



*We acknowledge that our work takes place on the unceded homelands of the Musqueam, Squamish and Tsleil Waututh First Nations.*

On April 12<sup>th</sup>, 2022 the Vancouver Division hosted the second virtual Clinic Owners Forum, focusing on human resource (HR) issues. At the previous forum in 2021, the topic of HR issues, particularly around medical office staff was one of the top challenges identified for clinic owners.

43 Vancouver clinic owners attended the forum to hear about Divisions support tools and share solutions within PCN specific breakout rooms.

### HR Needs Survey

Prior to the forum, participants were asked to fill out a survey on several HR topics: Administrative Staff Hiring & Performance Management, Onboarding, Scheduling, and Retention. The purpose of the survey was to gauge the confidence levels of clinic owner's or other representative on navigating these topics. There was a total of 55 participants across all PCNs. Of the four topics, most participants perceived greatest confidence in their clinic's ability to navigate scheduling and retention. In contrast, most participants indicated that they require assistance to improve their execution of onboarding, hiring and performance management. The survey results can be viewed in the main room slides available below.



### Employee Retention and VDoFP Business Support Tools

Business Solutions Analyst and former Community Network Manager Elle Amin provided background on the current HR landscape including the impacts of COVID-19 on hiring and retention. Elle also provided an update on the VDoFP's MOA Repository, which suffered a low success rate as it was competing with clinics for staff, and really slowed down at the beginning of the pandemic. Elle then provided some interesting data on why employees move on from roles, the cost of retaining and employee vs. losing an employee, as well as non-financial elements that impact an employee's decision to stay in a job such as workplace culture, employee appreciation and career development.

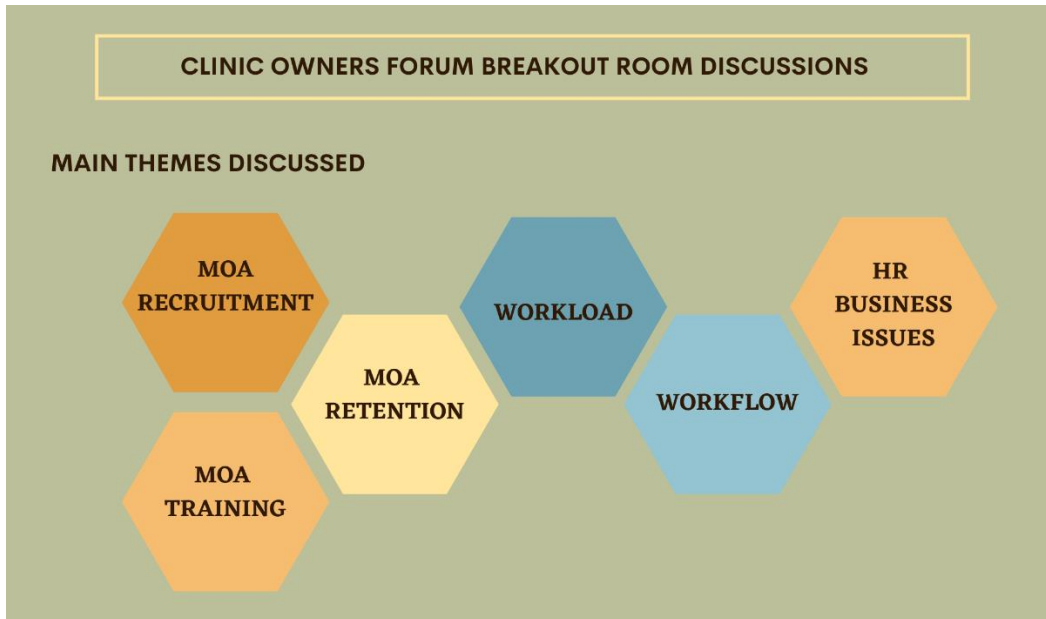
Over the past year the Divisions has been working on creating business tools to support clinics with their business needs. One new tool is the [MOA Role & Task Analysis Tool](#). This tool will help clinics to support the development of their administrative roles and develop an understanding of rate ranges for different staff roles to support the hiring and retention of clinic administrative staff.

The Vancouver Divisions is continuing to work on more tools to support MOA hiring and retention including a market study as well as the creation of a guidebook/manual on staff hiring and retention.

**View a copy of the main room slides [here](#).**

## Breakout Room Discussions

Clinic owners broke out into PCN specific breakout rooms to discuss the HR topics that they feel comfortable with, as well as where they need support. This was an opportunity to also share questions, ideas and thoughts around human resources and staffing. The graphic below outlines the main themes discussed in the breakout rooms.



View the detailed discussions from all the breakout rooms in this infographic [here](#).

## Evaluation Summary

Over half of the participants filled out an evaluation survey for the event. We had a total of 26 survey responses. 22 participants rated 4 – 5 out of 5 for how valuable they found the forum. When asked what they liked about the forum, most of the comments related to sharing experiences and knowledge, as well as connecting with peers. When asked what could have improved the forum, one theme that emerged was about more time in breakouts to further connect to colleagues in their own PCNs. When asked if they would attend another Clinic Owner’s Forum in the future 96% of people said yes, they would attend. The CNMs will be reviewing all input and feedback in the evaluation to support planning of the next Clinic Owners Forum.

*“I really enjoyed connecting with my colleagues and hearing about their experiences. It helps to realize that we are all facing very similar issues.”*

*“More time for discussion in the breakout rooms with the other physicians. It would have been nice if everyone had their camera on.”*

*“Thank you for organizing and making the time on a Tuesday night! I really appreciate it.”*

View the full evaluation summary [here](#).

## Next Steps

We have shared all the feedback from the forum to our project team who is working on building more HR and business tools to support clinics in Vancouver. Based on feedback from the forum, our next steps will be:

- Prioritizing the creation of a streamlined process to support clinics with MOA recruitment utilizing the new MOA tool
- Offer custom role profiles and support for posting jobs, as well as email and interview guide templates
- Building an MOA recruitment and retention guide, which will include topics such as recruitment, performance management, and staff appreciation.

We look forward to sharing the [MOA Role & Task Analysis Tool](#) with clinic owners/managers. If you would like to receive an overview of the tool, please contact your Community Network Manager (CNM) at the e-mail address below:

PCN	Community Network Manager (CNM)	E-mail
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We would also like to share some [free HR resources](#), many of which were used in the creation of the main room presentation.

We would like to thank all clinic owners for their participation and input. We look forward to seeing you at the next forum!

