



DR. WASSIM SAAD
CHIEF OF STAFF

CHIEF PROGRESS REPORT

January 2020 Edition

“The best way to predict the future is to create it.” – Abraham Lincoln

A new year is upon us and as we say goodbye to one year and welcome in another, we all try to predict what this year will hold for us both professionally and personally. Looking back at 2019, there was a lot of progress made in laying down the groundwork for my five-point plan and in 2020 I expect to complete implementation and build on those key concepts.

Physician leadership and physician engagement are essential elements of high-performing healthcare systems, contributing to higher scores on many quality indicators. This month I want to focus on physician engagement. Of the five key principles in my plan, this one is overarching and ties into all the others for improving quality in our organization. So, how do you improve physician engagement and why is it so important?

Physician engagement does not happen on its own. Like most things in life, it takes a lot of effort and a true commitment to see it through. When physicians are not part of the planning and strategic direction of a hospital, then decisions are made without clinician input and that can take an organization on a path that is hard to recalibrate from. This then leads to physician apathy and even less engagement. And the cycle continues.

A key variable for success in how we approach physician involvement, and how we break this cycle in our organization, is trust between physicians and the hospital. This trust can develop around the following elements: open communication, willingness to share relevant data, creating a shared vision and accumulating evidence of successful collaboration.

I think we have done a great job as a hospital with communication and of course we can do better. You will see more enhanced communication from the Medical Advisory Committee with monthly briefings to ensure everyone is up to date on what clinical decisions are being made at the MAC. You will be seeing these communications along with reports out from your Department Chiefs on a monthly basis.

In order to create a shared vision, we need to both have a vision and be willing to share it. Without your voices being heard, no one will know what our vision will look like. This past month, we started small and sent out a short survey to poll the Professional Staff on preferences for meeting times for the Quarterly Staff Meeting. The time traditionally has alternated between 7 am and noon every three months. With

the results of the poll, it was overwhelmingly the least popular option for physicians. Although this was mentioned anecdotally, no changes were made because no one felt like they had a voice to change it. Now we know that the preference was for regular 7 am quarterly meetings and that is what we will be doing moving forward.

Recognition of years of service and honouring our retirees is another way to celebrate our achievements and get together. It doesn't have to be fancy or extravagant. In fact, based on the survey results, an afternoon tea on-site at the hospital was the preferred venue and the professional Staff Association will get working on this in the new year to hold this annual celebration once a year.

Expect more surveys in the future so that your Professional Staff Association can determine what issues are most important to you and how we address those as an organization together.

With the creation and modification of so many sub-committees of the MAC, there are plenty of opportunities for members of our Professional Staff to get involved and join a committee if they are interested. I encourage you to reach out to your Chiefs if you want to learn more about some of the exciting committee work that is underway. This is a great opportunity to develop experience and contribute to the organization in a meaningful way.

We don't have to try to predict what 2020 will hold for us all, we just have to create it ourselves!

Until next month,

A handwritten signature in black ink, appearing to read 'Wassim Saad', written in a cursive style.

Wassim

Do you have questions, comments or thoughts about the topic discussed this month? Any ideas for future newsletters? Feel free to contact me anytime by e-mail wassim.saad@wrh.on.ca