



# PROTECTING OUR COMMUNITY'S HEALTH

Ottawa Public Health's 2019-2022

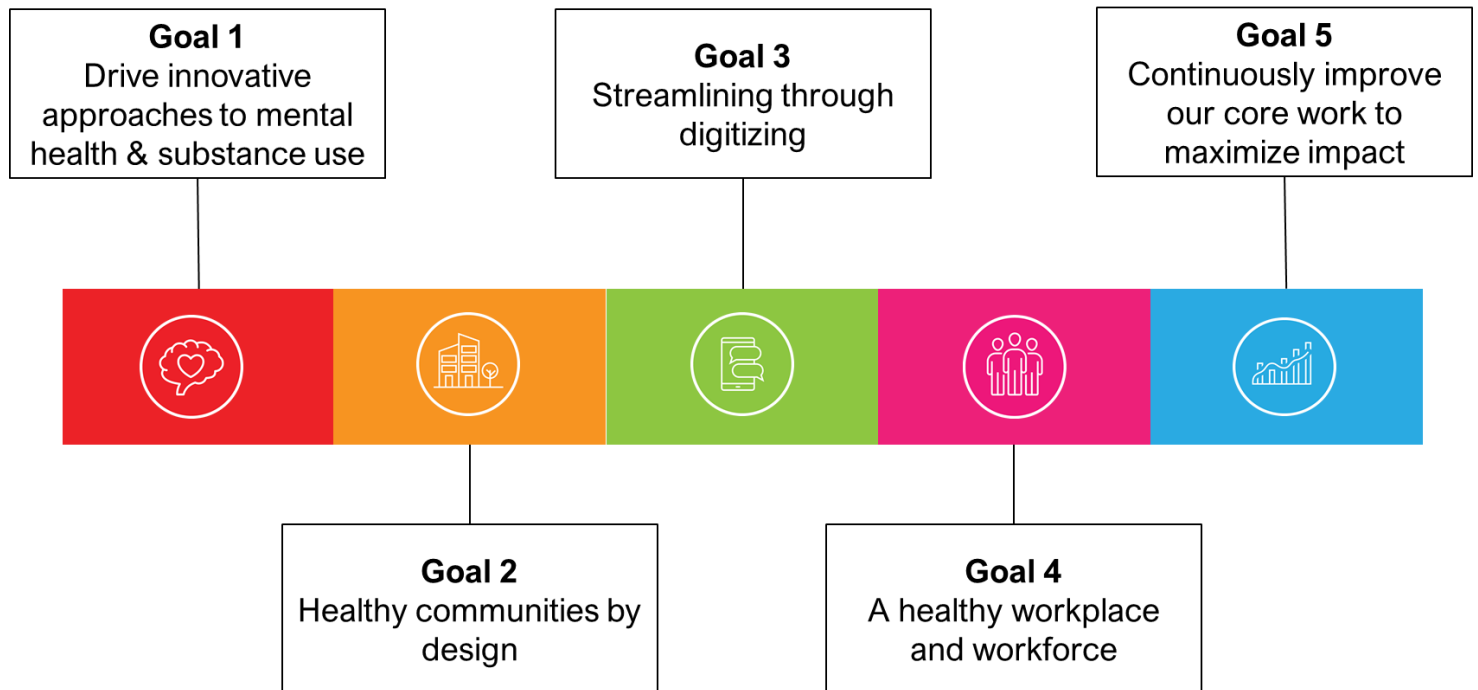
Strategy:

2021 Quarter 3 Progress Update

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## Strategic Goals





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

### Quarterly Status

Q1 2021

Q2 2021

Q3 2021

Q4 2021

### Highlights

#### Ottawa Public Health's 2019-2022 Strategic Plan: Strategic Priority Relating to Mental Health and Substance Use Health BOH Report

- Ottawa Public Health (OPH) developed and delivered the BOH report which provided recommendations to the Board to address mental health and substance use health problems made worse by the pandemic. This report outlined required actions needed by all levels of government to meet the needs of the Ottawa Community and was developed in close consultation with partners, including people with lived and living experience. The report was approved in its entirety.
- The follow-up to the recommendations in the report are in progress or have been completed and the report has been shared with the appropriate stakeholders.

#### Mental Health Promotion and Stigma Reduction

##### Stigma Training

OPH is developing a mental health literacy and stigma reduction course through the City of Ottawa Learning Centre to ensure all City staff have access to key concepts and person-first language around substance use and mental health.

##### **Foster Resilient Communities**

##### Workplace Health

OPH developed the *Working Towards Recovery* Toolkit to help support the mental health and well-being of both employers and employees in the workplace as we slowly return to pre-pandemic activities.

