

Mission

'what we do'

The Comox Valley Division of Family Practice (the Division) engages and supports family physicians and nurse practitioners to strengthen the health of our community.

The Division:

- Promotes member well-being and satisfaction, professionally and personally
- Responds to membership, practice and community needs
- Cooperates and collaborates with patients and partners
- Engages leadership to influence positive change with the health care system

Vision

'Our north star'

Family physicians and nurse practitioners thrive, fostering a vibrant and healthy community.

Values

'Our beliefs that we refuse to compromise.'

- Our healthcare providers and the vital role they play in delivery of primary care in our community,
- Equitable access to optimized patient care,
- Inclusivity, diversity and cultural humility*,
- Integrity, collaboration, collegiality and transparency.

** Cultural humility is a lifelong process of self-reflection, self-critique, and learning about different cultures with an attitude of openness and respect. It emphasizes one's own personal biases, acknowledging power imbalances, and engaging in continuous growth to build more equitable and culturally responsive relationships.*

Strategic Priorities

1. Amplify the voices of family physicians and nurse practitioners as leaders.
2. Support member well-being.
3. Optimize care delivery and practice supports.
4. Ensure organizational sustainability and effective program delivery.

1. Amplify family physician and nurse practitioner voices as leaders.

1.1 Empower family physicians and nurse practitioners to lead primary care innovation, influence system-level decisions, and collaborate in the design of primary care services within the communities supported by the Division.

KPIs

- Ensure the FP/ NP voice is foremost in partnership interactions – nothing about us without us.
 - Increase # of unique FPs and NPs involved in local, regional and provincial meetings and events.
 - Offer two (2) opportunities annually for members to offer their ideas about the most pressing needs for positive change in primary care.
- Diversify opportunities for membership feedback and engagement.
 - # of innovative feedback mechanisms (online platforms, unique approaches to meeting times, clinic level integration, formal and informal gatherings.)
- Track and promote specific examples of primary care changes influenced by the Division.
- Monitor and inventory member engagement.
 - Identify non-engaged members and seek understanding on how they can be more engaged and supported.
 - Track # of members (clinics, demographics, type of practice, etc) engaged in division events, informal gathering, online feedback, including level of engagement [IAP2 Guiding Principles](#) - Inform, Consult, Involve, Collaborate, Empower

1.2 Enhance awareness and supports for members interested in working across areas of care.

KPIs

- Promote resources and supports for members to explore practice in LTC, Inpatient Care, and others as needed (# of resources, # of communications).
- Facilitate call group administration in LTC and Inpatient Care.
- Measure and monitor member satisfaction.
- Design a '*Day in the Life*' Peer Mentorship opportunity to learn how to integrate areas of practice into clinic-based practice.
- Track local practice trends and report on needs.

1.3 Cultivate future leaders.

KPIs

- Increase member awareness of leadership opportunities through communications, recruitment campaigns, and expressions of interest (# of members expressing interest and/ or signing up).
- Recognize Division leaders, to their colleagues and within their clinics.
- Share FP/ NP leadership training opportunities and offer a community of practice/ mentorship connections for current Division leaders.
- Promote the value of leadership through reporting back on regional and provincial leadership tables for members (# of communications).
- Develop a leadership succession plan for committees and programs.

2. Support member well-being

2.1 Recruit and retain family physicians and nurse practitioners.

KPIs

- Continue to support and enhance red carpet welcome efforts and site visits.
- Monitor net new FPs/ NPs in the Division geography, annually.
- Capture qualitative data on the experience of the newly recruited FP/NP to understand why they chose our community and document successes, barriers or challenges experienced.
- Develop innovative marketing approaches and campaigns to share opportunities in the Comox Valley
- Referral Source Effectiveness: Analyze the sources of FP and NP interest in community (e.g., referrals, job boards, recruiting agencies) to identify the most effective channels for recruitment.
- Monitor trends in practice styles to inform areas of needs and approaches to recruitment.
- Monitor attrition, including FP residents, and offer exit interviews to understand factors contributing to leaving the community.
- Support medical student, NP student and FP resident (UBC ROS and CMG) integration and networking program to acknowledge and retain residents in our community.

2.2 Develop a locum coverage program for members to support their life balance and wellness.

KPIs

- Development of an environmental scan to understand programs in place across the province, considering both transient and permanent locums.
- Create a needs assessment for our community.

- Create a clinic profile for each clinic in the Comox Valley, outlining EMR, practice areas, FPs/NPs, etc., to promote opportunities for coverage.
- Develop a locum program proposal for approval and implementation.

