



**2021-2024**  
**Strategic  
Plan**

**Brock Community Health Centre**  
Together we're building a healthier community

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# MESSAGE FROM THE BOARD CHAIR AND EXECUTIVE DIRECTOR

Strategic planning provides an opportunity for an organization to reflect on the past, celebrate successes, and look ahead to the future. In 2020, after a period of organizational growth and change, including navigation of the ongoing COVID-19 pandemic, Brock Community Health Centre (CHC)'s Board of Directors began the process of developing a new strategic plan.

Brock CHC's Board consists of a passionate, caring set of volunteers, representative of the community within Brock Township, with a diverse set of talents and abilities. It is our responsibility to ensure strong, community-based governance and the stewardship of the organization. As we approach an exciting future in our new facility, this is more important than ever.

From the outset, our Board believed it was essential to gather input directly from our stakeholders. It was important that our new strategic plan respond to the changing nature of the healthcare landscape and reflect the needs of our clients and communities. To ensure that we had a comprehensive understanding of stakeholders' views, we engaged clients, their family members, our staff, volunteers, partners, donors and community members from across the region. We asked difficult questions and listened deeply. Our goal was to develop a three-year strategic plan based on meaningful engagement, setting the foundation for a visionary and sustainable future.

As part of the process, we undertook an analysis of the environment in which we operate. We assessed Brock CHC's current capacities, our opportunities, and our aspirations for growth. From this, we came together to map out four new strategic directions for the next three years.

We are deeply proud of our organization's successes and look forward to a future full of potential – one in which Brock CHC continues to provide high-quality primary health care, coupled with health promotion and education. By doing so, our organization will continue to grow its reputation as a vital part of the healthcare landscape within our community.

We extend our gratitude to everyone who took the time to share their ideas with us. Together, we will continue in our mission of optimizing the health and wellbeing of local residents through access to quality primary health care services, as well as educating, promoting and providing wellness programs.

Sincerely,

John Grant, Board Chair

Janet McPherson, Executive Director

# OUR FOUNDATION

## Mission

Optimizing the health and wellbeing of local residents through access to quality primary health care services, as well as educating, promoting and providing wellness programs.

## Vision

An ever stronger, healthier and informed community.

## Core Values

**Equity** – We advocate for health equity and believe that every individual has equal opportunity to reach their fullest health and wellness potential. We strive to foster a welcoming, accessible, inclusive and responsive environment, breaking down the barriers that prevent equal access to health care. We are committed to treating clients and the community with a non-judgemental approach and preservation of their dignity.

**Confidentiality** – We respect clients' privacy and right to have all information held in confidence. We strive to ensure that client confidentiality is maintained at all times.

**Compassion** – When addressing health or social challenges, we strive to respond in a compassionate, caring and holistic manner.

**Collaboration** – We value partnerships with other service providers and clients, and the collective capacity that we create together as a community. Our approach to care is based on coordinated efforts and a common goal.

**Responsiveness** – We understand that every situation is different and has its own unique complexities to address. We are committed to remaining responsive to the needs of individuals and of our communities.

**Education** – We celebrate a focus on continual learning and growth and understand the important role that knowledge plays in promoting healthier communities.

**Respect** – We believe that every individual is entitled to be treated with respect at all times.

# A. EXECUTIVE SUMMARY

As providers of a range of high-quality, community-based health services to the residents of Brock Township and surrounding areas since 2007, Brock Community Health Centre (Brock CHC) is continuing on its journey to address the health and wellbeing of individuals and the overall health of the community. Our multi-disciplinary team delivers primary health care, diabetes education, health promotion and other related health services to meet the changing health and wellness needs of those we serve. Our organization is one of the province's 101 Community Health Centres (CHCs) and at the core of our everyday work is the CHC Model of Care – a model that goes beyond treating illness to consider the additional social determinants of health that shape our daily lives.

