

# Sherbourne Health Centre



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## Section 1: Introduction: Client Stories

**Jessie:** “When I was on the streets the Health Bus helped me. They took my blood pressure, gave me vitamins and cream for my skin – it helped a lot – and a shoulder to cry on. I had Hepatitis C, but I was scared of treatment because I had heard horror stories about it. I got so much information and support at Sherbourne groups and now I feel good about myself – there’s no stigmas here.”

“If I didn’t have Sherbourne,  
I’d have ended up dead.”

**Mohammed:** “I came to Canada as a refugee. I could not speak English. Someone suggested that I go to a SOY group at Sherbourne because I am gay. There I got a doctor, a dietitian and a counsellor. They also helped me to let my parents know that I am alive. Sherbourne helped me find ESL classes, and with my immigration. Now I go to the HIV and Naturopathic clinic.”

“I feel now more in control of my  
health and my whole life.”

share





Jessie and Mohammed's stories are among many at the heart of the Sherbourne Health Centre. In developing our Strategic Plan 2013 – 2018, we listened to diverse voices: our clients; staff; volunteers; partners and funders. Throughout, we heard stories of profound impact, unique approaches to caring for the communities we serve, and expertise we have developed in key areas. The message was clear: our primary care, health promotion and social support, mental health counselling and chronic disease management make an enormous difference to the health of individuals and communities. Our model of care works, but we need to reach more people, earlier and better.

Everything is changing: our clients' needs and expectations; the look of our neighbourhood; the health care system in Ontario. Our Strategic Plan builds on the accomplishments and shared values developed in our first decade of service, and positions us to deliver ever stronger health programs and services to our communities in this landscape of change.

**We hope you will join us on our journey toward creating healthy people in healthy communities.**



## Section 2: Strategic Planning Process

### Environmental Scan

In developing our Strategic Plan, we looked back at our first ten years of client service delivery and demographic data to understand our growth and the opportunities to enhance services. We considered the provincial government's health agenda and priorities as set out in Ontario's Health Action Plan and the Drummond Report, as well as the Toronto Central Local Health Integration Network Strategic Plan. We also considered our emerging role as a contributor in the Mid-East Toronto Health Link and how this will shape our services.

### Hearing from our Clients, Staff, Volunteers and Stakeholders

We engaged in many conversations to better understand the value we add for clients and how we could best serve our communities and the health system. Staff and Board members conducted interviews and focus groups with each of the primary populations we serve which highlighted powerful stories of the care we provide.

measure

### We heard what our clients value most about Sherbourne:

- "It's not just the service Sherbourne provides – it's the connection and support".
- "What really stands out is that the staff care – they understand the clients because they are just like them".
- "Sherbourne service providers meet you 'where you are at' in life".
- "Sherbourne helps people get connected to things that get them healthy".

## Section 2: Strategic Planning Process



**Staff and volunteers, as well as key partners and community leaders, played an important role in our planning, telling us what they value most about Sherbourne today:**

- “We understand the complex individualized needs of our clients (homelessness, immigration status, sexual/gender identity, etc.) and the unique intersections of different identities”.
- “We value our multidisciplinary model and bring tailored care to our communities”.
- “We are Canada’s premier organization with a focus on the spectrum of LGBT health. We develop and disseminate new knowledge about caring for LGBT communities”.
- “Our anti-oppression framework guides what we do and how we do it”.
- “Our model of care assumes that a deep connection with our clients will improve their health”.
- “We are a safety net for people who have experienced barriers in the health care system”.

### Section 3: Vision, Mission and Values

Our vision and mission build on our first ten years of service and the voices of our clients, staff, volunteers and stakeholders. They express what we want to achieve in the next five years, and the shared values that will help us achieve it.

**Our Vision:** Healthy People. Healthy Communities.

**Our Mission:** Advance the equity and quality of care and services.  
Improve health for underserved communities.

**Our Values:** At Sherbourne Health Centre, we:  
Strive for excellence and quality | Embrace diversity and difference  
Act with integrity and accountability | Believe in equity and fairness  
Seek learning and innovation | Promote collaboration and teamwork

deliver



Healthy People. Healthy Communities.

