



# 5 YEAR STRATEGIC PLAN

**NOV. 2023 – NOV. 2028**

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Revision 5: Oct. 8, 2023

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# OVERVIEW & PROCESS

## Overview

Strategic planning is a time for reflection, engagement, affirmation, identifying challenges and barriers, and direction setting. ConnectWell Community Health identified the following core goals for its strategic planning process.

**Engage** board members, staff and staff teams, volunteers, clients, and community members (including the more vulnerable populations) and organizational partners in participatory, effective, and efficient ways.

**Identify and be responsive to** the changing funding, accountability, technological and demographic shifts affecting our rural communities and populations.

**Explore in depth** the strengths, challenges, opportunities, and threats before us.

**Employ suitable technology** including a blend of in-person and virtual methodologies.

**Comply with the Canadian Centre for Accreditation** components and standards.

**Guide the Board of Directors and Team** in charting a course for the coming years, with clearly articulated and measurable outcomes for each strategy or priority.

ConnectWell Community Health is a multi-service, multi-site charitable organization. In 2019, the organization re-branded as ConnectWell Community Health. ConnectWell originated through a voluntary integration of multiple agencies starting in 2001. Some parts of the organization have been providing services across our region since 1979.

ConnectWell Community Health has more than 240 employees, a volunteer Board of Directors, and over 80 volunteers who work together to support people and communities in achieving and maintaining their best possible health and social well-being. The staff team's dedication and retention is excellent with many staff having worked with us for 15, 20, 25 and 30+ years.

ConnectWell serves a diverse range of clients who access community-centered primary and allied health care, autism and developmental services, health promotion, community development and mental health services and supports in the rural communities across the Counties of Lanark, Renfrew, and Leeds and Grenville. Some of our services are also available virtually without geographic restrictions.

This report is the result of a comprehensive approach by ConnectWell Community Health to deeply engage partners including clients, caregivers, families, staff, board members, community volunteers, and community partners.

# PRIORITIES & ENGAGEMENT PROCESS

An eight-person Design Team of ConnectWell Community Health senior staff leaders and board members identified engagement as a core priority of the strategic planning process.

The following priorities guided the strategic planning process for ConnectWell Community Health.

- **Engage** board members, staff and staff teams, volunteers, clients, community members (including the more vulnerable populations we serve) and organizational partners in participatory, effective, and efficient ways.
- **Identify and be responsive to** the changing funding, accountability, technological and demographic shifts affecting our rural communities and our most vulnerable populations.
- **Explore** in depth the strengths, challenges, opportunities, and risks facing the organization. (NB: This does not have to be accomplished using the traditional SWOT matrix/construct as the method for surfacing this information).
- **Employ suitable technology** including a blend of in-person and virtual methodologies as a means to support accessibility and to mitigate geographic distances.
- **Help us meet the Canadian Centre for Accreditation** components and standards with respect to strategic planning.
- **Guide the Board of Directors and senior leadership** in charting a course for ConnectWell for the coming years, with clearly articulated and measurable outcomes for each strategy or priority.

From the period of March 2023 to June 2023, the ConnectWell Community Health engagement process included the following elements:

- Regular meetings of the design team to establish the goals of the strategic planning process and to inform each step taken in the process
- Regular Updates to staff and other key partners of the ConnectWell Community Health family
- An online survey which was accessible and distributed to staff members, board members, volunteers, clients, caregivers, and community partners
- Facilitated focus group sessions both in-person and virtual which engaged a diverse number of ConnectWell Community Health staff and partners
- Engagement of the Board of Directors and Policy and Review Committee of the board strategically throughout the process

In total more than 580 individuals participated directly in sharing their views, perspectives, and input into the ConnectWell Community Health strategic planning process. Some individuals, including members of staff, board members, clients, caregivers, and volunteers had multiple opportunities to engage with the strategic planning process. **Appendix B** of this report provides the detailed plan for the engagement process including some of the key participation and engagement results.

# CONSOLODATED RESULTS

## Design Team

The Design Team consisted of 8 members including ConnectWell Staff and Board of Directors leadership. The Design Team met ten (10) times during the course of the strategic plan engagement process.

