Key Performance Indicators & Impact Measurement 2018/19
Rural Health Professions Action Plan
Key Performance Indicators & Impact Measurement 2018/19

Key performance indicators (KPIs) are a set of measurements that are defined based on the overall goals of an organization. They are used to help manage, control and achieve program effectiveness and results. RhPAP has developed KPIs for each of the activities outlined in our three-year strategic plan.

This report shows that we have made significant progress towards our goal to support the efforts of rural Albertans to maintain an accessible health workforce close to home.

Outcomes

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Production of this document has been made possible by a financial contribution from Alberta Health. The views expressed herein do not necessarily represent the official policy of Alberta Health.
Helping rural Albertans keep health care close to home.

RhPAP has helped rural Alberta communities attract and retain health-care professionals since 1991.

Marketing & Communications

Based on:
- Strategic Action #2: Increase social media and traditional media strategies to share the rural health-care story
- Strategic Action #9: Update the brand to reflect RhPAP’s new vision of supporting health-care/health workforce in rural Alberta

Managed by:
- Jonathan Koch, Director of Marketing and Communications

Activities:
1. Tell the rural Alberta positive health-care and health workforce story
2. Create an informative and engaging online platform and resource database for the rural health workforce
3. Increase social media and traditional media strategies to share the rural health-care story
4. Build partnerships to share the RhPAP and rural Alberta positive health-care and health workforce story
5. Involve entire staff in communications and marketing (internal)
Communications & Marketing: Activity 1
Tell the rural Alberta positive health-care and health workforce story

NOTES & ACCOMPLISHMENTS
2018/2019

Twitter
- 1,419 Followers (+8.4%)
- 327 Tweets
- +201,100 Impressions

Facebook
- 45 Videos Uploaded
- 1,325 Likes (+147%)
- +395,660 reach

YouTube
- 299 Subscribers (+59.89%)
- 19 different communities profiled
- +48,200 views
- +219,000 impressions
- 118,300 minutes watched

Instagram
- 398 Followers (+79.28%)

RhPAP Review (Email Newsletter)
- 2,274 Subscribers (+9%)
- 39% Open Rate

INDICATORS

SHORT
Content generation
- 750 tweets/year
- 200 Facebook posts/year
- 144 blog posts/year
- 30 YouTube/Facebook videos/year
- 144 Instagram posts/year
- 12 RhPAP Review/year
- 30 communities profiled
- 30 town halls and presentations

MEDIUM
- RhPAP is regularly consulted by the media for stories involving the rural Alberta health workforce

LONG
- RhPAP is the go-to source for comments and information about rural Alberta health workforce and care
Communications & Marketing: Activity 2

Create an informative and engaging online platform and resource database for the rural health workforce

NOTES & ACCOMPLISHMENTS
- New website has been launched

Website Analytics
- Average time on page: 1 minute, 28 seconds (since new website has been launched, average time on page is 1 minute, 35 seconds)
  - Average time per page may be attributed to RhPAP’s new, fully responsive website with a more efficient design and display of information
- Bounce rate: 58% (since new website has been launched, bounce rate is under 50%)

Communications & Marketing: Activity 3

Increase social media and traditional media strategies to share the rural health-care story

NOTES & ACCOMPLISHMENTS
- Surpassed all short-term social media benchmarks
- Surpassed traditional media articles published (4 articles)
- Social media audience and reach has increased on every platform
- Social media, led by Facebook, is the second highest referral to the RhPAP website, after organic web search and ahead of direct traffic
- Regular coverage in rural weeklies, especially with skills events and Rhapsody Awards
- Ongoing partnership with Alberta Weekly Newspaper Association (AWNA)
- Ongoing partnership with Health Unlimited Television (HUTV)

INDICATORS
SHORT
- Complete: Social Media Benchmarks
  - 1,300 Twitter Followers
  - 550 Page Likes (Facebook)
  - 180 Subscribers (YouTube)
  - 250 Followers (Instagram)
  - 2,200 RhPAP Review Subscribers
  - 45,000 Views (YouTube)
  - 150,000 Reach (Facebook)
- Traditional media articles (4 articles)

MEDIUM
- Underway: Development of social and traditional media communications strategy

LONG
- RhPAP has strong reputation and an efficient network of social and traditional media connections
**Communications & Marketing: Activity 4**

**Build partnerships to share the RhPAP and rural Alberta positive health-care and health workforce story**

**NOTES & ACCOMPLISHMENTS**

- Regular online cross-promotion between partners such as Rural Municipalities of Alberta (RMA), Alberta Medical Association (AMA), and Alberta Health Services (AHS)
- At least 19 different partnerships for cross communication of rural issues, meeting medium-term goal
- Developed a province-wide network of rural freelance contributors who work on contract story assignments, creating written and visual content for RhPAP pertaining to rural health initiatives and issues. In 2018-19, freelancers submitted 25 articles and 13 videos about rural Alberta health-care and communities. The expanded reach provided by RhPAP's freelance network has increased our marketing and communications capacity in a cost-effective manner, enabling us to share the rural Alberta health-care story from all corners of the province.

