

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

March 31, 2026

SUMMERVILLE

Family Health Team



**Ontario
Health**

OVERVIEW

The Summerville Family Health Team (SFHT) is a multidisciplinary primary care organization serving more than 50,000 patients across Mississauga and surrounding communities through five clinical sites: Apple Hills, Central, Etobicoke, Harborn, and the Family Medicine Teaching Unit affiliated with the University of Toronto and Trillium Health Partners. In addition to comprehensive primary care, SFHT has delivered several community-based services since 2020, including the COVID, Cold, and Flu Care Clinic and the Mississauga Pediatric Clinic as part of its role within the Mississauga Ontario Health Team. In the fall of 2025, Summerville received funding along with other primary care organizations in the Mississauga area as part of the IPCT expansion. To date, we have attached almost 1000 new patients and have filled 7 out of 9 new positions. In January 2026, SFHT launched a new Strategic Plan that reinforces continuous quality improvement (QI) as a central organizational pillar. The strategic priority of Demonstrating Excellence in Learning and Innovation explicitly embeds QI into programs and services, reflecting SFHT's long-standing commitment to data-driven decision-making, system performance monitoring, and responsiveness to patient and provider feedback. The continuity of this priority across successive strategic cycles signals organizational maturity and accountability rather than stagnation, demonstrating SFHT's evolution toward a fully integrated culture of learning and quality.

This renewed strategic direction builds on recent achievements, including 92% patient engagement in care decisions, expansion of preventative care clinics that address multiple health needs in a single visit and ongoing participation in biannual patient experience surveys through the University of Toronto's Department of Family and Community Medicine (DFCM). These accomplishments provide

a strong foundation for advancing QI and enhancing patient-centred care in the coming year.

Overall patient satisfaction remains strong across services. Two key indicators, overall satisfaction and comfort at the site, continue to perform well and were highlighted in the year-end overview. Three members of our Board are patients, and all patients were invited to participate in our Strategic Planning process through an online survey and a facilitated focus group. More than 2200 patients responded to the special survey and approximately 20 participated in the focus group. Their input helped to shape the plan, and their priorities aligned with our QIP including access, attachment and use of technology.

SUMMERVILLE
Family Health Team

2026 - 2028 STRATEGIC PLAN

Caring and Engaged

VISION
SUMMERVILLE FAMILY HEALTH TEAM WILL BE VITAL TO THE HEALTH AND WELL-BEING OF THE COMMUNITY.

MISSION
PROVIDE PEOPLE-CENTRED, COMMUNITY-BASED PRIMARY CARE.
In so doing, we will:

- Advance primary care, prevention and treatment;
- Strengthen partnerships and system-wide collaborative care;
- Educate and train future clinicians; and
- Support each other as team members.

VALUES

COLLABORATION
We engage our patients, community and team members in achieving their best health.

EXCELLENCE
We deliver high quality care with integrity and to the highest ethical standard.

INNOVATION
We encourage creative thinking, continuous learning, and the use of technology and research to improve health.

INCLUSIVITY
We embrace diversity, equity and individuality, and respect the unique contributions of our patients, caregivers, team members and community partners.

COMPASSION
We support and care for our patients and each other and inspire understanding and empathy.

