



Strategic Plan 2015-18

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1. Background

About Us

Grand River Community Health Centre (GRCHC) was established in 2009 and provides primary health care, health promotion and community development programs and services. GRCHC's multi-disciplinary professionals are dedicated to supporting our diverse range of clients and community with achieving optimal health and wellness in a safe, friendly, non-judgmental, compassionate and caring environment. GRCHC also actively reaches out to individuals and families in our community, and working alongside our partners to reduce barriers to accessing care, improve care coordination and deliver integrated care.

GRCHC has experienced exponential growth in our first five years of operation and has received recognition as a leading community health organization delivering a comprehensive range of health and social programs and services that address both individuals' clinical needs and social determinants of health. In 2014/15, GRCHC rostered over 3,000 active clients and provided over 20,000 service encounters to individuals and groups. GRCHC's provides numerous programs, services and community projects including but not limited to:

- Primary Health Care
- Caring for My COPD - a 10- week program at Grand River Community Health Centre for people who have Chronic Obstructive Pulmonary Disease (COPD)
- Feet First – Steps for Health – a no-cost foot care to persons with diabetes who have a moderate to high risk of developing lower limb complications and have faced barriers accessing these services
- Social Work & Counseling
- Hepatitis C Program
- HIV/AIDS Working Group
- Fitness programs such as beginner yoga, walking programs, and fitness programs targeted to address specific health conditions, such as COPD.
- Community Food Educator Program
- Migrant Farm Worker Health Program
- Community Capacity Building
- Various outreach programs at different locations

Our Strategic Planning Process

Grand River Community Health Centre provides high quality programs and services to our clients and our community. However, within a dynamic healthcare landscape, shifting local priorities and a challenging fiscal environment, there are a number of strategic questions that we endeavoured to answer through the strategic planning process:

- What and which populations should GRCHC focus on to best meet the needs the community?
- What are our strengths and what is our unique role within the broader health system?
- How can we be a workplace of choice full of healthy people who work to their full potential?
- How can we be more innovative in improving our internal operations so that we can be more collaborative and sustainable?

To address these challenges, we embarked on an extensive strategic planning process, supported by Vision & Results Inc., using the Strengths, Opportunities, Aspirations and Results (SOAR) Approach. We involved key internal and external stakeholders – our clients and their families or caregivers, volunteers, partners, funders, staff, management, and our Board in iterative dialogue to reflect on our history, celebrate our strengths and accomplishments, and to identify opportunities for the future.



New to our strategic planning process this time around were three activities: 1) Organization Development; 2) Community Animation and 2) an “All Hands on Deck” retreat.

- The Community Animation Process involved working with a group of volunteers to go out into the community to meet with individuals (many of whom are not currently clients of GRCHC) to understand their health and social needs, whether they know about GRCHC, and how we might be able to support them and the community.
- The “All Hands on Deck” strategic planning retreat involved Board and staff discussions to develop a common understanding of the community’s needs, to refresh our vision, mission and values statements and to develop our future strategic directions. As we developed our strategic goals and objectives, we looked at how to leverage our unique characteristics as a CHC in order to increase access to our programs and services, improve the comprehensiveness and coordination of the care that we provide, and enhance patient experience while applying the expertise of our people in the most sustainable way.
- Organization development was recognized prior to strategic planning as a critical factor for implementing the strategic plan and developing a healthy workplace. More specifically, building teamwork and a achieving an overall sense of cohesiveness and belonging is essential given the rapid growth of our organization. As part of organization development, GRCHC received the results of a review from the Department of Social Work at Wilfred Laurier University and participated in a TalentMap Employee Engagement[®] survey, which assessed employee engagement and identified priority areas to address. Also, Vision & Results held focus groups with each of our teams to identify GRCHC strengths and opportunities for improvement. Finally, a full-day organization development retreat was held after the strategic planning retreat to learn and practice strategies for improving interpersonal relationships, within team collaboration, and cross-organization teamwork. We identified concrete ideas during the retreat and Vision & Results Inc. provided additional recommendations for enhancing organization alignment towards our shared mission, vision, values and strategic directions.

