



# Better Together

**2016-2019**



# EMBRACING CHANGE THROUGH OUR POTENTIAL

## Now is a time for new beginnings

It's time to respect the past and begin crafting our future. This is a time for our team to remember all that is important and make a commitment again to each other, our patients, community and future.

We will always look at each day as what can be; what chances, opportunities, experiences stand in front of us and hold so much potential. We embrace this new journey with our hearts and minds open to the exciting years to come.

Here's to new beginnings...



# INSPIRING BETTER HEALTH

**Better together.** In everything we do, we are better together. The Family Health Team is a better place when all of its staff, partners and patients are working effectively and efficiently together to promote healthy communities and deliver optimal care. By working together as one we will elevate and evolve the delivery of health care. We work together, we care together, we trust together, we move towards a brighter future together.

Our vision is to **deliver optimal care for the people we serve.** We are committed to delivering the highest quality care to our community. This vision influences every aspect of our health care facility – from our training and development, people, technologies, policies and procedures and service.

A mission on its own is not enough. We need values that express what the Family Health Team believes in and what we are committing to.

This is why we believe in our 4 core values:

- 1. Inspire Transformation.** We strive for greatness to always find innovative solutions and continually pioneer partnerships with the goal of inspiring better health.
- 2. Support Accountability.** We are accountable for the support and education of our patients to aid them in leading healthy lives and will consistently and effectively deliver on our promises through bold actions.
- 3. Value Uniqueness and Contributions.** We believe each team member contributes to the overall health and well-being of patients and we know it is important to recognize and respect what each team member brings to the Family Health Team. We believe it is our duty to help each other see our own greatness because we all matter.
- 4. Care Deeply.** We believe that in order to achieve optimal health care results with the patients we serve, our team must strongly and genuinely support, trust and care for one another.

By putting our mission, values and vision into action, we will create a new Family Health Team that inspires us to be better together, every day.

# OVERVIEW AND OUTLOOK

Frequent change is nothing new for the health care industry. As the government and health care providers strive to provide excellent quality and service to meet the needs of communities, they are undertaking it in a time of mass change and uncertainty of the future that will impact the way these providers operate and deliver care.

According to Deloitte Canada 2016 report: *Global Health Care Outlook, Battling Costs While Improving Care*, this state of transformation is being driven by an aging population, increase of chronic and communicable diseases, accessibility concerns, consumers who are better informed and seeking involvement in their care, financial resources, workforce shortages, shifts in delivery and operational models, data and analytics and patient and product safety. With these issues impacting health care providers globally, the Family Health Team in Brockville and Gananoque will not be immune to any of these issues while in both communities population growth will be minimal, if any at all. To address these issues, the health care sector is working towards a more consolidated and collaborative model while they move away from the traditional approach from the past.

The City of Brockville last reported a decline in population (Statistics Canada, 2011) but will begin to see a rise in aging population which will be connected to increased levels of chronic diseases.

- Population aged 65 and over was 21% compared nationally to 14.8%
- Population aged 15-64 was 64.9% compared to 68.5% and children aged 0 to 14 was 14.2% compared to 16.7%
- Median age was 47 years compared to Ontario at 40.4 years
- 6.4% unemployment rate
- Average income is lower than Ontario average

The Town of Gananoque last reported a decline in population (Statistics Canada, 2011) but will also begin to see a rise in aging population and chronic diseases.

- Population aged 65 and over was 23% compared to 14.8%
- Population aged 15-64 was 63.6% compared to 68.5% and children aged 0-14 was 12.5% compared to 16.7%
- Median age was 48.1 years compared to Ontario at 40.4 years
- 5% unemployment rate
- Average income is lower than Ontario average

The issues the communities of Lanark, Leeds and Grenville are facing include areas around (Lanark, Leeds and Grenville Health Unit, 2011):

- Physical activity and sport recreation
- Substance and alcohol misuse
- Injury prevention
- Mental health promotion
- Healthy eating
- Tobacco use and exposure

Currently, the South East LHIN area receives the same amount of money each year with no growth evident for the near future. As the community needs continue to grow and patient demands are higher, there will be a continued pressure for the Family Health Team to reduce and/or reallocate costs while still being innovative and meeting patient and population health needs. These contradictory forces will require the Family Health Team to have a clear vision, strategic directions, strong partnerships and teams that are committed and passionate to reaching that objective.

Currently, the Family Health Team has maintained a responsible financial position allowing for the provision of quality care to the community and implementation of new programs and services. We are always focusing on providing better care to our patients and ensuring our services align with the population health, such as the Diabetes program and including a Psychiatrist to our team. We hold a strong relationship with St Lawrence College where we involve students in our everyday practice and are always seeking out new staff members where there are role gaps.