**INDICATORS**

<table>
<thead>
<tr>
<th>SHORT</th>
<th>MEDIUM</th>
<th>LONG</th>
</tr>
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<tbody>
<tr>
<td>• # and type of partnerships</td>
<td>• Complete: Informal network of rural communicators is created</td>
<td>• Complete: Formalized network of rural Alberta communicators and storytellers is created and works to tell the rural story</td>
</tr>
<tr>
<td>• # of newsletters included</td>
<td>• Retweets, shares, etc</td>
<td></td>
</tr>
<tr>
<td>• Retweets, shares, etc</td>
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</tbody>
</table>

**NOTES & ACCOMPLISHMENTS**

- Story ideas are being submitted by staff and partners
- Photos and videos are regularly being shared by all staff travelling and working in rural Alberta
- Regular social media/communications professional development opportunities are offered at staff meetings

**Communications & Marketing: Activity 5**

**Involve entire staff in communications and marketing (internal)**

**NOTES & ACCOMPLISHMENTS**

- Story ideas are being submitted by staff and partners
- Photos and videos are regularly being shared by all staff travelling and working in rural Alberta
- Regular social media/communications professional development opportunities are offered at staff meetings

**INDICATORS**

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<thead>
<tr>
<th>SHORT</th>
<th>MEDIUM</th>
<th>LONG</th>
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</thead>
<tbody>
<tr>
<td>• Complete: 30 photos/videos submitted by (non MarCom staff)</td>
<td>• Complete: Select staff are trained and are posting on/participating in social media</td>
<td>• Complete: All staff are trained and are posting on/participating in social media</td>
</tr>
<tr>
<td>• Complete: Story ideas submitted by staff</td>
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</tbody>
</table>
Rural Health-care Research

BASED ON
- Strategic Action #4: Build RhPAP’s secondary research capacity to advance rural health-care and rural health workforce issues and solutions to key stakeholders/partners

MANAGED BY
- Bernard C. Anderson, Executive Director

ACTIVITIES
1. Recruit for a health research coordinator/disseminator/interpreter
2. Establish/re-create a research/information database for rural communities
3. Develop a rural health workforce research agenda
4. Support key research underway with relevant partners: e.g., Enhanced Surgical Skills review
5. Seek research funding through various health foundations
Rural Health-care Research: Activity 1

**Recruit for a health research coordinator/disseminator/interpreter**

**NOTES & ACCOMPLISHMENTS**
- Completed in 2017/18

**INDICATORS**
- Complete

Rural Health-care Research: Activity 2

**Establish/re-create a research/information database for rural communities**

**NOTES & ACCOMPLISHMENTS**
- Under development: determining the supply, relative demand, and distribution of key health occupations in greatest demand in rural Alberta. Framework will be completed by July 17, 2019.
- RhPAP is a member of Alberta Health Services (AHS) Workforce Strategy Steering Committee

**INDICATORS**

**SHORT**
- Complete: Recruit a health research coordinator

**MEDIUM**
- Creation of database

---

**Building on Success** is a study of strategies that rural communities in Alberta use to attract and retain physicians and other health-care providers. A conceptual framework was adapted and used to guide the study. The framework outlines factors relevant for retention across three domains – community, professional, and family.
Rural Health-care Research: Activity 3

Develop a rural health workforce research agenda

NOTES & ACCOMPLISHMENTS

- Deferred

INDICATORS

SHORT

- Establish a Rural Health Workforce Research Network

MEDIUM

- Host a Rural Health Workforce Research Symposium (gather data)

LONG

- Creation of agenda

Rural Health-care Research: Activity 4

Support key research underway with relevant partners: e.g., Enhanced Surgical Skills review

NOTES & ACCOMPLISHMENTS

- Conducted and completed research on what makes rural communities successful in attracting and retaining health-care providers, in partnership with the College of Physicians and Surgeons of Alberta (CPSA) and the University of Calgary, Cumming School of Medicine. The research has been published; additionally, the research is foundational to RhPAP’s community development rural workshops and webinars.

INDICATORS

SHORT

- Underway: Identify key partners and opportunities to support/develop research initiatives

MEDIUM

- Underway: Research outcomes and findings support rural Alberta communities, health-care and/or workforce issues

LONG

- Ongoing partnerships and collaboration to advance rural health-care research

Rural Health-care Research: Activity 5

Seek research funding through various health foundations

NOTES & ACCOMPLISHMENTS

- Applied to Blue Cross for research funding. Declined.
- Applied to the Alberta Medical Association (AMA) for research funding. Declined.
- Applied to the College of Licensed Practical Nurses of Alberta (CLPNA) for research funding. Declined.

