

Organizational Capacity

STRATEGIC DIRECTION: Create and nurture a culture that values quality, accountability, initiative and innovation

KEY RESULT AREA

1.0 Quest CHC known as an Employer of Choice

TARGETS

- 1.1 Organizational culture/staff satisfaction measured and new strategies to improve workplace experience identified by March 31, 2016 and ongoing
- 1.2 A healthy workplace and a positive, supportive and respectful organizational culture fostered and maintained

KEY RESULT AREA

2.0 Effective Board Leadership Strategy

TARGETS

- 2.1 Board recruitment strategies that reflect organizational needs/growth implemented, together with leadership development within the Board, by September 30, 2015 and ongoing
- 2.2 Framework for Board participation in Quality Improvement activities developed by December 31, 2015
- 2.3 Board implementation of a minimum of three Community Engagement/Capacity Building strategies by March 31, 2017

KEY RESULT AREA

3.0 Quality Management System that supports the client through continuous organizational and service evaluation, and improvement

TARGETS

- 3.1 Continuous service evaluation and improvement processes designed and implemented for Quest CHC Programs by December 31, 2015, and ongoing
- 3.2 Quest's Quality Improvement Plan and Quality Work Plan(s) for key CHC activities/functions strengthened and refined
- 3.3 Research opportunities are explored through alliances with local and provincial learning centres and initiatives by September 30, 2017

KEY RESULT AREA

4.0 Partnerships and relationships that enhance effectiveness

TARGETS

- 4.1 Partnerships/service agreements with community stakeholders, that maximize Quest's capacity to respond to clients' needs, explored and developed on an ongoing basis
- 4.2 Access to dental services for priority populations is increased by working with community partners and funders by September 30, 2015 and ongoing
- 4.3 A community support services hub, that maximizes service access/availability to clients and gains economies of scale in critical support functions explored and developed as appropriate by December 31, 2017 and ongoing

KEY RESULT AREA

5.0 Quest's Model of Primary Health Care takes into account service delivery trends as well as funding priorities, while maximizing access to client services and optimizing use of resources

TARGETS

- 5.1 Staff complement aligned with programs, service delivery requirements, client needs and available funding (the right person, in the right place, at the right time) by March 31, 2016 and ongoing
- 5.2 CHC Model of Health and Wellbeing integrated at Quest CHC, including promoting Board/staff awareness and understanding, as well as program and service development and delivery, by March 31, 2016

KEY RESULT AREA

6.0 Organizational Accreditation

TARGETS

- 6.1 Accreditation Review completed and Workplan in place by September 30, 2017
- 6.2 Accreditation achieved by December 31, 2018

KEY RESULT AREA

7.0 Private, municipal, provincial and federal funder's support and appreciation for the CHC Model in primary health care

TARGETS

- 7.1 Projects and research to reinforce the features and financial benefits (e.g. improved client outcomes, fewer unnecessary ER visits) of the CHC Model identified and implemented, and results promoted by June 30, 2017 and ongoing

Client and Community Perspective

STRATEGIC DIRECTION: Demonstrate a positive and recognized impact on individual and community health and well-being

KEY RESULT AREA

1.0 Healthy individuals and community

TARGETS

- 1.1 Equitable and timely client access to services improved by December 31, 2015 and ongoing
- 1.2 Quest's continuum of core primary health care programs and services is enhanced to address newly identified needs by March 31, 2016 and ongoing

KEY RESULT AREA

2.0 Inclusivity, community leadership and active participation in addressing the social determinants of health

TARGETS

- 2.1 Community capacity building opportunities identified for Staff and implementation underway by September 30, 2015 and ongoing
- 2.2 Opportunities for student placements continue to be identified, explored and implemented by March 31, 2016
- 2.3 Evidence based solutions to address key primary health care issues experienced by Quest CHC Clients are identified, promoted and advocated for by June 30, 2016 and ongoing
- 2.4 Volunteer Program design finalized and implementation completed by December 31, 2016

Strategic Plan 2015 to 2018

Our Mission

Quest CHC provides primary health care services to individuals experiencing social, economic and cultural barriers while promoting wellness, community and social justice.

Our Vision

A healthy and engaged community that participates, collaborates, celebrates and grows.

