



2022 HEALTH AUTHORITY ENGAGEMENT SURVEY REPORT

Results and key highlights from the seventh annual
Doctors of BC Health Authority Engagement Survey

**doctors
of bc**
Better. Together.

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MESSAGE FROM THE PRESIDENT



Dear Colleagues,

As physicians, we are all aware of the importance of trust. It is a required building block to ensure we have a safe, collaborative workplace, as that impacts our ability to deliver care as well as effects our own sense of wellbeing.

At Doctors of BC, our annual Health Authority Engagement Survey is a crucial way that you can share your candid feedback about your health authority, so that necessary improvements can be made that build a better system. Last September, nearly 3,000 BC doctors shared their thoughts by taking part in the seventh annual survey. I would like to thank all of you for taking the time to participate.

As a diverse and committed group working in the province, our members are living through the continued challenges that health care in BC, and indeed Canada, are facing. The multi-layered nature of this current health care landscape, which has dominated the conversation among physicians, is reflected in the survey feedback. This survey helps to share your voice and your lived experiences in a multitude of settings relevant to family physicians and specialists alike.

We hear that doctors are feeling less safe in their workplaces, like they have less input into patient care improvement, and are feeling less valued by their health authority. It is clear from the 2022 results that doctors are feeling the strain of an overburdened system, that they are under increasing amounts of stress, with less resources available to them. The continued impact of the pandemic, as well as larger systemic issues, are clearly reflected in the survey responses.

At Doctors of BC, we know the difficulties members are facing. Our dedicated staff work all year round to help create a better working environment for physicians, to offer support when needed, and to work with stakeholders to see the changes our members seek become reality. This work can be difficult, and unprecedented circumstances make it a major challenge—one that we aim to meet as we start 2023.

Your feedback does make a difference—we saw this with the successful ratification of the PMA last November, which was heavily informed by physician input. We have also seen this come to fruition when we developed the Physician Health and Safety Agreement, that included physician conversations around systemic change. Our Physician Health Program offers a broad range of supports to meet the complex needs of our members. Doctors of BC is committed to uplifting the physician voice and helping to create a health care system with doctors and their patients at its heart.

Our consistent work with the Divisions of Family Practice, Medical Staff Associations, and other physician groups is crucial in laying the groundwork for physician-centred, safe, and collaborative workplaces. In the short term, we will reach out to each health authority to provide further context regarding these results, and to discuss opportunities to make the important changes you are calling for.

Please know that your feedback matters and helps shape decision-making processes at Doctors of BC in a multitude of ways. By working together, we can see our health care system evolve, and become an environment where doctors feel consistently seen, and valued, by leadership.

Thank you again to all members who took time out of their schedules to share their thoughts with us. Your input is so important, particularly as we continue to work through this turbulent time as both individuals and on a professional level. I appreciate the care that each of you provides in your respective clinics, hospitals, ERs, ORs, outreach clinics, and communities, urban and rural alike.

With gratitude,

A handwritten signature in black ink, reading "Joshua Greggain". The signature is fluid and cursive, with a long horizontal stroke extending from the end of the name.

Dr Joshua Greggain
President, Doctors of BC

EXECUTIVE SUMMARY

In the Fall of 2022, all Doctors of BC members were invited to participate in the seventh annual Health Authority Engagement survey. Across seven provincial regions, 2,983 members shared 1,744 open-ended comments, and ranked 18 unique statements regarding their engagement with their health authority and local facility. The survey received a response rate of 24%.

This survey is a key avenue for doctors in the province to share their feedback with Doctors of BC about their working environments. A respectful working environment, where doctors' ideas and feedback are considered and implemented, is the foundation for a robust and equitable health care system. The following summary highlights the themes that survey participants shared with Doctors of BC.

Many of the 2022 Health Authority Engagement Survey findings reflect physicians' feelings of being overburdened, and under-resourced, which resulted in a particularly challenging year. The survey tracked the declines in 2021, which became trends in 2022. A continuing pandemic and shortages of human and other resources converged to counter the efforts and improvements of the past. The problems are clear to Doctors of BC, and to members, who tell us conditions have been deteriorating for some time. The increases in health authority engagement evident from the 2020 survey showed us how to foster and maintain workplace satisfaction, collegiality, and communication. While these were positive changes, over the last two years, many of the lessons learned have diminished, and this has resulted in negative impacts on morale, workload, and stress.



Overall Engagement Score Averages	2022	2021	2020
Provincial Averages	36%	42%	43%
Fraser Health	36%	42%	44%
Interior Health	36%	42%	43%
Island Health	30%	37%	37%
Northern Health	39%	40%	44%
Provincial Health Services Authority	33%	39%	40%
Vancouver Coastal Health	41%	46%	48%

**Due to a small sample size and for comparative purposes, First Nations Health Authority data has been removed in this report.*



The 2022 survey saw reduced levels of agreement across a majority of engagement measures. A total of 1 in 2 survey respondents are satisfied with their health authority as a place to practice medicine—a 10% decline compared to 2021. This measure is a leading indicator for potential retention challenges. The two engagement measures driving lower satisfaction levels are **having the resources needed to meet patients' needs**, and **having adequate opportunities to improve patient care, quality, and safety**, a 10% and 7% decline respectively. **All groups including medical leaders are indicating declines in engagement.**

All health authorities experienced a decline spanning all the measures of engagement, particularly scores related to access to resources, care improvement opportunities, and input into changes affecting the practice environment. Being able to do what you are good at and feeling like you can influence the conditions in which you practice, are fundamental to being engaged, and providing quality care. Both of these pillars of a safe working environment are challenged in the 2022 findings.

While there are clear challenges, the survey was not without its bright spots. The number of doctors feeling like they belong to a collaborative, patient-centered team/unit, rose by 2% to 63% agreement. While this increase is not hugely significant, it is notable that while all other measures declined, interpersonal connection between physicians and their teams

stayed consistent. Within the work unit, good relationships will provide the foundation under which other measures can improve. Furthermore, provincial average engagement trends over the last seven years highlight that scores are trending upwards, particularly between 2019 and 2022.

In terms of health and safety, only 41% of physicians are confident that their hospitals effectively manage unsafe situations. This year also saw a 7% drop in physicians being able to balance the demands of their work and personal lives, than in 2021. Physicians are asked to shoulder a great deal of responsibility, while sometimes working in unsafe working conditions which can lead to burnout. So, balancing their responsibilities and ensuring safety in the workplace are both critical to sustaining their well-being.

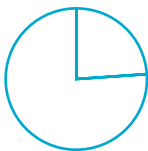
In a time of increased stress in the workplace, engagement challenges and processes, and fewer training opportunities, the survey provided the ability for members to use their voices and let us know what specific actions and improvements their hospital could take to improve treatment, respect, and consideration for all in health authority settings.

