

# STRATEGIC PLAN

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South Georgian Bay  
Community Health Centre

2021 - 2024

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2021-2024 STRATEGIC PLAN

South Georgian Bay  
Community Health Centre



# ABOUT US

## Who We Are

The South Georgian Bay Community Health Centre is a non-profit, community-governed, charitable organization that focuses on the health and wellbeing of individuals in our community. We do this by providing:

**Health care services** - such as doctors, nurse practitioners, dietitian, system navigators, social workers etc.

**Free community programs** - such as food workshops, diabetes support groups, mindfulness workshops, chronic disease education and others

**Community development** - to support and advocate for important community issues such as housing and food insecurity

We serve the areas of Wasaga Beach, Clearview, Collingwood, Elmvale and the Blue Mountains. Our health care services and programs are available to all members of our community, including those who experience barriers accessing health care.

## Model of Health and Wellbeing



## MISSION, VISION, AND VALUES

### OUR MISSION

To build collaborative and inclusive pathways to health

### OUR VISION

Health and wellbeing of those we serve

### OUR VALUES

**Inclusive** - We actively seek ways to include and welcome members of our community to participate in meaningful ways.

**Collaborative** - We make the best use of our talents through teamwork, community partnerships and other collaborative approaches.

**Accessible** - We are committed to breaking down barriers to good health and wellbeing in our community

**Respectful** - Every ONE is a unique and valued member of the community and with therefore be treated with fairness and openness

**Equitable** - We recognize differences among people and treat people differently according to their needs in order to achieve equality of access.

# STRATEGIC PLANNING PROCESS



In 2021, the South Georgian Bay Community Health Centre (SGBCHC) embarked on the development of a new three-year Strategic Plan to reflect on the organization's future direction – how the CHC, its clients, community and partners were evolving, and the emerging health care needs within the community. An essential part of this process was engagement with our broader community to help shape our work over the coming years. The SGBCHC received essential feedback from clients, staff, volunteers, community members and partners.

The SGBCHC Board of Directors and the management team identified initiatives that support organizational growth and strategic direction within the framework of the CHC's mission, vision and values. Taking into consideration the broader landscape as it pertains to the COVID-19 pandemic and recovery, the planning process included analyzing the CHC's services, programs and initiatives being offered to the community, coupled with the long-term outcomes that the CHC is trying to achieve.

At the heart of this plan is a reaffirmation of the SGBCHC's commitment to addressing the social determinants of health and supporting the most vulnerable living in our communities.

## Our Strategic Priorities

1

Advance Our  
Community

We will promote and support the health and well-being of those we serve

2

Advance Our  
Culture

We will foster an energetic and caring culture where everyone matters

3

Advance  
Our System

We will encourage and advance a collaborative healthcare system that supports people living with vulnerabilities

# OUR STRATEGIC PRIORITIES



## Advance Our Community

We will promote and support the health and well-being of those we serve

### HOW WE WILL GET THERE

#### Advocate for community action to address the social determinants of health

There are many social determinants of health that impact the health and wellbeing of individuals in the communities that we serve. As a CHC, it is our mandate to work towards addressing these barriers. We will do this by:

- Increasing community engagement through social media, monthly newsletters, program guides, press releases and website updates
- Taking part in regional committees and participating in community events that advocate for community action to address the social determinants of health

#### Promote and preserve our specialty in serving people living with vulnerabilities

- With the help of our local community, our CHC will continue to fundraise to help support initiatives that are critical to improving access to services for our vulnerable clients including prescriptions, medical devices, transportation, grocery gift cards and more
- Our staff will attend community events to help build partnerships and promote our CHC's free community programs
- Our clinical staff will continue to take part in various community outreach initiatives to help support people living with vulnerabilities, especially during the pandemic. Examples include COVID-19 vaccination clinics, flu shot clinics and COVID-19 testing

#### Offer community wide programs and workshops that are rooted in our Model of Health and Wellbeing

- The SGBCHC will continue offering free workshops and group programs to members of our community each year that focus on the Model of Health and Wellbeing including mental health workshops, diabetes support programs, workshops to help address social isolation, chronic disease education and more
- With the support of our recently hired Community Program Coordinator and Assistant, our CHC will continue to focus on expanding our program offerings and volunteer program to better serve the health care needs of our community

## SOCIAL DETERMINANTS OF HEALTH

Many factors have an influence on health. In addition to our individual genetics and lifestyle choices, where we are born, grow, live, work and age also have an important influence on our health.

