



# Protecting Our Community's Health

## 2022 Strategic Action Plan Refresh

# Strategy Refresh

The purpose of this document is to complement the “*Ottawa Public Health’s Strategic Plan for 2019-2022 – 2022 Annual Refresh*” report and provide the Board of Health with a description of the updated action plan that reflects the re-alignment of OPH’s strategic work for 2022.

# Annual Goals

Recall: OPH has designed a 3-5 year strategy with the notion of delivering and executing on the strategy through focused annual action plans – with set goals, objectives, outcomes, activities and targets

## Current Action Plan (2021)



**Drive innovative and coordinated approaches to mental health and substance use health across the lifespan**



**Healthy communities by design (focus on COVID response and efforts)**



**Streamlining and increasing accessibility through digitizing**



**A healthy and agile workplace and workforce**



**Continuously improve and evolve our core work to maximize impact**

# Transformational Initiatives

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

## Current Action Plan (2021)



**Community and  
client engagement**



**Ontario  
Health Teams**



**Public Health  
Modernization**

# OPH Vision, Mission and Commitments

## Vision

Ottawa's People: Healthy,  
Safe and Well

## Mission

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

## Commitments



### 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.

# Refreshing the Action Plan – Standard Approach

Check in this time each year to review the current action plan, assess current and evolving conditions, gather feedback and adjust the coming year's action plan to re-focus our work to continuously grow our impact in the community

## Strategy renewal steps

**Reviewed** COVID-19 lessons learned / After-action reports

**Gathered** insights from OPH leaders and employees

**Developed** evidence-based concept papers:

- Advance population health through health equity lens
- Collaboration and community engagement in public health
- Digital health technology and innovative practices
- Sustain health and social systems

**Reviewed** survey responses to *Recovery Planning* and *City Employee Pulse Check*

**Met** with cross-sector partners and stakeholders

**Monitored** Ministry of Health and City of Ottawa directions

**Engaged** residents (e.g., Engage Ottawa, EKOS Polling)







# SWOC Analysis 2021

(Strengths, Weaknesses,  
Opportunities, Challenges)

## Highlights: Strengths

- **Experienced, multidisciplinary & skilled workforce**
- **Strong** local, cross-sector partnerships
- **Our ability to mobilize community and partners and develop innovative solutions** (e.g., support mental health/substance use health needs)
- **The trust public and partners** have in OPH
- **Our increased** impact in the community



# SWOC Analysis 2021

(Strengths, Weaknesses,  
Opportunities, Challenges)

## Highlights: Challenges and Weaknesses

- **Indirect and worsening impacts of pandemic** (e.g., isolation, mental health, overdose & other harms related to substance use, food insecurity, health equity, etc.)
- **Employees need to recharge** before restoring services and reimagining the future
- **Backlog in programs/activities** put on hold or scaled back due to COVID
- **Restoring priority services** while responding to COVID
- Pandemic has compounded the **overdose crisis**
- **Changes** to funding formula
- Varying levels of **vaccine uptake**
- **COVID resurgence unknown** - resources need to be preserved
- **VOCs** may challenge COVID community immunity





# SWOC Analysis 2021

(Strengths, Weaknesses,  
Opportunities, Challenges)

