



Annual Report

2023/2024

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Queen Square Family Health Team Annual Report 2023/2024

We would like to thank and acknowledge the Ontario Family Health Teams whose annual reports helped inform the creation of this report. A Family Health Team is an approach to primary health care that brings together different health care providers to deliver and co-ordinate comprehensive primary care for patients. To learn more about Family Health Teams, visit the Association of Family Health Teams of Ontario website: www.afhto.ca

To receive this annual report in an alternate format, please contact rtiwari@queenssquarefht.ca

Acknowledgement of Traditional Land



Queen Square Family Health Team acknowledges the land we live, work, dream and rest on is the Treaty Lands and Territory of the Mississaugas of the Credit First Nation. We acknowledge the territory of the Anishinabek, Huron-Wendat, Haudenosaunee and Ojibway/Chippewa peoples; the land that is home to the Metis; and most recently, the territory of the Mississaugas of the Credit First Nation who are direct descendants of the Mississaugas of the Credit. We are grateful to have the opportunity to work with and serve the people who inhabit this land, and by doing so, we give our respect to its first inhabitants.

As an organization, we are committed to continuous learning, reflection and action towards reconciliation with First Nations, Inuit and Métis peoples. As such, we welcome all perspectives and feedback. Please contact us at ssheldrick@queensquarefht.ca with any feedback or suggestions.

Message from our Board Chair & Chief Executive Officer

Reflecting on the past year, we are pleased to present our annual report for 2023/24. At Queen Square Family Health Team, our commitment to providing exceptional healthcare services to our community remains steadfast. Despite the challenges presented by the HHR shortages, our dedicated team has continued to fulfill our mission of delivering compassionate, patient-centered care.

Throughout this report, you will find an overview of our achievements, milestones, and the impact we have made on the health and well-being of our patients. From expanding our services to implementing innovative technologies, each accomplishment represents our unwavering dedication to excellence in healthcare delivery.

As we look to the future, we are excited about the opportunities that lie ahead and acknowledge the work done by our staff, physicians and patients, creating a new 3-year strategic plan. Having this practical tool will truly help direct the work that needs to be done to continue to be one of the best health teams in Canada.

With your continued support and collaboration, we are confident in our ability to further enhance the quality of care we provide and positively impact the lives of those we serve.

Warm Regards,



Dr. Shane Teper
Board Chair



Steve Sheldrick
Chief Executive Officer



Our New Strategic Plan

In 2023, Queen Square Doctors (FHO) and Queen Square Family Health Team began the process of renewing our joint strategic plan for **2024-2027** with the purpose of optimizing our care experience for our patients and providers.

Our process for strategic development included extensive engagement sessions with patients and caregivers, our staff, and our board.

2024 - 2027

Our Mission

Queen Square's strategic plan will aid us in our mission of providing health care that is welcoming to all, patient-focused, high-quality, collaborative and timely.

Our Vision

Our vision includes seamless patient and client experiences, superior work environments for our care providers, successful patient outcomes, outstanding collaborative partnerships to support our community, and leadership to achieve our goal of becoming Canada's best health care team.

Enhanced Patient Experience



Fostering Collaborative Culture



Enhanced Team & Provider Experience



Safe Spaces for Everyone



Leveraging Information & Technology



For more information, please visit: www.queensquarefht.ca/strategic-plan/

Our Programs - *Rostered Patients*

QSFHT Programs	What?
Breast Feeding Program	Support breastfeeding families with education and addressing maternal and infant challenges.
Cancer Screening	Patients are contacted about their screening status, provided education about screening, and have their screening facilitated.
Diabetes Care Program	Address and manage pre-diabetes, T2DM, and associated risks effectively.
Mental Health Program	Handle triage, assessment, counseling, therapy, and system navigation for adult patients rostered with the FHT.
Nursing Access	RPNs provide same-day services like immunizations, injections, wound care, BP monitoring, and more.
Palliative Care Program	Enhance quality of life for patients with life-limiting illnesses and provide care in their choice of community setting.
Post-Hospital Discharge (PHD) Follow-Up	Staff daily review PHD discharge notifications, tasks, and charts for required actions and follow-up in a timely manner.
Seniors Wellness Program	Enhance well-being for seniors and caregivers.

Additional Services Available to FHT Rostered Patients			
Occupational Therapy	Pharmacy	Nutrition	Chiropody
Falls assessments, funding evaluations, home safety visits, cognitive and driving screenings, return to work planning, ergonomic assessments, and caregiver support with community resources.	Medication assessments, chronic disease education, pain management, medication counseling, monitoring, and drug information.	Optimize patient care through Medical Nutrition Therapy (MNT) and education with programs for general nutrition, healthy weight, and diabetes.	Diabetic foot care, injury treatment, biomechanical assessment, orthotic therapy, soft tissue surgery, wound care, and pediatric foot management.

