



Health Workforce for Alberta

**R P A P**

# STRATEGIC PLAN

2014-2015 to 2016-2017

Approved: 11 December 2014

Revised:

(Andrew Penner/iStockphoto.com)



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## Introduction

RPAP | Health Workforce for Alberta is unique in Canada as an integrated and comprehensive rural health workforce agency. Created by the Government of Alberta in December 1990 and fully operational since 1992, the organization was developed on the basis of influencing practitioner's decisions about moving to and remaining in a non-metropolitan (i.e. rural or regional) Alberta community. While originally comprised of 16 initiatives, focused on three distinct target groups, RPAP programming has been continually refined based on external evaluations, best practices, internal studies, and key performance measures. RPAP | Health Workforce for Alberta embraces partnerships and collaboration within Alberta and beyond to deliver innovative and enriching programming that positively influences practitioner's decisions about moving to and remaining in a non-metropolitan Alberta community.

This is the sixth strategic plan for RPAP, covering the period 2014–2017. The plan represents an integrated planning framework for the organization and defines its goals and longer-term objectives and outcomes for the three-year period. Underpinning the three-year strategic plan are annual business plans which detail the associated strategies and tactics to be used in the fiscal year as well as the outputs or targets expected, the Key Performance Indicators (KPI) used to assess whether the outputs or targets expected have been met, and the external partners and RPAP | Health Workforce for Alberta team members who will work on the activities. The organization can thus be evaluated through the cumulative outputs and KPI of the annual business plan which occur over the three-year life of the strategic plan.

The difficulties of attracting and retaining the health workforce to non-metropolitan areas have been well-documented and authorities throughout the world have introduced a range of initiatives as countermeasures. RPAP deploys many of these initiatives and works within a context that:

- available health professionals are not distributed to the areas of need nor working to their full scope of practice;
- even with the expansion of training programs in Alberta its non-metropolitan areas will continue to rely disproportionately on an internationally educated health workforce into the near future;

- health care delivery in non-metropolitan community settings continues to foster multidisciplinary generalist practice although this is threatened;
- work life balance issues affect Recruitment & Retention (R&R);
- the “community” can play a key role in Attraction & Retention (A&R) of health practitioners; and finally,
- Canadian and international experience demonstrates that patient attachment and the involvement of primary health care teams can lower costs and minimize physician visits versus episodic treatment which has higher cost and poorer outcomes.

Consequently, RPAP | Health Workforce for Alberta employs the following Attraction, Recruitment & Retention strategies:

- Mid-long term – integrated “Education Pipeline” strategy to affect supply, distribution, skills and ongoing competence of health practitioners to identified areas of need;
- Mid-Long term – building “community” A&R capacity to support a competent and continuing health workforce;
- Short-Midterm – the APLJobs.com provincial recruitment website & related recruitment and attraction activities to influence the distribution of a competent health workforce; and,
- Ongoing - Partnerships & collaboration in support of a competent and continuing health workforce.

## Our Vision

Having the right number of health practitioners in the right places, offering the right services.

## Our Mission

To support Alberta’s rural/regional health practitioners, their families and communities in having access to quality health care by offering comprehensive, integrated initiatives to enhance community health services, training, attraction, recruitment and retention.

## Governance & Management

The Board of Directors (Board) is the governance body for RPAP, which is incorporated as a not-for-profit company under Part 9 of the *Companies Act (Alberta)*. The Board is appointed by the Members of the corporation which consist of Alberta Health Services (AHS), the Alberta

Medical Association (AMA and its Section of Rural Medicine), and the College of Physicians and Surgeons of Alberta (CPSA). The RPAP Team of staff and consultants implements the directions set out by the Board.

## Partnerships

Partnerships play a key role in helping RPAP | Health Workforce for Alberta carry out its mandate and to improve the overall rural health care landscape. Partnerships, both formal and informal, are formed to meet varying needs which may include gathering knowledge and skills, sharing risks and costs associated with providing services and capitalizing on the interdependencies of organizations in the achievement of common goals.

Throughout the next three-year period, the RPAP intends to continue to nurture its strategic partnerships with the following:

- Government of Alberta
- Medical and health science faculties and training organizations
- Alberta Medical Association (AMA), its Section of Rural Medicine
- Alberta College of Family Physicians (ACFP)
- Alberta Health Services (AHS) and Covenant Health
- Alberta Chambers of Commerce (ACC), Alberta Association of Municipal Districts and Counties (AAMDC), and Alberta Urban Municipalities Association (AUMA)
- College of Physicians & Surgeons of Alberta (CPSA) and other health regulatory bodies
- Alberta's Primary Care Networks (PCNs) and Family Care Clinics
- Partners in the Western Collaboration (Health Match BC, saskdocs [Physician Recruitment Agency of Saskatchewan], Office of Rural and Northern Health/Manitoba Health, Yukon Health)

## Target Groups

The RPAP focuses its work on four target groups:

- 1) Learners – rural/regional high school students, undergraduates, medical students and students in other health professions, postgraduate trainees (residents physicians or Residents);
- 2) Practitioners - practising physicians including rural preceptors, and other practising health care professionals in non-metropolitan areas;
- 3) Provider organizations – Alberta Health Services (AHS), Covenant Health, Primary Care Networks, and Family Care Clinics; and
- 4) Alberta’s non-metropolitan and Aboriginal communities.

