



VJH MSA 2026 - 2027
A New Era: Outcomes and Innovation

The Vernon Jubilee Hospital Medical Staff Association (VJHMSA) represents
 IH privileged and credentialed: physicians, dentists, midwives, and nurse practitioners.

Mission:

Acts to engage Interior Health to improve patient care and physician wellbeing by developing solutions, streamlining systems, promoting collaboration and open professional dialogue with key stakeholders.

Vision:

To be an agent of positive change and an effective partner within the BC Health Care System.

Strategic Pillars

Physician Engagement	Physician Development (Leadership & Wellness)	Quality Improvement	Attraction, Recruitment & Retention of Top Talent
Provider Experience Per Capital Cost of Care Equity	Provider Experience	Patient Experience Per Capita Cost of Care Population Health	Provider Experience Patient Experience
Identify physician engagement opportunities and strengthen physician collaboration and advocacy to ensure the views of medical staff are effectively communicated.	Provide opportunities for training, knowledge sharing, mentoring and support to ensure the safety, health and wellness of physicians and quality care for patients.	Identify, research, and implement initiatives designed to improve operational efficiencies and enable VJH staff to provide quality patient care.	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.

SEE IT. THINK IT. DO IT.

ACTIVITIES:

2026/27 Anticipated Budget: \$467,000

(\$400,000 annual allotment, remaining funds from last fiscal year plus designated funds for Electronic Health Records.)

Internal Operating: \$120,000

Includes physician/activity support, communications, governance, operations, accounting, legal.

Physician Engagement	Physician Development (Leadership & Wellness)	Quality Improvement	Attraction, Recruitment and Retention of Top Talent
<ul style="list-style-type: none"> -Department/ Inter-departmental Meetings -Uncompensated Committee Work -Physician Engagement Application Support -Department Strategic Planning -Communications: websites, newsletter, Constant Contact, Survey Monkey, Canva, MS365 Governance -Executive -Working Group 	<ul style="list-style-type: none"> -Leadership Investment Fund -Physician Common Area Reimbursement – modified physician lounge (\$7,721) <li align="center">MSA Dues Four social events/year -Fall BBQ (\$2,500) -Mingle Jingle (\$9,000) -Golden Gala (\$15,000) -Pickleball (\$TBD) -Dept. mtg/GMS catering and coffee service for physician lounge (\$7,000) <li align="center">Other Special Projects -Peer Support Program (\$44,987) 	<ul style="list-style-type: none"> -Continuing Medical Education (CME) -Resuscitation SIMS) -Improve efficiency and resource management at VJH (<i>Six Initiatives</i>) -Strategic Plan and App Development -Redesign Surgical Assist Program -Electronic Health Records (EHR) – (\$9,295) 	<ul style="list-style-type: none"> Physician Recruitment – -Mentorship/Coaching/Support program for new physician recruits. <li align="center">MSA Dues -Physician Navigator (\$13,000)

Strategic Goal: Physician Engagement

ACTIVITIES	TASKS	KEY PERFORMANCE INDICATORS
<p>Department/Interdepartmental Meetings Meetings are in addition to monthly departmental meetings and are designed to address specific departmental issues or concerns OR to facilitate cooperation and build relationships between departments, for the purpose of planning, reviewing, prioritizing, and improving patient care and the physician work environment.</p>	<p>Educate physicians regarding acceptable expenses.</p> <p>Monitor budget and ensure spending is on track.</p> <p>Whenever possible, create sub-committees to better determine how funding is being spent and hold physicians accountable for impact from activities.</p> <p>“Grey area” FEMS claims to be reviewed by the executive.</p>	<p>-Number of claims that don’t meet guidelines.</p> <p>-Spending vs budget.</p> <p>-Impact measures for each sub-activity.</p>
<p>Uncompensated Committee Work Re-imburement for sessional time up to 2.5 hours for physicians to attend committee meetings that promote the aims of the quintuple framework.</p>	<p>Educate physicians regarding acceptable expenses.</p> <p>Monitor budget and ensure spending is on track.</p> <p>Whenever possible, create sub-committees to better determine how funding is being spent and hold physicians accountable for impact from activities.</p> <p>“Grey area” FEMS claims to be reviewed by the executive.</p>	<p>-Number of claims that don’t meet guidelines.</p> <p>-Spending vs budget.</p> <p>-Bi-monthly reporting on areas of impact.</p> <p>-KPIs for each sub-activity.</p>
<p>Physician Engagement Application Support This funding provides compensation for time spent by physicians making applications for funding through FE, Health System Redesign, Quality Improvement, SWELL or FE Regional Funding.</p>	<p>Make physicians aware of funds available.</p> <p>Increase funding if there is uptake. Last year funds were not used.</p>	<p>-Project applications prepared and submitted.</p> <p>-Project applications accepted.</p>
<p>Department Strategic Planning Enables departments to create or update their strategic plans.</p>	<p>Departments apply for funding to create or update their strategic plan indicating number of physicians participating and time required. Once completed, the goal is to have departments</p>	<p>Number of departments that apply for funding.</p> <p>Follow up with departments to determine if they:</p> <p>-are working their strategic plan</p> <p>-presented their plan at LMAC</p>

