

Fort St. James  
Primary Care Society

Fort St. James  
MEDICAL CLINIC 

# Strategic Plan 2022 – 2024

Date Approved: Nov 17, 2022

## Contents

MESSAGE FROM THE BOARD CHAIR AND EXECUTIVE DIRECTOR .....	3
FORT ST. JAMES PRIMARY CARE SOCIETY STATEMENTS .....	4
Vision Statement.....	4
Mission Statement .....	4
Value Statements .....	5
STRATEGIC PLANNING PROCESS .....	6
Community Priorities.....	7
STRATEGIC DIRECTIONS .....	8
Delivering Quality Patient-Centered Health Care .....	8
Cultivate, Sustain and Strengthen the Primary Care Model of Care Delivery .....	10
Leading Through Effective Communication and Organizational Excellence.....	10
Continue to “Build a Foundation for Success” - developing sufficient resources to meet our “Strategic Plan” .....	11
DETAILED FOCUS AREAS.....	13
Detailed Focus Area 1: Provide Quality Patient-Centered Health Care .....	13
Detailed Focus Area 2: Cultivate, Sustain and Strengthen the Primary Care Model of Care Delivery ...	14
Detailed Focus Area 3: Leading Through Effective Communication and Organizational Excellence.....	15
Detailed Focus Area 4: Continue to Build a Foundation for Success, developing sufficient resources to meet our Strategic Plan.....	16
NORTHERN HEALTH SERVICE AGREEMENT.....	17
NEXT STEPS.....	17

## MESSAGE FROM THE BOARD CHAIR AND EXECUTIVE DIRECTOR

Strategic planning provides an opportunity for an organization to reflect on the past, celebrate successes, and look ahead to the future. In 2021, after a period of organizational growth and change, including navigation of the ongoing COVID-19 pandemic, the Fort St. James Primary Care Society Board of Directors began the process of developing a new strategic plan. It was important that our new strategic plan respond to the changing nature of the healthcare landscape and reflect the needs of our patients and communities. The plan reflects both the work of the Primary Care Health Team within the Fort St. James Health Centre and the Board driven initiatives.

In direct response to what we heard from our community of stakeholders, in addition to the internal and external considerations that shaped the planning process, the following directions were developed:

- **Delivering Quality Patient-Centered Health Care**
- **Cultivate, sustain and strengthen the Primary Care Model of Care Delivery**
- **Leading Through Effective Communication and Organizational Excellence**
- **Continuing to Build a Foundation for Success, developing sufficient resources to meet our Strategic Plan.**

These are overarching themes, which are broad and oriented toward the future. Each strategic direction is expressed in greater detail through a series of related commitments and actions.

We are deeply proud of our organization's successes and look forward to a future full of potential — one in which the Primary Care Society continues to provide high-quality primary health care, coupled with health promotion and education. By doing so, our organization will continue to grow its reputation as a vital part of the healthcare landscape within our community. We extend our gratitude to our community partners, staff, and everyone that took the time to contribute their ideas during the strategic planning process.

