

Strategic Plan Renewal: Taking Stock – Moving Forward

Board of Health
April 20, 2011
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Today's Purpose

- ◆ First engagement with Board of Health members in the strategic plan renewal dialogue
- ◆ Look back at the 2007-2010 Strategic Plan
- ◆ Capture your thoughts for the 2012-2016 Strategic Plan:
 - ◆ Vision, Mission, Values
 - ◆ Strategic issues for 2012 - 2016

Strategic Plan Renewal Working Group Members

- ◆ Scott Warnock, Board of Health Member
- ◆ Dr. Peter Tanuseputro, Executive lead
- ◆ Deborah Hardwick, Co-Chair
- ◆ Yen Phan, Co-Chair
- ◆ Reina Barker, Member
- ◆ Kelly Magnusson, Member
- ◆ Lori Webel-Edgar, Member
- ◆ Myrna Wright, Member
- ◆ Melissa Jones, Support



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Consultation Process to Date

- Consultation with Executive Committee
- Consultation with agency Management/Supervisor/Consultants
- Background document prepared to inform consultations
- Ongoing communication to agency staff



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Ontario Public Health Organizational Standards, 2011

Purpose

Outlines the expectations for the effective governance of boards of health and effective management of public health units.

Contribute to a public health sector with a greater focus on performance, accountability and sustainability.



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Organizational Standards - Leadership

The Board of Health shall have a 3-5 year strategic plan and shall ensure that it:

- ◆ Includes mission, a values statement, and the goals and objectives of the board of health;
- ◆ Addresses equity issues;
- ◆ Incorporates Foundational Standard in the 2008 OPHS (or as current);
- ◆ Includes performance management, capacity and quality improvement systems;
- ◆ Addresses local contexts and integrate local community priorities;
- ◆ Allows for staff, and community partners input and is reviewed every other year.

Orientation - Strategic Plan - Uses

- ◆ As a touchstone for agency decision making
 - ◆ Provides a foundational reference for operational plans at the program, administrative and executive level.
 - ◆ Resource allocation aligns with strategic priorities.
- ◆ As a communication tool:
 - ◆ Available to the staff, public, current and potential partners, key bureaucrats and elected officials.
 - ◆ Forms a core orientation reference for new staff.
 - ◆ Displayed at the entrance of our offices.
 - ◆ Published in regular communications materials such as newsletters, internet and marketing materials.
 - ◆ Referenced in policies and procedures.

Orientation - Vision, Mission, and Values

- ◆ Vision = what the organization wants to be, or how it wants the world in which it operates to be
- ◆ Mission= fundamental purpose of an organization; why it exists/what it does to achieve vision
- ◆ Values are deeply held, non-instrumental, absolute, and not testable.