Amid ongoing challenges, Doctors of BC will continue to advocate for our member physicians, ensuring that health care partners are aware of doctors’ concerns as solutions are being developed. We will continue to meet with Health Authorities as well as support Medical Staff Associations and Divisions of Family Practice to support members in their communities.

Our successful negotiation of the [2022 Physician Master Agreement](#) is just one example of your feedback making a difference—we will continue on this path towards a healthy working environment for all doctors, and excellent care for all British Columbians.



2,983
responses



24%
response rate



8 of 9
measures of
engagement
have declined

INTRODUCTION

For the 2022 survey, Doctors of BC asked the same nine core questions regarding overall satisfaction, engagement, and senior leadership in order to track trends over time.

In 2020, questions on physical and psychological health and safety were added. New to the 2022 survey were questions regarding the number of physical and psychological safety incidents physicians experienced. Additionally, a question was added seeking member satisfaction with their specific hospital/facility as a place to practice medicine.

This report outlines a summary of both provincial and regional data, organized by the following sections:

- HSO's Work Life Pulse Tool questions: Provincial & Regional Breakdowns
- Physician Health and Safety questions from the Guarding Minds at Work assessment tool
- Incidents Related to Physical and Psychological Safety
- Methodology, Response Rates, and Demographics

HOW DO WE INTERPRET THE DATA ON ENGAGEMENT LEVELS?

The data stemming from each of the core questions are indicators of engagement levels. Members have the opportunity to agree or disagree with each question. All nine core engagement questions are neutrally or positively worded. Agreement is considered a positive indicator of engagement.

WHAT WAS THE SURVEY'S GOAL?

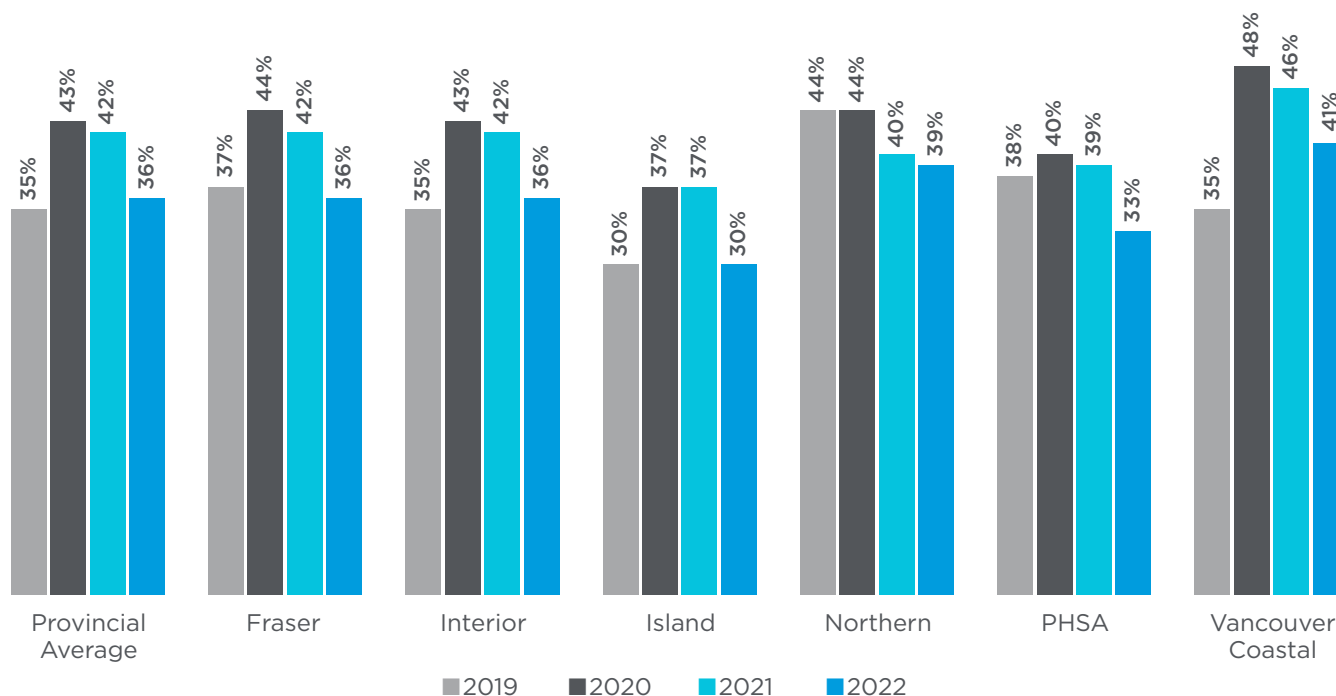
For the last seven years, this survey has measured engagement between BC physicians and their respective health authority. Annual surveys provide ongoing opportunities for members to share their thoughts on whether they feel satisfied to practice medicine at their workplace, engaged with their leadership, the health and safety of their working environment, and several other engagement elements vital for a healthy workplace. The survey provides the ability to compare regions and facilities over time as well as allowing for comparisons across regions.

HOW DID WE SEEK MEMBER INPUT?

All members received an email inviting them to participate in the online survey conducted by external polling firm TWI Surveys. The survey was sent by email and was open from September 12 to October 12, 2022.

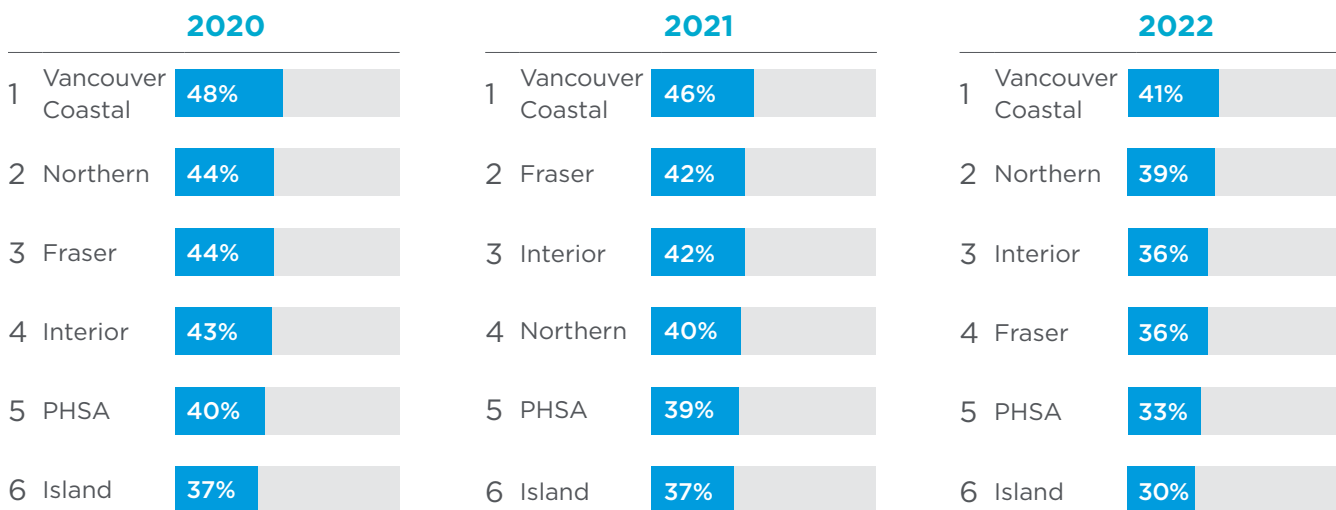
PROVINCIAL ENGAGEMENT

Average scores for the same nine engagement questions asked in previous years



Overall Engagement Averages 2020-2022

The following ranks the overall average engagement scores by health authority. Rankings from previous years are included for comparison.



