



BLUEPRINT

FOR FAMILY MEDICINE RESEARCH SUCCESS
2012 – 2017

Approved in principle by the Section of Researchers' Council 26 April 2013

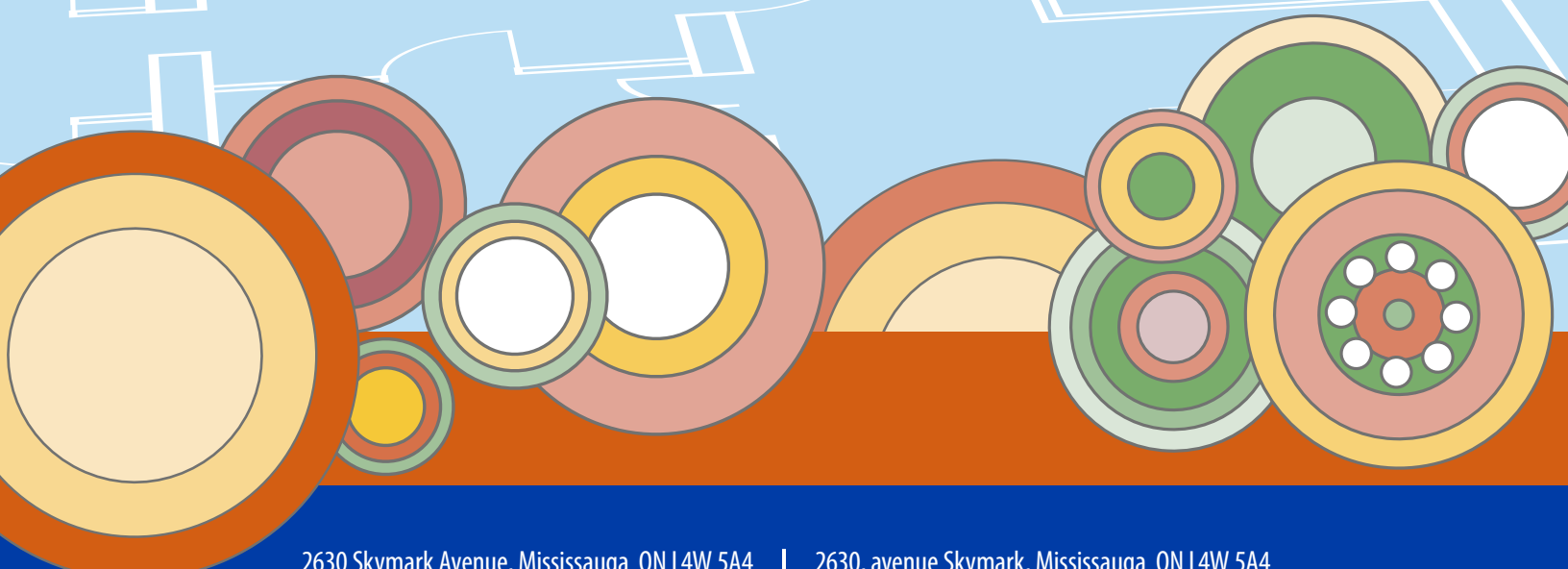


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Section of Researchers' Blueprint at a Glance – Overview

Vision	Research is a core component of family medicine training, scholarship and clinical practice				
Mandate	To improve the health of Canadians by building the research capacity and capability of the family medicine community through leadership, education and advocacy.				
Areas of Strategic Focus 2012 – 2017	Membership Enhancement & Growth	Capacity Building	Advocacy and Support	External Relations	Integration
Strategic Objectives 2012 – 2017	<p>1.1 Increase the size of SOR membership</p> <p>1.2 Broaden the scope of SOR membership</p> <p>1.3 Increase engagement and representation of the SOR membership on the SOR Council and its Committees/ Action Groups</p> <p>1.4 Engage the broader CFPC membership, Chapters and staff in the awareness of SOR efforts</p>	<p>2.1 Advocate for and support an increase in research capacity and capability in academic departments and teaching sites</p> <p>2.2 Expand the appreciation for, application of and participation in research as part of family medicine education, training and practice</p> <p>2.3 Increase early, mid and late career opportunities for family physician clinician researchers and other members of SOR</p> <p>2.4 Support the development and growth of primary care practice-based research networks</p>	<p>3.1 Increase Canadian member and public awareness of the importance of family medicine research</p> <p>3.2 Advocate for increased funding of family medicine and primary health care research</p> <p>3.3 Establish the SOR as a leader in the collective voice of primary health care research groups to support family medicine and primary health care research funding</p>	<p>4.1 Strengthen relations between the SOR, CFPC Chapters, academic partners and funding agencies to support its mandate</p> <p>4.2 Strengthen collaboration between SOR and its Canadian and international family medicine research counterparts to support the SOR's mandate</p> <p>4.3 Engage external stakeholders for promotion of mutual learning and understanding to extend the relevance of the work of SOR</p>	<p>5.1 Increase the SOR's role in the College's plans, priorities and activities</p> <p>5.2 Work with the Division of Academic Medicine to ensure that research is a core component of preparation of future family doctors.</p> <p>5.3 Play an increasing role in the CFPC in research and evaluation</p> <p>5.4 Strengthen the role of research in the CFPC's The Patient's Medical Home and Triple- C Curriculum, and support implementation of these initiatives</p>

