



**SET  
FHT**

# **ANNUAL REPORT 2024-2025**

**SOUTH EAST TORONTO FAMILY HEALTH TEAM**

## **STRONGER TOGETHER: Building Team-Based Care for Our Community**



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**STEPHEN BECKWITH**  
EXECUTIVE DIRECTOR

As we close another year at SETFHT, I am filled with deep gratitude and pride, not only for what we've accomplished but also for how we have achieved it: with compassion, resilience, and an unwavering commitment to equity. In a time of change in Primary Care, our team stayed grounded in our mission. We met challenges with creativity and determination, always centring the needs of our patients and community. This year pushed us to innovative programming, expanded access, and more inclusive approaches to patient engagement; we didn't just adapt, we evolved. One of our proudest achievements was attaining full accreditation, making us the first independently governed Family Health Team to achieve this milestone. This milestone is a testament to our relentless pursuit of excellence and our deep respect for the diversity and lived experiences of those we serve.

Our belief remains steadfast: healthcare must be people-focused, culturally responsive, and rooted in dignity for all. And behind every success lies the quiet, steady strength of our administrative and operational staff. Though often behind the scenes, their work is foundational to everything we do. It is because of them that our clinicians are empowered to deliver the highest quality care. This year also saw the launch of our Strategic Plan, a collective vision shaped by the voices of our team and our patients. It is more than a document; it is a living guide that aligns our efforts and inspires our actions. Looking ahead, I feel a profound sense of optimism. With a shared vision and a spirit of deep collaboration, we are not only providing care, we are transforming it. Thank you to every team member, patient, partner, and supporter. Your trust and dedication fuel our journey forward. Together, we are building something extraordinary - one person, one family, one neighbourhood at a time.

As Chair of the Board, I am proud and grateful as I reflect on the remarkable progress and achievements of the South East Toronto Family Health Team. These collective efforts demonstrate our steadfast commitment to the priorities outlined in our strategic plan: providing high-quality, compassionate care, strengthening community partnerships, and fostering a culture of excellence and innovation. Across our multiple sites, we are proud to have supported over 30,000 patients, ensuring they received the highest standard of care. This achievement represents thousands of lives that have been touched, improved, and supported by the dedication and expertise of our outstanding team.

SETFHT also continues to serve as a strong community voice and a trusted partner at the Ontario Health planning table. Our leadership and advocacy were reflected in broad support for the Health Access Taylor-Massey (HATM) initiative, highlighting our role in shaping a more equitable and accessible health system for all.

A key milestone was our first successful site survey by Accreditation Canada. The feedback we received was outstanding and highlights the exceptional performance of our entire team. Amid ongoing challenges across the healthcare landscape, what continues to set SETFHT apart is the warmth, spirit, and patient-centred approach of our teams. Your unwavering dedication to providing high-quality, compassionate care is the core of our organization and the basis of our success. On behalf of the Board Directors, I want to extend our sincere thanks to our dedicated SETFHT leadership, staff, physicians, and partners. It is an honour to support your important work, and we look forward to another year of collaboration and accomplishment.



**CHRISTINA BARTHA**  
BOARD CHAIR



## SECTION 2



We kicked off the year with a high-profile visit from the Minister of Health, accompanied by several key provincial partners dedicated to strengthening primary care and promoting team-based care. This visit marked a significant milestone in our collaboration, recognizing the ongoing efforts and underscoring the importance of integrated healthcare delivery, as well as our shared commitment to improving patient outcomes across the province.

### EQUITABLE CARE FOR ALL

We are deeply committed to fostering a truly inclusive, compassionate, and community-driven healthcare culture. Our vision extends beyond policies and practices; it is rooted in a shared belief that every person deserves to feel seen, heard, respected, and empowered within the healthcare system. We believe that diversity, equity, and inclusion are crucial, but our journey has shown us that they are not the end goal. The true aim is belonging. Belonging means creating spaces where every patient and team member feels safe, valued, and connected. It means making sure that no one feels like an outsider in their care or workplace.

