



STRATEGIC PLAN 2021 – 2026



Our Vision

To be a community of family physicians, nurse practitioners, and other primary care providers working collaboratively to develop and support the implementation of primary care focusing on wellness, satisfaction, and sustainability for both patients and providers.

Our Goal

To answer the call to action pursuing creative ways of developing practice opportunities for longitudinal care with family practitioners and our partners.

Our Mission

The Thompson Region Division of Family Practice (“the Division”) is the:

- Support for the Thompson Region community of primary care providers in their pursuit of excellence and innovation in family medicine and patient care.
- Place where primary care providers go to identify their needs, engage in learning, and participate in collaborative community-based solutions.
- Provider of primary care leadership in systems and clinical improvements and participates in collaborative quality improvement in family medicine and primary care.
- Support for primary care provider wellness and collegiality.
- Advocate for the essential role of primary care providers in the delivery of health care.
- Source for structural primary care advice to Health Authorities, specialist care providers, Ministry of Health, community partners and interested parties.



Our Values

We value quality, collaboration, inspiration, innovation, and resilience.

Our Strategic Enablers

These strategic enablers allow our organization to execute its strategy more efficiently and effectively. To ensure successful implementation of the strategic plan, the following key actions will be interwoven in the day-to-day operations of the organization:

- Continue to play a lead role in integrated health service planning and implementation with partners.
- Act as an advocate for the role of the primary care provider in the provision of longitudinal care and integration across the spectrum of care.
- Build regional and provincial connections for service delivery and strategic partnership in the Thompson Region.
- Support the continued implementation of successful strategies that promote wellness through member engagement and the incorporation of ongoing feedback.
- Collaborate and unite across our medical community in the Thompson Region.
- Communicate activities, effectiveness, and opportunities for engagement to Division membership and partners.
- Identify barriers to community redesign and work towards resolution through relationship building and supplying resources.
- Showcase current practice opportunities while seeking ongoing opportunities to enhance recruitment efforts into future opportunities.
- Implement innovative, robust approaches in marketing and communication.
- Utilize an established framework for succession planning within the organization to ensure a strong, sustainable leadership team.



EXECUTIVE SUMMARY

The Board of Directors has developed the 2021-2026 strategic plan with input from members, partners, and staff. It included a comprehensive review of primary care related data with consideration of Provincial direction and policy. This plan incorporates ongoing work related to the 2018-2020 strategic plan while supporting new strategies that will enable sustainable and integrated primary care in the Thompson region now and into the future.

The prior 2018-20 Strategic Areas of Focus were as follows:

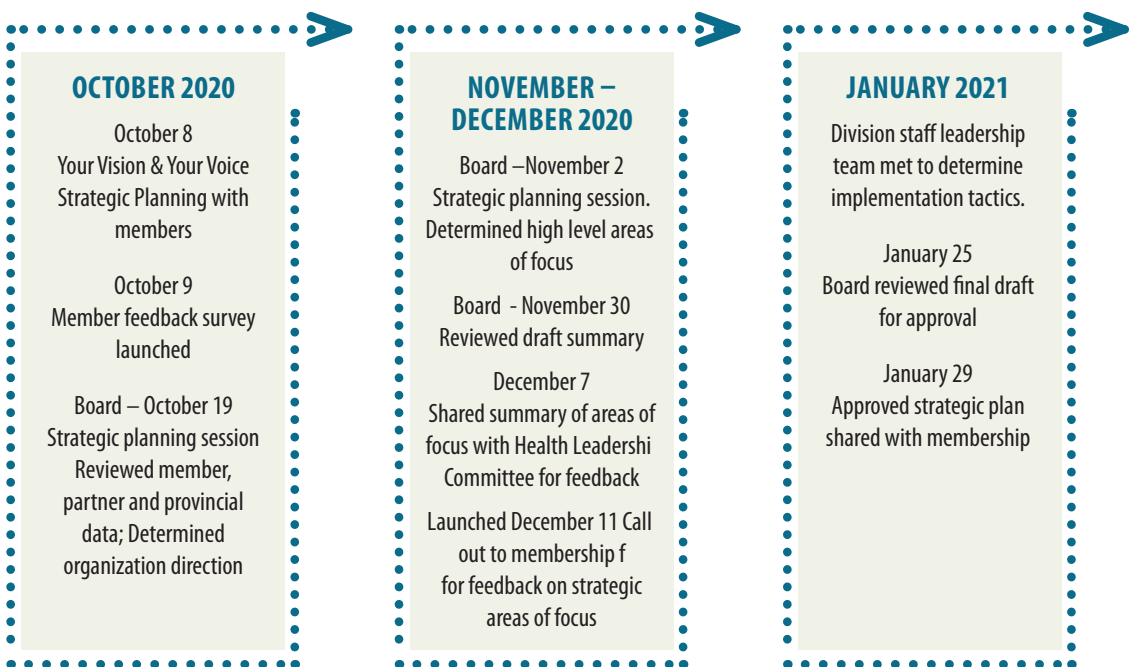
1. Prioritize Recruitment and Retention
2. Emphasize Wellness and Engagement
3. Collaborate with Partners and Decision Makers
4. Promote Interdisciplinary Communication