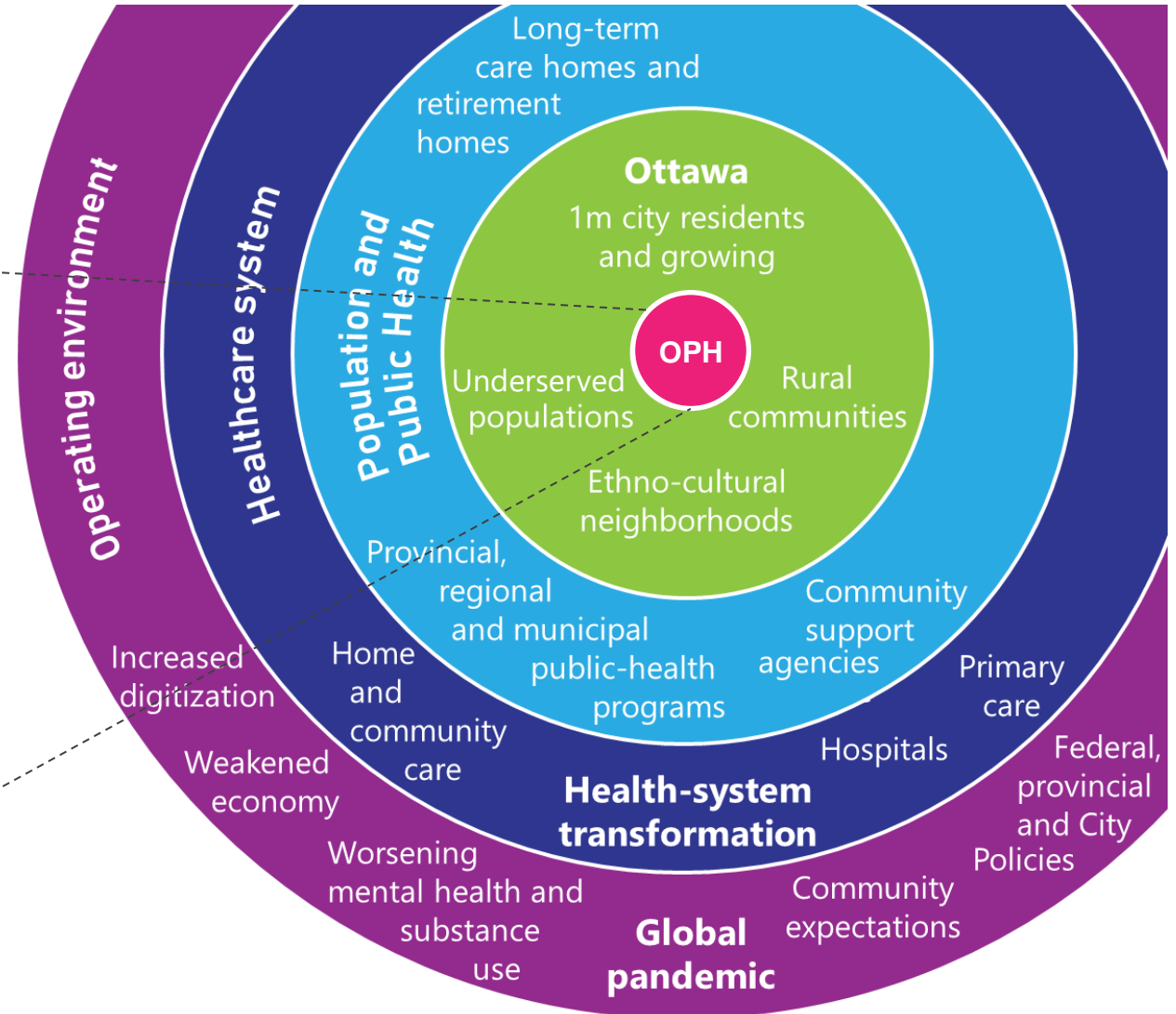
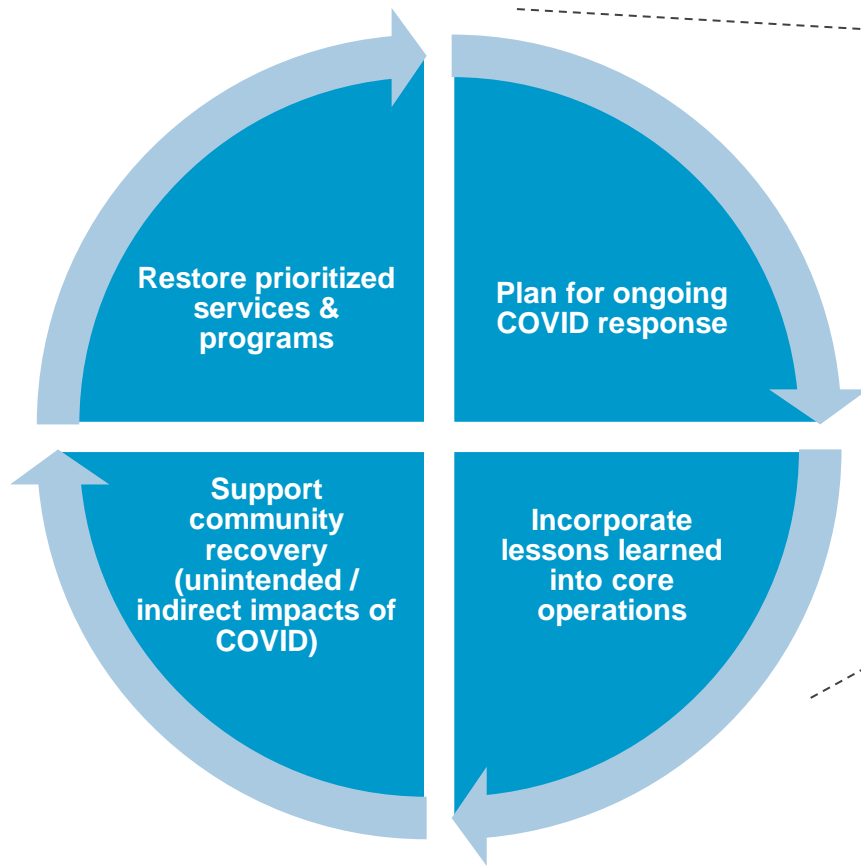
OAC = Ottawa Aboriginal Coalition  
OLIP = Ottawa Local Immigration Partnership  
OHT = Ontario Health Team  
OCAP = Ottawa Community Action Plan  
OBOT = Ottawa Board of Trade

