

# 5 Year Strategic Plan 2020-2025



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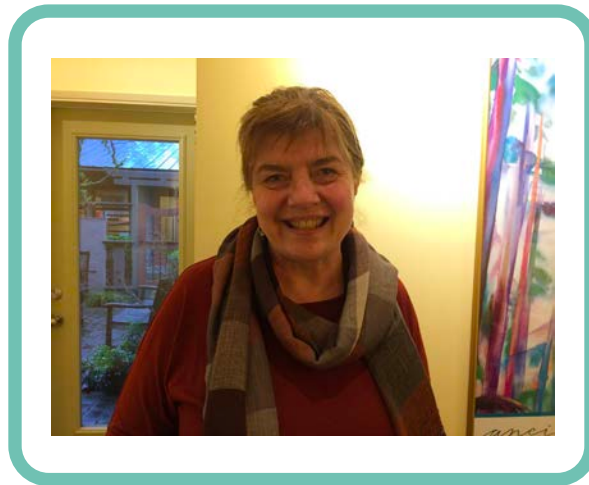


**PENDER ISLANDS  
HEALTH CENTRE**

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# Message From Executive Director



In July, the board of directors met for two days to thoughtfully build a strategic plan for the organization, looking forward to the next 5 years. The Health Center has a long history of existence because of strong community initiative, and support. Since 1980 it has supported island residents and visitors in unique and thoughtful ways as health care concerns are addressed. Indeed, the two days of work, and this resultant foundation document happened because of a significant donation from the Lion's Club on Pender Island. How fitting that the very organization that was at the start of creating a health center, would once again be involved at this critical time.

2020 has proven to be a most unusual year, to say the least. Before COVID, we were already aware of challenges in our aging building, and the time for reflection of who we are and where we are headed, became vitally important. Recent consultation with some community leaders and stakeholders gave us an initial basis for how we might move forward. It is our intention to do so with transparent and careful planning. We are looking forward to meeting and succeeding in our plans to create a dynamic, stable and realistic future that supports a healthy Pender Island. We know you will both assist and encourage us on this journey!

- Marion Alksne

# Message from Board Chair



The Pender Islands Health Care Society has a long and successful history of providing quality health and wellness services on Pender Island. From the original need to establish a doctor's office to the need to assist people in their homes, preceding Boards of Directors have planned for evolving community needs. And there is a continuing imperative to do so. We must keep up with community expectations and the realities of the world in which we live. Planning for the future of our community, as we have done for nearly four decades, is simply too important to ignore. This strategic plan is intended to provide a blueprint to guide our Society and our community in the future opportunities and challenges that we will inevitably face.

- Gary Steeves

# Community Messages

If you've spent time in the clinic waiting room, you may have noticed a small plaque on the wall that says, "The land required for the Pender Islands Medical Clinic and Plum Tree Court was generously donated by Garnet and Elsie Marler in March 1980". We proudly display the larger version of that plaque honouring my parents in our nearby home.

The idea for donating the land came from my father, and it was typical of the way he approached life—with a mix of big picture awareness and practicality. On a cold Alberta day in 1979, he had called me to come out and look at buying an 80-acre piece of land on Pender Island. We thought, "This is as close to paradise as you can get in Canada!"

But even paradise needs good healthcare facilities. As we developed the plan for eight lots, we considered what acreage to set aside for the required "public use". It didn't take long for Dad to hear that his newly adopted community was looking for a suitable location for a new clinic. It was ideal: a good building site; across from the then "new" school; close to where the two islands meet; and accessible to the main population centre.

Today, the health care society is contemplating its vision for the future. We're confident that my parents' combination of generosity and pragmatism is alive and well to guide the next 40 years, to the benefit of our entire island community.

- Blaine Garnet Marler

## Vision

We strive for quality, accessible healthcare, and wellness support for the Pender Island community.

## Mission

PIHCS facilitates access to primary health care and complementary services to support the health and wellbeing of the Pender Island community.





## What does PIHCS do?

- **Seeks and manages funding** to support the access and delivery to health and wellness services.
- **Manages a facility** to house medical services, allied health professionals and wellness practitioners.
- **Facilitates the delivery of complementary programs** that promote the health and wellbeing of community members.
- **Engages the community** to assess health and wellness needs and to involve them in fundraising efforts to support the delivery of high quality care.
- **Advocates for improved health services** provided by health agencies in the province and health region.

