




STRATEGIES TO ENGAGE AND EMPOWER HEALTHIER PHYSICIANS: *LESSONS FROM BC*

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*On behalf of all those working with Doctors of BC SSC programs:
Facility Engagement & Physician Led Quality Improvement*

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Disclosures

- No relevant financial conflicts
- Any external funds I get from industry → trust fund for staff education
- BUT... I have drunk the Kool-Aid... I ♥ Quality Improvement & Engagement! 😊
- AND... I am TOTALLY into Physician Health!



About me



- I am American...
- I've worked in the US, the developing world, & all across Canada...
- I am currently a front-line physician at St. Paul's Hospital in downtown Vancouver (since 2015)
- I am on the Med Staff Association Executive
- I am part of the board of directors for our hospital's Facility Engagement group & the Chair for the Physician Community & Wellness sub-committee
- I am a Physician Coach/Advisor for the VCH Physician Led Quality Improvement program

My Thesis...

- I am involved in both of these Docs of BC flagship initiatives (& in a unique way that is a combination of being both a front-line clinician & in leadership roles)
- Physicians are becoming Healthier & Happier across BC (*while GSD 😊)
- I believe that there is a direct link between this improved physician wellness & these 2 Docs of BC programs

- Call to Action for BC and the Rest of Canada

“

A hospital, or any health care organization, can only be successful if physicians are clearly involved and leading in that organization.

”

*Fiona Dalton, CEO
Providence Health Care*



A Snapshot

OUR VISION

A social, economic and political climate in which members can provide the citizens of BC with the highest standard of health care while achieving maximum professional satisfaction and fair economic reward

Why we do what we do

Our Purpose

Better Together.
Making a difference
for BC doctors.

What we must achieve

Our Goals

- Highest Standard of Health Care
- Fair Economic Reward
- Favourable Social, Political and Economic Environment

How we will get there

Our Approach



Fostering a supportive, professional and sound organization. A great place to work.

doctors
of *understanding*

How did this happen?



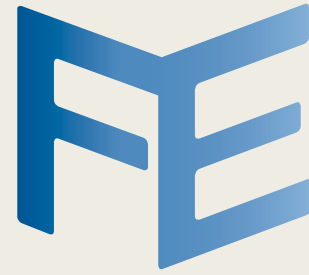
- In the 2012 BCMA Member Survey identified issues where members wanted greater BCMA support:
 - *#1 Quality and Patient Safety (86%).*
 - *#2 Ensuring Physician Consultation about regional program and facility changes or redesign (85%).*
- To create a way for physicians working in acute care facilities to come together, Facility Engagement was negotiated as part of the 2014 Physician Master Agreement.

- The Physician Quality Improvement (PQI) initiative is a collaboration between SSC and HA's, started in 2015 to engage frontline physicians...

