



PROTECTING OUR COMMUNITY'S HEALTH

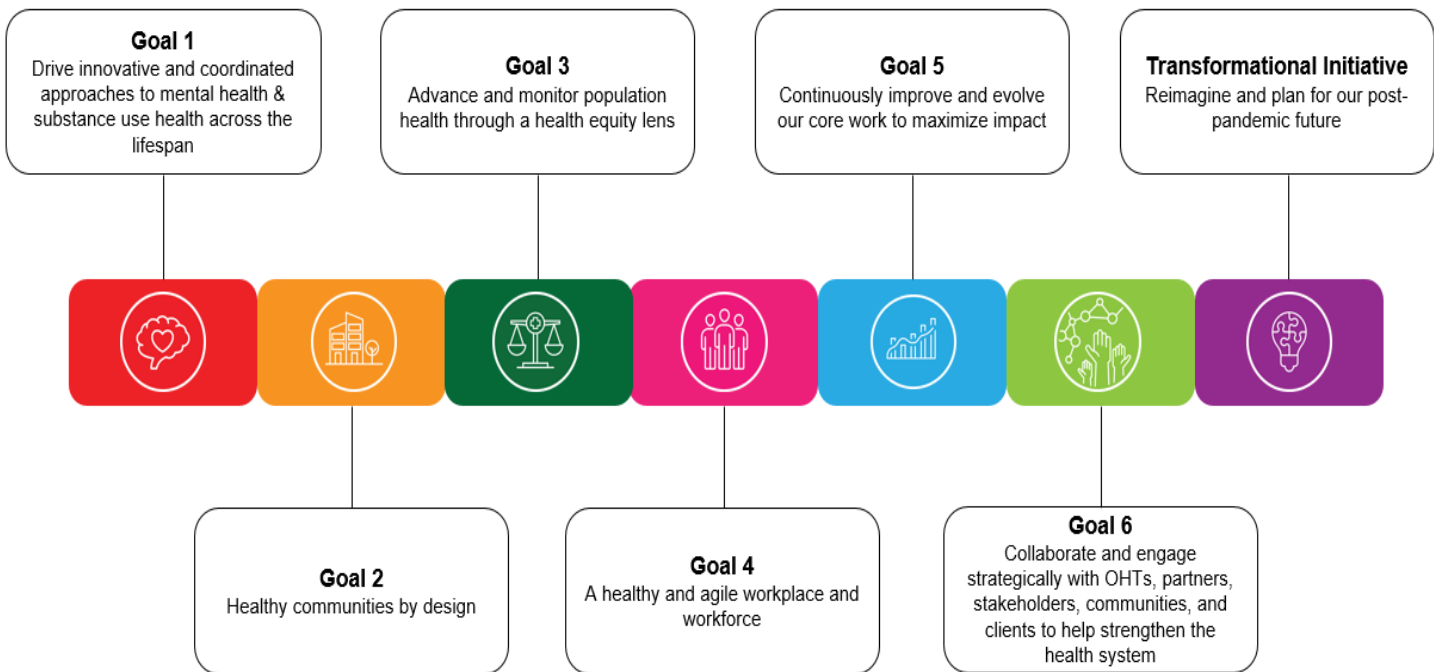
Ottawa Public Health's 2019-2022
Strategy: 2022 Quarter 3 Progress Update



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2022 Strategic Goals and Transformational Initiative





Goal 1 – Drive innovative approaches to mental health and substance use health across the lifespan – Status, Highlights and Challenges

