

BEYOND THE MASK

A STRATEGIC INITIATIVE BY ONTARIO'S
ANESTHESIOLOGISTS



WELCOME



AGENDA

1. Getting started
2. Who we are
3. Where we've been
 - Some accomplishments to-date
4. Where we're heading
 - Member's concerns
 - Possible projects
5. Getting to know you
 - Current understanding
 - Q&A
6. Wrapping up
 - Get Involved- Opportunities to *Go Beyond the Mask*

INTRODUCTIONS



Dr. Monica Olsen

- Anesthesiologist at the Trillium Health Partners
- Vice-Chair for Ontario's Anesthesiologists
- Member of the Beyond the Mask Steering Committee



Who do we have in the room?

- Anesthesiologists/GP-Anesthetists from
 - MUMC, Hamilton General
 - WLMH, Juravinski
 - St Joseph's
- Residents
- Hospital Leadership

- A five year strategic initiative (started in 2015) to raise our image and profile
- Four objectives
 - 1.Engaging members through developing a shared vision of the future
 - 2.Building internal capacity for leadership
 - 3.Forging and strengthening internal and external strategic relationships
 - 4.Defining accountability mechanisms to demonstrate quality and contribution
- One Intent – For anesthesiologists to be perceived as
 - System leaders
 - Peri-operative managers
 - Innovators



WHAT IS BEYOND THE MASK?



OVERVIEW OF BEYOND THE MASK



Beyond the Mask Steering Committee

Drs Stephen Brown, Christopher Harle, Monica Olsen, David Neilipovitz, Jane Cooke-Lauder (Strategic Consultant) and Emily Hill (Administrator)

Beyond the Mask Working Group

Drs Justyna Bartoszko, Chris Coutinho, Dale Engen, Natalie Clavel, Sylvain Gagne, Paul Gill, Kyle Kirkham, Arjun Krishna, Rohit Kumar, Manoj Lalu, Suzanne Lilker, Gita Raghavan, Anita Rao, Katharine Ryans, Senthil Thiyagarajan, Michael Wolosyzk, Anne Wong

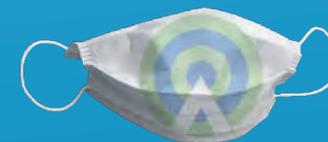
2018 Project Hubs

Working with
Members

Working with
Stakeholders

Leadership

BEYOND THE MASK ROADMAP



Ongoing Member Communication and Engagement

2015-2016
**Building a
Foundation**

Development of overall BTM strategy
Established a Working Group
Decided on priorities, project groups and deliverables for Project Cycle 1

2016-2017
Project Cycle 1
Deliverables

Choosing Wisely Hub: Choosing Wisely Implementation Guide
Leadership Hub: Joint OHA/OA leadership development program
Chief Hub: Chief's Resource Centre

2017-2018
Project Cycle 2
*Strategy and
Foundation*

Working with Members Hub: Strengthen perception of Anesthesiologists' value, promote Choosing Wisely guidelines, provide members/chiefs with additional tools and support
Working with Stakeholders Hub: Deepen relationships with key provincial and national organizations, priority focus on developing a stakeholder map and the HQO relationship
Leadership Hub: Make available a robust set of leadership development options together with an evaluation framework.

BEYOND THE MASK ANESTHESIOLOGY 20.20



BEYOND THE MASK: ANESTHESIOLOGY 20.20 is a strategic initiative that was crafted to elevate our role and profile in the health care system over the next 5 years. As part of its initiative, the Executive of the Ontario's Anesthesiologists has approved the Beyond the Mask initiative to achieve the following outcomes:

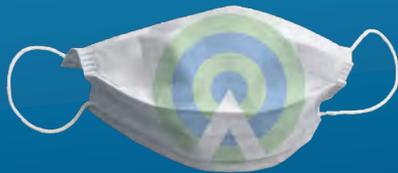
1. Anesthesiologists in new and different leadership roles (beyond Anesthesiologist in Chief)
2. Anesthesiologists in more leadership roles in delivering care, within the hospital, as part of the profession and across the system
3. More anesthesiologists involved in influencing health and public policy
4. Introduction of new proven approaches, practices and procedures
5. Stakeholders (including OMA, hospital administrators, policy makers and colleagues) identify anesthesiologists as being influential in transforming the system
6. The public is better informed as to the role of anesthesiologists in determining patient safety
7. Individual anesthesiologists indicate a stronger identity and sense of professional contribution

