



# *Our Path Forward*

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2019 – 2022 STRATEGIC PLAN

CENTRAL BRAMPTON FAMILY HEALTH TEAM





## **Introduction:**

The Board and Leadership of Central Brampton Family Health Team (CBFHT) set in motion the development of a new strategic plan to guide the organization for the period 2019-2022. The scope of this work included the inclusion of the Brameast Family Health Organization (FHO) which will commence receiving CBFHT services in 2019 through a recently approved expansion agreement with MOHLTC. It is against the ever changing landscape of health care planning and service delivery that the leadership is seeking to develop their new strategic plan to guide the organization forward. The results presented in this report have been informed by consultation with board members, leadership team members, physicians at Central Brampton and physician leadership from Brameast FHO, and funders. Interviews completed to inform this strategic plan revealed the following:

Services are located in a high growth community; primary population growth is new immigrant with English as a second language predominant in the patient population. Families tend to be multi-generational with working adults supporting primary care access for seniors, and young families seeking access in balance with commuting and work/family commitments.

Overall there is a significant challenge for patients needing to access mental health services and social work services will need expansion based on physician feedback. Consideration will need to be given as to how patients from both sites may gain equitable access to FHT – team based care services going forward as each site has several well established programs. There is great opportunity for mutual benefit; however, first there will need to be education and engagement of staff and leadership to create a cohesive FHT.

Informing this plan are the established Vision, Mission and Values of the CBFHT:

## **Vision**

Collaborating with our patients in providing exceptional timely health care

## **Mission**

To create and deliver a team-based model of lifelong care that optimizes health for the individuals, families and communities we serve, through a patient-centred collaborative and comprehensive approach to family health care.

## **OUR VALUES**

Commitment to Quality

Patient-Centred

Respect

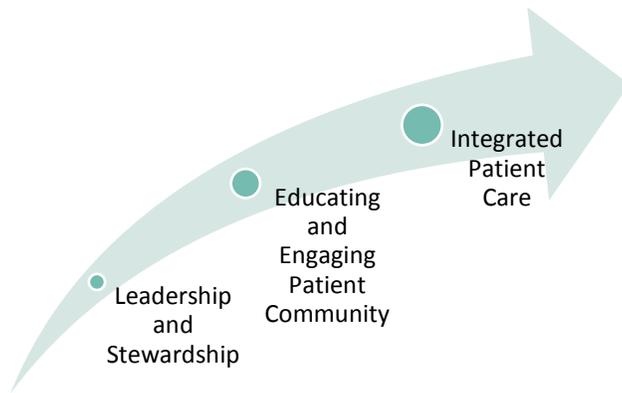
Inclusivity

Collaboration

Diversity

Compassion

## Strategic Pillars



## Strategic Plan 2019-2022

### Integrated Patient Care

#### Strategic Goals

1. Provide seamless pathways for multi-site patients participating in offered services and multiple program offerings.
  - A. Develop and implement integrated care plans to support seamless care for complex patients accessing FHT services and other health systems services.
    - a. Identify complex patients based on health links identifications
      - i. 4 or more complex or chronic conditions
      - ii. Identification with following subgroups:
        1. Mental Health and Addiction challenges
        2. Palliative
        3. Frail
        4. With considerations of economic characteristics and social determinants of health
    - b. And/OR, Two (2) ED visits with last 6 months for chronic illness or mental health issues.
    - c. Assign FHT care coordination with current resources and/or HCC care coordinators to support navigation of health systems
    - d. 50% of complex patients have assigned care coordination or navigator by Year 3 of plan

- B. Ensure ready access to electronic medical records (ERM) for data analysis and Quality Assurance purposes by FHT health professionals to support comprehensive preventative care, chronic disease management, and palliative care.
  - a. Develop relevant data analytics in form of flow sheets to support coordinated patient care with support from EMR provider by end of year 1
  - b. 70% standardized use of data tools in EMR by Year 3 (using disease registry and flow sheets)
- C. Maximize patient utilization of programs within available funding and resources
  - a. Increase patient utilization targets by 10% per program year over year with accompanying engagement strategy.

## Educating and Engaging Our Patient Community

### Strategic Goals

- 2. Establish the CBFHT and associated FHOs as the primary care provider of choice for all registered patients to reduce the accessing of Emergency Departments and/or Walk-In Clinics within community.
  - A. Review access to services for rostered patients, including after-hours access, including access to primary care physicians, nurse practitioners, and other health professional services to ensure access to supporting caregivers, commuters, etc
    - a. Reduce ED and outside use walk in clinics use by rostered patients by year 3
  - B. Increase patient engagement and awareness of primary care options and the comprehensive programs and services offered through an enhanced patient community engagement strategy (including e-communications, patient advisory group) for both patients and caregivers.
    - a. Increased participation rates in offered programs and services by 10% per year
    - b. Established patient advisory group by Year 3

- C. Expand access to education and self-management programs such as diabetes, heart health, prenatal, lung health, nutrition, and mental health by leveraging capacity in existing programs and engaging community partners, seeking funding opportunities as may arise.
  - a. Increase participation with FHT patients and non FHT patients by expanding access as defined by location and partnership offerings at both FHT sites
  - b. Continue creating new collaborations and partnerships with community agencies with Brampton and Bramalea Sub Regions

## Leadership and Stewardship Excellence

### Strategic Goals

#### 1. Advance Governance model of FHT

- A. Expand governance leadership to include representation from expansion FHO(s), community membership to support partnership, governance excellence, and support integrated primary care.
  - a. Board composition reflects strategic objective by including representation from community and Bramalea FHO
  - b. Board development plans are in place year over year
- B. Create engagement plan at the leadership level to support FHT model through committee membership, program lead roles, collaboration with community partners, etc.
  - a. Board approved engagement plan to create new board committees by Year 2
- C. Implement governance development program to support stewardship and succession planning.
  - a. Expand board skills matrix to include succession planning for board leadership

2. Develop communication and training strategy to engage physicians and staff to enhance understanding of FHT programs and services and increase referral to FHT programs.
  - A. Create opportunities for all staff engagement to foster a team philosophy among all sites and services.
    - a. Develop an employee and physician experience strategy with team building workshops
    - b. Annual team surveying – employee satisfaction electronic survey's in year 2019 and 2021
  - B. Identify established best practices in all FHOs and create shared learning and implementation of same.
    - a. Create quarterly shared learning opportunity/cross over among both FHT sites in 2020 and 2021