Toronto Public Health's Organizational Review - Update

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Background

Request from Board of Health in October 2019

- The Board of Health requested an update on the status of the Toronto Public Health Organizational Review.

Request from City Council (2017)

- Toronto Public Health was directed by Toronto City Council to identify opportunities for savings and to assess the organization's design for appropriate management span of control.

Emerging Issues

Since 2017, emerging issues to also be considered:

- Budget pressures
- New 2018 Public Health Standards requiring an increased focus on:
  - the use of evidence
  - policy interventions to reach large populations
- Addressing issues identified within the city and in the scientific literature regarding public health practice.

Outcomes of the Organizational Review

- Taking into account the Council direction and emerging issues, specific outcomes of the organizational review were determined such as:
  - Identifying strengths and opportunities for improvement in TPH structure, processes, and delivery capacity;
  - Identifying ways to deliver increased operational efficiencies;
  - Reviewing similar public health organizations to gain insights into the delivery of progressive public health programming; and
  - Providing a recommended organizational design and implementation plan.

Organizational Review -Process

- The review was conducted by an external consultant, MNP LLP.

- Included:
  - consultation with staff and management (meetings, interviews, weekly staff updates from the MOH);
  - jurisdictional scan;
  - span of control analysis;
  - creation of a functional inventory; and
  - analysis of alignment with Ontario Public Health Standards.

Organizational Review – Current State

Current State Assessment

- Main findings of the current state review:
  - The opportunity to organize similar functions together to create strategic and program integration;
  - The need to create a foundational support function that coordinates services across TPH;
  - The opportunity to make full use of all existing roles;
  - The need to develop an agile and response workforce; and
  - The need to increase the use of evidence and data in program development.

Timelines

- April 2019: Provincial budget announcement
- April – September 2019: Pause on implementation of the organizational review
- September – December 2019: Implementation of aspects of the organizational review
- 2020-21: Ongoing implementation along with achieving the goals of provincial public health modernization

Organizational Review – Major Recommendation

- Four Main Functional Areas:

1. Health Protection
2. Health Promotion
3. Effective Public Health Practice
4. Public Health Foundations

Organizational Review – Major Recommendations

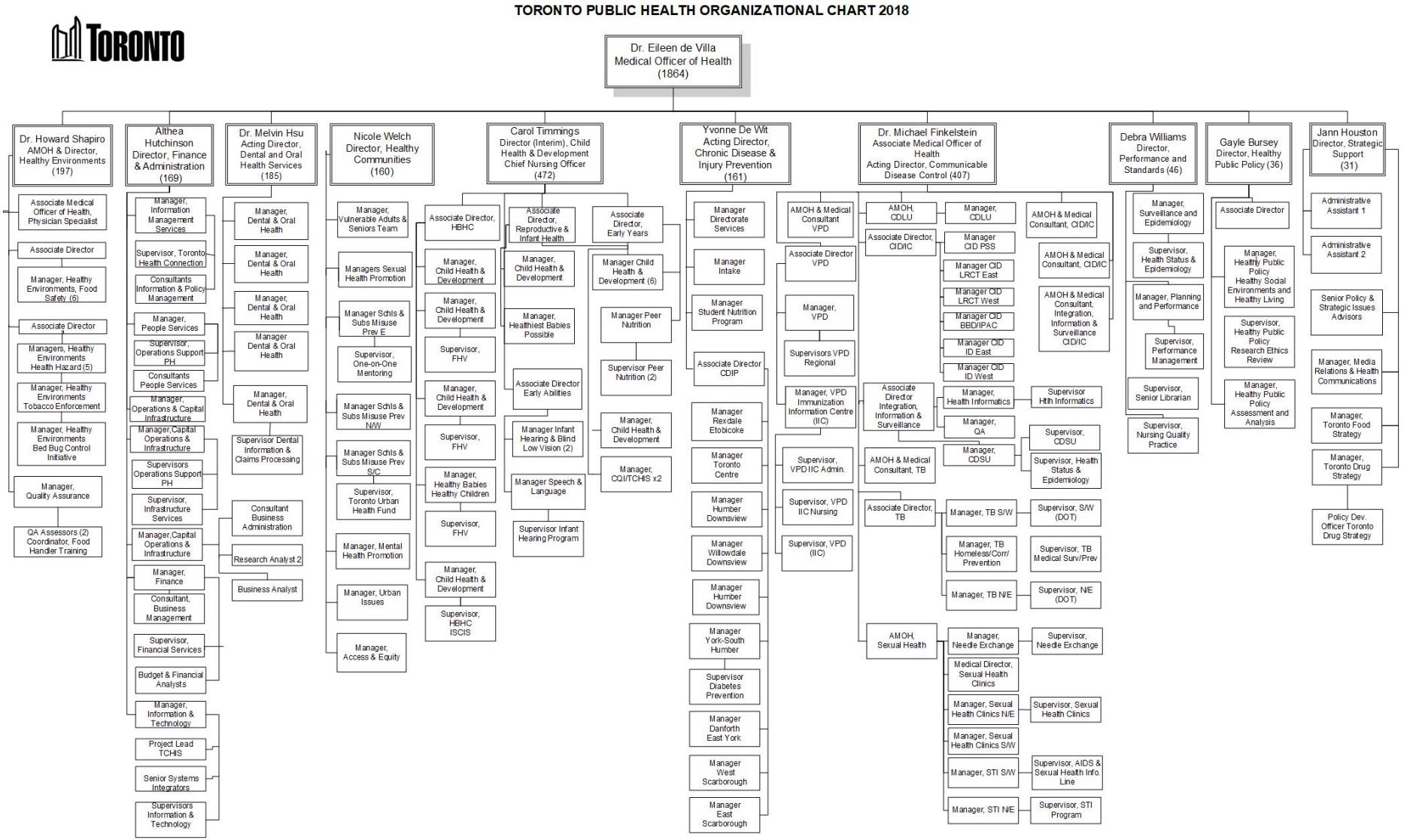
Moving towards this functional structure provided the framework to address City Council's direction and the emerging issues.

