



Protecting Our Community's Health

Ottawa Public Health's Strategy Refresh

OPH has designed a 3-5 year strategy with the notion of delivering and executing on the strategy through focused annual action plans

STRATEGY REFRESH

OPH Vision, Mission and Commitments

Vision	Mission	Commitments
Ottawa's People: Healthy, Safe and Well	We will work together with our community to improve, promote and protect the health and well-being of the people of Ottawa	Reconciliation We work in partnership with First Nations, Inuit and Métis peoples and communities to advance Indigenous health equity.
		Quality We use the best available evidence to continuously improve and inform our work.
		Engage We work with residents, partners and communities to develop the conditions that support health and health equity.
		Impact We promote sustainability by directing resources for maximum benefit and value.



Annual Goals

OPH has designed a 3-5 year strategy with the notion of delivering and executing on the strategy through focused annual action plans.

Current Action Plan Goals

Drive innovative approaches to mental health and substance use



Problematic substance use in Ottawa is a serious issue across the lifespan that requires proactive and evidence-informed solutions. We will work with partners and people with lived experience to develop and implement an action plan to prevent stigma, support emerging harm reduction initiatives, and promote collaboration and integration across the system.

Healthy communities by design



Healthy communities by design grounded in the understanding that our physical and social environments have the potential to enable people to live healthier lives, by making the healthy choice the easier choice, and by creating the conditions for people to thrive. We will support the design of sustainable, safe, inclusive, accessible, connected, vibrant and supportive of wellness community with a focus on transportation, housing, food, and natural environments.

Streamlining through digitizing



Digital health innovations have the potential to improve the capacity and quality of health services. Embracing new digital solutions will help OPH better serve and connect with clients, colleagues and the broader health system.

Annual Goals

(Continued)

Current Action Plan Goals

A healthy workplace and workforce



When our employees feel psychologically safe and healthy, everyone benefits. A healthy workforce helps foster a healthy community. During times of change, it is increasingly important that employees feel engaged, safe and well.

Continuously improve our core work to maximize impact



Public health works to prevent illness, infections, and chronic diseases resulting in a decreased use of the healthcare system. It's important to evaluate and continuously improve OPH's approach to its work to maximize its impact in the community.

Transformational Initiatives

Transformational initiatives are the foundational elements we need to build now in order to transform the way we work later.



Action Plan Initiatives

Community and client engagement

We will embed a coordinated and effective approach to engagement across our geography (urban, suburban and rural), teams, and services to ensure the decisions we make and the work we do is rooted in the voices of clients and partners.



Ontario Health Teams

We are committed to building capacity to drive greater prevention in the healthcare system. OPH will partner with Ontario Health Teams to deliver integrated, client-centred care, not only to keep people out of hospital, but to keep them healthy, safe and well.



Public Health Modernization

We will work to build on our strong public health system, to respond to the health needs of our community and ensure access to services across Ottawa's urban, suburban and rural communities.

Strategy Refresh Approach

Check in to assess and adjust strategy action plan based on internal / external conditions

Given COVID-19, more important than ever to adapt and align OPH's strategic work

Refresh methods include:

