



Medical Quality,  
Leadership & Practice

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2022 Impact Report

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# Land Acknowledgement

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We wish to acknowledge that the land on which we gather is the traditional and unceded territory of the Coast Salish Peoples, including the Musqueam, Squamish, and Tsleil-Waututh Nations.

Vancouver Coastal Health is committed to delivering exceptional care to 1.2 million people, including the First Nations, Métis and Inuit in our region, within the traditional territories of the Heiltsuk, Kitasoo-Xai'xais, Lil'wat, Musqueam, N'Quatqua, Nuxalk, Samahquam, shíshálh, Skatin, Squamish, Tla'amin, Tsleil-Waututh, Wuikinuxv, and Xa'xtsa.

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# Message From Leadership

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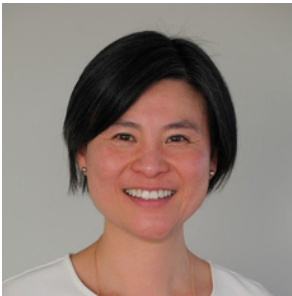


**Dr. Chad Kim Sing**  
Interim Vice President  
Medicine VCH

It is crucial, now more than ever, to recognize the perseverance and passion that our medical staff have demonstrated, and the resulting positive impact on patients, clients, residents and families.

We know that celebrating their efforts is not enough, and that we must continue to invest in meaningful and innovative ways to support them in their work.

This Impact Report highlights a number of Medical Quality, Leadership & Practice (MQLP) initiatives currently underway and others which have been successfully completed, and offers a glimpse of what's to come. These programs and projects reflect the values and strategic goals of Vancouver Coastal Health (VCH) as an organization, and are positively impacting health care delivery across our communities of care.



**Dr. Vivian Chan**  
Director  
Medical Quality,  
Leadership & Practice

Whether we're empowering medical staff to develop and implement quality improvement projects, supporting medical staff in their pursuit of leadership positions, or enabling bidirectional communication via medical staff forums – our focus remains on ensuring medical staff have the tools to reach their full potential.

There are indeed challenges medical staff continue to face, including attaining a healthy work-life balance, which is why we're committed to providing flexible and low-barrier resources to support them where they are at.

We are immensely grateful for our dedicated MQLP team members who continue to support and engage with medical staff, so they have the capacity and capability to be influential health system partners.

We look forward to seeing how health care delivery across VCH continues to evolve in 2023 and beyond.

# Vision, Mission, Outcomes

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## Our Vision

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We support medical staff to be powerful health system partners

## Our Mission

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We support medical staff to build their capacity and capability so that they can proactively engage with the system to improve clinical practice and health care quality

## Our Outcomes

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### Medical Staff Lead and Engage in Transformation Projects



**Medical Staff  
Pursue Professional  
Development**

**Medical Staff  
Have a Supportive  
Network**

# Enabling Medical Staff to Lead and Engage in Transformation Projects

We work with medical staff to equip and enable them to engage in transformation projects, defined as projects which aim to change and better that which already exists.



Raven Song Community Centre team after a process mapping exercise, including: Eileen Arguelles, Brant Amos, Caroline Kansy, Dr. Michael Norbury, Sarah Pond and Tanya Gerath

## Physician Quality Improvement (PQI)

Since 2016, the PQI program aims to improve the delivery of patient care while fostering a continuous learning culture within the physician community. Quality Improvement (QI) provides an avenue for physicians and their multi-disciplinary teams to move beyond their frustrations, identify root causes, and test out change ideas to tackle the problems using a structured approach.

### Physician Quality Improvement Training Offered at 3 Levels

<b>Level 1 Training</b>	5 hours self-paced online learning via IHI Open School & Dr. Don Berwick presentation		108 to date
<b>Level 2 Training</b>	2 half-day intermediate training sessions via Zoom. Offered a few times per year		507 to date
<b>Level 3 Training</b>	10 month advanced cohort training delivered through a combination of in-person and Zoom sessions		122 to date



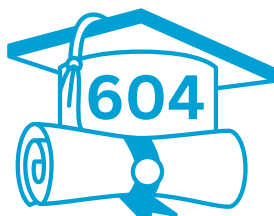
**Dr. Eileen Wong** (left)  
 Medical Director, Holy Family, Family Medicine  
 PQI Cohort 2  
**Enrique Fernandez** (right)  
 PQI Program Advisor

Alumni report that the PQI program helped them find joy and a renewed sense of purpose as they bring tangible improvements in patient care within VCH and Providence Health Care (PHC). Dr. Eileen Wong is an alum that was recognized as the British Columbia Patient Safety and Quality Council 2022 Poster Award Winner with the topic: Food - Medicine for the Soul.

