

# Equity, Prevention, Impact: Ottawa Public Health's Strategic Action Plan 2023-2027

December 4, 2023



## Land Acknowledgement

Odàwàng kì ombàkonigàde ega wikàd kà mìgiwàniwang Màmìwininì Aishinàbewakì.

Pimàdizìg Màmìwininì Anishinàbeg kàgìgekamìg kì abìg ondaje akìng. Odanishinàbewiziwiniwà obimàdjiwowiniwà ogì nanegàdjichìgàdànàwà nanàj ako nongom iyo abinàs.

Kichi Odenaw Odàwàngm okikàdjiyàwàn pimàdizìn Màmìwininì Anishinàben kaye okikàdjitònàwà iyo akì.

Ottawa is built on unceded Algonquin Anishinabe territory.

The peoples of the Algonquin Anishinabe Nation have lived on this territory for millennia. Their culture and presence have nurtured and continue to nurture this place.

The City of Ottawa honours the peoples and the land of the Algonquin Anishinabe Nation.



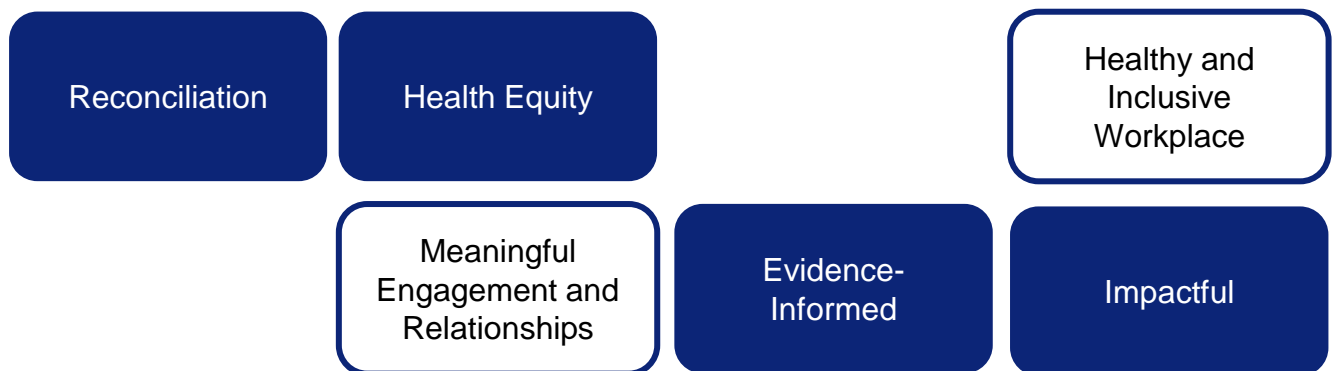
## Executing the Strategic Plan

This document serves to enhance [Ottawa Public Health's \(OPH\) 2023-2027 Strategic Plan](#) by presenting the Board of Health with the Strategic Action Plan. The Action Plan details the objectives, outcomes, and performance measures for each Strategic Goal outlined in the Strategic Plan.



## Our Commitments

OPH aims to embed our commitments into everything we do, influencing all aspects of program and service delivery. To this end, the commitments serve as the cornerstone of our Action Plan playing an essential role in achieving our strategic goals. Their progress will be closely monitored over the next four years.



**Reconciliation:** We are guided by the principles of respect, relationship, reciprocity and reflection as we work in partnership with Urban Indigenous Peoples – including First Nations, Inuit, Métis peoples and communities – to promote social justice and advance Indigenous rights and wellbeing.

**Health equity:** We identify and address systemic barriers to increase health equity in urban, suburban and rural communities in Ottawa.

**Healthy and inclusive workplace:** We foster an equitable, diverse, and inclusive workforce in service to the community and promote a psychologically healthy and safe workplace culture.

**Meaningful engagement and relationships:** We build genuine and lasting relationships with partners and residents to collaboratively foster a healthy community.

**Evidence-informed:** We apply best available evidence, including community voice and local data, to identify issues impacting the community and continuously improve and innovate our work.

**Impactful:** We aim to strengthen our organizational performance and optimize our resources to better serve the community, while tracking our progress through measurable outcomes.

## Strategic Goals



**Equity-Driven:** In working to improve population health outcomes and opportunities, we collaborate to eliminate health inequities, systemic racism, discrimination and oppression.



**Create Conditions to Live Well and Thrive:** Influence changes in the built, natural and social environments that promote health and wellbeing, and address the impacts of climate change. Essential to this is the interconnection between health and nature.



**Promote Wellbeing and Reduce Harms:** Advance innovative and comprehensive approaches to promote mental health and substance use health while reducing stigma; and decreasing harms associated with substance use and addiction across the lifespan.



**Focus on Prevention:** Gather, analyze and share evidence on local health needs and inequities with the healthcare system to strengthen clinical prevention. We will engage with healthcare system partners to help inform decision-making.



