



**August 2020**



*Bella Coola*  
*Photo Credit: Pat Lenci*

## **CHAPTER PHYSICIAN LEAD ORIENTATION MANUAL**

## Welcome to the Rural and Remote Division of Family Practice!

The Rural and Remote Division of Family Practice supports over 160 physicians in 12 geographic chapters across the Province. Our Division works with 4 geographic Health Authorities and the First Nations Health Authority in over 40 communities across the Province. Our physician members practice in the territories of over 50 First Nations communities. Our communities are diverse with respect to primary care service delivery from multiple privately-owned clinics with more than a dozen physicians to a remote fly in community served by one physician every few weeks. The majority of our members are fee for service physicians with some alternate payment plan compensation models.

As the Chapter Physician Lead, your role is to engage the members of the Chapter to identify local priorities within the context of the vision, mission and strategic priorities of the Division. You engage in two-way communication with the Regional Physician Lead to ensure that the issues/challenges and successes of each community are elevated to the Division's Physician and staff leadership and ultimately the Board of Directors. You can view a working draft of the Chapter Physician Lead position description in [Appendix A](#).

The purpose of this manual is to provide a quick reference guide to help support you to be successful in your role. In addition to this resource you have the ongoing support of your Chapter Coordinator, (INSERT NAME). (NAME can be contacted at [name@divisionsbc.ca](mailto:name@divisionsbc.ca) or 555-555-5555). In addition, your Chapter is part of the (INSERT NAME OF REGION) supported by (INSERT NAME OF REGIONAL PHYSICIAN LEAD). (INSERT NAME OF REGIONAL PHYSICIAN LEAD) can be contacted at (name@domain or 555-555-5555). In addition, the (NAME OF REGION) is supported by Regional Manager, (INSERT NAME OF REGIONAL MANAGER). (Name) can be reached at 555-555-5555).

You will receive an invitation to a meeting with our Division's Executive Director (INSERT NAME) and Division Physician Lead (INSERT NAME) for a brief orientation to the Division along with any other new Chapter Physician Leads. During this orientation we will review the history of the Division as well as our current Strategic Plan. To read our Strategic Plan [click here](#).

This orientation manual is a work in progress as things shift and change in our dynamic environment. Please keep asking questions and feel free to make suggestions as to how we can improve the content of this manual. Better yet, send along a suggestion to [ruralandremote@divisionsbc.ca](mailto:ruralandremote@divisionsbc.ca) for inclusion for something you wish you had known when you started!

Our people are our most valuable resource at the Division, and we want your experience as a Chapter Physician lead to be a positive one where you feel supported, appreciated and have the tools and resources you need to be successful in your role.

Thank you for joining our team and good luck!!

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## Our Mission

Our Division supports and enables rural physicians to enhance rural health, rural work, and rural living in their communities.

## Our Vision

Locally-developed, innovative, accessible, and sustainable health services for thriving rural communities.

## Our Values

We work with others through **teamwork, collaboration, and meaningful engagement** to achieve responsible and sustainable solutions that improve rural health care.

We are a **grassroots member-driven** organization that values and celebrates our unique and diverse rural communities.

We lead with **integrity, accountability, and transparency** in our communications, relationships and actions.

We foster a climate of **trust and respect** in all our **relationships**.

We support **innovation, adaptability, creativity, and problem-solving** while **embracing change** to address unique rural issues.

We are committed to supporting a **learning organization** through **knowledge-sharing, evaluation and quality improvement**.

## Our Strategic Priorities

Building Physician Leadership, Chapter Capacity & Strengthening Relationships Across the Organization

Partner Collaboration & Relationship Building

Influence & Advocacy, Supporting the Rural Voice

Governance & Organizational Health

Continuous Learning, Knowledge Sharing & Quality Improvement

## About the Division

### Chapters

The Division is comprised of twelve (12) geographic Chapters. Each Chapter has a Physician Lead or shared leadership among two or more physicians. The number of member physicians and nurse practitioners varies based on the size of community and the level of interest at a local level. To learn more about our Chapters [click here](#). To read the bios for your fellow Chapter Physician Lead, Chapter Coordinators and Operations Team [click here](#). If you have not done so already, please submit your bio and photograph to [ruralandremote@divisionsbc.ca](mailto:ruralandremote@divisionsbc.ca).

