

Message from the Chair of the Board of Directors and Executive Director

Stonegate Community Health Centre (CHC) is proud to launch our 2023-2026 Strategic Plan.

Our board of directors led a comprehensive strategic planning process, which included an environmental scan, and consultation with Stonegate clients (167 client surveys completed and a robust focus group with 22 community members). Input was also gathered from nearly all staff as well as 13 community stakeholders including our program partners, local business leaders, elected officials, and social service agencies. The goals and priorities we set are also supported by results of an Asset Mapping exercise that identified key service gaps in our community. The data and feedback were then compiled and used to develop three-year strategic directions.

Stonegate's Strategic Plan reflects our holistic approach to population health, recognizing that an individual's well-being depends on a wide range of factors among which are access to primary care and mental health services and food security: the top priority needs identified by our community. We also recognize that many of our neighbours do not enjoy equal access to health and wellness services. Our plan endeavours to address those factors within the limits of our resources.

It is important to note the context in which this plan was created. The COVID-19 pandemic created a period of unprecedented turbulence and uncertainty in addition to changes to the structure and leadership of Ontario's health care system and the need to restabilize that system. It is prudent to acknowledge at this writing that the potential of unforeseen pressures and competing demands on our resources have encouraged us to be resilient and flexible enough to be able to rethink and revise our goals and strategies, should the need arise.

Special thanks go to the Strategic Planning Committee members led by Louis Pike, for their invaluable contributions and guidance throughout the strategic planning process.

The board of directors would like to express its gratitude to all those who contributed to the development of this strategic plan, and we look forward to working together to create a healthier and more equitable community.

