

TO: Chair and members of the Board of Health

MEETING DATE: November 1, 2017

REPORT NO: **BH.01.NOV0117.R27** Pages: 7

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Original signed document on file

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Recommendations

It is recommended that the Board of Health:

1. **Receive this report for information.**

Key Points

- Wellington-Dufferin-Guelph Public Health's (WDGPH) strategic planning process for 2016-2020 was confirmed and approved by the Board of Health (BOH) in December 2, 2015 per BOH Report BH.01.DEC0215.R38. The December 2015 BOH Report outlined that the 2016-2020 WDGPH Strategic Plan would be a fluid document.
- In July 2017, the Senior Leadership Team (SLT) met to review the agency progress, performance and planned achievement of the approved Strategic Directions within the agency Strategic Plan. In addition, the SLT reviewed each Goal under the Strategic Direction and edited these, where appropriate, to ensure alignment with the new Ontario Standards for Public Health Programs and Services (OSPHPS).
- The Goals were clarified to ensure they were clear and aligned with the new OSPHPS and future reporting requirements.
- The Medical Officer of Health provided a status update on progress regarding the Strategic Plan Goals at the BOH Retreat on October 4, 2017.

Discussion

The development and implementation of a strategic plan is a requirement under the Ontario Public Health Organizational Standards (Organizational Standards).¹ These standards outline the expectations for the effective governance of boards of health and effective management of public health units.

Requirement 3.2 (Strategic Plan) of the Organizational Standards states that:

The board of health shall have a strategic plan and shall ensure that it:

- Expresses the philosophy/mission, a values statement, and the goals and objectives of the board of health;
- Describes how equity issues will be addressed in the delivery and outcomes of programs and services;
- Describes how the outcomes of the Foundational Standard in the 2008 OPHS (or as current), will be achieved;
- Establishes policy direction regarding a performance management and quality improvement system;
- Considers organizational capacity;
- Establishes strategic priorities for the organization that address local contexts and integrate local community priorities;
- Covers a 3 to 5 year timeframe;
- Includes the advice and input of staff, and community partners; and
- Is reviewed at least every other year and revised as appropriate.

WDGPH's strategic planning process for 2016-2020 was confirmed and approved by the BOH in December 2015 per report BH.01.DEC0215.R38. One of the key elements of the BOH Report outlined that the Strategic Plan would be a fluid document. In July 2017, the SLT met to review the agency progress, performance and planned achievement of the approved Strategic Directions. In addition, as the new modernized public health standards have been released, the SLT reviewed each Goal and edited these, where appropriate, to ensure alignment with the new OSPHPS.

The following elements of the 2016 -2020 Strategic Plan outlined in the December 2015 BOH Report remain unchanged.

Vision

Communities where everyone has the opportunity for health and well-being.

Mandate

WDGPH is mandated by the Province of Ontario to provide public health programs and services that prevent disease and protect and promote the health and well-being of individuals and the communities in which we live.

Mission

WDGPH will take an evidence-informed and innovative approach to plan and deliver public health programs and services that meet the distinctive needs of our communities.

Values

- **Advocacy** – We are a strong voice for policies and population based strategies that improve where people live, work, play and learn.
- **Engagement** – We are committed to the delivery of evidence-informed quality programs and services.
- **Respect** – We respect diversity and strive to create an inclusive environment.
- **Transparency** – We are open, accountable and fiscally responsible to our staff, communities and partners.

The table below outlines three (3) key elements of the Strategic Plan: (i) Strategic Direction Theme; (ii) Strategic Direction Statement; and (iii) Goals. The Goals are clarified with the original Goal, as outlined in the December 2015 BOH Report, and the July 2017 updates and revision to ensure they are clear and aligned with the new OSPHPS and future reporting requirements.

Strategic Direction Theme	Strategic Direction Statement	Goals (as outlined in December 2015 BOH Report)	Goals (as revised July 2017)
Building Healthy Communities	We will support and work with our communities to foster health and well-being.	Build an understanding of our local communities to inform the development and implementation of programs and services that are responsive to local needs and priorities.	We will enhance our understanding of the local needs and priorities of the communities we serve and develop programs and services in response to those needs.
		Build a culture of collaboration and connectedness with our communities through an increased level of visibility and engagement.	Engage and establish meaningful relationships with community partners that promote healthy environments (as defined).