### Regional Structure

One of our Division's key accomplishments from our Strategic Plan is the implementation of the Division's regional structure. The regional structure was developed to help support connection and collaboration among our 12 Chapters. Our Chapters have historically functioned semi-autonomously with limited formal opportunities to network, share ideas and collaborate on regional initiatives. In each region, we have implemented a support dyad that includes a Regional Physician Lead and Regional Manager to provide support to our Chapter Physician Leads and Chapter Coordinators in navigating community relationships and getting community projects off the ground. The Regional Physician Leads work closely with the Regional Manager in their region to:

- Strengthen chapter/division relationship and physician engagement
- Inform change management from the physician perspective
- Welcome, mentor and support Physician Chapter Leads
- Connect with Chapter Physician Leads to identify success, issues and provide physician to physician support
- Attend interdivisional and divisional meetings – ensuring a feedback loop with Chapter Physician Leads
- Encourage healthy development of relationships with partners, identify potential barriers and solutions for improved communication
- Provide support to the Regional Manager in terms of the physician perspective and impact on clinical practice
- Represents the Division at Collaborative Services Committees and the Interdivisional Strategic Councils

These dyads meet on a regular basis with the Division's Board Chair, Physician Lead and Executive Director as part of the Chapter Support Team. The Regional Physician Leads and Managers are also fostering relationships and knowledge exchange within their regions enabling the sharing of project information, creative problem solving to address local issues and reduce isolation. Many Chapter projects have been undertaken to strengthen the primary medical home, improve patient access and interdisciplinary team-based care. Knowledge exchange reduces the sense of isolation and sparks ideas for local quality improvement initiatives.

### Board

Like all non-profit societies, the Organization is led by a Board of Directors. The Board is usually elected for two-year terms at the Annual General Meeting (AGM) each year in September. The Board of Directors are the governance leaders of the Division and play an essential role in oversight of the activities of the organization. The Board works to establish and safeguard the Vision, Mission and Values along with cultivating the culture of the organization. The Board is informed by and responsible to the Members of the Society. The Board is accountable for the actions of the Division and as such is responsible for:



- Hiring senior staff role and providing direction, support and evaluation as appropriate.
- Ensuring effective program, financial and organizational planning.
- Creating policy and procedures to support Division operations.
- Ensuring there are adequate resources and managing resources effectively.
- Measuring the performance of the Board and the Division.
- Managing risk.

Bios for our Board Members are available on our website [here](#).

## Board Committees

At present, our board has four standing committees: Finance Committee, Policy Committee, Executive Director Development Committee and the Board Development Committee. The Finance Committee oversees all matters finance and is accountable to the Board of Directors. The Board Development Committee is responsible for ensuring board succession planning and building physician leadership capacity. The Policy Committee is responsible for developing the Division's operational and governance policies, conducting risk reviews, and ensuring appropriate insurance coverage. The ED Development Committee is responsible for the recruitment, direction, and development of the Executive Director.

## Policies

Log onto the Rural and Remote Division of Family Practice website to view the [Division policies](#). Policies are reviewed by the Board Policy Committee regularly.

## Communications

Your Division is here to support and enable you to enhance rural health, rural work and rural living in their communities. Division staff and physician leadership are available help distill information in the external environment to ensure you have the most up to date information on funding opportunities, Ministry initiatives and other relevant programs to support your practice and community.

Our member communications plan is built on personal interactions including one to one or small group interactions (i.e. direct communication with our Chapter Coordinators, Regional Physician Leads and Regional Managers or Regional Tables/Meetings).