	share their strategic plans at LMAC in order to garner support and facilitate opportunities for collaboration.	-successes resulting from planning
Communication Covers website hosting and maintenance, Teams, Microsoft, Survey Monkey, Constant Contact, poster/flyer printing	<u>Monthly Newsletter</u> to VJH physicians and partner organizations. Review website and newsletter metrics at monthly Working Group meeting. <u>Posters:</u> CME – monthly GMS meeting – bi-monthly AGM -annual GMS Strategic Planning - annual Events: Fall BBQ, Mingle Jingle and Spring Gala <u>Surveys and Polls</u>	-Monthly newsletter metrics – sent, opened. -Monthly MSA and Physician Waffle House metrics. -Posters go out six weeks prior to events, except for the CME which goes out 3 weeks prior. Response rate – goal 30%
Governance Sessional fees to participate as a member of the MSA Executive and/or Working Group.	<u>Promote Physician Society</u> so physicians are excited to be part of this team. Send all new recruits a welcome email. Refer all new recruits to MSA Website, Physician Waffle House and the Leadership Tool Kit housed on “Waffle House.” <u>Executive Succession Planning:</u> -identify possible recruits, explain executive roles and invite them to Working Group and Executive meetings. -provide orientation and training for new recruits. Increase Engagement of Working Group so members feel part of decision-making and are actively soliciting ideas from and communicating decisions back to their departments.	Number of new recruits participating on committees or the Working Group. Recruitment of two new directors to the Executive at the next AGM. All departments have representation on the Working Group. Attendance at Executive, Working Group and LFEC meetings.

Strategic Goal: Physician Development (Leadership and Wellness)

ACTIVITIES	TASKS	KEY PERFORMANCE INDICATORS
<p>Physician Leadership Fund Provides funding on a first-come basis for physicians to attend conferences, training or access other leadership development opportunities that enhance their skills and confidence as a leader.</p>	<p>Executive to approve funding requests on a case-by-case basis in advance of a physician attending the training.</p> <p>Monitor and top up funds as required.</p>	<p>-Number of physicians who use funds</p> <p>-Number of physicians who use funds and have or take on a leadership role such as serving on the Executive, Working Group, chairing a committee or becoming a department head.</p> <p>-Recommendations from physicians who have accessed the funds with respect to leadership development opportunities.</p>
<p>s bPhysician Common Area Reimbursement These funds have been carried over for many years. They are earmarked for a physician lounge. VJH has a physician lounge, but it is used almost exclusively by surgeons. The goal this year is to work with IH to create a welcoming space for all physicians.</p>	<p>Work with IH to modify existing physician lounge or create new lounge to promote physician wellness, facilitate connection and provide space where physicians can work effectively. Features: workstations, meeting space that is dedicated to hospitalists from 7 to 9 am daily and can be used by the MSA executive and physician committees, kitchen facilities, social area and ideally a sleep pod.</p>	<p>-A poll was conducted last fiscal year to determine how often a lounge would be used and the features most important to physicians but space identified has been re-allocated. VJH now has many new physicians. A poll to be conducted to get feedback on whether a new lounge would be utilized.</p> <p>Once lounge is established, survey physicians to determine if it is being used and if so, for what purpose. Also, if there are opportunities for improvement.</p>