##### African, Caribbean, Black (ACB) Community Workshops

- Development and approval of OPH's anti-racism / anti-oppression workplace policy.
- Ottawa Black Mental Health Coalition has introduced a new series, "Black Mental Health Matters", which takes place the last Wednesday of every month. OPH is contributing to the series with 2 workshops in the Fall - September: Child & Youth Mental Health and November: The Power of Language.

Mental Health (MH) work highlighted in the Ottawa Citizen:

[Ottawa Public Health turns to faith leaders for help with mental health crisis](#)

## **Suicide Prevention and Life Promotion**

### World Suicide Prevention Day

OPH, in partnership with Suicide Prevention Ottawa, provided training on community resources and the *Know What to Do* Youth Mental Health Guide to Residence Advisors and other university staff for World Suicide Prevention Day (WSPD) 2021.

## **Substance Use Stigma Awareness**

### Overdose Awareness Day

On August 31, 2021, OPH recognized and attended International Overdose Awareness Day at the Human Right's Monument alongside people with lived and living experience, their families and friends, service providers, allies, community partners and City partners, including Ottawa Paramedic Services and Mayor Jim Watson. The day is globally recognized in efforts to reduce stigma and harms related to drug and substance use. Time and space were taken to acknowledge the grief felt by families, friends and the harm reduction community of those lost.

### Getting to Tomorrow Event

On September 14 and 15, 2021, OPH participated in a two-day dialogue about drug policy in Ottawa. The event was a part of *Getting to Tomorrow: Ending the Overdose Crisis*, a national, Health Canada funded public health initiative aimed at surfacing solutions to the overdose crisis by bringing communities together to build consensus and a shared understanding for change. It provided an opportunity to come together, as a community, to talk about the impacts of the unprecedented overdose crisis, here in Ottawa and across the country, and to discuss how we can advance a public health and human rights framework to respond.

### Recovery Day Ottawa

On September 17th, OPH took part in Recovery Day Ottawa (RDO). RDO is an annual community event organized by the Community Addictions Peer Support Association (CAPSA). The purpose is to help reduce stigma surrounding people living with substance use disorders and to raise awareness about substance use health, wellness, and recovery in the Ottawa community. Through this event, OPH staff were able to reach over **250 people** with mental health and substance use health resources and services information.

## **Overdose Prevention and Harm Reduction**

- Expansion of Ontario Naloxone Distribution Program - Working with the Ministry of Health and Ottawa Police Services to explore naloxone kit distribution as well as participating in the Ministry's Ontario Naloxone pilot project between public health units and Metis Nation of Ontario.
- Full restoration of clinical services on the site van during COVID-19.
- Supporting 2021 Point-in-Time Count: A community-wide enumeration initiative of people

experiencing homelessness in our city.

- In September, OPH's Supervised Consumption Service was granted its 1-year Federal Exemption renewal under the *Controlled Drugs and Substances Act* by Health Canada, ensuring we are authorized to maintain service delivery.
- In collaboration with OPH's Harm Reduction Unit, *Stop Overdose Ottawa* resources are now included in OPH's 'Sex It Smart' mailout condom orders, expanding access to safer substance use and overdose prevention messaging and information and links to local resources and supports available in the community.

#### Party Safer and Violence Prevention Training for Post-Secondary School and Community Events

- OPH delivered training to **134 event volunteers and staff**. Stop Overdose Ottawa resources were shared and posted at the events and, in collaboration with community pharmacists, over **100 naloxone kits** were provided to training participants.
- OPH worked with Event Central and, through the Special Event's Advisory Team (SEAT), supported numerous community events with Party safer messaging, training and resources. OPH analytics showed that on Escapade training day, there was a significant spike in visits to the Stop Overdose Ottawa webpage (84 compared to 16 average) and the number of users remained above average for the three days following. Online naloxone training options were promoted to participants, which resulted in an increased uptake of online naloxone trainings and dispensing of kits during this time.
- During the period of this report, OPH **reached 104,656 people** with harm reduction messaging related to alcohol, party safer and overdose prevention and links to resources and support.

