

# **Toronto Public Health Organizational Review Summary Documents**

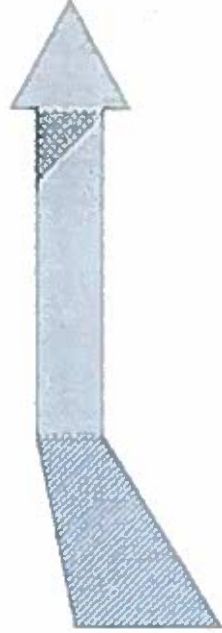
# Our Time Together



Why Are We Changing?



What Will Our Organization Look  
Like?



What Is The Journey From Today?

An important journey begins today...

- Our organization review is at a critical stage
- We need to share where we are heading
- We need to understand our individual and collective roles

# Why Are We Here Today?

Our journey will be:

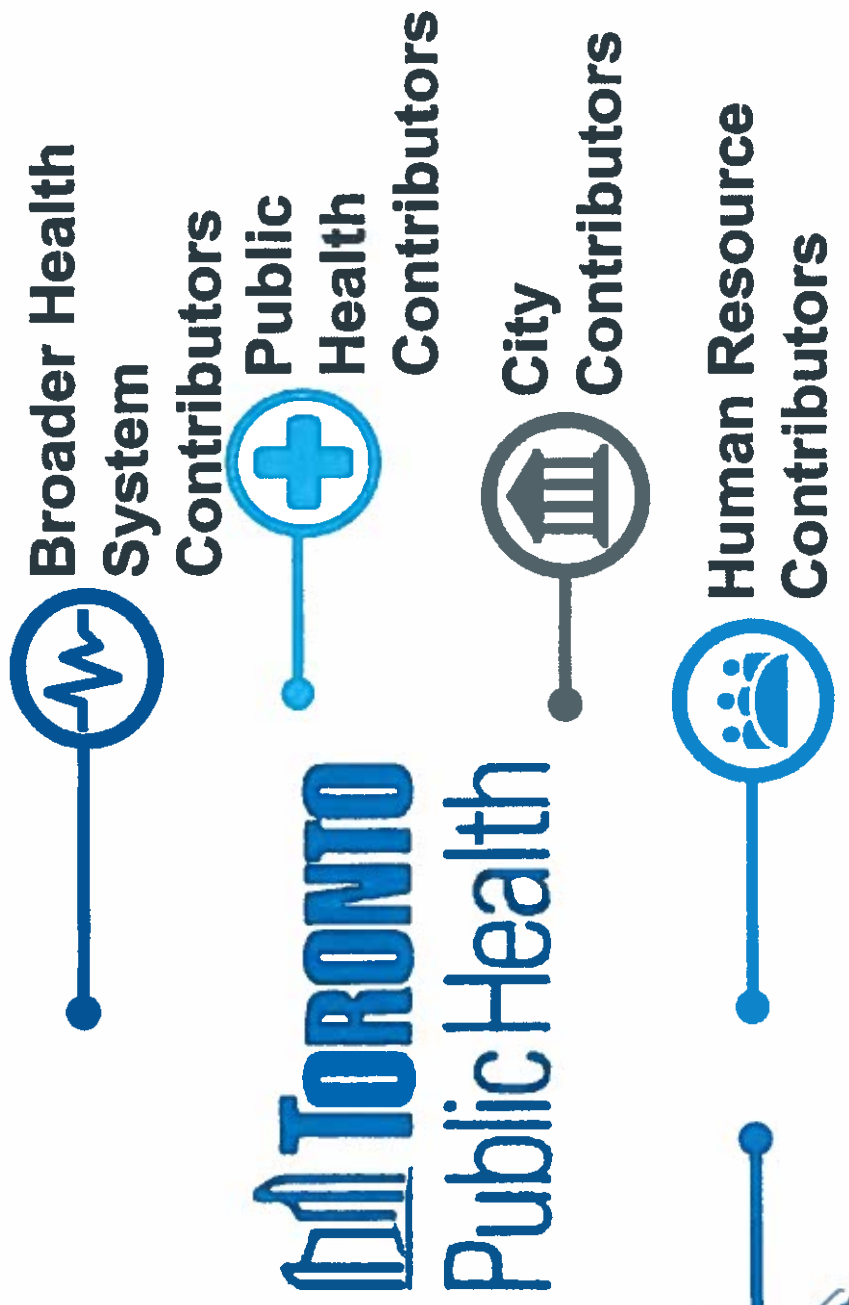
- Aligned to our Mission
- Bold
- Exciting
- Focused
- Transformative

