



STRATEGIC PLAN 2023-26

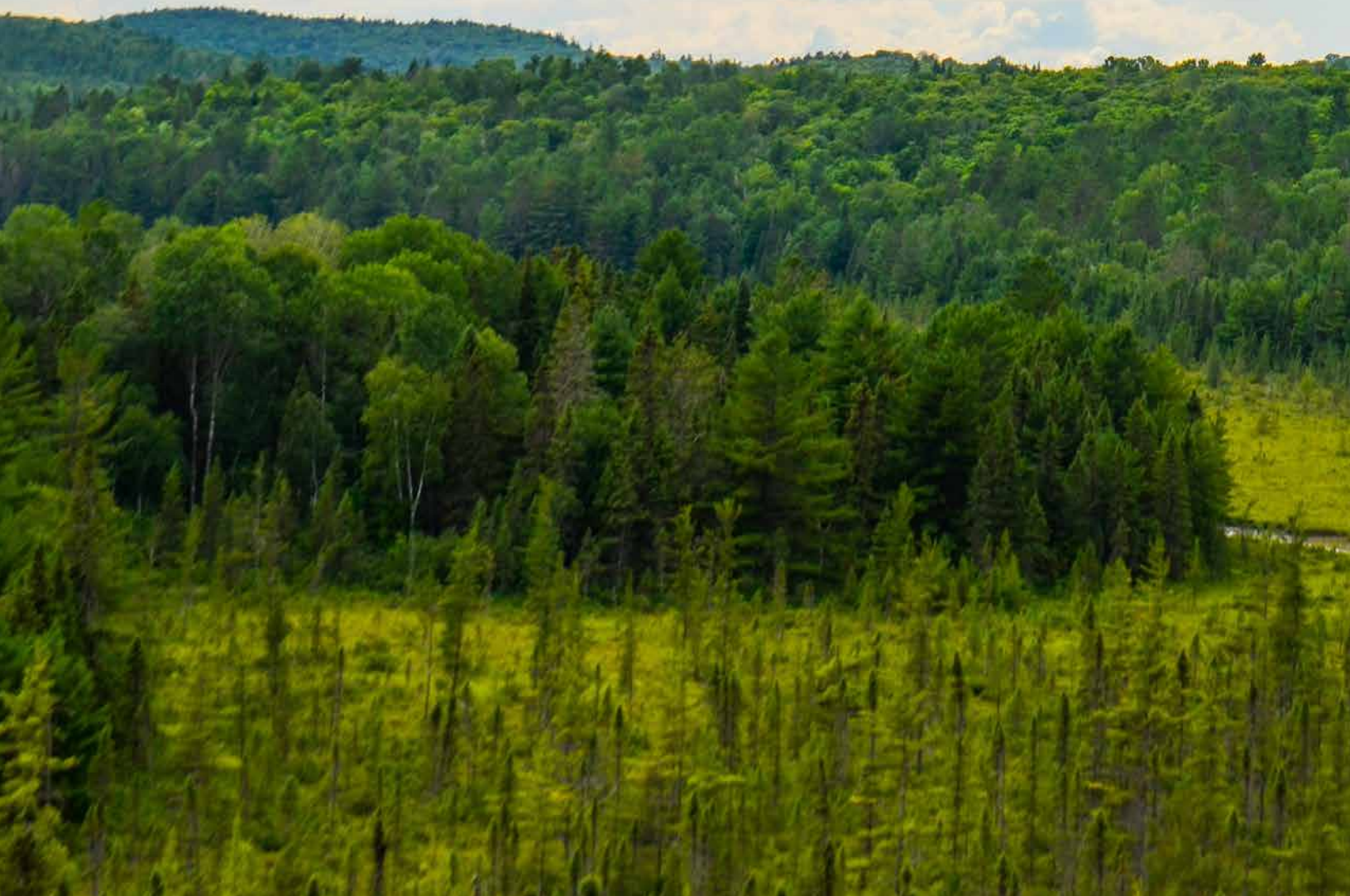




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A MESSAGE FROM **OUR EXECUTIVE DIRECTOR**

The last few years have been a time of recovery and transition as we have navigated through the COVID-19 pandemic and the ever-changing landscape of the health care system. Despite these challenges, Country Roads Community Health Centre (CRCHC) has remained committed to building healthier communities by working with our residents and health systems partners in delivering high quality health and wellness services.

