

A HEALTHIER FUTURE TOGETHER

# Strategic Plan 2018 to 2021



**Quest**  
Community Health Centre  
Every One Matters.

# Message from the Chair and Executive Director

On behalf of the Board of Directors it is our pleasure to present Quest Community Health Centre's new Strategic Plan for 2018-2021. Our Plan "A Healthier Future Together," will provide Quest with a road map to direct our work for the next three years. It speaks to the fact that we are engaging our clients, staff, volunteers, community partners, and funders to embrace the future and make it even better. In doing so we will focus on five key priorities:

- Providing high quality, equitable and timely services.
- Optimizing collaborative partnerships.
- Fostering a culture of learning, leadership and growth.
- Increasing awareness of the exceptional role Quest plays to improve the lives of our clients and strengthen our community.
- Creatively seeking and securing sufficient and stable resources to strengthen and grow.

We are excited to launch this new Strategic Plan. We want to thank the Strategic Planning Committee Chair Gail Riirimaki for her leadership, along with the Committee members Mary Jane Johnson and Anne Rockingham for their generous contributions of time and expertise.

A pillar of strategic planning is stakeholder engagement. We extend our appreciation to the many individuals and organizations that provided input into the process, both across the Region and within Quest. Through thoughtful dialogue we heard that Quest CHC is recognized as a strong, value-based and mission-focused organization. The agency is an integral part of the broader human services system, with essential programs and services that enhance access and reach well beyond the local community. We also heard there are challenges and opportunities that merit our attention including further increasing client access, creative partnering and internal considerations, among others.

This plan will help Quest Community Health Centre build on past accomplishments and address key areas requiring our attention, as we move thoughtfully forward using our five new inter-related directions as a guide. As one of many leaders in Niagara's Primary Health Care system we will work with each of our stakeholders to improve the lives of people that face multiple barriers to achieving health and well-being and to strengthen our community. We will continue to reach towards achieving our Vision of "a healthy and engaged community that participates, collaborates, celebrates and grows."

*Rick*

Rick Kennedy  
**Board Chair**

*Coletta*

Coletta McGrath  
**Executive Director**



## OUR MISSION

Quest Community Health Centre supports individuals experiencing social, economic and cultural barriers by providing primary healthcare services and promoting wellness, community and social justice.

## OUR VISION

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

## OUR CORE VALUES

### Client Centred

We champion individual resilience, clients being the experts for their own lives, clients as leaders, and clients' goals guiding the services we provide.

### Integrity and Accountability

We are ethical, professional and trustworthy. We embrace open, community-centred governance, holding ourselves accountable for our commitments and making the most effective and appropriate use of our resources.

### Collaboration

We partner to achieve our mission and vision, and a climate of mutual support and harmony to maximize healing, human potential, and community.

### Social Justice, Equity and Access

We take action as allies and advocates for social change. We are committed to reducing barriers to access and achieving equitable, inclusive and respectful primary health care for all.

### Innovation

We encourage critical thinking, open communication and the exploration of new ideas and practices in order to create a stronger and more responsive primary health care system.

### Continuous Learning

We support a culture of continuous learning in order to better serve our clients and community.

 **Quality** As a Centre of Excellence in Primary Health Care we will continue to provide high quality, equitable, and timely services.

## OBJECTIVE 1: Reduce wait lists

### KEY ACTION STEPS

- Attract more volunteer resources for Chiropractic & Dental Services
  - Alternate Government funding
  - Recruit more volunteers

- Obtain continued funding for volunteer coordinator
- Identify opportunities for group oriented service delivery models
- Increase use of groups to address client needs
- Explore group medical visits
- Pilot group refresh orientations
- Explore strategies to reduce wait time list for trans care / Rainbow Niagara, including additional resources
- Work towards increasing Physician resources

### INDICATORS OF SUCCESS:

→ More timely access for clients

## OBJECTIVE 2: Develop and implement outcome measures

### KEY ACTION STEPS

- Further develop quality outcome measures across program areas
- Enhance staff training in evaluation methods
- Continue to measure Quest performance targets across CHC's
- Explore/identify "value for money" outcomes

### INDICATORS OF SUCCESS:

→ Improved ability to measure our impact

## OBJECTIVE 3: Increase resources to address community need and serve more clients

### KEY ACTION STEPS

- Increase current staff complement
  - Diversified funding sources
- Develop marketing strategies to increase community awareness (eg. telling our story, impact on the system)
- Help the community at large to understand our client population
- Increase awareness about Migrant Agricultural Workers' roles in Niagara and impact on economy
- Outreach to seniors to increase engagement in services
- Continue to respond to RFP's that address client needs