“Toronto Public Health  
reduces health inequities  
and improves the health of  
the whole population”

# Why Are We Changing?

We must continually consider our internal and external pressures

 Knowledge and evidence contributors



# Why Are We Changing?

**TORONTO PUBLIC HEALTH  
ONE TORONTO. ONE HEALTH.**

## BUILDING A HEALTHY CITY



### HOUSING & HEALTH

ALMOST ONE QUARTER  
[22%] OF RENTER  
HOUSEHOLDS IN  
TORONTO SPEND MORE  
THAN 50% OF THEIR  
INCOME ON SHELTER



HOUSEHOLDS SHOULD  
SPEND UNDER 30% OF  
BEFORE TAX INCOME  
ON SHELTER COSTS

30%



### FOOD & HUNGER

A FAMILY OF FOUR WITH  
ONE MINIMUM WAGE  
EARNER SPENDS 24%  
OF INCOME ON FOOD



A FAMILY OF FOUR  
WITH MEDIAN INCOME  
SPENDS 11% OF  
INCOME ON FOOD



ONE IN SEVEN HOUSEHOLDS IN TORONTO ARE FOOD INSECURE



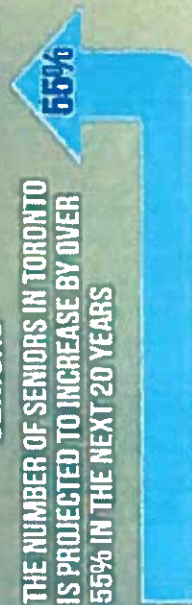
### VIBRANT & INCLUSIVE

- Socioeconomically disadvantaged residents are living in areas with fewer opportunities for physical activity
- Changing the built environment to support active living is a great equalizer – provides mobility, transit and walking opportunities regardless of ability or socio-economic status



### SENIORS

THE NUMBER OF SENIORS IN TORONTO  
IS PROJECTED TO INCREASE BY OVER  
55% IN THE NEXT 20 YEARS



SOME CONDITIONS ARE INCREASING OR ARE  
EXPECTED TO INCREASE AMONG SENIORS IN  
TORONTO INCLUDING: DIABETES, DEMENTIA,  
INJURY (EMERGENCY DEPARTMENT VISITS  
AND HOSPITALIZATIONS)

# Why Are We Changing?

TPH is a complex organization serving Toronto residents. It is significant provincial/national public health entity.

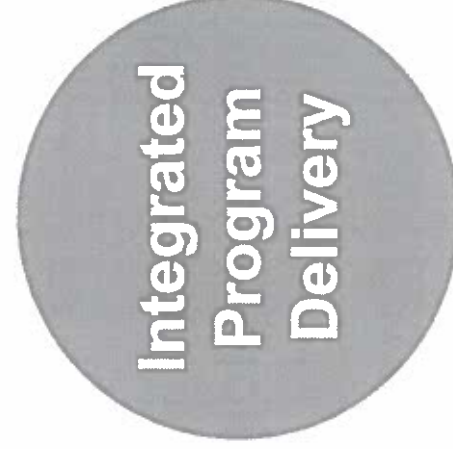
This organizational review will allow TPH to:

- Be aligned with the Ontario Public Health Standards;
- Enhance the use of information across TPH;
- Ensure public health interventions deliver outcomes efficiently and effectively;
- Ensure strong organizational foundations that support planning and execution of the TPH mandate;
- Ensure integration and coherence across our regional program delivery network;
- Further develop our work with other city divisions/services.



