



Alliance Strategic Plan 2022-2027

Validation Process Discussion Guide

Winter 2022

Alliance Strategic Planning Process

Introduction

In 2021, the Alliance for Healthier Communities (the Alliance) contracted with SN Management to facilitate the development of a new five-year strategic plan that will:

- Guide the Alliance’s decisions and directions over the next 5 years (2022 – 2027)
- Position the Alliance to advance its brand proposition of *Health Equity through Comprehensive Primary Health Care*
- Enable the Alliance to be impactful in the context of health system transformation and post COVID recovery in Ontario
- Ensure that the Alliance’s priorities are aligned with and build on the strategic directions and principles articulated in the last strategic plan

Alliance Strategic Planning Process

2021 - Previous activities

- **Spring 2021**

- SN Management retained to support the Strategic Planning process with Alliance Board + Staff steering committee
- Process launched with Board and Staff engagement

- **Summer 2021**

- consultations with Alliance members - boards, executive leaders, priority populations
- interviews with key stakeholders
- environmental scan

- **Fall 2021**

- Alliance Board and Strategic Planning Steering Committee review key themes and work with SN Management in drafting the 2022-2027 Strategic Plan.

Alliance Strategic Planning Process *2022 - Next Steps*

- January 2022 – March 2022

- Validation package sent to Boards, Executive Leaders and Priority Population committees in late January.

- Deadline to submit feedback: March 31, 2022

- **April - May 2022**

- Strategic Planning Steering committee incorporates feedback from member validation process
- World Café event (date tbc) for final feedback
- Alliance Board votes to approve 2022-2027 strategic plan

- **June 7, 2022** – Strategic Plan launched at the Alliance's 40th Annual General Meeting

VALIDATION OF DRAFT STRATEGIC PLAN WITH ALLIANCE MEMBERS

DISCUSSION GUIDE

To support you in providing feedback, you have received a package with the following information and materials:

- Validation Process Discussion Guide
 - Key themes from the Strategic Planning Discussion Document ([Appendix A](#))
 - Draft Vision, Mission and Values to review ([Appendix B](#))
 - Draft Strategic Priorities, Goals and Objectives to review ([Appendix C](#))
 - Draft Strategic Outcomes ([Appendix D](#))
 - Discussion Questions and link to submit feedback
- *Validation Process Discussion Guide PPT (this document)*

Our intent is for the Executive Leader to provide their feedback (including that of management team if applicable) alongside the Board feedback through this one streamlined dialogue/survey

VALIDATION OF DRAFT STRATEGIC PLAN WITH ALLIANCE MEMBERS

DISCUSSION GUIDE

We invite you to review the
Discussion Document – Key Themes (*Appendix A*)
prior to reviewing the draft strategic plan

THE KEY THEMES INCLUDE

- THEMES IDENTIFIED MAINLY BY MEMBERS OR WHICH PRIMARILY AFFECT MEMBERS
- THEMES IDENTIFIED BY SYSTEM KEY INFORMANTS OR WHICH DEAL PRIMARILY WITH THE SYSTEM
- THEMES IDENTIFIED BY ALLIANCE BOARD/STAFF OR WHICH DEAL PRIMARILY WITH THE ALLIANCE'S INFRASTRUCTURE AND ABILITY TO DELIVER ON ITS BRAND PROMISE

DRAFT
Strategic Plan
2022-2027

DRAFT Vision, Mission and Values

(Appendix B)

Vision

Equitable health and wellbeing for everyone living in Ontario.

Mission

Champion transformative change to improve the health and wellbeing of people and communities facing barriers.

Values

- **Equity:** We champion an equitable, anti-racist and anti-oppressive primary health care system.
- **Leadership:** We challenge the status quo with integrity and transparency and are catalysts for system innovation.
- **Collaboration:** We embrace cooperation and partnerships to influence change.
- **Knowledge:** We seek out, learn from and act on diverse ways of knowing, especially lived experience and socio-demographic and race-based data
- **Self-Determination:** We believe that people and communities should have the power and the right to make decisions regarding their health and well-being.

