

Excellent Care. Today & Tomorrow

**The Four Villages Community Health Centre
*Strategic Plan (2014 – 2017)***

***Plan was reviewed in 2017 by the Board and
has been extended to the end of 2018***



The Four Villages
Community Health Centre
Working Together for Whole Health

EXECUTIVE SUMMARY

For almost 25 years, *The Four Villages Community Health Centre (CHC)* has been providing programs and services to meet the needs of residents in West Toronto. From day one, Four Villages has embraced its mandate to deliver inter-professional primary health care services to the community with a focus on those most in need, complementing services with key health promotion programs and targeted community initiatives. The goal continues to be clear – *to improve the overall population health of the diverse communities served in West Toronto.*

While extremely proud of our rich history, Four Villages understands that Ontario’s health care system is evolving and we must evolve with it – both to remain relevant as well as to influence the direction of change. The imperatives in Ontario are to improve access to care in the right settings, ensure effective transitions across the continuums of care and supports, enhance focus on prevention and outcomes, and ensure a financially sustainable, cost-effective system of care. As such Four Villages, along with other health service providers, must actively evolve how we work to meet the growing needs of an aging and increasingly complex population. In addition, we must actively enable the health system reform agenda defined by the Ministry of Health and Long-Term Care and the Toronto Central Local Health Integration Network. By doing both we will deliver on *the promise of the CHC model in Ontario.*

Building on past accomplishments and leveraging the collective and diverse talent that exists within our organization, Four Villages will seek to truly transform how we deliver on our vision, mission and mandate by pursuing three strategic directions supported by a key enabler.