In addition, the following are examples of proactive measures that have been taken to gradually implement TPH's reorganization :

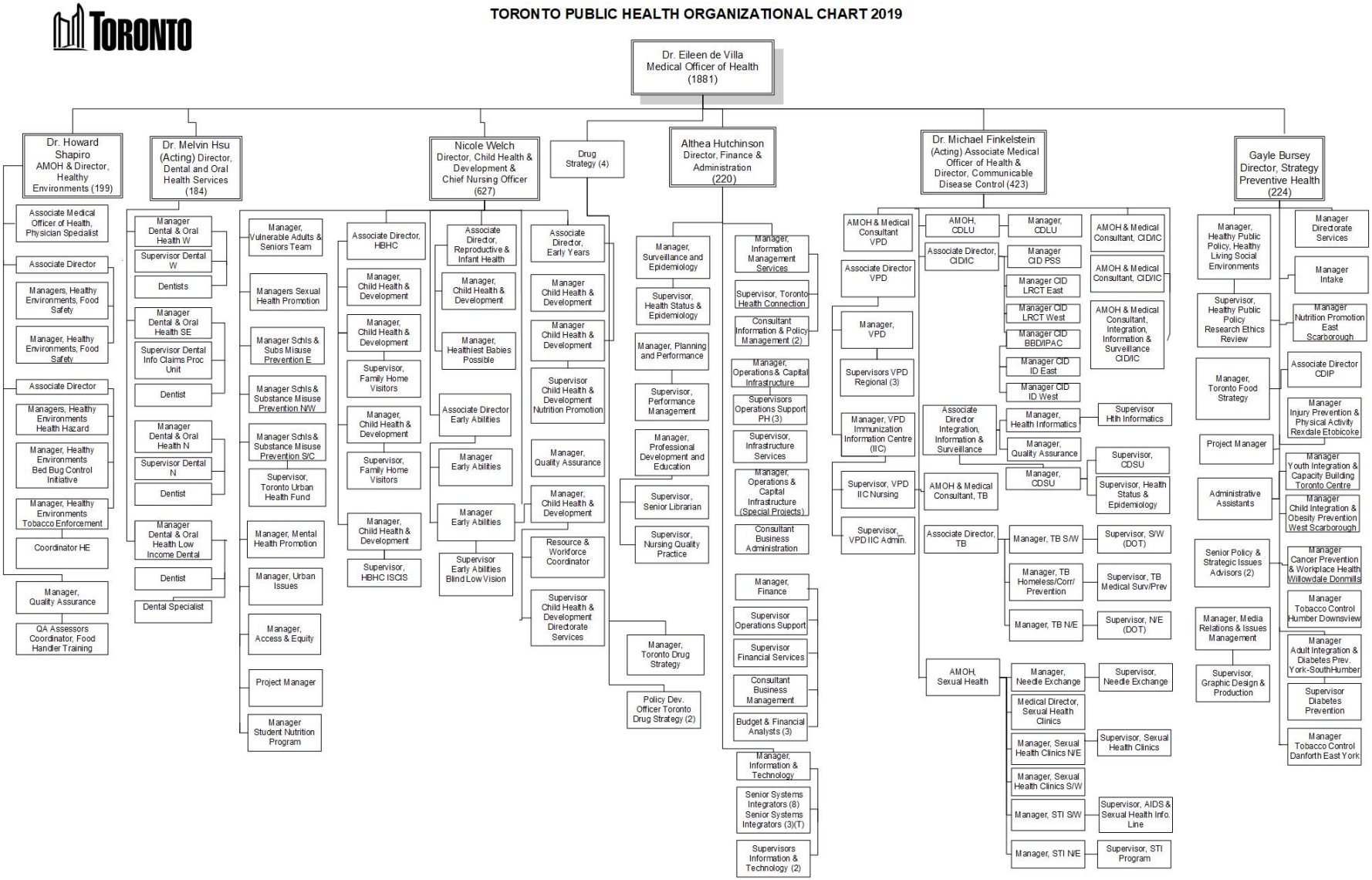
- Adjusting service delivery to increase organizational efficiency and effectiveness;
- Addressing span of control where the number of direct reports are relatively small;
- Coordinating the work of teams with similar functions to create program synergies;
- Embedding policy functions within program areas to more effectively meet the 2018 Public Health Standards.

TORONTO Public Health

Organizational Chart 2018



Organizational Chart 2019



Organizational Review – Major Recommendation

Going forward Toronto Public Health will continue to:

- Implement the recommendations in the reorganization report.
- Manage the issues related to a lack of clarity on the organization's future governance, mandate and funding allocation.

Organizational Review – Major Recommendation

Despite these challenges Toronto Public Health is making progress on population health and demonstrating leadership in the broader field of public health with interventions.

TPH will deliver on its core objectives:

- to improve the health status of Torontonians,
- to reduce disparities in health status,
- to prepare for and respond effectively to outbreaks and emergencies and, in so doing,
- to enhance the sustainability of the health care system.