

SUMMERVILLE

Family Health Team



**BEING VITAL
BRINGING VITALITY**

2019-2022 STRATEGIC PLAN

VISION

SUMMERVILLE FAMILY HEALTH TEAM WILL BE VITAL TO THE HEALTH AND WELL-BEING OF OUR PATIENTS AND THE COMMUNITY WE SERVE.

MISSION

PROVIDE PATIENT-CENTRED, HIGH-QUALITY, INTEGRATED AND ACCESSIBLE PRIMARY CARE. IN SO DOING, WE WILL BE INDISPENSABLE TO:

Individuals and families in our community

Our partners and community health team members

Advancements in primary care, prevention and treatment

The education, training and success of future clinicians

Each other as team members — and to our individual and collective growth and development

VALUES

COLLABORATION

We engage our patients, community and team members in achieving optimal health.

EXCELLENCE

We deliver high quality care with integrity and to the highest ethical standard.

INNOVATION

We encourage and capitalize on creative thinking, continuous learning, and the integration of technology and research to advance positive outcomes.

INCLUSIVITY

We embrace diversity and individuality, and respect the unique contributions of our patients, caregivers, team members and community partners.

COMPASSION

We support and care for our patients and each other, and inspire understanding and empathy.

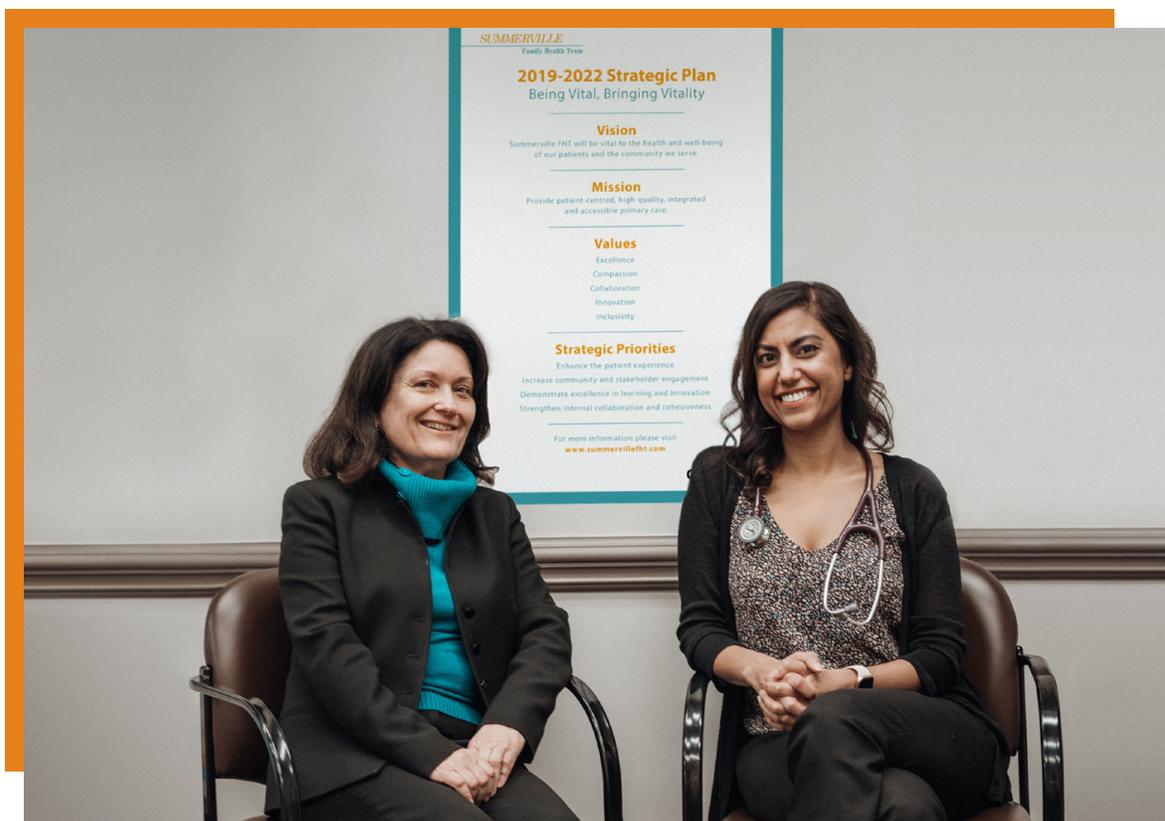
STRATEGIC PRIORITIES

ENHANCE THE PATIENT EXPERIENCE

INCREASE COMMUNITY AND STAKEHOLDER ENGAGEMENT

DEMONSTRATE EXCELLENCE IN LEARNING AND INNOVATION

STRENGTHEN INTERNAL COLLABORATION AND COHESIVENESS



BACKGROUND

Summerville Family Health Team (SFHT) was established in 2007 as one of the first Family Health Teams in the province of Ontario. The first Summerville Strategic Plan was developed covering the period from 2016-2019. In the Fall of 2018, the SFHT Board recognized the need to refresh the plan and create a new one to guide the next three years, 2019-2022. The new plan is intended to help align all members of the Family Health Team and to reinforce the importance of the organization's work, the value of its offerings and commitment to the community.

PURPOSE

THE PURPOSE OF THE STRATEGIC PLAN IS TO:

Provide a clear vision of who we are and why we exist.

Guide limited resources and set priorities.

Demonstrate what our goals and priorities are to our patients, partners and staff.

Be a foundation for performance measurement.

Provide a framework for policies and operating plans.

PLANNING CONTEXT

Contextual Drivers

Focus groups, external interviews and online surveys provided valuable input with respect to the overall environment, both currently and in the next few years. The following key contextual drivers have informed the updated strategic plan.



Real and Growing Community Needs