In keeping with our commitment to provide accessible care, Brock CHC is approaching a critical milestone in our current capital project. Our organization looks forward to hosting a new facility and bringing together a selection of our programs in one location, where clients will benefit from a centralized service point. Furthermore, the facility will benefit clients by providing space for additional and complementary services offered by community partners.

From November 2020 to April 2021, Brock CHC engaged Laridae, a leading management consulting firm, to guide the Board of Directors through a strategic planning process, leading to the development of a three-year strategic plan.

The strategic planning approach, based on best practice for non-profit organizations, supported the Board of Directors as they championed the planning and provided oversight into the development of the final strategy.

## A.1. Planning Process

The planning process involved a thoughtful and thorough approach to stakeholder engagement. Before making any decisions, the Board of Directors created a plan to ensure Brock CHC's community of stakeholders would be heard. In doing so, Brock CHC established a strategic plan with a solid base, informed by experience, evidence and the broadest-held perceptions of the individuals who interact with the organization on a regular basis – as clients,

partner and community organizations, families of clients served, donors and funders, volunteers and as members of the communities Brock CHC serves.

Engagement strategies to solicit input included focus groups and an online survey. Throughout the engagement phase from January 18 – February 1, 2021, feedback was gathered from **163 stakeholders**, including:

- **144** respondents to the online survey
- **19** focus group participants

The online survey and focus groups had two main purposes:

- **To engage** internal and external stakeholders by gathering input, ideas and suggestions, and by including them in the strategic planning process directly and in a meaningful way.
- **To educate** stakeholders about the work of Brock CHC and generally promote the work of the organization, as a positive legacy of the planning process.

The feedback shared by stakeholders demonstrated their commitment to seeing Brock CHC grow and improve, and their dedication to and appreciation for the services and programs provided.

The themes identified in the engagement process were core elements that helped guide the Board of Directors' thinking leading up to and during the strategic planning retreat on March 11 and 13, 2021. From the perspective of Brock CHC's most valued stakeholders, several themes emerged as areas where the organization excels or where they could grow and improve with a newly developed strategic plan. They were:

- Collaboration
- Community Trends and Pressures
- Customer Service
- External Communications and Awareness
- Internal Communications
- Opportunities
- Service Delivery and Coordination of Programs
- Service Gaps in the Region
- Strengths
- Systems and Processes
- Technology
- Workplace Culture

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“I think that BCHC is doing an excellent job at providing the best care for their patients, and they treat staff well. They are very good at listening and taking care of those employed and those who are patients here.”

- Survey Respondent

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Brock CHC identified and considered the strategic issues, data, financial picture and overall external environmental landscape through a series of facilitated discussions. They mapped the key issues, opportunities and challenges. The retreat culminated in unanimous agreement on four strategic directions.

## B. OUR STRATEGIC DIRECTIONS

Brock CHC is focused on continuing to provide access to quality primary health care services, health promotion and education as we continue to grow over the next several years. At the core of these strategic directions is our commitment to optimize the health and wellness of the residents of Brock Township and surrounding areas.

Brock CHC is committing to a three-year strategic plan. As such, the directions are broad and oriented to the future. This allows the organization to respond and adapt as circumstances change over the years. The directions offer a framework for the development of internal, annual operational plans with measurable goals and objectives. These operational plans, developed by Brock CHC on an annual basis, will action the strategic directions.

In direct response to what we heard from our community of stakeholders, in addition to the internal and external considerations that shaped the planning process, the following are our four directions:

- 1. Delivering Quality Services**
- 2. Cultivating a Healthy Organization Equipped for Change**
- 3. Leading Through Effective Communication**
- 4. Building a Foundation for Success in Our New Home**

## Context for Planning

To best understand how Brock CHC arrived at the strategic directions presented in this report, it's important to consider the context and external landscape that Brock CHC operates within, which influenced the organization's direction while planning.

