

STRATEGIC PLAN 2020-21

REVISED: May 28, 2020

Our Strategic Direction

Our Vision:

A healthy and resilient community

Our Mission:

Create opportunities for our physicians to improve patient care

Our Core Values:

- **Transparency:** We build trust and respect through a culture of openness and accountability
- **Continuous Improvement:** We are committed to getting better every day in what we do
- **Collaboration:** We engage with our partners to co-create and achieve a collective vision
- **Excellence:** We strive for excellence in everything we do



Context: Where we are coming from and what is happening now

Board Retreat – January 2020

The Board & Division staff attended a strategic retreat on January 17, 2020 that resulted in the following priorities:

- Exploring new models to support clinical coverage in order to improve professional satisfaction and decrease physician burnout
- Exploring the Community Health Centre model and its potential for supporting patients in our community
- Exploring innovative models for decreasing administrative burden on family physicians

It was acknowledged that Powell River General Hospital Facility Engagement (PRGHFE) was currently leading a project supporting maternity care and that the Powell River Division of Family Practice Society (the “PRDoFP”) will be submitting a youth mental health and substance use project proposal to Shared Care Committee.

In addition, the following priorities had already been identified in previous Board meetings and Board retreat:

- Develop a health equity framework to take into account health equity as a lens to our projects, programs and services
- Action relevant recommendations from Doctors of BC Physician Burden policy paper
- Develop a policy for supporting engagement and dialogue toward building stronger, resilient relationships between Indigenous peoples, our members and our organization

COVID-19 Pandemic – March 2020

In March 2020, PRDoFP put in place a Business Continuity Plan (BCP) in response to COVID-19 pandemic. The plan focuses on ensuring the viability of organization in order to have the operational capability to support our members. The BCP plan outlines priorities as follow:

- Ensuring PRDoFP staff and members’ safety and well being
- Maintaining core functions (governance, finance, human resources (HR))
- Managing emerging risks
- Assessing current operations and redirecting towards COVID response

Conclusion

Considering the Board retreat outcomes and the pandemic implications, the proposed strategic plan has been developed on the following sets of assumptions:

- The environment will continue to change and evolve, requiring flexibility and agility
- The priorities will have to be adapted based on members’ needs and capacity
- The pandemic environment will offer both challenges to manage and opportunities to seek
- The PCN development process will be on hold until capacity (MoH/VCH/PRDoFP) is “resumed”

Areas of Priorities: Where we do our work and make an impact

#1: Supporting Physicians' in their Clinic

Physician capacity within their practice, which includes practice efficiency as well as competence/confidence to deliver quality care for patients. In 2020-21, key initiatives for supporting this goal will include:

- Coordinating a modified Continuing Professional Development (CPD) and Continuing Medical Education (CME) calendar
- Supporting Patient Medical Home (PMH) initiatives such as virtual care, patient communication and infection prevention and control (IPAC) relevant to pandemic context

#2: Sustaining a Robust Community of Physicians

Collegiality that supports professional satisfaction as well as resourcing planning to meet community primary care needs. In 2020-21, key initiatives for supporting this goal will include:

- Actioning relevant recommendations from Doctors of BC Physician Burden policy paper and from COVID wellness suggestions
- Reviewing the support to Powell River Medical Society (PRMS)
- Develop a practice coverage (locum) strategy

#3: Increasing Patient Access to Timely, Appropriate and Coordinated Care

The ease at which health services are reached in a timely matter and the extent to which patient care is seamless and coordinated. In 2020-21, key initiatives for supporting this goal will include:

- Developing a policy for supporting engagement and dialogue toward building stronger, resilient relationships between Indigenous peoples, our members and our organization
- Increasing the number of people who can have access to a family physician in our community
- Implementing funded projects for targeted populations (youth, seniors) in a modified way to ensure relevance in current pandemic context
- Develop a health equity framework to take into account health equity as a lens to our projects, programs and services

Enablers: What is needed to make our work “happen”!

#1 Member Engagement

The power of the PRDoFP rests in our membership and engagement is the heart and soul of our organization. It is one of those fundamental things we do both to keep members involved and to empower them to be a voice of influence in improving primary care locally, regionally and provincially. Any system change will require the support and interest of our members. To maintain member buy-in for our work, we must continue to show value and relevance to them both at the individual level and at the community level. Membership engagement is a process of dynamic communication and collective problem solving whereby members are informed and have a meaningful impact on PRDoFP priorities and activities.

In 2020-21, key initiatives for supporting this enabler will include:

- Adapting engagement and decision-making structures to COVID response
- Involving members in appointment process of public directors

#2 Partnership

As pressures on organizations increase and the issues faced by our community become more complex, the idea of cross-organization partnerships holds much promise. Through partnerships we can contribute our part and also reap the benefits of others' knowledge and efforts. We can accelerate learning and distribute skills and knowledge. Also, we can add depth and breadth to our community impact. Although organizations may have different structures and approaches, they can work together toward common purposes and achieve shared results. To achieve the potential benefits of partnership, the PRDoFP must be prepared to build, sustain, and evaluate its partnerships in a meaningful way.

In 2020-21, key initiatives for supporting this enabler will include:

- Liaising with Practice Support Program (PSP) to ensure alignment in pandemic response and support for members
- Solidifying regional and provincial partnership with Divisions of Family Practice
- Continuing creating opportunities for patients to have a voice of influence
- Improving strategic alignment with Vancouver Coastal Health (VCH)

#3 Meaningful Evaluation

To understand the effects of our work and justify the ongoing investment of resources, evaluation must be incorporated in all our activities. We will strive to maintain a balance between evaluation for accountability to funders and evaluation for quality improvement purposes.

In 2020-21, key initiatives for supporting this enabler will include:

- Evaluating effectiveness of virtual member engagement platforms
- Evaluating PRDoFP response to COVID pandemic
- Implementing a feedback mechanism for staff

#4 People

Investing in people not only provides benefits to the individual, but also to the organization, helping the PRDoFP to continue running effectively for the benefit of our members, partners and community. By people, we mean employees, contractors, board members and physician leaders involved with our organization. This enabler will ensure that they have opportunities to advance their level of knowledge and skills and hopefully reach a higher level of satisfaction with our organization. In a limited talent market and available time, we must ensure that the PRDoFP remains an attractive employer as well as an organization where people want to invest their time in order to make a difference in the community.

In 2020-21, key initiatives for supporting this enabler will include:

- Ensuring safety and wellbeing in COVID pandemic dynamic environment
- Reviewing HR Handbook to ensure best practices in “new” work environment
- Planning for succession in directors’ representation at regional and provincial tables
- Planning for succession in directors’ representation at committees