## PIHCS Values

**Reliable and quality services.** Fostering a space where services are reliable and meets the needs of the community.

**Respect and Inclusion.** Providing a safe and accessible place for community members, especially to those who need it most.

**Grounded and pragmatic.** PIHCS operates using a pragmatic approach to ensure the sustainability of the organization.

**Community-centered.** The ultimate goal of PIHCS is to serve the community. PIHCS was founded on community needs, and it will continue to do so.



# Background

## History

For many years there was no organized health care on the Penders. Early settlers travelled to other Islands or to Vancouver Island for service. For periods of time doctors would move to the Islands and be available to handle emergencies.

The PIHCS was formed in 1970 by the Pender Lions Club to build and operate a Health Centre on-Island that would house a Medical Clinic and other health services. The facility opened in 1981 on land donated by the Marler family, and included a Medical Clinic and Dentist office, a waiting area, washrooms and 3 small offices shared over the years by a physiotherapist, various visiting nurses and lab collection services. In 1989 the existing Ambulance Station was built. In 1994 the East Wing addition was added to provide accomodation for the Southern Gulf Islands Home Support Services plus a range of additional services including public health, a small loan equipment room, and a room for alternate therapies including massage. Small additions were added in the 1990s and early 2000's.

By 2005 the facility was bursting and the Health Care Society undertook a major fundraising drive and in 2008 completed a new 3,442 sq.ft medical wing, almost doubling the size of the existing facility. The Medical Clinic was expanded to provide for up to 3 practitioners to practice at one time, and included a state of the art Emergency Treatment Room with 2 bays. As well the existing facility was totally renovated to provide additional space for the healing arts, as well as increasing the space for dentistry, optometry, lab collection, community nursing, counselling services, volunteer services, and administration.

Today the 8401 sq.ft. facility (including the ambulance bay) is once again bursting at its seams, and evolving to meet the growing and changing needs of the Pender community. It is again time to look at facility expansion, as well as clarity and planning on the offering the society will make to Pender.



