

# FORWARD

Charting a Bold Path to Improved Black Health and Well being

# Strategic Plan

2022-2027



## EXECUTIVE SUMMARY

For over 14 years, TAIBU Community Health Centre has been working to deliver community based, culturally affirming health and social services in Malvern and Black communities across the Greater Toronto Region. Guided by our foundational commitment to Africentric principles and holistic approaches, the organization has been rightly viewed as a leader in improving Black health outcomes. In responding to the COVID-19 pandemic and its enormous impacts on Black communities, we know that our achievements to date need to be solidified, strengthened and advanced.

Now is the time to redouble our efforts to address health and social inequities while focusing on opportunities for growth, renewal and sustainability.

With a spirit of self determination supporting our renewed mission, vision and values, the Board of Directors is proud to introduce Forward: Charting a Bold Path to Improved Black Health and Well being, our strategic plan for 2022- 2027.

Created through a robust consultative process, the plan includes priorities and actions that will guide the organization over the next five years.

We have connected these goals to a broader set of aspirations that will be pursued over the next decade. These include securing a new building, expanding our programs and services across the lifespan, and fostering comprehensive service delivery through deeper levels of integration.

The goal of becoming a Centre of Excellence in Black Health remains a central driver of our collective work. Through both existing and new partnerships, TAIBU will reach an increased number of underserved groups while broadening our influence. We will engage in research that centers community experiences and knowledge to share our innovations throughout the health and social services ecosystem. Our desire to stay the course while building on our momentum informs the following strategic priorities:

- EXPAND AND DEEPEN SERVICES
- INFLUENCE THE BLACK HEALTH AND SOCIAL SERVICE ECOSYSTEM
- STRENGTHEN ORGANIZATIONAL LEADERSHIP, LEGACY & RESILIENCY

Please join us as we move FORWARD on our journey to improve Black health and well being!

Celeste Richards  
*Celeste Richards*  
 President, Board of Directors  
 Executive Director



**Celeste Richards**  
 President, Board of Directors



**Liben Gebremikael**  
 Chief Executive Officer

Liben Gebremikael  
*Liben Gebremikael*  
 Chief Executive Officer

## OUR VISION FOR THE NEXT 10 YEARS



TAIBU envisions being a **Centre of Excellence** focused on evidence based, Africentric program and service delivery. Our collective work will respond to the changing needs and demographics of Black communities and contribute measurably to the improvement of Black health outcomes.

With purpose-built spaces, partnerships and financial sustainability, we will boldly design, deliver and disseminate a comprehensive suite of integrated and culturally affirming health and social services that address the unique needs of Black people across the lifespan.

## STRATEGIC PLAN PROCESS

TAIBU conducted a broad and consultative strategic planning process between February and June 2022. The process included:

### Stakeholder Survey

that elicited information related to TAIBU's strengths, areas for improvement, strategic priorities, funding opportunities and Africentric approach.

### Stakeholder Interviews

with TAIBU staff, management, service users, board members, community members and policymakers.

### Strengths, Opportunities, Aspirations and Results (SOAR) Sessions

conducted virtually between April and May 2022. These sessions sought to elicit further insights from a broad range of stakeholders including service users (including Francophone populations), staff, board members and management.

### Strategic Planning Session

that included TAIBU staff, board members and community stakeholders and focused on discussing and selecting strategic priorities.

### Document Review and Environmental Scan

that reviewed literature on the Black health in Canada, focusing on the social determinants of health, health inequalities and the impacts anti Black racism has on health outcomes. The review also explored community health services in Canada the existing policy, standards, programs and service delivery models across Canada, with particular attention to Ontario.

In total, over **125 stakeholders** were engaged throughout the Strategic Planning Process.





## MISSION, VISION AND VALUES



### MISSION:

TAIBU Community Health Centre provides primary health care and social services for Black populations across the Greater Toronto Region. We advance and improve Black health outcomes through evidence based, Africentric programs and services.

### OUR VISION:

We will achieve and maintain health through community development, knowledge exchange, empowerment and working toward the elimination of systemic racism and other forms of prejudice and discrimination in healthcare. We will improve Black health outcomes through intersectional, equity based and culturally affirming practices that promote holistic wellness, health education and prevention.

### VALUES:

#### ◆ Leadership

Leadership from Black communities is essential to provide sustained and equitable access to high quality primary health care services.

#### ◆ Community Driven

We strive to be transparent and accountable to the communities we serve

#### ◆ Africentricity

We recognize the rights of people of African descent to strive for self determination

#### ◆ Quality

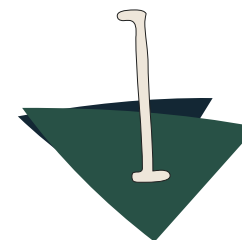
Our programs and services are evidence based and reflect a high standard of quality

#### ◆ Equity

Our programs and services work to redress health and social inequities among diverse Black populations



## STRATEGIC PRIORITIES



### Expand and deepen services

An increased number of clients have access to TAIBU's services.

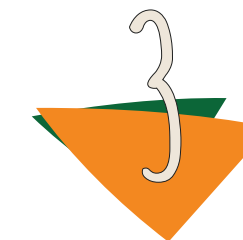
An increased number clients report reduced barriers to culturally affirming health care.



### Influence the Black Health & Social Service Ecosystem

TAIBU's Model of Black Health and Wellbeing is further developed, documented and shared across the Black Health and Social Service Ecosystem.