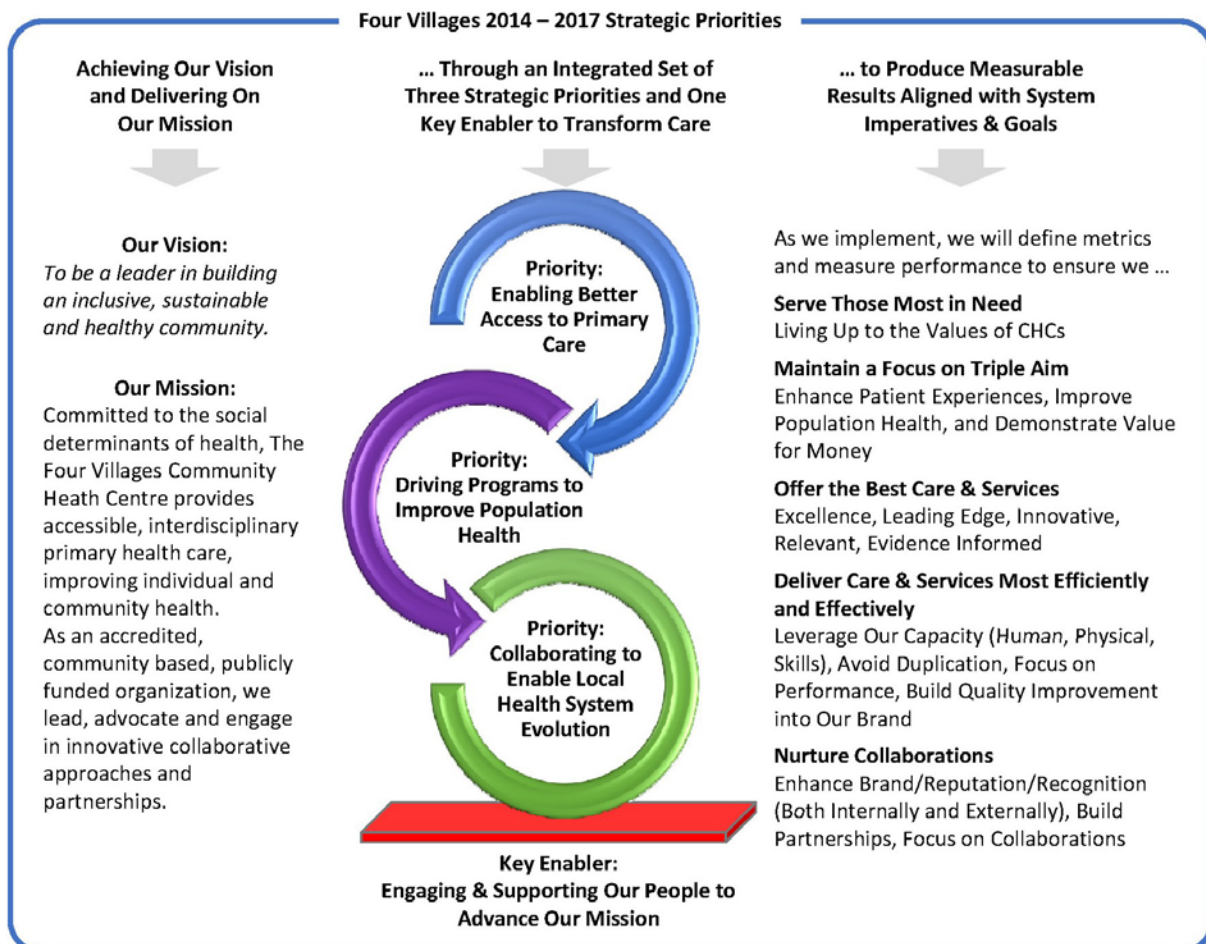


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CONTINUING TO BUILD ON OUR HISTORY

From a Simple Idea to a Transformative Care Delivery Approach.

The Four Villages Community Health Centre (Four Villages) is grounded in a solid and successful history. Across Ontario and Canada, Community Health Centres (CHCs) have improved access to primary health care for individuals at higher risk of developing health care problems. The CHC model offers an approach to care that has been replicated within primary health care reform efforts across Canada. The results and benefits to clients and families and the broader system of care have been significant:

- Rather than our clients seeking medical attention only when they are sick, CHCs focus on keeping people healthy and independent, using a wide range of programs and services supporting the broader population health needs of an individual;
- In place of delivering care in higher cost and more intensive inpatient/residential settings, CHCs' services are delivered in the community, close to where people live; and
- Instead of receiving care from a sole provider or single type of health care professional, CHCs offer a comprehensive array of primary health care (clinical and health promotion services and programs) through a diverse mix of inter-professional providers, working in teams and providing the professional services best able to meet the needs of clients.

The evidence is clear that CHCs have been and can continue to be key contributors to a cost-effective, responsive, and more accessible primary health care system keeping Ontarians healthy, living in the community, and encouraging care in the most appropriate setting.

Building on Over Two Decades of Exceptional Care in West Toronto.

Since 1991, Four Villages has been offering primary health care, clinical and health promotion programs and services in West Toronto.

- From our two sites, Four Villages delivers a broad range of primary health care services and programs encompassing treatment, prevention of illness and health promotion. The services are coordinated; take into consideration the social determinants of health; focus on early identification and intervention; and view community and personal capacity building as key contributors to an individual's health.
- Four Villages' inter-professional team includes broad skills and experiences from our family physicians, nurse practitioners, nurses, chiropractors, physiotherapists, occupational therapist, dietitians, social workers, community health workers, and volunteers.
- Our team of dedicated health professionals works to provide services and programs for all residents in the catchment with a focus on seniors (in particular seniors who are isolated and/or living with chronic illness and/or disability), families with young children (in particular newcomers), and youth. The services and programs are delivered at the individual, group, and community levels.

Continuing to be Guided by Our Vision, Mission and Acting on our Values.

Soon to enter our 25th year of providing primary health care programs and services in West Toronto, upon fully reflecting on our Vision and Mission during this round of strategic planning, we came to the conclusion that they remain relevant for us today and for the next three years. We believe our vision, mission and values provide an ideal foundation to shape our directions and goals as we participate in strengthening the system of care in West Toronto. *We will continue to strive to be a leader in building an inclusive, sustainable and healthy community.*

FRAMING UP OUR STRATEGIC PRIORITIES & FOCUS

For Four Villages to sustain its contribution to its community and help advance the CHC inter-professional model of community-based primary health care, it is essential that Four Villages also actively pursue an agenda of *operational and performance excellence*. This agenda will be grounded in the Institute for Healthcare Improvement's (IHI) *Triple Aim* philosophy that simultaneously pursues three quality dimensions by improving the patient experience of care (including access and satisfaction); improving the health of populations (service outputs that impact outcomes); and ensuring value for money (reducing the cost per client served). In pursuing *Triple Aim*, IHI recommends a focus on: knowing who your target population is; understanding what your goals are and how you will measure success; defining a clear portfolio of projects and initiatives that will help you achieve the goals; and ensuring the capacity to deploy and assess the impact.

