



ANNUAL REPORT 2020 - 2021

# INVESTING IN HEALTH AND WELLNESS

Taking care of physicians so they can take care of others







## VISION

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

## MISSION

To lead, represent and support our membership, while partnering for a high standard of care, Island-wide.

## VALUES

### PROFESSIONALISM

We adhere to the highest standard of personal and organizational conduct where trust, fairness and courage to do the right thing are paramount.

### RESOURCEFULNESS

We adapt and evolve with agility and collaboration to 'punch above our weight' and achieve results.

### LEADERSHIP

We inspire, energize and support others to do their best work so we can achieve more together.

### HIGH-PERFORMANCE

We continuously pursue excellence to create outstanding value for those we serve.



## PRESIDENT & CEO MESSAGE

This past year has been interesting—to say the least! Here we are, almost two years into the COVID-19 pandemic, and I'm sure we all hoped we would be back to a greater level of normalcy before now. We've all had to get creative in our work and personal lives to meet our goals and achieve results.

If the pandemic has taught us anything about our daily interactions, it has certainly taught us to cherish every moment spent together and not take for granted the value of face-to-face events. We miss seeing you all in person.

We were pleased to host a few small in person meetings this fall. We kicked-off a mini-President's Tour where we met with physicians in Souris, Montague, Queens and West Prince. We look forward to doing more of this in 2022 and with larger groups as the public health guidelines allow. We also hosted the Presidents and CEOs from the Atlantic medical associations and the CMA. This was the first time together in-person in two years, and it was a great way to collaborate and ensure we are working together on shared priorities and navigating roadblocks collectively.

Despite the pandemic at MSPEI we didn't hit the pause button.

Physician health continues to be top of mind, and we're proud of our health program offerings including the well-used One-on-One Coaching Program; the Physician Health Program (offered through Doctors of BC); and our newly launched Peer-to-Peer Program. We know your overall wellness is critical to a long, healthy, and satisfying career in medicine.

We also launched our Physicians Recruiting Physicians Program, the first of its kind in Canada. Physicians have been stepping up to support our Chief Physician Recruiter in sharing their local, personal, and clinical perspectives with potential recruits. This program will be that much more important with the recent news of a new medical school on PEI. Rest assured, MSPEI is being assertive in the role it will play to ensure the profession is adequately supported to participate in a medical school.

Another major milestone is helping to roll out the provincewide Electronic Medical Record Program. MSPEI and physicians are working with government to help ensure a smooth transition to the new EMR. More than 80 percent of eligible physicians have signed up to integrate the program into their practice.

**Despite the pandemic at MSPEI  
WE DIDN'T HIT THE  
PAUSE BUTTON.**

We also hope to stand up, before the end of 2021, a new grants program, that will provide physicians with direct access to funding to promote collegiality, advance their leadership, or make improvements in their practices to help improve their professional and personal wellness.

We wouldn't be where we are today without the support and engagement of our Board and committee members. Thank you for your continued leadership and involvement. A special thanks to our new Board Chair, Dr. Scott Cameron who began a three-year term this September.

At MSPEI, we are driven to ensure our priorities are yours, so please don't hesitate to reach out to talk about joining the board, a committee, or to have an informal discussion with us on topics of importance to you and your profession.

Sincerely,

**Dr. Trina Stewart**  
PRESIDENT

**Lea Bryden**  
CEO



## YOUR BOARD OF DIRECTORS

Dr. Trina Stewart, President  
Dr. Scott Cameron, Chair  
Dr. David Bannon, Past President  
Dr. Jan Rogerson  
Dr. Krista Cassell  
Dr. Gil Grimes  
Dr. Padraig Casey  
Dr. Paul M. Kelly  
Dr. Larry Pan, ex-officio (CMA Representative)  
Dr. Nicole Brown, ex-officio (Resident Representative)  
Lea Bryden, ex-officio (CEO)