Other strategic planning activities were:

- **Key Accomplishments:** We reviewed our progress against our previous strategic plan (2011-14) and celebrated our numerous accomplishments over the past three years.
- **Environmental Scan:** In order to identify the key priorities of our community, we completed a review of government policy documents and plans, as well as previous environmental scans containing recent population health and utilization data. We also spoke to our primary funder, the Hamilton Niagara Haldimand Brant Local Health Integration Network (HNHB LHIN) to understand regional priorities and pressures. We spoke to several of our partners to identify new opportunities to work together to collectively serve our community. The sources of information we referred to and the organizations we consulted with are located in Appendix A.
- **Internal Assessment:** We identified our organization's strengths and opportunities for improvement through staff focus groups and a TalentMap exercise. The information gathered from these approaches informed a staff organization development retreat during which we further identified ideas for enhancing interpersonal, within and cross-team communications.
- **Client/Community Engagement:** We sought the voice of our clients through a number of individuals who served as "Community Animators" who went out into the community to hear from residents, including those are not clients of GRCHC. In addition, strategic planning was informed by the results of our recently completed Community Wellness survey by our Health Promotion Chronic Disease Team.
- **Vision, Mission, Values & Strategic Directions:** Possibilities were explored for GRCHC's future vision through a creative reflection exercise which resulted in inspiring visions of what the organization would look like in three year's time, a refined and focused mission statement and a renewed set of values that articulate our principles and commitments. Strategic goals, objectives and examples of concrete actions were identified with the Board, management and staff over the course of a full-day retreat and iterated over the course of additional discussions with staff, management and the Board.

2. Environmental Scan

Provincial & Regional Strategies

In 2012, the Province of Ontario released their *Action Plan for Health*, which articulated a three-pronged strategy:

1. Keeping Ontario Healthy through reducing childhood obesity, improving cancer screening and ensuring a smoke-free Ontario.
2. Faster and stronger links to family health care by integrating local care through Health Links, more house calls to homebound seniors and an expansion of Quality Improvement Plans for primary care.

3. Right care, right time, right place. Highlights include a focus the articulation of the province's Seniors Strategy, expanded home care services for seniors and moving services into the community.

In March 2015, the province released "*Bringing Care Home*", which includes how Ontario will respond to the needs of people using home and community care. The five key responses are to:

1. Provide real-family centred care
2. Be clear about what services are available
3. Deliver better coordinated and integrated services
4. Provide efficient approaches to service delivery
5. Increase accountability for performance

The province's directions affirm our commitment to patient/client-centred care. It also confirms the need for health promotion and chronic disease management, particularly for people as they get older. It also confirms that we need to continue our commitment to working with our partners to provide coordinated and integrated care. Innovation, efficiency and accountability for performance are vital for our ongoing sustainability.

The ***Hamilton Niagara Haldimand Brant Local Health Integration Network (HNHB LHIN) Integrated Health Services Plan (IHSP) (2013-16)*** includes three key strategic directions to foster the population health of residents in the region:

- Strategic Direction #1 – Dramatically improving the patient experience by embedding a culture of quality throughout the system
- Strategic Direction #2 – Dramatically improving the patient experience by integrating service delivery
- Strategic Direction #3 – Dramatically improving the patient experience by becoming health system commissioners

In addition to the priority areas of the province, building a culture of quality figures prominently in the LHIN's IHSP. LHIN representatives also suggested to us that with our unique model of care, we can be a champion of the population health perspective in our community and as part of Health Links and other integration efforts, ensuring that clients receive the services that they need no matter where they access care. It is also essential that we ensure that our programs and services are high quality and delivered efficiently and in a cost-effective way, with excellent client experience being central to everything that we do.

Clients & Communities

A recent environmental scan completed by Brantford Healthcare System¹ indicates that there will be moderate population growth in the Brant and Brantford area, in keeping with the growth

¹ HCM Group Inc. Brant Community Healthcare System & West Haldimand General Hospital, Environmental Scan, April 2014

rate in the LHIN. However, our area will experience a higher growth in the older segment (65+) of the population. A higher percentage of aboriginal population also resides in our region.

Both the health prevalence statistics and results of the community animation process indicate that people residing in Brant County experience higher rates of mental health and addictions, chronic disease (e.g., arthritis, diabetes, asthma, high blood pressure, pain and discomfort), have higher age-adjusted disease rates (e.g., cancer, heart, respiratory) and a much higher premature mortality rate. In all areas of Brant, there are also a greater percentage of people are smokers and are overweight. The rates of flu immunization and colorectal screening are lower than in other parts of the HNHB LHIN. In Brantford, there is a higher proportion of people with lower income and a higher percentage of female lone parent families. In all areas of Brant, there are more people who have not completed high school.

