



# Strategic Plan 2014 – 2019



**Mission**

**Division of Family Practice**

A GPSC initiative

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## Introduction

Divisions of Family Practice are community-based groups of family physicians working together to achieve common health care goals. There are currently 33 Divisions of Family Practice in British Columbia that encompass 129 communities, and discussions are under way in up to another seven areas of the province.

The Mission Division of Family Practice represents family physicians in the District of Mission. The Mission Division provides local family physicians with a stronger collective voice in the integrated delivery of primary care within our community. It is our goal to provide a collaborative and innovative approach to patient based care with a strong and transparent relationship between our Division, the GPSC, Fraser Health Authority and the Ministry of Health.

Together, our members work to:

- improve patient access to local primary care
- increase local physicians' influence on health care delivery and policy
- provide professional support for physicians

The Mission Division's Strategic Plan was created to provide a clear focus for the future. The plan forms the foundation for the work of the Board and Division staff and guides us in our continued commitment to improving primary care and physician practice satisfaction. The plan sets out 1-year and 5-year goals with specified outcomes and measures.

Performance targets will facilitate decision-making by the Board related to the prioritization of resource allocation for programs, services, and infrastructure. Performance measurement, with reporting starting in 2015, will be used to adjust planning and budgeting.

## Vision

The collaboration of local family physicians providing excellence in comprehensive primary health care to the community of Mission.

## Mission

The Mission Division of Family Practice promotes sustainable primary health care through programs which address the healthcare issues of our community and physicians.

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## Values

Our values help guide our decisions, actions and behaviors.

1

### Quality Care

- Continuity of care
- Access to care
- Gap identification with improved support for vulnerable patients

2

### Member Support

- Practice coverage
- Professional development
- Collegiality
- Support health and well-being of physicians

3

### Collaboration

- Partnership with local health authority
- Partnership with Divisions
- Build awareness within medical community, local community, and membership
- Collaboration with the colleagues, stakeholders, local service providers, and community

4

### Innovation

- Implementing system changes to generate efficiencies
- System and service integration to support improved delivery of primary care

5

### Trust

- Mutual trust, based on openness and transparency, is essential for the proper conduct of our business and the efficient management of our projects

## STRATEGIC GOALS

Six strategic goals were established to ensure that key objectives are met. For each goal, a set of outcomes, along with performance measures for each outcome are described. For each measure, one-year and 5-year targets are identified.

**Goal 1:** Coordinate Gaps in Longitudinal Care

**Goal 2:** Increase Patient Population Support

**Goal 3:** Strengthen Residential Care Program

**Goal 4:** Develop After Hours Clinic

**Goal 5:** Engage Members

**Goal 6:** Improve and Maintain Organization

## Goal 1: COORDINATE GAPS IN LONGITUDINAL CARE

Research shows that people have the best health outcomes when they have a strong relationship with a primary care practitioner, usually a family doctor. They also benefit from more preventative care, better communication and coordination of their health needs when referred to other health care providers, more accurate diagnoses, better medication management, avoidance of repeat tests or other interventions, and fewer hospitalizations.

Outcomes	1-Year Targets	5-Year Targets
Provide a coordinated approach to longitudinal care that eliminates gaps	<ul style="list-style-type: none"> <li>Gaps identified</li> <li>All parties engaged in development</li> </ul>	<ul style="list-style-type: none"> <li>Coordinated longitudinal care is the new normal</li> </ul>
Every patient in the community wanting a GP has one	<ul style="list-style-type: none"> <li>Current human resource needs assessed</li> </ul>	<ul style="list-style-type: none"> <li>Every existing and new member of the community has the means to attach to a GP</li> </ul>
Team based care functioning well	<ul style="list-style-type: none"> <li>Introduce all players and describe a plan</li> </ul>	<ul style="list-style-type: none"> <li>Plan is in place and regularly reviewed for improvement opportunities</li> </ul>

## Goal 2: INCREASE PATIENT POPULATION SUPPORT

Increasing patient population support will result in improved client care outcomes, especially amongst vulnerable and at risk populations. This can be achieved through better access to primary care and community services, greater system integration, facilitating collaboration between care providers, and fostering interdisciplinary care approaches. Promoting a greater awareness amongst physicians, service providers, and community members of existing services is also integral to increasing patient population support.

Outcomes	1-Year Targets	5-Year Targets
Identify current need for primary care and level of attachment amongst patient population, including vulnerable and at-risk patients	<ul style="list-style-type: none"> <li>Complete assessment of current state of primary care and patient needs</li> </ul>	<ul style="list-style-type: none"> <li>Comprehensive care is being provided to vulnerable and at-risk patients</li> </ul>
Increase opportunities for attachment	<ul style="list-style-type: none"> <li>Identify opportunities for increased attachment</li> </ul>	<ul style="list-style-type: none"> <li>Divisions and community services are working together to support increased attachment and access to services in the community</li> </ul>
Support development of system navigation tool to guide patients and physicians to available resources	<ul style="list-style-type: none"> <li>Determine opportunities to support the development of a system navigation tool within the community</li> </ul>	<ul style="list-style-type: none"> <li>A sustainable system navigation process is being used to facilitate access to services</li> </ul>

### Goal 3: STRENGTHEN RESIDENTIAL CARE PROGRAM

The Residential Care Program was developed to support the care of functionally unattached patients in residential care. Care is provided by Division members to patients at The Residence in Mission, a facility that opened in April 2014 to deliver residential care to seniors with complex care needs, dementia, and citizens with acquired brain injury. Securing permanent funding and attracting more physicians with an interest in geriatrics is required to strengthen and maintain delivery of this essential service.