Provincial Engagement Scores	2022	2021 Difference
I am satisfied with this health authority as a place to practice medicine.	50%	-10%
I feel I belong to a collaborative, patient-centered team/unit.	63%	+2%
I have access to the facilities, equipment, and other resources I require to meet patients' needs.	42%	-10%
I have adequate opportunities to improve patient care, quality, and safety.	42%	-7%
I have meaningful input into changes affecting my practice environment.	34%	-3%
Senior leaders communicate the health authority's plans to physicians in a clear and timely way.	27%	-8%
Senior leaders seek physicians' input when setting the health authority's goals.	22%	-4%
Senior leaders' decision-making is transparent to physicians.	15%	-3%
This health authority values physicians' contributions.	28%	-9%

In 2022, this survey explored member satisfaction with specific facilities, as well as with the health authorities as a whole. **These results show that on average, physicians have greater satisfaction with their specific hospital than they do with the health authority in general (8% difference overall).** At the same time, there were facilities that showed results that were either significantly above or below the regional average. This provides further opportunities to address challenges, or explore what specific facilities are doing well. Please see the [supplemental report](#) for a detailed breakdown of all the hospital/facility level information.

I am satisfied with this **hospital/facility** as a place to practice medicine.
58% agree (NEW Question)

I am satisfied with this **health authority** as a place to practice medicine.
50% agree

GROUP INSIGHTS

Practice Type and Environment

Family physicians and specialists both saw declines in engagement.

- Family Physician overall engagement score 35% agreement (8% decline)
- Specialist overall engagement score 37% agreement (4% decline)

Community-based physicians and hospital/facility-based physicians may have unique practice needs, but when asked the same set of questions this year, they expressed similar levels of agreement. Overall, they both need more access to resources, and don't hear about plans from senior leaders.

- Community overall engagement score 36% agreement (7% decline)
- Hospital/facility overall engagement score 36% agreement (5% decline)

Please see the [supplemental report](#) for detailed data breakdowns for each of these practice types.

Medical Leadership

Engagement scores declined not only for front-line physicians but also for those survey respondents that identified as medical leaders. This year's results followed the consistent pattern of medical leaders expressing higher levels of engagement than non-medical leaders. **However, it is interesting to note that overall engagement averages for medical leaders dropped between 7% to 15% (compared to 2021 results), depending on the health authority.** Additionally, the positive score range between medical leaders and non-medical leaders varies from 5% to 22%. These results may also compliment the scores on trust between medical leaders and physicians.

	Leadership Position	2022			2021		
		Agree	Neutral	Disagree	Agree	Neutral	Disagree
Fraser Health	Yes	40%	25%	35%	55%	17%	28%
	No	35%	24%	41%	40%	26%	34%
Interior Health	Yes	45%	19%	35%	54%	20%	26%
	No	34%	24%	42%	39%	25%	36%
Island Health	Yes	43%	23%	34%	49%	18%	33%
	No	28%	24%	48%	34%	26%	39%
Northern Health	Yes	57%	18%	25%	64%	13%	22%
	No	35%	19%	46%	34%	26%	40%
Provincial Health Services Authority	Yes	38%	18%	44%	45%	22%	33%
	No	31%	19%	50%	37%	22%	41%
Vancouver Coastal Health	Yes	51%	19%	30%	59%	21%	21%
	No	39%	26%	35%	43%	26%	30%

PHYSICIAN HEALTH AND SAFETY

Physician Health and Safety Trends

The 2022 results also indicated that physicians are feeling less safe in their workplaces than they did even just a year ago. Again, this is a reflection of a system under stress, and how each respondent's respective health authority supports or deals with safety incidents, or issues of violence. Physicians also report they are finding it more difficult than last year to balance their work and personal lives.

- The three-year trend shows that physicians are less likely to agree that their hospital/facility takes effective action to prevent violence in the workplace, and to promote a healthy and safe workplace
- Fewer physicians feel that hospital/facilities deal effectively with situations that threaten or harm employees 41% agree (-6%).
- Fewer physicians believe they are able to balance the demands of work and personal life 44% (-7%).

Provincial Physician Health and Safety Scores	2022	2021 Difference
I have been involved in, or impacted by a physical safety or psychological safety issue or incident at my current hospital/facility/practice.	49%	-1%
This hospital/facility takes effective action to prevent violence in the workplace.	51%	-2%
This hospital/facility takes effective action to promote a healthy and safe workplace.	48%	-4%
People treat each other with respect and consideration in our workplace.	74%	+1%
I am able to reasonably balance the demands of work and personal life.	44%	-7%
People from all backgrounds are treated fairly in our workplace.	65%	-3%
My hospital/facility deals effectively with situations that may threaten or harm employees (e.g., harassment, discrimination, violence).	41%	-6%
Physicians and medical leaders trust one another in my health authority.	35%	-2%

Physical and Psychological Safety

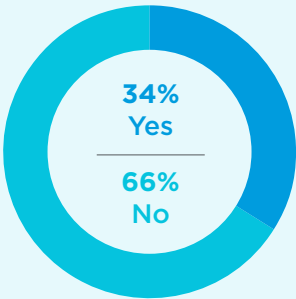
While many members do not report directly experiencing physical or psychological safety incidents, for some members, this is a common occurrence. The survey results indicate some physicians likely experience these incidents daily. For those that do experience a physical or psychological safety incident, there is often a lack of consistent processes and structures for data collection, reporting, and follow-up from the health authority. These results indicate incidents do in fact occur, but there is no formalized data to help highlight problems, and advocate for systemic solutions.

Improving and maintaining fair processes and structures that allow for reasonable and sensitive reporting of these types of experiences will improve physician satisfaction with their workplace as a place to practice medicine.

See [supplemental report](#) for additional details.