The demand for health care services — and, by extension, those offered by Summerville — is rising. In addition to the overall increase in residential growth, an aging population is placing ever-greater demands on the health care system, particularly with the larger numbers of seniors with ongoing complex health needs. However, it's not a single age cohort that has real needs that must be met. Youth are dealing with a variety of issues from anxiety and stress, to poor nutrition, to sedentary lifestyles. Mental health-related issues and challenges, and addictions seem to be increasing across population segments. Inappropriate opioid use continues to be a troubling and acute societal problem. The increased prevalence of chronic disease also cuts across groups and requires enhanced integrated disease management. The collective needs of the community are pronounced and very real. Summerville needs to continue to rise to these challenges.

Leadership in a Time of Uncertainty

One thing that can be said with certainty is that the current health care environment is uncertain. Whether it's reducing or realigning the role of LHINs, establishing new Ontario Health Teams, placing greater emphasis on hospitals as local hubs, or responding to new directives from the Ontario Ministry of Health...change is a constant. Resource shortages and increased demands on overworked health care practitioners are just two key factors underlying the need for innovation. However change for change's sake is not the goal — there is increasing emphasis being placed on measurement and increasing focus on outcomes that demonstrate meaningful success. Summerville understands the importance of playing a key role in both helping shape the changes to come and contributing to making a positive difference.

Collaboration and Partnership

No single health entity can do everything on its own. Meeting the complex medical needs of a large community, and those with chronic conditions and co-morbidities, requires collaboration. There is an increasing call for integrated team-based approaches in primary care that utilize the various strengths of the collection of available community health resources. Partnerships, both formal and informal, are becoming more prominent and expected. Moreover, there is a greater emphasis on inter-disciplinary approaches and making greater use of the full complement of service providers. Summerville is committed to enhancing its collaborative initiatives and participating at a system level.



Our Memory Clinic is a partnership with Alzheimer Society of Peel.

Community Outreach and Patient Engagement

There is an expectation that all health care service providers will help to identify and meet health needs on a community basis — including, in the case of Family Health Teams, the needs of those who may not be current rostered members. As part of a population health approach that emphasizes service to the broader community, there are calls for placing a greater focus on those who may be under-served, and expanding outreach to marginalized and vulnerable populations. So too, there are calls for maximizing Family Health Team value to existing patients by further increasing patient satisfaction, maximizing access and seamless navigation, implementing patient-centred approaches that truly appreciate the patient voice, and better integrating patients into their own health care. Summerville understands the importance of better promoting the breadth of what it does and the value it offers — and working with others to better meet the health care needs of those in its catchment area.

