

Developing a New Strategic Plan for Toronto Public Health

2024 - 2027

Board of Health

October 23, 2023

PART 1:

- Review of Strategic Planning process
- Discussion on the process

PART 2:

- Review of strategic planning context
- Discussion



Strategic Planning

Process



What is Strategic Planning?

- A process for organizational improvement and goal-setting
- Important navigational tool
- Stronger when created in partnership with BOH directors, staff and stakeholders

Strategic planning benefits

Aligns Board and staff

Unifies stakeholders

Empowers communication

Inspires progress

Achieves our mission

Strategic planning process



ORGANIZE

- **PREPARE:**
 - Jurisdictional scan for best practices
 - Review previous TPH strategic planning
 - Toronto Population Health Profile, 2023
- **LISTEN:**
 - Engage with partners and stakeholders
 - Engage with BOH and staff
 - Review community feedback in other TPH strategies
 - Review of stakeholders' public reports

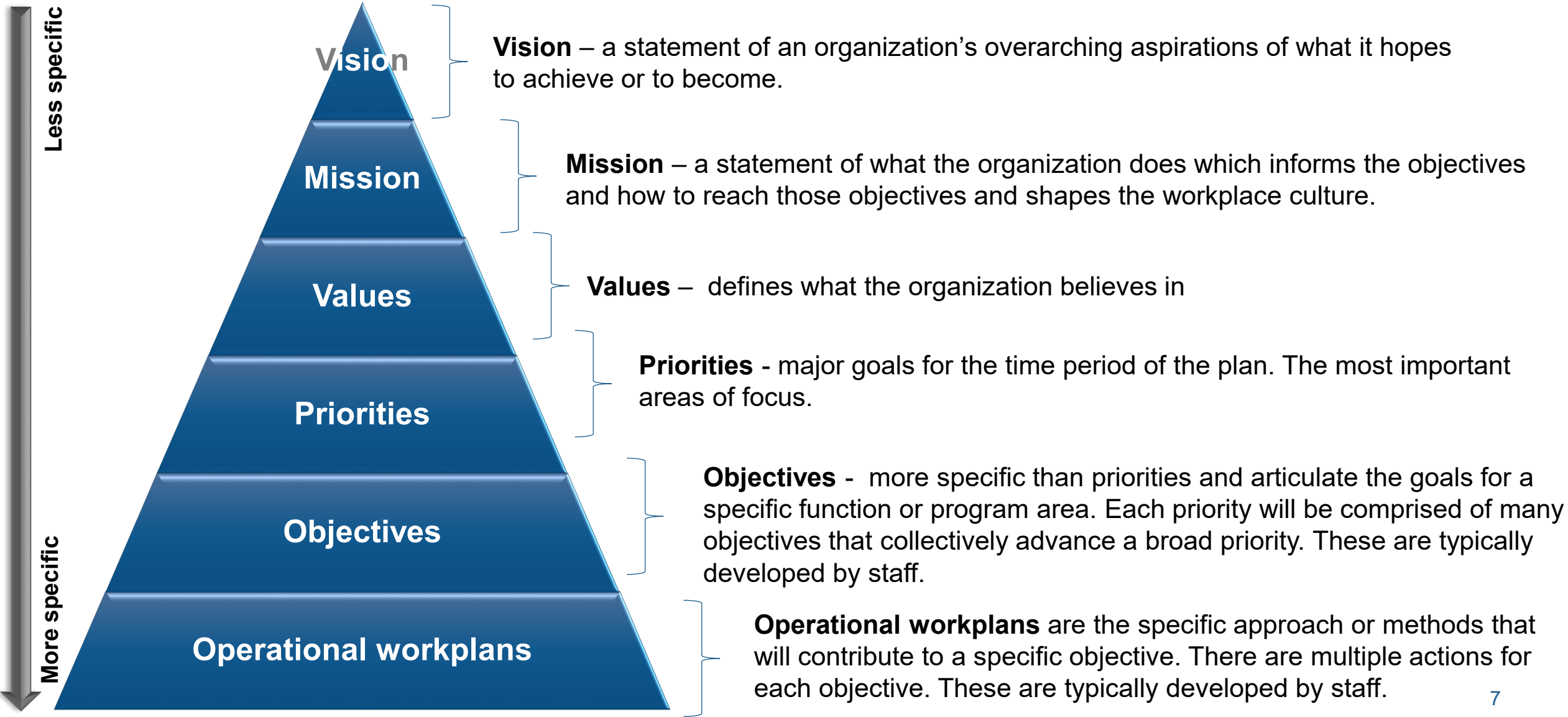
IMAGINE

- **ENVISION:**
 - BOH engagement
 - Community engagement
 - TPH staff engagement
 - City divisions
- **PLAN:**
 - Draft strategic plan based on all inputs (evidence, engagement, feedback)
 - Develop communications strategy

