



BRANTFORD BRANT NORFOLK PRIMARY CARE COUNCIL

STRATEGIC PLAN
2022-2025

CONNECT • SUPPORT • ELEVATE

PREPARED BY
KRISTIN KATHIRAVELU
BRANTFORD BRANT NORFOLK OHT
MAY 2022



**BRANTFORD
BRANT
NORFOLK**
Primary Care Council



A MESSAGE FROM OUR EXECUTIVE REPRESENTATIVES

Harmony Square, Brantford

Dear Friends,

We are pleased to present the Brantford Brant Norfolk Primary Care Council's 2022-2025 strategic plan, one of the first regional provider-led initiatives of its kind in Ontario that will serve as a cornerstone for future health system planning within the Brantford Brant Norfolk OHT.

This strategic plan embodies our organizational values of compassion, leadership, excitement and innovation. It contains directions constituted by salient actions that will advance the collective priorities of our local primary care community. In clearly conveying our unified objectives, this document will inform ongoing resource allocation discussions and guide the implementation of regional healthcare system design initiatives.

Our plan is the result of a great deal of thought, consultation and input from persons with lived experience, frontline professionals, community partner organizations and provincial stakeholders representative of the primary care sector. The process itself was directed by a multidisciplinary steering committee representative of Brantford Brant and Norfolk. This work has created a strong foundation for the establishment of a unified primary care sector within our region and positioned us optimally to chart our collective future.

We, along with our colleagues, look forward to fulfilling our strategic objectives by working effectively, efficiently and collaboratively with our partners to ultimately ensure the future sustainability and well-being of our providers and communities.

Sincerely,
Dr. Scott Elliott, Chair
Dr. Danielle Major, Vice-Chair
Dr. Beverly Jones, Secretariat

— “ —
*This strategic plan embodies
our organizational values
of compassion, leadership,
excitement & innovation*

— ” —



WELCOME

CONNECT - SUPPORT - ELEVATE

THE 2022-2025 STRATEGIC PLAN FOR
THE BRANTFORD BRANT NORFOLK PRIMARY CARE COUNCIL

Grand River Community Health Centre
Brantford, Ontario

The Brantford Brant Norfolk Primary Care Council (henceforth the “Council”) is a largely self-organized group that has been actively engaged to date as a Brantford Brant Norfolk Ontario Health Team partner. Originally established in 2019 as the Brantford Brant Primary Care Council, it was expanded in Fall 2021 to mirror the nascent partnership between the distinct Brantford Brant and Norfolk Ontario Health Teams that existed at the time. The Council has been remarkably successful in providing leadership and a cohesive voice for primary care providers in the region as well as a forum for effective engagement with primary care during the development and implementation of the integrated Brantford Brant Norfolk Ontario Health Team. The group is currently comprised of representatives of the majority of primary care organizations within Brantford Brant and Norfolk, which are affiliated with approximately



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101 Nurse Practitioners and Physicians providing care to a patient population of over 194,000. Members have volunteered their time to contribute to many of the Ontario Health Team’s working groups and its overall leadership structure, and have leveraged a collective sense of purpose to spearhead the community’s response to COVID-19.

The Council is now poised to leverage its existing strengths and take the bold steps needed to respond to the needs of our patients, while remaining true to our responsibilities as providers. Our strategic plan consists of five directions that will organize our efforts to ensure the ongoing sustainability of our local primary health care system while seizing opportunities to address the increasingly complex needs of the communities we serve.

Our plan is written broadly, to provide guidance without creating constraints. Achieving the directions outlined while exemplifying the core values that we have identified will be key to ensuring our success. Given our rapidly evolving environment, our intention is to provide a framework that will provide structure to our work while maintaining the flexibility required to leverage relevant local, regional and provincial initiatives that will assist us in achieving our objectives. A working group will be tasked with assessing progress toward our strategic directions every six months for the duration of the plan, taking into account the level of resources available to the Council as well as the necessity of ambitiously pursuing our Vision.

Extensive input from a number of key stakeholder groups was taken into account when creating our strategic plan, and it is recognized that dynamic engagement with many parties will be required to move our important work forward. We are optimistic that the level of interest and support from our partners during our planning process is reflective of a future collective desire to bring our goals to fruition. We look forward to collaboratively meeting the comprehensive primary care needs of Brantford Brant and Norfolk for many years to come.



VISION

"A sustainable primary care system staffed by engaged providers that offers our community 24/7 access to seamless, comprehensive and equitable care."

MISSION

"To affirm the role of primary care as the foundation of our local health care system, and support initiatives that improve the well-being of providers and our community."

