

2021-2026 STRATEGIC PLAN

BC Association of Community Health Centres



BCACHC

BRITISH COLUMBIA ASSOCIATION
OF COMMUNITY HEALTH CENTRES

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CHCs are found to have lower costs of care and provide cost savings to health systems

RAPID SYNTHESIS: IDENTIFYING THE FEATURES AND IMPACTS OF COMMUNITY HEALTH CENTRES, MCMASTER HEALTH FORUM, 2020.

Executive Summary

Across British Columbia, champions of the community health centre model are working together to create a better system for all, with the BC Association of Community Health Centres (BCACHC) serving as a central hub for Community Health Centre (CHC) support, advocacy, and engagement services.

We are deeply committed to our organizational vision:

- Individuals and families throughout BC are achieving their best health through access to personalized, and community-driven health and social services.

This strategic plan has been developed to launch BCACHC into its next phase of growth and impact. BCACHC's Strategic Areas of Focus over the next 5 years are:

 Recognition	Advance the profile of the CHC model into one that is known, understood, and valued by stakeholders.
 Foundation	Establish BCACHC as a sustainable, viable, and stable organization.
 Membership	Provide excellent services and supports to existing and aspiring CHCs.
 Advocacy	Amplify the voice, presence, and influence of CHCs to advance policy and systems change.

This strategic plan captures the details of our vision for change, the need for CHCs in bringing about this change, and how we will support CHCs and their model of impact through our network. We are committed to supporting and advancing the CHC model, and engaging, advocating for, and supporting CHCs as an integral part of health and social services in BC communities. We are working towards being embedded in BC's health care system and this strategic plan is a step in that direction.



Message from the Board Chair

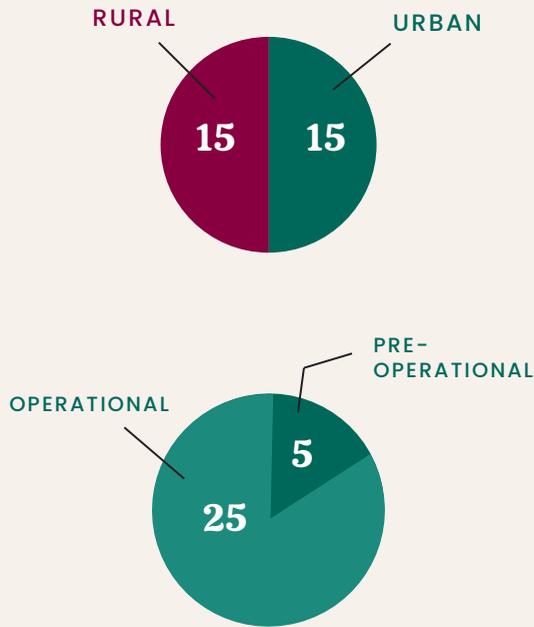
PIOTR MAJKOWSKI

On behalf of the board of BCACHC, it is my pleasure to present our strategic plan for 2021-2026. After careful consultation with our members and staff, we believe this plan prepares us for the next stage of growth for our organization and for CHCs in BC. This strategic plan covers the next 5 years and focuses on four key areas: Recognition, Foundation, Membership, and Advocacy. Through this plan and our work over the next 5 years, we will take our place as an integral part of a robust health system, and address ever more complex health needs in this province.

At the time of the development of this plan, BC has seen the impacts of the COVID-19 pandemic, the ongoing deployment of the Primary Care Networks, and a historic election in BC. 2020 has been a crucible for health policy. It has required society to adopt sometimes paradoxical ways of being. We have learned both that we can

never be fully prepared for the future, and that careful preparation is essential to advancing effective, efficient, and compassionate health care. We have learned to draw deep on our experience, but also to innovate. We have had to stop and listen carefully and patiently, but also act decisively. It has reminded us that we need to be solid and strong, but also nimble and dextrous. While some of these complexities may be new to the public discourse, they are no stranger to CHCs. From exam rooms to boardrooms, CHCs in BC stand ready to take on the challenges of today and tomorrow. And with this strategic plan the BCACHC continues to develop strategies and services to support them.