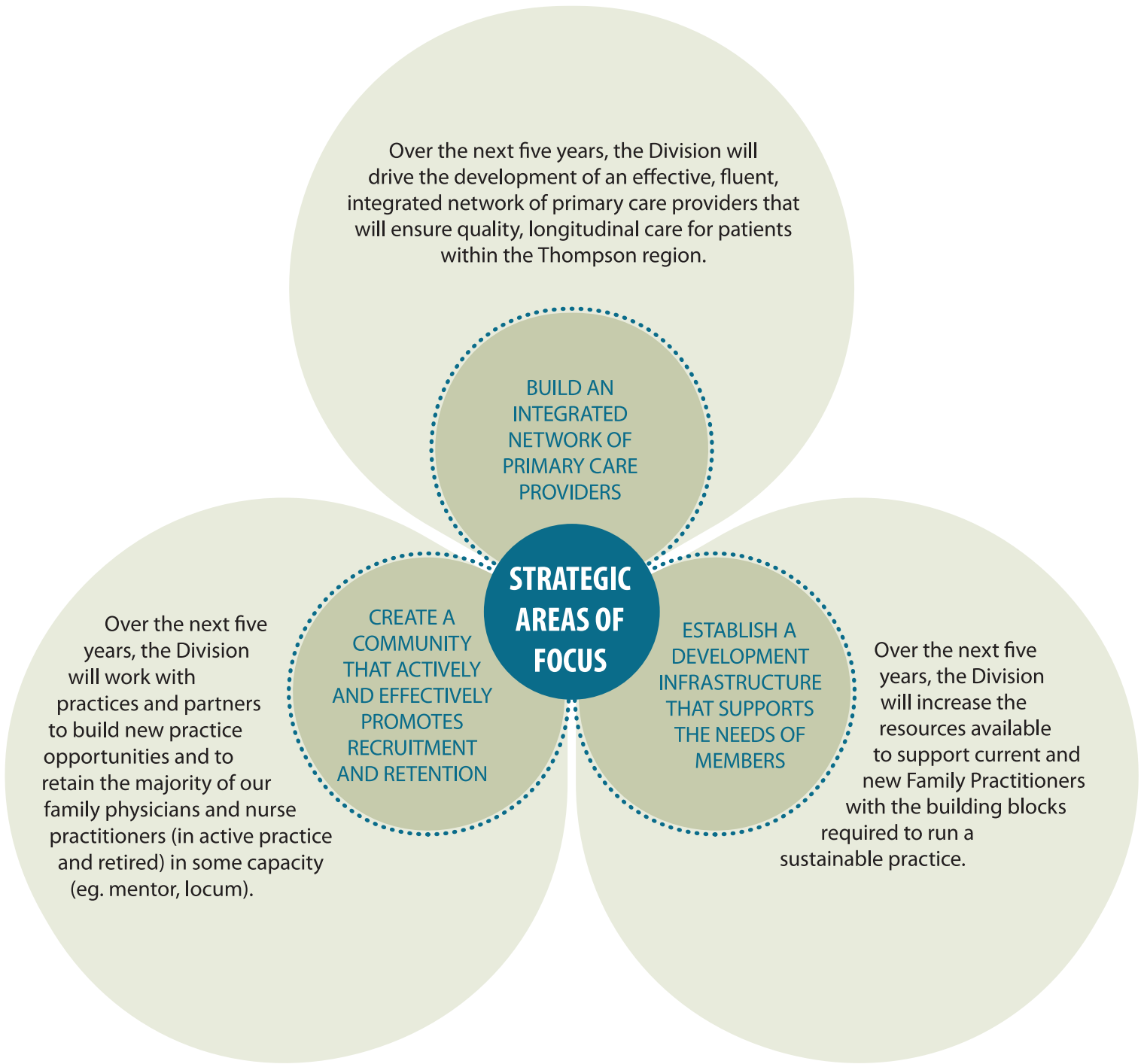
The Division is committed to supporting member needs, addressing system barriers, and working collaboratively with partners on redesigning integrated primary care services. This commitment, ongoing member and partner feedback and health ministry policy direction led to the identification of the the following three strategic area of focus:

