

2023/24



**FACILITY
ENGAGEMENT**

An SSC Initiative

Annual Review 2023-2024

Vernon Jubilee Hospital Physician Society
Interior Health Authority



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ACTIVITY 1: MSA & HEALTH AUTHORITY FACILITATED DISCUSSION


Activity Title: Project Sandbox: Patient Centred Care in Paediatric Type 1 Diabetes Using Texting (FE Funding: \$7,735.00)	
What Happened	What Can Be Improved for Next Time
<p>The purpose of this quality improvement project was to improve engagement, trust, and rapport with teens with Type 1 Diabetes. Dr. Eiko Waida's primary change idea was to see if there is benefit in using texting with patients and families, not only for patients but also the clinical interdisciplinary team. Patients are only booked to be seen four times per year. The premise is that if work could be done between appointments, there would be better glycemic control and more opportunity for just in time response to questions and issues.</p> <p>This project was well underway with funds from Kelowna General Hospital (KGH) Foundation, NAVIG8 and Health System Redesign when Dr. Eiko Waida approached VJH Physician Society to expand this program using FE funding.</p> <p>KGH Foundation funded the platform enabling text conversations to be securely seen by all involved team members including RNs, RDs and MDs. Initially the project focused on youth over age 13 with a 70 per cent compliance rate checking messages. Preliminary data indicated that it required only eight minutes per week to manage the platform for 30 patients and feedback from patients and their families was very positive.</p> <p>FE funds were used to expand the project to test its efficacy on populations within the diabetes clinic that were under age 13.</p>	<p>Culture Change Management – initially staff wouldn't use the platform because they felt it would be additional work. Dr. Waida managed the platform solo until staff understood the time savings and patient benefits of using the platform.</p> <p>As platform is being adopted by other sites, a Patient Family Advisory Committee representing all three sites to be formed.</p> <p>Potential for this platform to be used by other diabetic populations but cost of platform is expensive at \$30,000 per site annually.</p>

The project is now spreading to other sites. By May/June of this year 500 to 600 people will be on the platform.

Youth are advocating for themselves using the site to connect with their care team. Parents are getting just-in-time advice on what to do if their child wants to get their drivers' license or is attending a party with sugary snacks. Parents report feeling "successful" and view their child's diabetes as "less scary" due to the added support. Clinic visits, previously used to gain glycemic control, now focus on things like youths' mental health issues in collaboration with other community groups. Group functions organized by clinic staff through the app such as bowling and a skating party at Silver Star, enabled youth to connect with other young people facing similar challenges.

ACTIVITY 2: MSA & HEALTH AUTHORITY FACILITATED DISCUSSION

Activity Title: Physician Waffle House (FE Funding: \$19,894.18)	
What Happened	What Can Be Improved for Next Time
<p>Physician Waffle House is an on-line community for physicians to connect, collaborate, learn and recruit.</p> <p>The concept for this platform was developed through a NAVIG8 project by Dr. Kira McClellan. Through her leadership experience over a four-year period, she witnessed decreasing engagement, increasing apathy and a lack of joy among physicians. This is attributable to several factors including:</p> <ul style="list-style-type: none"> • staffing shortages across all sectors including physicians’ own departments as well as other ancillary services physicians rely upon to care for their patients; • siloed working conditions characterized by disconnected clinics, facilities and even departments within single facilities; • working in what has been labelled by the public as a “broken system” where physicians spend time and attention addressing questions and helping patients advocate and navigate said system for their care. <p>Physician Waffle House is a place physicians can gather to WORK, LEARN, PLAY, and CONNECT.</p> <p>WORK – This section will pull recruitment postings, videos and testimonials from already-existing platforms into one place. Physicians will also be able to self-post for locums, work wanted and open shifts. Both the North and Central Okanagan Economic Development Commissions see this platform as a tool they can utilize at national and</p>	<p>This is difficult to assess until the on-line community goes live. However, there has been some learning in working with the web designer that can be applied to the app development.</p> <p>-A clear understanding of process and how both sides work is necessary to manage expectations and timelines. In order to keep the project on schedule, the web design company arranged meetings on short notice and would look for decisions to be made at the meetings so they could move forward. The preference for the Waffle House team was to plan meetings in advance and ponder the implications of changes or ideas, solicit feedback from colleagues, and then make decisions. Better communication and understanding upfront would have eliminated some frustrations.</p>



international development fairs to assist in recruiting physicians to the area.


