

Highlights from HAMAC

A summary to support information sharing with your teams

January 11, 2022 Meeting

The HAMAC Leadership Team has committed to returning information to HAMAC members within one week of the meeting. This meeting summary [*Highlights from HAMAC*] includes important information and discussion points from the meeting. We encourage members to share this document widely within the forums they lead in their geographical regions.

HHR Challenges

The Role of Medical Leadership

Building from the last meeting, it's important to understand the Health Authority-wide impacts of our current HHR challenges, and how HAMAC can influence positive solutions to the crisis.

HAMAC members were asked to consider the following question:

Given that we are in a fifth wave which is further stressing the system, what can we as medical leadership do to support retention and recruitment of staff?

Please find below a high-level summary of the themes that emerged from the discussions. We are asking HAMAC members to bring these key themes to the forums they lead within their geographical regions to promote discussion and potential implementation of these ideas.

Key Themes:

Staff Acknowledgment

- Recognize staff contributions at the grassroots level (e.g. morale boosters such as coffee cards, paying compliments where they are due etc.)

Engagement & Influencing a Positive Working Culture

- **Listen** – communicate and converse with staff
- Organize group gatherings or activities in a safe way
- Emphasize the importance of wellness to alleviate stress and reduce fear/anxieties
- Promote a psychologically safe workplace and encourage people to speak up

Affordability

- Address the cost of living in Vancouver and work-associated expenditures (e.g. commuting, parking, housing costs etc.)

Consistent Leadership

- Initiate regular touchpoints for reassurance and guidance
- Mindfulness of the impact your medical staff have in their roles and the concept of collective leadership
- Provide more education and training opportunities to spread out the amount of work
- Prioritize your own self-care to ensure you can show up for your staff

Retention & Recruitment Practices

- Understand why people are leaving (via exit interviews) and where leadership comes into play
- Analyze data to identify where staffing challenges are greatest (by site and group) to streamline recruitment efforts

- Focus on retaining new staff members and inspire hope for their future

Redesign Care Models

- Partner with community to increase capacity
- Address balance between in-person and virtual care to re-establish our new baseline
- Consider discrepancy between shifts (days vs. nights) and compensate accordingly

Check out this [great article](#) published in McKinsey & Company: ‘Great Attrition’ or ‘Great Attraction’? The choice is yours.

Strengthening HAMAC

Governance Refresh

Dr. Penny Ballem, VCH Board Chair, joined the HAMAC meeting to discuss the importance of having an effective relationship between HAMAC and the Board, and the purpose and benefits of our Health Authorities (HAs).

Key Points:

- Regional HAs allow for a continuum of care for their populations. The role of both the Board and HAMAC is to ensure quality of care in all dimensions of this continuum.
- Healthcare must be efficient for and accessible to all our populations, both geographically and from a diversity lens.
- Patient experience is as important as the outcome. HAMAC plays a role in creating an inclusive and culturally safe environment for all people receiving care in our HA.
- We know there are gaps in our system. HAMAC plays a fundamental role in informing the Board of both successes, as well as areas that require improvement.
- The diversity of the Board is designed to represent the public. As a member of HAMAC, we develop a new lens on how we can also impact the public.
- We must understand the business we are in and maintain a focus beyond our own clinical interests—the interests of the public are imperative.

Discussion:

- Trying to understand, despite our efforts, why people are choosing to leave VCH.
 - Fatigue, burnout, and personal experiences are unique to each individual. We must remain flexible to everyone’s needs, continue to engage, and do our best to get through this period of struggle.

Identifying Areas of Focus for HAMAC in FY 2022-23

As a group, HAMAC aims to gain clarity of priority areas that we as a Health Authority-wide medical leadership committee need to make an impact in.

HAMAC members were asked to consider the following question:

Where should HAMAC be focusing its attention in 2022?

Please find below a high-level summary of the themes that emerged from the discussions. This list does not include an exhaustive account of all responses, and is an overview of the common themes recorded. All responses will be further refined and taken to the HAMAC Executive for additional feedback.

Key Themes:

- Governance
- Health and Wellness of Staff
- Quality
- HHR/Recruitment & Retention
- Communication
- Decision Making
- Access to Healthcare

Next Steps:

The HAMAC Leadership Team will review all responses and further refine submissions. The refined list will be taken to the HAMAC Executive for feedback before bringing the item to the March HAMAC for discussion and implementation in fiscal year 2022-23.

Enabling the Work of HAMAC

Input into the VCH HAMAC Terms of Reference

A: Meeting Time and Structure

As part of finalizing our Governance, we need to undertake a refresh of our Terms of Reference (TOR). This will be accomplished via discussions on key components of the TOR.

Timing and Cadence of Meetings:

- We have learned through conversations with the other HAs that the VCH HAMAC invests the least amount of meeting and working time of all the HAMACs. We need to invest more time for the substantive conversations required to have a greater impact within our complex organization.
- It is important to note that any changes to the cadence of HAMAC meetings will be effective for one fiscal year. The changes will be evaluated in January 2023 prior to the start of the next fiscal.
- Final decision pending email vote. Members will be updated by February 25, 2022 following the next HAMAC Executive meeting.

Poll Results:

- Meeting Time: Will be adjusted to **0800-1030 hrs** effective immediately.
- Meeting Cadence: Options 2 and 4 from the proposed options emerged as the most preferential.

B: Communication and Information Flow

Tabled to the March HAMAC meeting.

Next Steps:

HAMAC members should begin to consider how the group can be most effective in our communications, both into and out of HAMAC, prior to the March meeting.