



**NORFOLK**  
FAMILY HEALTH TEAM

*Your well-being is our primary care*



# 2020-2025 STRATEGIC PLAN

June 2022 update



# A MESSAGE FROM OUR EXECUTIVE DIRECTOR



I am proud to share this update on our progress toward the goals outlined in the Norfolk Family Health Team's strategic plan for 2020-2025. Our plan was developed through a process of consultation and analysis in 2020 shortly after COVID-19 began to disrupt lives and systems across the world. Two years largely characterized by our pandemic response and Ontario Health Team development activities have now passed, and I am pleased to be able to re-focus on aligning our resources to achieve the strategic objectives summarized in this document.

Our Family Health Team's rich legacy of collaboration with local partners continues to enhance our ability to provide effective primary care to the rural communities that we serve. We look forward to continuing to nurture these strong partnerships and establishing new connections with stakeholders in order to optimize the reach of our organization in the future.

I am indescribably thankful for the support of our staff during the past two years, which were wrought with personal and professional difficulties for many. In our darkest time, our team's selflessness, trust, flexibility and dedication to our community were the shining lights that allowed the Family Health Team to stay on course.

I am truly excited to see our team continue to adapt to the needs of our community, and work collaboratively to ensure that Norfolk-area residents have equitable access to our outstanding team-based rural model of primary care.

*Sincerely,  
Robin Mackie*





# About THE NORFOLK FAMILY HEALTH TEAM



## ORGANIZATIONAL OVERVIEW

Originally established as the Delhi Family Health Team in 2007, the Norfolk Family Health Team currently operates out of two site locations in Delhi and Port Rowan. Today, our interdisciplinary team that consists of family physicians, nurse practitioners, midwives, registered nurses, social workers, and other professionals work together to provide comprehensive primary care to over 7,500 rostered patients.



**NORFOLK**  
FAMILY HEALTH TEAM





# Programs & Services

## AVAILABLE TO OUR ROSTERED PATIENTS:

- Diabetes Management Program
- Primary Care Asthma Program (PCAP) inclusive of COPD disease management
- Pharmacy support for medication reconciliation
- Geriatric Program
- Coordinated Care Planning (HealthLinks)
- Cancer Screening
- Registered Dietician
- Well-Baby and Childhood Immunizations
- Mental Health Counseling Program



WE ARE ALSO PROUD TO HAVE SERVED OVER 10,000 ADDITIONAL CLIENTS WITHIN NORFOLK AND ITS SURROUNDING AREAS THROUGH FOLLOWING SERVICES AND PROGRAMS, WHICH ARE OFFERED TO ALL RESIDENTS OF OUR COMMUNITY:

- Foot Care
- Chronic Non-Cancer Pain Management Program
- Power over Pain Walking Group
- Smoking Cessation Program
- Sexual Health Program
- Healthy Eating Program
- Norfolk Prenatal & Newborn Health Program
- Well-Baby and Childhood Immunizations
- Seasonal Agricultural Program





# Welcome to Norfolk

## COMMUNITY PROFILE

Norfolk is a single-tier municipality comprising of just over 1,600 square kilometers in a largely rural setting. Norfolk County (County) is predominantly a rural, retirement community. It is comprised of six urban areas - Simcoe, Port Dover, Delhi, Courtland, Port Rowan and Waterford, as well as 42 smaller rural hamlets and neighborhoods and two resort areas, along with an expansive agricultural area. The Norfolk community is characterized by a higher-than-average proportion of seniors and a modest growth rate compared to the province overall.

It is recognized that significant inequities and gaps in rural community primary healthcare services need to be addressed in Norfolk and its surrounding areas. These challenges have been well documented in various independent Ministry documents, consultant reports, and results of community surveys. Evidence demonstrates that timely and accessible access to primary care, along with supportive families and social systems, can mitigate the risks of poor health outcomes and inappropriate use of Emergency room services. In particular, challenges associated with recruitment and retention of family physicians will be among the most pressing for the community over the near- to medium-term future, especially in light of the fact that Norfolk County has one of the lowest ratio of primary care physicians per 10,000 people in Ontario, as well as the highest rate of Emergency Department visits that are considered to be best managed elsewhere.