## NEW BOARD OF DIRECTORS CHAIRPERSON



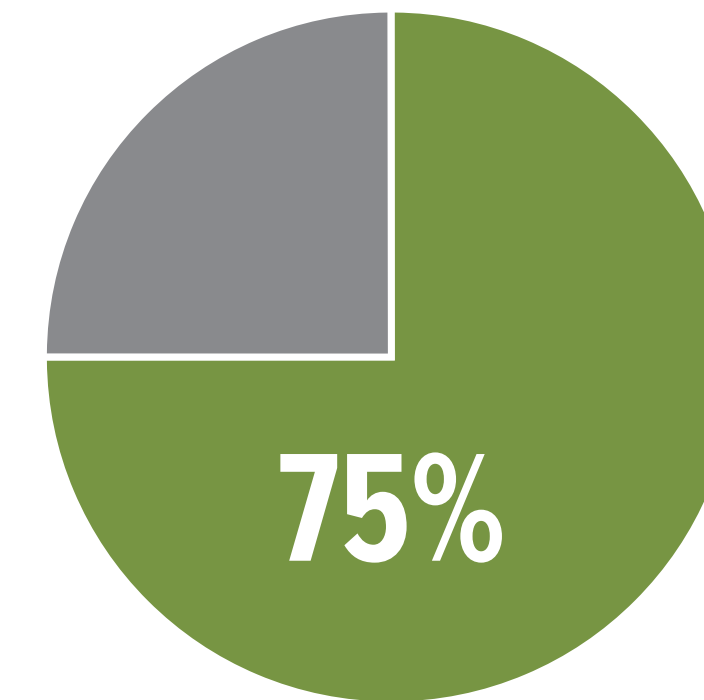
Dr. Scott Cameron is the new Medical Society of PEI Board of Directors Chairperson. And he's no stranger to MSPEI; he has served in many roles with the organization over the years, including Treasurer and MSPEI President for two terms. He has a diverse leadership background with various leadership roles at the local, provincial and national level.

Scott is MSPEI's first competency-based Board Chair, another step in our pursuit of good governance. He was selected through a competitive selection process led by talent management firm, Royer Thompson.

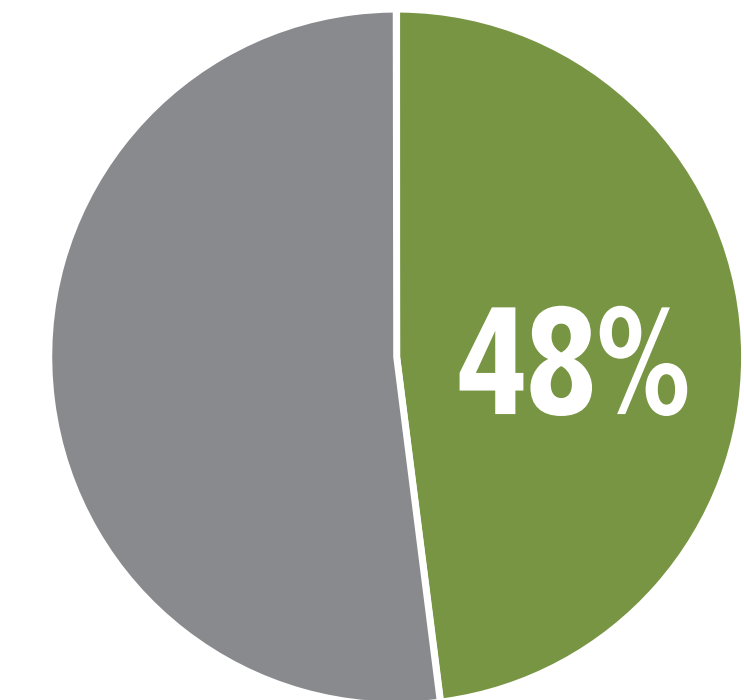
Scott will serve a three-year term. The longer term, paired with the emphasis on an individual demonstrating strong governance skills, is expected to strengthen the Board's ability to govern effectively. He will oversee the overall performance of the Board. Working alongside the CEO, he will set agendas and guide meetings to ensure the focus remains on the Board's organizational oversight duties, and help the Board identify and manage organizational risks.

## PHYSICIAN WELLNESS STRATEGY

Our recent physician health and wellness survey provides important insight into our physician workforce:



75% of physician respondents agreed or strongly agreed that they feel valued by their colleagues.