LEARN – A major component of this section will be a grassroots **Leadership Tool Kit** for new, established and inspiring leaders. This toolkit is currently being built out as a separate FE project. While NAVIG8 and Sauder do an excellent job of providing leadership training, the Leadership Toolkit will provide easy access to information as required in a less intimidating format.

PLAY – This is the fun stuff! This section is a gateway enabling physicians to organize spontaneous meetups, attend fun activities or fundraisers their colleagues are involved with, as well as view the social events being offered to physicians through their MSAs, physician societies and divisions of family practice.

CONNECT – This arm will provide a 2-way chat platform to help physicians connect and collaborate around projects, challenges and disciplines, to form purpose/topic specific groups, or to connect socially. In doing so, it will create an automatic and organic peer support structure.

This on-line gathering place by and for physicians is in the final stages of build out. Once complete, funds have been secured from the City of Vernon to help produce a very basic app to make access to the site easier. Further, a non-healthcare related funding application is being submitted in April 2024 to cover contractor fees for monitoring, updating and assisting in the marketing of the site for the first year.

Following the first year, site usage will be assessed, feedback procured, and the site's success in recruitment evaluated. If the site enjoys positive results, a fee for service model will be developed to cover costs going forward.



As an aside, many ask about the Physician Waffle House moniker. Waffle House was created in 1955 by two neighbours in Southern Georgia as a 24-hour meeting spot for family and friends. Today there are 1900 Waffle House locations throughout the United States and Canada.

In April of 2023 the Jonas Brothers released a song titled *Waffle House*. As young musicians, the brothers were unable to accompany their band and crew to the pub following a concert. Instead, they would gather at a Waffle House to discuss issues, solve problems and write songs.

Like the original Waffle House, Physician Waffle House is designed to be a gathering place where doctors can collaborate, solve problems, discuss issues, and meet new friends. And as for spread – 1900 users may seem like a lofty goal, but with 16,000 physicians, residents and medical students in British Columbia, it is achievable.



ACTIVITY 3: HIGHLIGHTS & RESULTS 2023-2024

GOVERNANCE:

The Society went through changes this year.

EXECUTIVE

Dr. Richard Harper left the Executive and Working Group after many years of service as he no longer works in the hospital. He was replaced by Dr. Jennifer Smith. In February, Dr. Marius Aucamp left the Executive. His replacement is being sought and will be appointed to the board in October 2024.

WORKING GROUP

The following members resigned from the Working Group

Dr. Noha Fossen
Dr. Richard Harper
Dr. Michael Horkoff
Dr. Derek Rajakumar
Dr. Jennifer Roger

The following members joined the Working Group

Dr. Quinn Parker
Dr. Taylor Jespersion
Dr. Jennifer Smith
Dr. Sergei Reznikov
Julia Bailey – Registered Midwife

The AGM for the Physician Society and MSA takes place in October 2024. Succession planning and recruitment for new/additional members is in progress.

LOCAL FACILITY ENGAGEMENT COMMITTEE (LFEC):

With the exception of Clinical Director Alicia Ponich, whose support of Facility Engagement has been exceptional, attendance by hospital administration at LFEC has been poor. This is believed to be due in part to high turnover, changing director roles and increased patient care issues resulting from hospital-wide staffing shortages. Committee Chair Dr. Ed Hardy addressed the low administration representation with those who are required to attend. The result was minor improvement, however, recent changes in director roles and responsibilities may continue to impact LFEC attendance.