Review of surveillance and epidemiology reports

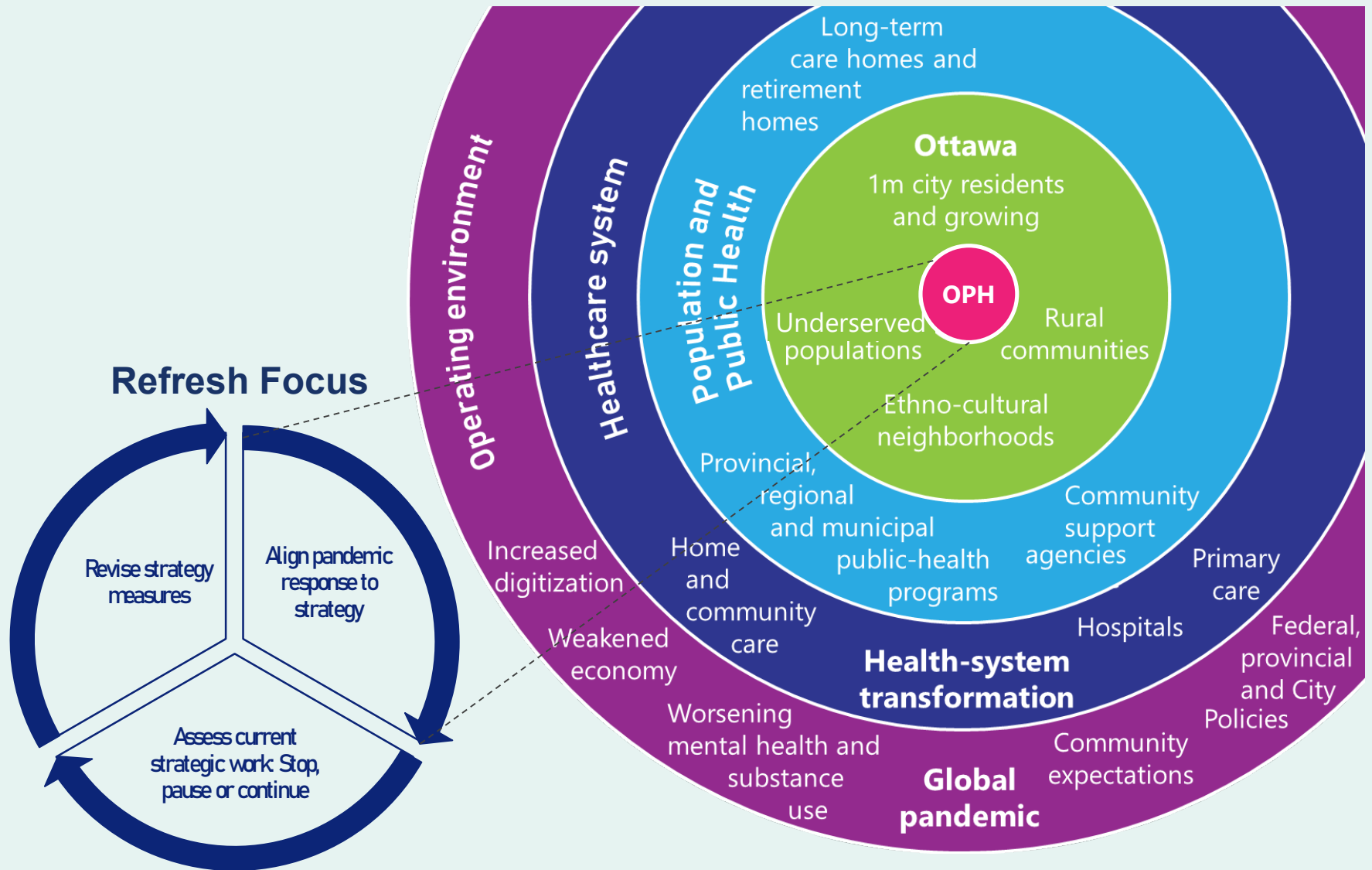
Review of documents, e.g., lessons learned, Wave 1 evaluations, environmental scans, and City, Ministry and Public Health Ontario guidance