Members at-a-glance



Our membership is roughly 50% rural and 50% urban. Each of our members is committed to embodying the five attributes of a CHC:

1. Provides interprofessional primary care
2. Integrates services/programs in primary care, health promotion, and community wellbeing
3. Is community-governed and community-centred
4. Actively addresses the social determinants of health
5. Demonstrates commitment to health equity and social justice.

80% of members are operational and 20% are in the planning stages of development.

Our members are as diverse as the communities they serve, representing all of BC's health authorities, from city centres to remote islands and rural villages. The CHC model is alive and at work across the province.



Message from our Community



CHRISTINE MATUSCHEWSKI
STEPS EXECUTIVE DIRECTOR
AND BCACHC BOARD MEMBER

Community Health Centres individually in BC feel so small compared to the huge public system, but we do so much in our communities. BCACHC enables STEPS to be heard and represented at the provincial level, provides connection and support from other CHC's with learning opportunities, and supports us at a local level to successfully integrate and navigate the existing public health system. It is reassuring and enabling to have such a knowledgeable, collaborative, and persevering provincial association supporting our efforts in pursuing the best patient care health outcomes in our community.



SHEREE JOHNSON
BOWEN ISLANDS COMMUNITY
HEALTH CENTRE BOARD DIRECTOR

The leadership, staff, and volunteers of the BC Association of Community Health Centres has been an invaluable source of information and advice to us as an emerging CHC. All our questions are answered promptly and thoroughly and they are very willing to help connect us to other CHCs or agencies. As an advocate for CHCs their work at the federal and provincial levels of government helps bring the voices of communities across BC to the table for policy-making and funding. BCACHC plays a critical leadership role in accelerating the adoption and success of the CHC model of healthcare in the province.

Message from the Canadian Association of Community Health Centres

SCOTT WOLFE
EXECUTIVE DIRECTOR

Since 2017, BCACHC has been truly instrumental in finally getting Community Health Centres on the agenda of political parties, government decision-makers, and community partners throughout B.C. The association has increased not only recognition of the CHC model, but tangible funding for existing and new CHCs. This is time-consuming work that requires clear vision, preparation, and nurturing relationships of trust. As the growing voice for CHCs and community-based primary health care in B.C., the progress which BCACHC has made in just a few short years is inspiring. Seeing this through to next stages is critical not just for B.C. communities, but for the Canadian CHC movement as a whole.

CHCs enhance patient experiences and increase satisfaction in the delivery of care

RAPID SYNTHESIS:
IDENTIFYING THE
FEATURES AND IMPACTS
OF COMMUNITY HEALTH
CENTRES, MCMASTER
HEALTH FORUM, 2020.



Our Mandate, Vision, and Operational Statements

VISION

Individuals and families throughout BC are achieving their best health through access to personalized, and community-driven health and social services.

MISSION

To support and advance the CHC model and engage, advocate for, and support CHCs as an integral part of health and social services in BC communities.

OPERATIONAL STATEMENTS

We do this by:



Recognition

Building RECOGNITION of the CHC model



Foundation

Creating a strong FOUNDATION as an organization



Membership

Growing and strengthening our MEMBERSHIP



Advocacy

Engaging in effective ADVOCACY on behalf of CHCs

Context & History

ABOUT COMMUNITY HEALTH CENTRES

Community Health Centres (CHCs) are multi-sector health and social service organizations that provide care connected to the social determinants of health. CHCs deliver integrated, people-centred services and programs that reflect the needs and priorities of the diverse communities they serve. A Community Health Centre is any not-for-profit corporation or co-operative which adheres to all five of the following principles:



1. Provides interprofessional primary care
2. Integrates services/programs in primary care, health promotion, and community wellbeing
3. Is community-governed and community-centred
4. Actively addresses the social determinants of health
5. Demonstrates commitment to health equity and social justice.

This definition aligns with the definition used by the Canadian Association of Community Health Centres (CACHC) and CHCs across the country.

