

Chatham-Kent  
Community Health Centres  
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de Chatham-Kent

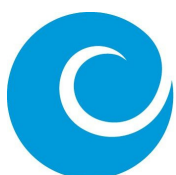


# **Toward the Best Possible Health and Wellbeing for All**

## **STRATEGIC PLAN | 2022-2025**

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## Miigwech, Merci, and Thank You

We acknowledge the Chatham-Kent Community Health Centres are located on the traditional lands of the Anishinaabeg peoples and shared with the Lūnaapéewak. With this, we respect the longstanding relationships Indigenous Nations have to this land, as they are its original caretakers. We acknowledge historical and ongoing injustices Indigenous Peoples (First Nations, Métis, and Inuit) endure and continue to endure in Canada, and we accept responsibility of maintaining and renewing respectful relationships with Indigenous peoples.

Chatham-Kent Community Health Centres' new strategic plan is the work of many hands: clients at all three sites and from specific priority populations; the Client Advisory Committee; community partners; members of staff and the Leadership Team, Board of Directors, and Strategic Planning Committee.



Strategic planning has been a time of generative dialogue. We heard the voices of 143 people who engaged with us through focus groups, surveys, interviews, planning meetings, and 'water cooler discussions' across the organization. We enjoyed your open and honest conversations and appreciate you sharing your experiences, perspectives, and ideas.

Thank you for investing in CKCHC through your participation. We are honoured by your trust in us and the work we do. This new strategic plan is better because of your contributions.

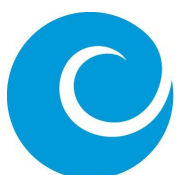
# A Message from the Executive Director and Board President

It seems an understatement to say we are living in challenging times. The COVID-19 pandemic has amplified the difficulties many people in Chatham-Kent face: job loss and financial uncertainty; increasing number of people experiencing homelessness; increasing number of people experiencing or affected by mental health and addictions; inadequate housing; food insecurity; increasing poverty; delays in services or treatments due to systems being stretched to capacity; decline in emotional, spiritual, and social connections due to isolation; and constrained social service supports met with increased demand for services.

The community's evolving needs require us to explore new services and new ways of delivering services in a complex world. Change, agility, vulnerability, and 'doing more with less' are watchwords with even greater meaning. Hope, resilience, kindness, and compassion are emboldened currencies.

Within this dynamic context CKCHC has developed a new strategic plan to articulate a clear direction in uncertain times and set its course for the next three years. Through Autumn 2021, CKCHC's Board and Executive Director led a comprehensive planning process that brought people together to listen and learn.

CKCHC's new plan focuses on four priorities: connections; equity & inclusivity; organizational vitality; and service excellence. These directions respond to the communities' needs and align with the system priorities of the Chatham-Kent Ontario Health Team. Through these areas, we seek to work toward the best possible health and wellbeing for all persons in Chatham-Kent.





## Toward the Best Possible Health and Wellbeing for All

### Strategic Plan 2022-2025

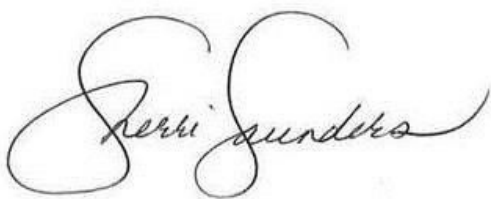
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This work is tough and rewarding. Those who undertake it and who stand in solidarity with us and with the community do so with abundant dedication, skill, compassion, and heart. Day in and day out, they give their all, truly earning the title ‘everyday heroes’. Their actions demonstrate a shared belief in the goodness of people and a desire to make a difference.

In developing this plan, we were reminded of where CKCHC has been, where we are, and where we want and need to go. We celebrate the strength and resilience of the communities and people we serve. We acknowledge the challenges many face. We honour the importance of relationships and the foundational need for belonging. We respectfully recognize the urgency to act with meaningful dialogue, justice, healing, reconciliation, and peace. And we look forward to being good partners as we advance health and wellbeing for all.

This strategic plan positions CKCHC for a hopeful future. Thank you to all who make this work possible, including CKCHC’s funder, Ontario Health. We look forward to working together in building a vibrant future together.

