



## Ottawa Public Health's 2019-2022 Strategy: 2022 Quarter 2 Progress Update



Table of Contents

2022 Strategic Goals and Transformational Initiative.....3

Goal 1 – Drive innovative approaches to mental health and substance use health across the lifespan – Status, Highlights and Achievements.....4

Goal 2 - Healthy communities by design - Status, Highlights and Achievements .....9

Goal 3 – Advance and monitor population health through a health equity lens - Status, Highlights and Achievements ..... 13

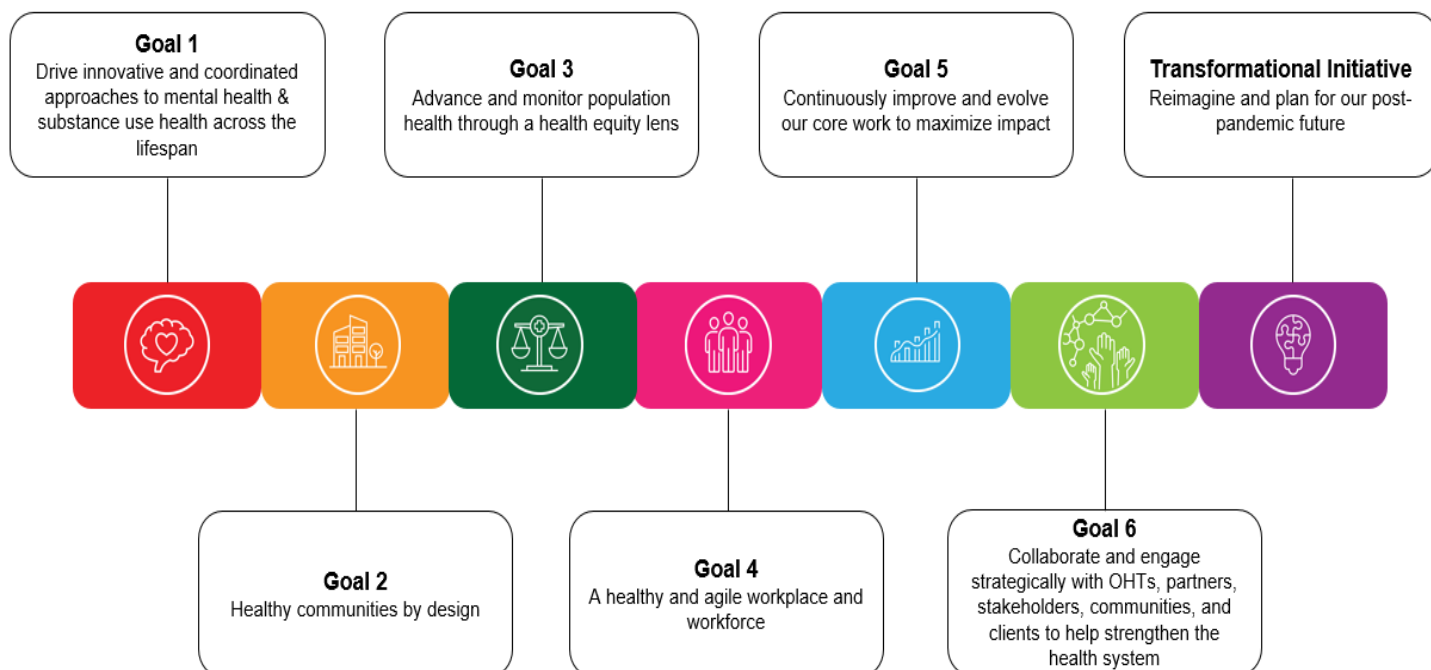
Goal 4 – A healthy and agile workplace and workforce - Status, Highlights and Achievements ..... 16

Goal 5 - Continuously improve and evolve our core work to maximize impact - Status, Highlights and Achievements ..... 18

Goal 6 - Collaborate and engage strategically with OHTs, partners, stakeholders, communities, and clients to help strengthen the health system – Status, Highlights and Achievements .....21

Transformational Initiative - Reimagine and plan for our post-pandemic future – Highlights and Achievements .....24

## 2022 Strategic Goals and Transformational Initiative





## Goal 1 – Drive innovative approaches to mental health and substance use health across the lifespan – Status, Highlights and Achievements

Quarterly Status			
Q1 2022	Q2 2022	Q3 2022	Q4 2022
Highlights			
<p><b>Mental Health Literacy and Stigma Reduction</b></p> <ul style="list-style-type: none"> <li>Advancing progress in reducing stigma by offering trainings and building internal and external capacity on person-first language, resilience, positive coping strategies, and community resources, reaching 32 participants.</li> <li>Marking Mental Health Week through a virtual presentation on empathy and resilience featuring Dr. Etches and the Executive Director of the Canadian Mental Health Association, Ottawa Branch, Dr. Tim Simboli, reaching over 70 people.</li> </ul>			
<p><b>Foster Resilient Communities</b></p> <ul style="list-style-type: none"> <li>Increasing the capacity of faith Leaders to be better able to provide basic mental health, crisis support and suicide prevention through training, reaching 24 participants.</li> <li>Expanding on the support of psychologically healthy and safe workplaces in Ottawa by providing training on mentally healthy workplaces, reaching 11 participants and increasing the capacity of workplaces by providing direct consultation to one workplace to provide their own training on psychological health and safety, including work / life balance.</li> <li>Ensuring equitable and safe access to mental health, addictions, and substance use health (MHASUH) information, resources and services, including social services, through the launch of Neighbourhood Wellness Hubs (NWH) in identified priority neighbourhoods. This initiative was done in collaboration with several community partners. There were 380 meaningful interactions with people at the hubs, with 3% resulting in referrals to partners such as Counselling Connect, AccessMHA, and 1call1click. <ul style="list-style-type: none"> <li>Building of community partner capacity was an essential extension of the work being done in the NWH. Presentations were delivered to partners to ensure they had the knowledge, skills, and resources to be able to continue to support the Mental Health and Substance Use Health (MHASUH) of community members, reaching 150 people. Populations reached include people in the South Asian community, youth, and young adults.</li> </ul> </li> </ul>			

- Prioritizing evidence informed decision making as foundational to program planning, an evaluation was done to examine the impacts and lessons learned during the first phase of the Neighbourhood Wellness Hubs. This evaluation has led to adaptations of how the program is run and will be further shared with the internal hub steering committee members in Q3 to inform future planning.