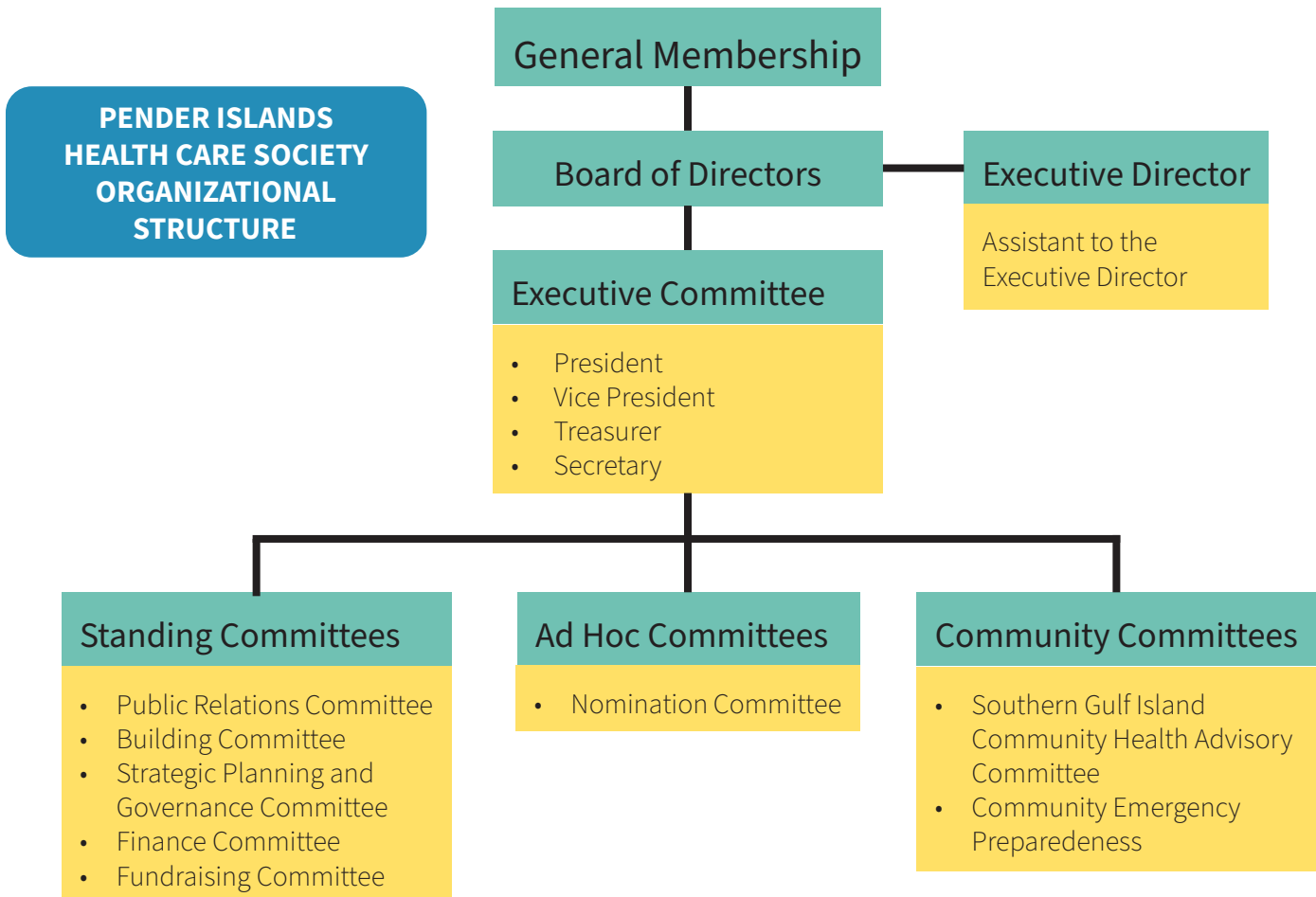


# Governance

The Pender Islands Health Care Society (PIHCS) is governed by a volunteer Board of Directors (11 members at present) which meet monthly and supervise, control and direct activities and policies of the Pender Islands Health Centre (PIHC). Directors are elected for 2 year terms, and are eligible to be elected for a maximum of 3 consecutive terms.

The Directors appoint an Executive Director, who is responsible for the day to day operations of the Society. An Annual General meeting is held where the nomination and election of Directors take place. As well the Directors may call general meetings of the Society as needed during the year to conduct special business.

All residents of Pender Island are eligible to become members of the PIHCS. Over the past few years, the Board of Directors has recognized a need for strategic planning to ensure the long-term sustainability of the society and facility, and to develop a unified community strategy to continue providing health care services that fit the needs of the community.



# Programs

The Pender Islands Health Centre is home to a comprehensive offering of health and wellness services and programs. Services and programs operate largely independently but practitioners who were interviewed during this planning process acknowledged the incredible value provided by housing so many offerings under one roof. A detailed program review will be conducted as part of this strategic planning process to ensure that community needs are being met and that programs are running efficiently and effectively.

## PENDER ISLANDS HEALTH CENTRE PROGRAMS AND SERVICES

### Health and Wellness Services

- Medical Clinic
- Dental Clinic
- Optometrist
- Audiology
- Chiropractor
- Massage Therapy
- Public Health Nursing
- BC Ambulance Services
- Alcohol and Drug Counsellor
- Family Advancement Counsellor
- Closer to Home
  - Community Nurses
  - Lab Services
  - Mental Health Service
  - Community Support
  - Crisis Worker

### Community Partners/Programs

- Wheels to Meals
- Meals on Wheels
- Seniors Exercise
- Community Gatherings
- Take a Break
- Active aging/community wellness
- Better At Home

# 5-Year Strategic Goals

## Developing the Plan

### Consultations

In order to develop a cohesive strategic plan, PIHCS conducted targeted interviews to better understand the current state of the organization and needs of the community. The Board of Directors completed a survey and undertook a 2-day strategy session to reflect on PIHCS’s current strengths and challenges, its role in the community, the future direction of the PIHCS, and its top priorities moving forward.

### Community Engagement

PIHCS has been providing healthcare needs to the community for the past 40 years. According to a health needs survey conducted in 2012, 84% of the respondents were satisfied with the care provided, and recent community interviews confirmed an overall very high satisfaction with the quality of care. As PIHCS continues to expand its services in the community, a strategic plan is integral to ensuring PIHCS continues to develop in a way that is sustainable and fits the needs of the community.

### Goal Setting

Through these engagements, a new mandate, mission, and set of values were developed to ensure a unified vision. Six goals were identified as top priorities to focus on. These goals are intended to remain consistent over the next 5 years to ensure continuity. These goals will however remain flexible to adapt to changes or emerging trends in the community.