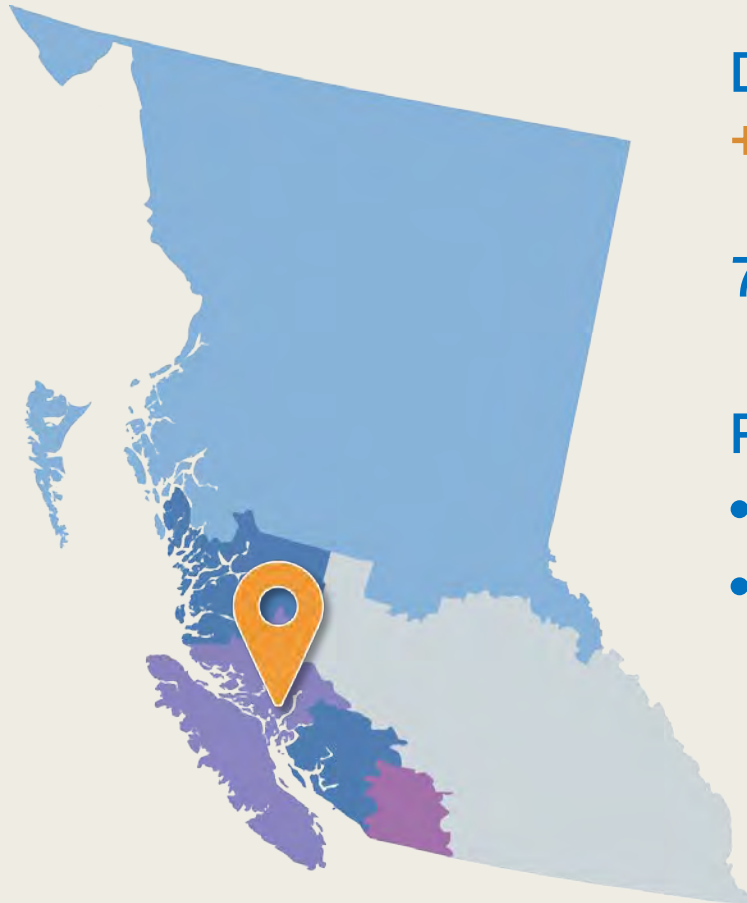
- To better address “the gap”:
 - *No shortage of ideas at the top level of healthcare*
 - *We have a system where ideas “compete” for resources and approval.*
 - *Often ideas for front line care providers get bumped by those at the top of the food chain.*
 - *The desire was to provide frontline physicians opportunities to act upon system improvement ideas.*



Across BC



FACILITY



Doctors of BC + Min of Health
+ 6 Health Authorities

72 MSAs @ Acute Care Sites

Physician collaboration

- delivery of patient care
- work environment

* **Providence Health Care**

- SPH, MSJ, RES CARE, HOSPICE
- 1000+ PHC MEDICAL STAFF
- SPECIALISTS + GPS

10

Common Activity Themes

- **Patient care improvements** — projects that improve quality, safety, access
- **Physician engagement activities** that build community, connections and relationships
- **Physician engagement activities** that have a clinical focus
- **Creation of regular collaborative processes / meetings** with health authorities
- **Physician Health** and wellness
- **New communications tools** or opportunities
- **Staff Engagement** with frontline/allied health, support staff
- **Training, education and workshops** for physicians
- **IM/IT solutions** — information sharing, virtual health, etc.
- **Physician involvement in hospital redevelopment / redesign** of spaces or sites

Examples from PHC FE...