I am honoured to have accepted the role as Executive Director in January of 2022 of an organization that prioritizes the holistic health and wellness needs of its clients and communities through a model of health and wellbeing. As we shift our focus from COVID-19, we continue with our resilient response to ensure the recovery and sustainability of our services and programs.

The team-based approach to care and partnerships within the community is reflected in the commitment and dedication of its staff and volunteers.

Through effective communication and innovative approaches, Country Roads Community Health Centre is committed to a culture of wellbeing that empowers all to thrive. I am delighted to share with you the 2023 – 2026 Strategic Plan for Country Roads Community Health Centre.

Yours in health,



KERRI CHOFFE, EXECUTIVE DIRECTOR
Country Roads Community Health Centre

A MESSAGE FROM **OUR BOARD OF DIRECTORS**

Country Roads Community Health Centre is a not-for-profit organization, governed by a local, voluntary Board of Directors responsible for providing leadership reflective of its community. Community boards ensure accountability and responsiveness respective of individual and community need.

The staff, students and volunteers of Country Roads Community Health Centre have continued to raise standards in the face of many challenges over the past few years.

The strategic planning process is led by the Board of Directors, who ensure its alignment with the mission, vision, and values of the organization, effectively utilizes available resources, and meets the needs of its community.

The staff, students and volunteers of Country Roads Community Health Centre have continued to raise standards in the face of many challenges over the past few years. Their resilience and fortitude are reflected in the services provided, programs offered, the advocacy advanced and the progress made in our part of the health care system.

The Board of Directors is proud of our staff and their commitment to meet the needs of our clients and community through services grounded in an integrated, client-centred care and evidence-informed approach. We are excited to implement our Strategic Plan for 2023 – 2026.

BOARD OF DIRECTORS
Country Roads Community Health Centre

MISSION AND VISION

MISSION

Country Roads Community Health Centre (CRHC) strives for healthier communities by working with our residents and health system partners to deliver high quality health and community-based programs and services.

VISION

Healthy People in Healthy Rural Communities

OUR COMPASS – OUR COMMITMENT TO THE HEALTH AND WELL-BEING OF THE COMMUNITIES WE SERVE IS GUIDED BY THE FOLLOWING PRINCIPLES:

- Open communication, authenticity, kindness, respect and trust.
- Embrace equity, inclusivity and diversity for all staff, clients, and communities recognizing and addressing disparities and promoting a culture that celebrates respect, inclusion and belonging for all.



- Advocating to ensure that the voices of our clients and communities are heard and acted upon.
- Cultivating continuous quality improvement, where we strive to learn and grow from our experiences.
- Using data to inform our decisions, leveraging analytics to gain insights into client needs, preferences, and outcomes, and making evidence-based decisions that can improve care delivery and health outcomes.
- Prioritizing harm reduction approaches to care, minimize negative consequences of substance use, risk-taking behaviors, and other harmful practices while promoting safety and wellbeing.
- Applying a trauma-informed approach to care by recognizing the impact of past and current experiences on health and well-being.



"You're doing a great job! Always quick response times, and cheerful interactions."

"I have had nothing except great experiences. 25 years a patient."

— CLIENTS

COUNTRY ROADS COMMUNITY HEALTH CENTRE

ABOUT CRCHC

Country Roads Community Health Centre (CRCHC) is a not-for-profit organization funded through Ontario Health with a focus on equitable access to healthcare and healthy communities.

CRCHC provides a range of health and wellness services to people in the Eastern Ontario rural communities of the Township of Rideau Lakes, Village of Westport and surrounding area since 1988.

CRCHC provides a client-centered and collaborative model of integrated interdisciplinary care to clients and the community. The health centre works with community partners on a variety of shared support programs to meet local needs.

