

# Welcome! Who's here today?

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Introduce yourself in Chat!

- Name
- Where you live
- Specialty/area of practice
- Years in practice



# Doctors of BC Governance Webinar Series

## Keeping Your Eye On the Prize: Strategic Planning and Maintaining Future Focus In Your Medical Staff Association

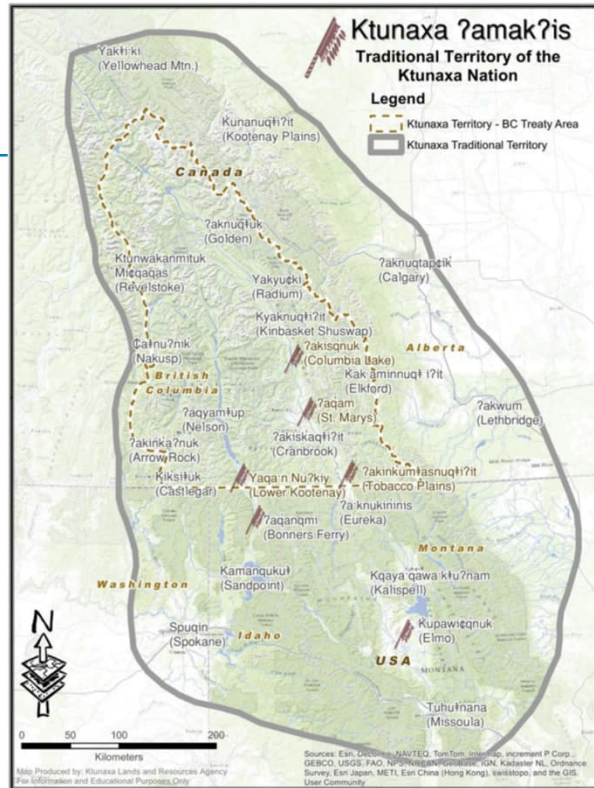
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MAY 26<sup>TH</sup>, 2022

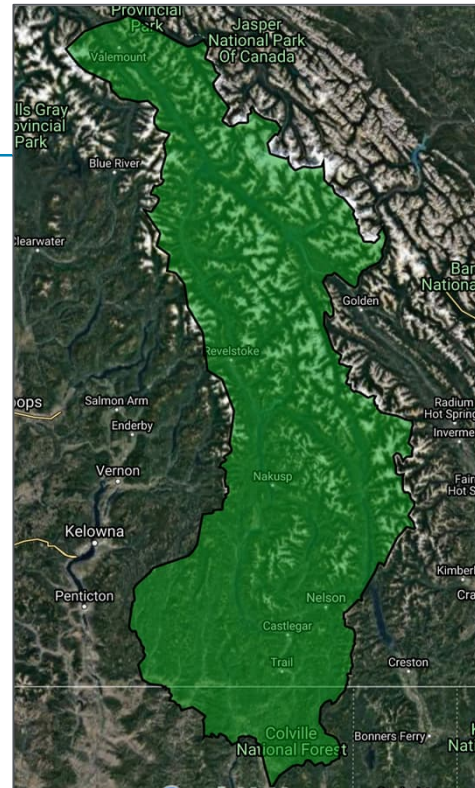
THIS WEBINAR IS BEING RECORDED



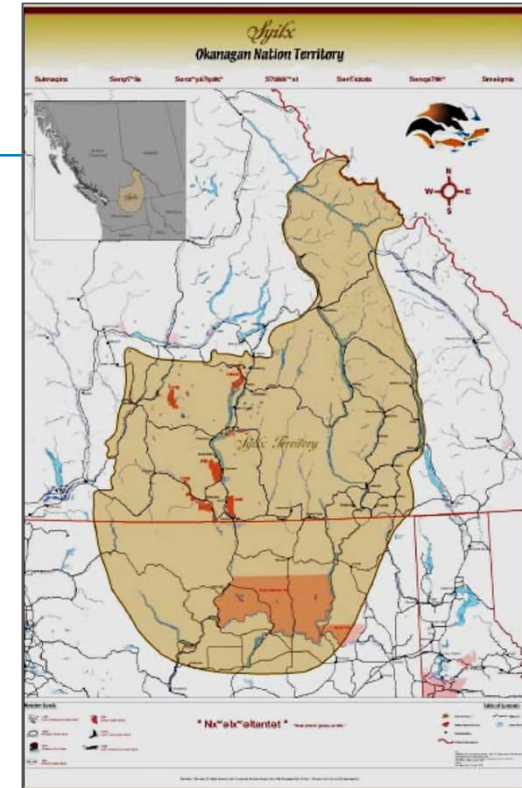
## Nelson, BC



Ktunaxa



Sinixt



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# Who We Are

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Host/Trainer: Alison Sayers, MA



Producer/Trainer: Nichola Manning, MPA **NM** CONSULTING INC.

Guest Speakers: Dr. Winston Tsui, President, Ridge Meadows MSA



Tech Support: Britt Poulsen



## Keeping Your Eye On the Prize: Strategic Planning and Maintaining Future Focus In Your MSA

### During the webinar:

All participants are muted to ensure there is no competing background noise.