There are many opportunities that exist for the Family Health Team with community partners to provide more effective integration and collaboration, timely access and stronger, seamless links. These community partners see opportunities for collaboration with the Family Health Team for home care, expansion and integration of programs and services, access to specialists, and health promotion.

It will be essential for the Family Health Team to act on these partnership opportunities and continuously seek out new partnerships and enhance existing ones. With the traditional primary care model shifting to a preventative and Patients First model, it will be necessary for the Family Health Team to work collaboratively with community partners.

The Ministry of Health and Long-Term Care proposed a Patients First Discussion Paper to strengthen the patient centered health care in Ontario.

**The gaps identified were:**

- Some Ontarians do not have equal access to care
- Many Ontarians report difficulties seeing their provider when they require to
- Home and community care services are found to be inconsistent and difficult which has led to increased stress on caregivers

- There is a disconnect between health services and the health care system
- Fragmentation amongst health services

**The four components to address these gaps are:**

1. More effective integration of services and greater equity
2. Timely access to primary care and seamless links between providers and other services
3. Strengthen integration and accessibility of home and community care
4. Create stronger links between population/public health and health services







# REACHING OUT FOR UNDERSTANDING

Beginning in March, 2016, Leeds & Grenville Community Family Health Team worked with BizXcel Inc., a third party consultant, to complete a new transformational plan for 2016-2019. This process was designed to maximize insight, input and information drawn from a variety of sources to gain a strong understanding and focus of where the Family Health Team should focus their efforts in the coming years.

BizXcel Inc. facilitated stakeholder interviews, patient interviews on site at the Brockville and Gananoque location, a planning day for the Family Health Team Board of Directors and an employee survey online. In this survey all staff under the Family Health Team had the opportunity to participate.

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**The following internal and external stakeholders were engaged.**

<b>From Family Health Team</b>	<b>From Broader Community</b>	
Board of Directors	Patients and their families	Athens Family Health Team
Staff	St Lawrence Lodge	Mayor of Gananoque
Physicians	Rideau Community Health Services	Arthritis Society
	Ministry of Health and Long Term Care	South East LHIN
	Lanark, Leeds and Grenville Health Unit	

BizXcel gathered internal and external documents for analysis, and studied the area demographics and healthcare trends for the communities of Brockville and Gananoque.

From this information, the priorities which follow were developed.

# GOING FORWARD (2016-2019)

Leeds & Grenville Community Family Health Team will focus on the following strategic directions over the next three years:

1. Improve the health of the community by delivering high quality care
  2. Increase preventative care initiatives
  3. Engage patients to optimize services
  4. Increase transparency through brand revitalization
  5. Transform workplace culture
  6. Cultivate bold, innovative partnerships and linkages
  7. Support a high performing organization
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# IMPROVE COMMUNITY HEALTH WITH HIGH QUALITY CARE



Strategic Priority 1

## **Improve the health of the community by delivering high quality care**

The next few years, the focus will shift from being the Family Health Team patient to being a community patient. It is going to be increasingly important, and a mandate, for all area health care providers to be more responsive to community and patient needs to ensure the population health needs are met from primary care, to preventative care, and chronic illness. By enhancing the quality and safety of care, effective care transitions and providing programs that fit the needs of our population health, the Family Health Team can provide more care for our community members so there is equal access culturally and geographically and remove any barriers that take away from timely and optimal service.

This will include:

- a) Identify population health
- b) Align programs to reduce duplication of services
- c) Increase access to mental health services
- d) Increase timely access to specialists
- e) Continued focus on chronic care

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### **a) Identify population health**

We commit to understanding our population health so that we can measure and coordinate our efforts to providing services and programs that will have the most impact in our community.

### **b) Align programs to reduce duplication of services**

Over the next three years the Family Health Team will evaluate current programs and services and investigate the possibility of partnering with area health care providers to eliminate duplication of services. This will allow us to identify gaps in community services and be an opportunity for the Family Health Team to fill the void.

The Family Health Team will continue to strengthen existing programs and be agile to patient needs.

We will educate our patients and make them aware of their health care choices.

### **c) Increase access to mental health services**

Primary care is the first care a patient ever receives. It is often through these providers that an individual can be referred to the next point of service. Mental health has already been identified as a need for the community now. There are not many services in the area for mental health illness and to receive timely access to this type of care has proven to be a difficulty for our community. We will work with area providers to play a larger role in the mental health system, shorten wait times to be seen, bring more attention to this illness and find a myriad of ways to support our patients.