We recognize the unique challenges faced by individuals in our community who have historically been underserved or marginalized in healthcare, including Indigenous Peoples, Black communities, 2SLGBTQ+ individuals, and others navigating systemic barriers. Too often, these individuals struggle to access care that meets their needs, care that acknowledges their lived experiences and honours their identities.

At SETFHT, we are working to change this story. We aim to create an environment where patients and staff feel a deep sense of trust and acceptance, where representation is genuine and meaningful. This involves actively listening, reflecting, learning, and advocating. It means ensuring that everyone, from frontline staff to patients, has a voice in shaping the care experience. We are not perfect, and the work continues. But we are committed to walking this path with humility, courage, and hope. Because healthcare should be a place of healing for everybody, spirit, identity, and community.







# 76,415

PATIENT  
ENCOUNTERS

**"In the pace of daily work, we sometimes forget the profound impact we have not just on individuals, but on the entire community we serve. At SETFHT, every team member helps shape a healthier, more compassionate future.**

**This is more than healthcare. It's a shared commitment to healing, humanity, and hope."**



It was certainly a journey, one that required dedication, perseverance, and collaboration, but we are thrilled to have received our official seal of approval from Accreditation Canada. This milestone is a powerful testament to the hard work, passion, and unwavering commitment of our entire team, our community, and the strong partnerships that support us.

We are especially proud to share that we are the first independent Family Health Team in Canada to achieve this distinction. This achievement not only affirms the quality and safety of the care we provide but also sets a national benchmark for excellence in community-based primary care. It reflects our shared vision of continuous improvement, innovation, and putting patients at the heart of everything we do.



ACCREDITED



ACCREDITATION  
AGRÉMENT  
CANADA

# STRATEGIC PRIORITIES

## 2024 - 2029

Equitable access to innovative, high-quality team-based primary care for a healthier community and world

### Optimize Care and Collaboration



Fully leverage the expertise our teams and learners, the power of technology and a commitment to quality improvement to drive innovation and collaborative care to empower patients and improve health outcomes.

### Deepen Partnerships, Pathways and Outreach

Create deeper connections with partners to enhance capacity to address social determinants of health, and culturally appropriate care for vulnerable populations. Deepen and evaluate patient and community partnerships.



### Nuture Engagement, Wellness and Sustainability



Develop policies, practices and norms that positions kindness, collaboration, wellness and environmental sustainability in the forefront to create an enriching environment.

SECTION 3





# OPTIMIZE CARE AND COLLABORATION

## SECTION 4



**VISITS TO  
SHOTS CLINIC**

Our SHOTS Clinic was designed to deliver efficient, accessible care that meets the evolving needs of our community. Offering a range of injectable services from routine vaccinations to allergy shots, it provides timely, high-quality care in a familiar and supportive setting. It's one more way we're making care easier, faster, and more responsive for our patients.



As an academic Family Health Team, our learners have always been an integral part of who we are, and this past year was no exception. Their presence, energy, and curiosity continue to shape the way we deliver care today while preparing the healthcare providers of tomorrow. From medical students and residents to nurse practitioners and interprofessional learners, each one has brought fresh perspectives, innovative thinking, and a passion for patient-centred care. They have challenged us to grow, inspired us with their dedication, and reminded us why teaching and mentorship are at the core of our mission. Together, we are not only supporting the next generation of clinicians but also helping to build a more compassionate, collaborative, and resilient healthcare system for the future. Their contributions are woven into the fabric of our team, and we are proud to be part of their journey.

**TOTAL NUMBER  
OF LEARNERS**

**56**



### PATIENT PORTAL

**73,056**  
CONVERSATIONS

### Access and Flow – Enhancing Timeliness and Efficiency

We recognize that timely access to care is crucial for establishing trust and maintaining continuity. This year, we are focused on:

- Reducing wait times from the moment a patient reaches out to book an appointment to when they receive care.
- Increasing same-day/next-day appointment availability.
- Understanding patient perceptions of access, how timely care feels from their perspective, to manage expectations and experiences better.

