



STAFF REPORT INFORMATION ONLY

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

Date:	January 6, 2012
To:	Board of Health
From:	Medical Officer of Health
Wards:	ALL
Reference Number:	

SUMMARY

Toronto Public Health's 2010-2014 Strategic Plan, entitled "*A Healthy City for All*", was adopted by the Board of Health on June 28, 2010. This is the first report to the Board of Health on progress to date in implementing the Strategic Plan.

Toronto Public Health has been successful in implementing specific actions to meet the five priority directions identified in the Plan in order to make progress towards achieving its mission statement of reducing health inequalities and improving the health of the whole population. In addition, the re-organization of TPH has supported the specific focus and alignment of activities supportive of the Plan.

Financial Impact

There are no direct financial impacts flowing from this report.

DECISION HISTORY

At its June 28, 2010 meeting, the Board of Health adopted Toronto Public Health's Strategic Plan and requested that the Medical Officer of Health report annually on the implementation of the Strategic Plan. Refer to:
<http://app.toronto.ca/tmmis/viewPublishedReport.do?function=getDecisionDocumentReport&meetingId=3438>

ISSUE BACKGROUND

A Healthy City for All, Toronto Public Health's (TPH) 2010-2014 Strategic Plan, was developed in collaboration with TPH staff, Board of Health and Local Health Committee members¹. The Plan builds on TPH's rich history and track record in protecting and

¹ The Local Health Committees concluded on December 1, 2011.

promoting the health of Torontonians. The learnings from the 2005-2009 plan also provided valuable insight for the development of *A Healthy City for All*.

The 2010-2014 Strategic Plan articulates TPH's mission, the five foundational principles which underpin TPH's work, the five priority directions and twenty-three associated actions. These actions have in turn been fundamental in informing service and budget planning and the monitoring of performance across the organization.

COMMENTS

The Strategic Plan provides a road map for the work of TPH towards achieving its mission of reducing health inequalities and improving the health of the whole population. The foundational principles of accountability, community engagement, excellence, diversity and health equity reflect TPH's core values and guide our work. *A Healthy City for All* is aligned with TPH's legislative mandate as articulated in the Ontario Public Health Standards and the Ontario Public Health Organizational Standards.

The Ontario Public Health Standards delineate the minimum provincial programmatic expectations, articulated in 147 requirements in 6 specific thematic areas and 26 accompanying protocols (MOHLTC, 2008). *A Healthy City for All* provides a framework to guide the operationalization of these requirements.

In 2011, the province released Ontario Public Health Organizational Standards for all boards of health. These standards outline the expectations for the effective governance of local public health services by boards of health and effective management of public health units (MOHLTC and MHPS, 2011). *A Healthy City for All* is aligned with the requirement of these standards with respect to the scope and content of a strategic plan.

There has been considerable investment by TPH in undertaking both organizational and programmatic actions to support the implementation of the 2010-2014 Strategic Plan.

In order to better support implementation of the Strategic Plan, parts of TPH were reorganized in 2010 within existing budgets and staff complement. Specifically:

- The Access and Equity Team was established and directly reports to the Medical Officer of Health. The Team builds organizational capacity to provide services to a diverse community. The Team fosters a culture of equity and inclusion, and stimulates systems change that enables equitable services for all. Its position within the Office of the Medical Officer of Health allows for a greater span across the organization.
- The Healthy Public Policy Directorate was established to address social and environmental determinants of health through policy, research, and advocacy. The Directorate produces and synthesizes evidence to inform TPH and Board of Health decisions. In addition, develops policies that impact health and advocates for the implementation of healthy public policies by municipal, provincial and federal agencies. The establishment of the Directorate is a concrete acknowledgement of the key role that healthy public policy continues to play in making Toronto a healthy city for all.

- The Performance and Standards Directorate has been established to provide support and expertise to the organization in the areas of professional practice; health communications; health surveillance and assessment; and service planning and performance management. The Directorate's goal is to ensure that TPH meets its mandatory standards through evidence-informed decision making and best practices.

One measure of accomplishment is the recognition received by TPH and its staff from external organizations. The following is a partial list of awards received in 2010 and 2011:

Awards received in 2011:

- Four TPH staff received "Toronto's Got IT" Employee Award of Excellence and an Outstanding Team Award for Information Technology.
- A TPH staff was the recipient of the Environmental Health Foundation of Canada/National Sanitation Foundation Food Safety Award.
- A TPH nutritionist received the Canadian Public Health Association's Public Health Human Resources Award for her work as Co-Chair of the Pan-Canadian Task Force on Public Health Nutrition Practice.
- TPH's DineSafe Restaurant Inspection Program received the Samuel J. Crumrine Consumer Protection Award for Excellence in Food Protection awarded by the Conference of Food Protection in association with a number of other agencies including the International Association for Food Protection, American Public Health Association and the National Association of County and City Health Officials. TPH is the first Canadian agency to receive this award.
- Two TPH staff received the Health Equity Council Award of Distinction for their determined commitment to social justice and passionate leadership in Health Equity.