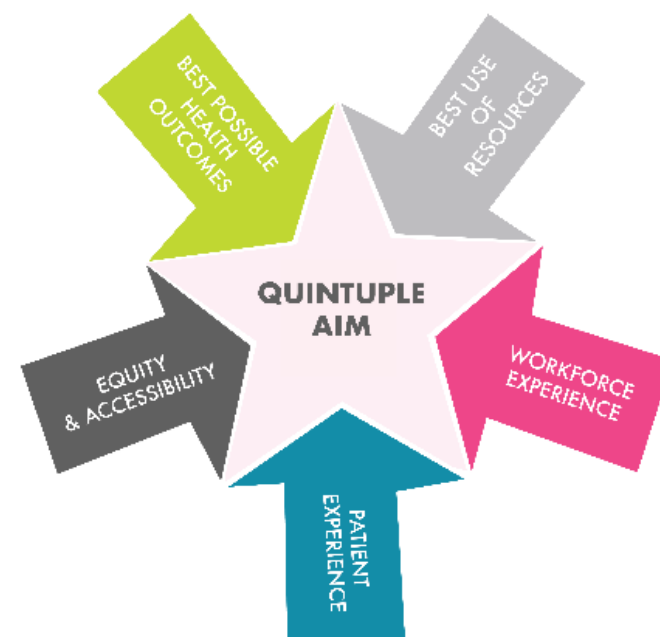
CRCHC employs a diverse range of staff which includes primary care and allied health providers. These team members offer a range of services to their clients to support their health and wellbeing, including primary health care, chronic disease management, health promotion and education, system navigation, social prescribing and outreach.

"In my experience your service could not be better and I thank you for it. It is so comforting to know that help is only a phone call away."

— **CLIENTS**

"I very much appreciate the medical care I have received through CRCHC the staff seem to work very well as a team and have seen me through a challenging long term illness. Thank you for all that you do."

— **CLIENTS**



OUR SERVICES

PRIMARY CARE

- Advanced Care Planning
- Diabetes Services
- Lab and ECG Services
- Chronic Disease Management
- Outreach Services
- Social Prescribing
- STOP Smoking Cessation Program
- Primary Care Nursing
- Primary Care – Physicians & Nurse Practitioners

- Brain Health Clinics
- Immunizations and Vaccines
- Nutrition Services
- After Hours On-Call Services
- Same Day Appointments
- Pharmacist Services
- Social Work and Counselling
- Client Navigation

ON-SITE SERVICES

- Home and Community Support Care Coordination
- Arthritis Program
- Hearing Healthcare
- Euclid Telehealth
- Community Clothing Cooperative
- Oral Health Services
- Lanark Leeds and Grenville Addictions and Mental Health Counselling Services
- Alzheimer Society of Lanark, Leeds, and Grenville
- Portland Food Bank
- Foot Care Program

COMMUNITY PROGRAMS

Adult Fitness

- Senior Fit
- Walking in the Halls (Get W.I.T.H. It)

Nutrition Programs:

- Good Food Box
- What's Cooking Community Kitchen

Wellness Programs

- Bereavement Program
- Living Life to The Full
- Mindfulness Based Stress Reduction

Children and Youth Programs

- Move It After School Program
- Early Years – Education and Support
- Childcare Training Program
- Home Alone Program
- Parenting Support

Volunteer Program

- Client Community Experience Committee
- Health Champions
- Youth Leaders Program

Guthrie House

- Rideau Lakes Chiropractic
- United Counties Ontario Works
- Community Volunteer Income Tax program (CVITP)
- Developmental Services of Leeds and Grenville (DSLGS)
- KEYS Job Centre
- Children's Mental Health of Leeds and Grenville
- Alzheimer Society of Lanark, Leeds, and Grenville
- Social Prescribing



Leeds and Grenville is located on the traditional territory of the Anishinabek, HuronWendat, Haudenosaunee (Iroquois), Oneida and Haudenosaunee (St. Lawrence Iroquois) peoples. This territory is covered by the Upper Canada Treaties.



OUR COMMUNITY

12,000

PEOPLE IN THE CATCHMENT AREA

5,000

CLIENTS RECEIVING PRIMARY CARE

8,000

ANNUAL PARTICIPANTS IN OUR COMMUNITY PROGRAMS

Country Roads Community Health Centre has been providing comprehensive primary health care, illness prevention and health promotion programs and services to North Leeds and area since 1988. Over the past 35 years the organization has increased its service locations to Portland, Westport, and Elgin.

