



MSPEI Interim Strategic Plan 2024-2026

Approved by the Board December 8, 2023, subject to revision pending ratification of new Physician Services Agreement

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.

INCLUSION...we are committed to working with others to dismantle systemic racism and other inequities to help ensure access to care for all individuals and an inclusive work culture for all physicians, regardless of their race, ethnicity, gender or ability."

Strategic Priorities

1. Work with government and Health PEI to advance the healthcare system
2. Support MSPEI members in creating healthy working relationships with Health PEI and their colleagues.
3. Support physicians' health and well-being so they can support others
4. Develop and implement an effective governance model and organization structure that ensures the long-term viability of the services and supports the organization provides to PEI physicians

Strategic Priority 1: Work with government to advance the healthcare system.

Goal 1.1: Support physicians to influence and lead healthcare.

- a. Engage with CMA and their Indigenous Guiding Circle to extend their national apology to Indigenous Peoples on behalf of the medical profession on Prince Edward Island; and begin the journey of naming truths, enabling reconciliation and resolving inequities in our province.
- a. Bring the collective voice of the profession to inform evolving health system policies and programs that impact the profession.

Goal 1.2: Collaborate with Health PEI and government to reduce the administrative burdens on physicians that are contributing to burnout.

- a. Advocate for a simpler and more transparent billing system for physicians.
- b. Provide supports to physicians that help their efforts to increase efficiencies in non-clinical activities and to reduce those tasks that do not require a physician.
- c. Advocate for a culture of trust in order to reduce the bureaucracy that has been created to address the longstanding mistrust between physicians and their employer.
- d. Where opportunities exist, collaborate with government and Health PEI to test innovations that reduce administrative burden.

Strategic Priority 2: Support MSPEI members in their working relationship with Health PEI and their colleagues.

Goal 2.1: Continue to implement successful negotiation processes that result in a physician services agreement that support members' needs and contribute to healthcare sustainability.

- a. Build organizational competencies, structures, and processes to enable efficient and impactful implementation of 2024 Physician Services Agreement.
- b. Continue to implement inclusive engagement processes to identify and prioritize the interests of the membership.
- c. Maintain access to timely, relevant, and competitive national economic data and best practices to influence the local bargaining environment.

Goal 2.2: Support MSPEI members in achieving work environments that are inclusive, free of gender bias and culturally safe.

- a. Work with Health PEI and government to identify and rectify gender-based compensation or practice expectations that create inequities.
- b. Work with Health PEI to identify and implement policy and program solutions that reduce gender and other biases embedded within the current system (e.g. central referral).

- c. Regularly review and update MSPEI policies and recruiting practices to ensure the use of inclusive language that is free from gender, race, age, ability, or other bias.
- d. Support physicians in their learning journey about racism, anti-oppression, inequities, and contributing to an inclusive healthcare system.

Strategic Priority 3: Support physicians' health and well-being so they can support others.

- a. Seek funding to ensure the organization can continue to offer members a suite of programs supporting optimal health and well-being, including the ability to add new programs that respond to changing member needs.
- b. Contribute to PEI physicians' sense of feeling valued and being heard by offering different and ongoing opportunities for members to engage with and contribute their perspectives to MSPEI.

Strategic Priority 4: Develop and implement an effective governance model and organization structure that ensures the long-term viability of the services and supports the organization provides to PEI physicians.

- a. Review and update the organization's governance structure and organizational competencies to ensure they align with the achievement of strategic goals, Physician Services Agreement, retention of staff, and long-term sustainability of the organization.
- b. Review and regularly update the organization's risk management framework to identify, assess, and mitigate risks effectively.
- c. Establish a comprehensive succession plan for key leadership positions, including the board chair, president and CEO.