INDICATORS

SHORT

- Underway: Identify health foundations and submit applications for research funding

MEDIUM

- Receive research funding from various health foundations

LONG

- Robust research and advocacy capacity to support rural health-care and rural health workforce issues
Sustainable Funding Model

BASED ON
• Strategic Action #7: Create a sustainable, multi-year and diverse funding model

MANAGED BY
• Bernard C. Anderson, Executive Director

ACTIVITIES
1. Drive greater value for rural health workforce development by repurposing, and reallocating funds from existing programs and services
2. Investigate local and national foundations to assess RhPAP’s viability of being funded for special projects in relation to rural health-care
3. Apply for charitable status for RhPAP
4. Where possible, leverage existing resources through partnership investments in research and development opportunities
5. Research the creation of a social enterprise model
## Sustainable Funding Model: Activity 1

**Drive greater value for rural health workforce development by repurposing, and reallocating funds from existing programs and services**

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<thead>
<tr>
<th>NOTES &amp; ACCOMPLISHMENTS</th>
<th>INDICATORS</th>
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<tbody>
<tr>
<td>• Completed in 2017/18</td>
<td>• Complete</td>
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</table>

## Sustainable Funding Model: Activity 2

**Investigate local and national foundations to assess RhPAP’s viability of being funded for special projects in relation to rural health-care**

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<tr>
<th>NOTES &amp; ACCOMPLISHMENTS</th>
<th>INDICATORS</th>
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<tbody>
<tr>
<td>• Work in progress: Approached Health Canada, Pharmaorg, Microsoft Health, GE Health, Stollery Foundation and Blue Cross. No agreements reached.</td>
<td><strong>SHORT</strong>&lt;br&gt; • Underway: Identify local and national foundations; submit applications for project and research funding&lt;br&gt;<strong>MEDIUM</strong>&lt;br&gt; • Receive funding from various local and national foundations&lt;br&gt;<strong>LONG</strong>&lt;br&gt; • Special projects support rural health-care in Alberta</td>
</tr>
</tbody>
</table>

## Sustainable Funding Model: Activity 3

**Apply for charitable status for RhPAP**

<table>
<thead>
<tr>
<th>NOTES &amp; ACCOMPLISHMENTS</th>
<th>INDICATORS</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Initial assessment complete.</td>
<td>• RhPAP attains charitable status</td>
</tr>
</tbody>
</table>
Sustainable Funding Model: Activity 4

**Where possible, leverage existing resources through partnership investments in research and development opportunities**

**NOTES & ACCOMPLISHMENTS**
- RhPAP requested the College of Physicians and Surgeons of Alberta (CPSA) and the University of Calgary financially contribute to the RhPAP-based Successful Communities project. Both organizations agreed and contributed 66% of the project’s costs.

**INDICATORS**
- Identify existing resources and partnership opportunities for research and development
- Research supports rural health-care and rural health workforce issues

Sustainable Funding Model: Activity 5

**Research the creation of a social enterprise model**

**NOTES & ACCOMPLISHMENTS**
- Implemented a policy of partial financial recovery for the workshops RhPAP provides rural Alberta, as well as our Continuing Medical Education (CME) and Continuing Professional Development (CPD) programs.

**INDICATORS**
- Recommendation on the creation of a model
Internal Culture

BASED ON
- Strategic Action #8: Foster a culture of innovation, skill, and professionalism

MANAGED BY
- Bernard C. Anderson, Executive Director

ACTIVITIES
1. Develop a staff attraction and retention plan
2. Review RhPAP’s total compensation for staff
3. Develop individual learning plans to advance team capacity to best respond to the new mandate
4. Develop a corporate learning plan to advance team capacity to best respond to the new mandate
5. Reorganize the staff composition and reporting structure to meet the new mandate
6. Build rural staff presence and capacity
7. Ongoing Continuous Quality Improvement approach for RhPAP staff/consultants
Internal Culture: Activity 1
Develop a staff attraction and retention plan

**NOTES & ACCOMPLISHMENTS**
- Work in progress: Increased educational and experiential requirements for open positions; improved job advertising and comprehensive screening; Board members are participating in interviews

**INDICATORS**
- Performance indicators show a very positive staff and workplace culture

Internal Culture: Activity 2
Review RhPAP’s total compensation for staff

**NOTES & ACCOMPLISHMENTS**
- Completed in 2017/18

**INDICATORS**
- Completed

Internal Culture: Activity 3
Develop individual learning plans to advance team capacity to best respond to the new mandate

**NOTES & ACCOMPLISHMENTS**
- Ongoing; also reflected in new hires
- Each full staff meeting includes a professional development component
- Investing in key training and development for both staff and Board members, e.g. community engagement, Freedom of Information and Protection of Privacy (FOIP), Microsoft Office suite