### Healthy Growth and Development

- Supporting the well-being of new families through interventions from the Healthy Growth and Development (HGD) program. HGD completed 1966 postpartum screenings in Q2, representing roughly 91% of Ottawa births. Of those screened, approximately 23% of parents identified with a current or history of mental health illness. HGD screened 81% of the clients with an in-depth assessment for Post-Partum Mood Disorder (PPMD) using the Edinburgh Postnatal Depression Scale. Of all the parents screened, 16% were positive for signs and symptoms of PPMD to date. These families continue to be followed and supported by the Healthy Babies Healthy Children program.
- Advancing the knowledge to provide psychological support to new families with 13 HGD nurses receiving training on Interpersonal Psychotherapy in collaboration with the Ottawa-East Ontario Health Team.

### Suicide Prevention and Life Promotion

- Building the capacity of City of Ottawa elected officials to respond to community needs through Crisis Management and self-care training, reaching a total of 16 participants.
- Advancing suicide prevention through connecting 19 intermediaries to the online suicide prevention training (Living Works Start program) including faith leaders, Upstream Ottawa staff and City of Ottawa Councillor assistants.
- Advancing the goal of making Ottawa a suicide safer community by restarting the in-person suicide prevention training, safeTALK. To further ensure that the community and schools are supported, the training was provided to OPH school health nurses, Mental Health, Addictions and Substance Use Health (MHASUH) unit employees, and Community Engagement Team employees, reaching 52 participants. Additionally, employees in the MHASUH unit were trained in Applied Suicide Intervention Skills Training to further their suicide intervention skills and



Mental Health team employees were trained in facilitating safeTALK to further our reach and ability to work with diverse communities.

- Collaborating with partners on the continued support of youth with previous suicide attempts and their families through the peer support program offered by Parents Lifeline of Eastern Ontario and Suicide Prevention Ottawa. The peer support program will increase the capacity to reach additional youth in further collaboration with the Royal.
- Furthering the Post Suicide Support Team's plan, or appropriate community partner(s), to be able to respond to community needs following a traumatic event or death not involving suicide. Algonquin College has completed an environmental scan and the next steps involve meeting with community partners such as Bereaved Families of Ottawa, and other relevant partners, to discuss how to move the plan forward in a coordinated and collaborative way.

### **Substance Use Health Stigma Awareness**

- Promoting the community's substance use health through workshops on the spectrum of substance use and reducing stigma, reaching 43 participants.

### **Overdose Prevention and Harm Reduction**

- Increasing access to substance use health supports and infectious disease services for Ottawa residents who are experiencing barriers accessing services, including those experiencing homelessness or unstable housing, through the launch of the Ottawa Mobile Unit. This new mobile health initiative was accomplished in collaboration with Recovery Care, Ottawa Inner City Health and Pathway to Recovery.
- Continuing to advance solutions to the overdose crisis through the launch of the 'Getting to Tomorrow' report and accompanying action items following the community event held in 2021. The 'Getting to Tomorrow' (GTT) working group, of which OPH is a member, laid out action items in its report, which closely aligns with recommendations made by OPH in the [September 2021 Board of Health Report](#). One recommendation of the report is to establish a local working group to address the criminalization of people who use controlled substances. OPH will work with the GTT group and other key stakeholders to establish this working group.
- Furthering the evaluation of actions to address the toxic unregulated drug supply through the safer supply pilot program in collaboration with Safer Supply Ottawa partners. OPH has worked with Safer Supply Ottawa partners to submit a funding request to: 1) extend the current pilot project to 2025; and 2) expand the project to include a safer fentanyl supply. Additionally, OPH has joined another safer supply working group to develop a toolkit for Primary Care and Health Service Providers to educate them on the safer supply program and support them with implementing safer supply within their own practices.
- Increasing the safety of community members at risk of overdose by conducting extensive research and community consultations with harm reduction partners to evaluate the appropriateness of various virtual harm reduction technologies to support Ottawa residents. OPH now promotes the National Overdose Response Service (NORS) line and Brave app as additional harm reduction options for people at risk of overdose.



- Ensuring school employees have the knowledge and skills to respond to overdoses through training on identifying people experiencing opioid overdoses and administering naloxone, reaching 111 participants.
- Ensuring OPH employees can respond to and prevent overdose deaths through training to provide them with the knowledge, skills, and tools they need. One step to further this goal is the development of a policy and procedure on mandatory naloxone administration training for all employees which was completed in Q2 and sent for approval by the Senior Leadership Team in Q3.
- Advancing the effectiveness and efficiency of the evaluation of the Ontario Naloxone Program through active participation in the consultation process on data collection and evaluation metrics with the Ministry of Health.
- Working with festival partners and Respect RX pharmacies, in response to overdoses connected to festivals, to ensure that naloxone training and signage are available at Bluesfest. In addition, OPH continues to partner with Respect RX pharmacies to expand the reach of naloxone training and dispensing. In the last quarter over 2000 people received naloxone training in areas such as the construction industry, post-secondary institutions, and community housing, with 96% of those taking a naloxone kit.

