



STAFF REPORT ACTION REQUIRED

Toronto Public Health Strategic Plan 2010-2014: A Healthy City for All

Date:	June 14, 2010
To:	Board of Health
From:	Medical Officer of Health
Wards:	All
Reference Number:	

SUMMARY

Toronto Public Health has engaged in an extensive consultation process with its staff and management as well as members of the Board of Health and Local Health Committees in order to develop a strategic plan for the next five years. This plan, entitled “A Healthy City For All” builds on the organization’s history and charts its future direction. It confirms the organization’s mission and foundational principles, and articulates priority directions and actions that will inform service and budget planning and provide the basis for monitoring organizational performance throughout the next five years. Toronto Public Health’s Strategic Plan 2010-2014 is presented for adoption by the Board of Health.

RECOMMENDATIONS

The Medical Officer of Health recommends that:

1. the Board of Health adopt the attached Toronto Public Health Strategic Plan 2010-2014: A Healthy City For All.
2. the Medical Officer of Health report annually to the Board of Health on the implementation of the plan.

Financial Impact

The recommendations will have no financial impact beyond what has already been approved in the current year’s budget.

DECISION HISTORY

In early 2009, the Medical Officer of Health initiated a process to create a new strategic plan for Toronto Public Health (TPH). The new plan, “A Healthy City For All” has been developed from the thoughtful input of TPH staff, Board of Health and Local Health Committee members. Through the articulation of the mission, foundational principles, priority directions and associated actions, the new plan will inform the planning, delivery and evaluation of policies, programs and services, and provide the basis upon which to monitor organizational performance, from the present day until 2014.

ISSUE BACKGROUND

TPH last undertook strategic planning in 2005. The resulting plan, “Toward a Healthy City” identified strategic directions and goals that informed service delivery as well as policy and advocacy initiatives from 2005-2009.

The most recent strategic planning process was begun in the spring of 2009. The process involved a series of consultations that engaged TPH staff, the Board of Health and Local Health Committees in identifying issues and opportunities in the external environment as well as strengths and challenges within TPH, to be considered in determining organizational and programmatic priorities for achieving our mission. The various contributions have been used to identify priority directions and actions which will be used to inform service and budget planning and the monitoring of organizational performance until 2014.

The publication of the Ontario Public Health Standards (OPHS) is a noteworthy milestone in the history of public health in the province of Ontario. The Ontario Public Health Standards establish requirements for fundamental public health programs and services and outline expectations for boards of health. Attention to the determinants of health and reducing health inequalities by addressing inequities in opportunities to be healthy are key components of the requirements outlined in the OPHS.

COMMENTS

The Strategic Planning Process

Early in 2009, the Medical Officer of Health and the Public Health Senior Management Team began a process for renewing the 2005-2009 strategic plan. The process was designed to engage staff, Board of Health members and key stakeholders in the development of the new plan. Initial consultations elicited information and opinions related to familiarity with and relevance of the existing strategic plan, identification of organizational strengths, opportunities to build on strengths and measures of success.

Staff input was sought through an online survey and team discussion led by staff volunteers trained to facilitate and record the discussions. Team discussions and online survey participation were to have concluded at the end of June 2009, however access to

both processes was extended until the end of September 2009 because of the labour disruption that began mid-June. Approximately 25% of staff participation in the online survey and over half participated in team discussions.

Board of Health members were interviewed individually during August and September 2009. Facilitated discussions took place at Local Health Committee meetings that were held in September 2009. Notes from the interviews and meetings were transcribed and analyzed qualitatively to identify themes.

A retreat for Board of Health members and TPH Divisional Management Team was held on September 25 2009. Trends and issues of local, regional, provincial, national and global importance were identified and emerging themes from staff, Board of Health and Local Health Committee consultations were presented. Suggested changes to the current strategic plan were discussed.

A second round of consultation with Local Health Committees took place in November 2009. Preliminary results of the staff input were shared and further input based on the findings took place.

The TPH Senior Management Team reviewed the analysis of data received from all sources during January 2010. A set of draft strategic directions was presented to the TPH management group at a workshop in February 2010. During this workshop, the directions were refined and potential actions associated with each of the draft directions were listed.

It should be noted that limited consultation with external partners and stakeholders was included in the original consultation plan. The labour disruption in the summer of 2009 and the H1N1 pandemic response interfered with the implementation of this aspect of the consultation process. TPH intends to engage partners and stakeholders as a component of the dissemination plan for its strategic plan.

The TPH Strategic Plan 2010-2014

“A Healthy City For All” is intended to chart a course towards the achievement of the TPH mission to reduce health inequalities and improve the health of the whole population. The five foundational principles underpin every aspect of TPH’s work. The plan identifies eight priority directions and 23 actions that are strategically important in fulfilling the mission and realizing the vision of a healthy city for all. It is understood that these actions do not constitute the entirety of the mandate of TPH.

Implementing the Strategic Plan

“A Healthy City For All” will be used to inform key decisions, guide the development of service and associated budget plans and inform the development of divisional initiatives including the implementation of a performance management framework. Over the next few months, TPH will develop a communications strategy and dissemination plan in

order to share the plan with staff and key partners/stakeholders. The Medical Officer of Health will report annually to the Board of Health on progress on actions taken to address its priorities.

Conclusion

“A Healthy City For All” is intended to guide TPH decision-making so as to reduce health inequalities and improve the health of the whole Toronto population. “A Healthy City For All” was developed through extensive consultation with TPH staff and management, Local Health Committees and the Board of Health.

CONTACT

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SIGNATURE

Dr. David McKeown
Medical Officer of Health

ATTACHMENTS

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