#### **Collaborative Mental Health and Substance Use Work**

- Continued promotion and outreach of mental health and substance use regional coordinated access navigation portals such as AccessMHA and 1call1click.
- Published an article in the Physicians Update on 1Click1Call, reaching over 1000 physicians in the region.
- Published and promoted "Your Minute" Campaign videos highlighting positive coping strategies and resilience, in partnership with Kids Come First, and adapted to include back-to-school messaging.
- Collaborating with the City of Ottawa's Human Resources to continue to advance mental health and Substance Use Health supports for City of Ottawa employees and their families.
- Developing a mental health e-learning hub for youth, in partnership with Youth Net/Reseau Ado at CHEO.
- Developing school-based workshops and resources with Rideauwood Addiction and Family Services and ensuring consistent messaging and cross-promotion of programs in schools.
- Collaborating with the COVID-19 School Support Team (CSST) to develop safe and consistent Mental Health messaging and programming in schools.

- Re-started (was on pause due to COVID staffing) work and role in the Bridges program with the Youth Services Bureau/CHEO/Royal.
- Provided facilitator and backbone support for the smoking Community of Practice and the Ottawa Gambling Harm Prevention Network, including sub-working groups and consultation on provincial (AGCO) regulation and standards (online gambling and sport and event betting).
- Partnered with the Orléans Health Hub to design and post voluntary smoke/vape/cannabis free signage 9m outside of their entrances and exists. As the Orléans Health Hub is not considered a hospital property, they do not fall under the *Smoke Free Ontario Act*, as such the decision to post smoke free signage is voluntary on their part.

## Challenges

- The release of the workplace mental health toolkit was delayed due to the surge in COVID-19 cases.
- Developing multifaceted BOH report and recommendations in partnership with community partners during the summer months presented challenges.



## Goal 2 Healthy Communities by Design - Status, Highlights and Achievements

### Quarterly Status

Q1 2021

Q2 2021

Q3 2021

Q4 2021

### Highlights

#### COVID-19 Awareness and Communication

OPH continued to provide communications to support informed decision-making for Ottawa residents. From July to September, OPH evolved the Community Immunity campaign to use the “Let’s stay the course, Ottawa” slogan. OPH continued to encourage residents to get their first and second doses of the COVID-19 vaccine and provided guidance on who was eligible for third doses. OPH Communications worked closely with school and hospital partners to support messaging for back to school and testing. Providing information about the provincial changes, mandatory vaccination policies, and proof of vaccinations was important during this time, along with the changes to the vaccination clinics, hubs, pop-ups and mobile clinics.

#### COVID-19 Control and Containment in Ottawa

The start of the quarter saw the lowest rates of COVID-19 in the community since the start of the pandemic (1.6 per 100,000) with the summer months allowing residents to spend more time outdoors. Although rates remained relatively low as compared to other times in the pandemic, rates climbed through Q3 with a peak in mid-September, when school and the other fall activities resumed. Although COVID-19 levels of transmission remained relatively low, July and August of 2021 saw higher rates as compared to the same time period in 2020. However, rates of COVID-19 by end of quarter were almost half that seen last September 2020 (33.1 vs 61.2 per 100,000). The presence of the Delta variant as well as other COVID-19 variants of concern make high levels of vaccination and continued public health measures essential at keeping rates manageable through Q4 and beyond.

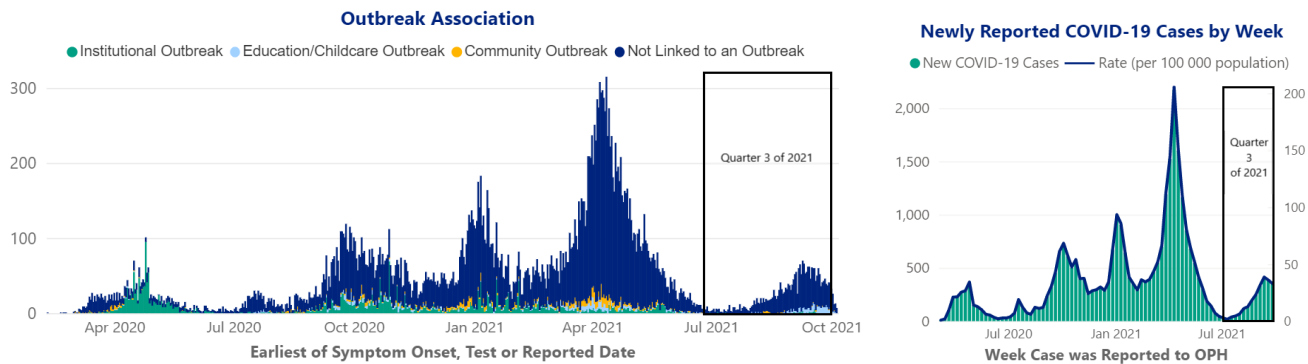
As part of its COVID-19 case and contact management process, OPH continued to communicate with every resident who received a positive COVID-19 test result, as well as resumed monitoring of contacts through most of Q3. OPH also investigated all reports of COVID-19 illnesses in workplaces by working directly with the individuals who tested positive as well as with the workplace itself to determine risk of transmission and risk to employee/public health and safety.