Quarterly Status

Q1 2022

Q2 2022

Q3 2022

Q4 2022

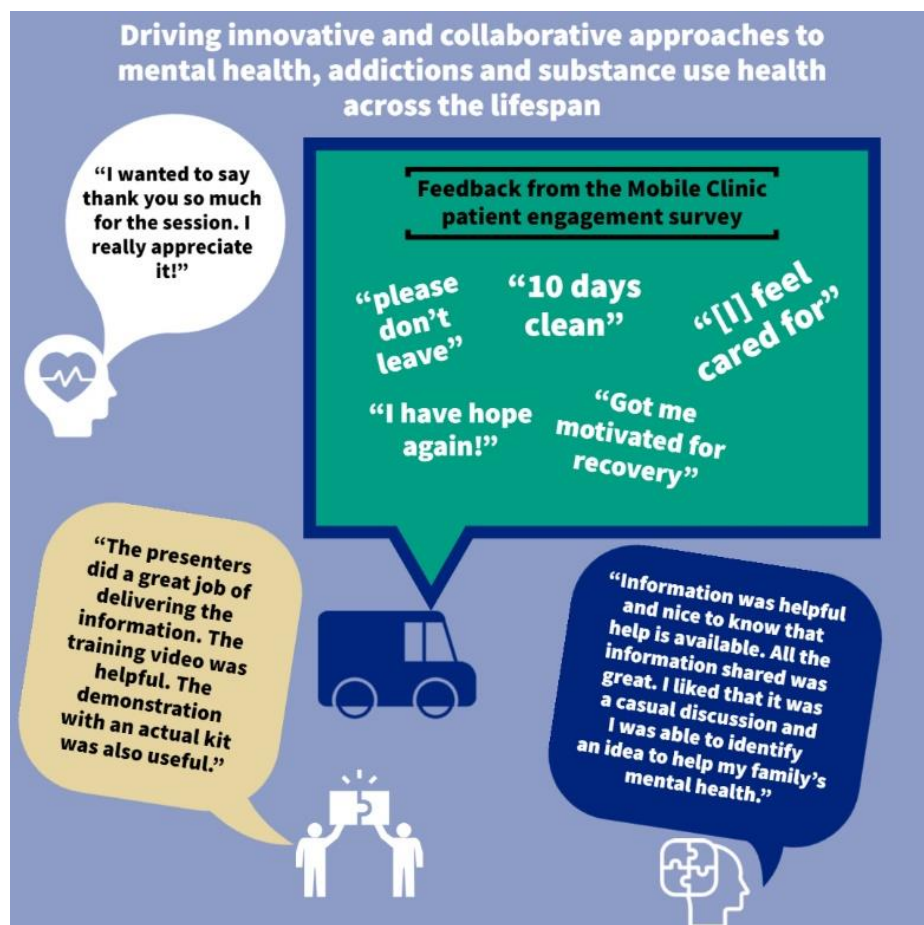
Highlights

Mental health literacy and stigma reduction

- Advancing progress in reducing stigma and increasing mental health literacy by offering trainings and building internal and external capacity on person-first language, resilience, positive coping strategies, and community resources, reaching 100 intermediaries and community leaders. Intermediaries reached include leaders in the South Asian community, post-secondary institution leaders, parents, and school health public health nurses.

Foster resilient communities

- Building the capacity of partners who work with children and youth in schools to strengthen mental health, addictions and substance use health (MHASUH) knowledge and supports. Both the Ottawa Catholic School Board (OCSB) and the Ottawa Carleton District School Board (OCDSB) will be implementing Youth Connections Ottawa, an OPH designed peer-to-peer program, in their schools this fall. OCSB will pilot the program in four to five schools while OCDSB will pilot the program in two high schools.
- Continuing to ensure equitable and safe access to MHASUH information, resources, and services, including social services, at Neighbourhood Health and Wellness Hubs (NHHW) in identified priority neighbourhoods in collaboration with partners. In Q3, there were 17 MHASUH focused NHHW with 201 meaningful interactions at these hubs.



- OPH's presence was decreased at the NHWH over the summer months due to staff vacation and summer programming in certain hubs. However, the Fall has seen the addition of two new locations: An African, Caribbean, Black Wellness Centre and the Pinecrest-Queensway Community Health Centre.

Healthy Growth and Development Goal 1 contribution

- OPH continues to support the well-being of new families through interventions from the Healthy Growth and Development (HGD) program. In Q3, the HGD program completed 2,024 postpartum screens, representing roughly 99% of Ottawa births. Of those screened, approximately 23% of parents identified with a current or history of mental health illness. HGD continues to screen clients with an In-Depth Assessment for Post-Partum Mood Disorder (PPMD). Families with positive PPMD can receive continued support through the Healthy Babies Healthy Children program. In Q3, a total of 378 families identified parental mental health as one of their main goals in their plan of care. HGD staff supported families to achieve this goal by providing screening, assessment, and client centered interventions during home visits.

Suicide prevention and life promotion

- Advancing the goal of making Ottawa a suicide safer community by re-establishing quarterly safeTALK trainings to City of Ottawa employees. OPH also supported and participated in the World Suicide Prevention Day event in collaboration with Suicide Prevention Ottawa and the Canadian Mental Health Association, reaching 80 people with an update on the development of a post-traumatic event support team.
- Collaborating with partners to continue supporting youth with previous suicide attempts and their families through the peer support program offered by Parents Lifeline of Eastern Ontario, Suicide Prevention Ottawa and the Royal. A grant application was submitted to the Canadian Association for Suicide Prevention for further funding to expand on the Youth Nominated Peer Support training. This funding will allow the expansion of the program to reach youth involved with the Royal Ottawa for suicidal ideation.

Substance use health stigma awareness

- Promoting the substance use health, mental health, and physical health of the community through OPH's participation at the Working on Wellness (WOW) festival hosted by the Community Addictions Peer Support Association. Through its participation, OPH reached 90 attendees with messaging promoting substance use health. OPH also facilitated connections through partnerships such as the Heart Institute, other smoking cessation partners, and the City of Ottawa Parks and Recreation group to include smoking cessation messaging and expand on the wellness of the community.
- Advancing initiatives to reduce stigma experienced by people accessing health care and social services by providing a review of Project VEGA, a family violence prevention training for healthcare and social service workers. OPH proposed edits to this evidence-based training on improving language around addictions and substance use health. The edits will be incorporated and OPH will receive acknowledgement for their contribution.
- Increasing safety and wellbeing at post-secondary institutions by providing training to 586 University of Ottawa peer leaders on how to identify and respond to an overdose, as well as party safer harm reduction information. OPH also held a resource booth with information on mental health, addictions, substance use health, and sexual health during La Cité's Orientation Day, with 26 engagements. Of those reached, 90% of students were from African, Caribbean, & Black communities and 100% of the interactions were in French.