With respect to availability of health care, Brant has a much lower proportion of family physicians and specialists per capita as compared to the HNHB LHIN and Ontario. Individuals reported through the Community Animation process that that they did not have a family doctor, that there are only a few walk-in clinics and their hours are limited. As a result, they go to the emergency department (ED) for help. Indeed, hospital data validates that our region has a higher proportion of inpatient and ED visits.

Residents participating in the Community Animation process said that the things they like best about the community include: people are friendly; the cost of living is better than other communities; the library, parks and trails are wonderful; the social supports that are available (e.g., churches, soup kitchens, LGBTQ groups) are good; and that it is easy to get around town.

With respect to social support needs, participants of both the Community Wellness survey and Community Animation process said that employment and financial security were among their greatest concerns. Food security and access to affordable housing were also key challenges. Social isolation is experienced by individuals particularly seniors, those with mental health and addictions and other groups such as the LGBTQ population. Having access to public transportation in outlying areas or the ability to pay for transportation are key barriers to people getting the help they need and may be contributing to isolation. Many residents said that they lack knowledge about where to go for services and supports. The animators found that people try to find out about services and supports through “word of mouth” or by asking service providers but say that no one seems to have good or complete information.

When asked about GRCHC, most people said that they have either never heard of GRCHC or if they have, they were not sure what it does. Many think that it is a medical centre while others are unsure. However, when people were informed about what GRCHC does, most said that they or other community members could benefit from it.

Technology

GRCHC has the opportunity consider how it can best leverage technology to provide programs and services. Staff mentioned that one of the key priorities was to reduce the downtime of the Electronic Medical Record and having the Information Technology resources to support to enable inter-professional teams to have easy access to client/patient files would facilitate more efficient work and improved care coordination.

Many organizations are enhancing their websites to increase the access to information and tools available for their clients and the community. Links from GRCHC's website to complementary programs and services in the community, such as specialized programs and services in mental health and addictions, employment/income, housing, and food security would also likely be welcomed by clients given their social needs.

The Ontario Telemedicine Network (OTN) including Tele-home care and secure Personal Videoconferencing technology, could be used to improve the availability of information, programs and services to clients, particularly hard to reach populations including those who live in more remote areas of Brant County.

Social media (e.g., blogs, Twitter, Facebook, etc.) are used extensively today, particularly by the youth, and would be effective for engaging with this population and creating platforms for peer-based support.

With increased attention on quality and performance monitoring by the LHIN, it is also essential that GRCHC build a robust data management system to collect and track data to provide capacity for internal decision-making and to analyze and demonstrate value to external funders.

Fiscal Environment

In the fiscally constrained public sector environment, most organizations including GRCHC have received few base funding increases over the past several years, making it extremely challenging for organizations to continue to meet the growing demand for programs and services with the same amount of resources. We will need to sharpen our focus on what programs and services it offers given our unique model of care, and to whom they are offered. At the same time, we will need to continue to seek additional funding, perhaps from new sources.

GRCHC will also need to actively identify ways to leverage the full potential of our staff and develop leadership capacity throughout the organization. We will need to grow our volunteer base. At the same time, we will need to continue to partner and integrate with other providers in the community through initiatives including but not limited to the Health Link, so that collective community assets are leveraged to serve the increasing needs of the community.

3. Internal Assessment

Our Key Accomplishments

We have accomplished much in carrying out our 2011-14 strategic plan. Some of the highlights of our achievements include but are not limited to:

- **Moving to a Permanent Site** - GRCHC developed and moved to a permanent home at 363 Colborne St, in March 2013. We are excited that our staff are "all under one roof" now and we can work together even better to provide comprehensive coordinated care for our clients.
- **Building a culture of quality, addressing safety, effectiveness and efficiency and other elements of a positive client experience** – GRCHC implemented a Quality Improvement Framework and adopted several best practices in primary care, safety incident and reporting,

and infection control. GRCHC also implemented a number of indicators that are used to manage the organization and report on our progress to the LHIN and the community.

