

**Report to
Rapport au:**

**Ottawa Board of Health
Conseil de santé d'Ottawa
17 June 2019 / 17 juin 2019**

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**Submitted by
Soumis par:**

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Ward: CITY WIDE / À L'ÉCHELLE DE LA VILLE File Number: ACS2019-OPH-KPQ-0002

**SUBJECT: PROTECTING OUR COMMUNITY'S HEALTH: OTTAWA PUBLIC
HEALTH 2019 – 2022 STRATEGY**

**OBJET: PROTÉGER LA SANTÉ DE NOTRE COMMUNAUTÉ: SANTÉ
PUBLIQUE OTTAWA STRATÉGIE 2019-2022**

REPORT RECOMMENDATIONS

That the Board of Health for the City of Ottawa Health Unit approve Ottawa Public Health's Strategic Plan for 2019-2022, as outlined in Document 1.

RECOMMANDATIONS DU RAPPORT

Que le Conseil de santé de la circonscription sanitaire de la Ville d'Ottawa approuve le Plan stratégique 2019-2022 de Santé publique Ottawa, tel que décrit dans le document 1.

BACKGROUND

In early 2018, Ottawa Public Health (OPH) began the strategic planning process, which culminated with the **Protecting Our Community's Health: Ottawa Public Health 2019-2022 Strategy** and supporting document 1. Input from many sources helped shape this plan, including: engagement sessions with employees, input from clients and community partners; local level data ([Status of Mental Health 2018 Report](#), [State of Ottawa's Health 2018 Report](#), and [Health Equity and Social Determinants of Health in Ottawa 2016 Report](#)); grey literature; and feedback from the current and previous Board of Health.

OPH delivers a range of mandated core programs and services that are outlined in the [Ontario Public Health Standards](#). OPH's new Strategic Plan affirms the organization's core purpose (vision, mission, and commitments) and outlines strategic directions, associated goals, and transformational initiatives which serve to reinforce and improve upon OPH's core work and focus improvement efforts to drive change in key areas.

In April 2019, the provincial budget announced proposed changes for the funding, organization and delivery of public health across Ontario. This new direction will shift and shape our focus over time; however, the priorities identified from our stakeholders are still highly relevant and are unlikely to change.

Moving forward, this new Strategic Plan provides a framework keep OPH aligned and focused on our most important and pressing work of driving positive health outcomes in the communities we serve.

DISCUSSION

Ottawa Public Health's new Strategic Plan, as outlined in supporting document 1, is driven by its vision, mission, commitments, four strategic directions with associated goals, and transformational initiatives. The Strategic Plan addresses key public health challenges and identifies opportunities to advance health and well-being for the people of Ottawa.

Protecting Our Community's Health: Ottawa Public Health 2019-2022 Strategy

Vision: Ottawa's People: Healthy, Safe, Well

Mission: We work together with our community to improve, promote and protect the health and well-being of the people of Ottawa

We are committed to:

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.

Strategic Directions:

#1 - Promote mental health and reduce health and social harms of substance use

Continued strategic focus is required to enhance mental health and address the harms of problematic substance use in Ottawa. There is commitment and momentum among community partners and the public to make a greater impact on mental health and substance use.

#2 - Drive prevention across the health system

As a respected partner in the health system, OPH has a key role in preventing and mitigating the burden of avoidable health issues. OPH has the capacity to be the catalyst and support community-wide initiatives, not only to keep people out of hospital but to keep them healthy, safe and well.

#3 - Influence the social and physical environments that support health and well-being

The built and social environment can shape our health for the better. OPH will work to ensure communities are planned, built and supported to positively impact the physical, mental, and social health of all residents.

#4 - Maximize potential in people, processes and resources

OPH is committed to developing and supporting our employees, standardizing our processes, and evolving our tools to anticipate and adapt to emerging health issues and a changing public health sector.

Year One Goals:

#1 - 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. OPH will work with partners to develop and implement a Community Action Plan, with a focus on opioids, to prevent stigma, support emerging harm reduction initiatives, and promote collaboration and integration across the system.

Short term measure: % of year one Community Action Plan completed

Long term measures: level of stigma, degree of care integration, including with mental health promotion

#2 - Healthy communities by design

Our physical environment has the potential to enable people to live healthier lives, by making the healthy choice the easier choice. OPH will support the design of vibrant, safe, and inclusive communities with a focus on transportation, housing, food, and natural environments and greenspaces.

Short term measure: % year one Healthy Communities Action Plan completed

Long term measures: neighbourhood walkability, food access and affordability

#3 - Streamlining through digitizing

Digital health innovations have the potential to improve the capacity and quality of health services. Embracing a new Electronic Public Health Record (EPHR) system will help OPH better serve and connect with clients, colleagues and the broader health system.

Short term measure: % of OPH program areas online by target date

Long term measure: service efficiency, system interoperability

#4 - A healthy workplace and workforce

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

Short term measure: OPH *Guarding Minds at Work* score

#5 - 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.

Short term measure: Service delivery performance

Transformational Initiatives: The foundational elements we need to build now in order to transform the way we work later.

#1 - Community and client engagement

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

#2 - Ontario Health Teams

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

#3 - Public Health Modernization

OPH will work to create a strong public health system that prioritizes access to services across Ottawa's urban, suburban and rural communities and to foster collaboration for health in the larger eastern Ontario region.

NEXT STEPS

OPH will share this strategic plan with employees and community partners, followed by the development of 2020 operational plans that will support its implementation. This includes engaging with employees to identify the associated short and long-term measures, targets and initiatives to reach the goals. Mechanisms for ongoing monitoring and annual reporting to the Board on the execution of the Strategic Plan will also be implemented.

RURAL IMPLICATIONS

There are no rural implications associated with this report.

CONSULTATION

The Ottawa Public Health Strategic Plan was informed by employees, community partners, clients, City of Ottawa partners, and the current and previous Board of Health. Other sources of input include an environmental scan, a SWOC (Strengths, Weaknesses, Opportunities and Challenges) analysis, grey literature, and health status data.

LEGAL IMPLICATIONS

There are no legal impediments to implementing the recommendation of this report.

RISK MANAGEMENT IMPLICATIONS

There are no risk implications associated with this report.

FINANCIAL IMPLICATIONS

There are no financial implications to implementing the recommendations in this report.

ACCESSIBILITY IMPACTS

Accessibility was considered in the writing of this report.

SUPPORTING DOCUMENTATION

DOCUMENT 1: Protecting Our Community's Health: Ottawa Public Health 2019 – 2022 Strategy / Protéger la santé de notre communauté : Santé Publique Ottawa stratégie 2019 – 2022

DISPOSITION

Ottawa Public Health will work to develop operational plans to support implementation of the Strategic Plan for 2019-2022. These will be presented to the Board of Health in a subsequent report, expected in Q3 of 2019.