



NORTH  
YORK  
FAMILY  
HEALTH  
TEAM

2023-2027 STRATEGIC PLAN

# Compassionate team-based primary care for all



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## Indigenous Land Acknowledgement

We are grateful to have the opportunity to work and serve the people who now inhabit this land. First, we want to give our respect to its first inhabitants.

We acknowledge that we work on the traditional territory of many nations including the Mississaugas of the Credit, the Anishnabeg, the Chippewa, the Haudenosaunee and the Wendat peoples and is now home to many diverse First Nations, Inuit and Métis peoples. We also acknowledge that Toronto is covered by Treaty 13 signed with the Mississaugas of the Credit, and the Williams Treaties signed with multiple Mississaugas and Chippewa bands. The people of this land bounded together to share the territory and protect the land.

We recognize that truth and reconciliation is a continuous process and while this land acknowledgement is a first step, our organization has much more work to do. By adhering to our values and leading with authenticity, we are committed to building positive relationships with Indigenous peoples, the wider community, and the environment.

We are truly grateful to be able to work and create on this land.



**We have been proudly providing comprehensive and compassionate team-based primary care to our patients for over 15 years.**

We are constantly evolving to meet the needs of our community. Through the challenges we faced these last few years, we have learned so much more about our community, how to serve our patients differently, how to support our team members through ambiguity, and how we can partner with others to make a difference collectively.

We want to make a meaningful and purposeful impact in the lives of those we serve and the broader health system.

**This is our plan to accomplish our goal as a team.**



# Letter from the Chief Executive Officer and Board Chair



**Neil Shah**  
Chief Executive Officer and  
Executive Director

Over the past 15 years, the primary care team that makes up North York Family Health Team Inc. (NYFHT) has developed a forward-thinking, collaborative, compassionate, sought-after model of care for our patients. Starting with 48,000 patients in 2008, today about 95,000 patients are receiving team-based care from across our twenty-one locations.

During the COVID-19 pandemic we expanded our reach further into our community, built new partnerships and strengthened existing ones. Together, we managed unprecedented rates of change and global challenges to which we extend our gratitude to all as we navigated these turbulent times. We believe our partnerships with our healthcare partners, through commitment and collaboration, we collectively made a positive impact. As one of the founding members of our Ontario Health Team (OHT) – the North York Toronto Health Partners (NYTHP) – we will continue to be a leader in promoting the health and wellbeing, and advocating for, the people who seek care in North York.

As we step into the future of our organization, for our patients, our team, and our health care system, we embraced our values of unity, excellence, knowledge translation and inclusive care.



**Denise Prindiville**  
Chair, Board of Directors

Through the development of this plan, we reached out to our patients, partners, and the community at large. We heard that access to timely and appropriate care is of highest importance, and that maintaining health and preventing illness is top of mind for so many. This 2023–2027 NYFHT Strategic Plan is a commitment to being there for our patients, their families, and our community on their health and wellness journeys.

Our strategic plan, which will direct us with purpose towards our vision, is a living document. As our diverse population grows and the needs of our community change, so may our strategic plan. Through this plan we seek to support more people on their health and wellness journeys. We resolve to increase our impact within the community by spreading our model of team-based primary care so more people can benefit from the collective support.