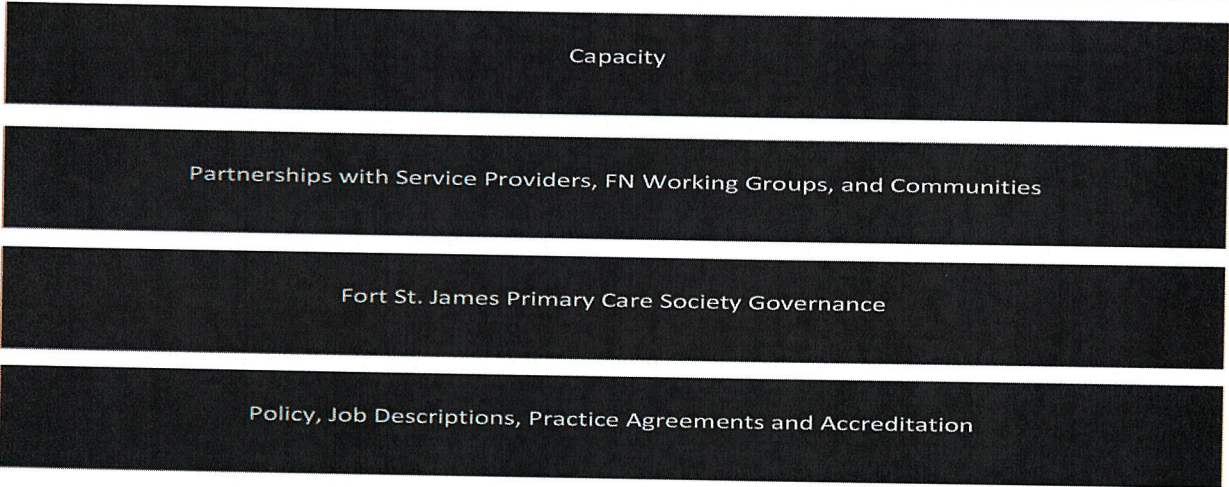
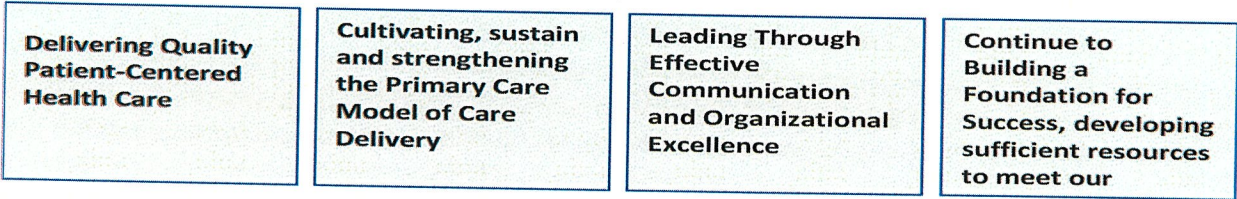


Ann McCormick  
Chair of the Board



Kathy Marchal  
Executive Director

Create a “Centre of Excellence” that enhances health & well being in our diverse, rural communities through inclusive, innovative, comprehensive, quality health care.  
To provide holistic, seamless and comprehensive health care service by fostering a knowledgeable, skilled and caring staff to deliver a full spectrum of primary health care in a culturally sensitive manner.



**FORT ST. JAMES PRIMARY CARE SOCIETY STATEMENTS**

**Vision Statement**

Create a “Centre of Excellence” that enhances health & well being in our diverse, rural communities through inclusive, innovative, comprehensive, quality health care.

**Mission Statement**

To provide holistic, seamless and comprehensive health care service by fostering a knowledgeable, skilled and caring staff to deliver a full spectrum of primary health care in a culturally sensitive manner.

## Value Statements

- **Respect**
  - Treat everyone with dignity. (We foster a welcoming, accessible, inclusive and responsive environment, breaking down the barriers that prevent equal access to health care)
- **Compassion**
  - Treat patients and family members with sensitivity and empathy. (When addressing health or social challenges, we strive to respond in a compassionate, caring and holistic manner.)
- **Integrity**
  - Adhere to the highest standards of professionalism, ethics and personal responsibility.
- **Healing**
  - Nurture the well being of the whole person, respecting physical, emotional and spiritual needs.
- **Teamwork**
  - Value the contributions of all, blending the skills of individual staff members in team-based collaboration. (We value partnerships with other service providers and clients, and the collective capacity that we create together as a community.)
- **Excellence**
  - Deliver the best outcomes and highest quality service through the dedicated effort of every team member.
- **Innovation**
  - Infuse and energize the organization, enhancing the lives of those we serve, through the creative ideas and unique talents of each employee.
- **Stewardship**
  - Sustain and reinvest in our mission and extended communities by wisely managing our human, natural, material and financial resources. (We understand that every situation is different and has its own unique complexities to address. We are committed to remaining responsive to the needs of individuals and of our communities.)
- **Gratitude**
  - Appreciate and be inspired by the generosity of the community that supports the Clinic with funds, expertise, services, volunteering and the shared belief in our mission.
- **Equity**
  - Advocate for health equity and believe that every individual has equal opportunity to reach their full health potential.

## STRATEGIC PLANNING PROCESS

Each year the Fort St. James Primary Care Society works with the provider group to host the Annual Health Care Retreat. The retreat brings providers, community leaders, health care administrators and staff, from the community of Fort St. James, and the First Nations member communities. In 2022, the focus was on building the health care team and health care providers; staff and administrators were invited to participate. The team was joined by community representatives including the elders and youth. Of the 120 invitations, over 80 participants were there to share their ideas and support the important work. The goal of the retreat was to identify the main health care priorities for the area. The learnings then guided the Society's vision of "creating a center of excellence while improving the health of our communities and the resources within the larger Patient Medical Home".

