

Richmond Division of Family Practice (RDFP)

Risk Review Report

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Executive Summary

The Richmond Division of Family Practice (RDFP) Risk Review Report provides a high-level overview of the key organizational risks that may impact the Division's operations, sustainability, reputation, and strategic priorities. The report supports proactive planning and quarterly monitoring by the Board and Executive Director.

The most significant risks identified are related to:

- Recruitment and retention of Family Physicians
- Uncertainty surrounding Primary Care Network (PCN) funding and governance
- Ongoing political and system-level changes within healthcare
- Leadership succession and organizational continuity

The highest-rated risk remains the shortage of Family Physicians, which continues to impact patient care access, physician workload, morale, and system pressures across Richmond. RDFP is actively responding through physician recruitment initiatives, learner engagement, mentorship, partnerships with UBC and SFU, and expanded support for locums, residents, IMGs, and Return of Service physicians.

Operational risks associated with the Primary Care Network (PCN) continue to present challenges, including stagnant funding, governance ambiguity, physician adoption barriers, and inefficiencies within provincial attachment systems. RDFP is mitigating these risks through advocacy, strengthened partnerships with Vancouver Coastal Health and Ministry partners, improved data reporting, and efforts to optimize PCN service utilization and community deployment.

Externally, changes in political leadership, healthcare policy, and provincial priorities create uncertainty regarding the future role and funding of Divisions of Family Practice. RDFP continues to focus on advocacy, stakeholder engagement, physician leadership, and proactive communication strategies to strengthen awareness of the Division's value and impact.

Governance risks related to Board and Executive Director succession planning are being actively managed through recruitment, leadership development, committee engagement, and retention of organizational knowledge through “Knowledge Keeper” roles.

Overall, the report demonstrates that RDFP is proactively monitoring risks while continuing to strengthen partnerships, advocate for members, improve operational effectiveness, and support the sustainability of primary care in Richmond. The plan will continue to be reviewed quarterly to ensure risks are actively monitored and mitigation strategies remain responsive to the evolving healthcare environment.

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1. Purpose

This document is concise and user-friendly structure for the Risk Management Review to identify and monitor events or actions that could impact the effectiveness of the RDFP.

This plan helps RDFP identify, assess, and manage risks that may impact our people, operations, reputation, funding, and strategic priorities.

The Board and Executive Director review this plan quarterly and update mitigation strategies as needed.

2. Risk Categories

Risk Area	Description
Governance	Risks related to Board leadership, succession, and organizational oversight
Operational	Risks affecting day-to-day operations, staffing, systems, and funding
External	Risks resulting from political, economic, or system-level changes
Strategic	Risks that impact long-term goals, recruitment, and sustainability
Reputational	Risks affecting trust, relationships, and organizational credibility

4. Risk Rating Scale




Likelihood:

Score	Description
1	Rare
2	Unlikely
3	Possible
4	Likely
5	Certain

Impact

Score	Description
1	Insignificant
2	Minor
3	Moderate
4	Significant
5	Major




Risk Level

Risk Level	Score	Action
 High	8-10	Board attention/action required
 Medium	5-7	Management action required
 Low	1-4	Monitor/manage operationally

5. Key Risks and Mitigation Strategies

Governance Risks

Board Succession

Category	Risk	Likelihood	Impact	Total
Governance	Board succession gaps, delayed recruitment, leadership continuity challenges	 4	 4	 8

Key Mitigation Strategies




- Maintain active Board succession planning
- Recruit physician leaders and champions
- Use committees and working groups to identify future Board members
- Retain organizational knowledge through “Knowledge Keeper” roles

Priority Actions

- Strengthen physician engagement and recruitment
- Increase Board visibility and transparency
- Diversify Board skillsets and perspectives

Operational Risks

Primary Care Network (PCN)

Category	Risk	Likelihood	Impact	Total
Operational	Funding uncertainty, governance ambiguity, physician adoption barriers	 4	 4	 8

