

**Report to
Rapport au:**

**Ottawa Board of Health
Conseil de santé d'Ottawa
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Ward: CITY WIDE / À L'ÉCHELLE DE LA VILLE File Number: ACS2019-OPH-KPQ-0005

**SUBJECT: OTTAWA PUBLIC HEALTH'S STRATEGIC PLAN FOR 2019-2022 –
UPDATE ON STRATEGIC PRIORITIES**

**OBJET: PLAN STRATÉGIQUE 2019-2022 DE SANTÉ PUBLIQUE OTTAWA –
MISE À JOUR SUR LES PRIORITÉS STRATÉGIQUES**

REPORT RECOMMENDATIONS

**That the Board of Health for the City of Ottawa Health Unit receive, for
information, an update on implementation of the 2019-2022 Strategic Priorities.**

RECOMMANDATIONS DU RAPPORT

**Que le Conseil de santé de la circonscription sanitaire de la ville d'Ottawa prenne
connaissance des informations sur la mise en œuvre des priorités stratégiques
2019-2022.**

BACKGROUND

The Ontario Public Health Standards require boards of health to identify their priorities through a multi-year strategic plan. [Protecting Our Community's Health: Ottawa Public Health's 2019-2022 Strategy](#) was approved by the Ottawa Board of Health (BOH) at its meeting of June 17, 2019. As described in the June report, the four strategic directions for Ottawa Public Health (OPH) are to:

- Promote mental health and reduce the health and social harms of substance use;
- Drive prevention across the health system;
- Influence the social and physical environments that support health and well-being; and
- Maximize potential in people, processes, and resources.

In order to achieve these high-level strategic directions OPH has adopted five goals, which are to be reviewed annually and are subject to change. These goals help focus OPH's work to ensure the health unit delivers on the longer-term outcomes described in the strategic directions. OPH's 2019-2020 goals are:

- Drive innovative approaches to mental health and substance use;
- Healthy communities by design;
- Streamlining through digitizing;
- A healthy workplace and workforce; and
- Continuously improve our core work to maximize impact.

Transformational initiatives are another key component of the strategy. These are cross-cutting initiatives that OPH is focusing on during the early stages of the strategy, which have critical implications for the health unit's work. The three transformational initiatives are:

- Community and client engagement;
- Ontario Health Teams; and
- Public Health Modernization.

As discussed during the June 2019 meeting, the BOH will be kept updated on the progress of the strategy through semi-annual reports. These updates will provide the status for each goal as either red, yellow, or green based on the measures identified by each goal team.

A definition for these three statuses is provided below:

Red: Goal is off track based on current progress measures. Developing a remediation plan and / or substantial additional resources are required to bring goal back on track.

Yellow: Goal is off track based on current progress measures. A feasible plan has been developed, which is expected to bring the goal back on track.

Green: Goal is on track based on current progress measures. OPH will continue to monitor goal progress.

DISCUSSION

The purpose of this first strategy progress report is to provide the Board of Health (BOH) with an update on the initial five months of implementation and outline upcoming work into 2020. Since the strategy was approved in June, the main effort and focus has been on communication, mobilization, and monitoring/reporting on the strategy.

Communication

Introducing a new strategy requires time for adoption by both the organization and community. Over the last four months considerable time has been spent engaging employees on the strategy and receiving feedback on the annual goals. In addition, many of OPH's strategic priorities involve working at the system level in close collaboration with external partners; accordingly, OPH has purposely taken time to solicit partner feedback. The new strategy has been well received and feedback from both employees and partners has helped shape how the health unit will measure and achieve its goals.

Mobilization

To mobilize the strategy, OPH has formed dedicated teams responsible for each of the five goals. These teams are made up of internal and external stakeholders who help define, develop and implement an evidence-based approach to meet the goal. At a high level, the work of each goal team involves:

- Understanding and communicating the goals' purpose and their longer-term impacts;
- Determining the needs, priorities and roles within each goal;
- Developing measures (both short term and longer term) and defining success;
- Identifying a work plan that includes the most effective projects and deliverables needed to accomplish the goals; and
- Meeting on a regular basis (minimum quarterly) to review progress and scope out the next quarter's work.

