

# **Developing a New Strategic Plan for Toronto Public Health**

## **Creating the Framework**

Board of Health Strategic Planning Committee

Meeting 1

January 15, 2024

- On October 23, 2023, Board of Health established a Strategic Planning committee to guide the development of the upcoming Strategic Plan.
- The mandate of the Committee is to provide advice and make recommendations on a strategic plan to the Board of Health in the first half of 2024.
- **Focus:** Designing community engagement processes, setting priorities.

## **Project Plan**

- Scoping for the Strategic Planning Committee
- Strategic planning process
- Proposed timeline

## **Review of Phase 1**

- Background research
- Initial engagement activities

## **Planning Phase 2**

- Engagement and consultations with the public, stakeholders and staff

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# Project Plan

Overview of project phases, timelines, and scoping

# Strategic planning process



## 1. 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
- Review community feedback in other TPH strategies
- Review of stakeholders' public reports

## 2. IMAGINE

### ENVISION:

- BOH engagement
- Community engagement
- TPH staff engagement
- Engagement with City divisions

### PLAN:

- Draft strategic plan based on all inputs (evidence, engagement, feedback)
- Develop communications strategy

## 3. LAUNCH

### EXECUTE:

- Present Strategic Plan to BOH
- Develop operational workplans

### EVALUATE:

- Ongoing monitoring and evaluation
- Reporting regularly to BOH on deliverables

## PREPARE

- **Spring 2023:** Jurisdictional scan for best practices
- **Spring 2023:** Document review (PHP, previous Strategic Plans, OPHS, etc.)

## LISTEN

- **Spring/Summer 2023:** Community visits
- **Spring 2023:** SMT engagement
- **Summer 2023:** BOH 1:1 engagement
- **Oct 23, 2023:** BOH meeting

## ENVISION

- **\*January 2024:** BOH Committee engagement
- **\*February 2024:** Public consultations
- **February-March 2024:** TPH staff engagement (surveys, townhall, email)
- **February-March 2024:** City divisions engagement

## PLAN

- **March-May 2024:** Develop communications strategy
- **March-May 2024:** Develop evaluation metrics
- **\*April 2024:** Draft strategic plan based on all inputs (evidence, engagement, feedback)
- **\*June 2024:** Finalize Strategic Plan (based on Committee feedback)

## EXECUTE

- **July 2024:** Present Strategic Plan to BOH

## EVALUATE

- **Ongoing:** Ongoing monitoring and evaluation
- **Ongoing:** Reporting regularly to BOH on deliverables



# Strategic Planning Committee meeting dates

## **January 15, 2024:** Creating the Framework

- Confirm direction
- Look back
- Scoping
- Consultation planning

## **February 5, 2024:** Public Consultations

- Data review
- BOH communications plan
- Partnership mapping
- Consultation

## **April 24, 2024:** Draft Strategic Plan review

- Draft sharing
- Discussion and deliberations

## **June 4, 2024:** Finalizing the Plan



What are your thoughts about the project plan?

What are your thoughts on the proposed timelines?

# Duration of Strategic Plan

Considering requirements of the Ontario Public Health Standards

## **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.*

## Proposed timeframe for the Strategic Plan is 2024-2028

- Aligns with OPHS for “...a strategic plan that establishes strategic priorities over 3 to 5 years...”
- Allows time for Strategic Plan development and implementation with current Board of Health
- Allows time for the new Board of Health to settle in and develop the next Strategic Plan

What are your thoughts on the proposed duration of the Strategic Plan?

# Mission and Vision

Considering the Organization's Mission, Vision and Foundational Principles

# Components of a strategic plan

Less specific

**Vision**

**Vision** - a statement of an organization's overarching aspirations of what it hopes to achieve or to become.

**Mission**

**Mission** - a statement of what the organization does which informs the objectives and how to reach those objectives and shapes the workplace culture

**Priorities**

**Priorities** - major goals for the time period of the plan. The most important areas of focus.

**Objectives**

**Objectives** are more specific than priorities and articulate the goals for a specific function or program area. Each priority will be comprised of many objectives that collectively advance a broad priority. These are typically developed by staff.

**Operational workplans**

**Operational workplans** are the specific approach or methods that will contribute to a specific objective. There are multiple actions for each objective. These are typically developed by staff.

