



Peterborough
FAMILY HEALTH TEAM

ANNUAL REPORT 2024-2025

www.peterboroughfht.com



In 2024, Peterborough FHT undertook a strategic planning process to guide its work to support family physicians, interprofessional healthcare providers, and staff - while addressing the needs of both attached and unattached patients. The result was a renewed organizational vision and mission.

VISION

Excellent and Accessible
primary care for all.



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.

Leadership Acknowledgment



The Ministry of Health and Ontario Health continue to identify family medicine and primary care as the foundation of our healthcare system. We agree, so why is working in the sector growing less appealing each year to doctors, nurse practitioners and other team clinicians?

The strength of primary care shines through our family doctors and interprofessional healthcare providers. As the frontline of our healthcare system, they play a vital role in

building healthier communities through chronic disease management, health promotion, immunizations, and more. A strong, well-supported primary care system not only benefits the entire healthcare landscape—it also provides patients with consistent, ongoing care throughout their health journey.

Unfortunately, it has to be said - our team of health and administrative professionals persevere and continue to put patients above themselves, despite no wage increase in six years. Our family physicians continue to provide quality care despite escalating overhead costs and increased administrative time. All of this was exacerbated by a partnership with a family health team weakened by no base budget increase in over 10 years.

We know what's possible when governments forecast a crisis and respond effectively. The earliest days of the post-war baby boom led to an explosion in student populations; schools were built to meet the demand and the education workforce increased.

Today, the baby boomers are now the aging boomers and frequent users of the healthcare system. For this reason, family medicine and the primary care workforce are disappearing as our infrastructure crumbles. When a family doctor shortage loomed at the turn of the millennium, a new family physician revenue model was implemented and Family Health Teams were created—an innovative, team-based model that made care more accessible, collaborative, and effective. Yet investments in the solution became stagnant, and the appeal to work in family medicine is vanishing.

The need for accessible, team-based primary care has never been greater, yet the model that once helped solve a crisis—Family Health Teams—has seen little to no funding investments for over a decade. Rather than reinvesting in what virtually eliminated unattached patients in Peterborough City and County, we're seeing structural changes without first remedying the

Leadership Acknowledgment

human resource crisis in primary care. Making family health teams an employer of choice with competitive salaries and more resources will be a significant incentive for physicians to choose a comprehensive family practice.

What's needed now is bold, smart investment—not just in models, but in people. In the nurse practitioners, nurses, dietitians, pharmacists, mental health professionals, and administrative staff who make high-quality, team-based care possible. This is not just an investment in a system—it's an investment in the health and well-being of our entire province.

We remain committed. We remain hopeful. But more than anything, we know that with the right support, primary care can do even more. Ontarians need the value they place on their frontline providers to be matched by real, meaningful investment.

Sincerely,

Duff Sprague



About Us



Family Health Organizations

Chemong FHO

- Locations: Lakefield & Bridgenorth
- Family physicians: 10

Greater Peterborough FHO

- Locations: Apsley, Buckhorn, Curve Lake, Millbrook, Norwood, City of Peterborough
- Family physicians: 24

Peterborough Community FHO

- Locations: City of Peterborough
- Family physicians: 11

Located across the Peterborough region



- 22 Clinic Locations
- 5 Family Health Organizations
- 1 Family Health Team

The Medical Centre FHO

- Locations: City of Peterborough
- Family physicians: 21

The Peterborough Clinic FHO

- Locations: City of Peterborough
- Family physicians: 18

Governance

The PFHT Board of Directors ensures that the organization delivers on promises set out in our strategic plan and that we continue to provide health care services to the residents of Peterborough.

-  Dr. Bob Neville (Chair)
Family Physician, The Medical Centre FHO
-  Jane McDonald (Vice-Chair)
Patient & Family Advisory Council
-  Larry Stinson (Treasurer)
Peterborough Public Health
-  Dr. Neil Hyde
Family Physician, Chemong FHO
-  Dr. Vanita Lokanathan
Family Physician, Greater Peterborough FHO
-  Dr. Alex Atfield
Family Physician, The Peterborough Clinic FHO
-  Dr. Luke Bowley
Family Physician, Peterborough Community FHO
-  Dr. Michelle Fraser
Family Physician, Partners in Pregnancy Clinic
-  Aaron Anderson
Barrister & Solicitor



-  Duff Sprague (Secretary, non-voting)
CEO, Peterborough FHT
-  Dr. John Beamish (non-voting)
Co-Medical Director, Peterborough Street Medicine
-  Shannon Hinton (non-voting)
Employee Council Representative, Peterborough FHT
-  Michele Nicholls (non-voting)
Business Manager, Peterborough FHT
-  Maria O'Grady (non-voting)
Executive Assistant & Recorder, Peterborough FHT

Other Committees



The subcommittees of the PFHT Board of Directors support planning and oversight related to the operations of the organization. Our subcommittees include: Finance Committee, Employee Council, Operations Committee, Quality Committee, and the Patient & Family Advisory Council.

IHPs in Action

Interprofessional Healthcare Providers

Our team-based model of care supports the patients connected with our collaborating family physicians.