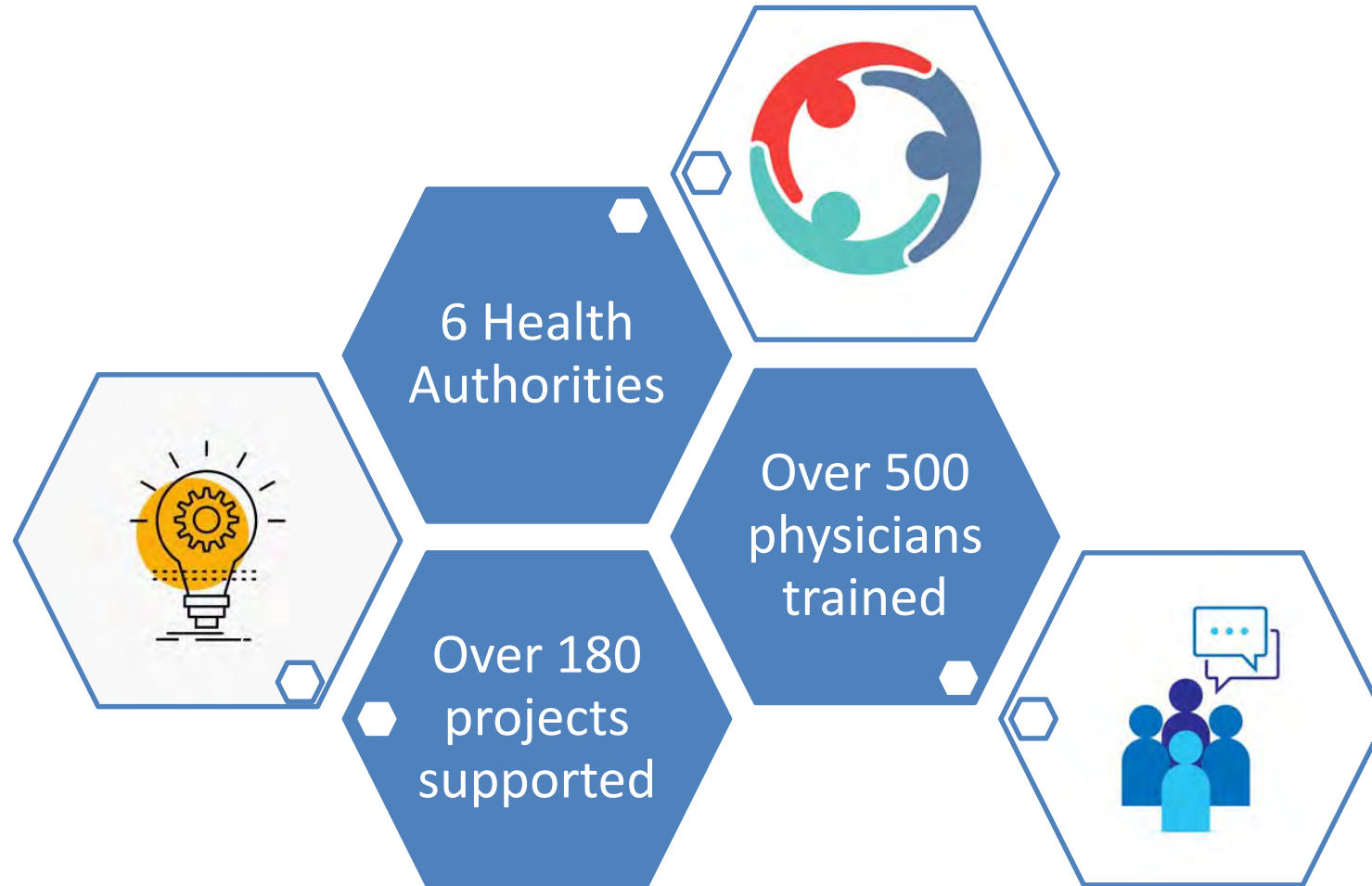
- Started with small “engagement projects” – i.e. Hospital Directory App
- Social Events
- Speaker Series (Educational, BC Healthcare focus & beyond)
- Hospital Events (“Providence in the Park”)

