



A YEAR OF LEADERSHIP & GROWTH

Annual Report
2018-19

MSPEI
MEDICAL SOCIETY
of Prince Edward Island

MSPEI.org



MISSION

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

VISION

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.

MSPEI
MEDICAL SOCIETY
of Prince Edward Island

PRESIDENT & CEO MESSAGE

Physician well-being top of mind

2018-2019 marks MSPEI's first year with its new strategic plan. It is an ambitious plan that honours our role of representing your contractual needs, while growing into new areas that you, and our Board of Directors, told us were important for the future well-being of the profession on PEI. We said we were going to do more. More work to advance health-system issues, more work focused on your health and well-being and more work to become an organization that meets the highest professional standards.

While we are only one year into a five-year strategy, we are proud of what we have accomplished.

Walking into the year we were determined to pave a path to give physicians a stronger voice in health-system decisions. Through our work in government relations, health policy and physician leadership, we believe we have made important strides in this work. Our work will continue with the new government.

We watched 25 physicians complete their Master's Certificate in Physician Leadership. Four of those graduates went on to work with MSPEI to launch a health policy statement, others have stepped into new leadership roles and some have advanced ideas that are now being implemented in our health-care system. We are already seeing the potential to ignite change when we are equipped with knowledge, new perspective and a platform for our voice.

Before you dive into our Annual Report, we want to create a backdrop. A view that only became clear to us as our work over the past 12-months evolved. There is a lot of talk about physician health. Rightly so. Many indicators are telling us that the profession is fragile, and PEI is no excep-

tion. We can now say with confidence the issue is a serious one in PEI. Our 2019 survey told us 46 per cent of you are, or fear you are near, experiencing burnout. That should get our attention.

What became apparent is the complexity of physician health, its decline and the pathway to recovery. And as we say to our patients, the real opportunity lies in the prevention. We also know the responsibility is much greater than physicians alone to hold. We know the recipe to promoting a healthy and resilient profession is in creating the working conditions that will help prevent burnout and boost your sense of purpose and professional satisfaction.

Physicians have told us they feel unable to make decisions on how they deliver care. The long list of patients waiting for care is worrying. The lack of modern technology is maddening. There is a feeling of hopelessness, that no help is on the way.

Easing those burdens is our path to a healthier physician population and a better health-care system.

As we approached all of our work this year from developing new health policy to offering new courses to preparing for negotiations, we asked ourselves: how does this contribute to creating that healthy and productive work environment we desire and require? The work has only begun, but we believe we are on our way.

Sincerely,



Dr. Kris Saunders, President



Lea Bryden, CEO



2018 Physician Leadership Graduates (L-R): Kiley O’Neill, Megan Armstrong, Trina Stewart, Heather Morrison, Kathie McNally, Laura O’Connor, Kathy Morrison, Charles Duffy, André Celliers, Randy MacKinnon Second Row: Katie Matheson, Jill Cunniffe, Nicole Fancy, David Bannon, Michael Gardam (Program Director), Gil Grimes, Andrew Wohlgenut, Ron Whalen, Jan Rogerson, and Larry Pan Third Row: Heather Keizer, Krista Cassell, Scott Cameron, Wassim Salamoun, George Carruthers and Lenley Adams

2018-19 YEAR-IN-REVIEW

PHYSICIANS DEVELOP LEADERSHIP SKILLS

MSPEI’s physician leadership programs are designed to build physicians’ skills and ability to influence change that addresses issues contributing to burnout and stress and that are roadblocks to a high-quality health-care system.

In 2018, 25 physicians graduated from the Master’s Certificate in Physician Leadership offered by York University’s Schulich School of Business in conjunction with MSPEI. The program included completing action learning projects where physicians applied their

learnings to bring forward practical solutions to health-care challenges. The projects were about helping to create a stronger health-care system which contributes to a healthier physician workforce and better patient care.

Challenges ranged from access to non-urgent psychiatric services to rapid assessments for breast cancer and creating an online booking system for primary care. At the root of their work was striving to bring forward solutions for a stronger health-care system and therefore a healthier physician workforce and ultimately better patient care.

Graduates presented their projects to colleagues and health leaders, including the Minister and Deputy Minister of Health and Health PEI CEO. A few projects are now being funded and implemented in partnership with government. The Master’s program was organized and funded by MSPEI, through the Master Agreement.

PHYSICIAN LEADERSHIP DEVELOPMENT TASK FORCE: Drs. David Bannon, Larry Pan, Jan Rogerson, Trina Stewart, and Richard Wedge; supported by CEO Lea Bryden and Membership Coordinator Heather Mullen.



