

# Annual Report 2020 | 2021

Respect  
Integrity  
Compassion  
Trust  
Teamwork  
Innovation





# A Message from Our Chief Executive Officer

First, let me say thanks to the many who have made me feel welcome at the Peterborough Family Health Team. I have many of you yet to meet and unfortunately of those I have met very few have been able to take place in person.

The health care landscape is ever changing and rarely with the long view but more often to the beat of election cycles. Primary health care, which includes not only physicians but our many other front line clinicians and administrative professionals, has long been identified as the key to a compassionate approach to care that can delay, and for some even eliminate, the need for emergency departments, hospital beds and even long term care beds. Despite this, it never seems to get the investment and design that has been identified by so many reports, commissions and experts over the preceding decades. Advocating for investments in primary health care is in no way meant to diminish the front line heroes working in hospitals, long term care and home and community care—it is only intended to recognize that well supported primary health care services can reduce the number of people needing our most intensive and expensive services from a flood to a trickle. On the local level the opportunity to build an Ontario Health Team—although set back by the COVID-19 pandemic – is an opportunity for us and our health and community care partners to put the community's needs ahead of historical organizational silos.

I was fortunate enough while with the Ministry of Health to work on the Family Health Team model of care and in the development of new physician compensation models. When I left the Ministry to be the first executive director of the Prince Edward FHT I joked to colleagues that I liked the model so much that I “bought one”. I still believe in the model.

My early months as CEO of the PFHT feels a bit like a homecoming albeit to a much, much bigger FHT with its own unique complexities. Just when you think you know everything about FHTs, you find out you don't.

I look forward to the coming year and see it as an opportunity to learn about this FHT and the Peterborough community and hopefully bring some of my experience to benefit the delivery of primary health care.

It is a privilege to be a part of the Peterborough Family Health Team and I'm grateful to the hiring committee and the Board of Directors who have allowed me this opportunity.

Duff Sprague  
CEO





# A Message from Our Board Chair

On behalf of the Board of Directors of the Peterborough Family Health Team, I am pleased to present this 2020/2021 Annual Report. This report showcases the hard work undertaken in the organization at the operational level over the last year.

This last year has flown by in a whirlwind. It began with the hiring of our new Chief Executive Officer, Duff Sprague, who brings to the position significant experience in health care management. Duff's commitment to the role has been key to a number of initiatives throughout the year as he quickly onboarded and got down to work. A restructuring of senior management to reflect the renewal that began at the end of last year has revitalized the operational leadership at PFHT and provides optimism to the ongoing work it does.

While the ongoing COVID-19 pandemic has changed the way that PFHT does business, that business is all the more important to manage the strain of the additional burdens placed on the healthcare sector in these troubled times. The adaptability of the staff to the challenges faced during the pandemic have been nothing short of amazing.

The work of the Ontario Health Teams was slowed during the last year but ongoing meetings and advisory groups have progressed. The partnerships that PFHT has forged in the past years has served us well.

The ongoing support to vaccination initiatives in this community have highlighted Peterborough as a leader in primary care in the province. The pilot project which saw hundreds of people vaccinated through primary care in this community is a model for others across the province.

The Board of Directors has been busy reacting to the constant stream of changes which healthcare faces in trying to provide the best care in less than optimal conditions. The work of primary care in preventing the overloading of the healthcare system in Ontario is of vital importance normally, but even more so these days.

Nathan Baker  
*Board Chair*



# Board of Directors

- Nathan Baker, Chair  
Lawyer, Nathan Baker Law
- Dr. Bob Neville, Vice-Chair  
Family Physician with The Medical Centre FHO
- Matt Holmes, Treasurer  
CPA, CA, Holmes CPAs and Tax Advisors
- Dr. James Webster  
Family Physician with Greater Peterborough FHO
- Dr. Chia-Wen Hsu  
Family Physician with the Peterborough Clinic FHO
- Dr. Karen-Lee Eldridge  
Family Physician with Peterborough Community FHO
- Dr. Michelle Fraser  
Family Physician with Partners in Pregnancy Clinic
- Dr. William Shannon  
Family Physician with Chemong FHO
- Jane MacDonald  
Patient and Family Advisory Council
- Duff Sprague (non-voting)  
Chief Executive Officer, PFHT
- Mike VandenBroek (non-voting)  
Director of Clinical Services, PFHT
- Shannon McKinnon (non-voting)  
Registered Nurse & Employee Council Representative,  
PFHT
- Sherri Runnalls, Recorder  
Executive Assistant, PFHT

# A Primary Care Response to COVID-19



In March 2020, the Province of Ontario felt the tension brought on by the novel virus, COVID-19. As such, we quickly adapted to seamlessly continue to provide service and program delivery.

