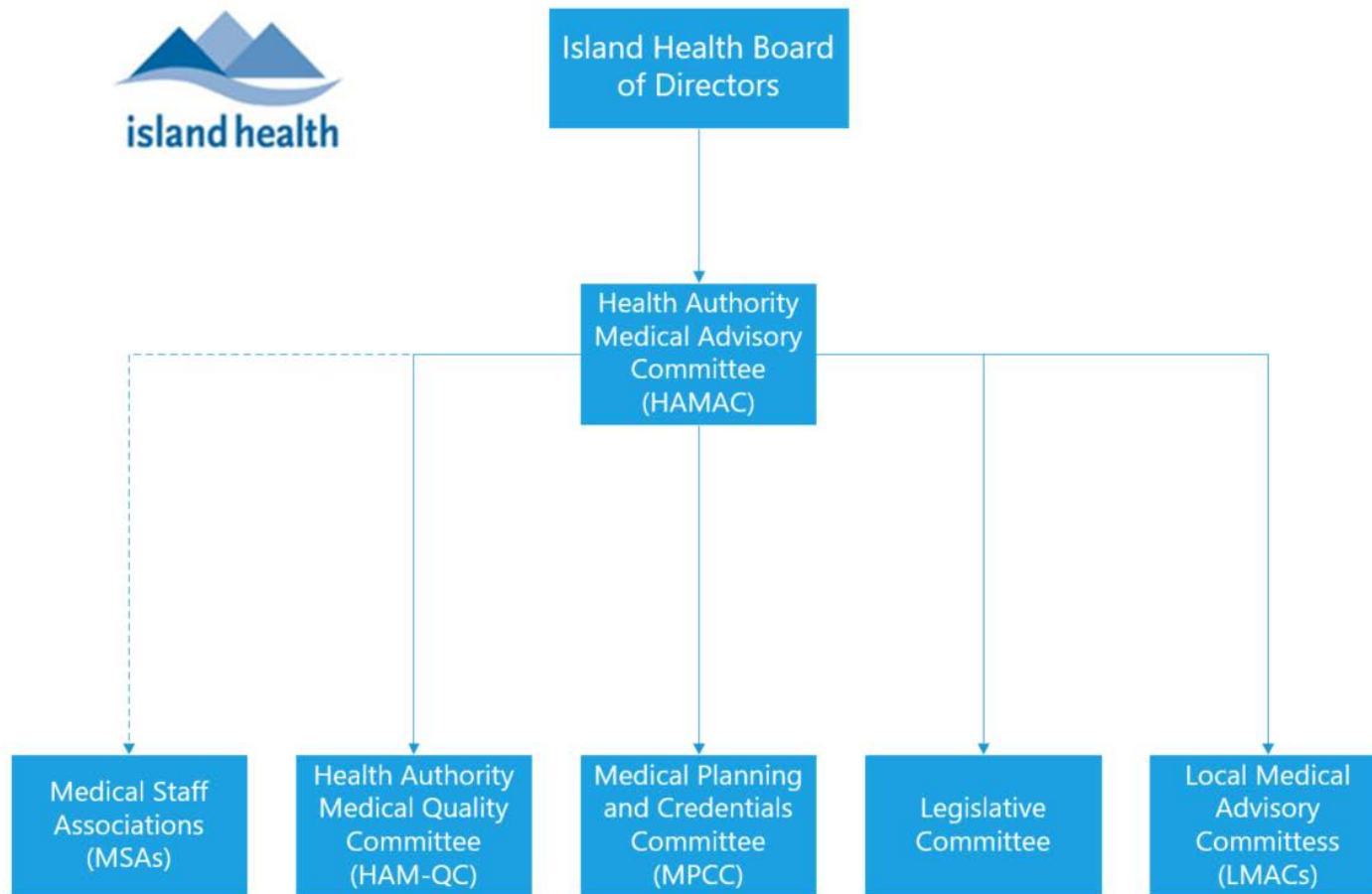
Medical Staff Governance

- 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

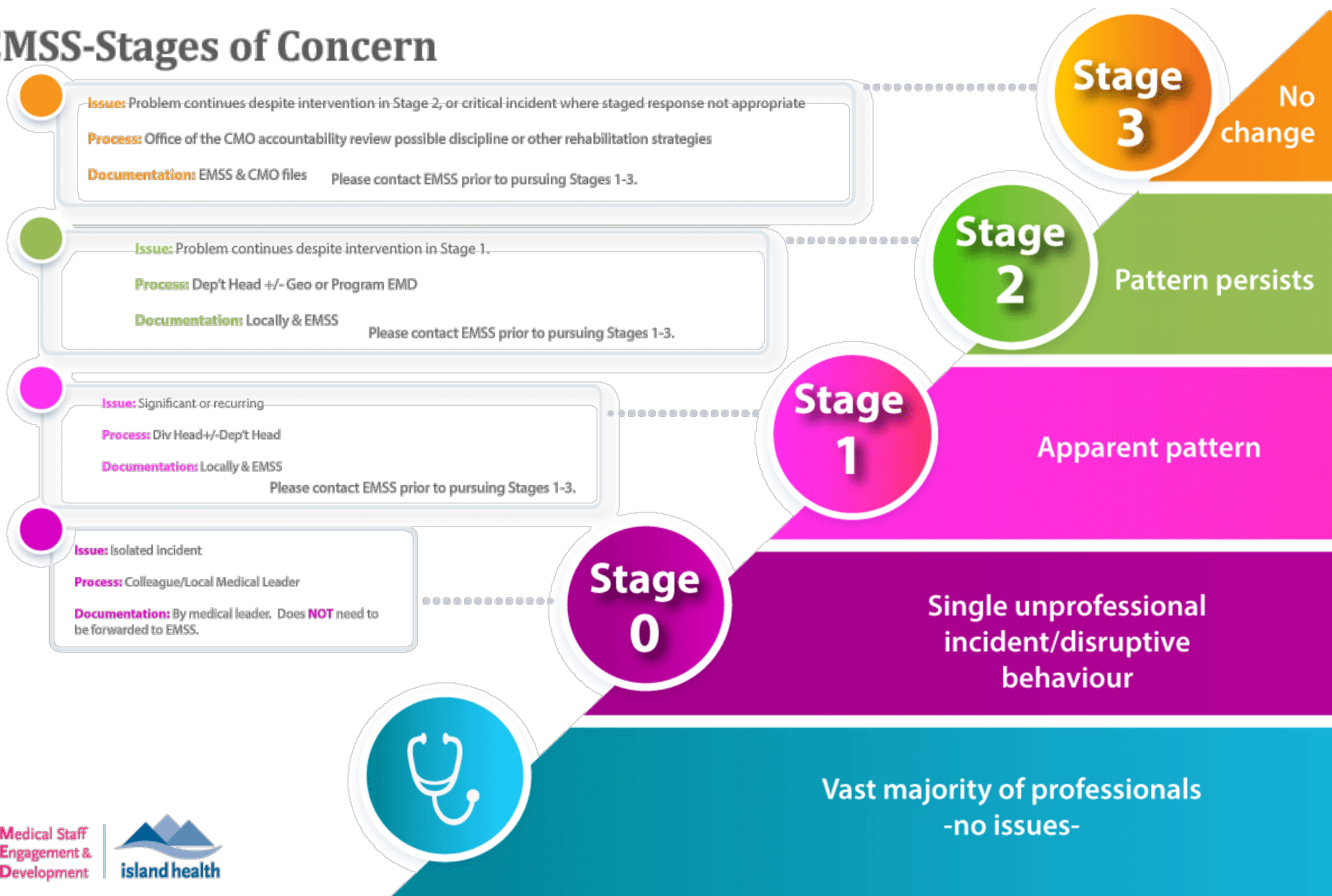


John MacDonald
HR Specialist

&

Dr. Bruce Campana
Medical Director

EMSS-Stages of Concern



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 Fennel

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

Manager
Emergency
Department Quality

Manager
PCQO

Manager
Patient Safety
Consultants

Manager
PSLS

Manager
Ethics

Manager
Continued
Improvement
Supports

Manager
Process
Improvement

Manager
Policy

Manager
Clinical Risk
Management &
Adult Guardianship

Manager
IPAC

Admin Assistant
vacant

Admin Assistant
Erin Craig

Admin Assistant
Drew Dell

