

The Quinte Health Care / Physician Compact

Achieving an excellent work life for physicians and exceptional care for patients.

What is a compact?

The Quinte Health Care / Physician Compact is an expression of goodwill that identifies core values, attitudes, and behaviours that the leadership of the organization on the one hand and its physicians on the other are expected to commit to in the interest of an exceptional work life for physicians and high quality care for patients.

Why does the compact matter?

We enjoy the highest degree of both individual and collective success when we work together. We will work well together when we are explicit about what we expect from each other, and when we focus on meaningful, common goals: satisfaction in work, and excellent clinical outcomes.

Shared Commitments

I will value and cultivate joy in work.

Hospital Commitment:

I will value how physicians feel about their work. I will honour, enable and champion physicians' most meaningful intentions: alleviation of suffering, comforting of fear and loneliness, treatment of disease, and sharing times of joy with patients. I will champion camaraderie: the recognition of and connectedness with others in the pursuit of mutual goals.

Physician Commitment:

I will attend to and find ways to honour the stories of my patients and my colleagues. I will identify my personal strengths and be generous in my use of them. I will be grateful for those who are generous in areas where I am weak. I will champion camaraderie: the recognition of and connectedness with others in the pursuit of mutual goals.

I will take care of myself personally, encourage others to do likewise, and create a caring culture.

Hospital Commitment:

I will identify and manage the individual and system-level contributors to burnout. I will support individual differences in work-life balance. I will build a culture of self-care and support where physicians are empowered to ask for help and are supported to care for their own physical, mental, and social well-being. I will honour tragedy, and consistently make a place for debriefing and commiseration in its wake.

Physician Commitment:

I will respect the risks of burnout in my profession. I will monitor myself and colleagues for signs of stress. I will normalize conversations with colleagues and leaders about how we are feeling and how we are coping. I will cooperate with colleagues to rationalize workloads. I will not be alone or leave others in isolation with tragedy; I will commiserate.

I will value, promote, and model effective communication.

Hospital Commitment:

I will create opportunities for regular, effective communication. I will listen actively, and speak considerately. I will be open, honest, and timely when sharing information regarding business decisions and priorities. I will educate staff, physicians, and leaders in effective communication.

Physician Commitment:

I will value positive relationships and speak with others in a manner that demonstrates respect for their time and needs. I will listen actively and speak considerately and truthfully. I will be timely and thorough with documentation. I will not avoid crucial conversations and will speak directly to those with whom I have concerns.

Reciprocal Commitments

Hospital Commitment: **I will provide a work environment that is physically, and psychologically safe for everyone.**

I will be dedicated to safety. I will treat everyone with respect and dignity. I will promote and model the QHC patient declaration of values. I will be consistent and fair in the promotion and enforcement of our behaviour at work policies.

Physician Commitment: **I will strive to be civil and behave according to the highest professional and ethical standards.**

I will treat others with kindness and respect. I will not walk past discourteous behaviour. I will address it directly and compassionately rather than with gossip or complaint. Anticipating my own moments of incivility or failure, I will be open to guidance. I will accept the failures of others as opportunities to help rather than to criticize or judge.

Hospital Commitment: **I will value and support the unique role of physicians within the culture of our organization.**

As a member of QHC administration I will create opportunities for physicians to meet and interact. I will encourage physician collegiality and I will promote the importance of preserving collegial oversight and support to the success of our organization.

Physician Commitment: **I will value and support hospital and physician leadership.**

As a physician I will support the effective administration of Quinte Health Care. I will own my share of administrative work with colleagues. When required, I will participate meaningfully in meetings, including department meetings. I will practice according to group decisions.

Hospital Commitment: **I will value and support the career development of physicians.**

As a member of QHC administration I will strive to know the strengths and aspirations of individual physicians. I will endeavour where possible to adapt every physician's role within the organization to the physician's strengths and evolving aspirations. I will create opportunities for mentoring, coaching, and leadership development. I will strive to provide clear role expectations, enable regular collegial evaluation of performance, and fair, helpful feedback.

Physician Commitment: **I will value and support the role of others in team-based care.**

As a physician I will value collaboration in healthcare. I will be generous in the exchange of my knowledge and experience with others. I will work to the full scope of my expertise and empower others to achieve autonomy to the full scope of their credentials. I will strive to adapt my practice patterns and my schedule to the workflow of teams.

Reciprocal Commitments

Hospital Commitment: **I will recognize, appreciate, and encourage physician contributions to Quinte Health Care.**

As a member of QHC administration I will strive to include physicians in the administrative and cultural life of QHC. I will attempt wherever possible to adapt administrative processes to the clinical workflow of physicians, recognizing their need for independent clinical decision-making. I will value the unique expertise of physicians in our decision making. I will honour physician successes and sacrifices with due gratitude and recognition.

Physician Commitment: **I will recognize, and strive to meet the needs of our communities.**

As a physician I will volunteer ideas or take action to achieve optimal patient access to the care I provide. I will strive to ensure that people of all cultures, social strata, and generations are heard, treated with dignity, and receive equal access to care. I will value and cultivate effective coalitions with community and regional counterparts in healthcare.

Hospital Commitment: **I will strive for excellence in leadership, governance, and decision making.**

As a member of QHC administration I will be genuinely inclusive, transparent, and accountable in decision making. I will act in an honest, truthful manner. I will demonstrate a readiness to change course when inviting and receiving feedback. I will strive to live up to my promises. I will ensure equal value placed on all QHC hospitals and services.

Physician Commitment: **I will strive for excellence in clinical care and be dedicated to continuing professional development.**

As a physician I will value transparency with respect to my clinical decision making and my practice patterns. I will invite and accept feedback on my performance. I will attend to and adapt to evolving evidence and knowledge within my specialty, to advances in technology, and to established standards of care.

Hospital Commitment: **I will provide the best possible resources.**

As a member of QHC administration I will strive to provide excellent physical resources and support services that are fairly distributed across the organization to support clinical care. I will strive to recruit excellent physicians and staff to the organization.

Physician Commitment: **I will manage resources responsibly and champion continuous process improvement.**

As a physician I will adjust my practice where possible to achieve efficiencies in care delivery. I will choose investigations and treatments wisely, with due consideration for need, rather than by habit. I will actively look for opportunities to improve services and volunteer ideas for change.