



Leaders for a Healthy Ontario

STRATEGIC PLAN 2018 - 2021

VISION

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STRATEGIES

VALUES

MISSION

Equip members with education, information, knowledge and skills to:

- Provide high-quality patient care
Improve family physician well-being in practice
- Engage in practice improvement using research, evidence-based tools and practices
- Play a leadership role in the provision of compassionate care that is comprehensive, collaborative and based on continuity of relationship with patients

Advocate for the importance of the family physician role in the provision of primary health care.

Lead health system change that reflects patient needs and focuses on equitable and sustainable primary care for all Ontarians, within a patient medical home.

Family physician members have the tools, resources and supports they need to lead and practice high-quality medicine in a healthy profession.

Ontario's family physicians are highly valued in the health system for delivering and leading collaborative care that improves patient outcomes based on trusted and long-standing relationships.

An effective healthcare system in which all Ontarians have access to comprehensive collaborative care within a patient medical home.

- Develop, deliver and evaluate continuing professional development (CPD) programs that meet member needs
- Enable adoption of best practices including quality improvement (QI) tools
- Provide family physicians with tools and other supports to thrive through all stages of their careers
- Enable physician participation in system leadership and transformation

- Advocate for the role of the family physician as the foundation of effective primary health care
- Promote the value and rewards of family medicine as a profession
- Develop strategic partnerships to support the vital role of family physicians and the value of family medicine
- Celebrate family physician leadership contributions and leadership

- Support and recognize family physicians as leaders in health system planning and implementation
- Be an effective voice/honest broker representing family physicians at provincial and regional tables
- Drive awareness and adoption of the Patient Medical Home model across Ontario
- Advocate for equitable access to comprehensive, collaborative care for all Ontarians

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.

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

Excellence in governance. Strong, effective operations.



Our New Strategic Plan

We are pleased to be launching the OCFP's new strategic plan – **Family Physicians - Leaders for a Healthy Ontario** – that will guide our focus over the next three years. Building on the previous plan, the new plan responds to the needs expressed by members, and uses our collective voice to advocate for system change.

Background

As a member association our mandate is to develop and provide education, leadership, advocacy and research initiatives that will support family physicians across Ontario to offer the highest quality primary health care to their patients.

As the only provincial organization that represents more than 13,500 family physicians, we aim to inform the ways in which legislation, policy, and practice affect the lives of both family physicians and patients in Ontario.

Our new strategic plan balances our commitment to support our members to be effective, valued leaders and providers of high quality care, with our ability to advocate collectively for the kind of health system that produces the best health outcomes for patients, and ensures a healthy profession.

Many Perspectives, One Plan

Our Plan was created following a series of consultations: an extensive survey of our membership to identify issues, priorities and pressures; analysis of the changing environment in which family physicians are working and practising; consultation with many external stakeholders and partners for their perspective on how we can best represent members and be a progressive voice for change; and insights from our past Presidents.

We identified a number of key considerations in charting the path forward:

- Ongoing provincial policy changes will continue to affect the delivery of primary health care and the role of family physicians (e.g., quality improvement initiatives, sub-region planning initiatives, accountability).

- Pressures faced by family physicians in light of increasing expectations and the need to provide equitable access to care.
- Seeming erosion of the value of the family physician role.
- The impact of caring for increasingly complex patients on family physicians and the health system.
- New and growing challenges in clinical practice (e.g., mental health, cannabis, opioids).

Our members told us how much they value the OCFP for our advocacy role, and for the provision of high-quality continuing professional development to support their careers and their practices. These are core to our mandate and will continue to be a focus in the next three years.

The OCFP also recognizes that we need to collaborate and partner with other organizations on areas of mutual interest. It is clear that much of the focus of health system transformation is directed toward family physicians and primary care. The OCFP has a history of engaging at various organizational and health system tables and will continue to bring the voice of family physicians to these important discussions.

The external stakeholders interviewed all reflected positively on the thoughtful, effective leadership role the OCFP has provided to the sector.