- Supported the 2SLGBTQ+ community by participating in the annual Pride event and provided resources and information on MHASUH, sexual health, Monkeypox, and COVID-19. Over 200 people were reached through this event, with 13 people receiving Naloxone training and kits.

Overdose prevention and harm reduction

- Increasing safety and reducing overdose related fatalities of community members attending festivals and events throughout Q3 by providing flexible and rapid support and training on how to ID and respond to an overdose, as well as how to administer naloxone, including providing kits in collaboration with our pharmacy partner. Over 600 Bluesfest staff and volunteers were trained by one of our pharmacy partners with connections between the pharmacy partner and the event organizer facilitated by OPH.
- Continuing to increase access to substance use health supports and infectious disease services for Ottawa residents who are experiencing access barriers, including those experiencing homelessness or unstable housing, through the Ottawa Mobile Unit. This mobile clinic is run in collaboration with Recovery Care, Ottawa Inner City Health, and Pathway to Recovery. Results from a patient engagement survey demonstrated that 96% of respondents rated the mobile van as a 5-star service.
- Advancing the effectiveness and efficiency of the evaluation of the Ontario Naloxone Program (ONP) through the submission of feedback to the Ministry of Health on the ONP reporting process. The feedback was incorporated by the Ministry and these changes should lead to increased and improved reporting by frontline staff.
- Preventing overdose deaths by expanding on the naloxone distribution pilot to increase naloxone availability and use in the community through distribution by first responders, including Ottawa Police Services.
- The Harm Reduction unit continues to maintain frontline harm reduction and mobile van services, as well as the implementation of a new Electronic Public Health Record system, despite continued staffing challenges.
- Continuing to raise awareness of overdose-related fatalities in the community as well as remembering those lost by participation in the annual Overdose Awareness Day where Dr. Etches spoke to attendees.

Supporting the community to address continued and emerging issues, including improving access to services

- Continuing to support the establishment of a Reference Group of people with lived experience through community consultations. OPH provides guidance on the recruitment of participants from different communities and is a bridge to partners such as CHEO, the Youth Services Bureau, The Royal and School Board Mental Health Leads.
- Continuing the collaborative efforts to advance the Lowertown and Byward Market mental health strategy.
 - The business case to offer healthcare and social services in the area is in development and near completion. This business case is being led by Ottawa Inner City Health, The Ottawa Hospital, and The City of Ottawa's Community and Social Services Department with input from OPH and the Ottawa Black Mental Health Coalition. The Ottawa Aboriginal Coalition has been consulted to ensure culturally appropriate clinical services for Indigenous populations.
 - A need was identified that the hospitality sector in this area would benefit from training and support on MHASUH topics. OPH has begun to develop hospitality specific resources and

outreach to offer stigma training, overdose prevention, suicide prevention and other identified needs by this group.

- OPH will be working with local Business Improvement Areas to conduct a situational assessment to explore MHASUH initiatives including a social media campaign, training, and resource development to better meet the unique needs of this sector.
- Continuing the development of a substance use health, addictions, and mental health community dashboard through continued consultations with key stakeholders, including first responders, the local coroner's office, safer supply partners, Ottawa Community Housing and City of Ottawa Housing partners. Advancements continue to be made to solidify data sharing with harm reduction and system navigation partners.

Challenges

- There has been an unprecedented number of overdoses and overdose deaths in the community. There were multiple spikes in overdoses and multiple weeks where the death rate doubled from the average. OPH and partners, such as first responders and overdose prevention groups, responded to these increases with joint public service announcements and interventions with clients to inform and advise residents of how to protect themselves.
- The Harm Reduction Unit work has been slowed to properly plan and be prepared for the implementation of Electronic Public Health Records and the onboarding of new staff.



Goal 2 – Healthy communities by design - Status, Highlights and Challenges

Quarterly Status

Q1 2022

Q2 2022

Q3 2022

Q4 2022

Highlights

COVID-19 Response

Ottawa Public Health (OPH) continued to ensure Ottawa residents have accurate and timely COVID-19 information. This included using multiple communication channels and working with health system and community partners to share information related to bivalent booster eligibility, vaccination eligibility for children as well as self-isolation instructions when symptomatic. OPH also continued to share a weekly COVID-19 snapshot to help residents assess their COVID-19 related risk.

OPH continued vaccination efforts, operating community clinics, neighbourhood hubs, pop-ups and mobile clinics in priority neighbourhoods and high-risk settings across Ottawa. Q3 continued to focus on the administration of fourth doses as well as the administration of the new bivalent vaccine to eligible populations. By the end of the quarter over 111,250 fourth doses and 17,000 bivalent doses were administered in Ottawa. In addition to COVID-19 vaccinations, Q3 saw the continued administration of school required vaccines under Ontario's *Immunization of School Pupils Act* and recommended school-based vaccines (Hepatitis-B and HPV) in its clinics.

In healthcare and congregate settings, where the risk of exposure and severe outcomes of COVID-19 are high, OPH continued to help prevent, identify, and manage outbreaks. Prevention activities include pre-emptive site visits and infection prevention and control (IPAC) education. In Q3, there were 240 confirmed outbreaks of diseases of public health significance (DOPHS) in high-risk settings, over 40% more than in Q2 of 2022, with almost half occurring in July 2022. OPH continued to work with key stakeholders including acute care partners, Champlain Regional IPAC Hub, and Home and Community Care Support Services Champlain (HCCSS), and the City of Ottawa's Community Paramedics and Community and Social Services Department, to monitor, assess and strengthen the local response to outbreaks in high-risk settings to support the health and safety this population.