The Family Health Team will provide adequate mental health services through a psychiatrist role to support our patients with mental health needs, all ages.

### **d) Increase timely access to specialists and diagnostics**

The Family Health Team will put a strong effort towards lobbying for more time and access to specialists and diagnostics. We will commit to utilizing Ontario Telemedicine Network (OTN) and other valuable services to aid in this area. We are advocating for decreased wait times from the time the referral is made to when the patient gets the care. The impact of timely access reaches beyond the concern of our patient satisfaction and to the health and well-being of our patients.

Through shorter wait times the Family Health Team will be able to earlier detect health issues and act accordingly.

### **e) Continued focus on chronic care**

The Family Health Team recognizes, through data, that chronic care conditions are increasing and thus an integrated delivery care system is becoming increasingly important.

We will evaluate programs and identify resources needed to run consistent and value added programs to ensure the best outcomes. We will adequately train patients with chronic care illnesses ways to manage their illnesses through education and awareness.

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## **What will success look like?**

The Family Health Team will know we have improved the health of the community with our high quality care by reducing the readmission rates to the hospital, reducing the numbers of visits to the emergency room and admissions and effectively meeting the supply and demand need through high patient satisfaction rates.



# INCREASE INITIATIVES FOR PREVENTATIVE CARE



Strategic Priority 2

## Increase preventative care initiatives

Preventative health care really does help everyone. As a result of our health care system, people are living much longer lives but are not experiencing a high quality of life that one would hope for as they age. We know that with an aging population, there is going to need to be more support and a larger focus on chronic conditions. The best solution to preventative care is promotion, awareness and practice. Preventative care must be planned and acted on far in advance, even if there are no signs or symptoms of an illness. We are committing to building healthy habits and lifestyles so that our patients can live a long and good quality of life. Our patients' good health is truly our greatest achievement.

We recognize that the time is now to educate our patients. There's an old saying that says, *an ounce of prevention is worth a pound of cure*. We believe there is no better cure than prevention because it is much easier to stop something from happening rather than to repair many problems all at once.

This will include:

- a) Align with provincial strategies
- b) Support health education and communication initiatives to promote health and wellness

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### **a) Align with provincial strategies**

We will work in a way that aligns our decisions and actions with the provincial strategies.

### **b) Support health education and communication initiatives to promote health and wellness**

Prevention services keep patients healthy and discover problems before they arise. These prevention services can save lives while educating patients. The Family Health Team will use provincial strategies to guide us to implementing pulmonary clinics, papanicolaou (PAP) clinics, enhance diabetes clinic by identifying patients and having a

clear follow up process, advertise flu clinics and increased promotion for smoking cessation.

This will help our community to remain healthy and will allow the Family Health Team to support and deliver care strategies in new ways.

We commit to providing our patients with proper education so they may also be responsible for their own care and have the confidence to ask questions and make informed decisions.

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### **What will success look like?**

The Family Health Team will know we have succeeded by implementing strong preventative care initiatives and aiming to be better than the provincial health care averages.



# ENGAGE PATIENTS TO OPTIMIZE SERVICES



Strategic Priority 3

## Engage patients to optimize services

Patient engagement will always be a vital component to the success of the Family Health Team. A strong community and patient interest, investment and buy-in will be necessary to remain relevant in the area. The Family Health Team is committed to take a renewed interest, promote engagement and change the way patients interact with the organization. Moving forward one of the Family Health Team's main partners will be our patients. As primary care moves into a new way of doing business, patient values, needs and concerns will guide the Family Health Team's decision making process.

This will include:

- a) Establish a patient advisory board/council
- b) Deliver compassionate care

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### **a) Establish a patient advisory board/council**

The Family Health Team will better engage, listen and inform our patients over the next three years. We will work to improve relationships with our patients and in doing so would like to provide a vehicle for communication between our patients and our team. This will provide the opportunity for patients to actively participate in providing input into the Family Health Team.

We will provide a safe, secure place for feedback to be given and it will be taken seriously.

### **b) Deliver compassionate care**

The Family Health Team wants to give the same amount of care they would expect to receive for themselves. When it comes to care we strongly believe that compassion and personalization matter. We will deliver care that leaves our patients with good stories to tell about their overall experience.

This will include spending appropriate and reasonable time in appointments, explaining treatment thoroughly, and engaging in conversation that extends past the computer monitor.



## What will success look like?

The Family Health Team will know we succeeded in engaging patients in their care when we have a fully functional patient advisory council.





