

STRATEGIC PLAN 2022-23

REVISED: May 30, 2022

Our Strategic Direction

Our Vision:

A healthy and resilient community

Our Mission:

Create opportunities for 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 everyday 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 CHC model and its potential for supporting patients in our community
- Exploring innovative models for decreasing administrative burden on family physicians

COVID-19 Pandemic – March 2020

In March 2020, qDoFP 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.

Strategic Planning – 2021/22

In May 2021, The qDoFP Board of Directors engaged in its first strategic planning session to inform the priorities for 2022-25. Since then, two subsequent sessions (Sept 2021 and March 2022) were held with staff in order to better understand the context of Divisions of Family Practice and their role in supporting primary care in communities. During the March 2022 session, the group was able to clarify the following 4 strategic priorities:

1. Supporting Physicians to Practice
2. Sustaining a robust and resilient community of physicians
3. Improving access to culturally safe and appropriate care
4. Supporting and maintaining solid organizational infrastructure (TBD)

Primary Care Crisis – March 2022

In March 2022, a number of clinics on Vancouver Island were announcing imminent closure due to challenges in attracting new physicians and increased costs of running a business. Since then, the issue of family doctors providing longitudinal care became prominent in the media as well as the BC Legislature.

On April 20th, 2022, the Board of Directors discussed the trends impacting primary care and the role of PRDoFP in ensuring physicians can shape and influence a sustainable and resilient primary care in our community. In May 2022, numerous meetings were held with elected officials and a rally was organized on May 19th in front of the Legislature. The Physician Master Agreement (PMA) is currently on hold to accommodate the new pressure that family doctors providing longitudinal care are facing. In June 2022, the Board of Directors supported a motion to lead a strategic conversation on the future of primary care in our community.

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

#1: Supporting Physicians to Practice

Physician capacity within their practice, which includes practice efficiency as well as competence/confidence to deliver quality care for patients. Supports for those practicing long-term, relationship-based care. In 2022-23, key initiatives for supporting this goal will include:

- coordinating Continuing Professional Development (CPD) and Continuing Medical Education (CME)
- supporting Patient Medical Home (PMH) initiatives such as virtual care, team-based care and workflow optimization
- liaising with Practice Support Program (PSP) to ensure practice coaching and Electronic Medical Record (EMR) support
- Implementing a Practice Lead framework to better connect with clinics

#2: Sustaining a Robust & Resilient Community of Physicians

Collegiality that supports professional fulfillment and wellness, with work-life integration; resourcing planning to meet community primary care needs; supporting physicians to work as optimal health care team members. Prioritization and flexibility in crises. Creative, sustainable solutions to provide relief.

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

- hosting monthly Community of Practice (CoP)
- coordinating welcome gifts for visiting residents, locums and physicians
- maintaining the hospital lounge - funded by Facility Engagement Initiative – Powell River General Hospital (FEIPR)
- Supporting recruitment and locum needs

#3: Improving Patient Access Cultural Safe & Appropriate Care

Nurturing meaningful community relationships (e.g. VCH, Tla'amin, etc.); providing a voice for family physicians at partnership tables; local strategy and communications for cultural safety. Implementing Primary Care Network strategy. In 2022-23, key initiatives for supporting this goal will include:

- administering inpatient care incentive for family physicians being on-call to admit/discharge unassigned patients at Powell River General Hospital (PRGH)
- coordinating residential care/long-term care initiative quality improvement
- Advance cultural safety and humility
- increasing the number of people who can have access to a family physician in our community
- spearheading Primary Care Network (PCN) development in partnership with Vancouver Coastal Health (VCH) and Tla'amin

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

#1 Member Engagement

The power of the qathet Division of Family Practice (qDoFP) 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.

#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 qDoFP must be prepared to build, sustain, and evaluate its partnerships in a meaningful way.

#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.

#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.