CHCs are all committed to providing comprehensive, accessible, affordable, and culturally appropriate healthcare services through a collaborative team approach. CHC clients receive the right type of care, from the right provider(s), at the right time. This high-quality care also makes the best use of our scarce healthcare resources and helps to overcome gaps in access to care providers.

The emphasis of CHCs on individual, family and community health, as well as prevention of “downstream” and long-term health system costs, means that CHCs are high-impact contributors to the healthcare system and drivers for socio-economic development. The true value of a CHC is much greater than the sum of its parts.

OUR PURPOSE

BCACHC is a non-profit organization that exists to advance the CHC model, providing support and advocacy on behalf of organizations and communities who strive to embody all five CHC principles.



BCACHC

BRITISH COLUMBIA ASSOCIATION
OF COMMUNITY HEALTH CENTRES

HISTORY OF BCACHC

The community health centre model is not new. In 1972, an extensive pan-Canadian research study, commissioned by the Canadian Ministry of Health and Welfare recommended that CHCs be established and funded across Canada as non-profit corporations within fully-integrated health and social systems. The Canadian Association of Community Health Centres (CACHC) was established in 2005 as the federal voice for CHCs and community-oriented, people-centred primary health care across Canada. BCACHC is a member of CACHC and serves as the provincial voice for CHCs in BC.

BCACHC was established in 2017 to meet the need of connecting, supporting, and advocating for CHCs in BC. BCACHC started with 5 CHC members and has grown to 30 members over the past 3 years. BCACHC is supported by its membership, by CACHC, and by the provincial government to play a crucial role in advancing equitable access to primary care and services supporting the social determinants of health. BCACHC is currently involved with convening a partnership table on primary care, connecting a broad range of health networks.



OUR NETWORK

The BCACHC network includes province-wide members as well as strong partnerships with governments and community groups. BCACHC is currently at 30 members, each with a different expression of the model based on their community needs, their access to resources and supports, and their stage of development. Our membership consists of existing Community Health Centres (full members) and “emerging Community Health Centres” that are in the process of establishing a new local CHC (associate members). We support CHCs across BC through advocacy and member services, and by connecting them with our broader network of partners.



2 YEARS IN REVIEW

Through these relationships, we support the implementation of CHCs around the province. In 2017 we engaged in a Strategic Planning process that generated priorities that we have been engaged in delivering on since then. We have made immense progress in particular in the areas of:

Developing cohesive and consistent messaging around CHCs

Building relationships with key stakeholders such as BC Rural Health Network (BCRHN), BC Health Coalition (BCHC), Community Alliance of Racialized Ethnocultural Services (CARES) for Equitable Health, First Nations and Aboriginal Primary Care Network (FNAPCN)

Accessing funding to hire staff to carry forward this work

Building credibility as an organization

Engaging in provincial conversations on primary care delivery

Developing the Plan

CONSULTATION PROCESS

In order to develop a cohesive Strategic Plan, the BCACHC Board of Directors undertook a strategic process to reflect on BCACHC's strengths and role in the health care community, and to define the future direction and top priorities for BCACHC.

COMMUNITY ENGAGEMENT

Part of this process included conducting surveys with CHC leadership and board members to understand needs and identify BCACHC priorities.

The following priorities emerged:

- ▲ Boosting knowledge of the CHC model
- ▲ Gaining recognition from, and build relationships with, health authorities, Primary Care Networks, and overall health and social services
- ▲ Integrating with primary care planning and decision making
- ▲ Amplifying the support we provide to member CHCs
- ▲ Simplifying communication around the CHC model
- ▲ Clarifying and developing new sustainable funding methods for CHCs



CHCs helped address health-equity issues among underserved populations

RAPID SYNTHESIS: IDENTIFYING THE FEATURES AND IMPACTS OF COMMUNITY HEALTH CENTRES, MCMASTER HEALTH FORUM, 2020.

Our 5-Year Strategic Goals and Objectives

LOOKING AHEAD

Four core goals will be prioritized over the next 5 years at BCACHC. These overarching goals will remain consistent and Operational Plans will enable the flexibility and adaptability of the organization to respond to emerging trends and needs.