### Preventive Care – Supporting Health Through Early Action

Preventive care saves lives, and we are committed to increasing screening rates and reducing barriers to access:

- Breast cancer screening: Ensuring more eligible patients are up-to-date with mammograms.
- Cervical cancer screening: Increasing access to Pap tests and follow-up care.
- Colorectal cancer screening: Promoting timely FIT testing and early detection strategies.

### PENICILLIN DELABELLING

**44**  
PATIENTS

### ONLINE BOOKINGS

**2,205**  
23% INCREASE

### Equity – Reaching Those Who Need Us Most

We are advancing our commitment to health equity by ensuring all patients, regardless of background, receive high-quality, culturally safe care. This includes:

- Sociodemographic data collection to better understand and respond to diverse patient needs.
- Targeted outreach in high-need neighbourhoods such as Taylor-Massey, where we are working to connect unattached and underserved patients with primary care services.

### Patient Experience – Listening, Learning, and Responding

True patient-centred care begins with listening. We are actively gathering and responding to feedback from patients to improve their care experience:

- Measuring whether patients feel welcome, safe, and respected in our clinics.
- Using insights to inform service design, cultural safety initiatives, and staff training.

### EXTERNAL REFERRALS

**30,365**  
SENT



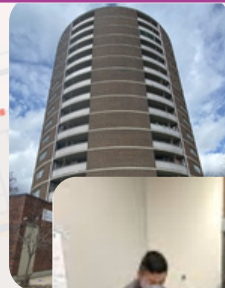
# DEEPEN PARTNERSHIPS, PATHWAYS & OUTREACH

The South East Toronto Family Health Team (SETFHT) is transforming community health through outreach, pathways, and partnerships. Rooted in a commitment to low-barrier, client-centred care, our team delivers vital primary care services directly to residents in six Toronto Community Housing buildings across Southwest Scarborough.

By meeting clients where they are physically and emotionally, we address complex social determinants of health, including poverty, housing instability, mental health, and isolation. Through strong community partnerships, targeted health programs, and wraparound supports, SETFHT bridges service gaps and empowers vulnerable populations. Together, we're building healthier, more equitable communities one connection at a time.



**OUTREACH**  
**4,331**  
**ENCOUNTERS**



**HOME VISIT**

**372**  
**ENCOUNTERS**

SETFHT's home visit program has not only improved health outcomes but also restored hope. What began as outreach has become a community lifeline. The work is not easy, but for the team at SETFHT, every visit is a reminder that health care delivered with heart can change lives in East Toronto; it already has.





## SECTION 5

We understand that health extends beyond biology; it's influenced by where people live, work, and grow. That's why we focus on the social determinants of health and collaborate with our community to ensure no one is left behind. We are especially dedicated to supporting those most impacted by systemic inequities, providing care that is safe, inclusive, and affirming for LGBTQ2S+ individuals, Indigenous peoples, Black communities, and all racialized patients. We listen respectfully, act with compassion, and stand for justice. Through culturally responsive care, we honour each story, remove barriers, and walk alongside our patients on the path to healing, guided by dignity, trust, and equity.



### Empowered by Partnership, Driven by Compassion

Our patients are not just at the centre of our care; they are our purpose. In collaboration with a network of community partners and hospitals, we are transforming the healthcare landscape. Every day, we work to break down barriers, extend care beyond clinic walls, and co-create pathways that serve the most vulnerable with dignity and respect.



### Teaching, Learning, and Leading the Future of Care

As an academic health team, we're more than care providers, we're educators, innovators, and advocates. Our deep ties to the University of Toronto and ongoing collaboration with East Toronto Health Partners fuel a culture of continuous learning and system-wide improvement. Through research, outreach, and integrated care, we are shaping not only the future of primary care in Ontario, but the future of healthcare itself.



