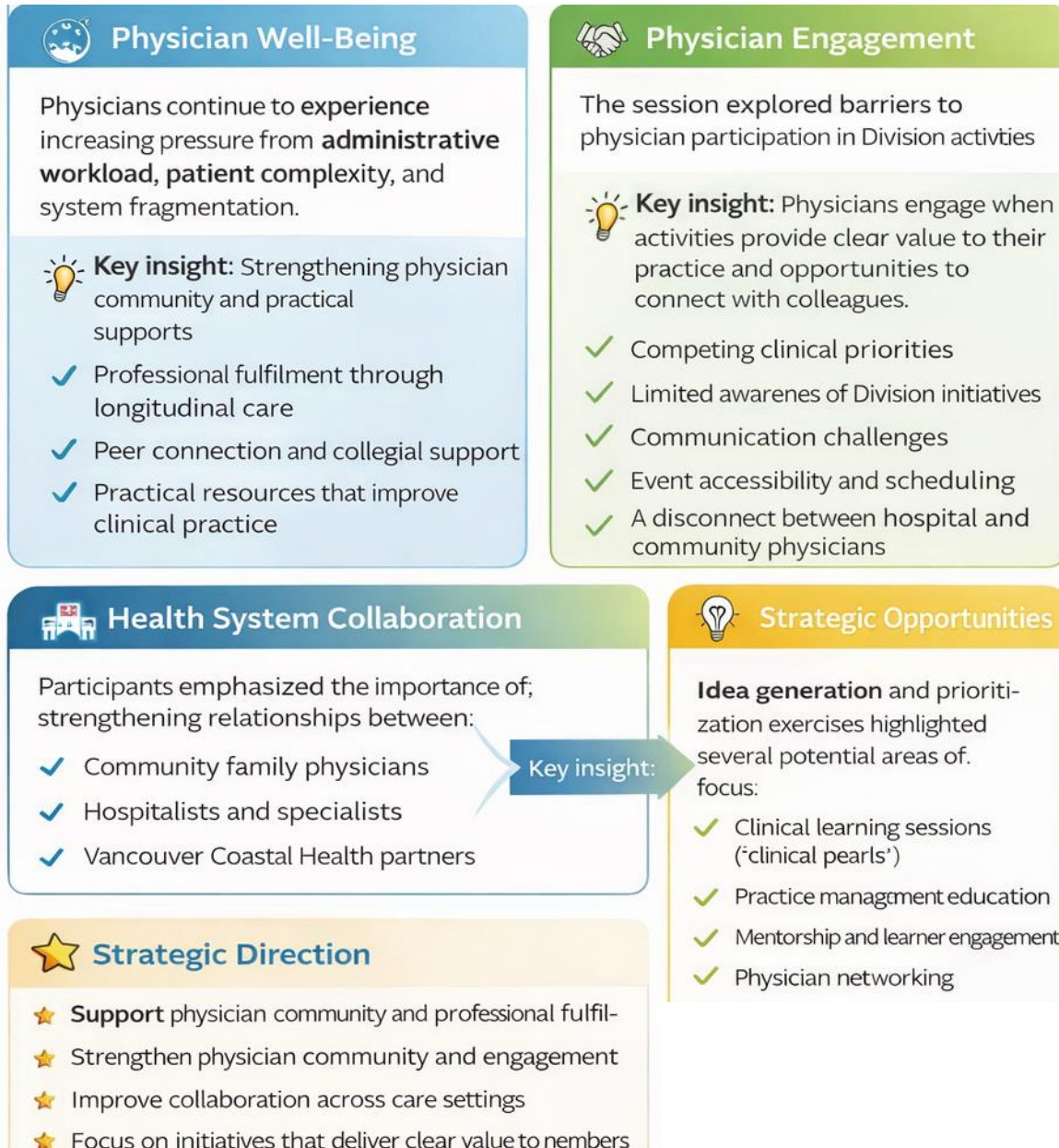


# RDFP Board Strategy Day Report

## Summary of Insights and Key Messages



This visual summarizes key insights from the session, highlighting the pressures affecting physician well-being, barriers to engagement, opportunities to strengthen collaboration, and priority areas that can guide the Division's strategic direction.