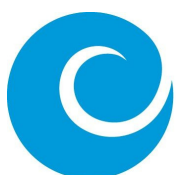
Sincerely,



Sherri Saunders  
Executive Director



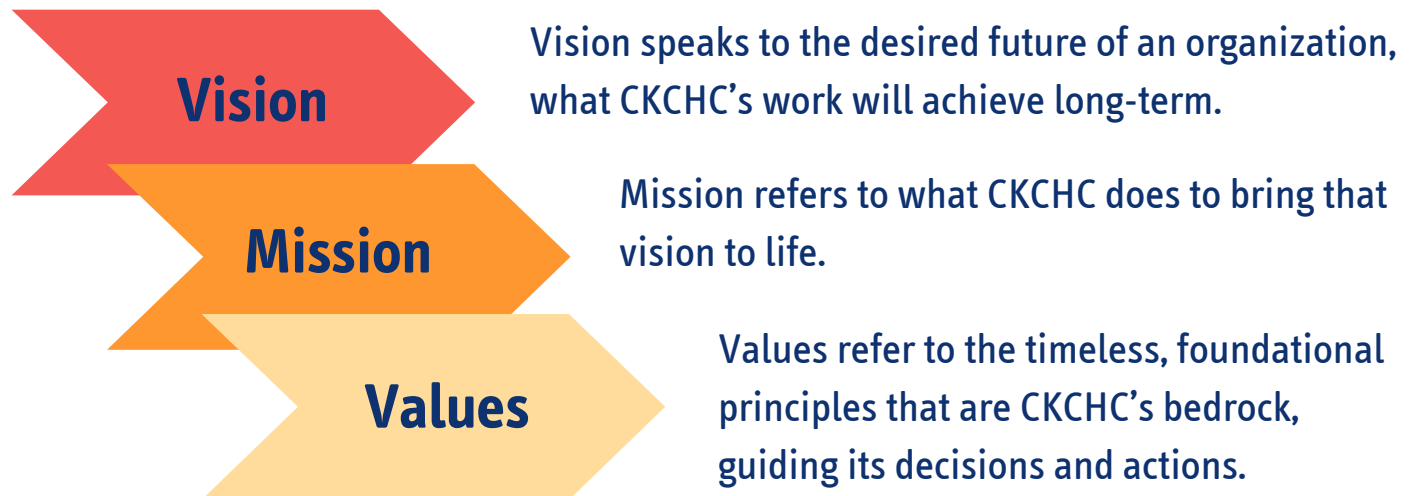
Steven Brown  
Board President



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## Vision, Mission, and Values

Central to any organization are the core elements of vision, mission, and values:



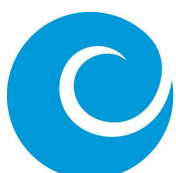
CKCHC took time during its strategic planning to affirm its vision and mission:

### Vision

The best possible health and wellbeing for those we serve.

### Mission

Together with clients and community partners, we provide access to a broad range of services that promote health and wellbeing.



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## Vision, Mission, and Values

CKCHC also re-aligned its organizational values. CKCHC provides excellent, responsive, and compassionate person-centered care rooted in the values of:

### Trust

We cultivate safety, privacy, honesty, integrity, accountability, and reliability in mutual relationships.

### Respect

We focus on people as active participants, honouring the dignity and uniqueness of each person with acceptance and compassion.

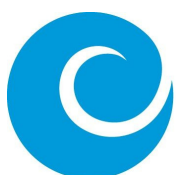
### Equity

We advocate for and create environments that are culturally-safe, barrier-free, wholistic, inclusive, and accessible.

### Collaboration

We work together to achieve the best outcomes.

Together, the elements of vision, mission, and values shape CKCHC's decision-making as it defines its future and works to achieve optimal health and wellbeing for all.



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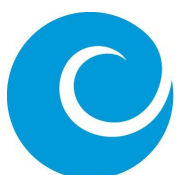
## Strategic Priorities for 2022-2025

The new strategic plan identifies the areas CKCHC will focus on as we collaboratively work to support the best health and wellbeing for the communities we serve.

In the next three years, CKCHC will focus on ...



These four priorities were chosen based on the understanding we have of the wider system and community needs and the wisdom so generously shared by participants. These strategic priorities encompass all of the efforts targeting clients, families, communities, team members, and external partners to advance a shared goal of optimal health and wellbeing for all.



## Priority: Connections

**Goal: To enhance shared capacities by strengthening existing relationships and cultivating new partnerships in building seamless pathways toward wellbeing.**

**Because we focus on connections, more will be achieved for clients and communities.**

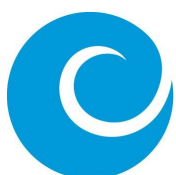


Relationships are a cornerstone of the work we do – with clients, their loved ones, community and system partners, other allied health professionals, and community leaders. These relationships are fueled by effective communication, collaboration, trust, integrity, shared goals, reciprocity, and collective impact.

