

Healthcare in Metcalfe Strategic Plan

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1. Executive Summary

In 2022, a small group of people gathered to discuss the growing need for family doctors in the Metcalfe area. Three community meetings and over 200 signatures later, this small group with a dream has coalesced into an incorporated body with an active Board of Directors. They have received agreement from the Government of Ontario to partner with the Osgoode Village Family Health Organization (OVFHO) to create a satellite office in the Metcalfe area. They have strong support from the Great River Ontario Health Team, Rideau St. Lawrence Family Health Team as well as local and provincial politicians. They have received a grant from a local funding organization.

This Healthcare in Metcalfe (HiM) Strategic Plan will give an overview of HiM's direction, goals, and steps planned to achieve these goals. Once HiM has completed its Strategic Plan, the resource plan with budget, and a risk analysis, the Board of Directors will focus on supporting OVFHO recruitment activities, look for temporary and/or permanent housing, and identify more funding sources.

The Board will build on the interest of other Metcalfe and area residents to form specialized committees to support its efforts. A team is already in place to constantly scan the health care environment, looking for opportunities within government and with other communities.

HiM's vision of providing comprehensive health services to a significantly underserved area is coming closer to a reality.

2. Organization Description

1. Background

Since August 2022, a group of Metcalfe residents has been working to improve access to primary health care. They held three public meetings and staffed an information table at the Metcalfe Farmer's Market, gathering input from the community. About 200 residents—along with 10 local health professionals—joined their contact list.

Through 2024 and 2025, the group built partnerships with local health teams, physician recruitment programs, and municipal, provincial, and city officials. A Board of Directors was created in summer 2025, and on September 19, 2025, Healthcare in Metcalfe became a registered non-profit.

The organization received start-up funding from Shroomfest in October 2025. On November 18, 2025, the Ministry of Health approved a new OVFHO satellite family medicine office for Metcalfe.

2. Mission

At the initial meeting of the Board of Directors in September 2025, members agreed that the broad purpose of the organization was:

To promote rural health and well-being by advancing access to primary care in Metcalfe and area.

3. Vision Statement

At a public meeting in February 2024, a group of community members reached consensus on a long term vision for this initiative:

Set up a healthcare centre serving Metcalfe and nearby places where everyone can easily get the healthcare they need.

Support recruitment of a team of different healthcare workers working together to provide flexible services from a central location that is not well-served right now.

Offer everything from regular check-ups to urgent care, pharmacy services, and tests, in one location, so that everyone in our community can access good healthcare.

4. Core Values

Respectful, transparent, collaboration for our community: Our initiatives are driven by the needs and aspirations of the Metcalfe and area community. We foster strong partnerships with residents, healthcare professionals, local government, and other organizations. We encourage strong relationships and shared problems solving, with open communication and clear processes.

Equitable and accessible: We strive to remove barriers to healthcare access, ensuring services are available to everyone, regardless of location, income, or other circumstances. We are committed to fair and just distribution of healthcare resources and opportunities.

Sustainable innovation: We aim to develop and implement solutions that are enduring and can be maintained long term. We embrace creative approaches to address the unique challenges of rural healthcare.

3. Current State Analysis

1. Internal and External Environment

In October 2025, the Board conducted a SWOT analysis of the starting position of the organization.

Strengths/Opportunities • Motivated and diverse Board of Directors • Passion for community advocacy and improving health care access • Knowledgeable about primary health care issues • Excellent and diverse local connections	Weaknesses • Limited physical financial, physical, and human resources • Risk of burnout without focus • Just beginning to build trust and awareness in community
	Threats • Competitive landscape, changing government policy • Rural stigma and potential absorption by city initiatives • Need strategic government relations

2. Priorities and Goals:

Immediate Outcomes (WIGS - Wildly Important Goals)

1. **Strategic Plan.** Create a clear, concise, useful strategic plan document to communicate to stakeholders and apply for funding.
2. **Resource Plan.** Build a resource plan with budget, including potential sources of revenue.
3. **Environmental Scan.** Prepare an environmental scan focussing on partnerships and networking.

