

Taddle Creek
Family Health Team

Taddle Creek Family Health Team

Strategic Plan

2023 - 2026

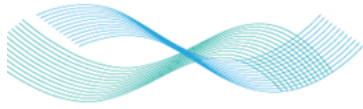
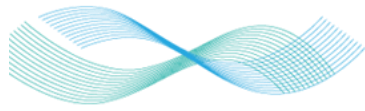


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The Strategic Planning Process

In May of 2022, Taddle Creek FHT began strategic planning to identify the strategic priorities and strategies for the family health team. The objective was to develop a three-year strategic plan that is informed by an analysis of internal and external factors affecting the FHT.

The strategic planning process approach included:

- Review of background documents to inform the process (e.g., 2015 strategic plan, MOH agreement, AOP, patient care survey)
- E-survey for employees, physicians and board members (completed by 26 people); good distribution among board (5), IHPs (10), physicians (7), administration and management (4)
- Three focus groups:
 - Two focus groups with IHPs, physicians, administrative and management staff (30 people)
 - Patient and Family Advisory Committee
- Telephone interviews with 5 key stakeholders - Sherry Kennedy, Galina Valkrilova (Senior Program Consultant MOH), John Simmonds (technology support), Dr. Pauline Pariser (interim chair, Mid-West Toronto OHT), Clarys Tirel (Executive Director Mount Sinai Academic Family Health Team)
- Development of board summary document
- Development of draft strategic priorities and supporting strategies
- Two board strategic planning sessions
- Finalize strategic plan to include:
 - review and confirmation of vision, mission and values
 - key findings from environmental scan (e-surveys, stakeholder interviews, focus groups, and board retreats)
 - agreed upon strategic priorities and strategies

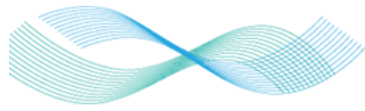
Strategic Planning and Strategy Management

Strategic planning is a disciplined effort that shapes and guides what an organization is, who it serves, what it does and why it does it, with a focus on the future. Effective strategic planning sets out the strategic priorities and strategies that help focus energy and resources and ensure that the board and employees are working toward common goals.

Strategy management is the systematic implementation of the plan. It is the collection of objectives and processes that the executive director will use to transform the plan into a system that provides feedback for decision making.

Summary Analysis of Environmental Scan and Stakeholder Input

The findings of the environmental scan and the feedback from TCFHT's internal and external stakeholders combine to provide valuable information and provide the board with a shared platform from which to identify and define strategic priorities for the upcoming 3 years.



The environmental scan, survey results, the focus group discussions, key stakeholder interviews and a comprehensive document review have provided rich information that helped identify the strategic priorities for the upcoming 3 years.

Environmental Scan

a) PEST Analysis: Assessing how external factors may affect the FHT's ability to achieve its mission is helpful when thinking about and discussing strategic priorities. One framework for this assessment is called a PEST analysis. PEST is an acronym for **Political, Economic, Social and Technological**. The following PEST analysis is intended to stimulate thought and discussion of the factors that may affect TCFHT's decisions about its future direction.

P – Political Environment

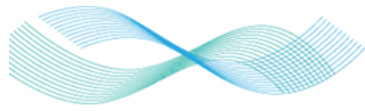
- Health care transformation – Ontario Health Teams
 - Recent provincial election with renewed and reinvigorated mandate, new Minister of Health
 - Single accountability framework, integrated funding envelope, defined population
 - Integrated care across the full continuum
 - Central role for primary care
- New FHT/MOH agreement
 - Increased emphasis on skills-based boards
 - Increased emphasis on extending team-based care to broader population
- COVID-19
 - Provincial and federal regulations
 - Provincial and federal funding support

E – Economic Trends

- Economic impact of COVID-19:
 - Increased economic disparity
 - Job and income uncertainty
 - Youth, less-educated workers, women, recent immigrants and temporary employees have been hit hardest during the pandemic
- High inflation, low wage gains, labour shortages
- Financial barriers to home ownership

