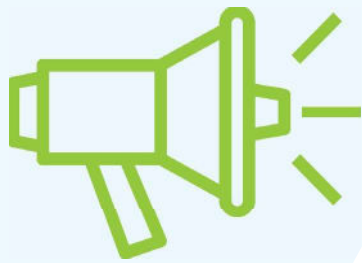
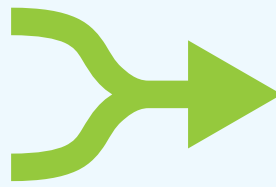


Strategic Plan
2023 – 2026



The Connected Client Journey:
**Providing Integrated and Holistic
Care to the Durham Community**



Introducing Durham Community Health Centre

(Formerly known as Carea Community Health Centre)



Our Board and Management are proud to share that, with the launch of this strategic plan, we are changing our name to Durham Community Health Centre (DCHC). The decision to change our name reflects the input from our strategic planning process. Our partners, clients, staff, and community members challenged us to aim higher and focus on expanding our impact in the underserved and marginalized communities across Durham region. This name change signals our organizational commitment to address the needs of the individuals and populations who could benefit from our services, no matter where they reside in Durham.





Indigenous Land Acknowledgement



Durham Community Health Centre would like to acknowledge that the ancestral land on which we live, and on which our Agency provides services, is the traditional and treaty territory of the Mississaugas of Scugog Island First Nation.

We acknowledge the people who live on and care for this land, the Mississaugas of Alderville First Nation, Curve Lake First Nation, Hiawatha First Nation, Scugog Island First Nation, The Chippewas of Beausoleil First Nation, Georgina Island First Nation, Rama First Nation, and Nations who gathered on this territory pre-treaty. This Territory is, and has been, home to many Indigenous Peoples and is covered by the Williams Treaties of 1923.

As a Community Health Centre, we recognize the traumatic impacts that the health care system has and continues to have on the health and well-being of First Nation communities. As settlers and visitors, we offer this acknowledgement as a very first step on the path to reconciliation. We are all bound by the treaties that govern these lands and have a responsibility to strive toward equitable relationships.



Our Clients and Communities

Our Roles in the System

Our People

Our Organization

Our Sustainability

FIVE PILLARS



About Durham Community Health Centre



Durham Community Health Centre (DCHC) is a registered, charitable organization that provides integrated, accessible, and equitable community based primary care, wellness services, and health education to Durham community members who face multiple barriers to their health and well-being.

DCHC also provides equity-based programs and services that focus on priority populations such as Indigenous, Black, the 2SLGBTQI Community, Newcomers to Canada, Seniors, and Unattached patients (i.e., those without a family doctor), to name a few. DCHC ensures Durham community members receive not only sick care, but preventive care as well enabling the community member to live longer at home.

At DCHC, we are a team-based interprofessional group of staff including physicians, nurse practitioners, nurses, counselors, dietitians, outreach workers, medical secretaries, and other administrative staff. We always place every client at the centre of our approach to care, based on their needs. We address these needs through integrated clinical and wellness care and health education.



Letter from the CEO and Board Chair



Our society and our health care system are at a critical juncture. We are dealing with the long shadow of a pandemic that has impacted our clients, staff, and communities in profound ways that we are just beginning to understand. Recent years have highlighted the significant equity gaps that exist for marginalized populations across the Durham region. Population growth is creating new demand for care at a time when organizations are struggling to recruit and retain burned out front-line workers.

In designing our 2023-2026 strategic plan, we as an organization needed to reflect on how we can effectively deliver against the rising health and wellness needs of our community members across the Durham region. We knew that we needed to challenge ourselves to think and act differently, not be satisfied with status quo, and to identify innovative ways to strengthen the programs and services we provide directly to the community and in association with our community partners. We want to harness the experiences and insights that have emerged over the last few years to help shape our path forward.

The team at Durham Community Health Centre (DCHC) is united by a shared commitment to serve Durham community members who face multiple barriers to their health and well-being and who are seeking integrated, accessible, and equitable community based clinical, wellness, and health education programs and services. This type of integrated care model helps keep people well and gives them agency over their own health, rather than only being reactionary

and treating them when they are already sick. A preventative approach that builds capacity for wellness across the Durham region is key to better overall population health and significantly reduces the costs and pressure on an overburdened health care system that is struggling to keep up.