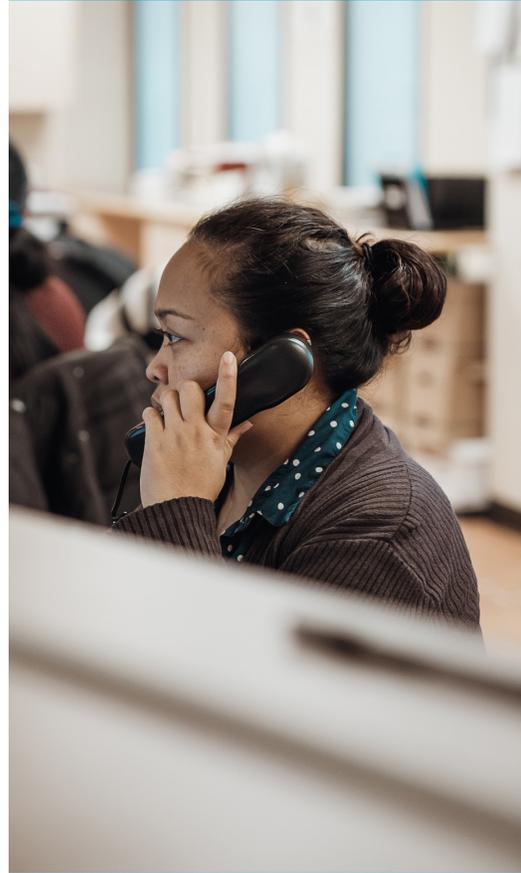


Maximizing Success from the Inside-Out

Challenges and opportunities are not just external to Summerville. Looking inward, there are notable imperatives including the need to focus on:

- Demonstrating leadership in governance and strengthening the vibrant internal culture required to purposefully and effectively address the uncertainties inherent in these demanding times;
- Team building and maximizing organizational cohesiveness, including enhanced recognition of staff contributions;
- Further fostering employee engagement and fortifying communication;
- Staying a 'step ahead' and strengthening the focus on being a 'learning' organization that emphasizes continuing education and professional development;
- Making greater and more effective use of internal resources and increasing uniformity across sites;
- Enhancing sharing of resources and greater intra-organizational support;
- Being open to change and innovation;
- Actively seeking strategic collaborative opportunities; and
- Remaining steadfastly focused on the success of our patients, including further integrating the patient voice into everything we do.

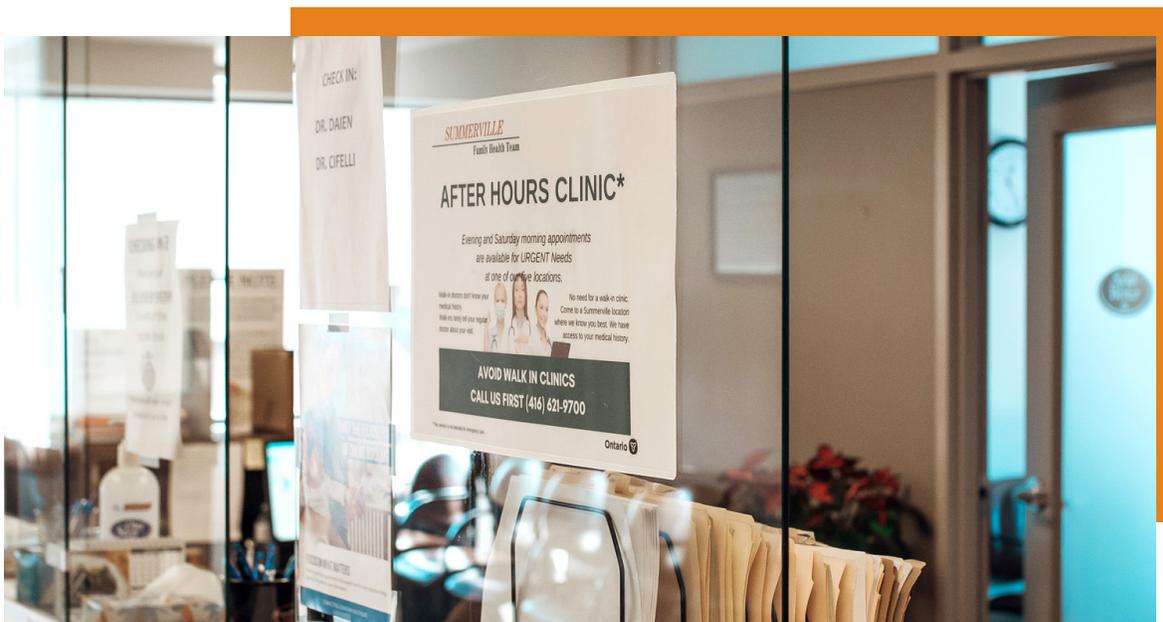
Summerville is committed to proactively acting on these and other opportunities to assure the organization's continued leadership and vital contribution to the community it serves.