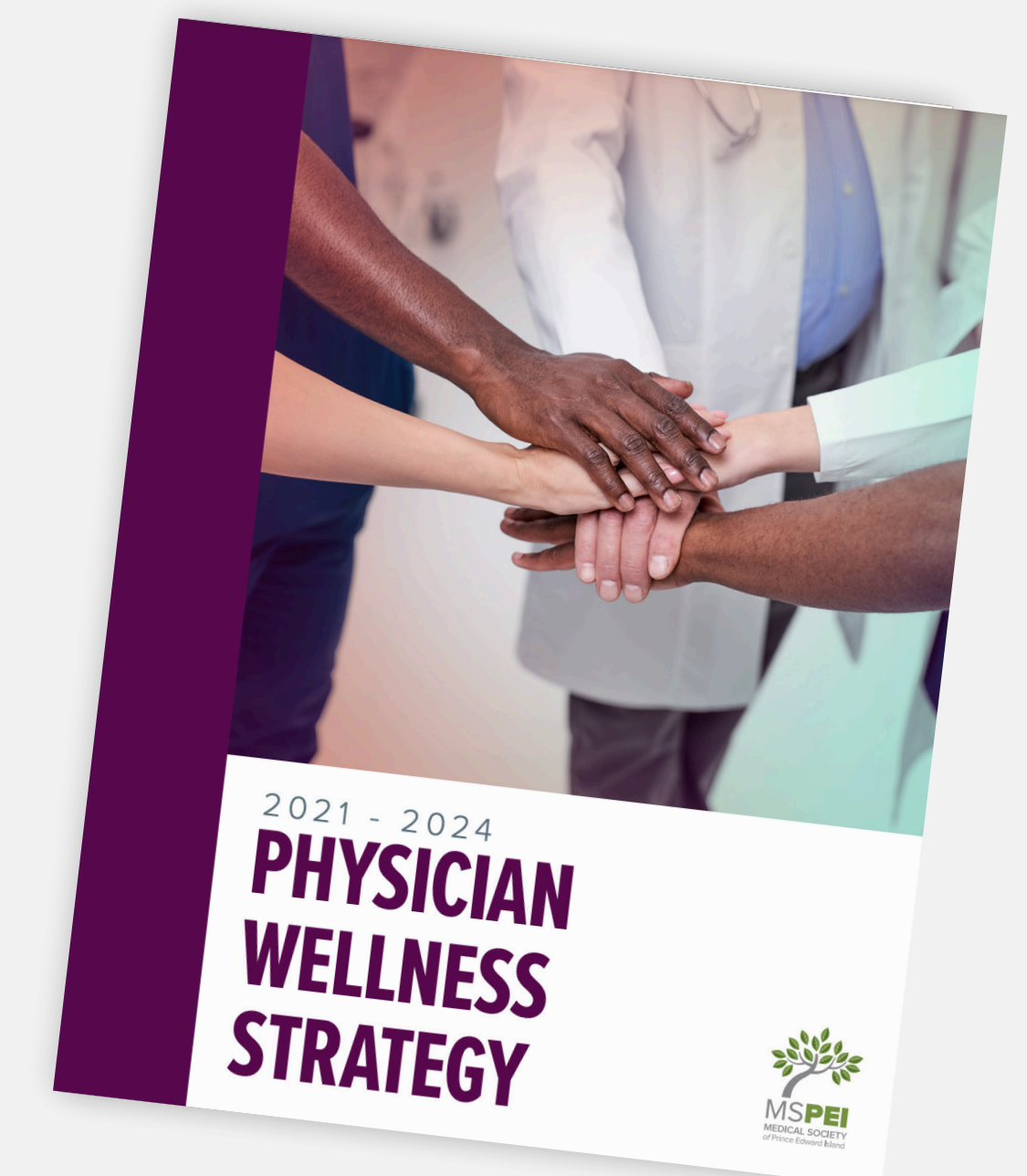


48% of physician respondents reported being at, or feared they were near burnout.

The MSPEI Physician Wellness Strategy, launched in the Spring of 2021, outlines MSPEI's vision for making a meaningful impact on the health and wellness of physicians, including reducing burnout. This work significantly raises the bar in how our medical association is stepping up to support the profession. MSPEI has received almost \$1 million in new annual funding, over the next four years, through the Master Agreement, and an affinity fund from Scotiabank, MD Financial, and CMA.

This strategy acknowledges the current work environment and recognizes that supporting physician wellness must be evidence-informed and go beyond the traditional physician health program, although that will always serve an important function.

CLICK HERE  
TO READ THE  
PHYSICIAN  
WELLNESS  
STRATEGY!