Review of survey responses to hot debrief and Wellness at Work pulse check

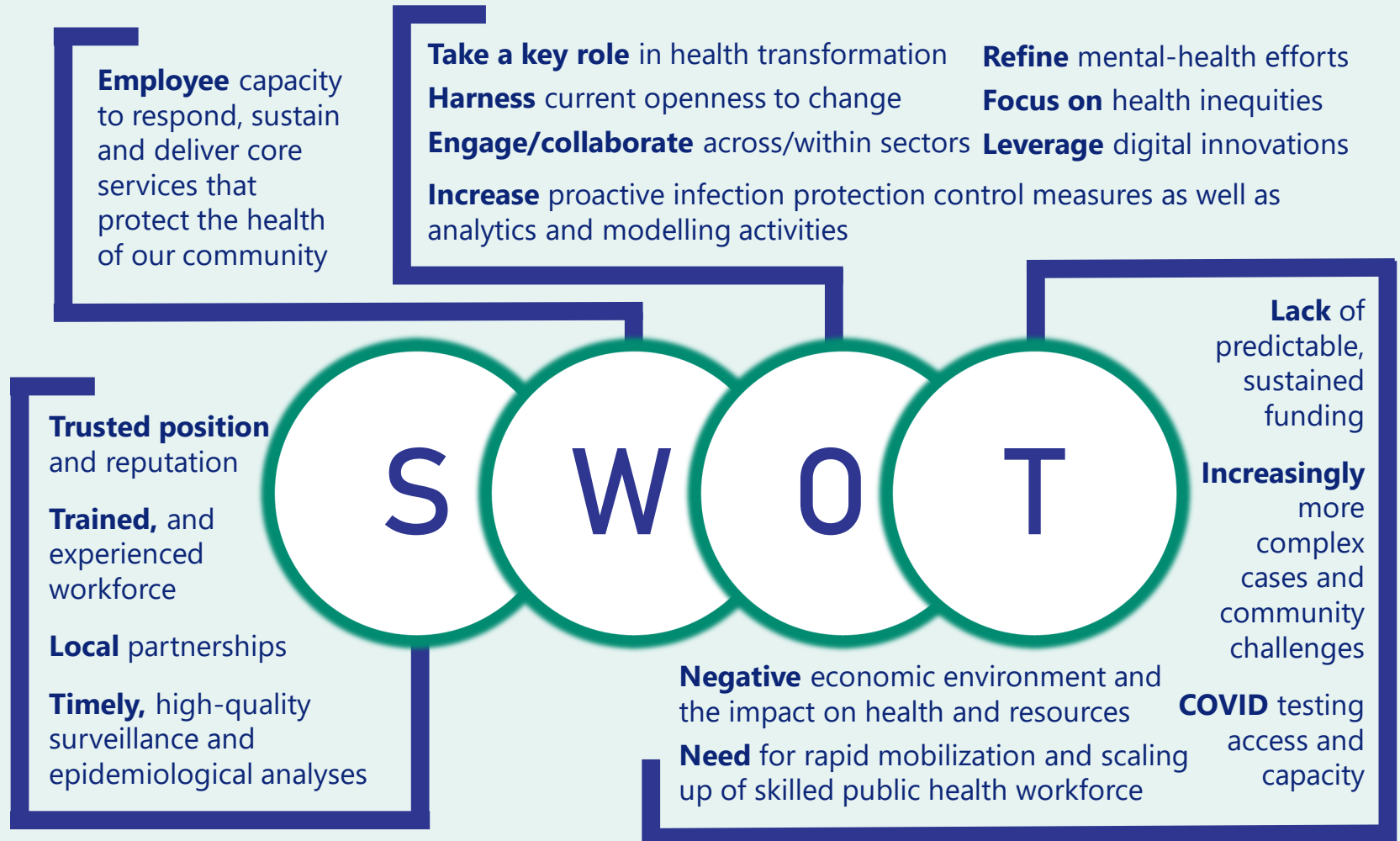
Limited stakeholder interviews, e.g., with partners, public, stakeholders across sectors, employees, leadership and the Board



Internal and External Reflection



SWOT Analysis



A Sustainable Balancing Act

Health and Safety Protocols. New health and safety protocols triggered by COVID means adjustments to service and client flows, job roles and processes.

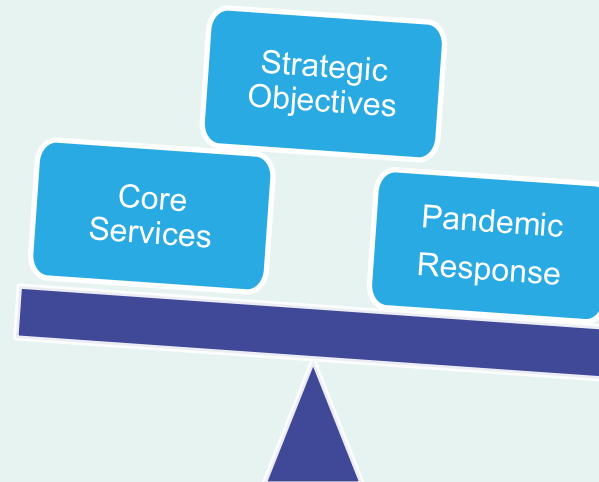
Change Fatigue. The forced nature of COVID-triggered changes – and the impact on employees' personal and professional lives

Decreased Labour Supply. Available full-time employees to continue with community health needs (core operations) in short supply due to COVID deployments and reassigned employee.

Diminished employee Capacity. The prolonged response may effect a range of issues for employees, including mental and physical-health issues.

