

# Toolkit

## Becoming a CCMD: Foundations for Medical Leadership in LTC

### Provincial Legislation

- [Residential Care Regulation](#)
- Licensing:
  - [Community Care and Assisted Living Act \(CCALA\)](#)
  - [Hospital Act](#)
- [Accreditation Canada](#)
- [Adult Guardianship Act](#)
- [Patient Care Quality Review Board Act](#)
  - [Patient Care Quality Office \(PCQO\)](#)
  - [Patient Care Quality Review Board](#)

### Complex Conditions and Care Needs

- [Fraser Health LTC Physician Site](#) (includes direct links to preprinted orders on: COPD, end of life care, pneumonia, UTI, and constipation, as well as recordings of LTC specific webinars and other resources. Registration is required.)
- [Fraser Health Medical Staff Long-Term Care Clinical Practice Resources](#)
- [A Dementia Roadmap for Practitioners and Families](#)
- [Clinical Frailty Scale](#)
- Approaches to Care:
  - [San'yas Anti-Racism Indigenous Cultural Safety Training Program](#)
  - Palliative Approach to Care:
    - [Strengthening a Palliative Approach in Long-term Care \(SPA-LTC\)](#)
    - [Learning Essential Approaches to Palliative Care \(LEAP™\) courses](#)
    - [Island Health's Understanding the Palliative Approach to Care Journey](#)
    - [Choosing Wisely Canada's Long Term Care: Nine Tests and Treatments to Question PATH's Clinical Practice Guidelines for Frail Adults](#)
    - [PATH's Clinical Practice Guidelines for Frail Adults](#)
    - [Serious Illness Conversation guide](#)

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### Capacity and Decision Making

- [Representation Agreements](#)

	RA7	RA9
Also known as:	Standard RA	Enhanced RA
Legal capacity required at time of creation:	Lower threshold on capability (has cognitive difficulties at the time of completing document)	Capable adult
Decision coverage:	All 3 categories: health care, financial/legal, and personal care	Health care and personal care only
Extent of power:	<b>Limited powers</b> within each <b>category</b> (e.g., <b>the representative can pay bills but cannot sell property</b> )	<b>Comprehensive coverage</b> for health and personal care powers, including decisions about life support and relocation. Does not include legal or finances.

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### Capacity and Decision Making

- [Committeeship](#)

	Private Committee	Public Guardian
Appointment type	Court order (must hire a lawyer and file an application with the Supreme Court of BC)	Via the health authority (no court order required)
Typical decision-maker for committee of person	Person (typically an adult child)	PGT only
Typical decision-maker for committee of estate	Person, trust company, or credit union	PGT only
Role of PGT	Monitors and reviews the activities of private committees and investigates neglect and/or abuse as required	Committee (decision-maker)
Extent of power:	<ul style="list-style-type: none"><li>• <a href="#">Requires 2 physicians to state incapability</a></li><li>• Expensive</li><li>• Takes up to a year to complete</li><li>• Difficult to reverse</li></ul>	<ul style="list-style-type: none"><li>• <a href="#">Requires 2 physicians to state incapability</a></li><li>• Expensive</li><li>• The PGT can refuse the role of committee of estate if the adult has limited funds (as fees are incurred)</li><li>• Takes up to a year to complete</li><li>• Difficult to reverse</li></ul>

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### Capacity and Decision Making

- [Summary of Decision Makers](#)

Decision Maker Type	Resident Status when Created	Categories and Decision Coverage
EPOA	● Capable	Financial/legal decisions only
RA9	● Capable	Health care and personal care only
RA7	🕒 Lower threshold on capability (cognitive difficulties)	All 3 categories but with restrictions
TSDM	⦿ Incapable	Health care only
Committee of person	⦿ Incapable (Declared mentally incompetent by a judge)	Health care and personal care only
Committee of estate	⦿ Incapable	Financial/legal decisions only

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### Capacity and Decision Making