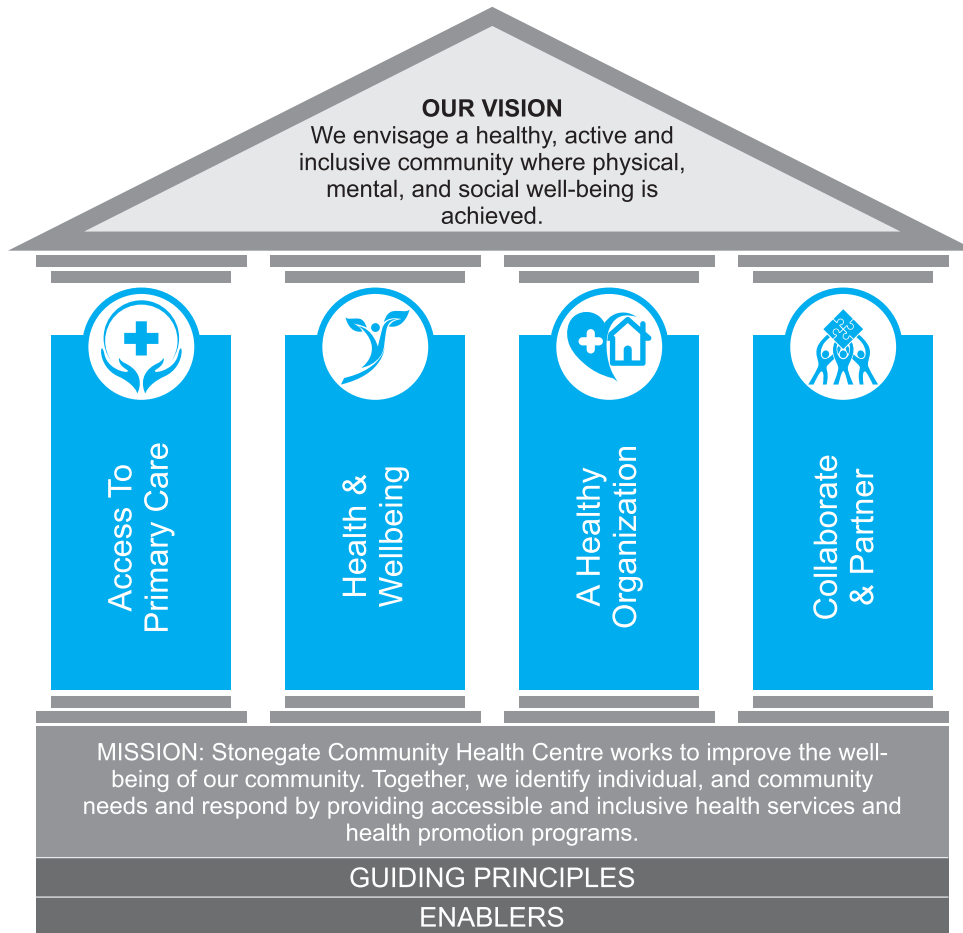


Deborah Creatura
Chair, Stonegate CHC Board of Directors



Charis Turner Romilly
Executive Director, Stonegate CHC

Stonegate Community Health Centre Strategic Plan 2023 - 2026



Guiding Principles

- Our work is compassionate, fair and respectful.
- We support and encourage individuals and the community to set and achieve goals for optimal health and well-being.
- We engage with the community to address systemic barriers that compromise the health of our community and its individual.
- 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.
- We are committed to cultural safety for all clients and will make special effort to ensure indigenous cultural safety.
- Greater outcomes are achieved through partnership and collaboration.
- 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.

We envisage...

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

- 1 Primary Care**
Increase the number of clients able to access primary care
- 2 Health & Wellbeing**
Maximize program and service offerings that respond to community-identified needs
- 3 Organizational Strength and Resilience**
Cultivate a healthy organization equipped for change
- 4 Collaboration and Partnership**
Collaborate with our community and system partners to address local service gaps

Enablers

- | Human Resources
- | Information Systems
- | Financial Health
- | Facilities

Stonegate Community Health Centre

Strategic Plan 2023 - 2026

PRIORITIES	S.M.A.R.T GOALS
Primary Care <i>Increase the number of clients able to access primary care</i>	<p>A Ten percent more clients (= 256 people) will be seen by a primary care provider by March 2026 than were seen in March 2023.</p> <p>B Seventy-five percent of clients will get an appointment on the day they want, as indicated in the annual client survey.</p>
Health & Well-being <i>Maximize program and service offerings that respond to community-identified needs</i>	<p>A On the client survey 10% more clients will report that Stonegate had a positive impact on their mental health in the previous year.*</p> <p>B On the client survey 75% of those respondents who say they have challenges accessing fresh food will “agree” or “strongly agree” that Stonegate helped them access food during the previous year.*</p> <p>C Ten percent more subscribers will receive our quarterly newsletter.</p>
Organizational Strength and Resilience <i>Cultivate a healthy organization equipped for change</i>	<p>A Staff sick rate will be below 75% of entitlements.*</p> <p>B On the staff survey 75% of respondents will answer that they were “satisfied” or “very satisfied” with their employment at Stonegate.*</p> <p>A Stonegate will receive 10% more donations each year between 2023-2026 compared to 2022.</p> <p>B Yearly organizational learning events will include: 3 board education sessions; 3 board generative discussions; a staff survey; and 3 staff trainings.</p> <p>C Implement board and staff succession plans.</p> <p>D Conduct quarterly reviews of the risk management register.</p> <p>E Conduct yearly reviews of the business continuity plan.</p>
Collaboration and Partnership <i>Collaborate with our community and system partners in addressing local gaps</i>	<p>A By December 2023 we will establish a partner/collaborator for each of the 3 service gaps prioritized at the October 2023 AGM and identified through the Asset Mapping exercise viz. primary care access, mental health support, and food insecurity.</p> <p>B Our Executive Director will contribute information about the Stonegate community's needs in WTOHT discussions.</p> <p>A There will be a 10% increase in the number of health champions at Stonegate by March 2026 compared to March 2023.</p> <p>B On the client survey 65% of respondents will report having been asked for input into the programs and services they use.</p>

*These will be revisited after benchmark established in Year 1.