Over the past year, here are a few highlights of how we are starting to deliver on this work:

**The Peer-to-Peer Program** is a new MSPEI program designed to provide PEI physicians with opportunities for proactive and responsive peer support related to career stressors. The structured program aims to shift medical culture on Prince Edward Island by providing colleagues with opportunities to connect, share challenges, express gratitude, and develop coping strategies. The program currently has over 20 trained peer supporters launched in November 2021. Our program physician co-leads are Dr. Nicole Green and Dr. Peter MacKean.

Since its inception, 52 physicians have participated in our **One-on-One Coaching Pilot Program** and matched with qualified executive coaches to support them in strengthening their leadership skills and to help with their overall health and wellness. The feedback has been overwhelmingly positive.

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*“Coaching has been a game changer professionally and personally. By looking at our individual personalities and values, I have been able to better appreciate the causes of some of my frustrations as a healthcare provider and learn more effective approaches to addressing concerns. During a pandemic that has added so many complexities to an already complex system, having a great coach has helped me remain focused and healthy and gone a great way to contributing to better balance and well being. My only regret is that I did not pursue coaching earlier in my career. I cannot say enough good things about this program and would recommend it for all of us.”*

**Dr. Jan Rogerson**  
Hospitalist/Program Director of Long Term Care

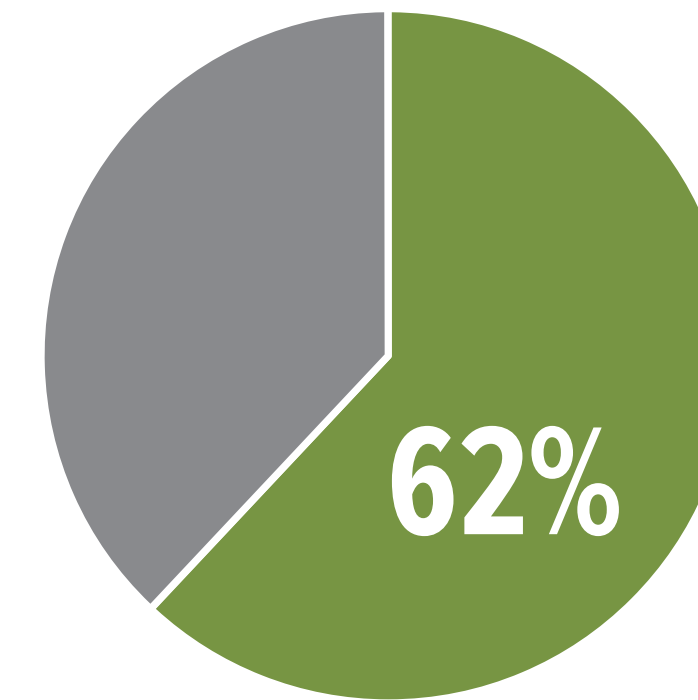
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Physicians continue to make use of the **Physician Health Program** provided by Doctors BC under contract with MSPEI, for Island physicians. This year, about 10 percent of our membership used the program, with two to five physicians contacting the program each month.

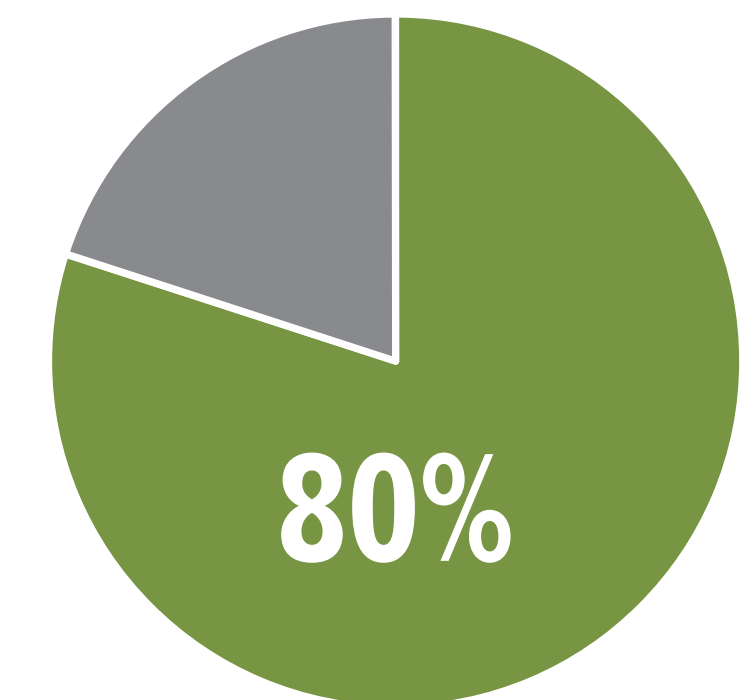
## ELECTRONIC MEDICAL RECORDS

The Government of Prince Edward Island selected the TELUS Collaborative Health Record as its electronic medical record provider. The EMR solution is now offered to community-based physicians and nurse practitioners. To make this possible, the Province invested an initial \$8.4 million along with \$3 million from Canada Health Infoway.

