

## Strategic Planning 2023 - 2025

### 1.0 Background

In 2015, the Brighton Quinte West Family Health Team completed a strategic plan with participation from the Board of Directors and Committees for the period of 2015 - 2018. Three years later, in 2018, the organization rebranded as the Lakeview Family Health Team to be more representative of our communities and the surrounding areas of Brighton, Colborne and Quinte West. At the same time, the Board of Directors and Committee members, as well as key management personnel at the FHT, undertook a review of the strategic plan and established new goals for the four years of 2018- 2022. The Mission Vision and Values of the organization underpin the four priorities established for 2019-2022.

In the fall of 2022, the Board of Directors endorsed a process to revisit the strategic plan as the organization embarked on the recovery response to the worldwide Pandemic of Covid-19. Three strategy sessions provided the forum to explore the current landscape and the relationship with the four strategic goals, which were previously established. Due to the complexities of the health care environment and in particular the provincial changes under Ontario Health and Primary Care redesign, it was deemed appropriate by the Physicians, Board and members of the interdisciplinary team to develop a set of priorities for 2023-2025 build on the current strategic goals

### 2.0 Mission, Vision and Values

With an understanding that the Mission Statement of the Lakeview Family Health Team explains what the organization must do day-to-day to make the Vision statement a reality, the following Mission was thoughtfully considered and continues to represent the purpose of the organization:

*'The Lakeview Family Health Team will continue its leadership role in providing comprehensive health care services. Through quality improvement, good governance and community engagement, we will support mental and physical wellbeing.'*

The importance of an aspirational, inspirational and motivational Vision of the Lakeview Family Health Team led the organization to reaffirm the Vision:

*'To Partner with our communities to provide compassionate and professional primary care.'*

In 2015, Five Core Values were established to guide the professional practice and interdisciplinary team conduct. The Core Values and associated behaviours have remained relevant in the present healthcare environment:

#### **Accountability**

- Timely access to services and care
- Professional knowledge and translation to improve services and outcomes
- Resourcefulness - effective use of human talent and financial accountability
  - Commitment to continuous improvement

#### **Collaboration**

- Dialogue with team members, partners and patients
  - Include others in process
    - Communication
  - Share ideas and work load
- Flexibility to meet needs of team and patients
- Creativity within limited resources to deliver care

#### **Integrity**

- Honesty with constructive criticism and feedback acknowledged for the diversity of patients and team
  - Attentiveness towards patients at visits
- Demonstrate professionalism in actions and speech

#### **Innovation**

- Proactively plan for patient and community needs
- Embrace change and technology in organizational program development
  - Allow to fail safely

#### **Respect**

- Listen to each other and patients
  - Appreciative inquiry
  - Open respectful communication
- Equality and selflessness in treating staff and patients