# INCREASE TRANSPARENCY THROUGH BRAND REVITALIZATION



Strategic Priority 4

## **Increase transparency through brand revitalization**

The Family Health Team has had a wonderful journey and while the past is very much respected it is time to craft a new path for the future. There are many changes happening in the health care industry and the Family Health Team will choose to embrace change and use this opportunity as a chance to evolve and grow into stronger community leaders. The Family Health Team will be actively working towards building and maintaining a positive reputation amongst patients and community members in Brockville and Gananoque.

This will include:

- a) Design and launch new website
- b) Finalize name change and communicate to community
- c) Design and develop memorable marketing messages
- d) Craft new signs
- e) Invest in the Family Health Team brand

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### **a) Design and launch new website**

To reflect our new path going forward, we will invest in designing and launching a new website to better communicate with our patients and community about our offices and programs we offer.

### **b) Finalize name change and communicate to community**

Changing the name of the Family Health Team was a big decision but we feel it was a great step forward to the bright future ahead of us. The Family Health Team feels it is time to create a new legacy that promotes care to all of Leeds and Grenville.

### **c) Design and develop memorable marketing messages**

The Family Health Team will explore new ways of communicating within the two facilities and outside of them to strengthen the relationship with our patients, partners

and community. We want to be relevant, memorable and be recognized as the excellent Family Health Team that we are.

#### **d) Craft new signs**

We will reinvent the messages of the Family Health Team to create a clear focus and commitment to quality of care.

#### **e) Invest in the Family Health Team brand**

Moving forward we will better engage, listen and support our employees, community and patients. We will work together to better showcase who we are, our purpose, what we stand for and our goals for making our community a healthier area. We will create more opportunities for everyone to feel valued and involved in the Family Health team future.

We will explore new ways of communicating and source out professional advice for a strategy and implementation. The Family Health Team will perform in an active and timely manner to post information through different mediums surrounding important notices. We will evaluate current platforms we are sharing information through and explore the opportunity of expanding our reach.

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### **What will success look like?**

The Family Health Team will know we succeeded in rejuvenating our brand by increased patient satisfaction and positive stories, increased community visibility and a strong positive reputation in both communities.



# TRANSFORM WORKPLACE CULTURE



Strategic Priority 5

## Transform workplace culture

The Family Health Team will work hard to gain support of patients and community members for the new direction of the future. And in doing so we know we must have the entire team engaged and enthused to initiate successful change. We will commit to developing and nurturing a safe, healthy work environment that promotes, encourages and supports our passionate staff. When employees, on a team and individual level, feel respected and cared for it is easier for them to be happier in their roles and care for one another.

This will include:

- a) Foster a positive environment of committed, engaged staff
- b) Improve communication between team members and locations
- c) Develop a succession plan

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### **a) Foster a positive environment of committed, engaged staff**

The Family Health Team will focus on initiatives to increase sustainable employee engagement. We will work together to engage and learn from our employees and foster a renewed relationship. We will ensure our employees are enabled with the right tools, resources and skills, create a strong sense of belonging in a stimulating, supportive and safe environment. We are committed to building strong teams where employees feel equal, valued by their colleagues and leaders, and an opening, trusting environment where communication is a two way vehicle. Through improving the workplace culture we will increase productivity, improve care, attract and retain passionate and qualified staff, increase collaboration and the health and well-being of everyone.

We will continue to invest in our staff through staff education opportunities, provide teambuilding opportunities to bring staff closer together and continue to engage staff in planning from this point forward.



## **b) Improve communication between team members and locations**

We will explore new and consistent ways of communicating effectively between Brockville and Gananoque locations and team members within the same office. We will encourage the sharing of ideas and relationship building.

## **c) Develop a succession plan**

We will work to develop a clear, focused succession plan strategy so when shifts happen within our organization, Family Health Team or Board of Directors, the transition is seamless and does not negatively impact the daily operations and culture we are building.

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## **What will success look like?**

The Family Health Team will know we succeeded in transforming our workplace culture with an increase in staff satisfaction through employee engagement surveys, improved employee attendance and reduced turnover.

# CULTIVATE BOLD, INNOVATIVE PARTNERSHIPS



Strategic Priority 6

## **Cultivate bold, innovative partnerships and linkages**

As health care moves into a more integrated approach, patients will not be seen as specific to a provider but rather a community patient. The Family Health Team will leverage existing partnerships and seek out new partnerships to create a stronger, integrated health care system, expand services/programs so that ensure patients receive the right care, at the right time.