[Strategic Plan: Three-year Goals, longer term Objectives and Outcomes]

[Business Plan: Annual Strategies, shorter term Activities, Outputs, External Partners, RPAP Team members involved]



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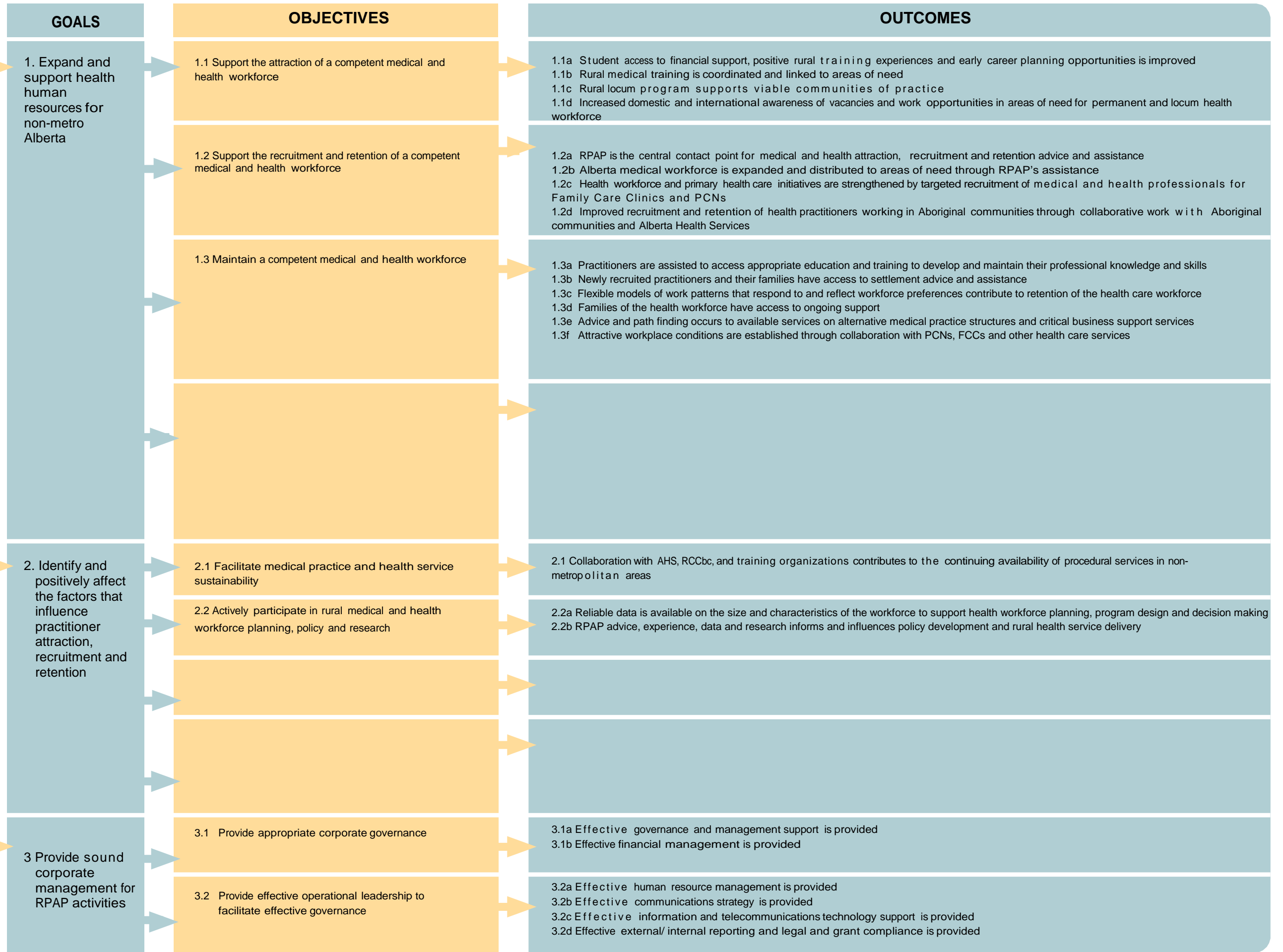
Health Workforce for Alberta

**VISION**

*Having the right number of health practitioners in the right places, offering the right services.*

**MISSION**

*To support Alberta's rural/regional health practitioners, their families and communities in having access to quality health care by offering comprehensive, integrated initiatives to enhance health services training, attraction, recruitment and retention.*





## 2015-2016 Business Plan and Key Performance Indicator (KPI) Tracker

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**VISION:**

Having the right number of health practitioners in the right places, offering the right services.