In addition, the Division has a number of all member communication channels including:

- **Division e-newsletter** (quarterly): provides updates on the progress against the Strategic Plan, celebrations and milestones and more detailed information about completed projects and results and information on how to implement in your community. To read past e-newsletters, [click here](#).
- **Member e-blasts**: shares resources from partners and more regular updates on what the Division is doing to support members.
- **Annual Report** (annual): provides a bird's eye view of the Division's success throughout the year including local achievements, progress against the strategic plan and detailed information about our financial position. To read our annual reports, [click here](#).



## Rural and Remote Division of Family Practice

A GPSC initiative

- **Division website** (members only section) to store project repository, funding opportunities summary, Board minutes, briefing notes and communications archive. To log into the members only site, [click here](#).
- **Pathways homepage:** to amplify the relevant Division updates communicated in the newsletter etc. on a central space that physicians may visit in the course of their clinical work.
- **Twitter** (daily): shares announcements, resources, opportunities and congratulations. Follow us [@RuralRemoteDFP](#)
- **Member orientation package:** provides high level information on the role of the Division, benefits of membership, opportunities to get involved (under development)

## Infrastructure Funding

The Rural and Remote Division of Family Practice receives annual core operating funding, referred to as infrastructure, from the General Practitioners Services Committee (GPSC) which is comprised of representatives from Doctors of BC and the Ministry of Health. Each Chapter is provided with an annual budget. The purpose of this budget is to allow Chapters to build relationships with stakeholders and meet to identify local priorities and apply for additional funding. The Chapter Infrastructure budget includes:

- 4 hours per Chapter per month for Chapter Physician Lead time
- 4 hours per member per year for Chapter meetings
- A modest budget for catering for meetings
- An annual allocation of hours for physician participation in local tables and or CSCs
- 12 – 15 hours per week for Chapter Coordinator time
- Other available funding based on current priorities (i.e. PCN planning)

Your Chapter Coordinator will have detailed information about your Chapter's budget and will receive regular financial statements to monitor your progress. He/she will also be responsible for submitting expenses on behalf of your chapter including physician sessionals and will require your approval. He/she will review these procedures with you as part of your orientation.

## Funding Opportunities

The Divisions have the opportunity to apply for funding from other sources. To ensure Chapter Physician Leads, members and staff are aware of these funding opportunities, a central repository has been created on the members only section of the website. To view the funding opportunities repository, [click here](#)

## Membership

Each Chapter is responsible to review membership applications from new physicians or nurse practitioners in your community. Your Chapter Coordinator will receive an email from our Operations Team indicating that a new member has applied to join your Chapter. If this member meets the membership criteria in our by-laws and is practicing in your community, you are responsible to endorse this membership. Once endorsed, this will be ratified by the Board of Directors at the following Board Meeting. From time to time, you may receive applications that are not appropriate for your Chapter and you may refer these on to the Board of Directors who will consider their applications as members at large of the Division. [Click here to read our Division's by-laws.](#)

## Appendix A –Chapter Physician Lead JD

## Appendix B – Membership Process

## Appendix C – Org Chart

## Appendix D – Glossary

## Appendix E – Resources

### Further Reading and Resources

Facilities Engagement	<a href="http://www.facilityengagement.ca/engagement-and-communications">http://www.facilityengagement.ca/engagement-and-communications</a>
Quality Forum	<a href="https://qualityforum.ca/about-the-forum/">https://qualityforum.ca/about-the-forum/</a>
GPSC	<a href="http://www.gpsc.bc.ca/">http://www.gpsc.bc.ca/</a>
Doctors of BC	<a href="https://www.doctorsofbc.ca/">https://www.doctorsofbc.ca/</a>
Practice in BC	<a href="http://practiceinbc.ca/practice-in-bc">http://practiceinbc.ca/practice-in-bc</a>
Joint Committee Resource Catalogue	<a href="https://www.jcc-resourcecatalogue.ca/">https://www.jcc-resourcecatalogue.ca/</a>
Divisions BC Resources	<a href="https://www.divisionsbc.ca/provincial/resources">https://www.divisionsbc.ca/provincial/resources</a>