## Highlights: Opportunities

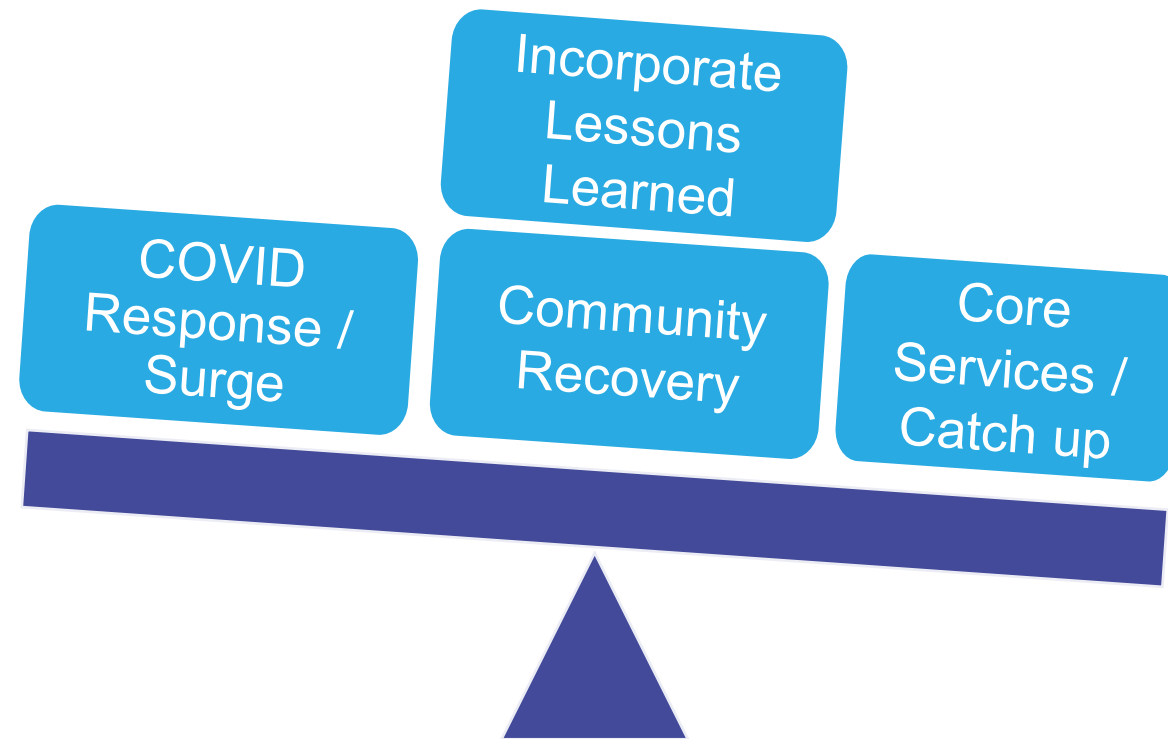
- **Support** community recovery
- **Increase collection and use of health equity data** to help address health inequities
- Focus on better understanding and responding to **needs of neighbourhoods**
- Coordinate community and partners to help **address Mental health/Substance use health needs, including the overdose crisis (incl toxic supply & drug reform policy)**
- Continue to **build and strengthen partnerships** (e.g., OAC, OLIP, OHT partners, OCAP partners, OBOT, etc.)