Most known exposures continue to be from household and social contacts (45%), followed by travel (14%). For every positive case, the Case and Contact Management team investigates the origins of infection to prevent onward spread yet, up to 28% of the time, individuals are unable to identify a source, suggesting undetected community spread.

Q3 saw a total of 54 outbreaks as compared to 110 outbreaks in the same time period in 2020. Only 13% of outbreaks in Q3 were in a healthcare institution, with 72% occurring in childcare and school settings. Work continued to focus on preventing outbreaks through promotion of appropriate



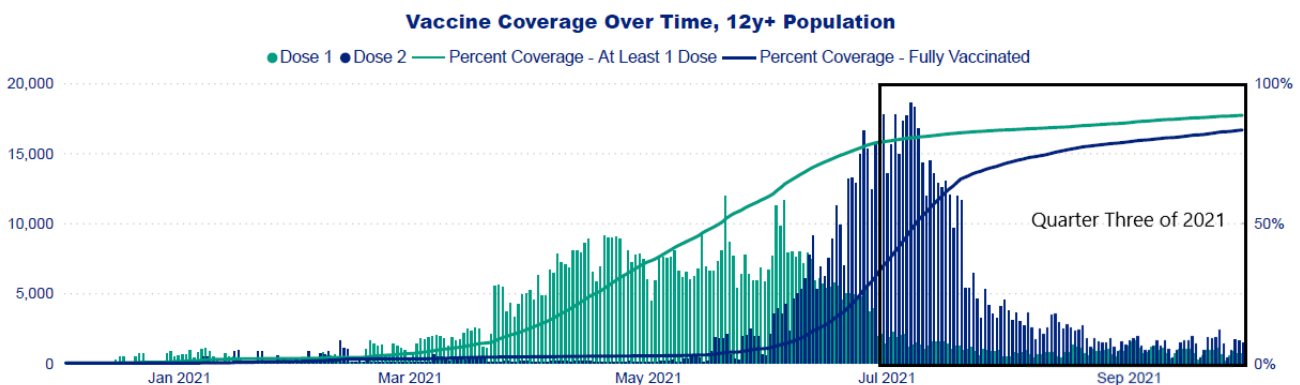
infection prevention and control practices in settings.



## COVID-19 Vaccination Efforts

Vaccination efforts continued in Q3 with a high number of dose 2 administrations at the onset of the quarter and a record number of doses administered (21,432 doses) in one day on July 25, 2021. OPH and the City of Ottawa continued to operate community clinics as well as pop-up and mobile clinics in priority neighbourhoods and high-risk settings across Ottawa. In mid-quarter, daily operations for Ottawa's COVID-19 vaccination program transitioned from the City's Emergency Operations Centre to the OPH Command Centre. At the same time, in response to decreasing demand, the number of community clinics went from 10 to 4, and greater emphasis was placed on reaching those with lower vaccination coverages, such as individuals aged 18-39 and high-priority neighbourhoods, where they work, live, pray and play.

By the end of Q3, 89% of Ottawa's eligible population (12+ years) receiving at least one dose and 83% were fully vaccinated. As for Ottawa's overall population, 77% of residents received their first dose and 73% were fully vaccinated.



## Supporting communities at higher risk of COVID-19 to get vaccinated

OPH continued to work closely with community stakeholders and leveraged partnerships throughout Q3 to build vaccine confidence, increase vaccination coverage rates and support sectors to operate safely as Ontario moved to Step 3 of its Roadmap to Reopen on July 16, 2021. Some key examples of the work of OPH's Community Operations Branch include:

- Pop-up Vaccine Clinics continued at 15 locations through most of Q3 and resulted in over 8,200 doses administered. Pop-up Clinics were phased out in August and replaced with semi-permanent Neighbourhood Hubs and Mobile Clinics.
- Neighbourhood Hubs located in high priority neighbourhoods (HPNs) provide information and

access to vaccinations using diverse language supports to better meet the community's needs. There was a total of 19 locations and over 3,700 doses administered in these settings. In addition, these Hubs provided residents a place to obtain vaccine receipts, with over 250 receipts printed.

