

STRATEGIC PLAN

2025 to 2028



Peterborough
FAMILY HEALTH TEAM

Introduction

The Peterborough Family Health Team is excited to launch our new strategic plan that will guide our work and decision-making over the next three years, from 2025 to 2028.

Following a meaningful engagement and planning process that sought out the voices of PFHT clinicians and administrative staff, physicians, the Patient and Family Advisory Council (PFAC), and community partners, and driven by an updated vision, mission, and guiding values, the plan was co-created by the Board of Directors and Senior Management team.

Our strategic plan is an aspirational document that provides a roadmap for how we will realize our future. Our vision – ***Excellent and accessible primary care for all*** – is critically important as we continue to navigate a system that is under increasing pressure. To achieve this vision, we have affirmed our organizational commitments:

- We will continue to deliver high-quality and accessible patient-centered programs and services, when adequately and appropriately resourced,
- We will continue to invest in and support our team of PFHT clinicians and administrative staff, and family physicians working in Family Health Organizations so they can do their best work,
- We will continue to support family physicians within Family Health Organizations and PIPC to build sustainable and equitable practices, and
- Together with partner organizations, we will continue to advocate loudly for a well-resourced primary care system that supports the needs of our community.

This new plan clearly defines our work ahead. We have emerged from the process with a renewed focus and a stronger understanding of our mission, vision, and values. We are excited to work with PFHT team members, physicians, and partners to put this plan into action.

PFHT Model of Care

As one of the first Family Health Teams established in Ontario, PFHT has a long history of supporting physician-led team-based care across communities in the Peterborough region. PFHT currently serves patients through 5 Family Health Organizations (FHOs), the [Partners in Pregnancy Clinic \(PIPC\)](#), and other [PFHT programs and services](#). Virtually all family physicians based in Peterborough work under the umbrella of PFHT. PFHT is a charitable, not-for-profit organization, led by a board of directors, and funded by Ontario Health.

PFHT adopts a physician-led, integrated team-based approach to patient care, where each team is centered around the physician's practice and includes a diverse group of Interdisciplinary Healthcare Professionals (IHPs) such as nurse practitioners, mental health clinicians, pharmacists, registered dietitians, both registered and practical nurses, and others.

These professionals collaborate both within each physician's practice and across the five FHOs and PIPC, ensuring seamless, coordinated care.

The five Family Health Organizations include:

- [Chemong Family Health Organization](#)
- [Greater Peterborough Family Health Organization](#)
- [Peterborough Community Family Health Organization](#)
- [The Peterborough Clinic Family Health Organization](#)
- [The Medical Centre Family Health Organization](#)

Additionally, PFHT aims to improve access to primary care by supporting the PFHT Health Clinic for unattached patients, the Peterborough Newcomer Health Clinic, Peterborough Street Medicine, the Well Baby Clinic, and by providing various other programs, workshops, and resources.

Our Definition of Primary Care

Comprehensive primary care is the foundation of a high-quality, sustainable, and integrated health care system¹. Aligning with best practices and evidence, for PFHT, primary care refers to comprehensive, relationship-based, patient-centered care, where family physicians can foster long-term relationships with their patients, providing continuous care across a patient's lifespan. *PFHT builds upon this foundation of care by surrounding patients with a team of Interdisciplinary Healthcare Providers (IHPs) who can both increase patient access and offer specialized skills and approaches to meet their diverse needs.*

What is Team-based Care?

PFHT is committed to delivering high-quality and accessible patient-centered health care to groups of patients through physician-led healthcare teams. At PFHT, health care teams are led by family physicians who work together with IHPs in a variety of settings, to ensure patients have the best care, by the right provider, at the right time.

Team-based care provides an opportunity for family physicians and IHPs to work together to deliver the best care possible to patients within the structure of a Family Health Organization. Team-based care allows individual team members to work to their full scope of practice in their area of clinical expertise in a collaborative and creative environment resulting in increased capacity to serve our community.

Glossary of Terms

PFHT: Peterborough Family Health Team

FHO: Family Health Organization

IHP: Interdisciplinary Health Professional, which includes nurse practitioners, mental health clinicians, pharmacists, registered dietitians, registered nurses, registered practical nurses, and others.

¹ <https://www.afhto.ca/what-are-primary-health-care-teams>

Planning Context

During our engagement process, we listened closely to those who are most invested in PFHT — PFHT clinicians and administrative staff, family physicians, the Patient and Family Advisory Council (PFAC), and community partners — to learn more about how we're doing, where there are opportunities to improve, and what we need to do to position the organization to best meet the needs of the community and respond to ongoing system-wide challenges.