Our Programs - *Community*

QSFHT Programs	What?
Anxiety & Depression CBT Group	Eight two-hour weekly sessions, offering psychoeducation on anxiety and depression, coping strategies, and skill practice.
Chronic Pain Workshop	Education, medication roles, the 3M principles (Movement, Medications, Mindfulness), and goal setting for improved function.
Dialectical Behavioural Therapy (DBT) Program with CMHA	Through a partnership with CMHA Peel/Dufferin Region, we offer DBT skills training group.
Mental Health Workshops	Support and educate adults aged 18 and older in various life areas. Attendees can join topics of interest to them.
Ontario Structured Psychotherapy Program (OSP)	Adult psychotherapy through OSP, using tailored cognitive-behavioral therapy for practical life management.
Seniors' Social Club	Monthly sessions for adults 60+ to learn about healthy aging and engage in brain-stimulating activities and games.
Smoking Cessation	Personalized virtual counseling sessions with trained pharmacists.
Trans & Gender Health	Nurse practitioner led clinic that provides individuals with safe, supportive, and gender-affirming health and counselling services.

Programs and services are delivered by Queen Square's interdisciplinary primary care team:

- Administrative Team
- Chiroprody
- Family Physician
- Nurse Practitioner
- Occupational Therapist
- Pharmacist
- Registered Dietitian
- Registered Nurse
- Registered Practical Nurse
- Social Worker

For more information about our programs and how to access them, please visit our website: www.queensquarefht.ca/our-programs/ or scan the QR code.



Patient Family Advisory Committee (PFAC)

Queen Square's commitment to engaging patients and families drives the establishment of the Patient Family Advisory Committee (PFAC). We value the input of our patients and their families, using it to guide decisions and gather feedback on organizational plans. Through a health equity approach, we aim to enhance the wellbeing of our patients, clients, and community members.

We welcome you to:

- ✓ Share your health care experiences
- ✓ Assist in quality improvement projects
- ✓ Promote collaboration and improve quality of care

Qualifications

- Current or past patient of QSFHT and/or QSD
- Current or past caregiver or family member of patient
- Currently do not hold a medical license and/or public health certification and/or are a paid employee of a health care agency

Time Commitment

- 90 minute meetings, 3-4 times a year
- Virtual/in-person format

APPLY HERE!



more information
llakhan@queenssquarefht.ca

Community Partnerships

QSFT would like to highlight and thank our community partners who work with us to ensure that we can deliver high quality, patient-centered care.

If you are interested in partnering with us, please contact our Project Manager for Community Engagement, Lavinia Lakhan: llakhan@queenssquarefht.ca



QSFT is a leading member of **Central West OHT**, collaborating with partner members to provide better coordinated care to community members in the region. Learn more at www.centralwestoht.ca

QSFT and **William Osler Health System** offer community access to psychotherapy for anxiety and depression. Learn more about our mental health services at www.queenssquarefht.ca/mental-health-program/



QSFT is a proud member of the **Peel 2SLGBTQ+ Collaborative**, a group of health and social service organizations dedicated to improving services for the 2SLGBTQ+ community in the Peel Region. Learn more about the work we do at www.rainbowsalad.ca

QSFT partners with **CarePoint Health** to offer the Ontario Structured Psychotherapy (OSP) program, cognitive-behavioural informed therapy tailored to individual needs. Learn more at www.ospcarepointhealth.ca



QSFT has teamed up with **Regeneration Outreach Community** to host health education workshops. Additionally, we're committed to community volunteerism with support from both our staff and Regeneration Outreach Community. Learn more at www.regenbrampton.com

QSFT collaborates with **CMHA Peel Dufferin** to deliver Dialectical Behavioural Training (DBT). Learn more about DBT at www.cmhapeeldufferin.ca/programs/dialectical-behavioural-therapy/



2023/2024 Highlights

Patient Encounters



Family Physician
30,000+



Same Day Nursing Access
5000+



Diabetes Program
1300+



Occupational Therapy
1300+



Chiropody
1200+



Seniors Wellness
1100+



Pharmacy Services
1000+



CA Screening Outreach*
1000+



Breastfeeding Program
900+



Palliative Care
450+

***CA (Cancer) Screening Outreach:** Our nursing team conducts outreach calls to patients eligible for breast, cervical, and/or breast cancer screening to provide education and facilitate booking.

Community Program Encounters



Community MH
5000+



Gender Affirming Care
900+



Nutrition Education
650+



Smoking Cessation
300+

Patient & Client Satisfaction

97% were overall satisfied with the care that they received

90% felt both emotionally and physically safe during their appointment

85% stated they were involved in decisions about their care and treatment

2023/2024 Highlights

Messages about Patient & Client Experiences

“

“Doctor availability is a grave nationwide problem and I believe that QSD are well above average in this regard. I also like the new electronic appointment registration desk and the other innovation systems they introduced in their office recently.” - *QS Patient*

“The staff and nursing station are consistently kind and accommodating, making each visit feel like a breeze. Whether it's scheduling appointments or addressing concerns, they always go above and beyond to ensure I feel comfortable and at home. I truly appreciate their professionalism and warmth, making my weekly visits a positive experience. I highly recommend Queen Square for anyone seeking exceptional healthcare with a personal touch.” - *QS Patient*