In school settings, OPH continued to work closely with schools to promote the ongoing safety and well-being of students and staff. The school team offered after-school COVID-19 vaccination clinics and continued to educate and promote appropriate infection prevention and control measures. In addition, the school team continues to implement the findings of readiness assessments and discussions with key stakeholders to update and develop new comprehensive school health programming and services for the 2022-2023 school year. The gradual resumption of these services is in alignment with the Ontario Public Health Standards and will help meet the recovery needs of Ottawa's youth. Learnings from the pandemic response have been applied, including meeting in-person with schools serving marginalized communities to build relationships, assess health needs of students, and offer targeted school health programming on priority topics, such as on mental health and sexual health.

Supporting Communities

OPH continued to work closely with community partners and stakeholders to increase and improve access to public health programs and services. Some key examples of the work completed in Q3 include:

- Continued to operate Neighbourhood Health and Wellness Hubs in various locations across the city.
- Hosted mobile clinics in aging-in-place buildings, places of worship, shelters, community organizations, and at special events.
- Continued to distribute rapid antigen test kits in high priority neighbourhoods during outreach and community events.
- Targeted outreach and engagement, alongside community partners, including attending community events.
- Provided multilingual information and resources via popular platforms such as Facebook, WhatsApp and Telegram as well as printed resources and flyers during outreach.
- Offered the Monkeypox vaccine at several COVID-19 clinics as well as at OPH's Sexual Health Clinic to ensure broader geographic access.

Monkeypox

OPH continued its enhanced operations for Monkeypox. Operational activities included supporting clinical assessment (including testing) and administration of vaccines through pop-up clinics with partners and stakeholders. OPH responded to barriers expressed from the community by offering more evening and weekend appointments, piloting outdoor clinics, and diversifying pop-up clinic options to ensure eligible community members are reached. As a result, over 3,900 monkeypox doses were administered in Q3.

Built Environment and Climate Change

Ottawa Public Health's contributions through the staff co-location with the City of Ottawa's Planning, Real Estate and Economic Development (PRED) department continues to garner interest. OPH's experience was shared through a webinar presentation for the Canadian Public Health Association on "Health, the City of Ottawa's Official Plan and 15-Minute Neighbourhoods." Presentations were also delivered to the planning sector. This includes presenting at a panel with City of Ottawa PRED staff on "Ottawa's New Official Plan: A Panel Discussion on Health, Transects and Intensification" at the Ontario Professional Planners Institute's annual conference, as well as at the Canadian Institute of Planners conference, on the session "Integrating Health and Planning: Strategies for Success." In addition, more work was done on finalizing the urban heat island for external use on the mapping application GeoOttawa; this will support improved targeted policy, planning, and program interventions to mitigate negative health impacts of urban heat islands.

Challenges

- The challenge of routine vaccination requires a long-term strategy with partners such as primary care, Ontario Health, Ontario Health Teams, and the Ministry of Health to ensure a sustained level of protection within the community from highly preventable deaths and severe disease outcomes that carry lifelong impacts.
- Continued funding for community paramedics through the health system response framework has ended. Without this valuable stakeholder, long-term care and retirement homes are left with limited support for critical interventions, including supporting resident safety, assisting in health assessments, and identifying atypical COVID-19 symptoms.
- In congregate settings, capacity of partners to continue to support outbreak management has diminished.



Goal 3 – Advance and monitor population health through a health equity lens - Status, Highlights and Challenges

Quarterly Status

Q1 2022

Q2 2022

Q3 2022

Q4 2022

Highlights

Reconcili-ACTION:

- OPH continues to establish and strengthen relationships with First Nations, Inuit and Métis partners. A total of ten meetings took place as part of Dr. Etches' annual check-in with First Nations, Inuit and Métis partners with four of these taking place in Q3. Several meetings and phone calls were subsequently held with internal and external partners to follow up on identified areas for public health support.
- The September report, entitled *Reconcili-Action Plan Update - Annual Report*, was submitted to the BOH as an update on OPH's continuing efforts to become a culturally safe and humble organization and offered an overview of priorities and concerns identified by Indigenous partners relating to health and wellness. At their September meeting, the BOH approved Indigenous cultural safety training (ICST) as a mandatory requirement as part of the onboarding process and training for all new members of the Board of Health and OPH Leadership Team.
- Preliminary discussions took place with City partners from Recreation, Cultural and Facility Services (RCFS) about Land-based healing. OPH and the City's Indigenous Relations Manager also met with representations from Root in Nature about a National Healing Forest project in Ottawa.
- OPH supported the Inuuqatigiit Family BBQ, with several representatives from OPH in attendance to answer questions from parents and employees and provide COVID-19 vaccinations. An information table was also set up at Tungasuvvingat Inuit's Annual Inuit Wellness Day event.
- OPH's Manager of Health Equity, Diversity and Inclusion represented OPH at Minwaashin Lodge's Annual General Meeting.

