



Community
Health Centre
Centre de santé
communautaire



Strategic Bridge Plan

April 1, 2021 – October 31, 2022



MISSION

To improve, support and promote the health and well-being of the people and diverse communities we serve

VISION

A healthy and inclusive community for all

VALUES

These values guide the work of CCHC board, staff and volunteers:

Respect

Inclusiveness

Quality

Collaboration

Learning and Growth

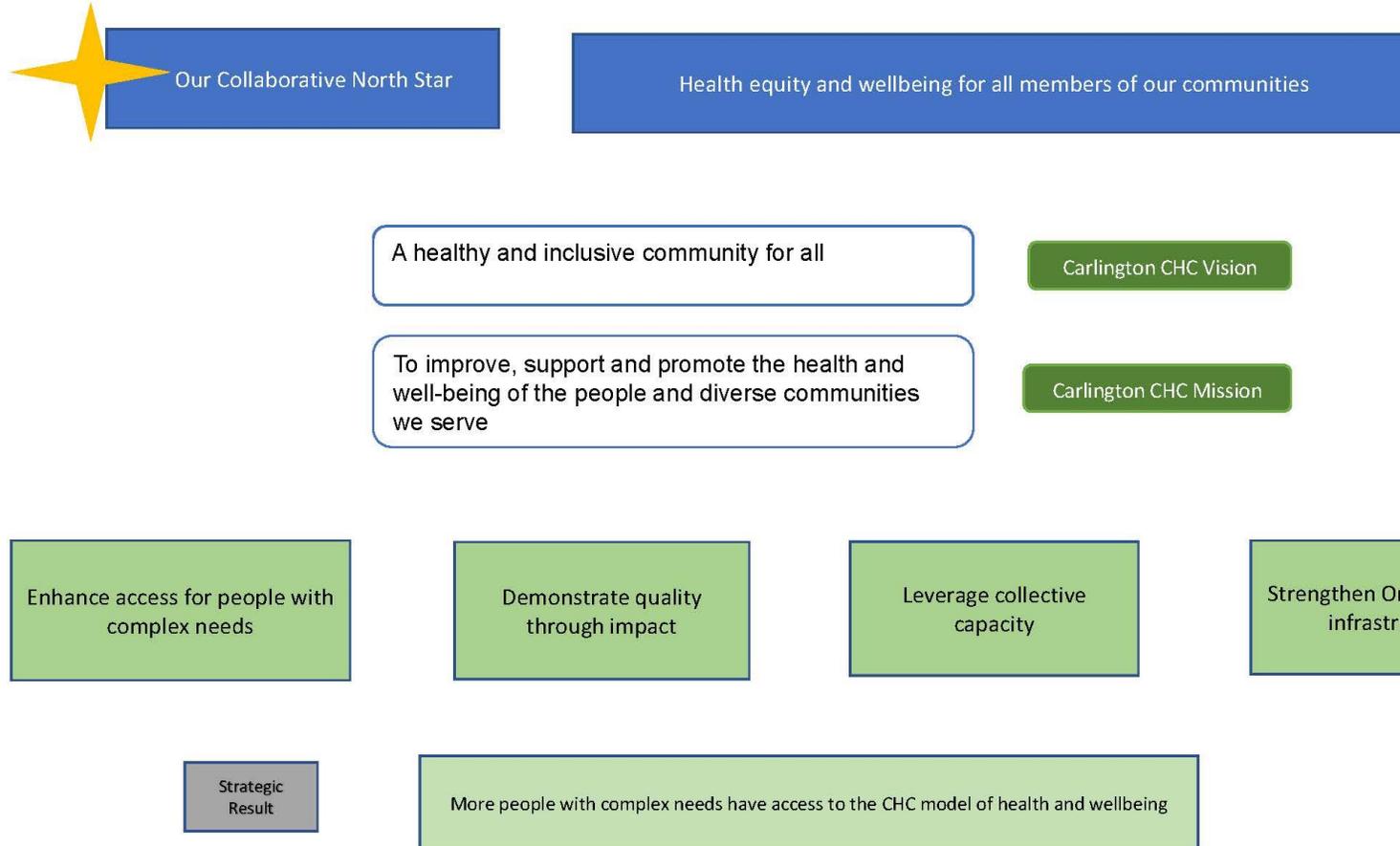
Person- and Community-Centered Care

Safety

Resourcefulness

The Mission, Vision and Values were developed by the Board of Directors in consultation with clients, community partners, volunteers and employees and formally approved by Board of Directors on January 15, 2013