Each goal varies in timing, complexity and scope, as such, teams are at different stages of implementation. Some teams remain in the development phase while others have identified and have begun accomplishing early goal milestones and deliverables.

Monitoring and reporting

Developing and formalizing new processes for quarterly monitoring, managing and reporting of the strategy has also been underway. This includes quarterly senior leadership team strategic retreats, the creation and maintenance of a strategy dashboard, and the creation of a strategy room to support visual management and enhanced accountability and transparency.

Protecting Our Community's Health Strategy Update

Currently, the status for three of the five goals is green as they are on track. The two remaining goals are yellow and are expected to be back on track by the next reporting period. Work is also progressing well in support of the transformational initiatives. Below are status updates for each goal and transformational initiative, including a brief description and key highlights or learnings.

Goal 1 - Drive innovative approaches to mental health and substance use – *status Green*

There is commitment and momentum among community partners to make a greater impact in the area of mental health and problematic substance use. Based on the 2019 Ottawa Summit findings, OPH, with its co-sponsors, released the Ottawa Community Action Plan on September 12, 2019. This plan outlines three high priority areas with associated activities to be completed by December 2020, in parallel with OPH's ongoing mental health promotion and prevention work:

- Priority Area 1: Preventing stigma and problematic substance use;
- Priority Area 2: Emerging harm reduction initiatives that can reduce harms associated with opioid use; and
- Priority Area 3: Collaborating and integrating across the system to centralize access to comprehensive mental health, substance use and social services, leading to increased access and uptake of services.

OPH is committed to engaging with residents, partners and communities to ensure the health's unit's decisions, and the work that it does, are rooted in their voices and needs. For Goal 1, OPH has established a Steering Committee comprised of OPH employees and community members with lived and living experience. This Committee's first meeting was held on October 29, 2019. Additionally, OPH continues to sit at various tables to support greater integration, centralization, access and uptake of services across the community. These include: the Royal Ottawa Community Mental Health services group, CHEO's Ontario Health Team (OHT) planning group, and Project STEP for school-based services.

For Goal 1, success is measured by the percentage of the action plan completed. As of October 2019, this action plan included 19 recommended actions with 72 deliverables. OPH considers completion of 85% or more of these deliverables as green, 70-84% as yellow and less than 70% as red. At present, OPH has completed 86% of these deliverables, making the overall status for this goal green. Some highlights from the past four months include:

- The release of the Ottawa Community Action Plan on September 12, 2019;
- The launch of a youth peer-2-peer program, in collaboration with Ottawa's four school boards;
- Working with local post-secondary institutions, particularly with the Panda Games, to prevent and reduce harms related to substance use and violence;
- Working with the Canadian Centre on Substance Use and Addictions (CCSA), the Royal Ottawa, the Canadian Public Health Association (CPHA), and the Community Addictions Peer Support Association (CAPSA) to develop a plan for reducing stigma in key workplaces in Ottawa;
- Working with CAPSA and CCSA to develop and provide stigma reduction training to health professionals; and

- Having the next steps for OPH's harm reduction program, approved at the November 4, 2019 BOH meeting.

Goal 2 - Healthy communities by design – *status Green*

In line with the City's goal to grow Ottawa to be the most liveable mid-sized city in North America, OPH's strategic priority on *healthy communities by design* will support making our community sustainable, vibrant, safe, supportive of wellness, inclusive, accessible, and connected.

A whole community response, with many diverse partners, is needed to shape and enhance our physical and social environments. OPH's approach to this goal involves leading strategic projects within the healthy communities framework (based on the World Health Organization's Healthy Cities Approach), collaborating with agencies with shared priorities, and influencing stakeholders that can make a sizeable impact in affecting positive change.

Over the past four months, teams across OPH have come together to define the priorities, projects, and areas for enhanced coordination to support this goal. Teams discussed emerging opportunities, community needs, existing evidence, and available resources. Based on these discussions, the focus for 2020 will be on initiatives that support sustainability, safety and connectedness. Examples of this work include integrating health into the City's Official Plan, creating a culture of non-violence and safe spaces (e.g. at festivals and large public events), and fostering greater connectedness through peer-to-peer initiatives.

For Goal 2, OPH is measuring its success by the percentage of the Healthy Communities by Design Action Plan completed. The current status of this goal is green. Projects are well underway and progressing as expected.