**BY THE NUMBERS** **57** health-care providers have gone live and ... **120** more enrolled to adopt! as of November 4, 2021.



**62% of physicians said access to an EMR would improve their professional satisfaction.**



**Approximately 80% of eligible physicians have signed up to adopt the EMR.**

We know implementing an EMR is not only about providing a new tool for doctors; it is about fundamentally shifting how we provide care, how patients access their information, and how we collaborate with colleagues. To date, the feedback from PEI physicians confirms that use of an EMR will eventually lead to improved office workflow, patient care, and professional satisfaction.

The Department of Health and Wellness, in partnership with MSPEI, Health PEI, and IT Shared Services is implementing the EMR program. Dr. Kristy Newson, co-leads the program and is supported by many physicians who guide decisions through various committees.

### Physician supports in place include:

- Implementation grants for fee-for-service physicians who enrolled by deadlines (\$8,000/\$6,000);
- Licensing, training, and implementation costs (\$7,500/physician);
- Compensation for time spent in training (\$3,000/physician);
- Experiences from across the country show us that during the early weeks/months of implementation there is a slow-down in productivity. MSPEI is also working with Health PEI to explore additional funding, via the Master Agreement, to acknowledge the extra time physicians will need to take to onboard each patient into the new system (i.e. validate their patient data upon the first encounter).

## DATA ENTRY REIMBURSEMENT PROGRAM

MSPEI has also funded and created a Data Entry Reimbursement Program to support physicians in hiring data entry clerks to help enter patient data in the EMR. Each physician will be granted up to \$1,000 for this service.





# PHYSICIAN RECRUITMENT

The Physicians Recruiting Physicians Program was officially announced in November 2020 and has been fully operational since February 2021 when Dr. Megan Miller was named Chief Physician Recruiter— a first-of-its-kind in Canada.

Since the role is built around the physicians recruiting physicians model, Dr. Miller has worked with her colleagues to identify potential vacancies, refer colleagues and classmates for positions on PEI, and to welcome new recruits to the Island.

So far, the 2021 year has been an active recruitment year.

**33 NEW PHYSICIANS  
WERE HIRED IN 2021.**  
**This is a 66% increase from 2020.**

*\*As of November 1, 2021*

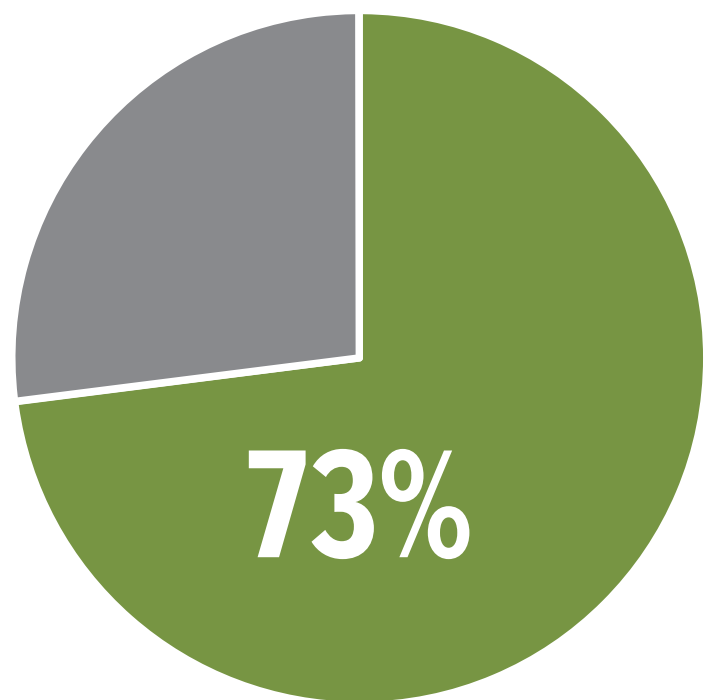
This includes specialists in anesthesiology, oncology, emergency medicine, general surgery, pediatrics, obstetrics and gynecology, psychiatry, nephrology, radiology, gastroenterology, and family medicine.