**MISSION:**

To support Alberta's rural/regional health practitioners, their families and communities in having access to quality health care by offering comprehensive, integrated initiatives to enhance health services training, attraction, recruitment and retention

The following Business Plan outlines the annual objectives and tactics to be used throughout the fiscal year to reach the RPAP's Vision and Mission and related goals. Most objectives and tactics yield a set of KPIs that can be measured and monitored regularly.

**Version: [1.0]**

**Date published: 13 April 2015**

**Board Approved: 16 April 2015**

**Source: [Previous RPAP KPI; 2014-2017 RPAP Strategic Plan; NSW Rural Doctors Network; Health Workforce Queensland]**

**Responsible Reporting Party: RPAP unless noted.**

## Goal 1: Expand and support health human resources for non-metropolitan Alberta

### Objective 1.1: Support the attraction of a competent medical and health workforce

Strategies	Activities/Tactics	Outputs	Target	Indicator	External Partners	HWA Team
Provide awards and bursaries to promote rural medical careers	<ul style="list-style-type: none"> <li>Rural Medical School Award</li> <li>John Hnatuik Rural Medical Student Bursary</li> </ul>	<ul style="list-style-type: none"> <li>Awards and bursaries advertised via RMIG executive &amp; UGME offices</li> <li>Website award and bursary information updated annually</li> </ul>	<ul style="list-style-type: none"> <li>4 medical student awards per year</li> <li>10 medical school bursaries per year</li> </ul>	<ul style="list-style-type: none"> <li>% of Recipients practicing in rural AB 3 years after residency</li> </ul>	<ul style="list-style-type: none"> <li>UGME offices</li> <li>RMIGs</li> </ul>	<p>Administrative Coordinator</p> <p>Marketing &amp; Communications</p>
Encourage and enable rural high school students to pursue rural health careers  Encourage and enable post-secondary / pre-med students to pursue rural health careers	<ul style="list-style-type: none"> <li>School outreach program</li> <li>Local initiatives to promote rural health careers supported</li> <li>Supports for undergraduates interested in health disciplines</li> </ul>	<ul style="list-style-type: none"> <li>Career visits to local schools, district career fairs and ATA conferences</li> <li>Update BeADoc careers website regularly</li> <li>Link with Careers; Next Generation and similar initiatives</li> <li>Offer speakers and information for pre-med/ health science clubs</li> </ul>	<ul style="list-style-type: none"> <li>10 high school &amp; 2 post-secondary outreach events attended per year</li> </ul>	<ul style="list-style-type: none"> <li># outreach activities per year</li> <li># of students reached</li> <li>% of participants indicating an Increased Interest in health sciences</li> </ul>	<ul style="list-style-type: none"> <li>School Boards</li> <li>AB Guidance Counsellors Assoc.</li> <li>UofA MD Ambassador program &amp; similar UofC initiatives</li> </ul>	Community Recruitment Consultants
Provide supports to medical students and Residents in choosing rural placements/ careers	<ul style="list-style-type: none"> <li>Rural Medical Skills Weekends</li> </ul>	<ul style="list-style-type: none"> <li>Hold annual Alberta Medical Students Conference and Retreat (AMSCAR) skills centre day</li> </ul>	<ul style="list-style-type: none"> <li>4 medical skills weekends per year &amp; 1 AMSCAR skills centre</li> <li>90% positive satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>90 % positive response rating per event</li> <li>% of participants indicating an increased</li> </ul>	<ul style="list-style-type: none"> <li>AMSCAR</li> <li>Local community A&amp;R committees</li> <li>AHS/Covenant Health</li> </ul>	<p>Medical Students' Initiatives Coordinator</p> <p>Community Recruitment Consultants</p>