The chat function has been disabled.

Please use the Q&A for any questions or comments.  
If needed, you can come off mute to clarify.

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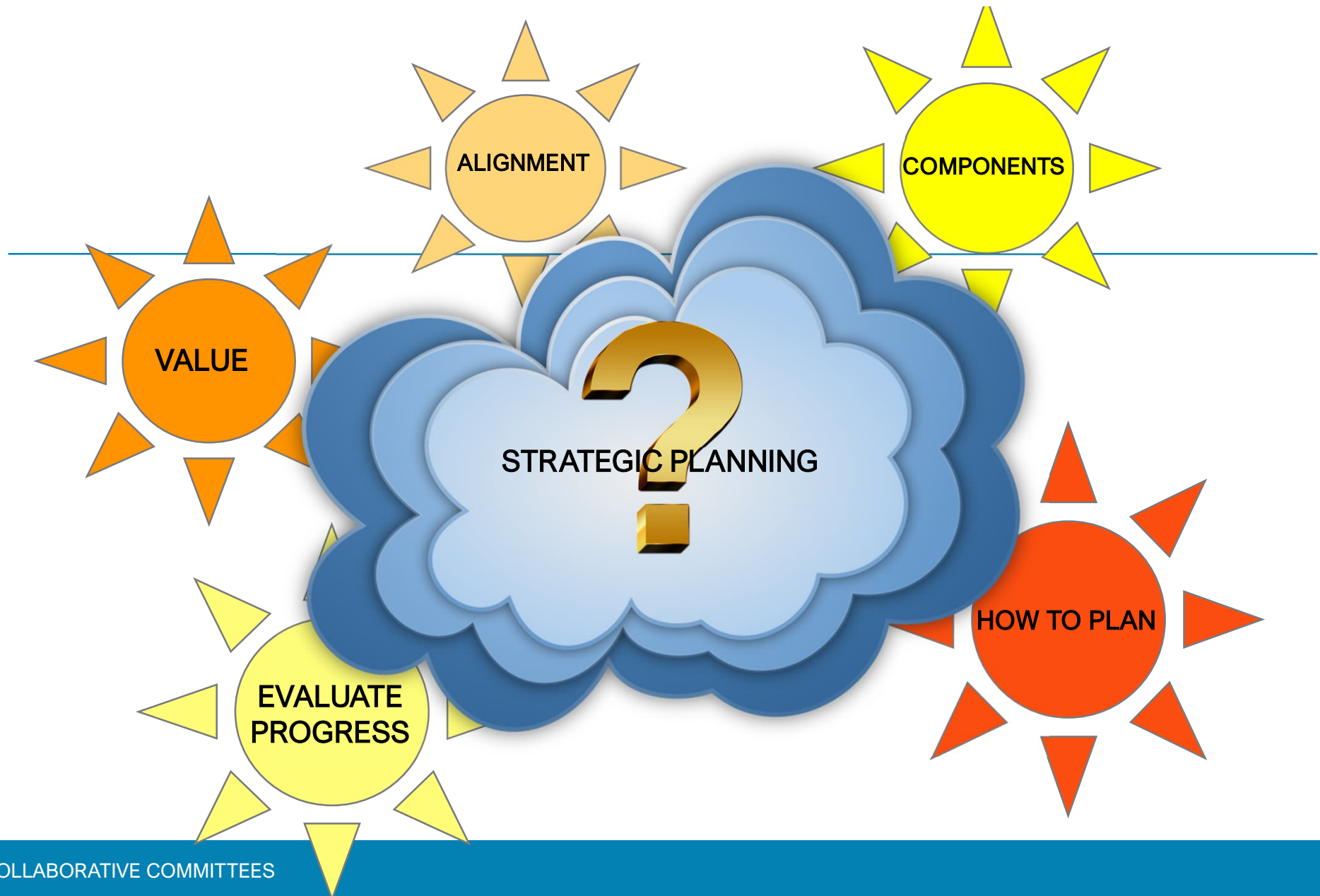
The webinar is being recorded and will be released in the days after the session.



# Poll: In which region do you work?

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- a. Provincial Health Services
- b. First Nations Health
- c. Vancouver Coastal Health
- d. Vancouver Island Health
- e. Northern Health
- f. Interior Health
- g. Fraser Health



# Without a Strategic Plan...

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- Lack of focus
- No clear direction
- Projects seem haphazard
- Staff pulled in several directions
- Sense of frustration
- Inefficient and reactive
- Energy is lost