### INDICATORS OF SUCCESS:

→ More clients being served

## OBJECTIVE 4: Improve support to Mental Health and Addictions

### KEY ACTION STEPS

- Continue to expand Mental Health and Addiction Groups (e.g. similar to Smart Recovery Peer led groups)
- Explore Migrant Agricultural Worker Program group / program options to improve wellness / mental health
- Increase staff training and program delivery re: Pain, Addiction, Mental Health and Harm Reduction; focused on reducing stigma and increasing client led supports
- Increase training for Primary Care in supporting clients experiencing Mental Health and Addiction issues
- Increase training and utilization of Integrated Community Lead (ICL) Model of Care for clients experiencing Mental Health / Addiction issues
- Implement Best Practice Spotlight Organization Project re: Mental Health, Addictions and Crisis Management

### INDICATORS OF SUCCESS:

→ Clients receive the supports they need

## ➔ Partnerships

We will optimize collaborative partnerships to increase community capacity and create a client - centred experience that integrates and is seamless.

**OBJECTIVE 1:** Work with other types of primary health care models

### KEY ACTION STEPS

- Develop formalized shared care protocols for trans care clients
- Increase acceptance rate of Urgent Service Access Team clients by primary care providers
- Offer presentations yearly to other health care providers to increase awareness re: Quest Community Health Centre (CHC)

#### INDICATORS OF SUCCESS:

- ➔ Enhanced primary health care network
- ➔ Influencing and / or strengthening access to primary health care

**OBJECTIVE 2:** Work closer with Hamilton Niagara Haldimand Brant (HNHB) Local Health Integration Network (LHIN) and Ministry of Health and Long Term Care (MOHLTC)

### KEY ACTION STEPS

- Create opportunities to engage with / educate LHIN staff and Board re: Quest CHC model, and service effectiveness
- Develop a business case for increased resources to increase capacity (e.g. staffing)
- Move forward with Capital Project

#### INDICATORS OF SUCCESS:

- ➔ Enhance Funder's understanding of CHC capabilities
- ➔ Improve community and primary health care capacity

**OBJECTIVE 3:** Continue to work with Clients and other Niagara Community Organizations to create better service integration

### KEY ACTION STEPS

- Maximize and promote the use of the ICL model
- Identify strategic community partnerships Quest would like to enhance (e.g. Assertive Community Treatment Team {ACTT}, Home and Community Care, Mental Health and Addictions Response Team {MHART}, Safe Consumption Services, etc.)
- Ensure timely connection with clients who are hospitalized
- Maximize role of Client Advisory Committee as a partner in shaping services
- Increase community capacity re: health care for trans clients, including education to targeted groups
- Work with community partners to identify and reduce gaps in services that address the Social Determinants of Health

#### INDICATORS OF SUCCESS:

- ➔ More effective collaboration practices among partners
- ➔ Clients inform and access more seamless services

# A Healthier Future Together

## ➔ Leadership

We will foster a culture of learning, leadership and growth.

**OBJECTIVE 1:** Evaluate and implement best practice clinical management guidelines

### KEY ACTION STEPS

- Initiate Clinical Best Practice Spotlight Organization initiative including:
  - Explore methods for new evidence to be implemented
  - Develop opportunities for learning acquired by staff during training / workshops to be shared across team
  - Maximize Client self management opportunities

#### INDICATORS OF SUCCESS:

- ➔ Evidence of the use of Clinical Best Practice Guidelines

**OBJECTIVE 2:** Continue to evolve as a client - centred and responsive culture

### KEY ACTION STEPS

- Continue to enhance staff knowledge and skills regarding meeting the needs of Quest priority populations
- Continue to develop programming based on identified client needs (e.g. Diabetes Clinic)
- Enhance opportunities for client input into service delivery
- Facilitate access to appropriate community resources
- Ensure consistent and practical response to complex / crisis situations
- Continue to track client experience

#### INDICATORS OF SUCCESS:

- ➔ Programs are responsive to clients and clients feel heard
- ➔ Quest leadership in client engagement is enhanced
- ➔ Maintain high client satisfaction

**OBJECTIVE 3:** Identify opportunities to optimize management roles / activities across the organization

### KEY ACTION STEPS

- Explore creative options for increased management capacity
- Ensure staff involvement in operationalizing Strategic Plan

#### INDICATORS OF SUCCESS:

- ➔ Management strategies in place that support excellence



# Strategic Plan 2018-2021



## ➔ Telling our Story

We will increase awareness of the exceptional role Quest plays to improve the lives of our clients and strengthen our Community.