2.3 Enhance professional and personal support networks for FPs and NPs

KPIs

- Create opportunities for informal connections between colleagues.
 - Develop a member-driven forum to share opportunities for social or interest-based activities. (# events, # activities and #engagements)
 - Facilitate connections directly between members with similar interests
- Promote peer networking, with inclusion of medical residents, providing appreciation, self-empowerment and 'how to' opportunities for personal and professional wellness.
- Share regular communications on resources and programs available, regionally, and provincially.
- Highlight clinics and their practice styles to share how members are contributing to primary care, promoting a culture of collegiality and support.

2.4 Foster collaboration and partnerships across the care continuum.

KPIs

- Facilitate stronger relationships between Family Physicians and Specialist Physicians.
 - Track # of shared member events held with the Comox Valley Hospital Medical Staff Association.
 - Track # of Shared Care project engagement
- Measure # of strategic partnerships established.
- Monitor development of joint initiatives, projects or campaigns.

3. Optimize care delivery and practice supports

3.1 Provide clinic-level support to reduce administrative burdens and navigate resources and supports.

KPIs

- Promote the Clinic Liaison role with clear parameters on the scope of equitably available supports.
 - Measure # of services, touchpoints or supports provided by clinic liaison at clinic-level
- Develop a clinic-level resource of the available services and resources to clinics, locally, regionally and provincially.
 - Measure # of connections made for clinics to provincial support programs: SWITCH BC, PSP, Business Pathways, DOBC Technology Office
- Increase member awareness of the work of the MOA Network
- Measure # of MOAs engaged at networking and learning events, and report on the outcomes of the MOA Network
 - Monitor Member and Office Staff Satisfaction.
- Establish an MOA Advisory group to meet quarterly

3.2 Enhance supports and resources for clinic onboarding for new FP and NPs

KPIs

- Understand and define scope of the onboarding supports needed
- Develop onboarding templates/ checklists.
- Establish a repository of resources for clinic staff to provide to new FP/NP.
- Provide PCN Orientation for new NPs and FPs to the community

- Provide a warm handoff from RnR for 100% of candidates to the Clinic Liaison when they start their new position.
 - Measure # of FPs/ NPs onboarded in clinics.
 - Monitor Member and Office Staff satisfaction.

3.3 Support members with system navigation and referral pathways

KPIs

- Establish a MHSU working group to develop, deliver and address the actions identified in the 2025 MHSU Care Pathways event.
- Improve accessibility, collaborative care, and support networks to enhance the mental, social, and physical health of children ages 6-12 in the Comox Valley by achieving the deliverables outlined in the Integrated Child Wellness funding agreement with Shared Care.

3.4 Promote and support equitable team-based care resources.

KPIs

- Through consultation with the PCN, expand access to team-based care services to all members who want access in the community, within available means.
- Development of an 'Increased Access' working group with broad member representation.
- Advocate for more resources on behalf of the membership, if additional resources not received, construct a plan to build with what we have.
- Report on recommendations for implementation and monitor success rate.
- Increase the visibility of the PCN successes and activities to the entire membership.
 - # of member communications on PCN progress in community
 - # of member engagements with PCN
- Arrange regular reporting by the Convenor to the Division Board, to ensure that the PCN's strategic priorities are aligned with Division priorities and are being achieved.

- Annually measure the satisfaction of clinic-based members regarding their access to team-based care resources and supports for their patients.

4. Ensure organizational sustainability and effective program delivery

4.1 Develop and implement a communications strategy that enhances Division member awareness and understanding of the Division's value and services.

KPIs

- Document standard internal and external communication guidelines.
- Standardize 'look and feel' of Division brand.
- Improve public and member-facing website and ensure information is current and engaging.
- Monitor effectiveness of different channels for disseminating information, such as websites, social media platforms, print materials and member events.
- Track the number of unique members reached through various Division awareness campaigns.

4.2 Strengthen the foundation of the organization, increase operational transparency and engagement.

KPIs

- Create a central resource for members to access contact information, forms and policies.
- Promote member pathways to connect with the operations and finance team in the Division.
- Communicate 'how tos' for members on how to access information about payments.
- Ensure ongoing payment reports to Board members.

4.3 Provide access to cultural safety and humility training for staff, board, and members.

KPIs

- Provide and monitor member and staff engagement in cultural competency training.
- Develop clear policy on Indigenous Peoples engagement and representation in Division activities.

4.4 Proactively share, interact, and collaborate with other Divisions.

KPIs

- Track staff attendance at regional Division collaborative meetings
- Enhance the spread of successes and challenges to inform the work in other communities.
- Avoid reinventing the wheel, reach out to other divisions for their support and share local work broadly.