FEEDBACK FROM MEMBERS: 2017 SURVEY RESULTS



Agree/ Strongly Agree	2017:	2015:
I continue to perceive a lack of recognition and respect. The work of anesthesiologists is not understood or fully appreciated	66.8%	77.3%
I am concerned about losing autonomy and being displaced in the system, losing control over my work, for example, to Anesthesia Assistants.	39.2%	76.8%
I see a need for Anesthesiologists to be leaders across the perioperative spectrum	95.5%	89.8%
Ontario's Anesthesiologists must be engaged in shaping our future	96.9%	93.8%

ADDITIONAL
MEMBER
FEEDBACK
FROM 2017
SURVEY



- High levels of concern about the government and OMA
- Need for a more positive positioning: Members would like to see BTM help educate anesthesiologists on how to advocate; to reinforce BTM and member accomplishments; and to promote the profession in a positive light
- Strong reinforcement of need/value of up-to-date well stocked resource centre
- Ongoing lack of awareness of BTM (30% unaware)
- Be relevant for all segments of the membership e.g., young anesthesiologists, rural and remote, GP anesthetists

WHAT PHYSICIANS SHOULD DO

We recommend that physicians, individually and collectively:

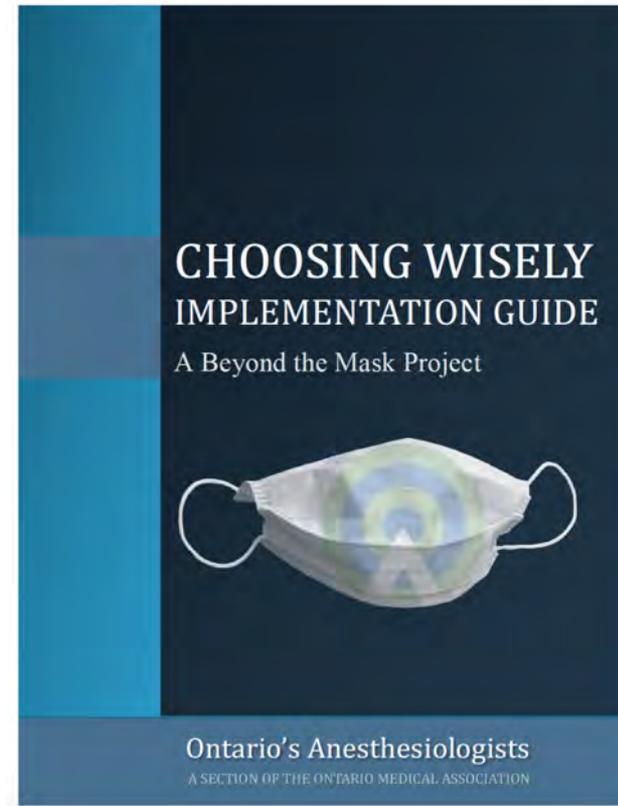
1. Explore and challenge their personal mental models and the world views that restrict them from (a) engaging in the health care system and (b) realizing their potential as leaders.
2. Be willing personally to participate in and champion efforts by colleagues to understand the reform agenda within their provincial health care system and the implications for their own area of responsibility.
3. Take advantage of opportunities provided by colleagues, fellow professionals, health organizations, regions, and governments to participate in reform initiatives, especially patient-safety and quality-improvement initiatives.
4. Take steps to negotiate appropriate working conditions for physicians in a reformed health care system.
5. Become active champions for, and partners in, physician engagement and physician leadership development.

WHAT HCO SHOULD DO

We recommend that health care organizations, including hospitals, primary care agencies, health regions, and long-term care organizations, either individually or collectively:

6. Measure the current level of engagement of their physician population, both those working in house and those working in partnership as independent contractors.
7. Gather data and information about the current state of physician leadership in their organization to understand roles, responsibilities, remuneration, time allocation, and contracts and determine a base line for improvement.
8. Make changes in organizational structure and design, jointly advocated by the organization and physician representatives, to alter policies and practices toward involving physicians in informal and formal leadership roles.
9. Engage in projects to ensure that the organizational culture is conducive to facilitating and supporting the engagement and leadership of physicians.
10. Use informal and formal communications approaches to ensure that physicians are aware of organizational issues and priorities and are able to respond and provide feedback on such issues.
11. Identify potential future physician leaders and ensure their mentorship and development.