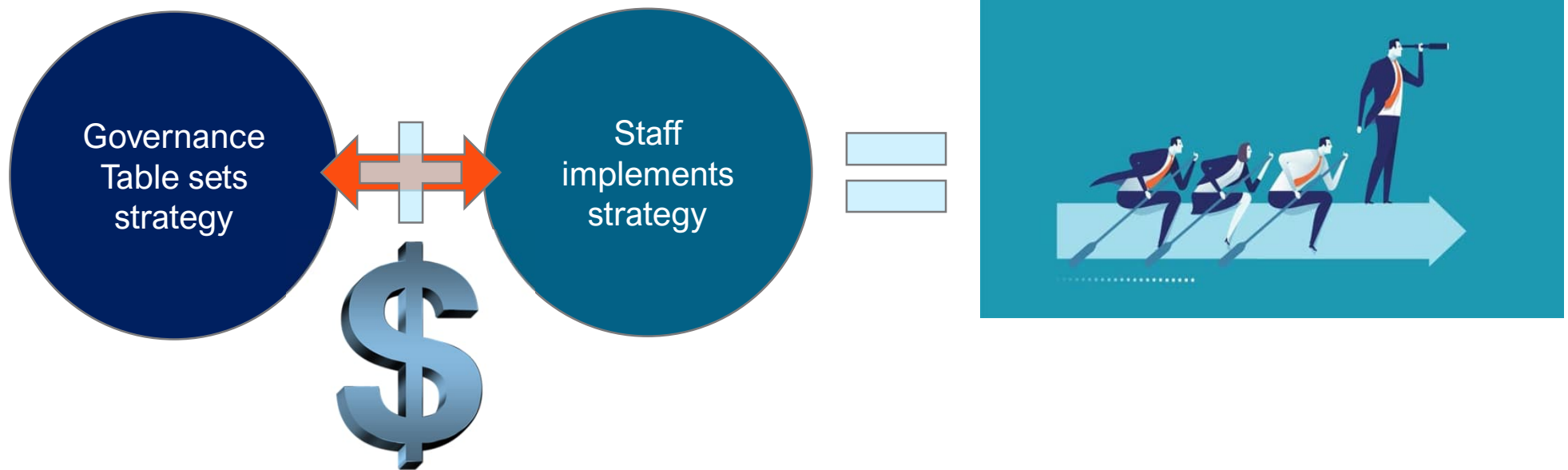
# With a Strategic Plan ...

- Clear direction and focus
- Collective future vision
- Organizational goals
- Tasks make sense
- Projects align
- Sense of teamwork
- Efficient and pro-active
- Time is well-spent

