

MEDICAL
ROOM



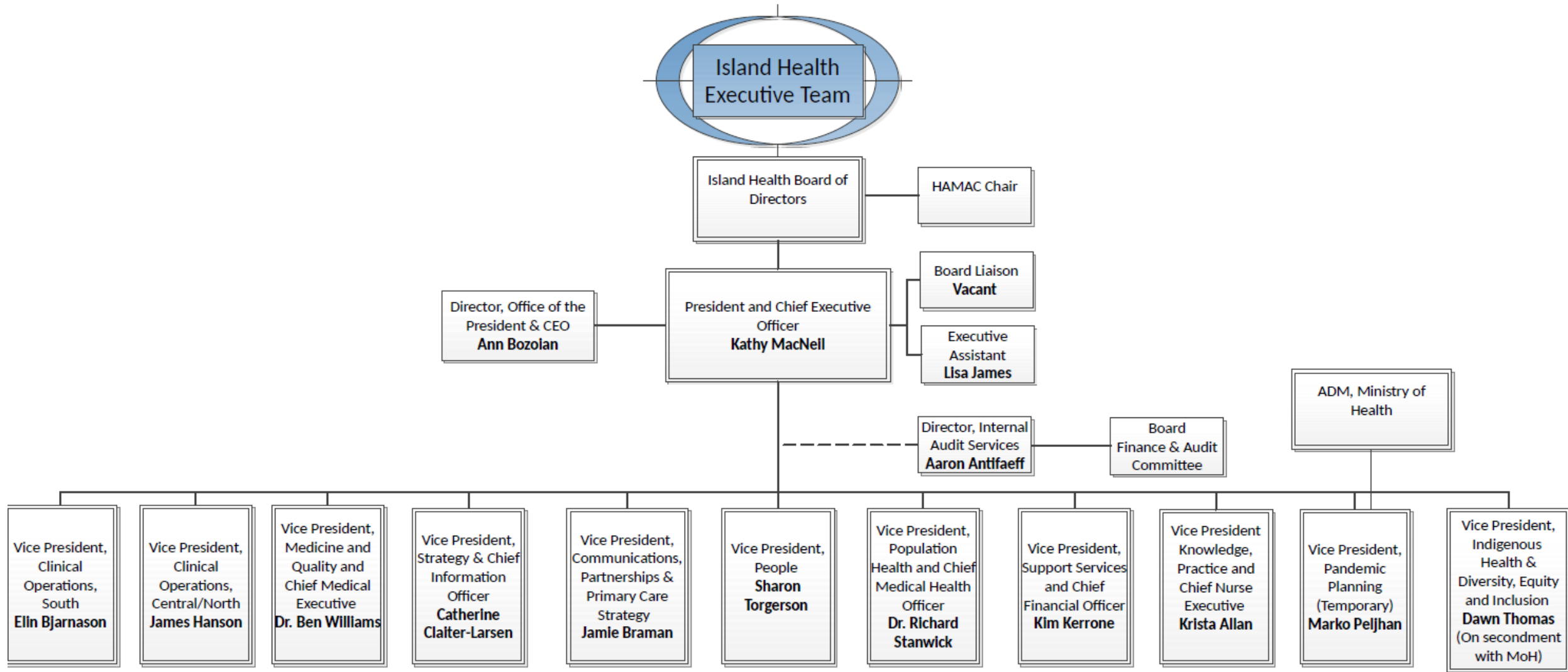
Navigating Island Health Medical Leadership

Welcome to medical leadership

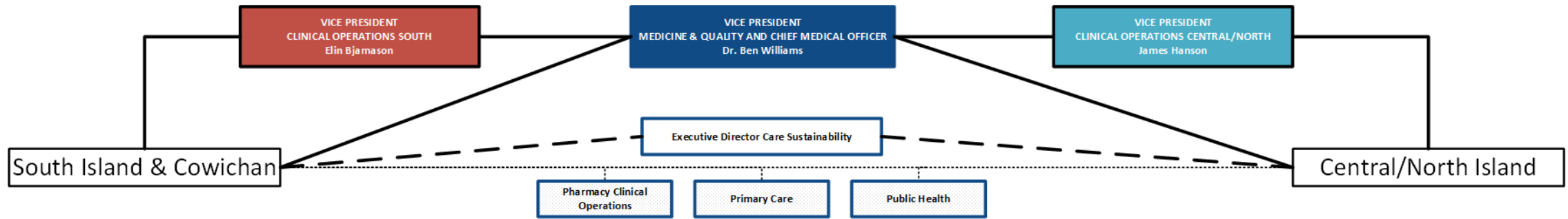
Today we will provide you with:

1. Overview of medical administration, structures & processes
2. Answer any questions you may have about the medical leadership structure and your role.
3. Review organizational resource available to you
4. Provide you with key contacts

Island Health Executive Team



Island Health Clinical Structure



Victoria Acute

Operations

- Clinical Operations (RJH)
- Clinical Operations (VGH)
- Heart Health Operations (Island Wide Program)
- Brain Health Operations (Island Wide Program)
- Acute Flow & Restorative Health (Island Wide Program)
- Child Youth / Pediatric / Maternity / Women's Strategy (Island Wide Program)
- Critical Care

Urban Greater Victoria Community Operations & MHSU Strategy

Operations

- Urban Greater Victoria
- South Island MHSU Operations
- Primary Care Co-Development

Sooke, West Shore, Saanich Peninsula, Gulf Islands & Laboratory

Operations

- Laboratory Medicine (Island Wide Program)
- Saanich / Western Communities
- Saanich Peninsula and Gulf Islands Hospitals & Community
- Saanich Peninsula Hospital
- Lady Minto Hospital
- Primary Care Co-Development CRD

Cowichan Valley & Hospital Redevelopment

Operations Strategy

- Hospital Re-Development
- Health & Care Plan
- Cowichan Valley Hospital & Community
- Primary Care Co-Development Cowichan

Surgery, Diagnostics and Ambulatory Care

Island Wide Strategy

- Surgical Strategic Service
- Ambulatory Care Strategy

Operations

- Surgery Ops (RJH/VGH/NRGH)
- Ambulatory Care & Medicine Quality (RJH/VGH/NRGH)
- Renal, Trauma and Oncology (Island Wide Program)
- Diagnostic Imaging (Island Wide Program)

Nanaimo and MHSU Centre Island & Tertiary Services

Operations

- Clinical Operations (NRGH)
- Nanaimo HCC
- Primary Care Co-Development Nanaimo
- CI MHSU Operations
- MSHU Tertiary Residential Services (Island Wide Program)

Oceanside, Port Alberni/Clayoquot Access, Home Health, End of Life & Seniors

Island Wide Strategy

- Home Health Strategy
- Seniors Strategy

Operations

- Oceanside
- Alberni-clayoquot Hospital & Community
- Community Access, Capacity & Transitions (Island Wide Program)
- Palliative & End of Life Program (Island Wide Program)
- Palliative & End of Life Program (Island Wide Program)
- Primary Care Co-Development Oceanside/West Coast