# PATIENTS ARE AT THE HEART OF OUR FHT

The following are excerpts from an original patient letter received in fall 2021:

“

*I am a 38-year-old woman and have been dealing with back problems, and other health issues, all my life it seems...it's been a long time now that I lost hope and faith.*

*When I was referred to your Chronic non-Cancer pain management program...I had doubts and I worried that whatever you had to offer me as a team wouldn't help...(Having spent) 23 years in (the) health care system, I can't begin to explain how many awful experiences I'd had. But at that time, I still had a little faith, and I put my life and my body in these people's hands. But from my very first call from Rebecca, I felt a sense of relief almost, I felt like you guys worked together as a team... I felt a glimmer of hope!*

*(During) my first appointment with Connie, I could tell right away that (she) had this welcoming nature about her, she was kind and most of all I could tell that she CARED...*

*Rebecca, I was probably most nervous to see you ...but...you explained everything in detail, you talked to me...in a language I could understand, but most of all you talked to me like I was a human being and not just another patient in your office...Rebecca you were so informative and I can't stress enough how important it is to me that you actually listened to me. You explained what you were doing and when you would do it, and you left me with no questions unanswered.*

*THANK YOU THANK YOU THANK YOU SO MUCH for everything you've done for me and I'm sure many other clients of the Norfolk FHT. I wrote this because I wanted to share my success story with (you both), but I hope this letter gets into the hands of everyone in the office, the "big wigs", and clients to see. I look forward to my next appointment with Rebecca. Connie, I really do wish you the best of luck and I appreciate what you've done for me and how you've both helped bring back the hope that I lost long ago...Thank you again, I can't say it enough.*

”





# PANDEMIC RESPONSE

- Implementation of electronic solutions to enable communication and care provision including cloud-based telephone and Electronic Medical Record systems and broadcast dialing.
- Establishment of an online patient portal for patient appointment booking in collaboration with the eHealth Centre of Excellence.

“

*“That’s great you are starting to see patients book!! How exciting! I checked out your website and how you are promoting your online booking and it is fantastic! It is the best one I have seen yet. I have shared it with a few co-workers and they agree. It takes time to generate interest and promote the link but you have done an amazing job with it on your website.”*

*– Angela Martin, Change Management Specialist,  
The eHealth Centre of Excellence*

”

- Implementation of the eReferral tool available on the Ocean platform to simplify the process for primary care providers of making referrals to specialists. The solution allows primary care providers to access a map-based directory of specialists relative to a patient’s location, combined with the ability to utilize standardized, evidence-based referral forms, thereby reducing the level of inappropriate care and referrals.
- Swabbing 2,342 community members between March and September 2020 in the first COVID-19 Assessment Centre in Norfolk.





# PANDEMIC RESPONSE



- Providing 673 medical/nursing assessments to Seasonal Agricultural Workers from May-June 2020 through the Mobile Primary Care Emergency Response Team.
- Vaccinating over 2,000 vulnerable patients over the age of 80 through Norfolk Primary Care Health Care Vaccination Clinics offered in collaboration with community partners in Vittoria within a few short months.



*“They have demonstrated leadership, dedication and stellar care and services to our community without question above and beyond their mandate. We are fortunate and proud of the partnership and ongoing efforts from the FHT”*

*– Haldimand-Norfolk Health Unit*



- Collaborating with community partners to support Haldimand-Norfolk Health Unit's Mass Vaccination clinics for Seasonal Agricultural Workers.

*“The HNHU and Norfolk County EOC would like to acknowledge, recognize and sincerely thank the FHT for their contributions since March 2020. They have been instrumental in providing clinical services for the HNHU COVID-19 response to our community from screening, testing, outbreak management and continued primary care follow-up. They have engaged in coordination of care and advocacy as required. They have demonstrated leadership, dedication and stellar care and services to our community without question above and beyond their mandate. We are fortunate and proud of the partnership and ongoing efforts from the DFHT.”*

*– Dr. Shanker Nesathurai, Medical Officer of Health*





# RECENT ACCOMPLISHMENTS



Awarded the 2020 Bright Lights Award by the Association of Family Health Teams of Ontario (AFHTO) in recognition of the Norfolk FHT's positive impact on health outcomes, patient experiences, and health-system sustainability in Ontario.



In December 2020 Robin Mackie, Executive Director, Roxanne Pierssens-Silva, Clinical Services Manager/RPN and Rebecca Spencer-Knight, Nurse Practitioner, were featured on the Healthcare Insurance Reciprocal of Canada's (HIROC's) Health Care Change Makers podcast to discuss the Norfolk FHT's mobile primary care clinic targeted to Seasonal Agricultural Workers in Haldimand-Norfolk during a 2020 COVID-19 outbreak.



Recipient of the Transformative Change Award by the Alliance for Healthier Communities which recognized the Norfolk FHT's outstanding collaboration, care coordination and program/service delivery in supporting LTC homes and other community congregate settings when requested by their local health unit during the COVID-19 pandemic.

