



# 2023-24 Operational Plan for West Elgin Community Health Centre

## Year 1:

Strategic Direction 1 - Reimagine how our care and services improve equitable health and well-being outcomes						
Priority	3 Year Outcomes	1 Year SMART Objectives	Lead	Timeline (Q 1/2/3/4)	Status (R/Y/G)	Progress Update
Enhancing accessible primary healthcare	Increase panel size Working with the OHT, resources to accommodate community primary care retirements are secured in West Elgin Increase # of people receiving primary care in the area	1. Review and pilot recommendations Client Intake Process from Centre-wide perspective 2. Complete 300 intakes of Primary Care Clients	Kate	Q2  Q4		
Supporting the mental health of youth and young families	Improved mental health outcomes for youth and young families that we are serving Increase in # of programs Increase # of youth and young families served Working with the OHT: One more child & youth mental health therapist working with us Welkin has onsite staff at WECHC Child & youth system navigator in place Crisis mental health expertise on the team	1. Ensure that Green Space Health software is being used systematically, creating a baseline related to outcomes and communicate results	Barry	Q2		
Meeting the changing needs of those aging and their caregivers	Increase in # of caregivers supported Increase in # of older adults supported Increase in staff expertise in working with older adults and caregivers	1. Provide information to staff and clients on Caregiver Support Ontario and other resources 2. Assisted Living undertakes Quality Improvement Review with Partnering for Quality	Barry/ Kate  Barry	Q2  Q4		

Strategic Direction 1 - Reimagine how our care and services improve equitable health and well-being outcomes						
Priority	3 Year Outcomes	1 Year SMART Objectives	Lead	Timeline (Q 1/2/3/4)	Status (R/Y/G)	Progress Update
Addressing the housing and food security challenges faced by those living in poverty	Increase # of people benefitting from housing and food security programs in our community through systemic advocacy Working with our partners: Dedicated, expanded community garden and food network is place for the community to access Increase affordable, permanent housing stock in our communities	1. Expand the community gardens, good food boxes, food pantry and other food security programs across the communities 2. Work with the Housing Coalition toward identifying housing solutions to increase deeply affordable housing stock	Barry	Q3  Q4		
Advancing social justice through Reconciliation and by taking care of our environment	Better relationships with Indigenous organizations and clients Staff have a better understanding of how to best support Indigenous clients Demonstrated reduction in our carbon footprint	1. Identify JEDI funding sources and priorities including relationship building to listen to learn 2. Co-design the lobby in relationship with Indigenous people and members from the 2SLGBTQ+ community	Barry  Andy	Q2  Q3		
Telling Our Story by engaging with our communities	Stronger social media and community presence Increase in # of success stories shared	1. Communicate the Strategic Plan including who we are, what we do, and where we are going 2. Begin Centre 30 <sup>th</sup> Anniversary Planning	Andy	Q3  Q4		

**Strategic Direction 2 - Reconnect with our team to co-create a meaningful, healthy, and compassionate workplace**

Priority	3 Year Outcomes	1 Year SMART Objectives	Lead	Timeline (Q 1/2/3/4)	Status (R/Y/G)	Progress Update
Focusing on innovative recruitment, engagement, and succession planning strategies	Leadership development and succession plan completed Knowledge management succession plan in place to capture institutional memory and how-to of key roles Actively working to improve employee engagement based on staff feedback Increase in response rate to work at the Health Centre	1. Secure funding and undertake Employee Engagement Survey 2. Commence Succession Planning for organizational leaders including identifying training opportunities for future leaders	Andy	Q2  Q3		
Co-creating joy and kindness in the workplace	Demonstrated joy and kindness as articulated by staff Improved participation at all staff events	1. Healthy Workplace Committee to develop schedule of activities including Staff Cultural Day and Staff Retreat 2. Leadership demonstrates clear ways of modelling joy and kindness in the workplace	Barry  Andy	Q1  Q2		
Equipping staff with the resources they need to do their work	Space is being used optimally Robust IT, stable EMR and fully deployed the needed capabilities of Alyacare and Ocean	1. Implement Community Infrastructure Renewal Fund projects 2. Expand knowledge of Alyacare System capacity and Ocean	John  Barry Kate	Q3  Q3		
Pursuing funding to strengthen total compensation for staff	Improved fair total compensation for staff Provincial association lobbying efforts are successful to obtain recruitment and compensation funding Increase in fundraised dollars	1. Actively support Community Health Ontario (Alliance and OCSA) advocacy efforts for recruitment and retention funds 2. Develop Centre Fundraising plan	Andy  John	Q2  Q3		
Providing meaningful experiences for more volunteers	Increase in # of volunteers through meaningful volunteer experiences	1. Undertake Volunteer Engagement Survey to identify Training and other needs	Barry	Q3		

Strategic Direction 2 - Reconnect with our team to co-create a meaningful, healthy, and compassionate workplace						
Priority	3 Year Outcomes	1 Year SMART Objectives	Lead	Timeline (Q 1/2/3/4)	Status (R/Y/G)	Progress Update
Leading with courage using open, respectful and timely communication	Demonstrated open, respectful, and timely dialogue as articulated by all at the Centre All at the Centre have the tools to communicate in open, respectful and timely ways	1. Improve communication skills, team culture, and build shared accountability for our attitudes, behaviours, and actions	Andy	Q2		

Strategic Direction 3 - Redesign a stronger healthcare system in collaboration with our partners						
Priority	3 Year Outcomes	1 Year SMART Objectives	Lead	Timeline (Q 1/2/3/4)	Status (R/Y/G)	Progress Update
Engaging in and influencing the outcomes of the Elgin Ontario Health Team	We are engaged in the Elgin OHT representing West Elgin and have strong voice in influencing the priorities of the Elgin OHT	1. Active participation in Elgin OHT governance, leadership and subcommittee work 2. Implement COPD and other Elgin OHT priority population initiatives	Andy	Q4		
			Kate	Q4		
Implementing shared opportunities with our primary care partners	Stronger primary care alliances and ability to serve collectively	1. Implement pooled resources with primary care partners for Elgin-wide Mental Health System Navigator(s) 2. Explore coordinated approaches to primary care outreach and delivery building on the COVID, Cold and Flu Care Clinic model	Barry	Q4		
			Kate	Q4		
Leveraging partnerships and community connections to support our clients	Strong network of supports for our communities	1. Undertake Client Satisfaction Survey to identify client and community needs 2. Build on current partnerships to create opportunities to bring additional services to Rodney, Dutton and West Lorne	Andy  Andy/ Kate	Q3  Q4		

**Strategic Direction 3 - Redesign a stronger healthcare system in collaboration with our partners**

<b>Priority</b>	<b>3 Year Outcomes</b>	<b>1 Year SMART Objectives</b>	<b>Lead</b>	<b>Timeline (Q 1/2/3/4)</b>	<b>Status (R/Y/G)</b>	<b>Progress Update</b>
Creating a resilient, responsive organizational structure	Our structure is responding to the evolving changes within the health system	1. Support Assisted Living/ Community Support Services organizational structure renewal 2. Reimagine Administrative services delivery across the entire Centre (Admin Team, Diabetes, CSS/AL and Board)	Barry  John	Q2  Q3		