Outcomes	1-Year Targets	5-Year Targets
Secure permanent funding for delivery of the RCP program	<ul style="list-style-type: none"> <li>Permanent funding model to continue RCP is developed</li> </ul>	<ul style="list-style-type: none"> <li>Permanent funding is in place</li> </ul>
Recruit more family physicians to the community who are interested in geriatric care	<ul style="list-style-type: none"> <li>Incorporate geriatrics in Division recruitment activities</li> </ul>	<ul style="list-style-type: none"> <li>Increase in number of physicians in Division who have an interest in geriatrics and provide care through the RCP program</li> </ul>
Become recognized as a regional model for quality residential care	<ul style="list-style-type: none"> <li>Conduct review of current RCP program and develop recommendations for improvement</li> </ul>	<ul style="list-style-type: none"> <li>Recognized as a regional model for quality residential care</li> </ul>

### GOAL 4: DEVELOP AFTER HOURS CLINIC

A need to provide primary care services outside of traditional clinic hours has been identified to serve unattached and poorly attached patients in the community. For example, approximately 64% of residents commute outside of Mission for work creating challenges to attend appointments during the work day. An after-hours clinic would also reduce the number of non-emergency visits to the emergency room resulting in system efficiencies and cost savings.

Outcomes	1-Year Targets	5-Year Targets
Develop business plan	<ul style="list-style-type: none"> <li>Plan has been written</li> </ul>	<ul style="list-style-type: none"> <li>Conduct annual review</li> </ul>
Determine resource needs	<ul style="list-style-type: none"> <li>Clinic space has been secured</li> <li>Staffing and physicians in place</li> <li>Clinic is fully equipped</li> </ul>	<ul style="list-style-type: none"> <li>Conduct annual review</li> </ul>
Establish clinic	<ul style="list-style-type: none"> <li>Clinic is open and operating</li> </ul>	<ul style="list-style-type: none"> <li>A self-sustaining clinic with ancillary support is providing primary care</li> </ul>
Develop communications plan and material	<ul style="list-style-type: none"> <li>Create education piece for physicians and patients about the use of the after- hours clinic</li> </ul>	<ul style="list-style-type: none"> <li>Annual reviews of education material and distribution are conducted</li> </ul>

## GOAL 5: INCREASE MEMBER ENGAGEMENT

The Divisions are member based organizations and their success is tied to the engagement of member physicians in the implementation, participation, and support of programs and goals set at the community level. The Mission Division will be seeking to increase physician engagement through communications, engagement events, program participation, and CME opportunities for its membership. An increased level of engagement will ensure that the services provided by the Mission Division to enhance patient and provider experience are reflective of members’ needs and are sustainable.

Outcomes	1-Year Targets	5-Year Targets
Provide ongoing opportunities for continuing education and practice support	<ul style="list-style-type: none"> <li>Review current CME program and recommend changes or additions</li> </ul>	<ul style="list-style-type: none"> <li>Conduct annual review to ensure CME opportunities meet member needs</li> </ul>
Create a newsletter to share Division activities with members	<ul style="list-style-type: none"> <li>Newsletter is created</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly newsletters are being issued</li> </ul>
Provide ongoing opportunities for member engagement	<ul style="list-style-type: none"> <li>Increased level of engagement with 20+ physicians attending Division meetings</li> <li>Establish annual joint-meetings with Abbotsford Division</li> </ul>	<ul style="list-style-type: none"> <li>A high rate of physicians are invested in the various Division projects</li> <li>Meetings and collaboration with Abbotsford Division occur annually</li> </ul>

## GOAL 6: IMPROVE AND MAINTAIN ORGANIZATION

In order to support member physicians the Division must have a sustainable model that is based on business acumen and a strong vision for the organization. There is a need for sound policies, procedures, and job descriptions to make the organization run more smoothly and efficiently, as well as to demonstrate accountability, transparency and impact. It also removes the reliance on institutional memory and supports succession planning of both staff and board members.

*The palest ink is better than the best memory.*  
(Chinese proverb)

Outcomes	1-Year Targets	5-Year Targets
Review and improve key business processes that enable and increase work efficiency	<ul style="list-style-type: none"> <li>Identify gaps</li> <li>Develop and implement process improvements</li> </ul>	<ul style="list-style-type: none"> <li>Conduct annual review</li> </ul>
Develop board and employee manuals & orientation processes	<ul style="list-style-type: none"> <li>Complete documentation</li> </ul>	<ul style="list-style-type: none"> <li>Conduct annual review</li> </ul>
Develop service standards for financial management	<ul style="list-style-type: none"> <li>Complete documentation</li> </ul>	<ul style="list-style-type: none"> <li>Conduct annual review</li> </ul>