**Ways MSPEI and physicians are now participating in physician recruitment include:**

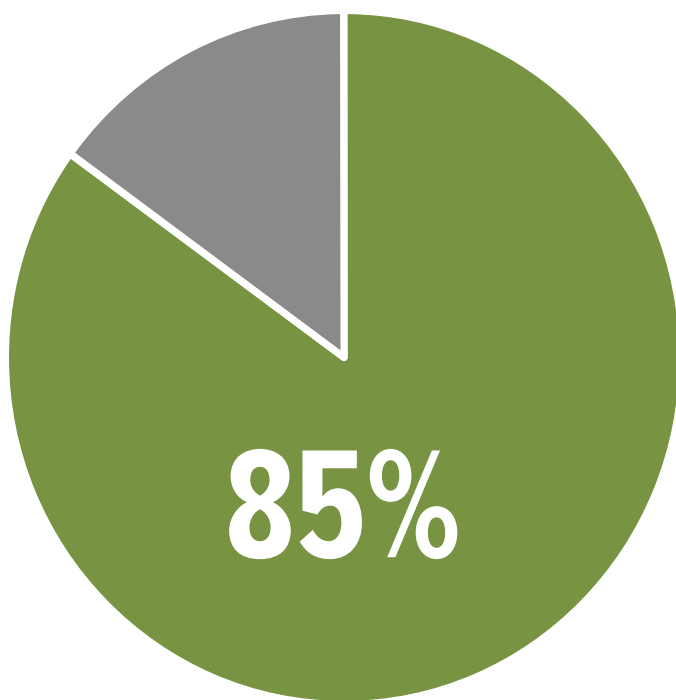
- Ensuring all leads have a direct physician point of contact with all serious leads meeting with either Dr. Miller and/or a physician in the appropriate speciality.
- Improved communication between the hiring Department Head on the recruitment efforts in progress;
- Consistently ensuring Dr. Miller and/or physicians are present at all virtual conferences/job fairs to ensure the physicians’ perspective is showcased as part of the recruitment opportunity;
- Ongoing work to identify and remove the barriers that continue to slow or prevent recruitment success;
- Piloted several new onboarding practices that allow new physicians to be formally mentored or shadowed by an experienced physician - with supports in place for the mentor;
- Supporting, with funding, physicians who independently pursue leads and showcase PEI as a place to practice when visiting the Island;
- Consistently check-in on new hires and survey their hiring experience to continuously improve recruitment efforts;
- Creating a referral guide, named as a missing resource by PEI physicians, to help physicians navigate the health-care system on behalf of their patients when newly hired; and
- Creation of a virtual site visit platform that is guided by Dr. Miller and includes testimonials from physicians.

# RECRUITMENT THROUGH VIRTUAL REALITY

A virtual reality site visit is a new tool to bolster recruiting efforts during a time when travel is limited. The goal is to provide prospective physicians with as close to the real opportunity as possible to tour the area and facilities. The first site visit features Summerside with a plan to feature Charlottetown and surrounding areas later next year. Physicians, facility leaders, and staff have been hosting the video crews and guiding them on what to film.