**Section 4:** Our Unique Contribution in the Health Care System

measure  
share  
advocate

**Domains for our Work**

Primary Health Services  
and Chronic Disease Management  
Health Promotion and Education  
Outreach and Social Support  
Mental Health Services

innovate  
deliver

**Who we serve** | Lesbian, Gay, Bisexual and Trans People | Homeless and Under-housed People | Newcomers to Canada | Mid-East Toronto Neighbourhood



## Section 5: Strategic Priorities

The following priorities will move us toward achieving our vision by guiding the development and delivery of programs and initiatives in our yearly operating plans. Yearly plans will allow us to grow and change in tune with client and community needs, partnership opportunities and economic conditions over the life of the Strategic Plan.

### Put Health Promotion at the Heart of our Programs and Services

Over time health promotion has the greatest potential to improve the health of the people and communities we serve. All of our programs and services will make health promotion a priority and work with partners to implement innovative approaches and initiatives that meet the mental and physical health needs of our clients and communities.

Sherbourne has a strong track record in serving clients who have not been well connected to the health care system and providing welcoming, relevant programs and services like the Health Bus, LGBTQ Parenting Network, Supporting our Youth (SOY) and our provincial knowledge transfer and exchange network, Rainbow Health Ontario. These leading practices will be further developed and shared with others over the next five years. Promoting health and preventing illness now will avoid greater costs to the health care system later.

**By 2018**, the people in our communities will know more about their own health and be able to get services that suit their needs. Key indicators will show that clients are accessing more preventative services and reducing the impact of chronic diseases. Health care providers will be adopting more tailored approaches to caring for under-served communities.



## Section 5: Strategic Priorities



### Take our Infirmary to the Next Level

Our Infirmary is a unique program that serves homeless/under-housed people who are leaving hospital and cannot return to the streets or a shelter. It has also become a short stay model for homeless people undergoing treatment for serious conditions like cancer. As such, it is a cost-effective model of care and provides a nurturing and supportive environment for recovery. Currently, demand for our Infirmary outstrips supply by 3:1 and we have the potential to grow significantly. Expanding our Infirmary could allow many more clients to leave hospital earlier and receive appropriate care in the community.

More intensive case management, before and after discharge, will prevent costly re-admission/ER visits. As an active partner in the Health Links system, local data will help us track and measure the gains for our clients and the health care system.

**By 2018**, when an Infirmary client recovers from an acute health episode, we'll get them back on their feet and follow them into the community, linking them with primary care and other social services to ensure they're staying as healthy as possible. Every year, hundreds more people will get care in the community and will be able to avoid unnecessary emergency department visits.

## Section 5: Strategic Priorities

### Enrich Youth Health and Wellness in Our Community

Through our Supporting our Youth (SOY) program we have a proud history of successfully engaging diverse LGBT youth and providing them with social and cultural supports. We will extend our reach to offer similar culturally specific services and supports to young people from the other communities we serve, such as homeless and newcomer youth.

Client visits by youth are increasing at higher rates than our general client population. Homeless and newcomer youth can face the challenges of adolescence at the same time they are dealing with poverty, discrimination and stigma. These factors and a lack of knowledge or trust in the health care system can contribute to significant mental and physical health issues.

An expanded strategy for youth health and wellness will create primary health care, mental health services and social supports that are relevant and accessible. Through community partnerships and improved integration with our Family Health Team we will enhance the lives of marginalized youth clients in our neighbourhood and communities of service.

**By 2018,** we'll be known in our neighbourhood as the place that helps young people to grow into healthy, engaged citizens. Youth will be empowered and gain the knowledge and resources to manage their own health for the rest of their lives.

advocate



A proud history of successfully engaging diverse LGBT youth.