# Summary of Feedback and Reflection

Refresh  
four areas of focus for  
2022



# A Sustainable Balancing Act



Important that the 2022 action plan is both ambitious and scalable in order to have the flexibility to pivot for any COVID conditions / funding changes (for the better or worse)

## Strategic Goals 2021

**Goal 1:** Drive innovative and coordinated approaches to mental health and substance use

**Goal 2:** Healthy communities by design (COVID, official plan)

**Goal 3:** Streamlining and increasing accessibility through digitizing

**Goal 4:** A healthy and agile workplace and workforce

**Goal 5:** Continuously improve and evolve our core work to maximize impact

**Transformational Initiative 1:** Community and Client Engagement

**Transformational Initiative 2:** Ontario Health Teams

**Transformational Initiative 3:** Public Health Modernization



## Proposed Strategic Goals 2022

**Goal 1:** Drive innovative and coordinated approaches to mental health and substance use health across the lifespan

**Goal 2:** Healthy communities by design (focus on COVID community recovery, PH catch up)

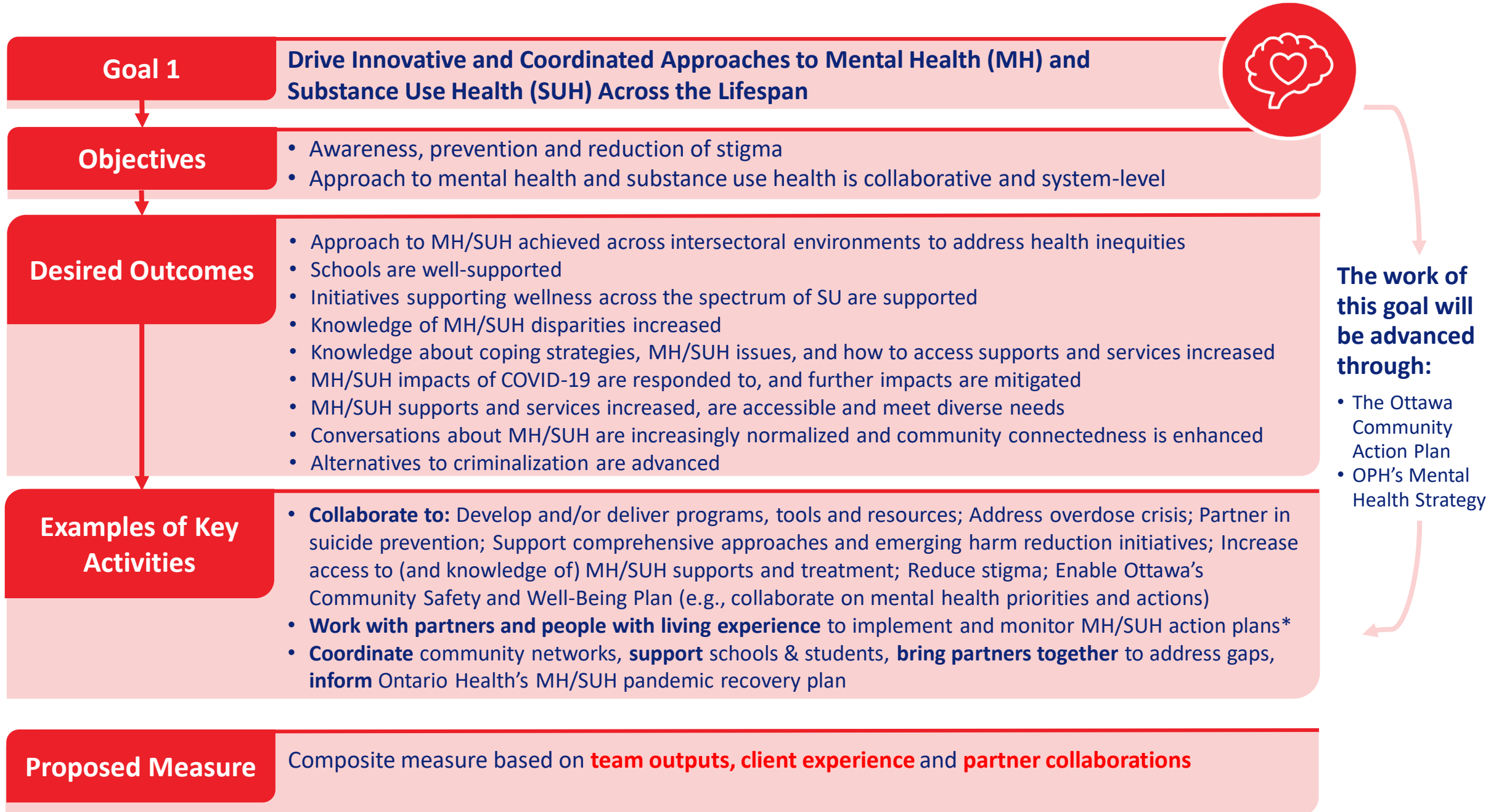
**Goal 3:** Advance and monitor population health through a health equity lens

