

**Report to
Rapport au:**

**Ottawa Board of Health
Conseil de santé d'Ottawa
2 December 2024 / 2 décembre 2024**

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**Submitted by
Soumis par:**

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Ward: CITY WIDE / À L'ÉCHELLE DE LA VILLE File Number: ACS2024-OPH-KPQ-0003

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

**OBJET: Plan stratégique de Santé publique Ottawa pour 2023-2027 – Mise à
jour des deuxième et troisième trimestres de 2024**

REPORT RECOMMENDATIONS

That the Board of Health for the City of Ottawa Health Unit:

- 1. Approve Ottawa Public Health's Strategic Action Plan, as outlined in Document 1;**

2. **Receive for information Ottawa Public Health's Strategic Plan for 2023-2027 Update from Quarter Two and Quarter Three of 2024, as outlined in Document 2.**

RECOMMANDATIONS DU RAPPORT

Que le Conseil de santé du Bureau de santé de la Ville d'Ottawa :

1. **Approuver le Plan d'action stratégique de Santé publique Ottawa, tel que décrit dans le document 1;**
2. **Recevez pour information la mise à jour du Plan stratégique de Santé publique Ottawa pour 2023-2027 du deuxième et du troisième trimestre de 2024, tel que décrit dans le document 2.**

BACKGROUND

[Ottawa Public Health's \(OPH\) 2023-2027 strategic plan](#) was approved by the Board of Health in June of 2023. The subsequent [action plan](#), which outlines the detailed objectives, outcomes, and performance measures of each strategic goal, was approved by the Board of Health in December of 2023. The Board of Health receives progress reports on the strategic plan twice a year. This report includes revisions to the action plan based on a comprehensive annual review and provides an overview of progress for each of the five goals during quarters two and three of 2024.

DISCUSSION

Action Plan Review Process

OPH continuously reviews and adjusts the strategic plan and action plan to respond effectively to evolving community needs and changes in our environments. This approach ensures the plan remains effective and relevant as new issues emerge and outcomes are achieved. In addition to this ongoing assessment, the goal teams responsible for implementing the action plan completed an annual review to recognize the achievements and challenges over the past year, and to identify new opportunities to advance the strategic plan. This review ensures the action plan is aligned with community needs and maintains a strong focus on equity, prevention, and impact. Goal teams also sought to identify performance measures that support data-driven decisions while reducing the burden of reporting. Refer to Document 1 for the revised action plan.

The review demonstrated OPH is advancing the strategic plan as intended. Recognizing that these strategic efforts are designed to address complex issues in the community,

some implementation challenges are to be expected. Considering both the achievements and challenges, minor adjustments to the action plan are recommended. Goals one, two, three, and five continue to build on momentum gained during the past year, maintaining a consistent focus. Additionally, OPH's efforts to reduce stigma have been embedded within two objectives instead of a stand-alone objective, reflecting the understanding that this work is interconnected and cannot be addressed in isolation.

Previously, OPH was in the process of developing an external engagement plan to increase the diversity of partnerships. To better understand existing partnerships and identify gaps, this work included developing a registry of partners who primarily represent health equity, diversity and inclusion populations and partners whose work is focused on improving outcomes for equity-denied groups. However, the development and maintenance of a partnership registry proved to be resource intensive. As a result, OPH is shifting its focus towards building capacity across its programs to maximize the diversity of their engagement and relationships, ensuring they reflect the diverse perspectives and voices in the community as the outcome this objective is seeking to achieve. OPH is leveraging existing processes, such as the annual operational planning process, to identify partners who are engaging with OPH to improve health equity. Additionally, the Public Engagement and Legislative Affairs Service Area is developing the OPH Engagement Guideline to support teams towards more meaningful and diverse engagement, relationships, and partnerships.

In 2024, OPH successfully completed several initiatives under goal four. One key achievement was conducting an option analysis to identify opportunities to support healthcare system partners to access evidence to inform equitable healthcare planning and patient care. Building on this analysis, OPH will concentrate on gathering, analyzing, and sharing evidence on primary care attachment by neighbourhood and on preventive care interventions that promote health equity. This includes examining barriers to accessing care. Additionally, OPH's Community Engagement Team will seek to embed community voices within this work to bring attention to the challenges of accessing primary and preventive care.

The Board of Health recently received reports¹ highlighting the ongoing challenges OPH faces due to insufficient public health resources to respond to community needs. While these reports emphasize immediate and medium-term budget pressures, OPH has presented a balanced 2025 operating budget ahead of the Ministry of Health's expected




¹ Refer to the following reports: [2025 Budget Planning and Considerations for Ottawa Public Health](#) and [Risk Management at Ottawa Public Health](#).



updates to the Ontario Public Health Standards and revised funding formulas for public health programs. The 2025 budget prioritizes addressing current pressures to maintain existing service levels but does not include opportunities for growth, which may be explored in 2026 to advance the strategy. OPH views 2025 as a transitional year, focusing on sustaining essential programs critical to community health while advancing long-term planning to ensure financial stability.

Status of the Strategic Goals

As of the end of quarter three of 2024, OPH progressed towards its planned target for goal four, and was slightly under target for goals one, two, three and five. The progress 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.

Strategic Goal	Status
<p>Strategic Goal 1: Equity-Driven</p> <p>In working to improve population health outcomes and opportunities, we collaborate to eliminate health inequities, systemic racism, discrimination, and oppression.</p>	
<p>Strategic Goal 2: Create Conditions to Live Well and Thrive</p> <p>Influence changes in the built, natural, and social environments that promote health and well-being, and address the impacts of climate change. Essential to this is the interconnection between health and nature.</p>	
<p>Strategic Goal 3: Promote Well-being and Reduce Harms</p> <p>Advance innovative and comprehensive approaches to promote mental health and substance use health while reducing stigma; and decreasing harms associated with substance use, addiction, and suicides across the lifespan.</p>	

<p>Strategic Goal 4: Focus on Prevention</p> <p>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</p> <p>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>	

Refer to Document 1 for the revisions to the action plan. Refer to Document 2 for an overview of progress for each of the five goals during quarters two and three of 2024. The next report on the 2023-2027 strategic plan will be submitted to the Board of Health in June 2025.

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 works to ensure community voices help to identify issues impacting the community and that OPH is responsive to community input to continuously improve and innovate.

LEGAL IMPLICATIONS

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

RISK MANAGEMENT IMPLICATIONS

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 well-being, and address the impacts of climate change. OPH recognizes that essential to this is the interconnection between health and nature. Refer to Document 2 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 – Action Plan Update

Document 2: Equity, Prevention, Impact: Ottawa Public Health's 2023-2027 Strategic Plan – 2024 Quarter 2 and Quarter 3 Update

DISPOSITION

This report is presented to the Board of Health to approve the revisions to the action plan and to provide information on progress to advance the strategic plan during quarters two and three of 2024.