## Section 5: Strategic Priorities

### Break New Ground in Quality and Outcome-based Care

Sherbourne is a leader in quality improvement and safety in the primary care sector, and we are fully committed to supporting the provincial government's quality improvement initiatives, as well as sustaining our successful accreditation status with Accreditation Canada.

Quality improvement has long been embedded in the fabric of Sherbourne Health Centre, with Quality 'Champions' at all levels of the organization. We will build on that foundation, applying quality improvement and innovation through every facet of our organization to improve the experience and health outcomes of our clients.

Client consultation, data collection, measurement and evaluation will be the bedrock of our programs and services as we strive for continuous quality and safety.

**By 2018**, we'll be recognized throughout the primary care sector for providing the safest and best care available. By listening to our clients and communities and learning from sophisticated data, we'll be able to trace a direct line between the care and services we provide and measure our impact on clients' health.

# innovate

A leader in quality improvement and safety.





## Section 5: Strategic Priorities

### Reach a New Level of Organizational Strength

We place great value on our staff and volunteers. By developing integrated talent acquisition, learning and development, performance management and recognition programs and practicing within an anti-oppression framework, we can help our people unlock their greatest potential.

We believe we can create greater capability and capacity for program and service excellence and innovation when we provide the right resources and a workplace that is environmentally responsible. We will invest in leading edge systems, efficiency tools and infrastructure that enhance Sherbourne's present and future ability to grow and deliver high quality client-centred programs and services.

We believe our work will always have a critical role in the health care system, therefore building long-term financial sustainability remains a priority.

**By 2018**, we'll be the workplace of choice for health care providers and our staff will be recognized thought leaders in their areas of specialty. Our state-of-the-art systems and diversified revenues will enable us to help more people and invest in ground-breaking innovations.



## Help Us Thrive

**Join** Volunteers are a vital part of our programs and services. They bring their skills and enthusiasm to a range of roles, from nursing on the Health Bus to mentoring SOY youth, assisting with special events or working groups, to serving on our Board of Directors. Becoming a Sherbourne member gives you a say in the oversight of our Centre. If you are interested in volunteering with us or becoming a member, please let us know at [info@sherbourne.on.ca](mailto:info@sherbourne.on.ca).

Working at Sherbourne is an incredible, rewarding experience and new career opportunities are regularly available for people who share our values. To learn more visit [www.sherbourne.on.ca](http://www.sherbourne.on.ca).

**Keep in Touch** You can keep your finger on the pulse by connecting virtually with us. “Like” our Sherbourne Health Centre pages on Facebook and LinkedIn, or “follow” us on Twitter “@shctoronto”, to share what’s happening in and around Sherbourne. And help us shape and improve our programs and services by giving us your feedback at [www.sherbourne.on.ca](http://www.sherbourne.on.ca) or filling in a form at Reception.

**Support** We value our communities and aim to develop meaningful relationships with the people and organizations who support us. Their commitment allows us to provide and grow our programs and services. There are many great ways to help us achieve our mission: Sign up for monthly giving; let others know about what we do; come to a fund-raising event (or hold one on our behalf); make a donation or bequest; or sponsor one of our programs or activities. We welcome your interest. Please call our Development Officer at: (416) 324-4169.

## References

**Ontario’s Health Action Plan** [www.health.gov.on.ca/en/ms/ecfa/healthy\\_change/](http://www.health.gov.on.ca/en/ms/ecfa/healthy_change/)  
**Drummond Report** [www.fin.gov.on.ca/en/reformcommission/chapters/report.pdf](http://www.fin.gov.on.ca/en/reformcommission/chapters/report.pdf)  
**Toronto Central LHIN Strategic Plan** [www.torontocentrallhin.on.ca/Page.aspx?id=7782](http://www.torontocentrallhin.on.ca/Page.aspx?id=7782)  
**Mid East Toronto Health Link** [www.torontocentrallhin.on.ca/Page.aspx?id=7284](http://www.torontocentrallhin.on.ca/Page.aspx?id=7284)







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