**Goal 4:** A healthy and agile workplace and workforce

**Goal 5:** Continuously improve and evolve our core work to maximize impact

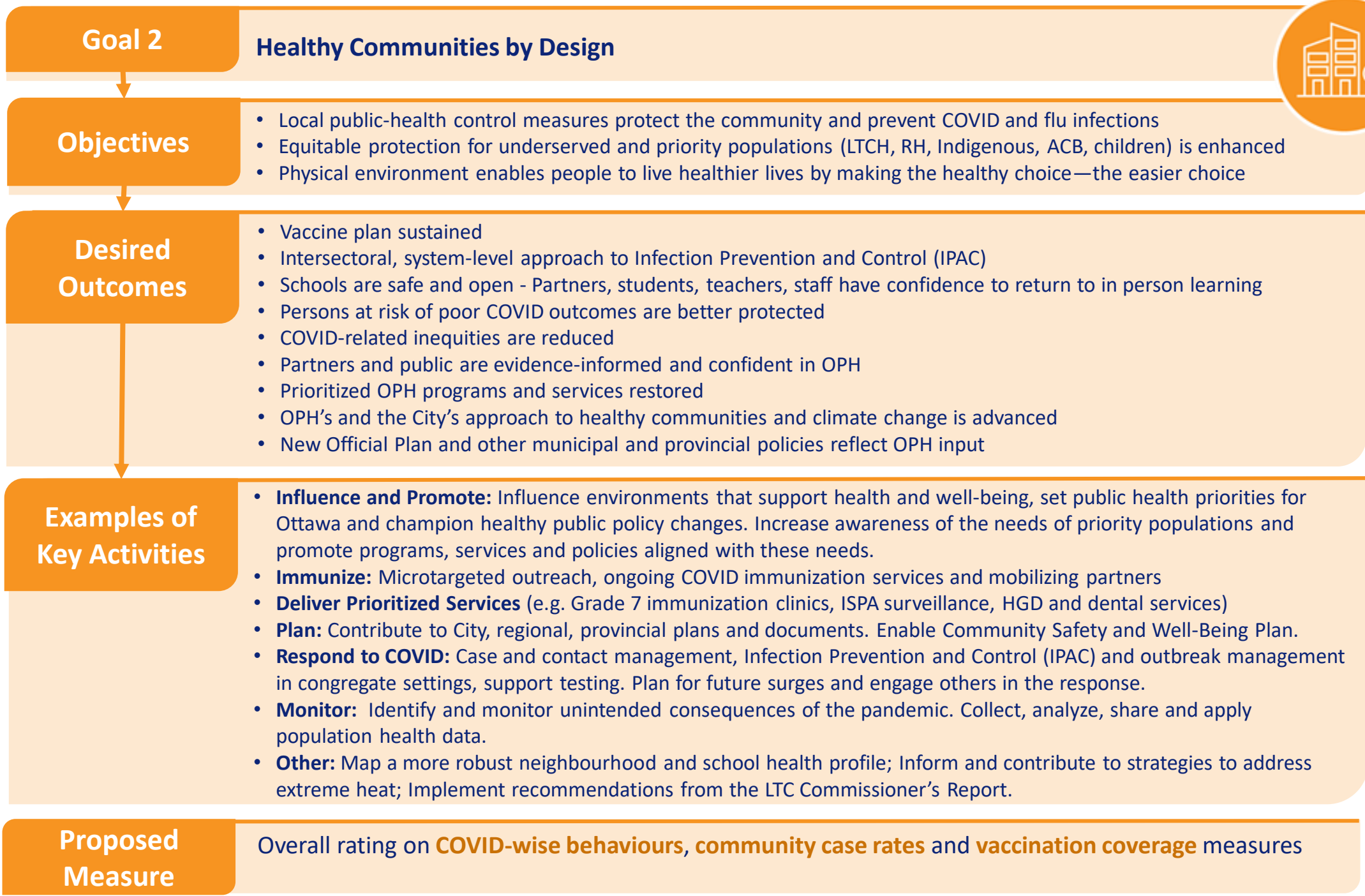
**Goal 6:** Collaborate and engage strategically with Ontario Health Teams, partners, stakeholders, communities and clients to help strengthen the health system