Comox Valley, Campbell River & North Island

Island Wide Strategy

- Rural and Remote Strategy

Operations

- Campbell river
- Comox Valley
- Port MacNeil/Port Hardy/ Cormorant Island/Community
- Primary Care Co-Development North Island
- North Island MHSU Operations
- Diabetes and Nutrition (Island Wide Program)

Long Term Care & Assisted Living

- LTC – Affiliate Sites and Strategy (Island Wide Program)
- LTC – Quality Assurance and Contract Monitoring
- LTC – Owned and Operated
- LTC – COVID-19 Response

Operations Support Clinical Logistics

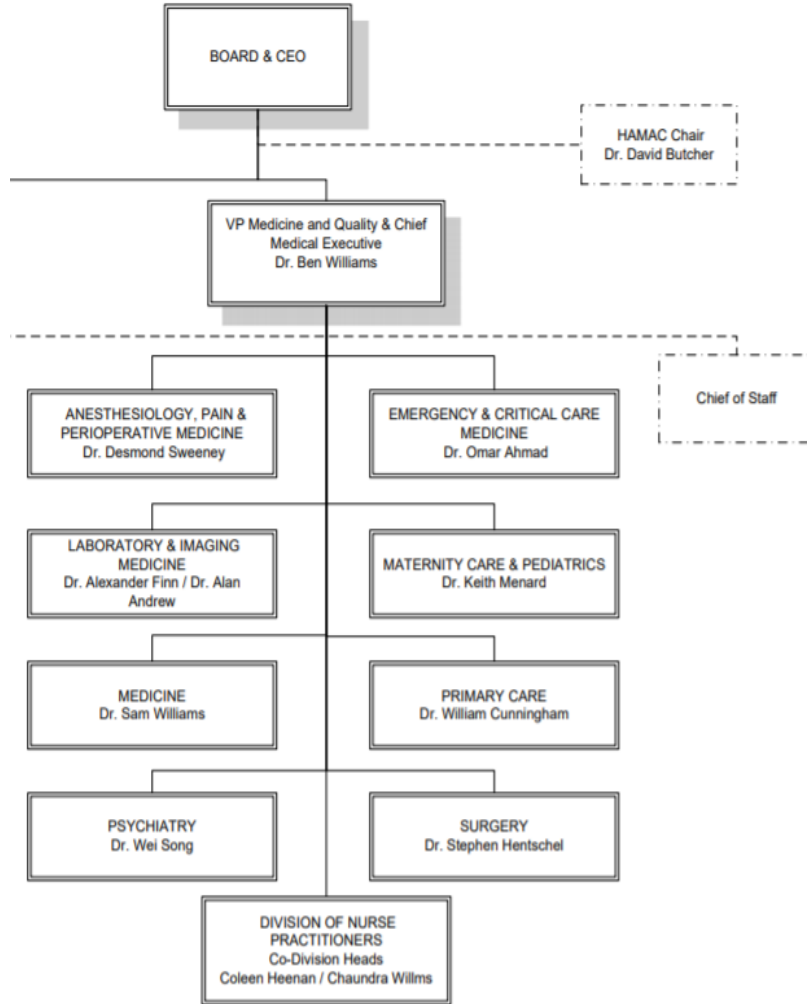
General Support Services

Medical Leadership Structure and Your Role

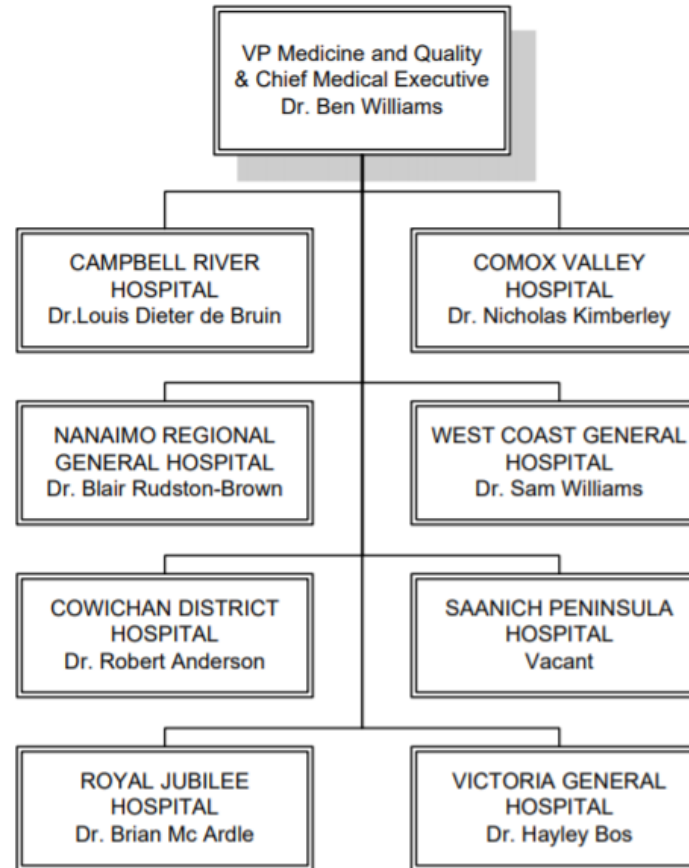


Medical Staff Structures

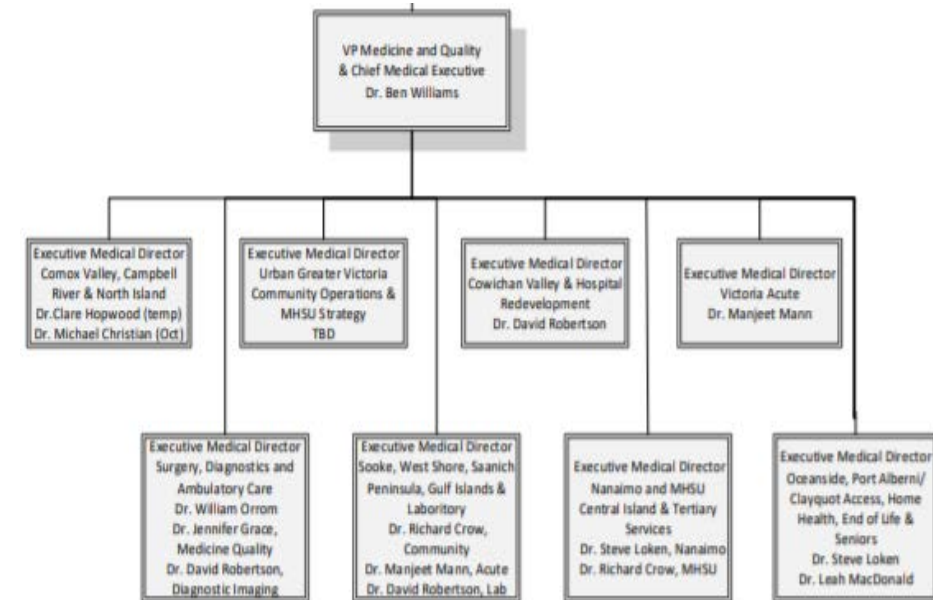
Departmental Structure



Chiefs of Staff



Operational Structure



*For up to date contacts, see: <https://medicalstaff.islandhealth.ca/organization/organizational-structures/medical-staff-structures>

