

2025

Health Authority Engagement Survey Report

Provincial and regional highlights



Contents

MESSAGE FROM THE PRESIDENT	3
EXECUTIVE SUMMARY	4
INTRODUCTION	6
What is the purpose of this survey?	6
What's new for the 2025 Survey Report?	6
Why is this survey important?	7
What types of questions are included in the survey, and how long have they been asked?	7
How do we interpret the data on engagement levels?	7
How did we seek member input?	7
What is the survey methodology?	7
PHYSICIAN ENGAGEMENT ACROSS BC	8
Engagement trends & regional rankings	8
Regional variance	9
Group trends: demographics and medical leadership	10
Physician engagement across BC — a deeper dive	12
FIRST NATIONS HEALTH AUTHORITY	14
PHYSICAL AND PSYCHOLOGICAL SAFETY TRENDS	16
HEALTH AUTHORITY REVIEW: YOUR THOUGHTS	17
PROVINCIAL OVERVIEW	18
PHYSICIAN HEALTH AND SAFETY	19
REGIONAL OVERVIEW	21
Site-level comparisons	21
Fraser Health	22
Interior Health	24
Island Health	26
Northern Health	28
Provincial Health Services Authority	30
Vancouver Coastal Health	32
Providence Health Care	34
APPENDIX	35
Demographics	36
CONCLUDING REMARKS	39

Message from the President

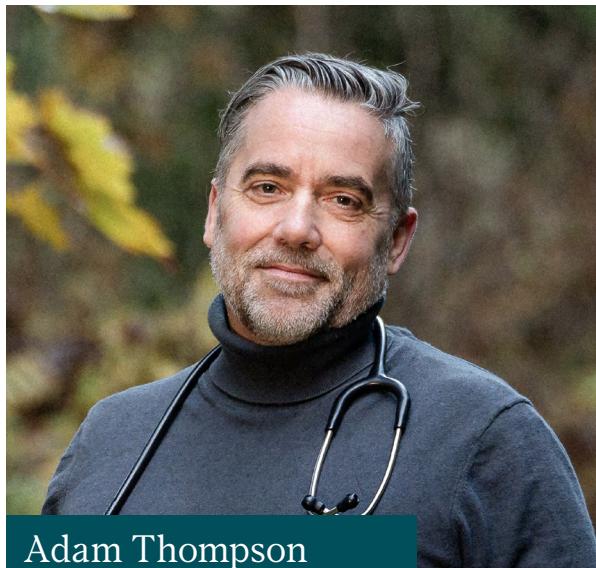
Dear members,

This report outlines the results of the 2025 Health Authority Engagement survey which is in its ninth year. Our Health Authority Engagement Survey is a vital tool for amplifying the voices of physicians across the province. Your responses help capture the attention of the government and senior health care leaders to promote positive change for both physicians and patients.

This year, more than 2,300 physician members participated in the survey and shared more than 8,000 comments. You told us that while adequate compensation is essential to support your work, it is only one of the pillars needed for a resilient and committed physician workforce. The results show that engaged leadership and meaningful conversations between these leaders and physicians significantly influence overall engagement and your sense of physical and psychological safety at work.

Physicians also need to be included in wider provincial initiatives. The ongoing health authority reviews have provided an opportunity to reexamine established ways of working and reduce administrative burdens that weigh heavily on doctors. Your feedback is more important than ever as physicians, given the strain our health care system is under.

Survey responses from you and your colleagues support our strategic plan, emphasizing both the importance of including your perspectives to improve health care and protect physician health, wellness, and safety. Your responses lay the groundwork for continued advocacy on behalf of the profession, guiding the development of Engagement Response Plans (ERPs), and supporting our Regional Advisors



Adam Thompson

President, Doctors of BC

and Advocates (RAAs). Results will inform strategic conversations in meetings with health authorities, the government, and Medical Staff Associations (MSAs), and guide the work of committees on topics such as improving workplace safety and continuing to address administrative burdens. Doctors of BC will also meet with the CEOs of each health authority to share our recommendations in support of a system that benefits physicians and the patients we serve.

Thank you for sharing your honest feedback with Doctors of BC. By taking just a few minutes to share your thoughts via this survey, you and your colleagues throughout British Columbia are supporting health care transformation on local, regional, and provincial levels.

Sincerely,

Dr Adam Thompson
President, Doctors of BC

Executive summary

This year marks the ninth Doctors of BC Health Authority Engagement Survey. In 2025, the survey received responses from 2,387 members (a 16% response rate) with representation from all health authorities in the province. Participating physicians also submitted more than 8,000 open-ended comments, sharing their thoughts and recommendations for the system, and ranked 17 unique statements regarding their engagement with their health authority and local facility. Topics covered included physical and psychological health and safety, balancing work and personal life demands, transparency from senior leaders, and overall workplace satisfaction. This year also included specific open-ended questions about the health authority review process currently underway by the Ministry of Health. The survey was independently conducted by TWI Surveys.

Engagement averages	2025	2023	Difference
Provincial	32%	33%	-1%
Vancouver Coastal	43%	42%	+1%
PHSA	38%	37%	+1%
Northern	30%	30%	—
Interior	29%	33%	-4%
Fraser	28%	32%	-4%
Island	26%	25%	+1%

Regional differences in physician engagement

Survey results highlight the importance of cultivating an engaging, healthy, and safe work environment for physicians, particularly during times of significant stress and pressure on the health care system. Although we notice a slight decrease in overall provincial scores, the survey reveals notable regional differences and trends in physician engagement. Some areas continued to show improvement while others saw declines, and a few remained stable.

The following table outlines the percent agreement shift since 2023 for two engagement questions. This is the first time in nine years that we have seen such examples of significant variation across regions. These results present opportunities for learning and require further investigation.

	Provincial	Fraser	Interior	Island	Northern	PHSA	Vancouver Coastal
I am satisfied with this health authority as a place to practice medicine	-4%	-9%	-12%	+1%	—	-1%	—
I feel I belong to a collaborative, patient-centred team/unit	+1%	-6%	+2%	+6%	+7%	-3%	+2%

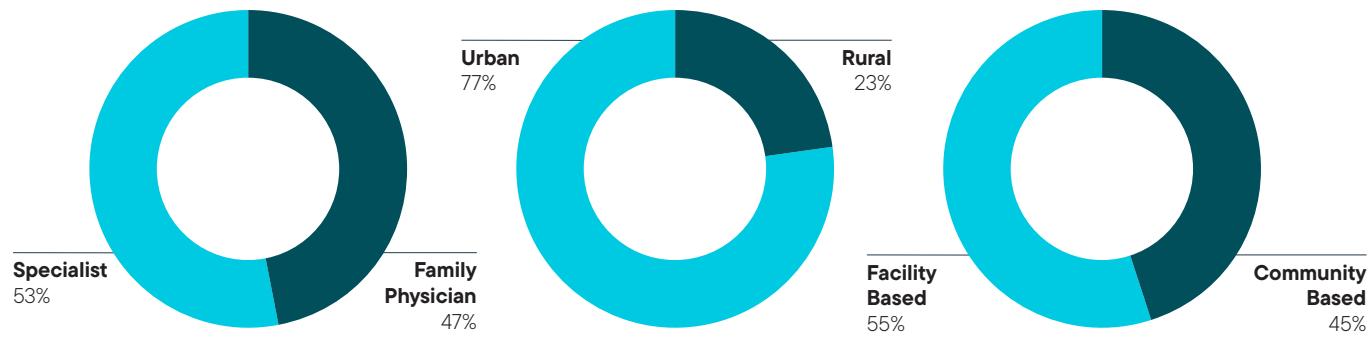
At a time when the system is under strain across the board, we see that engagement trends can go in either direction. For regions that maintained or improved engagement results, there are examples of effective strategies that may be shared. Likewise, for those who saw a drop in scores, there are lessons to be learned.

Belonging, work/life balance, and trust in leadership

As this survey has evolved, the factors that influence engagement or support for health authority direction have become clearer and more consistent. Physicians seek an environment where they feel part of a safe, collaborative, patient-centred team/unit, and can reasonably balance the demands of work with personal life. They seek genuine opportunities to connect with leadership and raise concerns, while feeling secure in trusting their workplace to improve. When one or more of these factors is weak or compromised, engagement and, subsequently, support, retention, and general morale decline.

The open-ended comments about psychological and physical safety from this year's survey were both revealing and a powerful call to action. Physicians said that physical violence most often comes from patients, with contributing factors ranging from mental health and addiction challenges, to upset family members, to people simply waiting too long for care and acting out. On the other hand, incidents related to psychological safety, including bullying or harassment, may result from patient interactions, but can also originate from health authority leadership, other health care staff, and even physician colleagues.

Demographics



16%

response rate

2,387

total responses

Transparency leads to a stronger health care system

Reflecting on how physicians may feel, how they are treated, and how safe they feel at work can support a more efficient health care system without added costs. Listening, asking for feedback and input, and being transparent in decision-making are all attributes of a healthy and safe workplace. As physicians are integral to the health care system, they have first-hand knowledge and experience on how to improve processes, through cost-saving measures and patient care enhancements. Cultivating a positive work environment that encourages closed-loop feedback systems and fosters a culture of open communication, where physicians feel empowered to speak up without fear of reprisal, will result in more engaged physicians who feel safe and secure, ultimately delivering better patient care.

Introduction

WHAT IS THE PURPOSE OF THIS SURVEY?

This survey measures overall physician engagement, as well as their thoughts on health and safety across all health authorities in the province. Doctors of BC has asked the same set of core questions since 2016, and the survey results influence physician engagement discussions at provincial, regional, and local levels.

In 2023, supported by our advocacy efforts, Doctors of BC and health authorities collaborated to establish regional Engagement Response Plans (ERPs). The ERPs provide a framework for Medical Staff Associations (MSAs), health authority senior leaders, and Doctors of BC to work together, outlining improvement strategies and developing locally informed solutions. ([Read more on our website](#) about the positive changes that have resulted from these plans.)

Doctors of BC will revisit these plans and continue to work with members to advocate for further changes with the release of these results.

The survey was open from October 1 to October 30, 2025.

WHAT'S NEW FOR THE 2025 SURVEY REPORT?

There are two new key items to note in the 2025 Survey report:

1

We asked new questions about the health authority review underway and physicians' priorities related to these reviews.

Physicians had the opportunity to answer open-ended questions that aimed to gather their views regarding the BC government's formal health authority review, which is currently underway. The government's review aims to minimize unnecessary administrative spending and ensure that resources support front-line patient care. The four open-ended questions included in the 2025 survey asked participants about their top priorities for reducing administrative burdens, opportunities for enhancing current health authority governance structures (e.g. medical advisory committees), the best methods for improving senior leadership communication, ideas on redirecting funds from administration to front-line patient care, and examples of decisions that either positively or negatively affected their work.

2

The First Nations Health Authority's high-level results are included in the survey for the first time.

For the first time, Doctors of BC is pleased to report that the First Nations Health Authority had sufficient participants to permit reporting on high-level survey results. Details can be found in this report.

WHY IS THIS SURVEY IMPORTANT?

The Doctors of BC Health Authority Engagement Survey began in 2016 with a set of nine engagement questions from the Health Standards Organization's (HSO's) WorkLife Pulse Tool, which are still used today. Before this survey, there was no way to measure how physicians felt about working in health authorities, nor was there a method to gather that input. Once it launched, the survey quickly became the first opportunity for members to have their voice heard about their working environments across BC health authorities. Before this data became available, there was also no way to compare different sites or regions, or to identify any trends within the system.

Members can share their thoughts with their health authority on key factors, such as their level of satisfaction with their work, their engagement with leadership, and whether they feel they have a healthy and safe working environment, using a validated tool. With high response rates compared to other physician surveys, the survey enables comparisons of engagement results for regions and facilities over time, creating the opportunity to learn from areas in the province that are performing well and to address concerns where scores are low.

WHAT TYPES OF QUESTIONS ARE INCLUDED IN THE SURVEY, AND HOW LONG HAVE THEY BEEN ASKED?

- Nine engagement questions from HSO's Work Life Pulse Tool (Nine years)
- Five physician health and safety questions from the Guarding Minds at Work assessment tool (Six years)
- Two questions on incidents related to physical and psychological safety (Three years)
- Two open-ended questions on physical and psychological safety Incidents (Three years)
- Four open-ended questions on the Health Authority Review (New)
- Questions on demographics, including optional questions on gender and racial identity (Questions on gender and racial identity have been asked for four years, with other demographic questions varying)

HOW DO WE INTERPRET THE DATA ON ENGAGEMENT LEVELS?

When answering questions in this survey, members select a response from a five-point Likert scale that ranges from 'strongly agree' to 'strongly disagree'. For reporting purposes, scores have been combined for 'agree' and 'strongly agree' and for 'disagree' and 'strongly disagree'. All nine core engagement questions are phrased using neutral or positive language. Agreement (either 'strongly' or 'somewhat') is considered a positive indicator of engagement.

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. All responses are anonymous and confidential - Doctors of BC does not have access to individual responses. The survey was open from October 1 to 30, 2025, with members receiving regular reminder emails throughout its run. Other communication tools, such as social media and the Doctors of BC website, were also used to encourage participation among the membership.

