

# RRDFP STRATEGIC DIRECTION ROAD TO 2022

## MISSION

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

## VISION

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

## VALUES

- We work with others through **teamwork**, **collaboration**, and **meaningful engagement** to achieve responsive and sustainable solutions that improve rural primary care.
- We are **grassroots**, **Member-driven** organization that values and celebrates our unique and diverse 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**.



## GOAL STATEMENTS

1. **Member Value and Engagement:** Supporting physician leadership and Chapter capacity so Members feel more connected with their communities, with other rural physicians, and have access to supports that enhance Member experience. Developing a sense of understanding the realities of other rural communities and the feeling of shared identity with other rural practitioners.
2. **Locally Developed, Rurally Relevant:** Supporting meaningful collaboration with strategic partnerships that influences and advocates for improved access to and sustainability of rurally relevant primary care in our communities.
3. **Organizational Excellence:** Ensuring organizational excellence and accountability through commitment to the highest standards of governance and operational practices.



Strategic Priorities	Goal Statements		
The following strategic priorities were developed with Division Members at the strategic planning retreat of May 2019.	Member Value & Engagement	Locally Developed–Rurally Relevant	Organizational Excellence
Building Physician Leadership and Capacity & Strengthening Relationships Across the Division	✓	✓	✓
Partnership & Collaboration	✓	✓	✓
Influence & Advocacy	✓	✓	✓
Governance & Organizational Health	✓	✓	✓
Continuous Learning, Knowledge Sharing & Quality Improvement	✓	✓	✓



## STRATEGIC PRIORITIES

### 1. BUILDING PHYSICIAN LEADERSHIP, CHAPTER CAPACITY, AND STRENGTHENING RELATIONSHIPS ACROSS THE DIVISION

- Foster meaningful engagement with Members and Chapters. Provide networking opportunities for rural and remote physicians across our Chapters.
- Continue to implement a regional structure that builds capacity for physician leadership, local Chapters, locally-developed initiatives, Collaborative Tables, and a shared rural physician voice.
- Ensure that the Division recognizes and supports the unique cultures of each community.
- Develop and share tools and resources that support communication, knowledge-exchange and effective project management.
- Support Members' priorities by seeking funding for projects that enable local physicians to pursue areas of importance.
- Develop, leverage, and support leadership and succession planning across the organization.
- Enhance orientation and mentorship for new Members, locums, PRAs, Physician Leads, Board Members, and staff.

*We will know we have been successful when:*

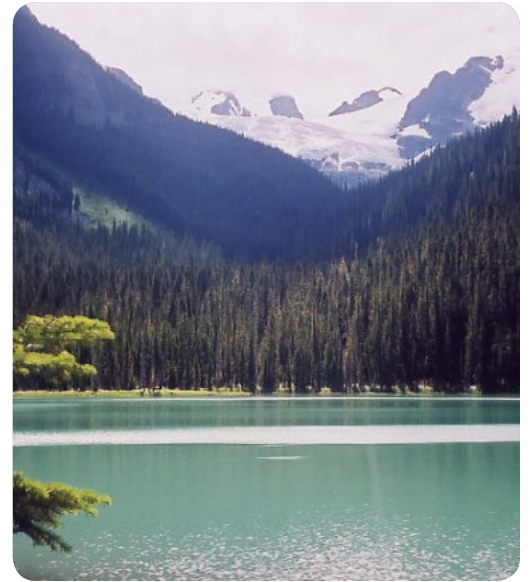
#### **Physicians and Chapters feel supported and more connected while also maintaining local autonomy.**

- Physicians are engaged, and increased opportunities exist to give and receive feedback, to participate and work together.
- There is an increase in access and utilization of project support tools, communications, technology and services that enable Chapter work, support physician engagement and simplify processes.
- Improved communication within the Division and with key stakeholders, including improved delivery of consistent and coordinated messages.
- Sharing of information, experience, and expertise. Promoting fellowship and understanding of issues across our Chapters. There is a common sense of being "in it together."