S – Societal Trends

- Social and health impact of COVID-19:
 - COVID-19 disproportionately affecting/affected members of racialized communities
 - Social determinants of health were key drivers of mental health during the pandemic
 - School interruptions had negative impact on child and youth mental health, substance use, access to vaccines against preventable diseases, nutrition, physical activity



- Social isolation, loss of employment and reduced income cause increase risk of domestic violence.
- Cancer screening programs delayed
- Hesitancy to return to in-person care
- Mid-west Toronto OHT communities are culturally diverse with:
 - High percentage of people with low income
 - Issues of health equity
 - Significant homelessness
- Growing shortage of family physicians and other health care providers in Ontario
- Movements to right social injustice - emphasis on Diversity, Equity and Inclusion

T – Technological Trends

- Rapid system transformation to virtual care
- Role of social media
- Information about health issues easily accessible to patients on internet
- Incompatibility of e-health systems
- Importance of privacy and security of health information

These impacts pose the following questions to the family health team:

How might COVID-19 impact TCFHT's clinical services over the next 3 years?

How might TCFHT need to support patients and reduce barriers to care?

How might TCFHT recover from missed or delayed screening and prevention interventions?

How might TCFHT need to support staff and physicians?

How will TCFHT ensure that quality of care is maintained and improved?

How will TCFHT sustain and improve on increased use of technology?

How will TCFHT take action to address barriers to equity, diversity and inclusion in its organization?

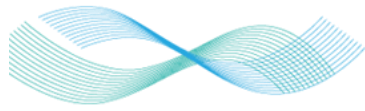
How will TCFHT engage with partners to participate in and influence health care transformation?

b) Stakeholder input

Input and opinion gathered from employees, physicians, patients and key stakeholders contributes knowledge, experience and expertise which, when combined with the board of directors' knowledge, will help inform the discussions of the October 19 board session.

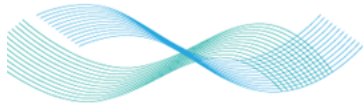
Feedback from these stakeholders has been grouped into five (5) themes.

1. Visibility, reputation, and strengths
2. Weaknesses
3. Opportunities
4. Challenges and threats
5. Advice from stakeholders



A summary of input and themes is provided in the following chart.

	Theme	Summary of feedback
1	Visibility, effectiveness, reputation and strengths	<ul style="list-style-type: none"> • Knowledgeable and highly skilled team • Patient-centred quality patient care • Accessible patient care with a focus on self-management • Strong leadership • Transparency in communication • Positive team culture • Highly effective COVID-19 Task Force • High quality programs (e.g., DEP and MH) • Patients positive about care received • Proactive • Strong reputation • Team education (e.g., trauma-informed care)
2	Weaknesses	<ul style="list-style-type: none"> • Inconsistent practices among suites (including WiFi) • Separation of suites makes coordination difficult • Shift away from collaborative, team-based care (result of COVID-19). Suffering the effects of not being together. • Burnout due to impact of COVID-19 on the workforce • Hesitancy to return to in-patient care • Insular focus - Minimal involvement with external environment (population health and needs of non-rostered people, primary care association, FHT collaborative, AFHTO, family practice network) • Salaries not competitive • IT security and system management not optimal
3	Opportunities	<ul style="list-style-type: none"> • Virtual care to improve access and effectiveness • Increased partnerships and service integration (e.g., home care, mental health, DEP, other FHTs) • Harmonization of suite policies and procedures • Optimization of EMR for on-line bookings and referrals • Focus on staff wellness • Increase focus on community needs and working outside the roster • Active engagement with MWT OHT • Improve access with same day booking • Continue movement toward skills-based board • Enhance information system management, support and security (e.g., introduce redundant internet connection, cyber security training, mobile device management solution) • Repurpose year-end money
4	Challenges and threats	<ul style="list-style-type: none"> • Pandemic • Cyber attacks • Health care restructuring