Relationships are more than transactional interactions. They are a two-way partnership of respect which help us offer the best care possible for clients and communities. The trusted partnership between client and provider is a vital ingredient in effective care. The trusted partnership among the interprofessional team ensures we enhance quality and evidence-based practices. The trusted partnership between CKCHC and the communities we serve ensures we are responsive to community needs in timely, respectful, and meaningful ways.

In building connections, we share expertise, eliminate silos, challenge systemic barriers, advocate for equity-seeking individuals and groups, and bridge gaps. Through connections and relationships, we maximize resources and generate efficiencies, helping clients to access the right supports and services in the right place at the right time with the right provider.

At CKCHC, we seek to contribute with a forward-thinking, systems-focused lens. As community health centres, we stand in service to the communities with which we are connected. Strong connections lead to strong relationships creating partnerships of shared vision, collaborative service, and integrated seamless pathways toward better outcomes for clients and communities.



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## Priority: Equity & Inclusivity

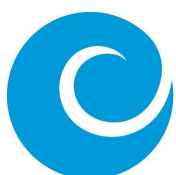
**Goal: To advance equitable and comprehensive health and wellbeing for all.**

**Because we focus on equity and inclusivity, we will break systemic cycles of oppression, discrimination, and racism. We will foster inclusion and culturally safe care, and promote systems change that leads to comprehensive and equitable health and wellbeing for everyone.**

Not all persons or groups in the communities we serve have equal access to services and supports. Because of deep-rooted systems of inequities, many individuals and groups are marginalized, facing significant barriers to optimal health and wellbeing. This is an intolerable truth. As community members and leaders, we share a responsibility to dismantle these barriers, eliminate inequities, and improve access for all. In upholding the Alliance for Healthier Communities' Health Equity Charter, we commit to "creating the conditions for everyone to have a fair opportunity to reach their full health potential in relationship with their communities."



At CKCHC, we will champion equity and inclusivity by being a welcoming, culturally safe, judgement-free, inclusive, supportive, compassionate, and responsive agency. We will engage others through a wholistic lens to the person and their goals. We will listen, learn, recognize, acknowledge, and address bias, seeking to eliminate oppression, racism, discrimination, and stigma. We will acknowledge the uniqueness and inherent dignity of each person and their story. We will 'meet people where they're at', supporting them to reach their goals. We will advocate for and stand in solidarity with all who seek equity. We will work to ensure everyone has what they need to achieve their best health and wellbeing.



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## Priority: Organizational Vitality

**Goal: To foster a dynamic, engaged, healthy organization and workforce.**

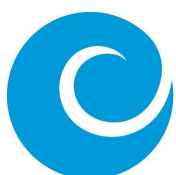
**Because we focus on organizational vitality, CKCHC's workplace and workforce will be stronger and healthier.**

Time and again, we heard from community partners that people are the beating heart of CKCHC. We agree: the people of CKCHC are its greatest asset. Working toward the best health possible is not just a goal for the work we do with clients. It's also a goal for how we grow as individuals and teams. Through this shared impact we collectively strengthen the organization, striving to achieve better results and greater outcomes.



We know these are difficult times that requires us to be nimble, creative, and responsive to community and employees' needs. In cultivating a stronger and healthier workplace and workforce, we commit to engage, listen, and act, to make changes for the better as we support one another in wellness. In the context of fiscal responsibility and limited resources, we will steward resources well and invest in the organization so employees continue to feel valued for who they are and what they contribute to the lives of clients, this organization, and the community.

The work we do is both challenging and rewarding, and it is done by talented, compassionate staff who share their experiences, expertise, and heart. We want to continue to attract and retain dedicated, highly skilled, and passionate employees who seek to be part of a dynamic workplace that generates strong person-focused solutions. We know the investment we place in the people of CKCHC is returned through the service excellence employees offer to those we support. With this in mind, we will continue to build a vibrant organization that unifies employees, ensures organizational values and mission are at the forefront, and helps people to work together with purpose so employees and volunteers are proud to say, "I am a part of CKCHC."