More specific



# Previous TPH Strategic Plans

## ***Toward a Healthy City: Toronto Public Health Strategic Plan***

**2005-2009**

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

## ***A Healthy City for All: Toronto Public Health Strategic Plan***

**2010-2014**

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

### **Foundational Principles**

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

## ***A Healthy City for All: Toronto Public Health Strategic Plan***

**2015-2019**

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

### **Foundational Principles**

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

## **Current vision for TPH:**

A healthy city for all

## **Current mission for TPH:**

Toronto Public Health reduces health inequities, improves the health of the whole population, and prepares and responds to outbreaks of disease and public health emergencies

## **Foundational principles:**

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

What are your thoughts about the current vision?  
Is it still aligned with our goals and the current landscape?

A healthy city for all

What are your thoughts on the current mission?  
Is it still aligned with our goals and the current landscape?

Toronto Public Health reduces health inequities, improves the health of the whole population, and prepares and responds to outbreaks of disease and public health emergencies

What are your thoughts on the current guiding principles?

Are they still aligned with our goals and the current landscape?

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

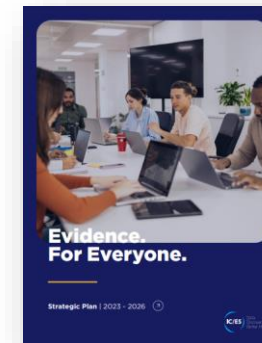
# Review of Phase 1

Background research and initial engagement



# Jurisdictional scanning

- Review of 12 health-related organizations, 33 PHUs, 3 NPO stakeholders, and 5 City divisional strategic plans
- Approx. 3-5 priorities, various timeframes (1-10 years)
- **Common themes:**
  - Health equity
  - Mental health and wellness
  - Climate change
  - Community engagement and partnerships
  - Strong workforce and organizational excellence



# 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



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



[toronto.ca/HealthCheck](https://toronto.ca/HealthCheck)

- 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

- The Ontario Public Health Standards (OPHS) are a set of guidelines and 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

