



Petawawa Centennial Family Health Centre

PCFHC 2016-2019 STRATEGIC PLAN

A community partner growing to improve your family's
well-being

ABSTRACT

Petawawa Centennial Family Health Centre (PCFHC) was established in 2005. PCFHC was one of the first Family Health Teams (FHT) to be funded by the Ministry of Health. PCFHC programs are designed to meet the unique needs of the communities of Petawawa and area, and the families of Canadian Armed Forces stationed at Garrison Petawawa. PCFHC has many partnerships within the immediate and adjacent communities in order to provide extended services beyond the FHT to extend the care for patients in the rural Upper Ottawa Valley.

Judy Hill
Executive Director

Petawawa Centennial Family Health Centre - Strategic Plan 2016-2019

Table of Contents

Executive Summary

PCFHC’s Governance..... 4

PCFHC’s Mission/Vision/ Values 6

.....11

Executive Summary

The Petawawa Centennial Family Health Centre (PCFHC) Board of Directors endorses the following Strategic Plan, and endeavours:

- To pursue Health Promotion and Prevention programs through well organized and integrated initiatives focused on all population segments.
- To establish and maintain effective Primary Health Care and Chronic Disease Management approaches to health care which provide access to interdisciplinary health care service teams , services and networks that promote shared care relationships and encourages self-determined care
- To provide a network of partnerships, services, programs and staff resources required to meet the needs of our patients and those in the community.
- To systematically address the initiatives to recruit, develop and retain professionally qualified staff dedicated to their profession, motivated to excel in meeting patient/client needs
- To effectively exploit available and emerging technology to improve diagnostic and treatment services, support clinical and health information systems, and provide the comprehensive business management systems required to operate a complex organization.
- To maintain a level of accountability with respect to budget discipline and the monitoring of the FHT performance: accessibility, timeliness, effectiveness, quality of service, health outcomes and client satisfaction.
- To support, and if practical, participate in research activities and programs dedicated to improved treatment techniques, clinical education, alternate methods of service, delivery, or other opportunities to improve the health of our population; the continuity of care; patient care; and outcome indicators.
- To implement and maintain a comprehensive communications plan addressing internal and external audiences which is dynamic and informative with respect to the strategic objectives and operational policies of the FHT.

Our Strategic Directions will ensure that our strategic objectives are met in the following key areas;

- Health Promotion and Prevention
- Access
- Acute, Chronic, Palliative Programs and Services
- Mental Health
- Employees
- Emerging Technology
- Financial Sustainability
- Research Activities
- Communication Strategy
- Performance Management

PCFHC's Operating Environment

Introduction

Petawawa Centennial Family Health Team (PCFHC) is an incorporated not-for-profit body of the same name. The corporation is headed by a Community Board of Directors committed to establishing a sustainable system of healthcare that addresses the full spectrum of health concerns including health prevention, health promotion, and primary family health care with specific programs.

The PCFHC is physically located at 154 Civic Centre Road, Petawawa, Ontario. This FHT serves the diverse communities of Petawawa, Laurentian Valley, Laurentian Hills and family members of Canadian Armed Forces personnel stationed at Garrison Petawawa.

Additionally, PCFHC shares space with an Ottawa Valley Physiotherapy, Life Labs, Madawaska Valley Midwives and Heritage Hearing.

Community Catchment Area

The Town of Petawawa is located on the western shores of the Ottawa River in Renfrew County, 422 kms north-east of Toronto and 163 kms west of Ottawa referral hospitals. The current population is approximately 16,000 in an area of 164.68 square miles. It is the largest municipality between the cities of Ottawa and North Bay.

A unique feature of the town's physical footprint is the Canadian Armed Forces Garrison Petawawa. The Garrison hosts up to 6,800 military personnel plus their families who live either on the Garrison or within the community. Considering the transient nature of a military Garrison, there is a high level of movement in and out of the community. It is estimated that 10% of military personnel and their families identify themselves as Francophone (5.6% in Renfrew County).