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## Priority: Service Excellence

**Goal: To provide high quality, responsive, and timely services that support seamless pathways of health and wellbeing.**

**Because we focus on service excellence, those whom we support will have greater access to and receive the right care at the right time in the right place from the right provider.**

Often, we work with people at moments of great vulnerability when care, compassion, supports, plans of action, and answers are needed. Service excellence is not just an organizational goal; it's an imperative. We must proactively respond to evolving needs, find new ways to be of support, and work together so individuals can access timely services that improve their desired outcomes.

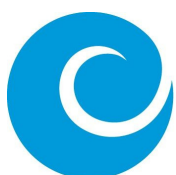
This is a privileged and shared responsibility. No one agency can provide all that is needed for optimal wellbeing. We must work together to bridge gaps so clients receive more seamless, integrated, and meaningful care.



CKCHC treats each person holistically. We support individuals through culturally relevant healing practices that build trust and deeply respect each person as the driver of their wellbeing. It ensures we honour clients' journeys and recognize the inherent dignity of all aspects of the person – physical, spiritual, emotional, and mental – in providing continuous, high-quality care.

These systemic and wholistic lenses also apply to CKCHC's work with community partners. As we purposefully cultivate collaborative practices with partners, we ensure resources are stewarded to where they are most needed, enriching the lives of individuals, families, and the community through enhanced outcomes.

The dynamic synergy between the priorities of connections, equity and inclusivity, and organizational vitality lead us to service excellence. This, in turn, promotes seamless pathways of health and wellbeing for all.



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# Strategic Goals and Objectives 2022-2025



## Connections

To enhance shared capacities by strengthening existing relationships and cultivating new partnerships in building seamless pathways towards wellbeing

Strengthen relationships with indigenous partners across the system for seamless access to care and improved indigenous health using culturally-safe approaches

Partner with CMHA LK and other agencies to establish and implement the mobile unit for service delivery supporting persons living with Mental Health and Addictions

Enhance/increase partnerships and collaboration for increased access to harm reduction supports

Enhance relationship with Public Health programming to connect resources to clients for increased health promotion and wellbeing supports



## Equity and Inclusivity

To advance equitable and comprehensive health and wellbeing for all

Increase access to primary care for temporary foreign workers/agricultural setting with team expansion funding

Enhance partnerships with Adult Language and Learning and other agencies to support new immigrants that have come to the area

Expand access to affirmative care supporting the 2SLGBTQ+ population across the interprofessional team

Develop educational programming and counselling services for the 2SLGBTQ+ community at all sites



## Organizational Vitality

To foster a dynamic, engaged, healthy organization and workforce

Capital planning for Chatham site with the aim of bringing Community Services programming under one roof

Expand the adoption of digital tools to support timely access to care and to further achieve operational efficiencies

Install reliable and secure fiber-optic internet at the Walpole Island site to enhance team connectivity and increase staff productivity in order to provide high quality seamless care



## Service Excellence

To provide high quality, responsive and timely services that support seamless pathways of health and wellbeing

Coordinate an organizational COVID-19 recovery strategy

Increase the number of clients able to access primary care in clinic and outreach settings

Full launch of the Diabetes Prevention Programming as lead agency

## Strategic Planning Process

In developing its new strategic plan, CKCHC took time to listen to the voices of diverse participants and decide on the steps that will best help us support optimal health and wellbeing for all. Planning involved four stages:



### Listen

We engaged with 143 internal and external participants to hear their ideas and experiences. These included clients, the Client Advisory Committee, community partners, staff, members of the Leadership Team, Board of Directors, and the Strategic Planning Committee.

### Decide

Members of CKCHC's Board of Directors and Leadership Team reviewed the information collected from participants. They then renewed CKCHC's vision and mission statements, re-aligned its organizational values, and decided its strategic priorities for the next three years.

### Develop

The decisions undertaken by the Board and Leadership Team were developed into this new strategic plan.

### Act

With the path ahead identified, CKCHC will action its new strategic plan and communicate its results. We are confident this new plan will focus and strengthen CKCHC and help us build a future where everyone is supported to achieve their best health and wellbeing.

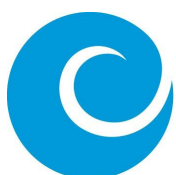
We are pleased to have refined our priorities and goals into specific objectives we will achieve in the next three years.



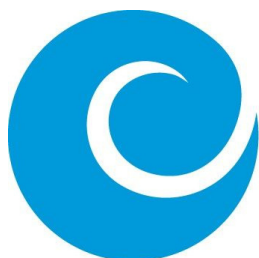
# Toward the Best Possible Health and Wellbeing for All

## Strategic Plan 2022-2025

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