

2024-2025 Annual Report



NORFOLK
FAMILY HEALTH TEAM

At a Glance

Our Highlights	Innovation and Growth	Our Year in Numbers	Sustainability and Impact in Primary Care	Looking Ahead
				

Message from our Board Chair and Executive Director



Matthew Lepore, Board Member



Roxanne Pierssens - Silva, Executive Director

"Rooted in compassion and strengthened by collaboration, the Norfolk Family Health Team continues to grow, innovate, and lead empowering healthier lives and a stronger community for generations to come."

Matthew Lepore, Board Member

Message from the Executive Director

Over the past year, the Norfolk Family Health Team has experienced tremendous growth and change, all while remaining steadfast in our commitment to putting our patients and community at the centre of everything we do.

I am continually inspired by our incredible team of professionals who care deeply for their patients, their colleagues, and the communities we serve. Their dedication, compassion, and teamwork make everything we achieve possible.

This year, we have truly settled into our new space, creating a welcoming environment for both patients and staff. We are also proud to continue providing care through our satellite clinics in Delhi, Port Rowan, and Paris, ensuring accessible and comprehensive services across the region.

As we look ahead, we remain committed to leading positive change in primary care. Through strong collaboration with our partners and the Brantford Brant Norfolk Ontario Health Team, we continue to advance integrated, patient-centred care for our communities.

Thank you to our staff, Board of Directors, partners, and patients for your continued trust, support, and commitment to improving health and well-being together.

Roxanne Pierssens-Silva
Executive Director, Interim

Norfolk FHT Highlights

Your well-being is our primary care



Capital Build Success

Our major capital initiative came to full fruition with our move into the new space in the fall of 2024. The space is beautiful, welcoming, and functional, providing much more room to see patients comfortably and allowing us to expand our services even further. This move represents a significant milestone in supporting both our patients and staff, enhancing the quality of care and the patient experience.

We successfully expanded two key programs this year: the Talk-In Clinic increased from 1 day per week to 3 days per week, and our midwifery program now provides care for unattached children up to 7 years old. These expansions were made possible through strong partnerships and collaboration within the BBN Ontario Health Team, allowing us to foster connections that enhance access and the range of services for our community.



