



# Strategic Plan

## 2021-2024



# Introduction

The most high-performing health systems worldwide are anchored in a foundation of primary care, with family physician leadership. As the professional home for Ontario's family physicians, the Ontario College of Family Physicians (OCFP) is acutely aware of our important role – and our opportunity – in supporting our 15,000 members and the critical work they do to keep patients and communities healthy.

The COVID-19 pandemic exposed many cracks in our health system and in our members' practice environment. At the same time, it was an opportune time to think about the future, to create clarity amidst the uncertainty, and identify areas where the OCFP is well positioned to deliver value – together with and for our members, patients, partners, and the broader healthcare system. Our 2021-24 Strategic Plan builds on the organization's mission and strengths in the areas of education, advocacy, leadership and research, and outlines new strategic directions to meet today's needs and tomorrow's potential.

Our work over the next three years will be guided by four interconnected strategic directions:



Support family physicians to thrive in their practice



Lead the vision of the Patient's Medical Home as a foundation of the healthcare system



Enable equitable health care for all Ontarians



Elevate and promote the role of the family physician

In advancing these priorities, we will build on existing work members tell us is adding value to their practice and the patients for whom they care. We will intensify efforts underway to ensure the expertise and contributions of family physicians are recognized and supported. And we will address equity through a journey of reflection, learning and growth that will chart us on a path towards improved health and

wellbeing for all Ontarians by all family physicians, regardless of practice model, geography, or stage in career.

It has been a challenging year for everyone – the OCFP included. In our efforts to support members through often difficult change, we in turn have been buoyed by the remarkable response of family physicians who have stepped up in every part of this province to meet the needs of their patients. It is in this spirit that the Board and staff came together to ensure we are planning around our members' needs and to truly live into our **vision as Leaders for a Healthy Ontario**.

This Strategic Plan is the culmination of a year of work by the Board and staff, and undertaken during the pandemic. It was informed by our members, the College of Family Physicians of Canada and other provincial Chapter work, as well as extensive consultations with key stakeholders in family medicine, primary care, government, and provincial agencies. We also benefited from the wisdom of more than 20 Past Presidents whose legacies brought the OCFP to where it is today, and where it should go in the future. We are so appreciative of these partnerships.

Stronger together has been a rally cry through the pandemic, and befitting of how we are approaching the next three years as an organization. We look forward to the work ahead, in collaboration with you, our members.

Sincerely,

**DR. LIZ MUGGAH**  
President, OCFP

**MS. LEANNE CLARKE**  
CEO, OCFP

# Mapping Our Strategic Plan

This cycle of strategic planning comes at a time of significant change for Ontario's family physicians and healthcare system. In addition to health system level reforms in the form of Ontario Health Teams and ongoing advocacy for the critical role of family physicians, the OCFP is faced with the rapidly changing context of a global pandemic. As we heard stories from our members confronting the pandemic first-hand, the importance of the work of the OCFP became even clearer. We need to support family physicians as we navigate sweeping and evolving changes, and advocate for the value of their vital role in supporting a healthy population. The OCFP's vision is more important now than ever before.

## OUR VISION

Family Physicians –  
Leaders for a Healthy Ontario.

We are firmly committed to ensuring that family physicians are effective, visible leaders in the delivery of primary care and shaping health policy priorities in Ontario. Key to achieving our vision is supporting leadership in practice, in communities and the health system. In this way, the value of the role of the family physician will ensure a high-quality, and patient-centred health system.

## OUR MISSION

Supporting Ontario family physicians through education, leadership, research, and advocacy, to deliver high-quality health care.

Our mission is to enhance the ability and capacity of all family physicians across the province to deliver high-quality care to patients, within a healthy profession.

## OUR VALUES

Our values are the foundational principles that ground our work.

- ✔ We value the role of family physicians and advocate for their essential role in health care.
- ✔ We value the views and needs of our membership and reflect them in our work.
- ✔ We value and contribute to high-quality, accessible, patient-centred health care for all Ontarians.
- ✔ We value excellence in professional development based on evidence.
- ✔ We value proactive leadership and collaboration with partners.

College of Family Physicians  
of Family Physicians  
Physicians Ontario  
of Family Physicians

# Strategic Directions

## Our Plan for the Future

The uncertainty from COVID-19 reinforces the imperative to plan for a resilient future. Through this process and reflection on the pandemic, we have gained a new understanding of the potential scenarios that can disrupt family medicine and primary care.

Emerging from the strategic planning process are four interconnected directions that will guide the OCFP to achieve our vision – to support family physicians to be leaders for a healthy Ontario. These directions give us a broad horizon and also provide us space for adaptability in a constantly changing environment. They are equally important.