## Board of Directors and Policy and Review Committee

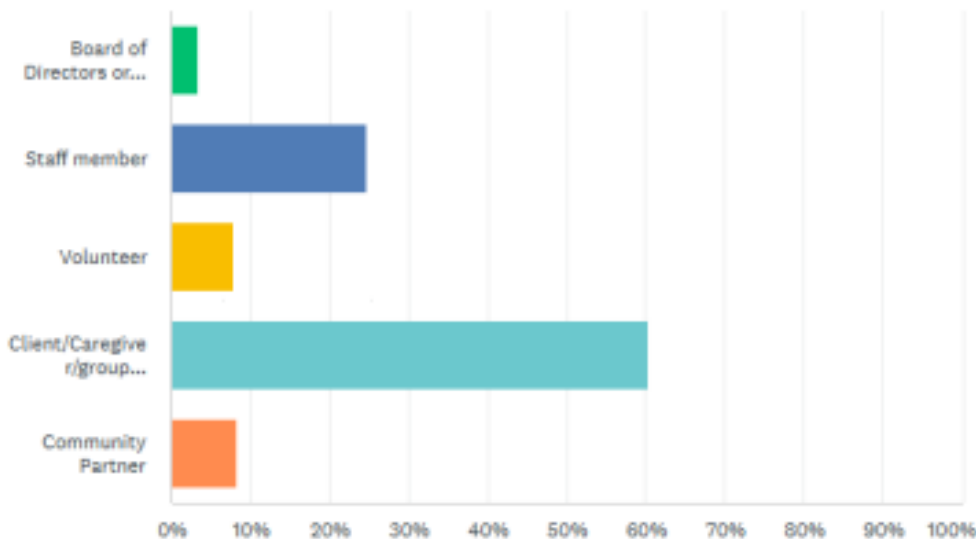
The ConnectWell Community Health engaged the Board of Directors of the organization through four sessions and the Policy and Review Committee of the Board through two sessions.

## ConnectWell Community Health - Community Survey

A total of 470 individual responses were received to the community survey representing a mix of board members, staff members, volunteers, clients and caregivers, and community partners.

## Current Involvement with ConnectWell Community Health

Answered: 421 Skipped: 49



## Facilitated Focus Group Sessions

There were four (4) in-person facilitated focus group sessions. The focus groups included Board members, senior staff, mixed staff, clients, and caregivers. More than fifty (50) individuals participated in the in-person focus group sessions which were held at the ConnectWell Community Health Carleton Place location.

There were five (5) virtual facilitated focus group sessions. The virtual focus groups again included a mix of participants including committee members, mixed staff, clients, caregivers, and community partners. Fifty members (50) of the broader ConnectWell Community Health network participated in the virtual focus groups.

### Community Survey and Facilitated Focus Group Engagement

During the ConnectWell Community Health Strategic Plan engagement process, 588 individuals and partners were engaged and provided their advice to inform the process. The senior staff, board members and the Planning and Review Committee of the Board of Directors have been engaged in multiple ways to inform the plan. One of the main goals of the ConnectWell Strategic Plan process was to engage key members of the ConnectWell Community Health family and key community partners effectively and comprehensively. The response from the community partners, staff, board members and volunteers represents a commitment to the health and wellbeing of ConnectWell Community Health.

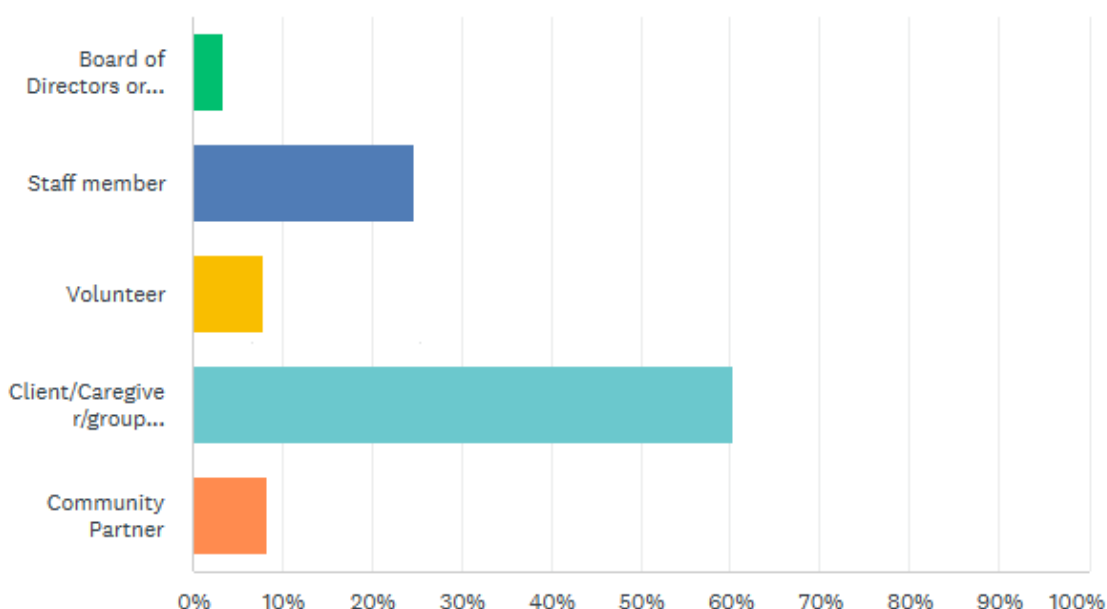
## Partner Survey: Thematic Priorities

A summary report was generated and themed representing the results the 470 surveys received. The summary report and priorities were shared with the Design Team to confirm results. The priorities were brought forward to a series of in-person and virtual facilitated focus group conversations for review and further confirmation.

