

RISE



STRATEGIC PLAN
2017-2022

EXCELLENCE IN BLACK COMMUNITY BASED HEALTH





TABLE OF CONTENTS

05	EXECUTIVE SUMMARY
06	WHO WE ARE
07	WHAT GUIDES US
08	OUR VALUES
10	5 YEAR FOCUS
14	OUR STRATEGIC PRIORITIES
18	COMMUNITY ACCOUNTABILITY AND MONITORING PLAN
19	ACKNOWLEDGMENTS





BEING
TAYBU

PHARMACY

TAYBU CHC
HOURS OF SERVICE

EXECUTIVE SUMMARY

OUR NEW FOUNDATIONAL STATEMENTS WILL GUIDE THE EXECUTION OF OUR 5-YEAR STRATEGIC PLAN AND INSPIRE US TO RISE

Strategic planning is an opportunity to provide a structured and collaborative process to define success on the delivery of the mission or mandate for an organization. It allows you to determine operational and programmatic priorities and align human and financial resources accordingly. Sometimes that process is magic, and happens at a critical juncture, identifying an important change in trajectory essential to the vision and revealing opportunities to seize. This is that time for TAIBU. The Board of Directors is proud to introduce RISE – Excellence in Black Community Based Health our Strategic Plan for 2017 – 2022.

We have honed our vision, mission and value statements to better reflect the way we do our work in community. These new foundational statements propel our teams to rise, and will guide the execution of our 5-year Strategic Plan.

TAIBU understands that as the provinces health care system shifts and advances, we too must evolve and strengthen our capacity to be a contributing member, especially where this system specifically

relates to Black health care issues. Building on our history of community engagement, development, and proven track record in exceptional community based health care, TAIBU is embarking on a 5-year focus on **Excellence in Black Community Based Health**.

Our strategic priorities for the next five years are rooted in our commitment to health excellence and enhancing and expanding community based care for our priority population and the other communities we serve. The over-arching goal of becoming a Centre for Excellence in Black Health informs the following strategic priorities:



INCREASED OPERATIONAL EFFICIENCY AND RESILIENCE



STRATEGIC PARTNERSHIP AND COLLABORATION



RAISE TAIBU'S PROFILE AND COMMUNICATE FOR ACCESS, ACTION AND CHANGE

We invite you to join us as we execute on an exciting strategic plan that we know will have incredible long-term impacts in our communities. Welcome to positive community driven change!

Debra Wight
President, Board of Directors

Liben Gebremikael
Executive Director

WHO WE ARE

Because of the persevering and tireless work of the Black Health Alliance (BHA), in 2005, as part of the government's expansion of the Community Health Sector across Ontario, the Ministry of Health and Long Term Care announced the funding of a new Community Health Centre (CHC) in Malvern under the sponsorship of the Black Health Alliance (BHA). TAIBU Community Health Centre was incorporated in April 2008 and officially opened its doors.

TAIBU Community Health Centre provides comprehensive primary healthcare, mental health support, and social services in combination with health promotion programs and activities. We also work in close partnership with other community-based health and social services. TAIBU has a specialized mandate. It is funded to focus on the Black communities as a priority population group across the Greater Toronto Area. Given its location, it also serves all the local residents of the Malvern neighborhood and East Scarborough Community.

This makes our CHC unique and offers a leadership opportunity to bring attention to determinants of health issues specific to people of Africa descent. TAIBU is the only one of its kind within Canada. Over the last eight years it has become well recognized for its leadership in addressing health care issues specific to the Black Communities.

TAIBU is a Kiswahili word, used by well-wishers as a greeting that means, "Be in Good Health". It is our continued commitment to ensure this is a reality for the populations we serve. Our sharpened focus, consultatively identified and community informed strategic priorities will allow us to deliver on this commitment.