Our Strategic Priorities and Key Enabler.

In setting our Strategic Priorities, Four Villages took into consideration the changing needs of our communities, our primary health care role in various continuums of care and community supports, our contributions to community initiatives and capacity building, and the shifting health system landscape in which we operate. The results are three strategic priorities and a key enabler to achieve our vision of being a leader in building an inclusive, sustainable and healthy community.

Our Three Strategic Priorities will:

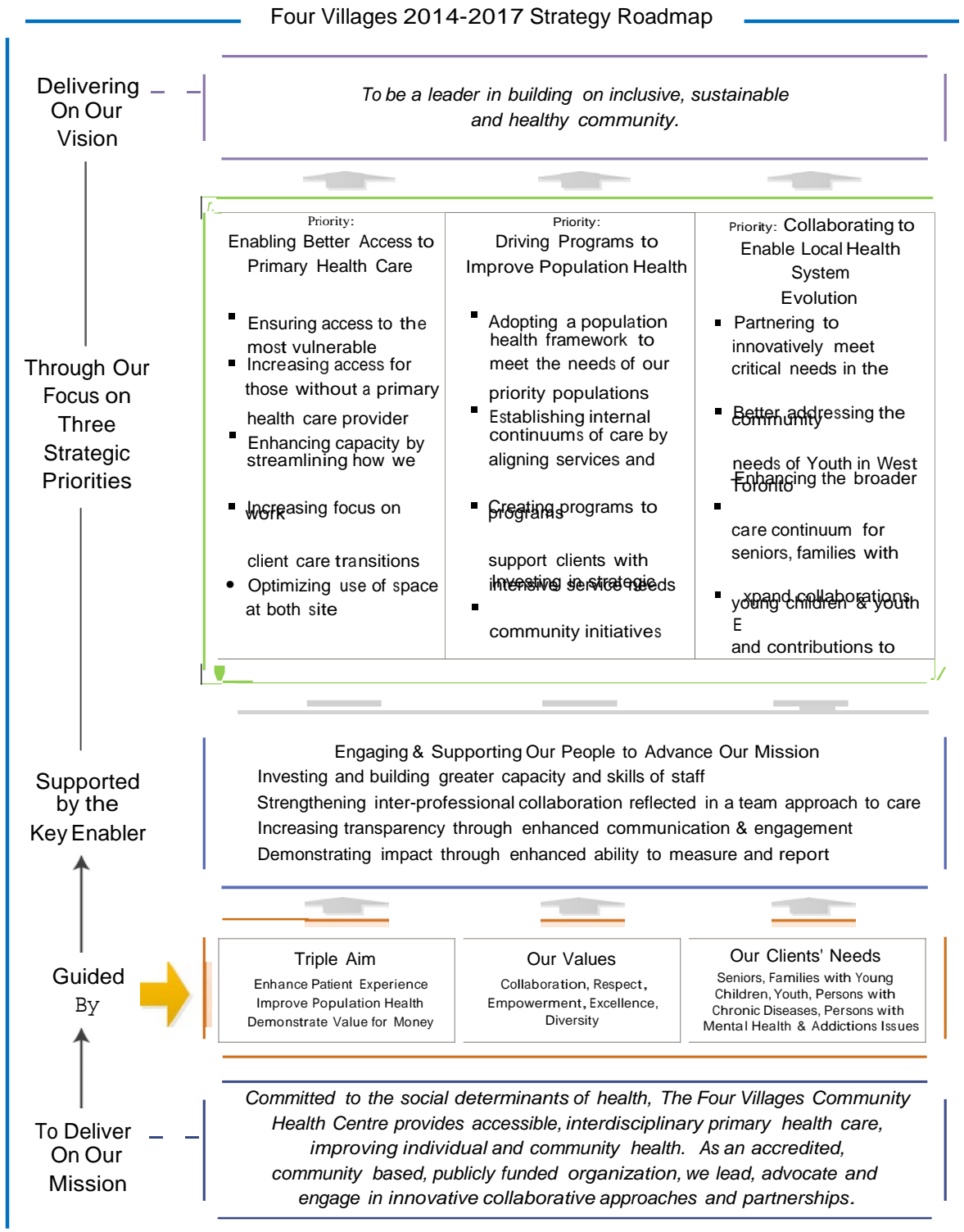
- ***Enable Better Access to Primary Health Care Services*** to ensure West Toronto residents – in particular those most vulnerable and at risk – have timely access to primary health care that uses our unique mix and alignment of professionals as well as programs and services, is fully coordinated, and leverages available resources and capacity.
- ***Drive Programs to Improve Population Health*** through a relentless evidenced-based focus on optimizing programs that impact the health and well-being of our clients and priority populations, strengthening the internal continuum between services and programs, and strategically nurturing community initiatives.
- ***Expand Collaborations and Contributions to Enable Local Health System Evolution*** by partnering with other health system providers to enhance coordination and access, and ultimately to facilitate and lead system change efforts.