Our goal is to provide a high-quality, tailored, consistent experience throughout a community member's care journey by working as an integrated team and with the support of our community partners and funders. We will continue to provide care for priority populations who are underrepresented and face a lack of equity within our health care system. We will strongly advocate for funding and policies to enable us to meet the needs of these priority populations now and in the future.

We invite our community members, partners, and funders across Durham region to join us in the journey of providing integrated care to our community members who are most in need of equitable health care. We look forward to working with you as we implement this strategic plan because it is collectively about: Our Health. Our Community. Our Durham.

Regards,
Aleem Sufi
Board Chair

Regards,
Francis Garwe
Chief Executive Officer

About the Plan



In 2022, Durham Community Health Centre, initiated a process to develop a three-year strategic plan that would acknowledge the various challenges and opportunities our community members have faced over the last three years. The strategic planning process helped to identify a set of priority areas where proactive and sustained work would generate a significant impact, both internally and within the broader Durham region.

Under the guidance of our Strategy and Vision Committee of the Board, we undertook an inclusive and engaging process that included:

- Client focus groups
- Board workshops and interviews
- Senior Leadership Team workshops and interviews
- Management team interviews
- Staff focus groups
- Key external partner interviews
- System leader interviews

In formulating this plan, we wanted to ensure that we actively listened to those who rely on our services, those who deliver our services, those who partner with us to deliver services to the community members, and those who have foresight into what our health and social services system needs are for today and for tomorrow.

This strategic plan recognizes the pace of change is rapidly accelerating in the current landscape. From an Ontario perspective, for example, the emphasis on integrated care and support has been amplified to address gaps and improve health outcomes for our residents. Our strategic plan will help us to remain grounded in community as we seek out innovative and creative practices and partnership opportunities that will allow us to respond to the needs and challenges of our community members.



As we at DCHC embark on our next chapter through this strategic plan, we recognize that we have four key roles in the community:

- o **Direct Provider** – This role is the core of DCHC’s service provision (e.g., primary care).
- o **Delivery Partner** – Instances where we provide part of the service and work with other organizations in the community to provide integrated and holistic care (e.g., working with acute care and community partners to deliver programs and services).
- o **Connector** – Refer our clients to other services and programs that will help address their social risk factors (e.g., food security and housing programs). These include programs and services that we are not currently funded to provide to our community members, but we believe are important for a client to seamlessly access on their journey to health and well-being.
- o **Advocate** – Advocate on behalf of the equity-deserving groups we serve for programs and services that help address the Social Determinants of Health. This advocacy role is broader than advocating for our own programs and services.

