



MSPEI

2018-2023 Strategic Plan

MSPEI
MEDICAL SOCIETY
of Prince Edward Island



Preamble

HOSPITALS HAVE BEEN DESCRIBED AS, “Altogether the most complex human organisation ever devised”.^[i] And hospitals are now seen as just one component of very complex health systems. This level of complexity defies absolute control and at best calls for effective influence strategies. Leaders of health- related organizations or professions must rely on vision, alignment, and focused execution ... all within collaborative frameworks that enable influence over practice, process and outcomes.

MSPEI aspires to be a member-driven society. Recent strategic initiatives would see physicians supported to influence and lead the health system. An effective MSPEI would see members driving change and physicians influencing and leading the health system. The Board, CEO and staff are not responsible for system change but within complex societal, policy and professional systems, helping to enable conditions by which members can successfully advance their Society’s vision and strategic priorities within the context of its Mission.

MSPEI Board of Directors, May 2018

[i] Drucker, Peter F. (2002). Managing in the Next Society. New York, New York: St. Martin’s Griffin



VISION

By 2023, PEI physicians and their patients will be proud to be part of a high-quality, sustainable health system.

MISSION

To lead, represent and support our membership, while partnering for a high standard of care, Island-wide.

VALUES

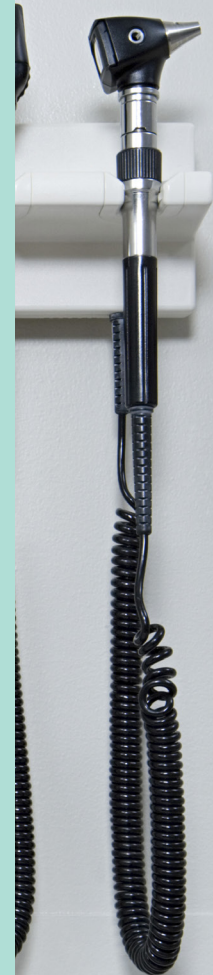
PROFESSIONALISM... we adhere to the highest standard of personal and organizational conduct where trust, fairness and courage to do the right thing are paramount.

RESOURCEFULNESS... we adapt and evolve with agility and collaboration to 'punch above our weight' and achieve results.

LEADERSHIP... we inspire, energize and support others to do their best work so we can achieve more together.

HIGH-PERFORMANCE... we continuously pursue excellence to create outstanding value for those we serve.

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STRATEGIC PRIORITY

Work with government to advance the healthcare system.

GOAL

1

COLLABORATE WITH GOVERNMENT TO IMPROVE PEI'S ABILITY TO RECRUIT AND RETAIN HIGH QUALITY PHYSICIANS

- 1.1** Partner with government in a process to improve the way physicians are recruited to PEI, and to improve our retention rate.
- 1.2** With expert support, co-design an evidence-informed plan that identifies future needs and is a practical guide to short, medium and long-term physician recruitment priorities.
- 1.3** Partner with government to implement a recruitment and retention strategy that models best practice and is adapted for the unique

GOAL

2

TO SEE PEI PHYSICIANS WORKING WITH RELEVANT, RELIABLE, TIMELY DATA THAT ENABLES EVIDENCE-INFORMED DECISION-MAKING

- 2.1** Advocate, and partner with government, for the necessary IT infrastructure, tools and resources that are aligned with physicians' needs.

GOAL

3

TO IDENTIFY PRIORITIES WHERE PHYSICIAN AND MSPEI ADVOCACY HAVE THE POTENTIAL TO MATERIALLY IMPACT THE POPULATION'S HEALTH

- 3.1** Develop and implement a member engagement strategy to ensure work is member-driven
- 3.2** Using a population health approach and working with Public Health and interested MSPEI members:
 - Identify population health and advocacy best practices;
 - Develop education strategies on the same.
- 3.3** Develop a decision-making matrix to determine MSPEI advocacy priorities.
- 3.4** Acquire skills and tools to enable effective member and Board advocacy with government and in the media.