- In Q3, there were 98 mobile clinics delivered and close to 2,500 doses administered in workplaces, places of worship, community organizations and special events. Surveys of Mobile Clinic collaborators reveal that 89% were satisfied with the quality of the service provided by OPH.
- Further microtargeted approaches included Mobile Bus Clinics to provide vaccination in neighbourhoods with limited indoor options for clinics and low vaccine coverage rates.
- Surveys and focus groups were conducted with African, Caribbean and Black Francophone residents and leaders to inform strategies and supports for this community. Further, OPH collaborated with community-based organizations to support the Black Health Vaccine Strategy Pilot.
- Engaged with youth through surveys, youth townhalls, and social media to understand youths' beliefs and barriers to vaccination.
- Supported the implementation of vaccine policies and mandates with partners and stakeholders.
- Worked collaboratively with internal and external partners in the childcare sector to: provide updates on vaccinations (including engaging with leaders in the sector to further discuss barriers and strategize mechanisms to break down these barriers); socialize new Provincial childcare, EarlyON and Before/After School program guidance; and adapt web content, accordingly.
- Liaised with partners at the Ottawa Public Library, Community and Social Services Department, as well as various other community agencies to facilitate client supports for COVID-19 vaccine appointment booking, vaccine information and resource sharing, as well as accessing/printing proof of vaccination documentation.
- Worked with Faith Leaders and Places of Worship to disseminate proactive and reactive communications. In Q3, communications focused on movement in the Provincial Roadmap to Reopen, mental health training, reminding congregations about being COVID-wise during notable religious holidays, highlighting the implications for Places of Worship with respect to vaccination requirements and recommendations for workplace vaccination policies, as well as providing links to OPH guidance/resources.

### **Official Plan**

As members of the Official Plan team, OPH continued to support the development of the draft Official Plan by providing health expertise at public consultation and engagement sessions and informing revisions to the policies. This included participating in the statutory Open House for the New Official Plan. In addition, OPH supported the City's climate change vulnerability assessment, including ongoing internal and external engagement. OPH also informed the Parks and Recreation Facilities Master Plan and published a series of urban heat island maps.

## Challenges

### **Evolving Direction**

Adapting to the frequent guidance changes and complexity of the vaccine program continues to be a challenge.

### **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 / employee continuity and capacity.

### **Behaviours**

Vaccine hesitancy remains a challenge and is being addressed through community outreach and communication strategies.



## Goal 3 – Streamlining through digitization - Status, Highlights and Achievements

### Quarterly Status

Q1 2021

Q2 2021

Q3 2021

Q4 2021

### Highlights

#### Case and Contact Management (CCM) System

In support of school's reopening this Fall, new and returning staff were onboarded to the Provincial CCM solution, a provincial system used to manage COVID-19 cases and contacts, outbreaks and adverse events following immunization (AEFI).

Local improvements to processes, coupled with ongoing technical upgrades released by the Ministry of Health (MOH), have enhanced the use of the system with automation features augmenting OPH's efforts. During times of surge, these tools allow for rapid client notification to self-isolate via a virtual assistant and supports further communication to clients.

Public health units (PHU) have been notified by the MOH that the timeline for PHU engagement on the expanded scope of CCM for all diseases of public health significance has been moved from Q3/Q4 2021 to Q1 2022. In the interim, OPH continues to support the system's technical evolution.

#### COVaxON

OPH has continued to act as the Authorizing Organization for the provincially mandated solution to administer COVID-19 vaccinations and to support partner organizations such as community health centres, family health teams, and primary care physicians' offices. Over the last quarter, there has been a decrease in the number of system users, from over 6,000 to just under 2,000, corresponding to a decrease in the number of vaccinations being administered as part of the vaccination campaign.

Onboarding and support processes remain in place to ensure that COVID-19 vaccine administration can occur effectively, efficiently, and securely as the COVID-19 vaccination campaign evolves. In addition, a new focus this quarter has been supporting the proof of vaccination status for residents.

### Challenges

The ever-evolving development and continuous user onboarding and offboarding of both provincially mandated solutions has made it necessary to closely monitor our local privacy and security posture on a regular basis to ensure that adequate technical and procedural safeguards are in place.



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

### Quarterly Status

Q1 2021

Q2 2021

Q3 2021

Q4 2021

### Highlights

Launched Renewed Wellness@Work Action Plan during OPH's Town Hall in September 2021

- OPH's updated W@W Action Plan for 2022 was informed by the City's Spring Pulse Check Survey Results as well as inputs from employees and management, and best practices to support employees post-crisis.

Promoted key activities of the Renewed Action Plan, including:

- Launched Wellness sessions (Coaching Circles, Psychological Debriefs) for OPH's management team to address results of the City's Employee Pulse survey, which indicated that OPH Managers and Program Managers are faring worse when compared to OPH Employees and/or City Managers and Program Managers.
- Launched OPH's Fall-ing for you Self-Care Challenge. Currently, OPH has 15 teams and almost 130 employees participating.
- Promoted OPH's Mental Health and Substance Use training, which aims to enhance OPH employees' capacity to support our communities and fellow colleagues, as well as increase knowledge about local mental health and substance use health resources. More than 160 employees have registered.