For nine years, Doctors of BC has asked the same nine core questions to track trends over time.

WHAT IS THE SURVEY METHODOLOGY?

The overall data is valid 19 times out of 20 with a margin of error of +/- 1.84%. All percentages are rounded to the nearest whole number. Sample sizes for the demographic breakdowns are included in some charts and are detailed in the [supplemental report](#).

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

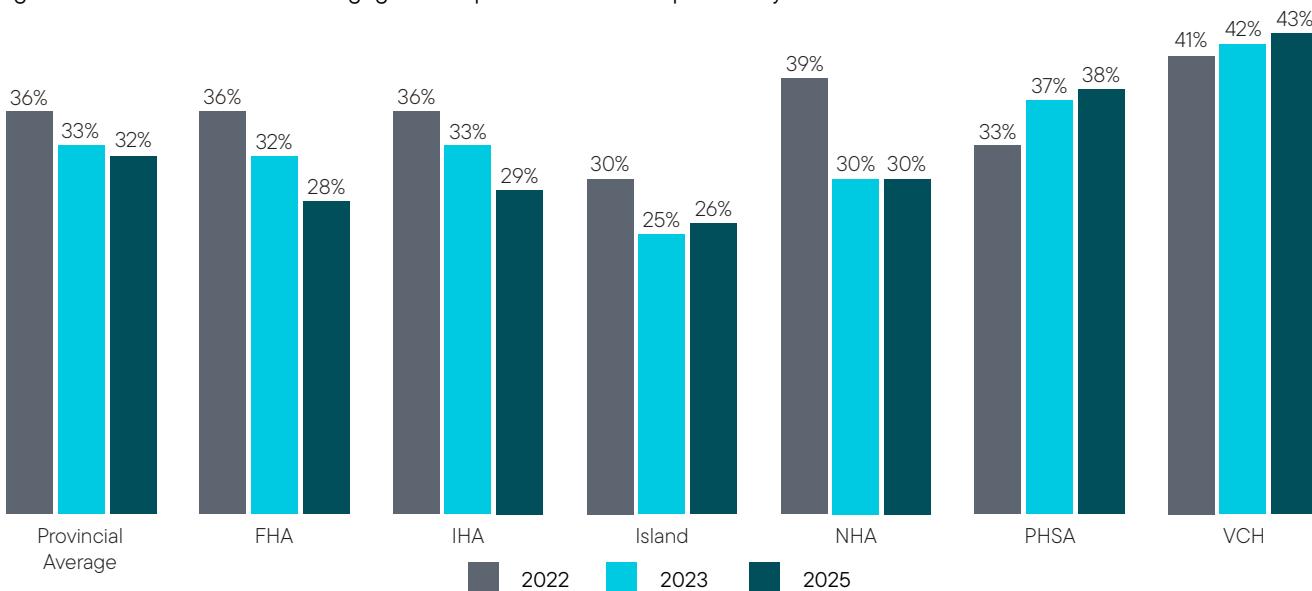
Physician engagement across BC

ENGAGEMENT TRENDS & REGIONAL RANKINGS

This section highlights how different demographics, groups, and regions responded to the engagement questions. Although the shift in average engagement scores from 2023 appear to be minimal, a deeper dive into particular questions reveals significant variation and change across regions. The percentages reflect the engagement averages for the same nine engagement questions asked in previous years.

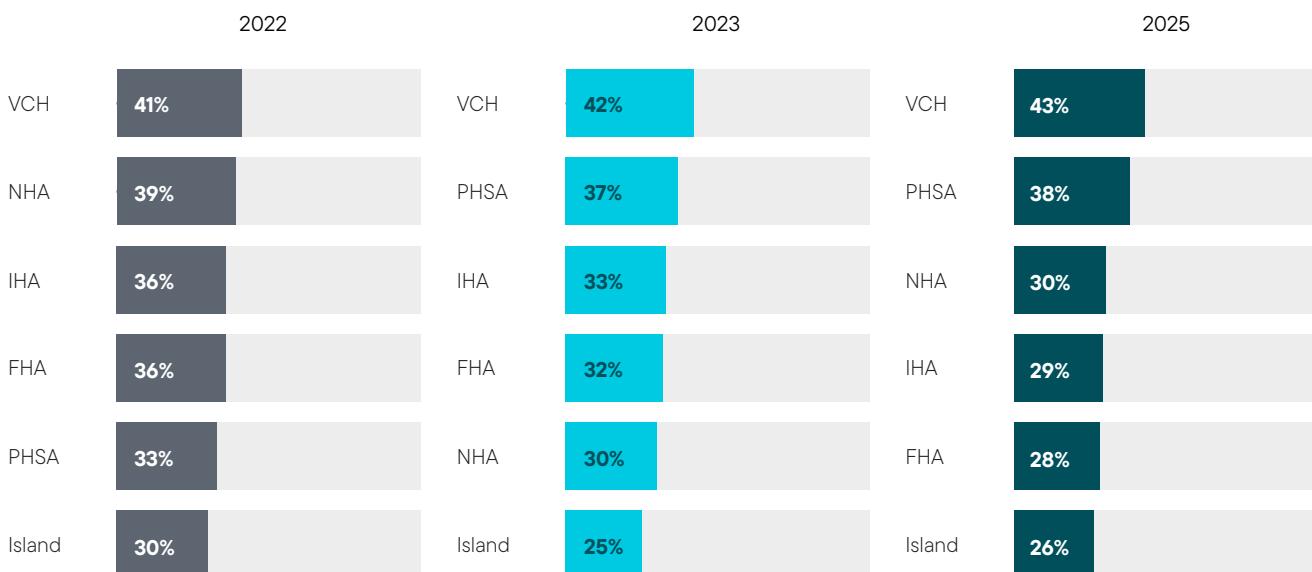
Engagement trends

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



Regional rankings

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



REGIONAL VARIANCE

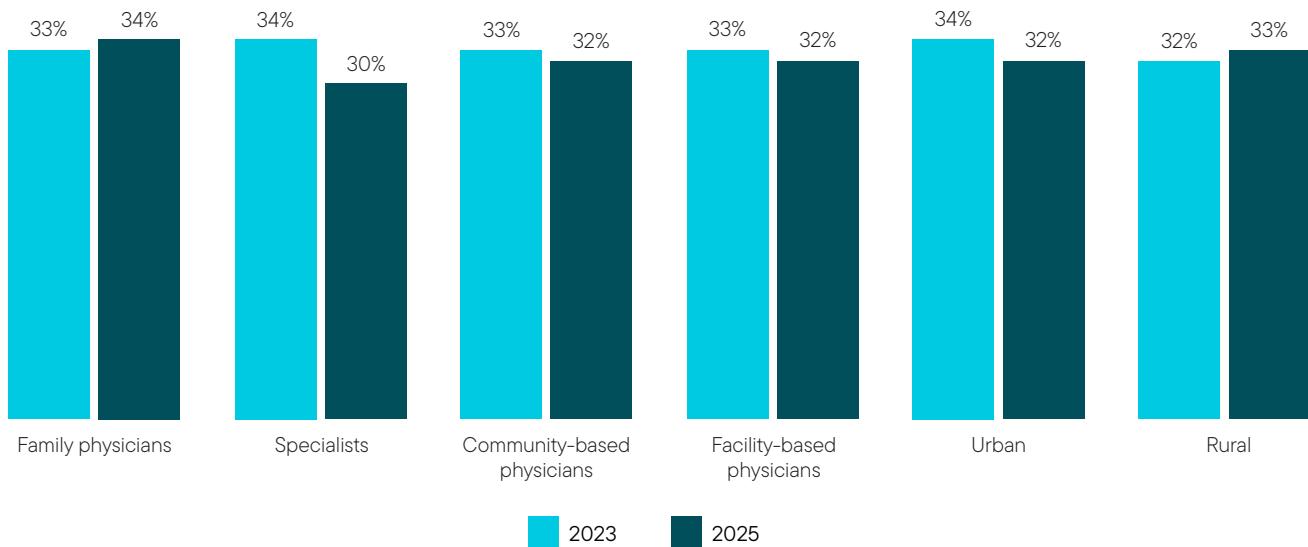
The following charts outline the percent agreement shift since 2023 for a selection of survey questions by region. The provincial shifts range from 1% to 6%, whereas some regions see changes that include increases up to 18% and decreases of 12%.

Shifts in regional engagement	Provincial	Fraser	Interior	Island	Northern	PHSA	Vancouver Coastal
I am satisfied with this health authority as a place to practice medicine.	-4%	-9%	-12%	+1%	—	-1%	—
I feel I belong to a collaborative, patient-centred team/unit.	+1%	-6%	+2%	+6%	+7%	-3%	+2%
I have access to the facilities, equipment, and other resources I require to meet patients' needs.	-3%	-3%	-6%	-5%	+4%	+4%	—
I have meaningful input into changes affecting my practice environment.	+1%	-2%	-3%	-2%	+2%	+9%	+5%
Shifts in health and safety	Provincial	Fraser	Interior	Island	Northern	PHSA	Vancouver Coastal
This hospital/facility takes effective action to prevent violence in the workplace.	-2%	-9%	-3%	—	+17%	—	-1%
This hospital/facility takes effective action to promote a healthy and safe workplace.	-4%	-6%	-7%	-3%	+15%	-1%	-3%
This hospital/facility deals effectively with situations that may threaten or harm employees (e.g., harassment, discrimination, violence).	-4%	-9%	-7%	-3%	+18%	-3%	-1%
I am able to reasonably balance the demands of work and personal life.	+6%	+2%	+1%	+12%	+1%	+14%	+6%

GROUP TRENDS: DEMOGRAPHICS AND MEDICAL LEADERSHIP

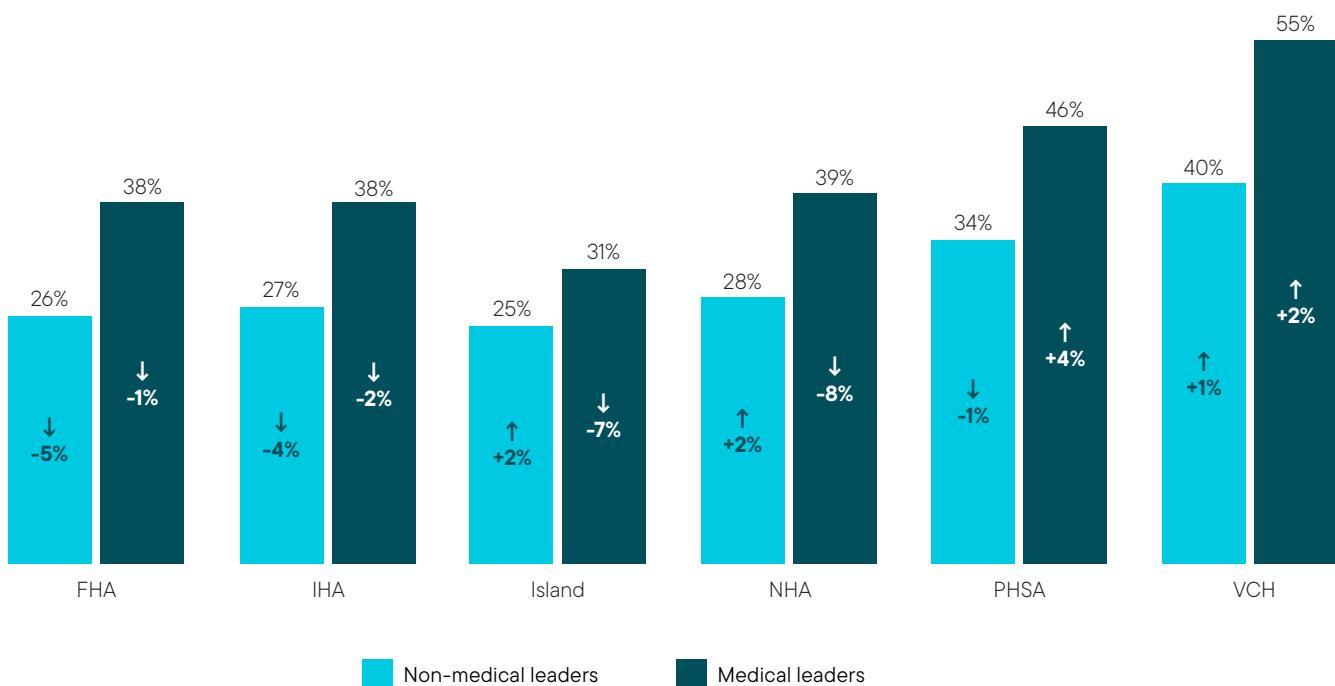
Engagement by group

Overall engagement averages for physician groups.



Medical leadership

The following chart breaks down results by those who have identified themselves in a formal medical leadership position (e.g., Department Head, Regional Medical Lead/Director, Vice President of Medicine) and those who are not in such positions. The shift in agreement is outlined in the bars on the graph. Notably, the medical leadership engagement scores of Island Health and Northern Health have decreased substantially, between 7% and 8% since 2023.