With the introduction of Ontario Health Teams (OHTs) in 2019, the provincial health care sector is in the midst of transformative change and reorganization. Brock CHC officially joined the Durham Ontario Health Team in September 2020. Today, this group of partners continues to work together to achieve a shared vision of providing a continuum of integrated health and social care and support services to clients.

In addition to the changing health sector landscape, March 2020 marked the beginning of the COVID-19 pandemic. This led to a restructuring of services and programs at Brock CHC to ensure the safety of clients, staff and the community. Our team of dedicated staff demonstrated bravery and adaptability in the face of this uncertainty – uncertainty that continues to pose challenges for the organization and broader sector as a whole. The impacts of the pandemic have provided an additional dimension that is important to recognize within the context of strategic planning. In particular, the environmental conditions have led to internal pressures for the organization, as it relates to capacity, burnout and fatigue. Externally, the impacts of social distancing and isolation have influenced the emotional state and service needs of the community, revealing a heightened demand for additional mental health supports across all ages.

Naturally, these observations shaped the strategic discussions and decisions regarding Brock CHC's future. The Board of Directors identified the need to learn from this experience, record our findings and carry new skills and learnings into the future, well beyond the pandemic. They acknowledged the unfortunate, but honest, reality that disease outbreaks will continue to present themselves over time – and it will be important from a risk management perspective for Brock CHC to leverage its experience with COVID-19 moving forward.

The following directions and commitments were developed based on the agreement that, now, more than ever, it is important and necessary for Brock CHC to continue providing quality care to clients, leveraging partnerships, and communicating with stakeholders – thereby fulfilling our role in the broader landscape as the community continues to navigate a period of change and uncertainty and eventually enter into a recovery, post-pandemic phase.

# 1. Delivering Quality Services



Brock CHC's team of multi-disciplinary staff offers high-quality primary health care and community-based health services to the residents of Brock Township and surrounding areas. As the health and wellness needs of the community continue to evolve over time, we will respond accordingly. We will focus on maintaining the highest attainable standards of quality and professionalism, patient confidentiality and procedural adherence. We strive to deliver compassionate care that enables patients to consistently feel confident and safe.

In the coming years, we will evaluate our service pathways and access to care, with particular attention to the removal of barriers that may pose limitations for community members across our catchment area. We will ensure our approach to service delivery is equitable, inclusive, anti-oppressive, and culturally safe, and that it fundamentally aligns with the principles of the community health care model. By doing so, the services we provide will not only meet but exceed our clients' and funders' expectations.

Over the next three years, we commit to *Delivering Quality Services* through:

- **Strong Understanding of the CHC Model:** Renewing our understanding of the CHC model of care and ensuring a clear and coherent comprehension across the organization of its values and principles. Continuing to place the social determinants of health at the forefront of our work, we recognize the importance of a holistic approach to healthcare.
- **Evaluation of Services and Programs:** Carefully reviewing each of our current service offerings and methods of delivery, while exploring opportunities for cross-service collaboration and greater cohesion as an organization. Developing clear pathways that leverage each of our services, ultimately enhancing the client experience and ensuring their needs are met in an efficient and effective manner.
- **Consistency:** Reviewing, updating, aligning and continuing to develop clear organizational and service delivery guidelines, policies and procedures, systems and processes that support staff in being efficient and effective, facilitate effective knowledge transfer and ensure the provision of high-quality health care services.
- **Accessibility and Flexibility:** Increasing our understanding of barriers to service and exploring ways to improve accessibility, such as leveraging technology and virtual service delivery, simplifying navigation between services and collaborating to facilitate geographic accessibility. Adapting as required to continue meeting client needs and to maintain a community-driven, client-centered approach.

