

# Welcome!

## Peer-to-Peer Knowledge Sharing Roundtable: Optimizing Funding for Success

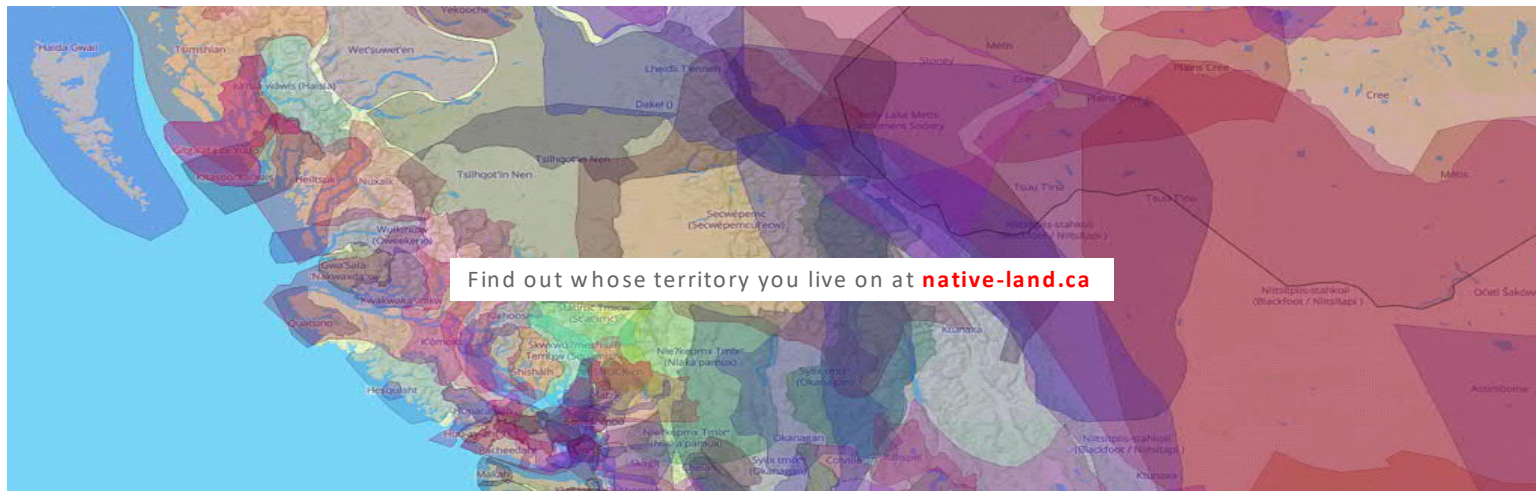
Cindy Myles

Director, Facility and Community Engagement

Dr. Sam Bugis

VP, Physician Affairs & Specialist Practice

“We would like to acknowledge that the land we live and work on in this province is comprised of the many traditional, ancestral, and unceded territories of First Nations, Métis, and Inuit peoples. When we acknowledge the land, I hope that it is an opportunity for all of us to reflect on the ongoing history of colonialism in our country, and as leaders in healthcare, consider ways that we can further incorporate antiracism and decolonization into improving our communities”.



## During the meeting:

Please add the name of your MSA to your zoom name

1. Click on participants

2. Hover over your own name

3. Click on 'More'

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

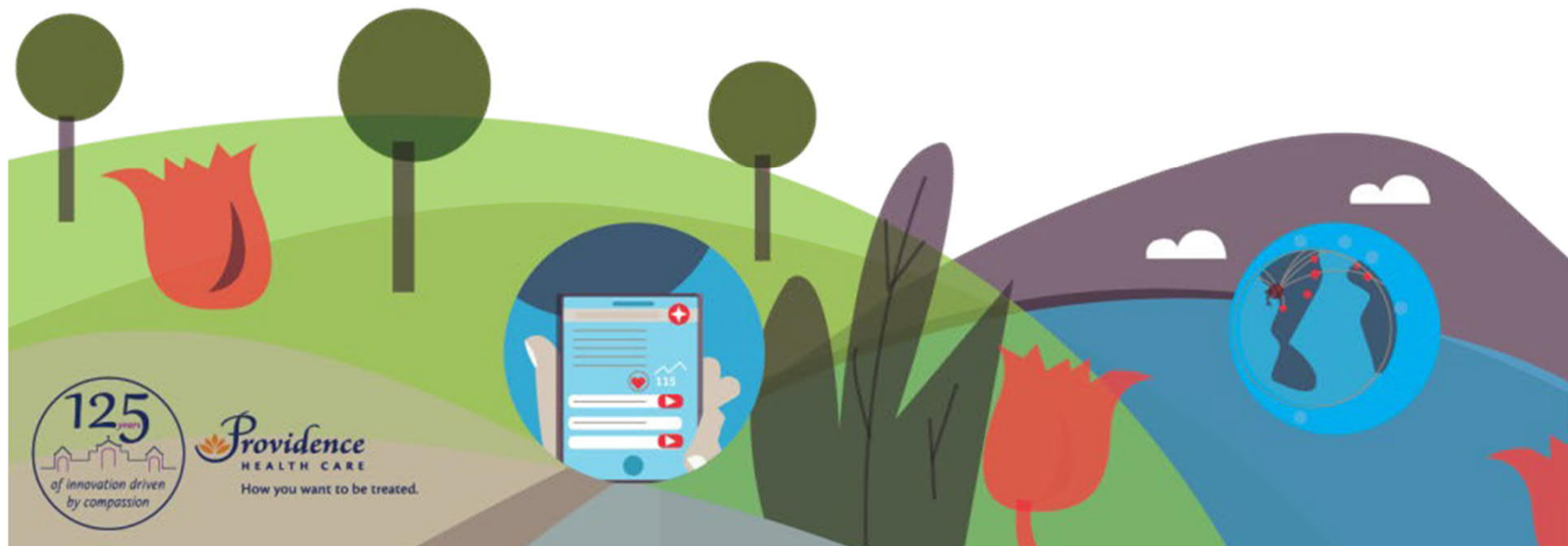
During the presentations, **please use the chat** for any questions or comments.