Learning and Unlearning. employee and residents alike need to learn new methods of operating in public environments—as well as unlearn former approaches.

Maintain 24/7 on-call for all Core Operations (e.g., inspection, communicable disease, outbreaks, communication, etc.)



Technology. Learning curves related to the adoption of new digital solutions.

Strategy Refresh Direction

The pandemic response and new areas of strategic focus are well aligned with OPH's current goals and transformational initiatives

As such, the current action plan is still relevant

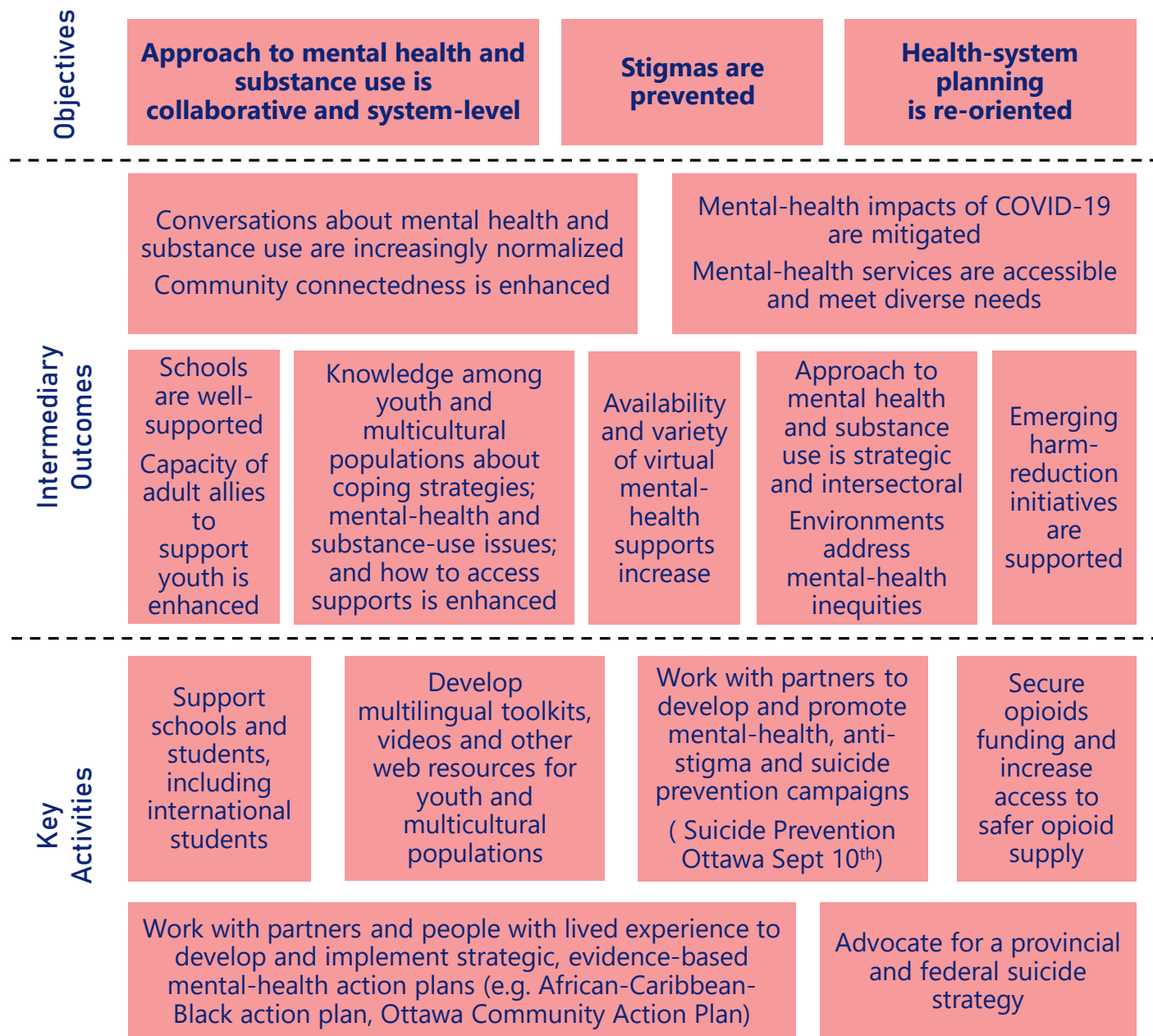
Recommend action plan goals stay intact and modify measures



