



COMMUNITY HEALTH CENTRES OF NORTHUMBERLAND

STRATEGIC PLAN

2024 - 2027

MISSION

The Community Health Centres of Northumberland takes leadership in creative health promotion, diligent illness prevention, and inter-professional treatment services in an inclusive, responsive, and safe environment.

VISION

Healthy People, Healthy Partnerships, Healthy Communities, Healthy Teams

VALUES

- Respectful client-centered care
 - Meaningful collaboration with our clients, partners, and communities.
 - Excellent care in an inclusive, non-judgmental environment.
 - Strategic innovation to achieve continuous improvement.
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THE PLANNING PROCESS

The planning process involved a thoughtful and thorough approach to stakeholder engagement including a combined Board and staff retreat which was held in December of 2023.

The feedback shared by stakeholders, along with a thorough review of pertinent documentation demonstrated their commitment to seeing the Community Health Centres of Northumberland (CHCN) continue to grow and improve its services to the community. Pre-work involved review of pertinent documents such as the previous Strategic and Operational plans, the Strategic Plan for the Ontario Health Team of Northumberland, and the Alliance for Healthier Communities Strategic Plan, a S.W.O.T analysis, and a P.E.S.T analysis.

The planning retreat revealed several themes which emerged as areas where the organization excels or where it could grow and improve with newly developed priorities.

Themes identified included:

- Collaboration with partners
- A renewed focus on health equity and the social determinants of health
- A need for system navigation
- External communications, including government relations
- Service delivery and coordination of programs
- Service gaps in the County, outreach
- Technology and Cybersecurity

A small working group of staff and board members created a draft list of priority areas of focus, and preliminary goals, along with key activities that align with each goal. This draft was presented to many staff, as well as the Community, Client, and Family Advisory Roundtable for feedback, which was reviewed at a follow up meeting of the above-mentioned working group.

The following goals and commitments were developed based on the agreement that, it is important and necessary for CHCN to continue providing quality care to clients, leveraging partnerships, and communicating with its many stakeholders – thereby fulfilling our role in the broader landscape as the community.

2024-2027 STRATEGIC PLAN



Mission: The Community Health Centres of Northumberland takes leadership in creative health promotion, diligent illness prevention, and inter-professional treatment services in an inclusive, responsive and safe environment.

Vision: Healthy People, Healthy Partnerships, Healthy Communities, Healthy Teams

Values:

- Respectful client-centered care
- Meaningful collaboration with our clients, partners, and communities.
- Excellent care in an inclusive, non-judgmental environment.
- Strategic innovation to achieve continuous improvement.



HEALTH EQUITY

Commit to meeting the unique and diverse needs of clients through fair, inclusive, and accessible programs and services.

Implement new programs and/or services for equity denied populations.

Advance cultural safety in the organization's environment, operations, human resources, and services, including through governance level health equity training.

Grow staff health equity knowledge and capacity through equity, diversity, inclusion, and antiracism education.

Utilize a population health approach to identify community needs and plan for service expansion/outreach opportunities.

Review current, and identify additional target populations.



COMMUNICATIONS, ADVOCACY & EXTERNAL RELATIONS

Promote awareness of the CHCN to make the model of health and wellbeing understood, keeping it at the forefront of community and provincial health agendas.

Establish a Communications Committee to develop a communications and advocacy strategy.

Educate the community about the CHCN's programming and services to build awareness of available supports to enhance whole health.

Seek opportunities for joint communications and advocacy with the OHT-N, the Alliance for Healthier Communities, other CHCs and local partners.



FUNDING & FUNDRAISING

Creatively grow the organization's fundraising capacity and reinforce financial sustainability.

Identify funding mechanisms to sustain and expand innovative programs.

Grow the organization's relationships with, and responsiveness to, a broad range of funders.

Create a Fundraising Committee to develop strategies, targets and plans for organizational fundraising.

Explore and identify funding and fundraising opportunities for capital development.



QUALITY IMPROVEMENT & KNOWLEDGE

Develop the people, skills, conditions and systems to enable continuous quality improvement, safety, knowledge and staff wellbeing.

Develop an Integrated Quality and Client Safety Framework that identifies priorities to enhance the quality of programs, services and operations.

