



# **PCHS**

# **Strategic Plan**

## **2023 -2027**

# Land Acknowledgement

We acknowledge that this meeting is taking place on the traditional territory of many nations, including the Mississaugas of the Credit First Nation, the Anishinaabe, the Haudenosaunee and the Wendat peoples and is now home to many diverse First Nations, Inuit and Métis peoples.

Long before today, Indigenous peoples have been the stewards of these lands. We also acknowledge the Dish with One Spoon Treaty, an agreement to peaceably share and care for the resources around the Great Lakes. Indigenous peoples in Ontario continue to care for this land and shape our province.

We recognize that these lands, both historically and currently, have been the home and gathering places of many Indigenous people from various Nations across Turtle Island. We are grateful for the opportunity to live, work and meet in this territory. We show our respect to the Indigenous Peoples of this land today and all days.

We stand in solidarity with murdered and missing Indigenous women, girls, transgender and Two-Spirited people, and we affirm our commitment to heartfelt reconciliation.



## Mandate

The mandate of Punjabi Community Health Services (PCHS) is to provide culturally and linguistically responsive health, social, and newcomer settlement services to equity-deserving populations.



## Mission

To support and enhance the well-being of individuals, families, and communities using an inclusion, diversity, equity and accessibility framework (IDEA).



## Vision Statement

Our vision is to have healthy and thriving diverse communities.

# Our Values



## Inclusion

We believe in treating people fairly and with dignity. We strive to incorporate equity in all areas of our work.



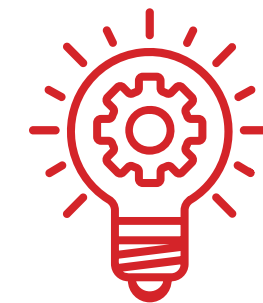
## Accountability

We believe our biggest asset is the trust of our clients, community, donors, funders, and staff. We practice accountability by being open, transparent and responsible in everything we do.



## Excellence

We believe excellence is a habit, not a one-time action. We are fueled by our relentless pursuit to exceed the expectations of the people we serve.

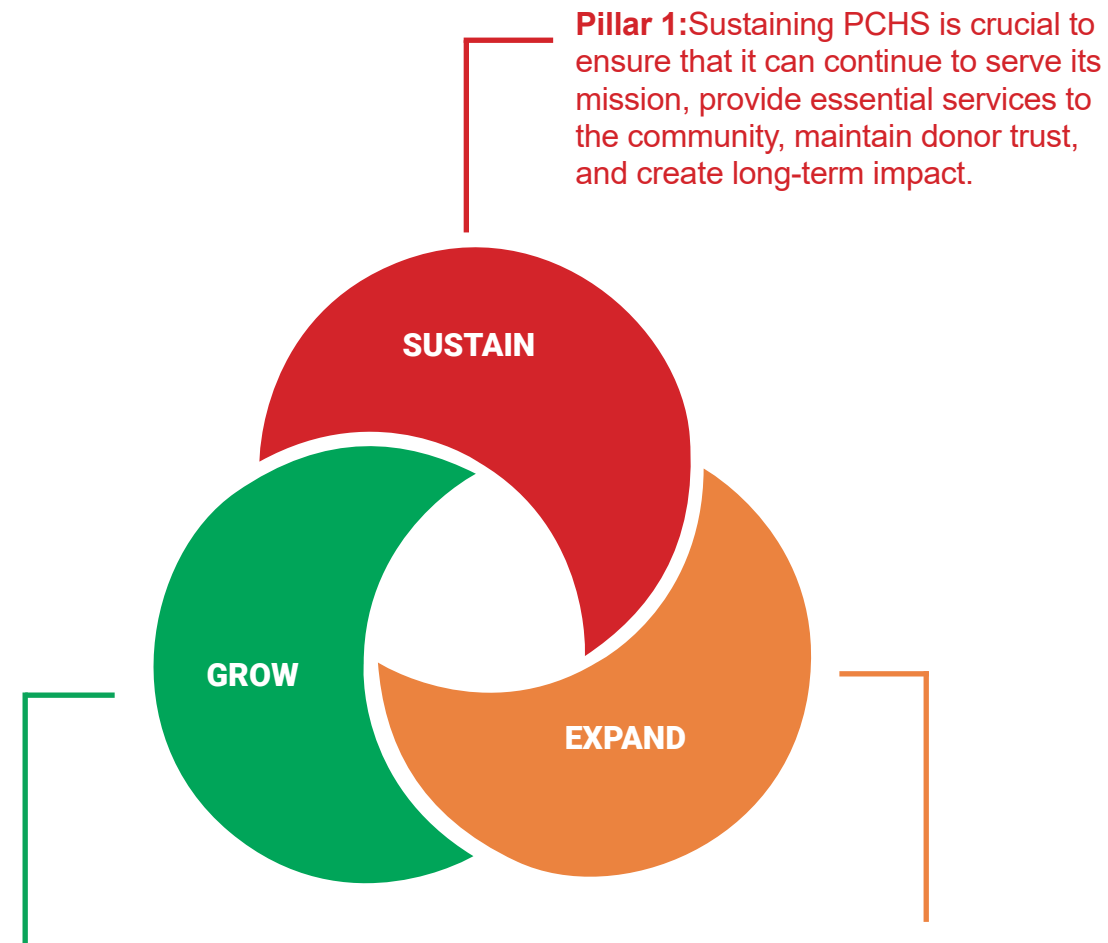


## Innovation

We believe that to discover new solutions, we must have the courage to challenge the status quo. We seek out creative approaches to address emerging challenges.

