

Fraser Regional Physician Health
& Safety Working Group

MOA Physical/Psychological
Health & Safety (MPPHS)
Project Lead and Analyst
Support Roles
Final Report

VERSION 2.0
APRIL 26, 2022

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MOA Physical/Psychological Health & Safety Support FINAL REPORT			Date
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Reviewed by: Fraser Regional Physician Health & Safety Working Group Members			Mar 30, 2022
Approved by: Fraser Regional Physician Health & Safety Working Group Members			Apr 26, 2022
FINAL REPORT - RECORDS OF CHANGE			
Revision		Description	Issue Date
1.0	Draft Version	Initial draft	Mar 24, 2022
1.1	Draft Version	Updated based on feedback from Working Group review	April 6, 2022
2.0	Final Version	Reviewed and approved by Fraser Regional Physician Health & Safety Working Group	April 26, 2022

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1. Glossary

Acronym	Description
BBF	Blood or Body Fluid
FH	Fraser Health
HA	Health Authority
HEABC	Health Employers Association of BC
LCP	Leadership Coaching Pilot
MOA	Memorandum of Agreement
MPPHS	MOA Physical/Psychological Health & Safety
MS WHITE	Medical Staff Workplace Health Indicator and Tracking Evaluator
PHS	Psychological Health & Safety
PMA	Physician Master Agreement
PWHCC	Provincial Workplace Health Contact Centre
PWHS	Provincial Workplace Health Services
OHN	Occupational Health Nurse
OHS	Occupational Health & Safety
OR	Operating Room
RAA	Regional Advisor & Advocate (Doctors of BC)
RMD	Regional Medical Director

2. Executive Summary

As part of the 2019 Physician Master Agreement (PMA), a Memorandum of Agreement (MOA) was established to support Occupational Health & Safety (OHS), Psychological Health & Safety (PHS), and Violence Prevention for physicians working in health authority facilities. The MOA includes recommendations for the development of regional working groups, with representation from specific groups (i.e. physicians, health authority OHS teams, health authority Medical Affairs, etc.) with the goal of developing OHS recommendations, and initiating and advancing work that improves physician physical and psychological health & safety in the workplace. In February 2021, the Fraser Regional Physician Health & Safety Working Group was established, with members representing Doctors of BC, Fraser Health (FH) Physician Partnerships & Performance, FH OHS & PHS teams, and FH physicians. Representation from these groups would allow for various perspectives to be brought forward when viewing physician OHS/PHS issues, and developing recommendations.

Shortly after the Fraser Regional Physician Health & Safety Working Group was established, they identified that a part-time project manager/junior consultant role was needed to help advance the work, and to support the infrastructure for projects in the Fraser region. At that point in time there was no formal support person to ensure projects/initiatives were appropriately supported and kept on track. Without a project manager/junior consultant role, the OHS and PHS work in the Fraser region was at risk of losing momentum and not getting the support needed to ensure success and timely completion. The intent of the working group was to create a proposal for a one-year contract position which would be held by Fraser Health, with definable deliverables to support MOA Physical/Psychological Health & Safety (MPPHS) projects, and physicians. The contract position could also help build a case for the need for a full-time position in the future.

A proposal was brought forward by Working Group member Dave Keen (Executive Director, Health, Well-being & Safety, Fraser Health and BC Health Authority Workplace Health Services), to hire a Project Lead and Analyst currently working within the scope of physician health and safety in FH. The working group supported this proposal and approved two 12-month contracted roles to support and help advance the physician health & safety work within the Fraser region.

Key Findings

- The new *BBF Exposure Follow-up and Support Pilot* project for FH Medical Staff, was led by the Project Lead and successfully launched/completed within the expected timeline (Oct 2021-March 2022) with all deliverables met.
- The Project Lead was integrated into the Leadership Coaching Pilot that had already been initiated with no formal project support. The Project Lead effectively supported the project through to completion, based on amended deliverables.
- The Project Lead supported additional physician health & safety initiatives in the Fraser region:
 - Co-chaired a FH psychological health & safety ad-hoc working group
 - Assisted with an environmental scan of Mediation/Dispute Resolution Skills Training for Physicians in BC
 - Worked with FH Health & Safety team to revise Violent Incident Response process documents to include steps to share Physician Health Program resources with physicians who were involved in an FH employee violent incident
- The Analyst also supported physician health & safety initiatives in the Fraser region:
 - Administrative support for the Fraser Regional Physician Health & Safety Working Group and the Psychological Safety Ad-hoc working group
 - Created and maintained SharePoint sites specific to physician health & safety projects for document storage
 - Provided technical support throughout projects (document template creation, final reports assistance, development of BBF exposure aggregate report, and Alchemer survey development and distribution)
 - Liaised with the PWHCC Appeals and Review team to gather WSBC decisions regarding registering physicians as independent contractors instead of health authority employees
- Project final reports for the [BBF Exposure Follow-up and Support](#), and the [Leadership Coaching Pilot](#) projects were written and completed by the Project Lead with assistance from the Analyst.