LAUNCH

- **EXECUTE:**
 - Present Strategic Plan to BOH
 - Develop operational workplans
- **EVALUATE:**
 - Ongoing monitoring and evaluation
 - Reporting regularly to BOH on deliverables

Components of a strategic plan



Establish a Strategic Planning Committee

- Recommend the Board of Health establish a Strategic Planning committee to guide the development of the 2024 – 2027 Strategic Plan.
- BOH Directors can meet in a smaller group to discuss the strategic planning process and content – can invite the public and stakeholders to participate.
- **Focus:** Designing community engagement processes, setting priorities.

- Does the Board of Health have any first thoughts on the strategic planning process?



Strategic Planning

Key considerations

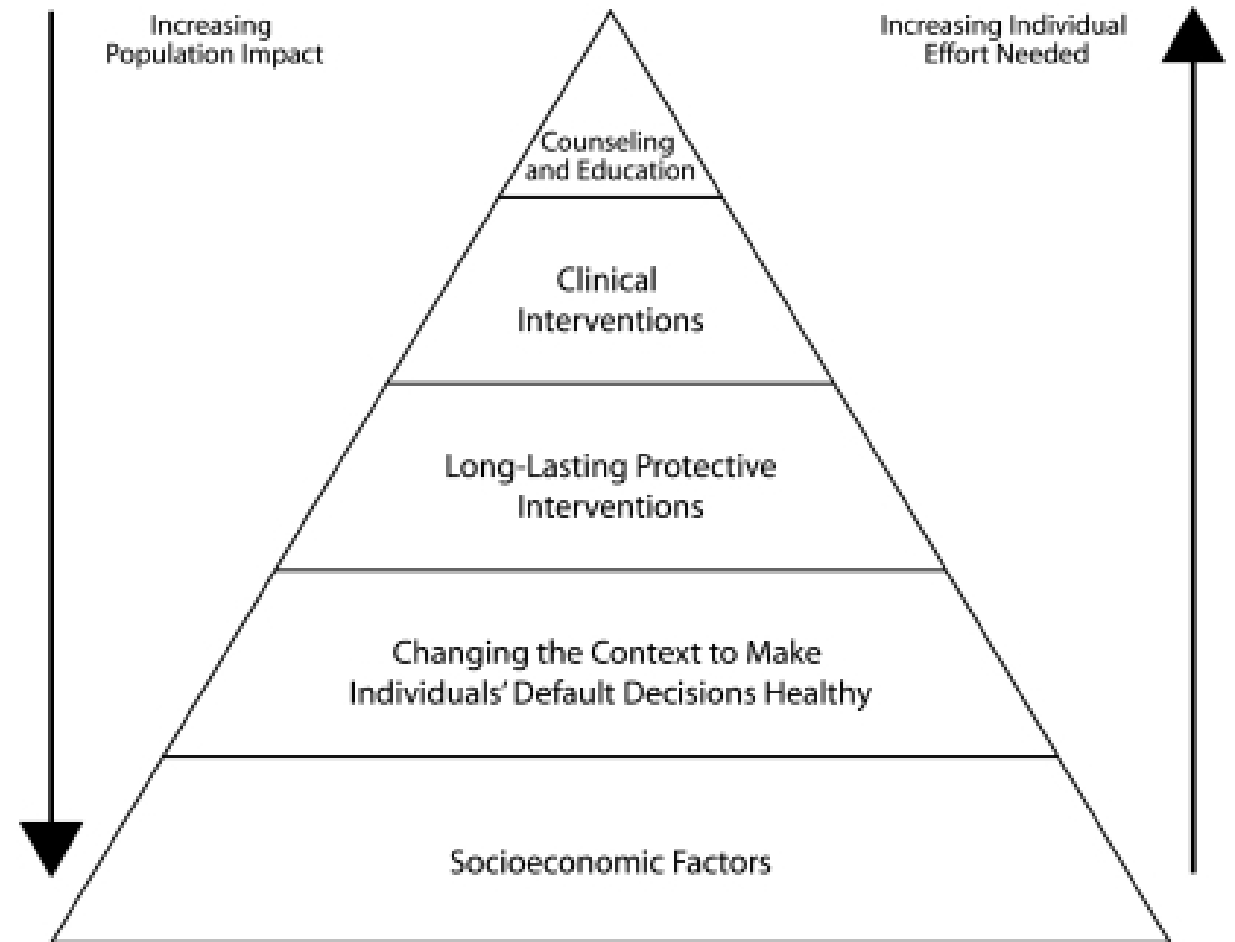
Social determinants of health

- Conditions related to where people are born, grow, work, live, and age



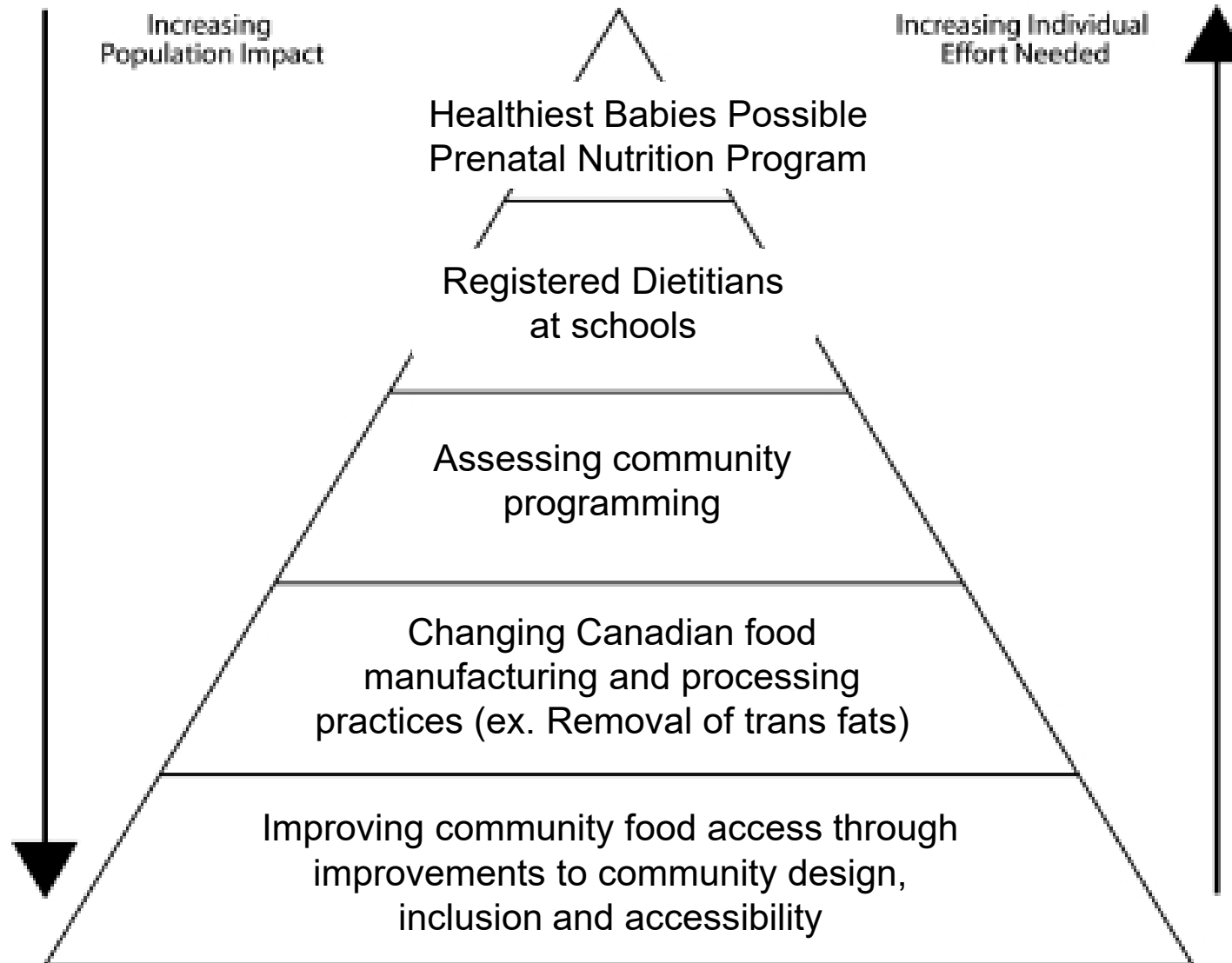
The health impact pyramid

- Interventions with the greatest potential impact address socioeconomic determinants of health



Frieden, T.R. (2010). A Framework for Public Health Action: The Health Impact Pyramid. *American Journal of Public Health*, 100(4), 590–595.

