



CommunitiCare
Health

Strategic Plan 2023 - 2026



Healthy at Home,
in the Community:
Community health
services at a single
point of contact

Setting our Strategic Direction

CommunitiCare Health (CommunitiCare) is pleased to share our inaugural strategic plan. Guided by our Vision, Mission and Values, our plan acknowledges key challenges in our health care system and leverages the opportunities created by our legacy organizations*

coming together to build a new approach to community-based health care in West Toronto.

Now operating as a single, integrated agency offering inter-professional primary care and community health care and support services, CommunitiCare plays an important role in meeting the diverse health needs across the West Toronto community.

Through our strategic planning process, we identified three priority areas where proactive and sustained work will enable CommunitiCare to realize its mission of keeping our clients healthy, happy and at home – regardless of where they call home. In creating this plan, we listened to our clients, our service providers, our community partners, and those who understand our current and future health system needs.

Throughout the development of our plan we undertook an inclusive and engaging process involving:

- **Client engagement activities via our Client Advisory Councils**
- **Board workshops**
- **Senior Leadership Team workshops**
- **Staff focus groups**
- **Key external partner interviews**
- **Health system leader interviews**

Our plan will keep us grounded in community health care and community governance, as we seek innovative and creative practices and partnership opportunities that respond to the diverse needs of our community and the challenges of our health care system.

On behalf of the Board of Directors, our Leadership Team and staff at CommunitiCare, we look forward to continuing our relationships with community partners, identifying new opportunities and strengthening our commitment to community health care and support services, so that our clients will have healthier futures.



Rachel Conway
Board Chair

Tariq Asmi
Chief Executive Officer





A Way Forward: Introducing CommunitiCare Health

CommunitiCare Health (CommunitiCare) is the first agency in Toronto to offer a full range of community health care services in a single, publicly funded organization.

Our unique organization offers:

**Inter-professional
primary health
care**

**Community
support services
for seniors and
individuals with
disabilities**

Home care

**Community mental
health and addic-
tion services, which
includes supportive
housing**

The evolution of CommunitiCare began with discussions between our founding organizations in 2018. Recognizing that our West Toronto community members were facing challenges accessing health care and support services in the community, and that these services were not coordinated, we mobilized to challenge the status quo and envisioned a local health care system that better meets the holistic health needs of the community we collectively served.

CommunitiCare is about a commitment to build a stronger, integrated community health care system that will better serve the needs of our community members. We are bringing together the resources, experience, and expertise of three complementary community health care organizations, recognizing that meeting the needs of our growing community requires a concentration of effort and capacity.



The Challenges and Opportunities

In setting our strategic priorities, we considered challenges in our health care system that require immediate attention.

Human resources shortages in health care are intensifying long-standing problems of wait times for hospital care, inappropriate use of emergency departments, and lack of attachment to primary care. We believe that we can address these challenges by strengthening the community health care sector to keep more people healthy at home. Further, integrated community health care and support services need to be actively linked to primary care.

Accessing these services in a simplified, coordinated way is essential for maintaining physical and mental health and enabling people to live at home in their communities, regardless of their specific living situation.

While these challenges are province-wide, there are solutions that can be best delivered at the local level.

CommunitiCare believes that timely access to a full range of inter-professional primary care and community health care and support services will support our community members to remain physically and mentally healthy and live independently in the community. We also

believe that we can have a greater impact on population health when people can access coordinated community health care and support services from a single point of contact.

Our model of care provides a single point of contact to equitably address the needs of those who are not just "unwell" but who also face health disparities due to the social determinants of health*. Socio-economic conditions contribute to the length of time a person may be unwell. Often, people need additional inter-professional care and community supports aside from traditional physician and hospital care. If they have access to proactive inter-professional primary care and community health care and support services, working closely with their primary care providers, many could avoid hospital care and remain healthy in their homes.

By strengthening the community health care sector and promoting better integration with acute and primary care, we can pave the way for a more efficient, accessible, and equitable health care system, starting with our community in West Toronto.

The social and economic factors that have an impact on health outcomes. They are the conditions in which people are born, grow, work, live, and age, and the wider set of forces and systems shaping the conditions of daily life. These forces and systems include economic policies and systems, development agendas, social norms, social policies and political systems.



Our Contribution to Improving Population Health

CommunitiCare believes we need to be bold and courageous to enable health system evolution, especially when solutions are in our hands.