### Making it Happen

The intention of a strategic plan is to guide the organization at a high-level. To ensure PIHCS stays on track, the strategic plan will be complemented by operational plans. Operational plans outline key milestones, specific actions, and mechanisms for measuring success. The operational plans will always be guided by the strategic plan, while identifying the immediate/current needs and priorities of the organization.



# 2020-2024 Goals Overview

## Goal 1: Fiscal Management

Sound fiscal responsibility is at the core of sustainable success for all non-profit organizations. PIHCS's continued investment in financial management will enable long-term strategic planning as well as streamlined operations. The PIHCS board's leadership will ensure continuity and oversight.

## Goal 2: Sustainable Funding

It is vital that PIHCS ensures the long-term sustainability of the Pender Islands Health Centre. The Society will focus on identifying and securing multi-year and persistent fundraising opportunities and partnerships as well as recruiting and stewarding donors. This will enable PIHCS to address short-term financial needs and contribute towards long-term planning and expansion for the health centre.

## Goal 3: Community Engagement

Serving the Pender Islands community is at the core of everything the Society does. PIHCS will expand efforts to identify community needs, educate community members on the offerings of the organization and connect with individuals on strategic planning and fundraising efforts.



## Goal 4: Facility Management

The Health Centre is a core offering stewarded by PIHCS that houses a diversity of medical services, allied health professionals and wellness practitioners. The facility is aging and needs substantial upgrades and possible expansions to accommodate further services. PIHCS will ensure facility maintenance and upgrades are accomplished and a long-term plan is developed to inform decisions on a potential rebuild/facility expansion.

## Goal 5: Clarity and Purpose

The PIHCS plays a crucial role in ensuring the operation of the Pender Islands Health Centre, but the details of this role and the clarity around the organization is lacking. PIHCS will develop and activate strategic documentation to help guide the organization in decision making and planning. This will help funders and community members better understand the role of PIHCS and its path forward.

## Goal 6: Quality of Care

There is a high quality of healthcare provided on Pender Islands, and community members have shared extremely positive feedback on services and programs offered within the Health Centre. It is imperative that PIHCS intentionally maintain this high level of care and evaluates the effectiveness of programs to contribute towards a healthy and thriving Pender Islands community.

# Goal 1: Fiscal Management

## Framing

PIHCS's continued investment in financial management will enable long-term strategic planning and streamlined operations. Sound fiscal management is integral to the strength of PIHCS, and in order to continue to maintain strong financial practices, the organization will develop a long-term financial plan that is realistic, clear, and sustainable.

## Objectives

- Complete detailed 1-year and long-term financial needs assessments to inform fundraising, strategic planning and operations.
- Adapt annual budgeting processes to include planning based on previous financial performance.

## Measurements of Success

- Detailed annual budgets developed and approved by the PIHCS Executive Director and Board.
- Strong fundraising plans that correlate to existing and future financial needs.
- Balanced budgets or responsibly agreed upon deficit budgets to invest in the future of PIHCS and the Health Centre.
- A comprehensive financial analysis of facility upgrade/rebuild options.
- Fiscal transparency among board and community members.

## Connection to other goals

The financial needs assessments will explore:

- Facility needs
- Program evaluations
- Operational expenditures.

These comprehensive assessments will inform fundraising plans and the evaluation of various fundraising sources based on needs.

## Goal 2: Comprehensive Fundraising Plans

### Framing

PIHCS is a non-governmental, charitable organization, and the Health Centre in particular was funded largely by community fundraising. Identifying and securing multi-year, sustainable fundraising opportunities and partnerships is vital to ensure the financial sustainability of the Health Centre. Establishing this financial security will enable PIHCS to address short-term financial needs and contribute towards long-term planning and expansion for the Health Centre.

### Objectives

- Complete a comprehensive analysis of current and emerging funding sources (including likelihood, timeline, implications, advantages, and disadvantages). Sources include:
  - Grants
  - Government Funding
  - Individual Donors
- Identify next steps towards securing sustainable funding sources and lay the foundation for securing partnerships and opportunities.
- Build key contacts with donors, foundations, local and provincial governments and other sources to support fundraising efforts.
- Execute on local fundraising campaigns to address short-term financial needs and establish funds to maintain and upgrade the Health Centre.

### Measurements of Success

- Successful fundraising campaigns are executed to meet short-term financial needs.
- Long-term funding sources are established and secured to ensure operating costs are covered by sustainable consistent sources.
- Community donors are stewarded and recognized for their contribution to health and wellbeing on the Pender Islands.
- Funding sources are established that enable financial security while but also maintaining autonomy to allow the Health Centre to best serve community needs.