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

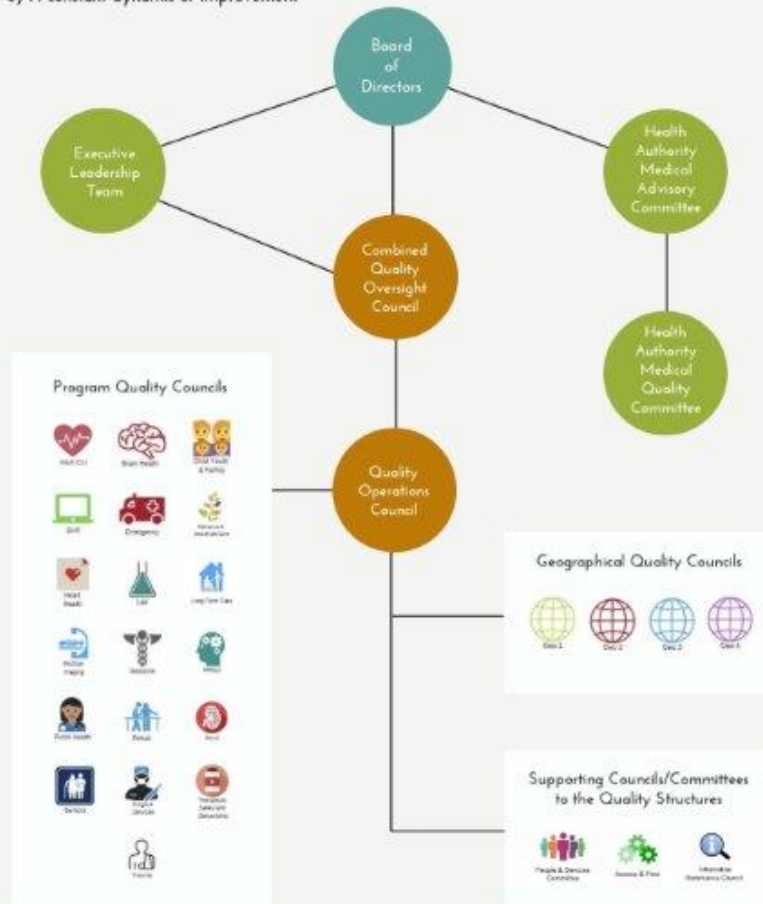
- have an understanding of the Quality Structure
- attend geographic & program quality council meetings
- respond to Patient Care Quality Office (PCQO) complaints
- understand the Patient Safety Learning System (PSLS) and how to report within this system

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	
Program Medical Director Clinical Directors Medical Leads Quality representatives	Site Medical Director/Chief of Staff 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		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	Dr. Drew Digney	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. Alan Andrew	Lori House	Damone Anderson
Medicine	Dr. Alan Buckley	Sharon Parkes	Kimberly Hale
Mental Health & Substance Use	Dr. Wei Song	Kelly Reid	Frances James
Palliative & End of Life Care	Dr. Jody Anderson	Jill Gerke	
Public Health	Dr. Richard Stanwick	Tara Fitzgerald	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.

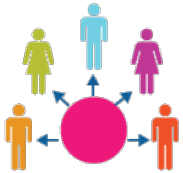
Strategic Planning & Involvement in Decision Making

IAP2 Spectrum of Engagement

Level 1

Inform

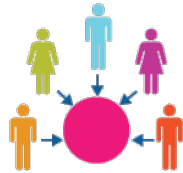
Telling the stakeholders you are about to make a decision (to tell/announce/educate)



Level 2

Consult

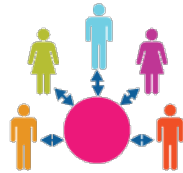
You already have a few choices to choose from and we want your input (to obtain feedback)