Roles and Responsibilities

Position	Role	Focus	Example Functions	Accountability
Departmental Leadership				
Department Head (8) Division Head (90) Section Head (18)	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.	Individual Practitioners	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"> • Department Heads report to CMO via MAA EMDs • The Health Authority Medical Advisory Committee (HAMAC) reports to the Board
Operational Leadership				
Executive Medical Directors Medical Directors Medical Site Directors Medical Leads	Co-leadership of Island Health program and services, and co-leadership of the Clinical Governance Structure (for certain positions).	Team-Based Care Delivery	<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 	<ul style="list-style-type: none"> • Executive Medical Directors report to CMO • CMO reports to the CEO, who reports to the Board

Medicine, Quality and Academic Affairs Structure and Resources



Medicine, Quality Executive Team



Dr. Ben Williams
VP Medicine, Quality and
Academic Affairs and Chief
Medical Executive



Dr. Chris Hall
Executive Medical Director,
Clinical Service Delivery & Research



Dr. Erdem Yazganoglu
Director of the Office of VP Medicine,
Quality and CME Office



Dr. Ian Thompson
Executive Medical Director,
Medical Staff Governance



Dr. Michelle Weizel
Executive Medical Director,
Priority Populations & Initiatives



Laura Nielsen
Executive Director,
Medical & Academic Affairs



Ainsley Young
Interim Executive Director,
Quality, Safety & Improvement

Medical Affairs Leadership



Kristine Votova

Director, Medical Staff Quality, Analytics & Clinical Improvement and Interim Director
Medical Staff Support and Resources