Carlington Community Health Centre Collaborative Strategic Plan 2018-2020



CARLINGTON CHC STRATEGIC BRIDGE PLAN

Preamble

The 2020-2021 fiscal year began with COVID-19, forcing Carlington to adapt and develop different ways of responding to the needs of our clients and neighbours impacted by the pandemic. Much of what was done in the last year was directly influenced by shifts in how care is provided, expectations imposed by all levels of Public Health and the roles and responsibilities of partner agencies in responding to the pandemic.

The 2021-2022 fiscal year begins with higher number of cases of COVID-19 than the same time last year, the emergence of more virulent variants, and the much-anticipated deployment of vaccines worldwide. The impacts from this pandemic will remain unpredictable for some time, making long-range planning virtually impossible. This 18-month bridge plan will allow the Centre to focus on continued COVID-19 response and recovery, while maintaining flexibility to adapt when necessary as the environment changes.

Approved by the Board of Directors March 16, 2021

STRATEGIC PRIORITIES	ACTIONS	OUTCOMES
<p style="text-align: center;">Enhance Access for People with Complex Needs</p>	Timely in-person appointments available as appropriate	<ul style="list-style-type: none"> • Reduction in PHC appointment cancellation and no-show rates
	Timely virtual and/or telephone appointments available as appropriate	<ul style="list-style-type: none"> • Increased participation in programs
	Timely crisis intervention for emergency food, mental health counselling and harm reduction	<ul style="list-style-type: none"> • Client experience surveys reflect that 80% of respondents are able to access programs/services
	Deliver daytime, evening and weekend programs, in-person and/or virtually on multiple platforms as appropriate	<ul style="list-style-type: none"> • Client experience surveys reflect that 80% of respondents are able to obtain an appointment when needed
	Improve access to community-based mental health services	<ul style="list-style-type: none"> • Reduction in number of in-hospital psychiatric services
<p style="text-align: center;">Demonstrate Quality through Impact</p>	Capture impact of programs and services through meaningful data and qualitative success stories	<ul style="list-style-type: none"> • Program evaluation data supports quality impact for participants • Client experience surveys reflect that 80% of respondents are satisfied with the quality of programs /services, whether in-person or virtual • Client experience surveys reflect that 80% of respondents feel that programs/services have a positive impact on their health and wellbeing
<p style="text-align: center;">Leverage Collective Capacity</p>	Address food insecurity for clients/community residents through: <ul style="list-style-type: none"> • Health food programs • Provision of emergency food, vouchers or gift cards 	<ul style="list-style-type: none"> • Program evaluation data supports need is being met • Client experience surveys reflect that 80% of respondents feel that their needs are being met
<p style="text-align: center;">Strengthen Organizational Infrastructure</p>	Demonstrate use of technology to improve program and service delivery and evaluation	Efficient and reliable data, program evaluation and client experience feedback
	Implement post-pandemic return to work strategy	Staff successful return to work onsite
	Develop strategy for post-pandemic delivery of programs and services	Blueprint for which programs and services will continue to be offered via virtual platforms and which will resume in-person

STRATEGIC PRIORITIES	ACTIONS	OUTCOMES
	Track the wellbeing of Centre staff to ensure issues are addressed and staff feel supported	<ul style="list-style-type: none"> • Periodic staff “pulse check” surveys reflect that 80% of respondents feel supported • Periodic staff “pulse check” surveys reflect that 80% of respondents feel that that management is responsive to issues identified by staff
	Demonstrate commitment to diversity, inclusion and anti-discrimination, with a focus on racial diversity	<ul style="list-style-type: none"> • Working group established to examine policies, procedures and practices, and advise leadership on ways CCHC can achieve a more diversified workforce
	Maintain and strengthen community partnerships	<ul style="list-style-type: none"> • CCHC is represented at key sector-specific tables