CHOOSING WISELY IMPLEMENTATION GUIDE



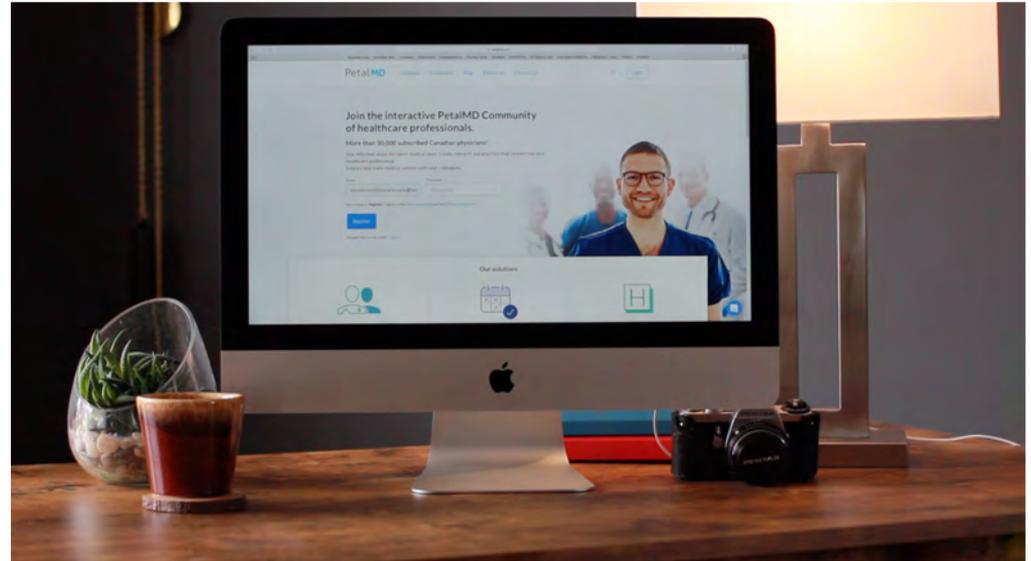
Launched: July 2017

Leadership provided by Advisory Group

Purpose: to support conversations and actions to reduce unnecessary tests, treatments and procedures

Content: case studies, templates, tools and change management suggestion

PETALMD RESOURCE CENTRE



Three distinct Resource Centres:

- Chief
- Family Practice Anesthetist
- General Membership

Used for discussions and sharing information about a range of peri-operative and leadership activities.

LEADERSHIP DEVELOPMENT INITIATIVES



Strategic Leadership in a Reform Environment: *November 4th, 2017*

- In partnership with the Ontario Hospital Association
- Designed to be unique from other leadership opportunities by providing a health system reform "primer" for Anesthesiologists and FP/GP Anesthetists
- Accredited and applied