During discussion, **please use the raise hand function** and we will call upon attendees in order.

The meeting is being recorded.

# STRATEGIC APPROACH TO FACILITY ENGAGEMENT

PROVIDENCE HEALTH CARE PHYSICIANS & SURGEONS ASSOCIATION



# A UNIQUE OPPORTUNITY FUELS ENGAGEMENT

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**A representative structure and funding for physician engagement**

**A new CEO and senior leaders keen to engage physicians**

**A new, state-of-the-art hospital that will transform care**



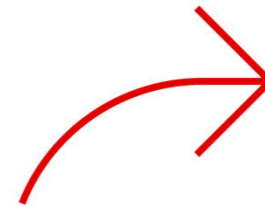
*A hospital, or any health care organization, can only be successful if physicians are clearly involved in leading in that organization.*

**– Fiona Dalton, President & CEO, Providence Health Care**





# PHYSICIANS WEIGH IN



*Medical Staff weigh into PHC strategic plan with ideas & priorities*



# STRATEGIC PILLAR PARTNERSHIPS

## Physician-led Strategic Pillars representing Medical Staff

- Consultant Physician Leads
- Physician Advisors

## Partnered with Providence Health Care Senior Leaders

## Providence Health Care Strategic Priorities



**QUALITY-FORWARD**  
Exceptional Quality, Safety & Value



**PEOPLE-FORWARD**  
Inspiring People & Teams



**LEARNING-FORWARD**  
Discover, Learn & Innovate for Impact



**PARTNERSHIPS-FORWARD**  
Partnerships



# QUALITY, SAFETY & VALUE PILLAR



**QUALITY-FORWARD**  
Exceptional Quality, Safety & Value

- **Goal:** Understand, evaluate, and prioritize quality (outcomes, patient experience and safety including eliminating preventable harm).
- **Goal:** Practice Value Based Health Care which prioritizes what matters to the people we serve as a way to drive quality and efficiency.



**Consultant Lead**  
Dr. Adrienne Melck  
Dept. of Surgery



**PHC VP Sponsor**  
Dr. Ron Carere  
VP of Medical Affairs



**Physician Advisor**  
Dr. Kristine Chapman  
Neurology



**Physician Advisor**  
Dr. Kristine Chapman  
Neurology



**Physician Advisor**  
Dr. Garth Hunte  
Emergency Medicine



**Physician Advisor**  
Dr. Shannon Jackson  
Hematology



**Physician Advisor**  
Dr. Trina Montemurro  
Anesthesia



**Physician Advisor**  
Dr. Janet Simons  
Pathology and Laboratory

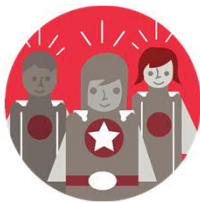


**Physician Advisor**  
Dr. Eileen Wong  
Family Medicine





# PEOPLE & TEAMS PILLAR



## PEOPLE-FORWARD Inspiring People & Teams

- **Goal:** Engage and empower our people in meaningful ways and nurture a culture where every voice is heard.
- **Goal:** Prioritize the health, safety, and wellness of our people.
- **Goal:** Ensure each of us understands how our work connects to Providence's Mission, strategic directions, and goals.



**Consultant Lead**  
Dr. Vishal Varshney  
Anesthesiology



**PHC VP Sponsor**  
Dr. Christopher De Bono  
VP Missions, People  
and Ethics



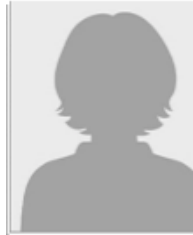
**Physician Advisor**  
Dr. Lawrence Cheng  
Emergency Medicine



**Physician Advisor**  
Dr. Joe Finkler  
Emergency Medicine



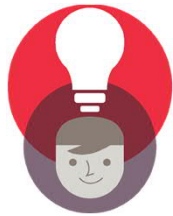
**Physician Advisor**  
Dr. Tony Wan  
Medicine Pathology  
and Laboratory



**Physician Advisor**  
Dr. Ana-Luiza Sayao  
Neurology



# DISCOVER, LEARN & INNOVATE PILLAR



## LEARNING-FORWARD

Discover, Learn & Innovate for Impact

- **Goal:** Make every interaction with the people we serve an opportunity for learning, research, and continuous improvement.
- **Goal:** Nurture and support innovative and disruptive ideas that transform care in BC and around the world, especially for vulnerable and diverse populations.
- **Goal:** Collaborate with other Physician Advisory Committees to optimize meaningful physician input in strategic priorities that span across several strategic pillars.



**Consultant Lead**  
Dr. Amin Sajani  
Emergency Medicine



**PHC VP Sponsor**  
Dr. Darryl Knight  
VP, Research and  
Academic Affairs



**Physician Advisor**  
Dr. Jesse Grenier  
Internal Medicine



**Physician Advisor**  
Dr. Jeanne Macleod  
Emergency Medicine



**Physician Advisor**  
Dr. Ron Ree  
Anesthesia



**Physician Advisor**  
Dr. Peter van den Elzen  
Hematopathology



# PARTNERSHIPS PILLAR



## PARTNERSHIPS-FORWARD Partnerships

- **Goal:** Cultivate partnerships that enable integrated care and more seamless transitions between hospital, specialty care, primary, and community care.
- **Goal:** Seek and create partnerships with leading technology and digital health organizations to improve responsiveness, connectivity, and quality.
- **Goal:** Prioritize partnerships that improve the care journey for Indigenous People.