### OBJECTIVE 1: Develop key messages / stories

#### KEY ACTION STEPS

- Complete Story Branding / Marketing Work Plan
- Develop client profile stories
- Develop bi-annual press releases with topical subject matter (e.g. client profiles)
- Expand media outlets (e.g. local cable TV)
- Include client quotes, testimonials on wait room PPT
- Explore research opportunities to inform impact of social determinants of health

#### INDICATORS OF SUCCESS:

- ➔ Greater understanding of and commitment to the role and value of Quest CHC among all stakeholders

### OBJECTIVE 2: Strong social media presence

#### KEY ACTION STEPS

- Develop and implement a social media plan (e.g. FaceBook, Twitter, Instagram)
  - Determine potential to leverage Brock University or Niagara College students re: media and program communication studies students
- Align website / social media with marketing plan / Story Branding

#### INDICATORS OF SUCCESS:

- ➔ Greater understanding of and commitment to the role and value of Quest CHC among all stakeholders

### OBJECTIVE 3: Create and carry out plan to engage community leaders, including LHIN, provincial / federal politicians, civic leaders, philanthropists

#### KEY ACTION STEPS

- Complete Story Branding / Marketing Work Plan
- Send bi-annual press release / newsletter to politicians and civic leaders, including relevant Infographics
- Explore opportunities for clients to engage with community / local philanthropists

#### INDICATORS OF SUCCESS:

- ➔ Greater understanding of and commitment to the role and value of Quest CHC among all stakeholders

## ➔ Resources

We will creatively seek and secure sufficient and stable resources to strengthen and grow.

### OBJECTIVE 1: Fundraise

#### KEY ACTION STEPS

- Complete Marketing Work Plan including identification of fundraising strategies
- Explore potential for a Quest specific signature fundraising event
- Enhance Quest's ability to receive donations via various routes (e.g. donation button on website)

#### INDICATORS OF SUCCESS:

- ➔ Additional funding for Quest activities

### OBJECTIVE 2: Obtain final approval for Capital Project and begin construction

#### KEY ACTION STEPS

- Complete Community Health Service Capital Project Tool Kit
- Identify and confirm site
- Review and finalize agreements with MOHLTC /Infrastructure Ontario
- Establish mechanisms to obtain input from staff, clients, community re: site development / design

#### INDICATORS OF SUCCESS:

- ➔ A blueprint for a new facility that maximizes support and access to clients and is financially sustainable for Quest

### OBJECTIVE 3: Seek resources from other sectors (non LHIN funding)

#### KEY ACTION STEPS

- Further develop current and new funding relationships / partnerships for Volunteer Dental Program
- Apply for grants from various government and non-government funding sources
- Work with the Ontario Chiropractic Association to obtain funding for Chiropractic/ Physiotherapy services

#### INDICATORS OF SUCCESS:

- ➔ Enhanced programming and greater financial stability

# What is a Community Health Centre

A Community Health Centre (CHC) is a not-for-profit organization governed by a Board of Directors made up of members of the local community. They are high performing, efficient organizations accountable to their funders as well as the clients and the communities they serve.

CHCs provide primary health care, health promotion and community capacity building. They direct their programs and services to “priority populations” who are challenged in accessing the health care system (e.g. individuals experiencing mental health, addictions or concurrent disorders; street involved populations {homeless/under-housed, people involved in sex work}; isolated seniors; sexually and gender diverse populations {LGBTQ+}; at risk children, youth and families; migrant agricultural workers).

In this model all employees are salaried. This enables them to make full use of the “team” based interdisciplinary approach, where physicians, nurse practitioners, nurses, chiropractors, dietitians, counsellors, client coordinators, health promoters, outreach workers, and others all lend their expertise to optimize primary health care.

Individual Health Centres are driven by community specific needs; at the same time they build on community leadership, knowledge and strengths. CHCs also address and raise awareness of the broader determinants of health such as employment, housing, social support, education, environment, isolation and income.

CHCs make every effort to improve social supports and conditions that affect the long term health of people and communities. They do this in many ways including participation in multi and cross-sectoral partnerships and advocacy for the development of healthy public policy, within a population health framework.

CHCs are funded primarily by the Ministry of Health and Long Term Care, through health coordination bodies called Local Health Integration Networks, or LHINs. Many CHCs access other types of funding as well, thus maximizing their ability to reach and serve people and communities.



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**QUEST COMMUNITY HEALTH CENTRE** [www.questchc.ca](http://www.questchc.ca)