HEALTH POLICY POSITION STATEMENT

MSPEI developed its first health policy statement: Prescription for Improving PEI's Health-Care System. The statement supports the Society's strategic plan, specifically the priority to be more active in advancing the health-care system.

The position statement calls for government to:

1. Integrate physicians early in decision-making so they can help problem solve, design and implement health system improvements.
2. Implement primary care models, based on each community's needs, that provide quality care that is accessible and sustainable.
3. Show more leadership in health-care innovation, starting with creating an electronic health record for every Islander.
4. Develop and implement a physician resource plan and have doctors recruit doctors.

At the core of this position statement is the call for government to work shoulder-to-shoulder with physicians to improve the health-care system.

The statement was released during the provincial election. After its public release, the policy recommendations were referenced by politicians on the campaign trail, promoted through traditional media and created an active health-care discussion on social media.

The work is intended to have a long-standing role in guiding system change. MSPEI will continue to advocate for this change whether it is through the public domain, by working directly with government or around boardroom tables.

This health policy statement, a first for MSPEI, was led by four physicians who recently completed the Master's Certificate in Physician Leadership. It is an example of how the investment in physician leadership has translated to action as these physicians apply their leadership skills to advance health system issues on behalf of the profession.

HEALTH POLICY TASK FORCE MEMBERS: Drs. Trina Stewart, Gil Grimes, Ron Whalen and David Bannon, supported by CEO, Lea Bryden; Director of Communications and Strategy, Samantha Holmes and Membership Coordinator, Heather Mullen.

MEMBERS PROVIDE DIRECTION FOR UPCOMING NEGOTIATIONS

Work is underway to prepare for upcoming Master Agreement negotiations. The emphasis has been on collecting members input, asking them to identify priorities and opportunities where the Master Agreement can help resolve physicians' areas of concerns and health system challenges. Feedback was collected through both a member survey, which had a 64 per cent response rate, and by hosting four roundtable sessions which saw about 75 physicians participate.

The themes from the survey and roundtable discussions were:

- Compensation: fee code issues, competitiveness
- Primary care: new models and practice supports
- Fragile workforce: workload & recruitment challenges
- System management: A sense of micro-management, inflexibility and lack of autonomy
- Innovation: need for electronic medical records and technology to support patient care

The current Master Agreement expired on March 31, 2019. It is unclear when bargaining will begin in light of the province forming a new government.

NEGOTIATIONS COMMITTEE: Drs. Brad Brandon, Chair, Megan Armstrong, Larry Pan and Billy Scantlebury. The team is complemented by MSPEI's CEO, Lea Bryden; In-House Legal Counsel, Tamzin Gillis; Economics Advisor, Derek Law; and Director of Strategy and Communications, Samantha Holmes. An external negotiator will be added to the team as and when appropriate.



PHYSICIAN WELLNESS AN ONGOING PRIORITY

April 2019 marked the first anniversary of the new Physician Health Program which is offered through Doctors of BC Physician Health program. In the first year, 32 physicians took advantage of the service. It's reassuring to know PEI now has a credible, effective and confidential service available to its members, yet disheartening to know the need is so great. In MSPEI's recent physician survey, 46 per cent of the respondents said they are experiencing, or fear they are near burnout. The Physician Health Program can be accessed by calling 1-800-663-6729 or visit mspei.org to learn more.

In December, MSPEI hosted an *Inspired Disruption* symposium. "Putting Your Own Oxygen Mask on First" and "Scaling the Brick Wall" were just two of the thought-provoking sessions physicians participated in as they gained new skills in communication, problem-solving and self-care. Health-care part-

ners joined the afternoon sessions to explore how health-care administrators and physicians can collaborate more to improve system issues.

Recognizing that the work environment, ability or inability to make decisions and relationships with colleagues all contribute to workplace stress and burnout, MSPEI is striving to explore how all its efforts from its physician leadership programs, negotiating priorities and health policy work can improve physicians' overall well-being - an essential ingredient to a healthy, sustainable and quality health-care system.

STANDING COMMITTEE ON PHYSICIAN HEALTH: Dr. Kathie McNally (Chair), Drs. Hussam Azzam (Non-voting Health PEI representative), Patrick Bergin, Doug Carmody, Anne Drysdale, Rob Jay and Tiffany Townsend and supported by CEO, Lea Bryden, Membership Coordinator, Heather Mullen and Economics Advisor, Derek Law

NEW FEE CODES APPROVED THROUGH NEW PROCESS

In its first year, the Fee Code Advisory Committee (FCAC) reviewed 21 applications for new fee codes or fee code changes. Fourteen applications have been approved to date. (Approved fees will be communicated with all members, once details are confirmed).