CRCHC employs over 40 staff and provides primary care services to over 5,000 residents of Rideau Lakes, Westport, and surrounding areas. CRCHC provides other health and wellness services to an additional 1,000 residents. The remote, rural area is comprised of hamlets and villages and is known for its diversity of population, economic activity, and geography. Farming, tourism, and service industries form the backbone of the local economy and its abundance of waterways along the Rideau Canal.

STAKEHOLDER ENGAGEMENT

As part of the strategic planning process, CRCHC sought input from various stakeholders, including clients, staff, the wider community, and community partners. CRCHC reviewed data from a set of digital surveys sent to clients and staff, as well as a series of interviews and focus groups. CRCHC greatly values feedback, which helped to gain a better understanding of the various perspectives and concerns.

INFORMATION FROM 364 STAKEHOLDERS

E-SURVEY RESPONDENTS **290** COMMUNITY MEMBERS
18 EMPLOYEE
11 LEADERSHIP AND BOARD
15 PARTNERS

FOCUS GROUP PARTICIPANTS **11** BOARD
7 COMMUNITY

STAKEHOLDER INTERVIEWS **12**

OUR PARTNERS



COMMUNITY PARTNERS

- Churches
- Service Clubs
- Rideau Lakes Library
- Local Schools



EMERGING TRENDS AND THEMES

IN THE COMMUNITY

The **communities CRCHC serves are rural**, where the experience can be rich with diverse opportunities and lifestyle choices. This rurality can also bring challenges, depending on levels of financial security and access to transportation. The geographic distance between communities creates limited access to certain specialized care and other resources you might find in a more urban centre. The rurality factor can increase the risk of social isolation and practical concerns such as gaps in internet and cellular service. Finding innovative approaches to support the health and well-being of the rural communities is a priority for CRCHC.

Mental health is a priority for the community, who collectively asked for not only traditional therapy and counselling, but additional support groups, training in exercise, mindfulness, and life coping skills. Stakeholders highlighted various topics that they felt were essential, such as grief, anger management, youth coping skills, parenting skills, and couples' therapy.

All respondents informing the CRCHC strategic planning process wished to prioritize **care for seniors** in the community.

Investing in youth through education, programming, youth-focused innovation, and involving young people in community decision-making processes can mitigate many of the specific challenges rural youth might face. This includes limited access to resources, social isolation, substance abuse, mental health issues, poverty, and limited job opportunities.

A strong sense of **community belonging** is highly valued by members of the communities served by CRCHC; however, many clients have limited social networks. Stakeholders see their ability to contribute as a key measure of success. They also place great importance on feeling welcomed, respected, and heard by the team at CRCHC, and strive to reciprocate with trust, care, and respect.

Rising inflation is causing **economic pressures** on clients, with the rising cost of food, housing and transportation listed as key sources of financial stress, particularly for marginalized clients who are on fixed incomes.

As with many communities in Ontario, **food insecurity** remains a challenge in the Township of Rideau Lakes and Village of Westport.

Lack of transportation was identified as a significant challenge for clients accessing supports and services due to long distances, limited social supports, and finances.

"I just wanted to say thank you to all staff I've dealt with so far. Everyone has been pleasant and helpful. Seems like a good place to work too." — CLIENTS

BRIDGING THE GAP

Community members would like **greater access to care** — to be able to access primary care at CRCHC, call and get appointments quickly with shorter wait lists for services.

There is a **gap in community awareness** about the services offered by CRCHC, which has been identified as an important consideration for the organization going forward. Many community members have indicated that they do not know what services are available. The "bureaucracy" involved in accessing services can also be a deterrent, with some perceiving it as a daunting obstacle to seeking help. It is important to note that any effort to increase awareness must be balanced against the organization's capacity to meet demand.

Effective **chronic disease management** can reduce healthcare costs, improve health outcomes, and enhance patient satisfaction. There is a growing interest in innovative approaches to chronic disease management, such as group medical visits, patient portals, social prescribing and system navigation.

Improved use of technologies, both to improve quality of care and independence for clients, but also the use of data and analytics to identify areas for quality improvement, reduce unnecessary treatments and tests, and virtual options to access care.

The **removal of on-site venipuncture services** has been a source of disappointment for many members of the community. The availability of on-site lab services was frequently cited in surveys and stakeholder conversations as a prime example of accessible care.