Anti-Racism / Anti-Oppression:

- The results of the diversity, equity and inclusion audit, carried out by Dr Ariff Kachra of Strat-ology Consulting, were presented to a number of audiences, including the Board of Health, Ottawa Local Immigration Partnership (OLIP), the City's Gender and Race Equity, Indigenous Relations, Diversity and Inclusion (GREIRDI) Leadership team, as well as within OPH, through facilitated team discussions, to identify implications for teams' work.
- A September BOH report highlighted the recommendations from the diversity, equity and inclusion audit report. At their September meeting, the BOH approved the Health Equity, Diversity and Inclusion Action Plan for 2022 and 2023, as described in this report.

Sociodemographic Data (SDD):

- OPH coordinated a working group, with peer public health units, to develop a briefing note recommending standardized SDD be included in Ministry reporting databases. The recommended set of standard minimum SDD, for inclusion in Provincial, regional, and local data systems, was endorsed by

the Association of Public Health Epidemiologists of Ontario (APHEO) Executive Committee and Council of Medical Officers of Health (COMOH). OPH continues to engage with the Ministry of Health and Ontario Health stakeholders to align SDD approach where possible, as well as influence SDD collection locally with Ontario Health Teams and other health system partners.

- Ongoing efforts to encourage and increase SDD collection at COVID-19 vaccination hubs included the assessment of barriers to collection and additional training to increase staff comfort to collect SDD.
- SDD collection in Monkeypox vaccination clinics and retrospective collection of SDD for those previously diagnosed was completed.
- There is ongoing and increasing interest from community partners and other public health units about the work OPH is doing to standardize the collection of SDD.

Community Engagement Team (CET):

- OPH continued to apply a health equity lens to the Monkeypox vaccination roll-out.
- A new partnership was established to organize activities in shelters, along with community partners (e.g., Community Health Centres, library), to promote literacy, book lending, getting a library card and other health promotion.
- CET team members are mentoring University of Ottawa peer navigators to increase vaccine acceptance among the African, Caribbean and Black (ACB) community using a health equity and literacy perspective.
- The Arabic Forum for Ottawa Public Health on Facebook has surpassed 600 members.
- The CET is working with a variety of non-COVID-19 teams (e.g., Sexual Health and Harm Reduction, Healthy Growth and Development, School Health Team) to advise on approaches and collaborate on efforts.

Challenges

Reconcili-ACTION:

- Workload volume and capacity is an ongoing challenge for the Reconcili-ACTION team. Lack of capacity has resulted in challenges to proactive and systematic outreach to OPH teams to support opportunities for reflection, as well as resulted in delays in purchasing seats for employees interested in Indigenous Cultural Safety Training. More time for consultation, co-creation and collaboration with external and internal partners would enhance OPH efforts to support partner information needs more consistently and effectively.

Anti-Racism / Anti-Oppression:

- Workload volume and capacity is an ongoing challenge for the Anti-Racism team.

Sociodemographic Data (SDD):

- Establishing the conditions for successful and safe SDD collection and use continues to require OPH to build awareness internally and externally and to increase staff comfort to ask for this information from clients. OPH continues to better understand challenges and barriers to collecting SDD and continues to develop additional supports to overcome these challenges and barriers.

Community Engagement Team (CET):

- The Community Engagement Team continues to receive requests for support with other health issues, including finding a family doctor. A pilot referral program, through Restore Medical Clinics was launched to prioritize connecting Francophone and POC individuals and families to family physicians through a wait list registration. The referral program is expected to allow 100-250 families to gain access to a family physician and 500+ families accessing doctors and pediatricians through their walk-in clinic.
- Work with Ontario Health Team partners to increase cancer screening (colon and cervical) has presented some challenges given some clients may not have a primary care provider for follow through upon diagnosis. OPH to meet with The Ottawa Hospital to review their materials and establish a contingency plan.



Goal 4 – A healthy and agile workplace and workforce - Status, Highlights and Challenges

Quarterly Status			
Q1 2022	Q2 2022	Q3 2022	Q4 2022
Highlights			
<p>Wellness Initiatives</p> <ul style="list-style-type: none"> OPH's Wellness@Work (W@W) initiatives continued during this period, with an emphasis on encouraging employees to take time off to recharge after the prolonged pandemic response and rise in operational demands. Employees were also encouraged to catch up on delayed vacation time. Almost 250 employees participated in OPH's Recovery Data Walk as a means to 'have their say' in the future direction of OPH. Employee engagement in planning that could impact their work is linked to employee wellness. Critical resources continued to be promoted and shared through various channels, including conversation guide relating to Joy@Work, supporting life-work balance and team building. Management team members have been encouraged to support each other by sharing ideas to foster wellness amongst their team. This is one small way to help address the feedback heard from employees during the Recovery Planning engagement and to further advance the W@W Action Plan. <p>Leadership Development</p> <ul style="list-style-type: none"> Recovery Engagement highlighted the desire for leadership development. The Leadership Development Series has therefore been reinstated, with the series focusing firstly on building capacity among our leaders to foster positive mental health for themselves and their team members. <p>Equity, Diversity, and Inclusion</p> <ul style="list-style-type: none"> This year marked Ottawa Public Health's 20th year of participation in the Capital Pride Parade. As OPH promotes active transportation and green, livable cities, OPH decided to "walk-the-talk" with its theme of "Let's Get Physical." OPH participants lead by example, using various modes of active transportation to make their way through the parade route. This was a fun opportunity to bring people together to celebrate and promote our values of diversity, inclusiveness, understanding, equality, and self-expression free from discrimination. Employing a "train the trainer" approach encouraged ownership of diversity results by leadership and helped to build capacity to facilitate difficult conversations. Supervisors/managers facilitated discussions with their teams on the implications of the diversity audit report and recommendations. Over 475 staff participated in these facilitated discussions. Two check-ins for Indigenous, Black and Racialized staff, attended by 38 employees, were facilitated as opportunities to come together. In addition, 208 OPH employees participated in three (3) Anti-Indigenous Racism training sessions delivered for OPH staff. 			