Health System Fundamentals for the Anesthesiologists: *September 20th, 2018*

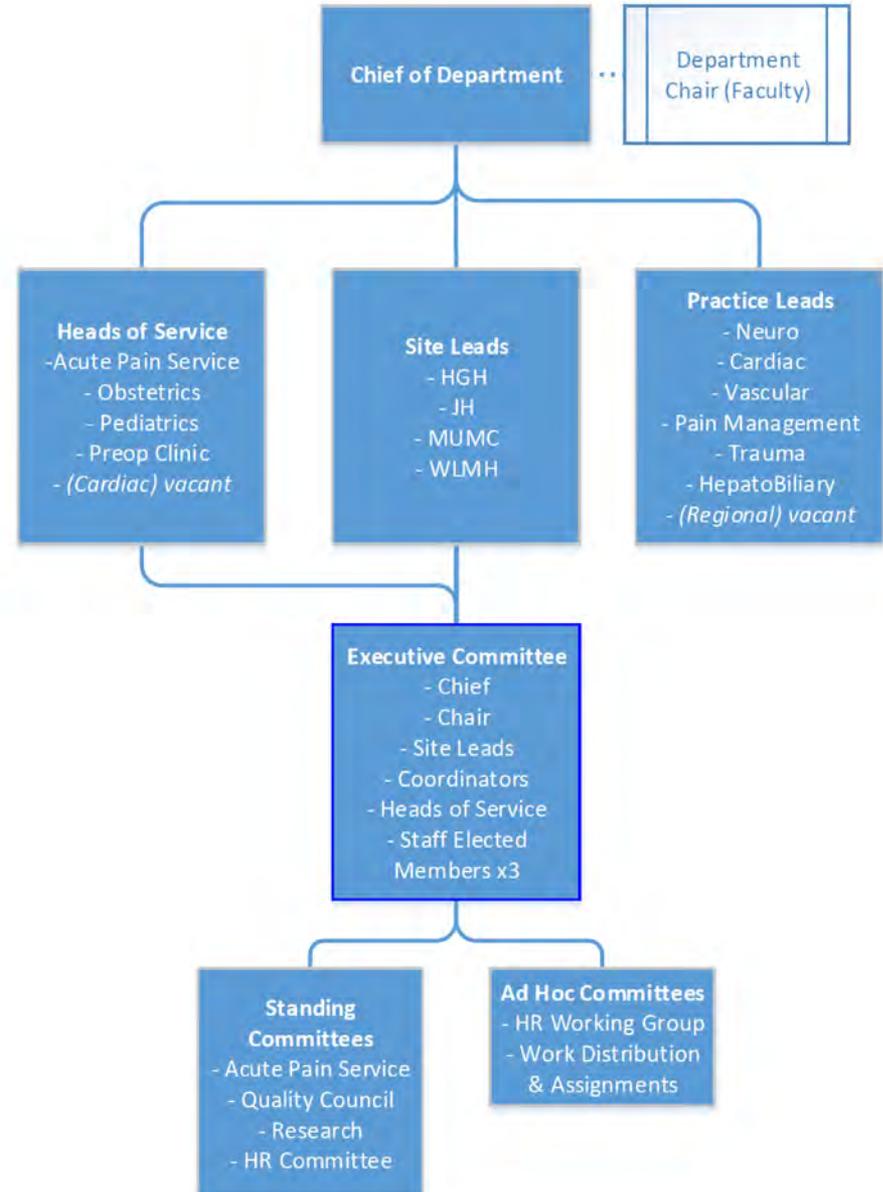
- First solo leadership program put on by BTM/OA
- Learning objectives
 - To explore the structure of Ontario's health care system and the impact of funding reform on hospitals
 - To identify system stakeholders, perioperative leadership roles and accountabilities within hospital/academic settings
 - To analyze current issues of concern for anesthesiologists within the work place to determine opportunities for action
 - To recommend ways in which anesthesiologists can influence and address hospital policies and challenges in the operating room

A modern, multi-story building with a mix of brick and dark grey panels. The building features large windows and a prominent blue 'A' logo on the upper right corner. The sky is blue with light clouds. In the foreground, there is a paved area with some greenery and a few trees.

McMaster
Children's
Health Centre
HEALTH SCIENCES

SNAP-SHOT OF YOUR
COMMUNITY
HAMILTON

HAMILTON



HAMILTON



- 65+ members, 4 sites, new grads—30+ years
- Collective interest in demonstrating value, increasing presence and recognition beyond the OR
- changing department environment
 - clinical practice
 - communication
 - culture
- Center for People Development: Crucial Conversations, Reimagining Leadership
 - identifying and training future leaders
- Physician Hospital Partnership (CEO commitment)
 - history and culture
- Extreme (discouragingly so) fiscal pressure
 - limited to no compensation for 'extra' work
 - threats of service or support
- decrease/withdrawal
- Time
 - long/busy clinical days
 - meeting times

WHERE WE ARE HEADING

2018-2019 PROJECT CYCLE 2

DELIVERABLES- IN PROGRESS



Working with Members Hub:

Choosing Wisely Year in Review
BTM Roadshow

Re-design and addition of resources for Resource Centres



Working with Stakeholders Hub:

Stakeholder Map

Perioperative Pain Management Project



Leadership Hub:

