



qathet

Division of Family Practice

An FPSC initiative

STRATEGIC PLAN 2023-24

REVISED: May 19, 2023

Our Strategic Direction

Our Vision:

A healthy and resilient community

Our Mission:

The qathet Division creates opportunities to improve primary care for physicians and their patients

Our Core Values:

Continuous improvement: Being adaptive and striving for excellence

Accountability: Strengthening trust through openness and reflective action

Collaboration: Working in partnership to build and sustain a healthier community

Equity: Working towards fair and just opportunities for health and wellness



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

Board Retreat – January 2020

The Board and 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 the COVID-19 pandemic. The plan focused on ensuring the viability of the 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 (September 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 four 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

Primary Care Crisis – 2022-23

In March 2022, a few 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. The public and member advocacy led to a new longitudinal care payment model to be effective February 1, 2023.

On April 20, 2022, the Board of Directors discussed the trends impacting primary care and the role of qDoFP in ensuring physicians can shape and influence sustainable and resilient primary care in our community. In June 2022, the Board of Directors supported a motion to lead strategic conversations on the future of primary care in our community. The first strategic engagement focused on inpatient care and led to a decision to move towards a hospitalist model. The second strategic engagement will focus on the future of clinical spaces in our community. On March 29, 2023, the Board of Directors reviewed a revised strategic plan and provided feedback on the 2023-24 strategic priorities to be adopted at the May 18, 2023, board meeting.

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

#1: Practice Supports

Provide member-driven services and supports for clinics and practitioners that reduce burdens to practice, and in turn, help attract and retain practitioners. In 2023-24, key initiatives for supporting this priority will include:

- Provide recruitment and onboarding services
- Provide in-kind *HR on Demand* through EngagedHR
- Deliver an education plan for physicians, allied professionals and Medical Office Assistants
- Promote and coordinate Practice Support Program (PSP) offerings
- Offer quality improvement support to clinics
- Support clinics with patient education and public communication
- Support effective clinical networks (maternity, inpatient, long term care)

#2: Team-Based Care

Support primary care providers, nurses, allied health professionals and administrative teams working together to provide all the primary care services our local population requires. In 2023-24, key initiatives for supporting this priority will include:

- Promote collaborative management of interdisciplinary primary care through the Primary Care Network (PCN) Steering Committee
- Support team-based care change management
- Support hiring, onboarding and co-location of PCN primary care providers and allied health professionals

#3: Health Equity

Make our health system more culturally safe and accessible for Indigenous peoples and promote health equity for all peoples in our programs, projects, and services. In 2023-24, key initiatives for supporting this priority will include:

- Provide ongoing educational opportunities re: Indigenous-specific racism, cultural humility, and cultural safety
- Maintain partnerships that contribute to culturally safe care and increased health equity
- Review internal practices that address Indigenous-specific racism and other structural inequities

#4: Planning for a Sustainable Primary Care

Lead members and partners in imagining and preparing for the future of primary care through inclusive engagement based on research and data. In 2023-24, key initiatives for supporting this priority will include:

- Implement the transition towards a hospitalist model (inpatient care)
- Explore the future of primary care clinical spaces
- Improve comprehensive pregnancy services in qathet region