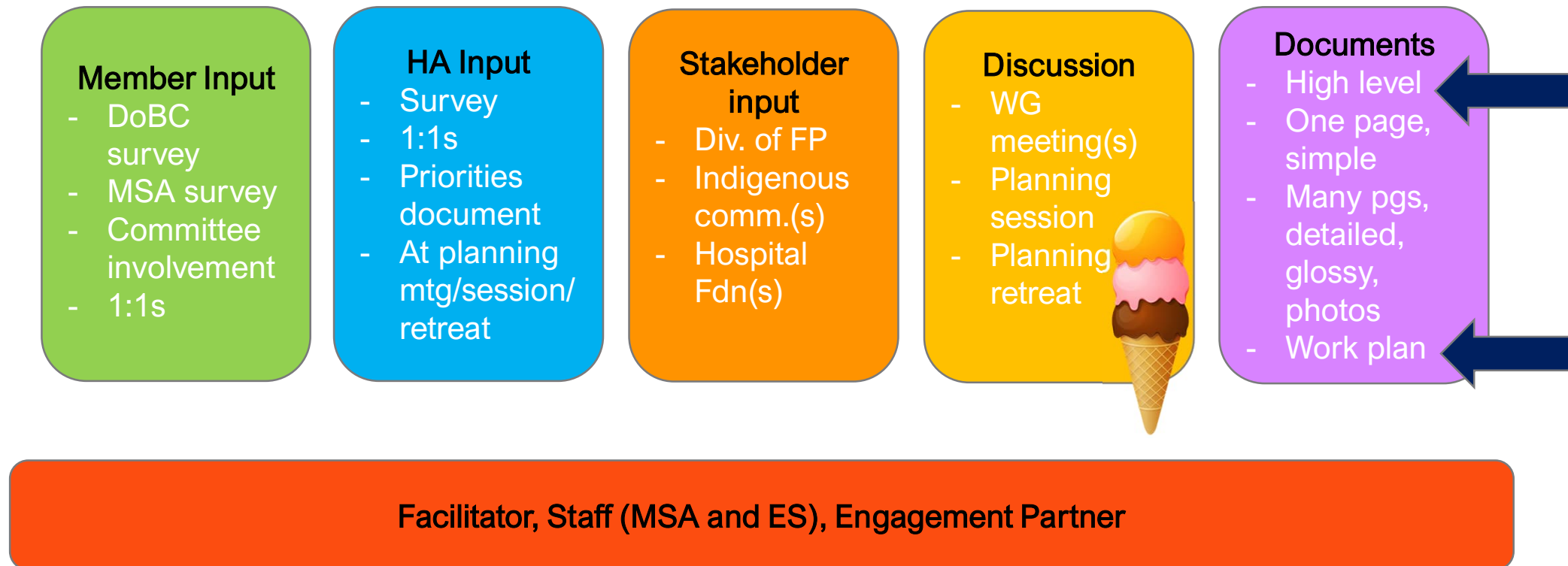


# Strategy vs. Implementation

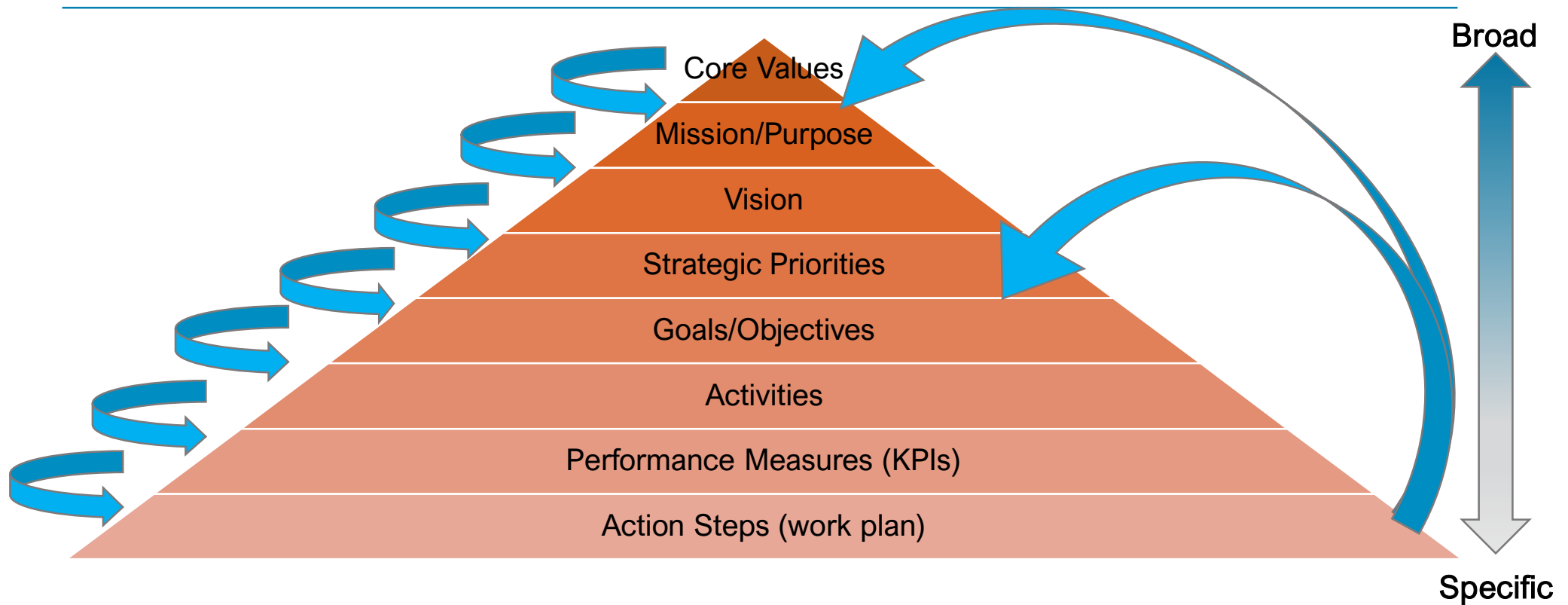
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# Levels of Planning



# Strategic Plan Components



# Lakes District Medical Staff Association Strategic Plan 2021-2022

*The Lakes District MSA is dedicated to improving provider engagement with health authority leaders and striving to improve provider and patient experience.*

## Our values



- Respect
- Professionalism
- Collaboration
- Communication
- Reconciliation
- Diversity
- Inclusion
- Transparency
- Sustainability
- Trust

 **FACILITY  
ENGAGEMENT**  
An SSC Initiative  
LAKES DISTRICT HOSPITAL  
AND HEALTH CENTRE

## Our three strategic goals:

1

Work in partnership with Divisions and the Health Authority for ongoing recruitment and retention of providers, with a strong focus on provider wellness.

2

Build relationships by connecting with our members, partners, and stakeholders regarding opportunities for collaboration, leadership, learning, and growth.

3

Strengthen facility based services by influencing decisions, and having our voices heard, at the local, regional, and provincial levels.

 **FACILITY  
ENGAGEMENT**  
An SSC Initiative

LAKES DISTRICT HOSPITAL  
AND HEALTH CENTRE

## Who we are

### Executive:

**Dr. Chris Okebie, President**  
**Dr. Lwando Nogela, Vice-President**  
**Dr. Tammy Williams, Secretary-Treasurer**

### Members:

**Dr. Chris Annandale, Dr. Jaya Bastedo, Beth Berlin, NP, Dr. Deon Botha, Shawna Glassel, NP, Dr. Mike Graetz, Dr. Cody Kaskamin, Dr. Lwando Nogela, Dr. Greg Norman, Dr. Christian Okebie, Dr. Bryan Skrenes, and Dr. Tammy Williams**

**Project Manager: Tammy Downton**  
**Engagement Partner: Susan Schienbein**

 **FACILITY  
ENGAGEMENT**  
An SSC Initiative

LAKES DISTRICT HOSPITAL  
AND HEALTH CENTRE



# RHPS Strategic Priorities and Work Plan 2020 – 2025

## Strategic Priorities



**Strengthen Physician  
Engagement and  
Communication**



**Enhance the Physician Voice**



**Maintain and Enhance  
Accountability of the Society**

## Work Plan 2020-2021

### PRIORITIES:

- Support improving workplace culture, work-life balance and physician wellness strategies
- Offer opportunities for interaction, relationship-building and collaboration amongst medical staff.
- Advocate for and support physician representation on and in HA-led committees/initiatives
- Ensure physician representation in RH redevelopment and future planning.