Dr. Bruce Campana

Medical Director,
Enhanced Medical Staff



Dr. Keith Menard

Medical Director,
Medical Staff Human Resources Planning



Dr. Adele Harrison

Medical Director, Clinical Improvement
& Medical Staff Development

Medical Affairs Leadership



Christine Jeffrey
Director, Practice Design &
Compensation



Dr. Dean Kolodziejczyk
Medical Director, Medical Staff
Contract and Compensation

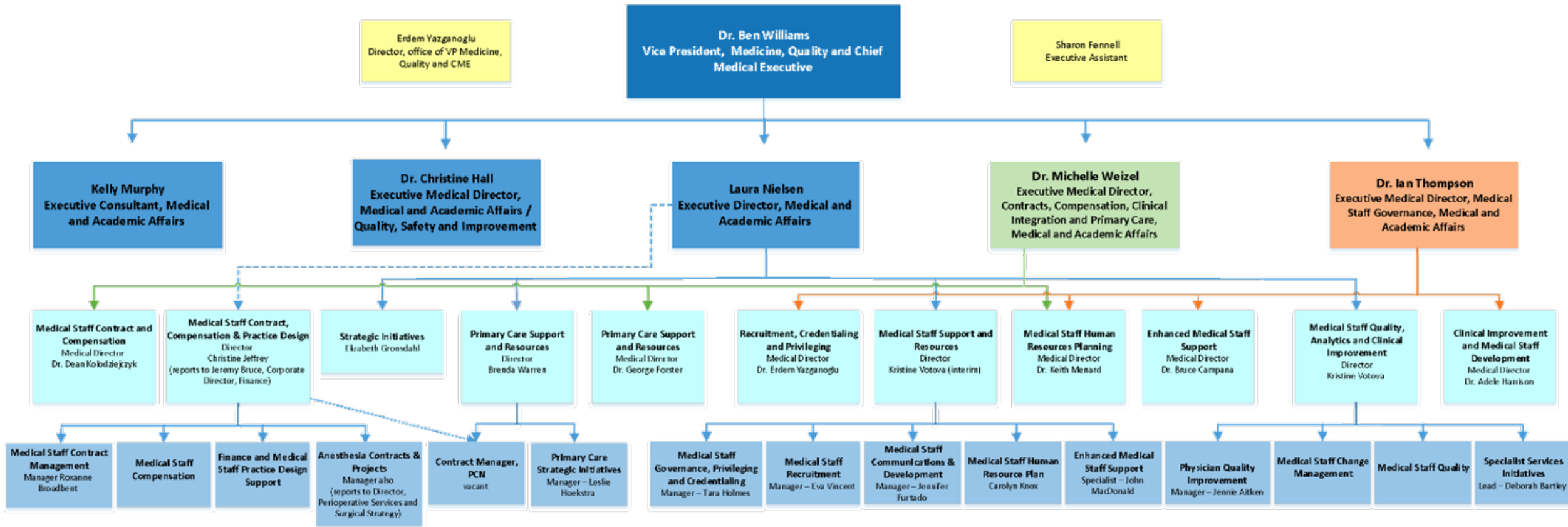


Brenda Warren
Director, Primary Care Support
& Resources



Dr. George Forster
Medical Director, Primary Care
Support and Resources

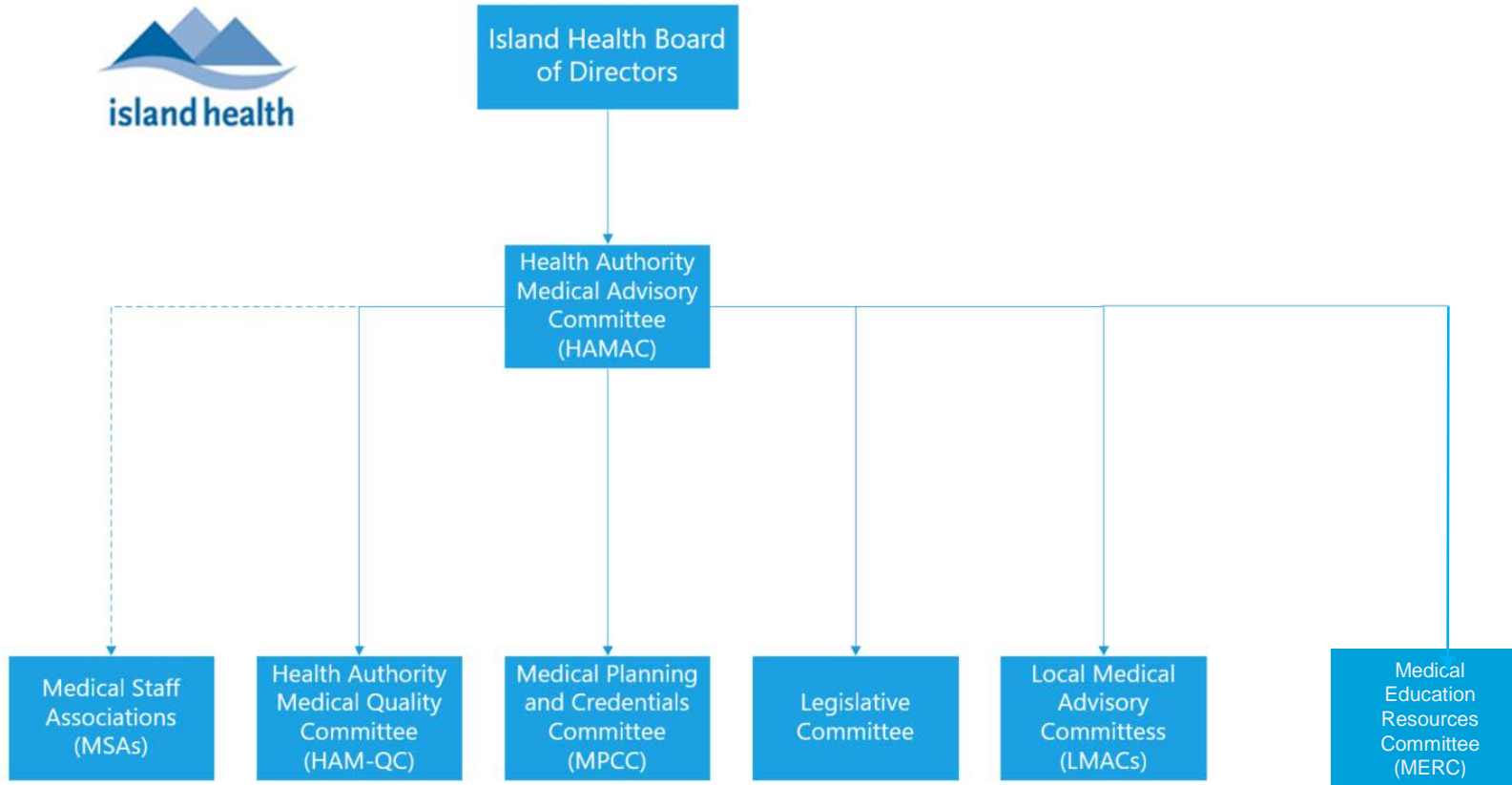
Medicine, Quality and Medical Affairs



Medical Staff Governance Structures



Medical Governance Structures



Tara Holmes
Manager, Medical Staff
Privileging and Governance

For more information visit

<https://medicalstaff.islandhealth.ca/organization/governance>

or contact Tara.Holmes@islandhealth.ca

Medical Governance Committees

HAMAC (Health Authority Medical Advisory Committee)

- ❖ Diverse membership: Dept Heads, Chiefs of Staff, MSA and Executive Medical Directors.
- ❖ Endorses the work and recommendations of subcommittees
- ❖ Makes recommendations directly to the Board Of Directors
- ❖ **Focus is the quality, effectiveness, and availability of medical care provided within VIHA Facilities and Programs**
- ❖ Advises operational teams, but does not advise Board on operational issues.

Key Medical Staff Governance Contacts

Medical Staff Committees:

HAMAC

(Health Authority Medical
Advisory Committee)

Dr. David Butcher

HAMQC

(Health Authority Medical
Quality Committee)

Dr. Chris Hall

MPCC

(Medical Planning and
Credentials Committee)

Dr. Jill Pearman

MERC

(Medical Education
Resources Committee)

Dr. Keith Menard

LC

(Legislative Committee)

Dr. Chaundra Willms

Local Medical Advisory Committees (LMACs):

Campbell River District Hospital

Dr. Dieter de Bruin

Chemainus Health Care Centre

Dr. Murray Archdekin

Comox Valley Hospital

Dr. Nicholas Kimberley

Cowichan District Hospital

Dr. Robert Anderson

Lady Minto Hospital

Dr. David Butcher

Ladysmith Community Health
Centre

Dr. Pramod Swamy

Nanaimo Regional General
Hospital

Dr. Blair Rudston-Brown

Saanich Peninsula Hospital

Dr. Alex Brothers

South Island LMAC (VGH, RJH)

Dr. Hayley Bos &
Brian Mc Ardle

Tofino General Hospital

Dr. Carrie Marshall

West Coast General Hospital

Dr. Sam Williams

Medical Staff Associations (MSAs)

MSAs consist of medical staff who have privileges at 11 sites.

- To provide voice to the Medical Staff and to represent the views of its local
- To provide a forum to inform and connect the Medical Staff
- To raise regional matters of significance with local administration and HAMAC
- To engage members on program and resource planning
- Report to HAMAC through HAMSA

<https://medicalstaff.islandhealth.ca/index.php/medical-staff-associations>

How are medical
staff privileged?



Credentialing & Privileging

- **Credentialing** is the process whereby a Practitioner's qualifications (education, training, experience and professional attributes) are validated and reviewed against established standards
- **Privileging** is the process whereby a Practitioner is authorized to practice within a particular clinical domain and provide particular clinical procedures at a specific site (or sites).

Process from Medical Leader Perspective

1. Talk to the applicant, understand what they are intending to do.
2. Refer them to Credentialing and Privileging office
3. Advise Credentialing and Privileging office on candidate (what capacity and doing what)
4. Conduct verbal reference(s) from privileging perspective
5. Review all documentations (credentials and requested privileges) submitted at the approval stage – short e-learning module about completing a privileging dictionary <https://learninghub.phsa.ca/Courses/23412/completing-a-privileging-dictionary> and reviewing a privileging dictionary <https://learninghub.phsa.ca/Courses/23983/reviewing-a-privileging-dictionary>
6. Consider implications of privileges on other groups
7. Conduct their review(s) on a regular basis
8. Report any changes in their status (LOA, changes in service provision) to Credentialing Office

Your Role and Impact

1. The Hospital Act enabled Medical Staff and Medical Staff Structures (Departments) to make decisions about medical staff and recommend it to the Island Health Board.
2. You are reviewing the applicant on behalf of the Island Health Board. Your recommendation is to your department head and then to the Island Health Board.
3. You are authorized to accept or decline an application, within the framework given by the Medical Staff By-laws.
4. If a problem appears as a result of your decision, Island Health Board would be responsible. Credentialing office is responsible for ensuring the application and approval process is done according to the By-laws.
5. If a medical staff officially applied for privileges (any written request) and you (Island Health Board) decline to provide privileges, individual physician must declare this in all their future applications.
6. Declining to provide staff status in Island Health is a rare event. Most of the time, adjustments of requested privileges occur and is the most critical part of the work.

Medical Staff Credentialing & Privileging

The main functions of the Medical Staff Credentialing & Privileging team are to support with inquiries, including but not limited to:

- Specifics regarding individual medical staff credentialing & privileges in your department
- Reports/directory of Medical Staff within your department
- Assistance with Provider Reappointment processes
- Assistance with Category Changes, Leaves of Absence, site changes & Locum Tenens
- Photo ID, facility access cards, Windows (Cerner) accounts access, and training for activation sites (NRGH, Dufferin & Oceanside for EHR)

For more information visit

<https://medicalstaff.islandhealth.ca/organization/medical-academic-affairs/credentialing-and-privileging>

or contact Tara.Holmes@islandhealth.ca



Tara Holmes

Manager, Medical Staff
Privileging and Governance

Medical Staff Support and Discipline



Enhanced Medical Staff Support (EMSS)

The main functions of the Enhanced Medical Staff Support (EMSS) team are to :

- 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

For more information visit

<https://medicalstaff.islandhealth.ca/organization/medical-academic-affairs/enhanced-medical-staff-support-emss>