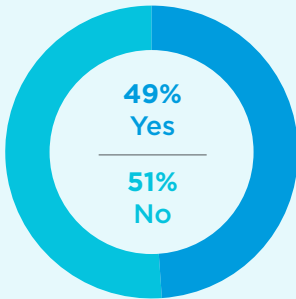
Provincial Averages - *New Question

Experienced a *physical* safety incident over the last 12 months



- Of those who experienced an incident(s):
- 745 experienced 1-5 incidents
 - 113 experienced 6-10 incidents
 - 129 experienced 11-50 incidents
 - 27 experienced 51+ incidents

Experienced a *psychological* safety incident over the last 12 months



- Of those who experienced an incident(s):
- 951 experienced 1-5 incidents
 - 229 experienced 6-10 incidents
 - 215 experienced 11-50 incidents
 - 77 experienced 51+ incidents

MEMBER COMMENTS

The overall survey results, including the written comments, highlight how the entire profession is under duress. There are severe staffing shortages, high workloads, limited resources, and frustrated (and sometimes unsafe) patients. We asked members to share their views on ways to improve treatment for people from all backgrounds and specific actions to ensure people treat each other with respect and consideration in the workplace, resulting in over 1,700 written comments. The following section outlines 4 themes that emerged from the comments.

In 2022, 74% of members agreed with the statement that people treat each other with respect and consideration in their workplace, and 65% agreed that people from all backgrounds are treated fairly in their workplace. While these scores reflect some of the higher ranked statements, there is still room for improvement, and work to be done to ensure all segments of the membership have a voice. This collective voice will help ensure and influence fair treatment, respect, and consideration in the workplace.

“I overall have been impressed with my interactions with colleagues/hospital employees and have not had any personal concerns.”

1. System Pressures

Many physicians reported a lack of resources, staffing shortages, and pressure from patients (that is sometimes harmful or threatening) as factors that are contributing to higher rates of stress. The increase in physicians unable to balance work and life is also playing a part in the lower levels of member satisfaction in practicing medicine in their respective workplaces. The cumulative pressures are adding to unfair treatment, disrespect, and lack of consideration in the workplace. Analyzing the survey results by demographics indicates how experiences may differ based on gender and background. For example, there is a 10 percentage point difference for men and women agreeing that people from all backgrounds are treated fairly in the workplace (71% agree for men and 61% in agreement for women). Moreover, all groupings based on gender and background indicated lower scores in comparison to 2021 results.

“I think staff in general are exhausted, there are inadequate resources and it brings out the worst of people. Particularly in the emerg setting.”

The numbers regarding incident reporting for both physical and psychological safety incidents also indicate additional pressures in the workplace. Some physicians have suggested these occur on a daily basis, without much formal support to help prevent and alleviate future and existing incidents and issues. **Many comments included examples of unsafe encounters with violent patients. Physicians expressed concerns about a lack of patient accountability in these instances.**

We know based on previous surveys that engagement levels peaked during 2020, a year that was fraught with tremendous challenges brought about by the unprecedented COVID-19 pandemic. The results helped to inform a variety of different ways that leaders engaged with front-line staff that made a positive difference in the workplace. Many of these actions have stopped, or slowed down. Given the current pressures, reflecting back on what worked well during 2020 may offer some insight on ways to increase satisfaction levels for physicians.

Many of the 2022 comments offer ways to help alleviate these cumulative stressors in the workplace. These include addressing gaps in engagement between leaders and medical staff; enhancing accountable, safe and transparent processes; and balancing learning and development with relevant training opportunities in a meaningful and thoughtful way.

2. Engagement with Leadership

A large number of the comments focused on the need for increased opportunities for meaningful input with leaders. Some physicians suggested improvements such as accessible organizational charts, so they know who to contact about particular topics. Others indicated the need to create time and space for physicians and leaders to meet informally, which may enable more open dialogue and a sense of actively contributing to the notion of psychological safety in the workplace.

“Give people more opportunities to spend time with each other in person on a social level, outside of the work environment. These engagement opportunities allow us to view each other as humans in a more holistic way, rather than just the label of our positions at work.”

“More transparency from leadership. Issues seem to arise when decisions are made without consultation of impacted medical staff which results in mistrust and anger. Involvement of physicians in decisions that impact them is of utmost importance and shows respect.”

3. Accountable, Safe and Transparent Processes

Reporting safety incidents requires psychological safety in the workplace. Physicians must feel comfortable and confident to report and not fear reprisal. Many comments alluded to situations in which members did not feel safe to report, due to potential repercussions to their current job and/or future opportunities. Additionally, physicians also commented on simply not knowing how to report violent and unsafe incidents (that tend to occur on a regular basis). Comments surrounding violent and abusive patients and the process to report were prevalent.

“Have a more effective process to report such incidents and have leadership act on them immediately. Have an annual summary and review and in person meeting with the group.”

“[...] MD’s do not feel safe complaining as they feel they may lose their clinic or not get a position they applied for, this may or may not be real but does reflect how safe they feel.”

Reporting processes also require accountable follow-up procedures. Physicians outlined that when and if a reporting process exists, they are not confident that any follow-up or action will be reviewed.

“Actually listening, specifically when it comes to serious safety issues. I have found that administrators have met with me and my colleagues when we had serious safety complaints – and then completely disregarded everything we’ve brought forward. Sometimes they have reassured us that ‘things’ will be done, then completely exclude us from next steps, or any meaningful action.”

Ensuring reporting processes are fair and transparent, yet also flexible to capture different types of scenarios allows for physicians to be part of the improvement process. It provides an opportunity for them to be heard and to also use their experience to help influence solutions.

“Allow for anonymous complaints (currently always wanting specific names given which makes it challenging to keep complaints anonymous) Allowing anonymous reporting will allow proper data on the issues, which can then be dealt with at a facility level.”

“Our clinic is in fact going through a respectful workplace survey at this time. I am quite pleased that tools such as this are available to support respect and consideration in the workplace. I do not currently see any need for improvement in this capacity.”

4. Shifting Culture and Training

Ensuring fair treatment, respect and consideration in the workplace is strongly linked to workplace culture; it may be strengthened through learning and development and offering a wide range of education and training opportunities. Many members commented on the need for more training opportunities in many forms. Specific training topics included: equity, diversity, and inclusion, cultural safety and humility, trauma-informed care, and workplace safety training (including new hire onboarding). Members also suggested making translation services more available.

“Asking our local Indigenous [First Nation] what might help make our hospital more culturally sensitive.”

“There was an EDI session that I attended a few months ago. We need to have more of these [...] E.g. are there any slide decks and such that we can use?”

It is important to balance opportunities for thoughtful training with ensuring physicians have time and capacity to complete it. Unlike typical health care employees, physicians are usually not paid to complete courses and training, so making them mandatory may not be productive.