WHAT GUIDES US

AS PART OF THE PLANNING PROCESS WE WERE INSPIRED TO RE-ENVISION OUR FOUNDATIONAL STATEMENTS. WE ARTICULATED OUR VISION, STRENGTHENED OUR MISSION AND COMMITTED TO VALUES EVIDENCED IN OUR PRACTICE THAT FACILITATE THE HEALTH AND WELL-BEING OF AFRICAN PEOPLE AND THE COMMUNITIES WE SERVE.

OUR FOUNDATIONAL STATEMENTS

STATEMENT OF PURPOSE

TAIBU Community Health Centre is at the forefront of the delivery of community health and social services to Black communities across the Greater Toronto Area. Our work aims to improve, promote and protect the health and well-being for Black populations through quality and culturally designed primary health care services and strategies.

VISION

Achieving and maintaining health through community development, knowledge exchange, empowerment and the elimination of systemic racism and other forms of prejudice and discrimination in health care.

MISSION

TAIBU Community Health Centre provides primary health care and related services for Black populations across the Greater Toronto Area as its priority population and residents of our local community of Malvern. Recognizing that systemic oppression has fostered conditions of ill-health with Black communities, we strive to deliver these services through intersectional, equity-based and culturally affirming practices which promote holistic wellness, health education, and prevention.



OUR VALUES

Leadership
Africentricity
Community Driven
Quality

Our Community Health Centre's work and services are driven by values which seek to promote and preserve Black health through an intersectional, equity-based and anti-racism / anti-oppression framework which reverses and corrects the effects of racial privilege.

These values form an integral part of our strategy to address health inequities as well the social and structural determinants of health underpinned within the context of the historic oppression of Black populations.





Leadership

TAIBU believes that leadership by Black communities is essential to provide sustained and equitable access to high quality primary health care. As such, we endeavor to ensure that our work is relevant and integral to the creation of healthy, resilient and vibrant communities for all Black people.

Community Driven

TAIBU is a community led organization. To sustain this, we strive to be transparent and accountable to the communities and clients which we serve. We deliver quality health care services, programs and develop health promotion strategies that are tailored for the needs and strengths of our priority population.

Africentricity

Africentricity is the import, respect, and dignity afforded to persons of African descent and an appreciation of the multitudes of African cultural expression and values. In light of a complex history of enslavement, colonialism and the pervasiveness of anti-Black racism and systemic oppression, africentricity recognizes the right of people of African descent to strive for self- determination. As such, TAIBU recognizes that common ancestry serves as the critical linchpin for people of African descent to build healthy and vibrant communities, whether they are multi-generation Canadians or have immigrated to Canada.¹

Quality

Our programs and services are evidence informed and reflect a high standard of quality. We see our work as a catalyst for raising community health and individual well-being for our priority population and the communities we serve.

¹ Adapted from One Vision One Voice Changing the Ontario Child Welfare System to Better Serve African Canadians, 2016





5 YEAR FOCUS

CENTRE OF EXCELLENCE IN BLACK HEALTH

The overarching goal for TAIBU CHC is to be able to provide exceptional primary health care and health promotion program and services for its priority populations - people of African descent in the Greater Toronto Area (GTA).

Over the next five (5) years we will re-define and decolonize what it is to become a Centre of Excellence for populations and communities marked by a history of trauma, anti-Black racism, slavery and colonialism. Our programs will be anchored in Africentric principles and values that will set new best practices in the areas of population health, research, program development, evaluation, and community engagement. We will continue to build on our promising work in relation to our primary health care priority areas of sickle cell disease, prevention and management of Diabetes, Hypertension and other chronic conditions affecting the Black communities.