## Goal 1: Expand and support health human resources for non-metropolitan Alberta

### Objective 1.1: Support the attraction of a competent medical and health workforce

Strategies	Activities/Tactics	Outputs	Target	Indicator	External Partners	HWA Team
		<ul style="list-style-type: none"> <li>Hold Rural Medical Skills weekends for health science students</li> </ul>	rating by respondents	interest in rural medical practice	<ul style="list-style-type: none"> <li>PCNs</li> <li>AB health science programs</li> <li>RMIGs</li> </ul>	<b>Marketing &amp; Communications</b>
	<ul style="list-style-type: none"> <li>Shadowing program</li> </ul>	<ul style="list-style-type: none"> <li>Weekend shadowing experiences organized for 1<sup>st</sup> &amp; 2<sup>nd</sup> year RMIG students</li> <li>Financial support to shadowing student &amp; preceptor</li> </ul>	<ul style="list-style-type: none"> <li>20% of students with a shadowing experience</li> <li>80 general practitioner participants</li> <li>85% positive satisfaction rating by respondents – learners, preceptors</li> </ul>	<ul style="list-style-type: none"> <li># and % with a shadowing experience</li> <li># of general practitioners who participated</li> <li>% positive response rating per event</li> </ul>	<ul style="list-style-type: none"> <li>Faculties of Medicine</li> </ul>	<b>Administrative Coordinator</b>
	<ul style="list-style-type: none"> <li>Clerkship &amp; Family Medicine Rural Rotations program</li> </ul>	<ul style="list-style-type: none"> <li>Medical students &amp; Residents undertake rural placements coordinated by each Faculty</li> <li>Suitable accommodation provisioned</li> <li>Extra expenses associated with the placement reimbursed</li> <li>Preceptor honoraria provided</li> </ul>	<ul style="list-style-type: none"> <li>85% of all clerks complete a rural/regional rotation per year</li> <li>95% positive satisfaction rating on the rotation by respondents – clerks, residents, preceptors</li> <li>25% of Family Medicine graduates</li> </ul>	<ul style="list-style-type: none"> <li>% of clerks who receive a rural/regional rotation per faculty per year (UofA/UofC)</li> <li>% positive response rating per year by all respondents – clerks, residents, preceptors (UofA/UofC)</li> <li># weeks of UGME &amp; PGME being performed</li> </ul>	<ul style="list-style-type: none"> <li>Faculties of Medicine</li> </ul>	<b>Program Support Coordinators</b>

**Goal 1: Expand and support health human resources for non-metropolitan Alberta**

**Objective 1.1: Support the attraction of a competent medical and health workforce**

Strategies	Activities/Tactics	Outputs	Target	Indicator	External Partners	HWA Team
			practice in Alberta rural/regional communities 3 years after graduation (UofA/UofC)	outside Calgary/Edm by community per year (UofA/UofC) <ul style="list-style-type: none"> <li>% of Family Medicine graduates practicing in Alberta rural/regional communities 3 years after graduation (UofA/UofC)</li> </ul>		
	<ul style="list-style-type: none"> <li>UofA &amp; UofC Royal College rural rotations</li> </ul>	<ul style="list-style-type: none"> <li>Suitable accommodation provisioned</li> </ul>			<ul style="list-style-type: none"> <li>Faculties of Medicine</li> </ul>	<p><b>Program Support Coordinators</b></p>
	<ul style="list-style-type: none"> <li>Advise medical students and Residents of RPAP initiatives &amp; rural practice</li> </ul>	<ul style="list-style-type: none"> <li>Host annual RPAP Meet and Greet nights for each RMIG</li> <li>Provide financial support to each FMRA for retreats and social events at which RPAP is represented</li> <li>Attend medical school &amp; Resident functions</li> </ul>			<ul style="list-style-type: none"> <li>Faculties of Medicine</li> <li>RMIGs</li> </ul>	<p><b>Medical Students' Initiatives Coordinator</b></p> <p><b>Community Recruitment Consultants</b></p> <p><b>Administrative Coordinator</b></p>

**Goal 1: Expand and support health human resources for non-metropolitan Alberta**

**Objective 1.1: Support the attraction of a competent medical and health workforce**

Strategies	Activities/Tactics	Outputs	Target	Indicator	External Partners	HWA Team
		<ul style="list-style-type: none"> <li>• Update RPAP websites regularly</li> <li>• Annual letter to all medical students, Residents &amp; preceptors re RPAP initiatives / supports</li> <li>• Annual SRPC travel grant for RMIGs</li> </ul>				

**Goal 1: Expand and support health human resources for non-metropolitan Alberta**

**Objective 1.1: Support the attraction of a competent medical and health workforce**

Strategies	Activities/Tactics	Outputs	Target	Indicator	External Partners	HWA Team
	<ul style="list-style-type: none"> <li>ARFMN – RAN and RAS</li> </ul>	<ul style="list-style-type: none"> <li>Provide financial assistance to minimize the extra costs of rural residency</li> <li>Provide academic programming budget based on RAN/RAS leadership priorities</li> <li>Annual orientation and retreats</li> <li>Suitable accommodation provisioned</li> <li>Provide preceptor honoraria</li> <li>Fund appropriate preceptor development activities</li> <li>Transition to practice checklist &amp; a series of supplemental workshops</li> </ul>	<ul style="list-style-type: none"> <li>75% of RAN/RAS graduates practice in Alberta rural/regional communities 3 years after graduation</li> </ul>	<ul style="list-style-type: none"> <li>% of RAN/RAS graduates practicing in Alberta rural/regional communities 3 years after graduation</li> </ul>	<ul style="list-style-type: none"> <li>Departments of Family Medicine</li> <li>AHS/Covenant Health</li> <li>AMA/CPSA</li> </ul>	<ul style="list-style-type: none"> <li>Program Support Coordinators</li> <li>Administrative Coordinator</li> <li>Rural Unit Coordinators/Co-Directors</li> <li>Executive Director</li> </ul>
	<ul style="list-style-type: none"> <li>Infrastructure grants to each university</li> </ul>	<ul style="list-style-type: none"> <li>Faculty &amp; support staff hired in support of rural initiatives</li> </ul>			<ul style="list-style-type: none"> <li>Faculties of Medicine</li> </ul>	<ul style="list-style-type: none"> <li>Corporate Services</li> </ul>

