

# Regina Community Clinic 2023 – 2025 Strategic Plan

## Our Hope & Dream

All Saskatchewan residents have access to integrated and cooperative primary health care.

## Vision

Partnering Cooperatively for a Healthier Community

## Mission

As a health co-operative, our mission is to provide integrated healthcare, social and educational services to the Regina community

## Values

<b>Respect</b> <i>Our environment is welcoming to all</i>	<b>Democracy</b> <i>Our cooperative model is core to our success</i>	<b>Integrity</b> <i>Our promise to provide healthcare services is demonstrated by day-to-day actions</i>	<b>Excellence</b> <i>Our services are the best Saskatchewan has to offer</i>	<b>Service</b> <i>We put the needs of our patient first</i>	<b>Collaboration</b> <i>Our strategic relationships help foster excellence in our service delivery</i>	<b>Advocacy</b> <i>For patients, community, and healthcare</i>
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## Strategic Imperative

RCC will achieve excellence in leadership, financial stability and growth in its healthcare services to the Regina Community.

## Our Stakeholders

<b>1. Recipients of services</b> RCC provides excellent and wholistic care a model that strives to ensure the best possible health outcomes for its patients. RCC will continually evaluate and work to enhance the services offered to our patients and members.	<b>4.2. Community agencies/partners</b> RCC is an innovative, proactive, and trusted partner working with all of our partners with the mutual goal of significantly contributing to a healthy (mental and physical) community.	<b>4.3. Funders</b> RCC provides the best possible value for money in its client-centred care and demonstrates, through evaluation, good healthcare outcomes and impacts. Funders want to invest, or continue to invest, in the RCC.	<b>4.4. Members</b> RCC Members understand and promote the value proposition of membership in the RCC. A significant part of this value proposition is a focus on cooperative principles. RCC will continue to build offerings to our members to help them in their educational and health journeys.	<b>4.5. Community</b> RCC is seen as a go-to resource in the community for unique and productive partnerships that have a positive impact on our community.
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## Our Finances

<b>1. Financial Sustainability</b> Maintain current sources of revenue by working closely with the Ministry of Health, SHA, and other partners to ensure long-term sustainability of our clinic. Grow reserve funding to 6 months operating revenue while balancing that with strategic utilization of funding. Enhance our visibility and reach out to members for engagement, advocacy, and potential donations. Actively seek out collective, shared approaches and services with the Federation of Cooperative Health Care Centres.	<b>3.2. Financial Growth</b> <ul style="list-style-type: none"> <li>Establish a renewed funding model to ensure long-term sustainability with an openness to investigating unique partnerships and grant funds that fit within the strategic and philosophical framework established by the Board of the RCC.</li> <li>Explore low-risk investment tools with Conexus that may provide more opportunities for better returns.</li> <li>Work with the Ministry of Health on potential growth in funding to enhance physician and other health services at the RCC.</li> </ul>
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## Our Operations

<b>1 Health Care Delivery</b> Continue to provide exceptional healthcare services and look to expand those services. Expand hours and access to increase patient-base Build better integrated services within the larger health system. Continue to support and grow our commitment to providing students with the cooperative, integrated health care experience at RCC. Privacy of our patients and staff continues to be paramount in all that we do.	<b>2.2 Efficient and Effective Processes</b> <ul style="list-style-type: none"> <li>Evaluate internal processes on an ongoing basis towards continuous improvement</li> <li>Ensure effective management of the clinic's resources based on a strong commitment to evaluation.</li> </ul>	<b>2.3 Technology</b> <ul style="list-style-type: none"> <li>Effective utilization of technology to support services and respond to changes in the health care sector</li> <li>Leverage existing technologies to improve data analytics</li> <li>Ensure strong focus on training and education for staff and patients to enable full utilization of new technology.</li> </ul>	<b>2.4. Relationship Development</b> <ul style="list-style-type: none"> <li>Build strategic relationships and partnerships with external stakeholders to promote cooperative, integrated model and increase funding sources.</li> <li>Engage members/clients/patients to advocate for cooperative, integrated healthcare services.</li> <li>Ensure trust and transparency are foundational in all levels of relationships.</li> <li>Ensure RCC Management and Union work productively together to build informed and collaborative resolution to staffing, safety, and workload issues.</li> </ul>
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## Our Organizational Development

<b>1 Organizational Culture</b> Recruit and retain quality staff to support RCC's strategy and positive culture. Continuous engagement and communication with employees. Employees have right and responsibility to engage productively with management in RCC services, committees, and work. Continue to build relationships through staff events, education, and engagement. Commit to ongoing staff development initiatives, including professional	<b>1.2 Strong &amp; stable leadership</b> <ul style="list-style-type: none"> <li>Recruit and retain strong leadership with personal commitment to good culture principles.</li> <li>Develop a succession plan for the executive positions</li> <li>Ensure productive conflict resolution amongst all RCC staff.</li> <li>Management team to continually work to build strong team dynamics with a focus on improvement.</li> </ul>	<b>1.3 Governance</b> <ul style="list-style-type: none"> <li>Deliver ongoing governance training and evaluation to both Board and Staff.</li> <li>Adopt best practices in governance and maintain commitment to those practices.</li> <li>Budget for ongoing training and development at all levels of organization.</li> </ul>
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