		<ul style="list-style-type: none">• Provider fatigue• Budget cuts/inadequate budget
5	Advice from stakeholders	<ul style="list-style-type: none">• Increase external focus to see how you fit into the bigger picture• Prepare for a move to a more regional approach of care delivery – look for partnerships in different forms, enhance your community impact• Keep your plan flexible and nimble so that you can adapt to change• Establish a stronger connection with AFHTO and benefit from their resources• Upgrade the digital health of your organization• Increase external involvement across the organization (i.e., ED is presently the primary representative outside the FHT)

Vision, Mission and Values

Taddle Creek FHT's Vision, Mission and Values were confirmed as the following with the intent for the organization to revisit and update prior to the next strategic planning cycle.

Vision

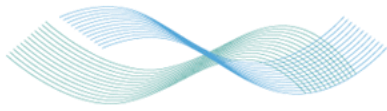
Be ahead of the curve – partners in accessible, integrated primary care for the well-being of our patients and ourselves.

Mission

Provide access to effective, comprehensive, patient-centred, team-based primary care, which supports self-management, emphasizes health promotion/disease prevention and enhances the management of individuals with chronic diseases through programs that are well linked with other local health and community services.

Values

- Patient and family-centred
- Positive energy
- Communication
- Accessibility
- Collaborative Care



Strategic Priorities and Strategies

It is evident that TCFHT is very well regarded, has strong leadership, and has a skilled and dedicated staff team. It is also evident that the impact of COVID-19 has been, and will continue to be, significant in terms of health care demands and health outcomes; it is not known how the pandemic will affect population health, health care transformation and funding decisions in the months to come.

The following strategic priorities and strategies were developed to guide the organization for the next three years.

Patient care:

Provide high quality, responsive and patient-centred care to improve the health of Taddle Creek patients and our community

- Ensure programs and groups are meeting patient needs
- Focus on quality improvements that will enhance the patient experience
- Engage PFAC to drive patient care improvements
- Harness resources to advocate for and empower patients

People:

Foster a strong and resilient organization that creates the conditions necessary for Taddle Creek's people to thrive

- Focus on workplace well-being to support our team
- Prioritize retaining our people by welcoming and supporting them
- Provide educational opportunities to better equip people for success
- Advocate for sustainable funding

Organizational Effectiveness:

Build our leadership capacity through sound governance

- Identify board development priorities (especially succession planning)
- Focus on mobilizing our strategic projects
- Champion all the work we do (including invisible work) with the broader community
- Continuously review governance policies and procedures

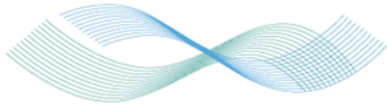
Optimize technology to make care easier to access and deliver

- Enhance use of our digital tools and our electronic health record (eMR)
- Ensure the team has access to and is trained on digital tools and our eMR
- Safeguard patient information and the organization's assets
- Keep abreast of technological requirements, adopt as necessary and harmonize across suites

Partnerships:

Partner with others to leverage resources and build our capacity to better serve Taddle Creek patients and our community

- Join with our partners for system transformation
- Engage intentionally with partners to increase service capacity
- Learn new strategies from partners in order to improve



Documents Reviewed

Among the documents reviewed to inform the environmental scan were:

- [Overview: COVID-19's impact on health care system](#), CIHI, November 2020
- [A struggling system: Understanding the health care impacts of the pandemic](#), CMA, November 2021
- [COVID-19 in Canada: Year-end Update on Social and Economic Impacts](#), Statistics Canada, December 2021.
- [Delivering equitable care - Advancing health equality in the face of social and systemic challenges](#), Ontario Medical Review, June 29, 2022
- [1-in-5 Ontarians could be without a family doctor by 2025](#), OCFP, September 13, 2022
- [SickKids releases new research on how COVID-19 pandemic has impacted child and youth mental, physical health](#), Sick Kids, July 8, 2021
- [Mobilizing toward health equity: Action steps for health care organizations Perspectives of health care CEOs and leadership executives](#), Deloitte Insights, May 26, 2021