Awards received in 2010:

- A TPH Director and a Board of Health member received Distinguished Service Awards from the Association of Local Public Health Agencies in recognition of their outstanding contributions to public health in Ontario.
- A TPH team received the "Most Educational Exhibit" award at the Ontario College of Family Physicians Conference.
- A "Toronto's Got IT" Outstanding Team Award for the IT H1N1 Response Team.

The following provides an overview of key accomplishments in each of the five priority directions over the past year and a half in implementing the Strategic Plan. It should be noted that this is not an exhaustive list of accomplishments, and that many TPH initiatives support more than one priority direction.

Priority Direction 1: Deliver services that meet the health needs of Toronto's diverse communities

TPH has continued to make strides in identifying public health priorities and priority populations as well as deliver mandated and innovative programs and services to meet the health needs of Toronto communities. Some examples include:

Plan service delivery based on the assessment of health needs across different populations, including newcomers and racialized communities

- Two key documents were developed and released that provide an in-depth look at the health of Torontonians:
 - At the end of 2010, TPH released *Toronto's Health Status 2010*. The report provides a high level assessment of the health of Toronto's population using data available for selected key indicators that represent various dimensions of health. This foundational document along with ongoing health and programmatic assessments support service planning in TPH.
 - In October 2011, TPH in collaboration with Access Alliance Multicultural Health and Community Services released *The Global City: Newcomer Health in Toronto*, a report which outlines the socio-demographic profile and health status of Toronto's newcomers. It discusses access to health services and social determinants of health for immigrant populations, as well as how newcomers bring a "health advantage" to our communities and the importance of preserving this advantage.
- TPH also developed a Disease Atlas to be able to map rates of communicable diseases by Toronto neighbourhoods for the purpose of program planning and communication.
- In October 2011 TPH began an interim Toronto Health Survey of Torontonians 18 years of age and older. The survey covers a wide range of health topics including self-rated general and oral health, height and weight, tobacco use, exposure to second-hand smoke, use of tanning equipment, diabetes risk factors, parents' attitude towards childhood immunization, and bike helmet and car seat use for children. Survey results should be available later in 2012.

Design service delivery to mitigate health inequalities and the impact of social disadvantage

- TPH continued to deliver programs and services to mitigate health inequalities and the impact of social disadvantage including:
 - In late 2011, TPH concluded a year and a half long pilot project which was part of a corporate initiative to enhance the city's capacity to meet the needs of newcomer communities. One of the components was the placement of settlement workers within TPH, and information dissemination and training with settlement workers. The Reunification and Adaptation Project (RAP), the second component, entailed a partnership with ten settlement agencies to support residents affected by immigration-related family separation and reunification
 - Diabetes Prevention Strategy – with a disease that disproportionately impacts ethno-racial communities, TPH hired four additional ethno-specific outreach workers in 2011. Almost 1,000 people in low-income and priority neighbourhoods benefitted from diabetes prevention workshops. TPH's diabetes media campaign, geared to ethno-cultural communities, was viewed almost a million times.
 - A revised Chronic Disease Prevention service delivery model was implemented in 2011 by assigning staff to geographic areas of Toronto. This change will facilitate connections with neighbourhood agencies and communities allowing TPH to be more client-centered in the delivery of services to the diverse communities and neighbourhoods we serve.

