



Toronto Public Health's **Strategic Plan** **2024-2028**

July 8th, 2024



Introduction

- Toronto Public Health's Strategic Plan 2024-2028 will guide the organization's strategic priorities for the next four years.
- The plan is a requirement under the Ontario Public Health Standards (OPHS) and is designed to complement existing program and service requirements outlined in these standards.
- Under the leadership of the Strategic Plan Development Committee, TPH completed an engagement campaign with TPH staff, public, stakeholders, and City divisions and integrated this feedback into a strategic plan framework.

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Part I

Review of framework, timeline and engagement activities



Strategic planning process



Adapted from: *Strategic Planning in Nonprofits (SPiN)* by The Washington Nonprofit Institute

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Jurisdictional scan

Reviewed strategic plans and analyzed the following examples, based on relevance to TPH's work:

- 12 health-related Ontario-based organizations
- 33 Ontario PHUs
- 7 international health and public health organizations
- 3 Toronto NPO stakeholders
- 5 City of Toronto divisional strategic plans

Themes from jurisdictional scan:

Mental health
and wellness

Health equity

Climate change

Community
engagement
and
partnerships

Strong
workforce and
organizational
excellence

Toronto's Population Health Profile, 2023

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

In **2021**

It was estimated that **1,375 deaths** per year in Toronto were attributable to air pollution



There was a 16% increase

in new infectious syphilis cases in 2021, compared to the period 2017 to 2019; this may be the continuation of a trend that began prior to the pandemic.

Opioid toxicity deaths



Among seniors:



The rate of emergency department visits due to falls was **48 per 1,000 seniors**

3 in 20 women (15%)

reported a mental health concern during pregnancy in **2021**



This is 1.8 times higher

than the **8%** reported in **2013**



The proportion of adults reporting **very good or excellent mental health**



in **2021** was **(55%)**



toronto.ca/HealthCheck

Community visits – Organizations

- Conducted visits to community partners and organizations.
- Organizations were prioritized considering geographic equity, underserved neighbourhoods, those serving priority groups, and those with increased needs that emerged during the pandemic.

Emerging themes from community visits:

Mental health,
substance use,
harm reduction and
treatment

Social determinants
of health

Sustainable funding

Newcomer support
and integration

Immunizations

Board 1:1 Engagement

- Would like an ambitious, progressive, and forward-looking strategic plan
- Importance of engagement, listening, and partnership
- Need to look upstream and tackle basic needs



Our Health, Our City & Actions to Advance Indigenous Health

- **November 23, 2023:** BOH launched mental health strategy, *Our Health, Our City*
- **April 22, 2024:** Toronto Public Health launched an Indigenous Wellness Committee

GUIDING PRINCIPLES

- Health and community safety for everyone
- Meaningful inclusion of people with lived and living experience
- Anti-Oppression, Anti-Racism, and Decolonization
- City-wide, Collaborative, and Comprehensive
- Evidence, Innovation, and Continuous Improvement

Respect	Walking with an open-mind and open-heart, treating everyone as equals.	
Truth	Moving forward with honesty and meaningful actions.	
Humility	Practicing what we preach and self-reflection on personal and systemic biases.	
Engagement	Working collaboratively with Indigenous partners and community members.	
Reciprocity	Building an environment free of power imbalances and fostering equality-based relationships.	

Engagement overview



Public, stakeholders, and partners (Feb 5 – March 17)

- February 5: Public consultations
- Public survey
- Public email (TPHconsult@toronto.ca)
- Resource to help public host Community Conversations (www.Toronto.ca/TPHstrategicplan)

City divisions (Feb 22 – March 17)

- City division survey
- Email
- Meetings by request

TPH staff (Feb 22 – March 17)

- All Staff Townhall
- TPH staff survey
- Email
- Team meetings

Engagement numbers

Total individuals: 1,419

Total groups/orgs: 62

Individuals	
Public survey	585
Staff survey	170
Emails	28
Community Conversations	154
Townhall	225
Deputations	43
Staff meetings	214
Total: 1,419	

Groups/organizations	
Public survey	32
Divisional survey	7
Emails	2
Community Conversations	3
Community visits	15
Community meetings	3
Total: 62	