### Trends and topics

The planning process involved a thoughtful and thorough approach to stakeholder engagement. Before making any decisions, the Executive Team created a plan to ensure community stakeholders would be heard. In doing so, the Fort St. James Primary Care Society established a strategic plan with a solid base, informed by experience, evidence and the broadest-held perceptions of the individuals who interact with the organization on a regular basis.

2022 Priorities: See below

2022 - Priorities Identified By Community	Priority	Ranked by Priority (Mean)
<b>Care Model Maintenance</b>	<b>1</b>	<b>1.43</b>
Annual Community Retreat: Resource Planning		1.14
Team Building and Wellness: Providers, Allied Health and Support Staff (all communities)		1.14
<b>Improve Communication and Information Sharing</b>	<b>2</b>	<b>1.62</b>
Improve communication between facilities and communities (DISCHARGE PLANNING)		1.00
Improve internet access in all communities		1.00
<b>Training and Education</b>	<b>3</b>	<b>1.70</b>
Cultural safe practice and care delivery		1.14
Improve relationships between health care team and patients (mistrust, confidentiality concerns, misunderstood - dismissed)		1.14
Hospital Nursing Staff - Appropriate Critical Care and Emergency Services Course for ER Nurses (BCIT Program)		1.14
<b>Recruitment and Retention</b>	<b>4</b>	<b>1.82</b>
Registered Nurses - Stuart Lake Hospital		1.00
Mental Health Clinicians: Child and Youth		1.00
Home Care Workers		1.00
Psychiatry		1.00
Community Wellness Team - supporting patients in and out of care after hours		1.14
Imaging Technicians		1.14
Lab Technicians		1.29
Occupational Therapists (all ages)		1.57
Physicians - Communities and Hospital		1.86
<b>Community Programs</b>	<b>5</b>	<b>1.89</b>
Group Homes (children, youth, and adults who have aged out of care)		1.00
Improve transportation for medical appointments between communities and regional centres		1.29
<b>Improve Access to Primary &amp; Community Health Care Programs</b>	<b>6</b>	<b>2.10</b>
High Risk Suicide Assessment Team (Health care workers & RCMP)		1.14
High Risk Patient Assessment and Monitoring Team (Health care workers & RCMP)		1.29
Improve access to respite Care - Increase bed availability and in-home respite services		1.50
<b>Improve Access to Health Care Services</b>	<b>7</b>	<b>2.14</b>
Improve access to Detox Beds		1.00
Improve access to treatment Center for both youth and adult		1.14
Opioid Agonist Treatment - Sustainable Program		1.29

Today, this group of partners continues to work together to achieve a shared vision of providing a continuum of integrated health and social care and support services to clients.

The impacts of the pandemic have provided an additional dimension that is important to recognize within the context of strategic planning. In particular, the environmental conditions have led to internal pressures for the organization, as it relates to capacity, burnout and fatigue. Externally, the impacts of social distancing and isolation have influenced the emotional state and service needs of the community, revealing a heightened demand for additional mental health supports across all ages

The following directions and commitments were developed based on an agreement that, now, more than ever, it is important and necessary for Fort St. James Primary Care Society to continue providing quality care to patients, leveraging partnerships, and communicating with stakeholders.

## STRATEGIC DIRECTIONS

The Fort St. James Primary Care Society is committing to a two-year strategic plan. As such, the directions are broad and oriented to the future. This allows the organization to respond and adapt as circumstances change over the two years. The directions offer a framework for the development of internal, annual operational plans with measurable goals and objectives.

The operation plans will determine the direction of care the executive team will take over the next two years.

In direct response to what we heard from our community of stakeholders, in addition to the internal and external considerations that shaped the planning process, the following are our four equally important directions:

### Delivering Quality Patient-Centered Health Care

In the coming years, we will evaluate our service pathways and access to care with particular attention to the removal of barriers that may pose limitations for community members across our catchment area. We will ensure our approach to service delivery is equitable, inclusive, anti-oppressive, culturally safe, and that it fundamentally aligns with the principles of the primary care model. By doing so, the services we provide will not only meet but exceed our patients' and funders' expectations.

