



QUEEN SQUARE
Doctors & Family Health Team

Annual Report

2024-2025

Compassion.
Commitment.
Care.

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Queen Square Family Health Team Annual Report 2024-2025

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

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 on 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.

Leadership Message

As we reflect on the past year, we are proud to share Queen Square Family Health Team's 2024/25 Annual Report.

This year has been one of continued resilience, innovation, and growth. In the face of ongoing healthcare human resource challenges, our team has demonstrated unwavering dedication to providing high-quality, patient-centered care. Their professionalism and compassion remain the foundation of our success.

In this report, you will see highlights of the work we've accomplished together, from enhancing access to care and embracing new digital health tools, to strengthening partnerships and building capacity across our programs. Each achievement represents our shared commitment to excellence and continuous improvement.

Looking ahead, we are energized by the momentum we've built. With the recent launch of our new three-year strategic plan, shaped through the input of our staff, physicians, and patients, we now have a clear, actionable roadmap to guide us forward. This plan will help ensure that we remain one of the leading primary care teams in Canada.

Thank you for your ongoing support, collaboration, and belief in the work we do. Together, we will continue to improve health outcomes and deliver compassionate care to the community we are proud to serve.

Warm regards,



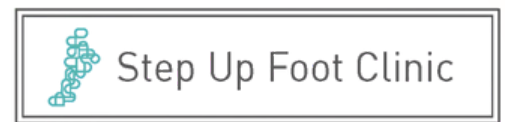
Dr. Shane Teper
Board Chair



Steve Sheldrick
Chief Executive Officer

Our Community Partners

QSFHT sincerely thanks our community partners for their collaboration in delivering high-quality and compassionate care. Fostering a patient-centered, collaborative culture is a strategic priority, and we look forward to strengthening these valued partnerships and building new ones.



Child and Youth Mental Health & Youth Justice Services

Associated Youth Services of Peel
Les Services Associés pour les Jeunes de Peel

Services de soutien en santé mentale pour les enfants et les jeunes et de justice pour la jeunesse



an initiative of Sikhs Serving Canada



Compassion.
Commitment.
Care.

Organizational Highlights

Strategic Plan Year 1 Review

In 2024, Queen Square Doctors & Family Health Team approved the **2024–2027 Strategic Plan** and formed a Quality Improvement & Performance Team to lead its implementation and track progress.



Enhanced Patient Experience

- 90% of patients were satisfied with the care they received
- 93% of patients had their health concern addressed
- 91% of patients felt actively involved in decisions about their care



Collaborative Culture

- 88% of staff feel they have an input into decision making within their team
- 23 student placements completed in social work, nursing, pharmacy, chiropody, occupational therapy, and family medicine



Enhanced Team & Provider Experience

- 93% of staff overall satisfied with their job
- 85% of staff feel we regularly consider ways to improve how we do things
- 100% staff feel empowered to fulfill their duties as they deem most effective



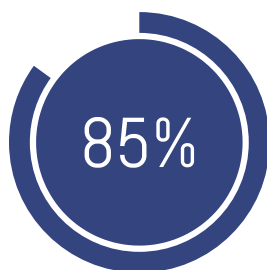
Safe Spaces

- 87% of patients felt safe emotionally and physically during their appointment
- 100% of FHT staff trained to provide welcoming and culturally competent care to the 2SLGBTQ+ community



Information & Technology

- 81% of patients had no issues or concerns with their virtual care appointment
- 80% of patients report their virtual appointment was just as good as in-person
- 80% of patients report their was good communication between their providers



*Planned **Year 1** activities successfully completed*

Organizational Highlights

Programs & Services

Queen Square Doctors & Family Health Team proudly offers a wide range of programs and services designed to support patients' overall health through a holistic and evidence based approach.

Rostered Patient Programs & Services	
Family Doctor Services	<ul style="list-style-type: none"> • 30,000+ Patient Encounters
Nursing Access	<ul style="list-style-type: none"> • 6,750+ Same Day RPN Patient Encounters • 700+ NP On Call Patient Encounters
Chiropody Service	<ul style="list-style-type: none"> • 1,300+ Patient Encounters • 96% Patient Satisfaction • 90% of patients seen with peripheral neuropathy did not develop a new foot ulcer
Occupational Therapy Service	<ul style="list-style-type: none"> • 1,200+ Patient Encounters • 97% Patient Satisfaction • 96% of patients report their goals were addresses
Pharmacy Services	<ul style="list-style-type: none"> • 1,250+ Patient Encounters • Recommendations were made to address drug therapy problems in 100% of cases
Seniors' Wellness Program	<ul style="list-style-type: none"> • 1,000+ Patient Encounters • 77% of patients gained the skills, knowledge, and confidence to manage their care • 84% of caregivers gained the skills, knowledge, and confidence to manage their care
Chronic Pain Program	<ul style="list-style-type: none"> • 130+ Patient Encounters