Organizations list

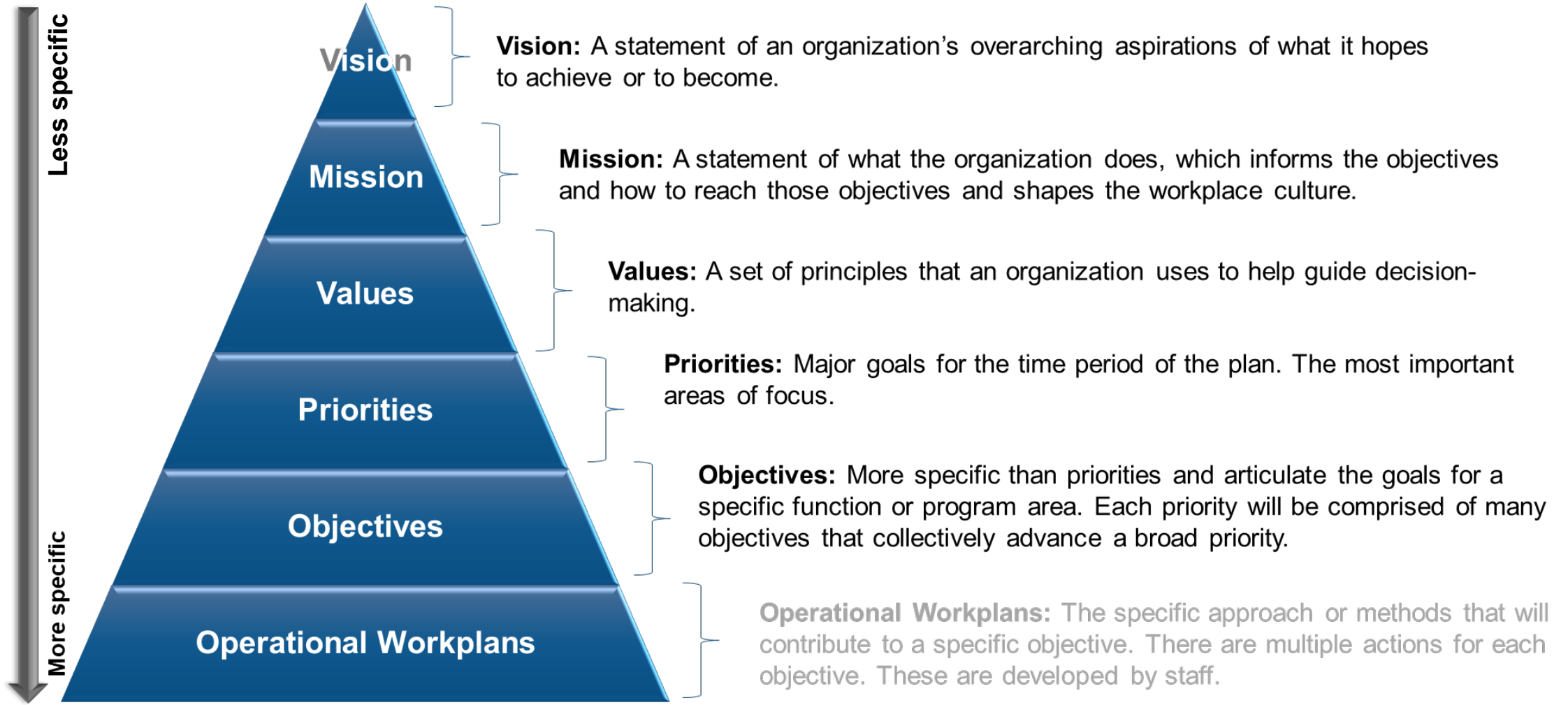
- Access Alliance Multicultural Health and Community Services
- AIDS Committee of Toronto
- Addictions & Mental Health Ontario
- Animal Rights Toronto
- Black Creek Community Health Centre
- Black Health Alliance
- Centre for Addiction and Mental Health
- Catalysts' Circle
- Centre for Independent Living in Toronto
- Community Health Centres of Greater Toronto
- Covenant House Youth Led Harm Reduction Advisory Committee
- Daily Bread Food Bank
- Digital Quarantine Working Group
- Downtown Yonge Business Improvement Area
- Elevate Community
- Fleet Services
- Gas Busters
- Flemingdon Health Centre
- Housing Secretariat
- Humane Society International/Canada
- Jane Alliance Neighbourhood Services
- JVS Toronto Youth Reach Program
- Municipal Licensing & Standards
- NoMoreNoise Toronto
- Ontario School Safety
- Park People
- Parkdale Queen West Community Health Centre
- Centre Plant Based Treat
- Progress Place
- Regent Park Community Health Centre
- Rexdale Community Health centre
- Scarborough Centre for Healthy Communities
- Second Harvest
- Seniors Services and Long-Term Care
- Sherbourne Health
- Somali Immigrant Aid Organization
- Summer Lunch Plus
- TAIBU Community Health Centre
- The 519
- The Federation of North Toronto Residents Associations
- The Neighbourhood Group - Social Action Group
- The Toronto Drop-In Network
- Toronto Adult ADHD Support Group
- Toronto District School Board
- Toronto Employment & Social Services
- Toronto Ontario Health Teams
- Toronto North Local Immigration Partnership's Health & Wellbeing Work Group
- Toronto Paramedic Services
- Toronto Public Space Committee
- Toronto Shelter and Support Services
- Trans Pride Toronto
- Unison Community Health Centre
- Unity Health Toronto
- Vegan Running
- Yonge Street Mission Evergreen Health Centre

