

 *Group Health Centre*

Strategic Plan

2025-2028





Message from the President & CEO and Board of Directors Chair

Dear Colleagues, Partners, and Community Members,

It is with great pride that we share our Strategic Plan for the next chapter in our healthcare journey. Over the last several months, we have engaged our staff, physicians, partners, and community to help us define our strategic directions and determine our priorities. The plan represents our commitment to advance our mission to provide exemplary care for our patients and drive better health outcomes for our community.

The healthcare landscape is evolving rapidly - driven by technological innovation, shifting patient expectations, health human resource constraints, and community health concerns. In response, our Strategic Plan outlines a bold yet achievable roadmap that positions us to lead with resilience, compassion, and purpose. Through focused priorities, measurable goals, and collaboration, we are charting a course toward a more integrated, patient-centred, and sustainable future.

This strategic plan is more than a document—it is a shared vision. Together, we will move forward with determination, adaptability, and a renewed focus to strengthen the trust placed in us by the community we serve.

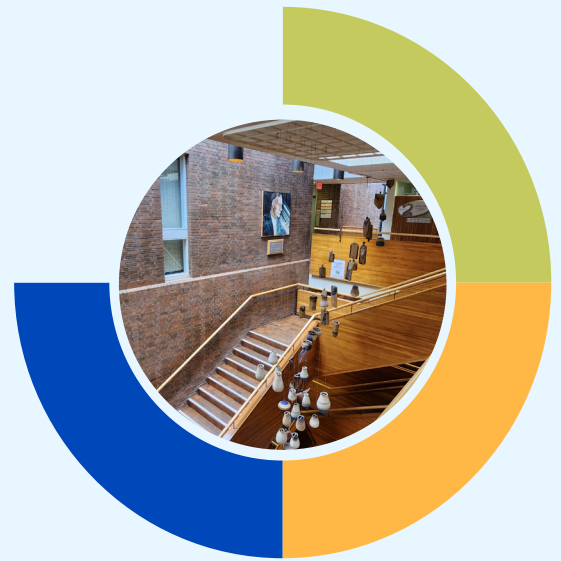
With appreciation,

Lil Silvano
President & Chief Executive Officer

Susan Vanagas-Cote
Board of Directors Chair

Vision

Best health, best lives
for our community



Mission

To provide exemplary care
for our patients and to drive
better health outcomes for
our community



Values

Kindness: Be generous

Compassion: Demonstrate you care

Accountability: Take responsibility - always

Respect: Show regard and consideration to all

People

People: Be the Best Place to Work and Practice Medicine

Our Goal: Recruit, retain, and empower the best team by fostering a supportive, inclusive environment, where every team member can succeed.

Priority Initiatives:

- **Enhance Health and Wellness:** Strengthen health and safety programs, implement wellness initiatives, and reduce absenteeism.
- **Support Providers:** Deliver reliable, effective, and consistent services to physicians and nurse practitioners, informed by their feedback.
- **Develop Strong Leaders:** Create leadership development opportunities and build accountability mechanisms to foster a supportive and empowered culture.



“One of the things I treasure most about working at GHC is the wonderful sense of teamwork. It’s not just about working alongside colleagues — it’s about the way everyone genuinely supports one another. Whether it’s sharing advice, lending a hand, or just offering a kind word, there’s always a feeling that we’re in this together.”

People

We will:

- Expand clinical training programs and “Grow Your Own” initiatives to develop future talent
- Participate in the WSIB Health & Safety Excellence Program
- Implement an Employee Social/Wellness Committee
- Implement our new Attendance Support Program
- Act on feedback solicited from providers
- Continue leader workshops and develop other opportunities for structured learning
- Ensure succession planning is in place for key roles
- Introduce department performance metrics and a new process where leaders report on their progress
- Develop standard work and comprehensive training and orientation for staff
- Foster a values-based, service-oriented culture

Measures of Success:

- Employee Experience
- Physician Experience





Patients

Patients: Be the Healthcare Home for Our Patients

Our Goal: Deliver accessible, compassionate, comprehensive, and coordinated care, establishing GHC as a trusted healthcare home for our community.