Section of Researchers' Five-Year Blueprint – Background

The following Blueprint contains strategic objectives with their key activities under each of the five areas of strategic focus; **membership enhancement and growth, capacity building, advocacy and support, external relations,** and **integration**. This SOR Blueprint 2012-2017 dovetails with the College of Family Physicians of Canada's Strategic Plan (CFPC Strategic Plan – Approved November 12, 2012). It is a detailed outline of the work to be undertaken by the SOR to support the vision of the CFPC.

Family medicine is the cornerstone of the health care system in Canada. Family medicine research creates our evidentiary base which forms the foundation of our discipline. The ability to identify, rigorously study, and cite our own evidence is essential to establishing the value and impact of family medicine on our patients and the Canadian health care system.

Our CFPC members depend on this evolving evidence every day to support how they care for their patients. Engaging all of our CFPC members in support of improving and increasing family medicine research is a key imperative of our CFPC Strategic Plan and is further expanded in the SOR Blueprint.

Every member of the CFPC is a part of the family medicine research evidence/knowledge generation continuum. This involvement may range from asking our own questions, utilizing the evidence in practice, participating in a practice-based research network, teaching about the evidence, or being a family medicine researcher deeply involved in expanding our evidence base.

We are entering a new era of recognition of the importance of primary care research. Our SOR Blueprint provides an outline of the actions necessary to take full advantage of these emerging opportunities. By actively supporting our SOR Blueprint, CFPC leaders and members will position us for success.

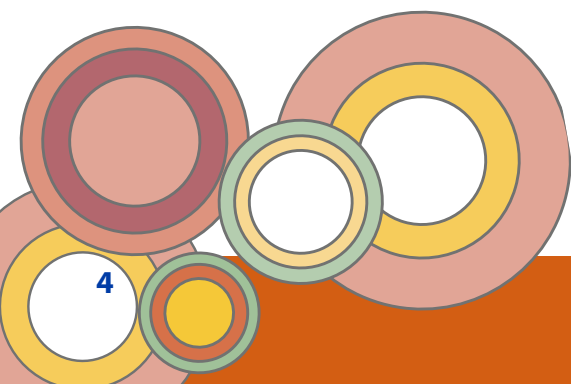
Strategic Foci and Objectives:

Each Strategic Focus outlines a set of Strategic Objectives. Each Strategic Objective has an Objective Achievement Indicator (OAI) that describes the impact intended with the attainment of the objective, the objective's success enabled through the completion of defined activities. The OAIs are developed to be specific, measureable, realistic and time-based. The time to achieve the indicator is limited by the Five-Year Plan. Therefore, depending on the indicator, some are process indicators and some are outcome indicators. For each OAI, a meaningful discussion about expectations will take place at the SOR Executive or Council meetings at least annually to ensure that realistic and measureable outcomes are defined.

The Blueprint's Key Activities (KA) are also time-based. Each KA has been given a time line to be initiated: Short term (1 year), Medium term (2-3 years), or Long term (4+ years). Depending on the KA, the Section's Annual Work Plans will outline the expectations for time for completion or for incorporation into ongoing annual activities. Each KA suggests a specific committee, team, individual or group or a combination of these to assume overall responsibility for its completion.

The Section's Annual Work Plans will contain the relevant Strategic Objectives, their Key Activities, detailed tasks, the appropriate level of resources required and specific monitoring, evaluative and reporting processes and instruments to support risk identification and management, to assess progress, and to track successes.