### Connection to other goals

Fundraising for the establishment of the Health Centre was a community effort and it is time again to rally as a community to support this next phase of growth. Fundraising efforts will ensure short-term facility upgrades, and future plans to upgrade, expand, and/or rebuild the Health Centre.

# Goal 3: Community Engagement

## Framing

Serving Pender Islands community members is at the core of everything we do. The society will expand our efforts to identify community needs, educate community members on PIHCS's offering, and engage with individuals on strategic planning and fundraising efforts.

## Objectives

- Develop and execute a comprehensive community fundraising plan to address short-term financial needs and build towards long-term financial sustainability.
- Execute an awareness campaign to help inform the community on PIHCS offerings and new strategic direction.
- Develop a community engagement plan to inform a needs assessment, strategic plan, and long-term sustainable fundraising efforts.
- Gain feedback from community to evaluate quality of care and community needs.

## Measurements of Success

- Community has a strong understanding of PIHCS's vision, mission and offering.
- Community members feel engaged and included in PIHCS strategic planning.
- Community needs are identified to inform strategic planning, program and service evaluation, and facility upgrades.
- Short-term fundraising needs are met.
- Community has a strong understanding of PIHCS's vision, mission and offering.
- Community has clarity on how funds are acquired and used.
- Community needs are identified to inform strategic planning, program and service evaluation, and facility upgrades.
- Community relationships are strengthened.

## Connection to other goals

Community satisfaction with care and services is paramount for PIHCS. Community awareness of PIHCS strategic priorities and needs will enable a mutually reinforcing relationship where the organization can continue to serve the community and the community can continue to support the organization's strength and sustainability.



## Goal 4: Facility Management

### Framing

The Health Centre facility houses a diversity of medical services, allied health professionals, and wellness practitioners. The facility no longer serves all the needs of the community and an expansion and/or replacement plan must be developed. PIHCSWe will ensure urgent facility maintenance and upgrades are accomplished and that a long-term facility plan is developed to inform facility expansion and renewal.

### Objectives

- Identify and execute on urgent facility maintenance and upgrades (including building repairs, septic field management and code upgrades).
- Conduct building condition reports to understand facility management needs.
- Develop a long-term facility plan that includes:
  - Anticipated community needs
  - Fundraising plans for facility upgrades, expansion, and potential replacement
  - Building expansion plans
  - Health Centre service needs
  - Building renovation/rebuild considerations and recommendation
- Develop a community engagement plan to inform facility expansion.
- Evaluate existing service/program facility needs to inform future design.
- Evaluate future service/program needs to inform include in the future design (ex. palliative care, social work, post-operative care, physiotherapy).

### Measurements of Success

- Urgent facility maintenance and upgrades are completed.
- Services and programs have adequate space to deliver quality care to patients.
- Facility meets and strives to exceed building code regulations.
- A long-term facility maintenance plan is developed, and financial needs are included in annual planning.

### Connection to other goals

The facility is a core offering supported by the PIHCS. The management of this facility is a substantial financial responsibility for the organization, and the identification of sustainable funding sources and immediate funding pools will help address urgent facility upgrades and maintenance as well as long-term facility expansion and renewal. It is vital to include community member and health and wellness provider voices in the design to ensure the facility meets the needs of the community.

# Goal 5: Clarity and Purpose

## Framing

PIHCS is celebrating its 40 years of operations this year, and is in a time of renewal and growth. We are developing and activating strategic documentation to help guide the organization in decision making and planning. This clarity will help all stakeholders, including funders, tenants, and community members better understand the role of PIHCS and its path forward.

## Objectives

- Solidify and execute on a 5 Year Strategic Plan and adjoining Operational Plans.
- Further enhance the community's understanding of PIHCS's purpose and role.
- Ensure alignment across PIHCS on strategic priorities and action plans.
- Update the website and other communications tools with articulated vision, mission, values and strategic priorities.
- Share strategic plans with the community and prospective funders.
- Engage with tenants, stakeholders, community members to inform strategy.

## Measurements of Success

- Implemented Strategic Plan and Operational Plans.
- Adopted vision, mission and values that become embedded within PIHCS.
- Updated website and communications.
- Clarity among community members and other key stakeholders about PIHCS overall direction and priorities.
- Transparency around planning and needs at PIHCS.