- **Striving for organizational excellence including being an employer of choice and encouraging innovation** – GRCHC has received media recognition on our development of a program for Migrant Agricultural Workers among other community activity. We have also continued to work towards building our volunteer services and have been actively working on organization development by administering a TalentMap survey and working with our staff to build a workplace of choice.
- **Establishing a range of services responsive to community needs** – GRCHC added several new services to better serve the community including but not limited to: HepC Resources/Service, Foot Care, Dental, Psychiatry and Mental Health, Chronic Obstructive Pulmonary Disorder (COPD), Food Advisors and System Coalition, HIV/AIDS awareness and supports, Cooking Classes, and a Seasonal Agricultural Worker Clinic. GRCHC continues to pursue the development and funding of additional services such as physiotherapy, low back pain management, and a memory clinic.
- **Being a catalyst and leader in building community capacity** – GRCHC continued to work closely with clients and the community to support them with addressing several priorities and issues including: poverty, homelessness, nutrition, education and learning. In all of this work, GRCHC has collaborated with groups to build their capacity to advocate for their own needs.

We are proud of our achievements over the past three years, all within a culture of inclusiveness and respect for our clients and each other, where we are dedicated and passionate about the work that we do. We are excited to build on these accomplishments and our strengths as we move forward with this strategic plan.

Our Strengths

We specifically chose the SOAR framework to use as our approach to strategic planning because we work from a place of strength at our organization - where the unique skills, perspectives and contributions of all of our staff, volunteers, clients, community, partners and Board members are valued, respected, and leveraged so that everyone has an opportunity to contribute their best. We have identified that we have many strengths; we feel very proud to be a part of GRCHC.

- **GRCHC offers a unique model of health and well-being** - we provide a comprehensive, integrated care that address not only clinical needs but the social determinants of health that contribute to a person's overall wellbeing such as nutritious food, income/employment, and housing.
- **GRCHC is accessible. Everyone matters** - we are approachable, non-judgmental and embrace our diverse community by treating everyone fairly and with respect. We work hard to ensure that we make our environment is friendly, warm and welcoming and that individuals feel comfortable visiting us. Our location is accessible by public transportation.
- **GRCHC is made up of a caring and competent team** - We are compassionate and dedicated to making a difference in the lives of our clients and the community. We are flexible, nimble, versatile, creative, and resourceful in our work. Our team is committed

to working together to provide the best possible programs and services for our clients and community.

- **GRCHC collaborates with and supports the community** – GRCHC has numerous partnerships with a wide range of groups and organizations across the community and is recognized as bringing together other organizations to improve population health and wellbeing.

Our Opportunities

The opportunities that GRCHC can pursue are many. However, GRCHC, like other CHCs and the public sector at large, is constrained by limited resources. We must focus our efforts and leverage our unique role to address the most pressing needs of the community. These include improving overall access to primary care, particularly for priority populations that face barriers or face the greatest gaps in accessing programs and services. These priority populations also often need support with the social determinants of health. However, given the complex needs of these clients, GRCHC cannot be all things to all people; we will need to identify how best to support these individuals together with our community partners.

Also, in order for us to be able to increase access to primary care, we need to find ways to continue to provide our programs and services in a more efficient way through improved teamwork, enabling the provision of comprehensive, coordinated care to our clients. To be a workplace of choice, we need to be mindful of the health and well-being of our staff. Workload needs to be assessed in relation to the complexity of the clients being served and priorities need to be determined. Providers' scope of practice need to be maximized to leverage the expertise and experience of staff to the fullest; processes will need to be made more efficient.

While the needs of the community continue to grow, GRCHC could pursue many directions at once at the risk of being spread too thin, diluting our value in the community, and compromising the health and well-being of staff. We must focus our unique role and prioritize the specific opportunities that we will pursue over the next three years.

Our Future Directions

GRCHC has experienced significant growth and accomplished much over the past few years. The organization was once a dream of a few like-minded individuals in the community who came together to make GRCHC a reality. Today, we have a strong foundation and presence in the community. From where we have come to where we are now, we reflect on and are proud of everything we have accomplished but know that there is much more work that needs to be done. We will adopt a culture of creativity and continuous quality improvement in order to improve access to our high quality programs and services. The next three years are an exciting time for us.