Program Expansion

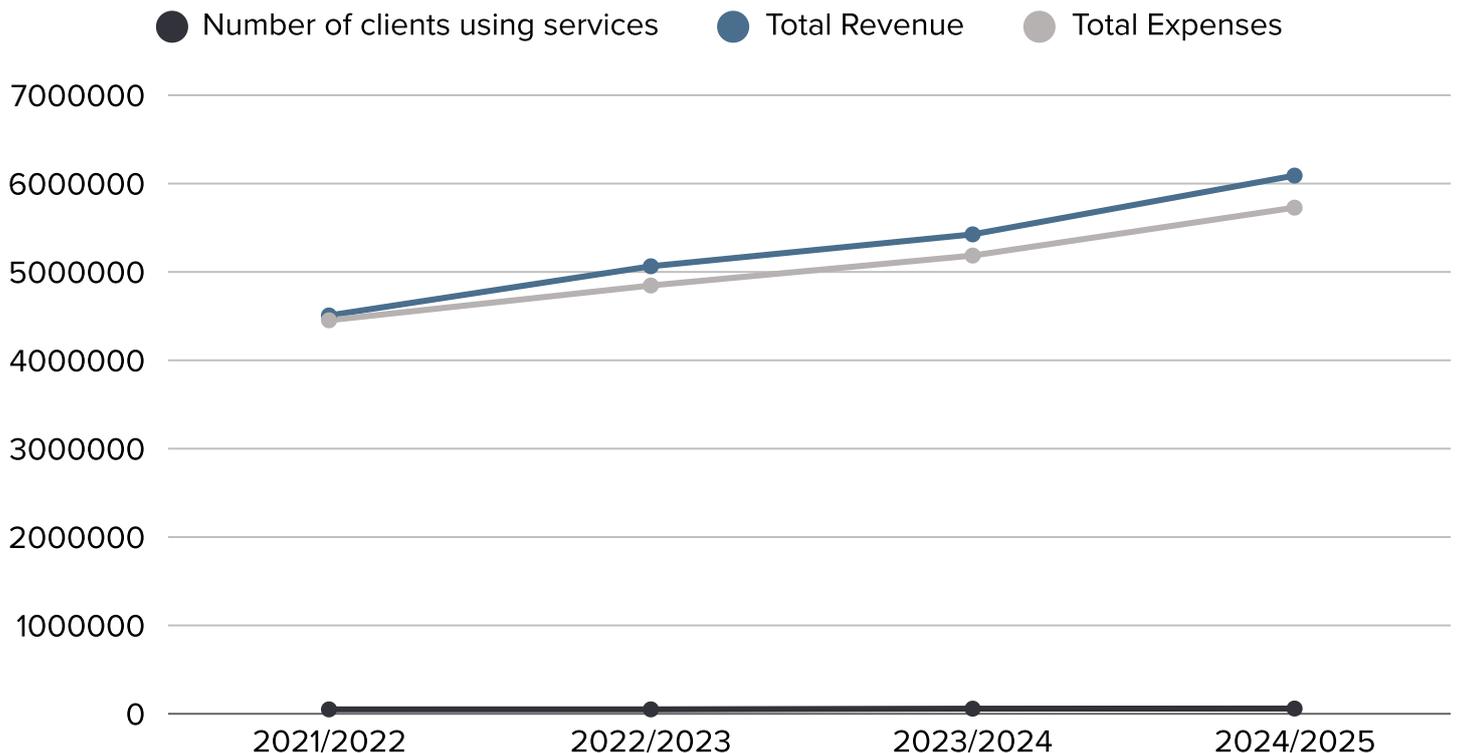


Building a Culture of Wellness

At the Norfolk Family Health Team, we continue to nurture a supportive and positive workplace culture. This year we celebrated our team through the annual Christmas party, Staff Appreciation Week, and community drives collecting socks, food, and toys for local families. Our Break Room Wellness Space encourages relaxation, connection, and daily wellness activities such as lunchtime walks and stretching breaks. We also recognized many staff milestones, retirements, and awards. Looking ahead, a key goal is to establish a Wellness Committee to strengthen team connections and expand opportunities for recognition and community involvement.

Innovation and Growth

Financial Performance



Number of Patient increase and Financial Performance

With new and expanded programming comes greater patient demand, financial responsibility, and the need for continued efficiency. Through strong community connections and collaboration, many of our programs are supported by our partnership within the BBN Ontario Health Team. We remain committed to reducing duplication of services, optimizing resources, and ensuring that every effort contributes to improving access and quality of care for our community.

Our Year in Numbers

The Norfolk Family Health Team continues to provide high-quality, patient-centred care to both attached and unattached patients across Norfolk County and beyond. In 2024, over 25,000 patients were registered in our EMR, with 8,414 formally enrolled. While most patients live within the county, some continue to seek care after moving due to challenges finding family physicians elsewhere.

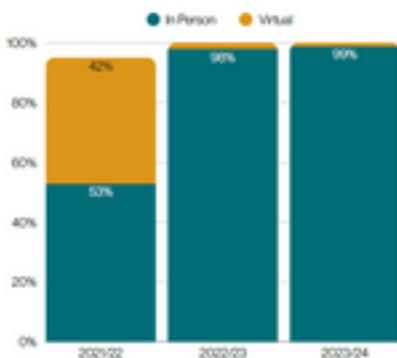
Our team supports a diverse community, including approximately 5,000 International Agricultural Workers and an estimated 8,000–10,000 Plautdietsch-speaking Mennonites.

Client Experience Highlights (2024):

- **98%** saw their doctor or nurse practitioner during their visit.
- **98%** were able to book appointments on their preferred day.
- **98%** would recommend Norfolk FHT to others.
- **85%** rated their experience as good or excellent.
- **85%** felt they had the opportunity to ask questions.

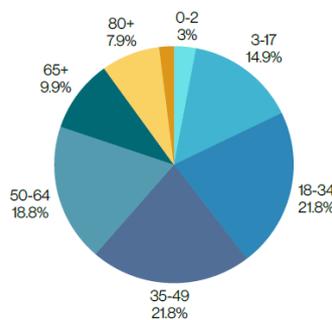
While seniors (65+) represent 20% of our patients below the county’s average of 28.6%, we continue to assess how to better reach this growing population. Our ongoing focus remains on accessibility, satisfaction, and inclusive care for all who call Norfolk County home.

