

The Centre for Family Medicine Strategic Plan 2017-2020



Executive Summary

As part of the Centre for Family Medicine's ongoing efforts to provide leadership and excellence in patient centred primary care, we have developed objectives and goals which we will strive to meet over the next three years.

Our focus remains on enhancing these core elements:

- Meeting the needs of our community
- Providing comprehensive patient centred care
- Education and Research
- Leadership
- Maintaining our positive culture

The Centre for Family Medicine also embraces Quality Improvement in all areas of the organization and some of the goals are reflective of this.



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History

In 2005, The Centre for Family Medicine (CFFM) Family Health Team opened its' door at 25 Joseph Street with six physicians. In 2009, the Centre for Family Medicine FHT opened its integrated primary care teaching clinic at 10B Victoria Street, with the permanent sites of the Waterloo Regional Medical School and the University of Waterloo's School of Pharmacy.

In 2015, we formed part of the North Campus at University of Waterloo in partnership with the Schlegel Centre for Learning, Research and Innovation in Long Term Care, Conestoga College and the University of Waterloo.



Vision

Creating a healthier community through the provision and transformation of comprehensive patient-centred primary care.

Mission

To provide leadership and excellence in comprehensive patient-centred primary care through education, research, innovation and care provision in a collaborative, sustainable, inter-professional environment.

Our Guiding Principles

Evidence-informed, patient-centred, culturally sensitive, responsive care

Collaborative learning and education

Practical and relevant team-based comprehensive primary care research and innovation

