

**Report to
Rapport au:**

**Ottawa Board of Health
Conseil de santé d'Ottawa
17 June 2024 / 17 juin 2024**

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Soumis le 4 juin 2024**

**Submitted by
Soumis par:**

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Ward: CITY WIDE / À L'ÉCHELLE DE LA VILLE File Number: ACS2024-OPH-KPQ-0001

**SUBJECT: Ottawa Public Health's Strategic Plan for 2023-2027 – Update from
Quarter Four of 2023 and Quarter One of 2024**

**OBJET: Plan stratégique de Santé publique Ottawa pour 2023-2027 – Mise à
jour du quatrième trimestre de 2023 et du premier trimestre de 2024**

REPORT RECOMMENDATIONS

**THAT the Board of Health for the City of Ottawa Health Unit receive this report for
information.**

RECOMMANDATIONS DU RAPPORT

**QUE le Conseil de santé de la circonscription sanitaire de la ville d'Ottawa prenne
connaissance de ce rapport à titre d'information.**

BACKGROUND

The [Equity, Prevention, Impact: Ottawa Public Health's \(OPH\) 2023-2027 Strategic Plan](#) was adopted by the Board of Health in June of 2023. The subsequent [Strategic Action Plan](#), which outlines the detailed objectives, outcomes, and performance measures of each strategic goal, was adopted by the Board of Health in December of 2023. The Board of Health receives progress reports on the Strategic Plan twice a year. Document 1 provides an overview of progress for each of the five goals between quarter four of 2023 and quarter one of 2024.

DISCUSSION

Ottawa Public Health (OPH) has developed processes to support strategy implementation, monitoring, and reporting. This includes convening the Strategic Steering Committee (SSC) and Goal Teams and the creation of a dashboard to support data visualization and enhanced accountability and transparency.

The SSC oversees the strategic plan, which, among other responsibilities, includes monitoring progress, risks, priorities, and opportunities and applying a strategic lens to budget allocation. The SSC includes the Senior Leadership Team and Associate Medical Officers of Health. Since September 2023, the SSC has received quarterly updates on the strategic plan from Goal Teams and engaged in dynamic, strategic discussions on the key successes, dependencies, challenges, risks, and mitigation. A recent assessment indicates that the SSC is confident in OPH's progress to-date and expects the strategy to succeed. SSC members report that convening senior leaders and public health physicians on a regular basis has created valuable discussion on strategic opportunities and it informs approaches to successfully navigate challenges and risks to the strategy.

Goal Teams play a crucial role in advancing the strategy. Comprised of diverse, multi-disciplinary members from the Senior Leadership Team, Associate Medical Officers of Health, leaders, content experts, and frontline employees, Goal Teams meet monthly to mobilize the strategy. They plan, implement, and evaluate the Action Plan, drawing on their diverse perspectives and experiences. Through continuous engagement with diverse communities and partners in Ottawa, Goal Team members provide valuable insights into community context, needs, and opportunities.




Lastly, OPH is leveraging business intelligence through the OPH Performance Dashboard. The dashboard was developed to track measurable progress on the



strategic plan using the performance measures of each strategic goal, allowing for timely access to information and visualized areas of concern and success.

These process for implementation, monitoring, and reporting have informed the status for each strategic goal. The statuses demonstrate OPH's progress and does not demonstrate the status of the issue (internally or externally). The statuses are defined as:

- Green: On track and progressing as planned.
- Yellow: Minor challenges but is still manageable and there are plans in place to address the challenges.
- Red: Major challenges or risks that threaten success.

As of the end of quarter one of 2024, OPH met its target for goals two and five and was slightly under target for goals one, three, and four.

| Strategic Goal | Status |
|--|---|
| Strategic Goal 1: Equity-Driven: In working to improve population health outcomes and opportunities, we collaborate to eliminate health inequities, systemic racism, discrimination, and oppression. |  |
| Strategic Goal 2: 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. |  |
| Strategic Goal 3: 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. |  |

| | |
|--|---|
| <p>Strategic Goal 4: 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.</p> |  |
| <p>Strategic Goal 5: 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.</p> |  |

OPH is continuously reviewing and adjusting the Action Plan as objectives are achieved and in response to evolving community needs and changes in our surrounding environments. The next report on the 2023-2027 Strategic Plan will be submitted to the Board of Health in December 2024.

RURAL IMPLICATIONS

There are no rural implications associated with this report.

CONSULTATION

The OPH 2023-2027 Strategic Plan was informed by employees, community partners, clients, City of Ottawa partners, and the current and previous Board of Health. OPH applies community voice to identify issues impacting the community and is continuously improving and innovating our work based on this.

LEGAL IMPLICATIONS

There are no legal impediments to approving the recommendation in this report.

RISK MANAGEMENT IMPLICATIONS

External factors, such as emergency events requiring the re-deployment of resources, may hinder the implementation of the OPH Strategic Plan 2023-2027. OPH applies comprehensive strategies to mitigate known risks that could impact executing the strategy.

FINANCIAL IMPLICATIONS

There are no financial implications associated with this report.

ACCESSIBILITY IMPACTS

Accessibility was considered in the writing of this report.

ENVIRONMENTAL IMPLICATIONS

The Strategic Plan aims to create conditions to live well and thrive by influencing changes in the built, natural, and social environments that promote health and wellbeing, and address the impacts of climate change. OPH recognizes that essential to this is the interconnection between health and nature. Refer to Document 1 for a summary of highlights and challenges related to Goal 2.

ALIGNMENT WITH OTTAWA PUBLIC HEALTH STRATEGIC PRIORITIES

This report provides an update on progress to advance the Strategic Plan.

SUPPORTING DOCUMENTATION

Document 1: Equity, Prevention, Impact: Ottawa Public Health's 2023-2027 Strategic Plan – 2023 Quarter Four and 2024 Quarter One Update

DISPOSITION

This report is presented to the Board of Health for information.