

PETAWAWA CENTENNIAL FAMILY HEALTH CENTRE STRATEGIC PLAN

2023-2028



Petawawa Centennial
FAMILY HEALTH CENTRE

Contents

PETAWAWA CENTENNIAL FAMILY HEALTH CENTRE	1
STRATEGIC PLAN	1
A Team-Based Approach to Care	3
Our Plan	4
Our Community	4
Our Vision	5
Our Mission	5
Our Values	5
INCLUSIVITY	5
PATIENT-CENTRED CARE	5
COLLABORATION	5
INNOVATION AND EXCELLENCE	5
ACCOUNTABILITY	5
Our Strategic Directions.....	6
Strategic Direction: Work with the community to build a better health system.....	6
Strategic Direction: Provide people in the community with the care they need	7
Strategic Direction: Support patients who need mental health and addictions support	8
Strategic Direction: Promote a working environment that is highly supportive, inclusive and collaborative	9

A Team-Based Approach to Care

A healthy community is a community where all people have access to primary care.

Since 2006, the Petawawa Centennial Family Health Centre (PCFHC) has taken a team-based approach to patient care and wellbeing. The experience of a patient going to see a physician only when sick evolved into a team of interdisciplinary health care professionals that supports patients in every stage of life.

At PCFHC, patients are supported by Physicians, Nurse Practitioners, Nurses, Mental Health Clinicians, Registered Dietitian, Clinical Pharmacist, Midwife and other health promotion specialists. The clinicians work as a team to ensure patients receive the right level of care by the right person at the right time. Although health promotion and disease prevention are priorities for PCHFC, ongoing chronic disease management and education all contribute to the inclusive primary care offered at the Centre.

PCFHC strives to provide programs and services to support patient healing and empowerment.

The building itself has become wellness hub for the community with various other partner organizations, health and laboratory services available. Additionally, PCFHC welcomes a regular rotation of visiting specialists and community partners. PCFHC prioritizes collaboration and nurturing partnerships with community organizations and agencies. This approach continues to enhance healthcare integration and improve communication across sectors.

Our Plan

PCFHC's Strategic Plan is about a collaboration between our patients, providers, and partners. We plan to improve health outcomes in our community by optimizing the use of important health care resources to creatively address gaps in healthcare services and focus on preventative care and health promotion.

This Plan is inspired by the Quintuple Aim, which focuses on health equity, improving clinician well-being, enhancing patient experience of care, reducing the total cost of care and improving population health.



Our Community

Petawawa is a beautiful community nestled along the Ottawa River in Eastern Ontario. This unique, small community of just over 18,000 people is home to Canadian Forces members and their families who are stationed at Garrison Petawawa. According to the latest census data, Petawawa has seen their population grow by almost 6% in the last five years. Unlike surrounding communities who have a high number of older adults, about 91% of people living in Petawawa are under the age of 65. Additionally, the median income for people living in Petawawa is quite high. The prevalence of low income based on the Low-income measure in Petawawa is 3.8%, whereas it's neighboring community of Pembroke is 16.5% and Ontario as a whole is 10%.

Our Vision

The heart of healthcare in Petawawa



Our Mission

An integrated health team providing personalized, comprehensive, quality care to all patients for improved health and wellbeing for all patients



Our Values

INCLUSIVITY

We will personalize our services and work to provide inclusive, equitable and accessible team-based care and support to all patients.

PATIENT-CENTRED CARE

We will partner with each patient and their families, offering compassionate care along their life journey.

COLLABORATION

We will work with the community health and social services sectors to ensure our patients get access to the right care and support.

INNOVATION AND EXCELLENCE

We will approach our work with creativity, identifying new ways of doing things that work better for us and our patients.

ACCOUNTABILITY

We will serve our community by providing the best quality of care, informed by patient experience.

Our Strategic Directions

Strategic Direction: Work with the community to build a better health system.

Navigating the health system can be complicated, particularly if patients are vulnerable or without family support.

PCFHC's team based primary care model, coupled with other services it offers, facilitates access and shared care for all patients. The Centre has invested resources to enhance care coordination for vulnerable patients and worked to establish shared care relationships with other providers. Continued work is needed to clearly define clinical pathways and facilitate smooth transitions and shared care relationships with other care providers as the health systems shifts toward greater integration.

