Strategic Plan 2019 - 2021

Background

OHWN has been focused on developing a collective impact type of approach to engagement and action for improved health for several years. Over the past 3 years the network members have focused on several priorities described in their 2017 - 2019 Strategic Plan:

- Network Development: establishing the structures, practices, and roles to support shared planning and action and ongoing engagement of members.
- Child Wellness: efforts to increase food security for vulnerable school age children through a breakfast program at 30% of schools.
- Mental Health: advocacy for youth housing and convening youth and service providers to build shared understanding and action around youth and young adult mental health issues.

Currently, a Circle of Partners or CoP (leadership group) is the stewardship body within the network, leading on the network development, supporting Action Groups, evaluation, planning and resource development work. Various forums, presentations and other engagement activities have resulted in about 100 organizations and individuals that are signed onto the network at this time.

Purpose of the Network

To respectfully work together to advance the health and wellbeing of the population of Oceanside through addressing those factors that influence health and other complex issues that groups cannot effectively address on their own, and to speak as one voice on these issues.

The primary roles that OHWN gives leadership to include:

- Strengthening collaboration across diverse interests and stakeholders including those who are affected. We do this by:
  - Convening organizations and individuals around shared interests.
  - Facilitating dialogue and learning across stakeholders and communities.
  - Being a catalyst for shared understanding and actions around issues that no one organization can address on their own.
- Building awareness and understanding and educating decision-makers about the issues and opportunities for change.

OHWN Collaborative Partners

80 organizations and 20 individuals that are members of the Network. The current Circle of Partners Leadership Team members are noted by *.

Oceanside Division of Family Practice   *Federation of Residents Associations
*Perfect Storm   *Oceanside Society of Services (SOS)

*Community Response Network
*Forward House Community Society
*Regional District of Nanaimo
*Island Health
Building Learning Together
Nanaimo Food Share
RCMP Community Safety
*Arrowsmith Health Care Society
St. Stephens Church
Canadian Mental Health Association
Oceanside Health Centre

Discovery College
School District 69
Community Education and Wellness Society
Qualicum Beach Seniors Centre
Better at Home
Bayshore Home Health
Parksville Golden Oldies Sports Association
The Gardens
United Way
Community Members

OHWN Structure

The Network is structured to ensure communication and shared learning and leadership across multiple organizations while also supporting a diversity of action areas. The primary connecting point is at the Circle of Partners (CoP) Leadership Table. Action Groups can be formed around any issue where there is leadership and readiness to build collective action. Ideally there is at least one member of the CoP Table on each Action Group. The CoP Table also recruits members with specific skills to support collective action (such as content expertise, experience working with community based change, facilitation and research).

Network membership is open to any organization, business or individual with an interest in working collectively to improve significant health issues in Oceanside. The Network is a catalyst for building shared understanding and action around issues no one organization can address alone. Members benefit from the following Network touchpoints:
- A quarterly newsletter shares member updates, research, health data and other information related to health and wellness. Members are encouraged to submit information.
- Semi-annual Member forums provide more in depth updates on Action Group work and an opportunity for members to network and participate in learning and strategy development around shared topics.
- Opportunities to join Action Groups as focal points for collective effort around specific issues.
- Network staff and the Circle of Partners encourage members to bring their concerns and ideas forward for Network attention or action.

Action Groups conduct the work of addressing and achieving goals related to OHWN's strategic plan. The Lead of each Action Group sits as a member of the CoP and is responsible for monthly reporting on the group's activities/progress. Additional Action Group members may be from the CoP, the broader Network or the community, and they are valued members for their unique interest and experience in the specific priority area.

The **Circle of Partners** is a core group of leaders from the Network including representatives from each Action Group who are passionate, enthusiastic, forward thinkers who have the skills to represent diverse perspectives within the context of each issue. Acting as the steering group for OHWN, the CoP provides leadership by promoting and supporting collaborative practices and addressing shared issues and opportunities across Action Groups. The CoP currently leads on Network staffing, funding, research, planning and evaluation in support of Action Group priorities. The current CoP membership consists of:

- o Representatives from each Action Group (3) (who have a formal liaison role)
- o RDN staff (1)
- o Island Health staff (2)
- o People with expertise in facilitation, fund raising, community engagement/development, communications, or represent key community organizations.