These clinicians' knowledge and skills enhance the quality of care provided to patients while increasing the capacity of family physicians to care for more patients.

Patients Served

23,694

Patient Encounters

64,957



Our Clinical Team

- Nurse Practitioners
- Registered Nurses
- Registered Practical Nurses
- Mental Health Clinicians
- Registered Dietitians
- Pharmacists



PFHT Health Clinic

Patients Served



3,921

Patient Encounters



9,738

Stepping-up with a unique solution

As the healthcare crisis continues, so does our support for the growing number of unattached patients in our community. The PFHT Health Clinic continues to see this population with same-day or next-day in-person care by a local family doctor, nurse practitioner and registered practical nurses.

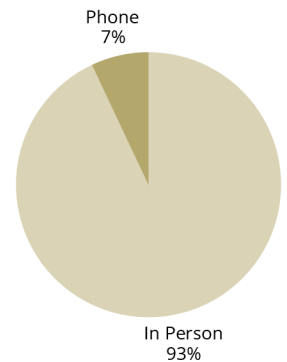
The PFHT Health Clinic capitalizes on the interest of recently retired family physicians, those new to the community, and local family physicians looking for a diverse practice. This option for care not only provides the in-person support that unattached patients seek, but also makes Peterborough a desirable place to practice.

PFHT Health Clinic

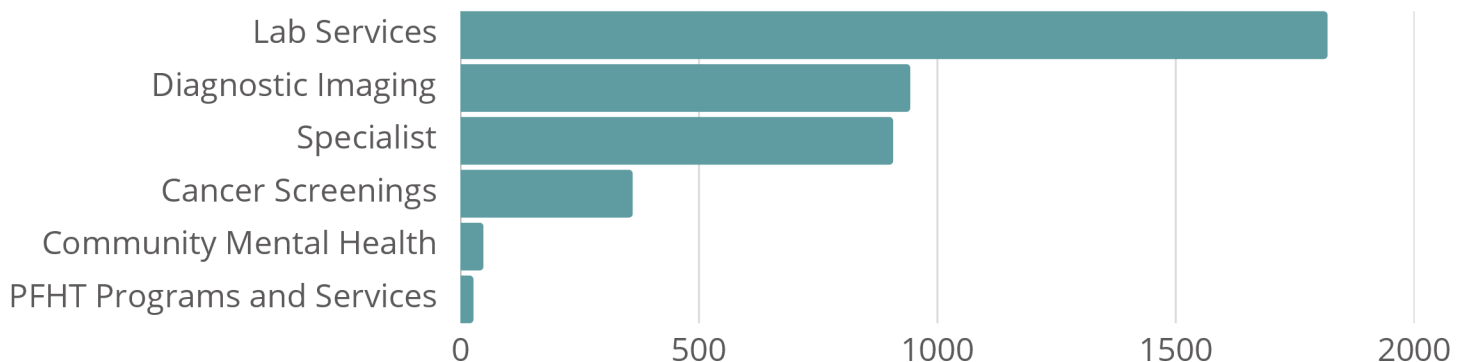


Encounters by Mode

This clinic is one of the few options for in-person care, but sometimes a quick follow-up by phone is all that's needed—offering patients the convenience of care without the travel.



Referrals and Connections to Community Supports and Services

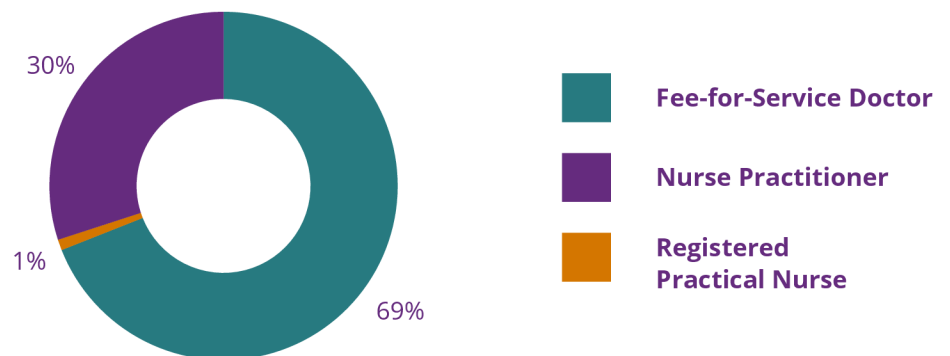


Encounters by Provider Type

Clinical Care

Care is provided by a fee-for-service family doctor, PFHT nurse practitioner, and PFHT registered practical nurses.

Although RPNs have just 1% of one-to-one encounters, they contribute to every patient visit, playing a vital role in overall care.



Well Baby Clinic



When community partners identified a critical gap in Peterborough's healthcare services, the Peterborough Family Health Team responded with a solution. The Well Baby Clinic offers timely care for infants aged two to eighteen months who lack a family physician, ensuring they meet key developmental milestones and receive essential immunization guidance.