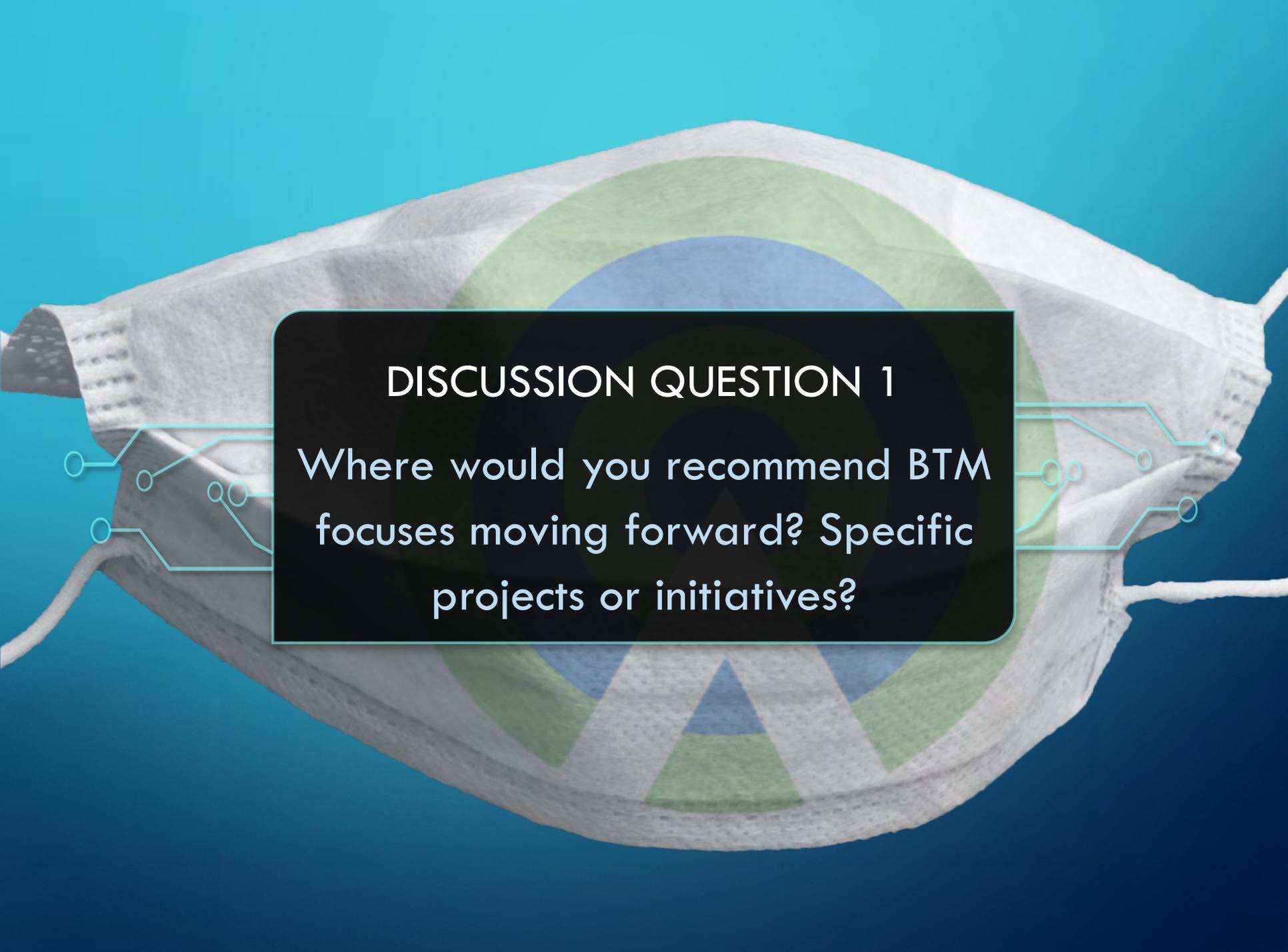
Spring, 2019: Part 2 of customized leadership development offering
in partnership with OHA

