

K I N G S T O N   C H C

# Strategic plan

2019-2022

# Our **Next** Chapter

1

Our Engagement Process

2

Our Clients Said

3

Our Vision, Mission and Values

4

Our Plan



# The Process

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## WE USED

- Peer engagement processes
- Outreach to expand voices
- Champion lead teams
- Interviews | surveys | focus groups

## WHAT OUR CLIENTS SAID

### WE ARE

- Hard working and caring
- A safe space
- A client-centred organization
- Integrated programming under one roof
- Multilingual
- Childcare champions

### WE NEED MORE

- Afterhours services
- Information and access to services
- Access points in West End
- Bus stops [Weller]
- Napanee youth programming

## WHAT OUR STAFF SAID

### STRENGTHS

- Living wage employer
- Indigenous programs
- Responsiveness to current issues (opioid crisis, refugees)
- Low turnover rate in staff
- Better shift to trauma-informed care
- 3 new, accessible buildings
- Training (Bridges out of Poverty, Getting Ahead, Circles)
- Mental health support over OTN with interpreters
- Dental clinic stability
- Walk-in clinic accessibility in Kingston
- Pathways to Education Innovation Grant
- Good benefits package for staff
- We are a safe space for all

### WEAKNESSES

- Too many contract positions
- Not enough staff to keep up with workload
- Programs not treated equally
- Inconsistent management and training
- Lacking support/accountability for staff
- Gaps in internal communications/awareness of our programs
- Lack of capacity in Finance, Communications, HR (hard to keep up with growth)
- Funding and wage freezes

# Vision, Mission and Values

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## VISION

Together we seek to create inclusive, resilient and healthy communities for all.

## MISSION

A dynamic provider of integrated services that empower people and build communities.

## VALUES

We inspire each other to...

Be kind | Celebrate diversity | Collaborate  
| Innovate





# 1

Improve quality and access of  
programs and services

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## HOW?

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- Review and enhance KCHC's programs and services.
- Hone our strategies to increase awareness and access.
- Enhance access to mental health and addictions services.
- Proactively partner with Indigenous Peoples to implement the Truth and Reconciliation Calls to Action.
- Improve cultural humility.





# 2

Foster a transparent, fair, innovative  
and accountable work environment

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## HOW?

- Improve internal engagement and communications.
- Support and empower staff.
- Redesign the staff performance appraisal process.
- Develop a strategy to build human resources capacity.
- Enrich volunteer experience.
- Ensure consistency of management practices.
- Reduce precarious employment.



# 3

Be a collaborative system leader in  
Health Promotion and Adverse Childhood  
Experiences

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## HOW?

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- Build a “common curriculum” for KCHC and partners.
- Strengthen our partnerships and integration with stakeholders.
- Ensure long-term sustainability.



If you want something **new**, you have  
to **stop** doing something **old**.

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Peter  
Drucker



Thank  
You