



MARATHON
FAMILY HEALTH TEAM

**2023-2026
STRATEGIC
PLAN
REPORT**

MESSAGE FROM LEADERSHIP



Over the past three years, the Marathon Family Health Team has continued to grow, adapt, and strengthen the way we care for our communities.

This strategic plan was developed during a time of significant change in primary care. Across Ontario, and especially in rural and northern communities, teams have been navigating workforce challenges, evolving patient needs, and ongoing system transformation. Despite these pressures, our team has remained focused on what matters most: providing accessible, high-quality, and compassionate care to the people we serve.

Throughout this period, we have made meaningful progress across all areas of our strategic plan. We have strengthened our team, expanded programs and services, enhanced collaboration with partners, and continued to build a more integrated, team-based approach to care. This work has helped improve access to services and better support patients with complex and ongoing health needs.

What stands out most is the commitment of our team. Every achievement reflected in this report is the result of the dedication, flexibility, and collaboration of our staff, physicians, and partners. Their efforts have allowed us to respond to challenges while continuing to move forward.

As we look ahead, the opportunities for primary care are significant. Provincial investments in team-based care and patient attachment align closely with the direction we have been working toward. At the same time, we recognize that continued growth will require ongoing attention to workforce sustainability, infrastructure, and strong partnerships.

We are proud of the progress we have made together and grateful for the support of our Board of Directors, staff, communities, and partners. We look forward to building on this work as we continue to strengthen local primary care.

A handwritten signature in blue ink, appearing to read 'M. Lajeunesse', written over a horizontal line.

Michèle Lajeunesse
Executive Director
Marathon Family Health Team

A handwritten signature in blue ink, appearing to read 'Eliseo Orrantia', written over a horizontal line.

Dr. Eliseo Orrantia
Board Chair
Marathon Family Health Team



WHO WE ARE

The Marathon Family Health Team (MFHT) is an interdisciplinary primary care organization operating under a Family Health Team model. Our team includes a nurse practitioner, a physician assistant, a midwife, nurses, social service workers, a health promoter and registered kinesiologist, an epidemiologist, administrative staff, and organizational leadership who work together to provide comprehensive, person-centred care.

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

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

VISION

We are a Family Health Team committed to sustainable, comprehensive, high quality primary care for our communities.

MISSION

The Marathon Family Health Team, through its work, and collaboration with community partners will work to achieve optimal health and wellness for the people of our communities.

PROGRAMS & SERVICES



Marathon Family Health Team delivers a comprehensive range of programs and services through an interprofessional model of care. Allied health care providers work in close collaboration with our affiliated physician group, supported by a dedicated administrative team, to provide coordinated, patient-centred care that responds to community needs across the lifespan.

Access & Acute Care

Acute and episodic care; acute musculoskeletal pain management; assessment and treatment of skin rashes and conditions; liquid nitrogen treatments (e.g., warts, skin keratoses); injections and vaccinations; wound care; suture removal; ear flushes; swabs; spirometry; return-to-work appointments; TB skin testing.

Chronic Disease & Preventive Care

Chronic disease management; chronic disease and cancer screening; asthma and COPD education; blood pressure monitoring; obesity management; chronic pain self-management; periodic health reviews; falls prevention education; medication reviews.

Mental Health & Addictions

Mental health counselling; addiction medicine; recovery-oriented supports; smoking and vaping cessation; Naloxone education and training; support with treatment applications and program referrals; social determinants of health support; form completion and documentation support; urine drug testing.

Sexual, Reproductive & Family Health

Birth control counselling; STI screening; prenatal and postpartum care; breastfeeding support; well baby appointments; well woman appointments; perimenopause and menopause support.

Aging, Palliative & Home-Based Care

Quality aging supports; cognitive screening; advance care planning education; home care nursing services; palliative care support; care coordination for complex and aging patients.

Health Promotion & Patient Empowerment

Exercise counselling; nutrition support; stress management and sleep health support; care coordination and system navigation; referrals to community and social supports.