- Multi-departmental events / projects

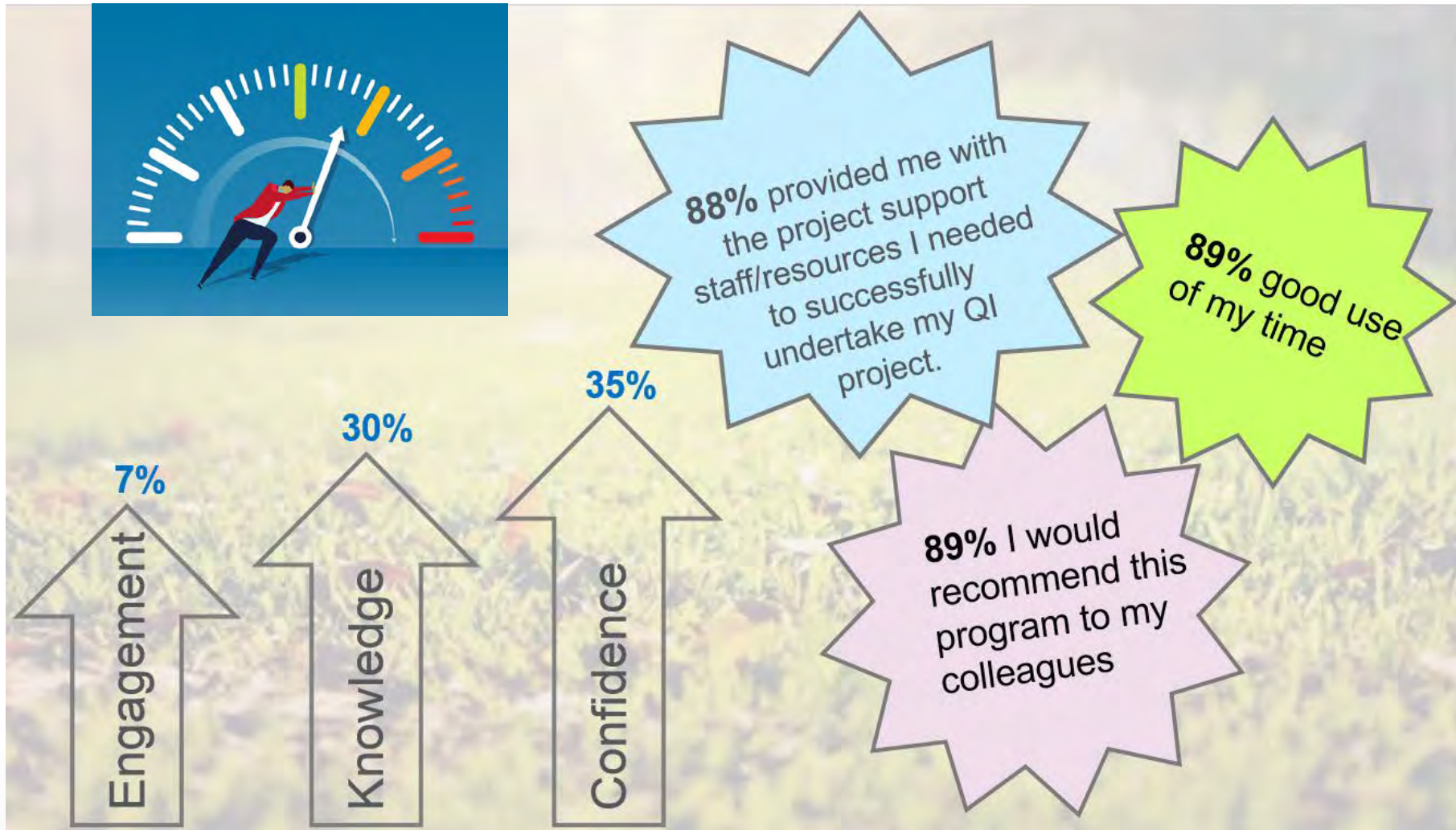
- Next level “Big Ideas” – Doctors embedded into Organizational structures
- Next level “RFP’s” – FE will solicit interest from docs who want to engage with us!

Areas of Focus:

1. Quality Improvement training programs specifically designed to equip the participating physicians with tools and resources needed in order to bring improvement to the health care system in BC.
2. Small and large scale physician led QI Projects meant to increase the participating physicians' hands-on experience in quality improvement initiatives.
3. *Culture change...



What changes are we seeing?

