



Connected in health.

Next Level Impact:

Strategic Plan 2019 – 2022

Adopted by OCCHN members May 9, 2019

Vision: All people of Cowichan communities enjoy health and wellbeing

Mission: We are a collaborative network of organizations and individuals who facilitate dialogue, learn, share information and generate action on the 12 determinants of health.

Considering the whole picture, we lead change to improve health and wellness outcomes.

Values and Principles:

Compassion and nonjudgement – We think about privilege. We invite people to present at our meetings. We learn about each other, and practice empathy.

Knowledge and learning – Through respectful curiosity, we learn about individuals, organizations and issues - coming through all the people, through data and evidence. We share strategies, advocacy and action. We challenge assumptions. Partnerships emerge. We celebrate – the work of our organizations and communities; our culture.

Communication – We gather and disseminate accurate information. We communicate successes. Weekly newsletters include all information submitted and get shared throughout the network and beyond.

Collaboration – We focus on the way we do things together. We work together to set agendas and hold space for meetings. We share meals and allow time for networking. We explore opportunities to work together; encourage collaboration in the wider community. We share and leverage resources among partners.

Inclusion – We invite diverse perspectives; make sure we have a diverse mix at the table; affirm that everyone has a voice. We are aware of barriers to inclusion and address this challenge where possible.

Respect – We listen, respond to need, stay open, and make space for other ways of understanding and frameworks - differences in our cultures and viewpoints. Well organized, structured meetings respect people's time.

Reconciliation – We are thoughtful and bring an awareness of the dominant power structures and privilege (where we are in terms of personal history, cultural backgrounds and dis/advantages that come with these). We let people be who they are and hear their thoughts. We co-create solutions.

Trust – We assume the best of each other; have relationships of friendship and collegiality; nobody is afraid to speak at the table, clearly and honestly. We show up – we're in it together. We learn we can trust each other in working on big initiatives.

Flexibility and resilience - We adapt and respond to challenges, address emerging issues and mobilize resources. We learn and grow continuously – an ongoing, purposeful process. We work together and

create something that will work for all. We recognize what does and doesn't work; bring more of the positive into our work. We function under pressure while remaining celebratory.

Innovation and leadership – We respond to complex needs, change to meet the needs, and step up. We exist because of the need to innovate. We take on big challenges. We evaluate how things are going and address whether something needs to be brought to everyone's attention.

Overarching lenses-

We view our work through a number of lenses including:

- Poverty
- Collective Impact
- Reconciliation
- Social Justice

Goals and Objectives

Goal 1: Recognize and respond to emerging issues in Cowichan

Explore and refine the scope of key issues and create an inventory of emerging issues

- a. *Research - gather and analyze information on each issue*

Research prevention strategies

Regularly update and revised the Cowichan Communities Health Profile

- a. *Committee to review Health Profile scope*
- b. *Develop a communication plan to promote public access to the Health Profile)*

Prioritize key issues, recognizing the ability of Our Cowichan to achieve and leverage results

- a. *Identify highest needs from Health Profile and other evidence;*
- b. *prioritize region-wide and specific communities' issues - geographic and demographic;*
- c. *Bring together government and community organizations*

Goal 2: Promote health and wellness

Use our data effectively, reflecting Collective Impact principles

- a. *Analyze questions of population groups and context*

Forecast upcoming challenges and identify issues before they become crises

Engage communities through sharing and gathering information

- a. *Communicate and share information about what we are doing - collectively and individually - in innovative ways*

Respond to and be part of catalyzing Early Years action

- a. *Space is held for yet to be identified actions*
- b. *Include Childcare initiative*
- c. *Physical literacy*

Respond to needs of frail and isolated seniors

- a. *Advocate for ways to support seniors to remain healthy, active and socially connected within their own communities*
- b. *Steward the community EPIC table*
- c. *Explore options for intergenerational connections*

Promote healthy personal practices and physical activity

- a. *Promote health and wellness consideration in local government planning.*
- b. *Complete Regional Smoking Bylaw and awareness campaign*

Promote learning to create awareness

- a. *prevention of illness*

Goal 3: Continue to focus on identified issues and opportunities

Focus on the housing crisis

- a. *Co steward the Cowichan Housing and Homelessness Coalition*
- b. *Co- steward the Housing First for Youth initiative*
- c. *Support community forums, events and activities relating to housing*
- d. *Work with local governments and Provincial governments to advocate for housing resources in Cowichan*

