



ATTACHMENT 6.2

Strategic Framework  
**2017-2019**



ALBERTA COLLEGE *of*  
FAMILY PHYSICIANS

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## EXECUTIVE SUMMARY

The Alberta College of Family Physicians (ACFP) has enjoyed a number of years of growth and maturity due to a focused approach and clear direction provided by the Board of Directors.

With a renewed vision and strategy, the ACFP is well-positioned to support its members during a challenging time in health care transformation. The following outlines our vision, beliefs, and position, and a focused plan of what we envision for the next few years.

The landscape of the health care system is changing and primary care is the key to unlocking the whole system's potential. Family physicians will be relied on to lead, support, and implement health system transformation from their place in the system, whether it be in a formal leadership role or from their local clinic and community. Engaging family physician leaders in this transformation is foundational.

Communication, education, and engagement with over 4,600 ACFP members will be integral to the success of the evolution of primary care and the health system in Alberta. In order to realistically address needs and expectations, family physicians will need to work together at local, provincial, and national levels to identify where to focus attention, what possible solutions can be implemented, and ensure that all resources are utilized in the most effective way.

There are many players in Alberta's health system with each one having a critical role to play. The clear definition of each professional organization's role in supporting change and evolution will need to be defined and respected. A purposeful and robust design for leadership, communication, and collaboration—including formal alliances and partnerships—will be needed to ensure that resources and energies are optimized. Resources can be leveraged and all players will need to work together to achieve better care in the community for patients and their families.

As systems change, so do policy and funding structures. Innovative approaches and new strategies will have to be supported, advocated for, and activated for healthier patients and communities through primary care. The ACFP can act as a broker to ensure the best available evidence is considered during policy discussions. From our relationship with our members, to the College of Family Physicians of Canada at a National level to our colleagues involved in research and evidence at the Departments of Family Medicine, the ACFP is committed to ensuring bridges are built from policy to academia and the practice of family medicine.

## VISION

Advancing health for patients, families, and communities where every Albertan has a Patient's Medical Home.

## MISSION

Supporting family physicians in Alberta through continuing professional development, advocacy, leadership, and research that enables them to provide high quality health care for their patients and their communities.

# THE ACFP BELIEVES IN

Acting with integrity, serving our members, and advancing health care for our patients and communities. Our values and beliefs inform our decisions and actions—decisions and actions that can be trusted by our members and partners.



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Photo courtesy of Jeff Hilbrecht, Trident Photography originally published in Canadian Family Physician 2016;62:744-7.

## Professionalism

The ACFP acts with integrity, respect, and inclusiveness, upholding the social responsibility of family medicine.

## Continuous Learning and Professional Development

The ACFP supports and inspires self-directed and lifelong learning, quality improvement, research, and continuing professional development for family physicians so that they may adapt to changes in medical evidence, patient, and community needs.

## Patient Centred and Integrated Care

The ACFP is comprised of caring family physician leaders, who ensure comprehensive and integrated care and value excellence in health care inspired by personal interactions and trusting relationships in the communities they serve.

## Applied Leadership

The ACFP leads and participates in collaborative, practical, evidence-based initiatives with stakeholders to advance excellence in family medicine and the health care system.

## Relevance to our Membership

The ACFP is inclusive and reflective of its members' views and needs, building awareness of the value of family medicine through responsive and adaptive communication, advocacy, research, engagement, and education.

# BUILDING THE PILLARS

**ACFP Vision** Advancing health for patients, families, and communities where every Albertan has a Patient's Medical Home

**ACFP Mission** Supporting family physicians in Alberta through continuing professional development, advocacy, leadership, and research that enables them to provide high quality health care for their patients and their communities

**RESULT:** Innovation and excellence in Alberta's health system

## CPD

Access to quality continuing professional development and best practice resources

## Influence

Public and health policy supports excellence in patient care

## Engagement

A connected and engaged community of family physicians

## Awareness

Awareness of the value of the family physician, their vision, and concrete leadership to implement change

## Enablers



Engaged Leadership



Communication



Partnerships



Collaboration



## OUR POSITION – WHERE WE STAND

ACFP is often sought for guiding wisdom, support, and endorsement. We have the unique privilege of representing an exclusive voice for family physicians in Alberta. We are in support of and will stand by our members, our discipline, our patients, and our communities.