**Enrich our Workplaces:** Foster a diverse, inclusive, equitable and healthy workforce grounded in a culture of learning and growth. We will support and develop employees and optimize and innovate our processes to better serve the community.



**Equity-Driven:** In working to improve population health outcomes and opportunities, we collaborate to eliminate health inequities, systemic racism, discrimination and oppression.

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## Objective

Advance the collection, analysis, and use of sociodemographic data within OPH, as guided by data governance principles<sup>1</sup> and community engagement.

### The results we want to achieve:

- Agreement between OPH and community partners on processes to honour data governance principles.
- All applicable OPH teams move forward with the collection, analysis, and use of sociodemographic data.

### Performance Measures:

1a. Qualitative description of engagement with community partners on data governance principles and processes.

1b. Percent of applicable OPH teams maintaining or advancing with sociodemographic data implementation (planning and onboarding, commencing collection, community engagement, analysis, disclosure, use, maintaining collection / data quality improvement).

<sup>1</sup> OPH recognizes that, historically, certain population groups have had difficult experiences with data collection, and in turn, data governance initiatives have been established to ensure the safe and respectful collection, use, and disclosure of data. OPH will adhere to Ownership, Control, Access and Possession (OCAP) and Engagement, Governance, Access and Protection (EGAP) data governance principles and frameworks. Honoring these principles requires meaningful ongoing engagement with communities to embed lived experience/perspectives and to minimize potential for discrimination when it comes to sharing data.



**Equity-Driven:** In working to improve population health outcomes and opportunities, we collaborate to eliminate health inequities, systemic racism, discrimination and oppression.

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## Objective

Strengthen organizational capacity to address health equity with a focus on improving outcomes for people who are made vulnerable by systems of oppression.

### The results we want to achieve:

- Strengths and areas for improvement are identified and further advance health equity initiatives in all OPH programs.
- Organizational capacity exists to integrate health equity initiatives in all programs and services.

### Performance Measures:

- 2a. Completion of a departmental situational analysis on health equity work.
- 2b. Percent of teams using health equity strategies or approaches in their work.







**Equity-Driven:** In working to improve population health outcomes and opportunities, we collaborate to eliminate health inequities, systemic racism, discrimination and oppression.

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## Objective

Increase representation of the diversity of Ottawa in the list of OPH's external partners and promote engagement activities that are inclusive and reflect community voices.

### The result we want to achieve:

- A partner engagement plan that guides teams towards more diverse partner relationships that are reflective of the many perspectives and voices in our community, in support of health equity.

### Performance Measures:

3a. Completion of the development of an OPH External Engagement Plan.

3b. Percent of teams engaged in the development of the OPH External Engagement Plan.







**Create Conditions to Live Well and Thrive:** Influence changes in the built, natural and social environments that promote health and wellbeing, and address the impacts of climate change. Essential to this is the interconnection between health and nature.

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## Objective

Enhance municipal partnerships to support mutual goals through the integration of a health, equity, and wellbeing lens into municipal policies and programs impacting built and social environments.

### The results we want to achieve:

- Implications for health, equity, and wellbeing are considered in City<sup>2</sup> planning decisions through the implementation of the new [Official Plan](#).
- OPH informs the municipal food security strategy through the [Community Safety and Well-Being Plan](#) poverty reduction pillar.
- Data sharing between health and housing partners increases and care pathways from housing services to community-based health services are streamlined.
- OPH capacity for visualizing data is improved and informs decision-making by OPH and partners.

### Performance Measures:

4a. Qualitative description of engagement with City partners to inform, from a health perspective, the implementation of City strategies such as:

- The Official Plan;
- The [10-year Housing and Homelessness Plan 2020-2030](#); and,
- The poverty reduction pillar and municipal food security strategy of the Community Safety and Well-Being Plan.

4b. Completion of a geo-spatial data visualization and communications framework.<sup>3</sup>

<sup>2</sup> City refers to the City of Ottawa.

<sup>3</sup> The Framework will provide information about the types of datasets that could be used, how they can be visualized, and for what purposes.



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## Objective

Strengthen relationships by adopting a whole of community emergency management approach to support those most affected by local emergencies and events.

### The results we want to achieve:

- Community engagement and community action are strengthened in collaboration with other OPH teams and partners through promoting relationships and networks for community support and data for decision-making.
- OPH workforce's knowledge, capacity, and resiliency to manage emergencies with public health impacts is increased.

### Performance Measures:

5a. Percent of community engagement indicators met as per the Public Health Ontario (PHO) [Public Health Emergency Preparedness Framework and Indicators](#).

5b. Percent of adopted recommendations from the [How Ottawa Public Health \(OPH\) Responded to the COVID-19 Pandemic: A Review](#) report that have been addressed.





