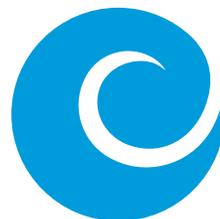


JUNE 2015

STRATEGIC PLAN



BUILDING CARING, VIBRANT, HEALTHY COMMUNITIES



**West Elgin
Community
Health Centre**

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A Message from our Board Chair and Executive Director

The West Elgin Community Health Centre (WECHC) is building a future of hope! We have set an ambitious goal for ourselves: to help build more caring, vibrant, healthy communities.

From the start, our Board wanted to hear the voice of the communities we serve. To achieve this, we asked: ‘What is the West Elgin Community Health Centre doing well? What can we change? What should our goals be for the next three years?’ More than 300 people shared their ideas through focus groups, surveys, and interviews.

Strategic planning is about building a roadmap for the future. This plan is based on our communities’ needs. It focuses our work on:

- Delivering timely, coordinated access to care.
- Engaging with, listening, and responding to our communities.
- Creating a collaborative environment where staff, volunteers, and Board feel valued and supported.
- Providing quality services that add value for our communities, partners, and funders.

To achieve these goals, we will work with the larger health care, community, and social services systems. We will put our plan into action and report our progress.

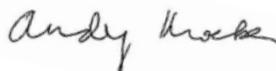
Thank you to the many people who shared their time and feedback: our clients, staff volunteers, partners, funder (South West Local Health Integration Network (SW LHIN)), Association of Ontario Health Centres, Board of Directors, Strategic Plan Steering Committee, members of the public, and the local businesses and organizations who welcomed our volunteers to conduct one-on-one interviews. Our strategic plan is stronger because of your efforts.

We have built a solid foundation over the last 20 years, and look forward to a bright future. Our vision of caring, vibrant, healthy communities is a hope shared by many. We recognize opportunities and challenges lie ahead. We value the continued support of all our partners to bring this shared vision to life. We ask you to join us on this journey as we build a hopeful future ... together.

Sincerely,



David James
Board Chair



Andy Kroeker
Executive Director

Our Vision, Mission, and Values



Every
One
Matters.

Our Vision

We envision caring and vibrant communities where people achieve and maintain the highest possible level of well-being.

Our Mission

The West Elgin Community Health Centre team works with our communities and our partners to provide accessible, high quality health care, health promotion, and community support services.

Our Values

- Person-centred and Community-centred
- Service Excellence
- Teamwork
- Accountability
- Leadership
- Respect

Our Context

Our strategic plan reflects both the rural environment and the social and economic realities of our communities.

We are part of our communities.

- We have been here for over 20 years, and proudly serve the people of West Elgin and Dutton Dunwich. We have built strong relationships and look forward to developing new connections in our communities.

We are part of a larger system.

- We are part of a local network of organizations, agencies, businesses, and service providers who support our communities.
- We also belong to a provincial network of Community Health Centres. We deliver primary health care and community support services to people in this rural area, some of whom have difficulty accessing care. Like other health agencies, we feel the strain of balancing increasing needs, complex situations, and limited resources. We are committed to working efficiently and providing quality care.

We work across disciplines.

- We use a team-based approach to support well-being. Our staff work together to provide the best care we can for the people and communities we serve. For us, “staff” means all employees of the West Elgin Community Health Centre.

We partner.

- We work with other agencies, organizations, and our communities to achieve shared goals.

We believe that every one matters.

- We recognize people have different needs, experiences, opinions, abilities, ages, gifts, and talents. No matter who you are – client, community member, volunteer, or employee – we treat each person with respect and dignity. We work hard to overcome our differences, build common ground, and create our community together.

We are accountable.

- Our strategic directions align with those of the South West LHIN, and with the Ministry of Health and Long Term Care’s key objectives.
- We will regularly review our strategic directions, goals, and strategies to show our progress.

Our Strategic Planning Process

Our strategic planning included four stages that aimed to answer the questions: Where are we now? Where do we want to go? How will we get there? How will we know if we are successful?

PHASE ONE: LISTENING TO OUR STAKEHOLDERS

In January 2015, we listened to the ideas of our stakeholders: clients, staff, volunteers, members of the public, community partners, funders, association, and the Board. This was done through focus groups, surveys, and one-on-one interviews led by community volunteers and our consulting team. This information was analyzed and informed our decision-making.

PHASE TWO: PLANNING FOR OUR FUTURE

In February and March 2015, the Board, management team, and some members of staff gathered to talk, listen, and plan. Our discussions were mindful of our communities' needs, the directions and priorities of our funders and partners, the wider systems in which we work, and our organizational resources and capacity. From this we defined priority areas, goals, and strategies for the Centre to focus on in the next three years.

