



STRATEGIC PLAN: 2025-2028

BC FAMILY
DOCTORS

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EXECUTIVE SUMMARY

Family doctors are the foundation of British Columbia's (BC's) healthcare system. When we uplift family doctors, we improve our whole system of care. That's why BC Family Doctors is leading the way towards creating a more effective and sustainable future for family medicine.

Grounded in our core beliefs and vision for the future, our strategic plan is built around three priorities:

1. Lead the evolution of family medicine
2. Deepen physician engagement
3. Redefine our collective work

These priorities are about changing the way care is delivered and making sure family doctors get the support they need. They reflect extensive engagement with our members and stakeholders across the province and build on lessons from our recent successes.

We see a future where family doctors are leading teams, delivering innovative care and excelling in practice—where primary care gets stronger through meaningful partnerships, equitable compensation and technology that works for healthcare teams and patients alike.

With this strategy, we're not just planning for the future. We're building it.



WHO WE ARE

We are the political and economic voice of family doctors across British Columbia.

WHO WE SERVE

We are a member-funded organization whose work strengthens the broader healthcare system and benefits all family medicine-trained doctors. We serve family doctors across diverse regions, areas of practice and stages of career. By supporting family doctors, we are building a more equitable, innovative and resilient healthcare system for all British Columbians.

WHAT WE BELIEVE

Integrated care for patients: We believe every British Columbian deserves timely, equitable access to a family doctor, with personalized care that's coordinated with other healthcare professionals.

Supporting doctors improves care for all: We believe family doctors need supportive, well-functioning workplaces that recognize their needs as professionals and individuals. When care environments work well for doctors, allied health teams and patients, everyone benefits – and health outcomes improve.

Equity in healthcare: We are committed to dismantling systemic discrimination and addressing the ongoing harm caused by healthcare inequities that affect patients, communities and family doctors.

Family doctors are the cornerstone of a vibrant healthcare system: We advocate for the recognition and support they need as the heart of an integrated, team-based system of care.

OUR AIM

Lead the evolution of family medicine.

OUR PURPOSE

Build a future where family doctors and patients flourish together in an equitable, integrated healthcare system.

SHAPING THE FUTURE OF FAMILY MEDICINE

Family doctors are the foundation of our healthcare system - trusted, skilled and dedicated professionals. Every day, they deliver comprehensive, compassionate care that sustains and strengthens our communities.

However, staffing shortages, rising patient complexity and system inefficiencies are limiting their ability to focus on care and connection. BC Family Doctors is leading the way through advocacy, partnership and leadership to build a more sustainable healthcare system. We also know that by working in teams with other health professionals, we can ease the burden on family doctors, expand access to primary care and ensure family doctors remain the cornerstone of a vibrant healthcare system.

We believe family doctors must have a leading voice in shaping the future of healthcare. We're committed to driving meaningful change so doctors, healthcare teams and patients can flourish.

Together, we can build a healthier BC – with family medicine at its heart.

THE PROCESS

Our strategic plan is the product of a reflective and inclusive process that began in the Fall of 2024. We partnered with Roots & Rivers Consulting to guide us through a structured engagement that included:

- Member survey gathering input from a cross-section of family doctors.
- Informant interviews with key board members, staff, and partners.
- Multiple focus groups engaging a cross-section of members at different stages of their careers and across diverse geographies and practice models.
- Multiple board sessions to co-design the engagement and strategic planning process, reflect and validate the engagement findings and develop and refine the plan.
- Ongoing reflections and feedback by a Strategic Planning Working Group, guiding the strategic planning process and helping refine the plan itself.

We continuously refined our strategy through ongoing dialogue with our board and staff, grounding it in real-world challenges and member aspirations to ensure it is both practical and visionary.

2025-2028 PRIORITIES

Three core priorities position us as the drivers of change in the transformation of family medicine:

1. Lead the evolution of family medicine
2. Deepen physician engagement
3. Redefine our collective work

By focusing on what matters most, we will chart a compelling future for family medicine in British Columbia.

2025-2028 PRIORITIES

PRIORITY #1: **Lead the evolution of family medicine**

Drive needed changes to position family doctors as leaders, innovators and human beings in an accessible, integrated healthcare system.

- Lead the development of equitable compensation structures for family medicine.
- Advance team-based care models led by family doctors to improve primary care.
- Position family doctors at decision-making tables as leaders in healthcare reform.
- Push for digital health solutions and emerging technologies to support an integrated healthcare system.

PRIORITY #2: **Deepen physician engagement**

Strengthen physician agency to shape the future of the profession.

- Grow a supportive community of family medicine-trained physicians at every career stage and in all areas of family medicine.
- Build physician capacity to advocate for their communities and their profession.
- Provide tools to support family doctors in their practices and resources to enhance their leadership.
- Ensure family doctors' voices guide all aspects of our work.

PRIORITY #3: **Redefine our collective work**

Build strong partnerships to accelerate healthcare reform and future-proof family medicine.

- Forge alliances with healthcare partners to strengthen our voice and push for coordinated change.
- Cultivate a culture of openness, curiosity and trust wherever we work.
- Position family doctors as leaders in primary care reform.
- Foster relationships across the ecosystem to uplift our work and the work of our partners.



CONCLUSION

The future of family medicine demands action, innovative thinking and courage. We can't do it alone. It will take strong partnerships, clear advocacy and steadfast commitment to our values to lead the evolution of family medicine.

We're fuelled by physicians' voices, united by a common vision and ready to act. Together, we can build a future where family doctors and patients flourish together in an equitable, integrated healthcare system.

This strategic plan was developed with the support of Roots & Rivers Consulting.

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