

Three Year Strategic Plan: June 2022 to June 2025

1

Focus our Reach

1.1 Become known as the go-to place for expert care for our client populations in Waterloo Region

1.2 Ensure our core populations in KW4 are well served with integrated primary health care

2

Provide Responsive Services

2.1 Become radically client-centred

2.2 Increase our nimbleness

3

Strengthen our Internal Core

3.1 Build a positive culture

3.2 Ensure the organization is resilient and ready for the future

4

Influence the System for Good

4.1 Position ourselves to advocate effectively for the needs of our core populations

4.2 Amplify our voice as a leader in system-wide planning across the province

PRIORITIES

1.1 Become known as the go-to place for expert care for our client populations in Waterloo Region

1.2 Ensure our core populations in KW4 are well served with integrated primary health care

GOAL

1.1.1 Deepen our specialized expertise in serving our core populations

OBJECTIVES

- Align professional development to match the needs of our core populations
- Foster partnerships with organizations who provides specialized services for our client populations
- Partner with research organizations to develop evidence-informed programs for our clients

PRIORITIES

1.1 Become known as the go-to place for expert care for our client populations in Waterloo Region

1.2 Ensure our core populations in KW4 are well served with integrated primary health care

GOAL

1.1.2 Improve awareness of our services amongst our core populations

OBJECTIVES

- Update and tailor our communication and outreach practices to reach our core populations effectively
- Effectively share information about our services in places that our clients frequent/use
- Improve our digital equity
- Continuously improve the user-friendliness of our website(s)

PRIORITIES

1.1 Become known as the go-to place for expert care for our client populations in Waterloo Region

1.2 Ensure our core populations in KW4 are well served with integrated primary health care

GOALS

1.2.1 Increase the number and quality of our services for our core populations

OBJECTIVES

- Align the programs offered with the needs of our client populations
- Increase the number of integrated programs
- Assess and improve program quality

PRIORITIES

1.1 Become known as the go-to place for expert care for our client populations in Waterloo Region

1.2 Ensure our core populations in KW4 are well served with integrated primary health care

GOALS

1.2.2 Collaborate with community partners to improve the coordination and integration of our services

OBJECTIVES

- Create appropriate referral pathways with community partners to make the system easier to navigate
- Leverage our KW4 partnerships to provide new opportunities for client programs and services
- Convene and facilitate quarterly meetings with partners

PRIORITIES

1.1 Become known as the go-to place for expert care for our client populations in Waterloo Region

1.2 Ensure our core populations in KW4 are well served with integrated primary health care

GOALS

1.2.3 Improve the reach and coverage of our services

OBJECTIVES

- Increase service to core populations that balance client complexity, panel size funding, and staff capacity
- Optimize program attendance
- Explore and pilot community-based service delivery ideas

PRIORITIES

2.1 Become radically client-centred

2.2 Increase our nimbleness

GOALS

2.1.1 Plan our services to increase convenience and reduce barriers for clients

OBJECTIVES

- Improve response times for urgent appointments
- Increase digital access to services
- Expand service locations and hours
- Create safe, welcoming environments

PRIORITIES

2.1 Become radically client-centred

2.2 Increase our nimbleness

GOALS

2.1.2 Equip staff to provide holistic, integrated and timely care to our core populations

OBJECTIVES

- Establish dedicated space and opportunity to provide team-based care; go where clients are
- Develop a guiding framework for multidisciplinary care rounds
- Explore crisis response models in primary care settings

PRIORITIES

2.1 Become radically client-centred

2.2 Increase our nimbleness

GOALS

2.2.1 Empower staff to respond innovatively to opportunities, in alignment with our strategic priorities

OBJECTIVES

- Invite and celebrate innovation
- Support staff with professional development opportunities related to innovative solutions for client populations
- Provide staff with space and time to enable innovation

PRIORITIES

2.1 Become radically client-centred

2.2 Increase our nimbleness

GOALS

2.2.2 Adapt programs quickly in response to client and community needs and evidence-based best practice

OBJECTIVES

- Track and analyze meaningful metrics
- Reflect systematically and apply lessons learned into program design decisions in timely ways