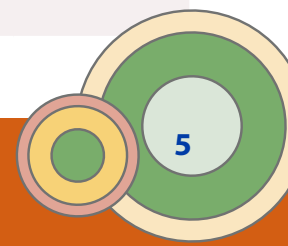
Blueprint definition: a detailed plan for accomplishing something.



Section of Researchers' Five-Year Blueprint

Area of Strategic Focus: 1 – Membership Enhancement and Growth

Strategic Objective	1.1 Increase the size of SOR membership. <u>Objective Achievement Indicator:</u> By 2017, the SOR membership will be 1500.	Timeline
KA 1.1.1	<p>Establish a Membership Action Group to:</p> <ul style="list-style-type: none"> ● develop a base of information of members' research interests and expectations of being a member ● describe and communicate the value (benefits) SOR brings to its members ● develop new opportunities for membership recruitment and retention ● develop a process to support recognition of SOR members by Departments of Family Medicine and University Faculties of Medicine or Health Sciences ● work with CFPC Research, Membership and Communications Departments, and Research Directors <p><u>Responsible:</u> SOR Council</p>	Short
Strategic Objective	1.2 Broaden the scope of SOR membership. <u>Objective Achievement Indicator:</u> By 2017, the number of interdisciplinary members will be at least 60.	Timeline
KA 1.2.1	<p>Work with the Research Directors, Department Chairs and Chapters to encourage applications for SOR membership by researchers of other disciplines who are involved in primary health care research.</p> <p><u>Responsible:</u> SOR Membership Action Group</p>	Medium
KA 1.2.2	<p>Work with Research Directors and Department Chairs to encourage medical students and residents to become members of the SOR.</p> <p><u>Responsible:</u> SOR Executive Committee</p>	Medium
Strategic Objective	1.3 Increase engagement and representation of the SOR membership on the SOR Council and its Committees/Action Groups. <u>Objective Achievement Indicator:</u> By 2017, the SOR will have triple the number of SOR members participating on SOR Committees/Action Groups	Timeline
KA 1.3.1	<p>Review the SOR Council's Terms of Reference and its composition to determine representativeness of the broader SOR membership, and support changes to its composition as appropriate.</p> <p><u>Responsible:</u> SOR Executive Committee</p>	Short
KA 1.3.2	<p>Develop and implement a framework of opportunities to encourage members' participation in internal and external SOR activities.</p> <p><u>Responsible:</u> SOR Membership Action Group</p>	Medium
Strategic Objective	1.4 Engage the broader CFPC membership, Chapters and staff in the awareness of SOR efforts. <u>Objective Achievement Indicator:</u> By 2017, an SOR Communication Plan will have been developed, implemented, and reviewed at least annually.	Timeline
KA 1.4.1	<p>Establish a Communications Action Group to:</p> <ul style="list-style-type: none"> ● develop and implement information strategies to support the plans of the SOR Membership, Education and Training, Community of Practice and Advocacy Action Groups ● develop and implement an interactive communication strategy to increase awareness of SOR efforts by the broader CFPC membership ● work with SOR Committees/Action Groups, Academic Family Medicine, CFPC Health Policy and Government Relations, CFPC Communications, Membership Department, CFPC committees, Chapters, and the Canadian Primary Health Care Research and Innovation Network (CPHCRIN) <p><u>Responsible:</u> SOR Council</p>	Medium

