

November 2024 Medical Leaders Breakfast Recap

Discussion takeaways on areas to take action

Retention

- Family support is key to staff retention. Consider creation of a designated team to help spouses of new recruits to find local jobs.
- Shine a light on what is working well. Feature areas that have been able to retain Medical Staff:
 - Coastal team collaborated with technical staff to determine their needs. Rather than paying costly overtime (OT), they made the case to hire an additional staff and now there are enough people and no more OT is required.
 - Providence physicians using Cerner to help automate the process of Clinical Service Contracts (CSC) to decrease the administrative burden, enabling them to utilize this payment alternative.
 - Some departments have created funding pools to hire local Administrative Assistants to remove work from medical leaders. Look at alternatives for smaller departments (talk with your Senior Medical Director).
- Consider how Employment Contracts work at VCH to meet the needs of younger generations.
- Identify groups who excel at promoting a sense of belonging and work/life balance: flexibility to support women with young families; 50+ women tackling menopause.



Recruitment / Workforce Planning (WFP)

- Provide medical leaders with the resources to build the necessary skills and capacity to handle WFP and budgeting.
 - See existing resource: [Finance 101 course for Medical Leaders e-learning](#).
 - Create/circulate a template for medical leaders to guide them with the WFP process.
- Medical Executives to advocate on behalf of medical leaders and staff
 - Address the delay imposed by licencing board (can take up to 6 months to license Medical staff outside of B.C.);
 - Compensation and work structures should be reviewed, with comparisons across models (FFS, salary, APP).
- Any new financial or incentive models should consider the existing staffing needs and ensure that incentives do not inadvertently shift or destabilize care provision, forcing patients from community care to acute care settings, or causing disruptions in service areas of high demand.



November 2024 Medical Leaders Breakfast Recap

Medical Leader Slido input

If you had a magic wand, what HHR issue would you fix?

Participants highlighted significant challenges in HHR, with an emphasis on staffing shortages and retention struggles. Several responses emphasized the need for equitable compensation structures. Administrative burdens, such as privileging processes and contract renewal, were identified as an area needing improvement. Additionally, workplace culture issues including burnout, bullying, and dissatisfaction were flagged. Strategic priorities also emerged, including leveraging analytics, and addressing housing and childcare gaps.

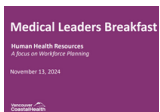
Does the presented data resonate?

Although quantitative data is helpful, it was flagged by participants that it would be helpful to host focus groups with medical staff to learn more about their experience from a qualitative lens. Related was the request that Med & Academic Affairs conduct interviews with retained medical staff to ask why they are staying, in addition to conducting exit interviews. Attendees emphasized the need to conduct analysis on population trends and forecasted models of workforce pressures and needs.

Audience commitment to action after the session

Participants are committed to addressing key areas including improving compensation models and financial literacy, with several pledging to explore payment structures, alternative models, and cost-related initiatives such as childcare support. Workforce planning and retention emerged as priorities, focusing on understanding why staff stay or leave, targeting hiring based on service needs, and fostering positive work environments through wellness initiatives and culture improvements. Collaboration and breaking down silos were also highlighted, alongside leveraging data and tools like Cerner to enhance operational clarity and efficiency.

Resources



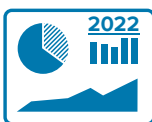
Slide Deck



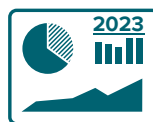
What we heard from you (full)



Sustaining Growth: Population and Demography for B.C. and Canada. BC Stats, January 2024



2022 Physician Workforce Survey dashboards (VPN required)



2023 Medical Staff Workforce Survey dashboards (VPN required)

Medical Affairs contact information:

- Contract renewals/negotiations - VCHMedicalAffairs@vch.ca
- Metrics for my department - MAanalytics@vch.ca