



WORKING TOGETHER TO INSPIRE A HEALTHY COMMUNITY

STRATEGIC PLAN
TIMEFRAME: 2016-2019



Creating a Patient-Centred Experience

Inspiring Excellence and Learning

Fostering Leadership and Collaboration



TABLE OF CONTENTS

Introduction	1
Strategic Planning Process	2
■ Key Stakeholder Engagement	
■ Situational Analysis	
■ Formulating Mission, Vision, Values and Strategic Directions	
Our Vision, Mission and Values.....	3
Strategic Directions	4
■ Creating a Patient-Centred Experience	
■ Fostering Leadership and Collaboration	
■ Inspiring Excellence and Learning	

Introduction

TOGETHER WITH OUR COMMUNITY, THE WELLAND McMASTER FAMILY HEALTH TEAM PROMOTES EXCELLENCE IN PRIMARY CARE AND CHAMPIONS HEALTHY LIVING

Since its inception, the Welland McMaster Family Health Team has been committed to inspiring excellence in primary care to effectively respond to the needs of the people residing in the City of Welland and surrounding areas. To achieve this goal, the Welland McMaster Family Health Team carries out its role as follows:

- Provide increased access to primary health care by rostering new patients;
- Provide comprehensive family health care services through an interdisciplinary team of family physicians, nurse practitioners, registered nurses and a range of other health care professionals, each working within their scopes of practice;
- Serve as a central catalyst for the development of new, comprehensive community-based chronic disease management and self-care programs;

- Emphasize health promotion, illness prevention and early detection/diagnosis;
- Provide system navigation and care coordination, linking patients to other parts of the health care system such as acute care, long-term care, public health, mental health, addictions, and community programs and services;
- Provide patient-centred care where the patient is a key member of the team and therefore can make informed decisions on how to best manage his/her health care needs; and
- Link with other health care organizations at the community level and, in general, be adapted to the needs of the specific community.

Looking to our future, the Welland McMaster Family Health Team seeks to fulfill our mission by focusing on three strategic directions: Creating a Patient-Centred Experience, Fostering Leadership and Collaboration, and Inspiring Excellence and Learning.

Strategic Planning Process

In October 2015, under the leadership of the Board of Directors, the Welland McMaster Family Health Team initiated a strategic planning process to enhance the capacity of the organization to achieve the mission. The strategic planning process was comprised of the following key components:

STAKEHOLDER PERSPECTIVES

The Board of Directors, Executive Director, employees of the Family Health Team, staff of the FHO physicians, community partners, Department of Family Medicine, McMaster University, Ministry of Health and Long-Term Care and the physicians of the Family Health Organization (FHO) were invited to participate in a planning session, teleconference meeting or in-person interview. A Discussion Guide was developed to facilitate dialogue. Participants were requested to share their perspectives on the strengths and areas of improvement of the organization and identify priorities/directions for the future. A total of 40 key stakeholders participated in the process. A summary report of the perspectives of these stakeholders was completed and considered by the Board of Directors.

SITUATIONAL ANALYSIS

In preparation for the strategic planning process the Board of Directors compiled information from various sources

including patient surveys and quality improvement outcomes and explored the following:

- *Internal Environment:* Identified the capacity of the Welland McMaster Family Health Team in terms of strengths and areas of improvement.
- *External Environment:* Discussed significant influences from outside the Welland McMaster Family Health Team that could impact the current and future directions of the organization.

VISION, MISSION, VALUES AND STRATEGIC DIRECTIONS

Based on the information collected, the Board of Directors reviewed the vision, mission and values of the organization and explored potential strategic directions.

A strategic plan was completed and ratified by the Board of Directors. Upon the approval of the strategic plan by the Board of Directors, the Executive Director will develop an operational management plan. On a semi-annual basis, the Executive Director will report to the Board of Directors on the outcomes achieved in relation to the stated indicators of success for each strategic direction. In June of each year, the progress by the Welland McMaster Family Health Team in relation to the strategic directions will be shared with stakeholders through a report posted on the website of the organization.

Vision, Mission And Values

Our hopes for the future of the Welland McMaster Family Health Team are guided by our vision, mission and values.

VISION

Our vision states the preferred future that we hope to achieve together with our community.

To significantly improve the health of our community.

MISSION

The mission of the Welland McMaster Family Health Team defines our purpose and how we will achieve it.

The Welland McMaster Family Health Team provides comprehensive primary care, promotes healthy living and inspires excellence and continuous learning.

VALUES

The values of the Welland McMaster Family Health Team guide our actions and relationships. We strive to reflect our values in all that we do, every day.

HUMAN DIGNITY

The uniqueness of each individual and their right to be respected and treated with compassion is honoured.