**INDICATORS**
- Underway: All staff have individual learning plans in place
### Internal Culture: Activity 4
**Develop a corporate learning plan to advance team capacity to best respond to the new mandate**

**INDICATORS**
- Development of Corporate Learning Plan

**NOTES & ACCOMPLISHMENTS**
- Complete review and update of the Board of Directors Governance Policy

### Internal Culture: Activity 5
**Reorganize the staff composition and reporting structure to meet the new mandate**

**INDICATORS**
- Reorganization is complete

**NOTES & ACCOMPLISHMENTS**
- Revised RhPAP’s organizational structure effective April 1, 2019

### Internal Culture: Activity 6
**Build rural staff presence and capacity**

**INDICATORS**
- In progress: Full complement of rural health community consultants across Alberta

**NOTES & ACCOMPLISHMENTS**
- Ongoing; also reflected in new hires who are based across Alberta
- Recruiting a rural community consultant position for the north-west of Alberta, AHS North Zone, with focus on connecting to and working with Indigenous communities

### Internal Culture: Activity 7
**Ongoing Continuous Quality Improvement approach for RhPAP staff/consultants**

**INDICATORS**
- Ongoing professional and staff development opportunities

**NOTES & ACCOMPLISHMENTS**
- Investing in key training and development for staff, e.g. community engagement, Freedom of Information and Protection of Privacy (FOIP), Microsoft Office suite
- Quarterly staff meetings include a professional development component
Strategic rural physician and key allied health providers support programs

BASED ON
- Strategic Action #1: Replicate RhPAP’s successful rural physician support programs and services to support key allied health providers
- Strategic Action #6: Increase participation in RhPAP’s Practicing Rural Physician Support programs
- Strategic Action #7: Create a sustainable, multi-year, and diverse funding model

MANAGED BY
- Director, Health Providers

ACTIVITIES
1. Commence with an evaluation of physician programs assessing what is working well, what could work better, and what makes sense to duplicate
2. Consider other pilot/demonstration projects in addition to the rural rotation nursing program
3. Develop new programs within an organizational social enterprise model
4. Increase participation in RhPAP’s rural physician support programs
   4.1. Expand mentorship opportunities
   4.2. Weekend & Senior Locums
   4.3. Increase face-to-face marketing
5. Investigate and leverage virtual training methodologies for physicians and other health providers
6. Develop corporate relationships to sponsor rural skills enrichment
7. Housing for students and residents (physicians and other health providers)
Strategic rural physician and key allied health providers support programs: Activity 1

**Commence with an evaluation of physician programs assessing what is working well, what could work better, and what makes sense to duplicate**

**NOTES & ACCOMPLISHMENTS**

- A review of physician programs led to increasing the number of Comprehensive Approaches to Rural Emergencies (CARE) courses, and the addition of the Emergency Department Echocardiogram (EDE) course in our suite of health providers professional development opportunities
- In addition, the decision was made to reduce the contractor complement of physician skills brokers from two to one person/physician
- Expanded, sustainable programs and initiatives will ensure that RhPAP continues to meet the needs of rural health providers and that Albertans receive care from highly skilled health-care providers and teams who are working to their full scope of practice

**INDICATORS**

<table>
<thead>
<tr>
<th>SHORT</th>
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<tbody>
<tr>
<td>Complete: Evaluation of current physician programs</td>
</tr>
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<table>
<thead>
<tr>
<th>MEDIUM</th>
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</thead>
<tbody>
<tr>
<td>Complete: Recommendations made on program revisions and expansions to include other health-care providers</td>
</tr>
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</table>

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<tbody>
<tr>
<td>Implement physician and other health providers skills enrichment and Continuing Medical Education (CME) program</td>
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</tbody>
</table>
Strategic rural physician and key allied health providers support programs: Activity 2

Consider other pilot/demonstration projects in addition to the rural rotation nursing program. (e.g. Physiotherapists, Med-lab Technicians, Paramedical, Nurse Practitioners, Midwives, LPNs, etc.)

NOTES & ACCOMPLISHMENTS
- The following pilot programs were developed under the written confirmation that RhPAP would be able to re-purpose the 2014-2018 operating surplus:
  - Develop a rural nursing rotation to bring third and fourth year nurses to rural Alberta for ten weeks of rural practice
  - Support Alberta Health Services’ (AHS) rural maternity care project via project management staff
  - Develop a program to support the Big Stone community in Wabasca to provide health-care services
  - Expand the physician enrichment program
  - Develop new programs for allied health professionals
  - Establish a rural small health workforce research fund
- Unfortunately, the anticipated new funding was retracted.