PHYSICIAN ENGAGEMENT ACROSS BC – A DEEPER DIVE

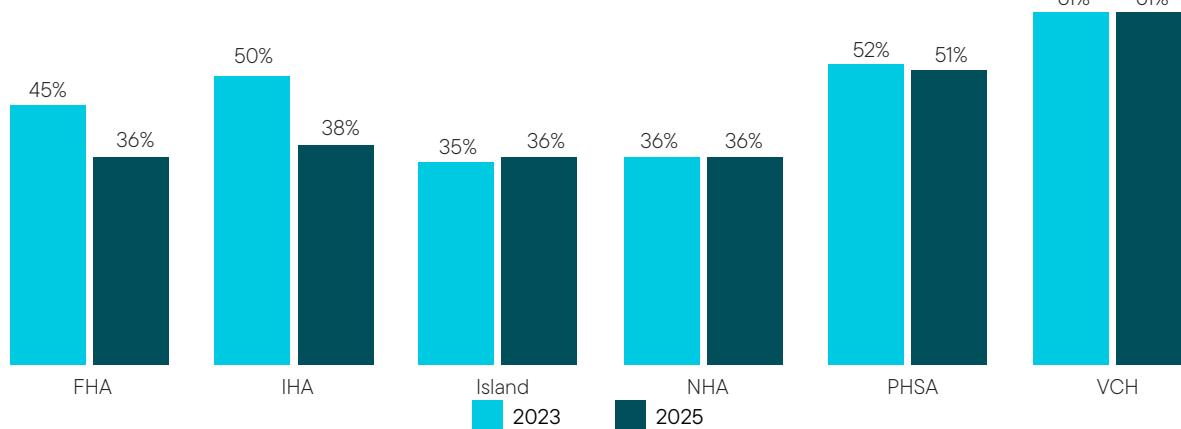
I am satisfied with this health authority as a place to practice medicine.

This statement serves as a proxy for overall engagement, as it often reflects general impressions and feelings. The shift in results from 2023 to 2025 shows groups that are remaining steady and others that are facing challenges. Results in 2025 reveal an interesting variability among health authorities.

One of our key strategic priorities is to increase the influence of the physician voice, creating opportunities for physician leadership in driving meaningful change and transforming health care. In support of this, the 2023 survey results helped to develop Engagement Response Plans (ERPs) with each health authority. These plans connect Doctors of BC, Medical Staff Associations (MSAs), and senior health authority leaders to collaborate on real-world improvements and solutions on the ground.

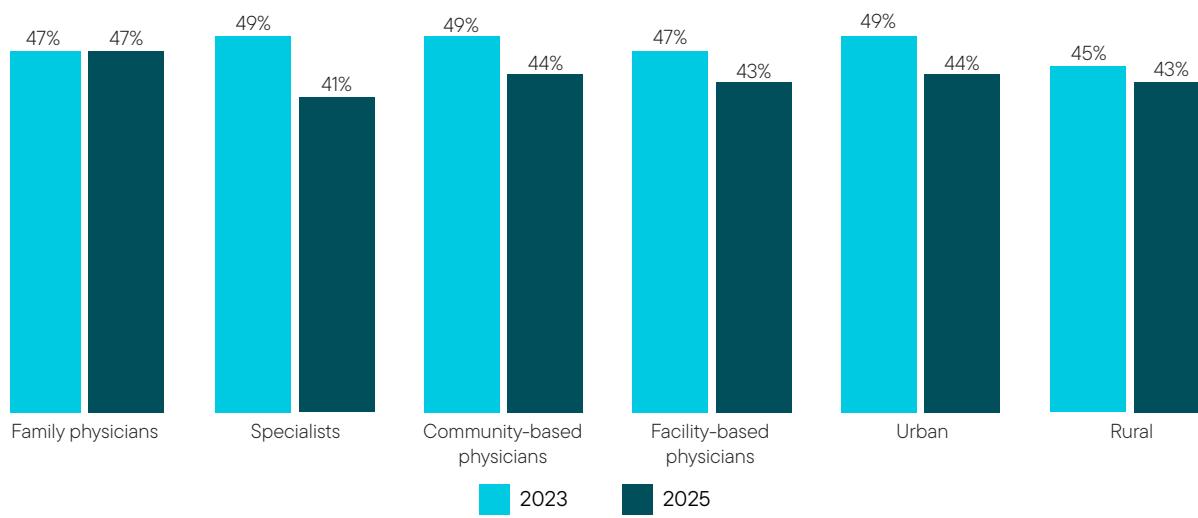
Both Vancouver Coastal Health (VCH) and the Provincial Health Services Authority (PHSA) launched a Medical Staff Wellness Survey to support physician health and wellness, leveraging the results of the Doctors of BC survey. Incidentally, both health authorities are leading in engagement scores across the province. However, existing concerns in both Fraser and Interior escalated in 2025, with changing leadership and communication challenges that may have contributed to significant decreases for both regions this year.

Regional agreement scores



Demographic differences in responses to this statement indicate that some groups and regions are experiencing both positive and negative sentiments of satisfaction with practicing medicine in their workplace.

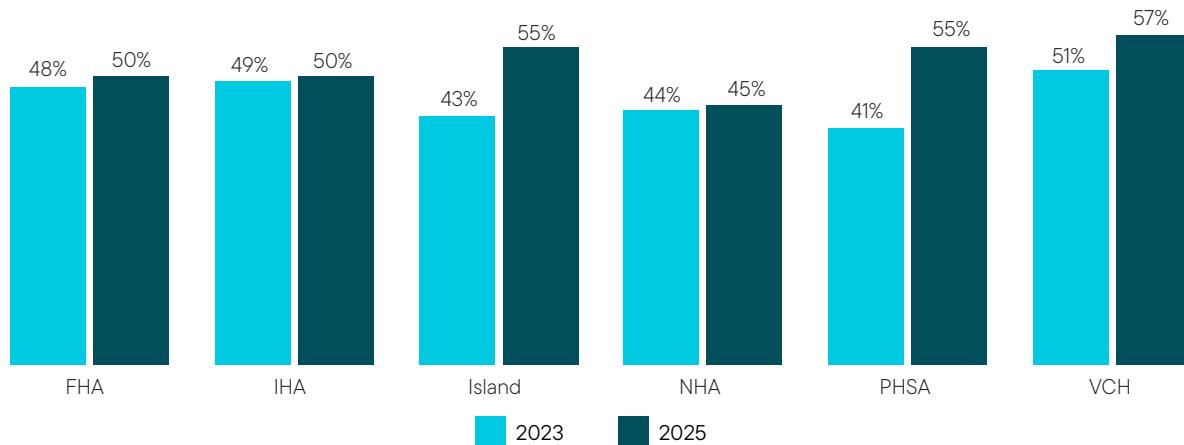
Physician group agreement scores



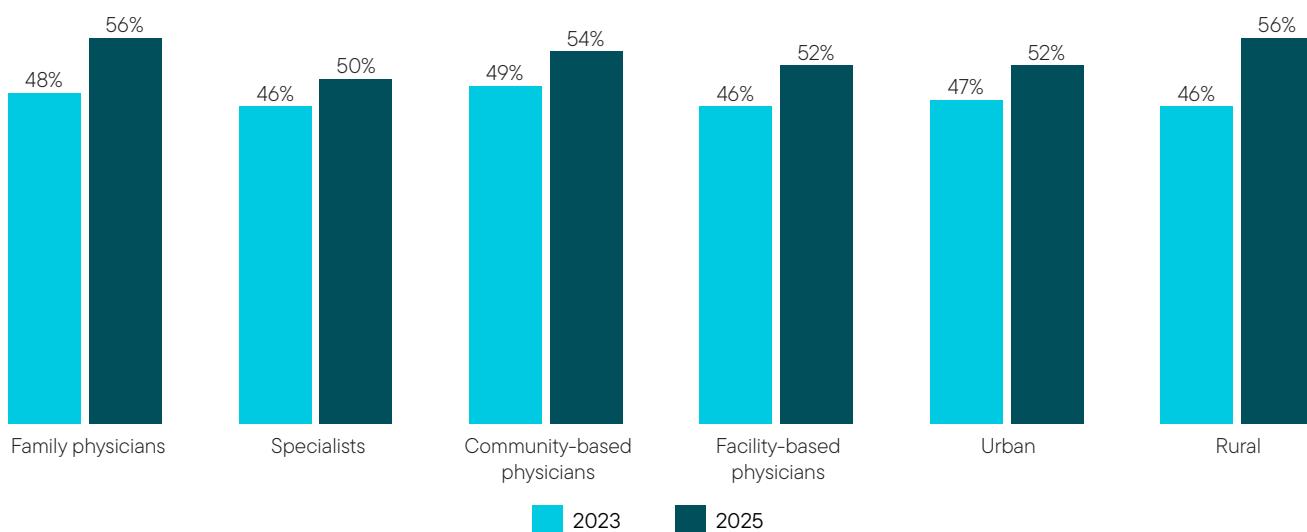
I am able to reasonably balance the demands of work and personal life.

This statement is one of the few instances where scores have increased across all regions, practice types, and age groups.