“Training is almost non-existent for new hires, so workplace safety has no way to be emphasized.”

“See active investment in diverse people in leadership positions. Create a speak up environment where staff and administrators will not feel there will be retribution from SET (Senior Executive Team). Ensure a just culture approach to complaints that emphasizes reconciliation.”

In summary, given the health care pressures on an overburdened and under-resourced system, there are tangible actions and improvements to ensure that fair treatment, respect and consideration of people in the system is enhanced in an effort to decrease the burden and duress of doctors. By enhancing engagement with leaders, re-affirming the importance of accountable, safe and transparent processes with physician input, and offering a wide range of fair and reasonable training opportunities may help to re-establish the excellent levels of engagement that occurred during the peak of the initial COVID-19 pandemic response, reflected in the 2020 survey results. When physicians have a voice, believe they are improving patient care, and feel that plans are being shared with them, even in an environment experiencing significant headwinds, positive change is still possible.





REGIONAL OVERVIEW

FRASER HEALTH



Highlights



646
responses

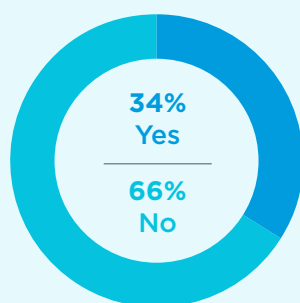
- **Engagement:** Despite declines in all 9 engagement scores, overall scores remain higher compared to initial measures from 2016
- **Health and Safety:** 42% agree that their hospital deals effectively with threatening or harmful situations, a drop by 10% from 2021
- **Work/Life Balance:** 11% drop with only 44% agreeing they are able to balance work and life
- **Medical Leadership & Trust:** 15% drop in engagement scores among medical leaders and 37% agree that physicians and medical leaders trust one another

Fraser Health Engagement	2022	2021 Difference	Provincial Average
I am satisfied with this health authority as a place to practice medicine.	50%	-11%	50%
I feel I belong to a collaborative, patient-centered team/unit.	60%	-1%	63%
I have access to the facilities, equipment, and other resources I require to meet patients' needs.	43%	-9%	42%
I have adequate opportunities to improve patient care, quality, and safety.	42%	-7%	42%
I have meaningful input into changes affecting my practice environment.	33%	-4%	34%
Senior leaders communicate the health authority's plans to physicians in a clear and timely way.	28%	-7%	27%
Senior leaders seek physicians' input when setting the health authority's goals.	22%	-6%	22%
Senior leaders' decision-making is transparent to physicians.	15%	-5%	15%
This health authority values physicians' contributions.	28%	-8%	28%

Fraser Health Physician Health and Safety	2022	2021 Difference
I have been involved in, or impacted by a physical safety or psychological safety issue or incident at my current hospital/facility/practice.	47%	-2%
This hospital/facility takes effective action to prevent violence in the workplace.	50%	-3%
This hospital/facility takes effective action to promote a healthy and safe workplace.	50%	-3%
People treat each other with respect and consideration in our workplace.	77%	0%
I am able to reasonably balance the demands of work and personal life.	44%	-11%
People from all backgrounds are treated fairly in our workplace.	67%	-8%
My hospital/facility deals effectively with situations that may threaten or harm employees (e.g., harassment, discrimination, violence).	42%	-10%
Physicians and medical leaders trust one another in my health authority.	37%	-2%

Fraser Health Authority Averages - *New Question

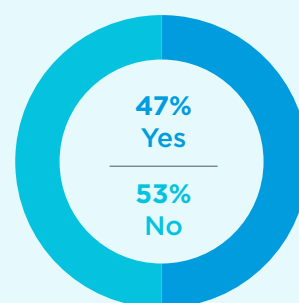
Experienced a **physical** safety incident over the last 12 months



Of those who experienced an incident(s):

- 172 experienced 1-5 incidents
- 18 experienced 6-10 incidents
- 25 experienced 11-50 incidents

Experienced a **psychological** safety incident over the last 12 months



Of those who experienced an incident(s):

- 198 experienced 1-5 incidents
- 46 experienced 6-10 incidents
- 45 experienced 11-50 incidents



REGIONAL OVERVIEW

INTERIOR HEALTH



Highlights



658
responses

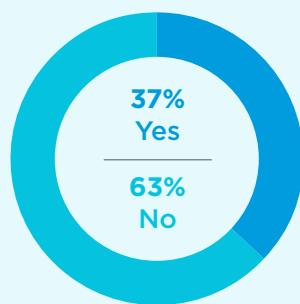
- **Engagement:** Despite declines in 7 of the 9 engagement scores, overall scores remain higher compared to initial measures from 2016
- **Health and Safety:** The majority (77%) agree that people treat each other with respect and consideration, increasing by 5% from 2021
- **Work/Life Balance:** 8% drop with only 46% agreeing they are able to balance work and life
- **Medical Leadership:** 9% drop in engagement scores among medical leaders and 36% agree that physicians and medical leaders trust one another

Interior Health Engagement	2022	2021 Difference	Provincial Average
I am satisfied with this health authority as a place to practice medicine.	49%	-9%	50%
I feel I belong to a collaborative, patient-centered team/unit.	64%	+2%	63%
I have access to the facilities, equipment, and other resources I require to meet patients' needs.	41%	-13%	42%
I have adequate opportunities to improve patient care, quality, and safety.	42%	-8%	42%
I have meaningful input into changes affecting my practice environment.	35%	-5%	34%
Senior leaders communicate the health authority's plans to physicians in a clear and timely way.	27%	-7%	27%
Senior leaders seek physicians' input when setting the health authority's goals.	22%	-2%	22%
Senior leaders' decision-making is transparent to physicians.	15%	0%	15%
This health authority values physicians' contributions.	28%	-12%	28%

Interior Health Physician Health and Safety	2022	2021 Difference
I have been involved in, or impacted by a physical safety or psychological safety issue or incident at my current hospital/facility/practice.	50%	+3%
This hospital/facility takes effective action to prevent violence in the workplace.	51%	-3%
This hospital/facility takes effective action to promote a healthy and safe workplace.	50%	-2%
People treat each other with respect and consideration in our workplace.	77%	+5%
I am able to reasonably balance the demands of work and personal life.	46%	-8%
People from all backgrounds are treated fairly in our workplace.	67%	-1%
My hospital/facility deals effectively with situations that may threaten or harm employees (e.g., harassment, discrimination, violence).	40%	-6%
Physicians and medical leaders trust one another in my health authority.	36%	-4%

Interior Health Authority Averages - *New Question

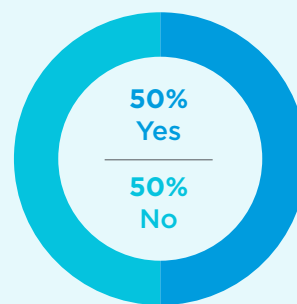
Experienced a **physical** safety incident over the last 12 months