INDICATORS
SHORT
- Ongoing: Identified pilot project possibilities

MEDIUM
- Partnerships developed to support pilot projects (e.g. discussion with physiotherapists and chiropractors)

LONG
- Pilot projects completed and evaluated

Strategic rural physician and key allied health professions support programs: Activity 3

Develop new programs within an organizational social enterprise model

NOTES & ACCOMPLISHMENTS
- Implemented a policy of partial financial recovery for the workshops RhPAP provides rural Alberta
- RhPAP requested the College of Physicians and Surgeons of Alberta (CPSA) and the University of Calgary financially contribute to the RhPAP-based Successful Communities project. Both organizations agreed and contributed 66% of the project's costs.

INDICATORS
SHORT
- Identify fee-for-service program possibilities

MEDIUM
- Pilot fee for service program possibilities

LONG
- Support program offers fee for service skills enrichment and continuing medical education
Strategic rural physician and key allied health providers support programs: Activity 4.1

**Increase participation in RhPAP’s rural physician support programs:**

**Expand mentorship opportunities**

### NOTES & ACCOMPLISHMENTS

#### 2018/19 Mentoring

- 186 Total mentorship opportunities (anomaly: Yearly average from 2009-2018 is 216 mentorship opportunities)
  - U of A: 8
  - U of C: 178
- 52 Mentors

### INDICATORS

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<tr>
<th>SHORT</th>
<th>MEDIUM</th>
<th>LONG</th>
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<tbody>
<tr>
<td>One new preceptor signed up per month on average over the next 6 months to increase pool</td>
<td>Increase mentorship opportunities experiences by 5% by end of 2019</td>
<td>Expanded mentorship opportunities exist for other health providers</td>
</tr>
</tbody>
</table>

Strategic rural physician and key allied health professions support programs: Activity 4.2

**Increase participation in RhPAP’s rural physician support programs:**

**Weekend & Seniors’ Weekend Locum Programs**

### NOTES & ACCOMPLISHMENTS

#### 2018/19 Mentoring

- **Locum Assignments**
  - Weekend (WKD) Assignments: 280 (+14.75%)
    - WKD Requested: 284
    - Fill Rate = 98.6%
  - Seniors Weekend (SWK) Assignments: 370 (+15.98%)
    - SWK Requested: 376
    - Fill Rate = 98.4%
  - WKD & SWK % Assignments Filled: 98.5%

- **Days**
  - WKD Days Filled: 877/890
    - Fill Rate = 98.5%
  - SWK Days Filled: 875/891
    - Fill Rate = 98.2%
  - ALL Days: 1,752
  - WKD & SWK % Days Filled: 98.4%

- **Rural Communities Supported**
  - Weekend: 24 (-4%)
  - Seniors’ Weekend: 36 (+2.85%)
**Increase participation in RhPAP’s rural physician support programs:**
Increase face-to-face program marketing

**NOTES & ACCOMPLISHMENTS**
- 32 events and presentations to partners, stakeholders and communities in 2018
  - RhPAP sponsored, attended, exhibited, presented, and/or organized: stakeholder and partner events, conferences, research symposiums, awards and forums
- 9 events and presentations to partners, stakeholders and communities in Q4-2018/19

**INDICATORS**

<table>
<thead>
<tr>
<th>STAGE</th>
<th>INDICATORS</th>
</tr>
</thead>
<tbody>
<tr>
<td>SHORT</td>
<td>Ongoing: Research and identify relevant and strategic places of interface</td>
</tr>
<tr>
<td>MEDIUM</td>
<td>Ongoing: Participation in health-professional focused events and activities</td>
</tr>
<tr>
<td>LONG</td>
<td>Program marketing has resulted in increased participation</td>
</tr>
</tbody>
</table>

**Investigate and leverage virtual training methodologies for physicians and other HCPs**

**NOTES & ACCOMPLISHMENTS**
- The Successful Communities Project is intended to be the basis of future webinar learning opportunities for rural communities

**INDICATORS**

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<thead>
<tr>
<th>STAGE</th>
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<tbody>
<tr>
<td>SHORT</td>
<td>Identify and create new collaborative partnerships</td>
</tr>
<tr>
<td>MEDIUM</td>
<td>Develop pilot collaborative module(s) for rural enrichment &amp; continuing medical education (CME) opportunities</td>
</tr>
<tr>
<td>LONG</td>
<td>Implemented modules that are jointly marketed for rural enrichment &amp; CME</td>
</tr>
<tr>
<td></td>
<td>U of C - CME and endoscopy rural training relationships / video or podcast creation, etc.</td>
</tr>
</tbody>
</table>
### Strategic rural physician and key allied health providers support programs: Activity 6

**Develop corporate relationships to sponsor rural skills enrichment**

**NOTES & ACCOMPLISHMENTS**

- RhPAP approached Blue Cross for grant funding to support community engagement. Declined.