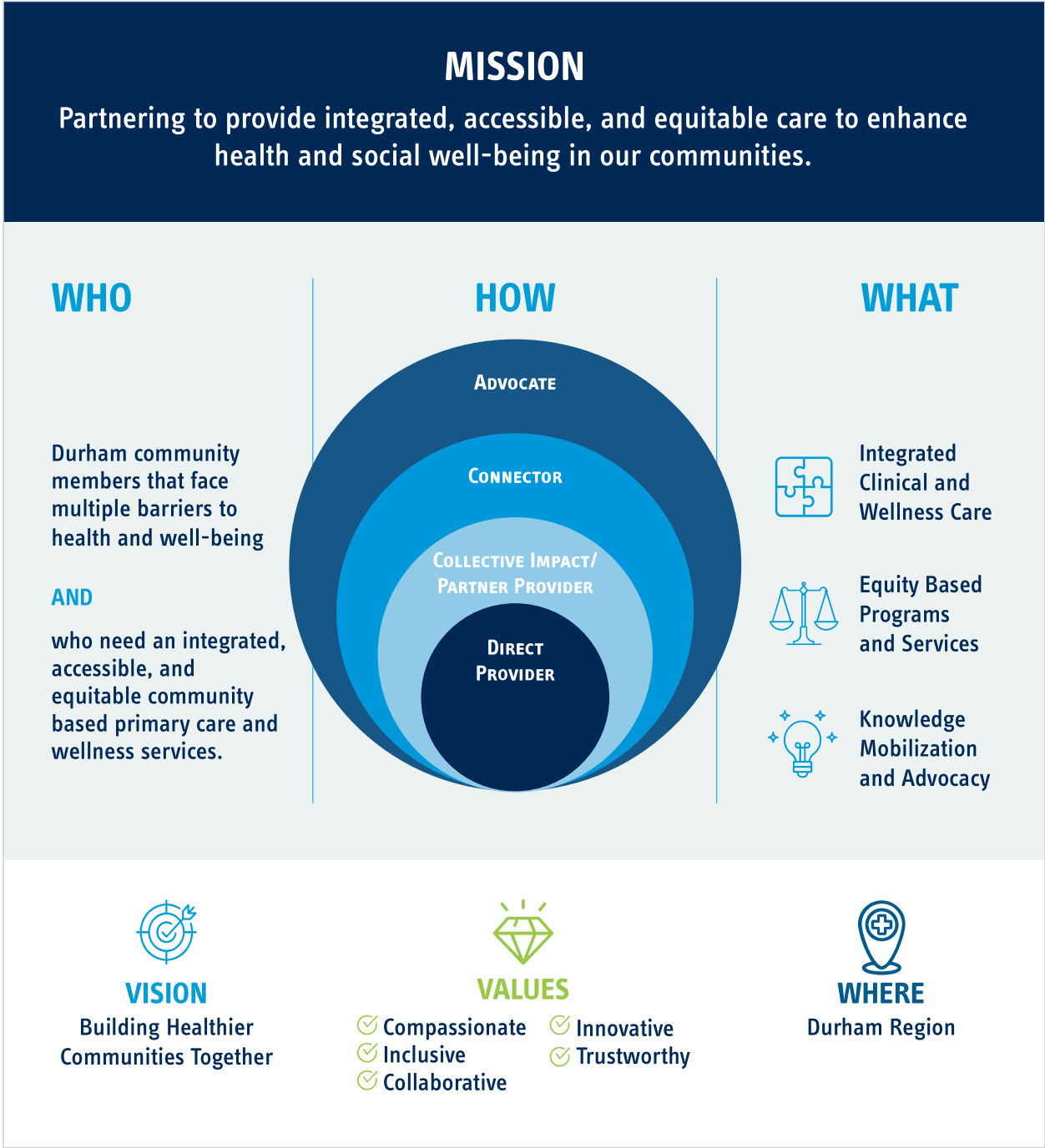


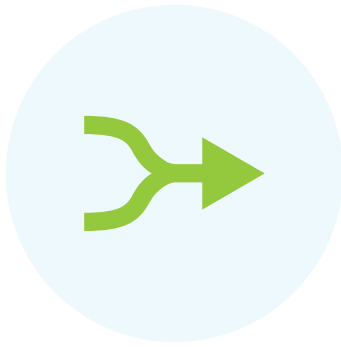
We need organizations like DCHC, who have a progressive care service model anchored in health equity, to pave the way for other health care organizations to follow.

– quote from external stakeholder interview



Theory of Change





STRATEGIC GOAL 1:

Drive Program and Service Integration and Client Experience Across All That DCHC Does

Regardless of where our clients enter from, what care they receive, or which service they utilize, our intention is to provide them with a consistent, seamless experience that emulates a membership-centric culture and journey. Beginning with DCHC’s intake process and through to program and service delivery, we are focused on cultivating a smooth, coordinated, and comprehensive client experience across all that DCHC does. Our integrated approach will enable a more holistic and personalized delivery of care and support, resulting in better health outcomes for our clients.

This approach is incumbent on optimizing our processes, protocols, and team structure to enable robust integration. This will support our efforts to leverage our interprofessional team and staff, ensuring we are using the right person to provide the right type of service or support. Our hope is that not only will there be substantial benefits of providing integrated care for our clients, including increased client satisfaction, but that it will ease the increasing pressures faced by health and social care systems.

