



MFL OCCUPATIONAL
HEALTH CENTRE

2023–2026

STRATEGIC PLAN

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LAND ACKNOWLEDGEMENT

OHC is based out of Treaty 1 territory, on original lands of Anishinaabeg, Cree, Oji-Cree, Dakota and Dene peoples, and on the homeland of the Métis Nation. We respect the Treaties that were made on these territories, we acknowledge the harms and mistakes of the past, and we dedicate ourselves to move forward in partnership with Indigenous communities in a spirit of reconciliation and collaboration.

MESSAGE FROM LEADERSHIP

MFL Occupational Health Centre Board of Directors is pleased to present our 2023-2026 Strategic Plan. Over these past few months, staff and board have been working together to develop this plan. Our process has included an extensive engagement process with the Board of Directors, Executive Director, staff as well as community partners. This plan honours the extensive experience of the Board and staff of OHC, and of our community, and provides a vision for future growth, accountability, and enhanced services for workers in Manitoba.

We look forward to sharing our vision for our bright future with our clients, partners, supporters, and community in the coming months and years. We cannot do this important work on our own and are grateful for the ongoing support and commitment of OHC's community. Thank you to our funders, donors, and supporters for your continuing belief and trust in the services that OHC delivers.

OVERVIEW

Occupational Health Centre

OHC is a community health centre specializing in workplace health and safety. We are a non-profit, charitable organization funded by the Winnipeg Regional Health Authority, the Government of Canada, and by donations from individuals, unions, and other groups. OHC helps workers, employers, and joint health and safety committees to improve workplace health and safety conditions and eliminate hazards.

Workplace health and safety is an important issue for workers and employers. Workers have a right to a safe and healthy work environment, while employers benefit from lower costs and a healthier workforce.

Our services, available free of charge, include a medical clinic, assistance to workplaces and informative fact sheets on a variety of topics such as preventing repetitive strain injuries, respectful workplaces, preventing workplace violence and more.



THE STRATEGIC PLAN

Development & Structure

How We Developed this Plan

- Our Board of Directors, along with our Executive Director, determined that there was a need to work on the next strategic plan for OHC. We then hired a consulting firm, *Change Weavers Consulting*, to assist us in the process.
- A Strategic Planning Committee was established to guide the process
- Key internal and external documents were reviewed
- Engagement sessions were held with the staff and also with Board/Staff (all-day retreat)
- Board, Staff, and Clients-Partners provided input via surveys
- Input was also contributed through key informant interviews with partners, and a focus group was held with the Advisory Committee
- All information was comprehensively analyzed to create the strategic plan directions, descriptions, outcomes, goals, and objectives.
- Recommendations were provided on next steps to operationalize the strategic plan.

Structure of the Strategic Plan

The Strategic plan includes four strategic directions. Each has its own page. Under each strategic direction is listed:

- Strategic direction description
- Expected outcome by 2026
- Goals for each direction
- Objectives for each direction

The Strategic Plan

A Guiding Vision

Occupational Health Centre is Guided by our Foundation.

This Strategic Plan and the process were guided by our foundation statements - **Our Vision, Mission** and **Values** and **Who We Are**.

VISION

Healthy Workplaces,
Healthy Workers,
Healthy Communities.

MISSION STATEMENT

Occupational Health Centre (OHC) delivers services and programs that enhance the capacity of workers, workplaces and communities to protect their health and safety.

VALUES

- Worker-Centered
- Health Equity
- Inclusion
- Integrity

WHO WE ARE

Occupational Health Centre (OHC) is a worker-centered community health centre committed to ensuring that workers' health is always our main priority. OHC is committed to providing accessible services and programs for all workers in Manitoba and to reducing barriers workers experience in their workplaces. We recognize that workers are diverse and have particular needs according to their gender, language, culture, religion, sexual orientation, physical or mental ability, economic status, level of education and immigration status, and are committed to respecting, and accommodating these differences appropriately.

Strategic Plan Snapshot

The 2023-2026 Strategic Plan focuses on the following four Strategic Directions:

STRATEGIC DIRECTION #1

Strengthening the Organization

GOALS

- Promote Organizational Sustainability
- Strengthen Core Business Operations
- Improve Governance Structures
- Support Staff Development

STRATEGIC DIRECTION #2

Widen OHC's Sphere of Influence

GOALS

- Increase Partnerships and Collaborations
- Raise OHC's Public Profile
- Grow Public Awareness of Mission
- Increase Influence over Government Policy

STRATEGIC DIRECTION #3

Enhance Programs and Services

GOALS

- Increase Outreach
- Develop and Enhance Programs and Services
- Prioritize Key Populations
- Explore New Program and Service Delivery Methods

STRATEGIC DIRECTION #4

Engage in Meaningful Equity Work

GOALS

- Strengthen Connections to Newcomer, Indigenous and BIPOC Communities
- Advance toward the TRC Calls to Action and the MMIWG2S Calls to Justice
- Ensure Programs and Services Integrate an Equity & Cultural Safety lens
- Weave Equity Work into OHC

STRATEGIC DIRECTION #1

Strengthening the Organization

DESCRIPTION

This strategic direction focuses on promoting organizational sustainability, strengthening core business operations, improving governance structures within the context of the constitutional by-laws, and supporting staff and board development. Each of these will contribute to future-proofing the organization so it can pursue its mission with resilience.