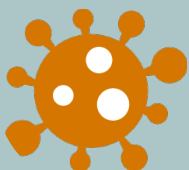
The INR (Anticoagulation) Clinic and FHT to Quit: Smoking Cessation are great service examples that quickly acclimated to continuously provide care while the organization transitioned to a new impromptu service delivery model.

The majority of INR Clinic patients fell into the high-risk category for the COVID-19 virus as many are older adults or patients with comorbidities, therefore it was imperative to find a new location away from the clinical setting.

Patients participating in the FHT to Quit: Smoking Cessation service continued to receive counselling over the phone while picking-up their NRT at the PFHT office. This slight change met 442 patient encounters and kept patients on their journey to become smoke free.

PFHTs nurse practitioners, mental health clinicians, registered dietitians, along with the Partners in Pregnancy Clinic (PIPC) and Clinical Support Services (CSS) quickly adapted their services to accommodate this new healthcare world. Extra precautions were taken for in-person and home visits with patients, and phone and virtual appointments became an option for many. While infected numbers continued to climb provincially, our inter-disciplinary healthcare providers didn't skip a beat to provide the best care possible during this time.

The PFHT programs and workshops were met with a bigger challenge as processes were required prior to the launch of virtual programming. The Zoom platform was utilized for delivery, and based on the patient feedback, 95 per cent of people were satisfied with the workshop/program, 66 per cent indicated this was their first time attending a virtual workshop/program, and 93 per cent would attend another virtual workshop/program based on their experience. Over half of all participants felt that online was no different than in-person workshops/programs.



Overall, PFHT overcame all challenges presented and never lost focus on what was and continues to be the most important aspect of primary care: the patient.

# OUR MISSION

Together with our residents and partners, our team delivers and facilitates inclusive primary care services to heal, empower, and support those we care for.

## OUR VISION

A healthy and thriving Peterborough and surrounding community.

## OUR VALUES

Respect | Integrity | Compassion | Trust | Teamwork | Innovation

## OUR MEDICAL COMMUNITY

The Peterborough Family Health Team works with and supports five Family Health Organizations (FHO) and the Partners in Pregnancy Clinic. Patients of the doctors in the FHOs have access to programs and services to bolster their overall health.



### Chemong FHO

- 11 physicians
- Locations: Bridgenorth & Lakefield



### Greater Peterborough FHO

- 25 physicians
- Locations: Apsley, Buckhorn, Curve Lake, Millbrook, Norwood, City of Peterborough



### The Peterborough Clinic FHO

- 22 physicians
- Location: City of Peterborough



### The Peterborough Community FHO

- 18 physicians
- Location: City of Peterborough



### The Medical Centre FHO

- 20 physicians
- Location: City of Peterborough



### Partners in Pregnancy Clinic

- 11 physicians with a team of interprofessional health care providers
- Location: City of Peterborough

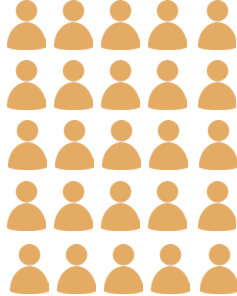


# PROGRAMS & SERVICES UPDATE

## Mental Health Programs/Workshops

The amount of patients supported through our mental health programs/workshops:

- Patients served = 182
- Patient encounters = 1,024



### Participant satisfaction:

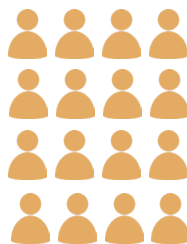
- **91%** expressed satisfaction
- **72%** indicated it was their first time attending a virtual program/workshop
- **87%** would attend another virtual program/workshop based on their experience



## Nutrition Program/Workshops

The amount of patients supported through our nutrition program/workshops:

- Patients served = 116
- Patient encounters = 164



### Participant satisfaction:

- **97%** expressed satisfaction
- **62%** indicated it was their first time attending a virtual program/workshop
- **96%** would attend another virtual program/workshop based on their experience

"This program has given me the tools to allow myself to help deal with my anxiety through the form of meditation. I now try to recognize before my anxiety gets bad, and take a break to meditate to know that I am in control and everything is going to be ok."