**73% of physicians agreed that more family physicians would improve their professional satisfaction.**



**85% of physicians agreed they would recommend PEI to physician colleagues as a positive place to practice medicine.**

**Onboarding of new physicians was ranked in the top 3 priorities areas for practice supports.**

*\*Results from MSPEI membership surveys 2021 and 2020.*

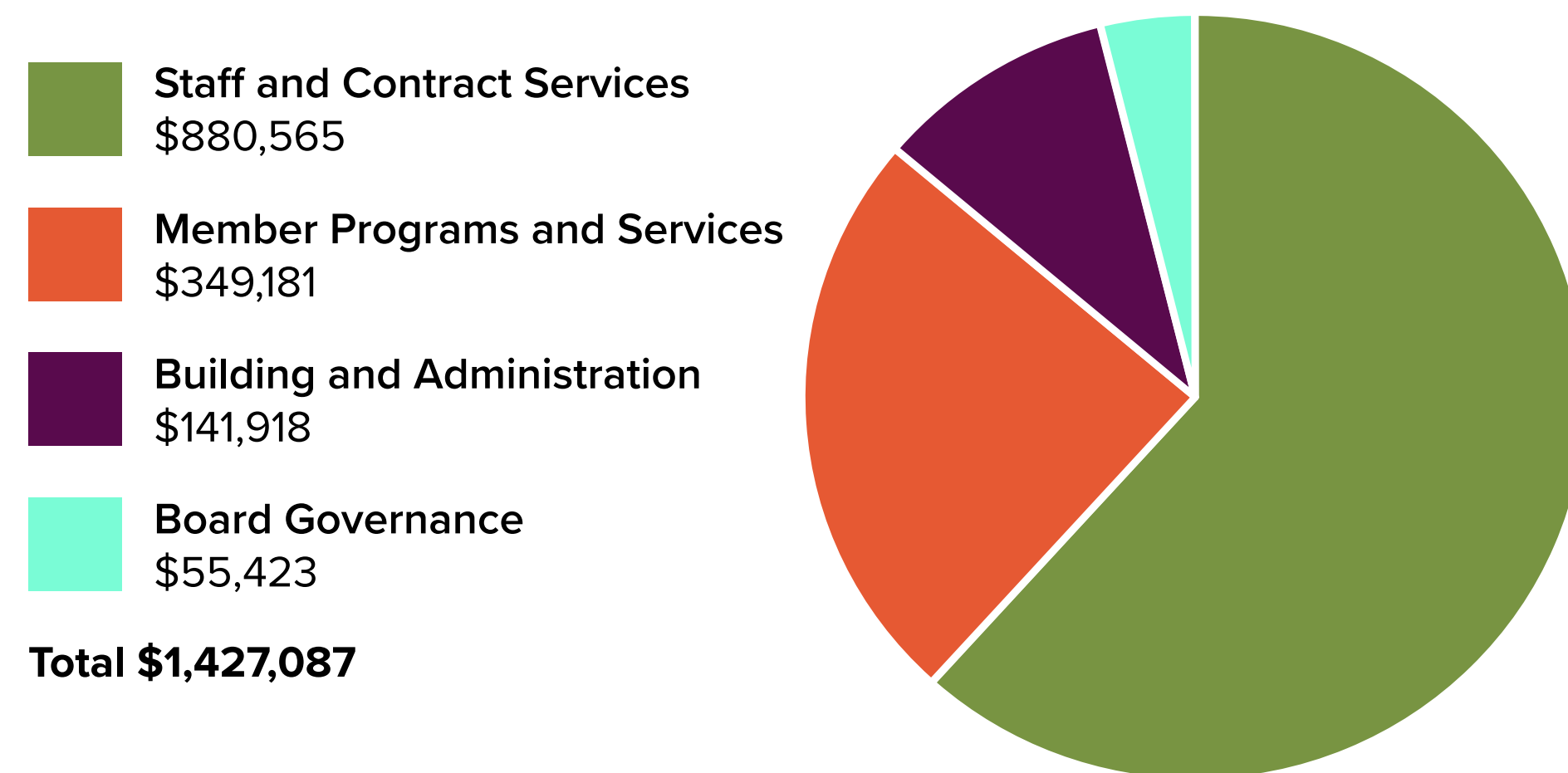




# FINANCE

## OVERVIEW

A breakdown of our spending - year ended December 31, 2020.



*The 2020 audited financial statements are prepared by MSPEI's external auditors, MRSB. They are provided at the annual meeting and available upon request.*

**In addition to providing oversight and guidance to MSPEI's financial management and long-term planning, this past year the Finance Committee guided:**

- Repurposing of the Education and Charitable Trust Fund;
- Implementing annual membership renewals through the Member Portal;
- Discussions on the current and future use of MSPEI's office building;
- Developing a programs' budget and reporting framework;
- Reviewing MSPEI's investment policy and investment strategy.

## FINANCE COMMITTEE MEMBERSHIP

Drs. Scott Cameron (Board Treasurer until August 31st), Randy MacKinnon (interim treasurer effective September 2021), Julie Johnston, and Mr. Colin Beck, CPA (layperson expert).