Of those who experienced an incident(s):

- 182 experienced 1-5 incidents
- 26 experienced 6-10 incidents
- 33 experienced 11-50 incidents

Experienced a **psychological** safety incident over the last 12 months



Of those who experienced an incident(s):

- 212 experienced 1-5 incidents
- 63 experienced 6-10 incidents
- 42 experienced 11-50 incidents



REGIONAL OVERVIEW

ISLAND HEALTH



Highlights



564
responses

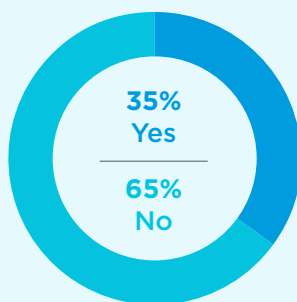
- **Engagement:** Despite declines in 8 of the 9 engagement scores, overall scores remain higher compared to initial measures from 2016
- **Value & Senior Leaders:** Feeling valued and communication from senior leaders are down 11%
- **Health and Safety:** 38% feel effective action is taken to promote a healthy and safe workplace, down 8%
- **Local Leadership:** 52% are satisfied with their hospital as a place to practice medicine compared to 40% satisfaction with their health authority

Island Health Engagement	2022	2021 Difference	Provincial Average
I am satisfied with this health authority as a place to practice medicine.	40%	-14%	50%
I feel I belong to a collaborative, patient-centered team/unit.	60%	0%	63%
I have access to the facilities, equipment, and other resources I require to meet patients' needs.	37%	-10%	42%
I have adequate opportunities to improve patient care, quality, and safety.	38%	-6%	42%
I have meaningful input into changes affecting my practice environment.	28%	-3%	34%
Senior leaders communicate the health authority's plans to physicians in a clear and timely way.	18%	-11%	27%
Senior leaders seek physicians' input when setting the health authority's goals.	18%	-3%	22%
Senior leaders' decision-making is transparent to physicians.	9%	-4%	15%
This health authority values physicians' contributions.	20%	-11%	28%

Island Health Physician Health and Safety	2022	2021 Difference
I have been involved in, or impacted by a physical safety or psychological safety issue or incident at my current hospital/facility/practice.	48%	-2%
This hospital/facility takes effective action to prevent violence in the workplace.	49%	-1%
This hospital/facility takes effective action to promote a healthy and safe workplace.	38%	-8%
People treat each other with respect and consideration in our workplace.	73%	+1%
I am able to reasonably balance the demands of work and personal life.	41%	-7%
People from all backgrounds are treated fairly in our workplace.	60%	-3%
My hospital/facility deals effectively with situations that may threaten or harm employees (e.g., harassment, discrimination, violence).	33%	-6%
Physicians and medical leaders trust one another in my health authority.	30%	0%

Island Health Authority Averages – *New Question

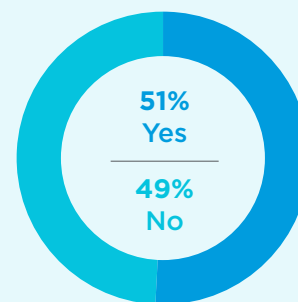
Experienced a ***physical*** safety incident over the last 12 months



Of those who experienced an incident(s):

- 137 experienced 1-5 incidents
- 30 experienced 6-10 incidents
- 25 experienced 11-50 incidents

Experienced a ***psychological*** safety incident over the last 12 months



Of those who experienced an incident(s):

- 179 experienced 1-5 incidents
- 43 experienced 6-10 incidents
- 47 experienced 11-50 incidents



REGIONAL OVERVIEW

NORTHERN HEALTH



Highlights



136
responses

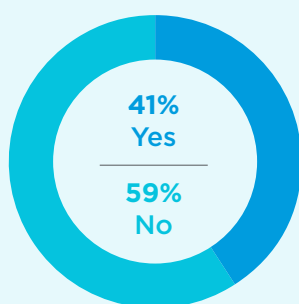
- **Engagement:** Having meaningful input into changes affecting practice environments increased by 9%
- **Health and Safety:** An 11% increase in agreeing that people from all backgrounds are treated fairly
- **Medical Leadership:** 7% drop in overall engagement scores among medical leaders
- **Trust:** 30% agree that physicians and medical leaders trust one another, down 6%

Northern Health Engagement	2022	2021 Difference	Provincial Average
I am satisfied with this health authority as a place to practice medicine.	52%	-3%	50%
I feel I belong to a collaborative, patient-centered team/unit.	62%	+4%	63%
I have access to the facilities, equipment, and other resources I require to meet patients' needs.	40%	-4%	42%
I have adequate opportunities to improve patient care, quality, and safety.	46%	0%	42%
I have meaningful input into changes affecting my practice environment.	47%	+9%	34%
Senior leaders communicate the health authority's plans to physicians in a clear and timely way.	30%	-2%	27%
Senior leaders seek physicians' input when setting the health authority's goals.	24%	-6%	22%
Senior leaders' decision-making is transparent to physicians.	20%	+1%	15%
This health authority values physicians' contributions.	33%	-7%	28%

Northern Health Physician Health and Safety	2022	2021 Difference
I have been involved in, or impacted by a physical safety or psychological safety issue or incident at my current hospital/facility/practice.	60%	+3%
This hospital/facility takes effective action to prevent violence in the workplace.	44%	+1%
This hospital/facility takes effective action to promote a healthy and safe workplace.	40%	0%
People treat each other with respect and consideration in our workplace.	63%	+1%
I am able to reasonably balance the demands of work and personal life.	41%	-3%
People from all backgrounds are treated fairly in our workplace.	64%	+11%
My hospital/facility deals effectively with situations that may threaten or harm employees (e.g., harassment, discrimination, violence).	37%	-2%
Physicians and medical leaders trust one another in my health authority.	30%	-6%

Northern Health Authority Averages – *New Question

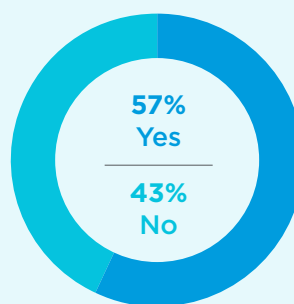
Experienced a **physical** safety incident over the last 12 months



Of those who experienced an incident(s):

- 40 experienced 1-5 incidents
- 9 experienced 6-10 incidents
- 7 experienced 11-50 incidents

Experienced a **psychological** safety incident over the last 12 months



Of those who experienced an incident(s):

- 45 experienced 1-5 incidents
- 13 experienced 6-10 incidents
- 14 experienced 11-50 incidents



