



Belleville and Quinte West  
Community  
Health Centre

# Strategic Plan 2022 - 2025

Belleville and Quinte West  
Community Health Centre

[www.BQWCHC.com](http://www.BQWCHC.com)

## Message from the Board

Belleville and Quinte West Community Health Centre has been operating for 12 years, slightly more than two of those during a global pandemic. Over those years we have had the privilege of learning and serving our changing communities, maturing as an organization, and being shaped by and shaping the broader health care and social environments.

As we considered our strategic directions for the next few years, our thinking turned, in part, to the

- strengths of BQWCHC and our vision for the future
- exciting and broad range of service and activities in BQWCHC – from primary care to health promotion to system navigation
- BQWCHC is in the unique position of having both individuals and communities as ‘clients’
- impact of the Covid-19 pandemic on our clients and staff, the community at large, and on people who are socially and economically disadvantaged in particular
- recruiting and retention challenges we face and an emerging system-wide health human resources crisis
- need for our clients to access a wide range of quality services in a timely fashion and for those services to be well integrated – forming a coherent whole that clients could easily navigate
- large unmet demand in our communities for primary health care – both among the general population and uniquely among those who face social and economic barriers to care
- evolution of health and social systems through initiatives such as the Ontario Health Teams
- unique role that BQWCHC plays in relation to health equity and leveraging community capacity, and
- type of leadership role that BWCHC has and can play in the community and among our partners

Through the strategic planning process the Board of Directors engaged clients, volunteers, staff, partner organizations, and funders. Over 330 voices chimed in and we thank all those who took the time to contribute their thoughts and feedback. Those voices were a constant beat throughout our work and instrumental in helping us shape a shared, exciting and new future.

Thank you  
to all who  
contributed  
to the  
process.

## Vision Mission & Values

### Vision

The Vision expresses our desired future; what BQWCHC's work is intended to contribute to in the long term. Our vision is of

*Healthy communities where everyone belongs.*

### Mission

The Mission expresses what BQWCHC does to bring that vision to life.

*Our mission is to improve the health of people and communities, with a focus on those who face barriers to physical, mental and social well-being. We do this by ensuring equitable access to primary health care, building community, empowering people, collaborating, and delivering evidence-informed quality programs and services.*

### Values

Values are the guiding principles that inform how we make decisions and act.

**Inclusion & Respect** – we believe everyone has the right to be culturally and socially accepted, welcomed and equitably treated.

**Integrity** – we believe in being honest, accountable and steadfast in our work and relationships with clients, volunteers, colleagues and partners.

**Health Equity** – we believe differences in health outcomes that are driven by social determinants of health such as social inclusion, access to shelter, financial resources, food security and education, are avoidable and unfair.

**Holistic** – we believe health is a state of physical, mental, and emotional wellbeing and considers the whole person.

**Strengths-Based & People-Centred** – we believe everyone has strengths to build on and our approach centres the people we serve by 'meeting them where they are at'.

**Compassion** – we believe in honouring the humanity in all people, treating people with kindness, and taking action to respond to the challenges they face.

Healthy  
communities  
where  
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## Our Priorities

### Healthier People and Communities

Our focus is squarely on improving the health outcomes for those we work with – both individuals and communities. We acknowledge and honour their goals, their experience, and their social context as central to our work. And we recognize the dynamic relationship between individual health and community health. We are dedicated to working in ways that engage the communities we serve and being a resource to those communities.

### Resilient Team and Organization

We are committed to ensuring our communities are supported by a strong and healthy community health centre that is fully staffed, adequately resourced, accountable, capable, and dynamic. The Covid-19 pandemic presented significant challenges for the organization. Emerging from it presents opportunities to refresh aspects of our organization and how we support our team.

### A Stronger System

We recognize the importance of relationships in all that we do – between workers and clients, between organizations, between people and the systems that serve them. We will work with others with a shared responsibility to create coordinated systems of support and opportunity – a stronger system that uphold us all.

Individual  
and  
community  
health

## Our Commitments

- **Service excellence** Continue to improve quality of care by leveraging continuous learning, evidence-informed best practices, and a strengths-based approach.
- **Focus on equity** Expand our efforts to enable socially and economically disadvantaged groups to access services and reduce health inequities by enhancing targeted outreach and models of care.
- **Community development** Build individual and community capacity to identify and address barriers to health by sharing our resources, promoting understanding of the social determinants of health, and engaging clients and community in the work of the organization.
- **Strengthen our organization** Build capacity of BQWCHC to respond to the needs of our communities with creativity in recruiting and retaining staff, deepening our collaboration, supporting growth, and celebrating achievements.
- **Leverage relationships** Work with partners, community, and clients to create opportunities for new investment and new ways of working to better meet the needs of our communities.
- **Increase awareness** Promote a broader understanding of the unique role that BQWCHC plays in contributing to the health and wellbeing of the community.

Focusing  
our  
attention