# Organizational structure



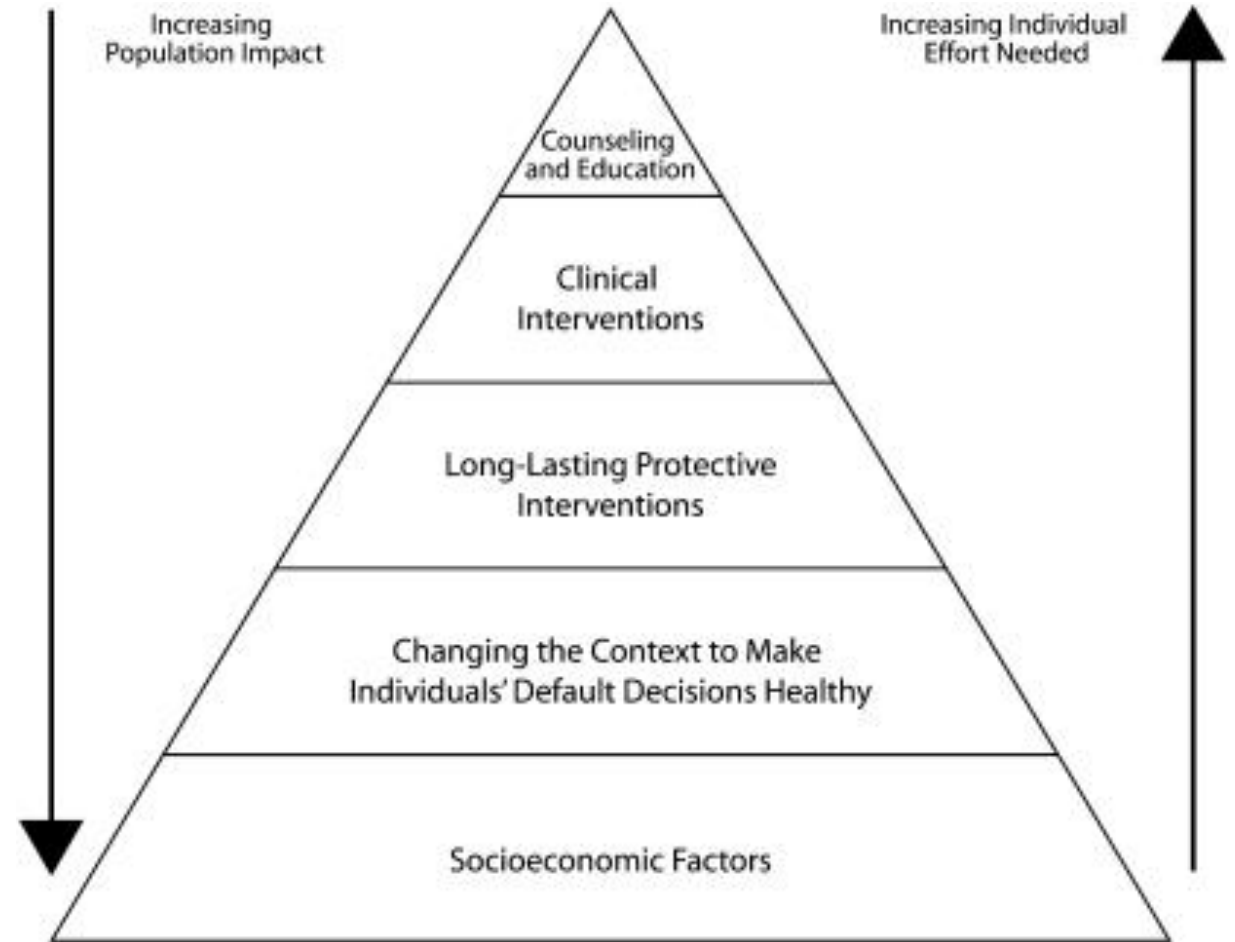
# Social determinants of health

- Non-medical factors influence health outcomes
- 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



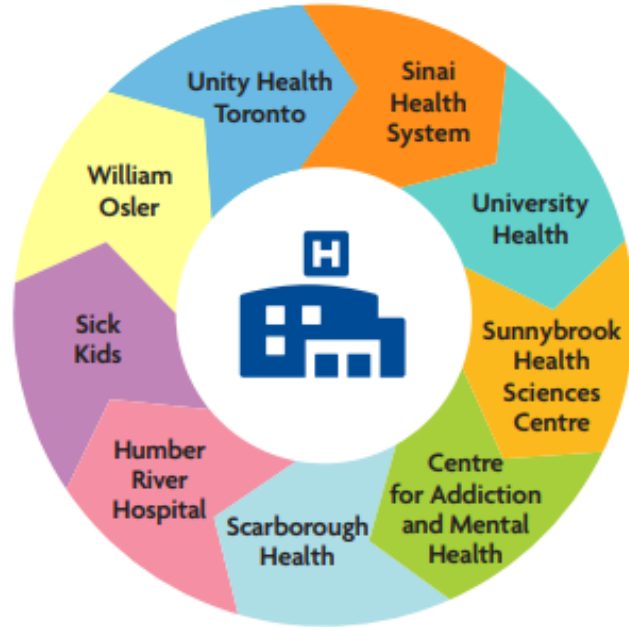
Frieden, T.R. (2010). A Framework for Public Health Action: The Health Impact Pyramid. *American Journal of Public Health*, 100(4), 590–595.

- 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.