## Key Takeaways for the RDFP Board

1. Strategy Day produced strong alignment around physician well-being, engagement, and system collaboration.
2. The Division's greatest value lies in connecting physicians to each other and to the broader health system.
3. Focus should be placed on a small number of high-impact initiatives that provide practical value to physicians.



## Session Summary

### Purpose of the Session

The Board Strategy Day brought together Board members and key partners to reflect on the current environment for family physicians, identify opportunities to strengthen physician well-being and engagement, and explore the Division's role in supporting physicians and improving local health system collaboration.

Interactive exercises and discussions helped capture insights on physician challenges, engagement barriers, potential initiatives, and strategic priorities for the Division.

### Physician Well-Being

Physicians continue to experience increasing pressure from administrative workload, patient complexity, and system fragmentation.

While the Well-Being Index initiative provides useful data, the discussion highlighted that physician well-being is strongly influenced by:

- Professional fulfillment through longitudinal care
- Peer connection and collegial support
- Practical resources that improve clinical practice

**Key insight:** Strengthening physician community and practical supports may be as important as measuring distress.

## **Physician Engagement**

The session explored barriers to physician participation in Division activities.

Key barriers identified included:

- Competing clinical priorities
- Limited awareness of Division initiatives
- Communication challenges
- Event accessibility and scheduling
- A disconnect between hospital and community physicians

**Key insight:** Physicians engage when activities provide clear value to their practice and opportunities to connect with colleagues.

## **Health System Collaboration**

Participants emphasized the importance of strengthening relationships between:

- Community family physicians
- Hospitalists and specialists
- Vancouver Coastal Health partners

Improving communication, referral pathways, and care transitions was identified as an important opportunity for the Division to support both physicians and patients.

**Key insight:** The Division plays an important role as a local connector and convenor within the healthcare system.

## **Strategic Opportunities**

Idea generation and prioritization exercises highlighted several potential areas of focus:

- Clinical learning sessions (“RDFFP clinical pearls”)
- Practice management education
- Mentorship and learner engagement
- Physician networking opportunities
- Strengthening hospital–community collaboration

These initiatives align with the goal of supporting physicians while strengthening the professional community.

## **Strategic Direction**

The Strategy Day reinforced several themes that will guide future work:

- ★ Support physician well-being and professional fulfillment
- ★ Strengthen physician community and engagement
- ★ Improve collaboration across care settings
- ★ Focus on initiatives that deliver clear value to members

## Strategy Day Insights → Strategic Implications → Next Actions

What We Heard	What It Means	What We Will Do
Physicians are under increasing pressure from workload, administrative burden, and system complexity.	Physician well-being must remain a core strategic priority, but solutions must address practice realities, not just measurement.	Continue Well-Being Index data collection while reframing well-being efforts toward connection, peer support, and practical resources.
Physicians value community, peer connection, and practical clinical learning opportunities.	Engagement improves when activities provide clear value to daily practice and opportunities to connect with colleagues.	Pilot ‘hands on’ workshops, continue clinical pearls sessions, practice management learning, and networking events.
Participation in Division activities competes with clinical time and personal commitments.	Engagement initiatives must be easy to access, clearly relevant, and well communicated.	Enhance communication strategy and event design to maximize accessibility and relevance.  SAFE launch to streamline evaluations and payments.
Hospitalists and community family physicians can feel disconnected from each other’s work.	Strengthening relationships across care settings can improve care coordination and physician engagement.	Explore joint learning sessions, relationship-building opportunities, and collaboration initiatives with Richmond Hospital and VCH.  Investigate additional channels.
Physicians want to better understand the Division’s role and value in the health system.	Visibility and communication of the Division’s impact is essential to maintain trust and engagement.	Improve member communication and storytelling about Division achievements and system influence.
Board members identified many potential initiatives, but resources are limited.	Strategic focus is required to prioritize high-impact initiatives.	Develop a short list of priority initiatives aligned with Strategy Day insights and Board direction.