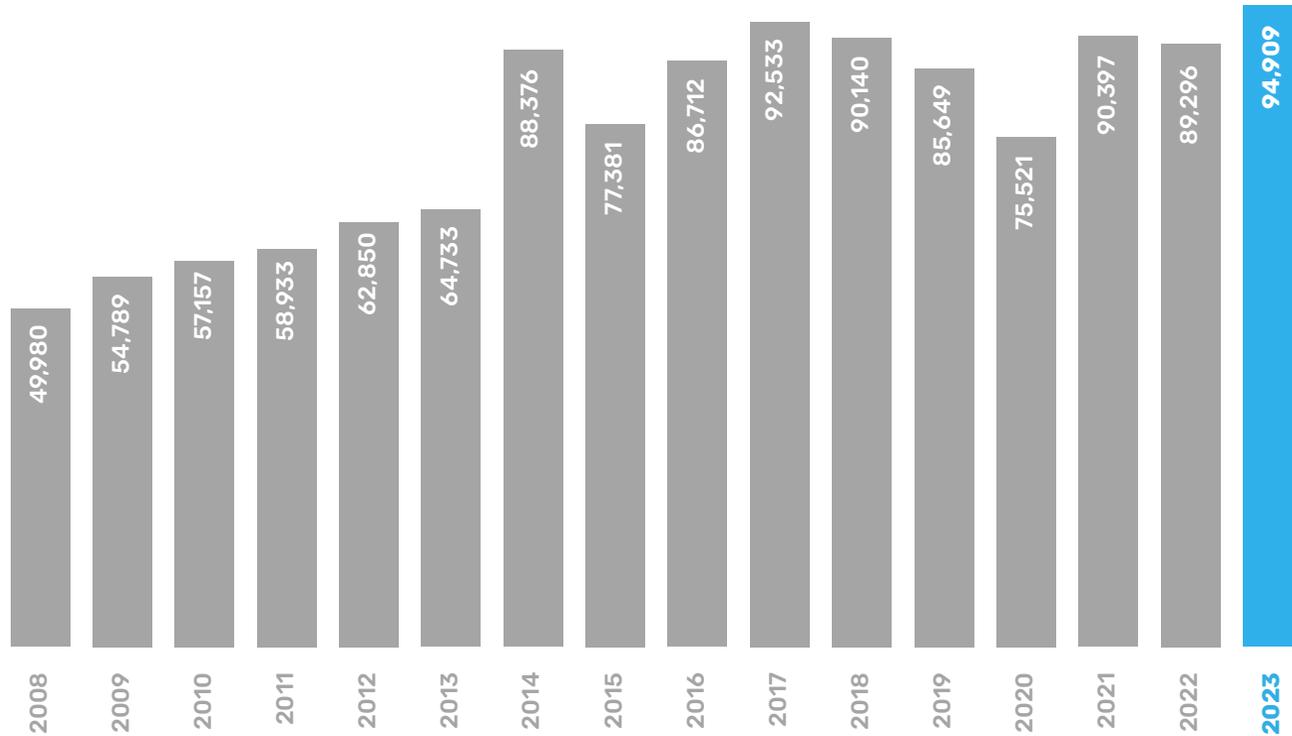
The future looks brighter. We invite all to envision the possibilities with us. Our success is reflected in the quality of care received in serving our patients, our teams, and the people of North York. We hold ourselves accountable to continuing to innovate and redefine primary care in Ontario.



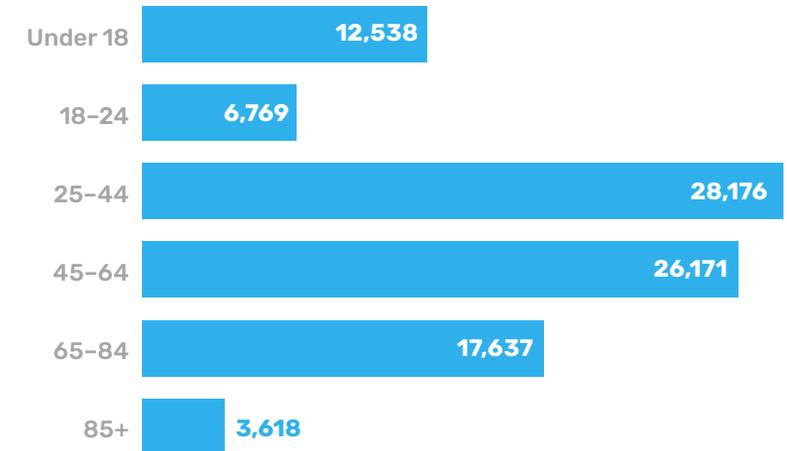
## WHO WE ARE TODAY

# The population we serve is growing – in 2023 we served 94,909 patients

Total Population Served



Patient Distribution by Age



Patient Distribution by Sex



**In 2023, our team consisted of...**

**94**

physicians

**109**

learners

across NYFHT in medicine, nursing,  
pharmacy and administration

**48**

team members

**21**

office locations

**Our programs and services include:**

- **Cancer Survivorship**
- **Diabetes Education**
- **Smoking Cessation**
- **Nutrition**
- **Mental Health**
- **Nursing & Physician Assistant**
- **Pharmacy, and**
- **Chiropody.**

## WHO WE ARE TODAY

Our planning and our approach to care is based on the principles of IHI's

### Quintuple Aim for Health Care Improvement:



#### **Better Care**

Improve the experience and quality of care



#### **Better Health**

Improve health and well-being of the population



#### **Better Value**

Reduce per capita cost of health care and improve health outcomes



#### **Better Equity**

Address health disparities



#### **Better Provider Systems**

Increase the well-being and engagement of the workforce

We are a member of the



**21**

care partners

Health care organizations that signed the original MOU

**30+**

Alliance Partners

Health and social care organizations that partner on specific initiatives

**~500k**  
population

**Patient and Caregiver Health Council**

**Primary Care Network**

(200+ Primary Care Providers)

**Backbone Team**

Team from NYTHP organizations that supports the work of our OHT

# It was time to refresh our strategic plan.

We had accomplished many of the goals set out and grown as an organization. More than anything, there has been a lot of change and we need a plan to address this change.