### **Supporting the Community to Address Continued and Emerging Issues**

- Continuing to support the work of the Guiding Council to support a new or enhanced mental health, addictions, and substance use health crisis response system as a member of the Guiding Council. The Guiding Council has completed the environmental scan of existing crisis response options happening globally and the next steps include extensive community consultations, which OPH will actively support.
- Enhancing collaboration efforts to advance the Lowertown and Byward Market mental health strategy through fostering connections with partners. A partnership agreement is being established between healthcare and social service providers, including employees from the Ottawa Hospital, to provide mental health and counselling supports in the area.
- Expanding on the development of the substance use health, addictions, and mental health community dashboard through continued and regular conversations with internal and external partners on data availability and sharing for a phase one launch.
- Expanding the availability of smoking cessation providers in Ottawa through collaborating with the Smoking Cessation Community of Practice and the Centre for Addictions and Mental Health (CAMH) to offer the intensive tobacco cessation counselling certificate, TEACH. This training offer will build the capacity of more than 30 community service providers, including approximately one third of health and social service providers belonging to Indigenous specific service provider agencies.

### **Challenges**

- The community saw a large increase in overdoses and overdose related fatalities as well as festival related overdoses.

- The Harm Reduction team experienced workload pressures due to the Monkeypox response as well as staffing challenges.
- The *Smoke-Free Ontario Act* requires that Public Health Units complete two rounds of youth access inspections (test shopping for sales to minors) for all tobacco vendors. Due to the continued COVID-19 pandemic response, By-law Tobacco Enforcement Officers will focus their efforts on completing as many mandatory inspections as possible.





## Goal 2 – Healthy communities by design - Status, Highlights and Achievements

Quarterly Status			
Q1 2022	Q2 2022	Q3 2022	Q4 2022
Highlights			
<p><b>COVID-19 Response</b></p> <p>Ottawa Public Health (OPH) continued to ensure Ottawa residents had accurate and timely information to make informed decisions. This included communication through various channels to encourage eligible individuals to get their booster doses, including media releases, earned media interviews and social media campaigns. In addition, OPH worked closely with the health care sector and community-based partners to ensure consistent and accurate messaging about third doses, eligibility and clinics. To help Ottawa residents assess their COVID-19 related risk, OPH released a weekly snapshot with various indicators and messaging about how to reduce risk. OPH has also maintained a webpage, <a href="http://www.OttawaPublicHealth.ca/RiskReduction">www.OttawaPublicHealth.ca/RiskReduction</a>, to help families assess their risk and choose the best layers of protection.</p> <p>OPH and the City of Ottawa continued vaccination efforts, operating community clinics, neighbourhood hubs, pop-ups and mobile clinics in priority neighbourhoods and high-risk settings across Ottawa. Q2 continued to focus on the administration of third and fourth doses, with 17,725 third doses and 105,110 fourth doses being administered. By the end of Q2, 93% of Ottawa's eligible population had received at least one dose (5+ years), 89% had received at least two doses (5+ years), and 64% had received at least three doses (12+ years). As for Ottawa's overall population, 88% of residents had received at least one dose, 85% had received at least two doses and 56% had received at least three doses. In addition to COVID-19 vaccinations, Q2 saw the administration of school required vaccines under Ontario's <i>Immunization of School Pupils Act</i> and recommended school-based vaccines (Hepatitis-B and HPV) in its clinics. This resulted in 23,288 doses being administered to children and youth.</p> <p>In healthcare and congregate settings, where risk of exposure and severe outcomes of COVID-19 are high, OPH continued to help prevent, identify and manage outbreaks. Prevention activities include pre-emptive site visits and infection prevention and control (IPAC) education. In Q2, there were 170 confirmed outbreaks in these settings, with 62.35% of these occurring in April 2022. OPH continued to work closely with the COVID-19 Testing Taskforce to coordinate mobile outbreak testing within congregate care settings. OPH advocated for employees in high-risk settings to have improved access to PCR testing through the Assessment Centres to protect our most vulnerable populations.</p> <p>OPH continues to work with key stakeholders including acute care partners, Ottawa Paramedics Service Community Paramedics, and Home and Community Care Champlain, to monitor, assess and strengthen the local work to prevent and respond to outbreaks in high-risk settings. This health</p>			

system framework has positioned the Ottawa region to address emerging issues, specifically staffing shortages having huge implications on the quality of care and capacity to complete health assessments. Furthermore, Community Paramedics played an integral role in reducing emergency visits and burden on the acute care setting by supporting facilities with health assessments and early interventions. Main interventions included hydration of residents, oxygen supports, initiation to palliative care, and point of care testing. Through the health system response framework, OPH worked collaboratively to provide timely support such as urgent health assessments, clinical support, COVID-19 vaccinations, and improved IPAC measures to address overall morbidity and mortality associated with COVID-19 outbreaks. With the rescinding of the remaining COVID-19 public health measures and increased public social activities and interaction, OPH managed a high number of outbreaks, case counts in staff and residents during Q2. Ongoing funding across stakeholders that has provided the opportunity for this health system response framework is not guaranteed moving forward. Without these valuable stakeholders, the homes are left short in supporting critical interventions, including supporting resident safety, assisting in identifying atypical COVID symptoms, and providing education to staff in homes for increased and continuous care for residents throughout outbreaks.