*"These innovators have improved access to primary care through their leadership, outstanding work and significant progress made toward improving the value delivered by interprofessional primary care teams throughout Ontario. Bright Lights Award winners are innovators and team players whose work has an impact on the healthcare system and in the lives of their patients and communities."*

- AFHTO

*"Transformative Change Awards recognize and celebrate health champions within our membership who work at the forefront of transformative change to help us achieve the best possible health and wellbeing for everyone in Ontario"*

- AHC



# ONTARIO HEALTH TEAM INVOLVEMENT



In fall 2021, Ontario Health West confirmed its intention to include patients of Primary Care Providers within the Norfolk region in the attributed population for the existing Brantford Brant Ontario Health Team. Since that time, the Norfolk Family Health Team has been actively engaged in the establishment of the integrated Brantford Brant Norfolk Ontario Health Team, including participating in the organization's Executive Leadership Group and Primary Care Council. In an effort to support ongoing collaboration across providers, in Spring 2022 the Norfolk FHT participated in a steering committee that oversaw a regional strategic planning process identifying five strategic directions for primary care that will support the future sustainability and well-being of providers and the Brantford Brant and Norfolk communities over the next three years.



# OUR MISSION, VISION AND VALUES

## MISSION

Our Mission is to protect, promote & provide excellence in rural health care. We believe that local, accessible, community-governed health care has a critical role in maintaining a strong and sustainable rural community.

## VISION

We will be leaders in healthcare transformation by proactively embracing change and being primary care advocates for our community by acting on four key pillars:

- Broaden our impact in the community
- Community Outreach
- Strategic partnerships
- OHT leadership

## VALUES

**Innovation:** We believe in proactively generating new ideas and processes to improve and advance the provision of primary care.

**Excellence:** As a unique resource in a rural area, we have a commitment to supporting regional health care needs and the professional interests of our personnel, while maintaining excellent patient care.

**Collaboration:** We believe that the best health care is provided through collaborative decision-making and planning involving community members and health care providers.

**Respect:** We believe that patients, staff, and professionals deserve respectful treatment from the community and each other.

**Accountability:** We believe in being accountable to our community by using our resources wisely.

**Inclusiveness:** We believe in equitable access to care.



# 2022-2025 STRATEGIC PRIORITIES



## PROGRESS TO DATE (2022)

---

1

One team, one space in Norfolk Country and surrounding area - Take advantage of the capital grant opportunity with the goal of “one team, one space in Norfolk community”

We were successful in obtaining and completing a Capital Investment planning grant from the Ministry of Health which reviewed our current clinical space allocations and confirmed the need to invest in more space to house the additional 10 IHPs that we were granted as part of our 2018 Community Support IHP Program.

2

Our place in the OHT- We will be part of our respective OHT upon its formation. We will maximize our influence for primary care within the new organizational structure by taking a proactive leadership role in our new OHT

The Norfolk FHT was a member of a regional steering committee that oversaw the Brantford Brant Norfolk Primary Care Council's 2022-2024 strategic planning process, one of the first provider-led initiatives of its kind in Ontario which identified priorities to advance the needs of the regional primary care community.

3

Broadening our impact in the community. Reach more people with more services through increased outreach and creating, maintaining and enhancing collaborative partnerships

Since 2020, we have worked with our community partners to provide multiple outreach programs including, but not limited to, COVID assessment services, mass vaccination clinics and primary care clinics to Seasonal Agricultural Workers.

4

Developing new rural providers- attracting, educating, coaching and mentoring GP's & IHP's

We continue to pursue all available opportunities to recruit physicians to provide primary and urgent care to our rural community. Our interdisciplinary team members have also mentored students in Nurse Practitioner and Dietitian programs during their clinical placements and the Norfolk FHT has received appreciation and acknowledgement for our dedication to teaching our learners from the McMaster University Department of Family Medicine recognizing our practice as a teaching site.



# STRATEGIC PLANNING CONSULTATION PROCESS

This strategic plan was informed by a number of key components including a comprehensive document review, SWOT analysis based on data collected from interviews with staff, patients and management, and a review of the Family Health Team's operations.

The strategic priorities outlined in this document were formulated over the course of two facilitated planning sessions with the Norfolk Family Health Team board in summer and fall 2020.

## ACKNOWLEDGEMENTS

The Norfolk FHT would like to acknowledge the dedication and tenacity of its community board members, who have provided important advice and support during one of the most tumultuous periods in the organization's history.

We would also like to thank our patients, who are the reason we pursue excellence in clinical care and advocate for our community. Thank you for your trust, and for choosing the Norfolk FHT as your healthcare provider.

---

### Contact Us

#### **Norfolk Family Health Team**

105 Main Street

Delhi, ON, N4B 2L8

Phone: (519) 582-2323

#### **Norfolk Family Health Team at Port Rowan Medical Centre**

1035 Bay Street

Port Rowan, ON, N0E 1M0

Phone: (519) 586-3143