Continued department-wide wellness communication through various channels:

- The Wellness@Work committee continues to have a strong presence in OPH's internal email communication (OPH Daily Buzz), emails from Dr. Etches and Town Halls. Messaging during Q3 focused on wellness and mental health.

Employee wellness and vacation time:

- Ensuring employees take time off to recharge is critical in supporting employee wellness. Data from June-Aug 2021 indicates that vacation leave hours are higher than the same time period in 2020.

### Challenges

- Overtime and sick leave hours continue to be substantially higher than in 2021.
- Balancing manageable workloads while also supporting surges, the return to school and restoring priority programming and services has presented challenges.



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

### Quarterly Status

Q1 2021

Q2 2021

Q3 2021

Q4 2021

### Quality Improvement Initiatives Undertaken

Q3 saw numerous quality improvement initiatives undertaken by teams within OPH. Examples include:

- Daily monitoring of cases and contacts reached through CCM document reviews.
- Weekly audits in CCM to ensure all cases are assigned in a timely manner and no cases or contacts are missed for follow-up.
- Specific audits to ensure documentation is accurate and Case Management practices are followed.
- Adapting strategies and processes for high-priority neighbourhood vaccine clinics to optimize reach and reduce barriers to vaccination.
- Launching a mobile request process to enable places of worship workplaces, and community groups to request a vaccine clinic at their location.
- Preventing shoulder injury related to vaccine (SIRVAs) at OPH vaccine clinics by updating policies and procedures, providing additional training to staff, and ensuring staff are up to date on proper technique for intramuscular vaccine administration.
- Continued educational support to long-term care (LTCH), retirement homes (RH) and congregate settings through preventative site visits and follow-up visits when required.
- Clinical staff from 25 facilities were provided hands-on dilution and vaccine administration training to build capacity and confidence in LTCH and RH clinical staff to enable them to immunize independently within their facilities.
- The weekly data collection of immunization rates from facilities was expanded to include collection of resident vaccination rates to ensure vaccination rates remain high in this population.
- Development of internal dashboards for tracking public health inspections, critical and non-critical infractions, foodborne illness complaints and rabies investigations.

## Highlights

- The Case Management team maintained no backlog of cases throughout Q3.
- Created a Community of Practice, which provided an opportunity to share key information in a timely manner, leverage and share resources, and provide a table for decision-making around vaccination of high-priority populations and neighbourhoods.
- Launched Arabic WhatsApp and Facebook pages, which reached over 114,000 people.
- Hosted 12 additional Vaccine 101 presentations in Q3. To date, there have been 34 presentations offered in 11 different languages.
- Developed and implemented a variety of community vaccination models such as neighbourhood hubs, mobile clinics, and pop ups to increase access to vaccination.
- IPAC Immunization Team supported staff education and on-site immunization clinics for second and third doses within LTCH, RH and congregate settings
- Provided preventative site visits to over 90% of both LTCHs/ and RHs in Q3
- Created a new section within the City of Ottawa's Official Plan (OP) on protecting health and safety from extreme heat. Many healthy planning elements are well integrated into the OP, including energy and climate change, healthy and inclusive communities, gender equity, culture, and protection of health and safety, which includes sections on flood and how to build resiliency to the impacts of extreme heat.
- Reviewed and updated all sexual health services medical directives to ensure they meet or exceed best practices.
- Implemented appointment reminders via SMS text to clients 48 hours prior to their booking to reduce missed appointments at the Sexual Health clinic.
- Realized a slight increase in the duration of involvement in the Healthy Babies, Healthy Children's program due to the stabilization of the workforce on the Healthy Growth and Development team.