## Family Physician Engagement

The experiences of many jurisdictions in the Western world have proven that primary care transformation is the foundation for achieving optimal health outcomes and system improvements in quality, safety, patient service, and efficiency/cost containment.<sup>1</sup> The rapid evolution of primary health care in Alberta and the accelerated expansion in the number of family physicians and general practitioners has created a unique situation characterized by insufficient engagement of family physicians and their clinics in the reform of health care. As such, the ACFP:

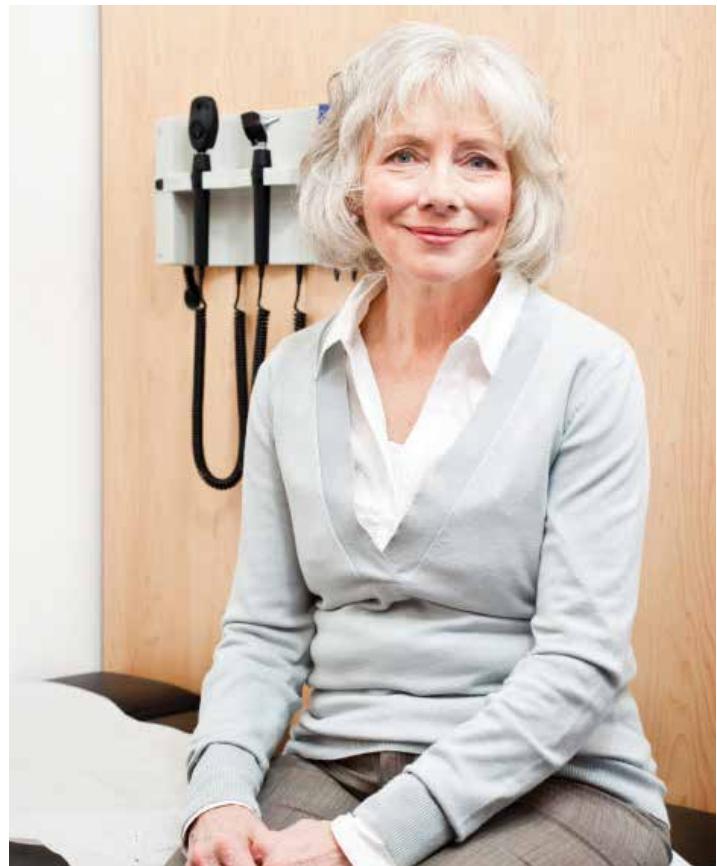
- Supports the need for a healthier Alberta by leading family physicians in advocating for and activating better health care innovations, strategies, and outcomes for patients and communities through the transformation of primary care in Alberta.
- Ensures the family physician voice is present in the discussions and decisions affecting system design, public policy, and program delivery related to the health of their patients and communities and within the province.

<sup>1</sup>[Alberta's Primary Health Care Strategy](#), Primary Health Care Strategy Working Group, Government of Alberta, January 2014.

## The Patient's Medical Home (PMH)

The ACFP is committed to the Patient's Medical Home (PMH) model of care,<sup>2</sup> and supports Primary Care Networks (PCNs)<sup>3</sup> as the most effective mechanism for facilitating the transformation that will provide Albertans with patient-centred care through a medical home environment, realizing optimal health outcomes. To that end, the ACFP:

- Supports the integration of family physicians and general practitioners trained in environments where the PMH is not the model of care into Alberta's primary health care system where the PMH is the ultimate goal.
- Encourages the participation of recent graduates and new family physicians setting up practices in Alberta to join PCNs and practices that are leading innovation and transformation of practices to a PMH.
- Seeks to identify the actions and supports required to assist long existing practices and long-practicing physicians to make their practices attractive to the next generation of family physicians.<sup>4</sup>



<sup>2</sup>[A Vision for Canada Family Practice--the Patient's Medical Home](#), College of Family Physicians of Canada. Mississauga, ON: College of Family Physicians of Canada. 2011.