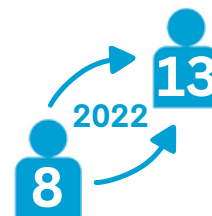
“I want to thank each and every one of you for your help in the project and especially to Enrique (Fernandez) who did the data analysis and believed in me and helped me to persist in this! I'll be meeting with Dr. (Andrea) MacNeill (Regional Medical Director, Planetary Health) and her team to explore further ways to carry out this work for planetary health! Hopefully this momentum will be maintained to improve the food experience for all patients and residents! - Dr. Eileen Wong



QI projects published in academic journals



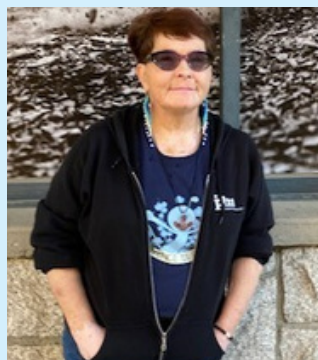
QI Graduates to date



Pool of physician faculty members has grown

## IMPACT STORY

### Caring for Everyone: Patients Feeling Heard



**Susan Small**  
 Patient Advisor

Susan Small is a patient advisor for the PQI program. In this role, she represents the patient's voice on some of the projects led by physicians enrolled in the Advanced PQI training program.

She provided tangible change ideas, such as offering free socks to encourage foot checks for diabetic patients at the clinic. "I have diabetes and often speak about the importance of proper foot care," says Susan.

The experience of being involved in QI projects has had a positive impact on her.

"Working on this and other projects (particularly with physicians) has been a true game changer for me. The confidence of sharing my thoughts and ideas, and knowing that **my opinion matters**, is huge. It takes away the shame and replaces it with true **self-worth**."

The word cloud below is constructed from aim statement extracts from **VCH/PHC** PQI projects. At least 66% of PQI projects from Cohort 1 to Cohort 5 impact one of the **VCH/PHC** priorities.

**12**  
VCH QI projects enhancing mental health and substance use services

**14**  
PHC QI projects driving quality and efficiency



**44**  
VCH QI projects supporting advancements in access to care, particularly for those who are vulnerable

**24**  
PHC QI projects offering the right care in the right place, at the right time



## Transitioning From Individual Projects To System-Level Priorities

QI is a lifelong journey. As such, we aim to leverage Level 3 PQI-trained alumni in system-level priorities at VCH/PHC. In collaboration with health authority quality structures, we established a process to engage QI-trained physicians to either lead or participate in high priority work. The three funded projects are:

- PHC Physician Documentation in Cerner
- PHC Value Based Care: The Saint Paul Hospital (SPH) Immunotherapy in Neurology (SPIN) Clinic
- VCH Minoru Neighbourhood Service Plan

Check out poster booklets of previous PQI cohorts: [Projects \(medicalstaff.vch.ca\)](https://medicalstaff.vch.ca/projects)  
Search QI projects across British Columbia on The Exchange: [sscbc.ca](https://sscbc.ca)

### IMPACT STORY

#### Striving for Better Results: Reducing Avoidable Transfers

Dr. Marla Gordon found success in her PQI project, which aimed to reduce inappropriate and avoidable transfers from her long term care site to the Vancouver General Hospital (VGH) Emergency Department (ED).

Through Dr. Gordon's Project, they saw a **45% reduction in transfers** over the year. The change ideas implemented included goals of care education and training for the care team, and the development of an ED transfer communication tool in collaboration with the VGH Emergency Department. The impact of the changes resulted in more frequent goals of care conversations being conducted, improved nurse to physician communication, on-site medical interventions and earlier treatment including fewer deaths in hospital of frail elders.

Her work has gained attention and interest from 35 owned, operated and contracted long-term-care sites! A recent presentation of Dr. Gordon's work was attended by 111 participants including Directors of Care, physicians, pharmacists, operations and medical directors, and nurses. She has also presented at the December 2022 Institute for Healthcare Improvement (IHI) Forum!

Her work is now ready to spread with the support of SQI.