Recommendations

1. Establish a full-time position that can continue to support projects/initiatives approved by the working group and further improve physicians' physical and psychological health & safety across the Fraser region (During the writing of this report funding approval was received from FH and Doctors of BC, to hire a full-time role to continue supporting physician health & safety projects and initiatives).

3. Background

a. Project description

The Fraser Regional Physician Health & Safety Working Group identified that a part-time project manager/junior consultant role was needed to help advance the work, and to support the infrastructure for projects in the Fraser region. The role would be responsible for providing regular updates of initiatives funded under the auspices of the Fraser Regional Physician Health & Safety Working Group. The role would work closely with Eileen Janel, *Regional Advisor & Advocate (RAA)*, *Fraser, Doctors of BC*, to reach out to FH sites, and to create visibility of the work across the region (e.g. engagement, outreach, seeking feedback). The role could also link with the Physician Wellness initiatives currently underway in the Fraser region.

A Project Lead and Analyst were identified within Dave Keen's Provincial Workplace Health Services portfolio that could be temporarily seconded to step into support roles to help advance work for the Fraser Regional Physician Health & Safety Working Group. One of the greatest benefits would be that these individuals could start these roles as soon as there was approval from the working group and a joint funding agreement in place. The Project Lead and Analyst were experienced in providing OHS support, had extensive experience using the Medical Staff Workplace Health Indicator and Tracking Evaluator (MS WHITE) database, and a strong understanding of OHS services already provided by the FH Health & Safety team to FH employees. The working group supported this option and moved forward to approve two 12-month contracted roles.

Once hired, the Project Lead (Amy Gabert) and Analyst (Erik Hall) were quick to integrate themselves into the projects already underway for the working group. The Leadership Coaching Pilot (LCP) project that had been previously approved by the working group and formally initiated in November 2021, was being done "off the side of the desk" of those involved as no formal project support had been established. The Project Lead was able to get up to speed on the project and step in to formally support the LCP project by ensuring necessary coordination was happening to keep things moving forward, and all involved parties were continuously aware of action items and next steps. In addition to supporting the LCP project, the Project Lead created preliminary project assessments for initiatives the working group had already discussed, in an effort to provide enough high-level information for the working group members to make a decision about the next physical/psychological health & safety project to support FH physicians. Upon review and further discussion about each of the proposed projects, the working group decided to proceed with a project for medical staff blood or body fluid (BBF) exposure follow-up and support, with the follow-up/support services provided by the Provincial Workplace Health Contact Centre (PWHCC) Occupational Health Nurse (OHN) team. The Project Lead led the BBF Exposure Follow-up and Support Pilot project, with support from the Analyst. In addition to the BBF and LCP projects, they were also able to support other physician health & safety initiatives including an environmental scan of mediation/dispute resolution skills training for physicians, and worked with the FH Health & Safety team to revise the FH Violent Incident Response process to include steps to provide resources for physicians involved in violent incidents reported by FH employees. Final tasks for the Project Lead and Analyst included creating the project final reports for the BBF Exposure Follow-up and Support, and the Leadership Coaching Pilot projects.

b. Project Scope and Objectives

The scope of the Project Lead and Analyst roles were to directly support FH physician health and safety work under the auspices of the Fraser Regional Physician Health & Safety Working Group.

The objectives for the Project Lead and Analyst are listed below:

- Support projects in alignment with the [Memorandum of Agreement on Physical/Psychological Safety](#) (the “MOA”)
- Initiate, enable, and support subsequent projects prioritized by the Fraser Regional Physician Health & Safety Working Group
- Ensure physicians are consulted and that their voices help to inform and support the proposals aimed at improving physician’s physical and psychological safety
- Support and ensure the completion of the first cycle (i.e. enrollment, partnership coaching, shared leadership team coaching, evaluation and reporting) of the physician Leadership Coaching Pilot at the first 5 of 10 OR sites in Fraser Health, along with expansion to other OR sites and/or departments
- Initiation and launch of at least one new MOA project priority in Fraser Health by December 2021.