Level 3

Involve

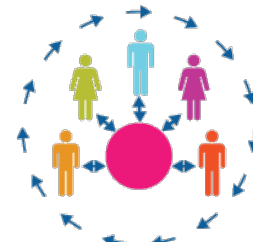
You will work with the stakeholders to develop solutions & alternatives



Level 4

Collaborate

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



Level 5

Empower

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



Informing

Listening

Dialogue

Engagement

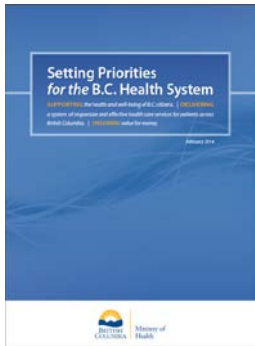
Collaboration

Direction Setting – Strategic Alignment

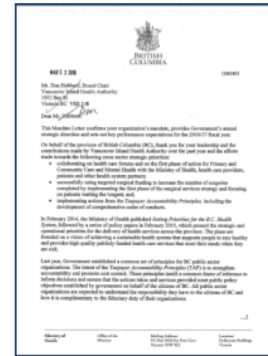
Gov't Strategy



Ministry Strategy



Mandate letter



Island Health strategic planning

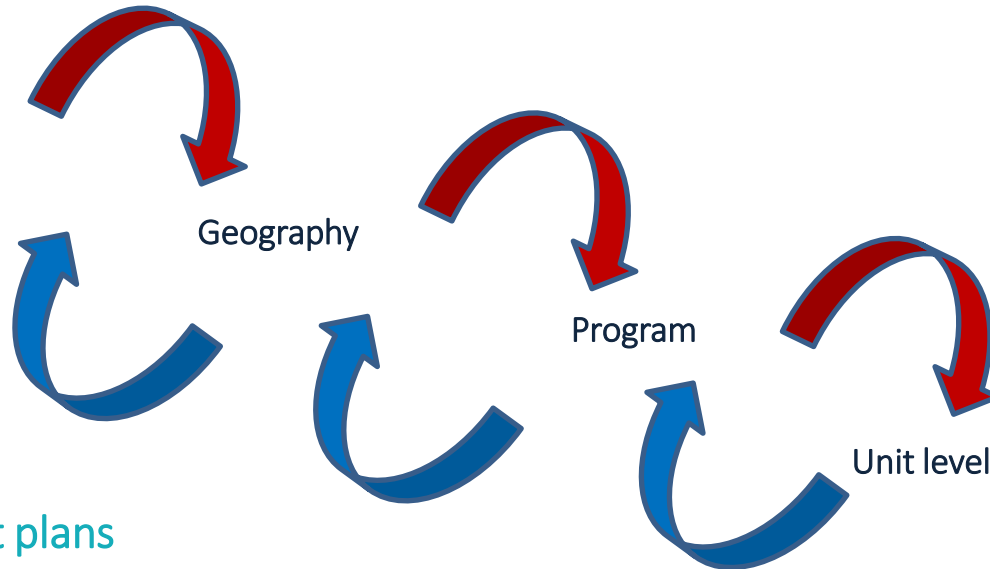


Bilateral meetings with CEO, Board Chairs, Deputy Minister

Aligned, Cascading Implementation

ISLAND HEALTH STRATEGIC WORKPLAN – 2017/18 – TRACKING DOCUMENT

Strategic Area	Strategic Objective	Key Results	Responsible Parties	Start Date	End Date	Progress	Notes
Administrative Services	Improve the efficiency and effectiveness of administrative services to support the health system's mission.	Reduce the number of administrative staff hours spent on non-core activities.	CEO, CFO, HR	Q1 2018	Q4 2018	On Track	
		Streamline administrative processes and reduce duplication.	CEO, HR, IT	Q2 2018	Q3 2018	On Track	
		Improve the quality of administrative services.	CEO, HR, IT	Q3 2018	Q4 2018	On Track	
		Reduce the cost of administrative services.	CEO, CFO, HR	Q4 2018	Q1 2019	On Track	



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?:

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?:

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 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