



Protecting Our Community's Health

**2019-2022 Strategic Plan – End of
Term Report**

November 2022



2019-2022 OPH Strategic Plan



Protecting Our Community's Health

2019-2022 Strategy

Vision: Ottawa's People:
Healthy, Safe and Well

Mission: We will work together with our
community to improve, promote and protect the
health and well-being of the people of Ottawa

Commitments



Reconciliation

We work in partnership with First Nations, Inuit, and Métis peoples and communities to advance Indigenous health equity.



Quality

We use the best available evidence to continuously improve and inform our work.



Engage

We work with residents, partners and communities to develop the conditions that support health and health equity.



Impact

We promote sustainability by directing resources for maximum benefit and value.

Core Functions: Assessment and Surveillance; Health Promotion and Policy Development; Health Protection; Disease Prevention; and Emergency Management

Protecting Our Community's Health

2019-2022 Strategy

Strategic Directions



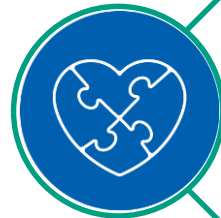
Promote mental health and reduce the health and social harms of substance use

Continued strategic focus is required to enhance mental health and address the harms of problematic substance use in Ottawa. There is commitment and momentum among community partners and the public to make a greater impact on mental health and substance use.



Drive prevention across the health system

As a respected partner in the health system, OPH has a key role in preventing and mitigating the burden of avoidable health issues. OPH has the capacity to be the catalyst and support community-wide initiatives, not only to keep people out of hospital but to keep them healthy, safe and well.



Influence the social and physical environments that support health and well-being

The built and social environment can shape our health for the better. OPH will work to ensure communities are planned, built and supported to positively impact the physical, mental and social health of all residents.



Maximize potential in people, processes and resources

OPH is committed to developing and supporting our employees, standardizing our processes, and evolving our tools to anticipate and adapt to emerging health issues and a changing public health sector.

Protecting Our Community's Health

2019-2022 Strategy

2019, 2020, 2021 Action Plan Goals and Transformational Initiatives



Goal 1

Drive Innovative and Coordinated Approaches to Mental Health (MH) and Substance Use Health (SUH) Across the Lifespan



Goal 2

Healthy Communities by Design – COVID Response and Restoring Core Services



Goal 3

Streamlining and increasing accessibility through digitizing



Goal 4

A Healthy and Agile OPH Workforce and Workplace



Goal 5

Continuously Improve and Evolve our Core Work to Maximize Impact



Transformational Initiative 1

Community and client engagement



Transformational Initiative 2

Ontario Health Teams



Transformational Initiative 3

Public Health Modernization

Protecting Our Community's Health

2019-2022 Strategy

2022 Action Plan Goals and Transformational Initiative



Goal 1

Drive Innovative and Coordinated Approaches to Mental Health (MH) and Substance Use Health (SUH) Across the Lifespan



Goal 2

Healthy Communities by Design – COVID Response and Restoring Core Services



Goal 3

Advance and Monitor Population Health Through a Health Equity Lens



Goal 4

A Healthy and Agile OPH Workforce and Workplace



Goal 5

Continuously Improve and Evolve our Core Work to Maximize Impact



Goal 6

Collaborate and Engage Strategically with Ontario Health Teams, Partners, Stakeholders, Communities and Clients to Help Strengthen the Health System



Transformational Initiative 1

Reimagine and plan for our post-pandemic future

How OPH moved this direction forward



Promote mental health and reduce the health and social harms of substance use

Continued strategic focus is required to enhance mental health and address the harms of problematic substance use in Ottawa. There is commitment and momentum among community partners and the public to make a greater impact on mental health and substance use.



Developed a series of “[Have THAT Talk](#)” videos on mental health geared to various populations and groups.



With funding from Health Canada and in partnership with key stakeholders, Ottawa Public Health continued to expand access to safer supply programming through The Safer Supply Ottawa Pilot program.



Ottawa Public Health hosted, in partnership with key stakeholders, a 2020 Virtual Summit to move the [Ottawa Community Action Plan](#) forward. Highlights from the Summit can be found [here](#)



Developed a [report](#) assessing the status of mental health, addiction, and substance use health in Ottawa during the COVID-19 pandemic.