OUTCOME

By the end of 2026, OHC is a sustainable, data-guided organization with well-trained staff and an effective board who respond to the needs of diverse workers.

GOALS

1

PROMOTE ORGANIZATIONAL SUSTAINABILITY

2

STRENGTHEN CORE BUSINESS OPERATIONS

3

IMPROVE GOVERNANCE STRUCTURES

4

SUPPORT STAFF DEVELOPMENT

OBJECTIVES

- Increase and diversify funding sources.
- Develop and implement succession planning for physicians & staff.
- Broaden and strengthen mechanisms to collect and integrate data into program development and evaluation
- Improve internal data management systems, including exploring equity/ethnicity demographic collection
- Engage in medium and long-range financial and operational planning.
- Support board and staff relationships to build trust and effective working relationships
- Increase diversity on board and committees reflective of the communities OHC serves
- Review board governance model, including exploring how to actively involve/centre workers
- Review and update Vision and Mission, and operationalize values
- Invest in staff training and professional development.
- Support increased collaboration within the organization to reduce silos.
- Create opportunities to build leadership capacity among staff

STRATEGIC DIRECTION #2

Widen OHC's Sphere of Influence

DESCRIPTION

This strategic direction focuses on increased partnerships and collaborations, raising OHC's public profile, growing public awareness of OHC mission, and increasing OHC's influence over government policy. These goal areas will support OHC to contribute to wider systems and social change in addition to delivering excellent programs and services.

OUTCOME

By the end of 2026, OHC is an influential, high-profile organization with broad reach and multiple partnerships that raise the voice and agency of workers across Manitoba.

GOALS

1

INCREASE PARTNERSHIPS & COLLABORATIONS

2

RAISE OHC'S PUBLIC PROFILE

3

GROW PUBLIC AWARENESS OF MISSION

4

INCREASE INFLUENCE OVER GOVERNMENT POLICY

OBJECTIVES

- Invest in collaborative partnerships with Indigenous-led organizations
- Enhance relationship with government and the Labour Sector / Unions
- Invest in collaborative partnerships with key groups, including neighborhood partners, migrant worker organizations, other CHCs and primary care centres, and 2STLGBQ+ organizations
- Develop and implement a communications strategy that prioritizes increasing OHC's visibility.
- Enhance promotion activities to target both union and non-union workers.
- Clarify the relationship between MFL and OHC across multiple channels to reduce confusion in the public eye
- Develop and implement a strategy to support strategic advocacy related to client/population issues, needs, and gaps
- Develop and implement awareness campaign strategies and materials that advocate for OHC-specific issues
- Develop relationships with similar organizations/ similar missions beyond Manitoba (interprovincial, national, and international)
- Grow OHC's voice in public discourse related to client/ population issues, needs, and gaps.
- Proactively engage relevant departments, agencies, and ministries in OHC's work
- Support worker-led advocacy and organizing

STRATEGIC DIRECTION #3

Enhance Programs and Services

DESCRIPTION

This strategic direction focuses on the program and service level by increasing outreach, developing, and enhancing new and existing programs and services, prioritizing key populations, and exploring new program and service delivery methods. Each of these will support OHC to deliver high-quality programs and services to the communities that need them most.

OUTCOME

By the end of 2026, OHC will be recognized for expanding high-quality programs and services for workers within and outside of Winnipeg, including from equity-deserving groups, that address community priorities and needs.

GOALS

1

**INCREASE
OUTREACH**

2

**DEVELOP
AND ENHANCE
PROGRAMS AND
SERVICES**

3

**PRIORITIZE KEY
POPULATIONS**

4

**EXPLORE NEW
PROGRAM AND
SERVICE DELIVERY
METHODS**

OBJECTIVES

- Develop and implement an outreach strategy that is informed by key evidence related to the needs of priority/ equity-deserving populations
- Prioritize outreach activities that support OHC to expand into its provincial mandate with a focus outside of Winnipeg
- Assess the need and develop programs and/or coordinate services to address mental health, substance use, and addictions in the workplace
- Further invest in existing education and training programs and services to sustain existing impact
- Assess the need and develop/implement programs and services that focus on prevention
- Develop and apply an equity audit tool that informs how to prioritize program and service access for underserved, equity-deserving, and vulnerable workers (for example Black, Indigenous, and other Workers of Colour)
- Develop and implement programs and services that prioritize key populations, including underserved, equity-deserving, and vulnerable workers (for example, injured workers, and Black, Indigenous, and other Workers of Colour)
- Explore new and innovative training and education models
- Explore hybrid program and service delivery models