TYPES OF APPOINTMENTS



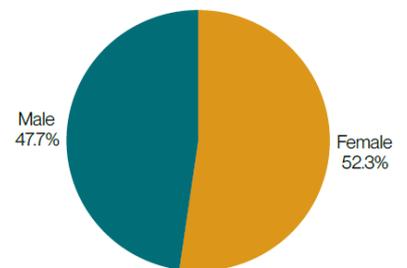
Types Of Appointments

AGE SERVED



Ages Served

GENDER



Gender

Expansion Plans

You can also talk about expansion into different places, as applicable. Annotated maps can help readers visualize your growth.

Sustainability and Impact in Primary Care

The Norfolk Family Health Team continues to demonstrate financial stability and responsible stewardship of resources, maintaining a balanced budget with no deficit while effectively utilizing funds to support all of our primary care programs and services.

We remain leaders within the Brantford Brant Norfolk Ontario Health Team (BBN OHT), actively contributing to the development and implementation of new primary care initiatives that strengthen access and coordination across our communities.

Looking ahead, the upcoming fiscal year is expected to bring further growth and transformation as Ontario Health advances its five-year plan to attach every Ontarian to a primary care provider. The Norfolk FHT is well positioned to play a key role in this provincial effort.

Our team continues to be innovative, efficient, and community-focused, ensuring that our services benefit the entire population—not just rostered patients. Through collaboration, adaptability, and a steadfast commitment to patient-centred care, we are creating lasting impact and contributing to a stronger, more sustainable primary care system for the future.

Highlighted Program and Services

In addition to the comprehensive care provided in our family physicians' practices, the Norfolk Family Health Team (NFHT) delivers a wide range of specialized programs and services designed to support the health and well-being of our patients and community.

Our **Chronic Pain Program**, located in Paris, Ontario, helps individuals manage pain through education and self-management strategies. The program offers individualized care, group sessions, leadership and peer support opportunities, and access to a multidisciplinary team including an Occupational Therapist, Kinesiologist, Dietitian, Social Worker, Nurse Practitioner, and Registered Practical Nurse.

Our **Sexual Health Clinic** provides confidential STI testing and treatment, birth control counseling, pregnancy testing, Pap tests, and emergency contraception.

The **Mental Health Program** offers counseling for individuals, families, and groups addressing stress, grief, anxiety, and life transitions. Our **Talk-In Clinic** provides free, one-time, 60-minute mental health sessions (no referral needed) Monday through Wednesday.

NFHT also offers specialized medical services, including a **Dermatology Clinic** (by physician referral) and a **Spirometry Clinic** providing weekly assessments for COPD and asthma. Our **Stop Smoking Cessation Program** offers free nicotine replacement therapy and counseling for eligible participants.

The **Healthy Aging Programs** promote independence and wellness for older adults through exercise classes and in-home visits. The 8-week “Healthy Aging at Home” series focuses on fall prevention, sleep, medications, and nutrition, while our **Foot Care Program** provides education, assessments, and treatment in Delhi and Port Rowan.

Our **Geriatric Program** delivers comprehensive assessments for older adults, including cognitive, physical, and medication reviews, with follow-ups every 3–6 months. A **Medication Reconciliation and INR Program** supports safe medication management and therapy reviews, while our **Geriatric Mental Health Team**, including RNs and Psychiatrists, focuses on older adults with mental health and addiction needs.

The **Midwifery Program** provides collaborative prenatal, postpartum, and well-baby care — including IUD insertions/removals, contraception counseling, and lactation support — and is open to all patients, even those without a primary care provider.

Our **Nursing Clinics** provide essential services such as vaccinations, injections, wound care, and blood pressure monitoring. **Registered Dietitian Services** offer one-on-one nutrition counseling and community education sessions (by referral).

Finally, our **International Agricultural Workers Program** provides primary care, medication renewals, injury treatment, and health promotion services available five days a week, including on-farm visits.

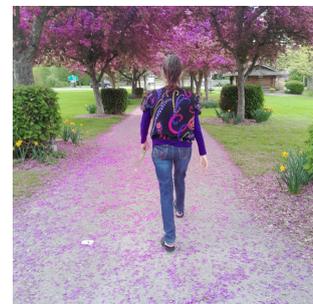
Together, these programs reflect our commitment to providing accessible, patient-centered, and comprehensive care across Norfolk County and surrounding communities.



