

# Three Year Strategic Plan: June 2022 to June 2025

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## 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

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## 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

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## 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
- 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