



Strategic Plan 2012 - 2017

Final Draft – February 13, 2012

Table of Contents:

1. Introduction	Page 2
a. Collaborative Planning	
b. Process to Create this Plan	
c. Alignment with Integrated Health Service Plan of the Champlain LHIN	
2. The Carlington Story	Page 3
3. Vision, Mission and Values	Page 6
4. Environmental Scan Summary	Page 7
5. Strategic Directions and Goals	Page 11
6. List of Appendices	Page 15

1. Introduction

a. Collaborative Planning

In early 2011, Carlington Community Health Centre (CCHC) joined with three other Ottawa-area Community Health Centres (CHCs) to undertake a joint strategic planning process. The Centres involved are Carlington, South-East Ottawa, Centretown and Pinecrest-Queensway.

This is the first time in Ontario that CHCs have collaborated in this way. The intention is to improve service delivery and create efficiencies through shared planning and strategic collaboration. Within a common planning framework the CHCs identified shared priorities which they will address over the next five years (2012-2017). In addition to shared priorities, each CHC has identified a few CHC-specific priorities.

b. Process to Create this Plan

Key milestones:

June – July 2011: CCHC held seven community engagement sessions (involving 99 clients and community members), conducted an electronic survey (responded to by 14 community partners), and held two staff focus groups - one for staff reps, and the other for program managers.

August 18, 2011: CCHC results were combined with information gathered by the other three CHCs, as well as interviews from common partners, to create a “Planning Summit Workbook”.

September 24, 2011: Ten representatives from each of the four CHCs (as well as observers from Sandy Hill and Somerset West CHCs) gathered for a full-day “Planning Summit” to identify shared strategic directions and goals.

October 27, 2011: Approximately 80 directors and staff met to review CCHC’s Vision, Mission and Values, and to identify CCHC-specific strategic directions, goals and indicators.

December, 2011: The results of the October 27 session have been incorporated into this strategic plan.

See Appendix II.E for a flowchart that outlines the collaborative strategic planning process.

c. Alignment with the Integrated Health Service Plan of the Champlain LHIN

This plan was produced with reference to, and in alignment with, the Integrated Health Service Plan (IHSP) of the Champlain Local Health Integration Network (LHIN).

2. Carlington Community Health Centre: Our History and Services

CCHC History

Carlington Community Resource Centre was incorporated in 1984 to provide social services in the community. In 1991 health services were added and in 1995 the centre changed its name to Carlington Community & Health Services. In 1993 the centre moved to its current location at 900 Merivale Road. In June 2009 the centre's name was officially changed to Carlington Community Health Centre to more accurately reflect the scope of services offered.

Overview of CCHC Services

CCHC provides a wide range of health, social and community services within the 'Community Health Centre Model of Care' framework. CCHC focuses on the broad determinants of health, including primary health care and social factors that influence the health of individuals, families and communities. It pays particular attention to those who are most vulnerable and who face multiple barriers to accessing services. The Centre prides itself in having a diverse mix of staff, volunteers and students who reflect the diversity of the broader community.

Over the years, the Centre has adapted and grown to meet the changing needs of individuals, families and communities within its catchment area. The Centre provides a wide range of holistic, multidisciplinary services to clients and communities, with some services offered City-wide in collaboration with other organizations. CCHC has approximately 100 staff members, 90-100 volunteers and an annual operating budget of more than \$8 million.

Carlington CHC Provides the Following Services:

Assertive Community Treatment Team (ACTT)

The Assertive Community Treatment Team (ACTT) provides services to people who have long-term mental health needs.

Services include:

- Rehabilitation activities
- Treatment intervention
- Crisis intervention
- Individualized recovery planning
- Classes and groups

Health Promotion & Counselling Services

The Health Promotion & Counselling team helps community members improve their health and quality of life. Health Promoters work with community groups and individuals to ensure that programs and services meet community needs and concerns. Counsellors work with individuals and families to help them deal with challenges in their lives by building on their strengths.

Health Promotion programs include:

- Chronic Disease Prevention and Management
- Community development
- After School
- Youth drop-in
- Homework clubs
- Housing support
- Work with newcomers
- Health promotion with seniors and youth

Counselling programs include:

- Crisis intake
- Youth, individual and family counselling
- Mindfulness-Based Stress Reduction
- Harm reduction
- Transition housing support work
- Services for women fleeing abusive relationships

Medical Clinic

Clients visit our medical clinic for numerous reasons including health check-ups, immunization, family planning, well-baby and child care, and management of chronic and short-term health problems.

Clients are encouraged to call ahead to make appointments but can usually be accommodated on the same day in cases of urgency. The Centre also offers an afternoon walk-in clinic for registered patients.