STRATEGIC PRIORITIES

<p>ENHANCE THE PATIENT EXPERIENCE</p> <p>Improve equitable and timely access to care. Enrich patient health education, chronic disease management and prevention programs. Increase opportunities for patient engagement including involvement in care decisions. Further integrate technology to improve patient care.</p> <p>Measures:</p> <ul style="list-style-type: none"> Patient satisfaction Patient access Program usage and evaluations Perceived involvement in patient care decision-making Adoption of new technologies to improve communication 	<p>STRENGTHEN COMMUNITY HEALTH</p> <p>Enhance integrated care through demonstrated leadership in local system planning, community outreach and partner engagement. Pursue opportunities to expand health care services within the community. Increase the patient population served.</p> <p>Measures:</p> <ul style="list-style-type: none"> Collaborative initiatives and outcomes achieved Joint program involvement and participation Population served (rostered and non-rostered)
<p>DEMONSTRATE EXCELLENCE IN LEARNING AND INNOVATION</p> <p>Enhance health care provider teaching, research and knowledge sharing. Demonstrate continuous quality improvement in programs and services. Explore and adopt emerging technologies.</p> <p>Measures:</p> <ul style="list-style-type: none"> Engagement of team members in academic activities including teaching, research, knowledge translation and quality improvement Implementation of our Quality Improvement Plan Technology adoption by team members 	<p>FOSTER A THRIVING AND ENGAGING WORK ENVIRONMENT</p> <p>Cultivate a workplace culture that inspires, unifies and supports team members. Equip and enable people to realize their full potential and leverage individual and collective strengths. Enhance communication and engagement, and facilitate effective and timely issue resolution. Recognize individual and collective contributions.</p> <p>Measures:</p> <ul style="list-style-type: none"> Team member satisfaction Team recognition Supportive workplace culture Staff retention

ACCESS AND FLOW

As part of ongoing Quality Improvement efforts, Summerville Family Health Team (SFHT) has implemented several strategies to enhance access to urgent care and reduce reliance on hospital emergency departments. These initiatives include expanded after-hours and weekend services, the allocation of dedicated daily urgent-care time slots across all sites, and broader use of online booking for both physicians and nurse practitioners. Online registration has also been extended to many education programs, making SFHT services more accessible and convenient for patients. Despite these enhancements, access and flow indicators show mixed performance, underscoring the need for renewed focus in the 2026–2027 QIP. Same-day and next-day appointments remain available across all sites; however, patient-reported survey results for same-day/next-day access held at approximately 58–59%, reflecting stability rather than improvement. Notably, when access is measured across a longer timeframe, appointment availability within seven days approaches nearly 82%, illustrating that capacity significantly improves beyond immediate booking windows. Several key initiatives continue to support access, including expanded online booking, consistent provider participation in same-day/next-day scheduling, and active monitoring of access metrics. However, telephone access has emerged as a significant challenge. Patient satisfaction with phone booking improved from 52% to 68%, with implementing different strategies including hiring and stabilization efforts and improving their required skills.

EQUITY AND INDIGENOUS HEALTH

Since 2022, Summerville FHT has collected sociodemographic information through the provincial DFCM patient experience surveys, including ethno-racial background and socioeconomic

status. However, survey results continue to reflect a predominantly white/European respondent group—approximately 80%—despite surveys being available in French and Simplified Chinese. As a result, Summerville initiated a new initiative in 2024/2025 to collect sociodemographic data from all new patients who were joining the FHT. So far, we gathered 610 patients' sociodemographic information, including gender identity, Ethno-racial background, preferred language, immigration status, trouble making ends, and having insurance outside OHIP. Equity-focused initiatives remain a key organizational priority. Enhanced sociodemographic data now enables more precise targeting of supports, such as the grocery gift card program for patients experiencing financial hardship, approximately 3.4% of our patients. The results also demonstrate that we are attracting more newcomers to join the FHT, as almost 40% of new patients were born outside of Canada and 12% arrived within the last 10 years.

Summerville has also been engaged in a health equity study, led by an investigator from the Institute for Better Health, who is also a family physician within our FMTU site. The study involved the development of a more comprehensive questionnaire and engaged patients and other providers in the development. We anticipate piloting the new questionnaire with patients at our FMTU site next year.

Although Indigenous self-identification in surveys remains very low, approximately one respondent among nearly 600, SFHT remains committed to culturally safe care and ongoing demographic monitoring.

Additionally, SFHT has expanded partnerships to increase access for non-enrolled community members, including collaborations in Healthy Aging and Food Fundamentals programs.