Determinants of health are the broad range of personal, social, economic and environmental factors that determine individual and population health. The main determinants of health as defined by Public Health Canada (2020) include:

- Income and social status
- Employment and working conditions
- Education and literacy
- Childhood experiences
- Physical environments
- Social supports and coping skills
- Healthy behaviours
- Access to health services
- Biology and genetic endowment
- Gender
- Culture
- Race / Racism

# OUR STRATEGIC PRIORITIES



## Advance Our Culture

We will foster an energetic and caring culture where everyone matters

### HOW WE WILL GET THERE

#### Ensure clients feel safe and their unique needs understood

To ensure that we receive ongoing feedback from our clients on their experience with their care, the SGBCHC will:

- Continue to conduct a yearly client satisfaction survey to ensure our clients' needs are being understood and met, and to help us evaluate program quality and health outcomes
- Provide an opportunity for clients and/or the community to easily submit a complaint or issue, and have them reviewed and addressed without fear of embarrassment or reprisal

#### Ensure staff feel safe, heard, and supported in their roles

The SGBCHC strives to cultivate a positive workplace culture and employee experience that supports our staff's professional development, productivity, performance as well as stress management and mental wellbeing. We will achieve this by:

- Identifying and implementing organizational strategies to support staff wellbeing including conducting an annual staff survey, providing monthly staff newsletters and opportunities for staff to take part in various celebrations throughout the year
- Continue to offer on-site health and wellness services such as flu shots, COVID testing, and COVID vaccination for all staff and their family members

#### Ensure partners and volunteers feel valued and a sense of belonging

Our partners and volunteers are vital to the success of our organization. The work that our volunteers perform make it possible for the SGBCHC to offer a variety of programs and workshops to our clients and the communities of South Georgian Bay. We will ensure that our partners and volunteers know they are valued through:

- Conducting an annual volunteer and partner survey
- Communicating regularly with our volunteers and planning for the future
- Celebrating our volunteers at our yearly Volunteer Appreciation Day
- Providing our volunteers with opportunities to learn new skills and join a dynamic team

“Community Health Centres, like the SGBCHC, enhance community vitality and people’s sense of belonging by putting people and communities at the centre of governance, as well as services and program development. We are so thankful for our community partners, volunteers and clients who share a sense of ownership and pride in our health centre.”

~Heather Klein Gebbinck, Executive Director, SGBCHC

# OUR STRATEGIC PRIORITIES



## Advance Our System

We will encourage and advance a collaborative healthcare system that supports people living with vulnerabilities

### HOW WE WILL GET THERE

**Collaborate with member organizations of the South Georgian Bay Ontario Health Team to achieve a stronger, more effective and accountable local system of care**

Achieving a stronger, more effective and accountable local system of care is a priority for the South Georgian Bay CHC. As a core member of the South Georgian Bay Ontario Health Team (SGBOHT), our strategic goal is to encourage and advance a collaborative healthcare system that supports people living with vulnerabilities.

**Contribute to the development of a care system that builds upon and significantly advances the health of our community**

The South Georgian Bay Ontario Health Team has been working to create a connected health and social care system focused on what is most important to our local citizens living in South Georgian Bay. Being one of the core partners, our CHC will play a leadership role in collaborative discussions regarding the development of the SGBOHT's work plan, with a strategic focus on health and social issues that affected our community throughout the pandemic.

**Be a high achieving healthcare organization**

A high achieving healthcare organization improves health outcomes and client experiences while limiting the increases in expenditures. Our CHC will continue to strive to be a high achieving healthcare organization by:

- Demonstrating best practice in governance
- Balancing yearly budget and deliverables
- Achieving Accreditation status



# NEXT STEPS

Thank you to our community members, partners and clients who generously shared their insights and feedback during our community consultations. We would also like to thank our Board of Directors and staff members who contributed their time and expertise. We have listened carefully and your voices have been instrumental in the creation of the strategic plan.

Our newly developed priorities provide us with clear direction to guide the CHC in the coming years. Together, as a Board of Directors and management team, we have jointly committed to the future success of the organization and our mission, vision and values. As we move forward with our strategic goals and objectives, we look forward to sharing the CHC's accomplishments with our community.

## ACTION ITEMS

- Communicate the strategic plan to staff, clients and our community
- Develop annual organizational goals and objectives based on the strategic priorities
- Share regular updates on the CHC's accomplishments and performance with our community
- Seek regular feedback from our staff, partners, clients and community

We are excited about the three years ahead, as we build on the SGBCHC's over 10 year history of providing our community with exceptional primary healthcare programs and services. Thank you for your continued support.

Sincerely,



John Robbins  
Board of Directors  
Chair, SGBCHC



Heather Klein Gebbinck  
Executive Director,  
SGBCHC