PHASE THREE: WRITING OUR PLAN

Having identified our priorities, goals, and strategies, we wrote our plan. The Board of Directors reviewed and approved this strategic plan on May 26, 2015.

PHASE FOUR: SHARING AND ACTING ON OUR PLAN

We are ready to share our new strategic plan and make it happen! We will do this by:

- Communicating with our stakeholders.
- Developing action plans to ensure day-to-day operations keep their focus.
- Monitoring our progress to meet our goals.

We believe this planning process reflects the voice of our communities and stakeholders. We are confident the road map in this plan will lead us to a vibrant future – for the Centre's clients, communities, staff, and partners.



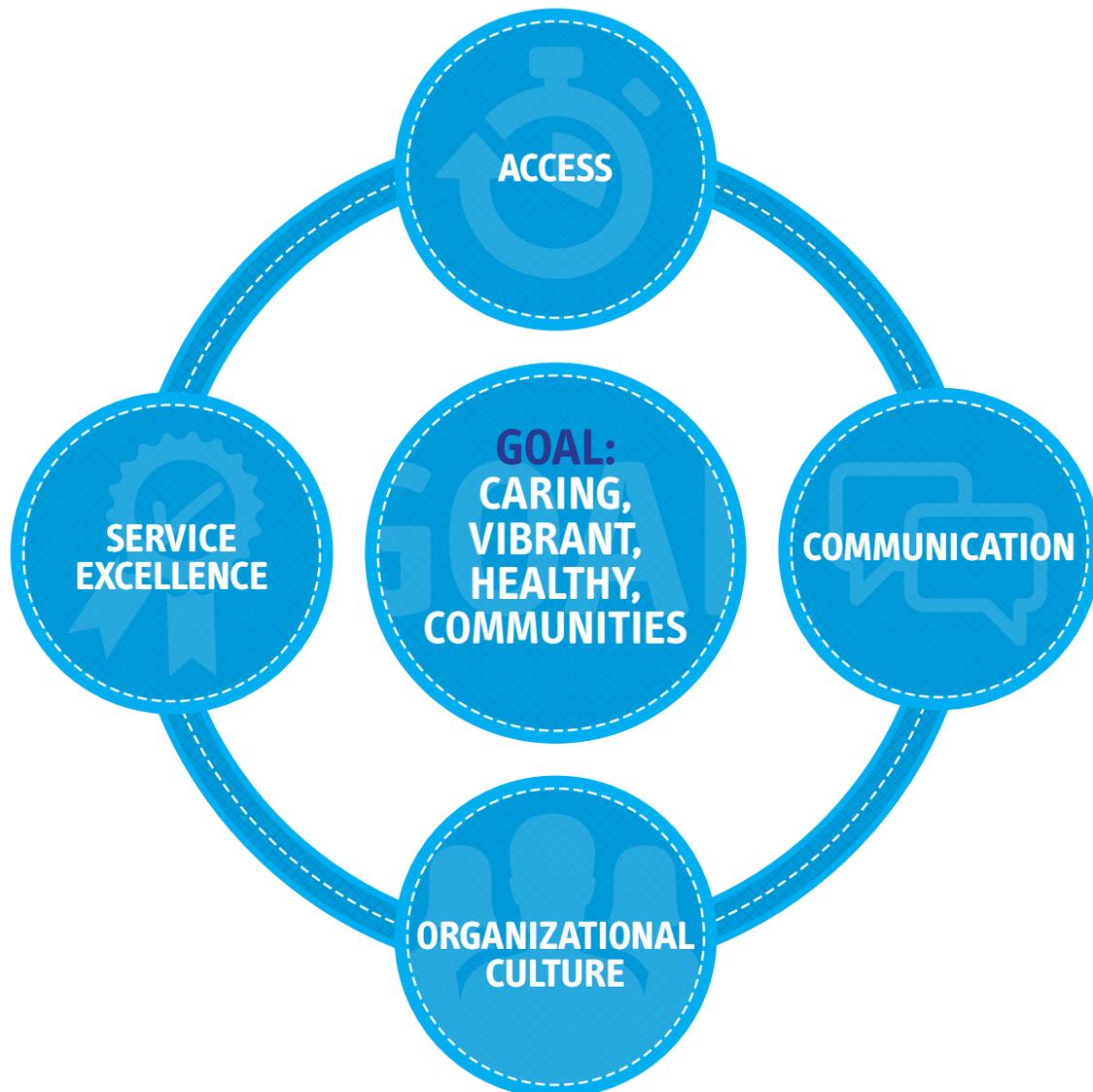
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Our Strategic Priorities for 2015-2018

Through our planning process, we have created a road map to help us build caring, vibrant, healthy communities. We will focus our efforts and investments on these four strategic priorities:

- **Access** – To deliver timely, coordinated access to care.
- **Communication** – To engage with, listen, and respond to our communities.
- **Organizational Culture** – To create a collaborative environment where staff, volunteers, and Board feel valued and supported.
- **Service Excellence** – To provide quality services that add value for our communities, partners, and funders.

