



Marathon Family Health Team

2026-2029 **STRATEGIC PLAN**



MARATHON
FAMILY HEALTH TEAM

A Message From Leadership



We are pleased to share the Marathon Family Health Team's (MFHT) Strategic Plan for 2026–2029. This plan was shaped through meaningful engagement, thoughtful reflection, and a shared commitment to strengthening primary care in our communities.

This past year has been one of transition and growth for MFHT. With changes in leadership and an evolving team, we took the opportunity to reflect on who we are, how we work together, and how we want to move forward. We heard from staff, physicians, community partners, and stakeholders across Marathon, Biigtigong Nishnaabeg, and Netmizaaggamig Nishnaabeg. Their feedback played an important role in shaping this plan.

These conversations helped us refresh our mission, vision, and values, and identify priorities that reflect local needs and the changing landscape of primary care. At the heart of this work is a focus on building a strong, connected team, because strong primary care starts with the people who deliver it.

This plan also reflects our commitment to designing care that responds to community needs, supporting the whole person through prevention, education, and inclusive care, and strengthening the systems and foundations required to sustain high-quality care into the future.

We are grateful to everyone who contributed their insights, ideas, and hopes for the future. Your voices shaped this plan and will continue to guide its implementation. As we move into the next three years, we do so with shared purpose, optimism, and a commitment to working together to support the health and well-being of the communities we serve.

A handwritten signature in blue ink, appearing to read 'Michele Lajeunesse', is positioned above a horizontal line.

Michèle Lajeunesse
Executive Director

A handwritten signature in blue ink, appearing to read 'Eliseo Orrantia', is positioned above a horizontal line.

Dr. Eliseo Orrantia
Board Chair

Who We Are



The Marathon Family Health Team (MFHT) is an interdisciplinary primary care organization working within Ontario's Family Health Team model. Our team includes a nurse practitioner, a physician assistant, nurses, social service workers, a health promoter/registered kinesiologist, an epidemiologist, administrative staff, and leadership. Together, we provide comprehensive, person-centred care.

MFHT is closely affiliated with the Marathon Physician Associates Group (MPAG). MPAG plays an integral role in delivering primary care across our communities and employs operational and administrative staff who support the physician practice. MPAG physicians also work closely with locums and learners who contribute to local care delivery.

Together, MFHT and MPAG collaborate to provide high-quality, team-based primary care for the residents of Marathon, Biigtigong Nishnaabeg, and Netmizaaggamig Nishnaabeg. MPAG strongly supports MFHT's mission, vision, values, and strategic directions, and together our organizations work in partnership to strengthen access, improve the patient experience, and respond to the evolving health needs of the people we serve.





Our Mission

Our team is dedicated to delivering responsive and innovative quality care.

Our Vision

We will be a dynamic, collaborative, and well-resourced team that responds to the healthcare needs of our communities.

Our Values

Integrity: We seek knowledge, take informed action, and remain accountable for the outcomes, both expected and unforeseen.

Trust: We honor the privilege of healthcare provision and foster a culture of trust, respect, dignity and inclusion.

Innovation: We nurture innovation and bold, resourceful thinking to evolve healthcare in our communities.

Wholeness: We embrace the complexities involved in balancing the well-being of our team while being responsive to community needs.

Relationships: We work collaboratively, building meaningful connections within our team and our communities.

How The Plan Was Developed



The MFHT Strategic Plan for 2026–2029 was developed through a collaborative and structured process that included the following steps:

1) External facilitation and support:

The planning process was supported by an external consultant, *Kari Chiappetta Consulting*, who worked closely with MFHT to design and guide engagement and planning activities.

2) Stakeholder engagement:

Input was gathered from MFHT and MPAG staff and leaders, physicians, community partners, and patients through surveys and discussions. In total, 349 individuals contributed their feedback.

3) Theme identification:

The Executive Director and consultant reviewed the engagement findings and identified key themes that reflected shared priorities, strengths, and opportunities for improvement.

4) Team strategic planning session:

A facilitated session was held with the clinic team to review engagement findings, renew the organization’s mission, vision, and values, refine key themes, and draft the strategic directions with initial ideas for action.

5) Board review and approval:

The MFHT Board of Directors reviewed the draft strategic plan, provided feedback, and formally approved the final version.

This approach ensured that the strategic plan is grounded in meaningful engagement, reflects local needs and realities, and is guided by strong governance oversight.



Strategic Directions

Strategic Directions at a Glance

Through engagement with staff, physicians, community partners and patients, several consistent themes emerged. These insights shaped four strategic directions that will guide our work from 2026 to 2029.

We Grow Strong as a Team



Focus: Strengthening a supportive workplace where people feel connected, valued, and equipped to provide high-quality care while maintaining work-life balance.

We Care Fully for Our Communities



Focus: Strengthening how we organize and deliver primary care to improve access, integrate mental health, addictions, and social supports, and respond to needs across the lifespan.