Priority Initiatives:

- **Re-Roster Patients:** Transition de-rostered patients through the Access Care Clinic and back to a primary care provider.
- **Deliver Team-Based Care:** Expand integrated, team-based care and related services to better support the needs of providers and patients.
- **Strengthen Partnerships:** Collaborate with community and healthcare partners to deliver seamless, coordinated care.

“

I've been with Group Health Centre and my family physician for over 15 years. My physician always listens, is open to my questions and requests and he's very efficient without making me feel rushed. The clerical staff are friendly and the nurses are great!

”

Patients

We will:

- Advocate for continued funding for the Access Care Clinic
- Advocate for the funded expansion of our Grow Your Own Nurse Practitioner program
- Implement tools to reduce administrative burdens, improve workflows, and expand patient access
- Expand our team-based model focused on interdisciplinary professionals, trained to function as an integrated team in the delivery of care
- Design a model that is the heart of an integrated health system, providing patients with access to a coordinated care journey
- Expand community partnerships to optimize access
- Make meaningful changes and improvements based on feedback from patients
- Use data to understand patient needs, guide initiatives, and enhance accountability
- Share information internally and externally to highlight our services and demonstrate pride

Measures of Success:

- Patient Experience
- Access Care Clinic Patients Re-Rostered with a Primary Care Provider



Financial Health

Financial Health: Be the Primary Care Model of the Future

Our Goal: Develop a cost-effective, patient-centred model that aligns with our community's evolving needs and ensures the sustainability of our operations while driving innovation in care delivery.

Priority Initiatives:

- **Advocate for Funding:** Secure sustainable funding by deepening government relationships, aligning proposals with health system priorities, and pursuing diversified revenue streams through grants, donations and new health service programs.
- **Modernize Infrastructure:** Secure a clear path to a modern, sustainable, future-ready facility that meets the needs of our providers and the community.
- **Enhance Efficiency and Cost Management:** Apply improvement methodologies and smart technology solutions to streamline workflows, eliminate waste, and reduce operating costs while maintaining high quality patient care.



Financial Health

We will:

- Proactively engage all levels of government to advocate for operational and capital funding
- Align our proposals with emerging health system priorities such as primary care expansion and integrated care models
- Complete planning to understand future space and service needs
- Assess options to identify and action the most viable path forward to a future-ready facility
- Secure funding to implement programs that complement our existing services to meet community needs
- Identify key workflows and conduct process improvement reviews
- Implement automation tools and digital solutions to reduce manual tasks and improve accuracy
- Optimize our financial system to automate workflows, improve internal controls, reduce manual processes, and enhance financial oversight

Measures of Success:

- Sustainable Operating Budget
- Capital Needs Increasingly Supported Through Diversified Funding



GHC By The Numbers



60 Primary & Specialty Care Physicians



17 Nurse Practitioners



6 Grow Your Own NP RNs



Over 100 Nurses



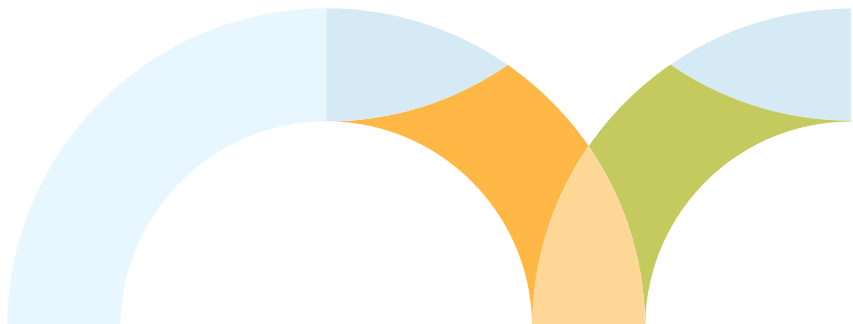
45 + Allied Health Professionals



Caring For Over 80,000 Patients



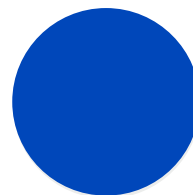
480,000 + Clinical Interactions Per Year





Join us on our journey — we welcome your feedback as we move forward together.

Contact us at:
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Group Health Centre

www.ghc.on.ca