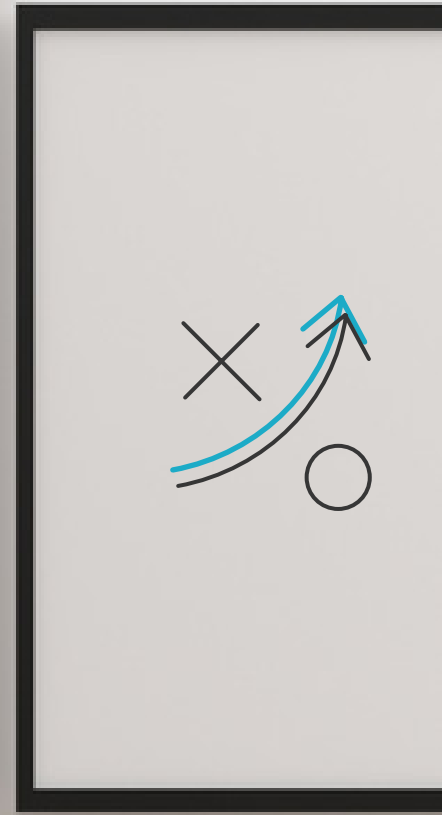
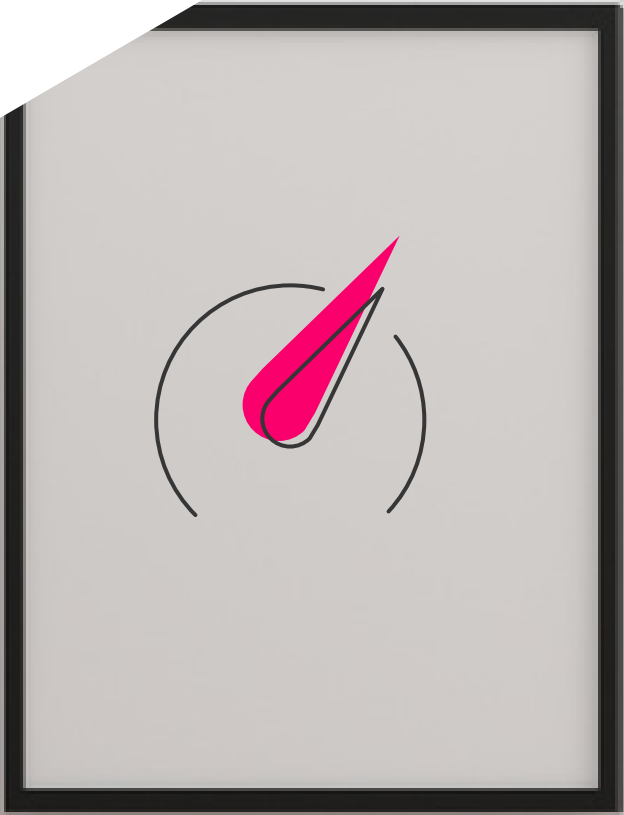
We are also seeking to enhance our capacity to identify and respond to community needs in relation to mental health, addictions and complex health conditions. TAIBU will ensure all dimensions of the community are being reached, increasing our focus on youth and seniors. TAIBU will also seek new opportunities for increased research initiatives, focused on Black health with the objectives of strengthening and implementing standards of care that meet or exceed existing practices and standards.

Excellence is what our community deserves and self-determination is what we will be guided by as we focus our human and financial resources on three key strategic priorities areas.