Intermediate Outcomes (PIGS - Pretty Important Goals)

4. **Recruitment strategy.** Build an effective recruitment strategy, attracting expert community members as well as health practitioners, strong networking and partnerships.
5. **Information.** Stay informed of current and/or changing government policies/programs (include municipal, and provincial).
6. **Location, location, location.** Secure a location for any incoming practitioner and/or health services in collaboration with Osgoode Village FHO, for the short term and longer term.

Ultimate Outcomes / Long-Term Goals:

1. A satellite office to the Osgoode Village Family Healthcare Organization will be open in Metcalfe. Staffing begun, temporary or final housing complete.
2. Access to primary care will be enhanced.

4. Resource Requirements

1. Human resources

The organization has recruited a board of twelve directors who bring together key skills that will support the work of the organization. All have extensive experience in organizing community initiatives. The Board members also include researchers, a real estate agent, an accountant/bookkeeper, and four primary health care professionals. (See Appendix I, Board of Directors.)

The organization may need to recruit volunteers to provide some specific skills such as a lawyer, web developer, graphic designer, etc.

2. Financial resources

A draft annual budget estimates that the organization will require about \$6,700 for basic operations annually. There is potential for about \$2,600 of that to be covered by in-kind contributions, leaving a requirement to raise about \$4,000 in cash for basic organizational activities.

The organization has already established a relationship with the community's major fundraiser, Shroomfest, Inc. The organization will need to develop a fundraising plan that may include applying

for grants, approaching local businesses for corporate donations, and leveraging municipal and provincial funding opportunities. (See Appendix II, Draft Budget.)

5. Risk Management/Challenges

The Board of Directors has already taken action to mitigate some of the key risks identified.

- Having several Directors focus on the changing landscape of government policy will keep HiM competitive and ready to take advantage of new policies and opportunities.
- The Directors are capitalising on the City of Ottawa initiatives that recognise rural health needs, and are developing personal ties with our city and provincial representatives.
- The creation of several targeted committees will lessen the burden on Directors and strengthen community involvement and trust.
- Having several funding sources will reduce financial burden on Directors.

6. Monitoring and Evaluation Plan

The Board of Directors will review this strategic plan at its Annual General Meeting and decide where it needs to be update or modified. The Performance Measurement Framework in Appendix IV will guide the annual review.

Appendix I: 2025 Board of Directors

Cassandra Aboud, Communications Lead, is a local real estate agent who cares deeply about the Metcalfe community. She has volunteered with the Metcalfe Community Association, the Ottawa Hospital and enjoys supporting local initiatives that strengthen community connections. She also brings many years of experience from her family's small business, Metcalfe Pizza.

Dr. Mary Brodhead is a leadership development and coaching professional who was the Executive Director for Learning at CFIA, and whose previous community experience includes helping launch organizations such as the Metcalfe Nursery School, Castor Valley Elementary School, and the Metcalfe Soccer Association.

Jane Cooper, President, is a researcher and writer and a Credentialed Evaluator, whose past community experience includes the Federated Women's Institutes of Ontario and the Metcalfe Community Association. She currently volunteers with the Family Division of the Metcalfe Agricultural Society.

Natalie Elliott is a biomechanics specialist at the University of Ottawa whose community experience includes the Metcalfe Community Association, Rural Family Connections, the Metcalfe and District Ringette Association, the Kenmore Softball Association, and local School Councils. Nat grew up in Metcalfe and is raising her kids in the village.

Colleen Gildert, Vice President, has been a social worker and home support navigator with the City of Ottawa, and currently works at the Osgoode Care Centre, with past community experience with the Metcalfe Community Association. She currently coaches Dragon Boats with the Rideau Canoe Club.

Sarah Cooper Godoy is a teacher and education administrator, currently serving on the board of Metcalfe Osgoode Seniors Non-Profit Housing, with past community experience with the School Councils of Metcalfe Public School and Osgoode Township High School.