The primary care system in our community is at a crisis point, increasingly facing existential challenges that are mirrored in other regions across Canada. Physician burnout, exacerbated by unsustainable work conditions, retirements, and recruitment difficulties, has resulted in a growing number of unattached patients. Without meaningful access to primary care, the unattached lose access to preventive care, prescriptions, specialist referrals, and experience higher mortality rates. In addition, the recruitment and retention of IHPs remains a challenge, impacting patient care and our ability to deliver programs and services that meet the needs of our community. We are also dealing with ongoing transformation of the provincial healthcare system, the lasting impacts of a global pandemic, patients presenting with increasing complexities, and a significant gap in primary care funding. This crisis will likely continue to get worse without significant investment in primary care and major system level change in how the delivery of care is funded.

In addition to system-wide challenges, most of which are beyond our control, we heard about opportunities to strengthen our work so that we can continue to deliver excellent and accessible patient care to members of the Peterborough community. There is a desire for PFHT to strengthen communications and transparency internally to improve understanding of PFHT structure. There is also an opportunity to improve awareness of programs and services that are available to all community members. We heard about the importance of ensuring that we are not only supporting a diverse and equitable workforce, but that programs and services address the diverse needs of our community and are delivered in an accessible way. We heard about the importance of building stronger connections with our partner organizations, so that together, we can find solutions to address the issues at hand and advocate loudly to ensure Peterborough gets the investments in healthcare we need to serve our growing population.

We know that by identifying areas for improvement and acknowledging the challenges we face, we can work together to streamline processes, improve collaboration, and ultimately provide better care and services to patients and the broader communities we serve.

We already have all the ingredients to meet the challenges head on.

- **We offer a range of programs and services** that are accessible to all members of the community. We will strive to continue to deliver programs that align with community needs and priorities, where resources allow.
- **We have highly skilled and passionate clinicians, administrative staff, and physicians** who work tirelessly to serve our community. These professionals are the backbone of our organization, and we will continue to cultivate a transparent and accountable work

culture built on trust, respect, and excellence where everyone is supported to do their best work.

- **We have a Family Health Organization structure** that allows us to deliver care effectively and efficiently across the region in a variety of settings. We will enhance our current structure, improve systems, and maximize team effectiveness so that we can continue to provide high-quality, team-based, and accessible care.
- Finally, as a leader in our community, **we have worked hard to raise awareness of the challenges of delivering primary care.** With our partners, we will continue to encourage decision-makers to adequately address problems and to implement comprehensive solutions to better meet the healthcare needs of the community.

The Planning Process

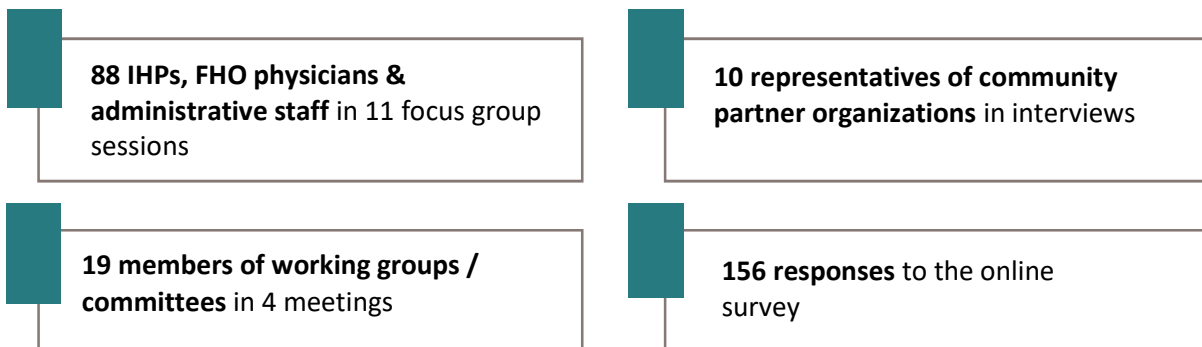
Led by the Board of Directors and the senior management team, PFHT undertook a robust planning process to develop our new strategic plan. The planning process included multiple touchpoints with the Board and Senior Management team, a comprehensive engagement process, and in-depth research into best practices, relevant policies and legislation, and political, economic, and social trends impacting our work.

The engagement process served two general purposes: To engage the PFHT community by gathering their input and perspectives, as well as including them in the planning process in a meaningful way; and to raise awareness about the work of PFHT, while enhancing information sharing among PFHT community as a positive legacy of the process.