DRAFT Strategic Plan 2022 - 2027

ADVANCING HEALTH EQUITY THROUGH COMPREHENSIVE PRIMARY HEALTH CARE

**Advance health
equity in Ontario's
health system**

**Accelerate the
development of a
cohesive and
collaborative
primary care
sector**

**Enhance the
capacity,
sustainability and
influence of
Alliance members**

DRAFT Strategic Plan 2022 - 2027

(Appendix C)

ADVANCING HEALTH EQUITY THROUGH COMPREHENSIVE PRIMARY HEALTH CARE

Advance health equity in Ontario's health system

Accelerate the development of a cohesive and collaborative primary care sector

Enhance the capacity, sustainability and influence of Alliance members

HEALTH SYSTEM DECISION AND POLICY MAKERS

Advocate for a health equity strategy for Ontario's health system

Advocate for health equity indicators in accountability agreements

Advocate for the collection, use and sharing of socio-demographic and race-based data

Articulate Alliance members unique contribution to primary health care in Ontario

SYSTEM COLLABORATORS

Develop strategic partnerships of influence with provincial partners and primary health care associations

Identify and advocate for health system transformation priorities that position primary health care as the foundation

Lead, support and amplify initiatives that advance health equity and digital equity

Showcase innovative models for meeting the needs of marginalized populations that encourage cross sector collaboration

ALLIANCE MEMBERS

Strengthen members capacity as effective leaders and collaborators during health system transformation

Advance the Black Health Strategy and the Francophone and 2SLGBTQ+ committees' strategic priorities

Strengthen partnership with the IPHCC and Indigenous member centres to advance Indigenous health in Indigenous hands

Enable members capacity to leverage a learning health system using a health equity approach

Advocate for increased access to resources for members

Vision:

Equitable health and wellbeing for everyone living in Ontario.

Mission:

Champion transformative change to improve the health and wellbeing of people and communities facing barriers

Values:

- Equity
- Leadership
- Collaboration
- Knowledge
- Self-Determination

We commit to:

- Implementing robust objectives that work together to support all 3 strategic goals.
- Being highly focused - always.
- Being intentional in decision-making and resource allocation.
- Aligning our resolutions with the strategic goals.

DRAFT Strategic Outcomes

As a result of the Alliance's efforts, the following results will be achieved by 2027:

- The Health Equity Charter is being actioned by member agencies
- Ministry of Health (MOH), Ontario Health (OH) and other health system planning bodies have implemented Health Equity Strategies that have been informed by the Alliance
- Member agencies are key stakeholders/rights holders in every integrated care network (i.e. OHTs)
- Primary care is the foundation of integrated health systems across Ontario
- Member agencies state that the Alliance has appropriately advocated for the resources that they require to deliver optimal services.
- Digital service delivery reflects health equity principles
- Every person in Ontario has access to team based care
- Socio-demographic and race-based data informs and indicates improvements in health service access and outcomes for populations who experience barriers

Discussion Questions



Alliance Draft Strategic Plan Validation - Discussion Questions

MISSION, VISION, AND VALUES

Appendix B / slide 8

Do you have any suggestions for further refining, or strengthening the language of the mission, vision or values to better reflect the work of the Alliance?

Alliance Draft Strategic Plan Validation - Discussion Questions

GOALS AND OBJECTIVES

Appendix C / slide 9-10

- Do you have any suggestions for further refining or strengthening the language of the priorities, goals, or objectives to make them clearer or more impactful?
- Are there any goals or objectives that you cannot live with? Why?

Alliance Draft Strategic Plan Validation - Discussion Questions

STRATEGIC OUTCOMES

Appendix D / slide 11

- Are these the right outcomes? If not, what outcomes would you propose?
- For each of the outcomes, are there key performance indicators (KPIs) that you would suggest that the Alliance be measuring?

Alliance Draft Strategic Plan Validation - Discussion Questions **SUMMARY**

Do you have any further advice/comments for us?

Alliance Draft Strategic Plan Validation

Action Items

- Please complete one survey per organization:
<https://www.surveymonkey.com/r/AllianceStrategicPlanValidation2022>
 - The deadline for responses is **March 31, 2022.**
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For any questions, contact:
Meghan Perrin

Francophone and Resource Policy Lead (/Strategic Plan Coordinator)
meghan.perrin@allianceon.org