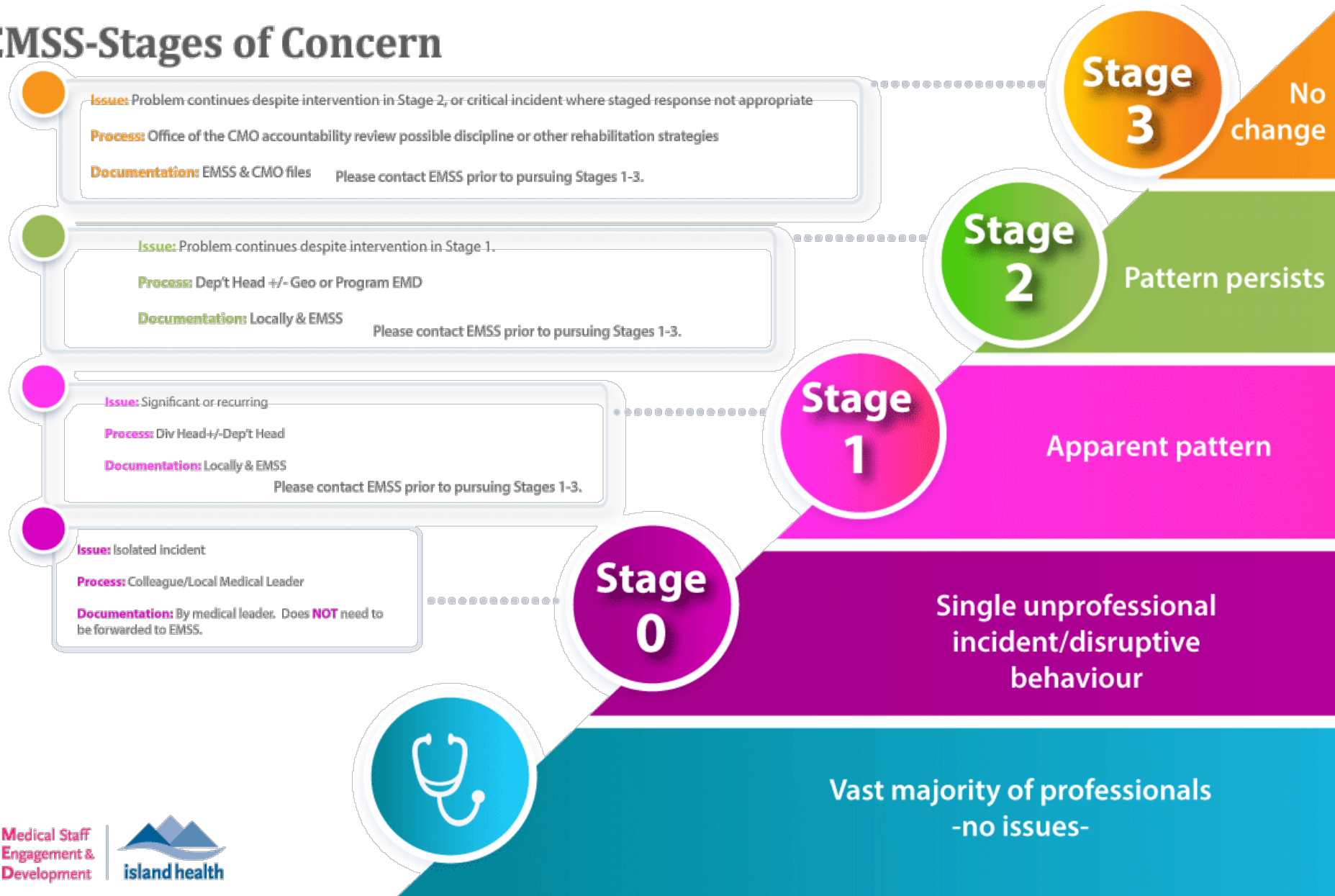
or contact John.MacDonald@islandhealth.ca or Bruce.Campana@islandhealth.ca



John MacDonald
HR Specialist

& Dr. Bruce Campana
Medical Director

EMSS-Stages of Concern

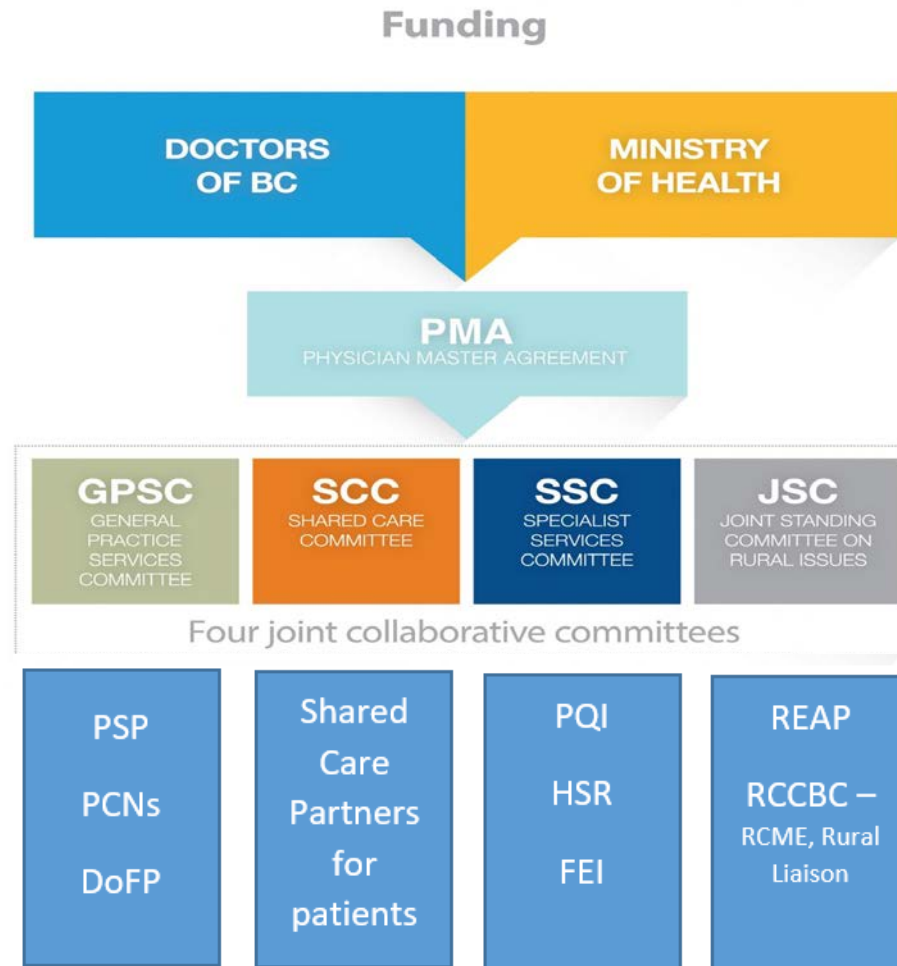


Working for Change

Communications, Engagement,
Education & QI



External funding for medical staff





Physician Quality Improvement

- A professional development program available to a limited number of Island Health medical staff each year.
- Program supports participants to catalyze improvements in care quality by providing education, mentorship and technical support over 12 months.
- In addition, regular opportunities for medical staff to network & learn about quality improvement



Jennie Aitken
Manager, Physician Quality
Improvement



Dr. Adele Harrison
Medical Director, Clinical Improvement &
Medical Staff Development

<https://medicalstaff.islandhealth.ca/physician-quality-improvement>

Clinical & Quality Improvement

- Initiatives:
 - Choosing Wisely
 - Sepsis
 - Provider Profile (coming soon)
 - and more...