- Mindfulness participant

"I love that this workshop has scientific validity and it's encouraging people to think in the abstract, rather than a reactive, band-aid solution."

-Nutrition workshop participant

# PROGRAMS & SERVICES UPDATE

"The clinicians have been a wonderful source of encouragement, support and accountability. They are always punctual, and welcoming."

- FHT to Quit participant

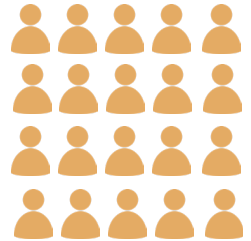
"No pressure or negative statements if there's a slip. Continued assurance and support that you can do this."

-FHT to Quit participant

## FHT to Quit: Smoking Cessation

The amount of patients who received smoking cessation supports:

- Patients served = 180
- Patient encounters = 875



## New group support:

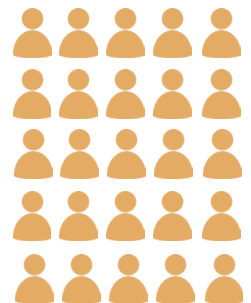
In February 2021, FHT to Quit Connect began. This support group gives current participants and graduates the opportunity to connect with others on their quitting journey. It supports those who may feel like they are close to a slip or relapse.



## INR (Anticoagulation) Clinic

The number of patients who were served and patient visits:

- Patients served = 774
- Patient encounters = 10,093





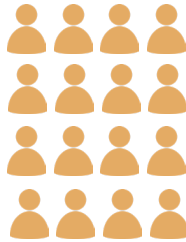
# PROGRAMS & SERVICES UPDATE

## Clinical Support Services

Patients receiving support for social determinants of health:

- Patients served = 376

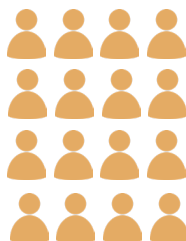
*The patients served are majority health equity needs; however, CSS also supports those with AECOPD*



## Deprescribing Service

The amount of patients who received service and patient visits:

- Patients served = 22
- Patient encounters = 163



"We are definitely seeing progress with some patients - despite the added stress of the pandemic we are still seeing people motivated to reduce their medication burden or reduce their doses of certain medications."

- Deprescribing Service pharmacist

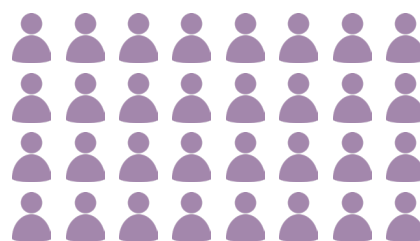
# PARTNERS IN PREGNANCY CLINIC

The Partners in Pregnancy Clinic (PIPC) is a team of dedicated family physicians who are passionate about providing patient-centred maternity and newborn care. The many family physicians working in the different Family Health Organizations may refer their expecting patient to this clinic, or a patient can self-refer.

In addition to the care provided by physicians, physician assistant, and nurses, PIPCs team includes two mental health clinicians and a registered dietitian to provide wholesome support to the expecting family.

The number of patients serviced at PIPC and patient visits:

- Patients served = 1,316
- Patient encounters = 10,379



## Footsteps to Parenting

A program to help new parents navigate the wonderful, mystifying, and sometimes scary journey of parenting.

The number of patients who attended this program:

- Patients served = 36
- Patient encounters = 186



## ACCESS TO CARE

Since the beginning of the COVID-19 pandemic, our health care providers changed the way services are delivered to patients. This change ensured the safety of the health care providers and patients, while continuing to support the health care needs of our community.

Virtual and telephone appointments have been the norm since March/April 2020; however, we understand the need for some in-person appointments. With all precautions taken, patients were still able to see their providers in-person when necessary.



### Nurse Practitioner Health Clinic & Virtual Care Clinic

Located in Lakefield, this NP Health Clinic provides care to residents who are not connected to a family doctor or to cottagers who come to the area.

The Virtual Care Clinic located downtown in the Peterborough Family Health Team office also provides care to local residents who do not have a family doctor.