**INDICATORS**

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<thead>
<tr>
<th>SHORT</th>
<th>MEDIUM</th>
<th>LONG</th>
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<tbody>
<tr>
<td>• One new corporate relationship developed</td>
<td>• Corporate-university-RhPAP collaboration for skill enrichment exists</td>
<td>• Successful pilot of corporate-university-RhPAP collaboration for skill enrichment completed</td>
</tr>
</tbody>
</table>

### Strategic rural physician and key allied health providers support programs: Activity 7

**Housing for students and residents (physicians and other health providers)**

**NOTES & ACCOMPLISHMENTS**

**Housing Breakdown**

**U of A**
- 142 Students
- 80 Residents
- 30 Royal College Initiative (RCI) Residents
- 23 Integrated Community Clerks
- 35 Rural Residents
- 24 Nursing Students

**U of C**
- 175 Students
- 70 Residents
- 80 Royal College Initiative (RCI) Residents
- 23 University of Calgary Longitudinal Integrated Clerks (UCLIC)
- 35 Rural Residents

**Other**
- 5 nursing students at Medicine Hat College
Actively Engaged Rural Community Attraction and Retention Committees

BASED ON
- Strategic Action #3: Increase the number of community attraction and retention (A&R) committees currently supported by RhPAP; develop committee’s capacity to address their community’s rural health workforce issues

MANAGED BY
- Rebekah Seidel, Director of Rural Community Development & Engagement

ACTIVITIES
1. Increase the number of community attraction and retention (A&R) committees currently supported by RhPAP
2. Organize provincial community A&R conference on an annual or bi-annual basis
3. Develop committee’s capacity to address their community’s rural health workforce issues
4. Leverage work with Health Advisory Committees (HAC)
5. Develop new educational tools and resources to support rural communities’ health workforce issues
6. Align traditional physician of distinction and physician A&R committee awards to new RhPAP mandate
7. Revitalize policy for A&R grants
8. Expand networking and liaison capacity between communities focused on addressing health workforce issues
### Actively Engaged Rural Community Attraction and Retention Committees: Activity 1

**Increase the number of community attraction and retention (A&R) committees currently supported by RhPAP**

#### INDICATORS

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<tr>
<th>Stage</th>
<th>Indicators</th>
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</thead>
<tbody>
<tr>
<td><strong>SHORT</strong></td>
<td>Underway: Target establishment of 50 active A&amp;R committees by Fall 2017</td>
</tr>
<tr>
<td><strong>MEDIUM</strong></td>
<td>Underway: 75 rural communities involved in A&amp;R committees by Fall 2019</td>
</tr>
<tr>
<td><strong>LONG</strong></td>
<td>10% increase in # A&amp;R committees each year</td>
</tr>
</tbody>
</table>

#### NOTES & ACCOMPLISHMENTS

- Attended over 150 A&R meetings between July 1, 2018 and March 31, 2019

**2018/19**

- There are currently 48 active rural A&R committees representing 87 municipalities across rural Alberta
- Involvement in 6 partner events
- Attended 61 partner meetings
- Communication with 151 rural community and A&R committee key contacts

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### Actively Engaged Rural Community Attraction and Retention Committees: Activity 2

**Organize provincial community A&R conference on an annual or bi-annual basis**

#### INDICATORS

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<tr>
<th>Stage</th>
<th>Indicators</th>
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</thead>
<tbody>
<tr>
<td><strong>SHORT</strong></td>
<td>Ongoing: Conference includes participants from rural Alberta</td>
</tr>
<tr>
<td><strong>MEDIUM</strong></td>
<td>Ongoing: Conference evaluations note the value in conference attendance</td>
</tr>
<tr>
<td><strong>LONG</strong></td>
<td>Conference participants successfully implement strategies in their committee work that were learned at the conference</td>
</tr>
</tbody>
</table>

#### NOTES & ACCOMPLISHMENTS

- Bi-annual Rural Alberta Community A&R Conference to be offered in Fall 2020; currently supplementing conferences by offering a rural community building webinar series and face-to-face workshops to health provider A&R committees across rural Alberta. Similar learning opportunities to be offered on alternate years from the Rural Alberta Community A&R Conference
- Rural Alberta Community A&R Conference offered in Brooks, April 2018, with 97 participants
Actively Engaged Rural Community Attraction and Retention Committees: Activity 3

Develop committee’s capacity to address their community’s rural health workforce issues

**NOTES & ACCOMPLISHMENTS**

- Recruiting a community consultant position for the north-west of Alberta, AHS North Zone
- RhPAP-developed educational tools and resources support rural A&R committees
- 15 A&R committees held appreciation events for physicians and health providers

**INDICATORS**

**SHORT**

- Underway: Full complement of rural health provider consultants in place

**MEDIUM**

- Ongoing: A&R committees support annual retention initiatives

**LONG**

- Health providers stay longer in communities with active A&R committees

Actively Engaged Rural Community Attraction and Retention Committees: Activity 4

Leverage work with Health Advisory Committees (HAC)