Each of these priorities is based on feedback received from stakeholders. These priorities will guide our activities for the next three years.



STRATEGIC PRIORITY: ACCESS

What We Heard

Our focus on ‘Access’ is based on feedback the Centre received from members of the public, municipal councillors, clients, partners, funders, and staff. Access to quality care responds to clients’ needs, and helps prevent future health challenges. Many stakeholders spoke of the need to “make services available to all,” to reduce our wait lists, and to increase “the number of clients seen in a day.”

Where We Are Going

Goal Statement – We will deliver timely, coordinated access to care.

Strategies – To support this goal, we will:

- 1 Improve access to programs and services.
- 2 Guide people to the care and services they need.
- 3 Improve the way we work to ensure clients receive timely care.
- 4 Improve access to Mental Health and Addiction services.

How We Will Know We Are Successful

Our communities will see us offer timely, coordinated access to care through:

- A new advanced access system that provides clients in need with same-day or next-day appointments.
- Increasing the number of clients we serve while actively working toward our panel size¹ targets, as set by our funder.
- Increasing the number of internal and external referrals.
- Developing processes to improve timely access to care and minimizing no-show appointments for Mental Health and Diabetes.
- Improving our system navigation support, including to Mental Health and Addiction services.

We will work with our partners to find the most effective, efficient, and responsible ways to provide care. These efforts will contribute to a more seamless delivery of services. These strategies will improve accessibility and offer our clients greater opportunities to receive the care they need as quickly as possible.

¹ ‘Panel size’ refers to the number of clients a doctor or nurse practitioner has on their roster.



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STRATEGIC PRIORITY: COMMUNICATION

What We Heard

It is important that we know our communities, and our communities know who we are, what we do, and how we do it. Communication was a major theme heard from the public, partners, Board, and staff. Participants noted the need to increase “education and better promotion of the facility and what it offers,” and to search for “a variety of ways to inform the public about programs.”

Where We Are Going

Goal Statement – We will engage with, listen, and respond to our communities.

Strategies – To support this goal, we will:

- 1 Actively seek opportunities to listen to our communities.
- 2 ‘Tell our story’ so that our clients and communities are better informed about our programs and services.
- 3 Build our ability to support effective, efficient communication and education.
- 4 Continue to advocate for those people most in need of our help.

How We Will Know We Are Successful

Our communities will see us engage with, listen, and respond through:

- Consistent messaging from staff on key topics.
- Regularly seeking input and feedback from stakeholders.
- Establishing a Client Council to let us hear clients’ ideas.
- Taking action, as appropriate, to respond to the needs of clients and our communities.
- Annual updates on the progress we make on our strategic priorities, including our successes and challenges.

These actions will strengthen our relationships with stakeholders. It will also help us provide up-to-date health information so clients and community members can make more informed choices about their health.

STRATEGIC PRIORITY: ORGANIZATIONAL CULTURE

What We Heard

Organizational success is led by individuals who feel valued and supported. Therefore, it is important for us to work together, and to invest in opportunities for our staff, Board, and volunteers so we can achieve our shared goals.

Feedback from stakeholders emphasized the organizational needs and challenges of working in a rural location. Many participants mentioned the need to “bring in more doctors and nurse practitioners,” while others noted the importance of continuing “cross team referrals, communication, and wraparound care.”

Where We Are Going

Goal Statement – We will create an environment where staff, volunteers, and Board feel valued.

Strategies – To support this goal, we will:

- 1** Recruit and retain dedicated staff, volunteers, and Board to meet our communities’ needs.
- 2** Enhance professional development opportunities for staff, volunteers, and Board.
- 3** Support a culture of collaboration.

How We Will Know We Are Successful

Our staff and communities will see us create a positive working environment by:

- Continuing to encourage staff to grow through training and professional development opportunities.
- Maintaining the Board at full strength.
- Working together within the Centre to reduce barriers that might negatively impact our clients and staff.
- Recruiting new staff, as needed.
- Celebrating our successes together.

We want to have the right people in the right jobs with the right skill sets and resources. We will invest in our staff to become a stronger team so our team can go above and beyond for those we serve.



