



# STRATEGIC PLAN

2018 TO 2020

Public Summary

This plan was developed for the Chatham-Kent Family Health Team Board of Directors in the fall of 2017 with the assistance of CMCS Consulting. In preparation, a survey of staff was undertaken and five focus groups conducted, one each for the Board, physicians, administration, staff and community members. The Board members identified four key directions they wanted the organization to focus on over the next few years, including:

- Recruitment, Engagement and Retention of Physicians
- Business Optimization,
- Best Practices in Care Delivery,
- Engagement of Staff.

For each key direction, a series of goals with related actions were identified. An implementation plan was developed which will guide the Chatham-Kent Family Health Team during the period 2018 to 2020

### **Direction 1: Recruitment, Engagement and Retention of Physicians**

*The recruitment, engagement and retention of physicians attached to the Chatham Kent Family Health Team is of the highest importance. Having the optimal number of physicians required to provide timely high-quality care is essential in meeting the needs of the community. It is also the only significant way to impact revenue generation, allowing the team to maintain and augment internal systems and supports as required. Meaningful engagement of physicians is also necessary to ensure their needs are being met, that the team and its model are attractive to potential recruits and that patients are receiving the best care and service possible from all members of the CKFHT.*

Goal	Actions
<b>Improve recruitment and retention of physicians</b>	<i>Form a Board-directed and management-led task force on recruitment and retention that includes representatives from all stakeholder groups including the Board</i>
	<i>Identify and implement strategies that facilitate physician involvement in recruiting efforts</i>
	<i>Compile financial data and engage in a planned and considered conversation with the doctors regarding overhead costs and fees charged to physician team members working within the family health team model</i>
	<i>Use Quality Indicator (QI) data related to patient access to physicians</i>
<b>Enhance physicians' level of engagement in the work of the family health team</b>	<i>Increase doctors' awareness of the work of the Board of Directors</i>
	<i>Increase doctors' involvement in identifying and addressing administrative and operational issues</i>
	<i>Entrench awareness of the Board and the work of the family health team as an expectation when recruiting physicians</i>
	<i>Increase face to face communication between doctors and the Board of Directors</i>
	<i>Increase Board member presence and information-sharing at meetings of physicians</i>

### **Direction 2: Business Optimization**

*The CKFHT is committed to enhancing its capacity to provide high quality care in a thoughtful and business-like manner. As noted above, revenue generation that supports the internal infrastructure is dependent on recruiting and maintaining the optimal number of physicians within the health team. Ensuring that all of CKFHT's assets and resources are identified and utilized in the most effective way is the flip-side of that revenue generation coin. Over the next three years, CKFHT will focus on facilitating the best possible use of the team's resources and on effective cost control.*

Goal	Actions
<b>Identify CKFHT's resources and their purpose within the model</b>	<i>Map and document the organization's personnel including titles, key duties and functions, accountabilities and connections</i>
	<i>Identify and implement ways to ensure that all IHPs, including</i>

	<i>Nurse Practitioners, are used to their fullest capacity and ensure all practitioners are able to practice to their full scope</i>
	<i>Focus the Board's leadership activities on larger external issues that may significantly impact the family health team model such as the future role of the Local Health Integration Networks in the delivery of services</i>
	<i>Add to the capacity of the Board through recruitment of volunteers for specific tasks</i>
<b>Develop a culture of planning, where planning addresses all aspects of the organization</b>	<i>Develop and utilize yearly Board and management work plans as the means for implementing the strategic plan</i>
	<i>Include data related to service/program benchmarks and to performance against the benchmarks</i>

### **Direction 3: Best Practices in Care Delivery**

*The care delivery supports necessary for the provision of quality health services and positive patient experience will be reviewed and enhanced, and steps will be undertaken to improve timely and effective information flow throughout the organization.*

<b>Goals</b>	<b>Actions</b>
<b>Enhance the care delivery infrastructure and supports</b>	<i>Ensure where possible that practices are consistent across the five CKFHT sites. Where not feasible, the priority should be the maximization of available care</i>
	<i>Review the team's technology and update it as possible to improve patient care, access and experience</i>
	<i>Identify sources of best practices, utilize them to identify solutions to pressing operational issues and share those solutions across the organization</i>
<b>Improve communication within CKFHT</b>	<i>Enhance day to day communication between the administration and the physicians, the IHPs and other staff, particularly on issues that impact on their delivery of care</i>
	<i>Ensure that all policies and procedures are well-communicated, understood and easily accessed by all employees</i>
	<i>Improve on the organization's current approach to receiving and addressing patient concerns and complaints about their physician</i>

### **Direction 4: Engagement of Staff**

*The fourth area of focus for the Chatham-Kent Family Health Team over the life of this strategic plan is in Human Resources. Staff who are well-suited and well-trained for their roles, who are aware and understand "how things work" within the organization and feel supported and valued by management have higher levels of job satisfaction and are more fully engaged in the goals of team.*

To address this Key Direction the following goals were identified:

<b>Goal</b>	<b>Actions</b>
<b>Develop, implement and communicate a comprehensive Human Resources strategy that includes identified HR issues</b>	<i>Deal with staff concerns and patient complaints</i>
	<i>Share information about how performance appraisals are done and how often</i>
	<i>Increase education about orientations</i>
	<i>Provide information about the filling of vacancies</i>
<b>Ensure that the doctors are involved in the above as appropriate, and as negotiated with the physician group</b>	
<b>Increase administration's presence at each of the five sites</b>	<i>Continue to visit each site, each week</i>
	<i>Attend bi-monthly staff meetings at each site</i>