**Dr. Marla Gordon**  
VCH Medical Director,  
Long-Term Care,  
PQI Cohort 2

## Spreading Quality Improvement (SQI)



**Dr. Jacqueline Trudeau**

Anesthesiologist,  
Transfusion Medicine,  
PQI Cohort 3



**Dr. Andrew Shih**

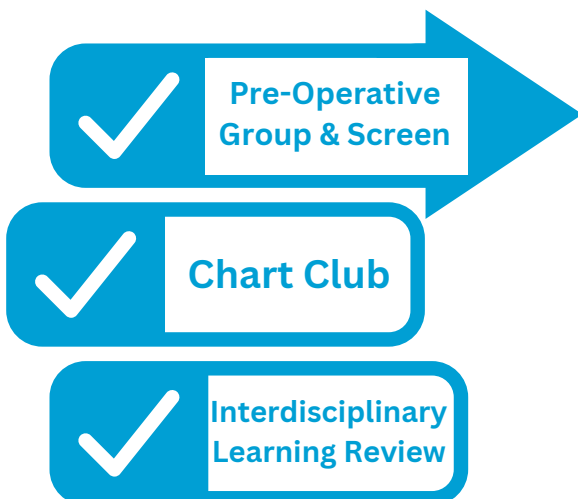
Medical Director,  
Transfusion Medicine,  
PQI Faculty Member,  
PQI Cohort 3

SQI is a Specialist Services Committee (SSC) partnered initiative established in 2022 to spread and scale up successful QI projects that improve patient care. SQI aims to foster collaborative relationships at the provincial, regional, organizational and local levels resulting in the spread of QI work funded by SSC. The goal is to spread successful quality improvement projects for the purpose of accelerating impact and transformation of our health care system.

Dr. Jacqueline Trudeau and Dr. Andrew Shih have been improving Group & Screen workflow at VGH and University of British Columbia Hospital through the implementation of policy through the pre-admission clinic, patient blood management program, and anesthesiology.

“The SQI initiative really speaks to the innovation that VCH medical leadership is putting forth, not only in terms of how we can implement a great idea within VCH, but also how we make it relevant to the entire health care system. That sort of **systems-wide, province-wide approach** is incredibly powerful and forward thinking. – Dr. Andrew Shih

There are currently three SQI projects underway across VCH and PHC.



### Pre-Operative Group & Screen

Started as a PQI project aimed at reducing unnecessary routine group and screens in pre-operative surgical patients with low transfusion risk. Leveraging a data dashboard to support best practices, the project has spread from orthopedic reconstruction to an additional **10 surgical services**. The broader reach has amplified impact to many other patients.

**+8,660**  
Patient Trips Saved



**+224,890**  
Dollars Saved



# Providing Medical Staff With a Supportive Network

We help to build a community of practice and sense of belonging by featuring medical staff accomplishments and providing opportunities for two-way dialogue with senior leadership.



Members of the 2022 VCH Editorial Board, chaired by Dr. Chad Kim Sing (Editor-in-Chief, now in the role of Interim VP of Medicine and Medical Affairs, VCH)

## VCH Editorial Board

The VCH Editorial Board consists of physicians, nurse practitioners and midwives across all Communities of Care, working together since 2020 to ensure timely and relevant information are shared to a diverse set of Medical Staff using a variety of channels. Topics of prior medical staff forums and newsletters are aligned with the new VCH Pillars.

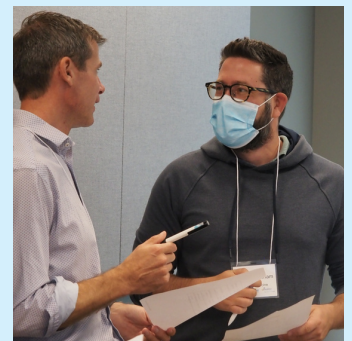
### IMPACT STORY

#### Caring for Everyone: Creating Early Adopters

Dr. Graham is just one of many medical leaders who go above and beyond to promote a culture of quality improvement amongst colleagues.

As lead physician in the Department of Family Medicine at Mount Saint Joseph (MSJ) Hospital, Dr. Graham trains around 50 new residents per year. After enrolling in the PQI training program, he felt inspired to create an online platform to share his knowledge of QI with his residents.

"I created a 'QI hub' for the ward with a brief summary of healthcare QI concepts to share with new team members, and to serve as a home base for current and past QI projects."



**Dr. Nicholas Graham** (right)  
Lead Physician,  
Family Medicine, MSJ  
PQI Cohort 6

## Medical Staff Forum

“Medical staff forums provide medical staff with a place to get their questions answered in a responsive way. They help to **acknowledge the unique roles of medical staff** and to show that they're valued and critical to the work that we do here at VCH. - Dr. Patricia Daly, Chief Medical Health Officer”



Medical Staff Forum on Planetary Health & COVID-19 Updates, 20 April 2022  
 Top row: Dr. Chad Kim Sing, Dr. Patricia Daly, Dr. Ross Brown, bottom row: Dr. Andrea MacNeill, Dr. Titus Wong, and Allison Muniak

### Feedback from Attendees

"The variety of topics were relevant. Such forums help reduce exclusion and bias"

"This was an excellent session... Very Informative, many thanks"

"Love being able to submit questions ahead of time & in real time"

# 32 Medical Staff Forums held

👤 142 average attendance

❓ >300 questions answered to date

## Medical Staff Newsletter

Our newsletters spotlight and celebrate inspiring and innovative medical staff and leaders; support awareness and understanding of new policy and program updates; and feature upcoming events and opportunities.