Demographics of the catchment area, with particular emphasis on Petawawa, indicate there is a high population of children, and therefore, requirements for pediatrics. The majority of services and paediatric specialists are located in Ottawa, 163 km away.

Also reflected in the demographics, there is an increased need for obstetrics, pre and post-natal, gynecological and reproductive health care.

Population Demographics Key Points

- Renfrew County is the largest and most rural geographical area in the Champlain LHIN region with the lowest population density (~12/km)
- The population of Renfrew County are less likely to attain a secondary or post-secondary education in comparison to the Champlain LHIN region and Ontario
- The proportion of households with low income cut offs in Renfrew County is 7.9%
- Higher rates of elderly population including the elderly population (> 65) as compared to Ontario (16%/12.7%)

- Renfrew County has a higher proportion of aboriginal persons than the remainder of the Ontario (7.6%/2.4%)

Health Status Key Points

- Renfrew County has higher mortality rates particularly for circulatory disease (ischemic heart disease, stroke) and respiratory disease (asthma and smoking related lung disease)
- There are high rates of chronic disease (for example diabetes or hypertension)

Health Status according to the 2011/12 Canadian Community Health Study

- Smoking status: Renfrew County 18.2%; Ontario 14.4%
- Diabetes- 6.9% prevalence
- Overweight and obesity: Renfrew County 34.3%; Ontario 22.6%
- > or = 5 Fruits & Vegetables per day: Renfrew County 37.3%; Ontario 56.9%
- Heavy drinking: Renfrew County 19.5%; Ontario 16.9%.

PCFHC's Governance

Structure

PCFHC operates as a Community Sponsored Family Health Team (FHT). Family Health Teams are primary health care organizations that include a team of family physicians, nurse practitioners, registered nurses, social workers, dietitians, pharmacists and other professionals who work together to provide primary health care for their community. Patients receive the care they need in their communities, as each team is based on local health and community needs.

PCFHC currently employs eight Family Practice Physicians and approximately twenty six staff.

PCFHC is governed by a Community Board of Directors and presided over by an elected President. Other positions include a Treasurer, a Secretary and general Board members. A Medical Lead physician is a non-voting member of the Board of Directors.

The Board of Directors is supported by the Executive Director who is responsible for day to day operations, budgets, staffing, infrastructure, and conforming to legislative requirements.

Additionally the FHT hosts the following: the Madawaska Valley Midwives, a Community Care Access Centre (CCAC) Coordinator, a Diabetes Education Outreach Program, Heritage Hearing Centre, Life Labs, the Robbie Dean Centre, the Renfrew County Addictions Treatment Centre, and the Ottawa Valley Physiotherapy.

Policies

PCFHC follows all provincial legislation for employment standards, occupational health and safety, Personal Health Information Protection Act (PHIPA), and MOHLTC requirements.

PCFHC works to comply with many aspects of the Excellent Care for All Act (ECFAA). (This act is only required for hospitals at this time.)

PCFHC follows Good Accounting Practices (GAP) for financial management.

Collaborations

The PCFHC has had the opportunity to participate in the training of numerous students including: medical students and residents as well as allied health professionals such as NPs, nurses, pharmacists, dietitians and naturopaths.

The Ottawa-Model for Smoking Cessation – an approach to move patients who identify as a smoker to a non-smoker status.

Madawaska Valley Midwives- provide primary care to women during pregnancy, labour, birth-normal vaginal deliveries, care to Moms and babies six weeks postpartum.

Affiliations

Association of Family Health Teams (AFHTO) – an advocacy and resource group for FHTs

Association of Ontario Health Centres-an advocacy and resource group for Community sponsored CHCs

Health Care Connect – helps patients who are without a family care provider (physician or nurse practitioner) find one.

