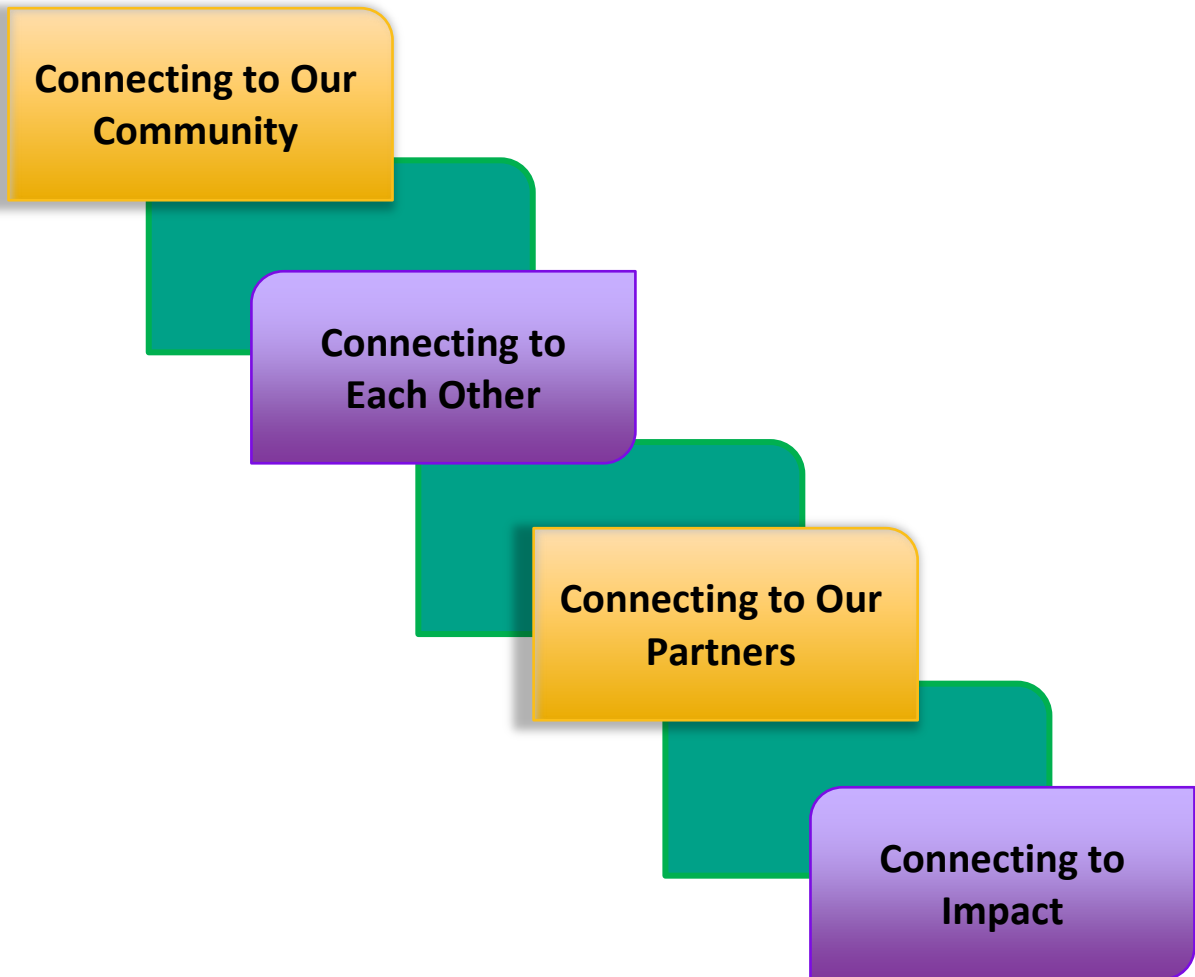


2014-2018



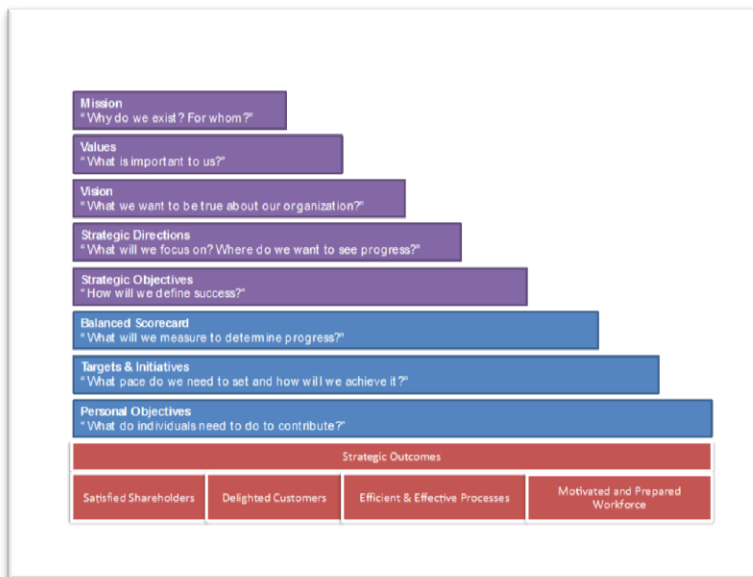
SCHC'S STRATEGIC PLAN

Introducing SCHC's New Strategic Plan

Background

In the fall of 2013, Scarborough Center for Health Communities (SCHC) undertook an ambitious process to review, assess and refresh its strategic plan. Aimed at developing a compelling and focused strategy for 2014-2018, we have worked hard to ensure that our new Strategic Plan was informed by the perspectives and insights of our clients, staff, volunteers, Board and community partners. It was our goal to create a compelling Vision for our future that would inspire each and every individual that interacted with SCHC now and in the future.

The feedback we received was generous and thought provoking. In the course of our 4-month process, we were able to receive opinions from over 450 individuals about our future. Through interviews, focus groups, electronic surveys and community intercepts, our clients, staff, volunteers, Board and community partners provided us with amazing insights on our Mission, Vision, Values, Strategic Directions and Objectives.



We heard through our consultations, we have much to be proud of at SCHC and we have a bright and bold future ahead of us. We were also told that there were areas for improvement as well as significant opportunities that we need to seize if we are to continue to meet the needs of our diverse population.