# Why Are We Changing?

## Findings provided significant opportunities...





# What Will Our Organization Look Like?

## Key Design Features:



Clear and demonstrable alignment with the OPHS



Embeds resource agility into the structure to respond to the changing factors of influence



Provides succession planning and talent development opportunities throughout the organization

# What Will Our Organization Look Like?



Embeds support functions in the organization in a coordinated approach

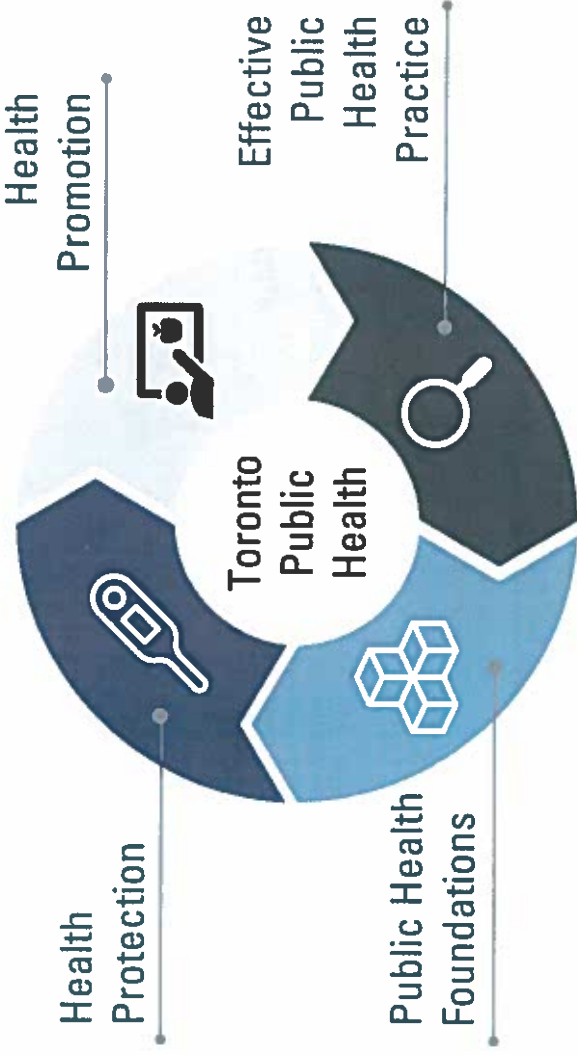


Enhances the profile of information management to promote TPH as a leader



Establishes a strategic focus on predicting and managing Public Health interventions

# What Will Our Organization Look Like?



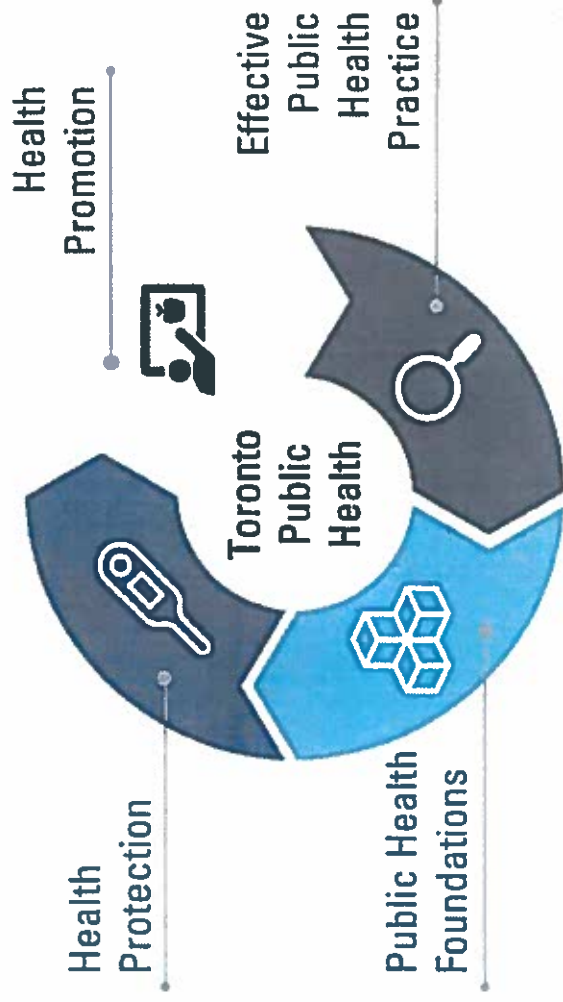
## Overview:

- Four (4) functional areas
- Centralized information management
- Integrated approach to planning and coordination of interventions
- Common regional boundaries

# What Will Our Organization Look Like?



Health Protection



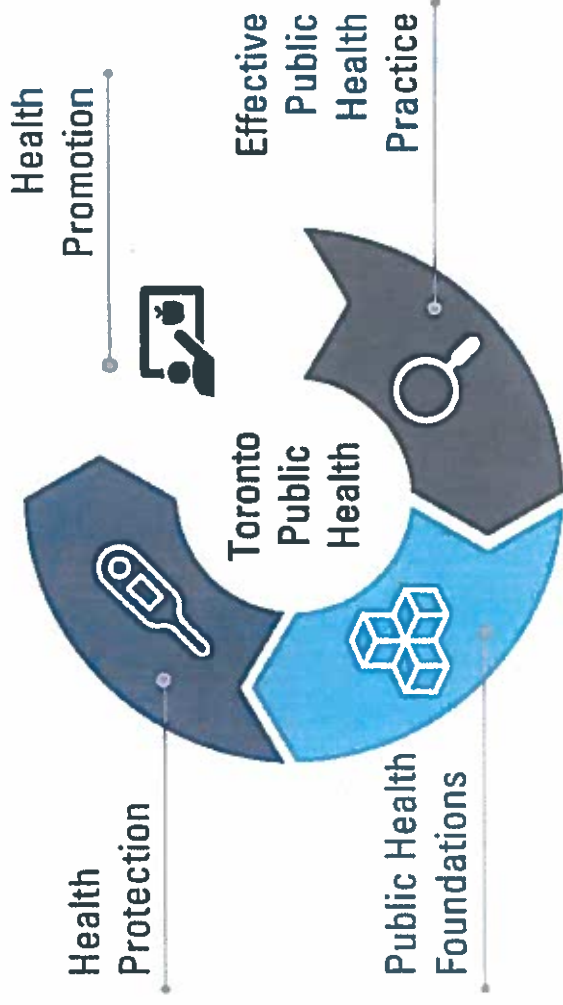
## Overview:

- Prevention, diagnosis and treatment of infectious and communicable diseases, and exposure to hazards in our environment
- Inspections and Investigations
- Outbreak management
- Dental and oral health prevention and treatment services

# What Will Our Organization Look Like?



## Health Promotion



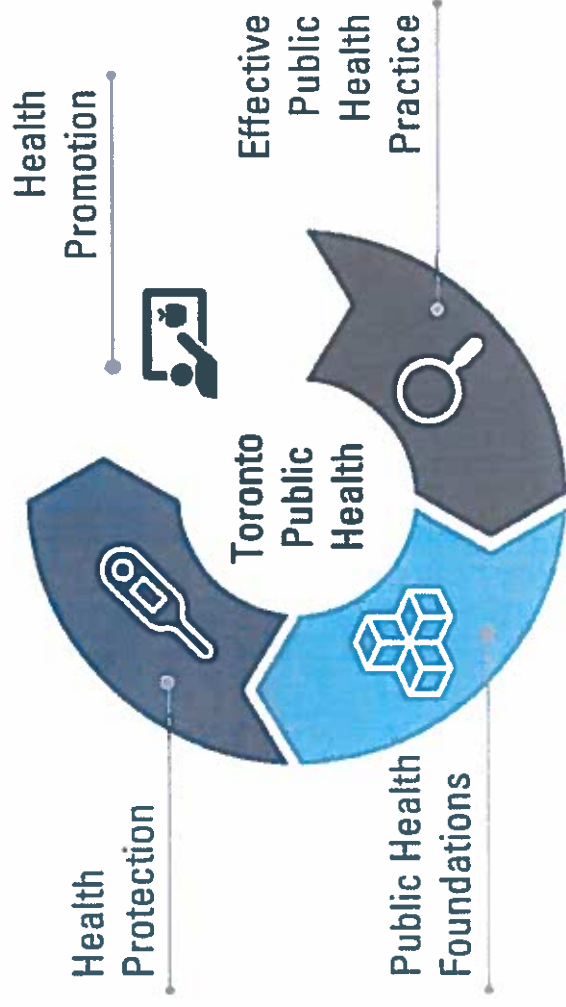
## Overview:

- Matrixed and holistic intervention delivery
- Addresses social and environmental determinants of health to improve health outcomes and reduce health inequities
- Integrated interventions
- Age-based intervention delivery

# What Will Our Organization Look Like?



## Effective Public Health Practice



## Overview:

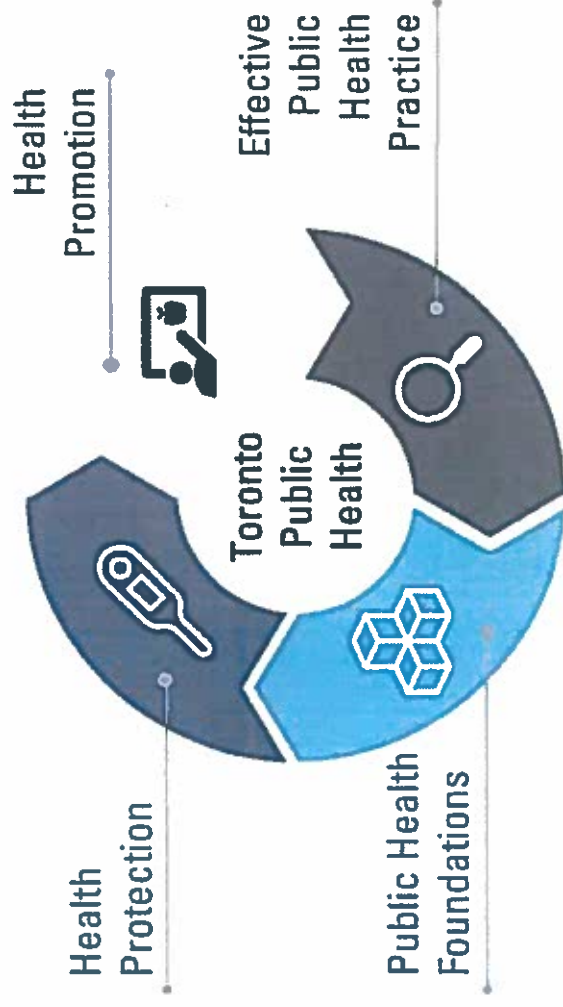
- Hub of assessment, information and evaluation
- Evidence-based design and continuous evolution of public health interventions
- Organization-wide coordination of interventions



# What Will Our Organization Look Like?



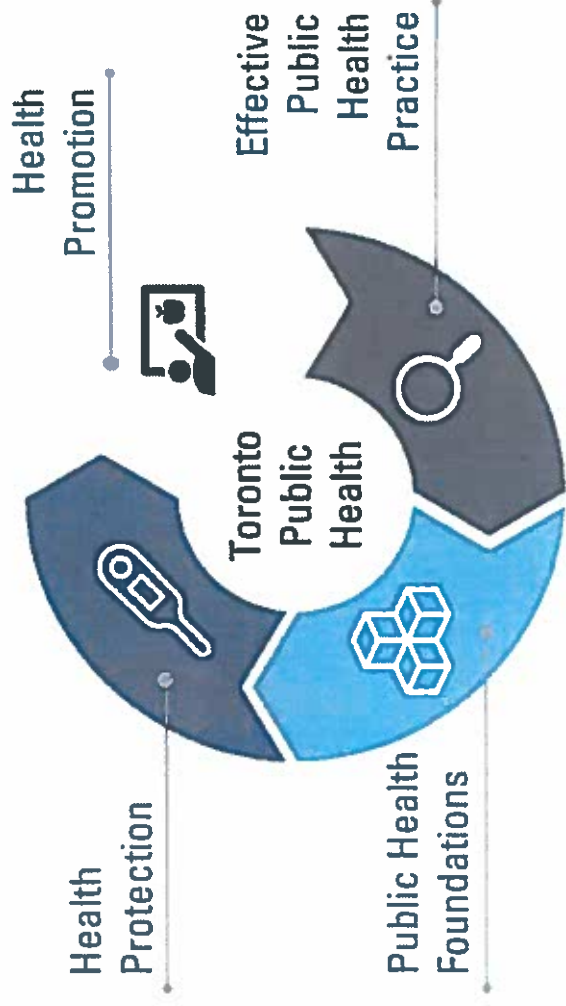
Public Health Foundations



## Overview:

- Enhanced organizational support services
- Integrated and cascaded strategic planning
- Streamlined stakeholder and community relations