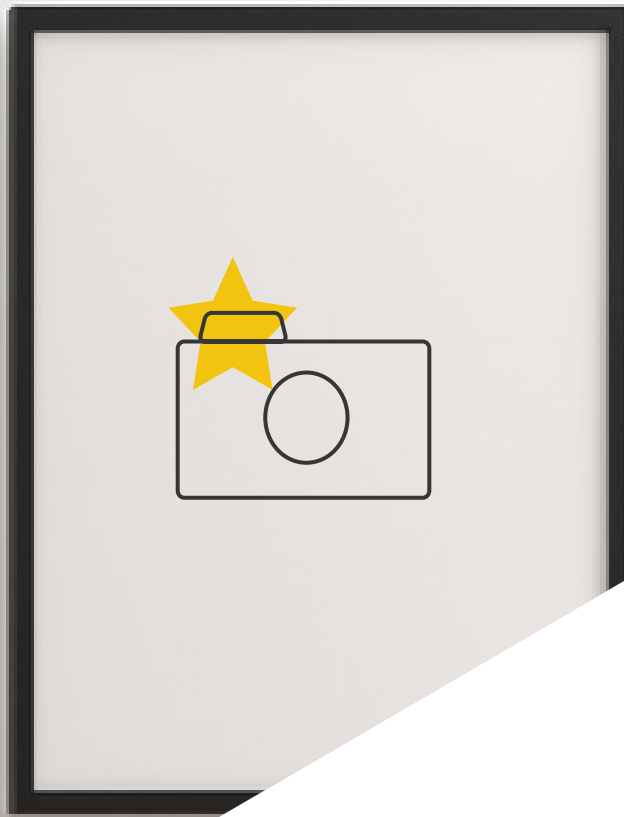
OUR FOCUS FOR THE NEXT FIVE YEARS

- 1** Increasing quality, access and the scope of care provided
- 2** Creating an evidence base through community-based research initiatives
- 3** Informing the response to health-related issues for Black communities
- 4** Contributing to the development of a Black Health Strategy for the province of Ontario



THE WAY FORWARD





Three Strategic Priorities



PRIORITY 1

INCREASED OPERATIONAL EFFICIENCY AND RESILIENCE

To be a Centre of Excellence requires a strong infrastructure to support all that TAIBU does. TAIBU will strengthen its operational capacity and take steps to develop into a centre of Excellence known locally, provincially and nationally as such. This Community Health Centre will provide excellent primary health care and health promotion programs and services for its priority population by ensuring the capacity to deliver the best evidence-based, high quality culturally specific health services. TAIBU's contributions play an essential role in the health care continuum of services, therefore ensuring financial stability and sustainability is a priority.



HOW

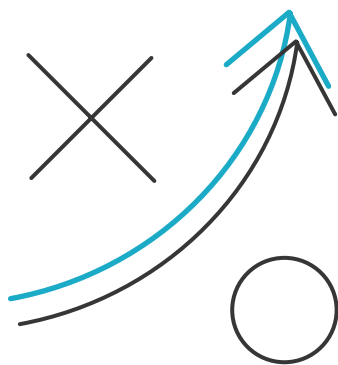
- Continue to develop the TAIBU teams, enhancing professional development opportunities and strengthening the organizational culture at the frontline, management and governance levels.
- Ensure structural and administrative efficiency and effectiveness, making changes where necessary.
- Develop a program planning and evaluation framework that will support the organization goals for all individual programs and identify relevant performance metrics to monitor and evaluate program effectiveness and community impact.
- Explore all options for addressing the space challenges that the organization is currently facing.
- Strengthen and diversify the funding base for the organization creating a new resource mobilization strategy that is informed by the program planning and evaluation framework.



PRIORITY 2

STRATEGIC PARTNERSHIPS AND COLLABORATION

TAIBU understands that to be a Centre of Excellence it will need to pursue partnerships and activities to raise TAIBU's profile, network and, spur discussion on future expansion of the TAIBU Community Health Centre model in the Toronto area and beyond..



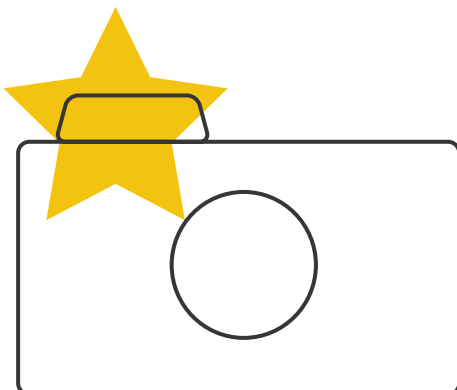
HOW

- Engage in formal partnerships with organizations that can offer development processes and/or structures to facilitate more effective points of integration services.
- Seek collaborations and partnerships that will enhance our health promotion and community development strategies improving the mental and physical health of our clients.
- Seek opportunities to work with partners who may bring benefits in terms of research resources and specialist expertise to support service growth in key areas that are important to our priority populations.
- Through partnership and collaboration further our advocacy for a provincial Black Health Strategy.