Pam Howell, Secretary, is a pharmacist with GeriMedRisk who previously worked for two decades with older inpatients at Bruyère Health. She has been a member of several hospital committees, was the co-lead of the Champlain Regional Pharmacists Committee, and has volunteered with many community sports teams.

Stephanie McLarty is a registered nurse with nearly twenty years of experience across public health, leadership, and psychotherapy. She is the founder of On the Pulse Counselling Services, serves as Chair of the Registered Nurses' Association of Ontario - Ottawa Region, and lives in Metcalfe with her family, where she is active in supporting and strengthening the community.

Louise Melbourne, Treasurer, is an accountant/bookkeeper, whose past community experience includes treasurer for the Metcalfe Curling Club, and volunteering with the Metcalfe Community Association, the Metcalfe Soccer League, and the School Council of Metcalfe Public School.

Shari Rowan is a procurement officer with the Department of National Defence, and an active wedding officiant, whose past community experience includes leading the Metcalfe Community Association and supporting fundraising events for the Osgoode Care Centre.

Todd Richardson is the pharmacist manager at Metcalfe Pharmacy. He is passionate about the community and has been involved in volunteering with the Metcalfe and District Lions Club and the Osgoode Care Centre.

Marcia St. Pierre is a registered psychotherapist with twenty years experience in education, family services and addictions in rural communities in the Prairies and in Eastern Ontario. She and her family have lived in the area for twelve years, and three years ago she opened her counselling practice in Metcalfe.

Appendix II: Draft Budget

Budget Jan - Dec 2026						Possible in-kind
Item	Unit	Units	Times	Cost	Total	
Board Costs						
Room rental	evening		4	\$ 40.00	\$ 160.00	
Snacks @\$5/person	person	10	4	\$ 5.00	\$ 200.00	\$ 200.00
Printing, paper	pages	10	4	\$ 0.25	\$ 10.00	
Business Cards		100			\$ 32.75	
Legal advice	hours	4	1	\$250	\$ 1,000.00	\$ 1,000.00
					\$ 1,402.75	
Website						
domain registration					\$ 275.00	
building website		5	1	\$ 25.00	\$ 125.00	\$ 125.00
maintenance		2	12	\$ 25.00	\$ 600.00	\$ 600.00
					\$ 1,000.00	
Public Outreach and Marketing						
Badges	badge	14	1	\$ 8.75	\$ 122.50	
Banner	banner	1	1	\$ 75.00	\$ 75.00	\$ 75.00
Table rental at market	table	2	1	\$ 60.00	\$ 120.00	\$ 120.00
Room rental for public meetings (hours)	hour	3	2	\$ 30.00	\$ 180.00	\$ 180.00
Printing for public meetings	pages	100	2	\$ 0.25	\$ 50.00	
Coffee box of 12	boxes	4	2	\$ 20.00	\$ 160.00	
Timbits box of 50	boxes	2	2	\$ 10.00	\$ 40.00	\$ 40.00
					\$ 747.50	
1 Job Fair in GTA + uOttawa						
Train fares >65	person	1	1	\$ 75.00	\$ 75.00	
Train fares <65	person	1	1	\$ 110.00	\$ 110.00	
Presto fares	person	2	1	\$ 25.00	\$ 50.00	
Booth rental	booth				\$ 1,000.00	
Airbnb	apt	1	1	\$ 250.00	\$ 250.00	
uOttawa job fair booth					\$ 650.00	
					\$ 2,135.00	
Hospitality for potential recruits						
Meals	person	2	1	\$ 35.00	\$ 70.00	\$ 70.00
Gift basket or bag	person	2	1	\$ 50.00	\$ 100.00	\$ 100.00
Round of golf	person	2	1	\$ 60.00	\$ 120.00	\$ 120.00
					\$ 290.00	
Total budget					\$ 5,575.25	\$ 2,630.00
Contingency at 20% for year one					\$ 1,115.05	
Total with contingency					\$ 6,690.30	
less potential in-kind contributions					\$ 4,060.30	

Appendix III: Gantt Chart

With permission to establish a satellite office of the OVFHO in the Metcalfe area received, the Board of Directors will begin to focus on implementation. One role will be to support OVFHO's doctors' efforts to recruit more health care professionals. Another will be to identify potential locations for the new health care team, both short and long term.