STRATEGIC DIRECTION #4

Engage in Meaningful Equity Work

DESCRIPTION

This strategic direction invites OHC board and staff to weave equity considerations into their work by strengthening connections with Newcomer, Indigenous and BIPOC communities; advancing towards the Truth and Reconciliation Calls to Action and the Missing and Murdered Indigenous Women, Girls and Two-Spirit People Calls to Justice; ensuring programs and services integrate equity and cultural safety; and weaving equity into the overall work of the organization. Each of these will support OHC to align their work with broad efforts to confront and dismantle systemic oppression.

OUTCOME

By the end of 2026, OHC has demonstrated their commitment to engaging in meaningful, action-oriented equity work and is recognized for cultural safety in its workplace, programs, and services.

GOALS

1

STRENGTHEN CONNECTIONS TO NEWCOMER, INDIGENOUS & BIPOC COMMUNITIES

2

ADVANCE TOWARD THE TRC CALLS TO ACTION AND THE MMIWG2S CALLS TO JUSTICE

3

ENSURE PROGRAMS AND SERVICES INTEGRATE AN EQUITY & CULTURAL SAFETY LENS

4

WEAVE EQUITY WORK INTO OHC

OBJECTIVES

- Further develop relationships with Elders, Knowledge Holders, and community leaders
- Invest in collaborative relationships with newcomer and BIPOC organizations
- Enhance the linkages between Newcomer and Indigenous worker communities
- Identify and implement action towards integrating both the TRC Calls to Action and The MMIWG2S Calls to Justice into the work of the organization
- Explore opportunities for internal/external support and accountability with respect to the TRC Calls to Action and the MMIWG2S Calls to Justice
- Evaluate and ensure programs and services address the impacts of racism, colonial and structural forms of violence, as well as dismantle systems of oppression
- Ensure that programs and services focus on worker priority groups, including for example racialized, low-wage, and women workers
- Ensure that programs and services are developed and delivered in culturally safe ways for all communities
- Develop and implement a proactive training plan that supports staff and board to engage in equity work in meaningful ways
- Review and audit policies and procedures using an equity lens (for example hiring, workplace health and safety, anti-discrimination, etc.)
- Develop a system or tool to measure progress and ensure Equity work is woven across all four strategic directions

PUTTING THE PLAN INTO ACTION

Our Next Steps

MFL Occupational Health Centre is dedicated to improving the lives of workers in Manitoba. We are excited to have a new, innovative Strategic Plan to guide us on our path over the next three years and beyond. While the Strategic Plan itself is a vital tool for the overall guidance of the organization, the operational plan that implements these new strategic directions is critical to ensuring our goals are able to be actioned into reality. The strategic creation and ongoing use of an intentional, evidence-derived operational plan will support OHC to ensure our new Strategic Plan is a living, evergreen document that will become part of the fabric of the OHC organization both at the board and staff levels.

1

We are committed to the following next steps:

1. COLLECTIVE SHARING AND ACTION WORK WITH OUR BOARD, STAFF AND PARTNERS

- a. Sharing our new strategic plan and progress internally and publicly
- b. Creating facilitated discussion groups to assist in moving the plan forward.

2

2. ON-GOING PLANNING AND MANAGEMENT

- a. Creating an Operational Planning committee to guide the development and implementation of the strategic plan.
- b. Creating a detailed operational plan to move each strategic direction forward

3

3. IMPLEMENT A STRATEGIC PLAN EVALUATION AND REPORTING FRAMEWORK

- a. Creating an evaluation framework, including a reporting strategy for the Board and Staff that speaks to the progress made towards each direction.
- b. Creating an ongoing strategic learning environment where the strategic plan is front and centre for the organization.
- c. Reporting on the progress being made in our Annual Report using the Strategic Plan directions as a framework.

THANK YOU

OHC wishes to extend our gratitude to our staff, board directors, advisory committee, cross-cultural trainers, community members, and all those who contributed their thoughts, perspectives, and suggestions to bring this plan to life. We'd like to thank those stakeholders who gave their time to be interviewed directly, and a particular thank you to Clayton Sandy, who has so generously given of his time and wisdom to support OHC on our Reconciliation journey. We're also grateful to the members of the strategic planning committee and to Laurie and Jared of Change Weavers Consulting, who guided us, reassured us, corralled us, and ultimately delivered a plan that we are extremely proud of and are able to action in a concrete way – *thank you*.



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