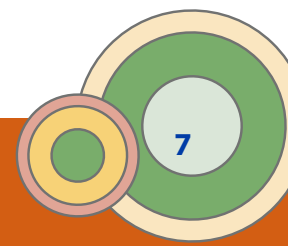


Area of Strategic Focus: 2 – Capacity Building

Strategic Objective	2.1 Advocate for and support an increase in research capacity and capability in academic departments and teaching sites.	Timeline
	<p><u>Objective Achievement Indicator:</u> By 2017, all Family Medicine Academic Department Teaching Sites will be engaged in conducting and teaching research.</p>	
KA 2.1.1	<p>Establish a Section of Research Education, Training and Practice Action Group to:</p> <ul style="list-style-type: none"> ● enhance capacity for family medicine research education, training, and practice ● contribute to curriculum development (CANMEDS-FM, Triple-C) to strengthen research scholarship in everyday practice ● promote research scholarship within academic departments as part of accreditation ● develop a template of criteria that will facilitate the evaluation of research scholarship within academic departments as part of accreditation in KA 5.2.1 ● consult with CFPC's Section of Teachers (SOT) ● consult with the CFPC Chapters ● promote the Grant Generating Project <p><u>Responsible:</u> SOR Council</p>	Medium
KA 2.1.2	<p>Advocate for protected time for all levels of Family Medicine academic faculty to conduct and actively participate in research enterprises.</p> <p><u>Responsible:</u> SOR Executive Committee</p>	Medium
Strategic Objective	2.2 Expand the appreciation for, application of and participation in research as part of family medicine education, training and practice.	Timeline
	<p><u>Objective Achievement Indicator:</u> By 2017, all family medicine programs accreditation visits will include the evaluation of implementation of research scholarship.</p>	
KA 2.2.1	<p>Organize a collaborative Task Force with the SOT to define and model research scholarship in family medicine training and practice.</p> <p><u>Responsible:</u> SOR Executive Committee with SOR's Research, Education, Training and Practice Action Group</p>	Medium
KA 2.2.2	<p>Encourage academic, CFPC Chapters and continuing professional education settings to adopt the Task Force's expanded definition for lifelong research scholarship.</p> <p><u>Responsible:</u> SOR Executive Committee with SOR Research Education, Training and Practice Action Group</p>	Medium
KA 2.2.3	<p>Ensure research is a core component of Family Medicine in accreditation visits. Have at least one Section of Research representative on each accreditation visit.</p> <p><u>Responsible:</u> SOR Executive Committee</p>	Medium

Area of Strategic Focus: 2 – Capacity Building (continued)

Strategic Objective	2.3 Increase early, mid and late career opportunities for family physician clinician researchers and other members of SOR.	Timeline
	<p><u>Objective Achievement Indicator:</u> By 2015, the SOR will have an inventory of the number of Clinical Investigator Scientist opportunities and a plan on how to increase numbers. By 2017, the SOR will have implemented the plan and reviewed its implementation.</p>	
KA 2.3.1	<p>Establish (or enhance) CFPC's electronic information source to inform SOR members about Canadian and international research and career events and opportunities, notable achievements, application development tools, and communities of practice.</p> <p><u>Responsible:</u> SOR Communications Action Group</p>	Short
KA 2.3.2	<p>Establish a Research Community of Practice Action Group to:</p> <ul style="list-style-type: none"> ● develop an early and mid- research career capacity building strategy ● organize SOR Council volunteers to act as mentors to early and mid-career researchers ● support early and mid-career researchers to access communities of practice mentorship for training and career planning ● support SOR members to connect with successful team grant applicants and primary care practice-based research networks ● consult and work with CFPC's SOT <p><u>Responsible:</u> SOR Council</p>	Medium
KA 2.3.3	<p>Capitalize on CIHR and other provincial and national primary health care research priorities to facilitate an increase in research career opportunities.</p> <p><u>Responsible:</u> SOR Executive Committee with other SOR Committees/Action Groups</p>	Long and short timeline
KA 2.3.4	<p>Encourage the Chairs of Family Medicine Departments and Directors of Research to develop a plan of action to create new research positions in Faculties of Family Medicine.</p> <p><u>Responsible:</u> SOR Executive Committee</p>	Medium to Long
Strategic Objective	2.4 Support the development and growth of primary care practice-based research networks (PBRNs)	Timeline
	<p><u>Objective Achievement Indicator:</u> By 2013 and the appropriateness reviewed annually to 2017, SOR will have a formally appointed representative on CPHCRIN and CPCSSN and any other key PBRN organization.</p>	
KA 2.4.1	<p>Establish a PBRN Action Group</p> <ul style="list-style-type: none"> ● TOR to be developed ● SOR Council member as Chair ● Include CPHCRIN and CPCSSN ● Meet bi-annually ● Encourage Chapters to support local PBRNs ● Encourage FM departments to develop and support PBRNs <p><u>Responsible:</u> SOR Council working with the CFPC Policy Department</p>	Medium
KA 2.4.2	<p>Expand and coordinate the SOR involvement with PBRNs.</p> <p><u>Responsible:</u> SOR Executive with Research Community of Practice Action Group</p>	Short
KA 2.4.3	<p>Maintain a leadership role in the Canadian Primary Health Care Research and Innovation Network (CPHCRIN) to better coordinate research efforts and to develop research capacity.</p> <p><u>Responsible:</u> SOR Executive Committee</p>	Long