4. Outcome

a. Process

The following steps occurred to address the the need for project support and management of physician health & safety work in the Fraser region:

- Working group identified a need for a project management/junior consultant role
- Proposal to hire a Project Lead and Analyst into 12-month contracted roles to provide project support
- Working group approved proposal for two 12-month contracted support roles
- Project Lead and Analyst joined Fraser Regional Physician Health & Safety Working Group
- Project Lead and Analyst led or supported projects/initiatives approved by the working group

b. Budget

The table below provides a breakdown of the approved project budget and actual spent:

Expenses	Approved	Actual
Project Support		
Project Management/Project Lead (\$42.96 per hour; \$83,773 annual)	\$62,829.75 (9 months) 3 months in-kind Fraser Health funding	\$62,829.75
Administrative Support – Analyst (\$33.04 per hour; \$63,638)	\$47,526.00 (9 months) 3 months in-kind Fraser Health funding	\$47,526.00
Total	\$110,355.75	\$110,355.75

c. Project outcomes

The following outcomes were realized as a result of the Project Lead and Analyst Support roles:

Outcome	Validation
1. Creation of preliminary project assessments for working group	<ul style="list-style-type: none"> • BBF exposure follow-up and support • Wellness campaign • Violent Incident reporting
2. Integrated into relevant Fraser region projects and initiatives (Wellness, LCP, etc.)	<ul style="list-style-type: none"> • Joined PHS Ad-hoc working group as co-chair • July 21, 2021 – connection with Thomas Clyne-Salley for LCP background • Aug 18, 2021 – connection with Sheelagh Davis for LCP support integration
3. Formal support for the LCP project	<p>See Leadership Coaching Pilot – Final Report</p> <ul style="list-style-type: none"> • Schedule coordination/meeting bookings for project stakeholders • Action item/next step tracking, including expectation setting for completing tasks by scheduled deadlines • Admin support for LCP meetings (including agenda preparation/distribution, note taking, time keeping, and responding to inquiries from OR leadership team) • Physician engagement: created survey for <i>Wellbeing in Times of COVID-19</i> session and compiled results from respondents • Tracking of OR leader participation for Jan 20th wellbeing session and coordination of honoraria payment processing • Monthly or bi-weekly updates provided to working group • Completed pilot project final report

Outcome	Validation
4. Led new project/initiative (BBF Exposure Follow-up and Support)	<p>See BBF Exposure Follow-up and Support – Final Report</p> <ul style="list-style-type: none"> • Successful launch and completion of BBF exposure follow-up and support project within timeline (Oct 2021-Mar 2022) • Conducted relevant stakeholder meetings to gather project requirements • Revised FH relevant Clinical Policy, Clinical Protocol for inclusivity of physicians/medical staff • Established process for medical staff to seek BBF exposure follow-up and support • New OHS service established for medical staff (provided by PWHCC OHNs) • Gathered project feedback • Monthly or bi-weekly updates provided to working group • Completed pilot project final report
5. PHS Ad-hoc Working Group	<ul style="list-style-type: none"> • June 3, 2021 – introduction/connection with Thomas Clyne-Salley and joint co-chair, Dale Min • June 28, 2021 – Ad-hoc working group meeting • Outreach to working group members – scan of relevant work happening in their respective worlds as it relates to wellness • Oct 13, 2021 – Ad-hoc working group meeting • Analyst provided meeting admin support (agenda preparation, meeting minute documentation/distribution, etc.)
6. Environmental scan of Mediation/Dispute Resolution Skills Training for Physicians	<ul style="list-style-type: none"> • Participation in environmental scan of mediation/dispute resolution skills training for physicians <ul style="list-style-type: none"> ○ Connected with FH Leader, Respectful Workplace – inquired about specific training available for physicians in FH ○ Collaborated with Advocacy Associate at Doctors of BC to perform environmental scan ○ Researched training opportunities available from FH (determine if applicable for physicians) ○ Scan of LearningHub for physician specific training ○ Scan of HA intranet sites for relevant skills training

Outcome	Validation
7. Process revisions to include Physicians in FH Violent Incident Response	<ul style="list-style-type: none"> Worked with FH Leader, Health & Safety to identify opportunities where physician resources can be offered within the FH Violent incident response process Reviewed and proposed revisions to existing FH Violent Incident Response Processes (for inclusivity of physician resources to be shared when/where relevant)

d. Evaluation

The evaluation for the Project Lead and Analyst support are based on successful completion of the following deliverables:

Deliverable	Evaluation
1. Completion of the first cycle (i.e. enrollment, partnership coaching, shared leadership team coaching, evaluation and reporting) of the physician Leadership Coaching Pilot at the first 5 of 10 OR sites in Fraser Health, along with expansion to other OR sites and/or departments	<p>See Leadership Coaching Pilot – Final Report</p> <ul style="list-style-type: none"> The Leadership Coaching Pilot did not complete a first cycle of coaching. The project ran into challenges getting OR leaders to engage and enroll in the leadership coaching dyad intervention After no leaders engaged the OR Regional Medical Directors (RMD) and FH Surgical Network Executive Director requested that the leadership coaching enrollment efforts be paused, and instead efforts shift to focusing on wellness for their leaders. A proposal was put forth by the OR RMDs and FH Surgical Network Executive Director to host a session with the Perioperative Network that focused on wellness and the shared concept of leadership. The Fraser Regional Physician Health & Safety Working Group approved the proposal to have the OR hold a wellness and leadership session. The leadership coaches, together with the OR Regional RMDs and FH Surgical Network Executive Director, planned a Wellbeing in Times of COVID-19 session which was hosted by the OR group and facilitated by two leadership coaches on January 20, 2022. Physician engagement: A survey was created and completed by the attendees of the Wellbeing in Times of COVID-19 session; 100% of survey respondents (12 total) agreed the session was valuable and would recommend the session to a colleague. A debrief session was coordinated with the leadership coaches, RMDs, FH Surgical Network Executive Director, and FH Leader, Psychological Safety on Feb 22, 2022 and survey results shared with all.