BUDGET

For the first time in its history, Vernon Jubilee Hospital Physician Society spent more than its annual \$400,000 budget allotment and tapped into its reserve funds. As at March 31, 2024, spending was at \$443,001 and our accountants have not yet processed all the invoices. Based on current information, below is the anticipated spending for the 2023/24 fiscal year:

Physician Engagement: \$202,606 or 45 per cent
Physician Development – Leadership and Wellness - \$33,996 or 8 per cent
Quality Improvement: \$71,124 or 16 per cent
Recruitment and Retention - \$31,894 or 7 per cent
Internal Operating - \$112,000 or 24 per cent

TOTAL: \$451,620

One of the issues is that sessional fees have increased, but funds allocated to physician societies has not. VJH enjoys high levels of physician engagement. Almost \$113,000 or 25 per cent of our elevated \$451,620 budget is used to pay physicians for uncompensated committee work or special departmental/interdepartmental meetings (frequently used to discuss critical staffing shortages). This represents approximately 660 physician hours -- up from 551 hours in 2021/22. To preserve our budget, the Society has taken the following steps:

- the meal allowance for an interdepartmental or uncompensated committee meeting has been capped by the Society at \$35 per person plus tax and gratuity. Previously many physicians were spending the \$100 daily allowance outlined in FE Guidelines on a single meal.
- the Society encourages physicians with larger or more complex projects to seek multiple sources of funding rather than relying solely on FE funds. For example, the Civility Project, lead by Dr. Yann Brierley, is a large-scale project that has the potential to positively impact facility culture at a grassroots level, not only at VJH but at other sites as well. This project, launched in 2021-2022, has received \$57,000 in FE funds over the three years but has also received funding through NAVIG8, Health System Redesign and PQI – without which this project would not have been able to advance. Other projects that have received funding from at least two other sources in addition to FE funding include the two projects highlighted in the previous section plus the Radioactive Seed Localization for Breast Cancer project lead by Dr. Michael Horkoff.

The trend to curtail spending and seek out alternate funding sources, including those outside of the health care sector, will continue in 2024/25. In addition, funds will need to be monitored closely to avoid over-committing. Further, given that there are less funds to allocate to physician projects, careful consideration will be needed to ensure funded projects are in keeping with the Society's strategic plan.

ACTIVITY 3: KEY ACTIVITIES REVIEW FOR 2023-24

Strategic planning for 2024 – 2025 takes place April 9, 2024. All Medical Staff Association members as well as key Vernon Jubilee Hospital Directors have been invited.

Strategic Priority: Physician Engagement Goal #1 Identify physician engagement opportunities and strengthen physician collaboration and advocacy to ensure the views of medical staff are effectively communicated. (45 per cent of \$451,620 budget)	
Sample Activities	Performance Measures
<p>Strategic Planning: Laboratory Medicine</p> <p>Seven physicians participated in the strategic planning process consisting of one-on-one current state interviews, overview meeting, two planning meetings (3 hrs each) and one review and implementation meeting.</p> <p>The department came up with five strategic priorities with one to five goals each with implementation strategies all to be launched prior to March 2026.</p> <p>Uncompensated Committee Meetings</p> <p>Providing medical staff with compensation for providing their expertise at facility-related meetings.</p>	<p>100 per cent participation achieved.</p> <p>All physicians took on a leadership role to move a goal or strategy forward.</p> <p>Funding applied for through Health System Redesign to ensure regular meetings with hospital administration are scheduled to move the plan forward.</p> <p>Three other VJH departments held strategic planning sessions to update their plans from the previous year.</p> <p>Strategic planning accounted for 5 per cent of the Physician Society’s \$451,620 budget.</p> <p>Thirty-four physicians participated in a variety of committees including Planetary Health at VJH, the VJH Cheer committee, Workplace Health and Safety committee, Local Facility Engagement Committee (LFEC), Physician Recruitment committee, and many others. This activity paid</p>

Departmental/Interdepartmental Meetings

These are extraordinary departmental meetings for the purpose of planning, prioritizing, problem solving around staffing shortages or building relationships between other departments to improve patient-centred care and the physician work environment. Sessional fees are paid for a maximum of two hours per participant; meals are capped at \$35/person plus GST and gratuity.

Governance: Executive and Working Group

The VJH Society Executive consists of five physicians. The VJH Working Group currently consists of 12 physicians and one registered midwife.

The Working Group is a representative committee of the VJH Physician Society that engages VJH Medical Staff and advises the Society Executive on matters of importance to medical staff, their patients, and the Health Authority.