*Supported By: Finance Manager, Doug Carr; CEO Lea Bryden; and Office Manager, Donna Lamont.*

# MEMBER ADVOCACY, COMPENSATION & PRACTICE SUPPORT

**As identified in the strategic plan, MSPEI continues to strive to improve physicians working relationship with Health PEI. This includes:**

- Supporting physicians to negotiate their letters of offers and contracts in a way that ensures the negotiated terms of the Master Agreement are respected and promises made throughout the hiring process are appropriately documented;
- Educating physicians on the Master Agreement and Tariff of Fees and helping to resolve billing disputes;
- Supporting physicians as they navigate employment, workplace or practice challenges;
- Providing advice and support to physicians to start a new practice, transition between modalities, plan for parental leave, or prepare for retirement;
- Supporting the implementation and administration of the Master Agreement and identifying opportunities to negotiate further enhancements outside of the bargaining process;
- Ensuring physicians are educated and knowledgeable about their entitlements under all new contracts;
- Advising on key contracts, policy and operational decisions at collaborative committees to ensure physicians' perspectives are surfaced;
- Supporting physicians to navigate Master Agreement programs, services and committees and ensuring MSPEI continues to evolve its administration of those programs for maximum benefit to members.
- Liaising with CMPA and the College, as needed, to provide wrap-around support to physicians.

In addition to one-on-one and contract supports, MSPEI is contributing to the rewrite of the Health PEI Bylaws. The work is being led by Dr. Jill Cuncliffe, on behalf of Health PEI, with strong physician representation on the working group. MSPEI's Tamzin Gillis, In-House Legal Counsel, is an active MSPEI participant helping to ensure the Bylaws are clear, afford due process, and provide a strong foundation for a healthy relationship between physicians and Health PEI.

Government has advised the new Medical Society Act and Medical Practitioners Regulations pursuant to the Regulated Health Professions Act came into effect on Nov. 1, 2021. Throughout the last two years, MSPEI has provided extensive feedback to the legislation and regulations. MSPEI is now bringing its Bylaws and the Master Agreement, among other things, in alignment with the new legislation.



# COMMITTEE ACTIVITY

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## FEE CODE ADVISORY COMMITTEE

An independent consultant, who helped with the original design, is reviewing Fee Code Advisory Committee (FCAC's) progress and recommending areas for improvement. It is anticipated that the work will be completed by the end of the year, and results to be shared with the broader membership. FCAC continues to receive and review applications for new or fee code increases. MSPEI FCAC representatives: **Drs. Cai Wadden, Brad Brandon and Lenley Adams.**

## JOINT CONSULTATION COMMITTEE

The JCC, which manages the Master Agreement between periods of negotiations, was struck with new membership. The Committee is being designed to become an effective high-level problem solver during the lifetime of the Master Agreement and has adopted the interest-based negotiations approach, based on the positive experience during Master Agreement negotiations. Issues such as EMR support, compensation for long-term care services, and CME redesign are priorities. MSPEI representatives: **Drs. Brad Brandon Larry Pan, Laura O'Connor and Michael Carroll.**

## HEALTH POLICY COMMITTEE

The committee began by focusing on conducting a scan of current policy issues and made an assessment of priorities. Based on this, the committee researched and recommended a position for MSPEI on the topic of Basic Income Guarantee. This position statement has been approved by the Board and the committee is currently developing an advocacy strategy to support this position.

In addition to this work, the committee responded to requests for input from the Standing Committee on Health and Social Development regarding the topics of presumed consent for organ and tissue donation and mandatory reporting for gunshot and stab wounds. The Committee also reviewed the CMA statement on mandatory vaccination for healthcare workers and recommended its endorsement to the Board and is reviewing policy issues related to care of the elderly. MSPEI representatives: **Drs. David Bannon, Jerry O'Hanley, Kathy Bigsby, Trina Stewart and Ron Whalen.**

## PHYSICIAN HEALTH COMMITTEE

The Physician Health Committee supported the development of the MSPEI Physician Wellness Strategy and reviewed the results of the members' survey to provide guidance on the development of future wellness programming by MSPEI. The Committee has also provided guidance on the development of the wellness and leadership grants program. MSPEI representatives: **Drs. Direse Coetzee, Shannon Curtis, Joey Giordani, Gil Grimes and Megan Miller.**

## PHYSICIAN RESOURCE PLANNING COMMITTEE

Physician Resource Planning Committee continues to advise on physician complement decisions, based on an evidence-based process. MSPEI representatives: **Drs. Lana Beth Barkhouse, Kristen Mead, Katie Matheson, Tim Fitzpatrick and Lenley Adams.**



**MSPEI**  
MEDICAL SOCIETY  
of Prince Edward Island

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## THANK YOU TO OUR PARTNERS:

ASSOCIATION  
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