### ACTIVITIES:

- Support non-clinical workshops/team building activities
- Support projects that address organizational/systemic physician burnout and enhance workplace culture
- Showcase projects to highlight physician-led projects and engagement
- Provide departmental allocations for department-specific engagement projects
- Request timely information regarding HA plans and committees/activities
- Offer platform for physicians to have input into ACT planning





# Planning Cycle



## Every Three Years

- Comprehensive
- Revision/overhaul
- Includes stakeholders
- Societies: after AGM

## Annually

- Strategic check-in
- SRRP
- End of fiscal year

## Quarterly or Bi-annually

- MSA member meeting
- Written reports
- WG or Gov. table

## Governance Table Regular Meetings

- Standing agenda item
- Decision-making alignment



# Q & A

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# Assessing organizational capacity

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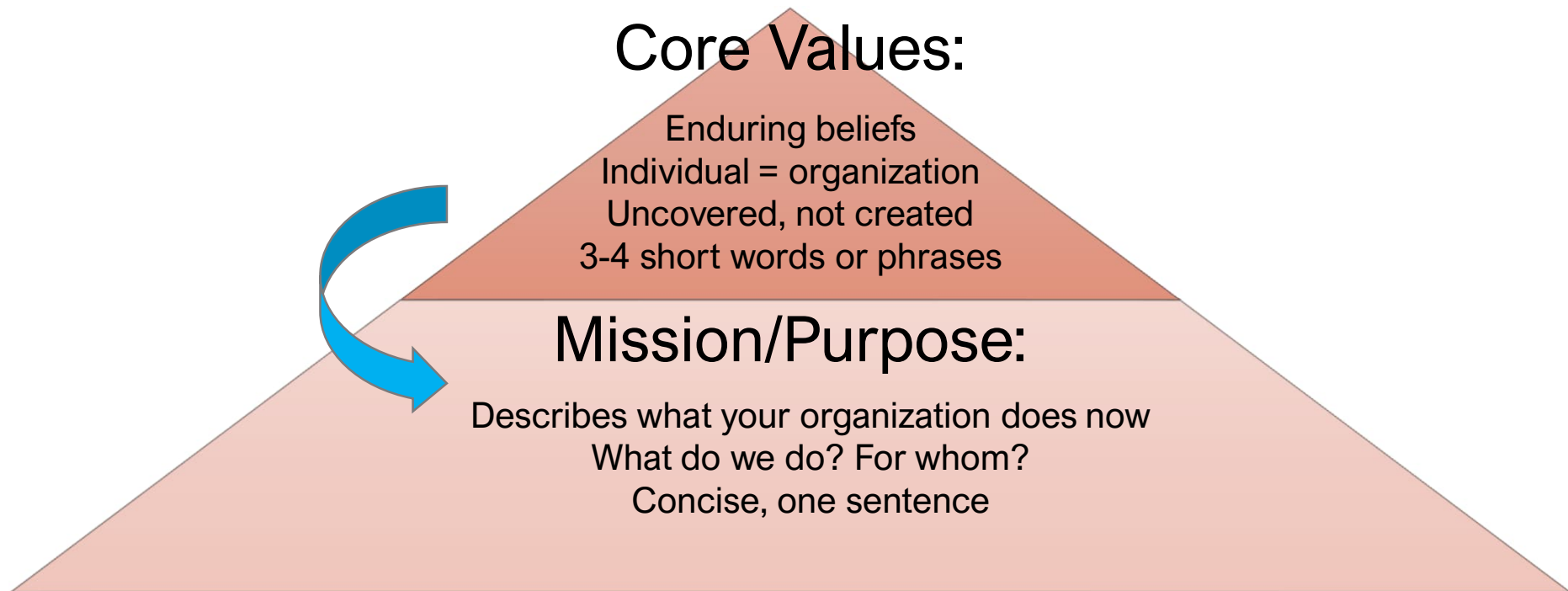
## Honest conversation:

- Governance table + staff
- Understanding of planning process
- Staff time and skill set
- Gov. table interest/availability
- Funding and membership size
- Readiness
- Opportunities for engagement



# Core Values and Mission/Purpose

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# Core Values and Mission/Purpose

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MEDICAL STAFF ASSOCIATION  
at Langley Memorial Hospital

## LMHMSA Core Values

Engagement  
Collaboration  
Respect

## LMHMSA Core Purpose

“Our purpose is to engage with and advocate on behalf of our members, and to support them in their wellness so they can provide excellent patient care in a safe and enjoyable work environment.”