<sup>3</sup>[PCN Evolution: Vision and Framework](#). Alberta Medical Association, Primary Care Alliance Board. December 2013.

<sup>4</sup>[Facilitating Improvement in Primary Care: The Promise of Practice Coaching](#). Issue Brief - The Commonwealth Fund, Grumbach K, Bainbridge E, Bodenheimer T. June 2012.

## Achieving Excellence Through Assessment, Education, and Research

The ACFP is an active contributor to our members' evolution towards achieving the goals of health care reform. The unique tools and leverage functions of the ACFP reside in its expertise and excellence in continuing professional development (CPD), capacity building, and support of community-based research. In order to successfully achieve this, the ACFP:

- Believes that decisions made in the transformation of primary care and the health care system must be both patient centred and grounded in the best available evidence and that to be truly patient centred, decisions regarding a patient's care must be made between the patient, their family, the

family physician and team considering the best available evidence.

- Insists that research questions are developed in community-based practice and are vital to the improvement of family medicine and to the creation of better health care strategies and outcomes for patients and communities.
- Empowers family physicians and primary care organizations to measure, evaluate, and initiate research needed to ensure evidence-based decisions for change are made.



## Alignment with the Primary Health Care Strategy and Primary Care Networks Evolution

The pillars of the Patient's Medical Home are the principles that direct our resources and focus. We recognize the PCN Evolution (PCNE) Vision and Framework<sup>4</sup> as the document that will guide the sequenced and coordinated efforts across supporting organizations in Alberta. The ACFP will remain aligned with the Primary Care Alliance, Primary Care Networks Program Management Office (PCNPMO), Toward Optimized Practice (TOP), and the Primary Health Care Unit of AHS, on the pillars of the PMH. Furthermore, the ACFP will use its expertise and excellence in CPD to support the following areas identified as priorities:

- a. Panels and Continuity of Care** – Analysis of our members' patient panels will lead to tailoring professional development, medical education, clinical services and improvement activities where the observed needs are.<sup>5,6</sup>

The ACFP supports its members in gaining required continuing medical education (CME) and professional development (CPD) directed through the establishment and management of their patient panel; ongoing panel assessment, measurement, and evaluation; and appropriately responding to the needs of their patient population, professional, and practice needs.

- b. Building Capacity for Engaged Leadership and Team Based Care** – Family physicians do not work in isolation. Efficiency and capacity of the health care system is improved and increased when all members of the primary care team works together.<sup>7</sup> The ACFP advocates for and provides programs, education, and support for its members to lead and develop teams that will advance excellence in their family practices.



Dr. Kerry McBrien; Photo courtesy of the Department of Family Medicine Cumming School of Medicine, University of Calgary

<sup>5</sup>Best Advice: Panel Size, College of Family Physicians of Canada. September 2012.

<sup>6</sup>Guide to Panel Identification for Alberta Primary Care, Toward Optimal Practice (TOP) Alberta. April 2014

<sup>7</sup>Continuous and Team-based Healing Relationships: Improving Patient Care through Teams, Implementation Guide, Safety Net Medical Home initiative. May 2013.

**c. Patient and Community Engagement** – Family practice is the herald of patient-centered care. Family physicians remain the leaders in building trusting relationships with their patients, for implementing successful engagement with their communities, and anticipating the emerging need for the evolution of this engagement. The ACFP supports patient engagement in patient care planning, system decision making, practice improvement and evaluation, and by developing management strategies that respect patient choices, capacity and environments.<sup>8</sup> The ACFP will promote patient engagement to increase cultural appropriateness of our work and to guarantee endeavors are aligned with a community's needs and well communicated.<sup>9</sup>

**d. Implementation of the PMH** – Alberta will continue to require the development of innovative, collaborative programs that support the implementation of the PMH.