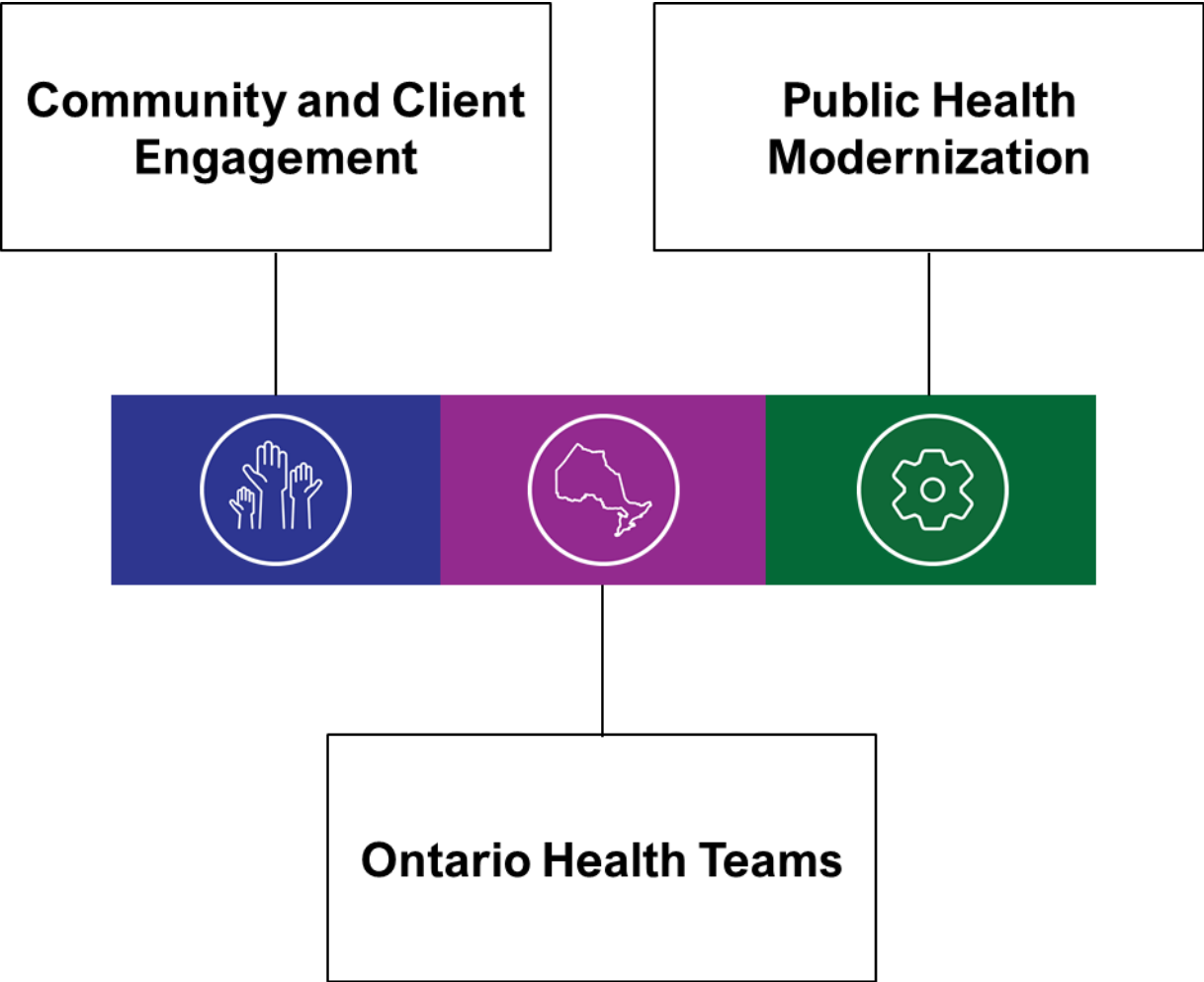
## Challenges

- Although many quality improvement initiatives were undertaken this quarter, many teams were unable to meet their identified performance measurement metrics, with only 6 of 18 being met.
- Staffing levels continued to be an issue due to transitions, vacation, and other leaves.
- Although staffing for non-COVID programs and services is increasing, it is still limited given the continued demands of the COVID-19 pandemic and vaccine response.
- Demand for epidemiological input, products, and public inquiries continues to be high.
- Increase in negative and aggressive behaviour towards Case Management and phone line staff.
- Rapid onboarding and training of new staff, with varying levels of immunization experience, combined with the high volume at OPH COVID-19 Vaccine clinics, presented challenges in ensuring staff had the support they needed while also maintaining quality control.

- Increase in demand for sexual health services with limited appointments availability has led to increased wait times.



**Transformational Initiatives**





## Community and Client Engagement - Highlights and Achievements

### Projects/Initiatives Undertaken

- Regular engagement with elected officials and stakeholders to keep them informed of the COVID-19 pandemic response and answer questions and concerns.
- Engagement with a wide variety of audiences and through multiple channels to ensure residents and partners have the information and resources they need as it relates to the local COVID-19 situation as well as generally with respect to public health programs and services.
- Active engagement through our social media platforms to share public health messaging and regular updates on the pandemic response and vaccination efforts.
- Engagement with the community to collaborate on a variety of partner-led or OPH-led vaccination clinics.