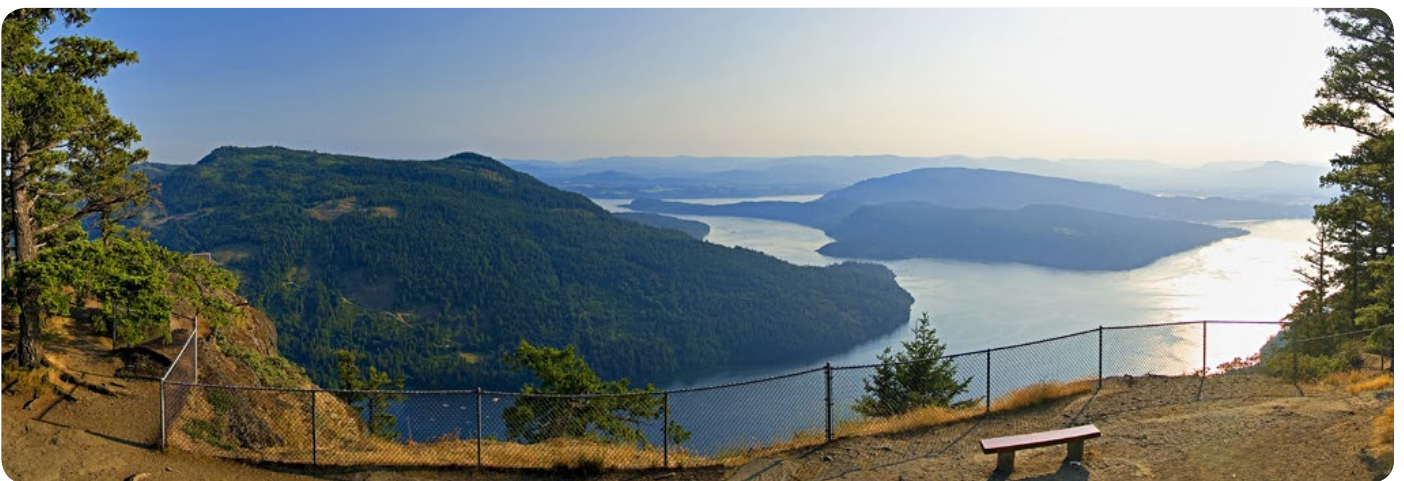
## 2. PARTNERSHIPS, COLLABORATION AND RELATIONSHIP BUILDING

- Create and strengthen local Collaborative Tables that maximize relationships, strategic partnerships, and collaboration to pursue common goals and build a sustainable primary health care system in our rural communities.
- Leverage the regional structure to support relationship-building and meaningful engagement with partners.
- Increase connectivity with other Chapters and Divisions.
- Explore opportunities to engage patients, community and First Nations in Division projects and initiatives.



### *We will know we have been successful when:*

- Local Collaborative Tables are developed and meeting the needs of local physicians and partners.
- Physicians, Chapters, and staff feel involved in local primary care improvements and that their input is valuable and makes a difference.
- Relationships with our Health Authority and community partners are strengthened, open and respectful.
- Strategies are designed locally to meet the needs of patients and improve efficiencies and physician satisfaction.
- Partners are engaged appropriately in Division projects.





### 3. INFLUENCE & ADVOCACY – SUPPORTING RURAL PHYSICIAN VOICE

- Promote awareness of how primary health care needs are unique in rural and remote communities.
- Ensure we have Members strategically positioned at the right tables/ seats for appropriate advocacy.
- Leverage partnerships to increase influence, enable broad collective impact and advocate on key issues.
- Provide opportunities and develop processes and supports to identify common physician voice, priorities; and provide opportunities to network and share ideas across the Division.

#### *We will know we have been successful when:*

- Physicians, Chapters, and staff feel their voice is heard and represented at all levels of decision-making the various tables.
- There is increased understanding of rural issues and agreement to approach and co-design improvements with a rural lens.
- Advocacy is supported within Division, between Divisions, with the Health Authorities, the Ministry of Health and our funders.

### 4. GOVERNANCE AND ORGANIZATIONAL HEALTH

- Ensure Board Members are effectively involved in critical governing roles, oversight, leveraging resources, and ensuring accountability.
- Current, relevant, and well-defined Mission, Vision, Values Statement and Strategic Plan guide organizational decision-making and practice.
- Implement succession planning processes at all levels of the organization.
- Develop mechanisms to efficiently bring issues to the Board and Operations Team.
- Develop, revise and implement best practices in financial, human resource, and risk management.
- Nourish a culture that supports communication, learning, coaching, and a healthy work environment that cultivates a healthy relational-based leaderful culture.



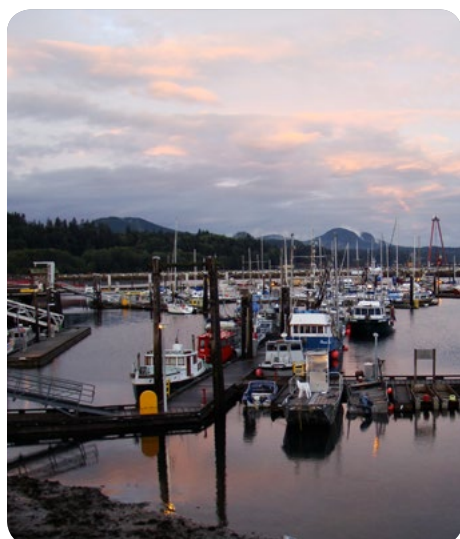
### *We will know we have been successful when:*

- Our Mission and Vision are kept relevant and at the forefront of Division communications.
- Succession planning is regularly addressed to ensure intentional recruitment and healthy leadership transitions at the organizational and Board level.
- The Division engages in Strategic Planning and annual review.
- Our culture celebrates physician, Chapter, staff, and organizational achievement.



## 5. CONTINUOUS LEARNING, KNOWLEDGE-SHARING, AND QUALITY IMPROVEMENT

- Foster a culture of innovation, learning, and quality improvement.
- Increase opportunities for knowledge-exchange, sharing, learning and celebrating our achievements.
- Embed evaluation into all we do and share these learnings with Members.
- Utilize principles of effective change management into our local, regional, and organizational activities.
- Promote cultural safety and learning for Members.



### *We will know we have been successful when:*

- A repository of templates, best practice, and projects documents is developed and utilized.
- Multiple forms of data collection, measurement, and evaluation are utilized to capture and communicate performance and outcomes.
- Our impact is communicated regularly to our Board, Members, and strategic partners.
- We learn from our successes and failures. We celebrate our achievement and successes.