The Working Group makes recommendations on matters including but are not limited to:

1. Creation of a work plan and a budget for the allocation of funds
2. Identifying potential projects and initiatives that meet the objectives of the MOU
3. Consulting with representatives of the medical staff as necessary;
4. Consulting and engaging with health authority leaders on regional and local issues as defined in the MOU;
5. Liaising with the Doctors of BC engagement

out \$62,000 in sessional fees or **14 per cent of the Physician Society's \$451,620 budget.**

All VJH departments participated in this activity. This activity paid out approximately \$50,000 in sessional fees accounting for **11 per cent of the Physician Society's \$451,620 budget.**

-Executive attendance – typically 100 per cent
-Working Group attendance – average 67 per cent.

-Represents **16 per cent of the Physician Society's \$451,620 budget.** Additional funds were required this year to pay the Secretary/Treasurer to review and approve invoices in FEMS as per the new Doctors of BC policy.

-Approved 11 new or expanded FE projects in 2023/24 – several of which have already spread to other sites.

-Partnered with the VJH Foundation, Kal-Tire, and the YMCA to submit a \$3.8 million dollar proposal to the provincial government to fund at least 80 childcare spots for Vernon health care workers for a minimum of 15 years. Word on whether the application has been approved is expected in early April.

-Established relationships with local government and publicly funded organizations actively working in the Vernon area to ameliorate challenges impacting local health care: walk-in clinic



<p>partner. 6. Other matters referred to it by the Executive.</p> <p>Other Projects:</p> <p>Physician Engagement Application Support – Enables physicians to be paid sessional time for creating funding proposals for projects.</p> <p>Communications Plan – includes Physician Society website, monthly newsletter, Zoom platform, poster creation etc.</p> <p>Inter-Society Facility Engagement – Dr. Kira McClellan prepared a presentation and attended, along with Dr. Jennifer Smith, the Doctors of BC FE Showcase in October 2023.</p>	<p>closures; no housing for VJH’s new resident program; physician recruitment.</p> <p>-Created recruitment, social, CME and education committees. Regular liaison established with VJH Planetary Health Committee and Regional Workplace Health and Safety Committee.</p>
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Strategic Priority 2: Physician Development – Leadership and Wellness

Goal #1 Provide opportunities for training, knowledge sharing, mentoring and support to ensure the safety, health and wellness of physicians and quality care for patients.

(8 per cent of \$451,620 budget)

Sample Activities	Performance Measures
<p>Civility Matters</p> <p>This project, first launched by Dr. Yann Brierley in 2021-22, has experienced challenges and successes. Attendance at department-specific training has proven to be a challenge, however, a Civility dinner presentation for VJH staff and presentations to other sites have been well received.</p> <p>The focus for 2024/25 is on impact and spread: getting the message up on hospital screens; spreading positive feedback and kindness through the Kudos project launched in February 2024 (supplemental to the Civility Project), support for the VJH Cheer Committee, implementation of a Hospital Charter outlining appropriate Physician conduct.</p> <p>Kelowna General Hospital, in partnership with Vernon Jubilee Hospital, Penticton Regional Hospital and potentially the Divisions of Family practice are looking to bring Dr. Chris Turner, co-founder of Civility Saves Lives in the UK, to the Okanagan to do site specific presentations as well as a general session on Civility.</p> <p>Other Projects:</p> <p>Department Head/Leadership Tool Kit (discussed in section one as part of Physician Waffle House initiative) – Dr. Ed Hardy</p>	<ul style="list-style-type: none"> -Presentations on Civility delivered to Fraser Valley Grand Rounds and Interior Health Psychological Health and Safety Committee -Twenty-two physicians and hospital administration staff attended the <i>Civility Dinner and a Movie</i> presentation which was followed by a discussion of Chris Turner’s video. -Department specific civility presentations delivered to ACU and NUA. Attendance disappointing due in part to on-going staffing shortages. -Development of a Hospital Charter outlining appropriate physician conduct plus an escalating consequence ladder presented to senior clinical operations and medical leadership at VJH. -Supplemental Kudos Project launched in collaboration with the VJH Foundation and Amplified Coffee Company. This project enabled Physicians to recognize and reward health care workers who go the extra mile with a complimentary hot beverage. In addition, local schools and a daycare decorated 3000 coffee sleeves with pictures and messages of gratitude for health care workers. These were distributed through the Hospital Cafeteria and two on-site coffee shops March 1 as part of National Employee Appreciation Day. <p>Represents five per cent of the Physician Society’s \$451,620 budget.</p>