As an accreditation body for CPD activities, the ACFP facilitates and coaches its members in acquiring credits for initiating and monitoring quality improvement initiatives recommended through the CFPC's Vision for Canada: the PMH,<sup>2</sup> PCN Evolution: Vision and Framework,<sup>3</sup> and the Primary Health Care Strategy.<sup>1</sup>

# WHAT ACFP CAN OFFER

## Support the Implementation of PMH and PCNE

- Advocate for favourable public and health policy
- Build capacity for panel and continuity of care
- Educate members for engaged leadership and team-based care
- Encourage patient and community engagement
- Help facilitate CPD credits for implementation of the PMH

## Ensure Evidence Based Decision Making

- Provide evidence-based medicine programs
- Connect information and evidence to system transformation initiatives
- Support primary care research and dissemination
- Engage in measurement, evaluation, and quality improvement initiatives

## Enable Alberta's Renewed Health Care System

- Equip physicians to deliver high quality and efficient care
- Build public awareness of the value of family medicine
- Advocate for chronic disease management to be embedded in primary care
- Advocate for improving social determinants of health
- Encourage patient engagement and self-management
- Generate evidence-based innovations in system design and delivery models
- Support the transition of retiring physicians and their panels
- Inform and support future workforce planning

<sup>8</sup>The Patient-Centered Medical Home: Strategies to Put Patients at the Center of Primary Care, Agency for Health care Research and Quality (Pub No. AHRQ 11-0029). February 2011.

<sup>9</sup>Citizen Engagement Handbook, Canadian Institutes of Health Research. January 2006.



# OUR STRATEGIC PLAN - HOW WE GET THERE

We have set the vision and framework, and now, it's time to do. ACFP's next steps for its programs and services are now in motion. With the support of active and engaged members, strong partnerships, and a dedicated staff, the ACFP will endeavor to realize the ambitious plan ahead.

## Theme 1: Providing access to quality continuing professional development (CPD) and best practice resources



The ACFP is a learning organization offering leadership in continuing professional development, presenting multiple modalities for learning, facilitating access to evidence-based best practice resources, and showcasing research that is driven by family medicine.

### **To deliver on this theme, the following strategic priorities will be put in place:**

- 1.1 Facilitate accessible Mainpro+ credits for family physician members through the provision of opportunities, support for member reporting and recording of Mainpro+ credits, and the certification and promotion of certified continuing professional development programs
- 1.2 Highlight relevant primary care research and further establish ACFP as having a role in provincial primary care and family medicine research networks
- 1.3 Collaborate and contribute to the continuous quality improvement and provide recognition of family practices that promote the pillars of the Patient's Medical Home
- 1.4 Support the collection and compilation of practice-based evidence and engage in provincial initiatives, encouraging members to participate, and provide opportunities to disseminate results that inspire continuous quality improvement
- 1.5 Facilitate the development of and access to proven best practice resources and guidelines for family physicians that are patient centred and improve population health outcomes
- 1.6 Deliver continuing professional development events and activities in person and through alternative learning methods that advance clinical excellence in family medicine and promote the Patient's Medical Home
- 1.7 Collaborate to deliver needs-based continuing professional development, best practice resources, programs, and services to members

## Theme 2: Influencing public and health policy that supports excellence in patient care

The ACFP delivers positive, proactive, and responsive counsel to stakeholders in the provision of socially responsible and accessible health care, influencing policy development, innovation, and advancement of initiatives that will improve the health of Albertans and the ability to provide comprehensive team-based care to all patients, families, and communities.

**To deliver on this theme, the following strategic priorities will be put in place:**

- 2.1 Proactively and effectively engage with key stakeholders and decision makers involved with public health reflecting family practice and primary care evidence and priorities
- 2.2 Build coalitions and partnerships with stakeholders around specific areas of focus and priority to advance policy, infrastructure, and funding to advance better health for Albertans
- 2.3 Foster and facilitate successful engagement opportunities for family physicians and citizens in order to create innovative solutions and community-based health system design that meets needs and expectations and is supported by policy and infrastructure



- 2.4 Connect and support family physician leaders working at the local or system level on innovative projects and improvement activities that are in response to legislative, policy, or system improvement initiatives

## Theme 3: Fostering a connected and engaged community of family physicians

The ACFP is the professional home for family physicians, responding to and supporting an inspired community of professionals, and facilitating opportunities to provide leadership for improvement of the health system locally, regionally, and provincially.