# Vision: What Are You Working Towards?

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## **“Ideal State” Vision**

**Always working towards it**

**Inherent potential**

**What you aspire to be or provide**



# Ridge Meadows MSA Vision

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*"Best Medical Staff. Best Partnerships. Best  
Care."*

# Vision: What Are You Working Towards?

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## Five-Year Vision



# Our Five-Year Vision

It is January 1<sup>st</sup>, 2027, and VPSA:

Is seen as a leader in its commitment to workplace, environmental, patient, and physician health and wellness through:

- Supporting the development of healthier workplace cultures within which physicians and VPSA staff have the ability to reach their full potential
- Developing true representation of its physician membership by engaging as many members as possible through a lens of diversity, equity, and inclusion
- Working collaboratively with all healthcare staff on shared areas of interest

&

Is well-known among its members as the core of physician action within the Vancouver Coastal Health Authority, and has successfully advocated to ensure adequate resources within Vancouver Acute and Vancouver Community for:

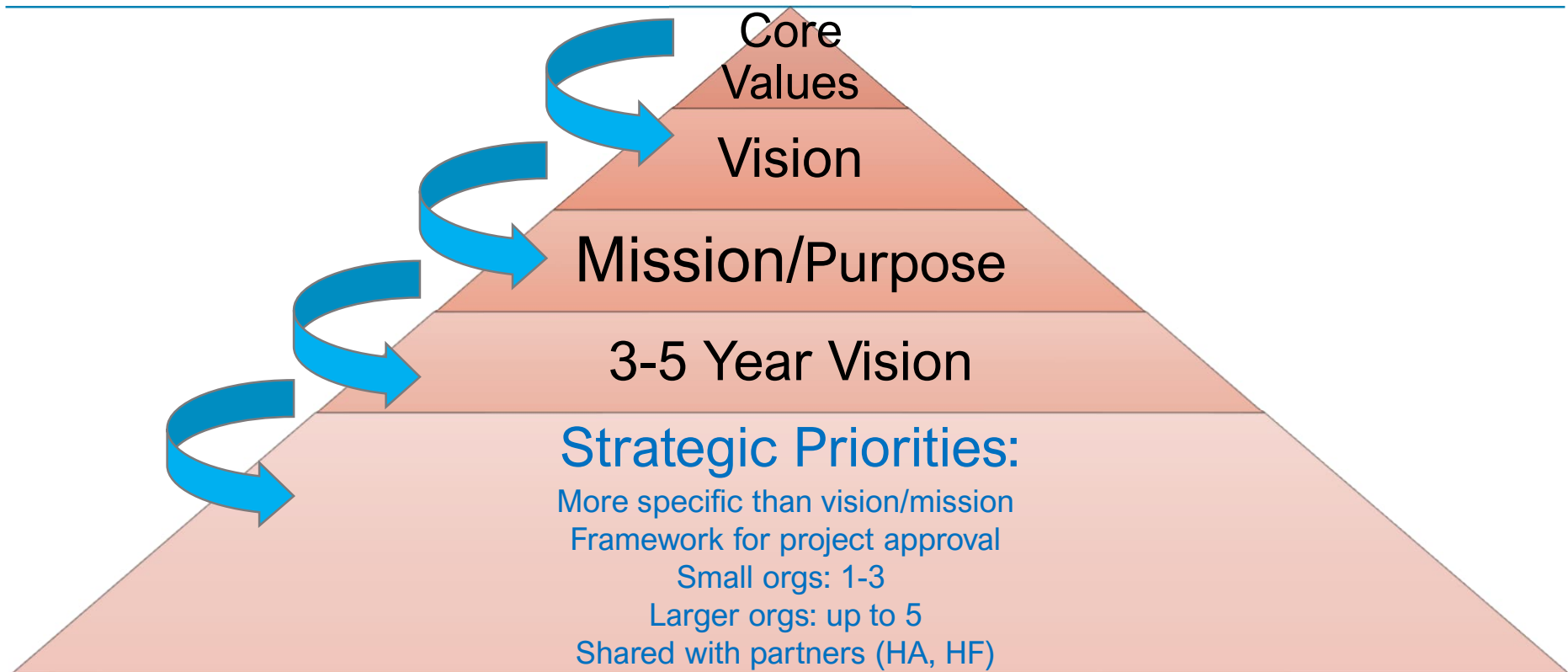
- Greater VPSA influence through ensuring the voice of physicians is integrated into VCH operations and decision-making processes
- A hiring, recognition, retention, and promotions process that aligns with best diversity, equity, and inclusion principles
- Evidence-based wellness programs that support personal resilience, a culture of wellness, and improved organization efficiency
- Workplace cultural change towards greater physician fulfilment, happiness, and well-being
- Policy changes to ensure consultation with VMDAS/VPSA for VCH leadership hiring selection processes





# Strategic Priorities

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# MSA Strategic Priorities

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## Ridge Meadows

Invest in education, professional growth, communication, wellness, and relationships

## Richmond

Maintain and enhance accountability of the Society

## Vancouver

Increase member engagement and support, especially with under-represented departments

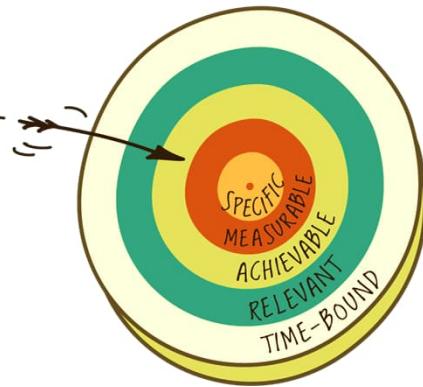
## Bella Coola

Improve physician and health care system capacity to effectively collaborate on and address community mental health and addiction issues

# Get Specific!

## Goals, Objectives, and Performance Measures

- Specific
- Measurable
- Achievable
- Relevant
- Timebound



Goal: Increase member feedback on the hospital renovations plan.