### Building Bridges for Better Health

True healthcare transformation occurs through connection. That's why we've established strong, enduring partnerships with hospitals, independent clinics, and provincial organizations, all united by a shared mission to deliver inclusive, patient-centred care. Together, we are streamlining transitions, improving access, and building a health system that serves everyone, everywhere, no matter where their healthcare journey begins.





# NURTURE ENGAGEMENT, WELLNESS & SUSTAINABILITY

SECTION 6



**GoodLife  
FITNESS.**

SETFHT supports staff well-being beyond the workplace through practical and enjoyable wellness perks that promote work-life balance. Employees receive discounted Bike Share Toronto access for healthier commutes, reduced GoodLife Fitness memberships for flexible physical wellness, and complimentary access to Perkopolis for exclusive discounts on retail, travel, and more. Each site also offers a free tea station with a variety of flavours to brighten the day.



**SETFHT Greening Committee** - brings together Physicians, Interdisciplinary Health Care Team Members, Administrative Staff, and Management, all united by a shared commitment to sustainability and environmental responsibility. This collaborative group works to embed sustainability into SETFHT's everyday culture, leading initiatives that reduce our environmental footprint and promote greener practices across all sites.

**Greening Committee Impact: Building sustainable healthcare, one step at a time**



Reduced the use of table paper in unnecessary settings.  
Minimizing clinical waste without compromising care

Single-use bottles diverted from landfills due to  
installation of water terminals at all sites

**4,585**



Team Lunch & Learns hosted to promote sustainable  
practices in clinical settings



SETFHT partnered with Vitacore, the first  
organization to recycle Personal Protective  
Equipment (PPE) in Canada reducing PPE waste  
landing in landfills





## Exceptional Patient Experience



Advised the SETFHT on patient preferences around the care they received (virtual and in-person).



Worked with our Quality Improvement committee to redesign and update the patient experience survey.



Actively worked with the senior leadership team to consult on improving the overall patient experience at SETFHT.



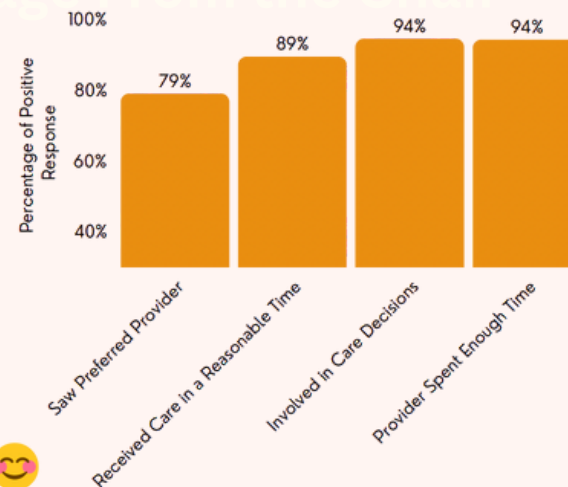
### Patient Advisory Committee

A total of 1,179 SETFHT patients responded to our survey, with 67.5% reporting they were very satisfied and an additional 25.4% feeling somewhat satisfied with the care they received.



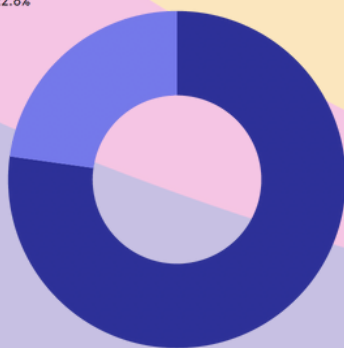
79% of patients usually saw their preferred provider, 89% received care within a reasonable time, 94% felt involved in decisions, and had enough time with their provider.