**Create Conditions to Live Well and Thrive:** Influence changes in the built, natural and social environments that promote health and wellbeing, and address the impacts of climate change. Essential to this is the interconnection between health and nature.

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## Objective

Enhance understanding of climate change health impacts and influence the integration of a health and equity lens into climate change mitigation and adaptation policies and programs to support community resiliency.

### The results we want to achieve:

- Climate Change and Health Vulnerability Assessments are completed with the participation of City partners and adopted recommendations are implemented.
- OPH, City partners, and the community are aware of and acting on information about the impacts of climate change on health.
- A health and equity lens is integrated into City climate change mitigation and adaptation programs, projects, and policies.

### Performance Measures:

6a. Number of Climate Change and Health Vulnerability Assessments completed and recommendations adopted.

6b. Qualitative description of interventions/engagements related to health impacts of climate change.

6c. Qualitative description of engagement with City partners on the implementation of the [Climate Change Master Plan](#) and related municipal programs and projects.





**Promote Wellbeing and Reduce Harms:** Advance innovative and comprehensive approaches to promote mental health and substance use health while reducing stigma; and decreasing harms associated with substance use and addiction across the lifespan.

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## Objective

Reduce stigma. Reduce stigmatizing behaviours, attitudes, and discrimination.

### The results we want to achieve:

- Increased knowledge and understanding among health and social service providers, including primary care providers, as well as community members, on the impacts of stigma, the importance of person-first language, and how to use non-stigmatizing language related to mental health, addictions, and substance use health.
- Reduced intentional and unintentional practices that disadvantage people with lived and living experience of challenges to mental health, addictions, and substance use health, including for equity-denied groups, as providers are supported to reflect on their own beliefs.

### Performance Measures:

7a. Qualitative description of collaborative efforts between partners and OPH to reduce stigma.

7b. Percent of participants in stigma training who report they have the necessary skills to apply person-first language.

7c. Percent of participants in stigma training who intend to use the information they learned.







**Promote Wellbeing and Reduce Harms:** Advance innovative and comprehensive approaches to promote mental health and substance use health while reducing stigma; and decreasing harms associated with substance use and addiction across the lifespan.

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## Objective

Support collective efforts to prevent and address overdoses and suicides. Advance action plans with mental health, addictions and substance use health service providers, early childhood sector, business sector, housing service providers, community networks, neighbours, and all levels of government.

### The results we want to achieve:

- Expanded comprehensive and collaborative efforts and action plans address the local overdose crisis and suicide prevention and response initiatives.
- Community providers working with equity-denied groups have enhanced skills to be able to prevent and respond to overdoses and suicides.
- Availability of early warning systems is increased and surveillance of overdoses is improved.
- Community members, businesses, and neighbours have increased knowledge of agency roles and collaborative actions, and they have somewhere to turn for coordinated help.

### Performance Measures:

8a. Qualitative description of the evolution of Ottawa's Overdose Response Strategy, developed and initiated with community partners, including businesses and neighbours.

8b. Percent of participants trained in safeTALK<sup>4</sup> who feel prepared to talk openly and directly to someone about that person's thoughts of suicide.

<sup>4</sup> safeTALK is a 3.5 hour training program on suicide alertness. This training teaches people to recognize someone with thoughts of suicide and connect them with suicide intervention resources in Ottawa.



**Promote Wellbeing and Reduce Harms:** Advance innovative and comprehensive approaches to promote mental health and substance use health while reducing stigma; and decreasing harms associated with substance use and addiction across the lifespan.

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## Objective

Foster prevention strategies to maximize impact. Prevent new or worsening mental health, addictions and substance use health concerns through prevention and equity-driven interventions across sectors and communities.

### The results we want to achieve:

- New pathways are created that improve prenatal and birth outcomes while strengthening parent-child relationships and contributing to healthy child development.
- Opportunities are identified to influence healthy public policies to advance perinatal and children's mental health.
- Access to community surveillance data is increased for service providers and used in health system planning.
- Youth engagement is enhanced, including youth peer-to-peer connections across diverse communities to increase youth's healthy coping skills and knowledge of where to turn for mental health, addictions, and substance use health support.

### Performance Measures:

9a. Qualitative description of the use and impacts of timely data available through the [Mental Health, Addictions and Substance Use Health dashboard](#) and [Overdose Reporting tool](#).

9b. Qualitative description of engagement activities with health and social service sectors (local and provincial), including children, youth and families and equity-denied groups.

9c. Percent of participants trained in prevention skills who intend to use what they learned.

9d. Percent of youth who want mental health supports and don't know where to turn.



**Focus on Prevention:** Gather, analyze and share evidence on local health needs and inequities with the healthcare system to strengthen clinical prevention. We will engage with healthcare system partners to help inform decision-making.