PRIORITIES

3.1 Build a positive culture

3.2 Ensure the organization is resilient and ready for the future

GOALS

3.1.1 Improve staff retention

OBJECTIVES

- Invest in leadership development at all levels
- Improve staff engagement
- Use information from both exit and stay interviews to improve employee work experience

PRIORITIES

3.1 Build a positive culture

3.2 Ensure the organization is resilient and ready for the future

GOALS

3.1.2 Build a culture of trust and collaboration

OBJECTIVES

- Increase opportunities for staff to provide input that shapes decisions
- Demonstrate transparency at all levels throughout the organization and the board
- Prioritize staff integration and team cohesion events
- Showcase a broad and unexpected range of staff skills and contributions

PRIORITIES

3.1 Build a positive culture

3.2 Ensure the organization is resilient and ready for the future

GOALS

3.1.3 Ensure the integration between KDCHC and Sanctuary amplifies the best of both for the benefit of both

OBJECTIVES

- Engage the input and expertise of staff at all levels at both sites
- Recognize and leverage best practices and shared successes across sites
- Demonstrate flexibility and understanding of site-specific needs

PRIORITIES

3.1 Build a positive culture

3.2 Ensure the organization is resilient and ready for the future

GOALS

3.2.1 Ensure funding is sustainable and aligned with strategic priorities

OBJECTIVES

- Pursue funding opportunities that accelerate achieving our strategic goals
- Ensure targets are achieved to maintain sustainable funding

PRIORITIES

3.1 Build a positive culture

3.2 Ensure the organization is resilient and ready for the future

GOALS

3.2.2 Align staffing with current strategy and future vision

OBJECTIVES

- Support the integration of internationally trained professionals into the Canadian health care system
- Intentionally hire for diverse expertise to match current needs and future growth

PRIORITIES

3.1 Build a positive culture

3.2 Ensure the organization is resilient and ready for the future

GOALS

3.2.3 Build capacity in understanding and responding to relevant trends to increase preparedness

OBJECTIVES

- Develop stronger reconnaissance systems to stay up-to-date on emerging trends relevant to our work
- Strengthen contingency planning and emergency preparedness

PRIORITIES

3.1 Build a positive culture

3.2 Ensure the organization is resilient and ready for the future

GOALS

3.2.4 Ensure capital and technology infrastructure equip the organization for future effectiveness

OBJECTIVES

- Assess current technology infrastructure to determine gaps and future needs
- Secure funding as needed to address technology gaps
- Assess future needs of physical facilities

PRIORITIES

4.1 Position ourselves to advocate effectively for the needs of our core populations

4.2 Amplify our voice as a leader in system-wide planning across the province

GOALS

4.1.1 Raise awareness and model decisive action to encourage decision-makers to respond creatively to the health challenges of our core populations

OBJECTIVES

- Proactively seek out platforms to intentionally share our positions or build support for creative solutions regarding the health challenges faced by our core populations
- Host community events that raise awareness regarding specific issues

PRIORITIES

4.1 Position ourselves to advocate effectively for the needs of our core populations

4.2 Amplify our voice as a leader in system-wide planning across the province

GOALS

4.1.2 Widely share lessons learned about providing effective integrated primary care to vulnerable people

OBJECTIVES

- Hire a communications coordinator to effectively and strategically disseminate information
- Develop and execute a communications plan for key initiatives
- Present and publish our learnings and knowledge from our work with our priority populations in various settings and modes

PRIORITIES

4.1 Position ourselves to advocate effectively for the needs of our core populations

4.2 Amplify our voice as a leader in system-wide planning across the province

GOALS

4.2.1 Improve our network of impactful strategic partnerships

OBJECTIVES

- Seek connections to agencies that serve similar client populations
- Increase our influence beyond the traditional health care system to meet the health equity needs of our core populations

PRIORITIES

4.1 Position ourselves to advocate effectively for the needs of our core populations

4.2 Amplify our voice as a leader in system-wide planning across KW4

GOALS

4.2.2 Participate at regional and provincial planning tables to help improve services for our core populations

OBJECTIVES

- Actively participate in two OHT Working Groups and the ICHA
- Share experiences and start conversations to create awareness, educate and influence change that benefits our core populations