Improving Communications and Engagement for Medical Staff

The main functions of the Medical Staff Communications & Development team is to support communication and engagement through:

- Medical staff communications including medical staff website (<https://medicalstaff.islandhealth.ca>), newsletters & bulletins, events calendar, town halls
- Develop & support systems navigation through onboarding processes and orientation programs for medical leaders & medical staff; additional supports available for rural physicians.
- Medical Staff Recognition programing

For more information visit <https://medicalstaff.islandhealth.ca/organization/medical-academic-affairs/communications-and-development>

Or contact MedStaffCommunications@viha.ca for communications support, to share a recognition story, or to participate in onboarding.

If you are a rural physician and would like to better understand support available to you contact Theresa.Yuha@islandhealth.ca



Jennifer Furtado

Manager, Medical Staff
Communications & Development

Supporting Education and Development for Medical Staff

The Medical Staff Communications & Development team supports education and development through:

- Support departmental CPD rounds and other organizational education.
- Advises on CME accreditation process.
- Develops leadership development programming
- Promotes learning opportunities
- Administration of education funding

For more information visit <https://medicalstaff.islandhealth.ca/organization/medical-academic-affairs/communications-and-development>

To enroll in programming or request CME assistance contact Antoinette.Picone@islandhealth.ca for rural physician specific opportunities.



Jennifer Furtado
Manager, Medical Staff
Communications & Development

Workforce design, planning,
recruitment, contracts and
compensation



Medical Staff Recruitment

The main functions of the Medical Staff Recruitment team are to:

- Human Resource Planning
- Assist departments with impact assessment & approval process for recruitment of physicians, midwives & dentists
- Provide advice & support to ensure compliance with the recruitment policy
- Support search & selection processes
- Manage the Practice Ready Assessment & UBC IMG Return of Service programs

For more information visit

<https://medicalstaff.islandhealth.ca/organization/medical-academic-affairs/recruitment>

or contact Eva.Vincent@islandhealth.ca



Eva Vincent
Manager,
Medical Staff Recruitment

Practice Design Support

The main functions of the Practice Design team are to:

- Provide guidance on designing, developing and describing medical staff services at Island Health.
- Support the development of the Medical Staff Human Resource Plan by leading the development of practice descriptions for each physician role within Island Health.
- Work in partnership with departments to find contract solutions for medical staff

For more information visit

<https://medicalstaff.islandhealth.ca/organization/medical-academic-affairs/practice-design-support>

or contact Christine.Jeffrey@islandhealth.ca



Christine Jeffrey
Director, Practice Design
& Compensation

Medical Staff Contract Management

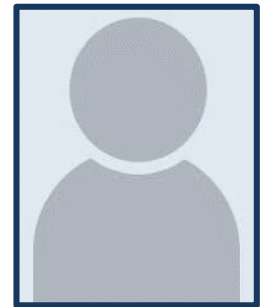
The main functions of the Medical Staff Contract Management team are to:

- Negotiate and prepare medical staff contracts for clinical, on-call (MOCAP), medical leadership and physician administrative services;
- Process medical staff payments;
- Facilitate medical staff contract management;
- Provide stewardship for Ministry funds that support these services.

For more information visit

<https://medicalstaff.islandhealth.ca/organization/medical-academic-affairs/contract-management>

or contact Roxanne.Broadbent@islandhealth.ca



Roxanne Broadbent
Manager, Medical Staff
Contract Management

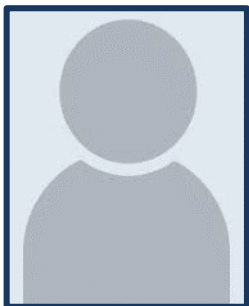
Medical Staff Leadership Contracts

The main functions of the Medical Staff Contract Management team are to:

- Support both the departmental medical structure and the Integrated Health Services co-management structure.

Please contact this team when you are:

- Offering new medical staff leadership contracts;
- Providing clarity around questions regarding contract language;
- Providing notice regarding medical staff leaders ending their contracts;
- Providing notice regarding medical staff who have been recruited, appointed to vacant positions or will end their term early.



Roxanne Broadbent
Manager, Medical Staff
Contract Management

For more information visit

<https://medicalstaff.islandhealth.ca/organization/medical-academic-affairs/contract-management>

or contact Roxanne.Broadbent@islandhealth.ca

Finance

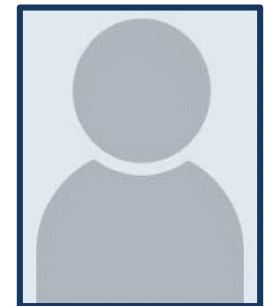
The main functions of the Finance team are to:

- Develop and maintain operating budgets for physician costs;
- Forecast for Physician Compensation spending;
- Monitor and analyze expenditures against budget;
- Prepare Financial Performance Reports for leadership, the board of directors and funders. (e.g. Doctors of BC, Ministry of Health);
- Provide specialized financial analysis and advice;

For more information visit

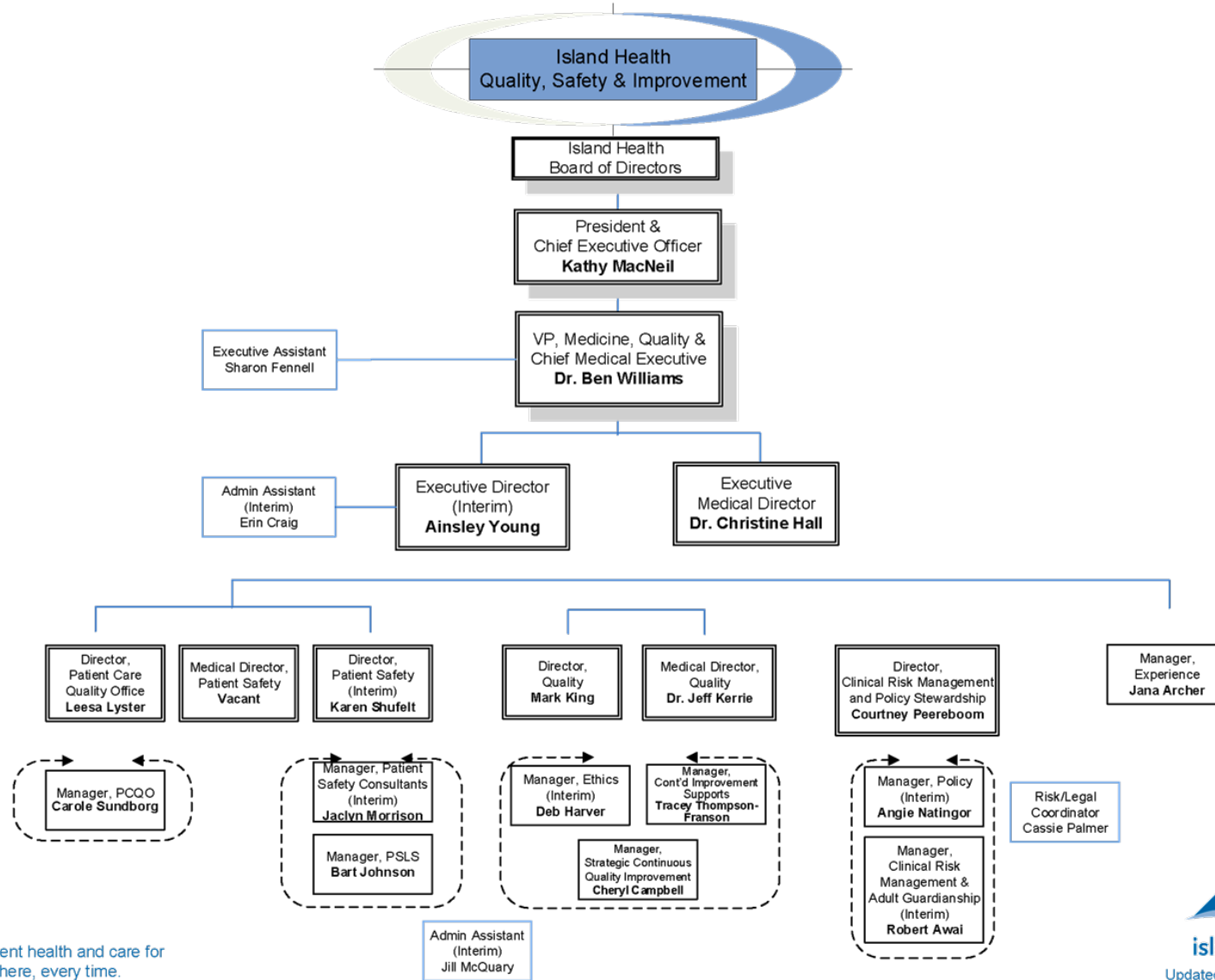
<https://medicalstaff.islandhealth.ca/organization/medical-academic-affairs/practice-design-support>