### To deliver on this theme, the following strategic priorities will be put in place:

- 3.1 Build awareness for ACFP's mission and mandate and a connection among members around the value of membership
- 3.2 Communicate with and provide opportunities for family physician, family medicine resident, and medical student members to engage in and provide input on the activities of the ACFP
- 3.3 Facilitate, participate in and send representatives to collaborative forums that encourage productive dialogue and creative solutions for primary care and family medicine throughout Alberta
- 3.4 Identify and build relationships among innovative, engaged, and respected family physician leaders, residents, and students willing to represent and disseminate primary care or family medicine resources, processes, and initiatives on behalf of the ACFP
- 3.5 Continually build on ACFP's relevance by acting on identified membership needs through genuine interactions with family physician, family medicine resident, and medical student members

## Theme 4: Building awareness of the value of the family physician and their vision and concrete leadership to implement change

The ACFP advocates and communicates internally and externally to build awareness of the value of the family physician in leadership for system transformation. Family physicians are driven to engage in continuous quality improvement and will maintain proficiency through self-directed, continuous professional development to effectively adapt to changes in medical evidence, and patient and community needs.

**To deliver on this theme, the following strategic priorities will be put in place:**

- 4.1 Increase awareness of the value of family physicians and their role in system transformation within our province to members and Albertans
- 4.2 Build awareness, support, and promote the value of family physicians through positioning, representative attendance, networking, and active promotion to the public, stakeholders, and members
- 4.3 Embed the vision and principles of the PMH in all of the advocacy, leadership, and education activities delivered by the ACFP

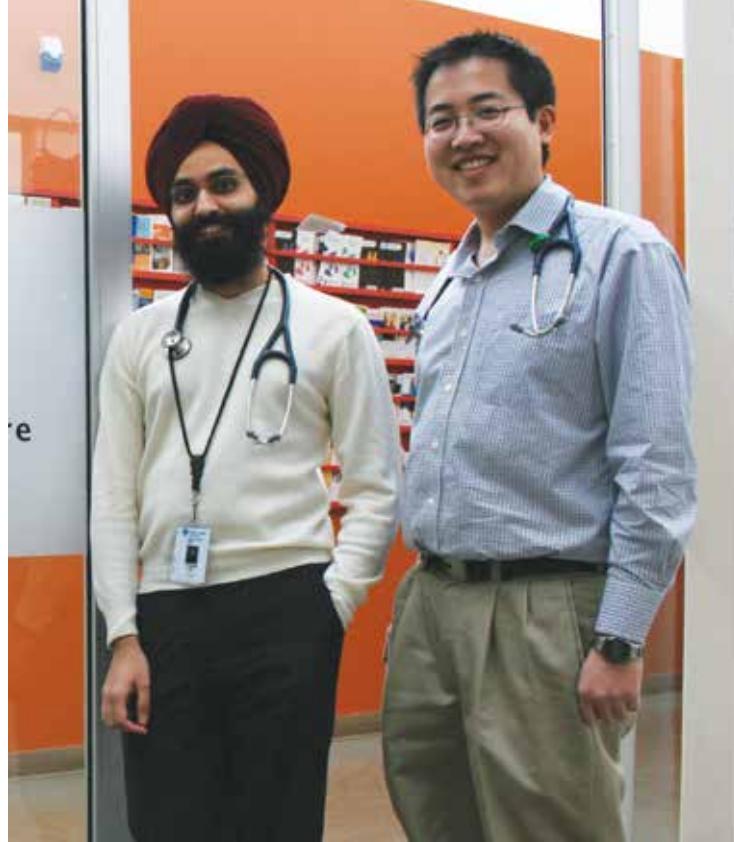


Photo courtesy of the Department of Family Medicine Cumming School of Medicine, University of Calgary

- 4.4 Recruit family physician members in the leadership program to develop skills, attitudes, and knowledge leading to a culture of innovation, collaboration, and improvement and embed leadership principles in all programs, services, and activities of the ACFP





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