20%, Q4

Objective:  
More physician engagement in site decisions

Objective:  
Provide HA with physician perspective

# Get Specific!

## Activities and Action Steps

- Specific tasks/actions
- Target dates
- Lead person/group
- Leads into work plan



Activity: Hold a joint town hall with the HA to obtain member input.

- Who
- When
- How

# Q & A

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## Strategic Planning at Ridge Meadows Dr. Winston Tsui, President

# RMHPES Planning Process

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- ✓ Important function of Board
- ✓ Keeps RMHPES organized and focused

## Every Three Years

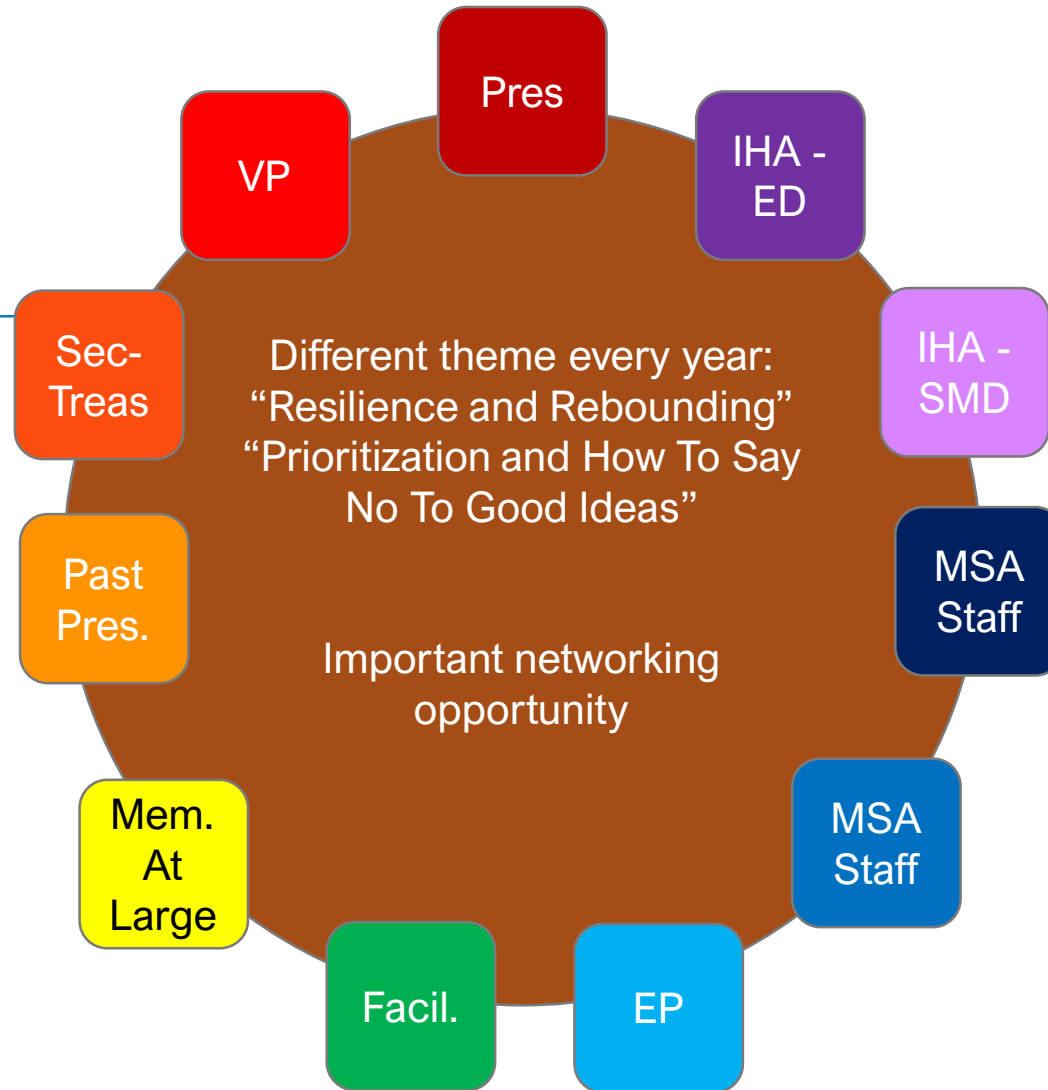
- Review Vision, Mission, and Values
- Off-site retreat
- Friday-Saturday
- “Thank you” for participants

## Annually In Fall

- Since inception
- Strategic check-up
- Different theme every year:

## Monthly at Board Meetings

- Review and update
- Decision-making flexible, links to vision and mission





# Agenda and Discussion Topics

Vision, Mission, Values

Goals, Activities,  
Performance Measures

Key Issue:  
“Physician Wellness & Recovery”,  
“COVID-19 Active Planning

S.W.O.T.  
(Strengths, Weaknesses,  
Opportunities, Threats)

Health Authority Priorities

Facility Engagement Priorities

Activities Review:  
What worked well, what didn't,  
lessons learned

Brainstorm activities for the  
upcoming year

# Q & A

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# Poll: Member Input

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What's the best way to ensure that your strategic plan aligns with the concerns and issues of your members? Your answer will depend on the size and structure of your MSA.