**Goal 1: Expand and support health human resources for non-metropolitan Alberta**

**Objective 1.1: Support the attraction of a competent medical and health workforce**

Strategies	Activities/Tactics	Outputs	Target	Indicator	External Partners	HWA Team
		<ul style="list-style-type: none"> <li>Assoc Deans Rural positions funded</li> </ul>				
Support integrated horizontal distributed education	<ul style="list-style-type: none"> <li>UofA and UofC rural integrated community clerkship</li> </ul>	<ul style="list-style-type: none"> <li>Suitable accommodation provisioned at ICC sites</li> </ul>			<ul style="list-style-type: none"> <li>Faculties of Medicine</li> </ul>	Program Support Coordinators

**Goal 1: Expand and support health human resources for rural Alberta**

**Objective 1.2: Support the recruitment and retention of a competent medical and health workforce**

Strategies	Activities/Tactics	Outputs	Target	Indicator	External Partners	HWA Team
Support the attraction and retention of a competent physician workforce	<ul style="list-style-type: none"> <li>Publicize vacancies via APLJobs.ca provincial practitioner recruitment website</li> </ul>	<ul style="list-style-type: none"> <li>All approved vacancies – approved clinics, PCNs, AHS/CH – advertised</li> <li>Current migration &amp; immigration information provided</li> <li>Enhanced orientation &amp; on-boarding material/support offered</li> <li>Registered candidates case managed via CPSA to recruiters</li> <li>National &amp; international marketing</li> <li>Expand range &amp; # of approved allied health postings</li> </ul>		<ul style="list-style-type: none"> <li>% APL inquires that proceed to successful CPSA application</li> <li># of APL website visits</li> <li># of new job postings and # of job postings filled</li> <li>% of registrants obtaining employment in Rural Alberta</li> </ul>	<ul style="list-style-type: none"> <li>AHS/ Covenant Health</li> <li>PCNs, FCCs</li> <li>CPSA</li> </ul>	<p>Community Recruitment Consultants</p> <p>Marketing &amp; Communications</p>
	<ul style="list-style-type: none"> <li>Collaborate with Western Canada Collaboration partners</li> </ul>	<ul style="list-style-type: none"> <li>Attendance at national &amp; international recruitment events under the Western Canada brand</li> </ul>		<ul style="list-style-type: none"> <li># qualified candidates compared to partners</li> </ul>	<ul style="list-style-type: none"> <li>Western Canada Collaboration (HealthMatch BC, saskdocs, ORNH/Manitoba Health, Yukon Health)</li> </ul>	<p>Community Recruitment Consultants</p> <p>Marketing &amp; Communications</p>



**Goal 1: Expand and support health human resources for rural Alberta**

**Objective 1.2: Support the recruitment and retention of a competent medical and health workforce**

Strategies	Activities/Tactics	Outputs	Target	Indicator	External Partners	HWA Team
	<ul style="list-style-type: none"> <li>Support to recruiters (AHS/Covenant Health, PCNs)</li> </ul>	<ul style="list-style-type: none"> <li>Up-to-date information, including workshops, provided to recruiters</li> </ul>	<ul style="list-style-type: none"> <li>% of recruiters indicating a 4 or 5 out of 5 overall satisfaction with the supports received from RPAP</li> </ul>	<ul style="list-style-type: none"> <li>100% positive response rating by all respondents</li> </ul>	<ul style="list-style-type: none"> <li>AHS/ Covenant Health</li> <li>PCNs</li> <li>CPSA</li> </ul>	<p><b>Community Recruitment Consultants</b></p>
	<ul style="list-style-type: none"> <li>Offer Weekend &amp; Seniors Weekend locum programs</li> </ul>	<ul style="list-style-type: none"> <li>Fund AMA Physician Locum Services</li> </ul>	<ul style="list-style-type: none"> <li>Three year average of number of days filled + 2%</li> </ul>	<ul style="list-style-type: none"> <li># requests for each program per year (AMA)</li> <li># requests met per program per year (AMA)</li> <li># weeks/ days for each program requested per year (AMA)</li> <li># weeks/ days for each program filled per year (AMA)</li> </ul>	<ul style="list-style-type: none"> <li>AMA</li> <li>AHS/Covenant Health</li> </ul>	<p><b>Corporate Services</b></p>
	<ul style="list-style-type: none"> <li>Support the establishment &amp; sustainability of community</li> </ul>	<ul style="list-style-type: none"> <li>Community Physician Consultants aid communities to</li> </ul>	<ul style="list-style-type: none"> <li>8 out of a possible 10 points for number of</li> </ul>	<ul style="list-style-type: none"> <li># committees supported per year</li> </ul>	<ul style="list-style-type: none"> <li>Local communities</li> <li>AHS/Covenant Health</li> </ul>	<p><b>Community Recruitment Consultants</b></p>