Strategic Direction Theme	Strategic Direction Statement	Goals (as outlined in December 2015 BOH Report)	Goals (as revised July 2017)
		Promote healthy environments that foster and support physical and mental health and well-being.	(Intentionally left blank)
Service - Centred Approach	We will deliver excellent service to all those who interact with public health.	Strengthen community awareness of public health programs and services.	We will increase community awareness of public health programs and services.
		Foster a culture of innovation to facilitate access to public health programs and services and enhance client experience.	We will improve access to public health programs and services while enhancing the client experience.
		Enhance opportunities to seek community and client input to inform planning and decisions.	We will seek input from clients and the community to inform planning and decision making.
Health Equity	We will provide programs and services that integrate health equity principles to reduce or eliminate health differences between population groups.	All staff will have an understanding of health equity and apply it in their work.	We will ensure staff have an understanding of health equity and apply it in their work.
		Actively seek to promote health equity by applying a Health Equity Impact Assessment to new or changing programs and services.	We will work to improve health services for priority populations.
		Foster community partnerships to help identify priority populations and improve health services that address the social determinants of health.	We will advocate for development of policies that address health inequities.
		Engage in and advocate for policy development that address health inequities.	(Intentionally left blank)

Strategic Direction Theme	Strategic Direction Statement	Goals (as outlined in December 2015 BOH Report)	Goals (as revised September 2017)
Organizational Capacity	We will strengthen the ability of the organization to effectively deliver public health services.	Implement and maintain a comprehensive and reliable Information Technology infrastructure that ensures seamless use.	We will implement and maintain a comprehensive and reliable information technology infrastructure.
		Build capacity within the agency to promote and support psychological health and mental well-being for all staff.	We will promote and support the psychological health of staff.
		Maximize internal communications, reduce silos and improve collaboration across programs to nurture a strong and cohesive organization.	We will improve internal communications, reduce silos and enhance collaboration across the organization.
		Implement strategies to foster a culture of continuous learning.	We will support a work culture of continuous learning.
		Implement continuous improvement processes to enhance accountability and agency performance.	We will implement processes for continuous quality improvement (CQI) to improve organizational capacity.

Conclusion

As previously outlined, the Strategic Plan is a fluid document. The SLT will continue to monitor progress and performance in the overall achievement of the Goals, as outlined. In addition, the SLT will align the development of internal processes and Key Performance Indicators to ensure compliance with the new OSPHPS and future reporting requirements.

Ontario Public Health Standard

Requirement 3.2 (Strategic Plan) of the Organizational Standards states that:

The board of health shall have a strategic plan and shall ensure that it:

Expresses the philosophy/mission, a values statement, and the goals and objectives of the board of health:

- Describes how equity issues will be addressed in the delivery and outcomes of programs and services;
- Describes how the outcomes of the Foundational Standard in the 2008 OPHS (or as current), will be achieved;
- Establishes policy direction regarding a performance management and quality improvement system;
- Considers organizational capacity;
- Establishes strategic priorities for the organization that address local contexts and integrate local community priorities;
- Covers a 3 to 5 year timeframe;
- Includes the advice and input of staff, and community partners; and
- Is reviewed at least every other year and revised as appropriate.

WDGPH Strategic Direction(s)

Health Equity: We will provide programs and services that integrate health equity principles to reduce or eliminate health differences between population groups.

Organizational Capacity: We will improve our capacity to effectively deliver public health programs and services.

Service Centred Approach: We are committed to providing excellent service to anyone interacting with WDG Public Health.

Building Healthy Communities: We will work with communities to support the health and well-being of everyone.

Health Equity

As outlined above, this is a stated Strategic Direction of the 2016 – 2020 WDGPH Strategic Plan.

- We will provide programs and services that integrate health equity principles to reduce or eliminate health differences between population groups.

References

1. All Ontario Ministry of Health and Long-Term Care, Ontario Ministry of Promotion and Sport. Ontario Public Health Organizational Standards. 2011.
http://www.health.gov.on.ca/en/pro/programs/publichealth/orgstandards/docs/org_stds.pdf

Appendices

None.