EXCELLENCE

Inspiring excellence starts with expecting the best of our team, embracing quality improvement and continuous learning.

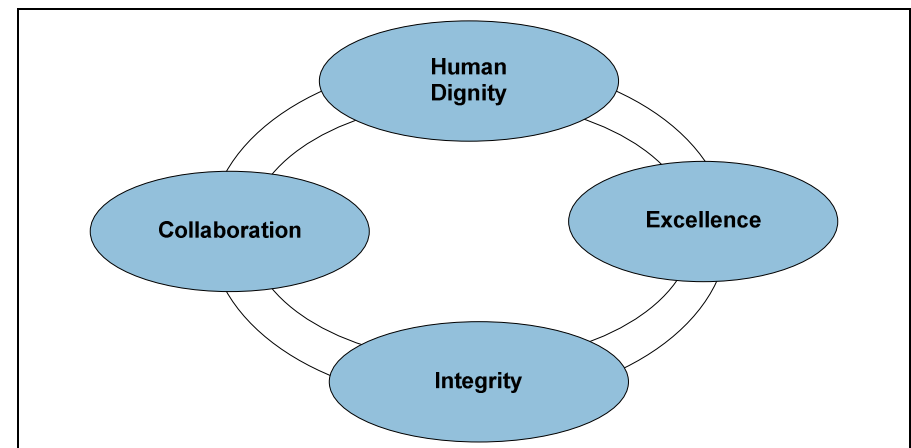
INTEGRITY

Our reputation is built on our actions and the accountability of our team is measured by the difference we make in the lives of our patients and community.

COLLABORATION

Success is rooted in the partnerships we build and how we manage these collaborations.

VALUES



Strategic Directions

STRATEGIC DIRECTIONS

The priorities of the future of Welland McMaster Family Health Team focus on three strategic directions.

STRATEGIC DIRECTION ONE: CREATING A PATIENT-CENTRED EXPERIENCE

The Welland McMaster Family Health Team will continue our commitment to create a patient-centred experience by improving access to primary care, supporting patients at important transition points in their health care and ensuring that health promotion and chronic disease management programs are responsive to the needs of the community.

STRATEGIC DIRECTION TWO: FOSTERING LEADERSHIP AND COLLABORATION

The Welland McMaster Family Health Team will take a leadership role in delivering primary care by fostering purposeful collaborations, effective stewardship and growth of a strong organization.

STRATEGIC DIRECTION THREE: INSPIRING EXCELLENCE AND LEARNING

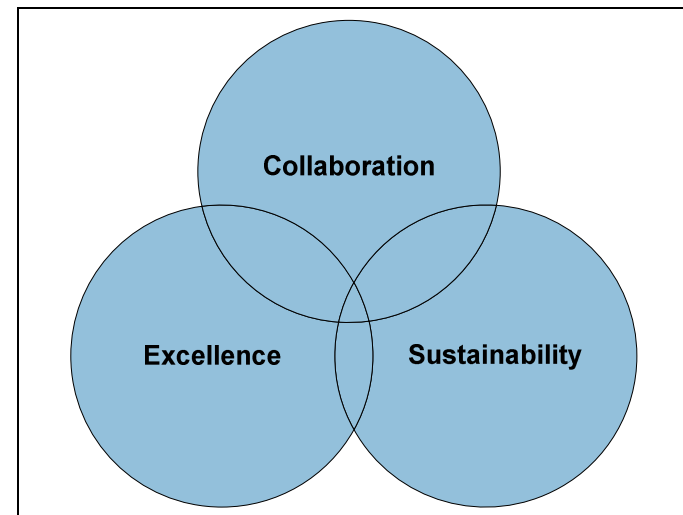
The Welland McMaster Family Health Team will strive to be the best in primary care through quality improvement and a culture of learning and accountability.

OUR CONTEXT

Interwoven throughout this strategic plan are three dimensions that define our context.

- *Collaboration*: Fostering purposeful partnerships to achieve our mission.
- *Excellence*: Being the best at everything will motivate our actions and decisions.
- *Sustainability*: Demonstrating effective stewardship of resources to preserve our future.