OPH provided various partners, stakeholders, and the public with training and workshops on mental health and substance use health topics. In addition, OPH presented at numerous events and conferences.



Completed a research study to assess the views and experiences of Ottawa’s African, Caribbean and Black (ACB) population with respect to mental health as well as identify gaps and strategies for improving and advocating for mental health services. This led to the development of an action plan for implementation.



Through the Ontario Naloxone Program, OPH and its partners provided education on the administration of naloxone as well as the distribution of naloxone kits to help prevent opioid overdoses.



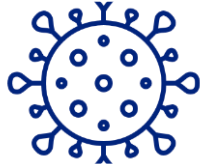
Developed OPH's Anti-Racism/Anti-Oppression Workplace policy aimed at creating a positive work environment for OPH employees while recognizing and working to prevent racially inequitable outcomes.

How OPH moved this direction forward



Drive prevention across the health system

As a respected partner in the health system, OPH has a key role in preventing and mitigating the burden of avoidable health issues. OPH has the capacity to be the catalyst and support community-wide initiatives, not only to keep people out of hospital but to keep them healthy, safe and well.



Since the start of the COVID-19 pandemic, Ottawa has had over 83,000 confirmed cases of COVID-19. The OPH COVID-19 Case and Contact Management team has been responsible for ensuring prompt follow-up and isolation of cases and their contacts, following Ministry of Health Guidance, to prevent the spread of COVID-19.



OPH provided Ottawa residents with epidemiology and surveillance data on COVID-19 cases, hospitalizations, and outbreaks. In addition, OPH also published data on vaccinations and vaccine coverage for Ottawa residents. To ensure transparency, OPH also posted all COVID-19 related data to Open Ottawa.



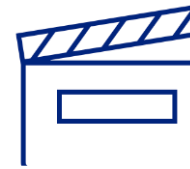
In order to protect Ottawa residents from severe outcomes of COVID-19, OPH and the City of Ottawa, in partnership with hospitals and other partners, launched a city-wide, multi-channel vaccination campaign. This allowed for the administration of first, second, and booster doses to eligible populations starting as early as December 2020. Since this time, over 2.6 million doses have been administered in Ottawa.



OPH's Infection Prevention and Control (IPAC) team investigates all outbreaks in Ottawa high-risk congregate settings to support facilities in implementing outbreak control measures, through site visits and education, to minimize the spread of infection. Since the start of the pandemic, OPH has responded to over 3,300 outbreaks.



From the outset of the COVID-19 pandemic, the OPH Communications team has kept Ottawa residents, health care partners, community organizations, and businesses informed through new webpages and content, Twitter feeds, and media requests. OPH utilized communication campaigns, such as *Steady as she goes, Ottawa* to drive its prevention messaging.



With health care system partners, OPH participated in numerous media availabilities on the COVID-19 pandemic response, local situation, as well as testing and vaccination eligibility. These media availabilities ensured a common voice to drive prevention and reduce the spread of COVID-19.



OPH has been an active partner on Ontario Health Teams (OHT) since its inception in 2019 and participates on all four Ottawa-area OHTs. OHTs are one opportunity for local health units to collaborate with the health system to improve the health of the population. The work with OHTs has resulted in better linkages to care for some residents with COVID-19.



To understand the impacts of COVID-19 on Ottawa residents and help inform COVID-19 response efforts, OPH, in collaboration with the City of Ottawa launched a [phased online public engagement strategy](#) with over 4,600 Ottawa residents contributing to this engagement strategy.

How OPH moved this direction forward



Influence the social and physical environments that support health and well-being

The built and social environment can shape our health for the better. OPH will work to ensure communities are planned, built and supported to positively impact the physical, mental and social health of all residents.



Through OPH's co-location with the City Planning, Real Estate and Economic Development department, OPH was fully embedded in the development of the new City of Ottawa Official Plan as well as other planning related work such as the City of Ottawa's climate resiliency vulnerability assessment to ensure the integration of a health lens.



Collaborated in the development of the [15-minute neighbourhood study](#) which maps the availability of services and amenities as well as the pedestrian environment of Ottawa neighbourhoods.