**Goal 1: Expand and support health human resources for rural Alberta**

**Objective 1.2: Support the recruitment and retention of a competent medical and health workforce**

Strategies	Activities/Tactics	Outputs	Target	Indicator	External Partners	HWA Team
	attraction and retention (A&R) committees/ efforts	establish & sustain formal A&R committees <ul style="list-style-type: none"> <li>Develop, implement &amp; share leading edge community A&amp;R tools</li> <li>Collaborate with other agencies, e.g. Rural Development, Community Development Officers, NADC</li> <li>Newcomer calls &amp; exit interviews</li> <li>Annual rural community A&amp;R conference</li> <li>Promote spousal/family initiatives as part of community A&amp;R activities</li> </ul>	committees supported and committee overall satisfaction with the supports received <ul style="list-style-type: none"> <li>1 through 7-year retention rates for rural physician</li> <li>100% of newcomers reached</li> <li>10 exit interviews conducted per year</li> <li>80% positive satisfaction rating by respondents</li> </ul>	<ul style="list-style-type: none"> <li>% of committees satisfied with the supports received</li> <li>% physicians practicing in the same rural community for x years</li> <li>% of newcomers reached per year</li> <li>% positive response rating per event by all respondents</li> </ul>		
	<ul style="list-style-type: none"> <li>Award of Distinction Award</li> <li>Community A&amp;R Award</li> </ul>	<ul style="list-style-type: none"> <li>Awards advertised via RPAP e-newsletter &amp; web site, local media &amp; Alberta Chambers of Commerce/ AAMDC</li> <li>Website award</li> </ul>			<ul style="list-style-type: none"> <li>Community A&amp;R committees</li> <li>AHS/Covenant Health</li> </ul>	Marketing & Communications  Community Recruitment Consultants

**Goal 1: Expand and support health human resources for rural Alberta**

**Objective 1.2: Support the recruitment and retention of a competent medical and health workforce**

Strategies	Activities/Tactics	Outputs	Target	Indicator	External Partners	HWA Team
		information updated annually <ul style="list-style-type: none"> <li>• Award of Distinction &amp; community A&amp;R conference celebrations</li> <li>• Award recipient videos</li> </ul>				

**Goal 1: Expand and support health human resources for non-metro Alberta**

**Objective 1.3: Maintain a competent medical and health workforce**

Strategies	Activities/Tactics	Outputs	Target	Indicator	External Partners	HWA Team
Support the development of a skilled and competent physician workforce	<ul style="list-style-type: none"> <li>Provide skills enhancement training</li> </ul>	<ul style="list-style-type: none"> <li>Skills Brokers organize enrichment training of 2 weeks to 12 month duration</li> <li>Honoraria paid to preceptor &amp; candidate</li> <li>Skills Brokers support Rural Medical Staff Professional Development (RMSPD) Program training</li> <li>GEMS program &amp; STARS HPS - modules continuously revised &amp; new content developed</li> <li>GEMS learning management system &amp; mobile friendly GEMS modules implemented</li> <li>Provide CARE course twice annually with local faculty</li> </ul>	<ul style="list-style-type: none"> <li>70% of Enrichment Training Program (ETP) trainees remain in rural Alberta after 3-years</li> <li>20 physicians per year complete GEMS</li> </ul>	<ul style="list-style-type: none"> <li>% of ETP trainees in rural practice after 3 years</li> <li># physicians accepted into the ETP program per year</li> <li># disciplines offered per year</li> <li># ETP training weeks per year</li> <li># completed GEMS participants per year</li> <li># CARE course participants per year</li> <li># RMSPD requests filled</li> </ul>	<ul style="list-style-type: none"> <li>Training organizations</li> <li>AHS/Covenant Health</li> <li>STARS</li> <li>Yardstick Software/Christie Communications</li> <li>RCCbc</li> </ul>	<ul style="list-style-type: none"> <li>Skills Brokers</li> <li>Administrative Coordinator</li> </ul>