**Transformational Initiative 1:** Reimagine and plan for our post-pandemic future



\* Examples of strategic, evidence-based MH/SUH action plans: ACB action plan, Ottawa Community Action Plan





**The work of this goal will be advanced, in part, through:**

- OPH's Recovery Plan
- Ongoing COVID-19 response and COVID Surveillance
- City of Ottawa Official Plan
- Informing and advancing other City Plans and Policies





The work of this goal will be advanced, in part, through:

- Reconcili-ACTION Plan
- Anti-Racism / Anti-Oppression Action Plan
- Diversity and Inclusion Plan
- Development of a multi-year Health Equity strategy



## Goal 3

### Advance and Monitor Population Health Through a Health Equity Lens

#### Objectives

- Health equity (HE) principles are systematically applied across programs, services and policies, and within collaborative partnerships
- Health inequities are reduced and policies addressing SDOH are promoted

#### Desired Outcomes

- OPH policies and practices that are barriers to fair employment or promotion are identified and addressed
- Our workforce, including leadership and Board of Health, is more representative of the community
- Diverse teams and strengthened partnerships enable OPH to better connect with our community
- Consistent, purposeful measuring and reporting on health inequities in Ottawa - SDD and HE approaches are used to identify and address areas of greatest need, and what works to address inequities is identified and shared
- Standardized collection of SDD introduced across the Province and in the Ottawa health system
- OPH communications and services are oriented to the unique needs of equity-deserving groups
- Intersectoral actions driven by data are implemented
- Underlying SDOH that contribute to health are improving

#### Examples of Key Activities

- **Collaborate and Engage:** Engage diverse partners and individuals or groups representing diverse populations as appropriate and in a tailored way; Collaborate to increase racial and cultural diversity of OPH and recruit multi-lingual teams; Support communities to advance action on health inequities; Strengthen strategic partnerships with client representation; In collaboration with partners, influence and advance policies that address the root causes of health inequities such as racism, poverty, lack of housing, lack of access to resources based on geographical location, etc.
- **Socio-Demographic Data:** Promote province-wide standardized collection, analysis and use; Collaborate to normalize SDD collection and expand its collection across sectors; Use SDD to modify and orient services; Break down data when possible (e.g. by income, gender and by racialized populations)
- **Other:** Build capacity to apply HE principles and approaches - apply these to planning services and reviewing/modifying interventions and policies. Act as allies to address racism in the health system and in improving municipal social supports

#### Proposed Measure

Composite measure based on Indigenous Cultural Safety and Anti-Racism **training uptake**, **employment diversity and inclusion** measures, and **health equity-related measures**



## Goal 4

### A Healthy and Agile OPH Workforce and Workplace

#### Objectives

- OPH environment is one where all employees can contribute fully and have equitable opportunities
- A healthy OPH workforce that is recovered and recharged from the COVID-19 pandemic response