Staff includes administrative support and a part-time Coordinator (14 hours per week).

Goals

Partners share the following priorities for investment of time and resources within the next three years:

1. To strengthen understanding, collaborative action and impacts that improve early childhood outcomes in Oceanside.
2. To support shared understanding and collaborative action among organizations serving seniors and advocates in Oceanside.
3. To continue to build understanding of the issues, engage youth and young adults as agents of change and improve access to mental health services in Oceanside.

4. To continue to strengthen the diversity, connections, and shared knowledge of **the Network**
5. Continue to structure the membership and roles of **the CoP** to provide stewardship for collective action and improved outcomes in health.
6. Support the effective operations and impacts of the **Action Groups**

Objectives or Activities

1. To strengthen understanding, collaborative action and impacts that improve early childhood outcomes in Oceanside.
   a. Convene OHWN and others in this space (LAT, Early Years).
   b. Develop a strategy to hear from those with lived experience (families).
   c. Develop and implement a community inventory tool (programs, services, reach)
   d. Education and Engagement to increase awareness.

2. To support shared understanding and collaborative action among organizations serving seniors and advocates in Oceanside.
   a. Collect data from health and seniors' organizations about senior isolation and other priority issues.
   b. Develop a pitch for Seniors Forums (December 2019) and recruit partners and funders to:
      o exchange of information
      o identify shared priorities
      o seek commitment to collective action around one or more priorities
   c. Analysis of results of the forum and discussion of OHWN next steps, roles, etc.

3. To continue to build understanding of the issues, engage youth and young adults as agents of change and improve access to mental health services in Oceanside
   a. Continue follow-up with groups from Youth Forum.
   b. Convene all OHWN Action Groups to identify mental health issues and implications from their work.
   c. Continue to track the work of the Foundry to establish in Nanaimo and advocate for a satellite.

4. To continue to strengthen the diversity, connections, and shared knowledge of **the Network**
   a. Convene the network four times a year (or Improve engagement of full Network – e.g. increased frequency of Network gatherings)
   b. Publish four newsletters each year
   c. Support the engagement work of Action Groups by supporting shared efforts, targets and training for engagement (EG: consider a marketing message that supports a specific call to action for individuals, organizations, government and businesses; consider where convening and collaboration is important to strengthen
   d. Network is a place to bring issues and engage network support

5. To support the operations and impacts of the **Action Groups**
   a. Provide secretarial services to the Action Groups (communication, logistics, documentation)
   b. Support fund raising activities of Action Groups by identifying sources, writing proposals in coordination with Action Groups as needed, and coordinating grant applications that support multiple Action Groups.

    c. Develop a partnership with VIU, Island Health and others for the purpose of strengthening research, access to data, documenting impacts and stories and student internships

    d. Work with Action Group reps to identify and advance data needs to the RDN Social Needs Assessment they are planning

    e. Strengthen evaluation, learning and reporting within and across Action Groups

    f. Continue to respond to emerging capacity building or learning needs across Action Groups.

6. Continue to structure the membership and roles of **the CoP** to provide stewardship for collective action and improved outcomes in health.

    a. Ensure the CoP members represent perspectives from Action Groups and diverse sectors and interests

    b. Recruit CoP members for priority skills and knowledge relevant to the work

    c. Develop a process for hiring and supervising Network staff and consider how to adapt CoP roles based on staff capacity and expertise (eg: if staff can lead on a development area like fund raising then CoP members can focus more effort elsewhere?)

    d. Consider what tasks are important for an Executive Team to take on that will support the CoP and establish processes / protocols

    e. Structure the CoP agenda with a focus on CoP roles/work, a space to consider Action Group requests and issues AND some kind of reflection on action or learning activity.

    f. Lead on the planning, evaluation and reporting functions (in collaboration with Action Groups)

    g. Develop a government liaison approach that CoP can use to communicate relevant issues and actions to local, regional, and provincial governments.