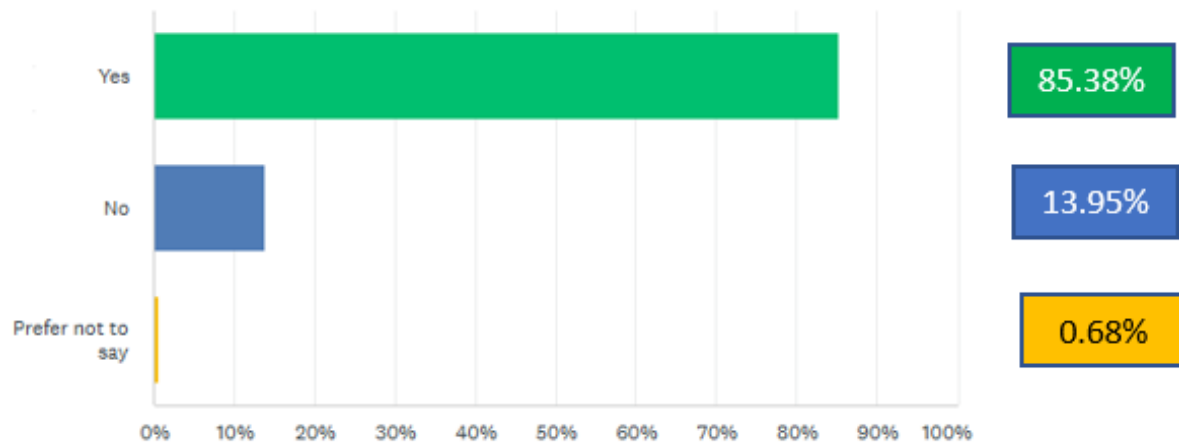
***Number of Survey Respondents = 470 total respondents***

### Current Involvement with ConnectWell Community Health

Answered: 421 Skipped: 49



## Accessed Services from ConnectWell Community Health



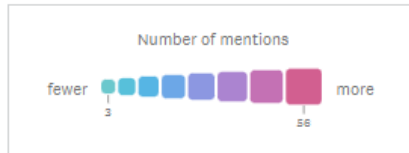
## Program or Service Affiliation

ANSWER CHOICES	RESPONSES	
Autism services	28.13%	72
Connections	5.86%	15
Developmental services (speech-language, LEIP, infant and child development, occupational therapy, recreation)	16.02%	41
Health promotion group programs (i.e. community fitness groups, playgroups, mindfulness groups, stress management groups, nutrition programs, etc.)	37.50%	96
Mental health counselling	14.84%	38
Mental health peer support	9.38%	24
Primary health care (i.e. doctors, nurse practitioners)	47.27%	121
Respite services	10.55%	27
Therapeutic riding	6.64%	17
Total Respondents: 256		

Does the Vision suit ConnectWell Community Health?		Does the Mission suit ConnectWell Community Health?	
ANSWER CHOICES	RESPONSES	ANSWER CHOICES	RESPONSES
Absolutely	39.65%	Absolutely	43.26%
Very Much	41.40%	Very Much	41.84%
Somewhat	14.39%	Somewhat	11.70%
Not really	3.86%	Not really	2.48%
Not at all	0.70%	Not at all	0.71%
TOTAL		TOTAL	



## How can ConnectWell improve your experience over the next 5 years?



## Top 5 Issues and Trends which will have an impact in the next 5 years

1. Increased demand for services (ie developmental services, home care, primary health care, mental health services) – 89.55%
2. Increasing cost of living and affordability – 86.11%
3. Affordability and access to housing – 82.29%
4. Increased financial pressures on government and funded programs and services – 80.21%
5. Accessing and affording healthy and nutritious food – 79.72%

## Respond to the Trends





## Most significant risks facing ConnectWell Community Health

ANSWER CHOICES	RESPONSES	
Ability to advocate effectively	19.59%	57
Ability to communicate our programs/services and mission/vision effectively	24.74%	72
Ability to identify and plan effectively to meet current and future client needs	50.86%	148
Ability to manage or prioritize multiple demands (i.e. between different programs/ services/ geographies)	54.30%	158
Board governance structure and sustainability	5.84%	17
Board recruitment and retention	13.06%	38
Clarity and/or focus of advocacy efforts	14.43%	42
Clarity of ConnectWell organizational brand and positioning	7.90%	23
Competitive salary compensation	41.24%	120
Management structure and sustainability	11.34%	33
Staff recruitment and retention	60.14%	175
Sustainability of effective community partnerships to meet community needs	37.80%	110
Sustainability of organizational growth (scale, pace and type)	18.56%	54
Sustainable financial resources to meet client needs	70.10%	204
Total Respondents: 291		