Key Risks

- Stagnant funding despite inflation and increased demand
- Unclear provincial funding processes
- Health Connect Registry (HCR) data limitations
- Increased workload from Provincial Attachment System (PAS)
- Limited physician recruitment tools
- Low patient volume for allied health providers
- High patient no-show rates for appointments

Key Mitigation Strategies

- Advocate for sustainable funding
- Strengthen partnerships with VCH and Ministry partners
- Improve communication and physician engagement
- Collect stronger utilization and outcome data
- Create patient education materials in collaboration with VCH partners
- Explore opportunities to optimize PCN services, expand to full scope and deploy in community




Priority Actions

- Board to help recruit and support physician champions
- Improve reporting and analytics
- Encourage provider schedule monitoring and optimization

- Investigate barriers to PCN participation and service use
- Explore opportunities to optimize scope and utility

External Risks

Changing Healthcare Environment

Category	Risk	Likelihood	Impact	Total
External	Political and policy changes affecting primary care funding and Divisions	 4	 4	 8

Key Risks

- Changes in Ministry leadership and priorities
- Inconsistent stakeholder understanding of RDFP value

Key Mitigation Strategies




- Strengthen advocacy and government relations
- Increase stakeholder education and communications
- Monitor policy changes proactively
- Mobilize physician ambassadors and champions

Priority Actions

- Develop concise advocacy and briefing materials
- Schedule regular leadership engagement meetings
- Establish rapid-response communication processes
- Share advocacy efforts with Members

Strategic Risks

Long-Term Care Initiative (LTCI)

Category	Risk	Likelihood	Impact	Total
Strategic	Recruitment, retention, and funding challenges affecting LTC services Requirement to support *all* LTC care homes	 4	 4	 8




Key Mitigation Strategies

- Strengthen recruitment and onboarding
- Support physician wellness and mentorship
- Maintain collaborative partnerships with VCH
- Demonstrate value through data and outcomes

Priority Actions

- Expand mentorship and onboarding
- Advocate for competitive supports and incentives
- Build sustainable recruitment pipelines

Recruitment of New Family Physicians

Category	Risk	Likelihood	Impact	Total
Strategic	Ongoing physician shortages impacting patient care and member workload	 5	 5	 10

Key Mitigation Strategies

- Strengthen recruitment and retention initiatives
- Expand learner, resident, ROS, and IMG engagement




- Support MOA workforce development
- Enhance physician mentorship and community connection

Priority Actions

- Expand recruitment marketing and clinic profiles
- Strengthen partnerships with UBC and SFU
- Develop learner and locum support models
- Increase physician leadership engagement

Reputational Risks

Member & Stakeholder Perception

Category	Risk	Likelihood	Impact	Total
Reputation	Perceived lack of value, communication gaps, stakeholder misunderstanding of RDFP roles and responsibilities	 2	 2	 4

Key Mitigation Strategies

- Maintain professionalism and transparency
- Strengthen communication with members and stakeholders
- Gather and respond to feedback

Priority Actions

- Increase physician relationship-building
- Clearly communicate deliverables and successes
- Continue stakeholder engagement activities
- Maintain annual Member survey (and follow up on feedback!)

6. Monitoring and Review

The Risk Management Plan will be:

- Reviewed quarterly by the Board and Executive Director
- Updated as significant risks emerge
- Supported through regular reporting and strategic discussions with RDFP Board and team

7. Roles and Responsibilities

Board Responsibilities

- Provide governance oversight
- Review organizational risks regularly
- Approve mitigation strategies and policies
- Action appropriate tasks to mitigate risks
- Advocate on behalf of RDFP Members

Executive Director Responsibilities

- Monitor emerging risks
- Lead mitigation activities
- Keep the Board informed
- Coordinate organizational response strategies

8. Conclusion

In summary, RDFP continues to operate within a rapidly evolving and increasingly complex healthcare environment. While significant risks exist related to physician recruitment, system funding, governance, and healthcare transformation, the organization remains proactive, collaborative, and strategically focused. Through strong partnerships, physician leadership,

ongoing advocacy, and continuous monitoring, RDFP is committed to mitigating risk, strengthening organizational sustainability, and supporting high-quality primary care for the Richmond community