### Your Care Experience



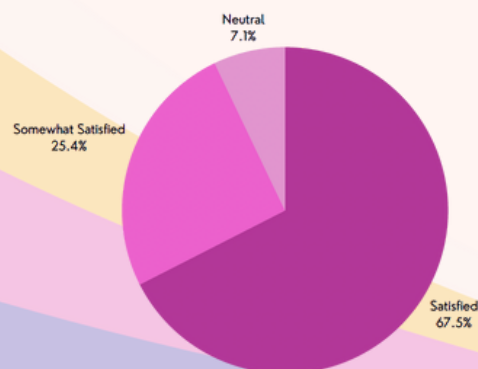
### Urgent Care Access

Unable to Receive Same-Day/Next-Day Care  
22.8%



Received Same-Day/Next-Day  
77.2%

### Overall Satisfaction





## SECTION 7

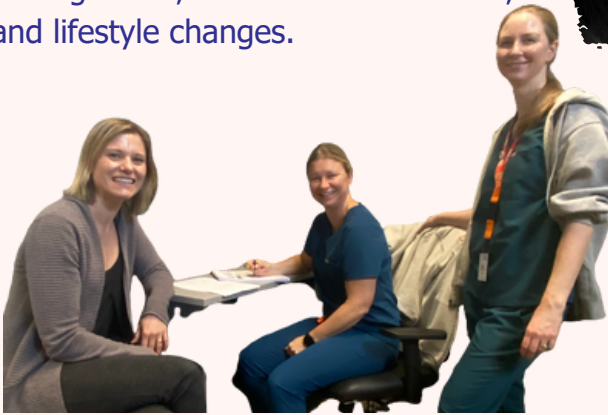
# WHAT'S NEXT FOR TEAM BASED CARE?

### Improved Patient Outcomes

Research indicates that patients in team-based care models tend to experience improved health outcomes. The shared decision-making approach enhances continuity, communication, and patient satisfaction. For example, coordinated care for a diabetic patient may involve a physician, pharmacist, and dietitian, leading to better disease management, medication adherence, and lifestyle changes.



"I am proud to be part of an organization that is at the forefront of delivering high-quality, patient-focused healthcare."

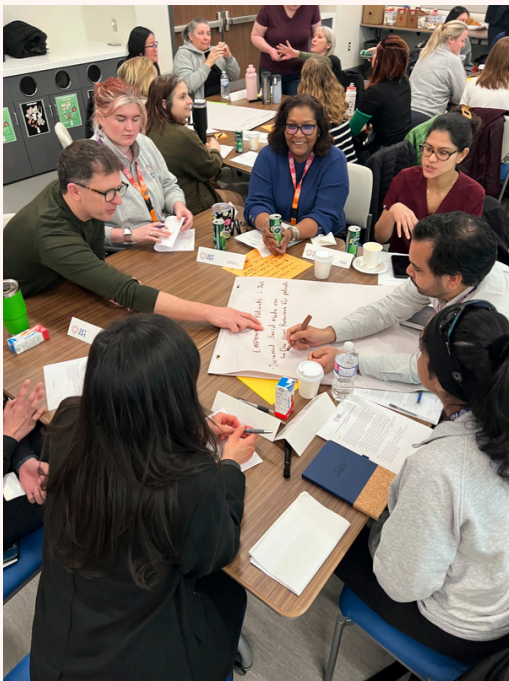


"Working at SETFHT is incredibly rewarding. I'm proud to be part of a team that is dedicated to improving the health of our community every day."



### Strengthening Interprofessional Collaboration

Family Health Teams serve as ideal incubators for interprofessional collaboration. Working together fosters mutual respect, clearer role definitions, and a stronger sense of accountability among providers. As health systems move toward value-based care, this synergy will be essential in meeting quality benchmarks and reducing preventable hospitalizations.



# #ITTAKESATEAM



## Redefining Primary Care Delivery

Team-based care is transforming the delivery of primary care, particularly within SETFHT. Rather than relying solely on physicians, care is shared across a coordinated team of professionals including nurse practitioners, pharmacists, social workers, dietitians, and others. This collaborative model ensures patients receive comprehensive, timely, and holistic care that addresses both medical and social determinants of health.