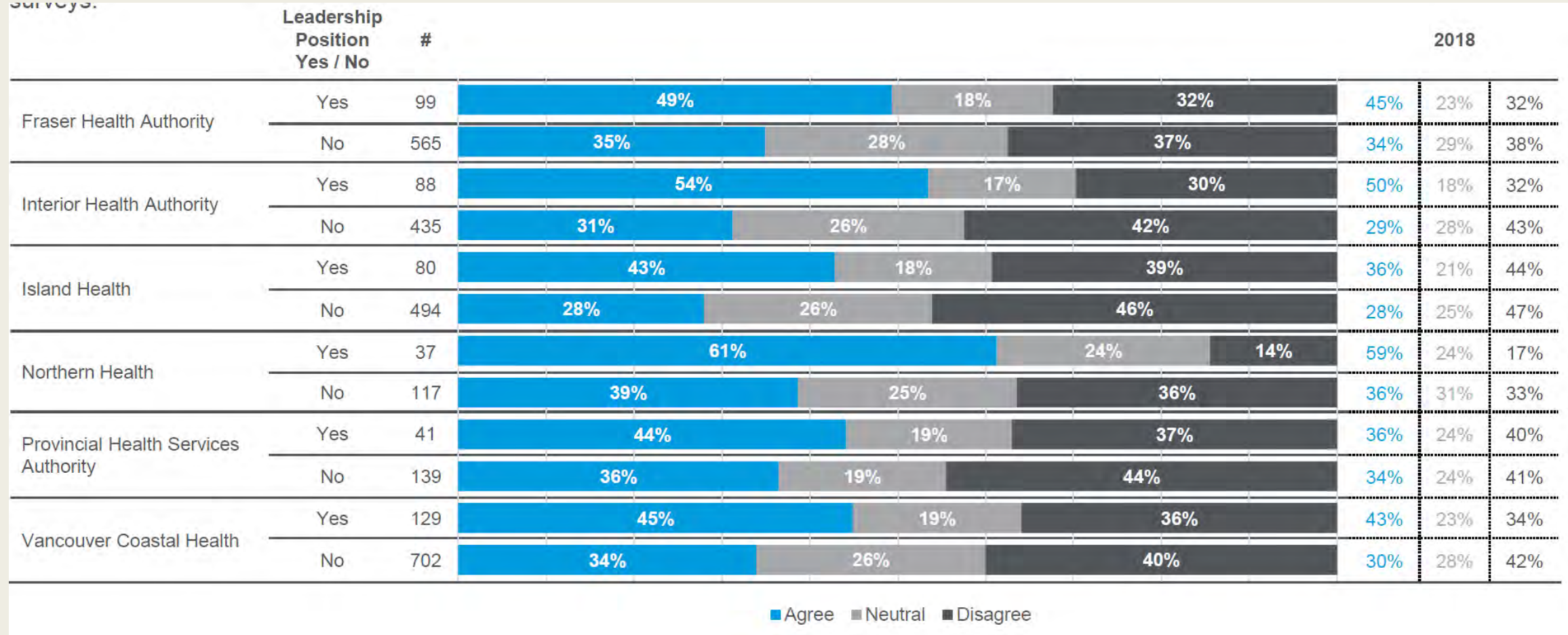


Examples from PLQI...

- Food in Emergency Room → decrease code whites
- Ambulatory patients → walk independently to x-ray department
- More appropriate transfers from LTC to ER
- Penicillin allergy de-labeling
- Provincial ECMO program
- Provincial Pre-Habilitation program

How is this changing Physicians in BC?

Surveys.