PFHT Board members, clinicians and administrative staff, FHO physicians, the Patient and Family Advisory Council, community partners, and other key informants were invited to share their insights and perspectives about the work of the organization through focus group sessions, meetings, interviews, and an online survey. Results of this process were summarized in a Research and Engagement Report which was provided to the Board and Senior Management to inform their decision-making during the strategic retreats.

We are thankful for the participation of the 273 individuals who provided their valuable insights and perspectives to the process.

Engagement Participation



Our Vision, Mission, and Values

Our Vision, Mission, and Values underpin the foundation of our work and what we do, both in how we treat each other and how we work with patients and partners.

Our Vision Excellent and accessible primary care for all.

Our Mission To advocate for, strengthen, and enhance the delivery of Family Physician-led primary care to everyone in the Peterborough region by investing in our diverse team of clinicians.

Our Values



Teamwork – We respect and value our relationships with each other, community partners, and patients. We will support our team to work effectively and efficiently together, drawing on our collective strengths.

Inclusion - We strive to create an accessible, welcoming, and inclusive environment where everyone feels they belong. We will work to advance reconciliation, equity, and diversity within the organization and throughout all programs and services by acknowledging health inequities and by using the social determinants of health to inform our work.

Excellence - We value excellence and are committed to serving individuals and communities in an ethical, respectful, and reliable manner, upholding high professional standards.

Ingenuity– We approach our work with creativity and determination, identifying new ways of doing things that work better for us and those we serve.

Kindness – We cultivate a culture of kindness and work to address challenges with compassion, respect, and empathy.

Our Strategic Priorities

Driven by our Vision, Mission, and Values, we have identified four strategic priorities to guide our work over the next three years. Acknowledging the evolving environment in which we operate, our priorities are intentionally broad to maximize flexibility in how they are implemented. These priorities will help us focus core work, strengthen our foundation, and align resources so that we can continue to address the pressing primary healthcare needs of the community.

Deliver High-Quality Patient-Centred Programs and Services

Centering the health of patients is the heart of our work, however many in our community do not have adequate access to primary care, an issue that is expected to grow.

Our Goal: Maximizing available resources, we aim to deliver high-quality, responsive programs and services that meet the diverse needs of the community, with the goal of improving health equity and access.

Our Priorities:

1. Evaluate the effectiveness and inclusiveness of programs and services in meeting the diverse needs of community members. Focus resources where they have the most impact.
2. Strengthen community awareness about PFHT and the services that are available to all members of the community.
3. As an organization, and with partners, be an incubator for creative new models of service delivery and continue to explore models of care that increase access for unattached patients.
4. Continue to seek out opportunities to develop shared programs and services with partners to improve access to primary care.

Strengthen Relationships Within and Across PFHT Teams

IHPs, administration staff, and physicians, working together in interdisciplinary teams, are the cornerstone of our organization.

Our Goal: We are committed to developing a team that feels supported and valued, in a culture built on trust, respect, collaboration, and excellence, so that together, we can better serve the community.

Our Priorities:

1. Support IHPs to work to their full scope of practice in a culture that honours their education and expertise.
2. Recognize and acknowledge the significant contributions that all administrative staff make to achieving successful outcomes.

3. Improve access to care by strengthening HR policies and practices that support IHP and administrative staff well-being, retention, and recruitment.
4. Advance Reconciliation, Diversity, Equity, and Inclusion through training and policy development.
5. Invest in team development to strengthen cohesion within and across teams by clarifying roles, responsibilities, and accountability. Promote communities of practice within IHP disciplines to strengthen collaboration and knowledge sharing.
6. Strengthen internal communications. Proactively share information, demonstrate accountability, and transparency.

Enhance the Capacity of Family Physician-led Primary Care Teams

PFHT is committed to delivering high-quality and accessible health care to the community.

Our Goal: We will continue to support family physicians within Family Health Organizations and PIPC to build sustainable and equitable practices.

Our Priorities:

1. Identify and assess best practices to build and support higher functioning collaborative teams within each FHO.
2. Support initiatives that increase the capacity of family physicians to care for more patients.
3. Encourage the implementation of digital health initiatives and other technology to enhance information-sharing and efficiency of teams to deliver care.
4. Encourage the development of practice models that support family physicians with the goal of retention and sustainability.
5. Strengthen family physician awareness of available PFHT and community resources, including resources that support diverse populations.
6. With partners, actively participate in the recruitment of new family physicians.