The health impact pyramid: Childhood and youth nutrition and healthy eating



- Health equity is embedded in all aspects of our work and essential to the success of the strategic plan.
- **Promoting Fairness:** Ensuring equal opportunities for good health.
- **Reducing Disparities:** Addressing health disparities among different populations.
- **Enhancing Public Health:** Improving overall community health outcomes.
- **Our Commitment:** Engaging communities, data-driven decisions, and equitable policies.



- The Ontario Public Health Standards (OPHS) are a set of requirements established by the Ontario Ministry of Health

Foundational Standards

Establish the minimum expectations for public health practice in the province

- Population Health Assessment
- Health Equity
- Effective Public Health Practice
- Emergency Management

Program Standards

Detail the requirements for various public health programs

- Chronic Disease Prevention and Well-Being
- Food Safety
- Healthy Environments
- Health and Growth Development
- Immunization
- Infectious and Communicable Disease Prevention and Control
- Safe Water
- School Health
- Substance Use and Injury Prevention

Organizational Requirements

Reporting and/or monitoring required of boards of health

- Delivery of Programs and Services Domain
- Fiduciary Requirements Domain
- Good Governance and Management Practices Domain
- Public Health Practice Domain
- Common to All

Ontario Public Health Standards (OPHS), Organizational Requirements:

8. The board of health shall have a strategic plan that establishes strategic priorities over 3 to 5 years, includes input from staff, clients, and community partners, and is reviewed at least every other year.

Examples of findings from the Population Health Profile, 2023 report:

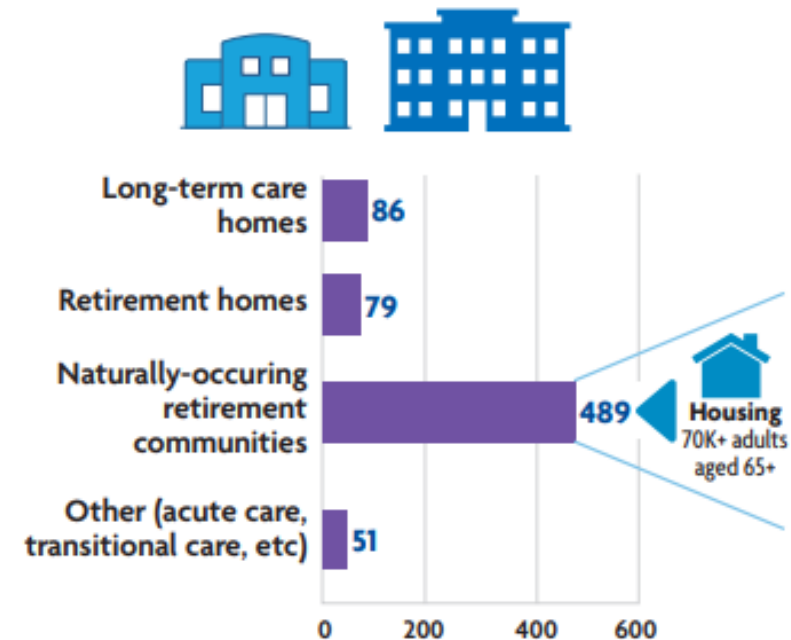
- Torontonians are **aging** and increasingly diverse
- Torontonians are negatively impacted by the effects of an **increasingly expensive city**
- **Climate change** presents a significant and growing health risk, despite improvements in Toronto's natural and built environment
- **Mental illnesses and mental health** have worsened during the pandemic, with some groups more affected
- **Opioid overdoses** reached record levels in 2021
- There was a significant decrease in testing and screening for many **sexually transmitted infections** during the pandemic period
- **Chronic disease** and its risks are increasing, as is the number of Torontonians who are overdue for health screening
- **Infectious diseases** will continue to emerge globally, presenting threats to Toronto's population

Community Connections

30+ hospitals, including major hospital networks such as:



700+ care settings and communities



3,000 family doctors



1,150 schools with 325,000 students



1,000+ child care centres



35,000+ inspection locations



- ✓ 17,000+ food premises
- ✓ 1,400+ special events (food)
- ✓ 1,200+ indoor pools and spas
- ✓ 700+ outdoor water facilities
- ✓ 1,800+ tobacco vendors
- ✓ 4,400+ personal service settings
- ✓ 2,500+ vaccine fridges

- Medical Officer of Health and senior management team have been visiting community partners throughout 2023
- The goals of the visits have been to:
 - Listen and hear from the organizations who are most closely connected to community,
 - Build trust and reciprocity through facilitating open dialogue, and
 - Learn how TPH can support community partners better.

