

*Kingston*

---

Family Health Team

# Strategic Plan 2017-2020



# Executive Summary

---

The role of primary health care in the current environment continues to evolve. This strategic plan outlines Kingston Family Health Team's role and sets strategic objectives that will drive the organization to achieve its goals.

## Current Mission Vision and Core Values

---

### **Vision**

To be a leader in providing exceptional primary care that is timely, compassionate, holistic and sustainable while responsive to the changing needs in our community.

### **Mission**

To serve more orphaned patients in our community.

To increase focus on health promotion, effective prevention, best practice screening and self-management.

To provide a safe, enriching and positive working environment for all staff, nurses, interdisciplinary health professionals, physicians and learners which promotes and supports growth in our professions.

To provide best practice, evidence-based comprehensive care services to patients.

To utilize resources in an effective manner to support patient care and the professionals who provide that care.

To work collaboratively as a multidisciplinary team to create innovative patient programming based on the population health needs of the area.

### **Core Values**

To be a work place environment that optimizes our patients' health and staff well being.

## Introduction

---

The KFHT was a key stakeholder in the formation of the Family Health Team (FHT) model more than 10 years ago. The KFHT continues to provide primary care to approximately 31, 000 patients in the community.

The Board of Directors recognize that a decade after their inception, FHTs are not operating in the same environment. Regional health system changes in primary care locally and provincially and the need to provide timely access to patient care indicates that the KFHT needs to re-evaluate the organization and define future direction.

The strategic planning process initiated by the Board of Directors and senior management began in 2017. The first step was to organize a team wide “Summit” which was held January 2017. The Summit included participation from physicians, and employees from all five sites. The goal of the Summit was to engage everyone to contribute ideas to improve the quality of patient care. Several key elements were identified as priority.

## Elements of the 2017-2020 Strategic Plan

---

- 1. Improved Communication**
- 2. Improved Organizational Operating/Development**
- 3. Improved use of Resources**
- 4. Improved Access**

These key elements were used as the basis to create the 2017-2020 Team Strategic plan.

## Logic Model for Success

---

The key elements identified are connected in such a way that they form a success logic model. If the KFHT achieves improved communication that will lead to improved organizational operating/development. Once improved organizational operating/development has been realized then a plan to improve use of resources can be developed. Improving use of resources team wide will result in improved access to timely quality care to patients, which is the ultimate goal in a patient centered care model.



## Strategic Objectives

---

### 1. IMPROVED COMMUNICATION

#### Internal (Team Wide)

- Ensure everyone is aware of how to access community resources
- Ensure everyone is aware of how to access and navigate internal programs and services
- Create an internal system to enhance two-way communication between leadership and employees

- Develop a system wherein employees can address issues such as communication barriers

### **Internal (Site Wide)**

- Develop a formalized communication process at site level
- Promote consistent and all-inclusive site staff meetings
- Encourage professional development

### **External (Patients)**

- Improve patient awareness of the services provided by our Team and community
- Provide real-time communication to patients which outlines our programs and services, after hours clinic and community resources
- Obtain regular feedback from patients as part of our quality improvement

## **2. ORGANIZATIONAL DEVELOPMENT/OPERATIONS**

- Improve Team wide identity with consistent branding at all sites
- Review current internal committees to ensure inclusive and focused performance
- Explore ways to encourage and support employee development

## **3. IMPROVED USE OF RESOURCES**

Improve use of team resources by focusing on three pinnacles:

### **Time**

- Collaborate with other FHTS to avoid duplication of programs and services
- Develop pathways to direct patients to community services where appropriate
- Improve efficiency in delivering internal group programs and services
- Continual assessment of internal and external group programs and services to ensure efficacy with individual counselling

### **Staffing**

- Ensure an appropriate pool of facilitators are qualified and available for delivery of programs and services

### **Money**

- Continued delivery of effective primary care with limited resources

#### 4. IMPROVED ACCESS

- Reduce wait times by creating a central intake system for mental health, providing improved accessibility to direct individual care by mental health providers and limiting follow up visits
- Explore ways to foster patient accountability
- Explore alternative media for patients to access online resources
- Expand the availability and timing of group programs to better serve the needs of the patient

## Turning objectives into action

---

To turn the objectives above into action the Team will form a “Strategic Action Plan Committee” which will be given the task of:

1. Prioritizing the strategies identified in our plan
2. Recommending appropriate steps to achieve those goals
3. Developing a time-frame for implementation of recommended actions

## Revised Vision, Mission and Core Values

---

To better reflect the current 2017-2020 Strategic Plan our Board of Directors has revised our Vision, Mission and Core Values Statement.

### **Mission**

To provide patients with the highest quality primary care that is timely, compassionate, comprehensive, and sustainable through an evidence-based, patient-centered approach that is responsive to the changing needs of our community.

To foster a safe, enriching and positive working environment which promotes and supports growth.

### **Vision**

To become a leader in providing quality primary care.

### **Core Values**

- empower all health care providers and staff
- provide comprehensive care
- foster trust and mutual respect
- value strengths & support differences

## Measuring our Progress

---

The KFHT Board of Directors has revised its strategic plan and we are now directing our focus on four key elements:

- 1. Improved Communication**
- 2. Improved Organizational Operating/Development**
- 3. Improved use of Resources**
- 4. Improved Access**

As our team works toward achieving its objectives as outlined in our plan, the KFHT Board of Directors will encourage engagement by monitoring and communicating our progress, initiatives, actions, and measured outcomes.