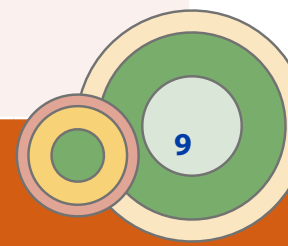


Area of Strategic Focus: 3 – Advocacy and Support

Strategic Objective	3.1 Increase CFPC member and public awareness of the importance of family medicine research.	Timeline
	<u>Objective Achievement Indicator:</u> By 2017, our SOR communication advocacy plan for Canadian awareness of the importance of family medicine research will be successfully implemented and refined based on formative and summative evaluation.	
KA 3.1.1	Broadly communicate SOR strategic priorities and family medicine research, scholarship and innovation successes <u>Responsible:</u> SOR Communications Action Group	Medium
KA 3.1.1a	Prepare annual reports of the major activities, awards, collaborations and strategic priorities of the SOR for communication to the CFPC, its Chapters and members, external stakeholders and the Canadian public. <u>Responsible:</u> SOR Communications Action Group	Medium
KA 3.1.1b	Prepare annual briefs and reports with supporting evidence showing the research contributions, impacts and achievements of family physicians and other SOR members in meeting the changing health needs of Canadian society. <u>Responsible:</u> SOR Communications Action Group	Long
KA 3.1.2a	Develop a communication plan to inform our CFPC members about the impact family medicine research is having on the discipline of family medicine, as well as on the health of Canadians. <u>Responsible:</u> SOR Communications Action Group, in collaboration with other CFPC departments	Medium
KA 3.1.2b	Develop a communication plan to inform the Canadian public about the impact family medicine research is having on the health of Canadians. <u>Responsible:</u> SOR Communications Action Group in collaboration with other CFPC departments	Medium
KA 3.1.3	Expand SOR communication reach to specifically connect with and engage patient communities by collaborating with Chapters and external partners. <u>Responsible:</u> SOR Communications Action Group	Medium
Strategic Objective	3.2 Advocate for increased funding of family medicine and primary health care research.	Timeline
	<u>Objective Achievement Indicator:</u> By 2017, there will be a measureable increase in the amount of federal and provincial funding available for family medicine and primary health care research.	
KA 3.2.1	Work with the CFPC Research and Education Foundation to increase external interest and financial support for communications regarding the value and achievements of family medicine research. <u>Responsible:</u> SOR Communications Action Group	Long
KA 3.2.2	Work with the Universities and Chapters to identify and increase provincial funding opportunities for family medicine and primary health care research <u>Responsible:</u> SOR Executive Committee	Long
Strategic Objective	3.3 Establish SOR as a leader in the collective voice of primary health care research, to support family medicine and primary health care research funding.	Timeline
	<u>Responsible:</u> SOR Executive Committee and Research Advocacy Action Group	
KA 3.3.1	Establish a Research Advocacy Action Group to: <ul style="list-style-type: none"> ● develop metrics to measure objectively the achievement indicators ● develop a strategy to coordinate SOR efforts to influence funding levels for family medicine and primary health care research ● develop, in collaboration with the SOR Communications Action Group, the key messages and information packages to be used by assigned and coached SOR advocates ● record and track official advocacy interactions to better steward activities and relations ● communicate regularly with responsible officials of key research funding bodies, governments, foundations, charities and academic institutions across Canada to keep SOR profile and priorities foremost in their minds ● work with SOR Committees/Action Groups, CFPC Health Policy Department, CFPC Chapters, and Research Directors <u>Responsible:</u> SOR Council	Long

