

Long Range Family Practice Network

Strategic Plan
2021-2024

- For FPN Use -



Message from the Long Range Family Practice Network

We are pleased to present the first strategic plan for the Long Range Family Practice Network (FPN), a program of the Family Practice Renewal Program (FPRP), a joint initiative of the Newfoundland and Labrador Medical Association (NLMA), and the Department of Health and Community Services (HCS), Government of Newfoundland and Labrador.

Our mission is: “Western NL family physicians, committed to innovation and collaboration, in providing excellent quality care and in enhancing professional satisfaction of our members.” Working with the FPRP staff, we took this mission, and endeavored to create a map for the future of the FPN and what we hope to accomplish over the next three years.

The Governing Agreement for the Family Practice Renewal Program encompasses a broad range of principles that center on the patient: patient-centered services and supports, coordination and comprehensiveness of care, access to appropriate services and supports, attachment and longitudinal relationships, collaborative interdisciplinary teams, communities of practice, continuous evaluation and evidenced-based decision-making, and community engagement and a local focus.

The Long Range FPN commits to these principles and has created goals that prioritize patient-centered care while strengthening connections between family physicians. These innovations will help ensure that our family medicine community will be a part of the foundation of an effective and sustainable primary health care system.

We look forward to working with our region’s family physicians, Western Health, other primary care professionals, community organizations, other government departments, and our ultimate stakeholder, the patient, to build a culture of collaboration and innovation. We know there will be challenges as we work towards achieving our goals, and that the needs of our physicians and communities may change over time. To that end, we have created a flexible planning document, which will allow us to be responsive to those challenges and changes, while still adhering to our vision and goals. We approach this work knowing that our success is dependent upon relationships, and we look forward to working with you over the coming months and years.

Sincerely,

Dr. Amy Pieroway, Chair
Long Range FPN

Dr. Paula Cooper, Vice-Chair
Long Range FPN

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INTRODUCTION

This document represents the inaugural strategic plan for the Long Range Family Practice Network (FPN), a core initiative of the Family Practice Renewal Program (FPRP). The Long Range FPN is a not-for-profit corporation established in 2018 and constituted by Western NL family physicians. The FPN provides a mechanism through which participating family physicians within the Western Region can address common practice and patient needs, have a collective voice on issues facing family practice, and address local population health needs, in coordination with Western Health.

The name for the FPN refers to the Long Range Mountains and symbolizes a long-term vision for family practice renewal. The Long Range FPN provides formalized structures and tools to enable community-based family physicians within the Western region, in collaboration with Western Health, to identify and address common health care goals/gaps in local communities, and in so doing, ultimately contribute to population health outcomes.

This work is accomplished through a Collaborative Services Committee (CSC), which has equal shared membership of FPN and RHA representatives, with a mandate to identify and respond to primary health care needs of the community.

To accomplish its mission and vision, Long Range FPN's core strategic goals, with corresponding strategies, are presented. As outlined here, our goals and strategies focus on the next three years, 2021-2024.

OUR MISSION

Western NL family physicians, committed to innovation and collaboration, in providing excellent quality care and in enhancing professional satisfaction of our members.

OUR VISION

Western NL family physicians, patients, and other primary health care providers, working together for an effective and sustainable system.

OUR GUIDING VALUE STATEMENTS, PRINCIPLES

- We respect and value the separate and shared knowledge of all providers, as we work together to achieve the best possible patient outcomes.
- We respect all members and will work to create meaningful connections within our local family physician community.

OUR GUIDING VALUE STATEMENTS, PRINCIPLES

- We value long-term relationships with patients and their families and will work together to provide comprehensive patient-centered care.
- We will collaborate with our RHA to improve patient access to coordinated health care services and supports.
- We will make a difference in every community we represent.
- We value innovation and challenging the status quo.
- We govern with transparency, dignity, and respect.
- We strive for equitable representation and a clear and fair distribution of duties in the leadership and governance of the FPN.
- We are stewards in the responsible management of FPN and health care resources.
- We will work with our RHA and community partners to support local solutions in improving the health of our residents.
- We value practical and realistic approaches.