It should be mentioned that bringing teams together to design this action plan has also had the unintended positive benefits of:

- Knowledge exchange among content experts; and
- Increased cross-departmental collaboration for greater impact.

Goal 3 - Streamlining through digitizing – *status Yellow*

With streamlining through digitizing, OPH is embracing digital health innovations to improve the capacity and quality of health services. For 2019-2020, the main focus for

this goal is on developing and implementing an Electronic Public Health Record (EPHR) system that will be used across OPH for years to come.

EPHR phases 1 and 2 are focused on replacing existing paper processes, with later development to be focused on building new functionality and integrating with other electronic databases.

Phase 1 has been in development since June 2019. In that time, developers have built much of the foundational functionality, including:

- A client profile, which will eventually hold standardized information for all OPH clients;
- Administration and role-based access to control who has access to what information within our system; and
- A tool to collect sociodemographic data from clients.

During this time, Phase 1 “superusers” (front-line staff and supervisors from four teams: sexual health services, sexually transmitted infection case management, harm reduction and dental) have also tested and provided feedback on functionality to help ensure client/staff safety at clinics, to help prevent errors when entering information, and to schedule client appointments or make referrals to other programs.

The current status for this goal is yellow. While much progress has been made over the last six months and the project is within budget and scope, OPH has had to adjust timelines to ensure the health unit gets a functional and secure solution that meets the needs of staff and the clients they serve.

Goal 4 - A healthy workplace and workforce – *status Green*

At OPH, our people are our greatest resource, so it is essential that they feel psychologically safe and healthy. The Guarding Minds @ Work survey was used in the Spring of 2019 to better understand psychological health and safety and determine OPH’s baseline score. Overall, OPH scored very well, with eight of the 13 psychological factors scored as relative strengths and the remaining five being only of minimal concern.

The current status for this goal is green as OPH’s Guarding Minds @ Work scores were very positive and an action plan has been developed and approved to maintain and enhance psychological health and safety through 2020.

This action plan was developed over the past four months by OPH's Wellness@Work team, who used Guarding Minds @ Work best practices and employee feedback to focus activities on enhancing trust, relationships and balance across the organization.

Next steps for this goal involve implementing the Wellness@Work action plan through subcommittees, fostering greater collaboration with the City of Ottawa's Human Resources Hub, and conducting "pulse checks" using the Guarding Minds @ Work survey questions to ensure efforts are having an impact.

Goal 5 - Continuously improve our core work to maximize impact – *status Yellow*

Driving continuous improvement is a vital part of OPH's strategy, public accountability and desired culture of high performance and quality. The current measure for Goal 5 is service delivery performance. This measure is based on the notion that understanding performance is a key step towards supporting continuous improvement and enabling more informed discussions and decisions.

Teams will be reporting on their service delivery performance on a quarterly basis using the Results Based Accountability (RBA) Framework, which tells the story of how much, how well, and whether anyone is better off. Tracking and reporting of these performance measures will be achieved through the use of visual management strategies and tools.

This goal is still in the development and planning stage. Employees and leadership are in the process of working together to identify key performance measures. At this point, OPH expected to provide an initial report on these measures but more time is needed to engage teams and ensure the measures selected are meaningful and truly representative of performance. As such, as of October 2019, this goal's status is yellow.

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 voices of clients and partners.

Since the strategy was approved, OPH conducted its first online engagement pilot with the "Peer Parenting Support Program" on the City of Ottawa's new Engage Ottawa platform. Through this pilot, OPH learned how to effectively use the platform, leverage partnerships, and improve communication methods to increase engagement and reach.

Another project supporting this transformational initiative is the development of an OPH Engagement Guide for employees. Over the past year, a cross-organization working

group drafted the guide, which is now being reviewed and is intended to launch in 2020. This guide will support staff to better integrate engagement into regular practice.

Transformational Initiative 2 – Ontario Health Teams

Ontario Health Teams (OHTs) are being introduced to provide a new way of organizing and delivering care whereby health care providers (including hospitals, doctors and home and community care providers) will work as one coordinated team – no matter where they provide care. In April, the Ministry of Health launched a multi-stage readiness assessment process to identify prospective OHTs. These stages include Self-Assessment, Full Application, and In-Person Visits.