## 5 Ways to Mitigate Risks

1. Focus on staff recruitment and retention – **39 responses**
2. Increase ability to advocate effectively – **33 responses**
3. Focus on sustainable financial resources to meet client needs and fundraising – **33 responses**
4. Increase ability to communicate services and programs effectively – **28 responses**
5. Employ competitive salary compensation – **28 responses**

## Top 8 Strategic Priorities to consider

1. Focus on Staffing, Organizational Culture, Retention and Compensation – **76 responses**
2. Increase Equitable Access for Patients and Families – **61 responses**
3. Plan well and focus on organizational management – **49 responses**
4. Increase Communications and visibility – **44 responses**
5. Seek Sustainable Funding, fundraising and fee for services – **42 responses**
6. Increase Community Engagement and Safe Spaces – **35 responses**
7. Continue to invest in Partnerships – **29 responses**
8. Increase Mental Health and Developmental Services – **25 responses**

The focus groups then focused on the strategic priorities. Participants engaged in a critical shifts exercise which enabled them to focus on one or more strategic priorities and determine how ConnectWell Community Health might advance that priority over the next three years. Below are the prioritized strategic priorities for each of the in-person and virtual focus group sessions.

<b>Board Members Session</b> <ul style="list-style-type: none"> <li>• Organizational Culture</li> <li>• Staffing</li> <li>• Planning and Growth</li> <li>• Funding</li> <li>• Communications</li> <li>• Partnerships and Community</li> </ul>	<b>Mixed Staff Session</b> <ul style="list-style-type: none"> <li>• Mental Health and Developmental Services</li> <li>• Equitable Access (2)</li> <li>• Organizational Culture and Staff</li> <li>• Staffing (2)</li> <li>• Communications</li> <li>• Plan Well</li> <li>• Sustainable Funding (2)</li> </ul>
<b>Senior Staff Session</b> <ul style="list-style-type: none"> <li>• Plan Well</li> <li>• Staff and Culture</li> <li>• Volunteer and Community Engagement</li> <li>• Mental Health and Developmental Services</li> </ul>	<b>Client and Caregivers Session</b> <ul style="list-style-type: none"> <li>• Developmental Services</li> <li>• Mental Health</li> <li>• Equitable Access</li> <li>• Staffing</li> <li>• Community Engagement (2)</li> </ul>

Top Strategic Priorities as identified through the survey results and focus groups:

Priority	Survey	Focus Groups
Focus on Staffing, Organizational Culture, Retention and Compensation	76	10
Increase Equitable Access for Patients and Families	61	4
Plan well and focus on organizational management	49	3
Increase Communications and visibility (partnerships)	44	2
Seek Sustainable Funding, fundraising and fee for services	42	4
Increase Community Engagement and Safe Spaces	35	3
Continue to invest in Partnerships (communications)	29	2
Increase Mental Health and Developmental Services	25	5

# VISION, MISSION, VALUES, and STRATEGIC PRIORITIES

During the strategic planning process, ConnectWell Community Health consulted broadly and utilized this input to refresh the organizational vision and mission statements and articulate a core set of values to drive the organization forward. The strategic planning process also identified three strategic priorities which will guide the organization from November 2023 to November 2028.

The ConnectWell Community Health Board of Directors will ensure the strategic stewardship of the organization's vision, mission, values and strategic priorities. The Board of Directors will work with Senior Management staff to develop an approach which will monitor and evaluate progress on the strategic plan.

Senior management and staff at ConnectWell Community Health are responsible for ensuring that the vision, mission, values and strategic priorities identified in the strategic plan are brought to life. This will be accomplished through the development of annual work plans which operationalize the strategic plan and priorities. Progress will be reported at least annually to the Board of Directors and community partners.

## OUR VISION

A community that is healthy, equitable, and supportive of all.

## OUR MISSION

To work collaboratively to enable people and communities to achieve and maintain their best possible health and social well-being

## OUR VALUES

- We value respectful, relevant, and effective services
- We value our staff and volunteers who are vital to the delivery of quality care
- We value equity, accessibility, and inclusivity
- We value supporting people to remain in their community
- We value collaboration, the sharing of knowledge and resources
- We value managing our resources responsibly

## STRATEGIC PRIORITIES – 2023 – 2028

- Increase equitable access for clients, caregivers, and families
- Strengthen community partnerships
- Respond to pressures placed on service delivery
- Invest in staff wellbeing
- Plan for strategic growth and sustainability

## The Strategic Priorities: A Path Forward for ConnectWell Community Health

The following strategic priorities were identified through the community survey and then further refined through the facilitated focus group process. Strategic priorities provide guideposts for the operational workplan to be developed by the ConnectWell Community Health staff teams. The ConnectWell Community Health strategic priorities are designed as key markers but also recognize that in a shifting and dynamic health environment, the organization will have to be flexible and opportunistic.