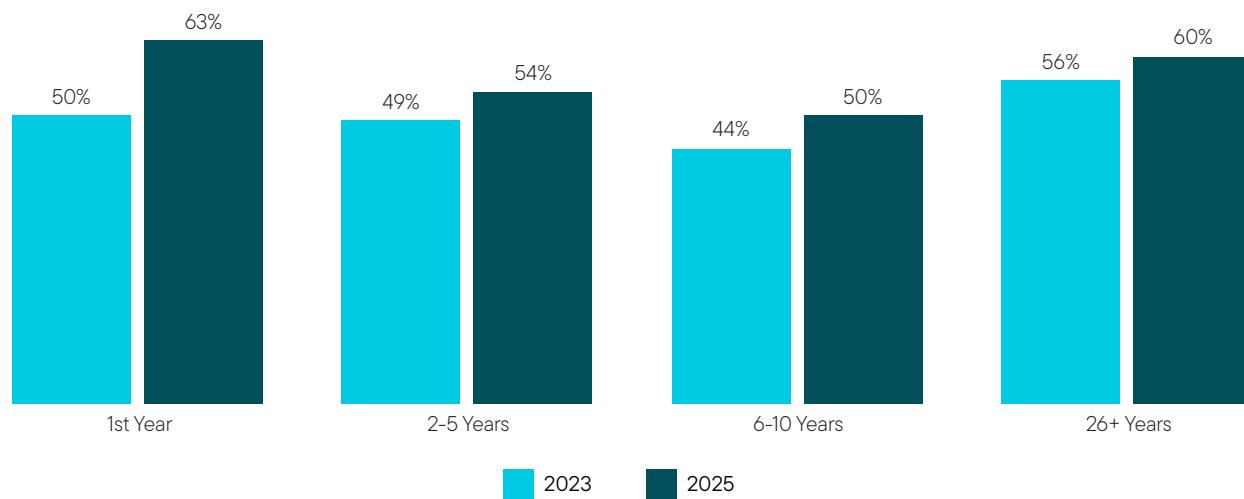
Regional agreement scores



Practice group scores



Tenure scores



First Nations Health Authority

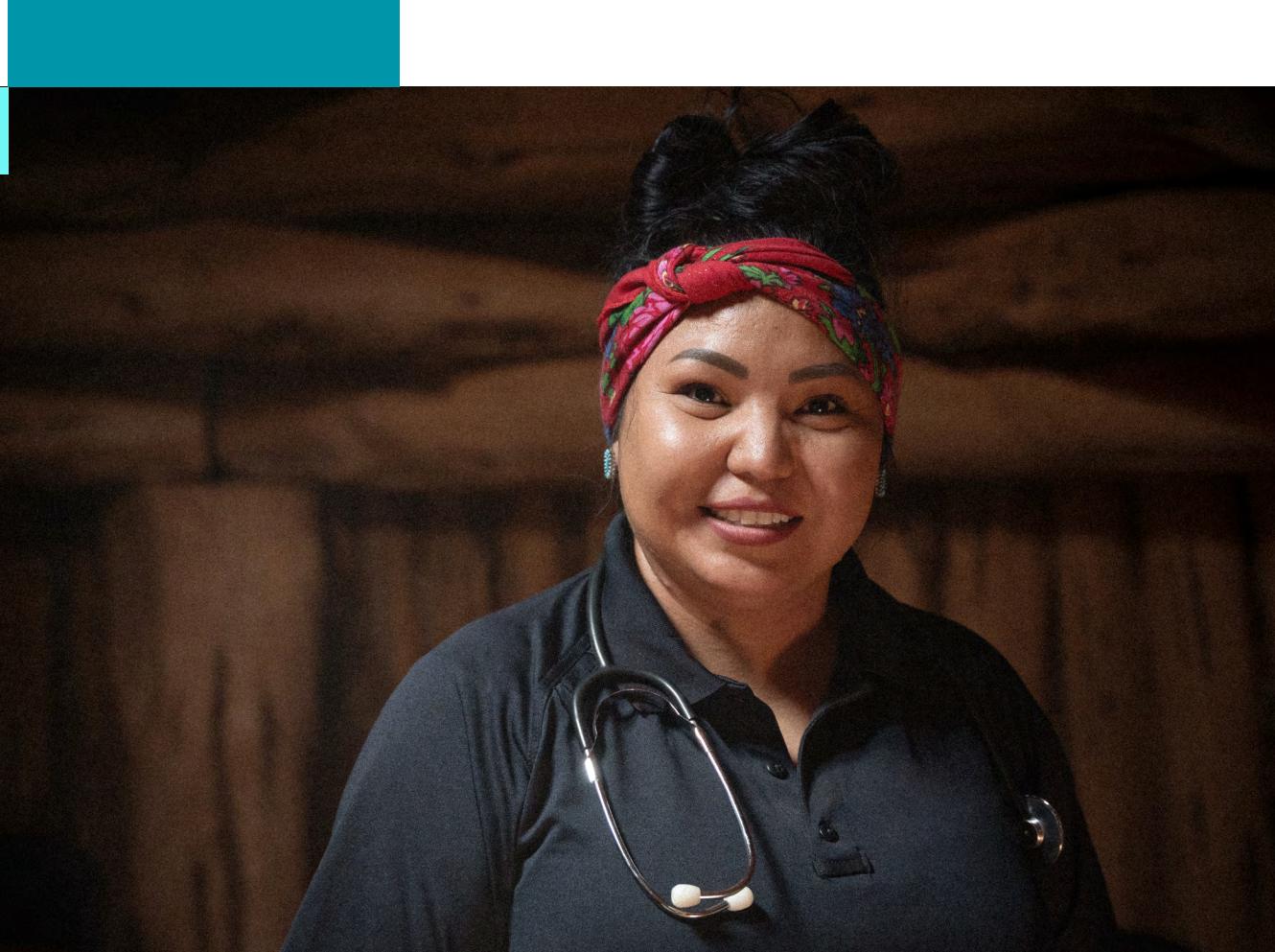
 5 Responses

This is the first year that Doctors of BC is reporting results from participants who answered the survey from the perspective of the First Nations Health Authority (FNHA). In previous years, their scores were included in overall provincial results. This year they have also been included independently as there was an appropriate sample size, thereby maintaining anonymity and confidentiality. This was determined by TWI Surveys. Due to the small number of participants (n=5) within FNHA, comparisons with regional health authorities will not be highlighted.

Note that, although there were five respondents, some chose to respond 'N/A' to several questions, which lowers the reporting threshold. Only responses to questions from all five FNHA physicians who selected Agree, Neutral or Disagree are shown on the following charts. Due to the low response rate in 2023, no scores are reported for comparison.

Most responses regarding physician engagement were positive or neutral, with few indicating they disagreed with the survey statements.

4 out of 5 agree they feel they belong to a collaborative, patient-centered team/unit.



FNHA Engagement**80%**

I feel I belong to a collaborative, patient-centered team/unit.

40%

I have adequate opportunities to improve patient care, quality, and safety.

20%

I have meaningful input into changes affecting my practice environment.

20%

This health authority values physicians' contributions.

FNHA Physician health and safety**60%**

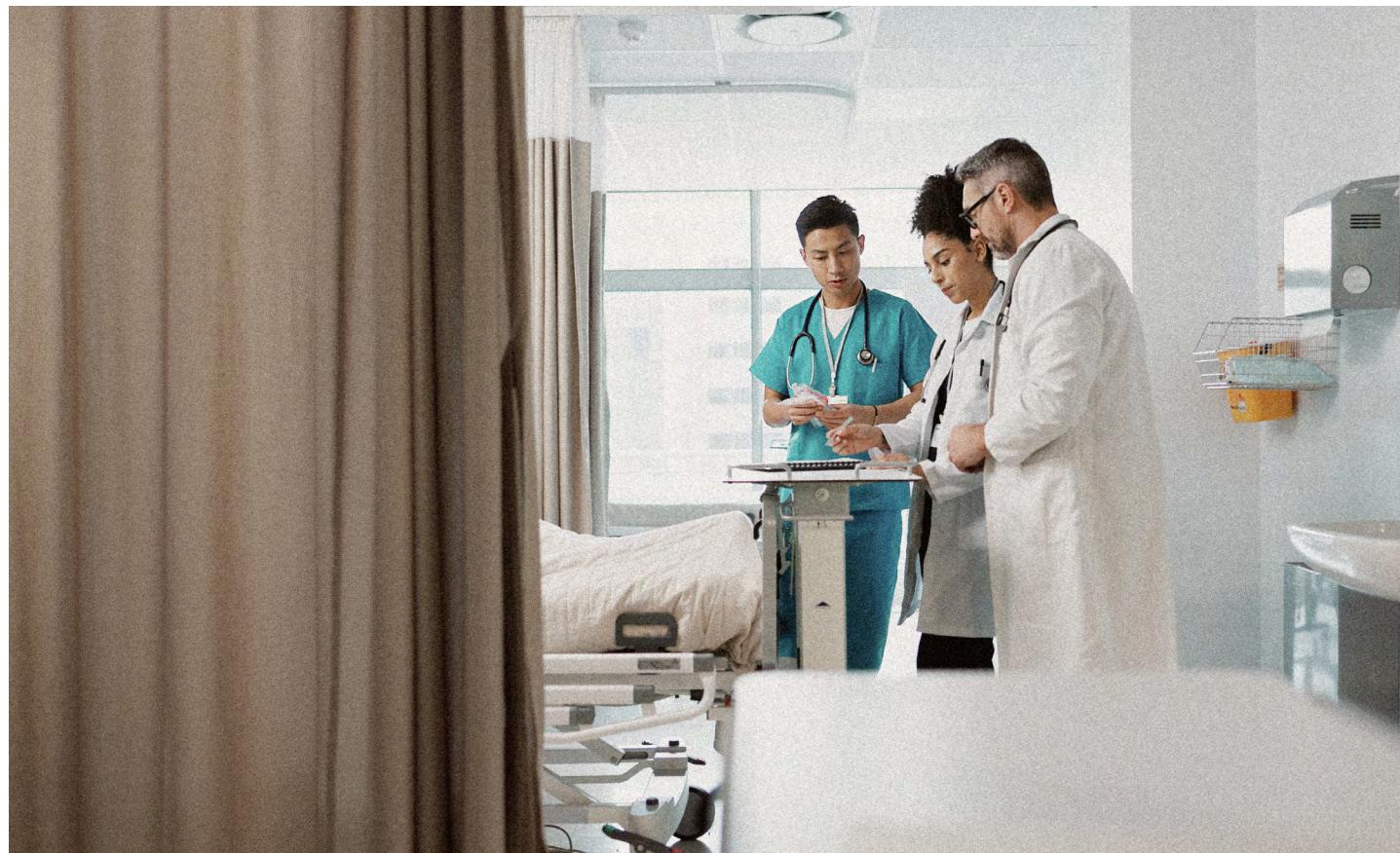
I am able to reasonably balance the demands of work and personal life.

60%

People from all backgrounds are treated fairly in our workplace.

60%

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



Physical and psychological safety trends

In addition to asking members about the number of physical and psychological incidents they experienced, we asked them to describe these experiences. Here is a summary of the most commonly experienced incidents. We received nearly 1,800 comments on this topic.

Physical safety (813 comments)

The majority (72%) of comments referenced patient violence. Examples include aggressive and threatening behaviour, verbal abuse, physical abuse (hitting, punching, throwing objects etc.).

Respondents cited behavioural conditions (20%) as a top contributor to violent incidents. Respondents indicated substance abuse and mental health challenges were factors in many instances.

Participants note insufficient security (14%) as another causal factor to violent incidents in their workplace, citing inadequate or no security available when needed, having to call the RCMP and/or restraining patients. Several Code white incidents were also reported.

Psychological safety (986 comments)

Nearly 40% of respondents describe experiences of bullying and harassment from colleagues, management and other health care workers (e.g. nurses).

31% of comments indicated several resource-related and process challenges. Examples include a lack of support from leadership, insufficient staffing causing distress, unsafe workloads, and lack of transparency, to name a few.

Respondents also cited culture and negative treatment (28%) in their workplace, resulting in moral distress, toxic environments, and feeling disrespected and undervalued.

Key takeaways

+13%

Patient and family member violence has increased significantly, by 13% (from 59% to 72%).

+9%

Bullying and harassment are attributed to 9% more comments than in 2023 (39% from 30%).

+17%

Verbal abuse and patient aggression increased by 17% (from 33% to 50%).

18%

Fear of reprisal (and threats) is another repeated theme this year, comprising 18% of comments on psychological safety.

“Patients have gotten more aggressive over the past few years and threatened to harm staff and physicians.”

A significant effort to improve physician health and safety began with a [Memorandum of Agreement](#) in 2019, as part of the Physician Master Agreement. The Agreement was renewed in 2022 as work began to take shape in each region, including the development of collaborative working groups that involve Health Authority Occupational Health and Safety (OHS) staff, medical leadership, physicians and Doctors of BC staff. The work has resulted in several projects and activities aimed at reducing barriers to workplace health and safety. Initiatives include exposure management, contact tracing, incident reporting, violence prevention training, and more. This collective effort continues to help shift the workplace culture to one that prioritizes physician health and safety.

Health Authority review: your thoughts

In early 2025, the Ministry of Health announced that it would conduct an administrative review of health authorities in BC. Survey respondents provided more than 6,000 comments in relation to this topic (some quotes are shared on this page). We know that physicians have first-hand experience and knowledge that can help inform efficiencies and highlight ways to redirect savings to frontline services.

Physicians have clear insights into system improvements, but their expertise remains untapped. Doctors of BC will share a submission directly with the BC Ministry of Health and health authorities, outlining what we heard, along with our recommendations.

1. Administrative burdens

“Reduce paperwork and administrative pressures, so that clinicians can focus on direct patient care.”

Members shared how administrative burdens are still a critical barrier to patient care, adding that clerical tasks occupy a significant amount of time that could be re-prioritized to support direct patient care.

27% of comments reflected processes associated with paperwork and forms.

There are numerous forms and processes that could be eliminated or streamlined - those in the referral process and related forms were mentioned the most, as well as eliminating fax and mail, and modernizing appointment notifications.

2. Governance structures and engagement

“The frontline physician voice is still not being heard at Health Authority Medical Advisory Committee (HAMAC), and communication for safety issues does not flow up and certainly not down for timely communication.”

About 40% of the responses focused on communication and feedback mechanisms as the primary challenge, and 35% of comments on governance clarity and transparency.

“These function like ivory towers with no real connection with ground level workers. Leaders need to communicate better.”

More than 700 physicians highlighted the lack of transparency and meaningful consultation as examples that had a negative impact on their work.

About 40% of comments were related to improving communication and feedback mechanisms. 35% were around improving governance clarity and transparency, in which 20% of respondents describe Health Authority Medical Advisory Committees as lacking in transparency.

The existing governance structures for communication and feedback need to be clearer, while also finding ways to lower barriers and increase participation. There is an opportunity to clarify how these structures communicate, operate, and demonstrate responsiveness to physician input.

3. Redirecting administrative funds to front-line patient care

“Physicians have knowledge of front line problems and ideas to fix them but don't know who to take those ideas to, and don't feel heard or taken seriously often when they do.”

