



Medical and Academic Affairs Strategic Priorities and Deliverables 2022/23

Island Health developed a five-year [Strategic Framework](#) to reflect the priorities of the provincial government and Board of Directors. The 2020-2025 framework is based on four key goals (or pillars), shown in bold font in the coloured rows below. Medical and Academic Affairs defines our priority deliverables for 2022/23 in support of the Strategic Framework and to ensure direct alignment to the Island Health 2022/23 Annual Priorities and Goals, also shown in the columns below.

Under each Island Health Strategic Framework pillar, the Medical and Academic Affairs' deliverables are noted, followed by reference to the organization-wide priorities and outcome goals.

I. Improve Experience, Quality, and Outcomes for the People We Serve <ol style="list-style-type: none"> 1. Demonstrate a commitment to improving cultural humility and safety 2. Achieve benchmarks for priority service area access 3. Improve safety and achieve targeted best practice standards 	
<i>Medical and Academic Affairs Deliverable</i>	<i>Island Health Organization-wide Priorities and Outcome Goals for 2022/23</i>
Completion of basic level San'yas training by all MAA staff	<i>Outcome Goals being defined, and waiting Board approval</i>
Advance cultural safety and humility training for medical leaders/staff in priority areas	<i>Outcome Goals being defined, and waiting Board approval</i>
Strengthen partnership with Primary Care Strategy in support of an education framework for Primary Care Providers in the community and explore opportunities to extend into hospital-based service areas	
Define approach/processes related to changes pertaining to the Medical Staff Rules	<i>Outcome Goals being defined, and waiting Board approval</i>
Provide sponsorship for targeted best practice standards (including BPMH, eMOST, etc.), leveraging the Medical Staff Governance Structure	-Achieve eBMPH standard -Achieve eMOST standard
Advance provincial dialogue related to changes pertaining to the Care Concern process for Indigenous Patients and Families	↑Access to Healing Pathways

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<p>Facilitate service model documentation, contracting, and medical leadership changes in support of improved access to priority service areas</p>	<ul style="list-style-type: none"> -↑Same Day Access to Island Health Primary Care -↑%ED to Inpatient Benchmark Met -↑Access to Priority Surgery and ↓Long Wait Times
<p>II. Improve Experience Health and Wellbeing of all People at Island Health</p> <ul style="list-style-type: none"> 4. Create a safety and wellness culture 5. Deliver on HHR strategies (prioritized by staff) 	
<p><i>Medical and Academic Affairs Deliverable</i></p>	<p><i>Island Health Organization-wide Priorities and Outcome Goals for 2022/23</i></p>
<p>Optimize MAA team to effectively:</p> <ul style="list-style-type: none"> • Align appropriate resourcing to support evolving and expanding service support demands • Strengthen dyad Director partnerships to ensure clarity around shared priorities • Affirm business unit deliverables with clear lines of accountability • Establish new communication mechanisms/forums to bring staff across the portfolio together in support of shared priorities • Improve key business processes and hand over/transitions • Identify and develop talent for the purposes of leadership succession planning 	<ul style="list-style-type: none"> -↑Medical Staff/Staff Report that Leaders are Committed to Safety & Wellness -↓Sick time, Injury Rates, ↑Access to Mental Health Services -↓Vacancy Rate, ↑/=Shift Fill Rate, ↓overtime -Establish Medical Staff/Staff Experience Baseline, ↑ Targeted Areas
<p>Reinvigorate focus on Medical Leadership Development</p> <ul style="list-style-type: none"> • Explore opportunity to implement NAVIG8 Program; develop business proposal for consideration by executive • Establish and communicate core expectations for key medical leadership roles 	<ul style="list-style-type: none"> -↑Medical Staff/Staff Report that Leaders are Committed to Safety & Wellness
<p>Evaluate, stabilize, and expand Enhanced Medical Staff Services (EMSS)</p> <ul style="list-style-type: none"> • Plan and implement tools and processes to support the emerging Primary Care Provider Governance Structure (PCPGS) 	

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<ul style="list-style-type: none"> Promote stronger integration with Credentialing & Privileging and other MAA business areas, including tools, best practices, and advice to ensure medical staff review processes are fair, transparent, and effective Establish strong document management practices 	
<p>Facilitate and advance occupational health and wellness opportunities for medical staff consistent with provincial direction:</p> <ul style="list-style-type: none"> Psychological Safety Workplace Violence Prevention Framework and Policy 	<p>-↑Medical Staff/Staff Report that Leaders are Committed to Safety & Wellness</p>
<p>Advance the Medical Staff Human Resources (MSHR) Plan</p> <ul style="list-style-type: none"> Complete planning phases (establish key enablers) Plan for implementation Identify opportunities to leverage and align with HHR sustainability strategies 	<p>-↓Vacancy Rate, ↑/=Shift Fill Rate, ↓Overtime</p>
<p>Develop and implement improvements to recruitment practices and processes with a focus on priority areas as defined in the MSHR Plan</p>	
<p>Define and implement improvements to Credentialing and Privileging processes</p> <ul style="list-style-type: none"> Strengthen medical staff review (provisional to active; reappointment) processes, in alignment with the BCMQI Framework 	
<p>Evaluate pilot, and explore opportunities to expand Medical Staff Onboarding program</p>	
<p>III. Increase Value and Ensure Sustainability 6. Foster innovation and accelerate “right care, right place” service model changes</p>	
<p><i>Medical and Academic Affairs Deliverable</i></p>	<p><i>Island Health Organization-wide Priorities and Outcome Goals for 2022/23</i></p>
<p>Support strategic and operational leadership to advance implementation of PCNs/UPCCs, and strengthen structures and processes in support of sustainable operations:</p> <ul style="list-style-type: none"> Implement and refine Primary Care Governance Framework Improve enabling processes, including recruitment, credentialing, and EMSS Support implementation of new contracting/compensation models Establish processes and clarify accountabilities related to contract administration, contract management, and reporting requirements 	<p>↑Access to Primary Care Networks</p>

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<p>Facilitate service model documentation, contracting, and medical leadership changes in support of emerging care models and increased use of virtual health tools</p>	<ul style="list-style-type: none"> -↑"Right" Place, ↓Hospital Days Not Required --↑Access to Home Support & Home Care -↑Access to Primary Care Networks -↑Virtual Care Scope, Visits; ↑Portal Enrollment & Use --↑Potential Innovations in Pipeline, Achieve Target Innovation Trials
<p>IV. Improve Population Health and Wellness</p> <ul style="list-style-type: none"> 7. Promote and protect the health of the population; respond to secondary COVID impacts and climate change 8. Support Reduction in the rate of toxic drug poisoning 	
<p><i>Medical and Academic Affairs Deliverable</i></p>	<p><i>Island Health Organization-wide Priorities and Outcome Goals for 2022/23</i></p>
<p>Establish baseline understanding/knowledge of harm reduction philosophies and anticipated/proposed service models, and compensation models in support of care delivery</p>	<ul style="list-style-type: none"> -↑Access to Treatment Locations & Prescribers
<p>Facilitate service model, contracting, and medical leadership changes in support of increased access to treatment.</p>	<ul style="list-style-type: none"> -↑Access to Inhalation Sites