The strategic priorities are not designed to represent in detail each of the services and programs provided by ConnectWell Community Health but rather, the strategic priorities are designed to inform the organization and its operational workplans for the services. By using the strategic priorities as a guide, ConnectWell Community Health will more effectively meet the needs, opportunities, and challenges identified by clients, caregivers, families, staff members, Board of Directors members and community partners which were identified as part of the strategic planning engagement process.

### **Increase equitable access for clients, caregivers, and families**

ConnectWell Community Health identified a core organizational **value is equity, accessibility, and inclusivity**. The community survey and facilitated focus groups also confirmed the importance of providing equitable access to ConnectWell Community Health Services for clients, caregivers, and families. This strategic priority will focus on equitable access to ConnectWell Community Health services across a region which includes both urban centres and rural communities. Service delivery is often tied to funding priorities identified by the province of Ontario which includes the following funders: Ministry of Health, Ministry of Children, Community and Social Services, Ontario Health, Local Ontario Health Teams, Developmental Services Planning Tables, and other funders. To achieve the priority of equitable access, ConnectWell Community Health will undertake an assessment of the current state of access by clients, caregivers, and families. This will include identifying access gaps and developing a strategic path forward.

### **Strengthen community partnerships**

ConnectWell Community Health will focus on strengthening community partnerships through enhanced communications capacity by effectively describing the ConnectWell's strategic priorities, services, and programs. The organization will further develop its communications strategy to ensure that clients, caregivers, families, staff, and other community partners receive targeted and relevant information. ConnectWell Community Health will listen to its partners and ensure that communications is bilateral. This priority will also focus on the enhancement of strategic partnerships with aligned community organizations to advance an integrated model of health services delivery across the region.

### **Respond to pressures placed on service delivery**

ConnectWell Community Health will engage its Board of Directors, Senior Leadership Team and key strategic partners to develop a comprehensive and coordinated approach to collectively respond to the pressures currently facing access to services and service delivery (for example: primary care, developmental services, Mental health and Autism). ConnectWell Community Health will actively engage with local Ontario Health Teams to highlight the critical importance of access to primary care health services across the region as a means to supporting an aging and changing population base. ConnectWell will actively engage with local and provincial Developmental Services Planning Tables as part of the reform of developmental services as was outlined in the [Journey to Belonging](#).

### **Invest in staff wellbeing**

Investing in staff wellbeing includes investing in staff wellness, engagement and inclusion. Investing in staff wellbeing also ensures that staff have the skills and ability to perform their jobs to the best of their ability. Respondents to the ConnectWell Community Health Survey and facilitated focus groups identified the importance of investing in staff as a priority in the strategic plan. In a dynamic and increasingly competitive employment environment, this investment will result in increased staff satisfaction, retention, and recruitment. ConnectWell Community Health will develop a strategy which highlights the organization's values as a way of building a culture of engagement across the organization. ConnectWell Community Health will assess the recommendations from the survey and focus group sessions to develop an organizational workplan which focuses on supporting staff development, growth, and engagement.

### **Plan for strategic growth and sustainability**

ConnectWell services are currently undergoing the competing pressures of increased demand for services, health system renewal, developmental services reform, increasing complexity of need and decreasing human and financial resources to support both a growing and aging population in the Lanark, Leeds, Grenville, and Renfrew Counties. These interconnected pressures require ConnectWell Community Health to actively plan for both strategic and sustainable growth. ConnectWell Community Health can achieve this priority by reviewing the growth patterns over the past 5 years and developing scenarios which will identify strategic growth and resource generation opportunities over the next five years. Scenario planning will enable ConnectWell Community Health to be both opportunistic and strategic moving forward.

# NEXT STEPS

## **Moving from Strategy to Action**

ConnectWell Community Health has completed a comprehensive strategic planning process which engaged a diverse number of community partners including clients, caregivers, families, staff members, Board of Directors and committee volunteers, and community members from across the region. Throughout this process, the organization has listened to the suggestions of its members and partners. This strategic plan represents the advice of an engaged network of partners and participants.

The outcome of the strategic planning process includes a renewal of the Vision and Mission of ConnectWell Community Health. In addition to the renewal of the Vision and Mission, the strategic planning process confirmed a core set of values and five strategic priorities to guide the organization into the next five years.

The ConnectWell Community Health strategic plan has been confirmed by the Board of Directors. The Board of Directors will provide the strategic stewardship of the strategic plan for the next five years. The vision, mission, values, and strategic priorities will be used by the staff team to guide the development of operational workplans. The organization commits to annually sharing its progress in moving from strategic planning to action.