Midwifery Program



Some of the FHT Team



Walking Group

Our Team and Governance

The Norfolk FHT Board of Directors comprises 6 volunteers and the Executive Director, providing governance, oversight, and strategic guidance. Board members regularly participate in educational sessions and performance evaluations to ensure effective leadership and accountability.

The Norfolk Family Health Team is supported by a dedicated workforce of 42 employees and 6 physicians, representing a wide range of professions including Registered Nurses, Nurse Practitioners, Midwives, Registered Practical Nurses, Kinesiologists, Dietitians, Pharmacists, Social Workers, Clinical Service Managers, Finance Administrators, Executive Director, and Medical Office Assistants/Translators.

Staff retention remains a challenge, reflecting broader primary care workforce trends and competitive salary pressures. Turnover improved from 19% in 2022/23, 12% in 2023/24, and 6% in 2024/25. With an average staff age of 47, planning for future retirements and fostering opportunities for younger staff to gain experience from senior team members will be key human resource strategies moving forward.

As a teaching organization, Norfolk FHT places high value on education and mentorship, welcoming learners at all levels, including residents, nurse practitioner students, high school students, and participants in the DDSS Health Sciences program each spring. This commitment to teaching not only supports the development of the next generation of healthcare providers but also contributes to the long-term sustainability and innovation of primary care in Norfolk County.



Annual Staff Christmas Party – Top Row: 1st Place Team | Middle Row: 2nd Place Team | Bottom Row: 3rd Place Team

Looking Ahead

As we close out our 2020–2025 Strategic Plan, we look ahead to a new chapter with the launch of the 2026–2031 Norfolk Family Health Team Strategic Plan. Norfolk FHT remains committed to expanding access, strengthening services, and meeting the evolving needs of our community.

Our key priorities include:

- Supporting unattached and underserved populations, including international residents, refugees, LGBTQ2S individuals, and the elderly.
- Strengthening community partnerships to improve health outcomes and coordination of care.
- Investing in our staff to maintain a skilled, engaged, and resilient workforce.
- Integrating digital health and virtual care to enhance access, innovation, and efficiency.
- Improving internal communication and addressing resource gaps to strengthen organizational capacity.

Through innovation, collaboration, and thoughtful resource management, Norfolk FHT will continue to provide high-quality, patient-centred care while building a sustainable and impactful primary care system for the people of Norfolk County.

Voices from Our Community

The Norfolk Family Health Team is grateful for the continued trust, collaboration, and feedback from our patients, staff, and community partners. Your words remind us why we do what we do every day.

From Our Clients:

“I’m grateful for all your hard work and service. You’ve truly made a positive difference in my life.”

“I’m so glad I switched to a physician who takes time to hear my concerns and acknowledges me as a person not just another number in the health care system.”

“Feeling like I was heard and taken seriously.”

“Stay as kind and efficient as you always are.”

“Keep up the good work.”

From Our Staff:

“When you have great patient interaction, much of it is about positive connection with the people around you.”

From Our Community Partners:

“It is clear that Norfolk FHT will play a very important role in the expansion of team-based primary care in Norfolk County. They’re stepping forward as leaders—willing to act as a hub, collaborate with other primary care offices, and strengthen integration across the system.”

Further Reading

Include links to supplementary material.

- [Complete Financial Report](#)
- [Strategic Planning Discovery Report](#)
- <https://acrobat.adobe.com/id/urn:aaid:sc:va6c2:e74be848-c90b-40c4-b89a-e1c7fa07b98e> 2020-2025 Strategic Plan

Contact Us

The Norfolk Family Health Team (NFHT) provides comprehensive, patient-centred primary care through a collaborative team of physicians, nurse practitioners, nurses, social workers, dietitians, and other health professionals. With our main site in Simcoe and satellite clinics in Delhi, Port Rowan, and Paris, we deliver accessible care focused on wellness, prevention, and chronic disease management. NFHT proudly partners with the Brantford Brant Norfolk Ontario Health Team to strengthen coordinated community care.

For further information, please reach out to us at info@norfolkfht.ca

Address: 185 Robinson Street, Simcoe, ON

Phone: 519-582-2323

Website: www.norfolkfht.ca