**Consultant Lead**  
Dr. Grace Li  
Physiatrist



**PHC VP Sponsor**  
Ms. Deborah Mitchell  
VP Seniors Care,  
Organizational Strategy  
and Partnerships



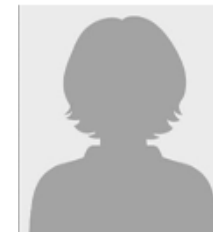
**Physician Advisor**  
Serena Chee  
Nurse Practitioner



**Physician Advisor**  
Jani Laramée  
Family Medicine



**Physician Advisor**  
Dr. Lik Hang Lee  
Anatomic Pathology



**Physician Advisor**  
Vacant



# REFLECTIONS: DR. ADRIENNE MELCK

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Surgeon, Physician Consultant Lead, Quality Safety and Value Pillar



Photo: Brian Smith

*"We are invited to regular senior leadership team meetings where they discuss the strategic plan, initiatives and directives for the upcoming year.*

*A few years ago, I could not imagine being invited to, or getting to provide input, or sitting in on a senior leadership team meeting*

*They are accessible to us in a way that they were not in the past. They are way more open to medical staff input."*





# THE NEW ST. PAUL'S HOSPITAL

## PHYSICIAN ENGAGEMENT IN REDEVELOPMENT

- **Physician Directors integrated with Pillars**
- **Leadership role for primary care integration**
- **Represent medical staff in decision-making tables**
- **Opportunities for physicians at large to engage in phases of development**
- **Funded sessionals**



## NEXT LEVEL ENGAGEMENT: TRANSFORMING PATIENT CARE

- **Collective priority of all pillars to achieve Value Based Health Care**
- **Physician influence in system change**
- **Patient Care Transformation**



# WHAT IS IT ALL ADDING UP TO?

Benefits for patients: collaboration activated for COVID-19 response

More medical staff involvement in organizational plans and improvements

A shift towards a more engaged culture = quality, wellness Taking physician influence

to the next level: system change Increased Engagement Scores



- ✓ At both engagement sites - Mount St. Joseph Hospital & St. Paul's Hospitals – average percentage of “agree” responses are trending upward year over year.

Overall averages by hospital/facility for Core 9 Questions: 2018 - 2020

	2020	49	48%	29%	23%
Mount Saint Joseph Hospital	2019	24	43%	25%	32%
	2018	21	25%	35%	40%
	2020	237	53%	23%	24%
St. Paul's Hospital	2019	179	40%	25%	35%
	2018	86	38%	29%	33%



# HOW ARE WE SUPPORTING THIS WORK?

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## PASS/ FACILITY ENGAGEMENT

- Strong Physician Leadership
- Funding for Physician Strategic Pillar Consultant Leads and Advisors
- Sessional Funding
- Physician-led projects
- PASS Engagement and Operations Team expertise
  - Strategic & operational support
- Communications expertise & supports

## PROVIDENCE HEALTH CARE

### In Kind Supports

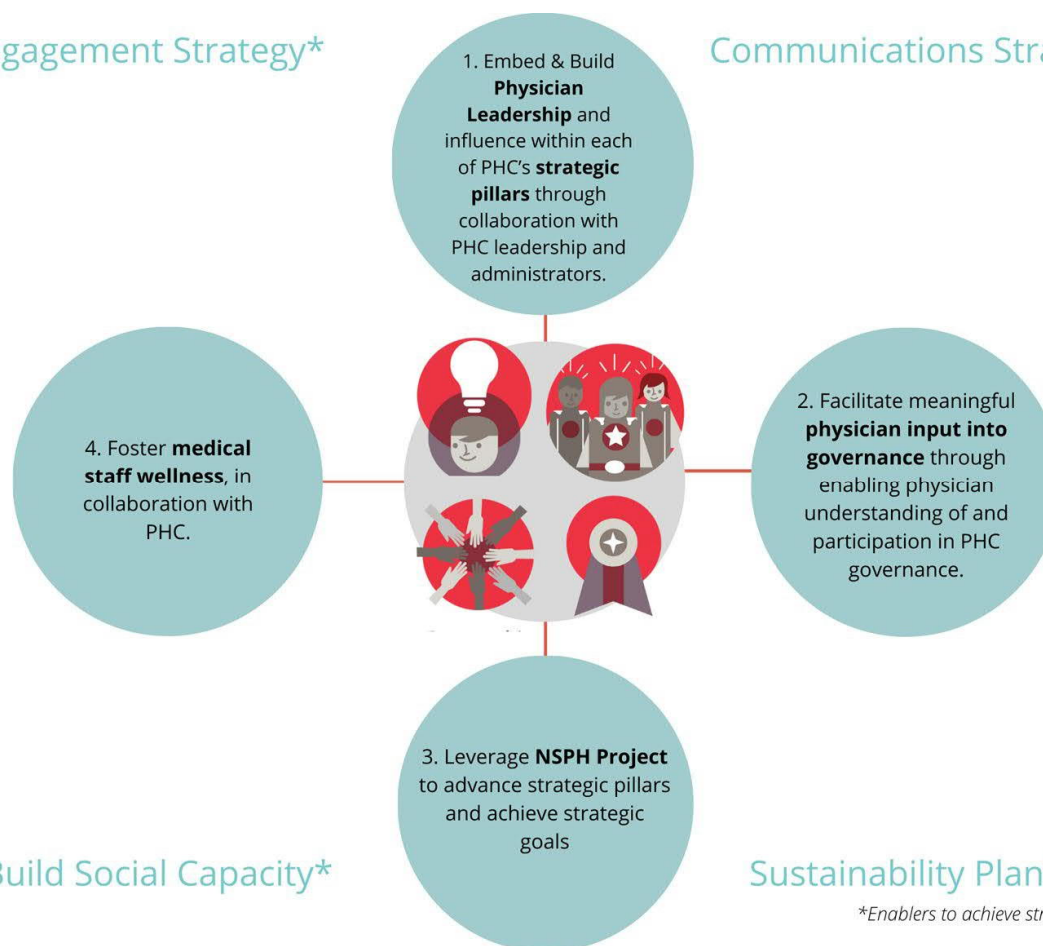
- Project Management
- Communications supports