### Appendix F - R&R Division Glossary

<b>ACLS</b>	Advanced Cardiac Life Support
AFMC	Association of Faculties of Medicine of Canada
AIME	Airway Intervention & Management in Emergencies (Course)
ALSO	Advanced Life Support in Obstetrics
ATLS	Alternative Trauma Life Support (Course)
BB	Bella Bella
BC	Bella Coola
<b>BCAHC</b>	BC Academic Health Council
BCAS	BC Ambulance Service
BCAS	BC Anesthesiology Society
BCIT	BC Institute of Technology
BCMA	BC Medical Association
BCPHP	BC Physician Health Program
BC-PIP	BC Physician Integration Program



BCRRHRN	BC Rural and Remote Health Research Network
BCWH	BC Women's Hospital & Health Centre
<b>CACMS</b>	Committee on Accreditation of Canadian Medical Schools
CAEP	Canadian Association of Emergency Physicians
CAGA	Collaborative Advisory Group for General & Family Practice Anesthesia
CAR	Communities at Risk
CARE	Comprehensive Approach to Rural Emergencies (Course)
CaRMS	Canadian Resident Matching Service
CCFP	Canadian College of Family Practitioners
CESEI	Centre for Excellence for Surgical Education and Innovation
CHD	College of Health Disciplines (UBC)
CIC	Communities in Crisis (now Vulnerable Communities [VN])
CIHI	Canadian Institute for Health Information
CL	Clearwater
CLPNBC	College of Licensed Practical Nurses BC
CME	Continuing Medical Education
CMPA	Canadian Medical Protective Association
CMS	Course Management System
<b>CPD</b>	Continuing Professional Development
CPI	Community Practice Integration
CPSBC	College of Physicians and Surgeons of BC
CRNBC	College of Registered Nurses BC
CSA	Canadians Citizens Studying Abroad
<b>CSC</b>	Collaborative Services Committee
CTAS	Canadian Triage and Acuity Scale
<b>CYMHC</b>	MCFD Child and Youth Mental Health Clinician
<b>CYMHSU</b>	Child and Youth Mental Health S.U.
E2E	Evidence to Excellence
<b>EC</b>	Emergency Care
EM	Emergency Medicine
<b>EMR</b>	Emergency Medical Record
ENT	Ear, Nose, Throat
ESN	Employed Student Nurse (Employment Program)
<b>FHA</b>	Fraser Health Authority
<b>FMRAC</b>	Federation of Medical Regulatory Authorities of Canada
<b>FNHA</b>	First Nations Health Authority
FOM	Faculty of Medicine
FTE	Full Time Equivalent
FYPEP	First Year in Practice Enhancement Program
GAB	Gabriola
<b>GP</b>	General Practitioner
<b>GP4Me</b>	General Practitioner for Me
GPA	General Practitioner Anaesthesiologist
GPEM	GP Emergency
GPG	GP Geriatrics
GPICU	GP Intensive Care Unit (ICU)