4. Our Vision, Mission & Values

We reviewed and refreshed our vision, mission, and values statements. We felt that there was an opportunity for our vision to be shorter and more compelling, to reflect our passion, and demonstrate our commitment to support our clients and community no matter who they are and where they are at in their lives. We wanted a clearer mission statement that explicitly states what we do, and that innovation, quality and integration are integral to how we do what we do. Our values are as strong and true as ever but have been put into plain language to more clearly voice what we stand for - our commitment to all of our stakeholders – our clients, community, colleagues, partners and funders.

Our Vision

A community where we work together to achieve equity, belonging, health and wellbeing for all.

Our Mission

GRCHC provides innovative primary health care, health promotion and community development as part of an integrated system of quality care, while helping our clients and community members to enhance their own health and wellbeing.

Our Values

At GRCHC, we are:

- **Innovative** – We are creative in finding new ways to improve everything that we do.
- **Collaborative** – We work as a team with our clients and partners to provide coordinated care for our community.
- **Accountable** – We are accountable to our clients, community and funders for quality programs and services and using resources appropriately.
- **Respectful** – We are inclusive, non-judgmental, compassionate and caring; everyone matters.
- **Equitable and Accessible** – We strive to ensure that people in our community can access our programs and services and are treated fairly.

5. Our Strategic Goals and Objectives

Following are the strategic goals, objectives, and examples of actions that make up the core of our strategic plan. There are five areas for which these have been developed:

- 1) Our Clients and Community
- 2) Our Role in the System
- 3) Our People
- 4) Our Internal Processes & Quality
- 5) Our Infrastructure & Sustainability

Our Clients & Community

Over the next three years, we will have a dedicated focus on increasing access to primary care for clients who have the greatest needs. These people include those who face barriers to accessing services such as those who are isolated, do not access mainstream services because they

experience stigma and discrimination, or are living in more remote areas of Brant County. Some of people in our community who need our services the most are not aware of GRCHC and so we will need to reach out to them. We will identify and work to address the needs of these priority populations over the next three years.

Our philosophy is to support individuals to realize their own optimal level of health and well-being. In addition to delivering our programs and services, we will develop ways to provide better information and tools that people can use to manage their own health and well-being.

In order to keep a pulse on what our community needs, we will work on developing an ongoing approach to engage with members of our community, such as setting up community advisory committees that involve various populations in our community.

Goal #1: Increased access, awareness, and community engagement to achieve comprehensive programs and services within an integrated system of care.	
Objectives	Examples of Actions (To be included in 3-Year Operational Plan)
1.1 Increase access to programs and services at GRCHC and in the community	<ul style="list-style-type: none"> • Develop a strategy to offer programs and services in adjacent geographies with significant unmet needs (e.g., OTN, satellite, mobile clinic, etc.), where adequate resources and infrastructure allows • Develop approaches to increase access to primary care by populations with significant unmet needs in conjunction with clients and community partners (e.g., youth, single mothers, mental health and addictions LGBTQ); both within existing resources, as well as through proposal writing • Develop a strategy, with other community partners to increase the awareness of the programs and services available to the community • Review hours of operation and after-hours access to services Continue to pursue opportunities to increase access to health promotion programs and services directly (e.g., Diabetes and COPD) and in collaboration with partners (e.g., YMCA)
1.2 Improve the awareness of GRCHC to vulnerable populations and to others	<ul style="list-style-type: none"> • Develop and implement a marketing and awareness strategy to raise the awareness of GRCHC to vulnerable populations (e.g., homeless, single parents, youth, LGBTQ) • Develop and implement a marketing and awareness strategy to raise awareness of GRCHC in the community
1.3 Support our clients to improve their own health and well-being	<ul style="list-style-type: none"> • Develop a consistent approach to determine clients' comprehensive needs and goals at intake • Actively involve clients in their health and well-being by supporting them with knowledge and skills in self-management • Provide greater support to clients with system

	navigation/care coordination in a self-managed way
1.4 Enhance ongoing community engagement	<ul style="list-style-type: none"> • Develop and implement a sustainable community engagement strategy, including the consideration of community advisory committees

Our Role in the System

GRCHC is strongly committed to providing a comprehensive approach to primary care, one that includes both health and social determinant of health needs of individuals, as measured by the Canadian Index of Health and Wellbeing. This holistic focus is what makes our organization unique; we will contribute this expertise to the community is by working with like-minded individuals/organizations to advocate for improved equity and anti-oppression in the community, and provide leadership in understanding the health and social determinants of health needs of our community.