This will include:

- a) Identify area community partnerships
- b) Increase participation in Health Links and health care events
- c) Collaborate with area hospitals to create seamless links
- d) Communicate other health care provider information

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### **a) Identify area community partnerships**

It will be essential for the Family Health Team to continue to seek out new partnerships and enhance existing partnerships. From the strategic planning process several partners were identified and we will explore these opportunities moving forward.

### **b) Increase participation in Health Links and health care events**

We will be stronger advocates for Health Links and participate more actively in health care events, meetings etc.

### **c) Collaborate with area hospitals to create seamless links**

Strengthen relationships with area hospitals to create stronger overall care to the patients we serve.

### **d) Communicate other health care provider information**

The Family Health Team will work closely with area health care providers to work in partnership to disseminate information that is valuable for patients. We will work to close the gaps and bring health care awareness to the patient.

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### **What will success look like?**

The Family Health Team will know we succeeded in cultivating bold, innovative partnerships and linkages when we have an increased volume of partnerships and all parties are satisfied and working collaboratively without competition.



# SUPPORT A HIGH PERFORMING ORGANIZATION



Strategic Priority 7

## Support a high performing organization

The Family Health Team strives to provide the highest quality of care possible. To meet mandates and maintain organizational direction we will ensure policies and procedures are standardized so that the Family Health Team works efficiently and effectively. The need for effective policies and procedures will be vital as primary health care continues to change quickly.

The Family Health Team will continue to transform the way we think, work and serve our patients. Organizations that show high sustainability will outperform those that do not adopt this strategy. The Family Health Team will go beyond the walls of traditional thinking and commit to continuous improvements with a focus on remaining financially responsible, resourced for current and potential needs, and proactively seek new opportunities to better the Family Health Team every day.

This will include:

- a) Review and approve policies and procedures
- b) Clarify and define roles and responsibilities
- c) Review and adopt Best Practices Guidelines
- d) Maintain patient privacy
- e) Continue to ensure the Family Health Team is financially sustainable
- f) Ensure Family Health Team facilities meet the needs of patients and team members
- g) Recruit and retain Physicians and qualified staff
- h) Build responsible fiscal stewardship

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### a) Review and approve policies and procedures

The Family Health Team will complete the written documentation of all policies and procedures to help guide our actions. This documentation will provide clear and concise instructions on what should/must be done across many situations to endorse the health and well-being of our patients.



## **b) Clarify and define roles and responsibilities**

We believe clear job roles and responsibilities enable workers to do their job to the best of their abilities. It allows employees to excel in time management and workload prioritization to reduce task distractions and leave staff competent and qualified for the role they play at the Family Health Team.

We commit to reviewing roles and responsibilities and engage staff to provide clarification for approval.

## **c) Review and adopt Best Practice Guidelines**

Mediocrity and complacency are not acceptable. Working to our best imaginable is the way we choose to work.

## **d) Maintain patient privacy**

We believe that patients have the right to choose when or if their health information is shared and because of this we commit to protecting confidential information to the best of our abilities and will continuously evaluate current policies and improve technology.

## **e) Continue to ensure the Family Health Team is financially sustainable**

We will maintain the fiscal health of the Family Health Team to ensure it stays in the community of Brockville and Gananoque to continue to serve our patients. We will achieve stable sources of funding and remain agile in the changing environment.

## **f) Ensure Family Health Team facilities meet the needs of patients and team members**

We commit to ensuring both facilities are clean, safe and set up in a way that is conducive for an effective work experience and patient experience. We will ensure the right technology is in place and the infrastructure is sustainable.

## **g) Recruit and retain Physicians and qualified staff**

We know it is of huge importance to recruit and retain the right employees. We will continue to seek out new Physicians and employees to fill role gaps at our offices. We want staff who are passionate and professional and dedicated to delivering exceptional care and contributing to an admirable workplace culture.

## **h) Build responsible fiscal stewardship**

We commit to managing our financial well-being with great care, keeping in mind those we serve and the focus on accountability of our decisions.

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### What will success look like?

The Family Health Team will know we succeeded at supporting a high performing organization when policies and procedures are approved and communicated to all staff with a 100% adoption rate. We will continue to receive program funding, maintain financial stability, expand our team, and continue to meet patient needs through innovation – doing more with less.



# OUR COMMITMENT TO ACTION

We will continue our legacy of compassionate care and health services. Achieving these priorities will require a strong commitment and effort from all of us. This plan incorporates the voice and opinions of internal and external stakeholders and shows our commitment to our mission, vision and values – we work better together and together we will positively impact the lives of our community.

