

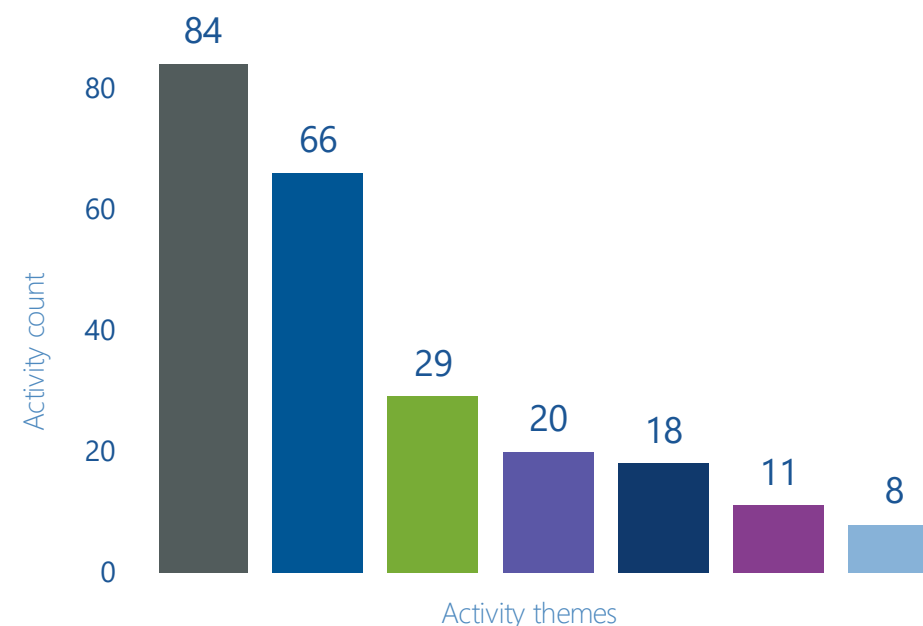
Facility Engagement **2025-26 Annual Review** Provincial Summary



This report provides a provincial summary of annual reviews submitted by 71 eligible Medical Staff Associations (MSAs) throughout BC, highlighting activities and results occurring in 2025-26, and key priorities and activities planned for 2026-27.

A total of **236 activities** were highlighted by MSAs throughout BC.

A comprehensive review of reported Facility Engagement activities identified seven key themes that capture the essence of what MSAs accomplished in 2025-26.



What we heard.

Engagement within the MSA

"[Our MSA] demonstrated exceptional professionalism, unity, and leadership, laying a strong foundation for continued progress. Significant effort was also dedicated to the successful integration of new medical staff, ensuring continuity, support, and a strong sense of belonging."

Strategic initiatives impacting patient care and provider experience

"[We] enhanced provider confidence and preparedness in high-acuity scenarios, improving patient safety, clinical outcomes, and local system capacity to manage emergencies in a rural environment."

Engagement with the health authority

"[We] helped create a more direct communication channel between medical staff and health authority leadership; it gave both groups an opportunity to better understand one another's priorities and constraints, and it helped establish a collaborative tone for future discussions."

Recruitment and retention

"[We] recruited and retained seven new physicians through enhanced onboarding and collaboration with community partners."

Strengthening MSA capacity and capability

"Governance foundations [were] strengthened: clearer structures, inclusive meetings, and executive continuity were maintained through planned leaves. Executive meetings were opened to all medical staff, lowering barriers to participation, supporting succession planning, and reflecting a genuinely inclusive approach to governance and engagement."

Interdisciplinary engagement

"[We] strengthened clinical knowledge, decision-making, and cooperation while promoting best practices, advanced care protocols, and mentorship for professional growth."

Community engagement

"Collaboration with the Division of Family Practice and community partners are yielding promising recruitment results, including the establishment of new residency rotation opportunities to support housing for both locums and residents, significantly enhancing overall recruitment efforts."