Our Core Values

Quest believes that all people have a right to be treated with dignity and respect, acknowledging that all forms of oppression including racism, sexism, ableism, heterosexism, ageism, classism and economic oppression impact the health and well-being of individuals and communities. Board and staff operationalize this belief by ensuring that all our actions are guided by the following **core values**:

- Health Promotion
- Empowerment
- Service Access
- Accountability
- Sustainability
- Learning and Innovation
- Holistic Practice and Collaboration
- Ecological and Environmental Responsibility

Quest believes that focusing on the most disadvantaged will benefit everyone in the community and society.

Financial Stewardship

STRATEGIC DIRECTION: Develop balanced revenue streams that sustain and optimize organizational growth and development

KEY RESULT AREA

1.0 Financial accountability and minimized exposure to risk

TARGETS

- 1.1 Fiscal infrastructure reviewed and updated as appropriate by December 31, 2015
- 1.2 Financial planning processes/procedures to maximize accountability and use of fiscal resources identified and implemented by March 31, 2016 and ongoing
- 1.3 Performance Benchmarks with other CHC's in comparable communities, developed, implemented and monitored by December 31, 2016

KEY RESULT AREA

2.0 Increased revenues

TARGETS

- 2.1 Successful funding applications submitted to sources, in addition to the LHIN, by March 31, 2016 and on an ongoing basis
- 2.2 Volunteer Dental Program funding that supports program's continued operation in place by December 31, 2015

KEY RESULT AREA

3.0 CHC Foundation/fundraising model

TARGETS

- 3.1 Foundation/fundraising options explored and decision made re feasibility/model by November 30, 2016
- 3.2 Foundation/fundraising model initiated by March 31, 2018

Internal Business Perspective

STRATEGIC DIRECTION: Build a strong, sustainable and safe organization

KEY RESULT AREA

1.0 An effective and efficient organization

TARGETS

- 1.1 Administrative policies/systems/processes to support effective and efficient service delivery and accreditation identified and established by December 31, 2015
- 1.2 Information collection and participation in processes to inform purchase and/or implementation of new/updated Management Information Systems / Electronic Medical Records completed by December 31, 2015

KEY RESULT AREA

2.0 Public recognition and understanding of Quest CHC as a Registered Charity providing a unique, holistic and interdisciplinary model of health and wellbeing in Niagara

TARGETS

- 2.1 Communication/Marketing Strategy developed and implemented by December 31, 2015 and ongoing.
- 2.2 Social Media strategies in place by March 31, 2016

KEY RESULT AREA

3.0 Permanent Site/Physical Space that meets MOHLTC standards and Quest CHC requirements

TARGETS

- 3.1 MOHLTC & LHIN approval for Quest CHC Permanent Site Stage Two Functional Program by October 31, 2015
- 3.2 Stages Three (Design), Four (Construction Procurement) and Five (Construction Completion) completed March 31, 2017

KEY RESULT AREA

4.0 Organizational structure that incorporates the potential benefits/economies of scale to be achieved through integrated administrative functions and back office supports

TARGETS

- 4.1 Opportunities for and feasibility of back office integration re finance and human resources identified and explored by September 30, 2016

KEY RESULT AREA

5.0 Quest operational in permanent space

TARGETS

- 5.1 Transition Plan to support move to permanent space prepared by December 31, 2016
- 5.2 Transition Plan to support move to permanent space implemented by June 30, 2017.



Strategic Plan 2015 to 2016

➔ Organizational Capacity STRATEGIC DIRECTION: Create and nurture a culture that values quality, accountability, initiative and innovation					
	1ST QTR Apr May June	2ND QTR July Aug Sept	3RD QTR Oct Nov Dec	4TH QTR Jan Feb Mar	RESPONSIBILITY
KEY RESULT AREA 1.0: Quest CHC known as an Employer of Choice					
1.1 Organizational culture/staff satisfaction measured and new strategies to improve workplace experience identified by March 31, 2016 and ongoing				4TH QTR +ONGOING	ED
1.2 A healthy workplace and a positive, supportive and respectful organizational culture fostered and maintained				+ONGOING	BOD/ED/PD
KEY RESULT AREA 2.0: Effective Board Leadership					
2.1 Board recruitment strategies that reflect organizational needs/growth implemented, together with leadership development, by September 30, 2015 and ongoing		2ND QTR +ONGOING			BOD/ED
2.2 Framework for Board participation in Quality Improvement activities developed by December 31, 2015			3RD QTR		BOD/ED
KEY RESULT AREA 3.0: Quality Management System that supports the client through continuous organizational and service evaluation, and improvement					
3.1 Continuous service evaluation and improvement processes designed and implemented for Quest CHC Programs by December 31, 2015, and ongoing			3RD QTR +ONGOING		ED/PD
3.2 Quest's Quality Improvement Plan and Quality Work Plan(s) for key CHC activities/functions strengthened and refined				+ONGOING	ED/PD
KEY RESULT AREA 4.0: Partnerships and relationships that enhance effectiveness					
4.1 Partnerships/service agreements with community stakeholders, that maximize Quest's capacity to respond to clients' needs, explored and developed on an ongoing basis				+ONGOING	ED/PD
4.2 Access to dental services for priority populations is increased by working with community partners and funders by September 30, 2015 and ongoing		2ND QTR +ONGOING			ED/PD
KEY RESULT AREA 5.0: Quest's Model of Primary Health Care takes into account service delivery trends as well as funding priorities, while maximizing access to client services and optimizing use of resources					
5.1 Staff complement aligned with programs, service delivery requirements, client needs and available funding (the right person, in the right place, at the right time) by March 31, 2016 and ongoing				4TH QTR +ONGOING	ED/PD
5.2 New CHC Model of Health and Wellbeing integrated at Quest CHC, including promoting Board/staff awareness and understanding, as well as program and service development and delivery, by March 31, 2016					ED/PD