The Heritage Hearing Clinic

North Renfrew Health Links – works with patients with multiple complex conditions and their families to develop an integrated care plan and ensure the care is received

Community Paramedic Response Unit – EMS staff ensuring care is provided in the home of the referred PCFHC's clients

Primary Care Network – is a collaboration of primary care physicians within a specific geographic area (Renfrew County)

Renfrew County Community Care Access Centre

Renfrew County and District Health Unit – Healthy Baby Program, child development evaluations, physical exams, Mom/Tot, immunizations, speech/language

Petawawa Military Family Resource Centre

The Phoenix Centre for Children and Families in Petawawa is a children's mental health treatment centre run by a volunteer Board of Directors and funded by the provincial government

Pembroke Regional Hospital – Community Mental Health program, and the Diabetes Education Program

Meals on Wheels

Ottawa Valley Physiotherapy and Sports Medicine

The Madawaska Valley Midwives

Champlain LHIN

Robbie Dean Centre

The Renfrew County Addictions Treatment Centre

The Upper Ottawa Valley Mental Health Network

The Town of Petawawa

PCFHC's Mission/Vision/ Values

Mission

The PCFHC provides a broad range of primary health care and health promotion services to protect preserve and promote the health and well-being of all residents of the Town of Petawawa and area.

Vision

PCFHC will become the provider of choice and nucleus of a community of primary health and social services to serve Petawawa and residents.

Values

Proactive; we will ensure that we are proactive in attaining a high level of community health through a professional and caring clinical team.

Compassionate; the health care team will ensure an empathetic and compassionate environment.

Flexible and Adaptable; we will ensure that we are able to adapt to change within the health-care setting and strive to accommodate patients.

Honest and Confidential – We will ensure that all patients are treated with dignity and medical documents are dealt with in a discreet manner.

Committed: We will be committed to providing a highly professional clinic with highest regard for principles and ethics associated with a health care setting.

Strategic Objectives

Our Vision will be our inspiration and challenge to achieve excellence in serving our communities.

- To pursue Health Promotion and Prevention initiatives through well organized and integrated initiatives focused on all population segments with particular emphasis on programs for women and their children
- To establish and maintain effective Primary Health Care and Chronic Disease Management approaches to health care providing access to interdisciplinary health care service teams , services and networks that promote shared care relationships and encourage self-determined care
- To provide a network of facilities, services and staff resources to meet the needs of persons with acute, chronic, palliative or rehabilitative health care needs, through a range of caring, responsive home care and assisted living programs
- To provide a network of facilities, services and staff resources to competently serve the mental health needs of the population emphasizing integration with emergency care, acute care, home and community care services
- To systematically address initiatives to recruit, develop and retain professionally qualified staff who are dedicated to their profession, attracted to their working environment, and motivated to excel in meeting patient/client needs
- To effectively exploit available and emerging technology to improve diagnostic and treatment services, support clinical and health information systems and provide the comprehensive business management systems to operate a complex organization
- To maintain a level of accountability for monitoring the FHT performance: Accessibility, Timeliness, Effectiveness, Quality of service, Medical and business outcomes; and Client satisfaction
- To support, and if practical, participate in research activities and programs dedicated to improved treatment techniques, clinical education, alternate methods of service, delivery, or other opportunities to improve the health of our population the continuity of care patient care and medical outcomes
- To implement and maintain a dynamic, informative and comprehensive communications plan that addresses internal and external audiences

Strategy

Health Promotion and Prevention - Key Results Area

Outcomes

- PCFHC is an active partner in all aspects of community health care.
- Increased care coordination through partnerships and linkages with other providers and agencies within the community

Strategies

- PCFHC provides a number of Programs including Healthy Lifestyle, (exercise, healthy eating, managing stress, LEAP, Integrate project, Smoking Cessation program, CHF program, Upper Ottawa Valley Mental Health Network, the Memory Clinic)
- Team Outreach (Valour School, home visits)
- Community Paramedic Response Unit
- Fee For Service DND and Blue Cross patients
- Home Alone
- Women's health (Well Women's Clinic, Well Baby Clinic, Breast Feeding group)
- Addictions treatment and mental wellness programs with the Robbie Dean Centre and the Renfrew County Addiction Treatment Centre