In school settings, the team continued to work closely with the schools to reduce absenteeism and ensure the ongoing safety and well-being of students and school staff. The team offered after-school COVID-19 vaccination clinics and continued to educate and promote appropriate infection prevention and control measures. The school team continues to implement the findings of the readiness assessment and discussions with key stakeholders to update and develop new comprehensive school health programming and services for the 2022-2023 school year. The gradual resumption of these services is in alignment with the Ontario Public Health Standards. The team also recognized the importance of applying and expanding lessons learned from the pandemic in the school setting to reduce inequities and promote the health and wellbeing of the school aged population.

### **Supporting Communities**

OPH continued to work closely with community partners and stakeholders to increase uptake of vaccine, build vaccine confidence, and support sectors to navigate the changing pandemic landscape. In Q2, OPH expanded its services to include non-COVID health promotion to increase and improve access to other public health services as requested by partners. Some key examples of the work within Community Operations in Q2 include:

- Continued to operate Neighbourhood Health and Wellness Hubs in up to 19 locations across the city with over 2,250 doses of the COVID-19 vaccine provided in these settings.
- Hosted 7 mobile clinics, providing over 260 doses in workplaces, places of worship, shelters, community organizations and at special events.
- Continued to distribute rapid antigen test kits in high priority neighbourhoods during outreach and community events.
- Expanded services in Neighbourhood Health and Wellness Hubs to include additional health promotion and prevention services such access to mental health system navigation and

supports, Parenting in Ottawa drop-ins, dental screenings, and the delivery of Grade 7 & 8 vaccines in select hubs.

- Targeted outreach and engagement in rural neighbourhoods, alongside community partners, associations, and resident leaders, included attending community events to create dialogue about vaccine confidence and vaccine safety.
- Provided multilingual information and resources via popular platforms such as Facebook, WhatsApp and Telegram.
- Initiated new COVID response stakeholder relationships with members from various disability and accessibility partners as part of Community Recovery Planning work.

## **Monkeypox**

On June 10th, OPH reported the first lab-confirmed case of monkeypox in an Ottawa resident. Since that time, OPH has followed up with close contacts, including providing post-exposure prophylaxis vaccination. In addition, OPH has communicated with local physicians and nurse practitioners to provide information on symptoms, lab testing and diagnosis, infection control practices, treatment, and reporting requirements for monkeypox, as well as emerging uses of smallpox vaccine. On June 16, 2022, the Ministry of Health provided OPH with a small quantity of vaccines for Ottawa residents who may be at increased risk related to monkeypox. As such, a targeted vaccination effort resulted in 448 doses being administered in June 2022.

## **Built Environment and Climate Change**

Ottawa Public Health and the City of Ottawa's innovative collaborative approach for advancing healthy communities has been receiving coverage in publications. OPH's experience was shared through an article, "[Public Health and Planning Co-Creating 15-Minute Neighbourhoods in Ottawa](#)," published by the Canadian Health Association for Sustainability & Equity, in collaboration with the Canadian Public Health Association and the Ontario Public Health Association. Another publication called "[Public Health and Planning Collaborate to Create 15-Minute City in Ottawa](#)" was published by HealthyDesign.City, which is a partnership between the Canadian Urban Environmental Health Research Consortium and the Dalla Lana School of Public Health at the University of Toronto. Other highlights include OPH's contribution to the Climate Vulnerability and Risk Assessment, which was received by the Planning Committee in June, and the launch of an interactive 'Places to Cool Off in Ottawa' map, which OPH led.

## **Challenges**

### **Staffing**

With the continued pandemic response and increasing core operational demands, it is a challenge to balance the need for agility and moving highly skilled employees to where they are most needed in the organization, as well as ensuring team and employee continuity and capacity.

### **Behaviours**

After two years and with the removal of public health measures in most settings, fatigue with the COVID-19 pandemic has become apparent and messaging has shifted to promote the importance of applying layers of protection.

**Clinic closures**

The windstorm of May 21, 2022, which resulted in wide-spread power outages, caused the cancellation and closure of many clinics and events.



## Goal 3 – Advance and monitor population health through a health equity lens - Status, Highlights and Achievements

Quarterly Status			
Q1 2022	Q2 2022	Q3 2022	Q4 2022
Highlights			
<p><b>Reconcili-ACTION:</b></p> <ul style="list-style-type: none"> <li>Regular connections have been ongoing between service providers across OPH and Indigenous-led organizations, as well as annual meetings with First Nations, Inuit and Metis partners. These meetings provide a safe space to share updates and concerns as well as celebrate successes for all attendees.</li> <li>The Anti-Racism team (AR) hosted an Anti-Indigenous Racism workshop with 94 OPH and City employees to reflect on the history and present-day injustices faced by Indigenous Peoples in Canada. The resulting improved understanding will support work that recognizes anti-Indigenous racism as a significant public health issue.</li> <li>One (1) facilitated talking circle with an Elder took place to provide OPH employees an opportunity to reflect on Reconcili-ACTION work and consider future action on this commitment.</li> <li>At the 2022 Canadian Evaluation Society Conference, staff delivered a short presentation on the culturally responsive evaluation framework developed to monitor organizational progress on this commitment. This presentation showcased OPH's reconciliation journey, including the process and lessons learned as part of the development of the evaluation framework and how evaluation methods are enabling OPH to call others to the circle to advance reconciliation.</li> <li>OPH continues to participate on and support the work of the Ottawa Aboriginal Coalition's (OAC) COVID-19 Research Committee and the Indigenous Women's Safety Table.</li> <li>As part of OPH's commitment to becoming a culturally safe and humble organization, staff were encouraged to take advantage of the many opportunities that have been created to showcase First Nations, Inuit and Métis perspectives and experiences during Indigenous History Month, including the Summer Solstice Festival where OPH hosted a booth in collaboration with City partners.</li> <li>A Public Health Project Officer for Indigenous Health and Reconciliation was successfully recruited and is adding needed capacity, skills and knowledge to advancing OPH's commitment to reconciliation.</li> </ul>			