## Much has changed since our last strategic plan:

- The introduction of Ontario Health Teams facilitates new ways for us to work more collaboratively. NYFHT is leading the development of our local team, the North York Toronto Health Partners.
- The COVID-19 pandemic created longer wait times and changed the way we provide care for some services.
  - NYFHT supported our patients with high quality virtual care through the pandemic and continues to embed this model into its current care options.
  - NYFHT established COVID-19 vaccination and assessment clinics to support our broader community to get well and stay healthy.
- There is a shortage of health care workers globally that is impacting our ability to recruit providers and maintain timely access to care.
- There is a greater need to ensure equity, diversity and inclusion in all our services and actions as systemic racism, oppression and inequalities continue locally and around the world.
- The global climate crisis needs to be considered and addressed by all industries, including health care.

While acknowledging our many accomplishments over the years, we realize there is more we can do to improve the health of our community. **This plan outlines how we plan to tackle the challenges that lie ahead.**

Our commitment to  
**Health equity**

**We are creating a community where all people will be treated with respect, have their independence valued, and find greater access to integrated services.**

We are dismantling unconscious bias and inequities in health care through our inclusive practices.

We believe that excellence in providing integrated, high-quality patient care is anchored in our commitment to an equitable, diverse, and inclusive environment.



## THE STRATEGIC PLANNING PROCESS

# The planning process was led by a Board governed Strategic Planning Task Force.

This Task Force was responsible for listening, asking questions, contextualizing information, imagining new ideals and sharing new ideas. Like the North York Toronto Health Partners strategic plan, our planning and our approach to care is based on the principles of Institute for Healthcare Improvement (IHI)'s Quintuple Aim for Health Care Improvement.

### In the development of our strategic plan we asked **key questions:**

- What is important to our patients?
- What can we do to better serve our patients and those in our community?
- How can we be a better partner?
- What does our team need to feel supported and thrive?
- How can we best share our model with others?

### Our strategic plan is rooted in **deep engagement**. We talked to our team members, patients, families, partners, and our community through:

- Focus groups and a retreat with NYFHT team members
- Interviews and surveys with health system partners and North York Toronto Health Partners
- Over 2,600 survey responses from patients and community members
- Engagement with our Patient Advisory Collaborative
- Interviews with academic leaders
- Engagement with our Equity, Diversity and Inclusion Committee

### The output of this work includes:

- Redefined Vision
- New Purpose Statement
- Updated Values
- Updated Statement on Equity
- New Strategic Directions
- Refreshed Brand



# What we heard

from our patients, families and community:

82% of patients say that they have always or often been **involved in decisions about their care and treatment.**



45% of patients said **timely access was the greatest concern** when it comes to their or their family's health.

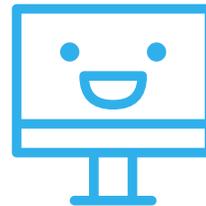
Almost all patients felt they have **access to preventative health care** such as vaccinations, cancer screenings and monitoring health conditions. Only half felt they had access to information about how to stay healthy and prevent disease.



Over 80% of our patients say that are **satisfied with the care they receive from their allied health provider.**

When accessing primary care, almost all patients felt that **health care providers being knowledgeable about their health history was important.**

Our model of team-based care ensures that all of our providers have access to a patient's electronic medical record, and our providers can securely communicate with one another about patient cases.



93% of patients who have accessed **virtual care** in the last six months were **satisfied with the care** they received.

**Our patients, families and community would like us to focus on:**

- Ensuring timely access to care when it's needed
- Care programs for seniors
- More mental health
- Preventative care and ways to stay healthy



## Our Vision

# Compassionate team-based primary care for all

## Our Purpose

To be there for our patients, their families and our community in times of need and partner with them on their journey to better health and wellness.

## Our Values

Caring

Innovative

Collaborative

Continuously improving

Inclusive



## Our strategic directions

We deliver leading, timely and equitable health and wellness care to our diverse communities

1

We support our team members in all the work they do

2

We share our expertise and collaborate to amplify the impact of team-based primary care

3

# 1 Strategic Direction

## We deliver leading, timely and equitable health and wellness care to our diverse communities.

In 2023, NYFHT's over 90,000 patients are being supported with a compassionate team of health care professionals surrounding them. These individuals are further supported in making health related choices through a variety of health promotion and education programs and services.

