

October 2025 Medical Leaders Breakfast Recap

Guest Speaker Key Highlights

Path Ahead with the new VP Medicine and Academic Affairs Dr. Roger Wong

- ‘Our primary responsibility as leaders in Medicine is to grow more leaders.’
- Dr. Wong’s ‘Special sauce’ of leadership contains three essential ingredients:
 - **Compassion**: fuels connection, resilience and culturally safe care.
 - **Engagement**: showing up with courage and purpose, ready to inspire.
 - **Mentorship**: the bridge that connects generations of leaders.
- Emphasized that leadership is a lifelong journey of learning, service, and impact: Shine, share your talent, and grow leaders with compassion.
- **Social Accountability**: Acknowledged the ongoing local initiatives addressing social needs, reinforcing VCH’s commitment to equity and community impact.
- **Academic Partnerships**: Encourage deeper collaboration with post-secondary institutions, positioning medical staff as clinical ambassadors to foster innovation and real-world problem solving.
- **Strategic Workforce Planning**: Highlighted the need for dedicated resources and tailored solutions to tackle health human resource (HHR) needs across the region, including rural, remote and urban communities.
- **Leadership Through Connection**: Encouraged leaders to “connect the dots” through compassion, engagement and mentorship, building relationships that drive meaningful change.



Building a Strong, Sustainable NP Workforce: Reflections from NP Leaders

- Jennifer Buck and Michelle Sims shared their inspiring story of innovation and progress in Nurse Practitioner (NP) recruitment at VCH.
- Highlighted a significant increase in NP applicants and hires, especially from the United States.
- **Evidence-based and people-focused approach**, featuring:
 - Targeted outreach with rapid, personalized responses.
 - Transparent, values-driven selection process.
- **Effective talent acquisition** is rooted in:
 - Understanding population health needs.
 - Developing roles with clear scope and competencies.
 - Fostering strong partnerships between NP leadership, operations, and medical leadership.
- **Drivers of success**:
 - Thoughtful planning and nimble recruitment strategies.
 - VCH’s pillars of equity, diversity, inclusion, and anti-racism embedded into the process.
- VCH has established a standardized, sustainable formula for NP recruitment and role development, driven by continuous improvement and strong leadership collaboration.



October 2025 Medical Leaders Breakfast Recap

Discussion Takeaways on Ways to Tackle Recruitment

Q.1 What could you do in your unique area to enhance recruitment?

- **Engage Residency Programs:** go beyond clinical teaching, mentor residents and model collaborative, system-aware practice.
- **Demonstrate Compassionate Leadership:** incorporate start and exit interviews to support learning and continuous improvement.
- **Deliver Structured, Flexible Orientation:** provide clear access to resources and system-level information (e.g. operations functions).
- **Support Career Alignment:** help residents explore fit within specialties and/or guide towards alternatives.
- **Align Service Delivery with learning:** facilitate a learning experience reflecting the realities of working within VCH.



Q.2 What are some ways that we could align recruitment with population health priorities?

- Openness to **incorporating Nurse Practitioners in practice** regionally
- **Intentionality around priorities:** clearly defined priorities so that recruitment efforts are more targeted to the areas of need and priority.
- **Population health over geography:** target recruitment based on what the health needs are, not just where individuals live.
- **Consider candidate vs. health authority values:** retention is enhanced when values match.
- **Data on population granularity:** data needed to better understand where the needs are most acute in the region to better inform how to focus resources and time.
- **Creating streams early:** it's a long game with required culture change. Start recruitment early, align with Dr. Wong's idea around the continuum of recruitment, mentorship.

Q.3 What have been the biggest barriers to recruitment? How have they been overcome?

Key Barriers Identified:

- **Program-Dependent Funding:** Limited financial resources and resource gaps.
- **Inter- and Intra-Health Authority Competition:** Disparities in funding HAs, programs and CoCs.
- **Structural & Policy Constraints:** Barriers such as bylaws and policies.
- **Slow Pace of Innovation:** Lengthy timelines to trial and implement new approaches or models.

Strategies to Overcome Barriers:

- **Team Openness & Curiosity:** Encouraging flexible thinking around compensation models (e.g., fee-for-service vs. alternatives).
- **Positive Workplace Culture:** Focusing on what team members value in their day-to-day work to enhance appeal and retention.
- **Clarity on Sustainability & Retention:** Connect on what makes a good team member, fostering a shared vision of long-term success to increase retention.
- **Active Service Engagement:** Hands-on involvement, strengthen team cohesion to attract new talent.