- **Leveraging Small Community Advantages:** Focusing on what differentiates Brock CHC from service providers in urban areas while continuing to uphold the organization’s reputation for providing compassionate and timely service. Reinforcing that services are client-centered and that Brock CHC provides a space where clients can expect their needs to be fulfilled with genuine care. Using the Model of Health and Wellbeing developed by the Alliance for Healthier Communities as a guiding resource to define how the organization differentiates itself from other health care providers.
- **Monitoring and Tracking:** Regularly and strategically scanning the community and broader CHC sector for emerging trends and service needs by applying evidence-based approaches and skills acquired through training. Enabling positive outcomes for clients that are measurable and achieve the highest quality of care—supporting the development of a business case for increased funding.
- **Efficacy and Accreditation:** Ensuring services and programs consistently meet the highest attainable standards of quality, patient confidentiality and procedural adherence. Aligning the work of Brock CHC’s quality committees and continuing to prepare for our long-term goal of accreditation.

## 2. Cultivating a Healthy Organization Equipped for Change



We know that a healthy, agile and sustainable organization relies on strong internal infrastructure, efficient systems and processes, and effective human resources and leadership. As Brock CHC continues to evolve in response to the ever-shifting environment, ensuring ongoing operational excellence will securely position the organization for continued success. Focusing specifically on the foundational elements of organizational health and change management will support Brock CHC in taking the necessary steps to prepare for the transition to the new facility in the near future.

We recognize that the organization’s health is driven and experienced by our dedicated staff, management team and Board of Directors. Within each of these levels of leadership, we commit to making investments that support role definition, professional development, and effective recruitment and retention that will ultimately facilitate the delivery of consistent, quality care. We will ensure the organization is equipped and well-positioned to manage both foreseeable and unexpected changes that will continue to impact our work in the coming years.

Over the next three years, we commit to *Cultivating a Healthy Organization Equipped for Change* through:

- **Accountability and Governance:** Upholding oversight, leadership and risk management responsibilities as a Board of Directors. Building on our Board's strengths and ensuring the strategic renewal of Board membership in a way that aligns our expertise with the changing needs of the organization.
- **Development of Core Infrastructure:** Strengthening internal processes and systems to ensure staff have the resources necessary to do their work efficiently and effectively, including access to technology, tools and software, and streamlined and standardized policies and procedures. Ultimately, helping to create a sense of preparedness and enabling a smooth transition to the new facility.
- **Recruitment and Retention:** Exploring, implementing and regularly assessing a range of strategies for recruiting, retaining and recognizing staff at all levels to support quality and continuity.
- **Role Definition:** Clearly defining roles and responsibilities to help foster a greater awareness of how each individual plays an integral role in Brock CHC's strategic plan and contributes towards the long-term future of the organization.
- **Professional Development:** Investing in the professional development of management to build on the strengths of our high-performing team. Prioritizing workplace culture and team cohesion by taking the time to celebrate successes and achievements, and to increase internal communication and coordination across the organization.

### 3. Leading Through Effective Communication



At Brock CHC, we understand the role of clear and consistent communication in realizing accessible care, proactive education and the promotion of healthier communities. Building on the progress we have made to date, we will continue to explore ways to enhance the profile of Brock CHC and increase awareness of the services and programs we offer. Recognizing that we deliver service across multiple communities, we are committed to exploring outreach strategies that enable equal access for everyone, regardless of whether they are a resident of Beaverton, Sunderland, or Cannington.

We intend to communicate thoughtfully and intentionally, leveraging communications and outreach as valuable tools to support advocacy, leadership and relationships with our funders. By embracing connections with stakeholders, increasing our presence and visibility in the community, and sharing our knowledge across the sector, we can maximize our impact with current and potential clients. In prioritizing these communication practices, we strive to become a leader in the sector—acting as a conduit for collaborative solutions to system-wide challenges.