Deliverable	Evaluation
2. Initiation and launch of at least one new MOA project priority in Fraser Health by December 2021.	<p>See BBF Exposure Follow-up and Support – Final Report</p> <ul style="list-style-type: none"> Created three preliminary project assessments for working group to make an informed decision about project/initiative to pursue: <ul style="list-style-type: none"> BBF Exposure Follow-up and Support Violent Incident Reporting Wellness campaign Successful launch and completion of BBF exposure follow-up and support pilot project within timeline (Oct 2021-Mar 2022) <ul style="list-style-type: none"> FH medical staff integrated into BBF Exposure Follow-up and Support service BBF exposure process established for FH medical staff FH medical staff BBF exposures = 21 (Oct 2021-Mar 2022) BBF Dashboard

5. Summary

a. Lessons Learned

The following outlines lessons learned for each relevant category:

Project Support

In order for projects to be operational there needs to be a dedicated person leading and/or supporting the project (project manager/leader) from the point of the project being approved.

Once the Project Lead and Analyst Support roles were in place to support the Fraser Regional Physician Health & Safety Working Group projects/initiatives, it was identified that the LCP project was slow to progress and lacked formal support. No formal project management had been done to establish stakeholder registries (including identifying roles and responsibilities), risk analyses, communication plans, or other relevant project management activities. The Project Lead had trouble initially identifying who was linked to the project and what each person's role was but quickly got up to speed and provided much needed support in a timely manner. It was a beneficial that the Project Lead and Analyst both held positions within Fraser Health and already had a network of OHS colleagues as well as administrator access to the MS WHITE database. This allowed for seamless integration into existing Fraser Regional Physician Health and Safety Working Group projects and created efficiencies when connecting with project stakeholders.

b. Recommendations and Next Steps

The proposed recommendations and next steps below are based on lessons learned throughout the project, key considerations and anticipated benefits to be realized:

1. **Recommendation:** Secure funding and establish new dedicated full-time role to support FH physicians' psychological and physical health and safety. It is recommended that whomever is hired understands both sides of the work (i.e. how OHS work is completed for health authority employees vs. how OHS work meets the needs of physicians, and the systems used for each). The scope of responsibilities could extend beyond project lead/support to include the same or similar OHS services and supports offered to FH employed staff.

Potential Next Steps

Fraser Regional Physician Health & Safety Working Group to:

- Support approval for a dedicated Fraser region physician psychological and physical support role and initiate next steps to establish a position
- Review Terms and Conditions to update membership after March 31, 2022

Appendices

Appendix A: Blood and Body Fluid Exposure Follow-up and Support Final Report

FHA MPPHS – BBF Exposure Follow-up and Support Project Final Report



Appendix A - FHA
MPPHS - BBF Exposure

Appendix B: Leadership Coaching Pilot Final Report

FHA MPPHS – Leadership Coaching Pilot Final Report



Appendix B - FHA
MPPHS - Leadership

Appendix C: Preliminary Project Assessments

BBF Exposure Follow-up and Support



Appendix C -
Preliminary Project A

Violent Incident Reporting



Appendix C -
Preliminary Project A

Wellness Awareness Campaign



Appendix C -
Preliminary Project A

Appendix D: Violent Incident Response

High-Level Process: FHA Violent Incident Response



Appendix D - FHA
High-level Violent Ir

Appendix E: Memorandum of Agreement – Physical/Psychological Safety

MoA: Physical/Psychological Safety



Appendix E - MoA
2019 Physical-Psychc

Appendix F: Monthly Project Status Report

June 2021



Appendix F - FHA
MPPHS Status Report

July 2021



Appendix F - FHA
MPPHS Status Report

August 2021



Appendix F - FHA
MPPHS Status Report

September 2021



Appendix F - FHA
MPPHS Status Report

October 2021



Appendix F - FHA
MPPHS Status Report

November 2021



Appendix F - FHA
MPPHS Status Report

December 2021



Appendix F - FHA
MPPHS Status Report

January 2022



Appendix F - FHA
MPPHS Status Report

February 2022



Appendix F - FHA
MPPHS Status Report