- o Dental and Oral Health Services were offered to low-income children, seniors and pregnant women free of charge. In 2011, 200,000 children were screened in Toronto schools, and over 7,000 seniors and 15,000 children and youth were given dental care and treatment. Services are provided in 25 languages.
- o As part of the Healthy Babies Healthy Children Program, TPH conducted over 22,000 home visits in 2011 with high risk/vulnerable parents. Family home visitors, hired for their cultural and linguistic capabilities, worked alongside public health nurses to provide pre- and post-natal care for mothers and their babies. This service is delivered by staff that represent 68 languages and cultural groups.
- o The Vaccine Preventable Diseases (VPD) Program implemented a coordinated effort to ensure that newcomer parents understand the immunization requirements for school attendance in Ontario. This included development of a multi-lingual poster highlighting the images of the immunization notices that the program sends to families when a child's immunization record is incomplete. These posters were displayed throughout the school system to provide visual information for new families in particular. TPH also produced post cards to help newcomers understand the ways that they could get more information about the school immunization record assessment process. VPD staff attended a number of outreach opportunities where settlement workers were provided with education on the immunization record process so that they could explain it to their clients.
- o The TB program implemented a pilot of Video DOT (V-DOT) in 2011. This involves observing clients with TB take their TB medication by video phone rather than by home visit. This provides increased client privacy and time flexibility, as well as potential significant cost savings and efficiencies in the program. The Program also collaborated with Shelter, Support and Housing Administration to use the Shelter Management and Information System to locate homeless clients/ contacts to ensure that they are offered access to health care.
- o TPH conducted an HIV/Syphilis testing blitz in response to high rates of HIV and syphilis in men who have sex with men. This was conducted in partnership with the AIDS Bureau of the Ministry of Health and Long-Term Care, Hassle Free Clinic and Ottawa Public Health to raise awareness and increase testing.
- o Bed Bugs – the bed bug team was established to provide dedicated services in controlling bed bugs among vulnerable populations (people living in poverty, frail elderly, people with physical and mental disabilities). Between May and September 2011 the team responded to 689 bed bug complaints, conducted 2612 apartment unit inspections. As a result of this work, 552 infested units were identified and 49 residents were assisted by providing extreme cleaning services.

Engage with partners in actively seeking community voice in the identification of health needs and the development of appropriate interventions

- From October 2010 to February 2011, the intohealth Partnership conducted a comprehensive assessment of community health needs and perspectives, and current initiatives and policies that impact health status and health equity in Toronto. Central to the process were community consultations with 875 low-income, racialized and underserved ethnic groups, women, newcomers, precariously employed, older adults (65+), youth, LGBTQ, homeless/under-housed, people living with disability and Aboriginal and Francophone communities. Three priorities for policy action to support

these groups were identified (improving access to affordable healthy food, enabling and improving access to recreational and community space (indoor and outdoor), and promoting social inclusion and income security). The results of this assessment include a Community Picture and a set of 50 recommended actions.

- Over the next year, TPH will be developing a civic engagement framework to guide and improve public engagement in major TPH programs and policies.

Establish equity goals using relevant health indicators as a means of targeting service provision to priority populations

- TPH has been implementing a socio-demographic data collection pilot to enable TPH to identify in detail who is served by TPH programs. This will assist in identifying gaps and planning public health service target populations. This work is being undertaken in collaboration with the Centre for Addiction and Mental Health, Mt. Sinai Hospital and St. Michael's Hospital.

Use equity-focused health impact assessment tools to guide policies and practices

- TPH is developing an equity based Health Impact Assessment (HIA) framework. The framework will be used to examine issues impacting on health, whether city-wide, provincial or federal issues. In 2012, the HIA framework will be revised and a tool kit will be developed and piloted.

Priority Direction 2: Champion healthy public policy

TPH has continued to be at the forefront of healthy public policy. Some highlights are provided below.

Report to the Board of Health on priority issues and recommended actions for system-wide, whole-of government policies that protect and promote health

- In 2011, TPH reported to the Board of Health on the burden of illness associated with transfat and alcohol. These issues require development of partnerships with other committed stakeholders to advocate to the provincial and federal governments regarding regulatory approaches to reduce the burden of illness associated with these issues.
- In mid 2011, TPH released *Protecting Vulnerable People from Health Impacts of Extreme Heat* highlighting policy options at the provincial and local levels to ensure access to cooling for all.
- In 2011, TPH collaborated with local health sector partners to develop and submit recommendations to the provincial Social Assistance Review Commission. The submission provides specific health and health equity recommendations based on evidence and discussions with service providers through consultations.
- *Healthy Toronto by Design* was released in October 2011. This report highlights the features of a healthy and prosperous city and the role of all municipal government departments, businesses and the community in achieving them. The report underscores the importance of vision, policy, and program delivery as the three main ways in which local governments can influence population health and prosperity.
- TPH continued work to develop a Personal Services Setting licensing and disclosure system. An important component of this work was the implementation of a public opinion survey and stakeholder consultations in 2011.

Collaborate with City of Toronto colleagues to promote city-wide, healthy municipal policy

- TPH continued work with a number of city divisions including:
 - Research work with Toronto Water on lead water supply replacement.
 - Worked with City Planning on a sustainability planning framework, TPH's zoning report and the Official Plan.
 - The Improving Health and Health Equity through the Toronto Parks Plan Board of Health report uses an equity lens to promote health through parks acquisition and development.
 - Worked with Transportation Services (Public Realm/Pedestrian and Cycling teams) for the Active Transportation report.
 - Worked with the Toronto Environment Office on an air modelling study. The *Health Assessment for the Cumulative Air Quality Modelling Study: Wards 30 and 32* report was released in October 2011.

