

# Centre de Santé Communautaire Chigamik Community Health Centre



## 2024-2029 Strategic Plan



Centre de santé communautaire  
CHIGAMIK  
Community Health Centre

[www.chigamik.ca](http://www.chigamik.ca)



# Indigenous Land Acknowledgement

CSC CHIGAMIK CHC would like to acknowledge that the land on which we gather is the traditional territory of the Anishinaabek Nation. We would also like to acknowledge the enduring presence of the Indigenous Peoples of this region, specifically, the Chippewa Tri-Council First Nations comprised of the Beausoleil First Nation, the Chippewas of Rama, and the Chippewas of Georgina Island. We also acknowledge the Moose Deer Point First Nation, the Wahta Mohawks, the Georgian Bay, and Moon River Métis Councils in this region. It should be noted that the Wendat and the Haudenosaunee Nations have also walked on this territory over time.



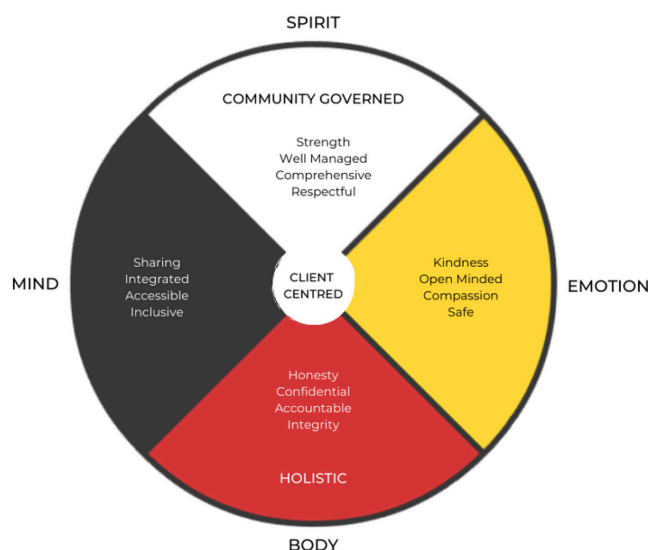
# About CSC Chigamik CHC

The Centre de santé communautaire Chigamik Community Health Centre (CSC Chigamik CHC) is a non-profit, community-governed, primary health care organization. Chigamik is part of a growing network of over 70 CHCs across Ontario whose Model of Care has been proven to build healthy communities. Each CHC is as distinct as the communities it serves, and Chigamik's position as a rural CHC focused on Indigenous and Francophone populations lends itself to be a unique organization. Our 'Model of Health and Wellbeing' is based on a healthcare system that is community-driven and proactively addresses the social determinants of health.

As a CHC, Chigamik provides a combination of primary health care, health promotion programs, and community development initiatives that are culturally relevant, holistic, and available in both English and French. Chigamik received the Government of Ontario's partial French Language Services designation and is accredited by the Canadian Centre for Accreditation – demonstrating our accountability to the community and our commitment to providing the highest quality programs and services. We are also pleased to be designated by the Registered

Nurses Association of Ontario's (RNAO) as a Indigenous Best Practices Spotlight Organization (BPSO).

Chigamik is an Ojibwe word meaning "The People's Place". The name reflects our commitment to providing a place where all members of the community are welcome and where services reflect the diversity of our community.



## The Medicine Wheel

The Medicine Wheel is an important symbol for many Indigenous communities, and is used to represent different teachings, values, stories, and beliefs. We integrate the Medicine Wheel into our work to support culturally sensitive care and to acknowledge the interconnectedness of the health and wellness of our clients and community.



# Cover Letter from the CEO and Board Chair

In 2013, CSC Chigamik CHC unveiled its inaugural strategic plan, paving the way for our organization to strategically and tactically address the needs of our vulnerable populations. Fast forward to today, and the world has undergone profound transformations in the last several years, most notably due to the pandemic, which exposed significant equity gaps among our priority populations. These societal shifts are the impetus to chart a new path forward.

As we start a new chapter of our journey to foster holistic health and wellness across North Simcoe, we're excited to share our Strategic Plan with you. Amidst our continued growth, changes in location, and establishment of a community health hub with partners, our commitment to excellence, inclusivity, community-driven care, and addressing the social determinants of health remains our foundation.

As a cornerstone of our community, Chigamik is committed to delivering equitable, culturally safe, and holistic care that reflects the unique and diverse needs and values of our population. Our new strategic plan is an evolution of the strong foundation laid by the previous strategic plan, acknowledging the efforts of our staff, leadership team, and Board members to advance its vision. With changing demographics, deepening health system challenges, rising cost of living, and the evolving landscape shaped by the COVID-19 pandemic, our new strategic plan addresses these complexities to build a roadmap for our future course. Engaging our stakeholders and partners has been essential in harnessing the insights and experiences gained over the past four years,

guiding our strategic direction with a focus on meeting their needs.

As we set our sights on the future and outline the necessary steps to reach our goals, we envision a tomorrow where Chigamik remains a beacon of hope and healing. Our aspiration is for every individual in our North Simcoe community to feel welcomed, valued, and supported on their journey towards optimal health and wellbeing. Through our comprehensive range of programs and services designed to enhance health for all, we are committed to cultivating a nurturing environment that fosters resilience and empowerment.

We remain committed to honouring the rich cultural heritage of our Indigenous and Francophone priority communities, and supporting the needs of other equity-deserving groups in our community. Together, we will continue to build upon the legacy of Chigamik as "The People's Place," ensuring that it remains a place where everyone feels seen, heard, and cared for.