Dec 01, 2025 – April 1, 2026

STEPS	TASKS	OPI	Dec	Jan	Feb	Mar	April
Strategic Plan							
	First Draft	MB, SM, NE	4th				
	Consult Board		9th				
	Revise		12th				
	Add budget	MB JC	Before 9th				
	Present to GROHT, RSFHT	BD		19th			
	Consult with OVFHT	TBD		Before 19th			
	Revise for Ontario Health and Ottawa Funding	TBT		Before due dates			
	Submit						
Budget and Funding Sources							
	First Draft	JC CG	4th				
	Consolidate with Strategic Plan		Before 9th				
	Consult Board		9th				
	Revise		12th				
	Consult with OVFHT			Before 19th			
	Presentation to GROHT, RSFHT			19th			
	Revise for Ontario Health and Ottawa Funding			Before Due dates			
	Submit						
Environmental Scan							
	Review minutes of meetings and workshops	SC TR	4th				
	Prepare list of organizations and people to follow and network with		9th				
	Assign Tasks			Before 19th			
	Monitor and record actions		Ongoing				

STEPS	TASKS	OPI	Dec	Jan	Feb	Mar	April
Short Term Accommodations							
	Form group to lead search		9th				
	Consult OVFHT, Dr Merritt?			Before 19th			
	Set requirements for building			Jan 25			
	Search				Feb		
	Consult with OVFHT				ASAP		
	Decision by Bd						
Recruit Staff							
Doctor and Nurse Practitioner???	Meet with OVFHT/ Roles and Responsibilities		ASAP				
	Advertising						
	Job descriptions						
	Interviews etc.						
Completed Steps							
	Incorporate HiM						
	Invite and register Board						
	Completed application and received approval to create an OVFHT satellite office in Metcalfe						

Appendix IV: Performance Measurement Framework

Results	Indicators	Baseline	Targets	Data source
Long-Term goals				
A satellite office of the Osgoode Village Family Health Organization (OVFHO) will be open in Metcalfe.	Staff are hired for the Metcalfe satellite office	1 family physician nearing retirement	At least 2 new family physicians and 1 NP are recruited	OVFHO contracts NP agreement
	There is a location in Metcalfe to house at least 3 primary health care professionals	No location for new doctors	Appropriate permanent location secured	Lease documents
Access to primary care will be enhanced	% or #? of residents in Metcalfe and area with attached to a primary health care provider.	3,120 estimated unattached patients in the 'Osgoode Township' area	A lower number of unattached people, TBD	Health Connect?? OVFHO patient roster
Intermediate Goals (Pretty Important Goals)				
Volunteer recruitment strategy. Build and effective recruitment strategy, attracting expert community members	Terms of Reference (ToRs) for a volunteer recruitment sub-committee	None	Written Terms of Reference (ToRs) are on file	Accessible document in Google Drive
	ToRs for specific volunteer positions	Idea to look for lawyer and web designer	Written ToRs are on file Volunteers are identified.	Accessible document in Google Drive
	Advertising plans for outreach to the community.	Ideas about using FaceBook	A written plan is drafted and followed.	Accessible document in Google Drive
Health professionals recruitment strategy. Build an effective recruitment strategy, attracting health practitioners for strong networking and partnerships.	ToRs for a health professionals recruitment sub-committee	None	Written ToRs are on file	Accessible document in Google Drive
	Advertising plans for outreach to health professionals	None	A written plan is drafted and followed.	Accessible document in Google Drive
Location, location, location. Secure a location for any incoming practitioner and/or health services in collaboration with Osgoode Village FHO, for the short	ToRs for a location sub-committee	None	Written ToRs are on file	Accessible document in Google Drive
	A list of potential sites to investigate	A few ideas		Accessible document in Google Drive