Organizational Highlights

Programs & Services

Rostered Patient Programs & Services Cont'd.	
Mental Health Services	<ul style="list-style-type: none"> • 3,000+ Patient Encounters • 81% of patients showed improvement on their assessment compared to their initial visit
Dietetics Service	<ul style="list-style-type: none"> • 2000+ Patient Encounters • 97% of patients felt their goals were addressed • 93% made positive dietary / lifestyle changes
Diabetes Care	<ul style="list-style-type: none"> • 1,500+ Patient Encounters • 81% of patients progressing towards or achieving HbA1c targets • 91% of patients gained the skills, knowledge, and confidence to manage their health needs
CA Screening Outreach	<ul style="list-style-type: none"> • 900+ Cancer Screening Outreach & Education Calls • 73% Colorectal Cancer Screening Rate (vs. 60% CW Region) • 66% Breast Cancer Screening Rate (vs. 59% CW Region) • 67% Cervical Cancer Screening Rate (vs. 51% CW Region)
Maternal & Child Health	<ul style="list-style-type: none"> • 750+ Breastfeeding Patient Education Encounters • 100% of patients achieved their breastfeeding/infant feeding goal
Palliative Care Program	<ul style="list-style-type: none"> • 475+ Patient Encounters • 100% requiring “urgent” or “emergent” assessment received timely follow-up as per program definition • 100% of patients established Advance Care Plan
Smoking Cessation	<ul style="list-style-type: none"> • 100+ Patient Encounters • 80% of patients Heaviness of Smoking Index (HSI) score decreased from initial visit

Organizational Highlights

Programs & Services

Community Programs & Services	
Community Mental Health	<ul style="list-style-type: none">• 4,600+ Client Encounters• 75% of patients showed improvement on their assessment compared to their initial visit
Gender Affirming Care Services	<ul style="list-style-type: none">• 875+ Patient Encounters
Chronic Pain Workshop	<ul style="list-style-type: none">• 100% of participants strongly agree or agree that they learned something new about chronic pain• 100% of participants strongly agree or agree they had opportunity to ask questions or speak with the team• 100% participants satisfied with their group experience
Senior's Social Club	<ul style="list-style-type: none">• 85+ Participants Attended

Want to attend one of our community programs & services?

Did you know you can **self-refer** to our community programs and services? No referral needed! Simply scan the QR code or give us a call at **(905) 453-1453** to get started.



Organizational Highlights

Patient & Client Feedback



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“I am very pleased with the professional manner in which the therapist Kayla treated me. She was patient, calm and answered any question I had with the outmost professionalism, making me feel comfortable with everything before my last session with her.” - QS Patient

“They didn't just treat my pain - they helped me understand it. That knowledge gave me strength and changed everything” - QS Patient

“My Dietitian is an amazing person. I feel so comfortable with her and very open to conversations even if I do slip up and make the wrong choices. There is always room to grow in my journey. Jenille is an amazing Registered Dietitian.” - QS Patient

“All team members are responsive to inquires. I get referrals and other communications done in a timely manner. Also, everyone is pleasant and professional. Thank you for managing my care.” - QS Patient

“The group sessions provided the realization that I was not alone with my mental health issues.” QS Patient

“My chiropodist is incredible. Not only is she professional and addresses my concerns with exceptional results, but she is exceptionally kind and sweet. I'm very happy with the treatment I've recieved.” - QS Patient

“We are very appreciative of the care and concern Dr. J.G has provided us for many years. Must also mention the great treatment by support staff. Rubeena always has been thorough and so kind when needed. Many thanks to all the Staff.” - QS Patient

“Nurse Practitioner Seana was excellent. I love her approach. She answered all my health concern questions. Was patient and explained everything clearly. Her guidance and care is extremely encouraging. Thank you so much.” - QS Patient

“I like that virtual sessions were an option. My therapist made me feel very comfortable during our sessions and with the healing process. I really appreciate the skills and tactics that she shared with me.” - QS Patient

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Organizational Highlights

Patient & Client Feedback



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“Occupational Therapist Marina was very knowledgeable and offered great suggestions on how to make our house safer. She also gave good suggestions on how to fall and activities to do to improve my balance. She also gave me her contact information if I needed any help in the future. I really enjoyed working with Marina.” - QS Patient

“I have been a patient for 22 years. They are friendly, courteous, they don't rush me through, but talk to me and listen to what I say. The support staff are also excellent. I am grateful that I can take my family there and that they have excellent doctors to take care of them. I have been fortunate to be a patient of them. They are reliable and have helped me for over 20 years.” - QS Patient

“Excellent organization. Appointments are nearly always on time, indeed very refreshing. Dr. Veenema has been a blessing to me!” - QS Patient

“My mom is under the care of the nurse practitioner, Anna. We are always able to book appointment with Anna and receive care. She takes her time to talk to my mom and address all ailments.” - QS Patient

“Dietitian Pegah was wonderful. She listened to what I had to say, she explained so much to me, in easy to understand words and she answered both of my questions which made me very happy. At the end of our informative phone conversation, she told me she's always there, I can phone any time if I have another question and that really pleased me. - QS Patient

”

Queen Square is dedicated to ongoing improvement and delivering high-quality care that meets the needs of our patients and clients. Patients & clients can provide feedback about their care experience by completing the **Your Experience Survey**. Use the link or QR code to access the survey:

<https://forms.gle/AdbZPXWNkN9MDHks9>



Sustainable Queen Square

Our commitment, your health, and the planet's future

Over the past year, we've advanced sustainability efforts through our partnership with the Hamilton Family Health Team's Green Mentorship Program, taking meaningful steps toward a **greener, more sustainable** future for our organization.