NEW PROGRAMS & INITIATIVES

During the 2023-2026 strategic planning period, our team introduced several new programs and initiatives to respond to emerging community needs. These include:

- Monthly Grief Cafés
- Lifestyle Medicine Program
- Midwifery Care
- Musculoskeletal Health Program
- Rural Recovery
- RxFood
- Social Prescribing Program

2023-2026 STRATEGIC PLAN OVERVIEW



MFHT's 2023-2026 Strategic Plan was guided by the theme THRIVE, with a focus on supporting our patients, team, and the broader healthcare system to thrive.

These strategic directions were informed by feedback from our team, partners, and communities, as well as the realities facing the healthcare system as we emerged from the COVID-19 pandemic. This was an important time in healthcare, as many organizations were shifting from responding to crisis toward rebuilding services and restoring stability.

MFHT's work during this time focused on three key priority areas:

- **System Focus – Optimize Health System Performance:** Strengthening collaboration to improve coordination, integration, and access to services
- **Team Focus – Enhance Organizational Resilience:** Investing in people, partnerships, and tools to support a strong and sustainable team
- **Patient Focus – Support Patients to Thrive in Community:** Improving access, expanding services, and supporting patients in managing their health

To guide this work, MFHT organized its strategic objectives under the acronym THRIVE. Each letter represents a key strategic direction that helped advance the plan's priority areas: **Transformative**, **High-Performing**, **Responsive**, **Integrated**, **Vigilant**, and **Engaged**.

The following pages highlight key accomplishments achieved under each of these strategic directions and the progress made in strengthening care and services for our communities.

Note: This strategic planning cycle was intentionally shortened to align with the launch of MFHT's 2026-2029 Strategic Plan in February 2026, supporting better alignment with system partners and evolving provincial priorities.

HIGHLIGHTS



System Focus:

Optimize Health System Performance

MFHT focused on strengthening partnerships, improving coordination, and using digital tools and data to support more connected and efficient care.

- Introduced new digital tools to improve care delivery and clinic efficiency (e.g., OCEAN, eForms and DocuSeal)
- Implemented RxFood, an AI-supported program that provides personalized nutrition prescriptions
- Providers began using AI scribes to support clinical documentation and reduce administrative burden
- Strengthened cybersecurity and IT infrastructure, including server relocation and system improvements to enhance reliability and protect patient information
- Made improvements to the phone system to enhance access and communication
- Began exploring the development of a data dashboard to support planning, quality improvement, and population health management
- Used EMR data to support proactive outreach (e.g., cancer screening, chronic disease follow-up)
- Contributed to the Enhancing Indigenous Relationships Committee and helped establish the Advisory Circle for Indigenous Health
- Explored opportunities to expand RAAM (Rapid Access Addictions Medicine) services
- Implemented a Social Prescribing Program to connect patients with community and social supports
- Added a Social Service Worker role to support system navigation and care coordination
- Advanced work related to Advance Care Planning
- Participated in regional work to improve access to end-of-life medication order sets
- Participated in Noojmawing Sookatagaing Ontario Health Team Collaboration Council meetings and healthcare system planning initiatives
- Submitted an Interdisciplinary Primary Care Team Expansion Funding proposal to support future capacity, access, and team-based care

HIGHLIGHTS



Team Focus:

Enhancing Organizational Resilience

MFHT invested in its team by supporting well-being, strengthening skills, and building a more stable and sustainable workforce to meet the needs of our communities.