#### Desired Outcomes

- Psychological health and safety of all OPH employees is prioritized during the recovery planning process
- OPH culture promotes a healthy work-life balance
- OPH employees: Feel safe, well and engaged; See gains in personal resilience and work-life balance; Have the tools and training they need
- Existence of systemic racism at OPH is identified. Racially inequitable outcomes and power imbalances in the workplace are recognized, remedied, and prevented
- OPH diversity and inclusion is celebrated. Employees better reflect the composition of the population
- Servant leaders support employees and foster an environment in which they can excel, learn and live up to their potential
- Relationships across the organization are increasingly effective and supportive

#### Examples of Key Activities

- **Support Work-Life Balance:** Foster remote and hybrid workforce; Encourage and support team-building and social activities; Encourage staff to take breaks, annual leave and to disconnect while away and daily.
- **Foster Employee Wellness:** Promote employee wellness and mental health resources; Promote and encourage self-care; Support change management associated with recovery planning and employee transitions.
- **Maintain Skilled Workforce:** Implement talent retention strategies; Maintain strong culture of recognition; Offer opportunities for development, mentorship and professional growth; Provide quality learning and development opportunities; Support those in new work settings or roles; Ensure equitable and consistent staffing practices.
- **Communicate:** Clearly, timely and transparently with employees; How employees can report racism and discrimination
- **Leadership:** Leaders exhibit servant leadership behaviours. Encourage distributed authority.
- **Safety:** Retrofit facilities and modify service delivery to protect health and safety of employees

#### Proposed Measure

Employee self-reported ability to balance personal and work life compared to City of Ottawa average

The work of this goal will be advanced, in part, through:

- The Wellness @ Work Plan
- Alignment with City's Workforce Diversity & Inclusion Plan
- Transition Planning
- Reconcili-ACTION Plan
- Anti-Racism / Anti-Oppression Action Plan

## Goal 5

### Continuously Improve and Evolve our Core Work to Maximize Impact



## Objectives

- OPH initiatives continuously improve, promote and protect the health and well-being of the people of Ottawa
- Technology leveraged to better serve and connect with clients, colleagues and the broader health system

## Desired Outcomes

- OPH core operations return in a new and transformed way
- Processes and practices that have demonstrated effectiveness during the pandemic are applied more broadly
- Paper-based processes are re-engineered and digitized; integrating data and workflow across program areas
- Virtual solutions to support service-delivery transformation are identified, developed (sourced) and implemented
- Ongoing collaboration to maximize the use of and adopt the expansion of mandated provincial systems
- Digital-health innovations safeguard and improve capacity, quality, availability and accessibility of health services
- OPH recognizes and promotes an environment of continuous learning and improvement

## Examples of Key Activities

- **Continuously Improve:** Review documentation processes to identify opportunities for optimization; Adjust organization structure to optimize response to organizational requirements
- **Digital Solutions:** Develop and implement digital-health innovations to improve capacity and quality; Integrate innovative digital technologies into work and interactions with partners, community and clients; Implement EPHR re-baseline plan according to program prioritization and platform recommendations; Modernize Contact Centre
- **Changes Inspired by Pandemic Response:** Develop after-action report and reflect on response; Leverage community awareness gained through the response; Use social media as an effective form of communication to the public
- **Monitoring and Evaluation:** Renew the multi-year Quality Improvement Plan; Monitor quality of work and establish quality measures for teams resuming services; Use dashboards to illustrate status and progress for priority areas; Evaluate cultural safety of OPH services, based on community perceptions; Evaluate, document and summarize the response and its impacts
- **Client-Centred Care:** Implement and sustain best-practice guidelines for client-centred care [e.g., Best Practice Spotlight Organization (BPSO)]

The work of this goal will be advanced, in part, through:

- Quality Improvement Plan
- Data Quality Measures
- EPHR Strategy
- Digital literacy strategy

## Proposed Measure

Overall performance score based on **team and service area performance results**



## Goal 6

**Collaborate and Engage Strategically with Ontario Health Teams, Partners, Stakeholders, Communities and Clients to Help Strengthen the Health System**