**Goal 1: Expand and support health human resources for non-metro Alberta**

**Objective 1.3: Maintain a competent medical and health workforce**

Strategies	Activities/Tactics	Outputs	Target	Indicator	External Partners	HWA Team
	<ul style="list-style-type: none"> <li>Support relevant continuous professional development for rural practitioners</li> </ul>	<ul style="list-style-type: none"> <li>Infrastructure grant to UofC CME/CPD Office for faculty &amp; support staff hired in support of rural CPD including, prov. videoconference program</li> <li>Implement CURIOS initiative over 3 years as part of revamped PracticalDoc.ca</li> </ul>	<ul style="list-style-type: none"> <li>75% positive satisfaction rating by Alberta physician respondents</li> </ul>	<ul style="list-style-type: none"> <li>% positive response rating per event by Alberta physician respondents (UofC)</li> <li># videoconference attendees per session &amp; per year (UofC)</li> <li># PracticalDoc.ca visits</li> </ul>	<ul style="list-style-type: none"> <li>UofC CME/CPD</li> </ul>	<ul style="list-style-type: none"> <li>Corporate Services</li> <li>Skills Brokers</li> <li>Marketing &amp; Communications</li> </ul>
	<ul style="list-style-type: none"> <li>Develop mechanisms to support rural physicians to conduct community research.</li> </ul>	<ul style="list-style-type: none"> <li>Updated resources available for research and displayed on the main RPAP web site. RPAP acts as a pathfinder/info source</li> </ul>			<ul style="list-style-type: none"> <li>Alberta Family Medicine Practice Research Network</li> </ul>	<ul style="list-style-type: none"> <li>Marketing &amp; Communications</li> <li>Research &amp; Analysis</li> </ul>
	<ul style="list-style-type: none"> <li>Implement initiatives to support management/practice management skills for</li> </ul>	<ul style="list-style-type: none"> <li>Previous leadership development work started with the introduction of PCNs to be</li> </ul>			<ul style="list-style-type: none"> <li>PCN PMO</li> <li>AHS</li> </ul>	<ul style="list-style-type: none"> <li>Skills Brokers</li> <li>Community Recruitment Consultants</li> <li>Research &amp;</li> </ul>

**Goal 1: Expand and support health human resources for non-metro Alberta**

**Objective 1.3: Maintain a competent medical and health workforce**

Strategies	Activities/Tactics	Outputs	Target	Indicator	External Partners	HWA Team
	physicians involved in PCN 2.0 and collaborative practice	revised and enhanced. Includes the identification/provision of resources addressing inter-physician conflict (but not yet at the disruptive physician stage) and business support issues (also relevant for new physicians and recruits)				<p>Analysis</p> <p>Marketing &amp; Communications</p>
	<ul style="list-style-type: none"> <li>Implement initiatives to support late careerists</li> </ul>	<ul style="list-style-type: none"> <li>Explore the possibility of a practice exchange</li> </ul>			<ul style="list-style-type: none"> <li>PCN PMO</li> <li>CPSA</li> <li>Western Canada Collaboration</li> </ul>	<p>Skills Brokers</p> <p>Community Recruitment Consultants</p> <p>Research &amp; Analysis</p> <p>Marketing &amp; Communications</p>

**Goal 2: Identify and positively affect the factors that influence practitioner attraction, recruitment and retention**

**Objective 2.1: Facilitate medical practice and health service sustainability**

Strategies	Activities/Tactics	Outputs	Target	Indicator	External Partners	HWA Team
Support the development of a community of practice for Enhanced Skills	<ul style="list-style-type: none"> <li>Develop an Enhanced Surgical Skills community of practice</li> </ul>	<ul style="list-style-type: none"> <li>Multi-province ESS research project “Specialist Attitudes towards GPs w/ ESS” completed</li> <li>ESS community of practice invitational conference held in Alberta</li> <li>ESS training facilitated and clinical privileges obtained for applicants</li> </ul>			<ul style="list-style-type: none"> <li>RCCbc/ESS national steering committee</li> <li>AHS</li> </ul>	Skills Brokers
	<ul style="list-style-type: none"> <li>Support an Endoscopists community of practice</li> </ul>	<ul style="list-style-type: none"> <li>Annual conference support grant</li> <li>Grant for Alberta Family Physician Electronic Endoscopy Study</li> </ul>			<ul style="list-style-type: none"> <li>Alberta Society of Practicing Endoscopists</li> </ul>	Corporate Services