TO ACHIEVE OUR GOAL, WE WILL:



- Integrate wellness, health promotion, and clinical services, with a focus on optimizing team-based care
- Build our staff’s knowledge regarding the continuum of programs and services that DCHC offers
- Enhance the client-centred intake process and build on system navigation supports, both internally and with our partners
- Embed a community member-centric culture and approach

WHAT SUCCESS LOOKS LIKE:



- A high-quality, tailored, consistent experience throughout the client’s journey at DCHC through operating as one, integrated team
- An improved client intake process that generates a more holistic profile of their diverse needs, ranging from simple to complex
- An increase in seamless and warm transitions for clients within DCHC and externally to other service providers



STRATEGIC GOAL 2:

Evolve Program Offerings to Improve Health Equity and Meet the Needs of DCHC’s Priority Populations

DCHC has dedicated considerable time and resources to examining its programmatic offering, to ensure we are meeting the changing needs of our community members we serve. Questions that have been raised include: “Are these programs improving health equity?”, “What is their impact?” and “Are we providing our programs in the right geographical area?”.

There are several underserved areas in Durham region, and we will take a proactive approach to identifying the critical health equity gaps in the geographic areas DCHC may be able to address. For the areas DCHC is currently servicing, we will evaluate which programs and services are driving the most impact in our community and explore opportunities to scale them. This speaks to the need for developing an enhanced program evaluation framework to understand where we need to increase our depth and breadth with our networks and partners.

TO ACHIEVE OUR GOAL, WE WILL:



- Investigate areas in Durham that are underserved and explore targeted programmatic expansion in those geographic areas to address health equity needs
- Enhance programmatic evaluation strategies to improve the quality of program offerings that are proven to be most impactful in our community regarding health and well-being status
- Develop stronger networks and relationships with the community members we serve to ensure they are part of the design of programmatic changes
- Develop knowledge mobilization networks with partners to increase client and community awareness related to their own health and well-being

WHAT SUCCESS LOOKS LIKE:



- Clear operating standards, program standards, and impact measures
- Expansion of DCHC’s most impactful programs, specifically those targeting priority populations
- Enhanced and accessible system navigation strategies that strengthen DCHC’s role as a Provider, a Delivery Partner, and a Connector



STRATEGIC GOAL 3:

Establish DCHC as a System Advocate and Champion for Equity

DCHC serves a range of equity-deserving groups through our three core areas of programs and services. We believe improving the health and well-being of these groups is not only dependent on the care that we provide, but the community's wrap-around supports as well.

Our service offering is anchored in our efforts to address the social determinants of health through the provider, delivery partner, connector, and advocate roles. This work and what is required is broader than the programmatic offering of any one organization. What is needed to succeed is collective action. That means supporting other organizations, partners or otherwise, to leverage their unique skills and expertise. Our community's collective success in addressing health inequities is mutually beneficial. That is why we will use our role in the system and at various planning tables to advocate for more funding overall for the community sector, and influence policy reform over time through supporting research and education.

TO ACHIEVE OUR GOAL, WE WILL:



- Develop an advocacy strategy that identifies specific initiatives DCHC and its partners are undertaking and generates funding opportunities
- Leverage our expertise to provide guidance to system partners on issues pertaining to the Social Determinants of Health and Health Equity at the local and provincial levels
- Positively influence health care and social policy reform through community-based and intentional research and education

WHAT SUCCESS LOOKS LIKE:



- Priority causes identified for joint advocacy
- Increased funding for projects that support priority populations
- An increased presence and role for DCHC at the Durham Ontario Health Team table and other key regional tables



STRATEGIC GOAL 4:

Enhance DCHC’s Brand and Awareness Across Durham Region

DCHC’s brand is about more than just our name or our logo; it also involves our value proposition to the community, as well as our programmatic offering, our approach to providing a client journey, our inclination to partner, and our propensity to champion health equity. It also involves building trust – the confidence that current and prospective clients have in DCHC as a positive component of their health and well-being journey.

It is imperative that we develop and execute an effective marketing communications strategy that will ensure community members and service providers know who DCHC is and what we offer. Through this goal, our vision is to create additional resources and capacity to meet the growing demands of our clients and communities.