ConnectWell Community Health is operating in a dynamic and shifting health care, developmental service, and social services environment. In addition to this shifting environment, access to services such as primary health care, developmental services, autism and mental health, population growth, and the increased pressures on human and financial resources will continue to be significant impacts on ConnectWell Community Health. These pressures will require the Board of Directors, leadership, and staff teams to be both vigilant and opportunistic. It will also require the organization to play a strategic role in the System Transformations that are currently happening in Ontario. This includes the maturation of Ontario Health Teams, Developmental Services Reform and evolution of the Ontario Autism Program.

The critical next steps in the ConnectWell Community Health strategic planning process is to engage internal departments in the organization to build their departmental workplans to align with and advance the strategic plan and strategic priorities. Included in this workplan development will be the identification of core outcomes to be achieved by the department and organization over the next four years.

## **Attachments**

Appendix A: ConnectWell Community Health – Strategic Plan Backgrounder

Appendix B: ConnectWell Community Health - Detailed Community Engagement Process



# STRATEGIC PLAN BACKGROUNDER



A strong strategic plan includes many voices. We look forward to your thoughts and engagement in developing the 2023-2027 ConnectWell Community Health Strategic Plan.

March 2023

## Overview

ConnectWell Community Health is in the process of developing our strategic plan for 2023-2027. We value your input to this process. This Backgrounder is intended to provide you with a snapshot of the current state of ConnectWell Community Health and its services and programs. It will serve as a primer on ConnectWell Community Health. We invite you to complete the ConnectWell Community Health strategic planning survey to share your thoughts and perspectives (click the link attached or go to our website at [www.connectwell.ca](http://www.connectwell.ca)). More details about the strategic planning process can be found at the end of this document.

Use this QR Code to access the ConnectWell Strategic Plan Survey.



## About ConnectWell Community Health

ConnectWell Community Health is a multi-service, multi-site charitable organization. In 2019, we re-branded the organization as ConnectWell Community Health. We originated through a voluntary integration of multiple agencies starting in 2001. Some parts of the organization have been providing services across our region since 1979.

ConnectWell Community Health has 240+ employees, a volunteer Board of Directors and 80+ volunteers who work together to support people and communities in achieving and maintaining their best possible health and social well-being. Our staff dedication and retention is excellent with many staff having worked with us for 15, 20, 25 and 30+ years.

## Who we serve?

ConnectWell serves a diverse range of clients who access our community-centered primary and allied health care, autism and developmental services, health promotion, community development and mental health services and supports in the rural communities across the Counties of Lanark, Renfrew, and Leeds and Grenville. Some of our services are also available virtually without geographic restrictions.

## ConnectWell Community Health

### We Believe

In the right of all people to have conditions and resources for good health, including peace, shelter, education, food, income, access to health care, a stable ecosystem, sustainable resources, social justice, equity, and social inclusion.

### Our Vision

A community that is healthy and just and supportive of all.

### Our Mission

Together we support people and communities in achieving and maintaining their best possible health and social well-being.

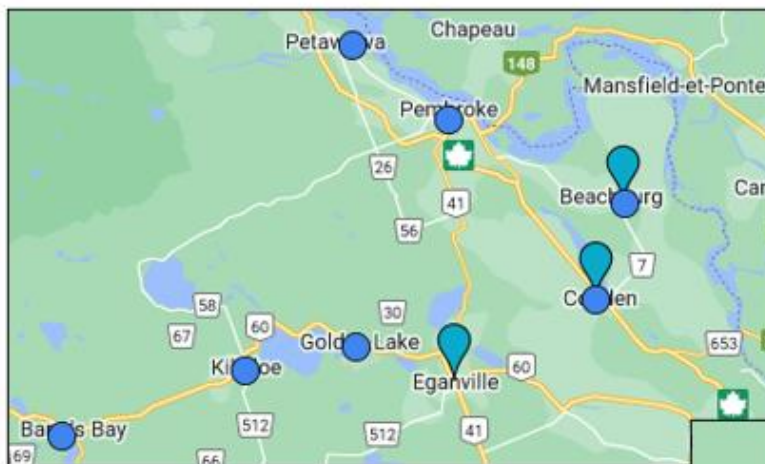
### Our Commitments

- to provide holistic programs and services that are respectful, relevant, and effective
- to reduce barriers that prevent people and communities from achieving their full potential
- to enable people to remain in, and participate in, the life of their community
- to seek and share knowledge and resources so that individuals and communities are empowered
- to manage our resources responsibly