CORE PROGRAM STRATEGIC GOALS

To accomplish its mandate, Long Range has prioritized three core strategic goals.

ACCESS

Improving access to health care services and supports, while advocating in relation to unique patient barriers.

Strategies

- Identify patient population needs, as these relate to access to health care services and supports, including unique patient barriers. This analysis should take a broad system view, taking into consideration social and economic factors within the broader determinants of health.
- Develop and implement a plan to address patient barriers within the control of the FPN, outlining specific actions the FPN can take to reduce barriers, improve access, and ensure the appropriate mechanisms are leveraged to increase patient awareness of services across our communities.

- Work with the RHA (through the CSC) and with community partners to identify and agree on specific collaborative roles and actions to reduce patient barriers, improve access, and ensure the appropriate mechanisms are leveraged to increase patient awareness of services across our communities.
- In partnership with consultant colleagues, develop and implement a plan for streamlining consultative and referral tools and processes for priority access areas.

NETWORKING

Building relationships with and supporting our physician members in the evolving environment of primary care, aiming to optimize practice management, physician wellness, and professional satisfaction.

Strategies

- Develop and implement a plan for virtual and in-person events to encourage local physician connection and knowledge sharing. The plan should include wellness events, virtual member chats, faculty development opportunities, and Continuing Medical Education (CME), including regional CME opportunities that improve two-way communication and collaboration between family physicians and consultants. Examples of the latter are family physician/consultant events and round tables focused on bridging skill sets and setting common expectations on referrals.
- Encourage cross family physician referrals by developing a resource of local family physicians with special areas of interest.
- Develop and implement a plan for the creation of a physician peer network. The purpose of the network will be to share knowledge and support physician colleagues in optimizing practice management, including virtual care and EMR use, for a better patient and physician experience. The plan will include practical activities to support “hands-on” practice improvement including:
 - In-person and virtual educational sessions
 - Site visits by expert peers on tips and tricks (e.g., EMR, scheduling, clinic processes, etc.)
 - Virtual topic-based events/chats
 - Practical methods to share practice opportunities (e.g., locums, short/long-term coverage, needed colleague supports, etc.)
 - A repository of locally oriented “leading practice” resources and tools
- Develop and implement a plan for orientation and mentorship activities focused on supporting physician integration to communities including connecting new physicians to physician mentors and providing locally oriented practice toolkits to new graduates.

ENGAGEMENT

To support improved engagement with the Regional Health Authority and specialized services to support local community-based solutions in improving the health of our residents.

Strategies

- FPN to host and fund consultant visits to health centres and community physician groups, to provide an orientation to the region and support relationship building.
- Using the FPN goals as a basis of decision, identify RHA initiatives and committees for which FPN physicians will engage, as well as the method of engagement (e.g., full Committee membership, key advisory role, providing input/attending meetings as needed, etc.)
- Work collaboratively with the RHA through meaningful engagement:
 - On the Collaborative Services Committee, for the purpose of setting direction and strategies to achieve common health care goals; and
 - Within other formal mechanisms, as appropriate, to provide meaningful feedback in relation to other “lower-level” issues and priorities, not on the CSC agenda.
- Take a lead role in increasing awareness of family physician practice to inform community-based models of physician recruitment and retention.



**LONG RANGE FAMILY
PRACTICE NETWORK**

SIGNATURES

Dr. Amy Pieroway
Family Physician (Board Chair)

Date

Dr. Paula Cooper
Family Physician (Board Vice-Chair)

Date

Dr. Tim Griffin
Family Physician

Date

Dr. Shanda Slipp
Family Physician

Date

Dr. Mark Smallwood
Family Physician

Date

Dr. Jim Bowen
Family Physician

Date

Dr. Dave Thomas
Family Physician

Date

Dr. Chris Whitten
Family Physician

Date

Dr. Nicola Penney
Family Physician

Date