Commitment to community, global and ecosystem health

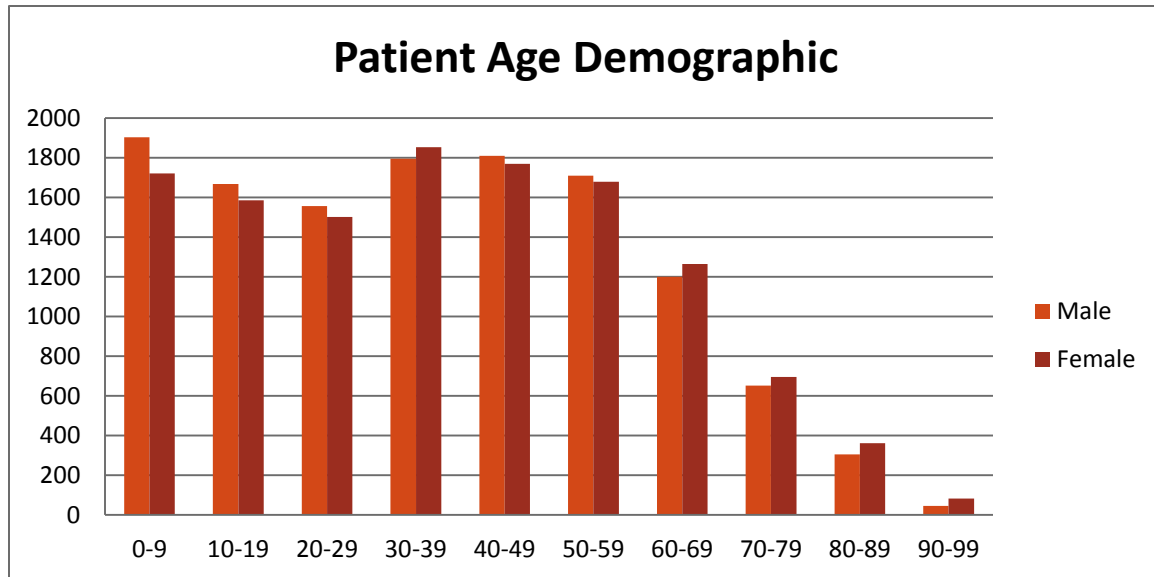
Integrity and respect for all persons

Accountability, Responsibility and Continuous Quality Improvement



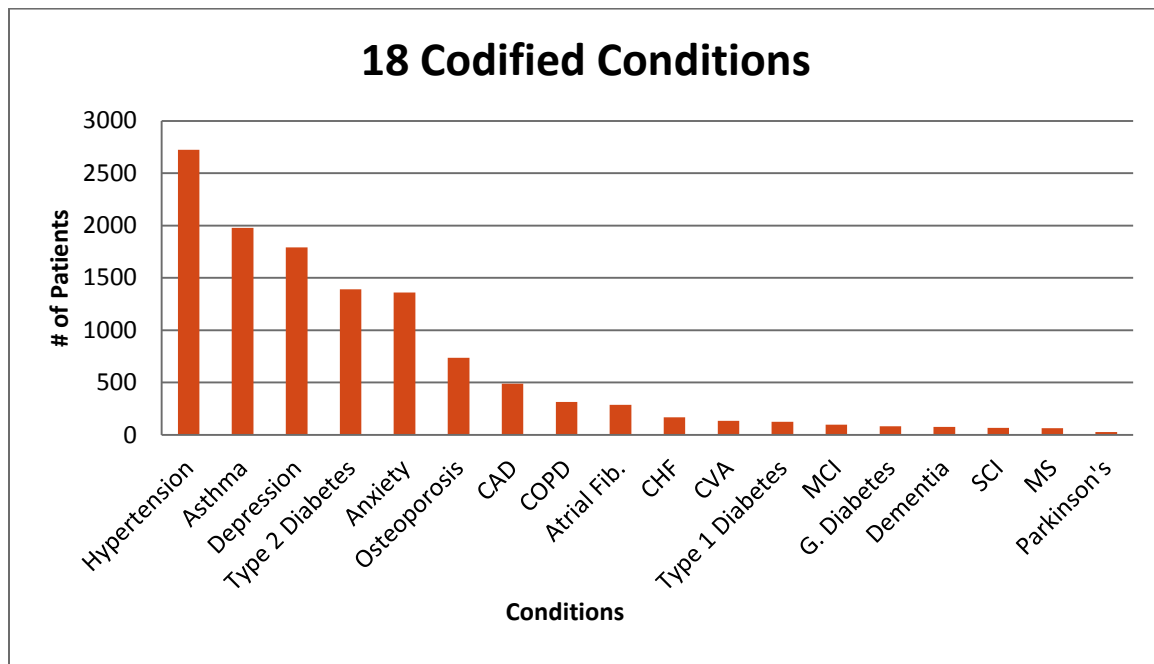
Demographics

With 19 physicians, we have a rostered patient population of 25,155. The chart below shows the breakdown between age and gender.



Coded Diagnoses

The chart below breaks down the various coded conditions in PSS.



Objectives

Objective #1

- Identify population and community needs in order to develop appropriate comprehensive team based inter-professional services.

Objective #2

- Improve timely access within our CFFM team and associated services

Objective #3

- Improve patient safety, continuity of care, and information sharing.

Objective #4

- Continue to develop innovative training, education, and research programs

Objective #5

- Foster leadership while building and enhancing partnerships and collaboration.

Objective #6

- Maintain our positive culture, respecting the core commitment to patient care, in a supportive working environment.



Objectives and Goals

OBJECTIVE #1	GOALS	
Identify population and community needs in order to develop appropriate comprehensive team based inter-professional services.	A	Develop a patient voice into governance structure through the creation of a patient advisory committee and/or patient engagement surveys or groups by December 2017.
	B	Evaluate all current programs and specialty clinics to ensure they meet the needs of our patient population.
	C	If a population or community need is identified (that is not currently being serviced), develop a program or clinic with appropriate comprehensive inter-professional services to meet that need.
	D	Maintain a roster of 25,000 patients in Waterloo Region at our four locations, each year over the next three years.
	E	Expand capacity of Mobility Clinic to the WWLHIN including by means of information technology and dissemination of tools.

OBJECTIVE #2	GOALS	
Improve timely access within our CFFM team and associated services	A	Ensure 100% of family physicians are continuously participating in modified open access with timely (within 48 hours) appointments for acute needs.
	B	All inter-disciplinary Health Professionals (IHPS) should provide appointments within 5 business days for “urgent” services.
	C	Increase the number of referrals and capacity of physicians to the family medicine obstetrics program for sustainability.
	D	Through program evaluation, find ways to increase capacity of CFFM services for our patients.