VALUES

INNOVATION

We embrace and support the development of new ideas and solutions that aim to meet the primary care needs of Brantford Brant and Norfolk

COMPASSION

We lead with our hearts, respecting each other as we work and listening to marginalized voices to ensure equity in all that we do

EXCITEMENT

We are bold and passionate, and we foster an environment of curiosity and fun that makes our work enjoyable

LEADERSHIP

We rise above challenges, working collaboratively with our partners to achieve our goals and inspire others



STRATEGIC DIRECTIONS, OBJECTIVES AND ACTIONS



1. ADDRESS PROVIDER BURNOUT

STREAMLINE PRACTITIONER WORKFLOW

- Implement electronic solutions that reduce the administrative requirements of PCPs and optimize practice efficiency

CREATE OPPORTUNITIES FOR PCP NETWORKING

- Invest in wellness initiatives for PCPs
- Establish networking forums to connect with community support organizations and engage in case conferencing, CME and IT training/support

WORK COLLABORATIVELY TO CREATE RESILIENCY

- Collaborate with other groups aiming to improve the resiliency of the primary care sector

DEVELOP SOLUTIONS TO KNOWN PCP PRESSURE POINTS

- Explore opportunities to establish a local on-call support team
- Advocate for additional administrative resources (e.g. IT, QI) for the primary care community
- Establish a regional code of conduct for the primary care sector that outlines expectations of providers and patients

2. IMPROVE LOCAL ACCESS TO PRIMARY CARE

ACTIVELY PARTICIPATE IN/LEAD PCP RECRUITMENT INITIATIVES

- Work collaboratively with partners to create a PCP recruitment strategy designed to address the specific primary care needs of our communities while also meeting the needs of new graduates

IMPROVE RATES OF ACCESS TO TEAM-BASED PRIMARY CARE

- Support community proposals to establish additional interdisciplinary primary care teams in Brantford Brant and Norfolk
- Optimize the scopes of practice of allied health professionals to reduce the workloads of existing PCPs

ADVOCATE FOR ADDITIONAL LOCAL PRIMARY HEALTH CARE RESOURCES I.E. THOSE ADDRESSING BROADER DETERMINANTS OF HEALTH

- Work collaboratively with multi-sectoral partners to champion initiatives that improve the social, economic and environmental infrastructure of our communities

ADDRESS THE NEEDS OF MARGINALIZED SUB-GROUPS

- Explore rates of PCP attachment using population segmentation to understand trends in utilization and existing barriers to receiving primary care
- Create specialized primary care clinics that meet the needs of vulnerable and/or underserved communities





3. ENHANCE COMMUNICATION

UTILIZE EXISTING SOLUTIONS TO COMMUNICATE DIRECTLY WITH COMMUNITY PARTNERS AND PATIENTS

- Leverage existing platforms (e.g. social media channels and websites) to share developments in primary care and relevant medical advice with patients and service partner organizations

PURSUE OPPORTUNITIES FOR FACILITATING REAL-TIME COMMUNICATION AND INFORMATION SHARING BETWEEN PCPS

- Advocate for human resources support for implementing new technologies, including utilizing predictive algorithms to optimize provider workflow

4. INCREASE COMMUNITY SUPPORTS FOR COMPLEX PATIENTS

WORK WITH PARTNERS TO IMPROVE ACCESS TO CURRENT SERVICES

- Leverage PCP membership within existing OHT working group structures to make the health care system easier to navigate for PCPs and patients

ADVOCATE FOR FUNDING FOR ADDITIONAL ESSENTIAL SERVICES

- Support efforts to expand financial coverage for services essential to health such as dentistry, physiotherapy and dietetics

CREATE PILOT OPPORTUNITIES TO EMBED SUPPORT SERVICES WITHIN PRIMARY CARE SETTINGS

- Explore how essential services such as home care, care coordination, LTC and mental health services can be embedded within primary care settings

5. ADVOCATE FOR INCREASED PROVINCIAL SUPPORT FOR PRIMARY CARE

SHOWCASE LOCAL PRIMARY CARE SYSTEM SUCCESSES

- Establish local advocacy group that engages new graduates in leadership roles
- Develop and highlight measures that capture the productivity of PCPs to be shared provincially
- Champion framework for local, regional and provincial primary care councils that are aligned with OHTs, OH regions and the MoH respectively

COLLABORATE WITH PARTNERS TO AMPLIFY ADVOCACY EFFORTS

- Integrate with existing collectives to obtain political and instrumental support for primary care