Community members, staff and partners **unanimously agree** that strategic partnerships will be the key to success for this community. The community, staff and partners are optimistic that this new strategic plan will bring fresh perspectives and innovative approaches to address these emerging trends and themes.



WITHIN CRCHC

One of CRCHC's most notable strengths is its **dedicated, caring, interdisciplinary team, working in collaborative practices** who are committed to delivering the highest level of care. The staff at CRCHC are known for their compassion for clients, their connections within the wider community, and their commitment to working in a coordinated approach to address the health and wellness needs of their clients.

CRCHC's **integrated model of care** allows clients to receive comprehensive care with a diverse team of healthcare professionals who have a broad range of expertise and a wide range of services. This makes it easier for clients to access the care they need, without having to travel to multiple locations or see different providers.

CRCHC is **known to work collaboratively** with many partner organizations, and they are able to respond quickly to community needs and find collaborative solutions to meet the needs of its residents.

CRCHC is looking to explore **alternate and innovative models of care**, to improve access to services and health outcomes.

"You guys are doing a great job!"

"Keep doing what you're doing!"

— CLIENTS

Similar to many other employers in the health and social service sectors, CRCHC has faced challenges related to **availability of human resources** to fill vacant roles. These gaps have the risk of negatively impacting access to services and increasing the workload for those staff remaining.

CRCHC staff are looking for **mental health supports**, as they continue to recover from fatigue and burnout. These elements were already present in the healthcare system and were exacerbated by the pandemic.

By **improving internal communication** and awareness, staff and partners will be better equipped to consistently recommend appropriate services to clients and improved referral pathways.

While having access to an interdisciplinary team was acknowledged as a strength, staff and stakeholders have also identified opportunities to minimize the presence of **silos and divisions** that can be side-effects of this model.





STRATEGIC PRIORITIES AND OBJECTIVES

BOOST ORGANIZATIONAL HEALTH THROUGH A CULTURE OF WELLBEING THAT EMPOWERS ALL TO THRIVE

OBJECTIVES

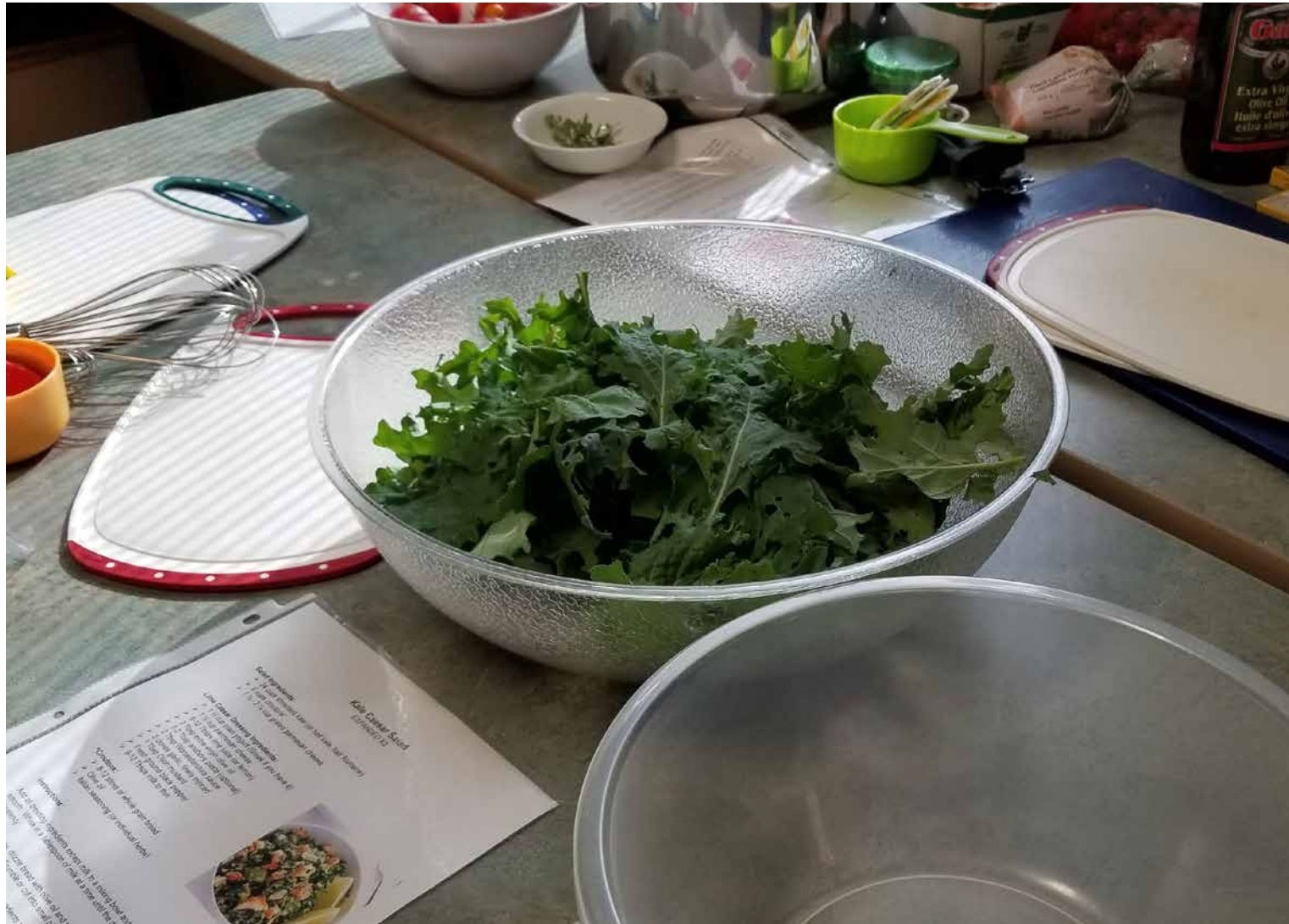
1. Develop and implement a strategy to attract and retain top talent, promoting a diverse and inclusive workforce that is engaged, motivated, and committed to CRCHC's mission and values.
2. Engage in proactive staff wellness initiatives that prioritize wellbeing, and provide access to resources and ongoing support, while cultivating a supportive workplace, in an environment that is free from stigma.
3. Nurture a culture of learning and continuous improvement through facilitation of ongoing learning opportunities that support professional development and provide a platform to share insights and best practices.
4. Strengthen the organization's health by capitalizing on available financial resources to support initiatives from recruitment to staff wellness.