OBJECTIVE #3	GOALS	
Improve patient safety, continuity of care, and information sharing.	A	Meet objectives of the Quality Improvement Plan (QIP), and timely reporting of our QIP to the Ministry and Health Quality Ontario (HQP).
	B	Develop a concrete process for quality improvement through discussions of incidents, errors or near misses with all disciplines of health care providers.
	C	Participate in all Association of Family Health Teams in Ontario (AFHTO) calls for data submissions to Data to Decisions (D2D).
	D	Increase the adoption of enabling technologies within our WWLHIN.
	E	Support standardization of the Electronic Medical Records (EMR) to enable advanced use and data sharing.
	F	Maintain our leadership role within the WWLHIN as a leading partner in the advancement of local and system level eHealth.
	G	Develop best practices and innovations focused on the use of enabling technologies to improve clinical care.
	H	Increase the use of both clinical and academic telemedicine sessions.
	I	Collaborate with the WWLHIN to establish leadership and oversight of delivery of primary care, utilizing lessons from Community Ward and Health Links.
	J	Support patient safety through standardization of patient profile, which includes medication reconciliation to increase medication accuracy.



OBJECTIVE #4	GOALS	
Continue to develop innovative training, education, and research programs	A	Create “CFFM Care Innovations”, a non-profit organization to a) support our community’s vulnerable persons population and b) provide innovative training, education and research programs to support this population.
	B	Continue to house and lead the McMaster KW and Area Family Medicine residency program.
	C	Continue to develop curriculum, faculty development and research opportunities for the McMaster KW and Area Family Medicine residency program.
	D	Continue to host regular inter-professional education within the community through Family Medicine Conference Days, Continued Medical Education, etc.
	E	Continue to provide clinical teaching in primary health care for students in areas such as UW Pharmacy and Conestoga College Nursing.
	F	Encourage and foster new training, education and research programs.
	G	Work to ensure sustainability of funding in key areas of research such as memory/dementia, mobility/spinal cord injury, and electronic health records.
	H	Support involvement in research of patients aged 75 and over for frailty.
	I	Continue to train primary care teams through our Memory Clinic Training Program in Ontario.
	J	Provide continued leadership in the KW4 Health Link Program.

OBJECTIVE #5	GOALS	
Foster leadership while building and enhancing partnerships and collaboration.	A	Team members continue to have leadership roles within the Waterloo Regional Campus, the McMaster KW and Area Family Medicine Program and with medical education.
	B	Continue to refine CFFM current governance structure with good governance processes, which includes developing the CFFM Care Innovations division by March 2018.
	C	Continue with agreements and partnerships with key supporters to ensure terms of collaboration or funding agreements are met annually. Key partners are : McMaster, UW – School of Optometry, UW – School of Pharmacy, WWCCAC, WWLHIN, Western, etc.
	D	Support leadership in team-based inter-disciplinary collaborations by providing team members time to serve on provincial and local groups (ie: AFHYO and any steering committee through McMaster for education).
	E	Through the KW4 Health Link, maintain formal membership of key decision makers on the KW4 Health Link Steering Committee to foster relationships that benefit patients with all partners in our subLHIN geography.
	F	Maintain and continue to seek out research opportunities with partners such as UW, Research Institute for Aging, Ontario Neurotrauma Foundation, McMaster University Department of Family Medicine.



OBJECTIVE #6	GOALS	
Maintain our positive culture, respecting the core commitment to patient care, in a supportive working environment.	A	Continue to foster cohesiveness among all team members through activities such as team day.
	B	Maintain our CQI Board and level of input from all team members.
	C	Maintain high levels of all team members' satisfaction through continuing to understand and address issues and concerns raised by all team members' feedback such as Staff Satisfaction Survey, Performance Reviews, Group Meetings, Exit Interviews, etc.

Acknowledgements

The development of this Strategic Plan would not have been possible without the leadership of the Collaborative Quality Innovation Board (CQIB), and the input from the Physicians at The Centre for Family Medicine. Thank you all for your input and support.

Sincerely, Sylvia Decker
Chair, CQIB