Strategic Priority 3: Quality Improvement


Goal #1 Identify, research, and implement initiatives designed to improve operational efficiencies and enable VJH staff to provide quality patient care.

(16 per cent of \$451,620 budget)

Sample Activities	Performance Measures
<p>Opioid Use Disorder (OUD) in the Emergency Room (ER)</p> <p>This project, lead by Dr. Lisa Heidt, was designed to improve screening and identification of OUD in patients who present to the VJH ER by 20 per cent over a four-month period. With improved screening and identification rates, psychosocial support can be front loaded and pharmacologic treatment can be optimized to prevent adverse outcomes, while improving staff comfort levels, efficacy, and satisfaction with treatment of this medical condition.</p> <p>This project has the potential to improve patient outcomes and health care utilization costs. Evidence-based screening is the crucial first step to identification and treatment of OUD, resulting in improved retention in acute care, and a decrease in re-admission, overdose and all-cause mortality rates.</p> <p>In the future, this project may open opportunities for change ideas around combating stigma, improved referral pathways, and creation of a regional acute withdrawal management preferred provider organization (PPO), as well as spread from ward to ward within our community hospital.</p> <p>Other Projects:</p> <p>Allied Health Training by Physicians – Dr. Jody Snook</p>	<p>IHA provided funding for six ER nurses to attend four hours of training alongside six physicians. Training topics included acute withdrawal management, harm reduction, OAT guidelines and stories from lived patient experience.</p> <p>Patients will be monitored over the next four months post training to determine impact of this project on patient outcomes.</p> <p>Assessment of knowledge, skills, and confidence of those who participated in the project.</p> <p>Budget \$4,105 – 1 per cent of \$451,620 Physician Society budget.</p>

<p>Centralized Referral for Breast Conditions – Dr. Hamish Hwang</p> <p>Continuing Medical Education (CME) – Dr. Shannon Rourke and Dr. Jennifer Power</p> <p>Impact of COVID on Bowel Disease Emergency Surgery - Dr. Hamish Hwang</p> <p>Kid Friendly ER Painting Project – Dr. Jennifer Smith (\$9,700 Carried Forward to 2024/25)</p> <p>Morbidity and Morality (M and M) Catering</p> <p>Project Sandbox: Patient Centred Care for Youth With T1 Diabetes Using Texting - Dr. Eiko Waida</p> <p>Radioactive Seed Localization for Breast Cancer- Dr. Michael Horkoff</p> <p>Resuscitation Simulations – Dr. Jody Snook</p>	
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<p>Strategic Priority 4: Attraction, recruitment, and retention of top talent</p> <p>Goal #1: Create a workplace culture of caring, respect, inclusion, and support where employees feel valued, appreciated, and actively promote VJH as a great place to work.</p> <p>(7 per cent of \$451,620 budget)</p>	
<p>Recruitment</p> <p>Physician shortages are impacting patient care. Physicians focused on peer-to-peer recruitment, interviewing potential candidates, showing recruits the hospital, community, and organizing opportunities to meet other department staff.</p>	<p>No stats on how many physicians were recruited but these are stats that will be collected in 2024/25.</p>



<p>Other Projects:</p> <p>Physician Waffle House – Dr. Kira McClellan (discussed in the first section of this report)</p>	<p>This project will aid in physician recruitment and play a key role in retention and peer support.</p>
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Internal Operating - \$112,000 (24 per cent of \$451,620)

Provides ongoing assistance to physicians with their FE projects as well as operations (FEMS claims, newsletter, website updates, governance support, reporting, budgeting, communications, grant applications, meeting organization accounts payable etc.)