TAIBU'S applied research and program models are increasingly cited in health and social services literature, and utilized in shaping programs and services.



### Strengthen organizational leadership, legacy and resiliency

TAIBU is right sized and structured for continued growth and leadership succession.

TAIBU's robust communication strategy leads to improved stakeholder engagement and fundraising.



# Priority EXPAND AND DEEPEN SERVICES

## WHY

Stakeholders have shared that there is a clear need for TAIBU to expand and deepen its services (both virtual and in person) in order to respond to increasing mental health, economic, social and primary care needs within Black communities.

TAIBU's services should be designed to reach greater numbers of Black people with particular focus on men, youth, seniors, members of the 2SLGBTQI+ community, people living with disabilities and Francophone populations.

While the organization has been lauded for the work it has done to provide evidence based Africentric programs and services, now is the time to redouble such efforts by offering services that go across the lifespan.

Stakeholders desire increased access to Black practitioners who provide culturally affirming care and varied therapeutic approaches within accessible locations and flexible service hours.

# ACTION

- 1 Customize programs and services for **priority groups** including persons with disabilities, 2SLGBTQI+ and Francophone clients.
- 2 Provide **increased social service support** by establishing direct services and strategic partnerships focused on early childhood development, housing, income, food security, and legal supports.
- 3 Create **new clinical and culturally affirming services** through integrated delivery focused on mental health support, maternal and midwifery services, and homecare supports for seniors.



# 2 *Priority* INFLUENCE THE BLACK HEALTH AND SOCIAL SERVICE ECOSYSTEM

## WHY

While TAIBU has had great impact since its inception, one organization cannot adequately address the massive challenges and barriers that Black people face across the health ecosystem. To effect wide spread change, TAIBU should use its leadership position in healthcare delivery to partner with and influence other institutions that impact Black people.

Through sustained focus on strategic partnership building, as well as further developing, documenting and disseminating its Model of Black Health and Well being, TAIBU can lead a movement to decolonize and transform healthcare service delivery.

# ACTION

- 1 Establish a **community based research and service design hub** that positions TAIBU as the go to centre for knowledge and innovation regarding Black health and well being.
- 2 Continue to **develop, solidify and disseminate** TAIBU's Model of Black Health and Well being.
- 3 Identify and build **strategic partnerships** that strengthen and build integrated Black health and social services across the region.





Priority

# STRENGTHEN ORGANIZATIONAL LEADERSHIP, LEGACY & RESILIENCY

## WHY

With the establishment of a Centre of Excellence remaining a key goal, TAIBU needs to ensure it has the organizational structure and capacity to achieve its strategic objectives. TAIBU continues to grow its service and program portfolio and increase its revenues and is rightly viewed as a leader in Black healthcare provision.

While the organization takes great pride in what it has accomplished, particularly in response to the COVID 19 pandemic, there is a clear need to right size the organization and develop the next generation of community health leaders through succession planning.

## ACTION

- 1 Implement a staffing and administrative **restructuring plan** to ensure TAIBU has the capacity and structure for sustained growth, leadership and succession.
- 2 Develop plans for a **new physical site and building** ownership.
- 3 Develop and implement a **robust communications strategy** to strengthen and expand our engagement with internal and external stakeholders from local and surrounding communities.





## ACKNOWLEDGMENTS

Our founding members had a vision of TAIBU becoming a Centre of Excellence. Throughout our history, TAIBU has been rooted in our commitment to community engagement and delivering innovative programs and services that cater to Black communities. In response to these efforts, TAIBU has received several recognitions and awards. In the post George Floyd era, and in the face of the disproportionate impacts of the COVID 19 pandemic, TAIBU has demonstrated its commitment and resiliency in addressing anti Black racism.

As we introduce FORWARD, we would like to thank all those who invested time and energy in the development of this ambitious and aspirational strategic plan, which is focused on creating a legacy of improved health and wellbeing for the Black communities. We thank the Black Health Committee under the Alliance for Healthier communities, the Alliance for Healthier Communities, Humanity, Strides Toronto, the Network

for the Advancement of Black Communities (NABC), Black Physician Association of Toronto, Roots Community Services, and Ontario Health for their insight and contributions to the strategic priorities.

We also thank our clients and community members who offered feedback on identifying strengths and gaps to be addressed. We express appreciation for our elected officials who took time to contribute to the role TAIBU can and should play in the community.

We are grateful to the Board of Directors' Sustainability Committee who led the development of the Strategic Plan. Special thanks to Board President Celeste Richards, Vice President Paul Bailey and Board member Alomar Thorpe who spent countless hours in planning meetings and reviewing the draft plan. Thanks also to the Board of Directors for their meticulous review of the plan to ensure its alignment with the mandate of the organization.

Above all, we would like to acknowledge the staff and volunteers of TAIBU who continue to demonstrate their dedication and compassion to providing culturally affirming programs and services.

You have all played a significant role in shaping the plan that will guide the organization over the next 5 years and beyond.

To all our supporters and friends within the TAIBU community, let's move FORWARD together in charting a bold path to improved Black health and wellbeing!



**If you want  
to go fast, go alone.  
If you want to go far,  
go together.**

African Proverb







27 Tapscott Road, Unit #1  
Toronto, Ontario M1B 4Y7

Phone: (416) 644-3536  
Email: [info@taibuchc.ca](mailto:info@taibuchc.ca)  
Web: [taibuchc.ca](http://taibuchc.ca)