PLANNING & CONSULTATION PROCESS

In September 2021, the Brantford Brant Primary Care Council embarked on the process of formulating a regional strategic plan for the primary care sector in Brantford Brant and Norfolk based on extensive consultation with a number of key stakeholder groups. A steering committee comprised of frontline providers practicing in Brantford Brant and Norfolk was struck that solicited feedback from persons with lived experience, primary care providers, local specialist physicians, community partner organizations, Brantford Brant Norfolk Ontario Health Team Secretariat members, and provincial stakeholders representative of the primary care sector. Information was collected from participants in both communities between November 2021 and March 2022 via electronic surveys, online focus groups and virtual interviews to further the group's understanding of the strengths, weaknesses, opportunities and threats relevant to the local primary care system. Existing data reflecting the regional performance of primary care were also analyzed and summarized to inform the planning process. Finally, facilitated sessions with Council members representative of the Brantford Brant and Norfolk communities took place in February and April 2022 respectively to determine the Vision, Mission and Values of primary care and determine the organization's final strategic priorities.

Connect - Support - Elevate: the 2022-2025 strategic plan for the Brantford Brant Norfolk Primary Care Council was approved by the Council in April 2022.

The following groups and individuals provided important direction and feedback that was essential for creating this plan:

**BRANTFORD BRANT NORFOLK
PRIMARY CARE STRATEGIC
PLANNING STEERING
COMMITTEE MEMBERS**

Ben Deignan
Dr. Beverly Jones
Dr. Danielle Major
Dr. David Vincent
Michael Godelie
Peter Szota
Robin Mackie
Dr. Robin Martin-Godelie
Dr. Scott Elliott

**BRANTFORD BRANT NORFOLK
OHT SECRETARIAT MEMBERS**

Daniel Sririvar
Hayley Francis
Janine Noorlos
Jessica Ackland
John Stoneman
Kerry Bartlett
Kim Sheehan
Kimberly Meier
Lynda Kohler
Maritza Yawching-Robertson
Sarah Cannon

**BRANTFORD BRANT NORFOLK
PRIMARY CARE COUNCIL
REPRESENTATIVES**

Dr. Alison Baker
Alix Consorti
Ben Deignan
Dr. Bernie McNeil
Dr. Beverly Jones
Dr. Bill Thorogood
Chris Savard
Dr. Danielle Major
Dr. David Vincent
Dr. Ivan Shcherbatykh
Dr. Jessica Dooley
Dr. John Hadley
Dr. John McDonald
Dr. Lauren Kielstra
Dr. Matt Kennedy
Dr. Michael Pysklywec
Dr. Monique Robichaud
Peter Szota
Robin Mackie
Dr. Ross Male
Dr. Sydney Godzisz
Dr. Scott Elliott
Dr. Wahid Pabani

**BRANTFORD BRANT NORFOLK
OHT PERSONS WITH LIVED
EXPERIENCE WORKING
GROUP - COMMUNITY FOCUS
GROUP PLANNING AND
ADVISORY REPRESENTATIVES**

Janice Kucharew
Lucy Marco
Randy Roberts
Sarah Cannon

PROVINCIAL STAKEHOLDERS

Association of Family Health
Teams of Ontario
eHealth Centre of Excellence
Indigenous Primary Care Council
INSPIRE-PHC
Nurse Practitioners' Association of
Ontario
Ontario College of Family
Physicians
Ontario Medical Association
Ontario Pharmacists' Association

**COMMUNITY MEMBER
PRIMARY CARE FOCUS
GROUP PARTICIPANTS**



COMMUNITY PARTNER ORGANIZATIONS

Alzheimer Society of Brant, Haldimand, Norfolk,
Hamilton and Halton
Brant Community Healthcare System
Brant OPP
Brantford Brant Chamber of Commerce
Brantford Police Service
Community Legal Clinic Brant Haldimand Norfolk
Contact Brant for Children's and Developmental Services
Delhi Long-Term Care
Developmental Services – Willowbridge
Haldimand-Norfolk Health Unit
Haldimand Norfolk Reach
Home and Community Care Support Services Hamilton
Niagara Haldimand Brant
Norfolk County
Norfolk County Paramedic Services
Norfolk General Hospital
Norfolk Haldimand Community Hospice
Park Lane Terrace
Sexual Assault Centre of Brant
Simcoe Caring Cupboard
Stedman Hospice Outreach Team
St. Leonard's Community Services
Willowbridge Community Services
Woodview Mental Health and Autism Services
YMCA Immigrant Settlement Services Brantford

The Brantford Brant Norfolk Primary Care Council would like to express its appreciation for the support of the Brantford Brant Norfolk OHT during this independent strategic planning process.

The content of this strategic plan and its supplementary components (Literature Review, Data Summary and SWOT analysis) was created by Kristin Kathiravelu, who was also responsible for executing the planning process that included stakeholder engagement, session facilitation, project management, and data collection and analysis.