➔ Client and Community Perspective STRATEGIC DIRECTION: Demonstrate a positive and recognized impact on individual and community health and well-being					
	1ST QTR Apr May June	2ND QTR July Aug Sept	3RD QTR Oct Nov Dec	4TH QTR Jan Feb Mar	RESPONSIBILITY
KEY RESULT AREA 1.0: Healthy individuals and community					
1.1 Equitable and timely client access to services improved by December 31, 2015 and ongoing			3RD QTR +ONGOING		PD
1.2 Quest's continuum of core primary health care programs and services is enhanced to address newly identified needs by March 31, 2016 and ongoing				4TH QTR +ONGOING	PD
KEY RESULT AREA 2.0: Inclusivity, community leadership and active participation in addressing the social determinants of health					
2.1 Community capacity building opportunities identified for Staff and implementation underway by September 30, 2015 and ongoing		2ND QTR +ONGOING			ED/PD
2.2 Opportunities for student placements continue to be identified, explored and implemented by March 31, 2016					ED/PD

➔ Internal Business Perspective STRATEGIC DIRECTION: Build a strong, sustainable and safe organization					
	1ST QTR Apr May June	2ND QTR July Aug Sept	3RD QTR Oct Nov Dec	4TH QTR Jan Feb Mar	RESPONSIBILITY
KEY RESULT AREA 1.0: An effective and efficient organization					
1.1 Administrative policies/systems/processes to support effective and efficient service delivery and accreditation identified and established by December 31, 2015					ED
1.2 Information collection and participation in processes to inform purchase and/or implementation of new/updated Management Information Systems / Electronic Medical Records completed by December 31, 2015					ED/PD
KEY RESULT AREA 2.0: Public recognition and understanding of Quest CHC as a Registered Charity providing a unique, holistic and interdisciplinary model of health and wellbeing in Niagara					
2.1 Communication/Marketing Strategy developed and implemented by December 31, 2015 and ongoing.			3RD QTR +ONGOING		BOD/ED
2.2 Social Media strategies in place by March 31, 2016					PD
KEY RESULT AREA 3.0: Permanent Site/Physical Space that meets MOHLTC standards and Quest CHC requirements					
3.1 MOHLTC & LHIN approval for Quest CHC Permanent Site Stage Two Functional Program obtained by October 31, 2015					BOD/ED

➔ Financial Stewardship STRATEGIC DIRECTION: Develop balanced revenue streams that sustain and optimize organizational growth and development					
	1ST QTR Apr May June	2ND QTR July Aug Sept	3RD QTR Oct Nov Dec	4TH QTR Jan Feb Mar	RESPONSIBILITY
KEY RESULT AREA 1.0: Financial accountability and minimized exposure to risk					
1.1 Fiscal infrastructure reviewed and updated as appropriate by December 31, 2015					ED
1.2 Financial planning processes/procedures to maximize accountability and use of fiscal resources identified and implemented by March 31, 2016 and ongoing				4TH QTR +ONGOING	ED
KEY RESULT AREA 2.0: Increased revenues					
2.1 Successful funding applications submitted to sources, in addition to the LHIN, by March 31, 2016 and on an ongoing basis				4TH QTR +ONGOING	ED/PD
2.2 Volunteer Dental Program funding that supports program's continued operation in place by December 31, 2015					ED/PD