We have listened to what our stakeholders have said and the outcome of these discussions is a clear and compelling plan that answers many of the strategic questions facing our

organization. Supported by clear and tangible measurements and outcomes, SCHC now has a plan that will guide our decisions and actions for the next 4 years.

Our Plan

Through our consultations, we confirmed two core components of our strategic plan: the Mission and Vision of SCHC. Our Mission defines *why we exist and for whom*. Our Vision statement defines *what we want to be true about SCHC by 2017*. Our renewed Mission and Vision statements include:

OUR MISSION:

SCHC is dedicated to meeting the diverse, holistic health needs of the communities of Scarborough by addressing the physical, mental, social, financial and environmental aspects of their health. Through the promotion of healthy lifestyles and the delivery of a comprehensive range of culturally competent health and social services, we cultivate vital and connected communities.

OUR VISION

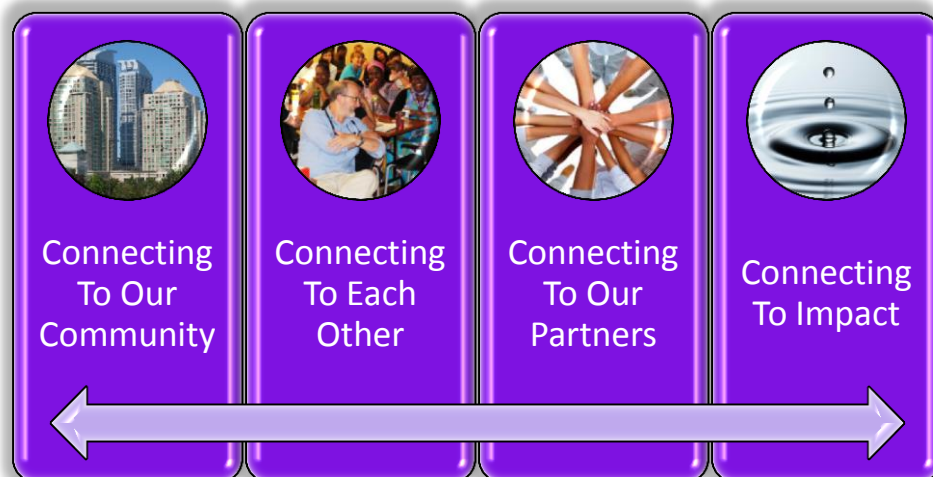
To be recognized by our clients, communities and partners as leaders in championing holistic health and wellness for the diverse populations of Scarborough.