THE PATIENT EXPERIENCE

In 2019, Summerville’s annual Patient Experience Survey was expanded to include specific questions to help guide our Strategic Planning process. It was also the first year that the survey was implemented online, which resulted in a record response of more than 1500 patients. Data from the survey provided additional input that helped to shape our future areas of focus:

- The vast majority (86%) rate their experience at Summerville as either ‘excellent’ (51%) or ‘very good’ (35%).
- 93% of patients indicated that they are always or often involved in care decisions as much as they want to be; 92% of patients indicated that they are always or often given an opportunity to ask questions; 92% feel that practitioners spend enough time with them always or often; and 92% feel that their concerns are listened to.
- Patients are generally satisfied with length of time to get an appointment; hours of operation; experience with reception staff; time spent with patient by the health care professional; degree to which they are treated with respect and sensitivity to needs.
- However, the top areas for improvement were: improving access to same day or next day appointments, improving experience calling into the clinic and improved online booking options. Also, an increased awareness of our care team (availability of dietitians and social workers), and free Summerville–wide programming (51% were not aware of our free programs and only 5% had participated in them). Many were not aware of after hours clinics on evenings and Saturdays.



WE ASKED WHAT PEOPLE WOULD LIKE US TO FOCUS ON IN THE FUTURE. THE TOP RESPONSES WERE:

- Expanding hours of service
- Improving access to appointments with our physicians and interprofessional health providers
- Home visits
- Greater use of technology
- More accessible information for patients and families
- Research initiatives that inform patient care
- Group educational programs
- More partnerships in the community
- Reducing barriers to using our services
- Reaching out to high risk individuals
- Providing opportunities for patients and caregivers to participate in service planning



BUILDING ON PROGRESS

The Board also considered progress made from the first Strategic Plan and the strengths that Summerville has to build upon (based on both internal and external input):

Reduced staff turnover

Experienced greater collaboration between the FHT and FHO

Enhanced programs

Created measurement metrics to gauge performance against established objectives

Transitioned to skill-based and competence-based Board and included more community input.

Also employed new sub-committee structure

Quality improvement initiatives have progressed and quality of care is high

Increased use of technology — online booking, email communication with patients, access online

Expanded ability to get patient input

At the same time, the Board recognized there were also a number of areas that required attention:

COMMUNICATIONS

– Internal and External –

Emphasising reputation, brand management and values

Patient engagement

Employee engagement

Greater outreach to the community including marginalized and vulnerable populations