STRATEGIC AREAS OF FOCUS 2021 – 2026:

1. Build an Integrated Network of Primary Care Providers.
2. Create a Community that Actively and Effectively Promotes Recruitment and Retention.
3. Establish a Development Infrastructure that Supports the Needs of Members.

Process:





Over the next five years, the Division will drive the development of an effective, fluent, integrated network of primary care providers that will ensure quality, longitudinal care for patients within the Thompson region.

BUILD AN INTEGRATED NETWORK OF PRIMARY CARE PROVIDERS

Over the next five years, the Division will work with practices and partners to build new practice opportunities and to retain the majority of our family physicians and nurse practitioners (in active practice and retired) in some capacity (eg. mentor, locum).

CREATE A COMMUNITY THAT ACTIVELY AND EFFECTIVELY PROMOTES RECRUITMENT AND RETENTION

Over the next five years, the Division will increase the resources available to support current and new Family Practitioners with the building blocks required to run a sustainable practice.

ESTABLISH A DEVELOPMENT INFRASTRUCTURE THAT SUPPORTS THE NEEDS OF MEMBERS



Strategic Areas of Focus

1. Build an Integrated Network of Primary Care Providers

Over the next five years, the Division will drive the development of an effective, fluent, integrated network of primary care providers that will ensure quality, longitudinal care for patients within the Thompson region.

STRATEGIES AND IMPLEMENTATION TACTICS

A. Play an active role in leading system planning and implementation.

- Effective Division representation at strategic, operational, oversight, and working tables within the community.
- Significant change stories that represent action and progress because of Division representation and activity at the various health tables.
- The Division's role is acknowledged, encouraged and sought after by the partners to lead and support networking initiatives.

B. Continue to partner with organizations that will increase our ability to influence changes from a community development lens.

- Partnerships are created and fortified with local health tables to support community development.
- Develop a bi-directional communication with these community partners with both the Collaborative Services Committee and the TRDFP Division.
- Influence health care policy at the provincial and regional levels to enact change desired by the membership.

C. Take action to move toward sustainable, integrated models of care.

- Establish a multidisciplinary think tank to identify innovative and sustainable solutions to enable new integrated models of care. Identify additional stakeholders not yet involved in this work.
- Identify the Division's role in the development and stability of new models of primary care and implement accordingly.
- Progressively increase the number of practices in the Thompson Region that are attached to interdisciplinary teams striving for a patient centred practice and sharing patient resources.