Green Team Formation

With support from the Hamilton Family Health Team, we launched our first green team, "Sustainable Queen Square," bringing together staff from across departments to lead environmental initiatives and identify ongoing opportunities to reduce our ecological impact.



Energy & Resource Efficiency

LED Lighting Installation: We replaced traditional lights with energy-efficient LEDs to cut energy use and lower electricity bills.

Automatic Paper Towel Dispensers: Installed in restrooms to reduce paper waste by promoting efficient use.



Earth Day Celebrations & Staff Engagement

For Earth Day, we hosted a Plant-Rich Eating Lunch & Learn offering practical tips on plant-based meals and their environmental benefits, and launched an Earth Day Bingo Challenge to engage staff in fun, collaborative eco-friendly activities throughout the month.

Our Plans for This Year



**Community
Clean-Up**



**Reducing
Plastic Waste**



**Embedding
Sustainability in QI**

Financial Summary

2024/2025 - for the year ended March 31

Funding	Queen Square Family Health Team
Ontario Health Revenue	\$ 4,463,219
Other Revenue	\$ 80,132
Total Revenue	\$ 4,543,351
Expenses	\$ 4,396,845

Expenses Summary 2024/2025 - for the year ended March 31

Human Resources	\$ 3,683,518
General Overhead	199,153
IT Support & Licensing	184,185
Premises Costs	173,351
Staff Professional Development	38,064
One-Time Costs - Planning	29,403
Physician Consulting	28,701
Recruitment	17,489
Audit Fee	14,031
Insurance	13,084
Legal	10,060
General Consulting	5,306
Research Activities	500
Total Expenses	\$ 4,396,845
Returned to Funder	\$ 146,506
Total Revenue	\$ 4,543,351

Notes

- QSFHT receives substantially all of its revenues from Ontario Health and, as a result, its continued operation is dependent upon its ongoing support.
- Other revenue sources include interest earned from GIC contributions and a one-time funding allocation for capital expansion planning.
- QSFHT utilized 100% of its Human Resources funding allocation from Ontario Health.
- Surplus funding for fiscal year 2024/2025 will be returned to Ontario Health and comes from the following sources: pre-allocated funding for physician specialists, general overhead, and interest earned from GIC contributions.

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. Denisha Puvitharan

Family Physician - Queen Square Doctors FHO

Dr. Xyza Brual

Family Physician - Queen Square Doctors FHO

Bryan Held

Community Board Member

Dr. Jeremy Moody

Community Board Member

**STRATEGIC
PLAN
2024-2027**



MISSION

FOR OUR UNIFIED ORGANIZATION:

We provide healthcare that is:

- Welcoming to all
- Patient-focused
- High-quality, collaborative & timely

VISION

FOR OUR UNIFIED ORGANIZATION:

We aim to be Canada's best healthcare team by providing:

- Seamless patient and client experiences
- Superior work environments for our care providers
- Successful patient outcomes
- Outstanding collaborative partnerships to support our community
- Visionary leadership & innovative care



1 ENHANCED PATIENT EXPERIENCE

We are committed to providing patients with equitable, timely and high-quality care.



2 COLLABORATIVE CULTURE

We will promote patient-centered collaboration across our team, within our community, and in the education of the next generation of healthcare professionals.



3 ENHANCED TEAM & PROVIDER EXPERIENCE

We will invest in the quality improvement of our services, and the wellness and professional development of our team.



4 SAFE SPACES

We will ensure that through the principles of Equity, Diversity, and Inclusion, our organization and practice is a space where all people are welcome and can strive towards reaching their fullest health potential.



5 INFORMATION & TECHNOLOGY

We will leverage effective communication and technology to optimize patient access to services and to create more efficient workflows.

PREPARED BY:



Contact Us

(905) 453-1453

www.queensquarefht.ca

366 Main St North - Suite 203
Brampton, ON, L6V 1P8

36 Vodden St East - Suite 307
Brampton, ON, L6V 4H4

@queensquarehealth



LinkedIn

Queen Square Family Health Team



Instagram

queensquarehealth



Facebook

Queen Square Family Health Team



YouTube

QueenSquareFHT

Please direct any question about
this annual report to:

ssheldrick@queensquarefht.ca



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