Over the next two years, we commit to Delivering Quality Services through:



- **Strong Understanding of the Primary Care Model:** Renewing our understanding of the Primary Care Model and ensuring a clear and coherent comprehension across the organization of its values and principles. Continuing to place the social determinants of health at the forefront of our work, we recognize the importance of a holistic approach to healthcare.
- **Evaluation of Services and Programs:** Carefully reviewing each of our current service offerings and methods of delivery, while exploring opportunities for cross-service collaboration and greater cohesion as an organization. Developing clear pathways that leverage each of our services, ultimately enhancing the patient experience and ensuring their needs are met in an efficient and effective manner.
- **Consistency:** Reviewing, updating, aligning and continuing to develop clear organizational and service delivery guidelines, policies and procedures, systems and processes that support staff in being efficient and effective, facilitate effective knowledge transfer and ensure the provision of high-quality health care services.
- **Accessibility and Flexibility:** Increasing our understanding of barriers to service and exploring ways to improve accessibility, such as leveraging technology and virtual service delivery, simplifying navigation between services and collaborating to facilitate geographic accessibility, adapting as required to continue meeting patient needs and to maintain a community-driven, patient-centered approach.
- **Leveraging Small Community Advantages:** Focusing on what differentiates the Fort St. James Medical Clinic from service providers in urban areas while continuing to uphold the organization's reputation for providing compassionate and timely service. Reinforcing that services are patient-centered and that the Medical Clinic provides a space where clients can expect their needs to be met with genuine care.
- **Monitoring and Tracking:** Regularly and strategically scanning the community and broader health sector for emerging trends and service needs by applying evidence-based approaches and skills acquired through training. Enabling positive outcomes for patients that are measurable and achieve the highest quality of care—supporting the development of a business case for increased funding.
- **Efficacy and Accreditation:** Ensuring services and programs consistently meet the highest attainable standards of quality, patient confidentiality and procedural adherence. Aligning the work of the Fort St. James Health Centre and continuing to prepare for our long-term goal of accreditation.

### Cultivate, Sustain and Strengthen the Primary Care Model of Care Delivery

Over the next two years, we commit to Cultivate, Sustain and Strengthen the Primary Care Model of Care Delivery

- **Accountability and Governance:** Upholding oversight, leadership and risk management responsibilities as a Board of Directors. Building on our Board’s strengths and ensuring the strategic renewal of Board membership in a way that aligns our expertise with the changing needs of the organization.
- **Development of Core Infrastructure:** Strengthening internal processes and systems to ensure staff have the resources necessary to do their work efficiently and effectively, including access to technology, tools and software, and streamlined and standardized policies and procedures. Ultimately, helping to create a sense of preparedness and enabling a smooth transition to the new Stuart Lake Hospital facility.
- **Recruitment and Retention:** Exploring, implementing and regularly assessing a range of strategies for recruiting, retaining and recognizing staff at all levels to support quality and continuity.
- **Role Definition:** Clearly defining roles and responsibilities to help foster a greater awareness of how each individual plays an integral role in the Fort St. James Primary Care’s strategic plan and contributes towards the long-term future of the organization.
- **Professional Development:** Investing in the professional development of management to build on the strengths of our high-performing team. Prioritizing workplace culture and team cohesion by taking the time to celebrate successes and achievements, and to increase internal communication and coordination across the organization.

### Leading Through Effective Communication and Organizational Excellence

We will prioritize these communication practices, as we strive to become a leader in the sector—acting as a conduit for collaborative solutions to system-wide challenges.

Over the next two years, we commit to Leading Through Effective Communication and Organizational Excellence through:

- **Generating Awareness:** Taking a proactive approach to increasing our visibility in the community by starting to implement enhanced communication efforts now, so that they can carry on after we move into the new Stuart Lake Hospital facility.

- **Equity of Access:** Understanding that our catchment area is comprised of communities that are isolated from one another, and that some residents may have difficulty accessing care. Exploring and implementing a range of customized outreach strategies to the residents of Nak'azdli Whut'en, Binche Whut'en and Tl'azt'en Nation to ensure equity of access to health care.
- **Advocacy:** Continuing to advocate on behalf of patients and the sector to maximize our impact and drive positive change, while also supporting the organization's ability to secure funding and achieve long-term financial sustainability.
- **Sector Leadership:** Intentionally sharing our knowledge and learnings for the benefit of our partners, the broader health sector and, ultimately, for our patients. Leading system integration and collaboration with our many community partners.
- **Leveraging Connections:** Strengthening relationships with political leaders, media representatives, influencers and decisions makers to enable the organization to accelerate change, continue advocating and maximize its overall impact.

Continue to “Build a Foundation for Success” - developing sufficient resources to meet our “Strategic Plan”.