Advanced knowledge of healthy communities through conference presentations, guest lectures, and publications on built environment and climate change, including an [article](#) published by the Canadian Health Association for Sustainability & Equity.



Currently in the final step of adding urban heat island data on the mapping application GeoOttawa. This will support improved targeted policy, planning, and program interventions to mitigate negative health impacts of urban heat islands.



OPH developed a COVID-19 Strategy to enhance protection for disproportionately impacted communities from COVID-19. This strategy resulted in new and strengthened existing partnerships which will continue to advance and enhance health equity beyond COVID-19 and across all OPH initiatives moving forward.



OPH launched hubs in high-priority neighbourhoods to ensure people most at risk for COVID-19 have access to important health information and vaccination. To continue to meet the needs of communities, beyond COVID-19, OPH expanded the hubs, now called Neighbourhood Health and Wellness Hubs, to include other OPH programs (e.g. Parenting in Ottawa, dental screenings) as well as employment and social services.



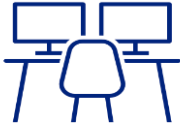
OPH continued to work towards a culture of sociodemographic data (SDD) collection and use, which includes influencing the standardized collection and use of SDD at local, regional, and provincial levels. For example, OPH led a working group of public health units to generate a recommendation for standardized SDD to the Ministry of Health.

How OPH moved this direction forward



Maximize potential in people, processes and resources

OPH is committed to developing and supporting our employees, standardizing our processes, and evolving our tools to anticipate and adapt to emerging health issues and a changing public health sector.



Enabled the majority of OPH's workforce to work remotely with the introduction of new digital solutions, deployment of equipment, and delivery of employee training.



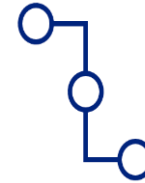
Refocused the Electronic Public Health Record system to allow for the digital management of COVID-19 cases and contacts in a safe, secure and efficient manner. This was accomplished through the launch of the COVID-19 Ottawa Database (COD), prior to a provincial solution, and then through the implementation of the provincial Case and Contact Management (CCM) system.



In partnership with a 3rd party vendor, OPH launched the automation of daily calls, emails and texts to high-risk contacts as well as automating daily monitoring of cases and contacts where less support was needed. In 2020 alone, this translated to a savings of at least 5,000 hours of manual phone calls by case management staff.



OPH employed Strat-ology to complete a diversity, equity and inclusion (DEI) audit of OPH. A multi-phased action plan is underway to address key recommendations such as the hiring of a racialized senior leadership team member to lead DEI planning and implementation, undergoing a formal review of HR processes, and developing a DEI advisory council.



As the COVID-19 pandemic evolved, OPH's approach, processes, and resources also advanced. Examples of improvement work include documentation audits and reviews, development of digital solutions, additional staff training, and implementation of alternate practices to address high case counts.



To ensure employee engagement and wellness throughout the COVID-19 pandemic, OPH launched self-care challenges, provided weekly staff communications, hosted OPH Town Halls, and held virtual employee recognition events.



In 2022, OPH developed a Recovery Roadmap which includes the re-imagining of public health, through consultations with employee and key partners and stakeholders. This re-imagine process is an opportunity to change the way OPH works to better serve the community, to remain nimble, and to prioritize the wellness needs of residents. Shifting the way OPH works will present new career and learning opportunities for employees.

Select examples of how we plan to continue moving directions forward



Strategic Direction #1: Promote mental health and reduce the health and social harms of substance use

- **Action Plans:** OPH will continue to advance its work through two distinct, yet interconnected strategies: OPH's Mental Health Strategy (MHS) and the Ottawa Community Action Plan (OCAP) – Substance Use Health and Wellness Strategy with a focus on Opioids.
- **Community Dashboard:** The development of the substance use health, addictions, and mental health community dashboard will continue through further key stakeholder consultations. Advancement continues to progress to solidify data sharing for the dashboard with harm reduction and system navigation partners.



Strategic Direction #2: Drive prevention across the health system

- **Chronic Disease and Injury Prevention (CDIP):** The CDIP program is exploring how to leverage a combination of approaches while applying a health equity lens to support those with greater needs in preventing chronic disease and injuries. This may change the way CDIP is addressed at OPH.
- **Health System Partners:** OPH aims to establish a common agenda with health system partners and to collaborate to advance a strategic workplan focused on maximizing the opportunity to improve the population's health through concerted work with Ontario Health, health system leaders and OHTs.