GRCHC has established several partnerships and is currently a collaborating partner of a Health Link. We will continue to work as part of the Health Link and with other partners in our community to improve care coordination to address the needs of complex clients, ensuring that the right care is provided at the right place and the right time.

At the same time, we will review the many partnerships that we have and focus on the ones that are integral for us in delivering integrated, seamless care to the populations that we serve. We will work with our partners to identify our relative areas of expertise and look at how we can best leverage our collective resources.

Goal 2: Contribute our unique strengths and attributes to build an integrated system of care and community wellbeing.	
Objectives	Examples of Actions (To be included in 3-Year Operational Plan)
2.1 Advocate for a culture of equity and inclusiveness in the community	<ul style="list-style-type: none"> • Define a framework for GRCHC’s role regarding equity and anti-oppression in the community and develop and implement a strategy
2.2 Provide leadership in applying and communicating a population health strategy, including knowledge of the community, health issues and the social determinants of health	<ul style="list-style-type: none"> • Develop a framework for population health strategy based on the Canadian Index of Well-Being (e.g., developing survey, data collection and interpretation, and proposal writing skills amongst staff, and pursuing partnerships in the university sector)
2.3 Define how GRCHC’s partnerships contribute to an integrated system of care in our community	<ul style="list-style-type: none"> • Develop a partnership strategy to leverage GRCHC’s strengths and collectively meet the comprehensive needs of the population • Contribute care coordination expertise for complex populations as part of Health Links

Our People

The passion and commitment of our staff have made GRCHC the success it is today. In order to achieve the aims set out in this strategic plan, we must ensure that the health and wellbeing of our people are a top priority and that our people are equipped with the appropriate knowledge and skills to respond to the complex and evolving needs of our clients and the community.

Over the next three years, we will enhance our policies to increase the safety of our staff when working with clients. We will develop and implement specific activities to improve teamwork and the sense of belonging of each member of our organization. At the same time, we will identify ways to identify and fully utilize the expertise of our staff while fostering continuous quality improvement.

We will provide professional development opportunities to enhance our general skills and at the same time, identify and provide training on how to work with specific populations. Innovation and continuous quality improvement requires leadership and so we will develop this capacity within and across teams at GRCHC. Acknowledging and rewarding the efforts of staff are also important along with clarifying the organization’s recognition approach.

Clear communication and decision-making processes within the organization will help teams across the organization to build a common understanding of GRCHC’s priorities and how each team and member of the organization contributes to achieving goals.

Last but not least, our organization could not do what it does without our dedicated volunteers, many of which who have a deep understanding our clients and community because of their own lived experience. Our need for a strong volunteer base will continue to grow given constrained resources. Over the next 3 years, we will focus on developing a strong and sustainable volunteer program.

Goal 3: A workplace of choice where everyone is valued and works together to achieve their full potential.	
Objectives	Examples of Actions (To be included in 3-Year Operational Plan)
3.1 Enhance the health and well-being of staff	<ul style="list-style-type: none"> • Develop and implement an organization wellness strategy (e.g., workplace mental health, work/life flexibility) • Provide training and skills to staff to improve interpersonal skills, teamwork and their sense of belonging in the organization • Develop and implement an enhanced strategy regarding staff safety when working with clients • Create and implement an approach to foster and recognize innovation and continuous quality improvement
3.2 Provide professional development and training to better serve our populations	<ul style="list-style-type: none"> • Invest in staff development and training to strengthen skills and resilience to best serve our clients and community • Provide opportunities for population-specific training

	as identified
3.3 Develop additional leadership capacity and ensure a sustainable complement of staff	<ul style="list-style-type: none"> • Implement an approach to develop leaders at all levels of the organization • Enhance the current human resources plan (e.g., teamwork, talent management and a recruitment and retention) • Communicate the organization’s compensation and recognition strategy to staff
3.4 Improve the transparency of decision-making processes	<ul style="list-style-type: none"> • Define and articulate GRCHC’s decision-making and communications processes to the staff
3.4 Enhance our volunteer program	<ul style="list-style-type: none"> • Provide a dedicated focus and strategy to fully developing a strong and sustainable volunteer program including clients with lived experience

Our Internal Processes & Quality

We will continue to enhance how we work by continuing to improve the quality of care that we provide to our clients. We will improve inter-professional teamwork, cross-team communications and also how we work with our partners across the community to provide integrated.