- OPH continues to promote Indigenous cultural safety training (ICST) opportunities for OPH employees. Active promotion and recruitment for ICST courses resulted in 44 employees expressing interest in this training. In addition, a policy proposing mandatory ICST for all new Senior Leadership Team and Board of Health members was approved at the Board of Health meeting in September.
- OPH promoted learning and reflective opportunities for its employees in recognition of National Day of Truth & Reconciliation. An event hosted by the City of Ottawa on September 26, was attended by 39 employees in-person and many more attended virtually.
- Facilitated two discussions on contemporary Indigenous issues with the Community Engagement Team (e.g. Papal visit; Residential Schools).

Leave and Overtime Hours

- Overtime hours have reduced since January 2022 and are now tracking at approximately the same rate as pre-COVID-19.
- Employee vacation leave hours have even exceeded prior years, indicating that employees are attempting to rest and catch up on delayed vacation time.

Challenges

- Total sick leave hours continue to increase and year to-date figures, as of August 2022, are higher than previous years (2018-2021).
- In July, OPH further reduced operational resources to align with the changing COVID-19 landscape. The decrease in temporary full-time staff has resulted in an increased reliance on casual staff.
- To re-align management resources, OPH reduced temporary manager and supervisor positions to align with the reduction in staffing mentioned above. Stress for those exiting their roles, or for those experiencing a change in reporting relationship, can present a challenge for affected employees.



Goal 5 - Continuously improve and evolve our core work to maximize impact - Status, Highlights and Challenges

Quarterly Status			
Q1 2022	Q2 2022	Q3 2022	Q4 2022
Highlights			
<p>The focus of Goal 5 is on the continuous improvement of four key domains, which touch many areas within public health:</p> <ul style="list-style-type: none"> • Electronic Public Health Records (EPHR) • Quality Improvement and Evaluation • Best Practice Spotlight Organization (BPSO) – Person and family-centered care • Recovery Planning <p>Below is an overview of Q3 activities for each of the four key domains.</p> <p>Electronic Public Health Records (EPHR)</p> <p>Work on building a departmental EPHR continued throughout Q3. Key activities included:</p> <ul style="list-style-type: none"> • Ongoing system configuration of a clinical practice solution for Sexual Health and Harm Reduction Services (SHHRS) • Detailed planning for SHHRS practice solution implementation, including defining impacts to operations and planned service reductions in Q4. • Conducted privacy and security assessments against the SHHRS practice solution. • Completed the outfitting of all exam rooms and operatories for SHHRS and Dental programs with the required hardware, internet, and electricity to support to the transition from paper to digital. • Completed the foundational development of a system to support Community Operations stakeholder engagement with ongoing work to incorporate program testing feedback and fix system bugs. • As part of the Infection Prevention and Control (IPAC) program's digital transformation, ongoing system configuration to support site visit inspections with stakeholders is ongoing • Heavily participated in the Ministry of Health (MOH) discovery phase for the provincial Case and Contact Management solution (CCM) expansion project by providing input into current state strengths and weaknesses for the management of all diseases of public health significance (DOPHS). • OPH participating in MOH CCM Expansion working groups to advocate for OPH needs, including standardized SDD. <p><i>Socio-Demographic Data</i></p>			

- Ongoing discussions with OPH teams to prepare for the development and roll out of the Electronic Public Health Records (EPHR) to ensure the inclusion of standard minimum SDD into the public health record systems and related change management.

Quality Improvement and Evaluation

- The evaluation of OPH's involvement with the development of the City of Ottawa's Official Plan was completed in Q3 and the results shared with senior leaders from both OPH and the City's Planning, Real Estate and Economic Development (PRED) department. The findings from the evaluation will help guide further engagement with PRED as well as future collaborations with other city departments and outside organizations.
- The Third-Party Review of OPH's COVID 19 response was presented to the Board of Health on September 19. Recommendations will be considered and appropriately acted upon. OPH has already begun implementing the recommendations as part of its continuous quality improvement processes. Recommendations will also be implemented through the various emergency response plans and progress on these recommendations will be reported through the annual emergency preparedness plan reporting in 2023.