or contact Laura.Swanstrom@islandhealth.ca



Laura Swanstrom
Financial Analyst

Quality Portfolio

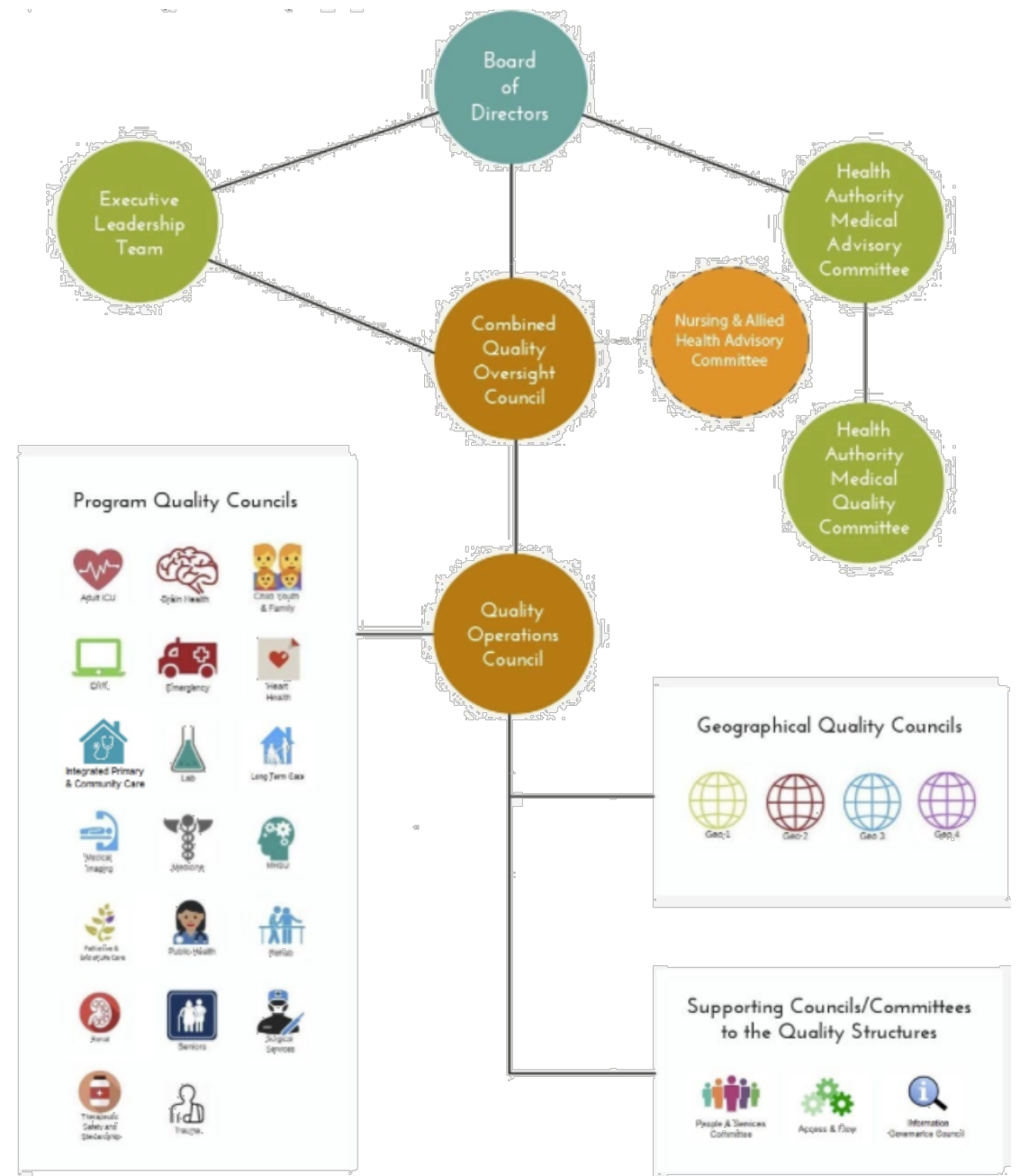


Our Vision: Excellent health and care for everyone, everywhere, every time.

Island Health's Quality Structure

The Quality Structures are the “information highway for quality”, where structures and process are in place to enable:

1. High Standards of care
2. Transparent accountability for those standards
3. A constant dynamic of improvement



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

IHealth Governance

IHealth Program Oversight

- Ministry of Health, Board, and Executive oversight for IHealth progress, financials, and risks through the IHealth Task Force, IHealth Clinical Executive Steering Committee, and IHealth Financial Oversight Committee.
- IHealth-specific forums that oversee the design of **EHR workflows** and the EHR system configuration.