Improving access to our programs and services without additional funding means that we will need to improve the efficiency of our operations. We will do this by examining staffs’ scope of practice and our policies and procedures.

To demonstrate our accountability for the funding we receive, we will work on developing ways to measure and report on the difference that we are making to not only our funders but also to our clients and community. Client experience is central to what we do; we will develop an approach to assess and continuously improve it.

Goal 4: Increased effectiveness and efficiency within a culture of safety, continuous quality improvement and positive client experience.	
Objectives	Examples of Actions (To be included in 3-Year Operational Plan)
4.1 Improve the effectiveness and efficiency of the processes we use to deliver programs and services	<ul style="list-style-type: none"> • Develop cross-functional teams to provide coordinated client care and community well-being • Map client pathways across the organization to identify opportunities for improvement • Review policies and procedures and develop standards and guidelines regarding utilization (e.g., attendance, caseloads, appointment times, etc.) to ensure consistency across the organization • Develop a model and supporting processes/tools for inter-professional care across the organization (e.g., shared models of care, case conferencing, etc.)

	<ul style="list-style-type: none"> • Optimize the scope of practice of staff in order to improve panel size • Investigate various options for improving care coordination for clients as part of Health Links • Develop guidelines to improve meeting value and efficiency objectives • Formalize our continuous quality improvement methodology and approach (e.g., identification of organization-wide transformation initiatives in addition to within team initiatives)
4.2 Measure and report on the impact of our programs and services	<ul style="list-style-type: none"> • Develop an evaluation strategy to assess the impact of programs and services • Standardize the process for client satisfaction and experience assessment • Develop a data strategy to use existing data to assess organization performance and inform decision-making

Our Infrastructure & Sustainability

The current constrained provincial economic climate poses significant challenges to GRCHC as we try to meet the growing needs of our community. We will need to advocate for additional infrastructure funding as well as find new sources of funding.

In all of our work, we will also need to reduce EMR downtime and improve the availability of IT support so that our people can do their work efficiently and collaboratively.

We have just moved into our building but we have already outgrown it given the increase in demand for our programs and services. Therefore, we will need to identify additional space that can be used in our community, perhaps leveraging space that our community partners have.

Finally, to ensure the safety and sustainability of our organization, we need to ensure the continuity of our operations planning in case of crisis or natural disaster.

Goal 5: A sustainable infrastructure to meet the needs of our community.	
Objectives	Actions
5.1 Advocate for additional infrastructure funding	<ul style="list-style-type: none"> • Develop proposals to advocate for additional resource and infrastructure funding for balanced and sustainable growth to address complex populations and recognized gaps in geographies and communities (e.g., via satellite location/outreach clinics)
5.2 Identify and access new sources of funding	<ul style="list-style-type: none"> • Collaborate with system partners to seek new grants • Seek new sources of funding (e.g., corporate, social enterprise, etc.)
5.3 Leverage technology in the delivery of our programs and services	<ul style="list-style-type: none"> • Conduct a focused Information Management/Information Technology review to assess and address systems continuity issues and identify IM/IT support needs • Develop a technology strategy to support and evolve the

	delivery of our programs and services (e.g. Ontario Telemedicine, Webinars, Website, etc.)
5.4 Identify additional space in the community for programs/services	<ul style="list-style-type: none"> Find additional space that can be leveraged in the community for GRCHC’s programs and services
5.5 Ensure the continuity of our operations planning	<ul style="list-style-type: none"> Complete operations planning (e.g., crisis planning, Internet, flood)

6. Our Commitment to Innovation & Continuous Quality Improvement

This strategic plan will be an ongoing reference for GRCHC as we develop our annual operational plans, which will involve tactical decision-making and priority setting for the organization, teams and individual staff members. The “R” (Results) of the SOAR strategic planning process will involve monitoring the achievement of strategic goals and objectives using our Balanced Scorecard.

This strategic plan articulates our vision and includes strategic goals and objectives that align our organization towards this collective aspiration. This plan drives innovation, quality improvement, and teamwork. Above all, we are excited to be working together in such a special organization where we work together to provide high quality care and excellent client experience within an environment of inclusiveness and belonging. We are committed to continuing to work together as a team and with our partners to further enhance the health and well-being of our clients, community and staff.