**Anti-Racism / Anti-Oppression:**

- The diversity, equity and inclusion audit, carried out by Dr Ariff Kachra of Strat-ology Consulting, has resulted in material and feedback that are starting to prompt systematic reflection at an organizational level. Phase 2 of the diversity audit was completed, and a report and presentation have been delivered to the OPH Senior Leadership Team.
- Six check-ins for Indigenous and racialized staff (79 staff in attendance) were facilitated as opportunities to come together and offer a space to unpack their feelings surrounding racism, the impacts of the pandemic, and the events that have been dominating social spaces.
- OPH continues to focus diversity and inclusion efforts on training for employees and leaders. Six Anti-Racism training sessions for employees, supervisors and managers were delivered, reaching a total of 123 attendees. Six team/individual consultations on racism and discrimination in the workplace were also provided. The internal Anti-racism/Anti-oppression resource webpage was launched in Q2.

**Sociodemographic Data (SDD):**

- OPH coordinated a working group with peer public health units to develop a briefing note with a recommendation for standardized SDD to be included in provincial Ministry of Health reporting databases. The recommended set of standard SDD was presented to the Association of Public Health Epidemiologists (APHEO) Executive Committee. This recommended suite of SDD received endorsement and approval of next steps to engage the Council of Medical Officers of Health (COMOH).
- OPH continues to engage with the Ministry of Health and Ontario Health stakeholders to align SDD approach where possible, as well as influence SDD collection locally with Ontario Health Teams and other health system partners.
- Efforts to increase SDD collection in COVAX at COVID-19 vaccination hubs have yielded steady increases in completion rates.
- There is ongoing work with OPH teams to understand barriers and challenges to collecting SDD and to tailor methods to collect, as well as building capacity and support as needed.

**Neighbourhood and Population Based Planning for Diverse Ethnocultural Groups:**

- Multilingual Ramadan resources were created and engagement activities for some communities were altered during Ramadan, with more virtual engagement activities in order to accommodate people's fasting and sleep schedules. The Community Engagement Team (CET) also adapted communications to discuss Ramadan, fasting and how it influences vaccines and COVID.
- The promotion of antiviral treatment was added to outreach activities, with multilingual resources on antiviral treatment being distributed along with masks and rapid antigen test kits.
- The team increased its engagement activities, supporting outdoor events and activities with partners, including an Eid Bazaar event, Boys and Girls Club grand opening, food trucks,

Pinecrest Queensway Community Health Centre's first House of Paint event, Rochester community meet and greet, Somali Centre for Family Services Open House, and many more.

- The Advance Vaccine Acceptance (AVA) project launch, in collaboration with the African, Caribbean and Black (ACB) community, included one online conversation and an in-person event at the ACB wellness centre.
- OPH has been working with The Ottawa Hospital as they look at behavioural science and how it relates to COVID-19 in three select high priority neighbourhoods. This includes looking at neighbourhoods with lowest vaccine uptake, engaging with residents, and exploring behaviours associated with decision-making. Additional data collection will take place in Q4.
- The Ottawa Health Team's (OHT-ESO) cancer screening initiative seeks to increase rates of preventative screening among racialized and immigrant communities. OPH's role includes supporting outreach opportunities and brainstorming ways to increase awareness (at neighbourhood and ethno-cultural population levels).

## Challenges

### **Reconcili-ACTION:**

- The lack of a formal Indigenous engagement protocol and Memoranda of Understanding with Indigenous partners hinders the advancement of the Reconcili-ACTION work.
- Additional staff capacity, with the appropriate skills, knowledge and competencies, is needed to effectively leverage momentum and sustainably support the evaluation of the Reconcili-ACTION Plan. Progress remains limited on the evaluation of the Reconcili-ACTION plan.

### **Anti-Racism / Anti-Oppression:**

- There remains an ongoing need to grow the anti-racism team to support this critical work and implement the feedback obtained during the anti-racism sessions, check-ins, and consultations with program areas.
- Contributing actions to the City's Anti-Racism Strategy presents a challenge given the ongoing pandemic response and work relating to recovery and reimagining the future of public health, as well as the diversity, equity and inclusion (DEI) audit (completed at the end of the second quarter). As such, OPH opted to scope current contributions to the City's Anti-Racism Strategy to actions already approved within the organization's workplans, knowing that new action plans will be arising as the OPH Senior Leadership Team is committed to responding to the recommendations in the DEI audit report.

### **Sociodemographic Data (SDD):**

- Establishing the conditions for successful and safe SDD collection and use continues to require us to build awareness internally and externally and to increase staff comfort to ask for this information from clients. OPH continues to better understand challenges and barriers to collecting SDD and continues to develop additional supports to address these.