Improved access to our services

Greater awareness of our programs

COLLABORATION

Across Summerville with FHT, FHO and our multiple sites

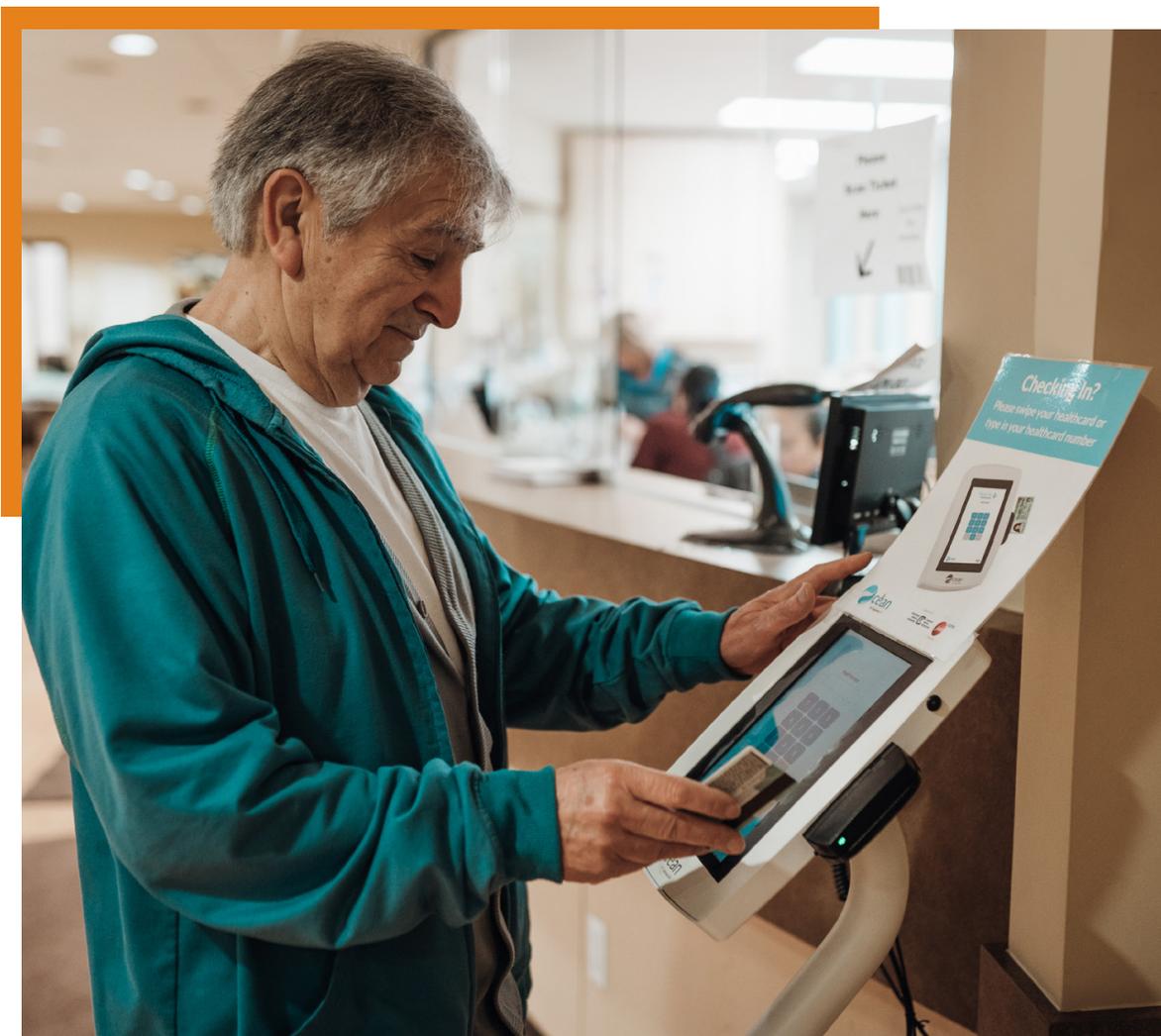
Better utilization of internal resources

Working relationship with community partners

TECHNOLOGY

Optimizing use of data to inform our work, as well as gauging success or improvement

Better leveraging of website, social media, online appointment booking



AFTER CAREFULLY CONSIDERING OUR PURPOSE, FEEDBACK FROM VARIOUS KEY OPINION LEADERS, INPUT FROM OUR STAFF AND PATIENTS, AS WELL AS OUR CURRENT ENVIRONMENT, SUMMERVILLE FAMILY HEALTH TEAM IS PLEASED TO PRESENT OUR STRATEGIC PRIORITIES FOR 2019-2022

ENHANCE THE PATIENT EXPERIENCE

Strengthen patient communication and access to our services through the use of technology.

Better promote and increase utilization of Summerville programs and services.

Encourage patient engagement in their own health care, Summerville activities, and in the well-being of the community.

MEASURES

Patient engagement

Patient satisfaction

Patient communication

INCREASE COMMUNITY & STAKEHOLDER ENGAGEMENT

Actively shape and ensure a strong primary care perspective in Ontario's health care restructuring.