Previous issues spotlighted the following topics:



Employee Wellness



Women in Medical Leadership



Planetary Health



Quarterly newsletters published to date



Equity, Diversity and Inclusion



Pandemic Opioid Crisis

Check them out here:  
<https://medicalstaff.vch.ca/news/newsletters>

# Empowering Medical Staff to Pursue Professional Development

We provide medical staff with tools and resources to support them throughout their professional development journey.

## Leadership Development

“It's challenging to recruit for leadership positions and hence, there's a sense of urgency to create opportunities for leadership development amongst medical staff. The strategies being implemented are clearly a step in the right direction - **a systematic way to build leadership potential.** - Dr. Lakshmi Yatham, Regional Department Head, Psychiatry”



The VCH Medical Leadership pathway provides resources to fulfill the functional knowledge and leadership capabilities for each of the 5 leadership streams.

Setting our leaders up for success means providing them with clear expectations, a pathway for development, and access to the necessary resources and supports in order to help grow their leadership competencies and knowledge base.

In 2022, MQLP designed a clear leadership development pathway that can help address common questions such as:

- What resources are available to me in my leadership journey?
- Where do I sit in this leadership journey and what are the competencies that I need?

## Medical Staff Practice Enhancement (MSPE)

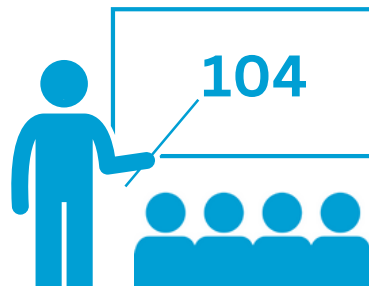
“ I think practice profile metrics have tremendous value. Above all, I think they **validate and provide insight** into your practice and allow people to understand more about group practice... It does allow you to **reflect and think**. - Dr. Eric Grafstein, Regional Department Head, Emergency Medicine ”

The MSPE program supports medical staff professional development through assessment and feedback regarding their practice. The program focuses on building trust with medical staff and providing insights through robust and reliable tools and processes, such that they feel safe and supported to be proactive on their practice improvement. MSPE offers three tools:

- **Practice Profile:** individual snapshot of medical staff's clinical practice data based on a set of relevant metrics that are determined by the departments, to generate insight on their practice in comparison to their peers.
- **Multi-Source Feedback (MSF):** questionnaire-based tool that allows medical staff to gather feedbacks from colleagues and coworkers anonymously, to strengthen the understanding of their medical competencies based on the CanMEDS framework.
- **Patient Report Outcome Measures (PROMs):** feedback collected from patients on their health outcomes as a result of treatment or intervention, to help medical staff understand their impact on patients and their health.



Medical staff received their practice profiles in 2022



Medical staff trained as reviewers to facilitate assessment and feedback conversations to peers, with 79 active



Departments renewed their MSF questionnaires in 2022

## MSPE Coverage by Regional Medical Departments

Department	Practice Profile	Multi-Source Feedback	PROMS
Surgery <sup>1</sup>	Yes <sup>3</sup>		
Medicine <sup>1</sup>	Yes <sup>3</sup>		
Obstetrics and Gynecology <sup>1</sup>	Yes		
Radiology <sup>1</sup>	Yes		
Emergency Medicine	Yes	Renewed	
Anesthesia	Yes	Renewed	
Ophthalmology	Yes	Renewed	Yes
Orthopedics	Yes		
Pediatrics	Yes		
Psychiatry	Yes	Winter 2023	
Community Medicine		Winter 2023	
Midwifery <sup>2</sup>		Spring 2023	
Nurse Practitioner <sup>2</sup>		Spring 2023	

<sup>1</sup>Ongoing engagement is underway to plan and implement MSF

<sup>2</sup>New departments launching MSF in 2023

<sup>3</sup>Provided to VGH divisions: general surgery, general internal medicine, respirology and rheumatology