Over the next three years, we commit to *Leading Through Effective Communication* through:

- **Generating Awareness:** Taking a proactive approach to increasing our visibility in the community by starting to implement enhanced communication efforts now, so that they can carry on after we move into the new facility.
- **Equity of Access:** Understanding that our catchment area is comprised of communities that are isolated from one another, and that some residents may have difficulty accessing care. Exploring and implementing a range of customized outreach strategies to the residents of Beaverton, Sunderland and Cannington to ensure equity of access to health care.
- **Advocacy:** Continuing to advocate on behalf of clients and the sector to maximize our impact and drive positive change, while also supporting the organization’s ability to secure funding and achieve long-term financial sustainability.
- **Sector Leadership:** Intentionally sharing our knowledge and learnings for the benefit of our partners, the broader health sector and, ultimately, for our clients. Leading system integration and collaboration with our many community partners, including the Durham Ontario Health Team.
- **Leveraging Connections:** Strengthening relationships with political leaders, media representatives, influencers and decisions makers to enable the organization to accelerate change, continue advocating and maximize its overall impact.

## 4. Building a Foundation for Success in Our New Home



A new, state-of-the-art Brock CHC health care facility for the residents of Brock Township and surrounding areas is currently in development and scheduled to break ground in 2022. We commit to creating an environment that positions us to successfully reach this exciting milestone and to navigate the upcoming period of transition as we move into the new facility. We look forward to the opportunity to consolidate and bring together our programs within one space, but we understand that there is much work to be accomplished in order to prepare. As such, we will prioritize the facility planning and management work necessary to lay the groundwork for the new building, thereby accelerating the process and ensuring a smooth transition.

In keeping with our commitment to support staff, we appreciate that change can be difficult. We intend to move ahead thoughtfully and intentionally by ensuring that we communicate openly, facilitate the change in a supportive manner, and guide staff throughout the transition period, helping us remain cohesive and ensuring seamless service delivery to our clients.

Over the next three years, we commit to *Building a Foundation for Success in Our New Home* through:

- **Thoughtful Planning:** Investing the necessary time and resources into preparing for the new facility from a logistical, site mapping and management perspective.
- **Agility:** Recognizing that Brock CHC is subject to time constraints and externally imposed pressures, maintaining a flexible and agile mindset as we work towards the completion and commissioning of the facility.
- **Change Management:** Taking appropriate measures to effectively guide the organization through change and facilitate the transition in a way that ensures continuity of care, retention of staff and long-term organizational sustainability.
- **Supporting Staff:** Ensuring staff feel well prepared, informed and supported leading up to and throughout the transition to the new facility. Providing access to the right tools, resources and supports that will encourage staff to successfully acclimatize to the new environment, driving the organization forward.
- **Community Engagement:** Prioritizing effective and transparent communication with the public as project milestones are met and working collaboratively with partners on the use of space to ensure the new building addresses our needs as an organization and the needs of our clients, partners and communities.

## C. NEXT STEPS

Our newly developed strategic directions provide Brock CHC with clear focus to guide the organization in the coming years. Together, as a Board of Directors, we have jointly recommitted to the future success of the organization and our mission and vision. Having come to the end of our strategic planning journey, we are now prepared to action the strategic priorities and champion change and progress. As we take the first steps in driving the strategy forward, the Board has committed to the following action items:

1. Communicating the strategic plan, both internally and externally;
2. Developing annual organizational goals and objectives to align and further each strategic priority;
3. Providing year-end progress updates for all stakeholders; and,
4. Seeking regular feedback as the directions are implemented and the results are known.

## D. CONCLUSION

The Board of Directors is proud of all that Brock CHC has accomplished to date. Through our strategic plan, we will ensure our clients and community remain our top priority. Our new strategic directions have been designed to provide a stable framework that will anchor us as new challenges arise and our landscape shifts over the next three years. We are committed to operating in a sustainable manner and maintaining accountability through all our initiatives.

We thank all those who took the time to contribute thoughts and feedback through our virtual engagement activities during a particularly tumultuous year with many competing priorities. We have listened carefully and your voices have been instrumental in helping us shape a shared, exciting new future.

As we progress in fulfilling our strategic directions, the Board of Directors looks forward to sharing our accomplishments and performance with our community. We invite you to join us on this new, exciting stage of Brock CHC's journey.