Strategic Direction #3: Influence the social and physical environments that support health and well-being

- **Climate change:** OPH is considering approaches to ensure that the upstream and downstream work necessary to address the health implications of the changing climate are embedded in OPH programs, services, and workplace practices.
- **Housing:** OPH has supported various initiatives relating to housing and health over the years. Working toward more coordinated efforts with dedicated resources is needed to sustain this work.

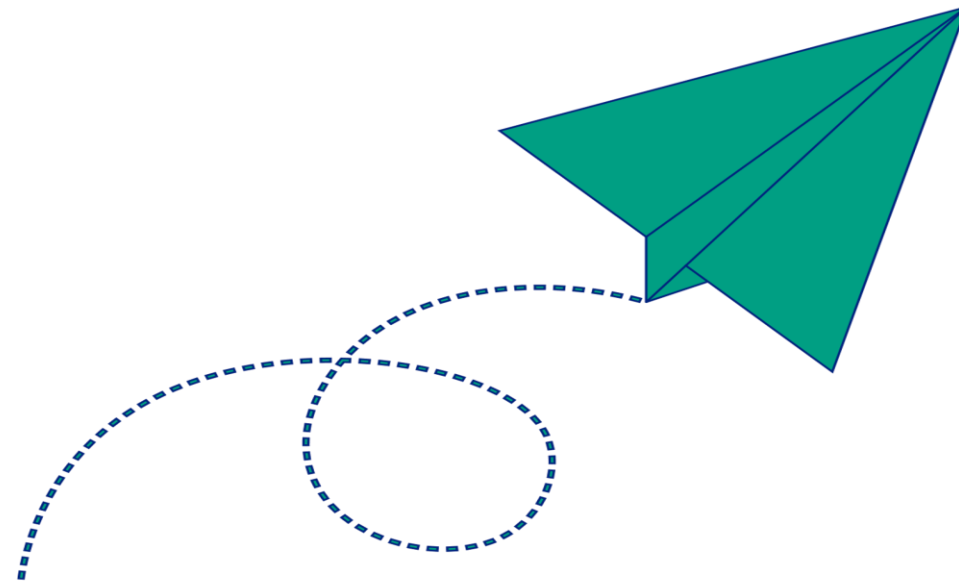


Strategic Direction #4: Maximize potential in people, processes and resources

- **Community Engagement:** OPH will seek to enhance our presence and strengthen relationships within high priority neighborhoods and amongst racialized populations to strengthen trust and understanding to most effectively share supports and resources, while communicating needs, barriers, and community input back to OPH.
- **Healthy Public Policy:** OPH is reviewing its capacity and approach to influencing policy. This is expected to contribute to OPH having a greater impact on the health and well-being of our community.

Next Steps – Looking towards OPH's 2023-2027 Strategic Plan

**Planning for
the 2023-
2027
strategy is
underway**



Strategic Planning Process (High Level)

Q3-Q4 2022

Situational Analysis

- Complete environmental scan to examine internal and external context
- Review OPH Recovery-related engagement data and key documents
- Complete SWOC and PESTLE
- Complete stakeholder mapping and develop engagement plan

Q4 2022 +

Engage

- Validate and co-develop strategic components with:
 - OPH employees and leadership
 - Community partners, clients and other stakeholders

Q4 2022 (drafted) – Q1 2023 (BOH)

Core Purpose

- Develop core purpose: Vision, mission, commitments
- Draft value proposition

Q4 2022 (drafted) – Q1 2023 (BOH)

Strategic Priorities

- Define strategic priorities and goals

Q1 - Q2 2023

2023-24 Action Plan

- Select strategies and specify intended outcomes
- Establish Goal Teams and develop monitoring plan
- Cascade strategies into operations and budget

Q2 2023 +

Launch

- Seek approval from the BOH
- Launch strategic plan and communicate to stakeholders
- Implement Action Plan. Monitor and report on progress

In collaboration with OPH staff, leaders, Board of Health and key stakeholders; guided by community