Recognizing that achievement of these priorities is critically dependent upon the people who work at Four Villages and our many volunteers, a key strategic enabler has been identified.

- ***Engage and Support Our People to Advance Our Mission*** by empowering staff and volunteers to help us design new models of care and key processes that allow them to excel in all that they do while ensuring our limited resources are used effectively.

Four Villages will translate these priorities and enabler into the development and execution of annual operating plans, establish measurable goals to clearly define what success will be achieved, and create a resource plan to identify the internal and external capacity requirements to deliver on the plan. The strategy will play a pivotal role in helping the organization decide where it will invest its time and resources over the coming years, and provide a clear picture of success for Four Villages and the community it serves.

The following diagram depicts Four Villages' three-year strategy roadmap. To achieve our vision and mission, Four Villages will continue to be guided by the Triple Aim philosophy; stay steadfast and true to our values; remain committed to acting based on client and community needs; be enabled by our people; and pursue three priorities to advance access to primary health care, improve the health of the population, and support local health system evolution.



The following pages describe specific goals and measures for each strategic priority and enabler.

Priority #1: Enabling Better Access to Primary Health Care

A strong primary health care system is increasingly recognized as a critical foundation for a sustainable healthcare system. People who have consistent access to primary health care providers are more likely to receive timely health promotion and clinical services that address their health issues before they become more serious and more costly to treat. Having regular access to primary health care is also associated with reduced emergency department visits, fewer hospital admissions, and greater adherence to treatment goals. For all of these reasons, jurisdictions across Canada are pursuing strategies to enhance access to primary health care.

At the same time, all primary health care reform efforts recognize that access is not just about seeing a physician, but instead, must also enable access to an inter-professional team of providers who collectively have the capacity to deliver the required “package” of programs and services that promote health, prevent disease and enhance management of chronic conditions. Evidence shows that this approach enables a population health mandate and results in reduced illness and mortality.

Goals We Will Seek to Achieve...

Through a commitment to *Increasing Access to Primary Health Care Services*, Four Villages will:

- 1. *Maintain our commitment to serving the most vulnerable individuals by ensuring that people in each of our priority populations continue to have access to the care and services they need (seniors, families with young children, youth).***
- 2. *Increase the number of unattached persons served (i.e., people without a designated primary health care provider) who will report that Four Villages is their primary health care provider.***
- 3. *Redesign and streamline direct care and support processes of our programs and services to increase access, enhance effectiveness, maintain client satisfaction and ensure a positive client experience.***
- 4. *Create effective client care paths and coordinated care plans that ensure clients benefit from the most appropriate array of provider care and support –internally and externally.***
- 5. *Ensure that facilities at both sites are optimized in terms of space and design to maximize access, ensure safety, improve the client experience, and increase staff work-life satisfaction.***

Measures to Show We Are Successful...

- ✓ **We will increase the overall number of clients in our panel consistent with MSAA targets;**
- ✓ **We will increase the number of priority population clients served by programs/services;**
- ✓ **We will be able to track and report on an increased number of clients receiving coordinated care between Four Villages and another provider agency;**
- ✓ **We will be able to show reductions in wait times for all programs and services;**
- ✓ **We will move towards all clients having a coordinated care plan, starting with our most complex clients and those with frequent visits;**
- ✓ **We will strive to maintain a high client satisfaction and staff work satisfaction; and**
- ✓ **We will have more and better client care space to improve access to care and enhance the client experience.**

Priority #2: Driving Programs to Improve Population Health

To drive improvements in population health, Four Villages will push the envelope in health programming by increasing the comprehensiveness, breadth and impact of its programs. It is well acknowledged that the current system of care is struggling to deliver safe and sustainable services to meet the growing needs of an aging, diverse population. The answer is not about doing more of the same (e.g., investing in more acute care, more primary care clinical services), but moving to a new and effective system grounded in a population health mandate that seeks to improve the overall health of a population.

