



Divisions of Family Practice

A GPSC initiative

South Island Division of Family Practice

# STRATEGIC PLAN

## OUR VISION

Empowered Family Physicians engaged in meaningful change to health care delivery, resulting in improved health, well-being and satisfaction for physicians, individuals and communities. All our work is informed by principles of equity, diversity and inclusion.

## OUR MISSION

The Division provides strategic leadership that influences and advocates for cultures and systems to improve patient care delivery, improve physician satisfaction and wellbeing, and support sustainability.

## THE VALUES WE LIVE

### *Collaboration*

We believe in respectful, mutually beneficial and effective relationships and partnerships.

### *Strategic Leadership*

We work strategically, and in an effective and efficient manner, to shift cultures and systems to improve patient care and physician satisfaction. We lift our physicians to lead and advocate for primary care system change.

### *Physician Health*

We believe that physician health and well-being are necessary foundations for the provision of quality health care.

### *Accountability*

We believe in being fully accountable to members, partners and funders.

### *Organizational Culture*

We value the unique contributions of individuals, welcome diversity of opinion in the best interest of the whole organization and believe that action arising out of consensus is most likely to lead to achievement of our mission. We model a simple, effective organizational structure.

# OUR STRATEGIC PRIORITIES

## *Strengthen our FP community (by increasing member support and engagement)*

- Prioritize physician health and wellness
- Facilitate member access to practice support opportunities
- Actively recruit family physicians

## *Support FPs to provide culturally safe primary care*

- Develop an understanding of health inequities experienced by Indigenous community members and determine how the Division and physician members can prioritize improvements in care and consider our role in reconciliation
- Address health inequities experienced by racialized and LGBTQ2S+ community members by embedding equity, diversity and inclusion practices in all our work
- Attend to the needs of vulnerable populations in our community, with a particular focus on mental health and substance use (MHSU)

## *Effect primary care system change*

- Articulate a clear Division position on issues that are critical to patient care and well-being, physician health, wellness and satisfaction and primary health care sustainability
- Ensure the Division's interests are represented at key decision tables
- Strengthen partnerships with other health care system partners
- Promote and support the development of physician leadership and management skills training

## *Build organizational capacity (to better serve members and enhance the work environment for staff)*

- Build out a robust operational infrastructure to enable the Division to pursue and achieve its priorities
- Build out a Board succession plan to ensure continuity of leadership
- Strengthen the relationship between Board, staff and members

# OUR PRIORITY ACTIVITIES

## *Strengthen our FP community (by increasing member support and engagement)*



### **Prioritize physician health and wellness**

- Support wellness initiatives for physicians that lead to improved health as well as personal and professional satisfaction (e.g. Dine & Learn events)
- Develop and implement a feedback system to regularly check in on members' health & wellness needs (e.g., create dedicated Division Board email for this purpose)
- Develop and implement programs and events in partnership with the Victoria Division of Family Practice



### **Facilitate member access to practice support opportunities**

- Connect members to existing resources, education and training (e.g., Practice Support Program, CME, BC Family Doctors)
- Provide peer support to physicians transitioning to new models of practice (e.g., from FFS to non-FFS, AHCP in practice, etc.)
- Confirm and address members' needs for direct support (e.g., IT, business supports, etc.)
- Encourage the development of Communities of Practice to support innovation in primary care



### **Actively recruit family physicians**

- Proactively engage residents on the Board and in other Division opportunities (e.g., South Island and Victoria Divisions' Resident Engagement Working Group)
- Revisit and refresh our physician onboarding process
- Leverage regional and provincial recruitment activities

### **Support FPs to provide culturally safe primary care**



#### **Develop an understanding of health inequities experienced by Indigenous community members and determine how the Division and physician members can prioritize improvements in care and consider our role in reconciliation**