## NEXT STEPS: INTEGRATION & SUSTAINABILITY

Engagement Strategy\*

Communications Strategy\*



Build Social Capacity\*

Sustainability Plan\*

*\*Enablers to achieve strategic goals*





# 5 YEARS OF ENGAGEMENT IN ACTION: OUR STORY

## Legacy booklet: Inform, Inspire

- Impact of our engagement work to date
- What we can achieve together

### Building our voice and community




## ENGAGEMENT IN ACTION

### Medical Staff and Providence Health Care





### A Voice for Physicians

Health Care (PHC) responded to an exciting opportunity to increase meaningful and collaborative leadership in our health authority. It represented a fresh start for PHC's voice of influence and advocacy for patient care and system improvements.

Physicians working at hospitals across BC were not regularly included in critical discussions about the work environment. Doctors were challenged to navigate complicated health issues, talk to decision makers or attend planning meetings during clinical hours.

Issues made at administrative levels did not always reflect the complexities of clinical life. And growing pressures and bottlenecks in the system were making it difficult for our job effectively.

Physician Master Agreement spawned a new provincial initiative called Facility Engagement Initiative: A first for Canada

PHC, Doctors of BC and six BC health authorities committed through a Memorandum of Understanding to strengthen communication and collaboration with hospital-based physicians.

PHC created meaningful opportunities for physicians to engage in decisions impacting the delivery of patient care.

PHC acute care facilities would receive funding via the Specialist Services Committee (Quality Improvement Initiative) to create new medical staff structures and use local engagement activities with the health authority.

PHC would receive \$100,000 annually.

### Highlights of the Initiative:

- Gather physician input and increase inclusion in decision-making about health authority planning, budgeting, and resource allocation that affect the medical staff.
- Partner to improve the physician working environment and delivery of patient care.
- Enhance professional and collegial communications among medical staff.
- Foster physician advocacy in patient care and the broader health care system.

### Why engagement?

Mayo Clinic:  
Engagement = avoiding burnout, better patient care

### IN HEALTH CARE ORGANIZATIONS



### Defining engagement

We are asked to give input into a plan, participate in a discussion, or offer ideas, it is not always clear if feedback will be used.

Engagement helps us to define the intention of a discussion or activity, so that everyone is clear about how their input will be used.

### IAPS Model of Engagement - adapted





### CELEBRATED PARTNERSHIPS AND ACCOMPLISHMENTS

December 2019 Holiday Social (Medical Staff Association Meeting)  
71 medical staff and PHC senior leadership, CEO and Vice Presidents



# THANK YOU!



# Facility Engagement at Surrey Memorial/JPOCSC Fraser Health Authority

Dr. Raymond Dong  
President, Medical Staff Association









# A Stuttering Start-up Phase

- Developing the Incorporation Entity for the Society
- Interpretation of the MOU
- Sheer size of the Medical Staff Association
- Reconciling 2 "separate" bodies affected governance

# Steps taken for 2020-2021

- Integration of the MSA and FE portfolios into 1 entity
- Engaged a consultant - Facilitate Creation of a New Strategic Plan
- Vision and Mission Statements re-crafted
- Immediate, Medium- and Long-Term goals were selected
- Revised the assessment process for Project Engagement

# Current Strategic Goals 2021-2022

- Facilitate Covid-19 recovery and the return to normal for medical staff
- Support medical staff initiatives that demonstrate collaboration with the FHA, sustainability, and return-on-investment.
- Adapt and meet the needs of medical staff through engagement, wellness, education, and professional growth.
- Revive and renew the SMH MSA organization

# Social Determinants of MSA Health

- Enjoying solid and reliable 2-way communication between MSA and the ED and SMD (with their active participation and support).
- Having an MSA Exec team that functions well and having enough support to maintain a high degree of engagement with members.
- Acknowledge the organizational support and guidance we have received from our SSC and FE liaisons.
- Improvements still to be made with communication/outreach
- Adopt or create more innovative opportunities for engagement



# Funding Optimization

- Improve the internal vetting process for Engagement Projects in order that the requests align with the Strategic Plan for the MSA as a whole.
- Increase the flexibility within the MOU guidelines to redefine what engagement encompasses.
- Sharing ideas and methods with other sites in FHA and perhaps collaborating on some joint activities, thus saving on development costs reducing waste, and enhancing purchasing power.



**FACILITY  
ENGAGEMENT**  
An SSC Initiative

A blue-tinted photograph of several healthcare professionals, including doctors and nurses, gathered around a table and looking at a laptop screen. The image is semi-transparent, allowing the text to be overlaid.