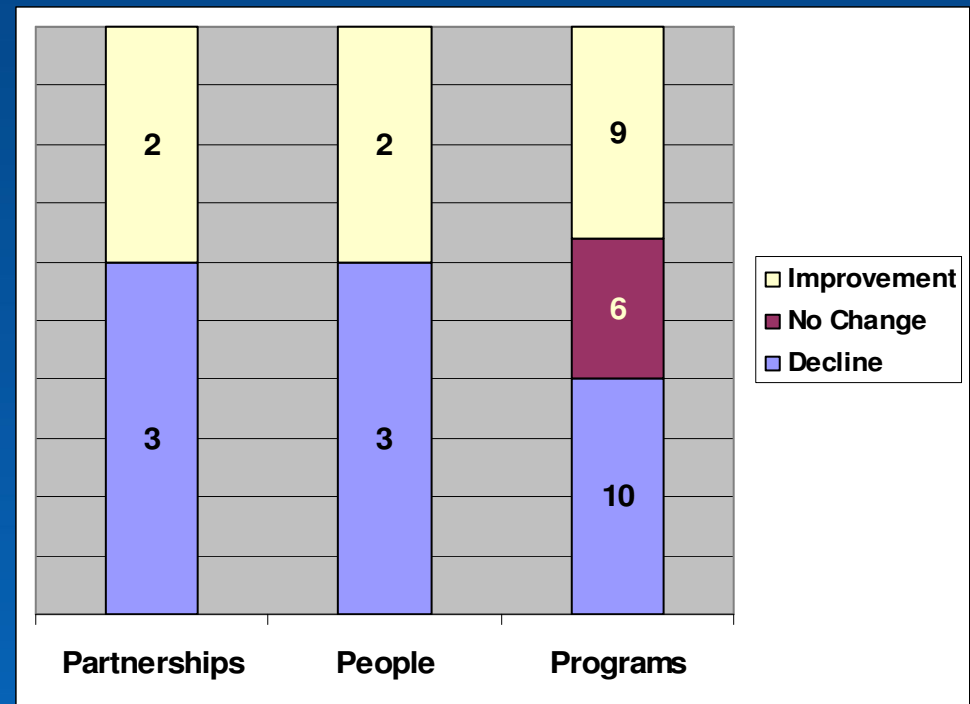
Strategic Plan 2007-2010

- ◆ 3 Strategic Priorities:
 - ◆ Programs
 - ◆ People
 - ◆ Partnerships
- ◆ Under each strategic priority, outcomes were identified.
- ◆ The Strategic Plan outcomes were measured using a Balanced Scorecard framework.

Balanced Score Card Results, 2007 - 2010

- ◆ Of 35 indicators, 13 showed improvement, 16 showed a decline and 6 showed no change
- ◆ Outcomes over which we had the most direct control showed improvement.
- ◆ Where we were seeking to change structures with partners mostly showed a decline.
- ◆ Outcomes that take a long time to see results showed no change.
- ◆ We are strong on services and have made progress on integration with partners in some priority areas.

Status of Strategic Plan Outcome Indicators, 2007 - 2010



What We've Learned

- ◆ Our strategic plan did not include the unexpected (pH1N1, G8, financial constraints).
- ◆ Our strategic plan was very ambitious.
- ◆ Major outcomes will lag including tobacco and childhood obesity.



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Strategic Directions 2008 - 2012



Mission

Working with our communities to promote and protect health and to prevent disease.

Vision

Healthier communities in which the Sudbury & District Health Unit plays a key role.



**Model partnering
organization**



**Informed,
involved citizens**



**Active, caring
community**



**Equitable access to
opportunities for health**



**Healthy, protected
environment**

Toronto Public Health Strategic Plan

2010
2014

A HEALTHY CITY FOR ALL

Mission Statement

TPH reduces health inequalities and improves the health of the whole population

Foundational principles

The following foundational principles provide a framework within which the priority directions and actions for 2010-2014 are developed and implemented. These principles reflect underlying values that guide our shared aspirations as public health professionals working to achieve a healthy city for all.

Accountability

- TPH is accountable to the Board of Health, Toronto City Council, the Government of Ontario, and to the people of Toronto for delivering services that meet community health needs, comply with Ontario Public Health Standards, and make wise use of human and financial resources.

Community Engagement

- TPH collaborates with community-based organizations, residents and partners in a diverse range of sectors to build community capacity, promote resilience and provide responsive services.

Excellence

- TPH demonstrates a commitment to excellence by using evidence to support the design and delivery of programs, by ensuring continuous improvement in organizational performance, and by providing ongoing learning opportunities to realize the full potential of staff.

Diversity

- TPH embraces diversity in all its dimensions, recognizing the changing face of our global and local population as a health asset, and promoting respect for all in everything we do.

Health Equity

- TPH strives to reduce health inequalities that exist as a result of the unfair distribution of income, goods and services, and opportunity; TPH pursues health equity by working with others to identify and respond to the health needs of priority populations, and by advocating for policies that address the social determinants of health.

Priority Directions and Actions

The following priority directions and actions provide guidance for planning and delivery of public health services and monitoring of organizational performance, learning activities and equitable workplace practices.

Priority Direction 1

Deliver services that meet the health needs of Toronto's diverse communities

Actions

- Plan service delivery based on the assessment of health needs across different populations, including newcomers and racialized communities
- Design service delivery to mitigate health inequalities and the impact of social disadvantage
- Engage with partners in actively seeking community voice in the identification of health needs and the development of appropriate interventions
- Establish equity goals using relevant health indicators as a means of targeting service provision to priority populations
- Use equity-focused health impact assessment tools to guide policies and practices

Priority Direction 2

Champion healthy public policy

Actions

- Report to the Board of Health on priority issues and recommended actions for system-wide, whole-of-government policies that protect and promote health
- Collaborate with City of Toronto colleagues to promote city-wide, healthy municipal policy
- Implement a comprehensive health-focused food strategy in cooperation with city and community partners
- Promote progressive change in the evolution of Ontario's health system and the integration of services to children
- Sustain public awareness of the vital role played by TPH staff and programs in achieving a healthy city for all