## Key Strategic Themes

The Division's strategic direction is centered on strengthening physician connection, delivering practical value to physicians, improving collaboration across the health system, and clearly communicating the Division's impact. Together, these themes provide a framework to guide priorities, initiatives, and engagement efforts moving forward.




## Recommended Physician Engagement Strategies

Physician engagement is strongest when the Division provides clear value, supports peer connection, and elevates physician leadership. The following strategies highlight practical approaches that have proven effective in strengthening engagement, addressing day-to-day challenges, and building a more connected physician community.

### Recommended Physician Engagement Strategies

#### 1 Solve Visible Problems for Physicians



Physicians engage when they see the Division removing friction in their daily work.

- Investigating referral pathway challenges
- Creating a forum to address EMR/system issues
- Advocating about administrative burdens

**Best practice:** Communicate these wins regularly.

**Next step:** New section in the RRR “This month the Division helped resolve...”


#### 2 Physician-Led Micro Learning




Short, practical sessions led by peers are consistently more successful than large educational events.

- Clinical pearls sessions
- Case discussions
- Practice management tips

**Best practice:** Keep sessions 30~60 minutes and highly practical.  
 This creates both learning and connection.



#### 3 Regular Informal Physician Connection




Intentionally create low-pressure social connection opportunities.

- Quarterly physician social
- Coffee meetups lead by a champion physician
- New physician welcome events lead by physicastions

These events are important because community reduces burnout and increases engagement.

#### 4 Visible Physician Leadership



Physicians are more likely to engage when they see other physicians leading initiatives.

Successful Divisions often use:

- Physician champions
- Micro leadership roles
- Physician advisory groups
- This signals that the Division is physician-driven rather than administratively driven.

## Next Steps

Following a strategic discussion in the coming weeks, the Executive Director and team will translate the identified priorities into a practical implementation plan. A small number of high-impact initiatives will be presented to the Board for consideration, with progress tracked through quarterly dashboard reporting to ensure alignment with the Division's strategic direction.

## Next Steps

- ✓ The Executive Director and team will develop an implementation plan reflecting priorities.
- ✓ A small number of high-impact initiatives will be brought forward for Board consideration.
- ✓ Progress will be monitored through quarterly dashboard reporting.



## Appendix A

### Strategic Planning and Performance Review

The Board meeting focused on strategy and planning, with RDFP emphasizing the importance of setting clear direction for the organization. Jennifer provided a comprehensive review of RDFP's activities over the past year, highlighting achievements in bridge building, problem solving, and game changing initiatives. The team discussed challenges with the new ministry leadership, as well as ongoing efforts to improve PCN performance and long-term care initiatives. The conversation ended with a review of the membership survey results, which showed a high response rate and valuable insights for future planning.

### Physician Well-being and Practice Challenges

The meeting discussed several key topics related to physician well-being and practice management. RDFP explored challenges with physician leadership accountability and funding letter delays, noting that 30% of overhead may be held back by the health authority. Strategies discussed for improving physician engagement, including neighborhood-based small care homes and opportunities for physician leadership training. The group also addressed concerns about the Well-Being Index, which has seen uptake thanks to significant effort to promote at events. Future viability was discussed and will be reassessed after next year. Finally, the discussion touched on the changing nature of medical practice, with participants sharing personal experiences about maintaining well-being in the face of evolving patient expectations and increased administrative burdens.

### Physician Well-being and Engagement Strategies

The Board discussed physician well-being and the challenges of implementing the Well-Being Index survey. They explored ways to improve physician engagement and connection, including clinical pearls sessions, practical training, and in-person networking events. The group considered reframing the Well-Being Index to better align with their vision of building a vibrant community of connected family physicians. They agreed to continue collecting data for the Well-Being Index while exploring alternative ways to support physician well-being, such as face-to-face connections and practical support.

