



Health and
Wellness

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To all Island Physicians:

ISSUE 8

This letter provides a summary of the proposed new Provincial Medical Staff Bylaws for Health PEI.

In 2008, the PEI Department of Health contracted Corpus Sanchez International (CSI) Inc. to conduct an initial high level analysis of the Island Health System. The recommendations of this analysis clearly indicated a need to create the proper environment and structures for effective medical leadership and involvement in quality health care management including: (1) one set of bylaws and rules for all medical staff; (2) medical leadership positions with clear roles, responsibilities and reporting relationships that reflect three areas of medical leadership: medical administration, quality medical management and advocacy. In addition, a province-wide medical advisory committee was recommended to represent all medical staff in the province.

As a follow-up to the CSI analysis, a Provincial Medical Leadership Steering Committee (SC) was established to make recommendations regarding the medical leadership model for the health system. Under the jurisdiction of the SC, a bylaw working group was formed to develop one set of Medical Staff Bylaws for the Province. Members of the working group are: Dr. Richard Wedge (Chair); Dr. Peter MacKean; Dr. Des Colohan; Rick Adams; Dr. Colin McMillan; Dr. Rosemary Henderson; Dr. Ian Reid; Janet Christian; Lori Ellis; Carolyn Villard; Garth Waite. Since September 2009, the working group has been meeting regularly to develop a draft set of bylaws to reflect the proposed organizational structure. In addition to the three areas of medical leadership (administration, quality, advocacy) and a province-wide medical quality committee, the bylaws incorporate the main principle, physicians irrespective of their mode of remuneration or area of practice on PEI, will be subject to medical staff bylaws for Health PEI with respect to:

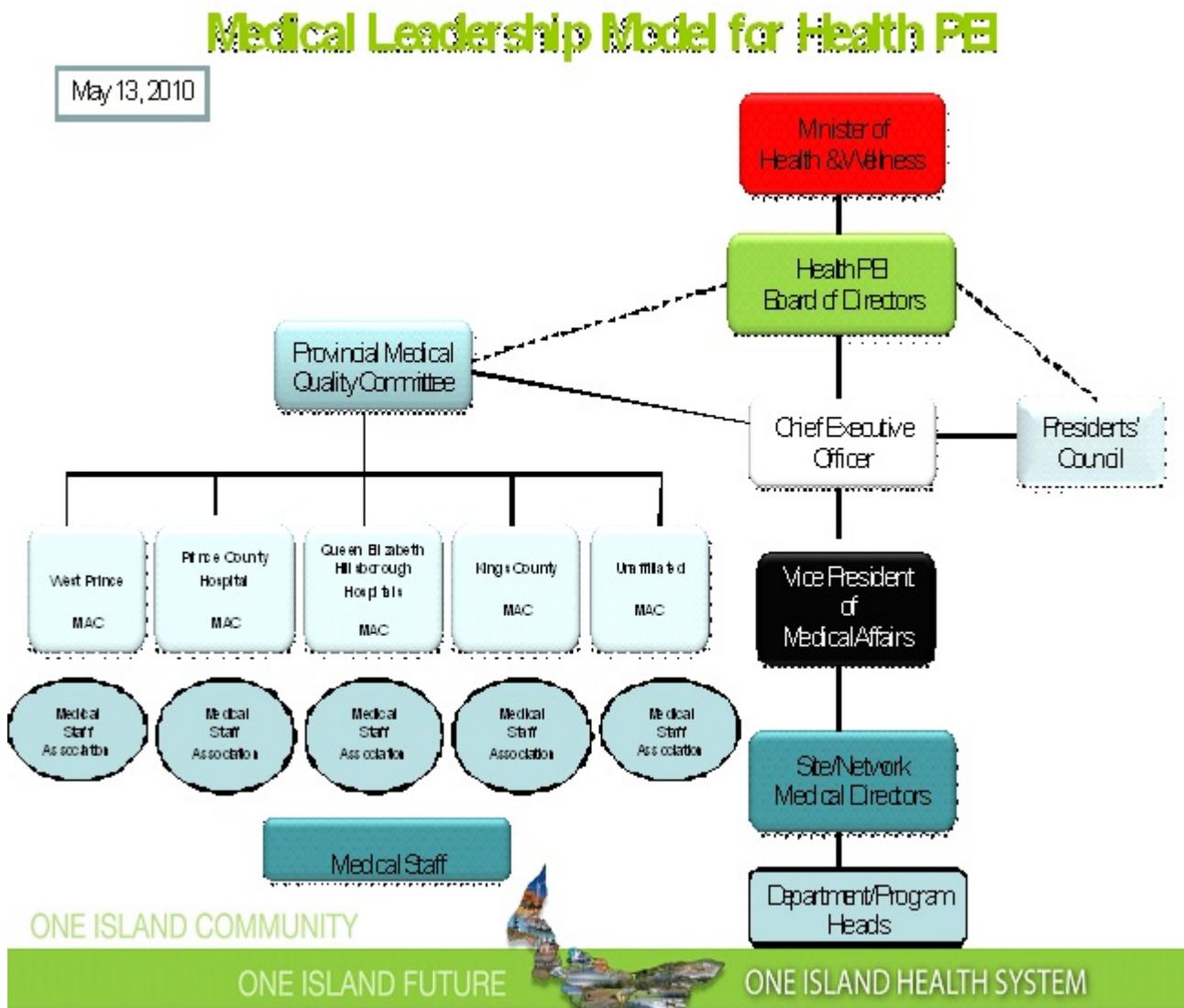
- a) A standard province-wide process for credentialing, appointment/reappointment and discipline of medical staff;
- b) The requirement to establish a local medical staff advisory committee structure; and
- c) The requirements to establish departments/programs based on facility need.