Best Practice Spotlight Organization (BPSO)

- OPH continues to pursue its quality improvement endeavor as part of the Registered Nurses' Association of Ontario's (RNAO) Best Practice Spotlight Organizations (BPSO) initiative. Through its healthy growth and development (HGD) program, OPH continues its efforts to boost collaboration and joint projects with Ottawa East BPSO-Ottawa Health Team partners. As part of these efforts, HGD conducted an environmental scan of Postnatal Depression screening and management practices across the province to inform and enrich current policies and procedures. As of January 1, 2022, HGD implemented a universal assessment of all Healthy Babies Healthy Children clients using the Edinburgh Postnatal Depression Scale (EPDS) for early identification of clients with possible postpartum depression.
- OPH is currently finalizing the last details for its collaborative efforts with the Montfort hospital for managing OPH's clients with positive EPDS screening who do not currently have a family physician. To support these efforts, the Ottawa East BPSO-OHT partners successfully submitted a joint application for the RNAO's advanced clinical practice fellowship program, which will provide initial funding to cover physician, administrative and other related costs. The launch of the new Postpartum Mental Health Wellness clinic is anticipated for early Q4.

Recovery Planning – Hybrid Work Arrangements

- Alternative Work Agreements for employees interested in hybrid work were completed in September in accordance with the City's Hybrid Work Procedure. This information will be used to plan OPH's workspaces moving forward.

Challenges

Workload and Capacity

- Balancing manageable workloads while also supporting surges, recovery planning, quality improvement initiatives and restoring priority programming and services has presented challenges.

Electronic Public Health Records (EPHR)

- There have been ongoing impacts to human resources as OPH continues to decrease staffing as part of a COVID-19 de-escalation exercise and due to increased staffing demands related to Monkeypox.

- The shifting timelines for the provincial CCM expansion project present challenges in overall EPHR planning, and the assignment of resources. Additionally, the funding model for these resources are not yet clear.



Goal 6 - Collaborate and engage strategically with OHTs, partners, stakeholders, communities, and clients to help strengthen the health system – Status, Highlights and Challenges

Status			
Q1 2022	Q2 2022	Q3 2022	Q4 2022
Highlights			
<ul style="list-style-type: none">• OPH is working to identify gaps in reach and to conduct a hot debrief of the Monkeypox Incident Management Response. OPH met with MAX Ottawa to discuss their feedback on the Monkeypox Response.• Community of practice, OHT and partners celebrate and recommit joint efforts for continued support towards a new normal and to celebrate accomplishments of the COVID response with a community celebration event held at AMA Community Centre.• During the annual conference of the Association of Municipalities of Ontario, OPH met with the Minister of Health, Sylvia Jones, and the Associate Minister of Mental Health and Addictions, Michael Tibollo – along with colleagues from the Ottawa Paramedic Service. At this meeting, OPH discussed public health's role in alleviating pressures on the broader healthcare system through our work in health promotion and the prevention of illness and injury. OPH proposed ways that public health's relationship with the healthcare sector could be strengthened by identifying common goals and working together towards those goals.• The Neighbourhood hub team met with the City's Community Social Services Department (CSSD) to discuss possibilities for further collaboration.• OPH worked with Capital Pride organizers, as well as other community organizations, to vaccinate eligible residents with the Monkeypox vaccine both before and during Pride. OPH also hosted an Instagram live event with Dr. Rob Swanda, an mRNA biochemist and science communicator, who addressed common myths and misinformation about the Monkeypox vaccine.• OPH continues to support COVID-19 vaccine initiatives at the Akausivik Inuit Family Health Team clinic three (3) days a week. Collaborative vaccine activities with Wabano were restored in September to accommodate demand for the vaccination of children six (6) months to under five (5) years old.• The Ottawa Public Health Information Centre continues to respond to community inquiries from the public as well as health care providers and other stakeholders seeking to access to health information, OPH services, and resources for community supports. In Q3, over 21,000 inquiries were received.			
Ontario Health Teams (OHT):			
<ul style="list-style-type: none">• Ottawa Health Team: Discussions underway regarding the strategic priorities for the next 2-3 years. Addressing barriers to meet the needs of diverse communities continues to be a guiding principle.• Ottawa East Health Team: Recruitment underway for additional project management staff (i.e., community engagement specialist, project managers for integrated care and for digital health). BPSO			

quality improvement initiative continues within OPH's Healthy Growth & Development Team (focus on perinatal depression guidelines).

- Ottawa West Four Rivers Health Team: Work continues to advance a Mental Health, Addictions and Substance Use Health action plan. Initial areas of focus include navigation and urgent care. A Complex Chronic Disease Action Team launched in June with a focus on diabetes.
- Kids Come First: The Population and Public Health working group reconvened in September and is co-chaired by OPH. Discussions have been focused on increasing access to routine childhood vaccinations.

