

# Strategic Plan 2023-2028





# **Land Acknowledgement**

The Vaughan Community Health Centre recognizes and acknowledges we are situated on lands originally used and occupied by the First Peoples of the Williams Treaties First Nations and other Indigenous Peoples, who live alongside settlers, newcomers, and people whose ancestors were enslaved across the Americas and the Caribbean. We thank them for sharing this land. We also acknowledge the Chippewas of Georgina Island First Nation as our close neighbour and friend, one with whom we strive to build a respectful relationship.

# Gratitude

This strategic plan represents the work of many hands: clients and service users, community partners, staff and management, and Board of Directors. We are grateful so many shared their ideas and experiences with us through virtual focus groups, online surveys, and interviews. Our strategic plan is better because of your participation. Thank you.

# Vision, Mission, and Values

Taken together, an organization's vision, mission, and values form its cornerstone. VCHC's vision statement speaks to the future we want for our community. Our mission statement articulates the role VCHC plays in bringing that future to life. Our values are the principles that guide our organization.

# A Message from our Acting Executive Director and Board Chair

Strategic plans are compelling: they name the future we desire for our organization and the impact we seek in local community. They give voice to who we are and who we are becoming.

The Vaughan Community Health Centre's (VCHC) new strategic plan was developed in a six-month process of listening, learning, dreaming, and now, action. It was a time to engage deeply with community members, staff, and our stakeholders, and to intentionally choose the future of our health centre.

York Region is growing quickly, and the needs of those who live and work in Vaughan, Keswick, and surrounding areas are changing. This is especially true for vulnerable individuals and communities who experience barriers to access health resources. Within this evolving environment, VCHC took time to purposefully engage with our stakeholders, listening to the voices of clients, community partners and members, staff, management, and the Board of Directors. Each shared their perspectives on VCHC and the needs of the local community. Their insights fundamentally shaped this new strategic plan.

As we shift from planning to action, we at VCHC realign ourselves as a united organization with shared vision, mission, values, priorities, and goals. We look forward to realizing the goals of this plan over the next five years and helping create a healthy, thriving community for all.

Sincerely,

LoAn Ta-Goung LoAn Ta-Young

**Acting Executive Director** 

Daniel Chair

Daniel Ferman

Board Chair





# Strategic Plan 2023-2028





A healthy, thriving community.



Working with our community, VCHC provides exceptional client-centered community health services that address social determinants of health, foster more equitable health outcomes, and promote health and wellbeing.



- <u>B</u>elonging We facilitate a community where all feel welcome and safe.
- Equity We advocate for and create culturally safe, inclusive, diverse and accessible environments.
- Collaboration We develop strong, inter-disciplinary
   partnerships that respond to client, staff, and community needs.
- Accountability We practice the highest standards of professional services.
- Excellence We are leaders in providing exceptional community health care through continuous learning and innovation.

  BECAUSE



#### Organizational Vitality

Develop a healthy, innovative organization with a stable, skilled, and engaged workforce.

### **Inclusive Community Engagement**

Provide intentional and inclusive service delivery with and for local indigenous, black, racialized, and other disadvantaged communities.

#### **Innovative Partnerships**

Enhance collective capacities by strengthening existing partnerships and cultivating new relationships.

# **Priority: Organizational Vitality**

#### Goal:

To develop a healthy, innovative organization with a stable, skilled, and engaged workforce

## Why focus on organizational vitality?

Staff are the beating heart of VCHC. The work we do is highly rewarding and sometimes challenging. Our staff engage clients and the community with skill, dedication, compassion, and commitment. We want to encourage and support employees in their passion for this work, and to attract future employees to join us in making a positive difference. The stronger we are as an organization, the greater the difference we can make. Investing in staff to be high performing, highly engaged, healthy team members supports their individual wellbeing, creates a healthier and more vibrant workplace, and will help clients and the community to be healthy and thrive.

# How we will achieve this goal:

- Foster employee wellbeing and engagement.
- Bolster VCHC's recruitment strategy.
- Deepen VCHC's 'bench strength' through succession planning and talent management.
- Review current workflows and leverage technologies (e.g., OCEAN, hybrid service models).





# Priority: Inclusive Community Engagement

#### Goal:

To provide intentional and inclusive service delivery with and for local indigenous, black, racialized, and other disadvantaged communities

# Why focus on inclusive community engagement?

We know that many in our community experience health inequities and barriers to accessing health supports. This was amplified and highlighted during the COVID-19 pandemic. We can, and must, do better with and for communities and persons who experience barriers. In the next five years, VCHC commits to provide services across the life span for local indigenous, black, racialized, and other disadvantaged communities so that all persons in our region have opportunities to optimize their health.

### How we will achieve this goal:

- Build relationships with partners in local indigenous, black, racialized, and other disadvantaged communities.
- Develop a deeper understanding of the demographics and needs of these communities.
- Develop and evaluate community-specific programs and services to meet identified needs.
- Enhance communications with local indigenous, black, racialized, and other disadvantaged communities.

# **Priority: Innovative Partnerships**

#### Goal:

To enhance collective capacities by strengthening existing partnerships and cultivating new relationships

## Why focus on innovative partnerships?

Relationships are an essential element of who we are and how we work. Developing strong relationships harnesses the strengths of many and builds capacity across sectors, systems, and communities. When one of us succeeds, all of us succeed, and our community succeeds. Working with traditional and innovative partners and allies generates a stronger collective impact by helping to develop need-fulfilling programs and services, generate efficiencies, and increase collective capacities and shared outcomes.

#### How we will achieve this goal:

- Enhance communication with community partners.
- Regularly lead relationship assessment dialogue with community partners.
- Develop community and partner outreach strategies.



# How we developed our new strategic plan

We named areas of focus for the next five years as we work toward becoming a healthy, thriving community. Our collaborative planning process encouraged stakeholder participation through four phases:

Engage

We met more than 230 clients,
community partners, staff, managers,
and Board members through focus
and Board members through to hear
groups, surveys, and interviews to hear
views on VCHC and community needs.

Decide

Reflecting on what was heard, we identified the organization's priorities and goals for the next five years.

Develop

We developed three priorities
(Organizational Vitality, Inclusive
(Organizational Vitality, Inclusive
Community Engagement, and Innovative
Partnerships) into new strategic plan.

Act

As we work toward our goals, we will continue to engage stakeholders and communicate progress and learning.

# Vaughan Community Health Centre

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