Goal 1



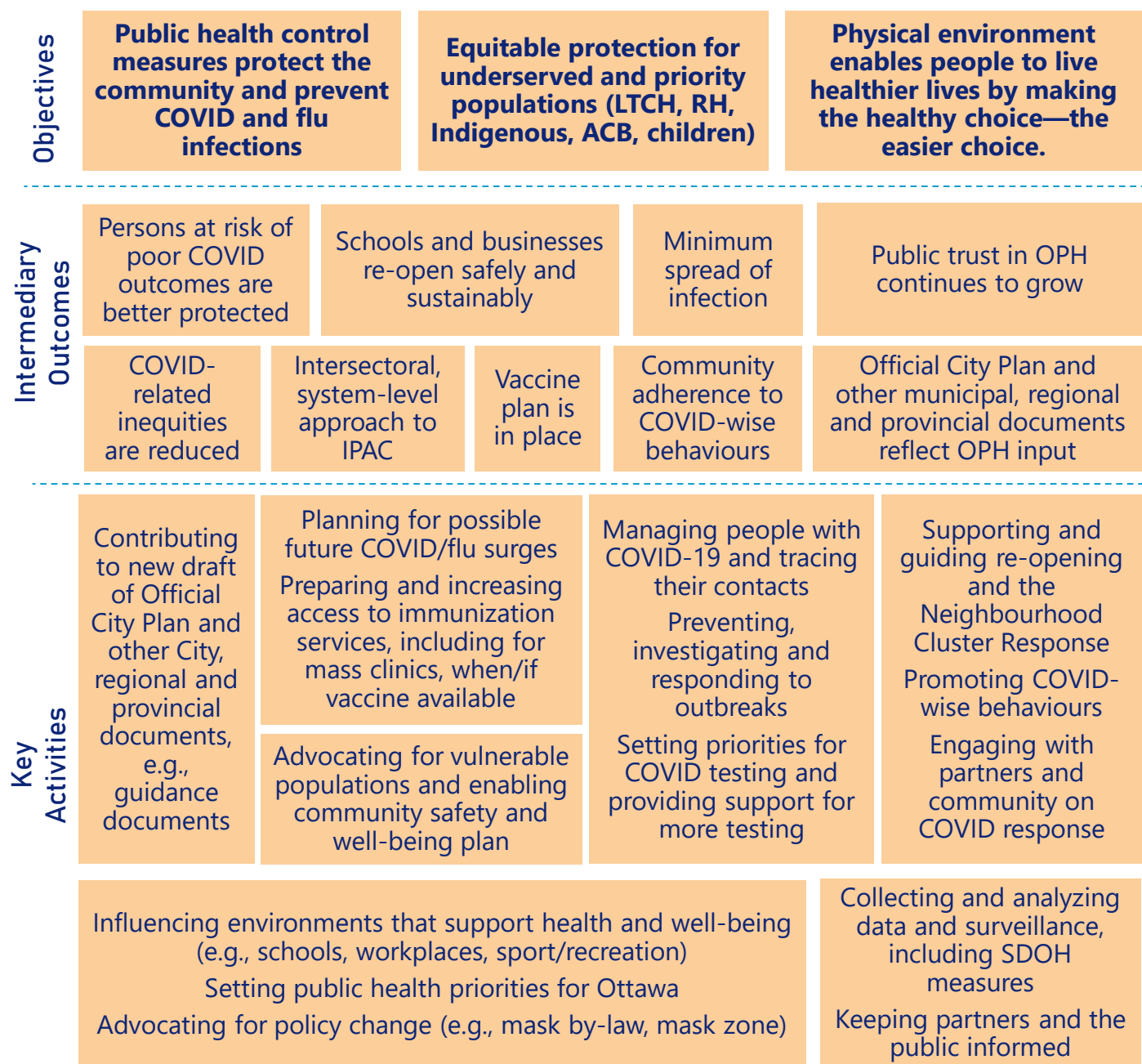
Drive
Innovative
(and
Coordinated)
Approaches to
Mental Health
and Substance
Use