Challenges

Ontario Health Teams:

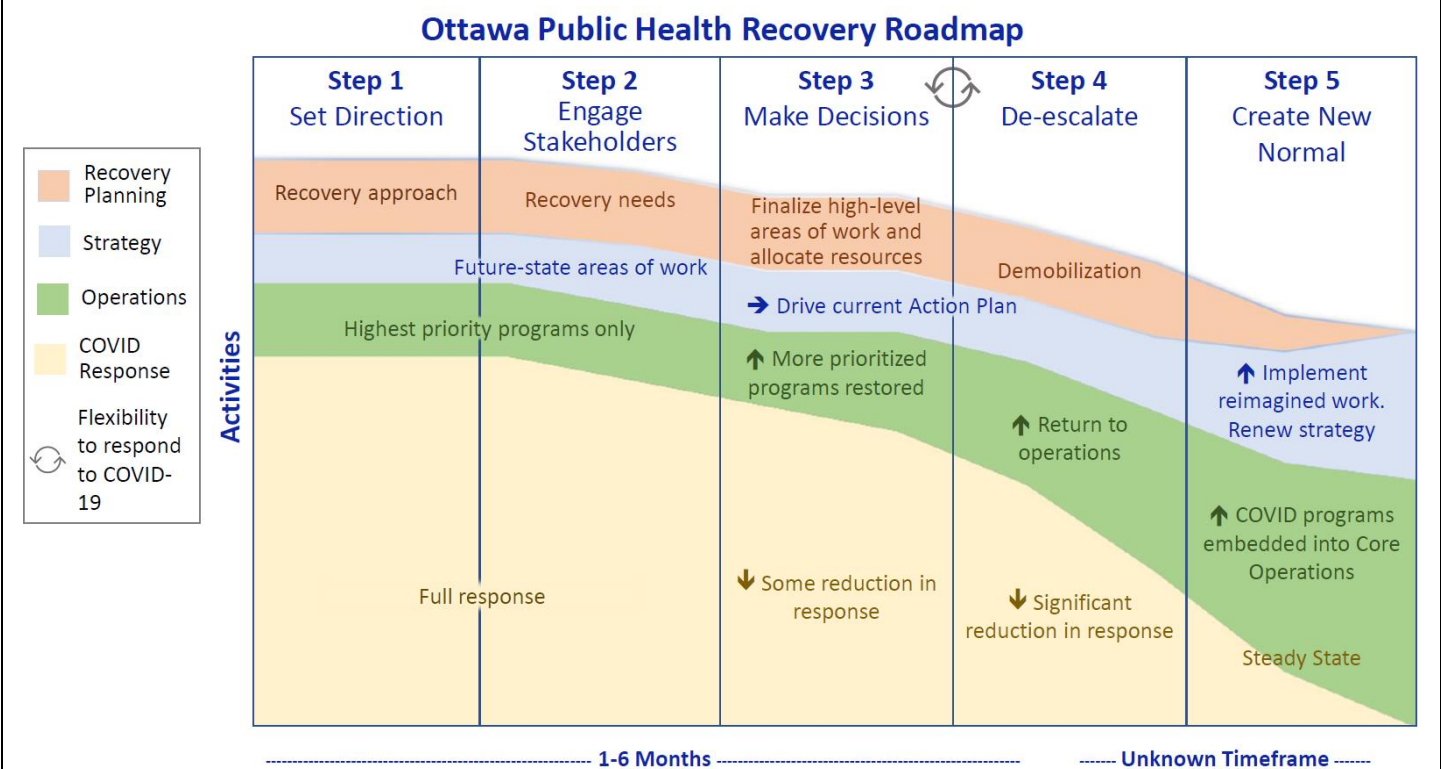
- Capacity to find OPH resources to be present at all OHT tables is an ongoing operational challenge.



Transformational Initiative - Reimagine and plan for our post-pandemic future – Highlights

Highlights

The Ottawa Public Health Recovery Roadmap depicts the multi-step approach OPH is taking to transition to a more stabilized future state. OPH is currently in both Steps 3 and 4 of the Recovery Roadmap as depicted below.



- The Recovery Team launched a Virtual Data Walk using the Engage Ottawa technology platform with a total of 246 staff providing thoughts, comments, and feedback. Among those who participated, almost one quarter identified influencing healthy public policy as a priority area to make transformational changes. Changing organizational culture and wellness was the second most frequently identified priority area, followed by leveraging technology and co-creating programs and services with equity deserving groups.
- The ideas and input collected in Phase 2 are being considered and actioned in a variety of ways by OPH. Some ideas are advancing as quality improvement initiatives within teams, others, which require greater scoping, have been developed into Reimagine proposals, and others, which may require larger shifts in how OPH works, will be considered within OPH's new Strategy Plan.
- A total of 17 re-imagine proposals were brought forward to OPH's Senior Leadership Team. These proposals are intended to present different options on how OPH could advance some of the ideas

and comments received through its engagement activities. An initial SLT decision-making retreat elicited excellent discussions, with further discussion planned in Q4 to approve and establish a sequenced approach for next steps.

- OPH launched a survey to evaluate the internal engagement activities completed in Phase 2. The results of this evaluation will help to inform how we engage with employees in the future, including as OPH proceeds in planning the next OPH Strategic Plan.
- The wealth of reimagine data collected as part of this Recovery work will serve as valuable input into the next OPH Strategic Plan. As outlined in Document 1 of the November 2022 report titled *Building a Healthier Ottawa: Ottawa Public Health Strategic Plan 2019 – 2022 – End of Term Report*, the planning process for the Board of Health's 2023-2026 Strategic Plan is already underway and will continue into the new year, with the goal of having a new strategic plan approved by the Board in 2023.