**Closing a gap in the
Peterborough
community for the
tiniest patients.**

Little Patients' Served

442

Little Patient Encounters

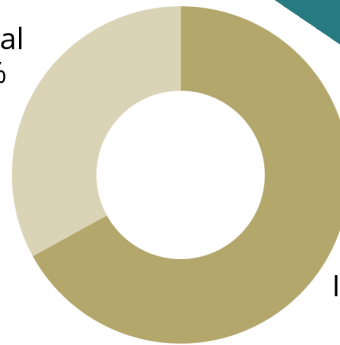
1,134

PFHT Programming

Group Programs Offered

49

Virtual
33%



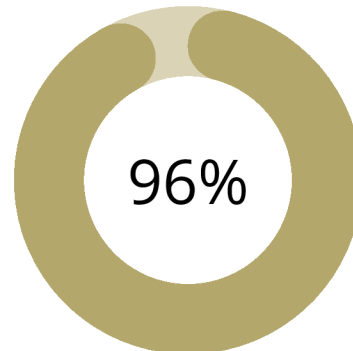
In Person
67%

Participants Served in
Mental Health Programs

287

96%

Satisfaction Rate

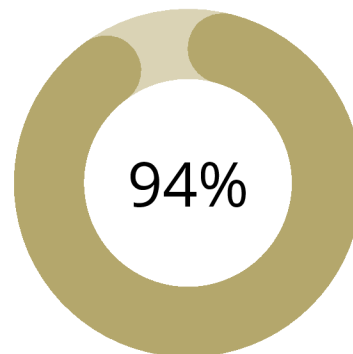


Participants Served in
Nutrition Programs

188

94%

Satisfaction Rate



PFHT Wellness Services

Team-based care is at the core of what we do. Beyond one-on-one counselling and episodic care, our clinicians deliver targeted services for specific patient populations in close collaboration with each individual's family physician.



INR (Anticoagulation) Clinic

456 patients served

5,677 encounters



Clinical Support Services

527 patients served

3,184 encounters



Deprescribing Service

46 patients served

197 encounters



FHT to Quit Smoking Cessation

132 patients served

1,088 encounters



Partners in Pregnancy Clinic

Thanks to the dedicated work of the Partners in Pregnancy Clinic team, expecting families receive continuous support throughout pregnancy and up to six weeks after birth. PIPC is a strong example of how team-based care can enhance primary healthcare. Family physicians collaborate closely with interprofessional team members, providing seamless transitions when specialized support is needed during pregnancy.

Patients Served



1,503

Patient Encounters



10,453

The PIPC Team also provides programming to expecting parents.



Footsteps to Parenting

2 multi-week sessions

21 participants



Not What I Expected

2 multi-week sessions

19 participants



Human Health Resources

An ongoing challenge over the past year has been recruitment and retention. Vacancies are increasingly difficult to fill as our compensation cannot compete with that of other health organizations. We remain deeply grateful to our clinicians, who continue to show unwavering commitment to primary care—despite facing six years without a wage increase.

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Annual Budget

85 %

Direct Staffing

70.9 FTE

Interprofessional
Healthcare Providers

20.28 FTE

Administrative
Support Personnel

9.17 FTE

Head Office
Personnel



Financial Statement

Peterborough Family Health Team Statement of Financial Position

March 31	2025	2024
Assets		
Current		
Cash	\$ 1,008,229	\$ 1,050,561
Investments	600,000	600,000
Accounts receivable	139,680	257,576
Prepaid expenses	88,930	138,084
	<u>\$ 1,836,839</u>	<u>\$ 2,046,221</u>
Liabilities		
Current		
Accounts payable and accrued liabilities	\$ 558,378	\$ 684,208
Government remittances payable	-	191,709
Deferred revenue	69,912	38,813
Amounts refundable to Ministry of Health/Ontario Health		
	<u>302,495</u>	<u>280,939</u>
	<u>930,785</u>	<u>1,195,669</u>
Fund balances		
Unrestricted	828,866	773,364
Internally restricted	77,188	77,188
	<u>906,054</u>	<u>850,552</u>
	<u>\$ 1,836,839</u>	<u>\$ 2,046,221</u>

Peterborough Family Health Team Statement of Operations

Year ended March 31	2025	2024
Revenues		
Ontario Health	\$ 11,430,397	\$ 11,427,937
Other funding	599,800	666,211
Interest income	21,283	25,040
	<u>12,051,480</u>	<u>12,119,188</u>
Expenditures		
Human resources		
Clinical	7,413,490	7,499,930
Management and administrative	2,272,377	2,191,610
Specialist sessional fees	194,007	48,064
	<u>9,879,874</u>	<u>9,739,604</u>
Operational overhead		
Premises costs	840,614	875,865
Office, supplies and IT	496,534	591,331
Training and development	67,539	55,916
Travel	66,387	68,085
Consulting, audit and legal	52,731	73,440
Insurance	47,239	47,731
Recruitment and retention	762	1,005
	<u>1,571,806</u>	<u>1,713,373</u>
Other project expenses	544,298	600,080
	<u>11,995,978</u>	<u>12,053,057</u>
Excess of revenues over expenditures	\$ 55,502	\$ 66,131