Goal 2



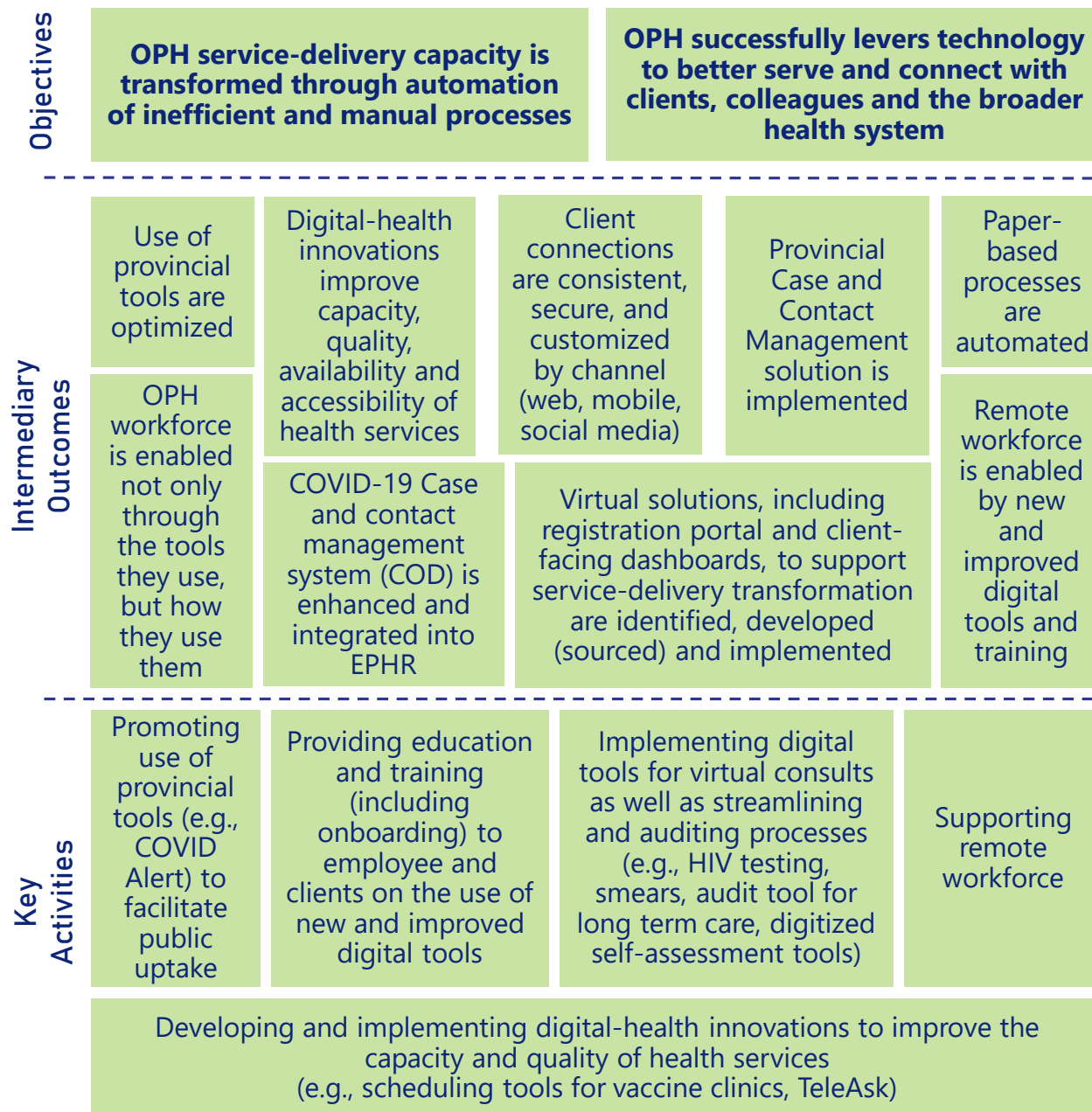
Healthy (and Health-Equitable) Communities by Design



Goal 3



Streamlining
(and Increasing
Accessibility)
through
Digitizing



Goal 4



A Healthy (and Agile) OPH Workforce and Workplace

Objective

A healthy OPH workforce helps foster a healthy community

Intermediary Outcomes

OPH diversity and inclusion is celebrated

Systemic racism within OPH is mitigated

Employees better reflect the composition of the population

OPH employees:
Feel safe, well and engaged
See gains in personal resilience and work-life balance
Have the tools and training they need

