



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

Action Plan Update

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Preamble

[Ottawa Public Health's \(OPH\) 2023-2027 strategic plan](#) was approved by the Board of Health on June 8, 2023. The Action Plan details the objectives, outcomes and performance measures of each strategic goal. Each year, Goal Teams review the action plan to identify achievements, challenges and opportunities to advance the strategic plan. This ongoing process helps OPH adapt to emerging public health needs and continuously improve. This document presents the revised action plan to the Board of Health.

City of Ottawa Long-Term Plans and Strategies

OPH and the City of Ottawa (the City) share a unified commitment to improving the quality of life for all residents. OPH's strategic plan and the City's long-term plans and strategies aim to create a healthier, more equitable and more liveable city for all residents. OPH is advancing municipal partnerships and is engaged on most of the City's long-term plans and strategies, integrating a health, equity and well-being lens into municipal policies and programs.

Goal 1: Equity Driven

In working to improve population health outcomes and opportunities, we collaborate to eliminate health inequities, systemic racism, discrimination, and oppression.

Summary of Revisions

The outcomes and performance measure of objective 2 were revised to include the development of Health Equity Action Roadmaps (HEARs) in eight client-facing programs and services. HEARs provide a structured mechanism to deepen, coordinate and sustain the practice of health equity across the organization.

Strategic Objectives	The results we want to achieve	Performance Measures
<p>1: Advance the collection, analysis and use of socio-demographic data (SDD) within OPH, as guided by data governance principles and community engagement</p>	<ul style="list-style-type: none"> • Agreement among community partners on processes to honour data governance principles • All applicable OPH teams move forward with the collection, analysis and use of SDD 	<p>1a. Qualitative description of engagement with community partners on data governance principles and processes</p> <p>1b. Percent of applicable OPH teams maintaining or advancing SDD implementation (planning and onboarding, commencing collection, community engagement, analysis, disclosure, use, maintaining collection/data quality improvement)</p>
<p>2: Strengthen organizational capacity to address health equity with a focus on improving outcomes for those who are made vulnerable by systems of oppression</p>	<ul style="list-style-type: none"> • Improved organizational awareness of how OPH teams apply health equity principles, including the identification of challenges and supports needed to advance equitable health outcomes • Strengthened organizational capacity to integrate health equity strategies or approaches in eight identified client-facing programs and services by completing HEARs 	<p>2a. Percent of HEARs completed by target date</p>

Strategic Objectives	The results we want to achieve	Performance Measures
3: 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	<ul style="list-style-type: none"> Develop and implement tools and an internal process that guides teams to maximize the equity and diversity of relationships such that they are more reflective of the many perspectives and voices in the community 	3a. Percent of equity-denied groups (EDGs) that are identified as key partners in OPH operational plans 3b. Percent of partnerships that are focused on health equity that are engaged ¹ at the involve, collaborate or empower (invest) level as identified through the annual operational planning process

Goal 2: Create Conditions to Live Well and Thrive

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.

Summary of Revisions

An outcome of objective 4 was revised to reflect actions from the Ottawa Leader's Health and Housing Forum, of which OPH's role focuses on data collection and sharing. The objective 5 performance measure related to the [How Ottawa Public Health \(OPH\) Responded to the COVID-19 Pandemic: A Review](#) report was removed as outstanding corrective actions were transitioned to respective OPH programs for management and implementation within regular operations. Two qualitative performance measures were added to objective 5. The outcomes and performance measures of objective 6 were revised to

¹ Levels of engagement are based on the International Association for Public Participation [IAP2 Spectrum of Public Participation](#).

align with recent progress to address recommendations from the Climate Change and Health Vulnerability Assessments through the HealthAdapt project.

Strategic Objectives	The results we want to achieve	Performance Measures
<p>4: Enhance municipal partnerships to support mutual goals through the integration of a health, equity and well-being lens into municipal policies and programs impacting built and social environments</p>	<ul style="list-style-type: none"> • Implications for health, equity and well-being are considered in the City’s planning decisions through the implementation of the Official Plan <ul style="list-style-type: none"> ○ This includes integrated work on climate adaptation and mitigation through planning • Actions identified at the Ottawa Leader’s Health and Housing Forum are advanced • OPH advances priorities within the Community Safety Well-being Plan’s Poverty Reduction Strategy • OPH capacity for visualizing data is improved and informs decision-making by OPH and partners 	<p>4a. Qualitative description of engagement with City partners to inform, from a health perspective, the implementation of City strategies such as the:</p> <ul style="list-style-type: none"> ○ Official Plan ○ 10-year Housing and Homelessness Plan 2020-2030; ○ food security pillar of the Community Safety and Well-Being Plan’s Poverty Reduction Strategy <p>4b. Development and implementation of a geospatial data visualization and communications framework²</p>

² The framework will provide information about the types of datasets that could be used, how they can be visualized and for what purposes.