- a. Identify concerns and issues based on informal 1:1 conversations between governance table members and members at large
- b. Build one or more strategies around Doctors of BC annual survey results
- c. Send your own survey out to members asking about their challenges and concerns
- d. Hold a town hall for members and brainstorm ideas or capture their concerns
- e. Invite several members to your strategic planning retreat/session
- f. Something else not on this list (drop it in the Q and A!)

# Alignment: Your Members

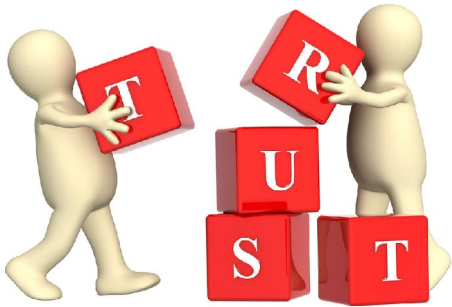
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- Offer multiple methods for members to engage with planning
- Use one or more formal methods
- Offer multiple opportunities to provide feedback throughout the process
- Large orgs: Consider department/division sub-plans
- Small orgs: 1-2 priorities a year, 10-year priorities doc.
- Aligning member issues with strategy and engagement



# Alignment: HA Leadership

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## Site leaders:

- Keepers of important information
- Have different perspectives
- Partners in determining strategic focus

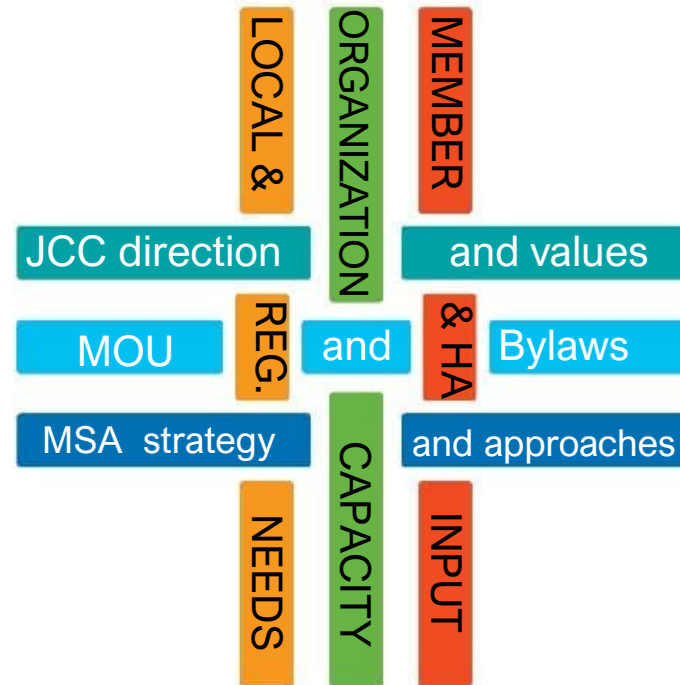
## Engagement:

- Surveys – short, anonymous, online
- Working group meeting discussions
- Strategic planning session/retreat
- Give HA leaders time on your agenda



# Alignment: Joint Collaborative Committees

**SSC Mandate:**  
The SPECIALIST SERVICES COMMITTEE improves patient care by engaging physicians to collaborate, lead quality improvement and deliver quality services with SSC supports and incentives.



**Engagement Partners:**

- FEI strategic priorities
- Current FEI work plan
- Reflect the MOU
- Opportunities for alignment

# Measuring Success

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- Draft SMART goals and measurable activities
- Track progress bi-annually
- Standing agenda item
- Staff and Committee reports
- Board reports to membership



# Emerging Issues: Adapting Your Plan

## MINOR SHIFTS

- Staff turnover
- New board members
- Budget forecasting margin of error
- Timeline adjustments
- Goals/activities changes

## MAJOR CHANGES

- Pandemics, natural disasters
- Unexpected loss of a leader
- Major structural shifts (HA/site)
- Parts of or whole plan on hold

Edit your documents,  
date the changes



# Q & A

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# Your Organization's Planning Process: Do You Have ... ?

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1. Capacity assessment
2. Strategy/plan
3. Strategic project approval process
4. Member, HA, stakeholder input
5. Clear mission/purpose
6. Inspiring vision
7. JCC Alignment
8. Measurable goals & activities
9. Annual update/review
10. Monitoring/evaluation process
11. Standing SP agenda item
12. Work plan with tasks for staff



# Want to learn more?

- Governance Fundamentals Guidelines
- Governance Webinars
- Reach out to EP and lead staff
- Strategic Planning templates
- [facilityengagement.ca](https://facilityengagement.ca)
- Next webinar: Fall 2022
  - Conflict Management and Healthy Decision-Making





Thank you for your time.

Questions or  
Comments?