We are also involved in a research project led by a clinical

researcher at Sunnybrook Health Sciences Centre which aims to evaluate the impact of improving access to drugs for type 2 diabetes on care, outcomes and costs. Eight Summerville physicians have volunteered to participate in this project which will allow their vulnerable patients to have free access to much needed medications.

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SUMMERVILLE HEALTH EQUITY QUESTIONNAIRE

Please complete the following questions to help us better understand unique health and communication needs. Your data allows us to see where improvements are needed, how can we plan your service better, and offer appropriate support to all our patients. Any information provided will remain confidential as part of your medical record.

1. What is your gender identity? (Select all that apply)

Woman or girl Man or boy Transgender woman or transgender girl Transgender man or transgender boy Identity not listed Prefer not to answer

2. Preferred Language(s): _____

3. Were you born in Canada?

Yes No - Arrived in Canada less than 10 years ago No - arrived in Canada more than 10 years ago
 Do not know Prefer not to answer

4. Which of the following best describes your ethno-racial background? (Select all that apply)

Black (African, African Canadian, Afro-Caribbean descent)
 East Asian (Chinese, Japanese, Korean, Taiwanese descent)
 Indigenous (First Nations, Inuk/Inuit, Métis)
 Latin American (Hispanic or Latin American descent)
 Middle Eastern (Arab, Persian, West Asian descent (e.g. Afghan, Egyptian, Iranian, Kurdish, Lebanese, Turkish)
 South Asian (South Asian descent (e.g. Bangladeshi, Indian, Indo-Caribbean, Pakistani, Sri Lankan)
 Southeast Asian (Cambodian, Filipino, Indonesian, Thai, Vietnamese, or other Southeast Asian descent)
 White (European descent)
 Mixed Races
 Other
 Do not know
 Prefer not to answer

5. Do you have trouble making ends meet (money problems) at the end of the month?

Yes No do not know Prefer not to answer

6. Do you have any coverage outside of OHIP for your health costs?

No Yes - Employer-Sponsored Health Insurance Yes - Private Health Insurance
 Yes - Government Programs (including Trillium Drug Program, Ontario Drug Benefit (ODB) Program, Assistive Devices Program (ADP), Healthy Smiles Ontario, Ontario Works and Ontario Disability Support Program (ODSP)
 Another insurance coverage Do not know Prefer not to answer

PATIENT/CLIENT/RESIDENT EXPERIENCE

Summerville FHT administers Patient Experience Surveys twice annually to gather meaningful feedback on satisfaction with care and opportunities for improvement. Surveys are distributed to approximately half of the patient population each cycle, selected by birth month, using the standardized methodology, platform, and questionnaire developed by the Department of Family and Community Medicine (DFCM) at the University of Toronto, which is used across 15 affiliated FHTs. We had the option to add our own questions. Although questionnaires are offered in English, French, and Simplified Chinese, response rates for French and Chinese remain below 0.1%, and the overall response rate is approximately 11%. Despite these limitations, SFHT's results consistently match or exceed DFCM averages across most indicators.

Survey findings are reviewed by the Quality Improvement Committee, Board members, and relevant working groups to guide evidence-informed interventions. Communication with patients continues through the website and targeted email campaigns, supported by steady improvements in email capture—now reaching 65% of patients, with further updates planned to expand engagement.

Overall patient satisfaction remains strong across services. The key patient-reported indicators, overall satisfaction and feeling comfortable and welcome at the site, continue to perform well and were reaffirmed in the year-end overview.