Access to Family Health Teams - Key Results Areas

Outcomes

Improved access to care for all patients

Strategies

- Improve access to care through advanced access scheduling (working with Liz Jackson to facilitate this process)
- Continue to offer after-hours care
- Allied health professional working to full practice scope
- Extended scope of practice by medical directive where beneficial
- Partnership with local municipalities to perform medicals and license renewals

Acute Chronic, Palliative or Rehabilitative Programs and Services - Key Results Areas

Outcomes

- To provide a network of facilities, services and staff resources to meet the needs of persons with acute, chronic, palliative or rehabilitative health care needs, through a range of caring, responsive home care and assisted living programs

Strategies

- Programs and services provided by PCFHC to improve population health
- Community Paramedic Response Unit (EMS staff ensuring care is provided in the home of the referred PCFHC client)
- Silver Threads Petawawa Seniors group
- Blood Pressure Monitoring
- Chiroprapist (Services offered through Diabetes Education Centre program)
- The Integrate Project-Advanced Care Planning – with North Renfrew Health Links & Cancer Care Ontario

- CHF project (including development and implementation) in partnership with North Renfrew Health Links
- Diabetes Education Clinic (Pembroke Regional Hospital and In House program)
- Well Women's Program (the 1st and 3rd Wed of every month; women can see a NP for basic healthcare)
- Nurse Practitioner New Baby Program
- Nutrition classes: Eat to Beat Inflammation, Slow Cooker Meals, Metabolic Syndrome, Diabetes, Pre diabetes, Weight management and Osteoporosis (to name a few topics).

Mental Health - Key Results Areas

Outcomes

- To provide a network of facilities, services and staff resources required to competently serve the mental health needs of the population ensuring that these services are integrated as appropriate with emergency care, acute care, home and community care services

Strategies

- Maintaining relationships within the local Upper Ottawa Valley Mental Health Network and refer as required
- Maintain relationships and refer to The Phoenix Centre for Children and Families in Petawawa, the Robbie Dean Centre, or the Renfrew County Addiction Treatment Centre as required
- Maintain relationships and refer to Pembroke Regional Hospital – community mental health program as required

Employee -Key Results Areas

Outcomes

- Recruit, develop and retain professionally qualified staff who are dedicated to their profession attracted to their working environment and motivated to excel in meeting patient/client needs

Strategies

- Delineate clearly the roles and responsibilities of all staff
- Promote and support continuous education
- Actively engage staff members in proposed changes to programs and services
- Support staff in health improvement
- Support staff in health crisis

Emerging Technology Strategy -Key Results Areas

Outcomes

- Embrace emerging technologies and incorporate into work life (EMR updates, OTN, alarm system)

Strategies

- Developing customizing queries
- Developing custom forms
- Standardize data entry
- Extract data
- Ensuring accuracy
- Maintain partnership with IT Service provider

Financial Sustainability Key Results Areas

Outcomes

- Financial sustainability for the FHT

Strategies

- PCFHC will continue to operate in a fiscally responsible manner while continuing to offer a high level of service for patients
- PCFHC will have sound financial practices
- PCFHC will have smart resource utilization
- PCFHC will lobby for funding to improve programs and services
- PCFHC will adapt to changing funding models
- PCFHC will be proactive in fiscal responsibility
- PCFHC will continue to assess cost and value of services and resources to ensure cost-efficiency

Research Activities Strategy -Key Results Areas

Outcomes

- To support research activities and programs

Strategies

- To participate in research as able and in an ethically responsible manner;

Communications Strategy -Key Results Areas

Outcomes

- To implement and maintain a comprehensive communications plan addressing internal and external needs?

Strategies

- Communicate programs and services provided by PCFHC to the catchment area (Renfrew County)

Performance Management Strategy

Outcomes

Include performance management and metrics in decision making and improving performance

Strategies

- Develop dashboard measures and automate reporting functions to ensure continuous improvement
- Patient Satisfaction Surveys
- Develop an annual Quality Improvement Plan (QIP) complete with outcome indicators
- Quarterly reporting on Programs and Services (Schedule A & E) and Finances (Schedule D)