The following are the Goals and Objectives for the 2021-2026 Strategic Plan:



Recognition

Advance the profile of the CHC model into one that is known, understood, and valued by stakeholders.



Foundation

Establish BCACHC as a sustainable, viable, and stable organization.



Membership

Provide excellent services and supports to existing and aspiring CHCs.



Advocacy

Amplify the voice, presence, and influence of CHCs to advance policy and systems change.

RECOGNITION

OPERATIONAL STATEMENT

Advance the profile of the CHC model to one that is known, understood, and valued by stakeholders.

MEASURES OF SUCCESS

- ▲ BCACHC is seen as the provincial steward, representative, and advocate of CHCs.
- ▲ There is widespread public awareness and recognition of the CHC model.
- ▲ CHCs are better understood and valued by care providers, members, patients.
- ▲ Practitioners and CHC members are advocating for the CHC model.
- ▲ BCACHC is attracting public attention through media engagement and consistently sharing a compelling narrative about the value of CHCs.

OPERATIONAL PLANNING

We will do this by:

- ▲ Building our media awareness and implementing a public relations strategy.
- ▲ Building relationships with key stakeholders.
- ▲ Monitoring and evaluating the impact of the CHC model and communicating findings.
- ▲ Educating communities and decision-makers on the model and value of CHCs.



**Read more about the
case for the Community
Health Centre model**

[READ THE REPORT](#)

FOUNDATION

OPERATIONAL STATEMENT

Establish BCACHC as a sustainable, viable, and stable organization.

MEASURES OF SUCCESS

- ▲ Stable long-term operating funding is secured.
- ▲ BCACHC has clarity and purpose in role and scope.
- ▲ BCACHC has a sustainable governance model and policies in place.
- ▲ BCACHC has effective and efficient operational tools and systems.
- ▲ BCACHC has a strong team to deliver on our vision, mission, and goals.

OPERATIONAL PLANNING

We will do this by:

- ▲ Building our communications capacity.
- ▲ Refining our organizational chart and refining the organization, its roles and developing expertise.
- ▲ Building our team size and capacity.
- ▲ Achieving funding goals for BCACHC as an organization.
- ▲ Establishing a sustainable membership model.

Read more about the
people who bring the
work of BCACHC to life

MEET THE TEAM

MEMBERSHIP

OPERATIONAL STATEMENT

Provide excellent services and supports to existing and aspiring CHCs.

MEASURES OF SUCCESS

- ▲ CHCs are supported to fully articulate and embody the 5 CHC principles.
- ▲ The support needs of existing and aspiring CHCs are met.
- ▲ Increase connection to, and learning from, Indigenous health service organizations.
- ▲ Clarified membership and service models.
- ▲ Strong member engagement and feedback.
- ▲ Growth of CHC membership in BCACHC.

OPERATIONAL PLANNING

We will do this by:

- ▲ Providing support to existing and aspiring CHCs – services, tools, communications, partnerships.
- ▲ Providing tangible support to help CHCs achieve the 5 principles.
- ▲ Strengthening our CHC membership and community of practice.
- ▲ Identifying and working to meet the needs of member CHCs.
- ▲ Developing and implementing a wide range of member services, tools and supports.

**Guide for groups looking
to develop or expand a
Community Health Centre**

[READ THE BLOG](#)

ADVOCACY

OPERATIONAL STATEMENT

Amplify the voice, presence, and influence of CHCs to advance policy and systems change.

MEASURES OF SUCCESS

- ▲ Achieve sustainable funding for CHCs.
- ▲ CHCs become an accessible and preferred model for community-based care.
- ▲ Increase in the number of CHCs in the province.
- ▲ Social determinants of health and social justice principles are integrated into care.
- ▲ CHCs are seen as knowledge experts on delivering community care.
- ▲ BCACHC has strong relationships and advocacy alignment with provincial, national, and international CHC partners.

OPERATIONAL PLANNING

We will do this by:

- ▲ Owning a place at relevant provincial decision making tables.
- ▲ Developing clear position statements on advocacy issues.
- ▲ Building partnerships with organizations and funders to ensure sustainability.
- ▲ Being responsive to emerging issues and highlighting the role of CHCs in creating solutions.