# Strategic Direction

Our plan considers the current situation and builds on lessons learned during the pandemic. We recognize that the working environment has changed dramatically, and PCHS needs to adjust to the current reality. We have been told to strengthen health, social, and newcomer settlement services for equity-deserving populations. Thank you to the many people who shared their voices and experiences with us; we are motivated and inspired to take our vision, mission, and values to the next level. We are implementing the three pillars into action, and with your help, we will Sustain, Grow and Expand PCHS.



## Pillar 1: Sustain

**Sustaining PCHS is crucial to ensure that it can continue to serve its mission, provide essential services to the community, maintain donor trust, and create long-term impact.**

- 1 Strengthen existing programs and partnerships**  
 Strengthen all current programs and partnerships to assist our service users effectively and efficiently.  
 Key priorities include:

  - Strengthen Health, Social, and Newcomer Settlement Services
  - Advocate for a consistent base budget increase
  - Strengthen the PCHS Foundation to raise funds for PCHS
  - Strengthen existing PCHS affiliations
  - Sustain and strengthen food security initiatives
- 2 Strengthen service delivery through virtual platforms.**  
 Enhance the capacity of our staff to deliver services digitally.  
 Key priorities include:

  - Increase client intervention through various platforms
  - Deploy a cross-functional, integrated organizational strategy that continuously measures and monitors strategic and operational progress through Scorecards and Dashboards
- 3 Commitment to staff wellness and professional development for staff retention.**  
 Provide a safe, fair, and healthy workplace that supports and enriches meaningful work. We will continue implementing a health and human resources plan to ensure diverse and inclusive human capital management that proactively plans for staffing challenges in the sector.  
 Key priorities include:

  - Develop a healthy workplace grounded in wellness programs for a more robust workforce
  - Develop and implement a Great Place to Work
  - Continue to implement a succession plan to ensure resource continuity
  - Continue to implement the Health Human Resources Recruitment strategy
- 4 Service continuity**  
 Provide a stable workplace infrastructure that supports meaningful work; providing effective and efficient services.  
 Key priorities include:

  - Work to own an office building
  - Continue to ensure access to the PCHS database and e-tools.



## Pillar 2: Grow

The continuous growth of PCHS can help to increase its impact, sustainability, visibility, collaboration, and reputation. However, it is essential to ensure that growth is managed carefully and in line with the organization’s mission and values, in order to continue to serve its intended purpose effectively.

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### Replicate the PCHS model for implementing a culturally and linguistically responsive intervention model.

Key priorities include:

- Trademarking our intervention models
- Implement PCHS models in other parts of Ontario

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### Emerging Community Needs

Our experience shows that there are constantly emerging community needs within diverse communities, and PCHS needs to be prepared to identify, acknowledge, and address those needs.

Key priorities include:

- Proactively identify emerging needs/issues by engaging equity-deserving populations
- Increased presence in the community to be an advocate for the community
- Continue working to establish a residential addiction treatment facility
- Continue working with partners to support the development of affordable housing

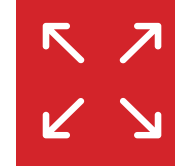
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### Trusted and Valued Partner

We will build, strengthen and cultivate networks and relationships with partners and stakeholders who share our vision. Achieving a positive change in our health, settlement and social service system will require collaboration with many resources and system partners.

Key priorities include:

- Enhanced participation in Ontario Health Teams.
- Increased promotion of Apna Health Team.
- Continue to develop innovative and new approaches to strengthen PCHS programs.
- Continue to build capacity with small and emerging organizations collaboratively



## Pillar 3: Expand

PCHS will expand to other areas to meet equity-deserving populations’ needs. PCHS will carefully evaluate the potential benefits and challenges, developing a clear strategy for effective process management.

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### Research and Innovation

Research to identify and eliminate barriers; finding new solutions through evidence-based strategies.

Key priorities include:

- Conduct proprietary research to strengthen PCHS programs
- Continue participation in research with educational institutions
- Continue developing and implementing evidence-based, innovative solutions

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### Recognizable Brand

Promote PCHS as a household name for providing culturally and linguistically responsive services.

Key priorities include:

- Continue raising awareness about PCHS and its programs through ethnic and mainstream media.
- Increase community engagement by actively using social media platforms
- Increase community outreach and promotional activities

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### Commitment to IDEA (Inclusion, Diversity, Equity, and Accessibility)

We will regularly engage with equity-deserving populations, commit to the anti-racism and anti-oppression principles, and ensure safe and welcoming environments. We work in, with, and for, diverse communities.

Key priorities include:

- Continue commitment to ARAO (Anti-racism and anti-oppression) and Truth and Reconciliation
- Implement PCHS’s IDEA Framework and Action Plan
- Increase IDEA and cultural competency training opportunities for the board, staff, volunteers, and placement students.
- Participate at tables advocating for IDEA in the delivery of health, social, and newcomer services.



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**Punjabi Community Health Services**