REGIONAL OVERVIEW

PROVINCIAL HEALTH SERVICES AUTHORITY



Highlights



168
responses

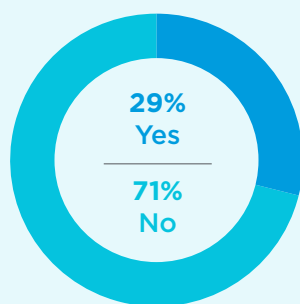
- **Engagement:** All engagement scores declined between 1% and 15%
- **Satisfaction:** 41% agree they are satisfied with PHSA as a place to practice medicine, down 15%
- **Work/Life Balance:** 11% drop with only 34% agreeing they are able to balance work and life
- **Local Leadership:** 53% are satisfied with their hospital as a place to practice medicine compared to 41% satisfaction with their health authority

PHSA Engagement	2022	2021 Difference	Provincial Average
I am satisfied with this health authority as a place to practice medicine.	41%	-15%	50%
I feel I belong to a collaborative, patient-centered team/unit.	64%	-1%	63%
I have access to the facilities, equipment, and other resources I require to meet patients' needs.	44%	-10%	42%
I have adequate opportunities to improve patient care, quality, and safety.	39%	-12%	42%
I have meaningful input into changes affecting my practice environment.	30%	-3%	34%
Senior leaders communicate the health authority's plans to physicians in a clear and timely way.	23%	-10%	27%
Senior leaders seek physicians' input when setting the health authority's goals.	17%	-2%	22%
Senior leaders' decision-making is transparent to physicians.	13%	-2%	15%
This health authority values physicians' contributions.	24%	-3%	28%

PHSA Physician Health and Safety	2022	2021 Difference
I have been involved in, or impacted by a physical safety or psychological safety issue or incident at my current hospital/facility/practice.	54%	+1%
This hospital/facility takes effective action to prevent violence in the workplace.	57%	-6%
This hospital/facility takes effective action to promote a healthy and safe workplace.	46%	-6%
People treat each other with respect and consideration in our workplace.	67%	+1%
I am able to reasonably balance the demands of work and personal life.	34%	-11%
People from all backgrounds are treated fairly in our workplace.	57%	-2%
My hospital/facility deals effectively with situations that may threaten or harm employees (e.g., harassment, discrimination, violence).	42%	-2%
Physicians and medical leaders trust one another in my health authority.	29%	-2%

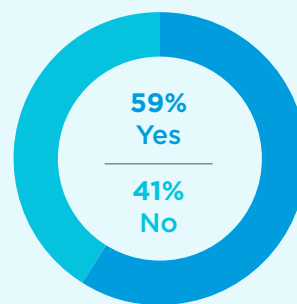
Provincial Health Services Authority Averages – *New Question

Experienced a ***physical*** safety incident over the last 12 months



- Of those who experienced an incident(s):
- 41 experienced 1-5 incidents
 - 4 experienced 6-10 incidents
 - 2 experienced 11-50 incidents

Experienced a ***psychological*** safety incident over the last 12 months



- Of those who experienced an incident(s):
- 69 experienced 1-5 incidents
 - 11 experienced 6-10 incidents
 - 13 experienced 11-50 incidents



REGIONAL OVERVIEW

VANCOUVER COASTAL HEALTH



Highlights



807
responses

- **Engagement:** Despite declines in 8 of the 9 engagement scores, overall scores remain higher compared to initial measures from 2016
- **Health and Safety:** The majority (74%) agree that people treat each other with respect and consideration
- **Health and Safety:** 46% feel their hospital deals effectively with threatening or harmful situations, down 4%
- **Medical Leadership:** 8% drop in overall engagement scores among medical leaders

Vancouver Coastal Health Engagement	2022	2021 Difference	Provincial Average
I am satisfied with this health authority as a place to practice medicine.	60%	-6%	50%
I feel I belong to a collaborative, patient-centered team/unit.	65%	3%	63%
I have access to the facilities, equipment, and other resources I require to meet patients' needs.	45%	-10%	42%
I have adequate opportunities to improve patient care, quality, and safety.	47%	-5%	42%
I have meaningful input into changes affecting my practice environment.	39%	-1%	34%
Senior leaders communicate the health authority's plans to physicians in a clear and timely way.	33%	-7%	27%
Senior leaders seek physicians' input when setting the health authority's goals.	26%	-6%	22%
Senior leaders' decision-making is transparent to physicians.	18%	-5%	15%
This health authority values physicians' contributions.	33%	-10%	28%

Vancouver Coastal Health Physician Health and Safety

2022

2021
Difference

I have been involved in, or impacted by a physical safety or psychological safety issue or incident at my current hospital/facility/practice.

47%

-4%

This hospital/facility takes effective action to prevent violence in the workplace.

53%

-3%

This hospital/facility takes effective action to promote a healthy and safe workplace.

53%

-3%

People treat each other with respect and consideration in our workplace.

74%

-1%

I am able to reasonably balance the demands of work and personal life.

47%

-4%

People from all backgrounds are treated fairly in our workplace.

69%

-3%

My hospital/facility deals effectively with situations that may threaten or harm employees (e.g., harassment, discrimination, violence).

46%

-4%

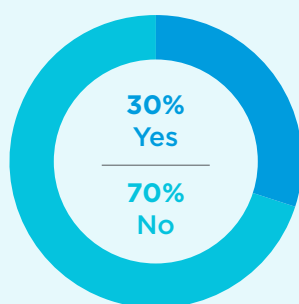
Physicians and medical leaders trust one another in my health authority.

39%

-3%

Vancouver Coastal Health Authority Averages – *New Question

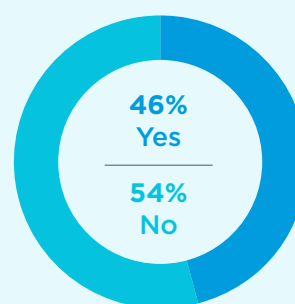
Experienced a **physical** safety incident over the last 12 months



Of those who experienced an incident(s):

- 172 experienced 1-5 incidents
- 25 experienced 6-10 incidents
- 37 experienced 11-50 incidents

Experienced a **psychological** safety incident over the last 12 months



Of those who experienced an incident(s):

- 245 experienced 1-5 incidents
- 52 experienced 6-10 incidents
- 54 experienced 11-50 incidents

METHODOLOGY, RESPONSE RATES, AND DEMOGRAPHICS

The survey was conducted by an external polling firm TWI Surveys from September 12, to October 12, 2022. It was sent to 12,689 eligible members, of which 2,983 physicians responded, resulting in a response rate of 24%.

The survey used 18 questions with a 5-point Likert scale, adopting questions from the Health Standards Organization (HSO) Physician Work Life Pulse Tool, and the Guarding Minds at Work assessment tool. The analysis is presented in an agree, neutral, disagree format.