We recognize there is greater need in our community beyond those we currently provide care for. Many people and families do not have access to a family health team. Many are new to Canada and are unsure how to access the programs we provide. Our diverse North York community is growing, and we endeavour to do more and reach more.

NYFHT is committing to improving timely access to team-based primary care and providing proactive and preventative health care to keep our entire community healthy. This requires us to continuously innovate and adapt how we connect with patients, taking into consideration equity and justice in the diverse community we serve.

### We will do this by:

1. Increasing access and continuity of care by adding more time-appropriate appointments, leveraging virtual care tools, and increasing our team complement.
2. Adopting new innovative models of care and technology to continuously improve how we serve patients, especially those who are underserved and/or those who have been marginalized.
3. Developing and maintaining an equity and accessibility plan and embody the commitments of this plan.
4. Developing a deeper understanding of health needs in North York and regularly align our services to meet identified need in partnership with our patients and community partners.
5. Empowering the people of North York to manage their care and choose healthy behaviours by providing more culturally informed and accessible patient education, health promotion and prevention programs.



## We support our team members in all the work they do.

NYFHT is a leader in primary care because of our people, a cohesive team spanning 21 locations. Our team and members are honoured recipients of awards in recognition of our innovation, collaboration, and partnerships. NYFHT is a place where health care providers can pursue their passion of providing best in class patient care while attending to their own personal and professional goals.

NYFHT is committing to enriching the experience of our people so they can continue to provide exceptional patient care.

### We will do this by:

1. Protecting team members' mental health and support work-life balance by creating and maintaining balanced schedules.
2. Leveraging digital tools to create and simplify processes to access patient information and available services provided by NYFHT and local health system partners.
3. Enhancing opportunities for in-person collaboration among the entire team, including physicians.
4. Increasing awareness of opportunities and activities across our sites, and celebrate our people's achievements and successes through improved internal communications.
5. Actively advocating for our people and for each other.
6. Ensuring the workplace continues to be safe and equitable for all.



## We share our expertise and collaborate to amplify the impact of team-based primary care.

Our model of team-based primary care, also known as interprofessional primary care, fosters an environment where our team members work together to wrap care around the patient along their health care journey. We have extended our model across our community, and it is now one of the largest in the province. More recently, along with other health care organizations in our community, the North York Toronto Health Partners Ontario Health Team was established. Our shared purpose is to promote health, wellbeing, and positive experiences for all and to create collective impact.

As a leader in team-based primary care, we will amplify our voice to advocate for our community to have the resources needed to advance on our vision. We will augment our breadth of research and publish our results for all to benefit. We will raise outreach to other healthcare providers to train and share our expertise. Our commitment is to empower the next generation of health care providers so, wherever they go, they can mobilize research to policy and practice for the betterment of communities and patients receiving team-based primary care.

### We will do this by:

1. Creating opportunities for all team members to teach the next generation of providers.
2. Sharing our knowledge, practices, and model of team-based primary care with partners to enable more people to gain access to team-based primary care in our community.
3. Sharing our practices through knowledge translation, including publications.
4. Contributing to health system transformation by leading and facilitating local planning discussions and implementing necessary changes to align to provincial and local priorities.
5. Advocating for the needs of our community by developing relationships with stakeholders, gaining a voice at decision-making tables, and partnering with government on primary care initiatives.
6. Advancing health system transformation activities through meaningful partnerships that build on our collective purposes with our OHT, Ontario Health, Ministry of Health, Department of Family Medicine at the University of Toronto, and other local agency and provider partners.

# NYFHT Strategic Plan 2023-2027

## Our Vision

Compassionate team-based primary care for all.

## Our Purpose

To be there for our patients, their families and our community in times of need and partner with them on their journey to better health and wellness.

## Our Values

- Caring
- Collaborative
- Inclusive
- Innovative
- Continuously improving

## Strategic Directions

We deliver leading, timely and equitable health and wellness care to our diverse communities

1

We support our team members in all the work they do

2

We share our expertise and collaborate to amplify the impact of team-based primary care

3



## **We deliver. We support. We share.**

As we look ahead to the next four years, we have developed a plan that is grounded in the changing world around us. Over the COVID-19 pandemic we learned to adapt and do things differently. We explored new and different ways to stay healthy and improve the health of our community. This plan commits us to take action using what we learned and to evolved to better serve our broader community.

Delivery of primary care through our team-based approach ensures patients who need it have access to the wrap around care and additional support they need.

Our goal is to provide patients with preventative care strategies so they can stay healthy, be well, stay in their homes and live a full life – whatever that means to them.

We believe we can spread this model widely in our region and help improve the health of all in our community.

## **We believe in compassionate team-based primary care for all.**





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