**NOTES & ACCOMPLISHMENTS**

- Participated in seven AHS Community Engagement Conversations across rural Alberta. These conversations were supported by local Health Advisory Committees. Engagement summaries were converted to briefings and utilized to inform the Board of Directors and key stakeholders.
- Regular attendance at meetings of 11 Health Advisory Committees in the North, Central, and South zones

**INDICATORS**

**SHORT**

- Ongoing: RhPAP consultants/leadership team attend HAC meetings on regular basis

**MEDIUM**

- Ongoing: HACs turn to RhPAP for A&R support

**LONG**

- RhPAP A&R collaboration/support is part of HAC work plans

Actively Engaged Rural Community Attraction and Retention Committees: Activity 5

Develop new educational tools and resources to support rural communities’ health workforce issues

**NOTES & ACCOMPLISHMENTS**

- Updated and enhanced the Rural Community A&R Toolkit, a guide with 150 pages of hands-on, practical information; officially launched February 2019
- Development of rural community building webinar series
- Developing a Rural Voice Information Panel (RVIP), a provincial platform for rural communities to provide perspective and input to health-related matters

**INDICATORS**

**SHORT**

- Complete: A&R toolkit update is completed

**MEDIUM**

- Ongoing: A&R toolkit remains relevant to A&R committees

**LONG**

- A&R toolkit is regularly accessed by A&R committees
Actively Engaged Rural Community Attraction and Retention Committees: Activity 6
Align traditional physician of distinction and physician A&R committee awards to new RhPAP mandate

NOTES & ACCOMPLISHMENTS
- Rhapsody Awards revitalized to include Physician Award (one), Rural Community A&R Award (one), and Health-Care Heroes Award (up to three)

INDICATORS
SHORT
- Complete: Reviewed and revitalized rural awards package
MEDIUM
- Complete: Launched revised rural awards process
LONG
- Well-utilized awards program in rural Alberta with more than three applications for each award per year

Actively Engaged Rural Community Attraction and Retention Committees: Activity 7
Revitalize policy for A&R grants

NOTES & ACCOMPLISHMENTS
- Five A&R committee grant applications submitted and approved

INDICATORS
SHORT
- Complete: A&R grant program/process is revised
MEDIUM
- A&R committee grant requests increase
LONG
- A&R grant enhances A&R committee work

Actively Engaged Rural Community Attraction and Retention Committees: Activity 8
Expand networking and liaison capacity between communities toward addressing health workforce issues

NOTES & ACCOMPLISHMENTS
- Strengthened rural A&R committee work through sharing of success stories between committees, re-engaging dormant committees, start-up of new committees, and forming regional committees from individual community committees
- Networking and liaison capacity supported by Rural Alberta Community A&R Conferences, webinar series, and workshops for participants, providing opportunities for shared learning, relationship building, and collaboration.

INDICATORS
SHORT
- Ongoing: A&R committees share examples of success with one another
  - Recruit an additional community consultant position for the north-east of Alberta, AHS North Zone
MEDIUM
- Ongoing: A&R work is strengthened through cross-community relationships
LONG
- Rural communities implement successful A&R strategies at a regional level
Indigenous Communities
Health Workforce Plan

BASED ON
- Strategic Action #5: In partnership with rural Indigenous communities, determine/develop strategies which support the attraction and retention of allied health providers

MANAGED BY
- Rebekah Seidel, Director of Rural Community Development & Engagement

ACTIVITIES
1. In partnership with rural Indigenous communities, determine/develop strategies which support the attraction and retention of allied health providers
2. Develop a position paper on what RhPAP could offer to rural Indigenous communities
3. Seek relationship-building opportunities with First Nations/Metis associations
Indigenous Communities Health Workforce Plan: Activity 1

In partnership with rural Indigenous communities, determine/develop strategies which support the attraction and retention of allied health providers

NOTES & ACCOMPLISHMENTS

- We are focusing on relationship development; listening to Indigenous council to help inform what RhPAP best/most appropriately undertakes; starting with Metis Settlement General Council’s (MSGC) recommendation to review what other round-tables have identified/recommended regarding health-care.