- Introduced a compressed workweek model and expanded paid time off to support staff well-being and strengthen recruitment and retention
- Fostered a supportive and collaborative team environment, contributing to long-term workforce stability
- Invested in training and professional development for staff and providers, including areas such as wound care, contraception services, smoking cessation, chronic disease management, IV therapy, tracheostomy care, and opioid use disorder treatment
- Supported staff in pursuing professional certifications and continuing education to expand scope of practice
- Established the Wound Care Lead role, improving program consistency, strengthening wound care practices, and supporting staff competency and quality of care
- Adjusted and evolved team roles to better support care coordination, patient flow, and interdisciplinary care
- Secured funding for an Expanded Midwifery Care Model and added a permanent, full-time Registered Midwife to the team, strengthening local access to maternity care
- Offered privacy and conflict management training for staff and providers
- Formalized the annual review of medical directives to support safe, high-quality care
- Strengthened internal communication through the MFHT Pulse quarterly employee newsletter
- Improved processes to support coverage during staff absences and leaves, helping maintain continuity of care
- Updated key organizational policies and governance documents to strengthen accountability and consistency
- Completed an Executive Director succession plan to support leadership continuity
- Worked collaboratively with staff, physicians, and partners to develop MFHT's 2026–2029 Strategic Plan, aligned with community needs and system priorities

HIGHLIGHTS

Patient Focus:

Supporting Patients to Thrive in Community



MFHT expanded programs and services to improve access to care, strengthen prevention efforts, and better support patients in managing their health close to home.

- Expanded mental health and addiction supports, including Rural Recovery, and improved access to Brief Supportive Counselling and outreach services
- Created The Open Door: A Space for CARE, a low-barrier and welcoming drop-in space for individuals seeking mental health, addiction, and social support
- Developed programs such as Lifestyle Medicine, Falls Prevention, Musculoskeletal Health, and Preventive Care for Quality Aging
- Expanded supports for chronic disease prevention and management through interdisciplinary care and outreach
- Expanded preventive screening efforts, including the AutoFIT initiative to increase colorectal cancer screening
- Continued to promote cancer screening and preventive care through outreach and patient education
- Collaborated with Biigtigong Nishnaabeg and Netmizaaggamig Nishnaabeg to offer preventative care-focused clinics and midwifery services
- Delivered influenza and COVID-19 vaccination clinics through community clinics and appointments
- Introduced additional vaccination initiatives, including RSV for eligible patients
- Partnered with Hospice Northwest to offer monthly Grief Cafés for individuals experiencing loss
- Hosted health education sessions on topics such as nutrition, fall prevention, advance care planning, and self-care
- Organized an Indoor Walking Program to support physical activity and social connection
- Shared health information and well-being tips through social media, newsletters, radio, and community outreach
- Gathered patient feedback through surveys to help guide improvements to programs and services

SUCCESS BY THE NUMBERS



The following reflects the accomplishments of Marathon Family Health Team's allied health providers (excluding physicians unless otherwise specified) in supporting approximately 4,775 patients between April 1, 2023 and December 31, 2025.

18,345

Primary care visits
(44,678 when physicians
and locums are included)

9,625

Urgent care
appointments

1,827

Home and Community
Care appointments

1,428

Virtual appointments
(phone and video)

435

Total Rural Recovery
Program attendance

1,019

RAAM & Addiction
Medicine
appointments

332

Lifestyle Medicine
Program
appointments

476

Individuals who participated in
community outreach initiatives
(e.g., group programs, workshops,
community challenges)

80

Muskuloskeletal
Health Program
appointments

1,075

Total Indoor Walking
Program attendance

4

Deliveries

7

New
programs and
services

834

Midwifery Program
appointments
(including home visits)

671

Health promotion
communications

17

Partner
organizations

1,244

Flu shots
administered

651

Cervical cancer
screening
appointments

677

Colorectal cancer
screenings completed

LOOKING AHEAD



As we look to the future, MFHT will continue to build on the progress made over the past three years, guided by our 2026-2029 Strategic Plan.

Our focus will be on growing strong as a team, ensuring we have a stable, supported, and sustainable workforce; caring fully for our communities by improving access and delivering high-quality, team-based care; strengthening health at its roots through prevention, education, and early intervention; and building strong foundations by investing in the systems, partnerships, and infrastructure needed to support long-term success.

As our community continues to evolve, we remain committed to being responsive to local needs, adapting our programs and services to ensure patients receive the right care, from the right provider, at the right time.

To learn more about our priorities and plans for the coming years, we invite you to explore MFHT's 2026-2029 Strategic Plan by clicking [here](#).