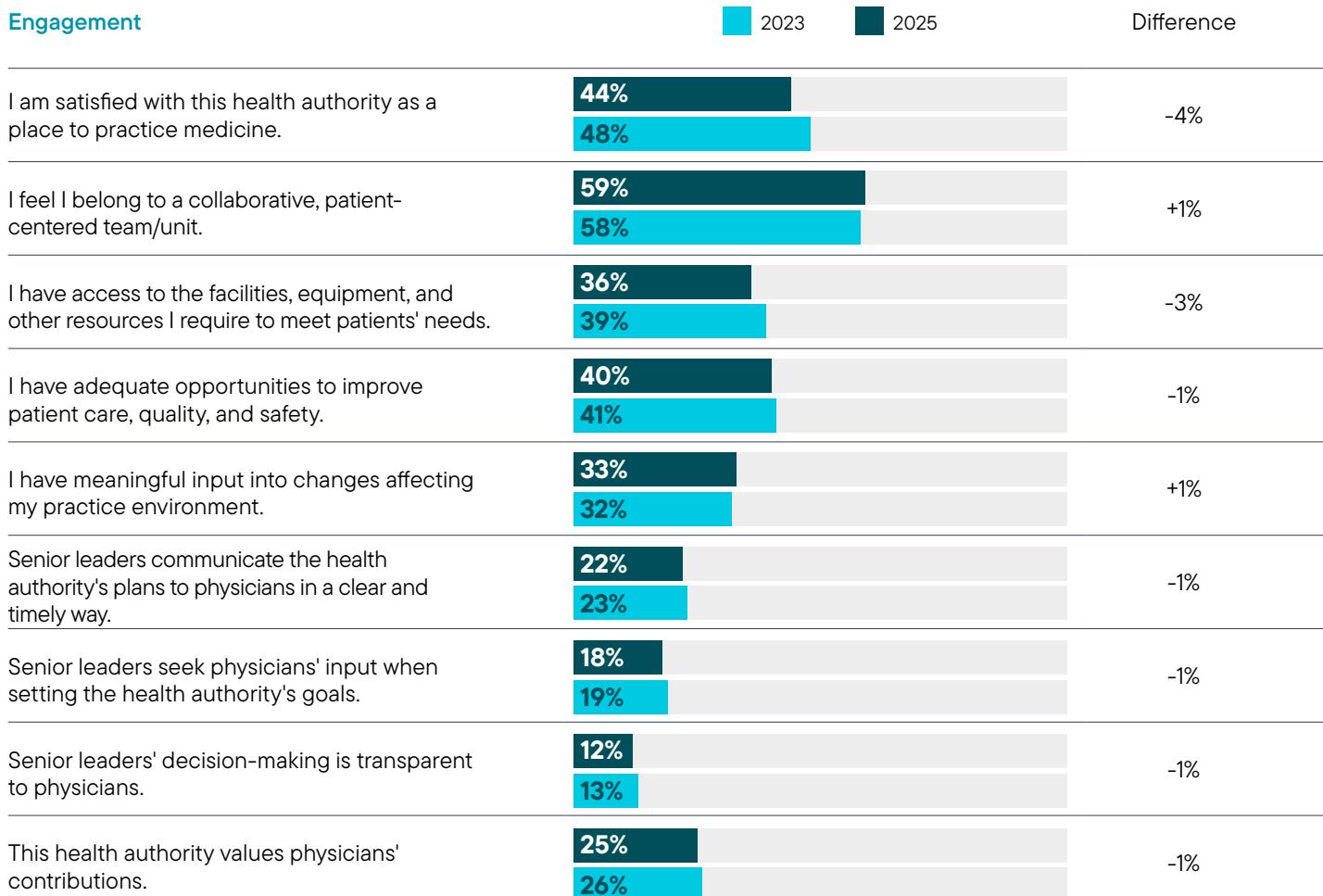
Physicians responded by articulating several different ideas on how administrative funds should be redirected for front line services. Comments were wide-ranging and consisted of ideas to enhance system efficiencies (e.g. resources to boost capacity) and grow the workforce (allied health, nursing, physicians).

The thoughtful alignment of an engaged workforce, adequately staffed teams, useful tools, and ample resources will shift the health care system from one that exists in a perpetual state of crisis to one that is sustainable.

Provincial overview

Provincial highlights

- The most significant change was in response to the question on **overall satisfaction** with respondents' health authority as a place to practice medicine, with a 4% drop provincially.
- Regional differences are clear in the results, with significant **overall average engagement** drops for Interior Health and Fraser Health (-4% each) offset by small increases for Island, Vancouver Coastal Health, and Provincial Health Services (1% each), and Northern Health, which remained unchanged.
- Feelings of belonging** to a collaborative patient-centred team/unit and having meaningful input into changes affecting practice environments remained steady.
- Findings indicate major shifts from neutral to disagree on most questions, with an **overall increase in disagreement of 2%**.
- Senior leadership questions only saw small decreases** of between 1% and 2%. However, their scores remain the lowest among all engagement questions once again (ranging from 12% to 22%).



Physician health and safety

Physician health and safety trends

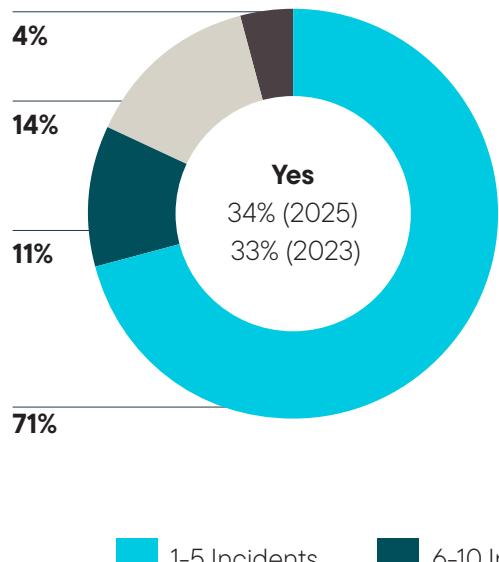
Results have consistently shown that roughly half of physicians experience a physical or psychological safety incident.

- Forty-three per cent of physicians feel that **their hospital takes effective action to promote a healthy and safe workplace**, 4% fewer than in 2023, and 36% agree that **their hospital can effectively deal with situations that may threaten or harm them**, 4% fewer than in 2023. It is worth noting that these scores vary regionally, ranging from steep declines to notable, larger increases.
- Scores are significantly increasing for physicians who **indicated they can balance the demands of work and personal life** at 53% (+6%).



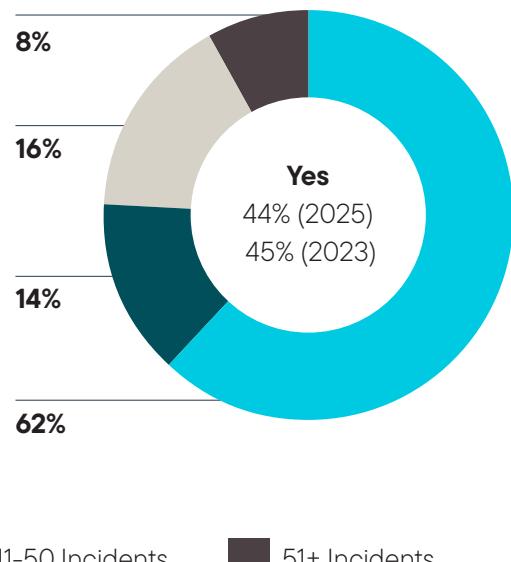
Physical safety incident breakdown

Experienced a physical safety incident over the last 12 months.



Psychological safety incident breakdown

Experienced a psychological safety incident over the last 12 months.

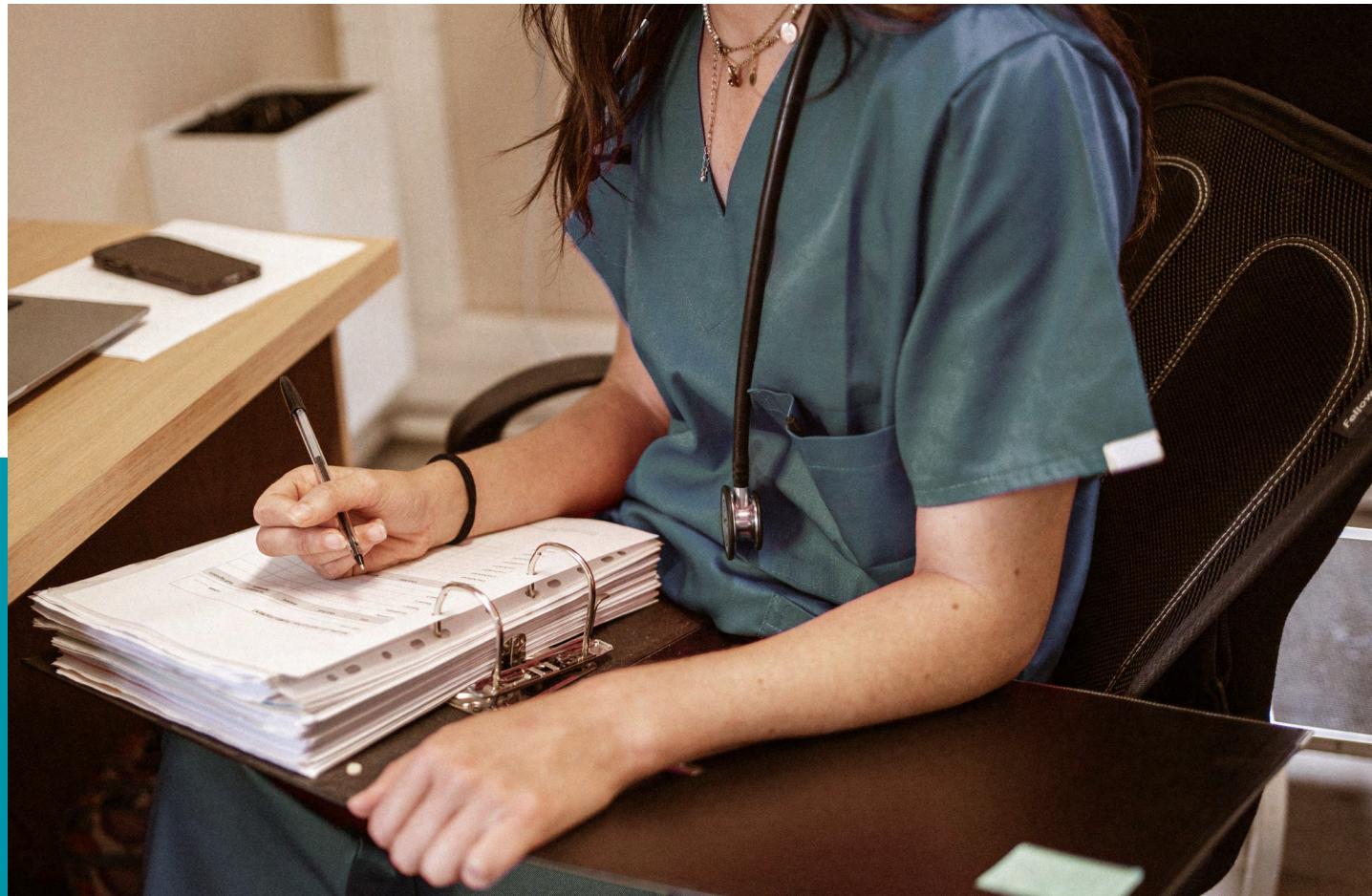


1-5 Incidents

6-10 Incidents

11-50 Incidents

51+ Incidents



Regional overview

SITE-LEVEL COMPARISONS

The following charts offer a deeper dive into reviewing the survey results and examining overall engagement across larger, similarly sized facilities/hospitals.

Top 5 scores for extra large sites (301+ beds)		2025
VCH	St. Paul's Hospital	48%
VCH	Vancouver General Hospital	41%
VCH	UBC Hospital	35%
PHSA	BC Children's Hospital and Sunny Hill Health Centre	33%
FHA	Burnaby Hospital	30%

Top 5 scores for extra large sites (301+ beds)		2023
VCH	St. Paul's Hospital	49%
PHSA	BC Children's Hospital and Sunny Hill Health Centre	41%
VCH	Vancouver General Hospital	40%
FHA	Royal Columbian Hospital	33%
FHA	Burnaby Hospital	31%

Top 5 scores for large sites (151-300 beds)		2025
PHSA	BC Cancer	42%
VCH	Richmond Hospital	37%
VCH	Lions Gate Hospital	36%
FHA	Ridge Meadows Hospital	34%
FHA	Jim Pattison Outpatient Care and Surgery Centre	33%

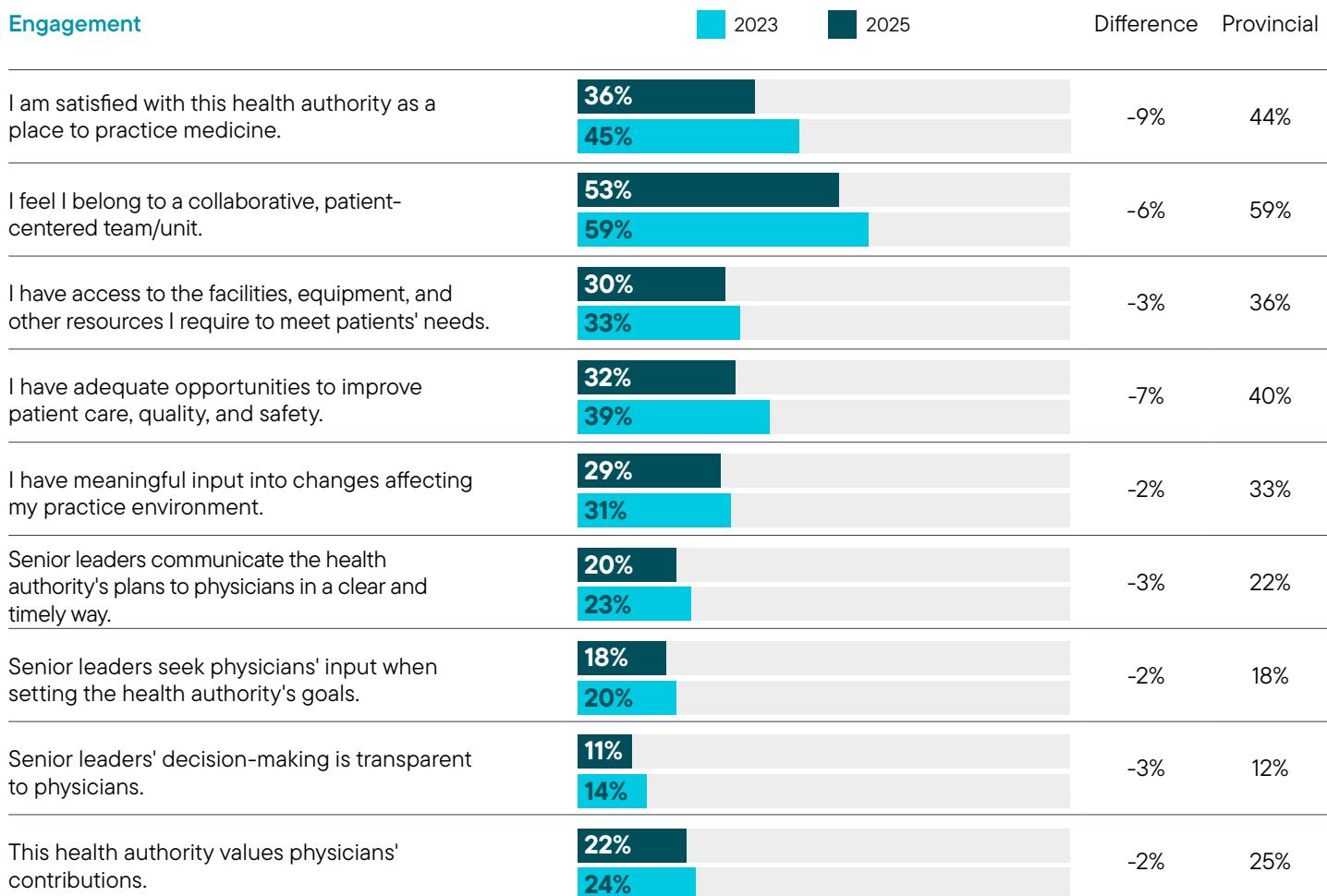
Top 5 scores for large sites (151-300 beds)		2023
VCH	Richmond Hospital	43%
VCH	Lions Gate Hospital	40%
FHA	Ridge Meadows Hospital	40%
FHA	Jim Pattison Outpatient Care and Surgery Centre	37%
FHA	Peace Arch Hospital	32%