Priority Direction 3

Plan for and respond to urgent public health threats and emergencies

Actions

- Update and maintain TPH emergency preparedness and response systems and provide ongoing training and exercises for staff
- Evaluate all emergency event responses and take appropriate action based on lessons learned
- Maintain active participation in city, provincial and national emergency response networks and protocols

Priority Direction 4

Lead innovation in urban public health practice

Actions

- Foster knowledge exchange with other public health units and academic, government and community agencies to strengthen engagement in applied research and evaluation of public health practice
- Build and sustain partnerships across sectors locally, regionally and globally that advance the goals of protecting and promoting public health
- Implement an organizational performance management framework that ensures continuous quality improvement
- Provide high quality learning experiences for students in public health

Priority Direction 5

Be a healthy workplace that embraces excellence and promotes collaboration and mutual respect

Actions

- Maintain staff and management competencies in the principles of equity and inclusiveness
- Expand the staff recognition program to include a focus on excellence
- Develop and implement an organization-wide learning plan
- Promote staff engagement by seeking ongoing feedback and taking responsive action
- Strengthen internal communication channels and processes to promote engagement and support collaboration
- Develop a divisional strategy to achieve a diverse, skilled workforce through inclusive recruitment, retention and promotion practices, including succession planning

VISION 2026

We see the people of Simcoe Muskoka leading healthy, fulfilling and productive lives. The health of people, communities and the environment in which we live, work and play is a key consideration in community planning and policy making.

The health unit makes a significant contribution to population health and quality of life through its leadership and work with communities, such that:

- people of all ages build on strengths and opportunities to nurture healthy, lifelong growth and development, achieve optimal levels of education, employment, shelter and nutrition, and develop socially supportive networks of relationships;
- people and communities have the information, knowledge and skills required to make choices for health;
- services are designed and implemented in partnership with people to meet their needs, respect diversity and are accessible, culturally appropriate and coordinated;
- a healthy environment is sustained through public policy and actions to ensure clean air, land and water.
- threats to people's health are anticipated, prevented or minimized, and communities have the capacity to respond to emerging and emergency issues.

OUR MISSION

The Simcoe Muskoka District Health Unit is committed to excellence in promoting and protecting health and preventing disease and injury. Our goal is to work with individuals, families, communities and agencies to achieve optimal health through the delivery of programs and services.

WE VALUE:

EXCELLENCE in providing services to our clients and our communities.

ACCOUNTABILITY for our individual and collective choices, actions and outcomes; and for the responsible and efficient use of public funds and resources.

RESPECT for the rights of all people to be treated fairly and with dignity and to make choices that reflect individuality and diversity while working toward improved health for all.

WORKING TOGETHER and sharing responsibility among health unit staff, and with government, agency and community partners.

POSITIVE WORKING ENVIRONMENTS which foster open communication, work-place wellness and work-life balance.

ACHIEVEMENT of equal opportunity for health.

Vision, Mission, Values

Consultations highlighted the following:

- ◆ Hard to remember & share
- ◆ Need to capture catchphrases
- ◆ Vision reflects the community and not the organization

<http://intranet.smdhu.net/Agency/MissionVisionValues.aspx>

Strategic Issues for 2012-2016



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List of Themes From Executive & Management

What we do

1. Core public health programs and mandate (OPHS, HPPA)
 - a. Priority Populations
 - b. Important Public Health Issues
 - c. Social and Economic Determinants of Health (e.g. poverty, food insecurity, unemployment, etc.)
2. Response to urgent and/or unanticipated public health issues (includes emergencies)

Themes

Building blocks

1. Building and maintaining partnerships
2. Organizational Capacity
 - a. Human resources strategy
3. Knowledge Management / Exchange
 - a. Information & Communication Technology
4. Performance Management
5. Changing Social and Political Environment

What we do

- ◆ Who are the Priority Populations?
- ◆ What are the Current Important Public Health Issues?



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Outcomes for 5 years

- ◆ Areas for focus?
- ◆ What results do you see at the end of 5 years?



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Themes

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Next Steps

- ◆ All Staff Days – May 24/25
- ◆ Reflect back to all internal stakeholders on findings
- ◆ Finalize backgrounder document
- ◆ Synthesize notes from external consultations
- ◆ Strategic Plan renewal committee recommendations to the BOH and Executive for consideration
- ◆ Communication to staff and partners
- ◆ Implementation

Key external partners

- ◆ Identify external partners with a high level of influence and high level of interest to participate in key informant interviews.
- ◆ Will be seeking input on creating the list of external stakeholders



Thank you



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