### Addressing Healthcare Workforce Challenges

The Board chair, Dr. Lisa Nakajima, introduced a panel of special guests, including Dr. Baldev Sanghera, the incoming Doctors of BC president, and Dr. Aleco Alexiadis the Co-

Senior Medical Director for Vancouver Coastal Health in Richmond, and Dr. Sarah Monahan, Ob/gyn at Richmond Hospital and member of the Representative Assembly of DoBC. The group discussed the urgent pressures affecting physicians, such as a lack of resources, an aging physician workforce, and increasing patient care needs. Dr. Sanghera emphasized the need for innovation, better administrative systems, and collaboration across different sectors to address these challenges. He suggested that the division could play a role in synchronizing efforts and connecting different stakeholders to improve healthcare delivery in Richmond.

## Enhancing Family Practice-Hospital Integration

The meeting focused on strengthening integration between community family practice and Richmond Hospital. Participants discussed challenges such as communication gaps, leadership development, and the need for better use of technology and AI tools. They explored ways to improve collaboration between family physicians and specialists, including regular educational and social events. The group also touched on the importance of reducing administrative burdens and improving access to care. The conversation ended with a reminder of the power individuals have to advocate for change at the local level.

## Strategic Planning and Member Value

The Board meeting focused on reviewing the past year's achievements and discussing future strategic planning. Lisa, highlighted the importance of the Division in her career and emphasized the need for the Board to focus on creating value for members. The group discussed the results of a recent member survey, which showed generally high satisfaction and also identified areas for improvement in promoting values and influencing public policy. They explored ideas for increasing their impact, including engaging with municipal candidates during the upcoming election. The conversation ended with a discussion on the need for better communication of the divisions' capabilities and involvement in various leadership tables.

## Physician Engagement Barriers Analysis

The group discussed barriers to physician engagement in medical division activities using a fishbone diagram exercise. Key barriers identified included time constraints, distance to events, lack of knowledge about the division's value proposition, and comfort zone issues. The discussion highlighted that many physicians, particularly hospitalists, feel disconnected from division activities that are heavily focused on outpatient care, and there's a need to better integrate hospital-based physicians into the division's activities. The group also discussed challenges with event communication and registration, noting that many physicians use personal email accounts rather than Outlook, which makes

tracking attendance difficult. The Board and RDFP team are curious about what topics would benefit our hospitalist colleagues.

## Hospital-Community Physician Collaboration Strategies

This section of the meeting focused on improving communication and collaboration between hospitalists and family physicians in Richmond. Participants discussed challenges in patient care transitions, resource allocation, and the need for better engagement between hospital and community-based physicians. They explored strategies for building relationships, leveraging technology, and creating more innovative practice models. The group also learned about upcoming changes in healthcare funding and accountability, emphasizing the importance of collaboration and adaptability in the face of uncertainty. They concluded by brainstorming potential focus areas for the division over the next few years, including resident training, leadership development, and improving referral pathways.

## Board Engagement and Community Strategies

The Board discussed strategies to improve engagement and communication with members, health authorities, and the community. They explored ways to educate Board members about their environment and roles, potentially sharing meeting summaries and action items with members. The group considered involving former Board members in hosting events and increasing public engagement through community activities. They also discussed the need for bold decisions, innovation, and leveraging existing strengths while discontinuing underperforming initiatives. The discussion concluded with ideas for enhancing advocacy efforts and public visibility, such as participating in local events and partnering with city officials.

## Medical Community Engagement Initiatives

The meeting focused on various initiatives to engage the medical community and improve practice management. Participants discussed ideas such as creating a practice management series, establishing a learner clinic, and developing a residency program. They also explored ways to overcome barriers for new doctors, including mentorship programs and addressing space constraints in clinics. The group emphasized the importance of metrics and measures to track the progress of these initiatives. Lisa highlighted the value of attending various meetings to better understand the division's role in the community and province, and she asked for help in attending these meetings.

## Board Governance and Succession Planning

The meeting focused on governance and Board operations, with discussions about various committees and meetings. Lisa shared her experiences with different tables and suggested improvements for the Department of Family Practice Executive meeting. The Board discussed succession planning and the need to recruit new members with diverse skills. They agreed to meet with their bylaws expert resource to clarify the process for appointing and electing Board members. The group also talked about the importance of having financial expertise on the Board and the need for regular feedback to the executive director.