FRASER HEALTH 547 Responses

Fraser Health highlights

- The most significant decrease is a 9% drop in **satisfaction with Fraser Health as a place to practice medicine**, dropping from 45% in 2023.
- A continued decline indicates even **fewer physicians believe that senior leaders' decision-making is transparent**, down to 11% from 14% in 2023.
- Metrics on the health authority's actions **to support a safer and healthier work environment** have declined between 6% and 9% since 2023.
- More physicians report **experiencing a physical safety incident** this year, compared to 2023, 40% from 36% in 2023.

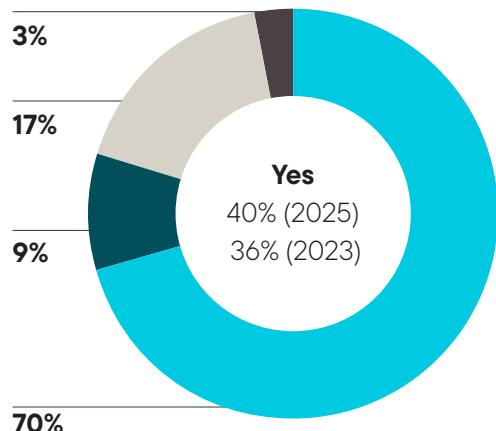


FRASER HEALTH  547 Responses

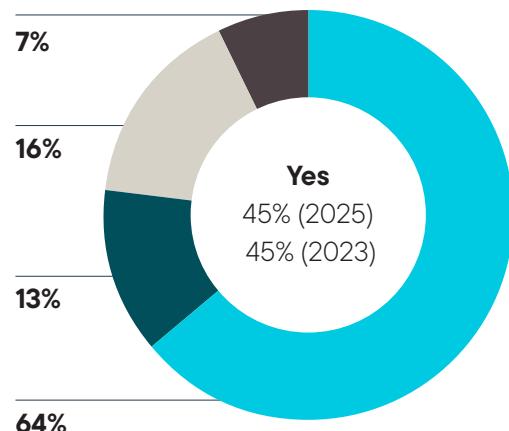
Physician health and safety	2023	2025	Difference	Provincial
I have been involved in, or impacted by a physical safety or psychological safety issue or incident at my current hospital/facility/practice.	53%	50%	+3%	51%
This hospital/facility takes effective action to prevent violence in the workplace.	39%	48%	-9%	46%
This hospital/facility takes effective action to promote a healthy and safe workplace.	40%	46%	-6%	43%
This hospital/facility deals effectively with situations that may threaten or harm employees (e.g., harassment, discrimination, violence).	32%	41%	-9%	36%
I am able to reasonably balance the demands of work and personal life.	50%	48%	+2%	53%
People from all backgrounds are treated fairly in our workplace.	63%	66%	-3%	62%
People treat each other with respect and consideration in our workplace.	73%	72%	+1%	69%
Physicians and medical leaders trust one another in my health authority.	31%	34%	-3%	34%

Physical safety incident breakdown

Experienced a physical safety incident over the last 12 months.


Psychological safety incident breakdown

Experienced a psychological safety incident over the last 12 months.


 1-5 Incidents

 6-10 Incidents

 11-50 Incidents

 51+ Incidents

INTERIOR HEALTH



452 Responses

Interior Health highlights

- The largest decline of 12% is in **satisfaction with the Health Authority as a place to practice medicine**, dropping from 50% in 2023.
- The only increase (+2% from 2023) among the nine engagement metrics is in **physicians' feeling that they belong to a collaborative, patient-centred unit**.
- Fewer physicians agree that they and **medical leaders trust one another** (5% decrease from 35%).
- More people (+4%) reported **experiencing psychological safety incidents** than in 2023.



Engagement

2023

2025

Difference

Provincial

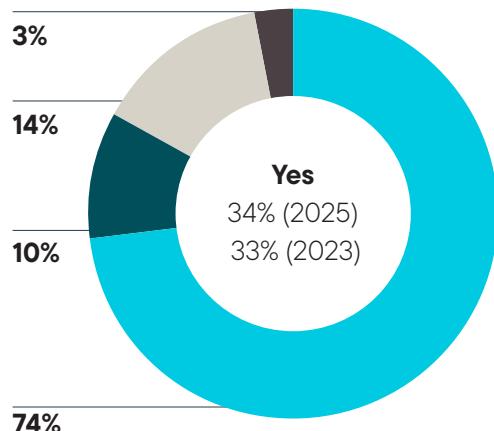
I am satisfied with this health authority as a place to practice medicine.	38%	50%	-12%	44%
I feel I belong to a collaborative, patient-centered team/unit.	58%	56%	+2%	59%
I have access to the facilities, equipment, and other resources I require to meet patients' needs.	35%	41%	-6%	36%
I have adequate opportunities to improve patient care, quality, and safety.	38%	42%	-4%	40%
I have meaningful input into changes affecting my practice environment.	31%	34%	-3%	33%
Senior leaders communicate the health authority's plans to physicians in a clear and timely way.	16%	19%	-3%	22%
Senior leaders seek physicians' input when setting the health authority's goals.	14%	15%	-1%	18%
Senior leaders' decision-making is transparent to physicians.	8%	11%	-3%	12%
This health authority values physicians' contributions.	21%	23%	-2%	25%

INTERIOR HEALTH  452 Responses

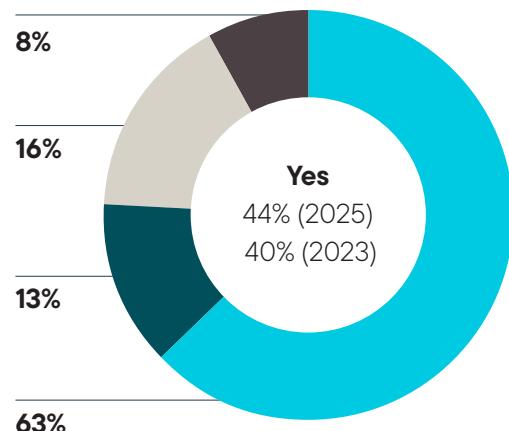
Physician health and safety	2023	2025	Difference	Provincial
I have been involved in, or impacted by a physical safety or psychological safety issue or incident at my current hospital/facility/practice.	46%	55%	+9%	51%
This hospital/facility takes effective action to prevent violence in the workplace.	48%	45%	-3%	46%
This hospital/facility takes effective action to promote a healthy and safe workplace.	48%	41%	-7%	43%
This hospital/facility deals effectively with situations that may threaten or harm employees (e.g., harassment, discrimination, violence).	39%	32%	-7%	36%
I am able to reasonably balance the demands of work and personal life.	49%	50%	+1%	53%
People from all backgrounds are treated fairly in our workplace.	65%	60%	-5%	62%
People treat each other with respect and consideration in our workplace.	72%	66%	-6%	69%
Physicians and medical leaders trust one another in my health authority.	35%	30%	-5%	34%

Physical safety incident breakdown

Experienced a physical safety incident over the last 12 months.


Psychological safety incident breakdown

Experienced a psychological safety incident over the last 12 months.


 1-5 Incidents

 6-10 Incidents

 11-50 Incidents

 51+ Incidents

ISLAND HEALTH  515 Responses

Island Health highlights

- Physicians report they have **significantly less access to resources needed to meet patients' needs** (-5% from 31% in 2023).
- More than half of physicians (57%, with a 6% increase since 2023) report feeling that they **belong to a collaborative, patient-centred team/unit**.
- A larger proportion of physicians indicate that they are **reasonably able to balance work and personal life**, with a large increase of 12% from 43% in 2023.
- Fewer physicians report having **experienced a psychological safety incident**, down 3%.



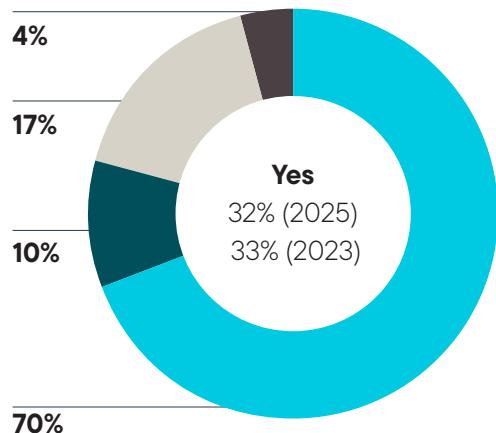
Engagement	2023	2025	Difference	Provincial
I am satisfied with this health authority as a place to practice medicine.	35%	36%	+1%	44%
I feel I belong to a collaborative, patient-centered team/unit.	51%	57%	+6%	59%
I have access to the facilities, equipment, and other resources I require to meet patients' needs.	31%	26%	-5%	36%
I have adequate opportunities to improve patient care, quality, and safety.	29%	31%	+2%	40%
I have meaningful input into changes affecting my practice environment.	28%	26%	-2%	33%
Senior leaders communicate the health authority's plans to physicians in a clear and timely way.	16%	18%	+2%	22%
Senior leaders seek physicians' input when setting the health authority's goals.	12%	13%	+1%	18%
Senior leaders' decision-making is transparent to physicians.	6%	7%	+1%	12%
This health authority values physicians' contributions.	18%	19%	+1%	25%

ISLAND HEALTH  515 Responses

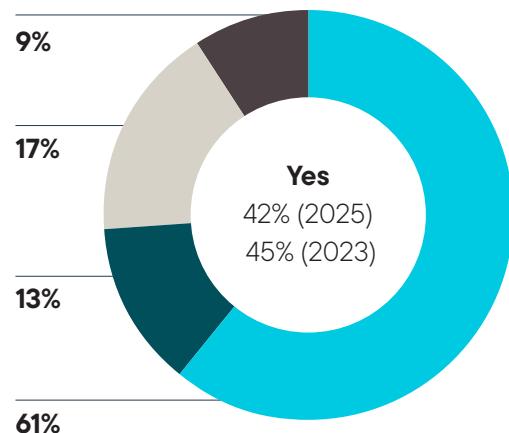
Physician health and safety	2023	2025	Difference	Provincial
I have been involved in, or impacted by a physical safety or psychological safety issue or incident at my current hospital/facility/practice.	48%	49%	+1%	51%
This hospital/facility takes effective action to prevent violence in the workplace.	44%	44%	—	46%
This hospital/facility takes effective action to promote a healthy and safe workplace.	41%	38%	-3%	43%
This hospital/facility deals effectively with situations that may threaten or harm employees (e.g., harassment, discrimination, violence).	33%	30%	-3%	36%
I am able to reasonably balance the demands of work and personal life.	43%	55%	+12%	53%
People from all backgrounds are treated fairly in our workplace.	59%	57%	-2%	62%
People treat each other with respect and consideration in our workplace.	68%	62%	-6%	69%
Physicians and medical leaders trust one another in my health authority.	25%	28%	+3%	34%

Physical safety incident breakdown

Experienced a physical safety incident over the last 12 months.


Psychological safety incident breakdown

Experienced a psychological safety incident over the last 12 months.


 1-5 Incidents

 6-10 Incidents

 11-50 Incidents

 51+ Incidents

NORTHERN HEALTH

 124 Responses


Northern Health highlights

- Physicians feeling that they **belong to a collaborative, patient-centred team/unit** saw a sharp increase, from 50% in 2023 to 57% this year.
- **Transparency in decision-making** declined even further this year by 5%, bringing this score down to 10% from 15% in 2023.
- Significantly more physicians (+11%) agree that **they and medical leaders trust one another in Northern Health**. This is the highest increase among all health authorities this year.
- Across all three metrics, between 47% and 52% of physicians report that the **Northern Health Authority takes effective action to support a safer and healthier work environment** (a 15% to 18% increase from 2023).