The FCAC is the first of its kind for PEI. It is a collaborative decision-making body with representation from MSPEI, Health PEI and the government of PEI. The Committee can approve new fee codes or make fee code adjustments, based on physician applications, outside of Master Agreement negotiations. Equipped with a budget and using a thorough evidence-based decision-making matrix, the process proved to be highly effective. The group was able to reach consensus, making informed decisions in a short time frame. The process illustrated how MSPEI and government can work together with shared decision-making responsibilities.

FCAC COMMITTEE (MSPEI REPRESENTATIVES): Drs. Cai Wadden (Co-Chair), Lenley Adams, Brad Brandon and supported by Economics Advisor, Derek Law.

ROBUST MEMBER BENEFITS AND SERVICES PROGRAM

Through Master Agreement funding, more than \$2.2 million is allocated to physicians as part of MSPEI’s member benefits and services programs. The benefits include CMPA premium rebates, maternity and parental leave, a retention payment and a continuing professional development reimbursement program. These programs complement physicians’ compensation and are designed to help them achieve the highest possible professional satisfaction.

PHYSICIAN PROGRAMS AND SERVICES COMMITTEE: Drs. Megan Armstrong (Chair), Peggy Bethune, Brad Brandon, Katie Matheson and Membership Coordinator, Heather Mullen.

PHYSICIAN RESOURCE PLANNING COMMITTEE (PRPC)

This Committee advises the Minister on applications related to the physician complement. While the committee has introduced new practices this year to enhance its decision making, MSPEI continues to find it extremely challenging to make evidence-based decisions without a physician resource plan or provincial clinical service plan. The committee has brought this challenge to the past Minister’s attention and will do so again with the recent change in government.

PHYSICIAN RESOURCE PLANNING COMMITTEE MSPEI COMMITTEE REPRESENTATIVES: Dr. Kristen Mead (Vice Chair), Dr. Lana Beth Barkhouse and Dr. Lenley Adams, supported by In-House Legal Counsel, Tamzin Gillis. There is one MSPEI physician vacancy. Interested physicians can contact Tamzin Gillis (tamzin@mspei.org) for more information.



JOINT CONSULTATION COMMITTEE (JCC)

The Joint Consultation Committee (JCC) helped transition the Queen Elizabeth Hospital Intensive Care Unit to a “Closed ICU” model. This work, which spanned over a year, included extensive physician consultation, revising billing structures, and introducing a framework to support both physicians and the system in delivering enhanced critical care at the QEH.

JOINT CONSULTATION COMMITTEE (JCC) MSPEI REPRESENTATIVES: Drs. Brad Brandon (Co-Chair), Dr. Rob Jay, Larry Pan and MSPEI In-House Legal Counsel, Tamzin Gillis; supported by Economics Advisor, Derek Law.

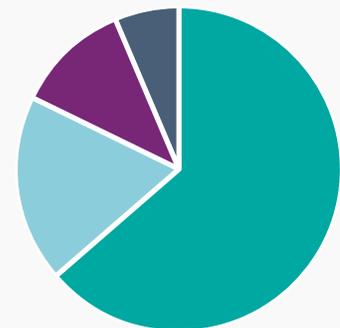
FINANCE UPDATE (JAN 1, 2018 – DEC. 31, 2018)

In addition to providing oversight and guidance to MSPEI’s financial management and long-term planning, this past year, the Finance Committee put forward a recommendation to repurpose the Educational Trust Fund and is overseeing an office space study to ensure we are cost effective with our overhead expenses. They also have been developing a risk management framework which will help create strategies to mitigate organizational risks.

Financial Overview

January 1, 2018 – Dec. 31, 2018

Staff and contract services	\$678,177
Member services	\$197,289
Building and administrative	\$112,301
Board governance, strategic planning and honoraria	\$65,627
Total	\$1,053,394



The 2018 audited financial statements are prepared by MSPEI’s external auditors, MRSB. They are provided at the annual meeting and available upon request.

FINANCE COMMITTEE MEMBERSHIP: Drs. Scott Cameron (Chair & Board Treasurer), Christine MacNearney, Trina Stewart and Mr. Colin Beck (layperson subject matter expert); supported by Finance Manager, Doug Carr, CEO, Lea Bryden and Office Manager, Donna Lamont.

2018-19 HIGHLIGHT REEL



◀ In December, MSPEI hosted an Inspired Disruption symposium. Through hands-on sessions physicians gained new skills in communication, problem-solving and self-care. The session also included Health PEI managers to help instil the value of collaborative decision-making.



During CMA President Dr. Gigi Osler's visit to PEI, she and MSPEI President, Dr. Kris Saunders, spoke to CBC's Compass about physician health and burnout.



◀ Graduates from the Master's Certificate in Physician Leadership hosted a Poster Fair to showcase solutions to real health-care challenges on the Island. The Minister of Health and Health PEI CEO were among the attendees.