INDICATORS

SHORT

- A&R committee support in Indigenous communities (including high school skills days and post-secondary skills weekends)

MEDIUM

- Health providers show interest in working in indigenous communities

LONG

- Indigenous communities attract and retain Indigenous health providers

Indigenous Communities Health Workforce Plan: Activity 2

Develop a position paper on what RhPAP could offer to rural Indigenous Communities

NOTES & ACCOMPLISHMENTS

- In progress: Recruiting a community consultant position for the north-west of Alberta, AHS North Zone, with focus on connecting to and working with Indigenous communities, including the development of an RhPAP position paper

INDICATORS

SHORT

- RhPAP Indigenous community plan of action

MEDIUM

- Successful implementation of Indigenous community plan of action

LONG

- RhPAP involvement is positively recognized in Indigenous communities
Indigenous Communities Health Workforce Plan: Activity 3

Seek relationship-building opportunities with First Nations/Metis associations

NOTES & ACCOMPLISHMENTS

- Discussions with Metis Settlement General Council (MSGC) and presentation to MSGC Health Board; initial conversations with Treaty 8 Health Coordinator regarding RhPAP support; and consideration to rural Indigenous health delivery round-tables
- Attendance at 3 Stollery Awasisak Indigenous Health Talking Circles: Slave Lake, Cold Lake, Fort McMurray
- Recruiting a rural community consultant position for the north-west of Alberta, AHS North Zone, with focus on connecting to and working with Indigenous communities
- Metis Settlement General Council (MSGC) settlement interest in working with RhPAP on high school skills day

INDICATORS

SHORT

- Clearly defined relationships with Indigenous organizations

MEDIUM

- Indigenous organizations seek information from RhPAP

LONG

- RhPAP is invited to Indigenous tables focused on health-care and workforce planning
Education Outreach

BASED ON
• Strategic Action: TBD

MANAGED BY
• Rebekah Seidel, Director of Rural Community Development & Engagement

ACTIVITIES
1. Encourage rural secondary students to consider rural health providers career:
   a. rural high school skills days
   b. rural student placements
2. Encourage post-secondary students to consider rural health providers practice:
   a. awards & scholarships
   b. skills weekends
   c. rural community supports for post-secondary students
### Education Outreach: Activity 1(a)

**Encourage rural secondary students to consider rural health providers career: rural high school skills days**

#### NOTES & ACCOMPLISHMENTS

- Six high school skills days in rural communities
- Collaborative resource development with Alberta Health Services for high school events

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#### NOTES & ACCOMPLISHMENTS

- Provided accommodations for nursing students (University of Alberta and Medicine Hat College)
- RhPAP uses an integrated and comprehensive “education pipeline” strategy for initiatives; starting in high school and continuing through undergraduate studies, RhPAP provides educational resources and school outreach programming to encourage students to consider a career in rural health-care services, including both medicine and allied providers.

### Education Outreach: Activity 1(b)

**Encourage rural secondary students to consider rural health providers career: rural student placements**

#### NOTES & ACCOMPLISHMENTS

- Provided accommodations for nursing students (University of Alberta and Medicine Hat College)
- RhPAP uses an integrated and comprehensive “education pipeline” strategy for initiatives; starting in high school and continuing through undergraduate studies, RhPAP provides educational resources and school outreach programming to encourage students to consider a career in rural health-care services, including both medicine and allied providers.

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*Students learn intubation during a Rural High School Skill Event in Sundre.*
Education Outreach: Activity 2(a)

**Encourage post-secondary students to consider rural health providers practice: awards & scholarships**

**NOTES & ACCOMPLISHMENTS**
- Bursaries and scholarships were discontinued as commitments expired in 2017/18 and 2018/19
- RhPAP Rural Medical School Awards program is available to medical students at the University of Calgary and University of Alberta who plan to practise rurally

**INDICATORS**

**SHORT**
- Rural students apply to health-care focused post-secondary programs

**MEDIUM**
- Post-secondary students consider rural health-care opportunities

**LONG**
- Post-secondary graduates decide on rural practice opportunities during and after their health provider education

**NOTES & ACCOMPLISHMENTS**
- Seven post-secondary skills weekend events in rural communities

Education Outreach: Activity 2(b)

**Encourage post-secondary students to consider rural health providers practice: skills weekends**

**NOTES & ACCOMPLISHMENTS**
- Seven post-secondary skills weekend events in rural communities

**INDICATORS**

**SHORT**
- Post-secondary health-care students exposed to rural community practice

**MEDIUM**
- Post-secondary students consider rural health-care opportunities

**LONG**
- Post-secondary graduates decide on rural practice opportunities during and after their health provider education

**NOTES & ACCOMPLISHMENTS**
- A&R committees, local businesses and community members are actively involved in skills weekends to showcase the best of rural life and practice to post-secondary health-care students and provide them with firsthand exposure to what rural communities have to offer.

Education Outreach: Activity 2(c)

**Encourage post-secondary students to consider rural health provider practice: rural community supports for post-secondary students**

**NOTES & ACCOMPLISHMENTS**
- A&R committees, local businesses and community members are actively involved in skills weekends to showcase the best of rural life and practice to post-secondary health-care students and provide them with firsthand exposure to what rural communities have to offer.

**INDICATORS**

**SHORT**
- Post-secondary health-care students exposed to rural community practice

**MEDIUM**
- Post-secondary students consider rural health-care opportunities

**LONG**
- Post-secondary graduates decide on rural practice opportunities during and after their health provider education