Oji Life Labs Emotional Intelligence App Trial

BTM RESOURCES AVAILABLE

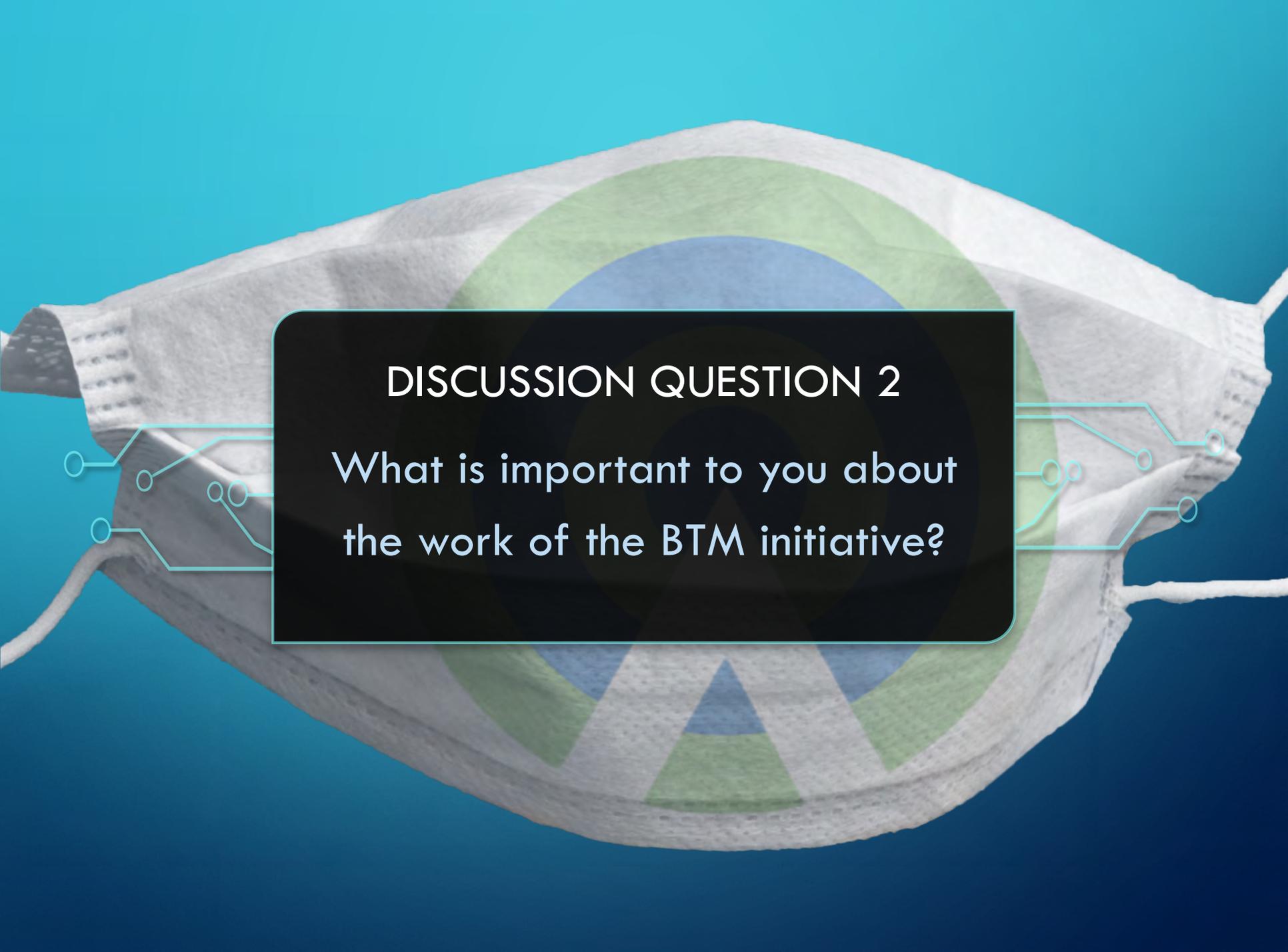


- Resource Centre
 - Health Care in Ontario
 - Hospital Governance
 - Knowing and Managing yourself
 - Leading High Performance Teams
 - Basics of Hospital Finance
 - Quality, Safety and Risk Management
 - Order Sets, Clinical Domains and Protocols
- FP-A and Anesthesiologists Consult Service *Pilot Initiative*
 - Dr. Paul Gill (Huron-Perth Clinical Lead) and Dr. Dale Engen (Kingston General Hospital)
 - Working to establish FP-A and Anesthesiologist consult service
 - Discussed using one of the e-consult platforms.