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STRATEGIC PRIORITY: SERVICE EXCELLENCE

What We Heard

High quality health services are a priority emphasized by many stakeholders. Feedback from community members, clients, funders, and staff supports a shift toward new ways of working. Many encouraged us to explore different kinds of partnerships with “local organizations who offer complementary programs and services.” Others emphasized regular program evaluations to “identify areas of weakness and areas where improvement would have the most impact toward achieving goals.”

To create more caring, vibrant, healthy communities, we need to think differently about how we design and deliver programs and services. We must embrace new approaches that empower clients to be partners in their care.

Where We Are Going

Goal Statement – We will provide quality services that add value for our communities, partners and funders.

Strategies – To support this goal, we will:

- 1 Ensure our programs and services are aligned with our communities’ needs.
- 2 Improve the quality of our operations through Accreditation, and by maximizing the potential of our information systems.
- 3 Make informed decisions that allow us to continually improve our programs and services.
- 4 Be an active leader in system change, including Health Links, and the Primary Health Care plan.

How We Will Know We Are Successful

Our clients and communities will see us provide quality services through:

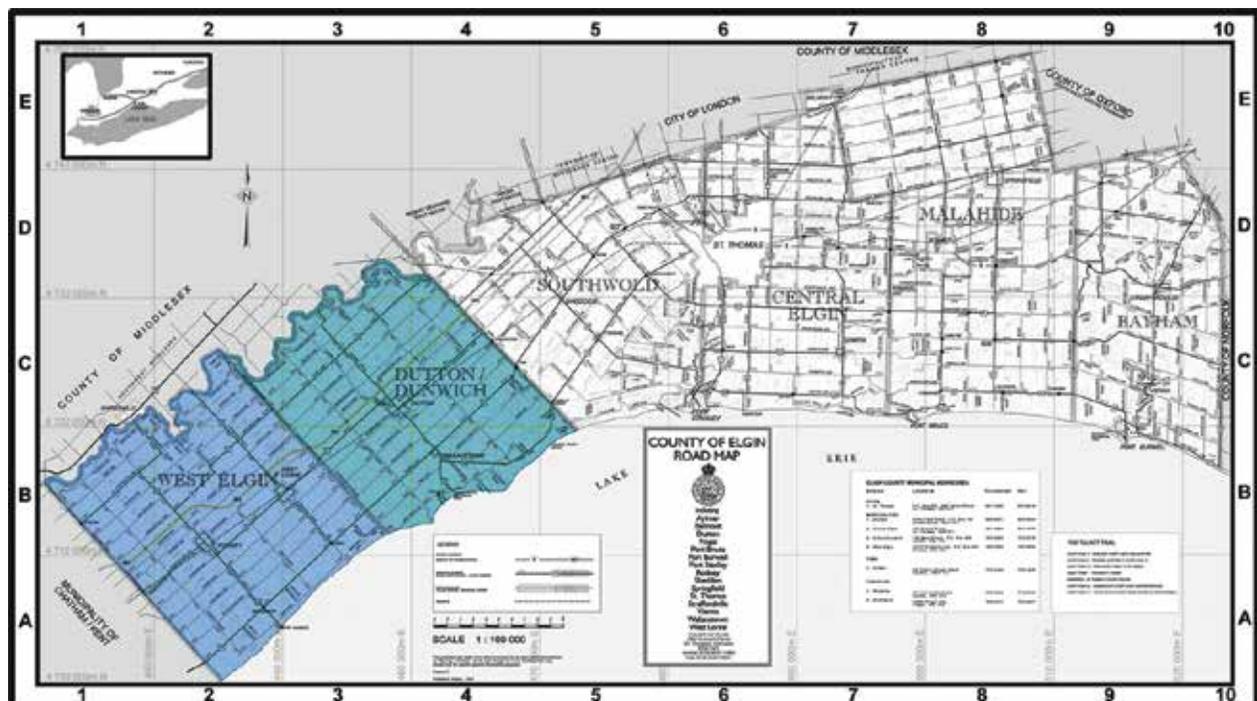
- Program evaluation to ensure that what we do matches what our communities need.
- Streamlining our operations to be more effective and more efficient.
- Developing user-friendly internal and external reports.
- Preparing for Accreditation, and acting on recommendations from the Accreditation Report.
- Helping to develop the Primary Health Care Plan, and implementing Health Links.

We want our clients and communities to have a positive experience with us. As we embrace a culture of continuous quality improvement, we will work toward becoming the best we can be while providing the best care possible for our communities.

THE AREA WE SERVE

West Elgin Community Health Centre provides programs and services to people residing in western Elgin County. This region includes the municipalities of Dutton Dunwich and West Elgin. Its catchment area lies within the boundaries of:

- Thames River to the north.
- Lake Erie to the south.
- Dutton Dunwich/Southwold Town Line to the east.
- West Elgin/Chatham-Kent County Line to the west.



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