## Connection to other goals

Aligning all stakeholders on clear vision, mission, values and priorities will support the PIHCS across all of its operations. Being able to articulate the core offering of the Health Care Centre and ensure it meets the needs of community members will be vital for fundraising efforts as well as ensure a high quality of patient care.

# Goal 6: Quality of Care

## Framing

Health Care provided on Pender Island is of high quality, and community members have shared extremely positive feedback on services and programs offered at the Health Centre. It is imperative that we maintain this high level of care and evaluate the effectiveness of programs to contribute towards a healthy and thriving Pender Islands community.

## Objectives

- Maintain the environment that facilitates high quality and diverse services.
- Practice due diligence as a society to ensure best care for the Islands
- Continue to celebrate the value and complementarity of diverse healthcare and holistic wellness practices.
- Support the integration of services and programs within the Health Centre.
- Conduct a comprehensive program and service evaluation to understand community, facility, and financial needs.
- Conduct a comprehensive community survey to understand and address needs.
- Work to address outstanding needs identified in the 2012 community survey including: stability of services, providing a regular on call doctor every weekend, providing a long-term care facility/ assisted living, respite, hospice beds on island, increasing lab time & exploring x-ray in the longer term.
- Evaluate future needs to include in the facility upgrades/re-design (ex. palliative care, social work, post-operative care, physiotherapy).

## Measurements of Success

- Community members rate the quality of care at 85% satisfaction.
- Community needs are met through facility expansion, fundraising drives and program evolution and expansion.
- Community members receive improved care as a result of service integration

## Connection to other goals

The quality of care provided through the Pender Islands Health Centre is a top priority for PIHCS. In order to achieve this, a solid and sustainable foundation for the organization is required. This means sound fiscal management, comprehensive fundraising plans, and a clear vision, mission and strategic goals must be in place. Given the already existing high quality of care, this goal will be less emphasized during the first few years of the strategic plan and will emerge as a top priority in conducting community needs assessments and program reviews in the latter years of the 5 year plan.

# Making it Happen

PIHCS is committed to bringing this plan to life and executing on the identified goals. To support this delivery, PIHCS will develop and implement Operational Plans over the 5 year period of the Strategic Plan that will guide annual priority setting and lay out a clear action plan to achieve the strategic goals.

## Operational Plan

### Assessment and Planning Phase (2020-2021)

Year one of the Strategic Plan includes efforts to assess the current state of the Health Centre and Health Care Society, and to address short-term fundraising and facility needs. The Assessment and Planning Phase will include the development of a comprehensive plan to strengthen operations, capitalize on opportunities, address shortcomings, and mitigate threats.

### Development Phase (2021-2023)

The Assessment and Planning Phase will surface needs and opportunities that will help inform the Development Phase. This phase will bring these insights into action and will include a dynamic process to implement a potential new financial model, revised programming/ services, community engagement planning and longer-term fundraising strategies.

### What's Next? Phase (2023-2025)

As plans solidify, and immediate needs are met, PIHCS may now think ahead about what the next phases and strategic plan will include. New emerging opportunities and challenges may need to be addressed.

5 Year Strategic Plan (2020-2025)

## Measuring Success

Part of executing on the Strategic Plan will include evaluating the success of the 6 goal areas. PIHCS plans to report on these goals and execution of the Strategic Plan through Annual Reports and community updates. As needed, data will be captured through community surveys as well as interviews to gather qualitative and quantitative evidence of successful implementation and/or learnings and shortcomings. This evaluation will support further strategic planning for PIHCS and will help inform each of the 3 Operational Plans.

# Conclusion

PIHCS has played a vital role in the community for the past 40 years, and is proud to continue to do so. PIHCS is here to address current and future health and wellness needs of the Pender Islands community and will work hard to keep up with emerging trends and needs that will affect community members. This Strategic Plan will inform and support the next steps of the Society which will help strengthen their offering and ensure sustainability of the Health Centre.

Considerable planning and progress has already been accomplished thanks to the hard work of the Board of Directors, the board committees, the staff, and all those involved in the strategic planning process. A special thanks to all the Pender Islands residents who generously donated their time to help inform this process. Additionally, we'd like to thank donors, partners and funders who over the years have supported the Health Centre with their generous financial contributions. PIHCS looks forward to continuing to ensure quality and consistent health care is being provided to the Pender Islands.