# What Will Our Organization Look Like?



## Key Benefits:

- Functional consolidation to improve agility and adapt interventions;
- Focused expertise to support cross divisional integration
- More coordinated, targeted, evidenced-based impact on public health outcomes
- Consistency of supporting functions

# What Is The Journey From Today?

## Next Steps:



Work is continuing to complete the design;



Implementation planning will be supported by a Transformation Office;



Leadership, management and staff will all have opportunities to be actively involved;



Implementation will occur in phases (i.e. not all functional areas will be implemented at the same time);



We will meet again in the new year.



Dr. Eileen de Villa  
Medical Officer of Health

Public Health  
277 Victoria Street  
5<sup>th</sup> Floor  
Toronto, Ontario M5B 1W2

## Memorandum

Tel: 416-338-7820  
Fax: 416-392-0713  
[Eileen.deVilla@toronto.ca](mailto:Eileen.deVilla@toronto.ca)  
[toronto.ca/health](http://toronto.ca/health)

February 28, 2019

**To:** All Toronto Public Health Staff  
**From:** Dr. Eileen de Villa, Medical Officer of Health  
**Re:** TPH Organizational Review

I am writing to share with you an update on our organization review. In December, your SMT leadership team and I provided you with an introduction to our new organization, in which we discussed the reasons for change and gave you a first look at what the organization will look like in the future. Today, I am pleased to announce further details on our new organization as well as an update on our progress.

Starting today, members of our Senior Management Team will be conducting in-person sessions and webinars to discuss our new organization structure, as well as an overview of the Transformation Office's function.

In December, we introduced four key characteristics of our new organization, namely: (1) the organization is structured around four functional areas; (2) information management is centralized; (3) there is an integrated approach to planning and coordinating interventions; and finally (4) our services will be streamlined across six (6) common regional boundaries. We have ensured that these four characteristics have been incorporated into the finalized organization structure being presented to you today. Specifically, our organization will have four executive leads overseeing ten (10) Directorates, which is based on the four (4) functional areas, as depicted in the new graphic above. These four executive leads include a Deputy Medical Officer of Health (Effective Public Health Practice), Deputy Medical Officer of Health (Health Protection), Deputy Officer of Health (Health Promotion), and Deputy Officer of Health (Public Health Foundations). Reporting into these four executive leads are ten Directorates. These include:



- |  |  |
|--|--|
| 1. Interventions   | 6. Health Promotion (Healthy Infants and Toddlers) |
| 2. Public Health Information, Knowledge and Effective Practice | 7. Health Promotion (Healthy Children and Youth)   |
| 3. Infectious Disease  | 8. Health Promotion (Healthy Adults)               |
| 4. Inspections and Enforcement                                 | 9. Governance, Strategy and Planning               |
| 5. Dental and Oral Health                                      | 10. Organizational Services                        |

An Internal city-wide corporate posting for the executive leads positions will be posted shortly. Further information on each of these Directorates will be provided to you during the in-person sessions and webinars.

The Transformation Office, led by a Project Director, will coordinate the implementation of our new organizational structure ensuring business continuity and assistance with change management. The recruitment process for this director position will also be initiated shortly.

I would like to emphasize that there will be no changes to your day-to-day work or your immediate reporting structure at this time. We are committed to keeping you informed and up-to-date on a regular basis.

You will have an opportunity to ask questions at the in-person sessions and webinars, however, you may have further questions after these sessions. So, I encourage you to share them with your team's management staff or alternatively, you can submit your questions through the intranet site. Finally, I'd like to personally thank all of you for your continued patience and commitment through this journey.

Thank you,

A handwritten signature in black ink, appearing to read 'Eileen', with a stylized, flowing script.

Eileen