## Who funds our organization?

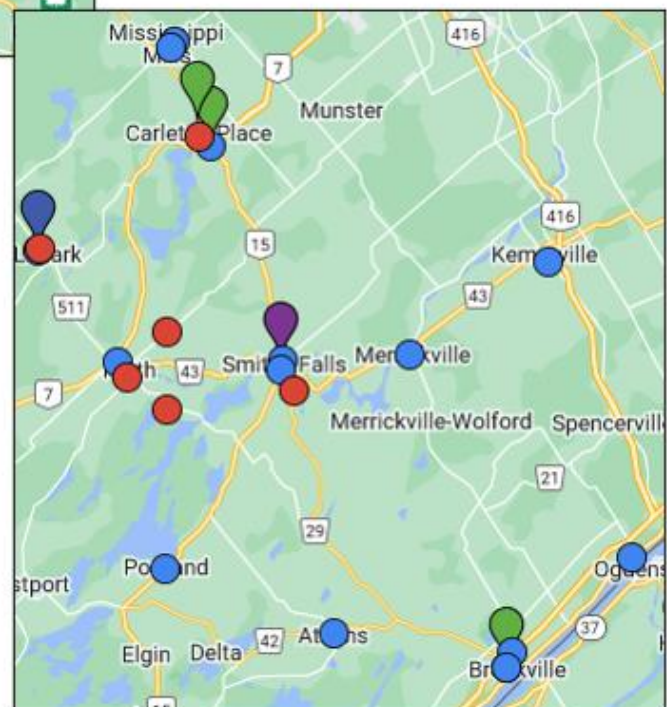
Our funding sources include the Ontario Ministry of Children, Community & Social Services, Ontario Ministry of Health, Public Health Agency of Canada, local partnerships, and funding received from charitable granting bodies, individual donors, and special events.

## The geography we serve



### ***Distances between:***

Barrys' Bay to Beachburg = 86 km  
Beachburg to Eganville = 38 km  
Beachburg to Lanark Village = 113 km  
Lanark Village to Almonte = 32 km  
Carleton Place to Brockville = 79 km  
Lanark Village to Smiths Falls = 38 km  
Beachburg to Brockville = 213 km



## Our core focus

We are actively involved in monitoring, participating, and advocating on the determinants of health so that the unique circumstances and needs of rural citizens and rural communities are addressed. ConnectWell plays a vital role in helping individuals of all ages, from communities across our region achieve optimal health and well-being. We do this by helping people in our rural communities have ready access to:

- a multidisciplinary team of primary and allied health care providers who treat and manage health conditions (including acute and chronic) close to home
- a multidisciplinary team of qualified and experienced staff who provide evidence-based core services for autistic children (including behavioural supports, speech-language services, occupational therapy, and mental health)
- Early intervention services for children at risk (infant and child development, early integration program, transition to school and school readiness)
- effective, caring and coordinated support for children, youth and adults with developmental delays that can also include speech and language difficulties, behavioural concerns, and occupational therapy.
- social recreation and family respite opportunities for children, adults and youth with developmental disability and Autism (including therapeutic riding, day programs, respite homes, summer camps)
- coordinated service planning and systems navigation for health care, mental health, and developmental services,
- mental health counselling and peer supports,
- primary care, information, education, support, and referrals to manage chronic or complex health and medical conditions, including, addictions, anxiety, autism, cancer, COPD/asthma, depression, diabetes, hypertension, speech and language difficulties, among many others,
- group programs to help people learn new skills or refine existing skills to improve their own health and well-being, meet new and supportive friends, and get more actively involved in community life,
- information and supports to have healthy babies and raise healthy children, and community-based programs to improve maternal and infant health, reduce the incidence of unhealthy birth weights, promote and support breastfeeding and to strengthen community supports for pregnant women, their partners and families.
- specialized supports for seniors (for example: memory care, falls prevention, palliative care); and much more.

Much of the work we do is accomplished through collaborative partnerships with dozens of organizations, networks, and coalitions. Given our large rural geography, ConnectWell plays leadership and support roles in several local planning tables including Developmental Service providers, the Lanark, Leeds Grenville Ontario Health Team (OHT), the Ottawa Valley OHT, Kids Come First Health Team and Special Needs Strategy to name a few.

## Our strategic directions for 2017 – 2022

Our current strategic plan had ConnectWell focused on the following strategic directions. We have made significant progress on these directions. We are sharing them to provide context for our current work.

We will...

- maintain and further develop excellence in meeting health and community needs
- provide leadership and work towards equity to sustain and build the health and well-being of our rural communities
- promote the engagement and well-being of staff and volunteers to strengthen our organization.

## The current state of ConnectWell Community Health

Our dedicated teams of staff, volunteers and partners value the services and supports we provide to the clients and communities. As we plan for our future directions, here are some current issues to consider.