## Facility Engagement Knowledge Sharing Tier 6 Roundtable

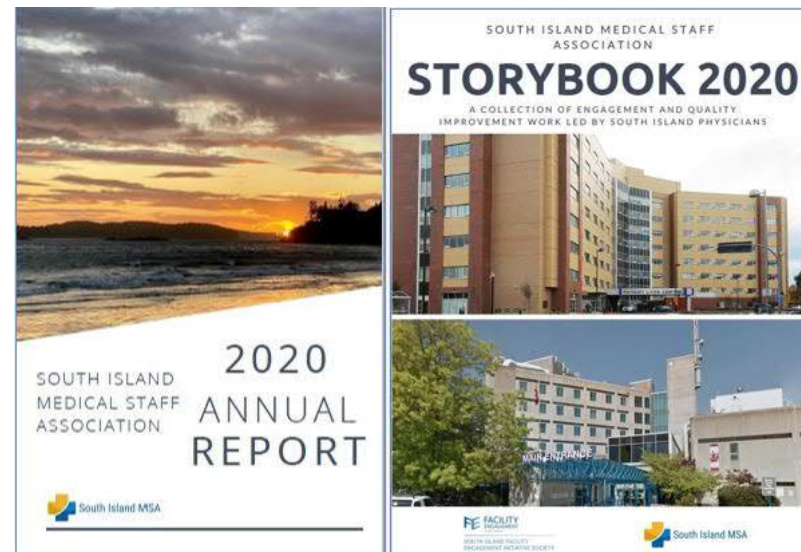
*Optimizing Funding for Success*  
November 30, 2021

## **South Island MSA – Low Cost, High Impact**

### **Annual Report**

- Highlights engagement activities, Executive team, Committee membership and activities, year in review, partnership with Island Health
- Success Stories of Engagement Projects interspersed throughout
- Shared with Medical Staff, HA connections, Divisions partners, other Stakeholders, new members
- Distributed at AGM, pigeonholes, events, targeted mailing, online link
- 200 copies = \$1,000

## South Island MSA Annual Reports



## **South Island MSA – Low Cost, High Impact**

### **3<sup>rd</sup> Annual(ish) South Island Physicians' BBQ**

- In partnership with 2 DFPs, another MSA
- Physicians, families, Island Health, administrators
- Event organizer, bouncy castles, food trucks, drinks, photographer, music, information booths (PHP, IHealth, Hospital at Home)
- 230 attendees
- Total cost \$7,350. South Island MSA cost \$3,450



## South Island Physicians' BBQ

- Low cost, high impact:

*"Meeting new  
physician  
colleagues."*

*"Managed to get  
a connection for a  
patient with  
difficult  
addictions issues."*

*"These kind of events  
are wonderful for  
supporting physician  
wellness, preventing  
burnout and making  
us feel valued."*

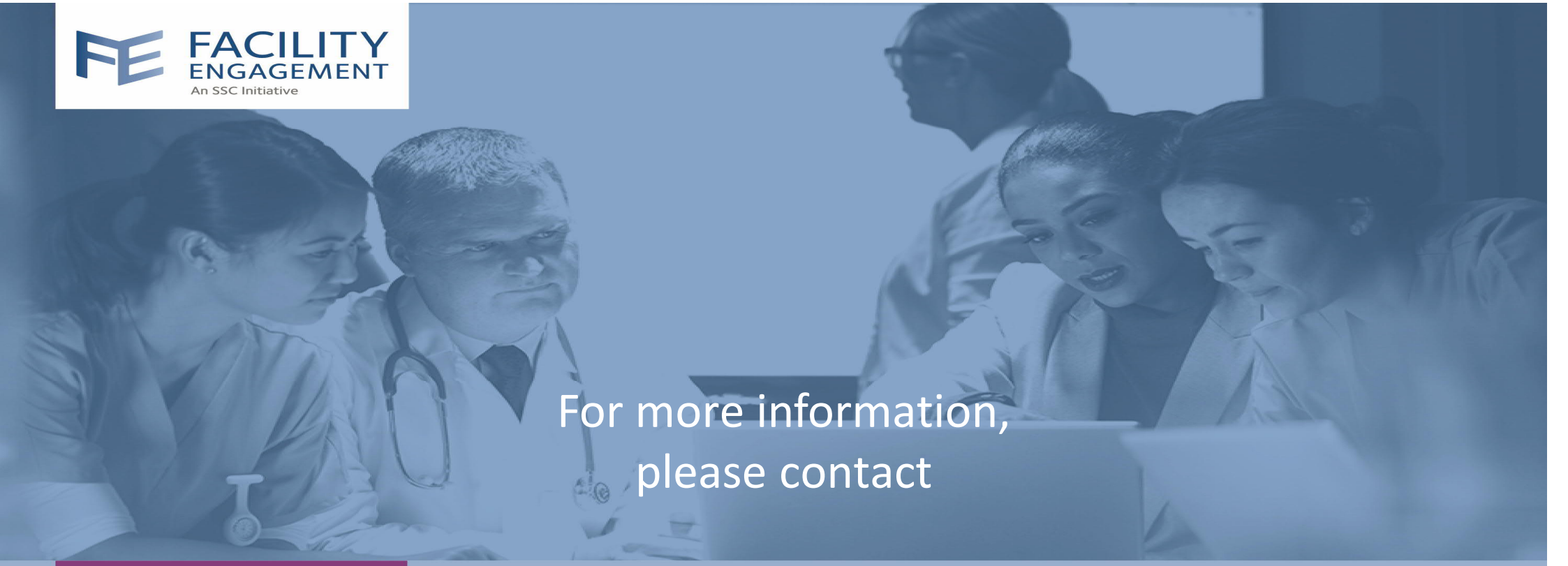
*"Making  
connections  
with the  
Divisions."*

*"Meeting  
people from  
different  
facilities."*





**FACILITY  
ENGAGEMENT**  
An SSC Initiative



For more information,  
please contact

Dr. Alicia Power – Engagement Projects

Dr. Maria Kang – Physician Wellness and Social Committee

Erica Kjekstad – Project Manager

[info@southislandmsa.ca](mailto:info@southislandmsa.ca)