We intend to move ahead thoughtfully and intentionally by ensuring that we communicate openly, facilitate the change in a supportive manner, and guide staff throughout the transition period, helping us remain cohesive and ensuring seamless service delivery to our clients.

Over the next two years, we commit to Building a Foundation for Success through:

- **Thoughtful Planning:** Investing the necessary time and resources into preparing for the new Stuart Lake Hospital facility from a logistical, site mapping and management perspective.
- **Agility:** Recognizing that the Fort St. James Medical Clinic is subject to time constraints and externally imposed pressures, maintaining a flexible and agile mindset as we work towards the completion and commissioning of the facility.
- **Change Management:** Taking appropriate measures to effectively guide the organization through change and facilitate the transition in a way that ensures continuity of care, retention of staff and long-term organizational sustainability.
- **Supporting Staff:** Ensuring staff feel well prepared, informed and supported leading up to and throughout the transition to the new facility. Providing access to the right tools,

resources and supports that will encourage staff to successfully acclimatize to the new environment, driving the organization forward.

- **Community Engagement:** Prioritizing effective and transparent communication with the public as project milestones are met and working collaboratively with partners on the use of space to ensure the new building addresses our needs as an organization and the needs of our clients, partners and communities.

## DETAILED FOCUS AREAS

- \* Executive Team – Blue
- \* Board - Red
- \* Both - Black

### Detailed Focus Area 1: Provide Quality Patient-Centered Health Care

We will work collectively and continuously to improve patient health outcomes by delivering quality, holistic, patient-centered care. Our selected strategies are to:

#### Short Term

- Improve health care communication with existing community resource/programs:
- i. Within the Stuart Lake Hospital \*
  - ii. Within the Clinic/Integrated Health Centre/FN Health Centre \*
  - iii. Within the First Nation Health Centres and other Health Resources within the community \*
  - iv. Within the Fort St. James Secondary School setting. \*
  - v. Support relationships between patients and the health care team \*
  - vi. Support process development and improvements between Inter-professional teams and Physicians/Specialists \*
  - vii. Continue to support improvements and development of Virtual Connectivity for Patients, Health Care Providers and Specialists \*

#### Trauma Informed Care:

- i. Support the education of Trauma Informed Care \*
- ii. Engage survivors in accessing services \*

#### Mid Term

Support an integrated model of delivery of service through the design and development of the new Primary Care wing of the new Stuart Lake Hospital \*

## Detailed Focus Area 2: Cultivate, Sustain and Strengthen the Primary Care Model of Care Delivery

The Primary Care Model is integral to our mission and at the heart of our operations since the formation of the Society.

### Short Term

Support on-going communication improvements between the Primary Care Society, NHA Inter-professional Team, the FN Inter-professional Teams and the provider group:

- i. Continue to Integrate MOIS within the FN Health Centers, Fort St. James Health Centre, Stuart Lake Hospital's Inter-Professional Teams to support the goal of one patient record \*
- ii. Renew the MOU with Northern Health \*
- iii. Revisit the Fort St. James Medical Clinic, Medical Director's Job Description on an annual basis \*

Mental Health Virtual ER Support and Improved Mental Health Supports:

- i. Support the establishment of "real-time" 24/7/365 connectivity to Mental Health on-call counselors at UHNBC \*
- ii. Continue to support the development of a virtual connection to Mental Health Clinicians and Psychiatrists \*
- iii. Support the development of a Mental Health and Addiction program with direct support within Fort St. James and Mobile availability \*
- iv. Work collaboratively with all community sectors to have a "community driven" addictions program \*

Improve health care and increase access to care in Fort St. James and First Nations communities:

- i. Support the measurement and evaluation of primary care services in Fort St James and the FN communities of Tache, Binche, Middle River and Nak'azdli \*
- ii. Continue to support clinic infrastructure development and primary care services in all facilities. \*
- iii. Support the annual Cultural Wellness workshop. \*
- iv. Engage in the yearly "community wide" health retreat \*

Resource Support:

- i. Fort St. James Primary Care Collaborative Council \*
- ii. NIRD Fort St. James Primary Care Network \*

### **Mid Term**

Build a Relationship with UNBC to support the Stuart Lake Hospital as a “Model of Excellence – Teaching Facility” for Resident Physicians and Medical Students (3<sup>rd</sup> & 4<sup>th</sup> year). \*