## Be a Leading Employer

"I've been a part of this clinic for many years. Impressed with the care I receive. Always available, always professional always feel I'm taken care of."



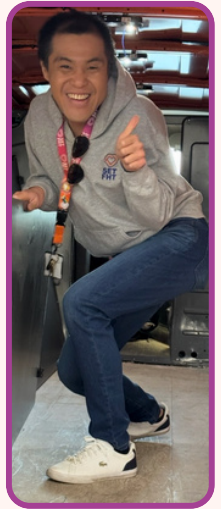
### Enhancing Access and Efficiency

As healthcare demands increase, particularly with aging populations and the rise of chronic diseases, team-based care enables FHTs to manage resources more effectively. By assigning tasks appropriately, such as having a dietitian oversee nutritional concerns or a nurse conduct routine screenings, clinicians can concentrate on their areas of expertise. This enhances patient access and reduces system bottlenecks.



### The Future: Technology-Enabled Collaboration

Looking ahead, digital tools will further amplify the potential of team-based care. Artificial Intelligence (AI), virtual consultations, and secure messaging platforms will enable SETFHT to communicate in real-time, coordinate across sites, and involve patients more directly in their care plans. This technological integration will be key to scaling and sustaining effective team-based models.



"I'm proud that the SETFHT has given me a sense of belonging. Everyone is treated as equals, no matter the role they have in the organization, their gender, race, or identity! It's so diverse!"



# CELEBRATING SETFHT



**We Celebrate People**  
At SETFHT, we recognize that behind every role is a human being. Whether you're a learner, physician, staff member, or part of our community, you matter, and we celebrate you!



## One Team, All In

Celebration isn't extra, it's essential. It's how we stay united, motivated, and human. That's what our "One Team" culture is all about.



## Every Hello Counts

Welcoming a new face is more than a formality, it's how we grow stronger as one team. Every hello is a fresh start, and we're here for it!

## Retention Starts with Recognition

People stay where they feel seen and valued. At SETFHT, celebration helps us retain the best because we take time to say, "You're doing great".







## Goodbyes Are Just as Important

Celebrating departures honours the legacy of our team members. It's not goodbye, it's "thank you for being part of our journey".



## It's the Little Things

A shared smile, a group lunch, a shout-out in a meeting, these moments matter. They build belonging and remind us why we do what we do.



## Celebrating Our Frontline Heroes

From physicians to admin staff, every role is essential. And at SETFHT, we celebrate the hard work that keeps our community cared for.

**A Culture of Celebration**  
From daily wins to long-term milestones, we build connection and community through celebration. It's the heartbeat of SETFHT.





## LOCATIONS



### **Coxwell Medical Centre**

Phone: 416-469-6464

Fax: 416-469-6164

840 Coxwell Avenue, Suite 105  
Toronto, ON M4C 5T2



### **Carswell Family Health Centre**

Phone: 416-699-7775

Fax: 416-699-7766

1871 Danforth Ave  
Toronto, ON M4C 1J3



### **Health Access Taylor-Massey**

Phone: 647-251-8195

Fax: 1-844-329-6384

4 The Market Place  
Toronto, ON M4C 5M1

## LEADERSHIP

### **Stephen Beckwith**

Executive Director

### **Christina Bartha**

Board Chair

### **Dr. Chaim Bell**

Board Director

### **Martin Cheski**

Board Director

### **Karim Hirani**

Board Director

### **Dr. Roy Wyman**

Medical Director & Board Director

### **Connie Gray**

Director of Finance & Operations

### **Emily Chan**

Director of Interprofessional Practice & Programs

### **Nick Cragg**

Human Resources Manager

### **David Ceballos**

Information & Technology Manager

### **Dr. Betty Hum**

Board Treasurer

### **Dr. Kim Kitto**

Board Director

### **Dr. Erica Li**

Board Director

### **Dr. Catherine Yu**

Board Director

## OUR PARTNERS