Strategic Objectives	The results we want to achieve	Performance Measures
<p>5: Strengthen relationships by adopting a whole of society emergency management approach to support those most affected by local emergencies and events</p>	<ul style="list-style-type: none"> • Community engagement and community action are strengthened in collaboration with 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 	<p>5a. Percent of indicators met as per the Public Health Ontario (PHO) Emergency Preparedness Framework and Indicators</p> <p>5b. Qualitative description of the depth and diversity of relationships and networks established with community partners to support those most affected by local emergencies</p> <p>5c. Qualitative description of OPH workforce’s confidence, adaptability and collaboration during emergency responses with public health impacts</p>
<p>6: 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</p>	<ul style="list-style-type: none"> • HealthAdapt Project is completed with the participation of City partners • 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 	<p>6a. Qualitative description of Climate Change and Health Vulnerability Assessments recommendations adopted</p> <p>6b. Qualitative description of interventions/engagement related to health impacts of climate change, including with City partners, on the implementation of the Climate Change</p>

Strategic Objectives	The results we want to achieve	Performance Measures
	mitigation and adaptation programs, projects and policies	Master Plan and related municipal programs and projects

Goal 3: Promote Well-being 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, addiction, and suicides across the lifespan.

Summary of Revisions

No revisions were identified.

Strategic Objectives	The results we want to achieve	Performance Measures
<p>7: Support collective efforts to prevent and address overdoses and suicides, including reducing stigma</p> <p>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</p>	<ul style="list-style-type: none"> Expanded comprehensive and collaborative efforts and action plans to address local overdose crisis and suicide prevention and response initiatives Availability of early warning systems is increased, and surveillance of overdoses is improved Community members, businesses, and neighbours have increased 	<p>7a. Qualitative description of the evolution of Ottawa’s Overdose Response Strategy, developed and initiated with community partners, including businesses and neighbours, as well as the advancement of suicide prevention initiatives</p> <p>7b. Percent of participants trained in safeTALK who feel prepared to talk</p>

Strategic Objectives	The results we want to achieve	Performance Measures
	<p>knowledge of agency roles and collaborative actions, and they have somewhere to turn for coordinated help</p> <ul style="list-style-type: none"> • Community providers working with EDGs have enhanced skills to be able to prevent and respond to overdoses and suicides • 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 	<p>openly and directly to someone about that person’s thoughts of suicide</p> <p>7c. Percent of participants in stigma training who report they have the necessary skills to apply person-first language</p>
<p>8: Foster prevention strategies to maximize impact, including reducing stigma</p>	<ul style="list-style-type: none"> • New pathways are created that improve prenatal and birth outcomes while strengthening parent-child relationships and 	<p>8a. Qualitative description of the use and impacts of timely data available through the Mental Health, Addictions</p>

Strategic Objectives	The results we want to achieve	Performance Measures
<p>Provide innovative interventions that seek to prevent new or worsening mental health, addictions and substance use health concerns through prevention and equity driven interventions across sectors and communities</p>	<p>contributing to healthy child development</p> <ul style="list-style-type: none"> • Strengthened collaboration and improved communication pathways with childcare, Ontario Works, housing, birthing hospitals, midwives, and the Champlain Maternal Newborn Regional Program (CMNRP) • Access to the new redesigned Pregnancy Circles program for marginalized pregnant individuals in fifth quintile neighbourhoods • Enhanced mental health for pregnant individuals and parents with young children through the new free virtual Cognitive Behavioural Therapy (CBT) program • Opportunities are identified and actioned to influence healthy public policies to advance perinatal and children’s mental health, as well as 	<p>and Substance Use Health dashboard and Overdose Reporting Tool</p> <p>8b. Qualitative description of engagement activities with health and social service sectors (local and provincial), including children, youth and families and EDGs</p> <p>8c. Percent of participants trained in prevention skills who intend to use what they learned</p> <p>8d. Number of clients registered for Pregnancy Circles</p> <p>8e. Number of clients enrolled in the CBT Steps to Wellness Program</p> <p>8f. Percent of participants in stigma training who intend to use the information they learned</p> <p>8g. Percent of youth who want mental health supports but don’t know where to turn</p>

Strategic Objectives	The results we want to achieve	Performance Measures
	<p>mental health and substance use health across the lifespan</p> <ul style="list-style-type: none"> • 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 • Access to community surveillance data is increased for service providers and used in health system and service planning • Reduced practices, both intentional and unintentional, that disadvantage individuals with lived and living experience and expertise in mental health, addictions and substance use health, especially among EDGs 	

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.