CCHC's Registered Nurses provide health information and advice by telephone. They also refer clients to other medical services including:

- Nutrition counselling by a Registered Dietician (groups and individuals)
- Home, hospital and palliative visits
- High school health clinics led by a Nurse Practitioner
- Foot care and chiropody
- Anonymous HIV Testing
- Lung Health Programs
- Seasonal influenza and other immunization clinics

Parent Child Team

CCHC's Parent Child program is for families with children 0 – 6 years old. The Centre also offers programs and services to women who are pregnant.

Services include:

- Drop-in programs
- Pre-natal programs
- Parenting support and education
- Information and referrals
- Breastfeeding help
- Emergency help with baby supplies/items
- Headstart nursery school

CCHC Catchment Area Demographics

See Appendix I.A for a summary of CCHC catchment area demographics.

3. Vision, Mission and Values

CCHC plans to revise its Vision, Mission and Value Statements over the next few years. The Centre's current identity statements are listed below.

Vision

At Carlington Community Health Centre we strive to build healthy inclusive communities through:

- *High Quality Programs and Services*
- *Satisfied Empowered Clients*
- *Community Ownership and Support*
- *Trained, Professional, Engaged Staff*
- *Committed Volunteers*
- *Welcoming Space*

Mission

We are committed to the well-being of our community. We promote, through a supportive environment, social, economic, physical, mental and environmental health. In fulfilling this mission, we are committed to providing quality health and social programs in both official languages based on the following guiding principles:

Values and Beliefs

We believe that:

- *All people have the right to the essential conditions and resources for good health: peace, shelter, education, food, income, social justice, equity and a healthy environment*
- *Justice and dignity are rights of all people regardless of gender, race, culture, age, social-economic status, sexual orientation, religion, marital status, ability or health condition*
- *Women and children are two historically disadvantaged groups in society; we work to increase their choices and autonomy through challenging and changing systems and attitudes that perpetuate poverty, injustice or violence against women and children*
- *The promotion of good health involves a focus on the whole person*
- *We are directed by the communities we serve*
- *In building and supporting a healthy community, we focus on mutual respect, teamwork and collaboration*

4. Environmental Scan

The “Spring 2011 Environmental Scan”, prepared as part of the collaborative planning process, provides the national, provincial and regional context for our planning. (Special thanks to Alice Hutton, Community Health Planner at Centretown CHC for drafting the Environmental Scan with input from the Steering Committee. See full text in Appendix II.B.) The following is a summary of the factors considered when planning. They come from the Scan and were topped up with input from community members, partners, staff and board members.

a) PEOPLE AND COMMUNITY

- Poverty / Widening gap between rich and poor / Social inequity
- Growing seniors population
- Social isolation
- Increasing complexity of health needs
- Increasing incidence of chronic disease
- Growing number of newcomers to Canada / Diversity of cultures and languages
- Increased demand for mental health and addiction services
- Lack of affordable, safe, secure housing
- Need for increased public transit
- Needs of children and youth
- Increased use of social media
- Hunger / Need for food security
- High school drop-out rates are high in some areas
- Consumer culture promotes unhealthy lifestyles
- Unstable and sluggish economy
- “Tough on crime” agenda

b) HEALTH AND SOCIAL SERVICES

- Funding constraints
- Rising health care costs
- Increased demand for primary care (while the system is at capacity)
- Growing emphasis on quality, efficiency and accountability
- Pressure to coordinate and integrate services to improve quality and reduce costs
- Increasing focus on health promotion, capacity-building and the social determinants of health
- Need for chronic disease prevention and management
- Pressure on staff to “do more with less”
- Changing use of information technology (e.g. electronic medical records by 2015)
- Challenge to attract and retain professional staff
- Challenge to inform community and decision-makers of CCHC services
- Volatile political climate (federal & provincial elections)

c) WHAT'S WORKING WELL AT CHCs

Partners, community members, clients, staff and board members shared what they value most about the CHCs. These are factors to be maintained and strengthened as CCHC and the other CHCs move forward.

What CHCs Do

- Offer a wide range of holistic, client-centred programs and services
- Offer accessible, interdisciplinary, high quality primary health care
- Refer people to the right services when CHCs can't help
- Engage in advocacy at the personal, group and systems levels (for system change, and on behalf of vulnerable populations)
- Use the CHC Model of Care
- Work on the "cutting edge" of the Social Determinants of Health and health equity

How CHCs Work

- We have a strong shared belief that "Everyone Matters": we value diversity, inclusion, justice, equity
- We create a friendly, welcoming atmosphere
- We are deeply connected to the community: CHCs "have the pulse" of what is needed
- We reach out to and engage diverse, vulnerable, hard-to-reach populations