PROMOTE ACCESS TO CARE THROUGH INNOVATIVE AND INTEGRATIVE APPROACHES

OBJECTIVES

1. Prioritize proactive, upstream prevention models and community development through health promotion and illness prevention initiatives.

2. Improve client outcomes and experience through facilitated system navigation.
3. Enhance outreach efforts and develop targeted initiatives that engage communities and address their unique needs.
4. Explore opportunities to build a collaborative, cross sectoral, interdisciplinary response that prioritizes those who are without a primary care provider in our community.
5. Employ integrated care pathways and a focused, interdisciplinary approach to address priority cohorts, including those with chronic pain, diabetes, and palliative care needs.
6. Embrace the effective and efficient use of resources, ensuring that we are using our time, energy, and finances in the most impactful way possible, without compromising the quality of care provided.



"Given all of the services that you provide, especially for the elderly, one could not ask for more as far as we are concerned. The exercise programs, availability of doctors and nurse providers, foot care support is wonderful. I'm pleased with the support I have." — CLIENTS

ADVANCE STRATEGIC PARTNERSHIPS IN SUPPORT OF STRONG, RESILIENT AND SUSTAINABLE COMMUNITIES

OBJECTIVES

1. Partner on local community wellness initiatives to leverage successes and increase access to programs and services.
2. Collaborate with partners to identify and address transportation barriers through innovative solutions.
3. Increase access to mental health services by exploring and participating in alternate models of care.
4. Renew and strengthen partnerships with local and regional mental health and addiction service providers.
5. Expand our collective response to increase food security by learning from evidence informed models.
6. Engage and empower volunteers to support and advance community wellness efforts.

STRENGTHEN CONNECTIONS THROUGH EFFECTIVE COMMUNICATION AND ENGAGEMENT

OBJECTIVES

1. Establish consistent and transparent communication channels and systems that prioritize timely and effective feedback.
2. Build awareness and increase visibility through strong external communication by showcasing successes and highlighting the positive impact CRCHC is making in the community.
3. Increase community engagement to attract clients, team members and partners, and position ourselves as a strong collaborator in the communities we serve.



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