Collect data on program and service outcomes, including outcomes measured at the client and population health levels, to improve workflows, access and operational efficiencies.

Identify and share Key Performance Indicators (KPIs) to monitor organization-wide performance against targets.

Identify and plan for staff education through the development of an annual education calendar.

Support the organization to achieve Accreditation through the Canadian Centre for Accreditation.



LEADERSHIP & COLLABORATION

Build partnerships to create integrated health systems, programs and services that enhance organizational and community wellbeing.

Engage in multi-sector, system-wide collaborations and partnerships to enhance access and contribute to system improvements, including through the OHT-N and Alliance for Healthier Communities.

Partner with clients and families to collaboratively enhance the quality of programs, services and operations.

Grow diverse representation and membership of CCFAR.



TECHNOLOGY & SECURITY

Develop and maintain the secure infrastructure for safe and dependable digital health.

Pursue opportunities for partnership through local and provincial digital health priorities.

Continuous development of the CHCN Information Technology Strategic Plan, focused on the following key areas of improvement:
 - Governance
 - Modernization and Innovation
 - Cybersecurity
 - Collaboration and Cooperation

Focus on cybersecurity readiness through emergency and contingency planning and development of strategies to protect the organization.

Develop sustainability plan and seek Information Technology funding opportunities to meet current and anticipated requirements.

Strategic Priority Areas of Focus #1

HEALTH EQUITY

We will commit to meeting the unique and diverse needs of our clients through fair, inclusive, and accessible programs, and services.

HOW WE WILL ACHIEVE OUR GOALS:

- Implement new programs and/or services for equity denied populations.
- Advance cultural safety in the organizations' environment, operations, human resources, and services including governance level health equity training.
- Grow staff health equity knowledge and capacity through equity, diversity, inclusion, and anti-racism education.
- Use a population health approach to identify community needs and plan for service expansions/outreach opportunities.
- Review current and identify additional target populations.

WHAT SUCCESS LOOKS LIKE:

- Introduction of a county-wide gender affirming care program.
 - Expansion of current Social Prescribing program to include external referral partners.
 - Expand collaboration with Alderville First Nations (i.e., provision of more Primary Care services, introduce oral hygiene and denture services).
 - Increase Primary Care resources at Colborne Rural Outreach Clinic (serving unattached, rural community members).
 - Support the County-led Port Hope Walk-In clinic during pilot year to serve unattached residents.
 - Continue to be a leader for the Northumberland Youth Wellness Hub, supporting its establishment and programming.
 - Continue to be a leader in Health Equity within the Ontario Health Team of Northumberland.
 - A diverse Board of Directors that represents the communities we serve.
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Strategic Priority Areas of Focus #2

COMMUNICATIONS, ADVOCACY AND EXTERNAL RELATIONS

Promote awareness of the CHCN to make the model of health and wellbeing understood, keeping it at the forefront of community and provincial health agendas.

HOW WE WILL ACHIEVE OUR GOALS:

- Establish a combined Board and Staff Communications Committee to develop a communication, government relations and advocacy strategy.
- Educate the community about the CHCN's programming and services to build awareness of available supports to enhance whole health.
- Seek opportunities for joint communications and advocacy with the Ontario Health Team of Northumberland, the Alliance for Healthier Communities, other Community Health Centres, and local partners.

WHAT SUCCESS LOOKS LIKE:

- Execution of a marketing and communications strategy which includes a focus on relationship building with appropriate government authorities (i.e., MP, MPP, regional and local municipal politicians etc.).
 - Increased knowledge of the Community Health Centre model of health and wellbeing, with a focus on the social determinants of health.
 - Increased knowledge about the Community Health Centres of Northumberland programs and services.
 - Clear understanding of CHCN value proposition to clients, community, partners, and stakeholders.
 - Increased annual revenue from funders and fundraising.
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Strategic Priority Areas of Focus #3

FUNDING & FUNDRAISING

Creatively grow the organization's fundraising capacity and reinforce financial sustainability.