With this important feedback, we have developed a road map that leverages the OCFP's strengths – providing value-add resources and supports for family physicians, advocating for their vital role in primary care, and working collaboratively to enhance the healthcare system through family physician leadership.

A New 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 in health policy development in Ontario. As family physician leaders individually and collectively, the OCFP wants to ensure that high quality primary care is central to a health system that supports optimal health for all residents of Ontario.

Our vision is really quite simple: healthy Ontarians in a system where family physicians play a central, leading role.



Our Mission

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

Our mandate is to support family physicians across the province, and to advocate on their behalf for policy, legislative and other factors that will enhance their ability and capacity to deliver high-quality care to patients.

*Our mission is straightforward:
to support our members to provide
the best care possible to
their patients.*

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.

Our Priorities

Imperatives for Action

We have identified **three priorities** that will focus our activities over the upcoming three years. These priorities are about supporting:

1. **Family physicians as clinicians,**
2. **The role and value of family physicians, and,**
3. **Supporting family physician leadership in the health system.**

For each priority there is a goal that describes a desired end state, and a set of strategies to guide our work and achieve intended outcomes.

Annually, we will translate our priorities, goals and strategies into detailed operating plans with specific performance expectations and outcomes.

Together we will support our members to deliver, lead and contribute to the highest quality primary health care in Ontario. We will do this while supporting family physician well-being, resilience and professional satisfaction.

Priority 1:

Equip members with education, information, knowledge and skills to:

- Provide high-quality patient care
- Improve family physician well-being in practice
- Engage in practice improvement using research, evidence-based tools and practices
- Play a leadership role in the provision of compassionate care that is comprehensive and collaborative and based on continuity of relationship with patients

GOAL

Family physicians members have the tools, resources and support they need to lead and practice high quality medicine in a healthy profession.

STRATEGIES

- Develop and deliver CPD programs that meet member needs
- Enable adoption of best practices including QI tools
- Provide family physicians with tools and other supports to thrive through all stages of their careers
- Enable physician participation in system leadership and transformation

Educating family physicians to be leaders in health system change will enable better access to patient-centred care.



Our Priorities (cont'd)

Priority 2:

Advocate for the importance of the family physician role in the provision of primary health care.

All in all, there is a feeling among some family doctors that society does not appreciate their role and the challenges they face in providing excellent patient care.

GOAL

Ontario's family physicians are highly valued in the health system for delivering and leading collaborative care that improves patient outcomes based on trusted and long-standing relationships.

STRATEGIES

- Advocate for the role of the family physician as the foundation of effective primary health care
- Promote the value and rewards of family medicine as a profession
- Develop strategic partnerships to support the vital role of family physicians and the value of family medicine
- Celebrate family physician contributions and leadership

Priority 3:

Lead health system change that reflects patient needs and focuses on equitable and sustainable primary care for all Ontarians, within a patient medical home.

We need better care coordination among primary care, acute care and home care.

GOAL

An effective healthcare system in which all Ontarians have access to comprehensive collaborative care within a patient medical home.

Timely access to specialists is an ongoing issue for our patients.

STRATEGIES

- Support and recognize family physicians as leaders in health system planning and implementation
- Be an effective voice/honest broker representing family physicians at provincial and regional tables
- Drive awareness and adoption of the Patient Medical Home model across Ontario
- Advocate for equitable access to comprehensive, collaborative care for all Ontarians

We need OCFP's help to promote the integration of primary care with the whole health system – acute care and community care.

Excellence in Governance. Strong, Effective Operations

The Plan we created requires thoughtful guidance and direction from the Board of Directors and our leadership team. It requires careful allocation of resources and ongoing monitoring of progress.

Excellence in governance and strong, effective operations will enable us to achieve the results and vision we have articulated and align our decisions with our strategic plan

priorities. With a focus on this Plan over the next three years, the OCFP will support family physicians as Leaders for a Healthy Ontario.

Ontario College of
Family Physicians