**FACILITY  
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An SSC Initiative

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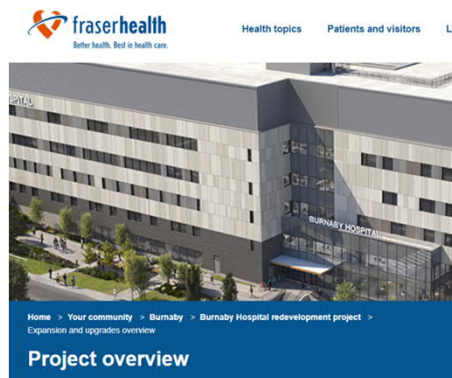
*Optimizing Funding for Success*  
November 30, 2021

Burnaby Hospital MSA



# What engagement activities has made the best use of your funding in the past year?

## Engaged The Most HA Partners



## Furthered Strategic Goals



## Biggest Impact for Dollar Spent



Figure 1: Hospitalist Med Rec completed at discharge

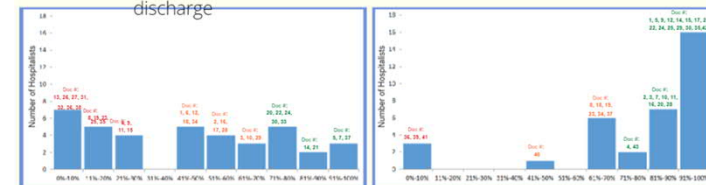


Figure 2: Overall Med Rec completed From Mar. 1, 2020 to Jan. 10, 2021

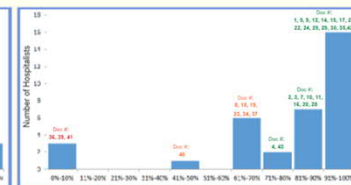


Figure 3: Overall Med Rec completed From Jan. 11, 2021 to Jul. 30, 2021



## What are some of the enablers and barriers to success?

### Relationship with Health Authority

- MSA President, BH ED and BH SMD meet regularly to discuss and collaborate
- BH ED and BH SMD have agenda slot at every MSA Meeting and collaborate on Annual Report
- Invitation to MSA-Organized Leadership Courses. (eg. Insights)
- MSA works with HA on regional initiative. eg. BH Redevelopment, FESR, etc



### MSA Internal Structure

#### Enablers

##### Subcommittee Structure

- focus on specific areas
- engages more physicians

##### WG Structure

- All Departments Represented

#### Barriers

- WG members need more defined role
- Subcommittees need oversight to ensure goals of MSA are being met

### Facility Engagement

- Provided funding to restart the MSA at BH: hiring resources, development of structure & processes, created opportunities where physician voices are heard
- Developing a collaborative relationship with HA: enabling physicians to come to the table and be heard, participate in decision making that impact patient care, be more involved in creating a culture of care and change

## What resources and supports would help you optimize your funding?



BURNABY HOSPITAL  
MEDICAL STAFF PHYSICIAN SOCIETY



- Understand the additional resources/pots of funding available outside of FE
- Would be nice to have a list for the MSA & how to access
- For example - EHR engagement funding, FH funds available, additional DOBC resources/funds
- List of successful engagement activities from other sites
- FH priorities that we could partner on

For more information,  
please contact

**Dr. Paul Johar - BH MSA President**  
[paul.johar@fraserhealth.ca](mailto:paul.johar@fraserhealth.ca)



**FACILITY  
ENGAGEMENT**  
An SSC Initiative

A blue-tinted photograph of four healthcare professionals (three women and one man) in white scrubs, gathered around a table and looking at a laptop screen. The image is semi-transparent, allowing the text to be overlaid.

## Facility Engagement Knowledge Sharing Tier 6 Roundtable

*Optimizing Funding for Success*  
November 30, 2021



**Vancouver Physician Staff Association**

Dr. Michael Nimmo, Secretary  
Andrew Pinfold, Operations Director ([apinfold@vpsa.ca](mailto:apinfold@vpsa.ca))



**1. What engagement activity has made the best use of your funding in the past year?**

**Engaged the most members or partners?**

- Wellness and DEI surveys (450 responses for wellness and 470 for DEI)
- Funding for wellness activities: Dept/Divs representing 708 physicians (40% of staff) supported
- Events: Quarterly meetings, AGMs, Keynotes and monthly networking lunches
- Covid related activities-Initiating Medical Staff Forums

**Biggest impact per dollar spent?**

- Wellness- awareness and culture change (new Regional Medical Director and additional support via Health Systems Redesign funding)
- DEI-awareness and changes in within HA (e.g. leadership recruitment and Regional Medical Director)

**Furthered your strategic goals?**

- Joint committees and associated surveys

## 2. What are some of the internal and external enablers and barriers to success?

### External

- **Enablers:**

- Monthly meetings with VCH Leadership
- Joint committees with VCH: Wellness, DEI, CST and looking to support VCH initiated work in Planetary Health and Onboarding.
- VCH identifying ways to partner and leverage FEI e.g. supporting VCH Medical Staff Onboarding Cmt' and potentially Planetary Health
- Growing connections and the development of synergies with other stakeholders e.g. CMA Joule and the Physician Health Program.

- **Barriers**

- Regional vs local approach of VCH (what is done for one Community of Care needs to be done for others)
- Bandwidth of physicians to take on projects/initiatives-keeping clinical and adding FEI work

**2. What are some of the internal and external enablers and barriers to success cont.)?**

**Internal**

- **Enablers**

- Strong support staff and contractors
- Engaged board and committee members
- New governance structure

- **Barriers**

- A lack of capacity among physicians means there are vacancies in many committees/task groups
- Size of group make communicating our activities and accomplishments to members a challenge

### **3. What resources and supports would help you optimize your funding?**

#### **Internal**

- We have seen that for many of our physician lead projects, having project management and administrative support in place is critical for their success. In-kind supports in these areas provided by the Health Authority are often integral in advancing projects.