D. Support initiatives that create frameworks for broader, more fluent interdisciplinary communication.

- The Division's knowledge of areas of care is current with continuous efforts to identify and resolve gaps in care.

- Promote interdisciplinary connections to encourage new stakeholder participation in developing new models of primary care.
- Develop opportunities within Pathways to mature and enhance interdisciplinary communication.

E. Resource initiatives that will **validate** member identified priorities, **enable** pursuit of improved provision of care, and **encourage** involvement of community partners and allied health professionals.

- Regular member engagement opportunities to capture and confirm the member voice and intended direction
- Engagement events to encourage collaboration and involvement with community partners and allied health professionals.
- Secure funding for multiple areas of health care (e.g. primary, sub-specialty, long term care, maternity, cancer) to pursue improved provision of care.

2. Create a Community that Actively and Effectively Supports Recruitment and Retention

Over the next five years, the Division will work with practices and partners to build new practice opportunities and to retain the majority of our family physicians and nurse practitioners (in active and retired practice) and physicians, in some capacity (eg. mentor, locum).

STRATEGIES AND IMPLEMENTATION TACTICS

A. Continue to actively **involve** community partners in recruitment and retention efforts.

- Raise the Division's profile (e.g. purpose, efforts, effectiveness) in the community and influence the public's view to a positive effect.
- Promote community value within the membership through education (e.g. cultural sensitivity), engagement events, and supporting physician champions.
- Identify and support physician engagement with partners outside of traditional health care (e.g. Education) to understand a broader physician role within the community.

B. Develop new and/or enhance existing partnerships at the local, regional, and provincial levels that will serve to positively influence recruitment to the Thompson region.

- Enhance member and community recruitment and retention using digital marketing.
- Partners and members have a full understanding of the Division's mandate and effectiveness through communications, education, and engagement.
- Extensive outreach via the Division's member network infrastructure.

C. Continue Division **focus** on member engagement and retention efforts through member networks (e.g., provide ongoing opportunities for social, collegial, and family activities).

- Increased connection with support of specialists through broader network linkages including: Continuing Medical Education, Wellness, Engagement with social activities and knowledge sharing across the medical community.
- Enhance relationship with UBC residents to promote recruitment and retention.
- Provide opportunities for post-retirement engagement in Division work.

D. Obtain funding to support recruitment and retention activities.

- New funding sources secured to support recruitment and retention activities.
- Leverage community champions and leaders through local health tables and other partnership tables, in concert with Division membership, to support evolving community needs.
- Secure charitable status to support Division operations and networking.

3. Establish Development Infrastructure that Supports the Needs of Members

Over the next five years, the Division will increase the resources available to support current and new Family Practitioners with the building blocks required to run a sustainable practice.

STRATEGIES AND IMPLEMENTATION TACTICS

A. Create a formal “development” branch of the Division.

- Develop a comprehensive framework that is established, regularly updated, and implemented.
- Create and enable the comprehensive internal infrastructure to raise and hold funds that enable multiple paths to practice, including the hiring of staff.
- Develop a vision and infrastructure, including fund raising, to support and grow existing practices (e.g. equipment, shared resources, staffing, work plans).

B. Continue to **provide** opportunities to share business related skills so members can develop work plans and support their practices.

- Identify and collaborate with community partners to provide education and hands-on training to enhance membership business related skills.
- Survey members to determine business related skills education requirements.
- Identify and engage with investors to support community business development.

C. Support practices through ongoing outreach into communities (e.g., Community Health Tables, Community Health Action Committee, and other member networks) to build resilience in changing times.

- Frequent and regular outreach and communications with communities to understand needs.
- Continued development and implementation of the Division’s Emergency Management program with members and partners.
- Connect communities with health system planning and implementation information via the Enabling Healthy Communities structure of funding, advocating, and facilitating.



Thompson Region
Division of Family Practice

A GPSC initiative

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