PROVIDER EXPERIENCE

Summerville FHT has a long-standing commitment to monitoring staff satisfaction and engagement through periodic workplace surveys, conducted in 2020, February 2022, and November 2023. In response to earlier survey results, the Summerville Collaboration

Committee—co-chaired by the Executive Director and the Vice-Chair of the Family Health Organization—was established to address identified concerns and develop targeted action plans. The most recent workplace survey in November 2023 achieved an exceptional 97% response rate and demonstrated strong organizational performance, including 86% overall job satisfaction (well above the 2023 Ontario average of 70%), positive team morale at 79%, and 84% agreement that leadership communicates organizational goals effectively. However, only 42% of respondents felt their compensation was fair, reflecting broader market pressures identified in the 2023 sector-wide salary survey. While compensation remains a critical challenge, particularly for providers whose salaries continue to lag behind market benchmarks, several indicators point to a stable and supportive work environment as SFHT prepares for its next provider experience survey in November 2026. The organization maintains a low staff turnover rate of approximately 6.8%, signaling strong retention despite external competitive pressures. The Collaboration Committee continues to advance initiatives that strengthen workplace culture, focusing on recognition, wellness, and cross-site collaboration. Additionally, the introduction of an enhanced benefits plan represents an important step in supporting both recruitment and retention.

These collective efforts underscore SFHT's commitment to sustaining a positive work environment while acknowledging the need for continued advocacy and strategic solutions to address compensation-related concerns.

In 2025/26, Summerville FHT initiated a pilot involving 14 physicians and IHPs to test 6 different AI Scribe platforms that were on the Supply Ontario approved list. The goal was to improve providers' experience and reducing burnout, although integration with our

EMR, Accuro, remained a challenge. An additional product is currently being tested, as the vendor has been working directly with Accuro on integration. We hope to implement a solution in 2026/27 for our relevant IHPs.

SAFETY

Summerville FHT continues to rely on well-established and consistently applied processes for patient and staff safety practices. Core safety structures remain stable and effective, supporting a reliable and proactive approach to risk management across the organization.

Key elements of our safety framework include:

- Mandatory safety and privacy training for all new hires to ensure foundational knowledge and adherence to organizational policies.
- Standardized processes for reporting, documenting, and reviewing staff and patient safety incidents, enabling timely follow-up and continuous learning.
- Development of new health and safety policies, e.g. a new Instrument Reprocessing Policy has been implemented across all sites and an emergency response plan has been developed for each site.

Ongoing oversight by the joint Health and Safety Committee, which monitors trends, identifies areas requiring attention, and ensures compliance with relevant legislation and best practices. Three minor incidents were reported during the past fiscal year and recommendations made to prevent future incidents.

The FHT is the Health Information Custodian for all patient records, and the Executive Director, acting as privacy officer, ensures that

staff are up-to-date on any new privacy requirements. Breaches are reported to her, and dealt with immediately. No breaches from 2025/26 were required to be reported immediately to the IPC, but rather were included in the Annual Report.

These longstanding practices continue to provide a strong foundation for maintaining a safe environment for both patients and staff, while allowing the organization to remain responsive to emerging issues and areas of potential improvement.

PALLIATIVE CARE

Summerville Family Health Team (SFHT), as a committed partner within Mississauga Ontario Health Team (MOHT), plays an active role in advancing an integrated and patient-centred approach to palliative care across the region. Since MOHT's inception, improving the lives of individuals who would benefit from a palliative approach has been a key priority. Partners from across the local health system have collaborated to co-design a comprehensive regional palliative care model involving patients, caregivers, and providers. This model will be implemented in the coming years, with current efforts focused on modernizing home-based care delivery. Ontario Health has identified Mississauga Health as one of seven leading provincial projects now entering the design-implementation phase. The overarching objectives include advancing the integrated palliative care model and building capacity and competency in palliative care locally.

Within this broader system context, SFHT has developed a comprehensive, patient-centred palliative care program to support individuals with serious illness and their families. The program incorporates multiple electronic medical record (EMR) pathways, enabling clinicians to document vitals, pain assessments, and

CONTACT INFORMATION/DESIGNATED LEAD

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SIGN-OFF

It is recommended that the following individuals review and sign-off on your organization's Quality Improvement Plan (where applicable):

I have reviewed and approved our organization's Quality Improvement Plan on **March 31, 2026**

David Estabrooks, Board Chair

Andrea Stevens, Quality Committee Chair or delegate

Andrea Stevens, Executive Director/Administrative Lead

Other leadership as appropriate