## Goal 4 – A healthy and agile workplace and workforce - Status, Highlights and Achievements

Quarterly Status			
Q1 2022	Q2 2022	Q3 2022	Q4 2022
Highlights			
<p><b>Wellness Initiatives</b></p> <ul style="list-style-type: none"> <li>An in-person half-day OPH recognition event was held in June to celebrate and recognize OPH staff and the work OPH has accomplished. Approximately 600 employees attended and those who attended the event expressed their gratitude for the time to connect in person with their colleagues, while recognizing the challenging past few years and celebrating each other.</li> <li>The leadership team was fortunate to have Benilda Formoso, HR Wellness Consultant, share a presentation and resources about grief, self-care and supporting one another through challenging times. This included offering support and preparing members of the leadership team to have difficult conversations that may arise from anticipated staffing changes related to COVID de-escalation efforts.</li> <li>The Wellness at Work (W@W) committee worked closely with the Wellness Consultant in Human Resources to offer Leadership team members the opportunity to participate in one of four mental health group debrief sessions. 25 employees opted to attend. Sessions were intended to help assist leaders with the integration of their feelings relating to their personal experiences of a stressful event, particularly a prolonged emergency (pandemic) response. This was an immersive opportunity for them to speak candidly with their colleagues about how they have been doing and how we can all move forward together.</li> <li>The Wellness at Work committee invited the Crisis &amp; Trauma Resource Institute (CTRI) to facilitate a half day live virtual workshop on Trauma-Informed Leadership for two groups with up to 60 participants. This compassionate and trauma-informed approach helped address healthy workplace cultures and discussed key principles that trauma-informed workplaces embody.</li> <li>Following the Black History Month theme “February and Forever: Celebrating Black History today and every day”, OPH continued its internal video series to recognize some of the history and contributions of members of our OPH team.</li> </ul> <p><b>Leave and Overtime Hours</b></p> <ul style="list-style-type: none"> <li>Ensuring employees take time off to recharge is critical in supporting employee wellness. Data to June 2022 revealed vacation leave hours (YTD) have been higher than in past years at this time (2021, 2020, 2019 and 2018).</li> </ul>			

- Another critical aspect of employee wellness is ensuring employees have sufficient work-life balance. Data from January - March 2022 shows that fewer overtime hours (YTD) were incurred compared to the same timeframe in 2021, 2020 and 2019.

## Challenges

- Data to June 2022 showed that sick leave continues to be higher than in previous years (2021, 2020, 2019 and 2018), likely related to the impact of Omicron COVID-19 variants in the community.
- Administration of the City-wide Employee Pulse has moved to early 2023. As an interim data source, OPH will be exploring an alternative approach to capture meaningful and timely data on the OPH employee experience.
- Some employees experienced additional stress due to exiting their roles and/or transitioning back to substantive positions. Employee resources were shared to support individuals and the leadership team was encouraged to give any employee exiting their role the opportunity to comment on their personal job experience while employed with OPH and provide recommendations on how programs and processes could be improved.



## Goal 5 - Continuously improve and evolve our core work to maximize impact - Status, Highlights and Achievements

Quarterly Status			
Q1 2022	Q2 2022	Q3 2022	Q4 2022
Highlights			
<p>The focus of Goal 5 is on the continuous improvement of four key domains, which touch many areas within public health:</p> <ul style="list-style-type: none"> <li>• Electronic Public Health Records (EPHR)</li> <li>• Quality Improvement and Evaluation</li> <li>• Best Practice Spotlight Organization (BPSO) – Person and family-centered care</li> <li>• Recovery Planning</li> </ul> <p>Below is an overview of Q2 activities for each of the four key domains.</p> <p><b>Electronic Public Health Records (EPHR)</b></p> <p>Work on building a departmental EPHR continued throughout Q2. Key activities included:</p> <ul style="list-style-type: none"> <li>• Procurement and initiating the configuration of a clinical practice solution for the Sexual Health Services and Harm Reduction program</li> <li>• Ongoing development of a platform to support stakeholder engagement, starting with a focus on the Community Operations program</li> <li>• Ongoing efforts to procure a platform to support clinical services for the Dental program</li> <li>• Identification of program stakeholders to support the expansion of the provincial Case and Contact Management system (CCM) to all diseases of public health significance (DOPHS)</li> <li>• Draft configuration of electronic IPAC site visit inspections to support movement of site visits to a digital platform</li> </ul> <p><i>Socio-Demographic Data</i></p> <ul style="list-style-type: none"> <li>• Ongoing collection of lessons, training needs and supports required for people to be successful in collecting sociodemographic data (SDD) as part of public health practice during interactions with clients have led to: <ul style="list-style-type: none"> <li>○ Quality improvement strategies to increase SDD collection in vaccination hubs; and,</li> <li>○ Exploring electronic/digital SDD collection in Monkeypox vaccination clinics; and as part of case management with people diagnosed with the Monkeypox virus.</li> </ul> </li> </ul>			

- Ongoing discussions with OPH teams to prepare for the development and roll out of the Electronic Public Health Records (EPHR) to ensure the inclusion of standard minimum SDD into the public health record systems and related change management.

### **Quality Improvement and Evaluation**

Work continued on the evaluation of OPH's involvement with the development of the City of Ottawa's Official Plan. This evaluation will inform further engagement with the City's Planning, Real Estate and Economic Development department as well as future collaborations with other city departments and outside organizations.

An external public health expert was contracted to conduct a third-party review of how OPH responded to the COVID-19 pandemic, from the onset of the pandemic through to April 2022. Preliminary findings from this review were presented to the Board of Health on June 20<sup>th</sup>, with the final report and related recommendations expected to be further discussed at the September Board of Health meeting.

### **Best Practice Spotlight Organization (BPSO) – Person and family-centered care**

OPH continues to pursue its quality improvement endeavor as part of the Registered Nurses' Association of Ontario's (RNAO) Best Practice Spotlight Organizations (BPSO) initiative. Through its healthy growth and development (HGD) program, OPH continues its efforts to boost collaboration and joint projects with Ottawa East BPSO-Ottawa Health Team partners. As part of these efforts, HGD conducted an environmental scan of Postnatal Depression screening and management practices across the province to inform and enrich current policies and procedures. As of January 1, 2022, HGD implemented a universal assessment of all Healthy Babies Healthy Children clients using the Edinburgh Postnatal Depression Scale (EPDS) for early identification of clients with possible postnatal depression.