For more information,  
please contact

Andrew Pinfold, Operations Director  
([apinfold@vpsa.ca](mailto:apinfold@vpsa.ca))





**FACILITY  
ENGAGEMENT**  
An SSC Initiative

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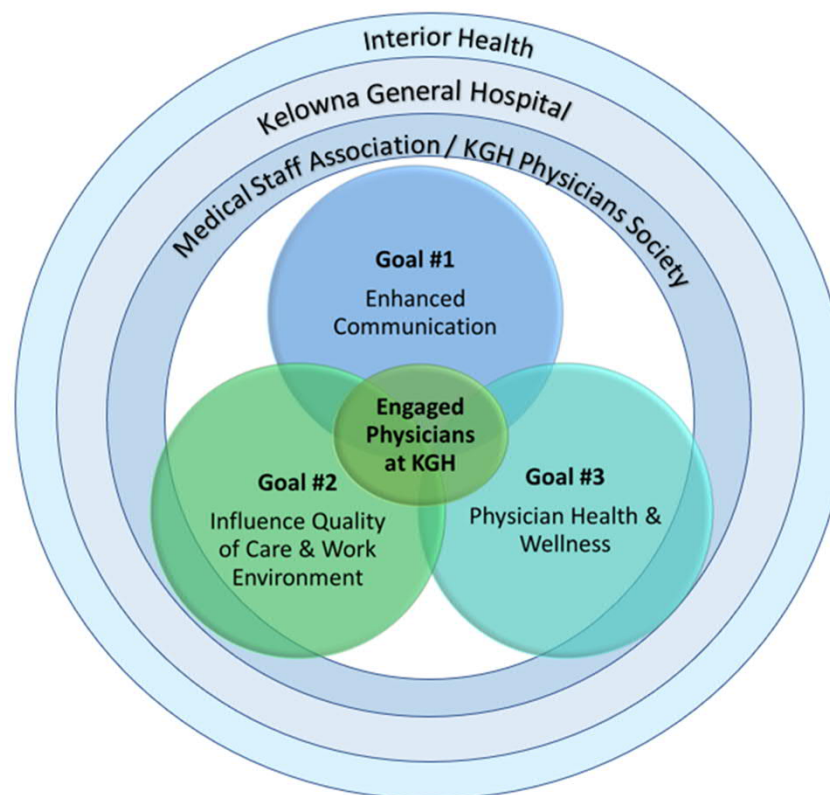
Kelowna General Hospital Physicians Society  
Kelowna, BC



*Presenters:*

*Dr. Nevin de Korompay, Past President, MSA  
Zeno Cescon, Director, Facility Engagement*

## Strategic Direction Guides the KGHPS



**“THE SOCIETY HAS BEEN  
ESTABLISHED TO CREATE A  
FORUM FOR KGH  
PHYSICIANS TO HAVE A  
MEANINGFUL VOICE ON  
MATTERS OF IMPORTANCE  
TO THEM – IMPROVING  
PATIENT CARE &  
IMPROVING THEIR WORK  
ENVIRONMENT”**





## Strategic Goals

**Strategic Goal 1: COMMUNICATION** | Increase physician engagement through enhanced communication between physicians, departments, and KGH / Health Authority administration.

**Strategic Goal 2: ENGAGE** | Increase meaningful physician engagement and influence on health care delivery within KGH focusing on improving quality of care and enhancing physicians' work environment.

**Strategic Goal 3: HEALTH & WELLNESS** | Promote physician health and wellness.





# Best Use of Facility Engagement Funding

**As of October 2021, KGHPS has:**

- Reviewed 163 FE Applications**
- Approved \$1.91 M in funding**
- Currently 40 active projects**
- Projects align with Strategic Goals**
- Greatest drivers of physician engagement are...**



## Physician Engagement / Communication

### Departmental and Interdepartmental Planning

#### Retreats:

- Up to 4 Departmental Retreats per year plus additional inter-departmental retreats
- Engaged physicians from a significant # of Departments and we are seeing an increase in meetings of approximately 5% year over year:
  - Medical Imaging
  - Pediatrics
  - Microbiology
  - General Internal Medicine
  - Surgery
  - Rehabilitation
  - Gastroenterology/Hepatobiliary/Interventional Radiology
- FE funds up to 2 hours of sessional time, meal costs, meeting room/AV requirement





## Recognition and Appreciation (particularly during pandemic years)

### KGHPS Newsletters / AGMs / e-Bulletin

- Physician Recognition in quarterly newsletters
- AGM / e-Bulletin
  - Recognition and appreciation to outgoing Department heads, MSA Board members
  - Highlights Facility Engagement and Work of the KGHPS
  - Increased attendance at AGMs
- Physician appreciation
  - Coffee days
  - Tour of Treats throughout KGH
  - Collaboration with Divisions of Family Practice and Kelowna Medical Society

## Health & Wellness/Physician Engagement

### Medical Staff Lounge

- Physician Recognition
  - *1,000 Years of Caring*
  - *Departmental photos*
- Provides a venue for onboarding new physicians





## Health & Wellness/Physician Engagement

### Medical Staff Lounge

- Health & Wellness
  - Refurbished lounge in late 2019
  - Provides a welcoming space, encouraging medical staff to stop by and chat with colleagues
  - Collaboration with KGH to provide updated electrical, flooring, computers/phones, furniture, cleaning
  - Provides a venue to inform physicians re FE funding opportunities
  - Survey undertaken mid-2020
    - Comments included:
      - *The Lounge enables me to build connections and/or enhance collaboration with MSA colleagues*
      - *I see colleagues I normally wouldn't*
      - *Best initiative at KGH*
      - *Makes physicians feel appreciated*
      - *Thank you for all your support during COVID when everything else was closed*