HOW WE WILL ACHIEVE OUR GOALS:

- Identify funding mechanisms to sustain and expand innovative programs.
- Grow the organization's relationships with, and responsiveness to, a broad range of funders.
- Create a Board and Staff Fundraising Committee to develop strategies, targets, and plans for organizational fundraising.
- Explore and identify funding and fundraising opportunities for future capital development.

WHAT SUCCESS LOOKS LIKE:

- Recruitment of a skilled program developer who's focus will be grant and proposal writing for identified areas of need including sustainability of existing programs as well as the introduction of new services.
 - Development and execution of a fundraising plan and strategy to increase revenues through grants and donations.
 - Cultivation of a contingent of repeat donors.
 - Development and initiation of a legacy giving plan.
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Strategic Priority Areas of Focus #4

QUALITY IMPROVEMENT & KNOWLEDGE

Develop the people, skills, conditions, and systems to enable continuous quality improvement, safety, knowledge, and staff wellbeing.

HOW WE WILL ACHIEVE OUR GOALS:

- Development of an integrated Quality and Client Safety Framework that identifies priorities to enhance the quality of programs, services, and operations.
- Collection of identified data on program and service outcomes, measured at the client and population health levels, to improve workflows, access, and operational efficiencies.
- Identification of Governance Level Key Performance Indicators (KPI's) to monitor organization-wide performance against targets.
- Plan and deliver staff education through the development of an annual education calendar.
- Support the organization to achieve Accreditation through the Canadian Centre for Accreditation.

WHAT SUCCESS LOOKS LIKE:

- Quality improvement (QI) education for staff to enhance overall performance and outcomes.
 - Completed evaluation of identified programs (2 – 3) within our inter-disciplinary teams, with identified areas for improvements to be implemented.
 - A reported positive experience for board members, staff, volunteers, and clients, based on feedback provided by various identified mechanisms.
 - Development of a comprehensive Quality dashboard that allows for ease of monitoring and tracking successes.
 - Assurance that services and programs consistently meet the highest attainable standards of quality, patient confidentiality, and procedural adherence. Aligning the work of CHCNs quality committees and completion of a successful Accreditation (2026)
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Strategic Priority Areas of Focus #5

LEADERSHIP & COLLABORATION

Build partnerships to create integrated health systems, programs and services that enhance organization and community wellbeing.

HOW WE WILL ACHIEVE OUR GOALS:

- Engage in multi-sector, systemwide collaborations and partnerships to enhance access and contribute to system improvements, including through the Ontario Health Team of Northumberland and the Alliance of Healthier Communities.
- Partner with clients and families to collaboratively enhance the quality of programs, services, and operations.
- Grow diverse representation and membership of CCFAR.

WHAT SUCCESS LOOKS LIKE:

- Coordinated care across different providers and services can result in better health outcomes by ensuring that patients receive appropriate, timely, and seamless care.
 - Enhanced access to services through strategic partnerships to expand the range of services available to the community, including specialized care.
 - Implementation of population health strategies, addressing public health issues and thus improving overall community health.
 - A strong, vibrant, and diverse membership of the CCFAR Committee.
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Strategic Priority Areas of Focus #6

TECHNOLOGY & SECURITY

Develop and maintain the secure infrastructure for safe and dependable digital health.

HOW WE WILL ACHIEVE OUR GOALS:

- Pursue opportunities for partnership through local and provincial digital health initiatives.
- Continuous development of the CHCN Information Technology Strategic Plan, focused on the following key areas of improvement: - Governance - Modernization - Cybersecurity - Collaboration and Cooperation.
- Focus on cybersecurity readiness through emergency and contingency planning and to develop strategies to protect the organization.
- Develop sustainability plan and seek Information Technology funding opportunities to meet current and anticipated requirements.

WHAT SUCCESS LOOKS LIKE:

- Advanced digital health resources with sustainable funding, through independent advocacy and via the work of the Ontario Health Team of Northumberland Digital Health Council and the Alliance for Healthier Communities.
 - Assurance that sensitive patient and corporate information is protected from unauthorized access and breaches, maintaining privacy.
 - Implementation of reasonable measures to reduce risks associated with data breaches, reducing the potential costs associated with data breaches, including legal fees, fines, and damage to reputation.
 - Increased confidence among healthcare providers in using digital tools, knowing that the infrastructure is secure and reliable.
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