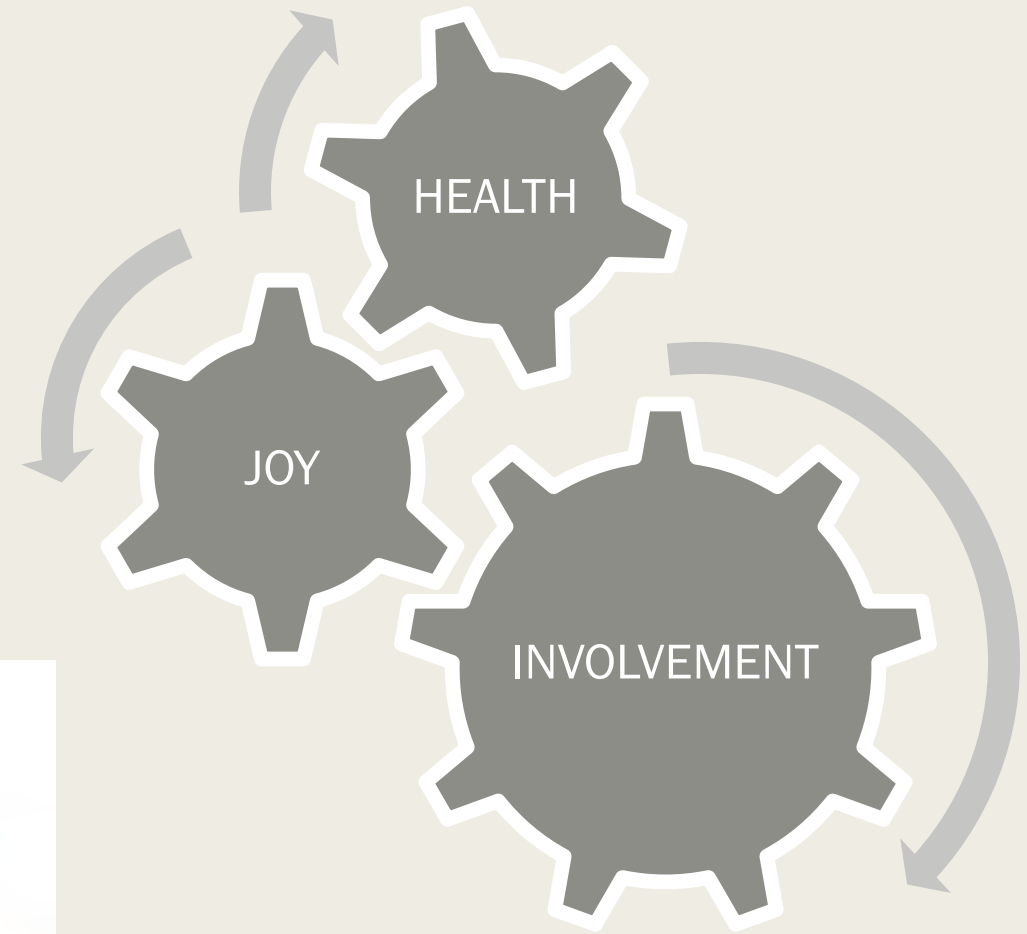


The numbers speak louder



■ Kelowna General Hospital	152 (vs 87)
■ Royal Jubilee Hospital	161 (vs 104)
■ Burnaby Hospital	112 (vs 57)
■ Richmond Hospital	107 (vs 54)
■ BC Cancer Agency	44 (vs 21)
■ BC Children's Hospital	71 (vs 42)
■ Vancouver General Hospital	266 (vs 190)
■ St. Paul's Hospital	179 (vs 86)

But why?



In health care organizations



Less engaged
Exhaustion
Cynicism
Reduced effectiveness
Physician turnover



DRIVERS



More engaged
Vigor
Dedication
Absorption
Wellness

= PATIENT CARE





“ It’s the first time in my career the organization really cares about what we think, and wants to *do* something with our feedback. ”

*Dr. Neil Wells
Past MSA President
Providence Health Care*



“ [FE &PLQI] has been a great part of my Wellness and re-engagement & human connectedness and re-connection to purpose and meaning in our system!! ”

*Dr. Lawrence Yang
Physician & PLQI Participant
Fraser Health Authority*

“

**Absolutely, FE has given
physician engagement a new life!
Thank you...**

”

*Dr. Navneet Sidhu
BC Physician
(*submitted via FB)*

So...

- BC is privileged to have a first-in-Canada model supporting its Physicians to actively engage with & improve quality of care in our Health Authorities...
- We are starting to make a tangible difference...
- But where do we go from here? What's next?

Call to Action!



- For Healthcare Leaders in BC...
 - *FE & PLQI have been around for a few years now... it's time to really show physicians & the Gov't that we are making a difference!*
 - *We already have a tool in place – let's really use it!*
- For Healthcare Leaders in other Provinces & Territories...
 - *Highest quality healthcare depends on healthy, happy Physicians*
 - *Committing resources to Physicians in the specific areas of Engagement & Quality Improvement has re-energized the Medical Staff in BC*
 - *Consider how much Physician Burnout is costing you... you must do something!*

It all adds up to....