The Administrative structure includes a Vice President of Medical Affairs and 7 Medical Directors (0.2 FTE for each of the five proposed Primary Health Care Networks, 0.8 FTE for Queen Elizabeth Hospital/Hillsborough Hospital, and 0.4 FTE for Prince County Hospital). Five Medical Staff Associations are proposed (West Prince, PCH, QEH/HH, Kings, Unaffiliated). The Unaffiliated Association is composed of those physicians and nurse practitioners, who are engaged in a clinical community practice in PEI with no admitting privileges at a Health PEI hospital. Physicians without hospital privileges currently require privileges (Limited Medical Staff) in order to access the resources of Health PEI such as laboratories, diagnostic imaging and long term care facilities. They will also be able to receive greater amounts of information about changes to Health PEI programs. The term of office for each elected officer of each staff association is one year as Secretary-Treasurer, followed by one year as the Vice-President and one year as the President, served consecutively.

The Quality structure includes a Provincial Medical Quality Committee (PMQC) and five Local Medical Advisory Committees (West Prince, PCH, QEH/HH, Kings, Unaffiliated). The PMQC is composed of 11 physician members with five members selected by position and six members elected by the medical staff (one nonspecialist in Charlottetown area, one nonspecialist in the Summerside area, two specialists at the QEH/HH, one specialist at the PCH, one specialist practicing in any facility /program of Health PEI). In determining the proposed composition of the PMQC, consideration was given to the ratio of Family Practitioners and Specialists in the province, as well as the size of the Specialist staff practicing in the QEH/HH and PCH.

A Presidents' Council will also be formed. The Presidents' Council serves as an advocacy body for the medical staff and promotes continuous quality improvement. This Council is composed of the presidents of the five Local Medical Staff Associations (formally Chief of Staff position) and is chaired by an elected member of the Presidents' Council. The Presidents' Council meets at the call of the chair, who meets regularly with the Chief Executive Officer and/or members of the Board of Health PEI.

The proposed Medical Leadership Organizational Model/Structure for Health PEI follows.



The new Medical Staff Bylaws include physicians, dentists and nurse practitioners who work in hospitals or access facility services such as laboratory and diagnostic imaging. In addition to Associate, Active, Limited, Temporary, Trainee and Honorary Medical Staff categories, the category of Modified Active is introduced to provide for those physicians who need to reduce their scope of privileges and access to resources due to medical illness.

Medical Staff appointment/reappointment is for a two-year duration. The initial appointment process includes Department/Program Head consideration of privileges with recommendation to their LMAC. If the Board rejects or modifies the requested privileges, the application is tabled to allow an appeal process to be initiated. The reappointment process requires the member to submit proof of continuing education activities as required by their professional regulatory authority. Each member will undergo an annual written performance evaluation by their respective Department/Program Head during the first two years of appointment and a regular evaluation, thereafter, not to exceed two years. Both a comprehensive Leave of Absence for Non-Medical Reasons process and a Leave Due to Illness and/or Disability process are new to the bylaws.

Physicians with privileges at more than one site will not need to complete separate applications for privileges. Also, physicians requesting ambulatory treatments for their patients at another hospital will no longer need to have their orders cosigned at the local site by other physicians.

The PMQC is given the responsibility to establish a Complaint Review Committee composed of four Medical Staff appointed by PMQC, one employee from Health PEI appointed by the CEO with the chair appointed by the PMQC. The member may appeal the decision of the PMQC to the Board of Health PEI. Throughout the process, the complainant is kept informed, receives a copy of the decision and any proposed recommendations. In the case of immediate suspension, the member must appeal the decision directly to the Board.

A draft copy of the Medical Staff Bylaws is posted at each hospital for your review. In addition, bylaw information sessions will be conducted during the month of June. Check with your respective Medical Director for the time and date of these sessions. All input from medical staff will be reviewed by the Bylaw Working Group and Provincial Medical Leadership Steering Committee prior to development of the **Final Draft**. The final draft will be presented to the Executive Leadership Team (ELT) of Health PEI by mid July before consideration by the Board of Directors of Health PEI. The Board of Health PEI will submit the recommended Medical Staff Bylaws to the Minister of Health and Wellness for final approval.

If you have any comments or questions, please do not hesitate to contact my office at (902)368-4637 or rhwedge@gov.pe.ca.

Sincerely,



Richard H. Wedge, M.D.
Director of Medical Programs