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## Objective

Influence system-wide improvements in public health by working collaboratively through provincial initiatives to define the work and common indicators for chronic disease prevention.

### The results we want to achieve:

- Improved resources to plan, monitor, and evaluate OPH's chronic disease prevention programs and prioritize essential chronic disease prevention work.
- Contribute to improved role clarity for chronic disease prevention within the public health sector and between healthcare and public health.

### Performance Measures:

10a. Percent of *Development of a Core Set of Chronic Disease Prevention Indicators* project<sup>5</sup> completed by March 2024.

10b. Percent of Ontario Public Health Leadership Table *Chronic Disease Prevention Working Group* project<sup>6</sup> completed by December 2024.

<sup>5</sup> Co-led by Thunder Bay District Health Unit, Ottawa Public Health, and the University of Toronto with funding from Public Health Ontario. The project includes an advisory group of additional Ontario Public Health Units.

<sup>6</sup> Co-led by the Ministry of Health, Public Health Ontario and local Public Health Units, including Ottawa Public Health.



**Focus on Prevention:** Gather, analyze and share evidence on local health needs and inequities with the healthcare system to strengthen clinical prevention. We will engage with healthcare system partners to help inform decision-making.

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## Objective

Explore opportunities to support healthcare system partners to access evidence to inform equitable healthcare planning and patient care.

### The results we want to achieve:

- Healthcare system partners are aware of learnings from OPH and the broader public health sector's experiences collecting and using sociodemographic data to inform their work.
- Preferred option(s) to support healthcare system partners to access evidence to inform equitable healthcare planning and patient care are identified.

### Performance Measures:

11a. Qualitative description of engagement activities with healthcare system partners (local and provincial).

11b. Completion of an option analysis.







**Enrich our Workplaces:** Foster a diverse, inclusive, equitable and healthy workforce grounded in a culture of learning and growth. We will support and develop employees and optimize and innovate our processes to better serve the community.

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## Objective

Foster and grow a diverse, inclusive, and equitable workforce.

### The results we want to achieve:

- Increased representation of equity-denied groups at all levels of OPH.
- Employees' feelings of safety, connection, and ability to be their authentic selves in the workplace is increased.
- Barriers for equity-denied employees to pursue learning, development, and career progression are removed.

### Performance Measures:

12a. Percent of employees from equity-denied groups, including within the leadership team.

12b. Number of reports and percent of microaggressions responded to as per the OPH Microaggression Procedure.

12c. Number and percent of Supervisors and Managers who have completed the LEAD IT<sup>7</sup> training.

<sup>7</sup> LEAD IT is the City of Ottawa's diversity and inclusion strategic hiring program which incorporates a comprehensive approach to ensuring an equitable staffing process.



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## Objective

Continuously improve employee psychological safety and wellbeing.

### The results we want to achieve:

- Continuous annual improvements in factors of psychological health and safety in the workplace.<sup>8,9</sup>
- Employees' feelings of being supported by the person whom they report to and by their peers is increased.
- Employees inform the development of Action Plans aimed at improving psychological safety and wellbeing.

### Performance Measures:

13a. Percent rating change from previous psychological health and safety factors in the workplace results.

13b. Percent of employees who report that OPH leaders support them to do their job successfully.

13c. Percent of target group employees who participate in Insight Sessions to develop Action Plans.

<sup>8</sup> Guarding Minds @ Work is a survey to assess, protect and promote psychological health and safety in their workplaces.

<sup>9</sup> The 13 factors of psychological health and safety in the workplace are evidence-based factors that can impact the mental health of employees in the workplace and can promote psychologically safe places to work.



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## Objective

Advance equitable learning and development for all employees to support individual and collective organizational goals.

### The results we want to achieve:

- All full-time employees have an annual Professional Development Plan.
- Align employee Learning and Development Plan with targeted training investments.
- OPH People Plan meets the needs of employees and the future workforce, focusing on talent management and succession planning.

### Performance Measures:

14a. Percent of full-time employees with an annual Professional Development Plan.

14b. Completion of a Learning and Development Plan, aligned with focused budget investments.

14c. Completion of a multi-phased People Plan.

14d. Number of participants in the Leadership Excellence Program.<sup>10</sup>

<sup>10</sup> The Leadership Excellence Program is the City of Ottawa's leadership program aimed to strengthen leadership competencies in emerging leaders.

## Measuring our Impact

The Board of Health can expect to receive progress reports on the Strategic Plan twice a year. These reports will be based on the performance measures set out for each of the five strategic goals, offering a comprehensive snapshot of the overall status of our progress, and will highlight key accomplishments and challenges.

Over the course of the strategic cycle, OPH will continuously review and adjust the Strategic Plan and Action Plan in response to evolving community needs and changes in our surrounding environments. Adjustments to the Action Plan will also be brought forward as outcomes are achieved and as exploratory components become more clearly defined.