Continue to address mental health/substance use

- a. *Steward the Cowichan Community Action Team bringing together multiple stakeholders to work towards solutions*
- b. *Support community dialogue and education regarding mental health and substance use*

Address stigma, by continuing to build a more caring community

- a. *Engage in the larger conversation with community*
- b. *Provide informative and factual information to diffuse misinformation when possible*
- c. *Educate through OCCHN meetings and dialogue*

Continue to participate in key, ongoing tables

- a. *Physical literacy table*

- b. Primary Care Network*
- c. Collaborative Services Committee*
- d. Community of Caring re: Child apprehensions*

Continue to lead and co-steward selected initiatives

- a. Community Action Team*
- b. Airshed Roundtable*
- c. Community Stream of EPIC*
- d. Housing First for Youth*
- e. Housing and Homeless Coalition*

Continue to collaborate with government, business and community partners to catalyze action on poverty reduction

- a. Catalyze action to address pockets of poverty and key barriers;*
- b. Advocate for strong implementation of Provincial poverty reduction plan*
- c. local economic development action, for example around business community and living wages*
- d. Improve the experience of living in poverty)*

OCCHN will encourage social connectedness to promote positive mental health

- a. To facilitate the participation of diverse voices in health system planning*
- b. Focus on vulnerable populations – adaptation and resilience for different population groups; climate change impact - extreme weather events;*

Continue to support Granting

- a. Support the Small Grants Initiative when funding available by providing funding to key community initiatives that have ground level impact,*
- b. Assist others in their efforts for grant writing*
- c. Provide letters of support and data when capacity allows*

Goal 4: Foster the health, vitality and sustainability of our network

Deepen and diversify member engagement

- a. Continue to increase member participation in committee work*
- b. make use of member expertise and interests*
- c. Continue to celebrate Our Cowichan members*
- d. Encourage organizations to join where gaps have been identified*

Stabilize and expand Network funding

- a. Explore options to secure block funding to grow the capacity of the Network*
- b. Seek external opportunities for funding*
- c. Work with Island Health to demonstrate impact for investment*

- d. Increase our human resources (*This is contingent on additional funding sources*)

Promote awareness of Our Cowichan

- a. *Build community awareness through community events, forums, dialogues and website*
- b. *Communicate with local governments and key partners about our work, current priorities.*
- c. *Support other health networks on Vancouver Island as a community of practice*

Stewarding Our Strategic Plan to Achieve Next Level Impact

Using our Plan

Our Cowichan Communities Health Network will use this Strategic Plan as a basis for planning, prioritization, linkage with Health Authorities, reporting and communication as follows:

1. The basis for operational plans, guiding our action;
2. Prioritization of requests, through our Admin Committee;
3. Link with the priorities of Island Health and First Nations Health Authority;
4. Structure facilitator reporting and agendas around the four goals;
5. Reference the Plan in newsletter content.

Monitoring and Evaluation

The Strategic Plan is entitled “Next Level Impact” - recognizing that we face opportunities to build on our strengths and record of success. Our Cowichan will use this Plan and associated operational plans to monitor and evaluate our work, assessing progress and impact:

1. Track what actions for each objective are completed, in progress, or remaining;
2. Adapt the health networks evaluation design to fit our Strategic Plan and network priorities, as well as Collective Impact principles; (*working with template provided to health networks on Vancouver Island*)
3. Report out, share, and learn from evaluation results.

A Living, Breathing Document

Our Cowichan will review and update our Strategic Plan, annually or as needed. As part of this process the Health Network may review priorities, develop analysis of health and wellness issues, and consider new data on determinants of health. Updated goals and objectives will help keep annual operational plans aligned with Network strategic priorities.

Strategic Plan Taskforce

Taskforce mandate: provide direction to the strategic planning consultant through engagement with draft material by email and likely one face-to-face session (now anticipated for Thursday April 4, 4:30 – 6:00 pm) ***Taskforce Members:*** Admin Committee members; Lynn Weaver; Christine Sandhu; Analisa; ***Other(s) volunteering via email appeal?***