### Current Issues impacting across ConnectWell (Mental Health, Primary Care, Respite, Developmental Services and Community Programs/supports)

- Increasing demands for all our services
- Growing wait times
- On-going lack of funding and resources to meet community need
- Increasingly complex needs
- Staff/volunteer recruitment and retention
- Continued COVID pandemic stress on staff, clients, and communities
- Changes in funding models and service delivery for specific programs (i.e. Autism services)
- Large population of unattached residents to primary care, especially in Renfrew County
- Lack of respite spaces/supports for our clients with complex developmental needs, mental health needs and Autism leading to greater numbers of people going into crisis

## Listening to our partners

We value participant, client, staff, and partner feedback and continually gather this in a variety of ways to inform our priorities, our practices, and our advocacy efforts. Past feedback from participants, clients, staff, and partners has been invaluable to shaping our directions and services. We look forward to learning more from you to help inform our future directions. Thank you in advance for your time and support.

## Coming up next: The Strategic Plan – partner engagement process

March 2023	Staff and Partner Survey Launched
April 2023	Three (3) Virtual Facilitated Conversations – Organizational Partners, Clients/Caregivers, Mixed Staff Four (4) In-Person Facilitated Conversations – Board of Directors, Senior Staff Leadership and Managers, Clients/Caregivers, Mixed Staff In-House Facilitated Conversations with Staff Teams and Volunteer Teams
May 2023	Consolidating Survey and Facilitated Conversation Results
June 2023	Launch of the ConnectWell 2023 – 2027 Strategic Plan

## We welcome your input to our Strategic Plan

Use this ConnectWell Community Health – [Strategic Plan Survey Link](#) or the QR Code to access the Survey.



## Appendix B: ConnectWell Community Health - Detailed Community Engagement Process

Date	Engagement Activity	Participation Numbers / Completion
<b>Strategic Plan Design Phase</b>		
February 27, 2023	Co-Design Team – Review and Finalize <ul style="list-style-type: none"> <li>• Backgrounder</li> <li>• Strategic Plan - Survey</li> <li>• Engagement Design</li> </ul>	Completed and distributed to staff team and partners through website
<b>Strategic Plan Survey Phase</b>		
March 22, 2023	ConnectWell Community Health <ul style="list-style-type: none"> <li>• Backgrounder and Survey – emailed to participants</li> <li>• Promotion through Wellness Fair on March 8<sup>th</sup></li> </ul>	Completed
April 10, 2023 ** revised deadline	ConnectWell Community Health Survey Response Deadline	Completed
March 27, 2023	ConnectWell Community Health First round of Consolidate Survey Response Results and Themes (received by March 24, 2023)	Completed by 03/24/23 - 134 responses received to date
March 27, 2023	Co-Design Team – Review and Finalize <ul style="list-style-type: none"> <li>• Review Strategic Plan - Survey Results</li> <li>• Confirm details for the Facilitated Conversations</li> </ul>	Completed
April 10, 2023	ConnectWell Community Health Second round of Consolidate Survey Response Results and Themes (received by March 24, 2023)	Completed by 04/10/23 – 470 responses to survey
<b>Strategic Plan Focus Group Engagement Phase</b>		
Week of March 27, 2023	Letters of Invitation to In-Person and Virtual Facilitated Conversation Sessions	Completed
April 17, 2023 4:00 – 6:00 pm 2.0hours - PM	ConnectWell Community Health - Board of Directors Facilitated Conversation ConnectWell Community Health	Completed – In Person 13 participants
April 18, 2023 8:30 – 10:30 am 2.0 hours – AM	ConnectWell Community Health – Directors, Managers, Coordinators Facilitated Conversation	Completed – In Person Max 24 participants (in 2 smaller groups)
April 18, 2023 10:45 – 12:45 pm 2.0 hours – AM	ConnectWell Community Health – Mixed Staff Team (1) Facilitated Conversation - 2 small groups	Completed – In Person Max 20 participants (in 2 smaller groups)
April 18, 2023 1:30 – 3:00 pm	ConnectWell Community Health – Clients and Caregivers	Completed – In Person

<b>Date</b>	<b>Engagement Activity</b>	<b>Participation Numbers / Completion</b>
1.5 hours – PM	Facilitated Conversation	Max 12 participants
April 19, 2023 3:30 – 4:30 pm	ConnectWell Community Health – Mixed Staff Team Facilitated Conversation	Completed Virtual via zoom 12 participants
April 19, 2023 6:30 – 7:30 pm	ConnectWell Community Health – Clients and Caregivers (2) Facilitated Conversation	Completed Virtual via zoom 12 participants
April 20, 2023 1:30 – 2:30 pm	ConnectWell Community Health – Partners Facilitated Conversation	Completed Virtual via zoom 12 participants
April 20, 2023	ConnectWell Community Health – Committee Members Facilitated Conversation	Completed Virtual via zoom 12 participants