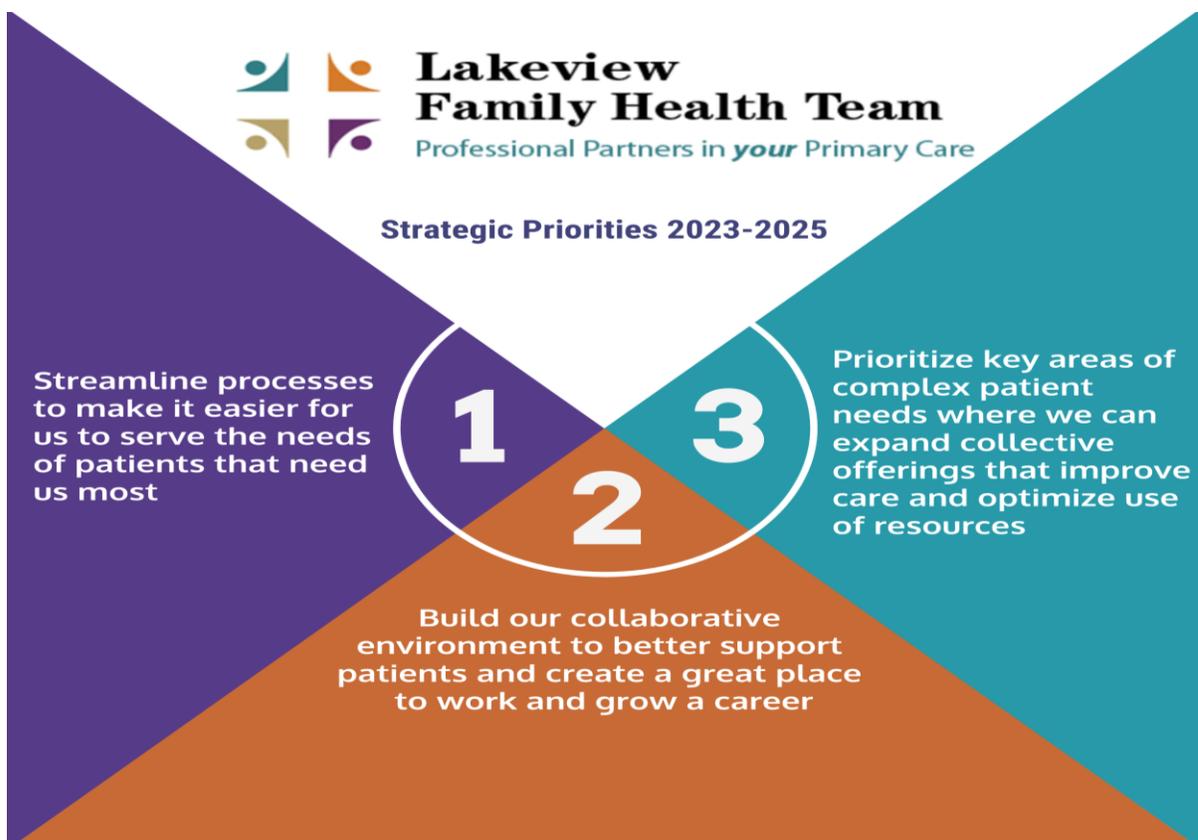
### **3.0 Strategic Goals**

The commitment to our patients and communities and the broader health care system was maintained as the Primary Care Providers in the team continued to provide comprehensive primary care throughout the Pandemic. Despite the pressures of Covid-19 response and recovery, the commitment of our team to patients care, community partnerships and the health system reform are reflected in the existing Strategic Goals and validated as:

1. Promote a culture of quality and patient safety by responding to the needs of the community for programs and the optimization of technology for service delivery.
2. Cultivate Partnership by improving collaboration and integration with partners to enhance programs and services.
3. Demonstrate Accountability to Patients and Community through effective fiscal management and enhanced communication
4. Enhance Organizational Effectiveness through collaborative governance and partnerships and optimize resources to facilitate staff fulfillment of roles and responsibilities

#### 4.0 Emerging Priorities and Actions

The planned actions serve as a blueprint for the Lakeview Family Health Team. The review by the Board of Directors on the progress of achieving the priorities allows the organization to pivot in response to changing pressures and continue to respond to the needs of our communities. The Lakeview Family Health Team identified the three strategic Priorities for 2023-2025.



Priority 1: Streamline processes to make it easier for us to serve the needs of patients that need us most

Actions:

- i. Online booking Artificial Intelligence system to assist with triaging patients – clear information about when an appointment is needed and when it is not (decision tree) – learn from other clinics
- ii. Catalogue of services to help with onboarding new FHT staff
- iii. Newsletter to patients with relevant information by time of year to help them help themselves

Priority 2: Build our collaborative environment to better support patients and create a great place to work and grow a career

Actions:

- i. Re-establish weekly huddles to receive updates and celebrate accomplishments
- ii. Plan education days, lunch and learn, interdisciplinary team members, case study learning with incentive or a prize
- iii. Introduce complex case conferences with different disciplines - rounds model where we meet on the first Friday of the month
- iv. Create a catalogue of programs and services – available on a portal that is accessible to all 3 sites
- v. Build time for relationship building (team building events)

Priority 3: Prioritize key areas of complex patient needs where we can expand collective offerings that improve care and optimal use of resources.

Actions:

- i. Prioritize key areas in complex care where we create bundles of material for patients that all physicians and staff can use to support patient education
- ii. Track use of FHT programs (Diabetes/COPD) and patient experiences to illustrate the value of our programs with physicians (include patient feedback about what they value)
- iii. Set collective priorities in other areas where we could build programs that support excellence in care and the best use of our resources

## **5.0 Work Plan**

The features of the Workplan have been developed based on the key areas of focus identified in the Emerging Priorities. The workplan provides the nimbleness to respond in a timely manner, to regional and provincial variations. The Workplan includes the following key elements:

1. Planned actions to meet the established goals and priorities
2. Success measures to ensure targets are met
3. Timeline for the individual actions in the four-year period of the strategic plan
4. Partners to work with to ensure all goals and priorities are met with the support and participation of various local, regional and provincial partners

This Workplan will be reviewed quarterly by the Board of Directors and revised as required to provide the highest level of health care for the communities served by the Lakeview Family Health Team

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