Check out our advocacy resources from the 2020 provincial election

[VISIT THE SITE](#)

Making it Happen

OPERATIONAL PLANS

BCACHC is committed to bringing this 5-year plan to life and executing on the identified goals. To support this delivery, BCACHC will develop and implement 1-Year Operational Plans to outline key milestones, tangible actions, and mechanisms for measuring success. The Operational Plan will guide annual priority setting and lay out a clear action plan to achieve the strategic goals.



MEASURING SUCCESS

BCACHC plans to report on these goals and execution of the Strategic Plan through Annual Reports and community updates. As needed, data will be captured through community surveys as well as interviews to gather qualitative and quantitative evidence of successful implementation and/or learnings and shortcomings. This evaluation will support further strategic planning for BCACHC and will help inform each of the Operational Plans.



Closing Message from the Executive Director

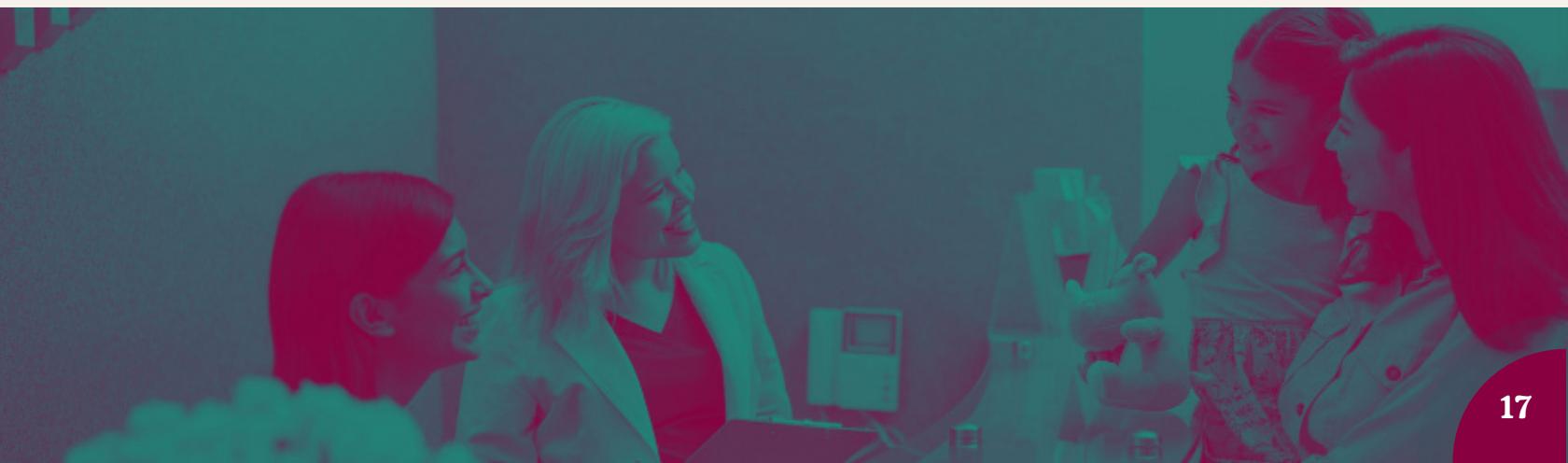
VALERIE ST JOHN

BCACHC strives to meet its members' needs by providing consulting support, shared services, and network access to the vibrant community of CHCs operating across B.C. Our focus is to develop recognition of the CHC model by communities, across governments, and among health partner organizations in the province.

We are committed to considering member needs and feedback as we develop our services. We understand the importance of advocating for the sustainability of the CHC model of care in our health and social services sector. We value the relationships we have with partner organizations and work hard to find ways of collaborating to achieve shared goals. We have lots to do in the coming years and are excited by what is yet to come!

Finally, we would like to recognize the support provided by Annelies Tjebbes of Roots & Rivers Consulting in the development of this strategic plan. Her guidance helped the team at BCACHC to create a clear vision for its strategic areas of focus for the next five years.

THANK YOU





BCACHC

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