

## SCHEDULE A - SERVICES

### Regional Medical Director (RMD), Access and Flow, Regional Hospitals

#### **Role Overview:**

- The RMD provides leadership and strategic direction to access and flow services, with a focus on the physician role in the system. Through partnerships with clinical and physician leaders, as well as the RMD, Access and Flow, Community Hospitals, and Executive Director, Access and Flow, plays a key role in the system design, implementation, and the sustainability of improved patient flow and increased clinical capacity. The RMD works closely with the Hospitalist Medicine Network and the RMD/Regional Department Head (RDH) of Hospital Medicine to drive access and flow and quality metrics with the Regional Department of Hospital Medicine.
- This position reports to the Vice President (VP), Community Hospitals & Health Services with professional accountability to the VP Medicine, or designate.

#### **Key Areas of Involvement**

- Provides medical leadership in strategic planning, integration and implementation of strategic and operational short and long-term capacity goals and objectives that support access and flow.
- Establishes and maintains effective working relationships with physician and clinical leadership to coordinate and integrate improvements to access and flow across Fraser Health at the regional, site and program/service level, with an emphasis on improved patient outcomes.
- Supports the development and implementation of Fraser Health's Access and Flow policies supporting core initiatives that include but are not limited to: Ten Hour Rule Performance, Care and Discharge Planning Processes, Average Length of Stay / Expected Length of Stay Ratio, Average Length of Stay and Reducing ERIN occupancy.
- Holds shared accountability to drive local change to improve performance and maintain standardized best practices across the system ensuring performance targets are met, and drives real-time data analysis for informed decision-making.
- Supports physician leaders (RMD, PMD, and SMD) to implement and sustain optimum access and flow metrics. Aligns the needs of physicians, patients, and the overall system in the collection and dissemination of data. Works with partners across acute and community services to ensure alignment of multiple clinical capacity initiatives.
- Support RMD/PMD/SMD in working with Medical Staff and HAMAC, where appropriate, to promote integration of Access and Flow performance monitoring principles into patient-centred clinical practice. Works with partners across acute and community services to ensure alignment of multiple clinical capacity initiatives.
- Represents Fraser Health to mediate flow-related activities across the internal system, BC Health Authorities and inter-provincially.
- Provides leadership to support a physician experience that reflects support of the well-being and safety of our people through effective feedback, retention strategies, work practices that support work/life balance and encourage personal and professional development.

#### **Data Analytics**

- As a medical leader, utilizes data analytics (i.e. Average Length of Stay/Expected Length of Stay Ratio, Average Length of Stay, and ERIN occupancy) and disseminates to appropriate stakeholders to improve system flow.
- Oversees and monitors system-wide patient access and utilization reports.

- Analyzes hospital patient flow and efficiencies through the lens of medical staff. Proactively manages flow bottlenecks and leverages data analytics to predict problems before they occur.
- Integrate medical leadership into the data and processes required for efficient system flow. Align accountabilities of medical leaders with the technology and data needed to enable those accountabilities.

### **Regional Hospitalist Services**

Partners with the RMD/RDH Hospital Medicine for the activities of the Fraser Health Hospitalist Service and works towards meeting access and flow accountabilities as specified in the Hospitalist Service Contract:

- Participates in the Hospitalist Medicine Network along with the ED, Access and Flow; RMD/RDH, Hospital Medicine; and RMD, Access and Flow, Community Hospitals.
- In collaboration with RMD/RDH, Hospital Medicine; Local Department Heads, Hospital Medicine; and Director, Physician Services, monitors the Hospitalist Service patient activity and aligns site resources to meet access and flow accountabilities.
- In collaboration with RMD/RDH, Hospital Medicine; Local Department Heads, Hospital Medicine; and Director, Physician Services develop key performance measures, annual quality targets, and reporting mechanisms for access and flow.

### **Leadership**

- Provide leadership through mentoring, coaching, and modeling a collaborative working style and leading by influence and respect.

### **Strategic and Policy Advice**

- Provide senior medical administrative leadership and decision making, in relation to professional and strategic matters.
- Identify emerging issues in the local, provincial, federal and international arenas that could influence standards and quality of medical practice within Fraser Health.
- Identify emerging strategic issues involving Fraser Health Medical Staff to the VP Community Hospitals & Health Services and VP Medicine.

### **Medical Legal Issues**

Identify potential liability issues and legal concerns and provide advice for specific cases/files to appropriate medical leaders and/or Fraser Health legal counsel as required.

### **Leadership Development**

The RMD, Access and Flow, Regional Hospitals will actively participate in professional development activities in management and leadership as agreed with the VP, Community Hospitals & Health Services and VP, Medicine, where appropriate.

### **Performance Evaluation**

The RMD, Access and Flow, Regional Hospitals will establish leadership goals and role performance objectives consistent with the MyJournal process.

Performance shall be evaluated via MyJournal by the VP, Community Hospitals & Health Services and may include inter-disciplinary peer input from, but not be limited to:

- Medical Directors (Site, Regional, Program, Executive)
- VPs
- Executive Directors
- Medical Staff

### Qualifications and Experience

- Eligibility for membership on the Fraser Health Medical Staff
- Five (5) years leadership experience within the healthcare sector
- A Master's degree in health administration or business administration is preferred
- Experience in quality improvement, standardization and recruitment is highly desirable
- Additional leadership training is preferred
- Experience with budgetary and operational planning is desirable.

### Leadership Competencies

- General
  - Possesses excellent interpersonal skills and can work effectively with a diversity of personalities, being approachable and showing respect for others.
  - Demonstrated ability to interact with and lead the broader physician community.
  - Demonstrated leadership in roles to lead and move forward complex organizational change issues across health service programs to support broad transformational objectives.
  - Demonstrated ability as an effective consensus builder able to work through influence rather than formal authority.
  - Demonstrated leadership abilities to incorporate program/hospital needs within the broader context of the health delivery system and multiple program requirements.
  - Demonstrated ability to work and lead within a matrix reporting structure.
  - Sound working knowledge of planning concepts related to service delivery, budgetary, staffing, quality and strategic initiatives.
  - Proven verbal and written communication and presentations skills within a senior leadership capacity.
  - Proven proficiency leading practice of the field of health program leadership.
  - Possesses a good grasp of clinical workflow, including in-patient, ambulatory, community health and primary care settings, health information systems and outcomes measurement.
- LEADS Competencies
  - Leading People: acting with integrity and trust; building a team environment; communicating clearly; and fostering the potential of others.
  - Leading Change: striving for personal mastery; leading with Vision; inspiring and engaging; and, promoting innovation.
  - Partnering: focusing on customers and engaging stakeholders.
  - Achieving Results: understanding and demonstrating accountability.
  - Business Acumen: managing resources; possessing health environment and political awareness.

### Time commitment

It is expected that the role will require **0.3 FTE (11.25 hours/wk)** and a presence in the role over **1.5 days** per week.

**All Services shall be delivered in a manner consistent with the Vision, Purpose, Values and Commitment of the Authority.**

**Vision**

Better Health, Best in Health Care

**Purpose**

Our purpose is to improve the health of the population and the quality of life of the people we serve.

**Our Values**

Respect, caring and trust characterize our relationships.

**Our Commitment**

To be passionate in our pursuit of quality and safe health care.

To inspire individual and collective contribution.

To be focused on outcomes, and open to evidence, new ideas and innovation.

To embrace new partners as team members and collaborators.