Engagement

2023

2025

Difference

Provincial

I am satisfied with this health authority as a place to practice medicine.	36%	36%	—	44%
I feel I belong to a collaborative, patient-centered team/unit.	57%	50%	+7%	59%
I have access to the facilities, equipment, and other resources I require to meet patients' needs.	41%	37%	+4%	36%
I have adequate opportunities to improve patient care, quality, and safety.	40%	36%	+4%	40%
I have meaningful input into changes affecting my practice environment.	35%	33%	+2%	33%
Senior leaders communicate the health authority's plans to physicians in a clear and timely way.	18%	21%	-3%	22%
Senior leaders seek physicians' input when setting the health authority's goals.	14%	19%	-5%	18%
Senior leaders' decision-making is transparent to physicians.	10%	15%	-5%	12%
This health authority values physicians' contributions.	23%	26%	-3%	25%

NORTHERN HEALTH

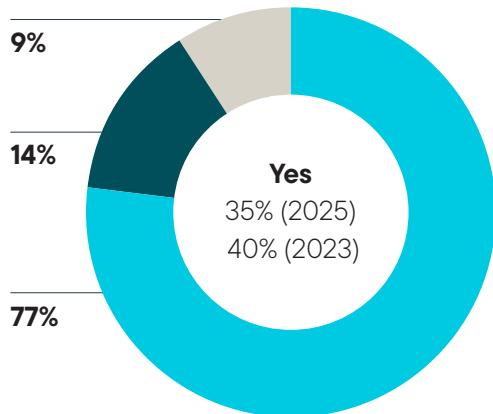
124 Responses

Physician health and safety

	2023	2025	Difference	Provincial
I have been involved in, or impacted by a physical safety or psychological safety issue or incident at my current hospital/facility/practice.	59%	50%	-9%	51%
This hospital/facility takes effective action to prevent violence in the workplace.	35%	52%	+17%	46%
This hospital/facility takes effective action to promote a healthy and safe workplace.	33%	48%	+15%	43%
This hospital/facility deals effectively with situations that may threaten or harm employees (e.g., harassment, discrimination, violence).	29%	47%	+18%	36%
I am able to reasonably balance the demands of work and personal life.	44%	45%	+1%	53%
People from all backgrounds are treated fairly in our workplace.	61%	61%	—	62%
People treat each other with respect and consideration in our workplace.	56%	68%	+12%	69%
Physicians and medical leaders trust one another in my health authority.	25%	36%	+11%	34%

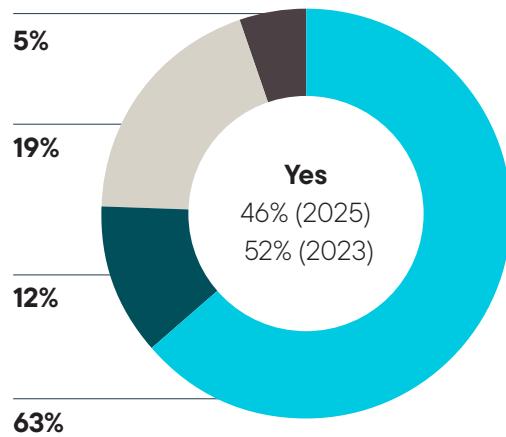
Physical safety incident breakdown

Experienced a physical safety incident over the last 12 months.



Psychological safety incident breakdown

Experienced a psychological safety incident over the last 12 months.



1-5 Incidents

6-10 Incidents

11-50 Incidents

51+ Incidents

PROVINCIAL HEALTH SERVICES AUTHORITY



153 Responses

Provincial Health Services Authority highlights

- A significantly higher proportion of physicians agree that they have **meaningful input into changes affecting their practice environment**, with a 9% increase this year (rising from 27% in 2023 to 36%).
- **Transparency with decision-making** saw a sharp decline of 4%, from 16% in 2023.
- Fewer physicians report **experiencing psychological safety incidents this year**, with a decrease of 7%.
- More physicians agree that **people from all backgrounds are treated fairly**, a 5% increase from 2023.



Engagement

2023

2025

Difference

Provincial

I am satisfied with this health authority as a place to practice medicine.	51%	52%	-1%	44%
I feel I belong to a collaborative, patient-centered team/unit.	68%	71%	-3%	59%
I have access to the facilities, equipment, and other resources I require to meet patients' needs.	48%	44%	+4%	36%
I have adequate opportunities to improve patient care, quality, and safety.	48%	44%	+4%	40%
I have meaningful input into changes affecting my practice environment.	36%	27%	+9%	33%
Senior leaders communicate the health authority's plans to physicians in a clear and timely way.	28%	28%	—	22%
Senior leaders seek physicians' input when setting the health authority's goals.	20%	22%	-2%	18%
Senior leaders' decision-making is transparent to physicians.	12%	16%	-4%	12%
This health authority values physicians' contributions.	26%	27%	-1%	25%

PROVINCIAL HEALTH SERVICES AUTHORITY

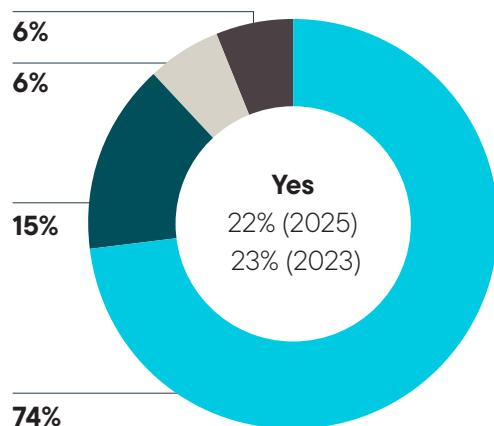
153 Responses

Physician health and safety

	2023	2025	Difference	Provincial
I have been involved in, or impacted by a physical safety or psychological safety issue or incident at my current hospital/facility/practice.	51%	52%	+1%	51%
This hospital/facility takes effective action to prevent violence in the workplace.	60%	60%	—	46%
This hospital/facility takes effective action to promote a healthy and safe workplace.	52%	51%	-1%	43%
This hospital/facility deals effectively with situations that may threaten or harm employees (e.g., harassment, discrimination, violence).	47%	44%	-3%	36%
I am able to reasonably balance the demands of work and personal life.	41%	55%	+14%	53%
People from all backgrounds are treated fairly in our workplace.	59%	64%	+5%	62%
People treat each other with respect and consideration in our workplace.	69%	70%	+1%	69%
Physicians and medical leaders trust one another in my health authority.	41%	38%	-3%	34%

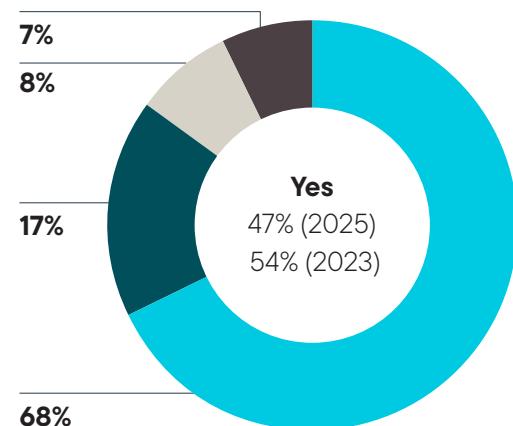
Physical safety incident breakdown

Experienced a physical safety incident over the last 12 months.



Psychological safety incident breakdown

Experienced a psychological safety incident over the last 12 months.



VANCOUVER COASTAL HEALTH

 591 Responses


Vancouver Coastal Health highlights

- The **core nine engagement metrics** increased by 1% to 5%, with some remaining steady, and the highest overall engagement average among all health authorities this year.
- The most significant improvement is that **more physicians feel they have meaningful input into changes affecting their practice environment**, up 5% from 2023.
- There was a 7% increase (from 39% in 2023) in the number of people reporting that the **medical leaders and physicians in their health authority trust one another**.
- More physicians (+6% from 51%) than in 2023 indicate they have a **reasonable work-life balance**.

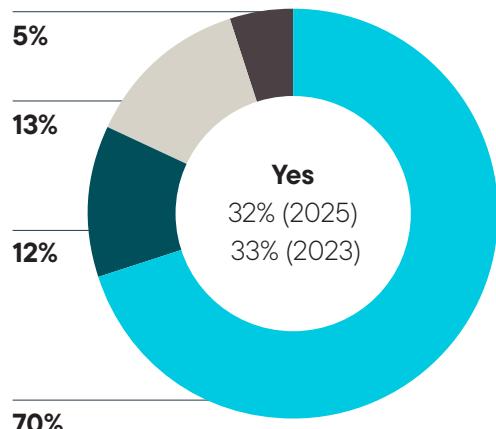
Engagement	2023	2025	Difference	Provincial
I am satisfied with this health authority as a place to practice medicine.	61%	61%	—	44%
I feel I belong to a collaborative, patient-centered team/unit.	66%	64%	+2%	59%
I have access to the facilities, equipment, and other resources I require to meet patients' needs.	48%	48%	—	36%
I have adequate opportunities to improve patient care, quality, and safety.	53%	51%	+2%	40%
I have meaningful input into changes affecting my practice environment.	42%	37%	+5%	33%
Senior leaders communicate the health authority's plans to physicians in a clear and timely way.	33%	32%	+1%	22%
Senior leaders seek physicians' input when setting the health authority's goals.	28%	27%	+1%	18%
Senior leaders' decision-making is transparent to physicians.	20%	18%	+2%	12%
This health authority values physicians' contributions.	36%	36%	—	25%

VANCOUVER COASTAL HEALTH  591 Responses
Physician health and safety

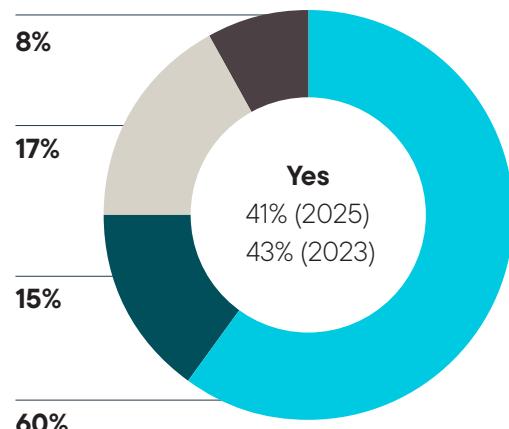
	2023	2025	Difference	Provincial
I have been involved in, or impacted by a physical safety or psychological safety issue or incident at my current hospital/facility/practice.	47%	50%	+3%	51%
This hospital/facility takes effective action to prevent violence in the workplace.	52%	51%	-1%	46%
This hospital/facility takes effective action to promote a healthy and safe workplace.	53%	50%	-3%	43%
This hospital/facility deals effectively with situations that may threaten or harm employees (e.g., harassment, discrimination, violence).	45%	44%	-1%	36%
I am able to reasonably balance the demands of work and personal life.	51%	57%	+6%	53%
People from all backgrounds are treated fairly in our workplace.	68%	65%	-3%	62%
People treat each other with respect and consideration in our workplace.	73%	73%	—	69%
Physicians and medical leaders trust one another in my health authority.	39%	46%	+7%	34%

Physical safety incident breakdown

Experienced a physical safety incident over the last 12 months.

**Psychological safety incident breakdown**

Experienced a psychological safety incident over the last 12 months.