OUR CONTEXT



Strategic Direction: Creating a Patient-Centred Experience

<p>STRATEGIC GOAL ONE: CREATING A PATIENT-CENTRED EXPERIENCE</p>	<p>To enhance our commitment to create a patient-centred experience, the Welland McMaster Family Health Team will improve access to primary care, continue to support patients at important transitions in their health care and ensure that health promotion and chronic disease management programs are responsive to the needs of the community.</p>
<p>Strategy</p>	<p>Action</p>
<p>1.1 Improve timely access to primary care.</p>	<p>1.1.1 Critically review access and implement further strategies to improve timely access to primary care.</p>
<p>1.2 Enhance our capacity to support patients during important transitions in their health care.</p>	<p>1.2.1 Establish well-defined protocols with key partners in the health care system in the Niagara Region to better facilitate a seamless system for patients.</p>
	<p>1.2.2 Better utilize and communicate with community resources to assist patients at important transitions in their health care.</p>
	<p>1.2.3 Implement innovative strategies to educate patients and the community on the services and programs of the Family Health Team.</p>
<p>1.3 Design health promotion and chronic disease management programs to be responsive to the needs of the community.</p>	<p>1.3.1 Develop a profile of the health promotion and chronic disease management programs that are currently available to the residents of the City of Welland.</p>
	<p>1.3.2 Identify the health promotion and chronic disease management programs that are required by the community.</p>
	<p>1.3.3 Explore with community partners the opportunities to collaborate in the delivery of health promotion and chronic disease management programs.</p>

Strategic Direction: Creating a Patient-Centred Experience

<p>STRATEGIC GOAL ONE: CREATING A PATIENT-CENTRED EXPERIENCE</p>	<p>To enhance our commitment to create a patient-centred experience, the Welland McMaster Family Health Team will improve access to primary care, continue to support patients at important transitions in their health care and ensure that health promotion and chronic disease management programs are responsive to the needs of the community.</p>
<p>Strategy</p>	<p>Action</p>
	<p>1.3.4 Develop and implement strategies to optimize access by community physicians and health care providers to the health promotion and chronic disease management programs of the Welland McMaster Family Health Team.</p>

Strategic Direction: Fostering Leadership and Collaboration

STRATEGIC GOAL TWO: FOSTERING LEADERSHIP AND COLLABORATION	The Welland McMaster Family Health Team will take a leadership role to deliver primary care by fostering purposeful collaborations, effective stewardship of resources and growth of a strong organization.
Strategy	Action
2.1 Foster patient and community engagement in the planning and delivery of primary care services.	2.1.1 Explore meaningful and manageable strategies to better integrate the perspectives of patients, Family Health Organization (FHO) physicians and the community in the planning and delivery of primary care services.
2.2 Build purposeful partnership to more effectively deliver primary care.	2.2.1 Establish a more formal partnership with the Niagara Health System and Local Health Integration Network (LHIN). 2.2.2 Establish new purposeful partnerships and maintain current collaborations with physicians, health care providers and community organizations to enhance the patient experience and expand primary care service delivery in the community. 2.2.3 Develop outcomes for each partnership and measure the effectiveness of the collaboration. 2.2.4 Pursue strategic alliance opportunities with other Family Health Teams in the Niagara Region if it is determined to be mutually beneficial and contributes to sustainable growth of primary care service delivery.
2.3 Ensure the future of the Welland McMaster Family Health Team through effective stewardship.	2.3.1 Continue governance leadership best practices through the development of a succession strategy, crisis communication protocol, risk management strategy and a systematic review of internal controls.

Strategic Direction: Fostering Leadership and Collaboration

<p>STRATEGIC GOAL TWO: FOSTERING LEADERSHIP AND COLLABORATION</p>	<p>The Welland McMaster Family Health Team will take a leadership role to deliver primary care by fostering purposeful collaborations, effective stewardship of resources and growth of a strong organization.</p>	
<p>Strategy</p>	<p>Action</p>	
<p>2.4 Maintain and grow a strong organization.</p>	<p>2.4.1 Strengthen the management framework through the further refinement of well-defined policies and procedures.</p>	
	<p>2.4.2 Ensure a healthy workplace by implementing an employee wellness survey and develop a strategy to respond to identified areas for improvement.</p>	
	<p>2.4.3 Continue to enhance effective teamwork through timely communication strategies and responsive technology.</p>	

Strategic Direction: Inspiring Excellence and Learning

STRATEGIC GOAL THREE: INSPIRING EXCELLENCE AND LEARNING	To achieve excellence in primary care, the Welland McMaster Family Health Team will deepen its commitment to quality improvement and continuous learning.	
Strategy	Action	
3.1 Promote excellence through quality improvement.	3.1.1 Develop an enhanced quality improvement process to better measure the patient experience with the Welland McMaster Family Health Team and the overall effectiveness and wellness of the organization.	
	3.1.2 Collaborate with FHO physicians in the data collection, analysis of results and strategies to improve quality outcomes.	
	3.1.3 Implement the enhanced quality improvement process.	
	3.1.4 Better integrate quality improvement in the daily activities of Welland McMaster Family Health Team.	
	3.1.5 Report on outcomes achieved from the enhanced quality improvement process to key stakeholders.	
3.2 Foster a culture of continuous learning.	3.2.1 Continue to invest in continuous learning for employees and affiliated health care professionals.	
	3.2.2 Continue our commitment to the teaching and training of medical and health care professional students.	