We Strengthen Health at Its Roots



Focus: Strengthening prevention, education, and inclusive care through upstream and community-based approaches that support well-being before illness begins.

We Build Strong Foundations



Focus: Strengthening the systems, digital tools, and physical spaces that support sustainable primary care.



We Grow Strong as a Team

What This Means

We will strengthen a supportive workplace grounded in teamwork, trust, and belonging. By improving communication, supporting flexibility and work-life balance, and creating opportunities for connection, we will foster a healthy and engaged team that is equipped to provide high-quality care.



What We Will Focus On

Communication and Collaboration

- Strengthen communication and shared understanding across clinical, administrative, and leadership roles
- Create regular opportunities for dialogue, feedback, and shared decision-making
- Strengthen collaboration between MFHT and MPAG teams

Flexibility and Work-Life Balance

- Promote flexible work approaches that reflect the realities of our workforce and rural context
- Foster respectful conversations and shared expectations around workload, scheduling, and team priorities
- Support staff well-being while maintaining responsive care for our communities

Team Building and Connection

- Invest in meaningful opportunities for team connection and relationship building
- Create space for reflection, learning, and shared experiences
- Strengthen a culture of trust, belonging, and mutual support



What We Will Focus On

Innovative and Accessible Care Models

- Advance innovative and accessible models of care that reduce barriers and improve access
- Explore approaches such as group workshops, shared appointments, outreach, and flexible scheduling
- Adapt service delivery to align with provincial priorities and local realities

Mental Health, Addictions, and Social Supports

- Strengthen the integration of mental health, addictions, and social supports within primary care
- Support approaches that promote connection and social well-being
- Strengthen partnerships so patients can access and navigate the right supports beyond primary care.

Healthy Aging and Life-Stage Care

- Strengthen care that responds to community needs across different stages of life
- Support healthy aging and chronic disease management
- Adapt services to better support individuals and families as needs change over time

We Care Fully for Our Communities

What This Means

We will strengthen how we organize and deliver care to reduce barriers and improve access. This includes improving access to integrated mental health, addictions, and social supports, and strengthening services that support healthy aging and changing needs over time.





We Strengthen Health at Its Roots

What This Means

We will focus on prevention, education, and inclusive care so people have the support they need to be well. By addressing upstream factors and supporting whole-person well-being, including outside of traditional clinic visits, we aim to strengthen health across individuals, families, and communities.



What We Will Focus On

Community Engagement, Education, and Empowerment

- Increase access to practical health education and community outreach
- Support initiatives that build health literacy and encourage shared responsibility for well-being
- Improve communication with patients and families in accessible and meaningful ways

Inclusive and Culturally Safe Care

- Strengthen inclusive and culturally safe care practices grounded in cultural humility
- Support ongoing learning, reflection, and respectful partnerships
- Ensure care environments feel welcoming, respectful, and supportive for all

Whole-Person and Prevention-Focused Care

- Expand whole-person care that supports physical, mental, social, and emotional health
- Strengthen prevention and early intervention across care delivery
- Invest in supports that promote well-being before illness begins



We Build Strong Foundations

What This Means

We will strengthen the systems and spaces that support how care is delivered. By modernizing our foundations within available resources, we aim to remain responsive, efficient, and future-ready.

What We Will Focus On

Digital Access and Patient Empowerment

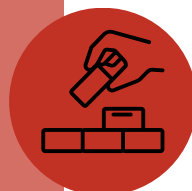
- Improve digital access and online options that support patient engagement and self-service
- Explore tools that improve access to appointments, information, and communication
- Strengthen transparency and ease of access for patients and families

Technology and System Integration

- Strengthen technology systems, clinical tools, and integration to support efficient and coordinated care
- Improve workflows and information sharing to support high-quality care and decision-making
- Prioritize practical modernization opportunities based on available resources

Sustainable Infrastructure

- Support long-term facility planning, maintenance, and improvement
- Explore partnerships, advocacy opportunities, and funding options for capital needs
- Strengthen the physical environment to support safe, effective, and sustainable care



Implementation & Measurement



Our Approach to Implementation:

- Develop annual operational plans aligned with the four strategic directions
- Hold regular leadership and team check-ins to review priorities and progress
- Align internal committee workplans and goals with the strategic plan
- Use data and feedback to guide decisions and make adjustments as needed
- Collaborate with local, regional, and provincial partners, stakeholders, and funders

How We Will Monitor Progress:

- Track key indicators such as access, attachment, patient experience, participation in health promotion initiatives, and team well-being
- Receive regular updates through committee reporting and team meetings
- Report annually to the Board of Directors and staff on progress and outcomes
- Share updates with communities and partners through clear and transparent communication
- Use continuous improvement practices to support learning and ongoing improvement over time

Looking Ahead

MFHT is committed to strengthening our team, enhancing access to care, supporting well-being across the lifespan, and investing in the foundations needed for sustainable primary care. Through this plan, we will continue building a strong, connected, and future-ready primary care system for all the communities we serve.