For more information visit: [Placeholder until new website is launched]

or contact Panmoli.Sivananthan@islandhealth.ca



Pan Sivananthan
Director,
IHealth Governance

Island Health Strategic Planning

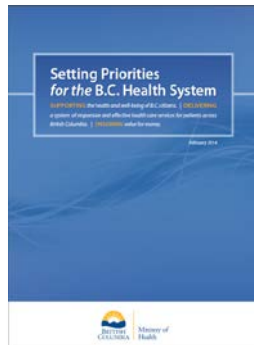


Direction Setting – Strategic Alignment

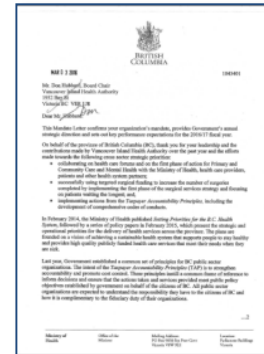
Gov't Strategy



Ministry Strategy



Mandate letter



Island Health strategic planning

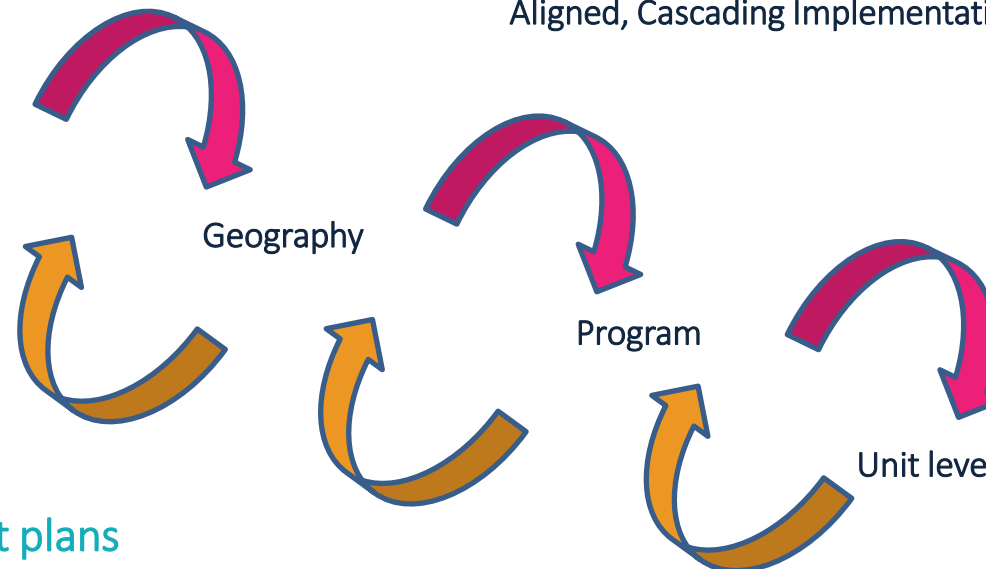


Bilateral meetings with CEO, Board Chairs, Deputy Minister

Island Health work plan

ISLAND HEALTH STRATEGIC WORKPLAN – 2017/18 – TRACKING DOCUMENT									
Strategic Objective	Key Results	Strategic Initiatives	Programs	Projects	Responsible Parties	Start Date	End Date	Status	Notes
Improve patient and family experience
Improve health system performance
Improve workforce and leadership

Aligned, Cascading Implementation



Budget Allocation to support plans

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



Planning Framework and Organizational Context

Goals	Objectives	Strategies	Tactics	Deliverables	Actions
<i>A high-level and aspirational statement about our desired future</i>	<i>A statement about what we are trying to achieve in order to realize the future state envisioned by a Goal</i>	<i>A group of actions with a common approach that describe how we will achieve an Objective</i>	<i>A specific piece of work or actions designed to achieve a Strategy</i>	<i>Products created during work on a Tactic that include a target date to be delivered by and quantitative indication of progress where available</i>	<i>Activities undertaken to produce deliverables aligned with the tactics and strategies of the organization</i>
<i>5 year horizon</i>	<i>3-5 year horizon</i>	<i>1-3 year horizon</i>	<i>1 year horizon</i>		

The Strategic Framework contains Goals & Objectives.
The Multi-Year Plan contains Goals, Objectives, Strategies, and Tactics (GOST).
The Tactical Plan contains GOST information for high-priority Tactics only.

Implementing teams define the deliverables and actions, in alignment with the GOST set out in the Plan.

Strategic Priority Example

GOAL 1

Improve the Experience, Quality and Outcomes of Health and Care Services for Patients, Clients and Families

We promise to support a person-centred health and care experience free of discrimination, racism and stigma, where seamless care is delivered in neighbourhood hubs and connected hospitals, all to the highest levels of quality and safety.

1.2: Island Health will seek to reconcile relationships with Indigenous peoples living within the Island Health service region

We will acknowledge the truths about colonization and health service delivery, and its effect on Indigenous peoples living within the Island Health service region. Island Health will fulfil the health-related Calls to Action of the Truth and Reconciliation Commission, and fully adopt the United Nations Declaration on the Rights of Indigenous Peoples and the Declaration of Commitment on Cultural Safety and Humility in Health Services.

Workplan Aim: Describes future state short term	Strategic Framework Objectives: Longer term objectives	Initiatives: How work will be actioned through projects	Deliverables: What the project will produce	What Success will Look Like for Patients, Partners and Workforce
1. Ways of Being & Delivery Support				
1.1 Indigenous cultural safety and humility is embedded in the design and delivery of quality health services	1.1 Patients clients and families will be the centre of their own health and care 1.2 Island Health will seek to reconcile relationships	1. Anti-Racism strategy Phase 1 NOTE: WHILE THIS INITIATIVE FORMS PART OF THE INDIGENOUS WORK STREAM, CULTURAL SAFETY AND HUMILITY IS THE WORK	With MoH, lead and enable successive waves of actions until cultural humility and safety are embedded within all levels of the health system	<ul style="list-style-type: none"> Increased number of staff and medical staff participate in Cultural Safety education (<i>PM: Cultural Safety Training</i>) Improved experience for Indigenous patients/clients Positive feedback from Health Service Directors on reserve about Island Health

Island Health Strategic Plan

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

Thank You For Your Leadership

Ongoing System Navigation

Contact

Medical Staff Communications & Development

MedStaffCommunications@viha.ca

Strategic Framework

(Unofficial Interpretation from Medical Staff Perspective)

Improve the Experience Quality and Outcomes of Health and Care Services for Patients, Clients and Families

- Medical Staff lead the care process changes in order to make Patients, clients and families will be the centre of their own care
- Medical Staff are positive the role models in reconciling relationships with Indigenous peoples living within the Island Health Service Region
- Medical staff are effective team members for teams which provide care to people when and where they need it from birth to end-of-life
- Medical staff constantly contributes and ensures that care is driven by best practice, evidence and data to achieve the highest level of quality and safety

Improve the Experience, Health and Wellbeing of People working and Volunteering in Island Health

- Medical staff are proud to work as members of the Island Health Family
- Medical Staff Leaders will serve with purpose and integrity and inspire their teams navigating complex environment

Increase Health System Value and Ensure the Sustainability of Health Care Services

- Medical Staff of Island Health will strive for achieving the highest level of operational excellence to steward our resources wisely
- Medical Staff of Island Health will drive innovation and research to improve outcomes for people, care teams and communities
- Medical Staff of Island Health will fulfill its responsibility as a positive contributor to environmental sustainability and climate change response

Improve Health and Wellness of the Population

- Medical Staff of Island Health will advocate and contribute development of a health system that promotes health and wellness from birth to end-of-life by population health and primary care initiatives
- Medical Staff of Island Health advocate as a system leader to improve the determinants of health, population health and primary care
- Medical Staff of Island health ally with Indigenous peoples leading their wellness journey