## Support family physicians to thrive in their practice



**Become the go-to destination for resources, education and tools for family physicians to thrive and excel in their practice, and support the joy in their work.**

Family physicians face disruptive change from shifting political and social contexts; these changes impact their patients, their practices, and their wellbeing. The OCFP will work towards becoming one of the primary supports family physicians rely on through disruptive change, providing family physicians with timely and practical information, education and tools for evolving care practices. The OCFP will give family physicians a place to teach, learn and connect with peers. It will be a place that members can continually access what they need regardless of stage in their careers. By leveraging existing learning environments such as communities of practice, mentorship, resources, and self-care, family physicians will feel valued, supported, and confident that the OCFP will support them in their day-to-day work in the coming years.

### Key Objectives

- ✔ The OCFP will deliver up-to-date, clinically relevant and high-yield information and tools to enhance family physicians' day-to-day work and practice.
- ✔ The OCFP will advocate to remove health system barriers for family physicians and share opportunities for better connected care that bring joy to work.



## Lead the vision of the Patient's Medical Home as a foundation of the healthcare system

Support strategies to enhance access to team-based care for all Ontarians.

The past year has further revealed the shortcomings of fragmented systems of medicine and care. By centering family medicine and the Patient's Medical Home in the healthcare system, Ontarians will benefit from more integrated and continuous care. The OCFP will strive to be the leading voice at planning and policy tables to advance the vision of the Patient's Medical Home/Neighbourhood and family medicine and how it can be implemented across Ontario – agnostic to practice model. Further, the OCFP will leverage its existing relationships to unify partners already working to bring the Patient's Medical Home values to primary care and the healthcare system.

### Key Objective

- ✓ The OCFP will advance the vision of the Patient's Medical Home/Neighbourhood as the foundation for better and more integrated patient care – agnostic of practice model – and how this can be achieved in communities across Ontario.



## Enable equitable health care for Ontarians

Support family physicians to provide equitable care and to recognize and address social determinants of health and other barriers to health care.

During the creation of the strategic plan, OCFP members and stakeholders echoed the need to ensure equitable health care for all people in Ontario. The pandemic further highlighted how those most vulnerable, racialized and marginalized have poorer health outcomes and are not able to access appropriate health care and community supports. This is particularly the case for Canada's Indigenous populations. As the organization moves forward, there is a deep desire for the OCFP and its stakeholders to support the growing movement for equity, diversity, and inclusion in family medicine and primary care. The OCFP is on a learning and growing journey to bring equity, diversity and inclusion into its work, whether governance or operations.

### Key Objectives

- ✓ The OCFP will support all family physicians to thrive in a more equitable practice environment and to have the tools needed to deliver more equitable care with patients.
- ✓ The OCFP will work to integrate an anti-oppressive approach into organizational practices that include processes to actively seek diverse physician voices into the OCFP's work.



## Elevate and promote the role of the family physician

Advocate for the value and integration of family physicians in the healthcare system.

Embodied in the role of the family physician is the expert generalism that is the hallmark of comprehensive care. It is this breadth of expertise that has allowed family physicians to be foundational in Ontario's response to the global pandemic, and to remain foundational in the province's recovery. The OCFP will continue to be an important advocate for the unique and fundamental role of the family physician – specifically around delivering and leading comprehensive and collaborative care that improves patient outcomes based on trust and longstanding doctor-patient relationships. We will communicate the importance of the family physician role in the healthcare system with decision-makers and the public at large.

### Key Objectives

- ✓ The OCFP will continue to assert the family physician's vital role in our health system – and the importance of comprehensive, relationship-based medicine – with the government, the public, and other stakeholders.
- ✓ The OCFP will champion family medicine as a sought-after and respected career choice.



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– OCFP President | CEO



# Appendix

## A Human-Centred Approach

Our strategic planning process used a human-centred approach — a methodology that brings the voices of people facing complex challenges to the centre of creating new ways forward.

We sought out the voices of family physicians, patients, partners and stakeholders, through interviews and surveys, in order to gather key insights. We asked questions to understand how people see the current and future direction of family medicine, the challenges facing the sector, and the role and opportunities for the OCFP both now and in the future.

Equipped with these insights, the OCFP Board of Directors and staff began the collaborative and consensus-building process of co-creating the strategic plan.

Our strategic plan will help us connect the work that we do every day to the wider picture of the organization's goals and purpose. Together with the vision, mission and values, this plan will serve to guide decision-making to draw out the pathways of where we need to go so that we can plan the approaches needed to get there.



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– OCFP President | CEO

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## Mission

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## Values



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We value the views and needs of our membership and reflect them in our work.



We value and contribute to high quality, accessible, patient-centred healthcare for all Ontarians.



We value excellence in professional development based on evidence.



We value proactive leadership and collaboration with partners.

## Strategic Directions

### Elevate and promote the role of the family physician

Advocate for the value and integration of family physicians in the healthcare system.

### Enable equitable health care for Ontarians

Support family physicians to provide equitable care and to recognize and address social determinants of health and other barriers to health care.



### Lead the vision of the Patient's Medical Home as a foundation of the healthcare system

Support strategies to enhance access to team-based care for all Ontarians.

### Support family physicians to thrive in their practice

Become the go-to destination for resources, education and tools for family physicians to thrive and excel in their practice, and support the joy in their work.