Strategic Goal: Quality Improvement

ACTIVITIES	TASKS	KEY PERFORMANCE INDICATORS
<p>Continuing Medical Education</p> <p>One-hour sessions offered via TEAMS once per month X 10.</p>	<p>-Offer CME Grand Rounds via Teams 10 times per year on a mixture of clinical and wellness topics. At least one CME per year will be dedicated to Electronic Health Records.</p> <p>-Working Group members to canvas department members for speakers, topics and feedback on CME presentations.</p> <p>-Promote CMEs via posters three weeks in advance of events, monthly newsletter, and through the Physician Society website and Physician Waffle House.</p> <p>Work with other sites (Kelowna, Salmon Arm, Revelstoke, Kootenay Boundary) to pool resources, cross-promote and co-host CMEs in order to increase numbers and reduce workload.</p>	<p>-The willingness of physicians to present CMEs.</p> <p>-Feedback solicited by Working Group members from their respective departments.</p> <p>-Number of physicians who attend CMEs from Vernon.</p> <p>-Number of physicians who attend CMEs from other sites.</p> <p>-Number of co-hosted or co-promoted CMES.</p>
<p>Electronic Health Records</p>	<p>-Training provided as required.</p>	<p>-Feedback on training.</p> <p>-Number of physicians who attend training.</p>
<p>Resuscitation SIMS</p> <p>Provides sessional fees to physicians to attend Resuscitation Simulations. Typically, only attended by Pediatric or Emergency physicians.</p>	<p>Monitor budget to ensure it is sufficient for the number of SIMS being offered.</p>	<p>-Number of physicians who claim sessional fees under this activity.</p> <p>-SIMS facilitators are responsible for determining program effectiveness.</p>
<p>Improve Efficiency and Resource Management</p> <p>To be accomplished through a variety of quality improvement initiatives.</p>	<p>Six Projects:</p> <p>Identify ways to flag physician concerns for review and a process for communicating back to physicians on changes/outcomes.</p> <p>Improve OR flow and access by piloting a dedicated urgent and emergent OR model at VJH.</p>	<p>-Patient wait times.</p> <p>-Patient satisfaction.</p> <p>-Patient outcomes.</p> <p>-Provider satisfaction.</p>

	<p>Optimize shared care pathway for patients requiring admission under orthopedic surgery.</p> <p>Optimize peri-operative consultation pathways (MINS, Anti-coagulation)</p> <p>Hip fracture pathway order set implementation.</p> <p>Rethink and optimize general neurology referrals at VJH and beyond.</p>	
Redesign Surgical Assist Program	<p>Recruit lead for this initiative.</p> <p>Activities and funding level TBD.</p>	TBD

Strategic Goal: Attraction, Recruitment and Retention of Top Talent

ACTIVITIES	TASKS	KEY PERFORMANCE INDICATORS
<p>Physician Navigator (Role funded through MSA dues)</p> <p>This position is responsible for supporting departments in their recruitment efforts. Role includes assisting with the booking of departmental dinners.</p> <p>Recruitment Committee Meets four times per year to review recruitment challenges and successes, provide insight, support recruitment initiatives and Physician Navigator.</p>	<p>-Monthly meetings of MSA admin team to support Navigator, discuss status of recruits and ensure materials such as the orientation guide are up-to-date.</p> <p>Sub-activity for each recruit set-up in FEMS to more easily determine amount of funds spent per recruit, and departments that are actively recruiting.</p> <p>Recruitment committee meets 4 X per year (May, September, November, January)</p> <p>New physicians to be provided with a letter outlining how to access FEMS, how to log onto the Waffle House, and a welcome basket courtesy of the Recruitment</p>	<p>-Feedback from new and potential recruits regarding their experiences.</p> <p>-Recruitment - Documentation in app of all potential recruits who have had contact with VJH. Documentation includes whether they received an interview, site visit, community visit, attended a department dinner, how they heard about VJH, why or why they didn't choose to accept a position at VJH.</p> <p>On-boarding – Documentation in the app ensures a new recruit has received a security pass, orientation guide, been booked for fit testing, parking pass, received information on FEMS, MSA,</p>

	<p>Committee that includes information regarding VJH’s peer support program.</p>	<p>Physician Waffle House. Received gift basket with information on Peer Support.</p> <p>Documentation to determine the use and effectiveness of the Navigator and whether new and potential recruits are receiving everything they need to be successful.</p> <p>Number of departments actively recruiting.</p> <p>Number of positions each department is recruiting for.</p> <p>Number of new recruits who sign up on FEMS and Physician Waffle House.</p>
<p>Mentorship/Coaching /Support Program for new physician recruits. Many of the new physicians coming to VJH are from the USA. The purpose of this activity is to promote retention by ensuring new physicians feel welcomed, supported and know how to access the resources needed to effectively do their job.</p>	<p>Develop parameters and ongoing activities for this program.</p> <p>Peer Support Program hosts at least one mixer event per year for new physicians. Established physicians who have joined VJH from other countries will be invited to attend to provide support. This event(s) should also include anyone who wishes to be a mentor or “buddy” to a new recruit.</p>	<p>Number of new physicians who have a mentor, coach or buddy.</p> <p>Retention – are new physicians remaining at VJH for at least a year?</p> <p>Exit interviews to determine why physicians who have been with VJH for less than two years are leaving.</p> <p>Job Satisfaction – survey new physicians at the end of their first year to determine if they feel welcome and supported, competent in their new job, connected in the community, know who to contact if they require assistance.</p>