2025-26 activities supported by Facility Engagement aligned with multiple domains of the **JCC Quintuple Aim Framework**.¹

The three most common domains identified across Facility Engagement activities supported both patient and provider experience.

	Provider Experience	Provider Experience	Patient Experience
DOMAIN	Physician Voice	Community and Belonging	Timely Access
DEFINITION	The intentional inclusion of physicians' expertise and perspectives in organizational, clinical, and policy decisions, ensuring their insights are valued and influential in shaping decisions that impact patient care and professional fulfillment.	The sense of inclusion, connection, and shared identity physicians feel with their colleagues and within the broader health care system.	The ability of patients to receive health care services promptly, when and where they need them, without experiencing unreasonable delays in the circumstances.
EXAMPLE	The Multidisciplinary Health Care Coordination Committee at Fraser Canyon Hospital provided regular forums for physicians, health authority leaders, and staff to collaborate on operational challenges, enabling physicians to inform local decision-making.	The Physician Buddy Program at Lakes District Hospital and Health Centre connected new emergency department physicians with an experienced colleague for clinical, operational, or system-level guidance, supporting integration and reducing professional isolation.	Simulation training for local care providers at Nicola Valley Hospital & Health Centre reduced the burden of routine cortisone injections on specialized orthopedic waitlists.

¹ Draft JCC Quintuple Aim Framework - This framework is a draft and prototype, subject to revisions.

Opportunities for physician-to-physician connection and relationship building was the most frequently reported factor supporting effective engagement.

The following success factors, challenges, and opportunities were identified by MSAs.

What supported effective engagement?

- + Providing opportunities for physician-to-physician connection and relationship building
- + Building and sustaining relationships between MSA and health authority partners
- + Supporting and collaborating on local physician-led improvement efforts
- + Providing avenues for effective communication
- + Highly engaged MSA executive and membership

What impeded effective engagement?

- Capacity constraints affecting MSA executive, medical staff, and health authority engagement
- Challenges with changes and/or vacancies in health authority administration
- Need for additional funding and resources to sustain engagement
- Gaps in communication and information-sharing

What could be done to enhance engagement moving forward?

- Offering flexible support and engagement opportunities to physicians
- Strengthening collaboration between MSA and health authority partners
- Improving communication with MSA members
- Fostering opportunities for organic connection and relationship building
- Enhancing MSA governance and operations

Engagement plays a key role in driving positive outcomes, including better patient care, higher job satisfaction, improved physician retention, and stronger organizational culture.



This visual shows the number of MSAs demonstrating essential elements of strong engagement in their reported successes, using the **Six-Part Engagement Model**.

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What we heard.

27 MSAs demonstrated **Shared Responsibility**, many highlighting the positive impact that meaningful collaboration and decision-making with health authorities has had on medical staff engagement at their sites.

The top priorities MSAs identified for 2026-27 focus on **11 key system-level and foundational themes**.

Creating a **foundation** of strengthened communication, relationships, and support structures enables MSAs and partners to collaborate on **system-level** opportunities that directly improve patient care and the work environment.

System-level priorities

Themes – 2026/27 MSA priority areas

Count of MSAs

Recruitment and retention

45

Group education and professional growth

28

Quality improvement culture, opportunities, and innovation

26

Care coordination

22

Health system capacity and availability of resources

20

Foundational priorities

Community and belonging

43

Health authority partnerships and collaboration

37

Communication and MSA awareness and involvement

31

Governance and leadership pathways

30

MSA meetings and forums

30

Enhancing physician voice

25

Facility Engagement is a provincial initiative of the Specialist Services Committee, a partnership between the Province of British Columbia and Doctors of BC.

The JCCs humbly acknowledge that we operate and support physicians on the traditional and unceded territories of many First Nations, whose historical relationship with the land continues today. For the JCCs, acknowledging the traditional territories is an expression of cultural humility that involves recognizing our commitment to support the provision of culturally safe care to First Nations, Inuit, and Métis people throughout BC.