In addition, OPH is currently finalizing the last details for its collaborative efforts with the Montfort hospital for managing OPH's clients with positive EPDS screening who do not currently have a family physician. To support these efforts, the Ottawa East BPSO-OHT partners successfully submitted a joint application for the RNAO's advanced clinical practice fellowship program, which will provide initial funding to cover physician, administrative and other related costs.

### **Recovery Planning**

Additional information, including the City Hybrid Work policies and procedures, was shared at the June 2<sup>nd</sup> employee Town Hall. Conversations are currently underway between employees and leadership to assess operational feasibility and to determine individual interest in a hybrid work arrangement for fall 2022. Collaboration is ongoing with city and community partners and will help inform further workplace planning.

## **Challenges**

### **Workload and Capacity**

Balancing manageable workloads while also supporting surges, recovery planning, quality improvement initiatives and restoring priority programming and services has presented challenges.

**Electronic Public Health Records (EPHR)**

COVID de-escalation had an impact on human resourcing and the project team is planning for further adjustments as resources stabilize in Q3.



## Goal 6 - Collaborate and engage strategically with OHTs, partners, stakeholders, communities, and clients to help strengthen the health system – Status, Highlights and Achievements

Status			
Q1 2022	Q2 2022	Q3 2022	Q4 2022
Highlights			
<ul style="list-style-type: none"> <li>In response to the May 21 storm, OPH supported the City of Ottawa's Emergency Operations Centre, particularly within the Human Needs and Public Safety Branch, to reach residents who were most affected by the storm during prolonged power outages. OPH worked closely with the City's Wellness Visit Task Force and, in collaboration with Ottawa Fire Services and the Canadian Red Cross, teams of nurses were deployed to do door-to-door wellness visits in priority areas. The severe weather response reinforced the importance of leveraging existing relationships and nurturing new partnerships to strengthen community action, create supportive environments, and assist individuals, families, and communities in preparing for, responding to, and recovering from emergencies.</li> <li>OPH is working closely with the Ontario Ministry of Health and Public Health Ontario, local infectious disease experts and health care providers to respond to cases of monkeypox in the community. The response has included working with the AIDS Committee of Ottawa and with MAX Ottawa to share information with the community. OPH has also engaged with the Gay Men's Sexual Health Alliance to foster networking, information sharing, and information provision to the groups that, to date, are most affected by Monkeypox.</li> <li>The continued presence of OPH and partners in communities, including through ongoing promotion of Neighbourhood Health and Wellness hubs and after school clinics, and door-to-door outreach to provide rapid antigen tests to residents, is contributing to building trust within those communities.</li> <li>From January to April 2022, the Community Engagement team (CET) and the Business and Sector Engagement team (BASE) collected data from over 40 partners, business sectors and community stakeholders. Results from these community recovery sessions with key stakeholders, including key disability and accessibility partners, were summarized and reported to senior leadership. OPH has also been collaborating with childcare, early years and camp stakeholders (internal and external) to redefine COVID-19 support and recovery.</li> <li>Work is underway to support enhanced service navigation and improved partnerships with multiple organizations for better client service (Ontario Works, Integrated Neighbourhood Services Team, Mental Health, Ottawa Community Housing, Hubs, Conseil Économique et Social d'Ottawa-Carleton (CESOC), South East Ottawa Community Health Centre wellness clinic pilot, Ottawa Local Integration Partnership, &amp; Regroupement ethno-culturel des parents</li> </ul>			

francophones de l'Ontario). For example, additional services have been brought on board at some of the Neighbourhood Wellness Hubs (NWH), including Parenting in Ottawa drop-ins, screening by the Dental Health team, and availability of some vaccines normally administered in grades 7 and 8 are now available in select hubs.

- The Community Engagement Team's support to stakeholders has expanded beyond COVID-19, including supporting the Migrant Health Oral Care study, assisting newcomers by adding dental information and products to outreach. Other non-COVID health promotion content, in response to requests by partners and feedback, include employment, substance use, mental health, head injury prevention, access to social services, and financial support through Ontario works.
- The Rural Engagement Team (RET) continues to strengthen relationships with rural partners. In May and June, the RET attended six community events, reaching approximately 300 people.
- OPH initiated partner and stakeholder consultations and planning for future surges in outbreaks of COVID-19 in congregate living settings. OPH will continue to work with partners to improve interagency response to outbreak management and COVID-19 testing.
- In April, the Assunah Muslim Association presented OPH with the Community Partnership Award in recognition of the health unit's dedication and collaboration to the health and well-being of the Muslim community of Ottawa.

#### **Ontario Health Teams (OHT):**

- Ottawa Health Team: Refreshed [website](#) launched with new branding and continued its COVID-19 community response and vaccination outreach.
- Ottawa East Health Team: New [website](#) launched and two training opportunities were made available to all members – one in partnership with the Community Addictions Peer Support Association (CAPSA), the other with le Centre d'appui et de prevention (le CAP) – aimed at fostering equitable, inclusive access and delivery of mental health and addictions services. Further, the BPSO quality improvement initiative continues with OPH's Healthy Growth & Development Team (focus on perinatal depression guidelines).
- Ottawa West Health Team: A planning day was held in May with >20 partners, including clients with lived/living experience, to inform a Mental Health, Addictions and Substance Use Health action plan. A workplan is expected to be brought forward in the fall. A Complex Chronic Disease working group launched in June and will focus on diabetes.
- Kids Come First (KCF): A nomination process was completed to recruit membership for the 2022-24 Steering Committee. OPH continues to have representation for the Population and Public Health sector.