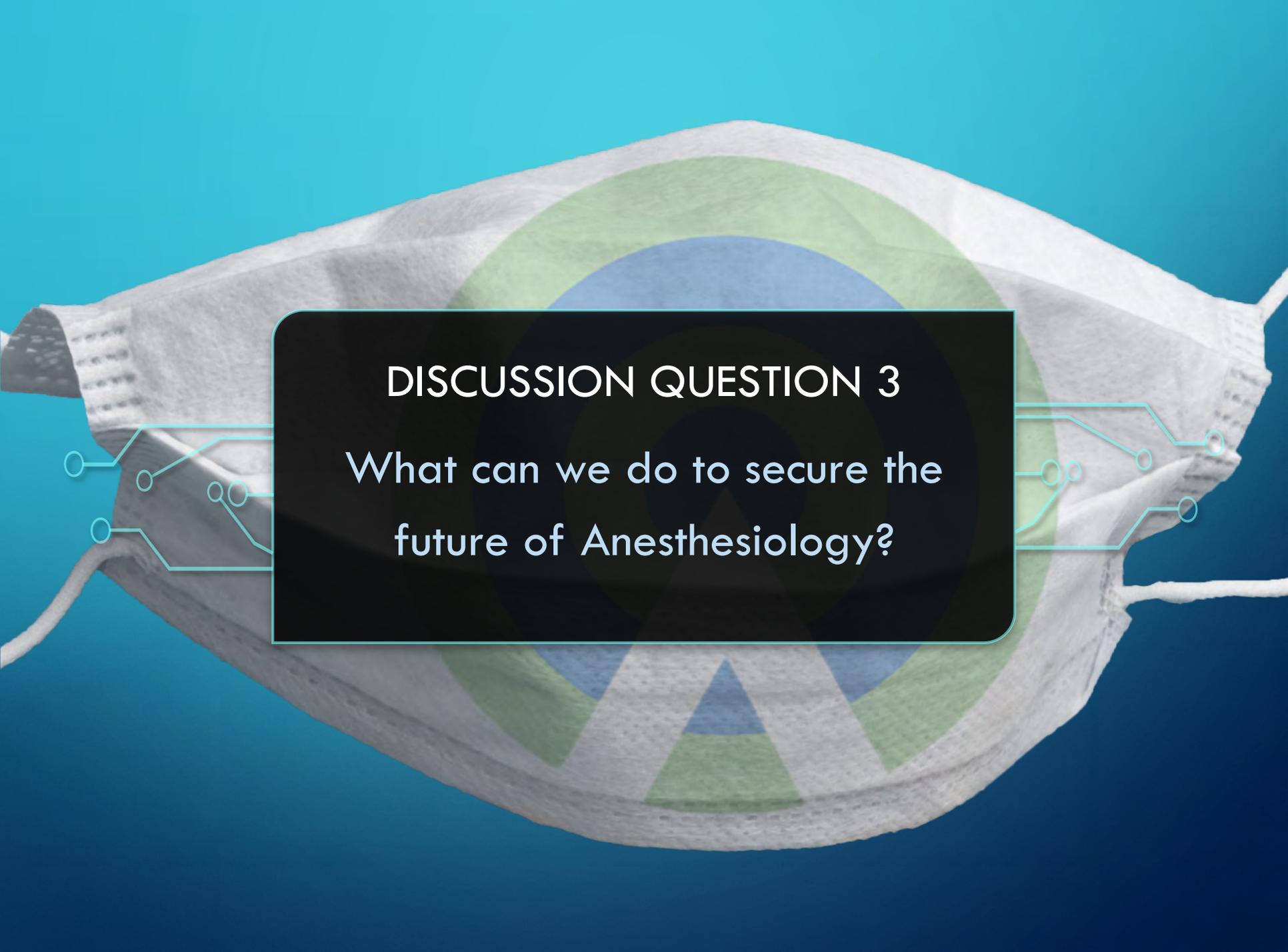
DISCUSSION QUESTION 1

Where would you recommend BTM focuses moving forward? Specific projects or initiatives?



DISCUSSION QUESTION 2

What is important to you about the work of the BTM initiative?

A surgical mask with a rainbow pattern (red, orange, yellow, green, blue, purple) is shown against a teal background. The mask is partially cut away to reveal its internal layers. Overlaid on the mask are light blue circuit-like graphics with nodes and lines, suggesting a technological or digital theme.

DISCUSSION QUESTION 3

What can we do to secure the
future of Anesthesiology?

A decorative graphic on the left side of the slide, consisting of a vertical line of light blue circuit traces. From this line, several horizontal and diagonal lines branch out, each ending in a small white circle, resembling a stylized circuit board or data stream.

OTHER QUESTIONS?

GET INVOLVED: OPPORTUNITIES TO GO BEYOND THE MASK



Join the BTM
Working Group



Host local
leadership initiatives
(funding available)

Become more
involved at the
OMA



Engage or work
with stakeholders



Take on local
projects



Bring BTM or the
Section a new
project

ATTEND OUR ANNUAL CONFERENCE

63rd Annual Ontario Anesthesia Meeting

Thursday, September 20th - Sunday, September 23rd, 2018

Westin Harbour Castle Hotel, Toronto, Ontario





THANK
YOU
FOR
JOINING
US

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www.ontariosanesthesiologists.ca