Community visits – Organizations

- Organizations were prioritized considering geographic equity, underserved neighbourhoods, those serving priority groups, and those with increased needs that emerged during the pandemic

TAIBU CHC	Parkdale Queen West CHC	Sherbourne Health	Access Alliance
Unison CHC	Black Creek CHC	Scarborough Centre for Healthy Communities	The 519
Second Harvest	Rexdale CHC	Daily Bread Food Bank	Centre for Independent Living in Toronto (CILT)
Jane Alliance Neighbourhood Services	Somali Immigrant Aid Organization	Regent Park CHC	Afghan Women's Organization (Refugee and Immigrant)
Ukrainian Canadian Congress	Toronto Region Board of Trade	Kensington Health	COSTI Immigrant Services
National Ethnic Press and Media Council of Canada	Hong Fook Mental Health Association	East Scarborough Storefront	

Themes from community visits

Mental health,
substance use,
harm reduction
and treatment

Social
determinants of
health

Sustainable
funding

Newcomer
support and
integration

Immunizations



Strategic Planning

Toronto Public Health history and context

Toward a Healthy City: Toronto Public Health Strategic Plan

Mission Statement: Toronto Public Health improves the health of the whole population and reduces health inequalities

Foundational Principles

- Accountability
- Determinants of health
- Diversity, access and equity
- Excellence
- Efficiency
- Partnership
- Public engagement
- Integration

Priority Directions

- Improve the health of the City's diverse population through responsive services
- Championing public health for Toronto
- Anticipate, prevent, and respond effectively to public health emergencies
- Work with others to create integrated health and social systems that serve Toronto's health needs
- Be an innovative and effective public health organization
- Be the public health workplace of choice

A Healthy City for All: Toronto Public Health Strategic Plan

Mission Statement: Toronto Public Health reduces health inequities and improves the health of the whole population

Foundational Principles

- Accountability
- Community engagement
- Excellence
- Diversity
- Health equity

Priority Directions

- Deliver services that meet the health needs of Toronto's diverse communities
- Champion healthy public policy
- Plan for and respond to urgent public health threats and emergencies
- Lead innovation in urban public health practice
- Be a healthy workplace that embraces excellence and promotes collaboration and mutual respect

A Healthy City for All: Toronto Public Health Strategic Plan

Mission Statement: Toronto Public Health reduces health inequities and improves the health of the whole population

Foundational Principles

- Accountability and transparency
- Community engagement
- Inclusion
- Health equity
- Excellence

Priority Directions

- Service the public needs of Toronto's diverse communities
- Champion healthy public policy
- Anticipate and respond to emerging public health threats
- Lead innovation in public health practice
- Be a healthy workplace

Interim Priorities, 2022/2023

Goals

1. To maintain and improve the health status of Toronto's population
2. To reduce inequities in health status
3. To prepare for and respond to outbreaks of disease and public health emergencies



Principles

1. Evidence-informed decision making
2. Equity
3. Public health is a public good



Organizational Priorities



Continue to respond to COVID-19 and support Toronto Public Health's readiness for other emerging health issues



Respond to the drug poisoning epidemic



Promote mental health



Rebuild public health functions



Foster a resilient workforce

Ensure effective public health practice to achieve health outcomes

Build on lessons learned

A healthy city for all

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

- Based on information shared by the Board of Health Directors and community visits
- Combined with the findings from the Toronto Population Health Profile and lessons learned from COVID-19 pandemic
- **We are starting to hear a couple of themes emerging:**
 - Importance of mental health, wellness, substance use and harm reduction
 - Focus on healthy aging for everyone – children, adults and seniors
 - Preparing for emergencies and building resilience
 - Importance of advocacy on key determinants of health



- Does the Board of Health want to re-examine the current vision and mission statements as part of the strategic planning process?
- Does the Board of Health have any first thoughts on the emerging themes?
- Any other first thoughts on the context?