#### **Challenges**

- Stakeholder engagement on COVID-19 prevention remains difficult, as all provincial mandates have been lifted. Lack of clarity with the lifting of restrictions resulted in many partners seeking more information about continued public health measures. There was a spike in inquiries, particularly for the Childcare and Places of Worship sectors, following the end of the mask mandate. However, OPH has noticed that stakeholders from other sectors no longer



demonstrate as great a need or interest in support with restrictions being lifted. Promoting COVID prevention recommendations has therefore proven more challenging.

- Staffing for some teams has significantly changed, affecting the continuity of some activities and resulting in some gaps in outreach over the summer months.
- The prolonged power outages in many priority neighbourhoods resulting from the May 21 storm put an additional financial strain (e.g., due to food spoilage) on a lot of families that were already struggling. Last-minute closures of vaccination hubs and mobile clinics, along with cancellation of some planned activities with partners arose from the power outages and subsequent reprioritizing to focus on urgent concerns of food and water security for the community.

**Ontario Health Teams:**

- Capacity to be present at all OHT tables is an operational challenge.



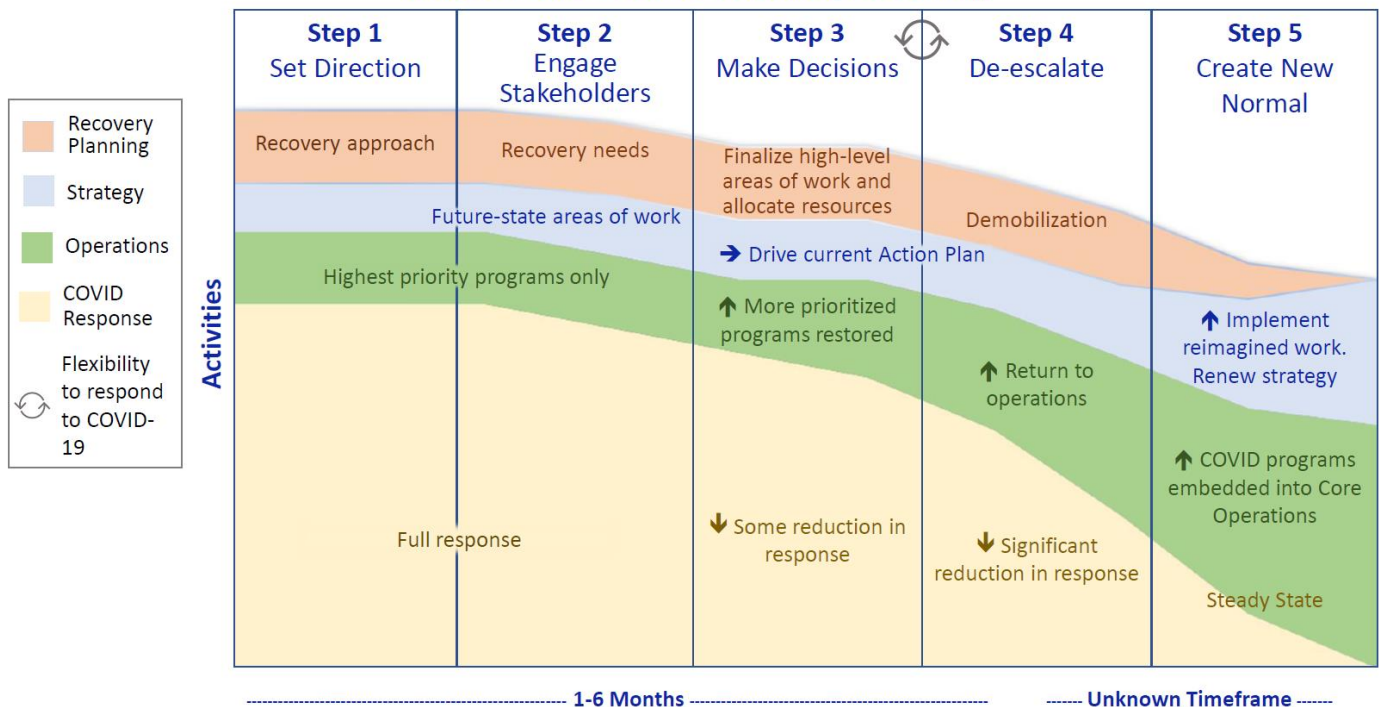
## Transformational Initiative - Reimagine and plan for our post-pandemic future – Highlights and Achievements

### Highlights

The Ottawa Public Health Recovery Roadmap depicts the multi-step approach OPH is taking to transition from current to future steady state, focusing on the following streams of work:

- Recovery planning
- Strategy implementation
- Core operational programs and services, and
- COVID-19 Response

**Ottawa Public Health Recovery Roadmap**



OPH is currently in Step 3 of its Recovery Plan. While OPH continues the response to the COVID-19 pandemic, the key action within this step is to identify future priorities as an organization.

OPH's employee engagement strategy generated over 3,000 ideas, with our community partners and community engagement initiative yielding a significant number of additional ideas and suggestions on how we can further work with communities in the future.

In Q2, the Recovery Team launched a Virtual Data Walk using the Engage Ottawa technology platform. This Virtual Data Walk is an internal interactive activity to communicate findings and collect feedback and comments on which ideas employees would like to pursue into the future.

Many of the ideas generated through our Recovery and Re-imagine process align with OPH's strategic goal of continuously improving and evolving our core work to maximize impact. The bulk of the ideas shared throughout these engagement activities have been identified as operational enhancements that can be implemented over the coming months through quality improvement initiatives.

## Challenges

One of the goals of OPH's re-imagine work has been to ensure employees are offered time to meaningfully engage in the process of identifying opportunities to advance and strengthen OPH's programs, services, and processes for the future. To ensure the opportunity for meaningful engagement, OPH has extended several deadlines to allow all employees to provide input over the summer months when vacation is at its highest.