Advocate for Better Access to Primary Care for All

PFHT is well positioned to be the voice of primary care in Peterborough and area, and with our partners, advocate strongly on issues that impact access to primary care locally.

Our Goal: We are committed to being a strong voice for primary care on behalf of our communities, clinicians and administrative staff, and family physicians.

Our Priorities:

1. Strongly represent primary care and provide leadership in local health system planning efforts, particularly in initiatives/tables involving major organizations such as the Peterborough Ontario Health Team, Peterborough Regional Health Centre, and City of Peterborough.
2. Gather data on the local primary care landscape to inform advocacy efforts and the development of programs and services to fill gaps.

3. Speak with authority on issues that impact primary care and advocate for upstream interventions and system level change. Leverage the community in advocacy efforts.
4. Continue to advocate on behalf of family physicians and support their advocacy efforts.
5. Continue to advocate for equitable pay for IHPs and administrative staff.
6. With our partners, work to improve health care coordination and navigation throughout the region, and identify novel ways of delivering care.

Implementing and Monitoring our Plan

To ensure the successful implementation of our strategic priorities, the Board of Directors commits to the following actions:

1. Support management in the creation of annual operational plans that identify annual goals, objectives, key measures, and roles and responsibilities in support of the strategic priorities that we have identified.
2. Monitor the implementation of our strategic priorities through regular updates at monthly Board meetings and undertake a formal review of the effectiveness of our operational plan at least annually.
3. Communicate progress towards our goals to our staff, FHO partners, and the community on an annual basis.
4. Complete an annual review of the strategic plan to amend objectives and strategies if needed and to ensure these are reflected in annual operational plans and budgets.

Appendix: PFHT Strategic Priorities 2025-2028

Priority	Deliver high-quality patient-centred programs and services	Strengthen relationships within and across teams	Enhance the capacity of Family Physician-led primary care teams	Advocate for better access to primary care for all
Goals	High-quality and responsive programs and services that meet the diverse needs of the community.	A connected organization that feels supported and valued, in a culture built on trust, respect, collaboration, and excellence.	Sustainable and supported physician-led teams within each FHO.	A strong voice for primary care on behalf of our communities, clinicians and administrative staff, and family physicians.
Objectives	<ul style="list-style-type: none"> • Evaluate the effectiveness and inclusiveness of programs and services in meeting the diverse needs of community members. Focus available resources where they have the most impact. • Strengthen community awareness about PFHT and the services that are available to all members of the community. • As an organization, and with partners, be an incubator for creative new models of service delivery and continue to explore models of care that increase access for unattached patients. • Continue to seek out opportunities to develop shared programs and services with partners to improve access to primary care. 	<ul style="list-style-type: none"> • Support IHPs to work to their full scope of practice in a culture that honours their education and expertise. • Recognize and acknowledge the significant contributions that all administrative staff make to achieving successful outcomes. • Improve access to care by strengthening HR policies and practices that support IHP and administrative staff well-being, retention, and recruitment. • Advance Reconciliation, Diversity, Equity, and Inclusion through training and policy development. • Invest in team development to strengthen cohesion within and across teams by clarifying roles, responsibilities, and accountability. Promote IHP discipline communities of practice to strengthen collaboration and knowledge sharing. • Strengthen internal communications. Proactively share information, demonstrate accountability and transparency. 	<ul style="list-style-type: none"> • Identify and assess best practices to build and support higher functioning collaborative teams within each FHO. • Support initiatives that increase the capacity of family physicians to care for more patients. • Encourage the implementation of digital health initiatives and other technology to enhance information-sharing and efficiency of teams to deliver care. • Encourage the development of practice models that support family physicians with the goal of retention and sustainability. • Strengthen family physician awareness of available PFHT and community resources, including resources that support diverse populations. • With partners, actively participate in the recruitment of new family physicians. 	<ul style="list-style-type: none"> • Strongly represent primary care and provide leadership in local health system planning efforts, particularly in initiatives/tables involving major organizations such as the Peterborough Ontario Health Team, Peterborough Regional Health Centre, and City of Peterborough. • Gather data on the local primary care landscape to inform advocacy efforts and the development of programs and services to fill gaps. • Speak with authority on issues that impact primary care and advocate for upstream interventions and system level change. Leverage the community in advocacy efforts. • Continue to advocate on behalf of family physicians and support their advocacy efforts. • Continue to advocate for equitable pay for IHPs and administrative staff. • With our partners, work to improve health care coordination and navigation throughout the region, and identify novel ways of delivering care.