

Organizational Capacity

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

KEY RESULT AREA

1.0 Become an Employer of Choice

TARGETS

1.1 Foster and maintain a healthy workplace and a positive, supportive and respectful organizational culture by March 31, 2011 and ongoing

KEY RESULT AREA

2.0 Maintain an effective leadership strategy at the Board Level

TARGETS

2.1 The CHC governance and accountability model is clearly defined and implemented by March 31, 2011

2.2 Establish a Board Succession Plan by March 31, 2011

KEY RESULT AREA

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

TARGETS

3.1 Establish Quality Assurance Plans for key CHC activity areas by September 30, 2011

3.2 Continuous service evaluation and improvement processes designed and implemented for programs by December, 2011

KEY RESULT AREA

4.0 Enhance effectiveness through positive external partnerships and relationships

TARGETS

4.1 Explore opportunities for, and develop partnerships with, community stakeholders to maximize capacity to respond to our clients needs by June 30, 2011 and ongoing

4.2 Develop a community support services hub to maximize service access/availability to clients and gain economies of scale in critical support functions by March 31, 2013

4.3 Increase access to dental services for priority populations by working with community partners to establish and deliver dental services at the Quest CHC site, by January, 2011 and ongoing

4.4 Explore research opportunities through alliances with local and provincial learning centres and initiatives by March 31, 2013

KEY RESULT AREA

5.0 Invest strategically in a model of care that takes into account service delivery trends as well as funding priorities, while maximizing access to client services

TARGETS

5.1 Align staff complement with service delivery requirements and client needs (the right person in the right place at the right time) by March 31, 2011

KEY RESULT AREA

6.0 Achieve Accreditation Status

TARGETS

6.1 Accreditation Program selected and workplan in place to move forward with accreditation process by June 30, 2011

KEY RESULT AREA

7.0 Educate the community and funders re the financial benefits of the Community Health Centre Model in primary health care

TARGETS

7.1 Identify and participate in research projects to reinforce financial benefits of CHC primary care model by March 31, 2013

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

1.1 Responsive continuum of core primary health programs and services in place by Mar. 31, 2011

1.2 Dental services program in place by Mar. 31, 2011

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 and implemented by March 31, 2011 and ongoing

2.2 Volunteer program designed and implementation initiated by September 30, 2011

2.3 Policies and procedures to guide, monitor and assess Board and staff participation in community development, planning and outreach activities established by September 30, 2011

2.4 Integrated service delivery in place by June 30, 2012

Strategic Plan 2010/2013

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
- Accountability
- Holistic Practice and Collaboration
- Empowerment and Collaboration
- Sustainability
- Ecological and Environmental Responsibility
- Learning and Innovation

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 Ensure financial accountability and mitigate exposure to risk

TARGETS

1.1 Sound fiscal infrastructure in place by December 31, 2011

1.2 Maximize use of fiscal resources by March 31, 2011 and ongoing

1.3 Develop, implement and monitor Performance Benchmarks with other CHC's in comparable communities

KEY RESULT AREA

2.0 Increase revenues

TARGETS

2.1 Two successful funding applications submitted to sources other than LHIN by June 30, 2011

KEY RESULT AREA

3.0 Establish a CHC Foundation/fundraising model

TARGETS

3.1 Foundation/fundraising options explored and decision made re feasibility/model by March 31, 2012

3.2 Foundation/fundraising model initiated by March 31, 2013

Internal Business Perspective

STRATEGIC DIRECTION: Build a strong, sustainable and safe organization

KEY RESULT AREA

1.0 An effective and efficient organization is in place

TARGETS

1.1 Quality and safety processes to achieve accreditation expectations initiated in 2010 and completed by September, 2011

1.2 Administrative systems/processes to support effective and efficient service delivery established by March 31, 2011

1.3 Management Information System operational by March 31, 2011

KEY RESULT AREA

2.0 Invest strategically in a organizational structure that takes into account the LHIN's interest in/potential benefits to be achieved through integrated administrative functions and backroom supports

TARGETS

2.1 Opportunities for and feasibility of backroom integration re finance and human resources identified and explored by December 30, 2011

KEY RESULT AREA

3.0 Public recognition and understanding of Quest CHC as a Registered Charity providing a unique, holistic and interdisciplinary model of care in Niagara

TARGETS

3.1 Communication and Marketing Plan developed and implementation initiated by December 31, 2010

3.2 Plan for regular and ongoing communication and meetings with key stakeholders within the health, social services, education and business sectors established by March 31, 2011

KEY RESULT AREA

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

TARGETS

4.1 MOHLTC approval for Permanent Quest CHC site obtained by Dec. 30, 2011

KEY RESULT AREA

5.0 Quest operational in permanent space

TARGETS

5.1 Transition Plan to support move to permanent space prepared by Sept. 30, 2011

5.2 Transition Plan to support move to permanent space implemented by April 30, 2012