### **Detailed Focus Area 3: Leading Through Effective Communication and Organizational Excellence**

We will drive communication and organizational excellence by concentrating our attention and resources on the following objectives:

#### **Short Term**

##### **Pandemic Leadership:**

- i. Continue to support the community with COVID 19 supports as required \*

##### **Communication:**

- i. Website/Facebook upgrade \*
- ii. Newspapers \*
- iii. Community Flyers \*
- iv. Round Table meetings with all community health care providers \*

##### **Recruitment of Health Care Workers:**

- i. Physician recruitment and retention \*
- ii. Nurse and Health Care Recruitment and Retention - sit on the Northern Health \*
- iii. Board Succession Planning \*
- iv. Support temporary housing for health care workers \*

##### **Model of Care:**

- i. Revise the Medical Director’s Job Description \*
- ii. Detail the Practice Model of Care for the Physicians setting \*
- iii. Interprofessional Agreement Revisions \*

#### **Mid Term**

##### **Education:**

- i. Support Education for Medical Office Assistants \*
- ii. Support Professional Development with an emphasis on community diversity \*

Strengthen board-staff partnership by clarifying roles and expectations and by engaging board and committee members in achieving the organization's priorities:

- i. Update the Governance Framework for the Society \*
- ii. Create a Board evaluation process \*
- iii. Review Board membership within Bylaws of the Society \*
- iv. Support ongoing accreditation reviews with Northern Health \*

Detailed Focus Area 4: Continue to Build a Foundation for Success, developing sufficient resources to meet our Strategic Plan.

The Fort St. James Primary Care Board recognizes the importance of maintaining longstanding supporters and cultivating new allies in sustaining our ability to deliver quality, holistic, patient-centered care.

#### Short Term

Improve Availability of Resources within Community Health Programs:

- i. Transportation of vulnerable patients \*
- ii. Seniors Housing \*
- iii. Recruitment and Retention of Health Care Providers \*
- iv. Proactive development support of the new Stuart Lake Hospital and Primary Care Home \*
- v. Spirometry and Interpreters Program \*
- vi. Medical Exercise Program \*
- vii. Addictions and Mental Health Program \*
- viii. Food Security \*
- ix. Support Trauma Informed Care Education \*
- x. Advocate Education for Childcare and Residential Home Support Workers \*

Assist in the development of "shovel ready" funding proposals to support the need for resources

Fundraising:

- i. Develop an engagement procedure with Northern Health to ensure new projects are brought forward for review \*
- ii. Develop a template for fundraising that ensures "sound, evidence based" projects \*



- iii. Develop a clinic overview to be “shovel ready” for upcoming grant opportunities \*
- iv. Develop a clear accounting process that defines the roles of the Board: Medical Clinic, Not for Profit Society Funds and Charitable Donations \*

### Mid Term

Support Research \*

Support a Regional Testing Facility:

- i. Specialists Visits (Stress & Cardio) \*
- ii. Chronic Care Online \*
- iii. Physiotherapy \*
- iv. Cardio Rehabilitation Program \*

## NORTHERN HEALTH SERVICE AGREEMENT

Fort St. James Medical Clinic:

- i. Work with Northern Health to develop an Equitable Compensation Strategy to realign budgets to reflect the operations in the Fort St. James Medical Clinic \*
- ii. Ensure Governance and Clinic Policy are reviewed to support Northern Health accreditation processes \*
- iii. Support ongoing staff orientation and integration including yearly reviews \*
- iv. Negotiate 2024 – 2027 budget cycle \*

Develop Professional Development for Staff:

- i. Support staff in continued professional development initiatives \*
- ii. Support training initiative and opportunities that bring staff to the “top of scope” in terms of skill set and education \*
- iii. Support the philosophy of “Cultural Safety” into the Health Centre \*

## NEXT STEPS

Our newly developed strategic directions provide the Fort St. James Primary Care Society a clear focus to guide the organization in the coming years. Together, as a Board of Directors, we have jointly recommitted to the future success of the organization and

our mission and vision. Having come to the end of our strategic planning journey, we are now prepared to action the strategic priorities and champion change and progress. As we take the first steps in driving the strategy forward, the Board has committed to the following action items:

1. Communicating the strategic plan, both internally and externally;
2. Developing annual organizational goals and objectives to align and further each strategic priority;
3. Providing year-end progress updates at the Annual General Meeting for all stakeholders; and,
4. Seeking regular feedback as the directions are implemented and the results are known