Four Villages will advance its programs, but not in isolation. In the future, programs and services will work symbiotically ensuring the most appropriate care is delivered when and where it is needed. To achieve this, Four Villages must examine how it delivers programs with the goal of creating greater harmony between its programs and services that will ultimately drive improvements in population health.

Goals We Will Seek to Achieve...

Through a commitment to Drive Programs to Improve Population Health, Four Villages will:

- 1. Adopt and make use of an evidence-informed Population Health/Health Promotion Framework to set program priorities that best address client needs, improve the outcomes of our clients and priority populations, and target the most prevalent chronic conditions in West Toronto.***
- 2. Strengthen existing and develop new programs to better complement our services, meet client needs through our inter-professional team, help prevent and manage key chronic health conditions as well as offer new care and supports for clients with intensive service needs.***
- 3. Establish more formal internal continuums of care for priority populations that seamlessly align programs and services enabling clients to navigate across and benefit from the most appropriate care in the most efficient manner.***
- 4. Work with our partners to create high impact Community Initiatives and Health Promotion Programs - in particular for our priority populations.***

Measures to Show We Are Successful...

- ✓ **We will articulate how Four Villages values disease prevention and health promotion programs in the context of primary health care services;**
- ✓ **We will strengthen access to care as we move towards a population health mandate;**
- ✓ **We will enhance the transition of intensive need clients from primary health care services to programs enabling improved access, enhanced client satisfaction and greater capacity to deliver services;**
- ✓ **We will increase the use of group clinical care programs where they make sense and are effective;**
- ✓ **We will build clear bridges and pathways across Four Villages and with partners in care outside of Four Villages to ensure clients get timely, appropriate services; and**
- ✓ **We will increase the number and effectiveness of community initiatives targeting food security and physical activity offered by Four Villages and in collaboration with our partners.**

Priority #3: Collaborating to Enable Local Health System Evolution

Health systems across Canada acknowledge the need to transition away from the illness-care/hospital-centric models and invest in community-based models to promote a population health mandate that better meets the health care needs of increasingly complex populations.

While Priorities #1 and #2 strengthen our service offering to better meet the health care needs and improve the wellbeing of our communities, Four Villages cannot realize care outcomes of our clients on our own. *No one agency can deliver the necessary full range of services/programs across the continuum of care to ensure timely access and good outcomes, and do so in a way that is cost-effective.*

Over the last decade, there have been a number of efforts to strengthen Ontario's health care system in terms of access, outcomes and cost effectiveness. Many efforts have focused on health service provider integration through better coordination of care and service delivery partnerships. But much more needs to be done – in particular in the context of internal and external care transitions.

Four Villages over the next three years will focus on improving coordination of care through partnerships focused on the broader continuum of care, and enhance back office capacity and supports to ensure system efficiency and effectiveness.

Goals We Will Seek to Achieve...

Through a commitment to Expand Collaborations and Contributions to Enable Local Health System Evolution, Four Villages will:

- 1. Build targeted partnerships (horizontally and vertically) that enable innovations in the delivery of services and programs that will have the highest potential to address health care needs of priority populations, and foster a "shared" approach to services, programs and community initiatives.***
- 2. Define and make clear Four Villages' role and contributions to better address the needs of youth in West Toronto to complement a broader city-wide effort.***
- 3. Assess gaps in care and supports across key continuums of care relevant to three of our priority populations (seniors, families with young children and youth) to inform program and service development at Four Villages and in collaboration with system partners.***
- 4. Seek opportunities with other health service providers to strengthen our operational and support functions to increase organizational capacity and effectiveness.***

Measures to Show We Are Successful...