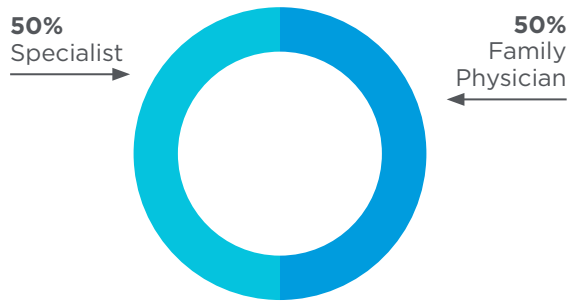
The overall data is valid 19 times out of 20 with a margin of error of +/- 1.57%. All percentages have been rounded to the nearest whole number. Sample sizes for the demographic breakdowns are included in some of the charts. and will be outlined in detail in the [supplemental report](#).

All individual responses and comments are anonymous and confidential. Open-ended comments have been themed to reflect physician feedback.

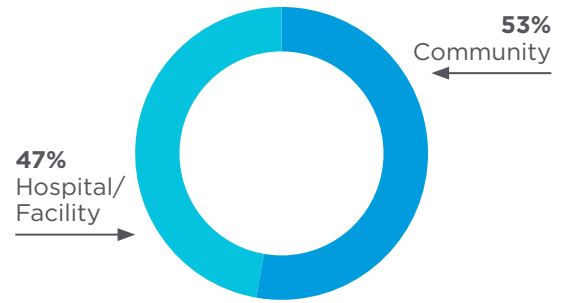
Response Rates	2022	2021	Difference
First Nations Health Authority*	4	3	+1
Fraser Health Authority	646	758	-112
Interior Health Authority	658	617	+41
Island Health Authority	564	649	-85
Northern Health Authority	136	179	-43
Provincial Health Services Authority	168	188	-20
Vancouver Coastal Health Authority	807	907	-100
Totals	2,983	3,301	-318

* Due to a small sample size and comparative purposes, First Nations Health Authority data has been removed in this report.

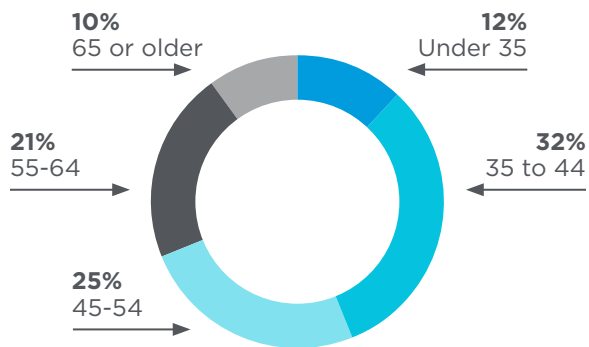
Family Physicians or Specialists



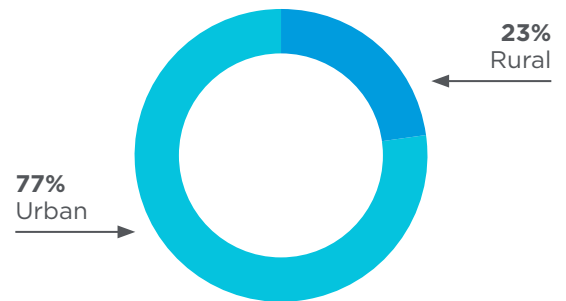
Hospital/Facility or Community Based



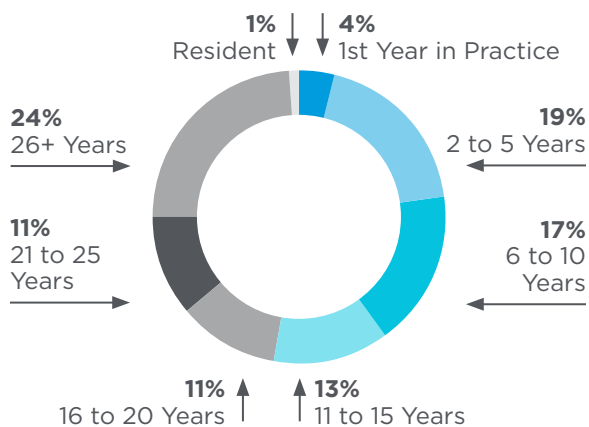
Age



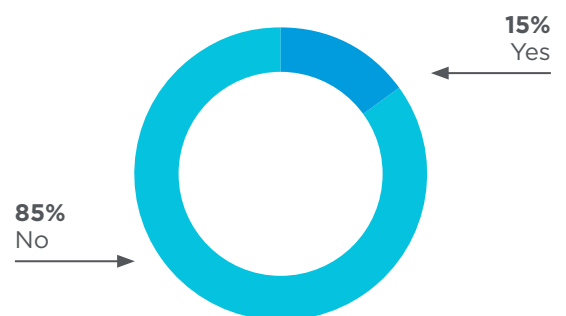
Setting



Tenure



Medical Leadership



NEW QUESTIONS (OPTIONAL)

Gender Identity (N=2,839)

Select one	n	%
Male/Man	1,418	50%
Female/Woman	1,282	45%
*Transgender Male/Man	*	*
*Transgender Female/Woman	*	*
*Nonbinary	*	*
Another gender	11	0.4%
Prefer not to answer	120	4%

*n<10

Background (N=2,834)

Check all that apply	n	%
Indigenous	38	1%
Black	47	2%
East Asian	387	14%
Southeast Asian	33	1%
Latina/o	14	1%
Middle Eastern	100	4%
South Asian	272	10%
White	1,819	64%
Another/specific identity	170	6%
Prefer not to answer	66	2%

CONCLUDING REMARKS

Physicians are an essential voice in influencing care, but they too often feel like they are not being heard. The results from this year also showed us that in most cases physicians are working in an increasingly stressful and under resourced system. However they have also said there are lots of opportunities to improve, and they are dedicated to supporting these improvements.

It is incumbent on all leaders within the BC healthcare system to take physician concerns seriously, to take up their invitation to involve them in decision-making, to provide them with useful and innovative training options, and to recognize their invaluable contribution to the care of all British Columbians.

We are thankful to our members for trusting us with their candid feedback. We are committed to sharing their views with all partners, for the betterment of patients and the wellness of our physicians.

A [supplemental report](#) with detailed regional, facility and additional breakdowns is available on the Doctors of BC website.

Overall, this report is one of many tools that physicians, health authorities, and government can use to help support collaboration, engagement and quality improvements within the health care system.

If you have any questions or comments regarding the survey results and next steps, please contact advocacy@doctorsofbc.ca.

Sincerely,
Doctors of BC

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Vancouver BC V6J 5A4
doctorsofbc.ca