Employees and leaders in new work settings and new roles receive increased support and training

Employees have flexible work arrangements to support work life balance

Employees have a safe work environment
Health and safety of employees is protected

Relationships across the organization are increasingly effective and supportive

Employees have mechanisms in place to connect with each other safely

Key Activities

Informing and communicating with employees

Helping managers manage remote workforce

Maintaining a strong culture of recognition

Providing quality learning and development opportunities, including training on PPE and preventative measures and anti-racism training

Aligning with City's Workforce Diversity & Inclusion Plan per direction from City's Anti-Racism Secretariat

Identifying and promoting innovative ways to increase flexibility for employees to support work life balance

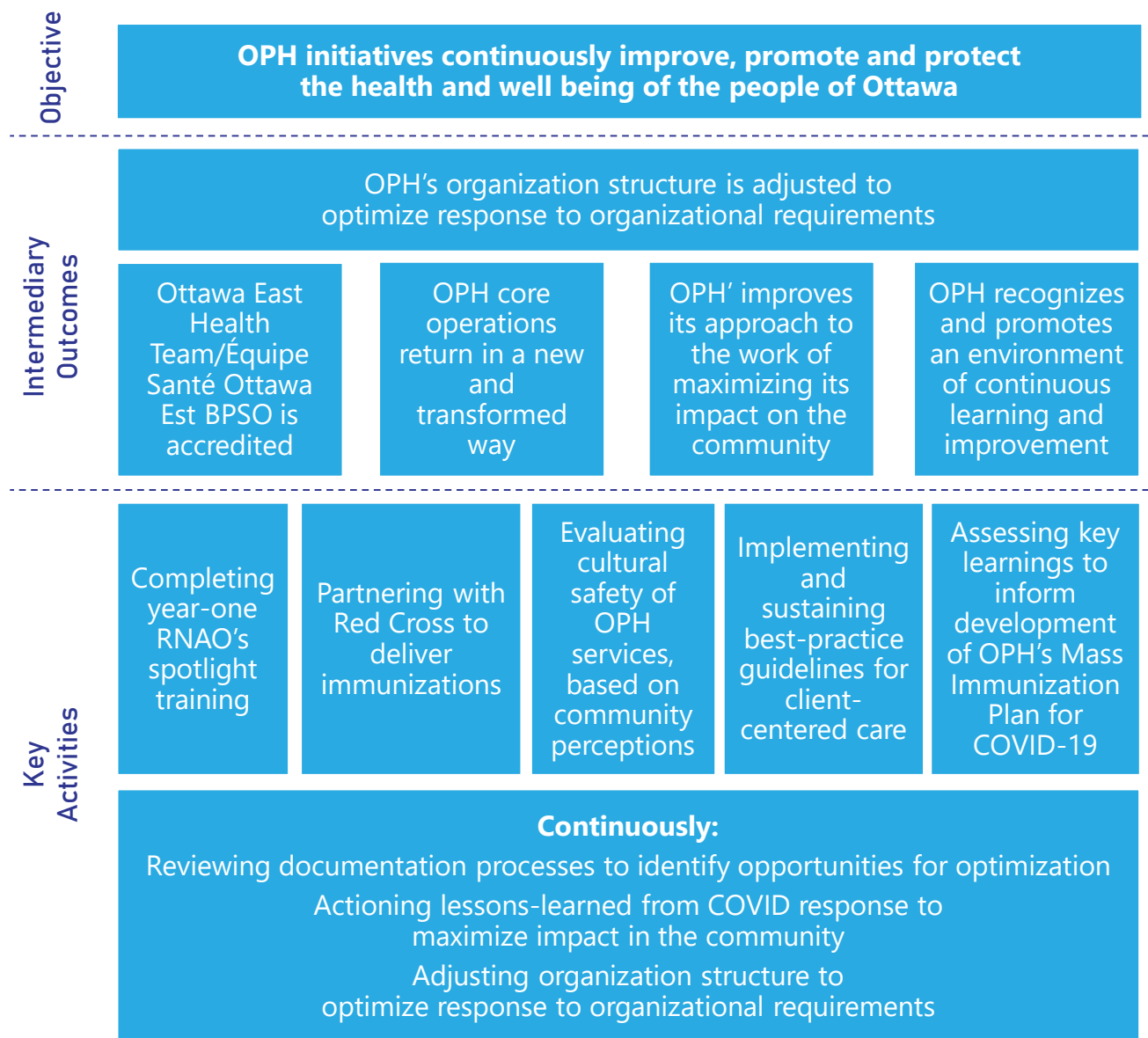
Supporting team-building and social activities
Respond to calls to action in City anti-racism motion