Regards,  
**Deborah Laramy**  
*President*



Regards,  
**Suzanne Marchand**  
*Executive Director*

# ABOUT THE PLAN



In the fall of 2023, Chigamik embarked on the development of a comprehensive five-year strategic plan, with the aim of addressing the array of challenges and opportunities our communities have encountered in recent years. This initiative was prompted by an acknowledgement of the complex issues present in our regional healthcare systems, coupled with a commitment to engaging stakeholders in shaping the future priorities of Chigamik.

Centred on proactive and sustained efforts to make meaningful change within the North Simcoe community, our strategic planning process was thoughtfully designed to identify priority areas. Guided by the Chigamik Board, we fostered an inclusive and participatory approach, engaging a multitude of stakeholders, including:

- **Focus groups for Chigamik's clients**
- **Workshops with the Board of Directors**
- **Focus groups with North Simcoe community members**
- **Senior leadership team workshops**
- **Focus groups for Chigamik's staff**
- **Interviews with Chigamik's key partners**
- **Interviews with system leaders**

In developing this strategic plan, our aim was to ensure active listening to those who rely on our services, those delivering them, our partners in community service delivery, and those with insights into the present and future needs of our health and social service system.

This strategic plan recognizes the rapid evolution of the healthcare landscape, particularly in Ontario, where there's a heightened emphasis on integrated care and support to mitigate disparities and enhance health outcomes for equity-deserving communities. It underscores our commitment to remaining deeply rooted in our community while embracing innovative approaches, partnerships, and collaborations that respond to the evolving needs within the North Simcoe community.

# VISION, MISSION, AND VALUES



## VISION

To enrich the quality of life and wellbeing within our community by fostering innovation, demonstrating leadership, delivering exceptional care, and cultivating meaningful partnerships with the people and groups we serve.



## MISSION

To provide culturally relevant holistic programs and services to equip our communities to achieve optimal health and wellbeing through awareness, health promotion, and illness prevention.



## VALUES

Our values are grounded in the Medicine Wheel and the Seven Grandfather Teachings. These include truth, respect, honesty, humility, wisdom, love, and bravery.

# Strategic Pillars

A strategic pillar is an articulation of an organization's highest-level areas of focus. They are aligned to the organization's core mission and values, and responsive to evolving needs of the community and broader ecosystem.

## Pillar 1:

Lead Excellence in the Provision of Equitable, Culturally-Safe, People-Centred Care

## Pillar 2:

Create a Nurturing Environment for our Team

## Pillar 3:

Enhance Partnerships to Expand Collective Capacity

## Pillar 4:

Respond to the Emerging Needs of our Community

## Enablers

Enablers are essential supporting elements that facilitate and ensure the successful execution of a strategic plan. For Chigamik, our enablers are:



COMMUNICATIONS



DIGITAL  
INFRASTRUCTURE



DATA  
INFRASTRUCTURE



FINANCIAL RESOURCES



# STRATEGIC PILLAR #1

## Lead Excellence in the Provision of Equitable, Culturally Safe, People-Centred Care

### Strategic Objectives:

- Provide timely, interprofessional, and comprehensive care guided by the voices of clients, families, and caregivers.
- Enhance culturally safe care for Francophone, Indigenous, and equity-deserving clients and community members.
- Embrace the Truth and Reconciliation Commission's recommendations and Calls to Action.
- Implement digital and virtual tools to increase the quality of and access to care.

**"Chigamik is more than just a Community Health Centre – it's a lifeline for our community"**

*– Community member*





# STRATEGIC PILLAR #2

## Create a Nurturing Environment for our Team

### Strategic Objectives:

- Explore and implement strategies that enhance staff wellness.
- Ensure organizational continuity through investments in onboarding, professional development, and succession planning.
- Strengthen internal communications, information sharing, and team collaboration.
- Develop mechanisms to regularly assess our workforce needs and workplace conditions.

**“The staff at Chigamik – we feel like we’re in this together. And what motivates us day to day is our mission to serve our most vulnerable communities and knowing we’re making a tangible difference in their lives”**  
– *Chigamik staff member*



## STRATEGIC PILLAR #3

# Enhance Partnerships to Expand Collective Capacity

### Strategic Objectives:

- Strengthen partnerships by exploring opportunities for joint initiatives to maximize impact.
- Work with partners to coordinate and align services, resources, and advocacy efforts.
- Further strengthen our role as a core partner within the North Simcoe Ontario Health Team to ensure the communities we serve are a priority in the healthcare pathways development.

**“Chigamik Community Health Centre stands as a beacon of compassion and commitment in addressing the dynamic health care needs of our community.”**

*– quote from partner and system leader*



## STRATEGIC PILLAR #4

## Respond to the Emerging Needs of our Community

### Strategic Objectives:

- Regularly assess demographic changes, emerging needs, and aspirations of the communities we serve.
- Develop community-specific programs and services to meet identified needs.
- Collaborate with communities to ensure our existing programs and services are aligned with their cultural and linguistic needs and expectations.
- Pursue bold and innovative ideas that will improve population health.

**“Chigamik does not give up on us – they keep going and I feel safe and secure here because of that.”**  
- Client





# MERCI, MIIGWETCH, THANK YOU



We extend our heartfelt gratitude to all who have contributed to the development of our strategic plan. Your invaluable input, from sharing ideas to participating in interviews and consultations, and providing feedback on drafts, has been instrumental in shaping our vision for the future. We deeply appreciate your time, dedication, and insights.

To our clients, we express our sincere appreciation for your continued trust in us. Your wellbeing remains our top priority, and we are committed to continually enhancing our services to better meet your needs. The strategic directions outlined in this plan were designed with you in mind, aiming to enhance your experience and ensure that you receive the highest quality care and support. It is a privilege to serve you as we remain dedicated to collaborating closely with our stakeholder community as we work towards strengthening our health and social systems for the betterment of the community we serve.