- We strive to reduce barriers and improve access to services
- We create opportunities for social inclusion and cohesion
- We are flexible, responsive, nimble and willing to take risks
- We use a client-focused, inter-team and inter-disciplinary approach
- We collaborate with other CHCs and external partners
- We apply best practices to plan, deliver and evaluate programs and services
- We value the well-being of our staff and volunteers: we provide opportunities for personal and professional growth
- We have engaged and dedicated volunteers
- We have a creative, dedicated, innovative, diverse, approachable, open-minded staff
- We have good leadership and mature governance

d) SPECIFIC FACTORS RELATED TO CARLINGTON CHC

In addition to the factors listed on pages 7 and 8 above, Carlington community members and partners identified the following strengths and needs:

Community Strengths:

- Diversity (of people, services, businesses, schools etc)
- Being able to walk, bike or take public transit to services, shopping, schools etc
- Good health care and other community services
- Wide variety of social, cultural and recreational opportunities

What Clients and Communities Value Most About Carlington CHC:

- The variety, quality and creativity of programs and services
- Holistic health care, wrap-around approach
- Helpful, friendly staff, welcoming environment
- Buns in the Oven, Bundles of Joy
- Programs at DD
- Social, recreational and other programs for seniors e.g choir
- Assertive Community Treatment Team (ACTT)
- Family Marketplace
- Home visits for expecting and new parents

Community Needs:

- Poverty reduction and assistance to meet basic needs (housing, food, employment, primary care and child care) (11)
- Access to safe, affordable, secure, healthy housing, including domiciliary housing (8)
- Programs and supports for mental health and addictions (8)
- Increased access to primary and dental care (drop-ins, evenings, weekends, off-site services)
- Family services e.g. prenatal, parenting, counseling (7)
- Programs for children (childcare, playgroups) (5)
- Services for newcomers (navigators, services in more languages) (5)
- Programs for youth (sports, recreation, finding jobs, homework help, counseling for youth at risk) (4)
- Better public transit, including a bus stop at the CHC (4)
- Food security: convenient access to affordable, healthy food (4)
- Programs to increase safety and reduce crime in public spaces (3)
- Services for seniors (social, recreational, health care) (3)
- Increased community awareness of CCHC programs and services (3)

5. Strategic Directions and Goals 2012 - 2017

Carlington Community Health Centre (CCHC) has identified the following Strategic Directions and Goals for 2012 - 2017.

Strategic Directions and Goals in shaded boxes are shared with three other CHCs: South-East Ottawa, Pinecrest-Queensway and Centretown. Goals in un-shaded boxes are unique to CCHC.

The planning process resulted in four Strategic Directions (all of which are shared with the other three CHCs), eleven shared Goals (shades boxes), and five additional Goals unique to CCHC (un-shaded boxes).

FOCUS AREA Strategic Direction	Goal
1. ADVOCACY Promote social change to enhance the health and well-being of individuals and communities.	1.1 Advocate for safe, secure, healthy, affordable housing for Ottawa residents.
	1.2 Demonstrate the value of the CHC Model to community leaders, decision-makers and funders.
	1.3 Advocate for public policy and system change for the benefit of our most vulnerable populations and communities.
	1.4 Support and enable clients and community members to advocate for themselves.

FOCUS AREA Strategic Direction	Goal
2. SOCIAL CAPITAL Build the capacity of communities to take control of the factors influencing their health and well-being.	2.1 Increase collaboration to build safe and vibrant neighbourhoods.
	2.2 Build civic engagement.
	2.3 Increase community members' awareness of CHCs.
	2.4 Develop and strengthen community leadership for individuals and community organizations.

FOCUS AREA Strategic Direction	Goal
3. QUALITY CARE AND SERVICES Provide high-quality programs and services.	3.1 Increase access to programs and services.
	3.2 Increase the efficiency and effectiveness of programs and services.
	3.3 Build collective CHC capacity to address health equity.
	3.4 Improve and increase CHC capacity to measure health outcomes.
	3.5 Build capacity to evaluate our services and ensure integration of client feedback.

FOCUS AREA Strategic Direction	Goal
4. ORGANIZATIONAL CAPACITY Continually adapt our workplace practices to strengthen the health of the organization.	4.1 Attract and retain qualified staff, students and volunteers.
	4.2 Provide an inclusive work environment valued by staff, students and volunteers.
	4.3 Increase donor and volunteer support.

List of Appendices

- I. Carlington-specific Planning Information**
 - A. Carlington CHC Catchment Area Demographics
 - B. Community Health Centre Model of Care
 - C. Summary of Stakeholder Input (Board, Staff and Community)
 - D. October 27, 2011 Board-Staff Planning Session Materials
 - i. Agenda
 - ii. CCHC Strategic Planning Workbook
 - iii. October 27 Planning Session Notes

- II. Other Background Documents**
 - A. “Common Elements” Report
 - B. Spring 2011 “Environmental Scan”
 - C. Summary of Input from Common Partners
 - D. Report of the Strategic Planning Summit
 - E. Collaborative Planning Process Flowchart