### Highlights

- Over 150 media inquiries, interviews, and availabilities.
- Utilization on #CommunityImmunity on social media resulted in over 2M impressions to date.
- Engagement with a variety of priority populations to provide information on COVID-19 vaccines, assess barriers to uptake, and answer questions and concerns.
- To date OPH's main Vaccine webpage has had over 1.4M users and 5.6M page views.
- Joint media availability in August with community partners on collaborative public messaging. Partners included: Ottawa Local Immigration Partnership (OLIP) and South-East Ottawa Community Health Centre.
- Monthly proactive outreach with Councillors in the top 10 neighbourhoods with the lowest first dose coverage.
- Implemented a variety of community vaccination models such as neighbourhood hubs, mobile clinics and pop-up clinics to increase vaccine uptake in priority populations.

### Challenges

- Increased focus on OPH has resulted in a higher volume of inquiries and demands for responses.
- Staffing challenges due to transitions, vacation, and leaves.
- Combating vaccine hesitancy in people not yet vaccinated.



## Ontario Health Teams – Highlights and Achievements

### Projects/Initiatives Undertaken

OPH continues to contribute to the work of four Ottawa-area Ontario Health Teams (OHT):

- 1) Ottawa Health Team-Équipe Santé Ottawa (OHT-ESO)
- 2) Ottawa East OHT
- 3) Kids Come First Health Team
- 4) Four Rivers OHT

### Highlights

- Much of the OHT-ESO effort in Q3 centered on engagement and outreach to increase vaccination rates across priority neighbourhoods using diverse and tailored approaches to reduce barriers to vaccination.
- In Q3, Kids Come First (KFC) initiated development of a COVID-19 Mandatory Vaccination Reporting Toolkit to support interested partners in implementing such a policy (like those introduced by CHEO and OPH). Also, the planned transfer of home care services for children and youth in the Champlain region to CHEO took effect on September 20. KCF will partner with families, staff, physicians, and home care providers in the co-design of high-quality care to best meet the needs of families who use home care services.
- Four Rivers OHT, which covers West Ottawa, Arnprior, North Grenville, Carleton Place, and Almonte, was officially approved by the Ministry of Health on September 17. In its first year, Four Rivers will focus on improving mental health and addictions services, which is well aligned with OPH's strategic plan and recovery goals.
- As part of the Ottawa East OHT Registered Nurses' Association of Ontario Best Practice Spotlight Organization (BPSO), the OPH Healthy Growth & Development (HGD) Team completed a gap analysis for the Perinatal Depression Best Practice Guideline; 13 of 16 recommendations have already been met. A working group has been established to support implementation of the remaining recommendations. HGD started implementing a universal screening of all OPH clients for postpartum depression (PPD) and initiated discussions with the Hôpital Montfort about facilitating access to psychiatric support for clients with PPD symptoms who do not have access to family physicians.

### Challenges

Leaders' and subject matter experts' capacity to contribute to the various committees and working groups continues to be overstretched due to the pandemic response and vaccination efforts.



## Public Health Modernization – Highlights and Achievements

### Projects/Initiatives Undertaken

- A critical component of OPH's on-going work in the area of public health modernization included strengthening and leveraging local, regional and provincial partnerships. OPH continues to work closely with many regional health and social partners to support the vaccine roll out and to support a regional approach to IPAC and outbreak management, capitalizing on local public health expertise and connections at the regional level.
- The development of OPH's three-part Recovery Plan focused on: (1) Recharging employees wellness; (2) Restoring prioritized public health programs and services; and (3) Re-imagining OPH.

### Highlights

- OPH's Recovery Planning builds on the health unit's submission to the provincial consultation on Public Health Modernization, as well as the lessons learned from the COVID-19 response. The plan will be informed by OPH employees, partners, the City of Ottawa's Recovery planning, as well as local data and evidence regarding health and social needs post-pandemic.
- Engagement with Renfrew County and District Health Unit to identify opportunities for collaborating on Recovery Planning and Lessons Learned from COVID-19.
- Completion of a literature review to identify lessons learned and unintended consequences of the COVID-19 pandemic as well as opportunities to strengthen public health approaches to chronic disease prevention and health equity.
- Advancement of key actions within OPH's Recovery Planning such as restoring prioritized teams, streamlining and strengthening OPH's internal human resources processes, launching a renewed Wellness@Work action plan, and receiving Board of Health approval for [OPH's Recovery Planning](#) at the September 2021 BOH mtg.

### Challenges

- Planning and implementing a project that aims to restore core programs and re-imagine future work while also continuing to respond to COVID-19 is complex.