#### KGHP Medical Staff Lounge Survey Results

THE MEDICAL STAFF LOUNGE (MSL) HAS ENABLED ME TO BUILD CONNECTIONS AND/OR ENHANCE COLLABORATION WITH MY MSA COLLEAGUES

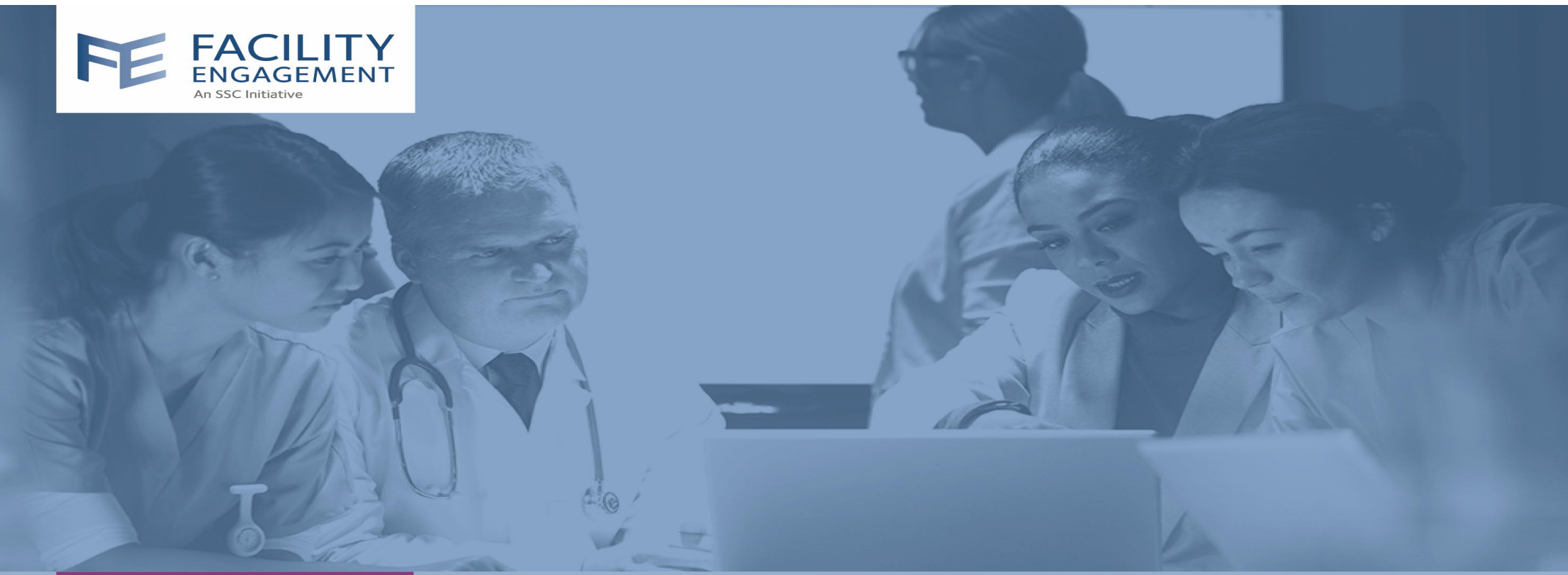
- YES – 84%
- NO – 2%
- SOMEWHAT – 14%

**Collegiality, engagement,  
and physician  
appreciation all  
contribute to the well-  
being of the medical staff**

#### KGHP Medical Staff Lounge Survey Results

HOW OFTEN DO YOU USE THE MSL:

- MORE THAN ONCE DAILY – 5%
- DAILY – 16%
- MORE THAN ONCE A WEEK – 50%
- ONCE A WEEK – 21%
- ONCE IN A WHILE – 8%



## **Internal and External Enablers and Barriers to Success**

## Enablers to Success

- Experienced, informed and engaged Working Group (excellent departmental representation) and Board (excellent succession plan)
- Ability to rely on experience and advice of past Working Group and Board members
- Evidence of 'leading self' as physicians initiate and assume leadership for projects of importance to them, achieving desired results
- Projects link back to strategic goals
- Sound financial management with frequent reviews of budgetary spending, including annual audit
- Effective internal communication with engaged physician and administration groups
- Effective policies, procedures and operational guidelines
- Effective two-way communication with site medical leadership
- Engaged Engagement Partner (Jillian Wong) – always available to provide assistance/advice
- Experienced support staff (Z. Cescon and H. Wendt) with many years of health care and other corporate experience in dealing with large operating budgets
- And of course....Facility Engagement funding has been the main driver of physician engagement, compensating them for their time

## Barriers to Success

- Uncertainty surrounding receipt of all draws during fiscal year
- Uncertainty re: sustainability of initiatives should DoBC funding cease
- Loss of enthusiasm and lack of time, particularly during COVID-19 pandemic, as physicians struggle to not only attend to their day-to-day responsibilities and patient care
- Lack of communication between HA and MSA
- Lack of co-funding with HA for applicable FE projects

# QUESTIONS



For more information,  
please contact

Dr. Maurice Blitz, President, MSA  
Dr. Nevin de Korompay, Past President, MSA  
Zeno Cescon, Director, Facility Engagement  
Helga Wendt, Admin Assistant/Project Lead  
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## **Remaining Tier 6 MSA's**

Children's and Women's Hospitals Medical and Allied Staff Engagement Society

Royal Columbian and Eagle Ridge Hospitals Medical Staff Society

# THANK YOU FOR ATTENDING TONIGHT

A survey will be sent to participants in the days following the meeting, as well as a link to the recording and slides.

We would appreciate your thoughts and comments on the session.