PCFHC will continue to foster its partnership with the Ottawa Valley Ontario Health Team to leverage new opportunities for integration and collaboration with community partners. These new relationships will help PCFHC build additional internal capacity while working with partners on improving healthcare navigation and transitions for our patients in our region.

Our Goals:

- Improve case coordination, navigation and transitions between care settings through enhanced communication among providers
- Support positive collaboration to expand clinical pathways to improve patient access to appropriate care at the right time
- Increase use of digital tools to enable shared care and improve the provider and patient experience
- Continue to support the development of a regional approach to team-based care delivery

Strategic Direction: Provide people in the community with the care they need

The residents of Petawawa and area require enhanced access to primary health care. PCFHC is the primary health care hub in Petawawa, with dedicated staff offering team-based primary healthcare. Yet so many residents are not connected with a primary care provider at the Centre and are unable to access the full scope of services available. Compounding this situation, Petawawa is home to transient military families and veterans remaining in the area long-term that have unique needs and require care and support.

While PCFHC offers some interim services to address the primary care needs of clients not attached to the Centre, such as prenatal care, the Centre aspires to expand access and offer responsive, quality team-based primary health care services for more residents, particularly those who are most vulnerable.

PCFHC is committed to expanding access through technology and ensuring existing capacity and resources are optimized. Extending hours of service will also help prevent avoidable visits to the emergency department.

With the growing number of families stationed in Petawawa and the increasing number of people without primary care providers, it is essential that PCFHC work with leaders in the community to develop solutions to extend access to primary health care.

Our Goals:

- Increase access to primary health care in our community
- Adopt and optimize digital tools to enhance care and communication
- Be the primary health care hub for military families and veterans
- Broaden our partnerships and pursue new opportunities for collaboration based on the needs of those we care for

Strategic Direction: Support patients who need mental health and addictions support

PCFHC serves many clients who require appropriate, accessible mental health and addictions care and support. Continuing to build capacity among PCFHC primary care providers to provide primary mental health care and manage complex addictions is important. It is also essential to establish shared care pathways across sectors that enables providers to offer responsive, quality care.

While the Centre has worked to expand access to interprofessional care, including partnerships with agencies offering mental health and addictions support, current clinical resources are insufficient to serve the client base, particularly with specialized services like psychiatry being so limited.

The situation in Renfrew County (or the Ottawa Valley OHT) mirrors what is happening in many parts of Ontario. Efforts are being made to improve coordination and expand access to the continuum of services for patients with mild/moderate issues to more complex mental health and addition issues. PCFHC is committed to being part of the solution, working to integrate and expand access to core mental health services through the Centre and surrounding community.

Our Goals:

- Increase the availability of mental health and addictions services at PCFHC and the broader community
- Expand clinical pathways to enhance access to mental health and addition services
- Enhance the capacity of primary care providers to work with mental health and addictions patients through interdisciplinary support and ongoing training and education
- Expand shared care relationships across sectors

Strategic Direction: Promote a working environment that is highly supportive, inclusive and collaborative

PCFHC provides an integrated and healthy work environment, which is highly valued.

The Centre is committed to continuing to evolve as an organization that supports its staff to work to their full scope of practice and rewards staff for doing their best. PCFHC strives to be considered the employer of choice by its employees. It will continue to provide opportunities for the team to learn and innovate in response to identified patient and community needs while encouraging a healthy work-life balance.

Although also true across the province, the last few years have been challenging for those working in healthcare. Provider burnout and exhaustion is impacting the healthcare system as a whole and, as a result, strategies are being put into place to retain current team members and attract new ones. PCFHC recognizes that their team members are critical to care delivery. Evidence shows a happy team delivers better care, and their patients have improved outcomes.

Our Goals:

- Maintain a collegial work environment and progressive approach to team-base care
- Evolve as the employer of choice by offering quality work with opportunities for learning, research and innovation
- Foster a healthy work-life balance for all team members
- Continue to develop and pursue recruitment and retainment strategies to increase the number of professionals offering services
- Enhance focus on continuous quality improvement evidence-informed goals
- Advance equity, diversity and inclusion within the team