Area of Strategic Focus: 4 - External Relations

Strategic Objective	4.1 Strengthen relations between the SOR, CFPC Chapters, academic partners and funding agencies to support its mandate.	Timeline
KA 4.1.1	Develop a plan to support and maintain strategic collaboration with medical research-oriented academic organizations in Canada. <u>Responsible:</u> SOR Executive Committee	Short
KA 4.1.2	Develop a plan, including consultation with CFPC Research and Education Foundation to build and maintain strategic relationships with key Canadian and international research funding agencies, foundations (including CFPC REF) and charities. <u>Responsible:</u> SOR Executive Committee	Short
KA 4.1.3	Work to situate SOR research members on each of the CIHR Institutes' Advisory Boards to influence research priorities and to foster relations. <u>Responsible:</u> SOR Executive Committee with other SOR Committees/Action Groups	Long
Strategic Objective	4.2 Strengthen collaboration between SOR and its Canadian and international family medicine research counterparts to support SOR's mandate.	Timeline
KA 4.2.1	Examine the current international activities in which the CFPC is involved to explore opportunities for expanding the SOR collaboration. <u>Responsible:</u> SOR Executive Committee, Senior Research Advisor	Short
KA 4.2.2	Develop a plan to support strategic collaborations with research oriented organizations in Canada and internationally that offer a strategic fit with the SOR. <u>Responsible:</u> SOR Executive Committee	Short – medium
KA 4.2.2a	Establish and regularly assess collaborations with Canadian primary health care research organizations who offer a strategic fit with the SOR. <u>Responsible:</u> SOR Executive Committee	Long
KA 4.2.2b	Establish and regularly assess opportunities for collaborations with international primary health care research organizations who offer a strategic fit with the SOR. <u>Responsible:</u> SOR Executive Committee	Long
Strategic Objective	4.3 Engage external stakeholders for promotion of mutual learning and understanding to extend the relevance of the work of SOR.	Timeline
KA 4.3.1	Develop a plan to support the engagement of external stakeholders in the development, implementation, promotion and dissemination of family medicine research: <ul style="list-style-type: none"> ● establish external advisory procedures to: ● engage patient representatives and voluntary sector interests, ● to engage stakeholders from funding, research and health professional organizations ● inform SOR strategic plans, priorities, policies and processes ● support research capacity and capability development (SOR members) ● enable knowledge dissemination and public outreach ● work with the Chapters to leverage provincial support <u>Responsible:</u> SOR Executive Committee	Long



Area of Strategic Focus: 5 – Integration

Strategic Objective	5.1 Increase SOR's role and visibility in the College's plans, priorities and activities. <u>Objective Achievement Indicator:</u> SOR is recognized as an equal partner in the CFPC Division of Academic Family Medicine.	Timeline
KA 5.1.1	Identify challenges facing the SOR becoming an equivalent partner in the CFPC Division of Academic Family Medicine. <u>Responsible:</u> SOR Executive Committee	Short
KA 5.1.2	Work to situate the SOR members on key CFPC Committees to represent SOR issues and priorities. <u>Responsible:</u> SOR Executive Committee with SOR Membership Action Group	Short
KA 5.1.3	Develop an appropriate communication tool kit for SOR reps on key CFPC Committees with SOR Executive Committee, Council and CFPC Research Department <u>Responsible:</u> SOR Executive Committee, Communications Action Group	Short
KA 5.1.4	Partner with the CFPC Chapters and work with the CFPC senior staff and their delegates to explore opportunities to undertake promotion of the research behind the science and practice of family medicine. <u>Responsible:</u> SOR Executive Committee	Medium
Strategic Objective	5.2 Work with Division of Academic Medicine to ensure that research is a core component of preparation of future family doctors. <u>Objective Achievement Indicator:</u> Updated research accreditation standards and assessment process	Timeline
KA 5.2.1	Work with the CFPC Accreditation Committee to develop standards and processes for evaluation of academic research education and training. <u>Responsible:</u> SOR Executive	Long
KA 5.2.2	Work with the SOR's Research, Education, Training and Practice Action Group to review undergrad, postgrad, faculty development and resident curriculum standards <u>Responsible:</u> SOR Executive Committee	Long
Strategic Objective	5.3 Play an increasing role in the CFPC in research and evaluation. <u>Objective Achievement Indicator:</u> The CFPC Executive is regularly apprised of CFPC's research and evaluation needs.	Timeline
KA 5.3.1	Develop policies and procedures to process and manage research issues and inquiries addressed to CFPC and Chapters <u>Responsible:</u> SOR Executive Committee	Medium
KA 5.3.2	Map and annually track the requests for advice from the CFPC. <u>Responsible:</u> SOR Executive Committee	Long
Strategic Objective	5.4 Strengthen the role of research in CFPC's The Patient's Medical Home and Triple-C Curriculum, and support implementation of these initiatives. <u>Objective Achievement Indicator:</u> Research agendas are developed and promoted.	Timeline
KA 5.4.1	In collaboration with the CFPC's Health Policy and Government Relations Department and Division of Academic Family Medicine define research agendas for CFPC's The Patient's Medical Home and the Triple-C Curriculum. <u>Responsible:</u> SOR Executive Committee	Medium
KA 5.4.2	Promote the CFPC's The Patient's Medical Home and Triple-C Curriculum research agendas to CFPC members situated in key national and provincial research funding forums. <u>Responsible:</u> SOR Executive Committee	Medium

Acknowledgments

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