Implement a comprehensive health-focused food strategy in cooperation with city and community partners

- Extensive work has been undertaken to implement Toronto's Food Strategy. An example is the community food handler pilot initiative, a collaboration between TPH, Toronto Employment and Social Services (TESS), Social Development, Finance and Administration, and Economic Development and Culture. TPH staff (public health inspectors and dietitians) work together to deliver food handler and food skills training in a low income community setting using a learner centred approach. Through the pilot, TESS delivered employment skills training along with food handler and food skills training. Economic Development and Culture has been working to engage prospective employers to hire graduates. Preliminary results of the pilot are very promising.

Promote progressive change in the evolution of Ontario's health system and the integration of services to children

- TPH has been actively involved in promoting the integration of services to children through participation on key initiatives. At the city level, TPH's involvement includes participation in the City's Children's Service Integrated Management Committee (to advance the integration of city services for children with the local implementation of the provincial Early Learning and Care initiative and the development of a municipal child and family outcome framework), and the Best Start and Family Centre Site of Practice Project (planning and implementing a child and family community hub model in several communities). In 2011, the Board of Health Child Health Working Group was established to monitor and advise the Board on child health issues. TPH has also been actively involved at the provincial level by co-chairing the Provincial Public Health Supporting Early Learning and Care Reference Group as well as chairing the Ontario Public Health Association's Child and Youth Health Workgroup.

Sustain public awareness of the vital role played by TPH staff and programs in achieving a healthy city for all

- In May 2011 TPH launched a new website for Toronto physicians, infection control practitioners and other health professionals. The site provides timely access to public health information including health alerts, fact sheets for patients, referral information (e.g., infant hearing, speech and language) and treatment guidelines for diseases such as tuberculosis.
- The TPH website for the general public is undergoing a redesign and update.
- TPH increased its use of different social media:
 - In the summer of 2011, TPH media communications began actively using twitter and Facebook. At the end of 2011, TPH had over 2,000 twitter followers and close to 1,000 "likes" on Facebook.
 - The Be Your Best Self Portal was established as a means to reach youth. The portal uses a variety of social media sites (Facebook and Twitter) to promote healthy behaviours and TPH services.

Priority Direction 3: Plan for and respond to urgent public health threats and emergencies

Central to the work of TPH are numerous preparedness and response endeavours:

Update and maintain TPH emergency preparedness and response systems and provide ongoing training and exercises for staff

- The 2011 TPH Plan for an Influenza Pandemic was released following an update in 2010.
- Provided Incident Management System function-specific training for non-union staff across TPH, expected completion in February 2012.
- Through the Health Emergency Information System project, implemented a Health Event Response System that will enhance Public Health's ability to quickly identify appropriately skilled staff and effectively coordinate a rapid response to a major event.

Evaluate all emergency event responses and take appropriate action based on lessons learned

- TPH undertook an internal evaluation of TPH's response to the H1N1 pandemic and has begun implementing the recommendations, with considerable work undertaken on mass immunization clinic planning and logistics.

Maintain active participation in city, provincial and national emergency response networks and protocols

- Participated in municipal and provincial exercises with the Office of Emergency Management and the Ministry of Health and Long-Term Care.

Priority Direction 4: Lead innovation in urban public health practice

As the largest public health unit in the province and Canada, TPH continued to lead the way in innovation in public health practice. Some key achievements include:

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

- The development of four e-learning modules for newly employed health workers. The purpose of these training modules is to enhance the learning and understanding of the Canadian health care system as well as how and where public health fits into that system. The modules were developed in collaboration with City of Hamilton Public Health Services, Sudbury & District Health Unit and the Ontario Public Health Association.
- In 2011, TPH joined University Health Network, The Hospital for Sick Children, Baycrest Hospital, Toronto Rehabilitation Centre and Nipissing University to launch a Bachelor of Science in Nursing Scholar Practitioner Program. This is a 24 month degree completion program for candidates who already possess a university degree in another field.
- TPH continued its participation in a research project led by McMaster University investigating evidence-informed decision-making in public health. This study is examining both individual and organizational characteristics that facilitate the use of evidence in the planning, implementation and evaluation of public health programs and services. TPH is one of three urban public health units participating in this three-year study which began in 2010.
- TPH also continued its participation in a five-year Canadian Institutes of Health Research funded project. TPH along with five other health units in Ontario and six health authorities in British Columbia are collaborating with researchers from the University of Victoria and McMaster University to examine the implementation and impact of the Ontario Public Health Standards and British Columbia's equivalent Core Public Health Functions. The studies focus on two core programs (chronic disease prevention and prevention of sexually transmitted diseases), as well as examining equity and human resource issues.
- TPH completed its third year of being a Best Practice Spotlight Organization (BPSO) candidate and has been implementing and evaluating five Registered Nurses of Ontario (RNAO) Best Practice Guidelines across program areas and disciplines. There have been several research projects created as a result, and TPH became a member in the Nursing Best Practice Research Unit (a partnership governed by RNAO and the University of Ottawa).
- TPH has been working with Public Health Ontario's laboratory and Peel Public Health on a universal genotyping pilot project.
- TPH also initiated and led the development of a GTA health unit TB Network.