- [Fraser Health Medical Staff - Advance Care Planning](#)
- [Public Guardian and Trustee of BC \(PGT\)](#)
- [PGT's Certificate of Incapability process for healthcare professionals](#)
- [People's Law School](#)
- [Nidus](#)
- Patient Planning:
  - [My Voice: Expressing My Wishes for Future Health Care Treatment](#)
- Provincial contacts for Advance Care Planning:
  - Fraser Health: [advancecareplanning@fraserhealth.ca](mailto:advancecareplanning@fraserhealth.ca) Phone: 1-877-825-5034
  - First Nations Health Authority: [homecare@fnha.ca](mailto:homecare@fnha.ca)
  - Interior Health: [advancecareplanning@interiorhealth.ca](mailto:advancecareplanning@interiorhealth.ca)
  - Island Health: [advancecareplanning@islandhealth.ca](mailto:advancecareplanning@islandhealth.ca)
  - Northern Health: [advancecareplanning@northernhealth.ca](mailto:advancecareplanning@northernhealth.ca)
  - Providence Health: Wallace A. Robinson: [wrobinson@providencehealth.bc.ca](mailto:wrobinson@providencehealth.bc.ca)
  - [Vancouver Coastal Health: Advance Care Planning](#) (website only)
- [Bashir Jiwani's Ethics-Based Decision Process: An Evidence- and Values-Based Process](#)
- [Fraser Health's Clinical Ethics Consult Request](#)
- [Fraser Health's Ethics Education Session Request](#)

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## Becoming a CCMD: Foundations for Medical Leadership in LTC

### Physician Leadership Toolkit

#### Courses, Books, and Resources

- [Fraser Health's Medical Leadership Development](#)
- [Fraser Health's Learning Opportunities Guide](#) (Access to the FH network required)
- [Fraser Health Medical Staff Physician Well-Being Resources](#)
- [Clear Leadership Course](#)
- [UBC Sauder Physician Leadership Program](#)
- [AMA STEPS Forward Leading Change](#)
- [Emotional Intelligence: Why It Can Matter More Than IQ](#) (Book)
- [Crucial Conversations Tools for Talking When Stakes Are High](#) (Book)
- [Nonviolent Communication: A Language of Life](#) (Book)
- [Mayo Clinic Strategies to Reduce Burnout: 12 Actions to Create the Ideal Workplace](#) (Book)
- [Power: A User's Guide](#) (Book)

#### Leadership Models and Styles

- Emotional Intelligence:
  - [Emotional Intelligence](#) (Video)
  - [Harvard's Business Insights: Why Emotional Intelligence is Important in Leadership](#)
- [LEADS framework](#)
- [Mayo Clinic Leadership Index](#)
- [International Institute for Management Development \(IMD\)'s 6 most common leadership styles & how to find yours](#)
- [Harvard's How to Determine What My Leadership Style Is](#)
- [Forbes' 5 Attributes \(And Benefits\) Of Values-Based Leadership](#)

#### Tools/Skills

- Active Listening:
  - [Active listening: More than just paying attention](#)
  - [How to Practice Active Listening: 16 Examples & Techniques](#)
  - [The Art of Listening](#) (Video)
- [University of Waterloo's Effective Communication: Barriers and Strategies](#)
- [Burnout in Physicians and the Role of Leadership](#)
- [Conflict Resolution: Tips for Mindful NVC in Conflict Resolution](#)
- [Harvard Business Review's 6 Things Every Mentor Should Do](#)
- [Center for Creative Leadership's 6 Principles of Effective Coaching for Leaders](#)

Updated June 30 2025.

Visit the [Becoming a CCMD: Foundations for Medical Leadership in LTC course](#) for more information.

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## Becoming a CCMD: Foundations for Medical Leadership in LTC

### Quality Improvement

- [IHI Model for Improvement](#)
- [Defining Measures](#) (Video)
- Fraser Health Quality Partner (QP): [QP@fraserhealth.ca](mailto:QP@fraserhealth.ca)
- [Fraser Health's QI Repository Access Survey](#)
- [Joint Collaborative Committees' Exchange Projects Directory](#)
- [Fraser Health's Step By Step QI Pathway to Excellence LTC Tool](#)
- [Fraser Health's Quality Improvement Project Summary: Long-Term Care Form](#)
- [Specialist Services Committee's Physician Quality Improvement \(PQI\) Initiative](#)
  - [Fraser Health's PQI Training Program](#)