Retrofitting facilities and modifying service delivery to protect health and safety of employees

Goal 5



Continuously Improve (and Evolve) our Core Work to Maximize Impact





Transformational Initiative 1: Community and Client Engagement

OPH is committed to embedding a coordinated and effective approach to engagement across its geography, teams and services to ensure the decisions made and the work done are rooted in the voice of clients and partners.

Key strategic efforts:



Assess the feasibility of forming an Ottawa Health Cabinet to drive integration of health and the economy to effect change.

Collaborate outside of existing hospital networks in pursuit of cross-sector involvement to bring together care and hospital providers, universities, business and community organizations to create actions that help drive OPH strategy

Issue a call for proposals to identify and support public health, primary care, hospital network and social service sector collaborations in order to gain ideas to better meet the goals and needs of the community

Enhance Stakeholder management processes to better understand, communicate and manage our relationships and resources with them

Assess the feasibility of an online Ottawa Community Tool Box as a resource for those working to build healthier communities and to promote community health

Transformational Initiative 2: Ontario Health Teams (OHTs)

OHTs introduced to provide a new way of organizing and delivering care whereby health care providers will work as one coordinated team. OPH views OHTs as a vehicle to drive prevention across the health system.

* Reflects a realignment of OPH work and/or priorities due to the COVID-19 pandemic

Key strategic efforts:

Providing active contributions to four Ottawa-area OHTs:



Ottawa Health Team (led by six Community Health Centres)-approved OHT

Ottawa East OHT (led by Hôpital Montfort)-approved OHT (July 23)

Kids Come First (led by CHEO) - endorsed as a regional model

Three Rivers OHT (led by Arnprior Hospital)-considered "In Development"

Leveraging lessons learned from COVID-19 response:*

Build upon established relationships

Address health inequities – opportunity to introduce standardized collection of sociodemographic data across the health system

Approved OHTs – encouraged to re-think Year 1 populations (in the context of COVID-19) and adapt as required to be responsive to community needs

Assessing the feasibility of developing a cross-sector children's care task force to help address children's safety, health and well-being with a focus on COVID-19.*

Transformational Initiative 3: Public Health Modernization

Significant changes announced regarding the structure, governance and funding for Ontario's public health sector, including the creation of new and larger regional public health entities, standardizing the governance of those entities, and shifting the funding formula to gradually reduce the Province's share of funding.



Key strategic efforts:

Prioritize digital solutions for strengthening public health action

Capitalize on local public health expertise and connection to the field at regional and provincial tables

Streamline reporting and coordination on pandemic response for medical officers of health to Chief Medical Officer of Health while maintaining local independence and accountability to Boards of Health

Clarify and align roles between PH and health system partners across Ontario pandemic response structure






Help strengthen centralized public health coordination and senior technical guidance

Establish PH "hubs" or "centres of excellence" led at a regional level for sharing of PHU resources and coordinating broader public health actions

Continue to build relationship and supports for Renfrew

Strengthen provincial and federal relationships to influence government agendas, identify new opportunities and assist in determining solutions to government issues.

Annual Action Plan

Strategic Goals	Current Measures	New Proposed Measures
 <p>Drive innovative approaches to mental health & substance use</p>	% Action Plan completed	% Action Plan completed
 <p>Healthy communities by design</p>	% Action Plan completed	Scoring on COVID-wise behaviours
 <p>Streamlining through digitizing</p>	% of OPH program areas online by target date	% of planned work implemented to expected by transformed, enabled and connected objectives
 <p>A healthy workplace and workforce</p>	Perceptions of employee satisfaction vs. benchmark	Perceptions of employee satisfaction vs. benchmark (City and OPH Pulse Surveys)
 <p>Continuously improve our core work to maximize impact</p>	Service delivery performance score	Service delivery performance score (including COVID-19 service delivery measures)