◀ MSPEI welcomed 12 new PEI medical students from Memorial, Dalhousie and Université de Sherbrooke. Through its Black Bag Program, MSPEI offers all new students a stethoscope, diagnostic kit, and other medical equipment required for medical training. This program is co-funded by Health PEI and the Medical Society of PEI.



◀ In December 2018, Dr. Kris Saunders toured PEI with CMA President Dr. Gigi Osler. They stopped by Western Hospital to see the inpatient telerounding pilot project. The site is the first in Canada to trial this video telemedicine platform that remotely connects unaffiliated inpatients with physicians for daily rounds. The pilot project which includes a comprehensive evaluation, launched in August 2018, was endorsed by MSPEI as a solution to a temporary physician recruitment crisis.



2018

Award Winners

In December four colleagues were honoured with P1 Awards. P1 stands for Physicians Putting Patients First, a trait each of these stellar physicians share. This year, the award's criteria focused on how physicians are upholding MSPEI values of resourcefulness, leadership, professionalism and high-performance.

Congratulations to:



Dr. Pat Bergin
Physician Leadership Award 2018
High-Performance



Dr. Kathie McNally
Physician Leadership Award 2018
Leadership



Dr. Andrew MacLeod
Patients' Choice Award



Dr. David Hambly
CMA Honorary Membership Award

Strategic Plan

STATEMENTS OF SUCCESS

The Board of Directors created these statements of success to support the Society in assessing its success as the five-year strategic plan is implemented. (The strategic plan can be found at mspei.org.)

STRATEGIC PRIORITY

1

WORK WITH GOVERNMENT TO ADVANCE THE HEALTHCARE SYSTEM

In five years, we will be successful if...

- A physician resource plan jointly developed by key stakeholders guides all physician recruitment decisions.
- Physician Resource Planning Committee has been retired or significantly reformed.
- MSPEI is an active and integral partner in the successful recruitment of physicians to PEI, and their retention.
- Patients and providers access relevant, timely, accurate and comprehensive health information in a digital format, no matter their location or time of day.
- A MSPEI/physician-driven decision-making framework assesses and helps select IT solutions deployed in the healthcare system.
- MSPEI is a champion of IT solutions to solve health-care problems.
- An evidence-informed framework guides MSPEI decisions to determine when and how it mobilizes to impact public policy.
- Government's investment in physicians' capacity to lead and influence the health system has been increased.

STRATEGIC PRIORITY

2

SUPPORT MSPEI MEMBERS IN THEIR WORKING RELATIONSHIP WITH HEALTH PEI

In five years, we will be successful if...

- The Master Agreement is a blueprint for what we want to achieve as an organization.
- Bargaining priorities were informed by the membership; the organization's interests; and the health system's needs in a balanced manner.
- The Master Agreement and MSPEI's member representation have an excellent reputation and are key selling points in deciding to practice on PEI.

STRATEGIC
PRIORITY

3

SUPPORT
PHYSICIANS'
HEALTH AND WELL-
BEING SO THEY
CAN SUPPORT
OTHERS

In five years, we will be successful if...

- A high-quality Physician Health Program (PHP) has become a permanent service for PEI physicians.
- Our PHP is recognized as a valuable resource – as evidenced by utilization and sustained investment – by MSPEI members and health system leaders.
- Measurement tools are in place to assess PEI physicians' well-being and self-care.
- There is a positive correlation between MSPEI investments in the profession and results from well-being and self-care assessments.
- Best practices in healthy workplaces are becoming part of contractual agreements, HR policies and organizational priorities.
- Health-system stakeholders support and give priority attention to initiatives intended to reduce burnout, improve engagement and create healthy workplaces, for the sake of creating a high-quality and sustainable health-care system.

STRATEGIC
PRIORITY

4

ACHIEVE
ORGANIZATIONAL
PERFORMANCE
THAT SETS THE
BAR FOR OTHER
PROFESSIONAL
ORGANIZATIONS

In five years, we will be successful if...

- MSPEI meets national governance accreditation standards for not-for-profit organizations.
- MSPEI meets national standards for healthy workplaces and is recognized as a leader in healthy workplaces for small not-for-profit organizations.
- MSPEI representatives are invited to speak about our programs and results at regional, national and international events.
- MSPEI is an active participant in selection, implementation and evaluation of PEI as a test site of new ideas and technologies.
- PEI physicians and MSPEI representatives are celebrated for their contributions to the advancement of the profession and member-based associations.
- Staff and volunteers are regularly surveyed and report increasing levels of joy, satisfaction, pride and engagement in work they undertake for MSPEI.



MSPEI

MEDICAL SOCIETY
of Prince Edward Island

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