“Today we visited the clinic for my daughter's needles, and we had the pleasure of seeing Nurse Natalie. I really need to say how fantastic she was with my daughter, she engaged with her so amazingly to make her feel comfortable, she was so nice, funny, down to earth and let me tell you this is my first time ever seeing a nurse being a patient with Queen Square since the 80's. Queen Square did a great job bringing her on board and definitely needs more staff with a great personality that shows love of their job.” - *QS Patient*

“I especially appreciate the attention I get from my regular health care provider Samira. She is so attentive and caring and puts me very much at ease. Her advice is also very useful. In fact everyone at Queens Square has always been a pleasure to communicate and work with. I could not be more pleased with my treatment there.” - *QS Patient*

“Thank you for the opportunity to participate in the virtual anxiety and depression CBT group. New experience for me. Really helpful that works around my work schedule. Interested in learning more about the resources available.” - *QS Patient*

“My last appointment was with the nurse practitioner for a flu vaccine. I have had many vaccines over the years but this was the best ever. She was so skilled that I never felt anything and the same for my husband. The fellow before us also commented on her skillfulness as he was exiting. Your staff are excellent.” - *QS Patient*

”

Patients & clients can provide feedback about their care experience by completing the **Your Experience Survey**. Click on the link or use the QR code to access the survey:

<https://forms.gle/AdbZPXWNkN9MDHks9>



QUEEN SQUARE FAMILY HEALTH TEAM**STATEMENT OF REVENUES, EXPENSES AND CHANGES IN FUND BALANCE -
MONTHLY FUNDING FUND**

For the year ended March 31,

2024**2023**

REVENUES**MOHLTC**

Budgeted funding	\$ 4,374,727	\$ 4,368,099
One-time operational increase	80,900	-
One-time mental health funding	-	84,100
Temporary Retention Incentive for Nurses	-	44,194
Less: repayable amount (Note 4)	(297,873)	(316,394)

\$ 4,157,754

\$ 4,179,999

Interest and other

49,020**7,525**

One-time capital expansion

8,315**22,023**

\$ 4,215,089

\$ 4,209,547**EXPENSES**

Human resources	\$ 3,512,795	\$ 3,458,818
Premises costs (Note 7)	159,897	154,156
General overhead	150,874	139,481
Local IT support	128,175	95,786
Other IT costs - EMR license	70,449	53,614
General consulting	33,661	4,800
Physician consulting (Note 7)	32,028	23,070
Professional development	30,555	56,025
Recruitment	28,731	30,498
Insurance	23,990	19,868
Audit fee	15,850	9,750
Equipment lease - photocopier	13,720	12,628
One-time costs - planning	8,315	22,023
Legal	6,049	25,950
One-time costs - mental health	-	58,886
One-time costs - nursing incentive	-	44,194

\$ 4,215,089

\$ 4,209,547**EXCESS OF REVENUES OVER EXPENSES****\$ -****\$ -****BALANCE - Beginning**

-

-**BALANCE - Ending**

\$ -

\$ -

Financial Summary

Financial Summary 2023/2024 - for the year ended March 31

Funding	Queen Square Family Health Team
Revenue*	\$ 4,374,727
Expenses	\$ 4,215,089

Expenses Summary 2023/2024 - for the year ended March 31

Human resources	\$ 3,512,795
IT support & licensing	198,624
General overhead	180,444
Clinic & office Rent	159,897
General consulting	41,976
Physician compensation	32,028
Professional development	30,555
Recruitment	28,731
Insurance	23,990
Legal	6,049
Total Expenses	\$ 4,215,089
Returned to funder	(\$ 297,873)
Total Revenue	\$ 4,374,727

**QSFHT receives substantially all of its revenues from Ontario Health and, as a result, its continued operation is dependent upon its ongoing support.*

Board of Directors



Dr. Shane Teper

Board Chair

Family Physician - Queen Square Doctors FHO

Dr. Susan Hayward

Treasurer

Family Physician - Queen Square Doctors FHO

Dr. Christopher Veenema

FHT Medical Director

Family Physician - Queen Square Doctors FHO

Dr. Judy Cooper

Family Physician - Queen Square Doctors FHO

Dr. Xyza Brual

Family Physician - Queen Square Doctors FHO

Bryan Held

Community Board Member

QSFHT would like to thank Dr. Judy Cooper for all her years of service to the board and our patients

Dr. Cooper started practicing as a Family Physician at Queen Square Doctors in 1992 and has served as a board member for QSFHT since 2017, representing over three decades of dedication and service to her patients and community. Congratulations Dr. Cooper on your retirement.

Your leadership and guidance will be greatly missed.



Visit our website at:
www.queenssquarefht.ca

Please direct any question about this
annual report to Steve Sheldrick at
ssheldrick@queenssquarefht.ca

Contact Us

Queen Square Family Health Team

366 Main St North - Suite 203, Brampton, ON, L6V 1P8
36 Vodden St East - Suite 307, Brampton, ON, L6V 4H4
(905) 453-1453



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