PRIORITY 3

RAISE TAIBU'S PROFILE AND COMMUNICATE FOR ACCESS, ACTION AND CHANGE

TAIBU has an opportunity to communicate for action on health-related issues for Black populations across the GTA and beyond. Access to health-related services that are culturally relevant and a comprehensive communications strategy that will allow TAIBU to connect with communities around this critical issue, has never been more pressing. With a strengthened public profile, TAIBU can position itself to advocate with coalition partners for Black Health Strategy in Ontario. Building on the trajectory of a Centre of Excellence TAIBU must be able to communicate needed changes and developments in Black health to all relevant stakeholders.



HOW

- Refresh our brand identity to reflect excellence.
- Develop and adopt a robust communications strategy which includes planning our communications touchpoints and revamping our major communications platforms such as our website.
- Maximize our ability to influence public policy and practice, and to catalyze proactive community based action, through comprehensive disaggregated race based data collection, applied research, and effective knowledge dissemination.
- Through accessible regular and relevant communication, increase patient/client, community and other stakeholder participation, self-advocacy and community engagement.

COMMUNITY ACCOUNTABILITY AND MONITORING PLAN

The TAIBU CHC Board of Directors maintains an ongoing commitment to community accountability and will regularly monitor progress and success in each of the strategic priority areas of the Plan.

The *TAIBU Strategic Plan 2017 - 2022, Rise – Excellence in Black Community-Based Health* will guide the development of our annual Board approved operational plan and program implementation plans and service delivery. Our leadership team will support operational execution on the plan and will report quarterly to the Board on success, challenges and required changes. The Board of Directors will report on the Strategic Plan at its annual membership meetings and at other communication opportunities.

A new strategic planning cycle will commence in the late spring of 2021, and the current strategic plan will be evaluated at that time prior to commencing the new planning cycle.



ACKNOWLEDGMENTS

TAIBU is a proud member of the Association of Ontario Health Centres and would like to thank the Association and fellow CHC's for their participation in our planning process and continued commitment to excellence in primary health care for the communities we serve. We also express our thanks to Honorable Gary Anandasangaree, MP Scarborough Rouge Park, Honorable Shaun Chen, MP Scarborough North, Honorable Mitzie Hunter, Minister of Education, MPP Scarborough Guildwood, Honorable Raymond Cho, MPP Scarborough-Rouge River for their continued support to TAIBU CHC and the communities served. The team at Adobe Consulting Services skillfully guided our comprehensive planning process, led by our Strategic Planning Committee: Debra Wight, Rashelle Litchmore, Liben Gebremikael and Tony Jno Baptiste - we thank them for their service.

This plan and the process that lead to it would not have been possible without the vision of our committed and engaged Board of Directors: Debra Wight, President, Kimberley Tull- Vice President, Wendy St. Cyr - Treasurer, Janelle Morgan - Secretary, Antoine Derose - Member, Kisha McPherson - Member, Rashelle Litchmore -

Member, Jean-Paul Jean-Baptiste - Member, Paul Bailey - Member, Obi Osuji - Member, Nadia Miles - Member, Valerie Noel - Member.

The heartbeat of our Centre, our staff team actively engaged in the planning process bringing frontline experience, years of expertise in their respective fields and an unprecedented commitment to client and patient care. We thank you for delivering exceptional quality care to everyone who comes through our doors and for supporting and contributing to the strategic planning process.

TAIBU has always been about the people we serve - our priority population of African descent and the residents of the Malvern Neighbourhood. Your active participation in our strategic planning process has ensured that your voices were heard and have guided every step of this process. Thank you for continuing to help us do better and be better!

TAIBU thanks the Central East Local Health Integration Network (LHIN) and the Ministry of Health and Long-Term Care (MOHLTC) for their continued financial support.



RISE

EXCELLENCE IN BLACK COMMUNITY BASED HEALTH STRATEGIC PLAN 2017-2022