GOAL

4

TO SUPPORT PHYSICIANS TO INFLUENCE AND LEAD THE HEALTH SYSTEM

- 4.1** Continue to advance strategies and spread capabilities such as:
 - Learning how to create win-win solutions for patients, physicians and the province
 - Training for formal and informal leadership positions
 - Bringing evidence and science to bear on improving system efficiency and clinical outcomes (e.g. by participating in programs such as Choosing Wisely)

STRATEGIC PRIORITY

Support MSPEI Members in their working relationship with Health PEI.

GOAL

1

TO DEVELOP A SOUND NEGOTIATIONS PROCESS AND ASSEMBLE KEY SUPPORTS

- 1.1** Recruit, educate, support and retain a high-performing negotiations team.
- 1.2** Develop a transparent, fair and informative process to identify and prioritize interests of the membership
- 1.3** Arrange education in medical economic negotiations best practices.

GOAL

2

TO EFFECTIVELY EXECUTE THE BARGAINING STRATEGY

- 2.1** Create and deliver a results-driven strategic planning process for the negotiations team.
- 2.2** Create and deliver on an accountability strategy that ensures close alignment with the Board's mandate, and their oversight responsibilities.
- 2.3** Create and maintain access to timely, relevant and competitive economic data and pan-Canadian factors that influence the local bargaining environment.

GOAL

3

STRENGTHEN AND EXPAND SUPPORT AVAILABLE TO MSPEI MEMBERS FOR ENABLING COMPETITIVE COMPENSATION AND QUALITY CLINICAL AND WORK ENVIRONMENTS.

- 3.1** Provide effective supports on FCAC, PRPC, HSPAC and JCC.
- 3.2** Ensure that staff are appropriately trained, supported and held accountable based on best practices, for their roles in supporting physicians.
- 3.3** Ensure that members have the opportunity to be aware of the suite of services available to them.

STRATEGIC PRIORITY

Support physicians' health and well-being so they can support others.

GOAL

1

TO MAXIMIZE RETURNS ON INVESTMENT IN THE PEI PHYSICIAN HEALTH PROGRAM (PHP)

- 1.1** Working with the physician health committee, develop and adopt metrics to evaluate MSPEI's PHP performance and management of the contract with Doctors BC.
- 1.2** Introduce means for normalizing and optimizing physicians' use of PHP services.
- 1.3** Deliver a suite of educational and communication initiatives designed to strengthen a physician's capacity for self-care.

GOAL

2

TO ALIGN GOVERNMENT INVESTMENTS IN HEALTH, LEADERSHIP AND ENGAGEMENT WITH MEMBERS' NEEDS IN WAYS THAT HELP CREATE A SUSTAINABLE, AFFORDABLE AND QUALITY HEALTH SYSTEM.

- 2.1** Create planning, communications and evaluation frameworks that support an integrated approach to collaboratively managing MSPEI and government investments in physician health, leadership and engagement
- 2.2** Create opportunities for MSPEI Board, committees and staff to apply systems thinking and practices that maximize the impact of Master Agreement program funding on members and Health PEI.

STRATEGIC PRIORITY

Achieve organizational performance that sets the bar for other professional organizations.

GOAL

1

TO ACHIEVE OVERALL GOVERNANCE COMPETENCY THAT SETS THE BAR

- 1.1** Embed in CEO, Board and Committee work and performance plans, responsibilities for advancing MSPEI's Strategic Priorities
- 1.2** Assess governance practices against national, not-for-profit accreditation program standards and provincial medical associations.
- 1.3** Introduce development initiatives to close individual and group competency gaps
- 1.4** Demonstrate effectiveness in carrying out assigned accountabilities.

GOAL

2

TO ACHIEVE OVERALL MANAGEMENT AND STAFF COMPETENCY THAT SETS THE BAR

- 1.1** Embed in individual management and staff work and performance plans, responsibilities for advancing MSPEI's Strategic Priorities.
- 1.2** Assess workplace policies and staff professional practices against relevant national standards.
- 1.3** Introduce requisite development initiatives to close identified gaps.
- 1.4** Demonstrate effectiveness in carrying out assigned accountabilities.