GPO	GP Obstetrics
GPO	GP Oncology
GPPysch	GP Psychiatry
GPS	GP Surgery
<b>GPSC</b>	GP Services Committee
<b>HA</b>	Health Authority
HAZ	Hazelton
<b>HCPs</b>	Health Care Practitioners
HHR	Health Human Resources
HSD	Health Service Delivery
<b>IAF</b>	Isolation Allowance Fund
ICBC	Insurance Corporation of BC
ICU	Intensive Care Unit
<b>IDC</b>	Inter-Divisional Council
IHA	Interior Health Authority
IMG	International Medical Graduates
<b>IH ICSC</b>	Island Health Interdivisional CSC
IMP	Island Medical Program
IPE	Interprofessional Education
IRPbc	The Interprofessional Rural Program of BC
ISC	Interdivisional Strategic Councils (same as IDCs)
<b>JSC</b>	Joint Standing Committee
<b>JSC</b>	Joint Standing Committee on Rural Issues
<b>KT</b>	Knowledge Translation
LB	Long Beach
<b>LCME</b>	Liaison committee on Medical Education
LMAC	Local Medical Advisory Committee
LMCC	Licentiate of the Medical College of Canada
LMS	Learning Management System
LPN	Licensed Practical Nurse
<b>MAC</b>	Medical Advisory Committee
MH	Mental Health
MOCAP	Medical On-Call Availability Program
MoH	Ministry of Health
MoHS	Ministry of Health Services
MSP	Medical Service Plan
<b>NHA</b>	Northern Health Authority
NIC	Neonatal Intensive Care
NITAOP	Northern & Isolation Travel Assistance Outreach Program
NP	Nurse Practitioner
NPAC	Nurse Practitioner Advisory Committee
NRP	Neonatal Resuscitation Program
NVI	North Vancouver Island
<b>OT</b>	Occupational Therapist
<b>PALS</b>	Pediatrics Advanced Life Support (Course)
<b>PCH</b>	Primary Care Home



# Rural and Remote Division of Family Practice

A GPSC initiative

<b>PCN</b>	Primary Care Network
<b>PCSC</b>	Primary Care Steering Committee
PEM	Pemberton
PHA	Provincial Health Authority
PITO	Physician Information Technology Office
PMA	Physician Master Agreement
<b>PMH</b>	Patient Medical Home
PN	Psychiatric Nurse
PSBC	Perinatal Service BC
PSP	Practice Support Program
<b>QI</b>	Qualitative Improvement
<b>RBI</b>	Rural Birthing Unit
<b>RCCbc</b>	Rural Coordination Centre of BC
RCF	Rural Contingency Fund
RCF	Recruitment Contingency Fund
<b>RCI</b>	Residential Care Initiative
R-CIST	Rural Community Intervention and Support Team
RCME	Rural Continuing Medical Education
RCPD	Rural- Continuing Professional Development
RCPDP	Rural Continuing Professional Development Program
REAP	Rural Education Action Plan
<b>RECC</b>	Rural Emergency Continuum of Care
RECCC	Rural Emergency Continuum of Care Conference
RGPLP	Rural GP Locum Program
RHSRNbc	Rural Health Services Research Network of BC
RIF	Rural Incentive Fund
RLSUP	Rural Locum Upgrade Program
RN	Registered Nurse
RPAP	Rural Physician Action Plan (Alberta)
<b>RRDFP</b>	Rural & Remote Division of Family Practice
RRP	Rural Retention Program
RSA	Rural Practice Subsidiary Agreement
RSAC	Rural Subsidiary Agreement Communities
RST	Regional Support Team
<b>SC</b>	Shared Care
<b>SEMP</b>	Simulator-Assisted Emergency Medical Procedures (Course)
SIMP	Southern Interior Medical Program
SRPBC	Society of Rural Physicians of BC
<b>SRPC</b>	
SRPC	Society of Rural Physicians of Canada
SSC	Specialist Services Committee
SSI	Salt Spring Island
<b>TEAMS</b>	Rural Training, Education & Assessment Modular Simulation
<b>UBC</b>	University of British Columbia
UBC-CPD	UBC Continuing Professional Development
UBCM	Union of BC Municipalities



# Rural and Remote Division of Family Practice

A GPSC initiative

UBCO	UBC Okanagan
UNBC	University of Northern British Columbia
USEP	Urban Skills Enhancement Program
UVic	University of Victoria
<b>VBS</b>	Virtual Birthing Suite
VCH	Vancouver Coastal Health Authority
VIHA	Vancouver Island Health Authority
VLE	Virtual Learning Environment
VN	Vulnerable Communities
<b>WCB</b>	Workers Compensation Board
WI	Western Interior