Build and sustain partnerships across sectors locally, regionally and globally that advance the goals of protecting and promoting public health

- TPH supported both school boards in Toronto in planning for the implementation of the School Food and Beverage Policy.
- TPH has actively engaged with partners to support cancer prevention and screening:
 - TPH has been collaborating with members of the Women at Risk Committee affiliated with St. Michael's Hospital to develop a pilot cervical cancer screening program for women accessing services at the Adelaide Resource Centre for Women.
 - TPH coordinated outreach to Toronto Public Libraries for the delivery of cancer screening awareness education sessions to the public.

- o TPH coordinated outreach to Community Health Centres for breast and cervical cancer screening awareness education sessions for under-screened women.
- TPH has been actively exploring ways to further collaborate with primary health care providers. To this end, a working group has been established to explore collaborative projects in the area of communicable disease control.

Implement an organizational performance management framework that ensures continuous quality improvement

- TPH began to implement an Organizational Performance Management Framework by developing resources and conducting training across the organization in applying the framework. TPH has also been supporting the development of program and divisional performance measures that provide meaningful information for managing programs and developing continuous quality improvement initiatives. TPH programs have started to report on access and equity achievements using this Framework. This has been a key step in formally integrating performance measurement into TPH's equity focused programs and services.

Provide high quality learning experiences for students in public health

- TPH continued to place a wide range of students from numerous disciplines, programs and post-secondary institutions. In 2011, 400 students were placed across the organization.

Priority Direction 5: Be a healthy workplace that embraces excellence and promotes collaboration and mutual respect

TPH continues to pride itself in providing the tools, resources and structures to support its staff. There have been numerous accomplishments in this area including:

Maintain staff and management competencies in the principles of equity and inclusiveness

- At the end of 2011, 93% of TPH staff had completed a mandatory two and a half-day of Diversity, Access and Equity training. This commitment ensures that TPH has a strong organizational foundation to improve access and equity. In addition, a workshop series has been provided to staff on specific issues.

Expand the staff recognition program to include a focus on excellence

- The TPH Employee Recognition Strategy was developed. Work is underway to implement the Strategy. The Strategy is intended to recognize the significant contribution that employees make to the health and welfare of people in the city. Employees will be recognized by the excellence of the work that they perform, the exemplary behaviour they demonstrate and the positive results that they achieve.

Develop and implement an organization-wide learning plan

- TPH released its Learning Strategy in October 2011. The Learning Strategy creates a sustainable framework for the learning and development needs of TPH's employees. It is also integrated into the corporate learning strategy. An Action Plan, with specific objectives for 2011-2014 accompanies the Strategy.

Promote staff engagement by seeking ongoing feedback and taking responsive action

- In 2010, TPH undertook a staff engagement survey. The survey findings identified the following priority areas: internal communication; equity; training and development; and workplace innovation. A number of initiatives have been implemented to address the priority areas.

Strengthen internal communication channels and processes to promote engagement and support collaboration

- Considerable attention has been paid to establishing and enhancing internal communication channels to promote engagement and support collaboration. In response to communication priorities identified in the employee survey:
 - o A weekly email update of TPH news and announcements, including staff recognition was implemented in February 2011
 - o Planning an all-staff meeting
 - o Increasing the functionality of the intranet to support communication

Develop a divisional strategy to achieve a diverse, skilled workforce through inclusive recruitment, retention and promotion practices, including succession planning

- The Rising Star Leadership Development program has evolved to include other TPH disciplines other than nursing. This is a collaborative project between Women's College Hospital and St. Elizabeth Care to plan and administer a succession management program.
- The new Learning Strategy identifies priorities and actions to support workforce skills development.

As *A Healthy City for All* reaches its mid-point in late 2012, the Medical Officer of Health will provide a further progress update on implementation.

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