





# DOCTORS NOVA SCOTIA STRATEGIC PLAN 2021-27

## OUR PURPOSE

Helping physicians to thrive and have a positive impact on their patients' lives, at an individual and system level.



## INTRODUCTION

In the fall of 2020, Doctors Nova Scotia (DNS) began developing a strategic plan to guide the future work of the association. This was a consultative process that involved collecting input from members, stakeholders and staff.

Strategic planning was conducted during the COVID-19 pandemic, at a time of unprecedented, rapidly implemented changes in the health system. Despite the many competing demands on their time, many Nova Scotia physicians, health system stakeholders and members of the public contributed to the planning process by sharing their ideas about the future direction of the association. There were different opportunities for member input and feedback, including an online member survey and a series of online discussion forums designed to generate member discussion about issues impacting physicians today. Interviews were conducted with system stakeholders.



## OUR VISION

In its 167 years, DNS has worked hard to represent our members and improve the health of Nova Scotians, and that work continues today. Our vision for the future of the association is that:

- DNS and the physicians we represent are **respected leaders in the health-care system**
- physicians receive **competitive and transparent remuneration** through one of several compensation models that serve the needs of individual physicians, their patients and communities
- physicians in Nova Scotia are engaged, unified and able to **make meaningful contributions to health system decision-making**
- physicians in Nova Scotia are members of an **adaptive and resilient profession**, able to thrive in a rapidly changing health-care environment
- DNS is committed to working with health system partners to **dismantle systemic racism and intolerance** so that all Nova Scotians have access to, and work within, a safe, inclusive health-care system
- DNS is **committed to increasing representation and correcting historic disadvantage** by advocating and creating opportunities for underrepresented groups within the organization and the medical profession
- DNS remains an **employer of choice**



# WHAT WE WILL DO

## CONNECT THE PROFESSION

*When physicians are connected with each other, they support, encourage and learn from one another. They work collectively and collaboratively with like-minded individuals to achieve goals and solve problems in ways that may not have been possible if working alone. Doctors Nova Scotia supports physicians with an interest in greater connection with each other, with the health system and with DNS.*

### A. Doctors Nova Scotia will provide opportunities for physicians to connect with their colleagues by:

- supporting peer networking and learning opportunities
- supporting communities of practice
- implementing a physician mentorship program

### B. Doctors Nova Scotia will provide opportunities for physicians to connect with the health system by:

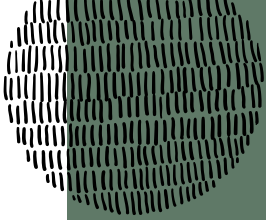
- advocating for meaningful engagement of physicians in health system decision-making
- supporting physician leadership development
- supporting collaboration with other providers
- helping physicians to navigate the system

### C. Doctors Nova Scotia will connect with physicians in their communities through:

- a team of physician advisors who support physicians in navigating the health system and resolving issues related to their practice



Much of the work described in this strategic plan supports the key elements of the organization's *Restoring the Joy in the Practice of Medicine* framework that DNS developed with our partners. The framework champions resiliency, connection, physician engagement and leadership as antidotes to physician burnout. Doctors Nova Scotia is committed to implementing the framework and operating a highly efficient and effective medical association that offers valuable services and programs to Nova Scotia's doctors, helping them thrive and achieve a positive and productive personal and professional life.



## ADVOCATE ON BEHALF OF THE PROFESSION

*Physicians are passionate about the health of their patients and all Nova Scotians. Amplifying the collective voice of physicians on health policy issues ensures that public policy decisions reflect the reality of front-line health-care delivery for physicians and their patients.*

*Fair compensation is a key component in attracting physicians to Nova Scotia and enabling physicians to serve their patients to the best of their ability.*

**A. As the unified voice of the medical profession in Nova Scotia, DNS will help physicians support positive changes in population health and health-system policy. We will work with physicians and other organizations to address:**

- e-health
- fair and transparent processes that impact physician practices
- physician recruitment and retention
- promotion of wellness and healthy living through the work of the Doctors Nova Scotia Healthy Tomorrow Foundation
- social determinants of health
- system innovation
- systemic racism

**B. Doctors Nova Scotia will pursue nationally competitive compensation for physicians to support effective recruitment and retention of physicians to Nova Scotia.**

**C. Doctors Nova Scotia will advocate for improved practice environments and professional satisfaction for Nova Scotia physicians, including:**

- implementation of a blended payment model
- reducing unnecessary physician administrative burden
- supporting system partners in meaningfully engaging physicians in health system changes that impact physicians and the patients to whom they provide care

## SERVE THE PROFESSION

*Nova Scotia's physicians work in a rapidly evolving health-care environment that brings with it many stresses and challenges. Successfully helping Nova Scotians achieve optimal health depends on having healthy physicians who are able to make meaningful contributions in this changing environment.*

**A. Doctors Nova Scotia will provide physicians with cost-effective services that promote wellness, including the:**

- extended health and dental benefits plan
- parental leave program
- enhanced Professional Support Program

**B. Doctors Nova Scotia will provide practice supports to help physicians with the business side of practising medicine, including:**

- access to education opportunities related to practice management
- advice on contracts and deliverables
- advice on e-health opportunities and issues
- billing education and support with audit and appeal processes
- navigating the system and securing decisions from system stakeholders
- practice and payment model transitions

**C. Doctors Nova Scotia will support physician leaders by:**

- connecting them with opportunities to provide meaningful and impactful contributions to improving the health system and the health of Nova Scotians
- providing them with learning opportunities to help them be successful leaders