

STONEGATE

Community Health Centre

STRATEGIC PLAN 2019/22

June 22, 2019

Introduction

Stonegate Community Health Centre's Board of Directors has developed a three year strategic plan that will provide guidance to the organization's decisions and actions. The development of the plan involved:

- Client engagement activities, Board, leadership and staff meeting
- An internal analysis of Stonegate's strengths, challenges and opportunities;
- A Strategic Planning Retreat during which strategic directions, goals and objectives were discussed;
- Refining strategic directions, goals, objectives and key performance indicators with the Strategic Planning Committee and leadership team, and
- Reviewing and refining Stonegate's vision, mission and values statements with input gathered during the retreat

This plan recognizes that in the current landscape the pace of change is accelerating, It will help us to remain grounded in community as we seek out new and creative practice and partnership opportunities that respond to the needs and challenges of our communities.

Special thanks goes to the Strategic Planning Steering Committee members for their invaluable contributions and guidance throughout the strategic planning process.

Our Mission and Vision

Stonegate Community Health Centre works to improve the well-being of our community. Together, we identify individual and community needs and respond by providing accessible and inclusive health services and health promotion programs.

We envision a healthy, active and inclusive community where physical, mental and social well-being is achieved.

Guiding Principles

1. Our work is compassionate, fair and respectful.
2. We support and encourage individuals and the community to set and achieve goals for optimal health and well-being.
3. We engage with the community to address systemic barriers that compromise the health of our community and its individuals.
4. Some members of our community have greater needs and fewer choices so we must be tenacious and responsive in what we do to achieve health equity.
5. We are committed to cultural safety for all clients and will make special effort to ensure Indigenous cultural safety.
6. Greater outcomes are achieved through partnership and collaboration.
7. We invest in our staff and are committed to excellence and sustainability through sound fiscal management, innovation, continuous learning and a culture that values change and adaptability.

Long Term Community Outcomes

- As a first step, the Board identified client and community changes/outcomes that it seeks to influence over the coming three years with the implementation of its Strategic Plan. These include:
 - Increased awareness of and access to team based primary care
 - Healthier lifestyles and improved physical health and mental health.
 - More community involvement, cohesion and leadership
 - Reduced social isolation and loneliness
 - Reduced poverty and food insecurity

2019-2022 Strategic Priorities



Foundational Priorities

Human Resources • Information Systems • Financial Management • Facility

Priority: Improved Health and Wellbeing

Goal: Stonegate CHC will improve health and wellbeing for people living in our community		
Objectives	Strategies	Outcomes
1.1. Establish a community based rehabilitation facility	<ol style="list-style-type: none"> Launch pulmonary rehab program Launch arthritis rehab program Bring on additional rehabilitation programs and services Develop new partnerships to maximize this area of expertise 	<ul style="list-style-type: none"> Improved self-reported physical and mental health wellbeing among clients Client/participant satisfaction Improved health and mental health metrics Increased access to health education resources and social prescriptions
1.2. Expand programs and services that are grounded in health literacy and self management to advance health and wellness	<ol style="list-style-type: none"> Identify and establish partnerships Identify and on-board students and health champions Launch programs (i.e., FoodFit) Develop and implement a social prescribing service 	
1.3 Expand health promotion programs and services to improve community mental health	<ol style="list-style-type: none"> Identify and establish partnerships Identify and on-board students and health/mental health champions Launch programs (i.e., Living Life to the Full) Develop and implement a social prescribing service 	

Priority: Primary Care Access

Goal: Stonegate CHC will increase access to primary care for populations with complex needs		
Objectives	Strategies	Outcomes
2.1. Increase community access to Stonegate CHC's primary care services	a. Establish specialized clinics, including but not limited to: Sexual Health Clinic, Smoking Cessation Clinic, Vaccine Catch Up Clinic b. Review and improve clinical processes, workflows and pathways, hours, etc.	<ul style="list-style-type: none"> Panel size and MSAA targets met: <ul style="list-style-type: none"> 2019 – 65% 2020 – 75% 2021 – 90% 2022 – 100%
2.2. Increase access to team based care for complex populations in the community	a. Develop and implement strategy for providing team based care to complex clients of our primary care partners	<ul style="list-style-type: none"> Reduced wait list for first appointment Increased referrals, both internal and external
2.3. Increase access to dental care for seniors	a. Review and expand the current dental service, including service hours	

Priority: Strengthen Community Capacity

Goal: Stonegate CHC will work in collaboration with the community to enhance the community's capacity and ability to address the social determinants of health

Objectives	Strategies	Outcomes
3.1. Provide opportunities for community members to share their knowledge and skills with the community	<ul style="list-style-type: none"> a. Support more people to take on the Health Champion role b. Undertake more collaboration/co-design initiatives with Health Champions c. Embed social prescribing and All Together Better after pilot completion 	<ul style="list-style-type: none"> • More Champions and community members engaged with Stonegate • Increased # of activities with tenants and tenant associations
3.2. Strengthen tenant's ability to exercise their rights and responsibilities	<ul style="list-style-type: none"> a. Collaborate with tenants/Tenant Associations by fostering emerging tenant groups, providing information and advocating/intervening with landlords b. Identify and establish partnerships 	<ul style="list-style-type: none"> • Increased sense of community belonging • Improved awareness of Stonegate CHC and its resources

Priority: Strengthen Through Partnerships and Collaboration

Goal: Stonegate CHC will strengthen our presence as a valuable resource for the community and for the health system

Objectives	Strategies	Outcomes
4.1. Develop and implement an integration strategy that enables us to undertake and achieve the Strategic Plan	a. Develop and implement strategy to guide partnerships and integrations b. Identify and collaborate with partners to establish an Ontario Health Team (OHT)	<ul style="list-style-type: none"> • Gaps in community services reduced • Organizational capacity enhanced • Increased awareness of Stonegate CHC
4.2 Develop and implement a community engagement and communications strategy	a. Establish Client/Community Advisory Committee, building from our work with Health Champions b. Roll out communications for the Strategic Plan	<ul style="list-style-type: none"> • Named partner in an OHT

Key Performance Indicators (KPIs)

Goal	Outcomes	KPIs
Stonegate CHC will improve health and wellbeing for people living in our community	<ul style="list-style-type: none"> Improved self-reported physical and mental health wellbeing among clients Client/participant satisfaction Improved health and mental health metrics Increased access to health education resources and social prescriptions 	<ul style="list-style-type: none"> Baseline followed by annual improvements in self reported physical/mental health and wellbeing and community belonging Program evaluation results for new programming
Stonegate CHC will increase access to primary care for populations with complex needs	<ul style="list-style-type: none"> Panel size and MSAA targets met Reduced wait list for first appointment Increased referrals, both internal and external 	<ul style="list-style-type: none"> Panel size targets (2019 – 65%; 2020 – 75%; 2021 – 90%; 2022 - 100%) Provincial CHC comparator results
Stonegate CHC will work in collaboration with the community to enhance the community's capacity and ability to address the social determinants of health	<ul style="list-style-type: none"> More Champions and community members engaged with Stonegate Increased # of activities with tenants and tenant associations Increased sense of community belonging Improved awareness of Stonegate CHC and its resources 	<ul style="list-style-type: none"> # of community members engaged in different programs and committees
Stonegate CHC will strengthen our presences as a valuable resource for the community and for the health system	<ul style="list-style-type: none"> More Champions and community members engaged with Stonegate Increased # of activities with tenants and tenant associations Increased sense of community belonging Improved awareness of Stonegate CHC and its resources 	<ul style="list-style-type: none"> # of new partners # of new programs and services as a result of partnerships