Our Mission emphasizes our commitment to treating the diverse needs of our population in a holistic manner and our commitment to continue the delivery of a wide breadth and range of services to those that need them most. Our Vision also reflects our recognition and commitment to diversity, but also identifies that we will be champions for our philosophy of care and its availability to the people of Scarborough.

We do know, however, that the pursuit of our Vision and Mission must be done in a way that is consistent with an appropriate set of behaviors. As such, SCHC has also moved to embrace a renewed set of VALUES that will guide our staff, volunteers and Board as we move along in this journey. These values, now known under by the acronym “**I CARE**” include:

- **I**nclusiveness
- **C**ommunity Engagement
- **A**ccountability
- **R**espect
- **E**quity

We know that understanding why we are here (i.e. our Mission), where we are going (i.e. our Vision) and how we will conduct ourselves (i.e. our Values) is critical. With that said, SCHC has also determined that we must make choices about where we will invest our time, energy and resources to move forward towards our Vision. With this said, through our consultations we learned that SCHC is best known for, and will be increasingly ask to demonstrate meaningful connections with our clients, staff and our partners. Recognizing this, SCHC has endorsed 4 strategic directions that will ensure that SCHC remains connected, relevant and impactful in the Scarborough community. These directions include:



SCHC recognizes that connections are everything. Of course, SCHC continues to be committed to creating meaningful connections to our community, staff and partners. We recognize, however, that we must also demonstrate the impact of our work on the quality of life of our Scarborough population and are, therefore, also committed to ensuring that we connect our work to the impacts that we have on people and their health.

So what does each of these directions mean and by focusing on these directions, what will success look like for us?

Direction #1: Connecting to Our Community

As a recognized, valued and connected community health and wellness resource, SCHC will demonstrate an intimate understanding of its communities needs and develop quality, holistic and imaginative programs and services reflective of those needs.

What Will Success Look Like?

- We have established a clear understanding of the evolving, holistic health needs of Scarborough residents;
- Our programs and services are reviewed and assessed to ensure they are meeting community needs;
- We employ innovative models to ensure the right program and services are provided to Scarborough residents in the most effective manner;
- We connect with our community to provide a comprehensive set of programs and services within SCHC and the broader health and social services system

Direction #2: Connecting to Each Other

Recognized as a top employer in Scarborough, SCHC will create connections between sites, programs and services, staff, volunteers and leaders that foster knowledge, energy, trust and engagement.

What will Success Look Like?

- Our staff and volunteers are proud to work at SCHC;
- Strong and effective leaders are developed at all levels in the organization;
- Our work environment enables staff and volunteers to be safe and effective in caring for our clients, while promoting a learning culture;
- Our staff and volunteers are actively engaged utilizing their skills, energy and talents.

Strategic Direction #3: Connecting to Our Partners

SCHC will enable leadership, service capacity and advocacy for our community through the development of powerful, effective partnerships.

What will Success Look Like?

- We are recognized as a champion for successful, partnership driven initiatives that create a strong voice for our communities;
- We have established and implemented a strategic, diversified partnership approach to improve health and wellness for Scarborough residents;
- Our partnerships result in improved accountability and sustainability.

Strategic Direction #4: Connecting to Impact

SCHC will deliver quality, efficient and effective services that demonstrate a clear, positive impact on our diverse Scarborough residents.

What will Success Look Like?

- We demonstrate our impact by improving the key health and wellness outcomes for Scarborough residents;
- We adopt and translate evidence based practice into everything we do;
- We achieve meaningful impact while being effective stewards of our resources

The SCHC Strategic Plan creates a compelling story about where we want to go and how we will get there. We are fiercely proud of our organization and positive impact it has on our clients and their families. We believe that our new strategic plan will compel us forward towards a bright new future and we are excited about the endless possibilities, and connections, that lie before us.