Summary of Revisions

Objective 9 was added, along with its associated outcome and performance measures. This objective demonstrates OPH’s role in delivering prevention-focused initiatives at the population health level and coordinating with health system partners to strengthen service integration, promote equitable access and improve health outcomes. Objective 10, its outcomes and performance measures were revised to better demonstrate OPH’s role in informing system-level change. Through sharing evidence, OPH supports decision-making in healthcare planning and delivery, helping to align services with community needs and contributing to a more responsive and integrated health system.

Strategic Objectives	The results we want to achieve	Performance Measures
9: Improve equitable access to preventive services by implementing locally responsive public health interventions	<ul style="list-style-type: none"> Increased uptake among EDGs of preventive care interventions 	9a. Number of preventive care interventions conducted by The Ottawa Hospital “superscreener” through OPH clinics and Neighbourhood Health and Wellness Hubs 9b. Percent of grade 9 to 12 students with one dose of human papillomavirus vaccine by Educational Opportunity Index school quintile between the start and end of the school year

Strategic Objectives	The results we want to achieve	Performance Measures
		<p>9c. Number of clients served by service type through OPH and community partners in Neighbourhood Health and Wellness Hubs, where type of visits is defined as:</p> <ul style="list-style-type: none"> ○ Aging Well in Ottawa ○ Dental screening ○ Diabetes screening ○ Employment and social services ○ Parenting in Ottawa Drop-ins ○ Vaccination
<p>10: Inform system-level change by sharing evidence and influencing healthcare planning and delivery, with a focus on equitable access to primary and preventative care</p>	<ul style="list-style-type: none"> • Increased awareness among healthcare system partners on barriers to accessing primary and preventive care 	<p>10a. Qualitative description of engagement activities with healthcare system partners (local and provincial)</p> <p>10b. Number of prevention focused knowledge products shared with clients, community partners and healthcare providers</p>

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.

Summary of Revisions

Revisions to the Goal 5 outcomes and performance measures acknowledge recent achievements and introduce initiatives focused on Indigenous cultural safety and awareness training, peer support and succession planning OPH-led activities to enrich our workplaces. Previous initiatives from the 2025 action plan have been embedded into continuous operations at OPH. Some performance measure adjustments were needed due to data availability.

Strategic Objectives	The results we want to achieve	Performance Measures
11: Foster and grow a diverse, inclusive and equitable workforce	<ul style="list-style-type: none"> • Increased representation of EDGs at all levels of OPH • Employees' feelings of safety, connection and ability to be their authentic self in the workplace is increased 	11a. Number of reports of microaggressions as per the OPH Microaggression Procedure 11b. Number of consults related to the Microaggressions Procedure 11c. Percent of experiential Indigenous cultural safety and awareness training participants who report increased knowledge on learning objectives
12: Continuously improve employee psychological safety and wellness at OPH	<ul style="list-style-type: none"> • Continuous annual improvements are made in the Guarding Minds @ Work (GM@W) key focus areas • OPH employees feel supported by the person whom they report to and their peers 	12a. Percent rating change from previous psychological health and safety factors in the GM@W workplace results: <ul style="list-style-type: none"> ○ Balance ○ Workload management

Strategic Objectives	The results we want to achieve	Performance Measures
		<ul style="list-style-type: none"> ○ Psychological competencies and demands <p>12b. Percent of employees, including members of the Leadership Team, who feel burned out in their job (never or rarely)</p> <p>12c. Number of peer supporters trained</p>
<p>13: Advance equitable learning and development for all employees to support individual and collective organizational goals</p>	<ul style="list-style-type: none"> ● OPH Learning and Development strategy supports the needs of employees and the future workforce, focusing on talent management and succession planning ● Increased Leadership Competencies for all employees interested in succession planning 	<p>13a. Number of employees who have completed the OPH Succession Planning program</p> <p>13b. Percent of Succession Planning program participants who indicate an increase in knowledge and confidence in leadership competencies</p>