<p>TO ACHIEVE OUR GOAL, WE WILL:</p> <p> </p> <ul style="list-style-type: none"> • Develop and execute a marketing and communications strategy that will ensure the broader community understands who DCHC serves, how we serve them, and what our core areas of programmatic offering are 	<p>WHAT SUCCESS LOOKS LIKE:</p> <p> </p> <ul style="list-style-type: none"> • Increased annual revenue from public funding and fundraising • An increase in the number of clients, either directly entering DCHC or from external organizations referring clients to DCHC • Current clients are more willing to refer DCHC’s program and services to their family, friends, and community
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STRATEGIC GOAL 5:

Become an Employer of Choice with a Focus on Recruitment, Development, and Retention

The bedrock of a well-functioning organization is its staff’s talent, expertise, and happiness. Time after time, our clients have expressed immense gratitude for DCHC staff’s dedication and commitment to their care journey. This highlights the significant role staff play in DCHC’s success and growth.

By focusing on developing and maintaining a positive workplace culture, we can continue to foster a supportive, respected, and collaborative environment where our staff feel valued and motivated to do their best work.

Along with augmenting processes and structures to help develop and retain our talent, we are going to focus on recruiting the best talent to enable DCHC to achieve its strategic growth and deliver care to our community members.

TO ACHIEVE OUR GOAL, WE WILL:



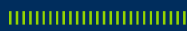
- Develop an integrated talent management plan that accelerates the organization’s strategic growth
- Implement an employee engagement approach that ensures DCHC’s Theory of Change is in focus for all employees, promotes alignment with DCHC’s strategic direction, and motivates employees to contribute innovative approaches that will achieve DCHC’s strategic and operating objectives
- Move towards a team structure of program and service integration that enhances culture of collaboration through effective communication and information sharing

WHAT SUCCESS LOOKS LIKE:



- Identification of core, future, and best talent
- Increased retention of best talent across the organization
- Improved staff engagement
- Increased leadership capacity, talent, and development
- Strategically aligned roles and responsibilities

Where we Want to Make Impact



As we prepare ourselves to pursue new and exciting opportunities, while demonstrating our resilience to withstand different challenges, we circle back to our organization's five pillars to ascertain the impact of various actions and decisions.

Our Clients and Communities

We will continue to improve access to our services by focusing and strengthening how we address the needs of individuals and communities.

Our Roles in the System

DCHC has the breadth of primary care and wellness programs and services, a presence in different areas of the community, and expertise in supporting vulnerable and complex populations.

Over the next three years, we will contribute this expertise with our partners such as Ontario Health, Durham Ontario Health Team, government stakeholders, Alliance for Healthier Communities, and other community partners for the development an integrated system of care.

Our People

Over the next three years, our goal is to align and engage everyone in our organization around common strategic goals and priorities as we collectively and proactively manage our continued growth and evolution.

Our Organization

Over the next three years, we will make a concerted effort to ensure we have a stable complement of core staff and are investing in systems and technology to improve our operations.

Our Sustainability

Over the next three years, we will make a concerted effort to build our organization's foundation to achieve greater impact. This means ensuring we have a stable complement of core staff and are investing in systems and technology to improve our operations.

Our Clients and Communities

Our Roles in the System

Our People

Our Organization

Our Sustainability

How You Can Help



There are three ways staff, clients, community members, and external organizations can help:

1

DONATE

Scan this QR code to donate through our website:



2

VOLUNTEER

Scan this QR code to see our current Volunteer Opportunities:



3

SPREAD THE WORD

Scan this QR code to learn more about DCHC and the programs and services we offer:







Thank You



Thank you to all who contributed to the development of this strategic plan. Whether you shared your ideas, participated in interviews and consultations, or contributed feedback to drafts throughout the process, we are grateful for your time and insights. We commit to continuing to work closely with our stakeholder community as we strive to improve our health and social systems so they can better support our clients.

A note to our valued clients: your well-being remains at the heart of everything we do. At Durham Community Health Centre, we believe in continuously improving our services to better meet your needs. Our new strategic goals are not just for the sake of change – it is with you, our esteemed client, in mind. We are committed to enhancing your experience and ensuring that you receive the highest quality care and support.

OSHAWA LOCATION

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T: 905-743-9960 | F: 905-720-1292

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T: 905-420-0333 | F: 905-420-3541