Three Ottawa-area OHT Self-Assessments were submitted in May:

- Ottawa Health Team (led by 6 Community Health Centres)
- Kids Come First OHT (led by CHEO)
- Ottawa East OHT (led by Hôpital Montfort)

In July, all three were invited to submit full applications. In September, the Board of Health approved a motion supporting OPH's continued involvement in OHTs; specifically, to support and sign-off on the submission of full applications for the three Ottawa-area OHTs. These applications were submitted to the Ministry of Health on October 9, 2019.

OPH views OHTs as a vehicle to drive prevention across the health system. OPH is a signing partner/member and actively supported the completion of all three applications (via participation on several working committees) with at least 20 staff involved and more than 60 meetings attended since mid-July.

In late October, the Ministry advised that it would be conducting onsite visits with all three of these OHTs. OPH participated in these visits, which took place on November 13 and 14, and were an opportunity for OHTs to discuss the content of their full applications in more detail. The Ministry of Health expects to announce the first wave of OHTs by December 2019.

Transformational Initiative 3 – Public Health Modernization

In April 2019, the Provincial Government announced its plans to significantly change the structure, governance and funding for Ontario's public health sector. Specifically, the proposal was to create new and larger regional public health entities by merging

existing local health units; standardizing the governance of those entities under new, autonomous boards of health; and shifting the funding formula to gradually reduce the Province's share of funding.

Strategic work has taken place, internally and externally, to support this transformational initiative, with a focus on positioning Ottawa Public Health as a leader in the broader provincial health transformation.

OPH has engaged multiple stakeholders at the Ontario government to better understand the way forward. The Medical Officer of Health, the Board of Health Chair and the Mayor have been actively connecting with provincial stakeholders to share OPH perspectives on the future of public health in Ontario, and to profile the important work OPH does in Ottawa and the value of its local partnerships. OPH will continue to work with the Ontario government and other stakeholders to contribute to the development of the best possible public health sector for Ontario.

Internally, the Medical Officer of Health and the Senior Leadership Team have been regularly engaging with staff to solicit perspectives on public health modernization. OPH teams were invited to participate in an engagement activity to generate ideas for a robust regional public health system to inform consultations with the Ministry, and to identify criteria to guide decision-making for regionalized public health. Staff were asked to discuss two questions:

1. For a robust regional health system, from your perspective, what activities could be accelerated, braked, and commenced/changed?
2. What aspects of your work could be provided: provincially, regionally, locally, or through or with Ontario Health Teams?

In addition to this consultation process, employees have been kept informed and engaged through weekly e-mail updates, and multiple virtual town hall meetings with the Medical Officer of Health.

On November 18th, the Ministry provided an update on timelines and expectations for the consultation period, as well as an outline of challenges and issues. The aim of the consultation is to work towards the following outcomes:

- Better consistency and equity of service delivery across the province;
- Improved clarity and alignment of roles and responsibilities between the province, Public Health Ontario, and local public health;

- Better and deeper relationships with primary care and the broader health care system to support the goal of ending hallway health care through improved health promotion and disease prevention; and
- Improved public health delivery and system sustainability.

The Ministry, guided by Jim Pine, will hold in-person consultations across Ontario with various stakeholder groups, municipalities, and public health units. There is also an online survey accompanying the discussion paper. These discussions and the online survey are expected to conclude February 10, 2020. Recommendations from the consultations are expected in late winter or early spring 2020.

NEXT STEPS

OPH looks forward to building on the current momentum and driving the strategic plan forward in 2020. The BOH will receive regular updates on the progress, achievements and challenges of the five goals and three transformational initiatives.

The next progress update will report on Quarter 2, 2020 results. At that time, in addition to receiving an update on each strategic initiative, the BOH will also be consulted on potential changes to the five goals.

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 receiving the update outlined in this report.

RISK MANAGEMENT IMPLICATIONS

There are no risk implications associated with this report.

FINANCIAL IMPLICATIONS

There are no financial implications associated with this report.

ACCESSIBILITY IMPACTS

Accessibility was considered in the writing of this report.

DISPOSITION

Staff will continue to provide semi-annual updates to the Board of Health on implementation of the 2019-2022 Strategic Priorities.