Approximately 20 per cent of Ontarians have health care needs that Ontario's traditional health care system cannot meet.³ To meet these needs, we believe regional integrated care systems must include **integrated community health and support services** that are formally created one way or another. These integrated services would ensure that those most in need would have direct access to coordinated inter-professional primary care, community support services, supportive housing, home care and health promotion programs. These services would also synchronously care for patients with similar needs who are referred by other primary care practices.

CommunitiCare's model for integrated services is a "**Neighbourhood Network of Community Care**" working within

Ontario's regional health care systems. Our Neighbourhood Network of Community Care provides primary care to our clients while also complementing external primary care practices within the same region. Our Network accepts direct referrals for patients who cannot access inter-professional care or are facing challenges related to the social determinants of health. This referral process is like referring patients to specialist care – the patient gets the care they need but remain the patient of the referring provider.

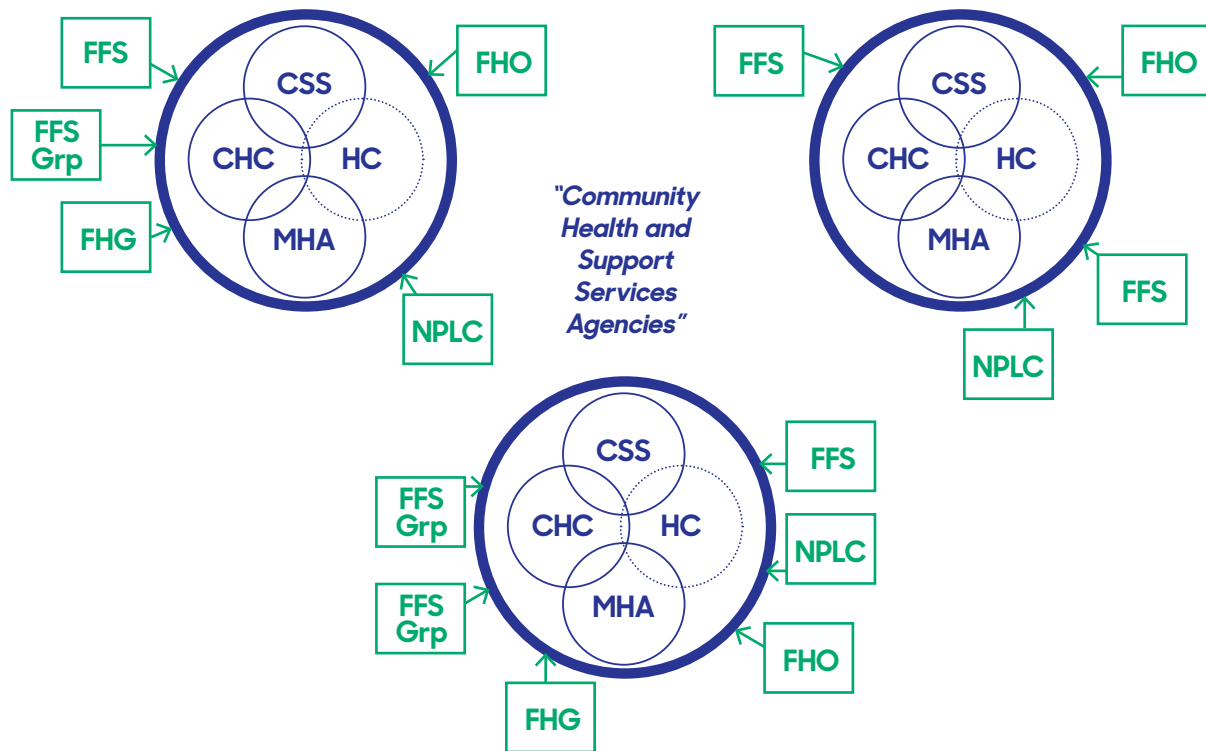
Our **Neighbourhood Network of Community Care**, that brings all local community health care and support services under a single agency, also offers a viable way forward for reintegrating provincially administered home care services back into the community and better linked with primary care. Additionally, this model will better enable the community health care sector to work in a collaborative and inter-dependent way with local hospitals.

³ Patychuk, D. (2012). *Towards Equity in Access to Community-based Primary Health Care: A Population Needs-Based Approach. Executive Summary and Recommendations.* Toronto, Steps to Equity Research Services.