### Objectives

- Coordinated and effective approach to engagement
- Decisions made and work done by OPH are rooted in the voice of clients and partners
- Prevention across the health system is strengthened

### Desired Outcomes

- Enhanced connections with health care, OHTs and social services to optimize the health system
- Timely partnerships that align with strategic priorities
- Relationships between partners in region are strengthened and enable OPH to better connect with our community
- Increasingly coordinated and harmonized approach to stakeholder engagement
- Key voices are engaged, and lessons learned are incorporated into service delivery, processes and procedures
- OPH embodies “Nothing for us without us”
- Collective expertise is leveraged to increase impact through collaboration

### Examples of Key Activities

- **Inclusion:** Include people with living and lived experience in identifying, prioritizing and addressing their needs; Engage diverse partners in a tailored way; Engage equity-deserving groups in planning, implementation, and evaluation
- **Enhancing Partnerships:** Improve processes and management of stakeholder tracking; Develop stakeholder strategy and management plan; Formalize partnerships and identify partnership performance measures; Evaluate partnership effectiveness; Apply lessons from COVID to how OPH and its partners work together; Strengthen partnerships with client representation.
- **Strengthening Systems:** Align and work together with three levels of government for health system change; Encourage inclusion of and collaboration with local OHTs among other stakeholders
- **Building and Sustaining Relationships:** Maintain existing and new partnerships to adapt services and meet needs of priority populations; Use data and evidence to build trust with partners and the community.
- **Health Equity:** Engage with OHTs to help address root causes of illness, with population-based health equity needs and data; Support communities to advance action on health inequities; Equity-focused system navigation for MH referrals, transitions
- **Other:** Work with partners to inform the sharing and dissemination of data; Support partner-led research on impacts of racism; Collaborate to help address the overdose crisis

### Proposed Measure

Composite measure based on **engagement with and collective impact** of partners, stakeholders and clients

**The work of this goal will be advanced, in part, through:**

- Stakeholder strategy and management plan
- OPH’s Recovery Plan
- Anti-Racism / Anti- Oppression Action Plan
- Reconcili-ACTION Plan



## Transformational Initiative 1: Reimagine and plan for our post- pandemic future

Prioritizing future planning to set the stage for a new, reimagined strategy in 2023.



## Key strategic efforts:



**Ensure** sufficient financial resources to advance the health of the population now, in pandemic recovery times, and into the future.

**Call** for investments into public health - where possible based on demonstrated return on investment (ROI)

**Strengthen** provincial and federal relationships to inspire, reframe and inform government, identify new opportunities and assist in determining solutions to government issues.

**Maintain capacity** to respond to new directions from the CMOH and to accommodate changing mandates and governments priorities (e.g., modernization).

**Engage** stakeholders, partners, employees, and residents of Ottawa – including members of equity-deserving groups - to inform the new, reimagined 2023 OPH strategy.

# 2022 Action Plan - Measures

Drive innovative and coordinated approaches to mental health and substance use health across the lifespan

**Current Measure:**  
% Action Plan completed

**Proposed Measure:**  
Composite measure based on client experience and partner collaborations

Healthy communities by design

**Current Measure:**  
Scoring on COVID-wise behaviours, community case rates and vaccination coverage measures

**Proposed Measure:**  
Overall rating on COVID-wise behaviours, community case rates and vaccination coverage measures

Advance and monitor population health through a health equity lens



**Proposed Measure:**  
Composite measure based on Indigenous Cultural Safety and Anti-Racism training uptake, employment diversity and inclusion measures, and health equity-related measures

A healthy and agile workplace and workforce

**Current Measure:**  
Employee satisfaction rating compared to City of Ottawa average on three Employee Pulse Check metrics

**Proposed Measure:**  
Employee satisfaction rating compared to City of Ottawa average on three Employee Pulse Check metrics

Continuously improve and evolve our core work to maximize impact

**Current Measure:**  
Overall performance score based on team and service area performance results

**Proposed Measure:**  
Overall performance score based on team and service area performance results

Collaborate and Engage Strategically with Ontario Health Teams, Partners, Stakeholders, Communities and Clients to help strengthen the health system



**Proposed Measure:**  
Composite measure based on engagement with and collective impact of partners, stakeholders and clients

Thank you / Merci