- ✓ **We will show how Four Villages has contributed and been instrumental in enabling local health system improvements such as Health Links;**
- ✓ **We will report on the number and effectiveness of programs/services delivered with others;**
- ✓ **We will create two new fully integrated (shared) services for: a) seniors to keep them in the community, and b) persons living with mental health and addictions issues to increase their access to primary health care;**
- ✓ **We will list the number of health and social service providers across the West Toronto care continuum with whom we have formal arrangements to improve client care transitions;**
- ✓ **We will conduct a comprehensive population needs and service capacity assessment for key primary health care services and programs (clinical and health promotion); and**
- ✓ **We will have assessed and moved forward on opportunities for shared back office services.**

Enabler: Engaging & Supporting Our People to Advance Our Mission

Stakeholder engagement confirmed one truth: Clients truly value our staff. And so do we! Four Villages understands that to achieve our goals and realize our priorities – we can only do so by enabling and empowering our staff to bring about the improvements and changes to our programs and services, and to contribute to creating a seamless system of care in West Toronto. We will invest in our people. But talent management is more than just attracting and retaining talent. It is about investing in critical skill development, capacity building, brokering knowledge, and bringing forward resources that will enable staff to actively innovate how they work and how we collectively work together.

Each of our priorities will only be possible if Four Villages can fundamentally change the way our team organizes and delivers care. We must “bring to life” new models of inter-professional care that better meet clients’ needs; be sensitive to client values and choices; offer care through an appropriate mix of providers from the point of intake and assessment; ensure care plan development and execution; and support other health service providers in the community. Key to this effort will be the need to seek out and explore models showing promise, actively testing and shaping these models to our local circumstances, and then ultimately, cost-effectively integrating these models into everyday practice across Four Villages. This is no easy task but is a critical step to successfully advance our mission and the inter-professional model of care, and importantly to realize the priorities of this strategic plan.

Goals We Will Seek to Achieve...

Through a commitment to *Supporting Our People*, Four Villages will:

- 1. Invest in and build the capacity and skills of our staff to realize Four Villages’ goals and priorities in terms of access to care, client outcomes and effective system building.**
- 2. Strengthen our inter-professional collaboration that furthers a team approach to care and enables staff to work to the maximum of their scopes of practice.**
- 3. Better engage and communicate internally/externally both as part of achieving our goals and to increase transparency.**
- 4. Enhance our capacity to measure and demonstrate the impact of our people and efforts on client access, experience and outcomes, and the value of our services.**

Measures to Show We Are Successful...

- ✓ **We will target investments in staff development and qualitatively assess impact on staff skills and competencies;**
- ✓ **We will develop and fully deploy a comprehensive community engagement and communication plan to better capture our clients’ voices to shape what and how we offer services and programs and respond to staff and stakeholders needs;**
- ✓ **We will increase the number and diversity of health care and related professionals trained;**
- ✓ **We will be able to report improvements in staff satisfaction;**
- ✓ **We will increase the percentage of staff who report working to full scopes of practice; and**
- ✓ **We will track and formally report to our clients, staff, Board and our funders on the impact of our work on client access, outcomes and system reform efforts.**

MOVING FORWARD

This strategy envisions a three-year time horizon for action that builds on our many strengths; is guided and enabled by our values; meets our communities' needs both today and tomorrow; and ensures Four Villages contributes to local/regional system evolution while remaining focused on the goals of *Triple Aim* to support a great client experience, a relentless focus on population health, and ensuring value for money.

This strategy will *begin to redefine* how we deliver services internally and equally important, how we more effectively collaborate externally with key partners to strengthen the continuum of care in West Toronto. This strategy:

- ✓ ***Meets our Board's goal of safeguarding and being able to truly advance the CHC model of care which focuses on improving population health;***
- ✓ ***Contributes to meeting the health care needs of residents in West Toronto and offering value in terms of client outcomes, while also meeting our funders performance standards;***
- ✓ ***Contributes to strengthening and evolving the health care system in West Toronto; and***
- ✓ ***Ensures our staff have a fully satisfying, high quality of work life while strengthening an inter-professional model of primary health care services and programs.***

With this Strategic Plan as an overarching framework, annual plans will be developed with specific measurable goals, initiatives and actions within each direction. The resultant action plans will, in turn, be reported back to the Board to demonstrate achievements and the positive impact of our work.

These efforts will translate into better care, health and well-being for the people we serve and residents of West Toronto; a more effective system and continuum of care; and contribute to confirming the value of CHCs in Ontario's health care system.