Neighbourhood Networks of Community Care



Admission & Discharge



LEGEND

Referral from Primary Care Practices of chronic or SDoH challenged patients
(NOTE: referrals remain their patients)

-  CSS - Community Support Services
- HC - Home Care
- MHA - Mental Health & Addictions
- CHC - Community Health Centres

Models of Physician and/or Nurse Practitioner practices

-  FFS/FFS Grp - Fee For Services/Group
- FHO - Family Health Organization
- FHG - Family Health Group
- NPLC - Nurse Practitioner Lead Clinic

Vision, Mission, and Values

VISION

Healthy people. Healthy communities. Healthy futures.

MISSION

To provide access to a full range of community health care and support services to keep our clients mentally and physically well, living at home, regardless of where they call home.

VALUES

These are values that we hold:

In Delivering Care: *Our Clients Come First*

Our clients are at the centre of everything we do. We look at an individual's whole health, approaching them with compassion, dignity, and respect, to deliver high quality care and help them feel better.

As a Publicly Funded Organization: *We're Accountable to our Clients, Community, and Funders*

We are ethical, transparent, and trustworthy in our work as an organization and actively seek input and feedback to improve our services. We strive for excellence by responding to community needs and are courageous to explore innovative solutions in the delivery of our care.

As a Member of Our Community: *We Believe in Shared Responsibility and Partnership*

We leverage all our organizational assets to strengthen community health care towards improved health equity.



Strategic Priority 1:

Ensure a connected client journey from the first point of contact with CommunitiCare

Key Goals to Advance this Priority:

- 1 Institute a single point of contact to access the full range of community health care and support services we offer**
- 2 Provide our clients with timely inter-professional care**
 - Review and reengineer our client support and care processes to promote inter-professional team-based care
- 3 Ensure a coordinated client experience across all CommunitiCare services and with our partners**
 - Strengthen and expand active care coordination and system navigation within CommunitiCare and with our partners



Strategic Priority 2:

Contribute to Local Health System Transformation

Key Goals to Advance this Priority:

- 1 Actively support the development of a strong Ontario Health Team (OHT) with a focus on improving population health**
 - Continue to participate and collaborate as a partner in the West Toronto Ontario Health Team by amplifying the voices and influence of the OHT's primary care providers, clients and their loved ones, encouraging effective OHT governance and resource sharing.
- 2 Help Create a Primary Care Network in West Toronto**
 - Strengthen and expand partnerships with non-Community Health Centre primary care providers so they can refer their clients with persistent health conditions, facing health disparities due to the social determinants of health to CommunitiCare for inter-professional primary health care and health promotion programs.
- 3 Position CommunitiCare as an agency to enable bringing homecare back into the community**
 - Build capacity and pursue demonstration projects with Home and Community Care Support Services (HCCSS) to offer a way to incorporate and integrate HCCSS' services back into the community.

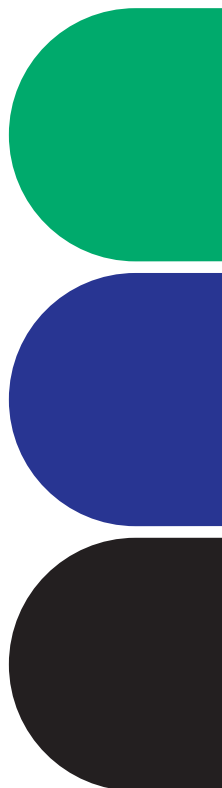


Strategic Priority 3:

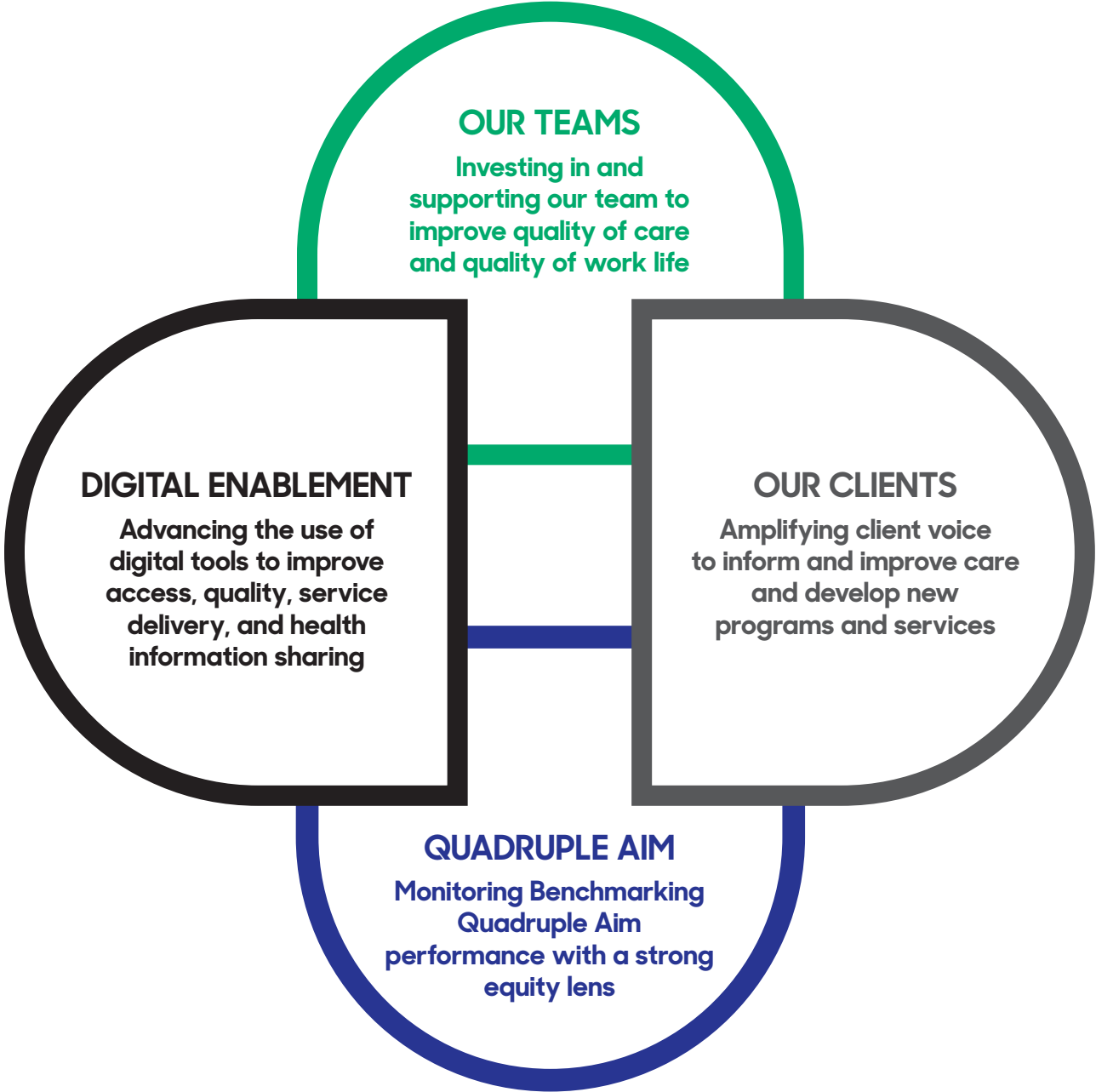
Improve Population Health Through a Concerted Focus on Health Inequities

Key Goals to Advance this Priority:

- 1 Complement care and support for our clients by mobilizing community resources and leveraging our shared networks**
 - Create stronger partnerships with other organizations, like schools, places of worship, charities and local businesses to rally community resources to support our clients in need.
- 2 Proactively target health inequities in access to care**
 - Better provide our services and programs to community members in neighbourhoods facing challenges in accessing health care and community support services by extending our own resources and collaborating with other agencies.
- 3 Champion the role of community health care and support services as a crucial complement to hospital care and primary care to create a high performing health care system**
 - Help drive multi-level advocacy to secure additional funding and resources on behalf of our clients, partners, and community to improve equitable access to community-based health care services, including supportive housing for persons with serious mental illness and addictions, centred specifically on the diverse needs of our community.



Enablers





Thank you!

The last two years have brought about substantial changes within our organization. For those who have supported us as we conducted our due diligence into becoming one fully functioning organization, we thank you.

Thank you to all who have contributed to the development of this strategic plan, including sharing your ideas, participating in interviews and consultations, and contributing feedback to drafts throughout the process. We hope this plan is true to the ideas you have shared with us. We are grateful for your time and insights. We re-commit to continue working closely and collaboratively with our stakeholder community as we strive to improve our health care system and achieve our shared goals.

A note to our valued clients: Your well-being remains at the heart of everything we do. At CommunitiCare, we believe in continuously improving our services to better meet your needs. Our new strategic directions are with you, our clients, directly and actively in mind. We are committed to enhancing your experience and ensuring that you receive the highest quality care and support so that you can continue to be physically and mentally healthy, living at home, in the community – regardless of where you call home.



CommunitiCare
Health

Healthy people.
Healthy communities.
Healthy futures.

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