

#### **CONNECT · SUPPORT · ELEVATE**

#### PREPARED BY

KRISTIN KATHIRAVELU BRANTFORD BRANT NORFOLK OHT MAY 2022



# AMESSAGE FROM OUR EXECUTIVE REPRESENTATIVES

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

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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

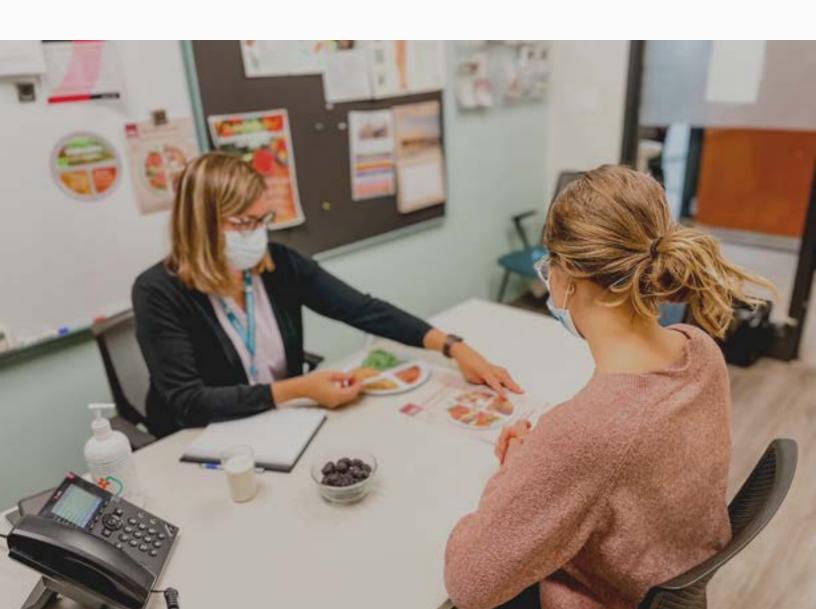


101 Nurse Practitioners and Physicians providing care to a patient population of over 194,000. Members have volunteered their time to contribute to many of the Ontario Health Team's working groups and its overall leadership structure, and have leveraged a collective sense of purpose to spearhead the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

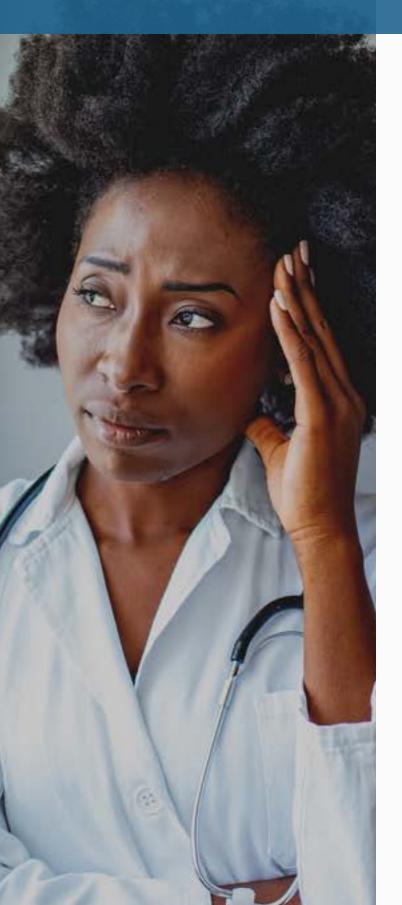
We are bold and passionate, and we foster an environment of curiosity and fun that makes our work enjoyable

#### 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

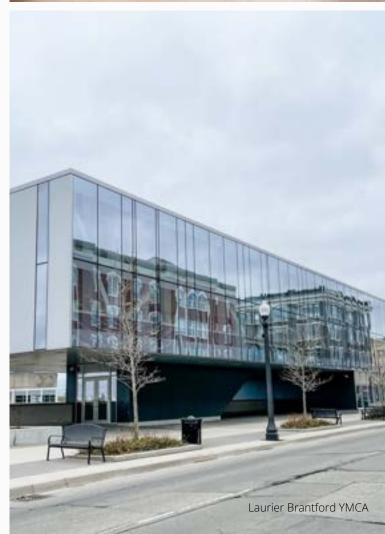
# ADVOCATE FOR ADDITIONAL LOCAL PRIMARY HEALTH CARE RESOURCES I.E. THOSE ADDRESSING BROADER DETERMINANTS OF HEALTH

 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







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 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 Pahani

COMMUNITY MEMBER PRIMARY CARE FOCUS GROUP PARTICIPANTS

## 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 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 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

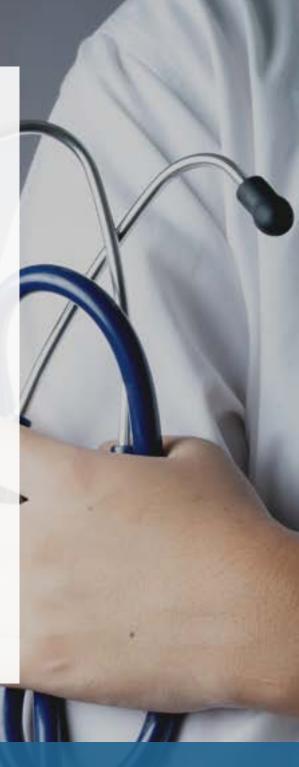
Stedman Hospice Outreach Team

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.