## IMPACT STORY

### Always Learning: Stepping Into Medical Leadership

24 Physician graduates of the PQI program now hold formal HA Leadership roles, including:



**Dr. Andrea Brovender**

Associate Department Head, Anesthesia, PQI Cohort 5



**Dr. Ashok Krishnamoorthy**

Regional Medical Director, Wellness, PQI Cohort 2



**Dr. Matthew Kwok**

Interim Vice President, Quality & Safety VCH, PQI Cohort 2



**Dr. Evan Kwong**

Division Head, Physical Medicine and Rehabilitation, PQI Cohort 2



**Dr. Jane Lea**

Chair, PHC Surgical Quality & Patient Safety Committee, PQI Cohort 2



**Dr. Joy Masuhara**

Regional Medical Director, Equity, Diversity and Inclusion, PQI Cohort 2



**Dr. Trina Montemurro**

Assistant Department Head, Anesthesia, PQI Cohort 1



**Dr. Penny Tam**

Physician Co-Lead, ILR VGH, PQI Cohort 2



**Dr. Fern von der Porten**

Medical Director, Whistler Health Care Centre, PQI Cohort 2



**Dr. Vandan Yousefi**

Medical Director, VC Family & Community Practice, FHA PQI Alum

## IMPACT STORY

### Striving for Better Results: Choosing Wisely Campaign



*The Transfusion Medicine laboratory team celebrates VGH's Using Blood Wisely designation, joining a select group of Canadian hospitals recognized for their commitment to red blood cell stewardship and QI.*

As part of our MSPE Program, the MQLP team had supported the Choosing Wisely Canada (CWC) campaign at VCH and PHC starting with medical imaging in 2015 and expanding to transfusion medicine and pathology in 2018/19.

CWC aims to reduce unnecessary tests and treatments in Canada. Through this program, we had engaged multi-disciplinary teams including physicians across specialties, residents, clinicians, unit clerks, and laboratory staff, to implement a bundle of interventions, such as education, order set updates, and audits and feedback. Two specific CWC recommendations that our team had worked on resulted in two peer-reviewed journal publications<sup>1,2</sup>.

The MQLP team's work has contributed to the success of the pilot clinical teaching units at VGH and SPH, which have continued to spread to the rest of the hospitals as the standard for practice and workflow. In recognition of our commitment to red blood cell stewardship and QI, SPH (Mar 2021) and VGH (Aug 2022) became designated "Using Blood Wisely" hospitals for transfusing to lower and appropriate hemoglobin cut-offs.

Read more: <https://one.vch.ca/culture/stories-marketplace/news/safely-stewarding-donated-blood-vgh-designated-a-using-blood-wisely-hospital>

<sup>1</sup> Min A, Chan VWY, Aristizabal R, Peramaki ER, Agulnik DB, Strydom N, et al. Clinical decision support decreases volume of imaging for low back pain in an urban emergency department. *J Am Coll Radiol.* 2017;14:889-899. doi: [10.1016/j.jacr.2017.03.005](https://doi.org/10.1016/j.jacr.2017.03.005)

<sup>2</sup> Kandiah JW, Chan VWY, Luo J, Dong F, Nugent JP, Forster BB. Reducing the Volume of Low-Value Outpatient MRI Joint Examinations in Patients ≥55 Years of Age. *Can Assoc Radiol J.* 2020;71(01):83-91. doi: [10.1177/0846537119885686](https://doi.org/10.1177/0846537119885686)



# The Medical Quality, Leadership & Practice Team



Left to right (Rear: Darren Piper, Javid Suleman, Brian Lane, Enrique Fernandez, Laurie Kilburn, Allison Zentner) (Middle: Selina Wong, Sarah Macdonald, Amy Chang, Hing Yi Wong, Rochelle Szeto) (Front: Vivian Chan, Jing Luo, Krystal Kersch, Kanako Sato, Allison Chiu) (Missing: Vy Do, Michigan Lee, Kanykei Omorova, Rachel Wong, Jefferson Xu)

## Next Steps...

In 2023, MQLP will launch supports and services for our new medical leaders including: a Regional Medical Leader Orientation, a Leadership Fundamentals cohort program based on the LEADS framework, and a Medical Leaders Forum series to create a community of practice for medical leaders. We will continue delivery of our services in PQI, SQI, and MSPE.

Check out the Medical Staff Website: [www.medicalstaff.vch.ca/](http://www.medicalstaff.vch.ca/)  
Subscribe to our Medical Staff Newsletter: [medicalstaff@vch.ca](mailto:medicalstaff@vch.ca)

## Editorial Team

- Laurie Kilburn**..... Project Manager
- Brian Lane**..... Leader, SSC Initiatives
- Michigan Lee**..... Program Coordinator
- Sarah Macdonald**..... Decision Support Advisor
- Darren Piper**..... Previous Communications Coordinator
- Javid Suleman**..... Previous Communications Co-op Student