Results	Indicators	Baseline	Targets	Data source
term and longer term.				
Information. Stay informed of current and/or changing government policies/ programs (include municipal, and provincial)	Some board members are able to explain basic policies to members of the public.	Several members are already informed	Most members are well informed	??
Immediate goals (Wildly important goals)				
A clear, concise, useful Strategic Plan document is available to communicate with stakeholders and apply for funding	A draft strategy document is approved by Board of Directors	No plan	Complete plan is approved	Strategy document in Google Drive Minutes of BoD meetings
A Resource Plan with Budget, including potential sources of revenue, is available.	A draft resource plan and budget are approved by Board of Directors	No plan	Complete plan is approved	Strategy document in Google Drive Minutes of BoD meetings
An Environmental Scan focussing on partnerships and networking is available	An initial working document is drafted and updated as time goes on.	No plan, but considerable information already collected.	A living document is available and being updated as needed.	Accessible document in Google Drive
	HiM has an up-to-date contact list for all key agencies: ¹	Initial contact list of 36 key contacts	50 key contacts identified?	Spreadsheet in Google Drive

¹ Great River Ontario Health Team; Rideau St. Lawrence Family Health Team; Osgoode Village Family Health Organization (OVFHO); municipal and provincial politicians; Ontario Physician Recruitment Alliance; Government of Ontario Health Workforce initiative; City of Ottawa physician recruitment and retention strategy.

Appendix V: Environmental Scan

This is summary table. For the full Environmental Scan please see the working document in the Google Drive.

Name	Role	Action/ ideas
Alliance for Healthier Communities	network of community governed primary healthcare organizations/they have a job board	could join at full or lower level membership for job board postings/FHO can access insurance benefits if a member
City of Ottawa - Councillor	for lobbying	ask for name/contact of new Primary Care Ambassador/ask for info about how exactly city will be allocating \$ and/or land for new clinics/offer to be the city's Rural Healthcare Hub
City of Ottawa - Physician Recruiting resolution	support for citizen groups and medical professionals to recruit and retain staff /	ask for \$\$ from the \$40k budget for something/piggyback on their membership in OPRA for free job postings
City of Ottawa Public Health	outreach /integrating other professionals into healthcare model ex paramedics, firefighters	lobby for return of Sexual Health Clinic services
Eastern Ontario Physician Recruitment Alliance	private recruitment service with open job board - can buy membership to access info. Site has free funding, licencing info	possibly become a member for job posting OR use City membership
Great River Ontario Health Team	oversees and coordinates healthcare in region	meeting Jan 28.26 - timing TBD
Ministry - Ontario's Primary Care Action Plan	funding	access funding via OHT applications
Ministry of Health	grants permission for expansion; provides funding through OHT for expansion	keep them informed... or not... of our progress?
Ontario Health	nonprofit recruiting service	post job openings on their board
Ontario Member of Parliament	can lobby on our behalf	keep his team informed for future funding opportunities

Name	Role	Action/ ideas
Osgoode Care Centre	publicly funded long-term care facility / Osgoode Village FHO doctors work here	meet with their board re possible collab in new build or existing space
Osgoode Village Family Health Organization	our FHO	add a page to their website for PR
Rideau St Lawrence Family Health Team	provides support for primary healthcare teams in our region/Osgoode Village FHO is a member	coordinate with FHT for services /funding for NP? or RN?
Rural Housing Information System	data base with demographic info from various sources	Rural Ottawa doesn't show in this data base but can get info about neighbouring areas... free source of premade charts and reports of statistical data for rural communities
Winchester Hospital	serves our community/ Osgoode Village FHO doctors work here	
Carleton Advisory Board	sounding board/advisors for MPP	Natalie is on CAB already/ can be our liaison