**Goal 2: Identify and positively affect the factors that influence practitioner attraction, recruitment and retention**

**Objective 2.2: Actively participate in rural medical and health workforce planning, policy and research**

Strategies	Activities/Tactics	Outputs	Target	Indicator	External Partners	HWA Team
Support the Provincial Physician Resource Committee	<ul style="list-style-type: none"> <li>Provide analytical and leadership support to RPAP &amp; Alberta Health</li> </ul>	<ul style="list-style-type: none"> <li>Credible and useful practitioner forecast/analysis provided to policy makers</li> </ul>			<ul style="list-style-type: none"> <li>Alberta Health</li> <li>CIHI</li> <li>P/T medical regulatory authorities</li> <li>Western Canada Collaboration partners</li> </ul>	Research & Analysis
Engage in HHR research	<ul style="list-style-type: none"> <li>Complete 5-year family medicine graduate cohort studies</li> </ul>	<ul style="list-style-type: none"> <li>Published 2006-2011 FM cohort study and access study data for ongoing analysis</li> </ul>			<ul style="list-style-type: none"> <li>Departments of Family Medicine</li> </ul>	Research & Analysis
	<ul style="list-style-type: none"> <li>Complete longitudinal study of the effectiveness of the rural rotations program</li> </ul>	<ul style="list-style-type: none"> <li>Decision of future of rural rotations program made</li> </ul>			<ul style="list-style-type: none"> <li>Departments of Family Medicine</li> <li>AHS</li> <li>Alberta Health</li> </ul>	Research & Analysis



**Goal 3: Provide sound corporate management for RPAP activities**

**Objective 3.1 Provide appropriate corporate governance**

Strategies	Activities	Outputs	Target	Indicator	External Partners	HWA Team
Provide effective governance support	<ul style="list-style-type: none"> <li>• 5 Board meetings per year</li> <li>• 2-4 FAC meetings per year</li> <li>• 1-2 Education Committee meetings per year</li> <li>• Board members receive training in governance</li> <li>• Board meeting &amp; annual Board evaluations</li> <li>• New Board member orientation</li> <li>• Annual Exec. Dir. &amp; individual Board member performance reviews</li> </ul>	<ul style="list-style-type: none"> <li>• Business plan objectives are met within the annual budget</li> <li>• Fiduciary and legal duties of Directors met</li> </ul>			<ul style="list-style-type: none"> <li>• Financial Auditor</li> </ul>	<p>Executive Director</p> <p>Corporate Services</p>

**Goal 3: Provide sound corporate management for RPAP**

**Objective 3.2 Provide effective operational leadership to facilitate effective governance**

Strategies	Activities	Outputs	Target	Indicator	External Partners	HWA Team
	<ul style="list-style-type: none"> <li>• Provide effective management &amp; financial management</li> </ul>	<ul style="list-style-type: none"> <li>• Annual financial work plan</li> <li>• 3-year strategic plan &amp; annual business plan, KPI, annual audit &amp; annual report</li> <li>• Contractual &amp; statutory reporting requirements met</li> <li>• Annual staff performance reviews &amp; contract renewals</li> <li>• Current policies &amp; procedures &amp; position profiles maintained</li> <li>• Monthly financial reporting to FAC</li> <li>• Audit &amp; statutory reporting, and monthly financial reporting requirements met</li> </ul>		<ul style="list-style-type: none"> <li>• Balanced or surplus financial position at FY end</li> <li>• Annual “clean” external audit</li> </ul>	<ul style="list-style-type: none"> <li>• Financial auditor</li> </ul>	<p><b>Executive Director</b></p> <p><b>Corporate Services</b></p> <p><b>HR Consultant</b></p> <p><b>CA Consultant</b></p>

**Goal 3: Provide sound corporate management for RPAP**

**Objective 3.2 Provide effective operational leadership to facilitate effective governance**

Strategies	Activities	Outputs	Target	Indicator	External Partners	HWA Team
	<ul style="list-style-type: none"> <li>Provide effective communications incl. PR and community consultations</li> </ul>	<ul style="list-style-type: none"> <li>Regular stakeholder consultations &amp; reporting</li> <li>10 issues of RPAP e-newsletter</li> <li>All web sites are monitored and kept current</li> <li>Continuous web site traffic reports are monitored &amp; analyzed</li> <li>Integrity of corporate image maintained</li> <li>Marketing material kept current &amp; distributed to users in a timely manner</li> <li>Photo library maintained</li> <li>Visual identity guidelines maintained</li> <li>Media opportunities identified</li> </ul>		<ul style="list-style-type: none"> <li># of e-newsletter subscribers and e-newsletter read rates</li> <li># of website conversions</li> <li># of mentions in rural publications</li> </ul>		<p><b>Marketing &amp; Communications</b></p>

**Goal 3: Provide sound corporate management for RPAP**

**Objective 3.2 Provide effective operational leadership to facilitate effective governance**

Strategies	Activities	Outputs	Target	Indicator	External Partners	HWA Team
	<ul style="list-style-type: none"> <li>• Provide effective IT support</li> </ul>	<ul style="list-style-type: none"> <li>• IT &amp; communication systems sustained at a high standard of operational functionality &amp; security</li> <li>• IT disaster recovery procedures maintained &amp; practiced</li> <li>• Additional technology introduced as appropriate</li> </ul>				IT Consultant