Strategically develop partnership opportunities to expand Summerville services.

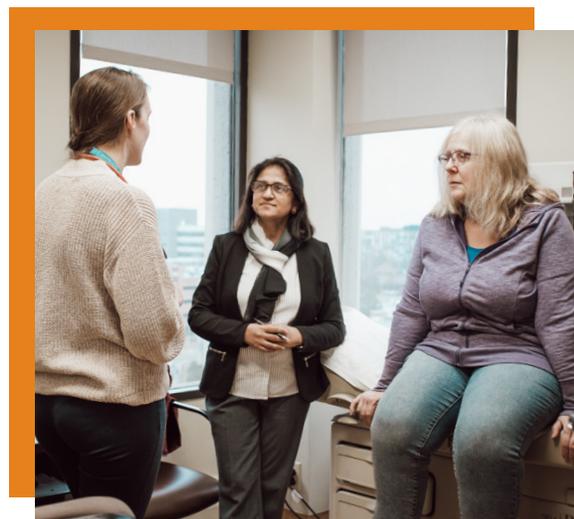
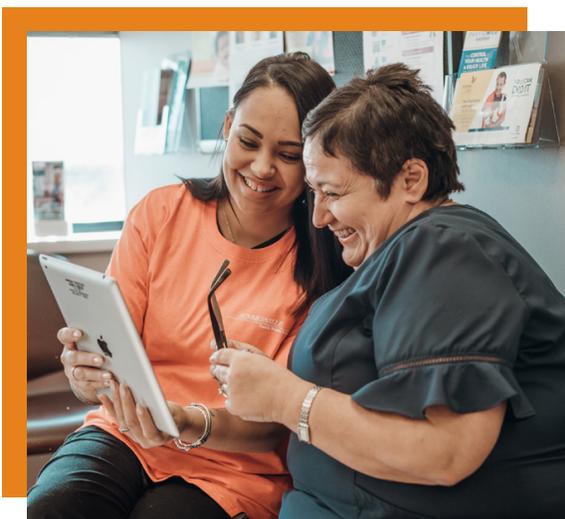
Expand community access to a broader range of Summerville programs.

MEASURES

Number of relevant and formal partnerships

Population served

Impact in health system





DEMONSTRATE EXCELLENCE IN LEARNING AND INNOVATION

Promote and ensure Summerville team members have access to opportunities for continuous learning.

Increase team member involvement in quality improvement initiatives.

Enhance teaching, research and knowledge sharing to deliver excellent patient care.

MEASURES

Utilization of relevant professional development opportunities

Engagement of team in academic activities, including teaching, research, knowledge translation

Achievement of QI Plan targets

STRENGTHEN INTERNAL COLLABORATION AND COHESIVENESS

Enhance organizational integration.
Ensure greater consistency across the organization, including policies and procedures.

Increase opportunities to support team members and recognize their contributions.

MEASURES

Workplace satisfaction

Internal collaboration and teamwork

Team engagement and recognition

ACKNOWLEDGEMENTS

A Strategic Planning Sub-committee of the Board was established in October 2018, chaired by Dr. Angela Lalla, and including Dr. Ruth Connelly (Chair of the Board), Susanne Craig and Christopher Newman (Community Board members) and supported by the FHT Executive Director, Andrea Stevens Lavigne. The Sub-committee was tasked with hiring and working with an external consultant throughout the process, Glenn Pothier, President of GLPi.

THE PROCESS FOR THE DEVELOPMENT OF SUMMERVILLE'S STRATEGIC PLAN INCLUDED THE FOLLOWING COMPONENTS:

- Internal information gathering and outreach to staff, including two "diagonal slice" focus groups with staff from different positions and locations and an online survey
- External outreach and information gathering, including five interviews with key external stakeholders and an online patient survey
- Half-day Strategic Planning Workshop with the SFHT Board
- All staff engagement in development of Values at a Summerville-wide event
- Board planning sessions to develop and refine Strategic Priorities and Metrics

Thank you to our patients, staff, physicians and partners who agreed to be photographed for this booklet.

FOR MORE INFORMATION PLEASE VISIT
www.summervillefht.com