Part II

Toronto Public Health's Strategic Plan 2024-2028



Components of a strategic plan



Introduction

- Public health aims to maximize health status by preventing the spread of disease, promoting healthy living, and advocating for the conditions that promote health.
- Investments in public health lead to healthier people who create a vibrant city through their social and economic activities.
- Healthier people also relieve pressure on the health care system.



Strategic Plan 2024-2028: Vision and mission

Vision: A city where all people can be healthy and thrive.

Mission: Toronto Public Health protects and improves health at a population level while reducing health inequities.





Strategic Plan 2024-2028: Values

Values:

- Accountable and transparent
- Community engaged and connected
- Equitable and inclusive
- Credible and evidence-informed
- Innovative leadership

Strategic Plan 2024-2028: Priorities

Priorities:

- Strengthen health protection, disease prevention, and emergency preparedness.
- Promote health and well-being across the lifespan.
- Promote the conditions to support positive mental health and reduce the harms of substance use.
- Advocate to advance health equity.
- Nurture a positive workplace culture.

Priority 1: Strengthen health protection, disease prevention, and emergency preparedness.

Objectives

- a. Prepare for and respond to outbreaks and public health emergencies informed by best evidence and lessons learned from previous responses.
- b. Enhance emergency preparedness and response infrastructure.
- c. Effectively communicate with the public about how they can protect their health.
- d. Monitor and prepare for climate change and collaborate with partners to address its impacts.



Priority 2: Promote health and well-being across the lifespan.

Objectives

- a. Reduce the burden of chronic and infectious diseases across the lifespan.
- b. Prioritize effective interventions for children and youth to meet their changing needs.
- c. Advise on aging in place and age-friendly communities.
- d. Advocate for healthy social, natural, and built environments and collaborate with partners on initiatives that advance these goals.



Priority 3: Promote the conditions to support positive mental health and reduce the harms of substance use.

Objectives

- a. Deliver public health interventions that respond to the drug toxicity epidemic.
- b. Reduce harms associated with the use of alcohol, cannabis, tobacco and vapour products use.
- c. Strengthen public health services that are trauma-informed and reduce stigma.
- d. Deliver public health interventions that promote mental health.



Priority 4: Advocate to advance health equity.

Objectives

- a. Assess and report on health inequities and population health needs.
- b. Collaborate with partners across multiple sectors to address local health needs.
- c. Share evidence, advocate, and collaborate to influence actions that impact population health.



Priority 5: Nurture a positive workplace culture.

Objectives

- a. Foster a culture of innovation, continuous improvement and learning.
- b. Develop and retain a skilled and diverse workforce.
- c. Foster a welcoming and inclusive work environment.
- d. Optimize collaboration across Toronto Public Health for greater impact.



Part III

Next steps



Next steps

- Communicating the Strategic Plan to community and partners.
- Working with staff to create an implementation plan that includes monitoring and measuring progress.
- Plan to report back annually to the Board of Health on the progress of the plan.