 1-5 Incidents

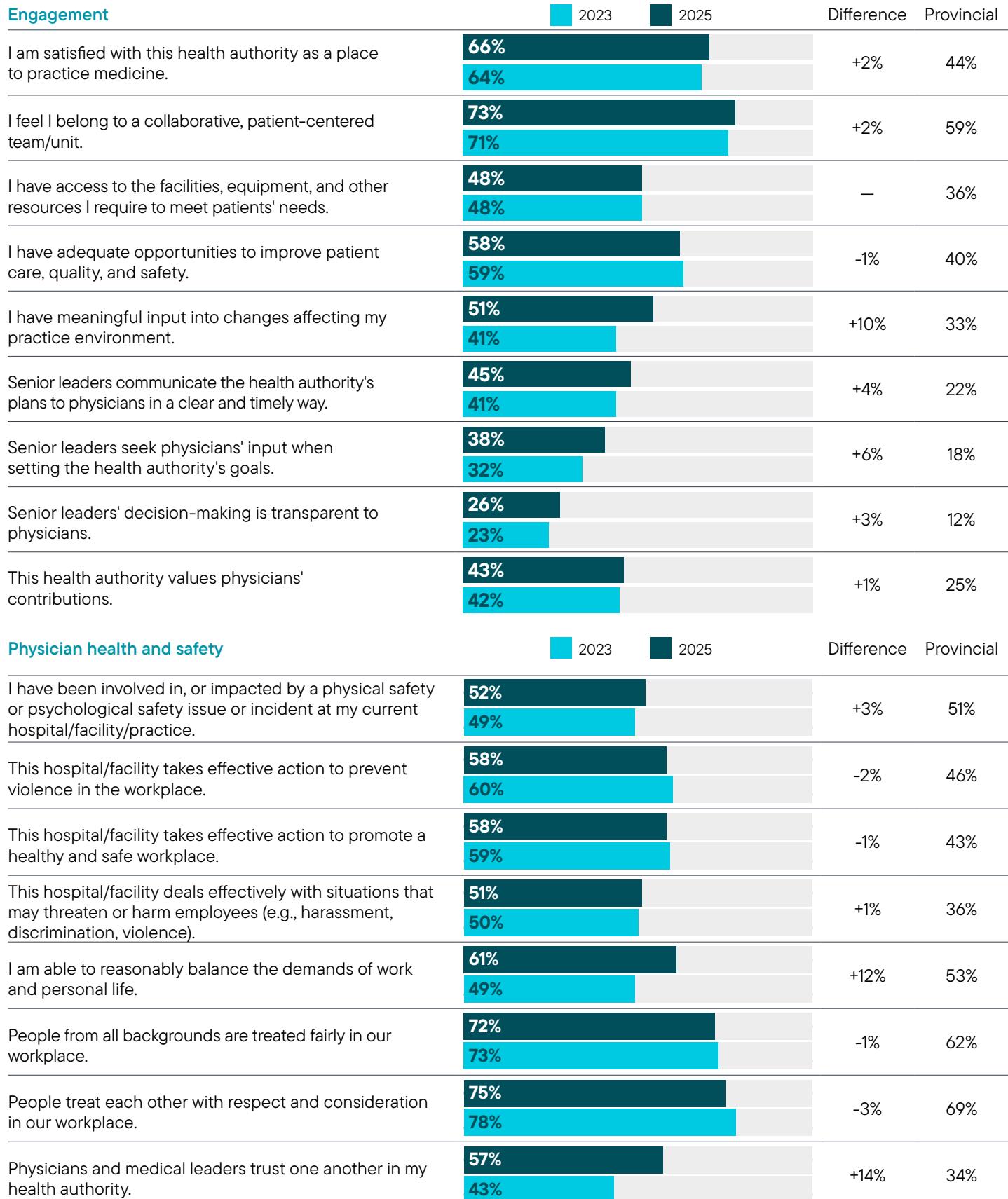
 6-10 Incidents

 11-50 Incidents

 51+ Incidents

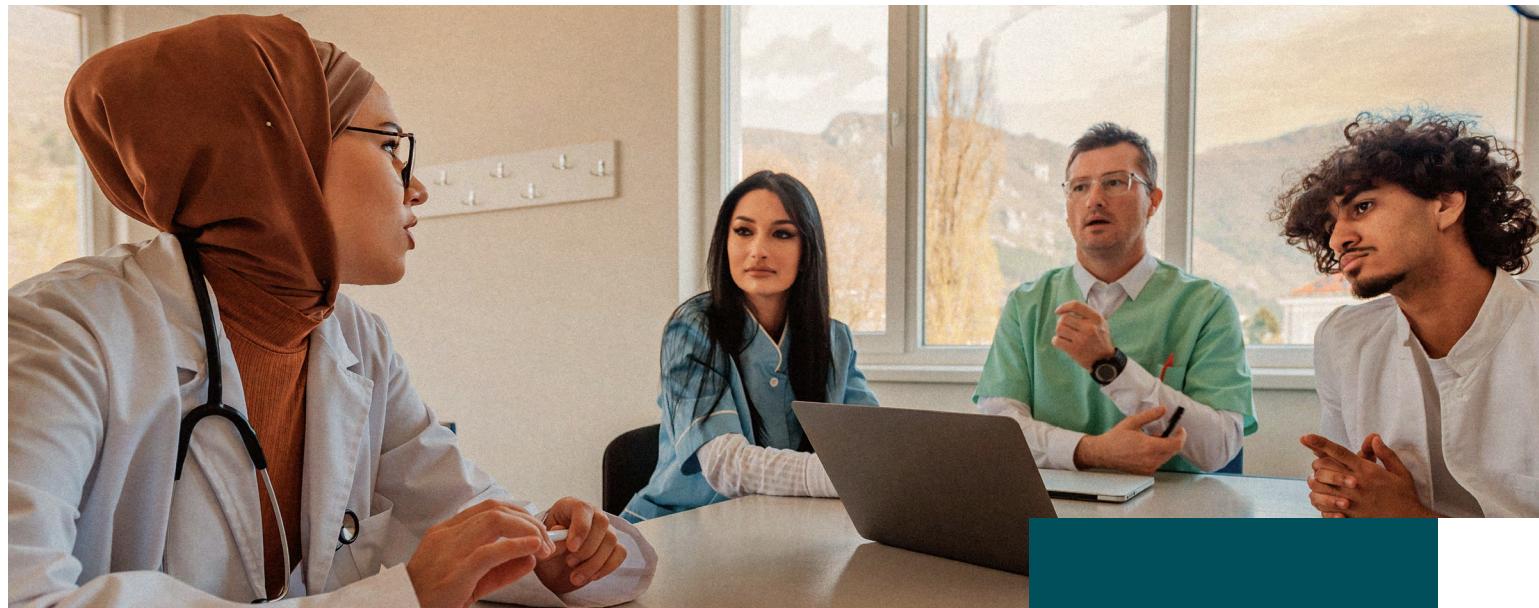
PROVIDENCE HEALTH CARE 166 Responses

The following charts are combined results for Mount St. Joseph and St. Paul's hospitals.



Appendix

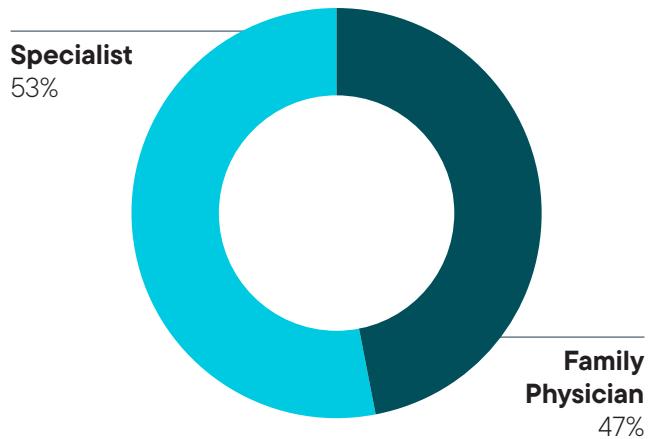
Health authority sample sizes	2025	2023	2022	2021	2020	2019	2018	2017	2016
Fraser Health	547	565	646	758	735	664	650	729	555
Interior Health	452	477	658	617	563	523	528	573	388
Island Health	515	583	564	649	650	574	496	524	486
Northern Health	124	132	136	179	152	154	169	164	121
Provincial Health Services Authority	153	168	168	188	175	180	138	168	159
Vancouver Coastal Health	591	696	807	907	920	831	672	836	693



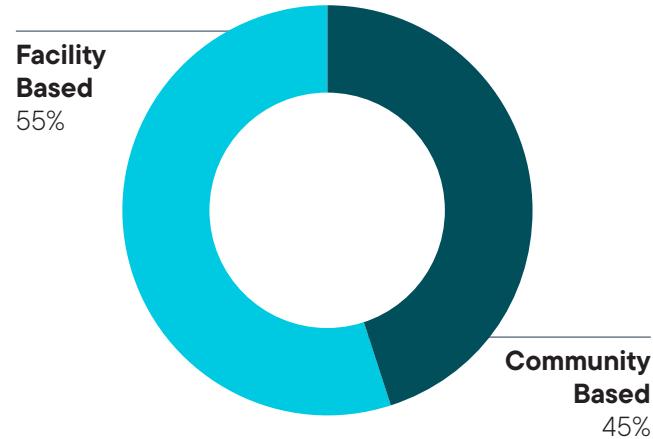
Number of surveys sent	2025	2023	2022	2021	2020	2019	2018	2017	2016
Total number of surveys sent	14,740	13,323	12,689	12,112	11,523	11,504	11,153	11,342	12,580
Responses	2,387	2,625	2,983	3,301	3,200	2,928	2,657	2,998	2,485
Response rate (%)	16%	20%	24%	27%	28%	26%	24%	26%	20%

DEMOGRAPHICS  2387 Responses

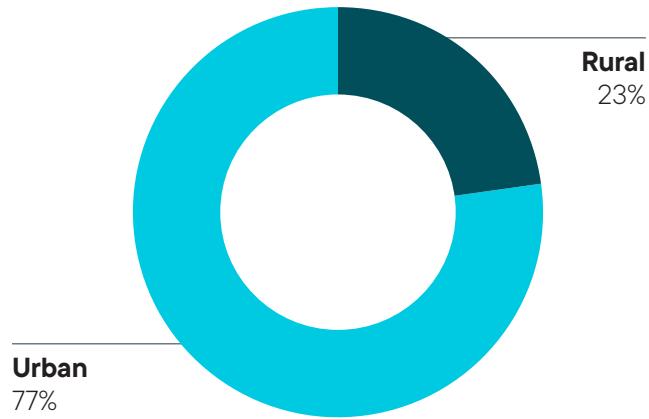
Practice type



Primary practice

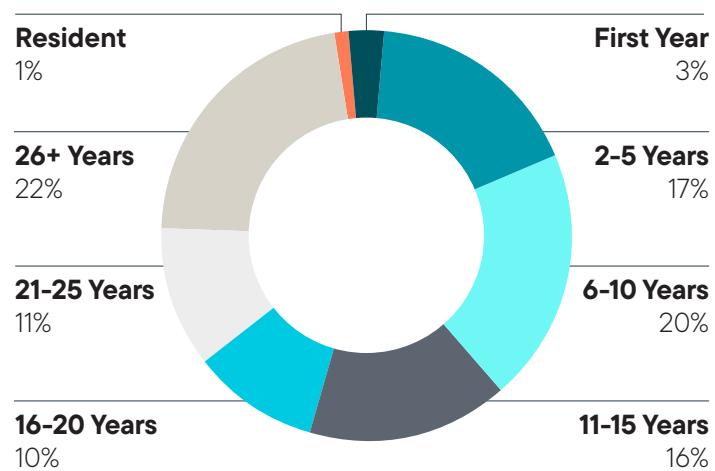
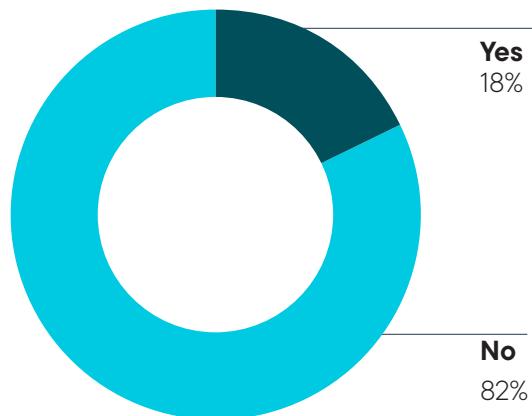


Primary setting



Age



DEMOGRAPHICS  2387 Responses**Tenure****Medical leadership**

Gender identity: Select one  2249 Responses

Nonbinary
(e.g. agender, genderfluid, genderqueer, polygender)

10 <1%

Prefer not to answer

175 8%

Man

988

44%

Woman

1076

48%

Racial identity: Select all that apply  2244 Responses

Latina/Latino/Latinx

18 1%

Indigenous

(e.g. First Nations, Metis, Inuit/Inuk, other)

28 1%

Black

41 2%

Another race category
(please specify)

63 3%

Middle Eastern, Arab or West Asian

82 4%

Southeast Asian

102 5%

South Asian or Indo-Caribbean

126 6%

Prefer not to answer

242 11%

East Asian

268

12%

White

1347

60%

Concluding remarks

The 2025 Health Authority Engagement Survey took place in a health care system that continues to face multiple challenges. We received feedback from physicians who often feel that their voices are not being heard loudly enough. Physicians working in this difficult environment remain committed to delivering the highest quality care possible to their patients.

We would like to thank each member who took the time to participate in the 2025 Health Authority Engagement Survey. Your time is precious, and by sharing your responses with us, you are helping inform how we advocate on behalf of you and your colleagues, from local and regional work to broader provincial change that will support all physicians. We appreciate the trust you have shown by sharing your candid thoughts with Doctors of BC on what works, what doesn't, and what needs to change now.

It is vital that health care leaders within the province take these results into account and amplify the physician voice when it comes to making decisions that impact health care in British Columbia.

Physicians on the ground have innovative ideas, decades of experience, and diverse backgrounds that make their input invaluable.

The next Health Authority Engagement Survey will be held in the fall of 2027. Over the next two years, Doctors of BC will work to support our member physicians' vision for a better health care system for all British Columbians. By taking just a few minutes to complete this recent survey, your input becomes our roadmap for the journey ahead.

For additional survey information, please see the [supplemental report](#). This report provides more granular regional, facility and additional breakdowns that are available on the Doctors of BC website.

If you would like to request a presentation of the survey at your local hospital or work site, or 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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