Patients served:

1,302

Patient encounters:

4,949



# Peterborough Ontario Health Team

In February 2019, the Ontario Health Team model was created to put patients, families, and caregivers at the centre of the care they were receiving. The COVID-19 pandemic slowed the progress of the OHT model as providers focus shifted to combating the virus and keeping communities healthy.

In Peterborough, the OHT mental health group continued planning and in early 2021 the *TalkNOW* program launched. The TalkNOW virtual clinic provides support to those with mental health or addictions concerns. The providers involved are from Peterborough Regional Health Centre, Peterborough Youth Services, Canadian Mental Health Association HKPR, Four Counties Addictions Service Team, Kinark Child and Family Services, and Peterborough Family Health Team.

The Peterborough Ontario Health Team will continue to collaborate to meet the local need of residents, leading to a healthier future for the City and County of Peterborough.



## Anti-Racism, Anti-Oppression Efforts

The Anti-Racism, Anti-Oppression (ARAO) work of the Family Health Team commenced within the last four years to bring awareness to the Indigenous culture of our First Nations peoples. Over the last year, the FHT has furthered efforts by incorporating a mandatory training as a means to move the current work forward.

We are proud to have two First Nation communities within the Peterborough County and provide direct care to those living in Curve Lake. We respect and integrate any cultural healing practices into the care our patients receive.



# Community Collaborations

## **Peterborough Athletics Concussion Awareness (PACA) Advisory Panel**

The panel works to increase awareness of concussions and proper medical intervention. They communicate a community response and provide local resources to better support medical professionals, educators, coaches, and local support teams.

## **Risk Driven Situation Table**

The group incorporates police, mental health, child and adult services, social services, and primary care. These professionals identify high risk community members who have an “Acutely Elevated Risk” and work together to find the best way to support and intervene.

## **Ontario Shores - Cognitive Behavioural Therapy**

Cognitive behavioural therapy helps individuals short term to become aware of their thinking patterns and how to use this knowledge to better handle stressful situations.

## **Patient and Family Advisory Council**

This council brings the patient perspective to the forefront of the Family Health Team’s work. During COVID-19, the council helped to create an online pandemic resource, providing information that the public wanted to see during this unprecedented time.

## **Peterborough Public Health**

Through the pandemic, Peterborough Family Health Team and Peterborough Public Health worked closely to inform healthcare providers, educate the public, and implement the vaccination rollout of the Pfizer, Moderna and AstraZeneca COVID-19 vaccine.

## Administrative Services

The Peterborough Family Health Team receives an annual budget of 11.2 million dollars from the Ministry of Health. The percentage of the budget that goes to direct staffing is 85%. This number reflects in direct patients care. The table below displays the amount of interprofessional healthcare providers working in our team and their working Full-Time Equivalent (FTE).

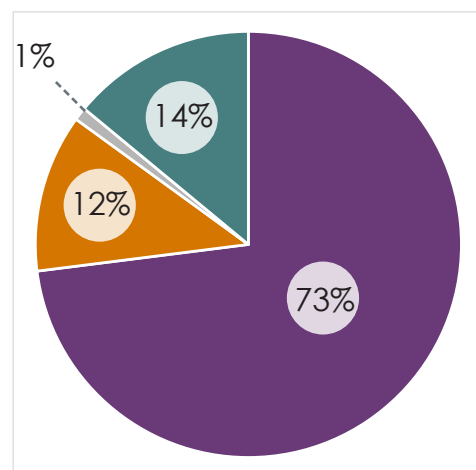
Position	FTE
Mental Health Clinicians	17.19
Nurse Practitioners	20.86
Pharmacists	3.68
Physician Assistant	1.0
Registered Dietitians	4.63
Registered Nurses	15.67
Registered Practical Nurses	10.96
Respiratory Therapist	0.56
<b>TOTAL</b>	<b>74.55</b>



PFHT also employs administrative staff who assist with program coordination, administrative services, technology, communications, finance, data collection and more.

## Financial Summary

- Clinical Resources - 73%
- Administrative Resources - 12%
- Sessional Resources - 1%
- Overhead Costs - 14%



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Stay connected with Peterborough Family  
Health Team through social media!

Learn more about PFHT by visiting  
[www.peterboroughfht.com](http://www.peterboroughfht.com)