- Build out relationships with First Nations communities, and Indigenous people living away from their home communities, including Metis and Inuit. (e.g., Establish regular meeting cycle between Division Board and First Nations leadership in South Island communities to identify issues and build/execute appropriate plans to address them)
- Based on the plans developed, seek out appropriate partnerships to identify and/or provide resources and tools on Indigenous cultural safety and humility to Division members
- Encourage members to identify/bring forward resources/training opportunities on cultural safety and humility to the attention of the Division or to be shared with other Division members
- Embed Indigenous cultural safety and humility practices in all our work



#### **Develop an understanding of health inequities experienced by racialized and LGBTQ2S+ community members**

- Identify and provide resources and tools on equity, diversity and inclusion to Division members

- Encourage members to identify/bring forward resources/training opportunities on EDI to the attention of the Division or to be shared with other Division members
- Embed EDI practices in all our work



**Attend to the needs of vulnerable populations in our community, with a particular focus on MHSU**

- Identify CME (and other training) opportunities for members
- Provide members with links to vetted resources
- Convene supportive communities of practice for members to work collaboratively with health care system partners and community-based mental health resources

***Effect primary care system change***



**Articulate a clear Division position on issues that are critical to patient care and well-being, physician health, wellness and satisfaction and primary health care sustainability,**

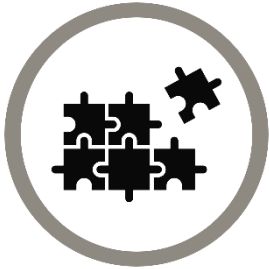
- Establish system to track issues and opportunities (e.g., ongoing involvement in PCN, UPCC, etc.)
- Develop messaging, position statements, white papers, briefing notes on issues and opportunities, as appropriate
- Identify appropriate events/vehicles (e.g., decision tables, newsletter, professional publications, etc.) to promote/share Division-produced documents
- Work collaboratively with other system partners to raise the profile of issues and opportunities



**Ensure Division's interests are represented at key decision tables**

- Identify priority tables supporting primary care system change and develop participation strategy including goals/desired outcomes (e.g., Primary Care Network Wave 1, Urgent Primary Care Clinic meetings with South Island/Victoria Divisions and Island Health, Collaborative Services Committee, etc.)

- Leverage and support Division members currently participating at tables and solicit interest from members interested in becoming involved
- Ensure participation at tables is informed by Division messaging, position papers, white papers and briefing notes



#### **Strengthen partnerships with other health care system partners**

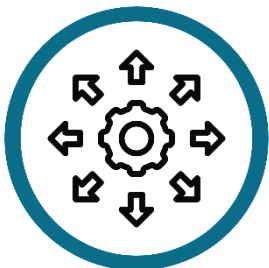
- Continue to pursue opportunities to work collaboratively with Victoria Division, other Divisions on Vancouver Island (and throughout the province, when appropriate), Island Health, Saanich Peninsula Hospital and Healthcare Foundation, Sooke Region Communities Health Network and others
- Leverage relationships in formal and informal groups such as Inter-Divisional Council, Vancouver Island Division Executive Directors Forum, etc.



#### **Promote and support the development of physician leadership and management skills training**

- Identify leadership-focused training and education programs for members
- Support public speaking training opportunities for members
- Support media training for Board Chair/Vice Chair positions

### ***Build organizational capacity (to better serve members and enhance the work environment for staff)***



#### **Build out a robust operational infrastructure to enable the Division to pursue and achieve its priorities**

- Assess and build staff capacity to support strategic priorities (including determining requirements for additional staff to support priorities related to the provision of culturally safe primary care)
- Identify training opportunities for staff
- Develop an organizational chart that shows Board and staff roles, responsibilities and relationships and a secondary diagram

detailing the Division's relationships with external groups and agencies



#### **Build out Board succession plan to ensure continuity of leadership**

- Identify opportunities for non-Executive Board members to develop their leadership skills
- Support Board members in their roles (e.g., through access to Vantage Point, or similar, resources)



#### **Strengthen relationship between Board, staff and members**

- Create an environment that promotes and encourages respectful and constructive communication among and between staff, Board and members
- Cultivate a culture of inclusivity/welcome (e.g., Division as "Doctors' Lounge")