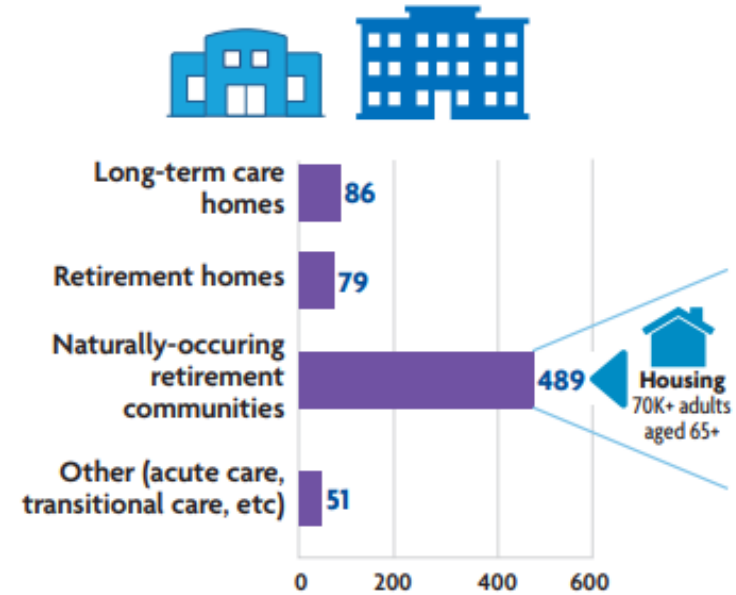


# Toronto Public Health Community Connections

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

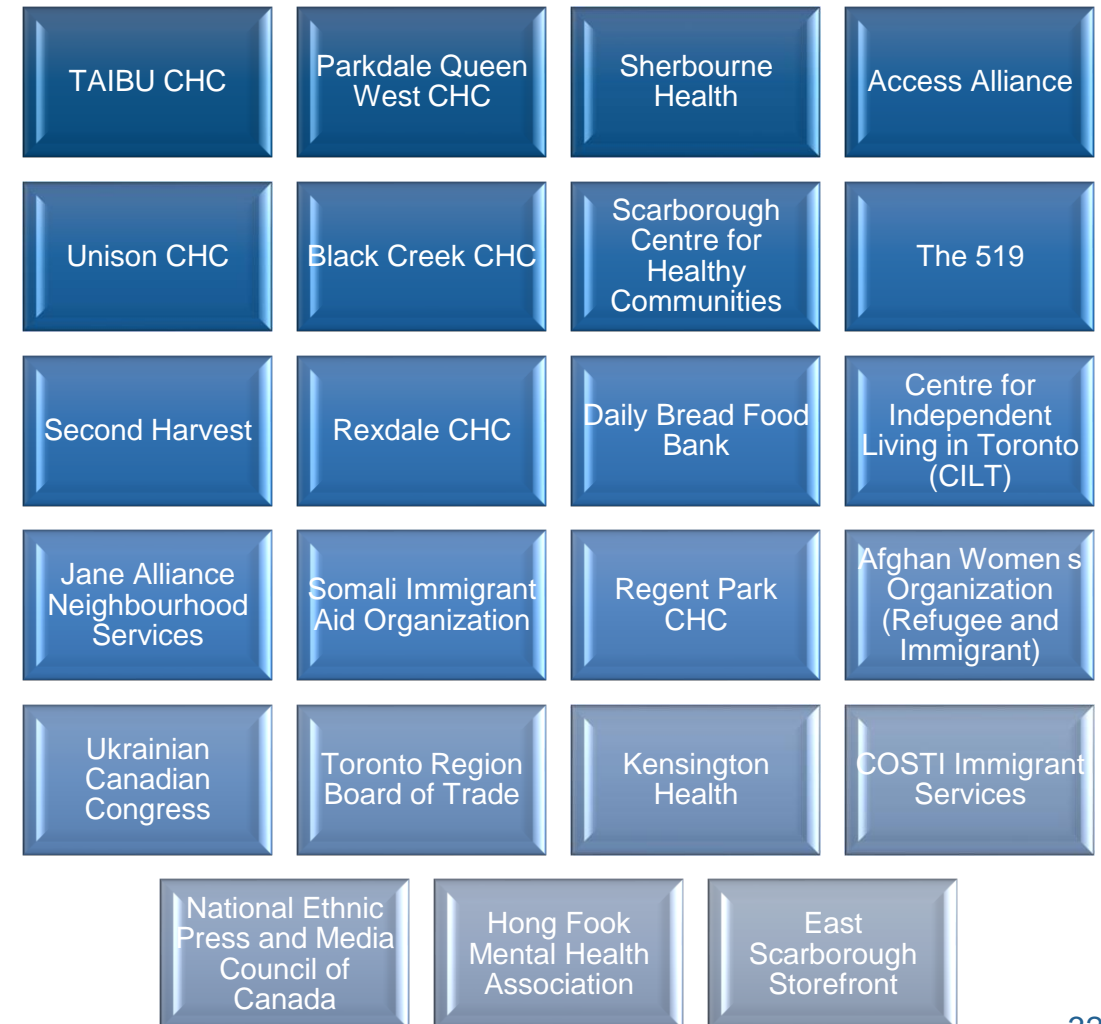


- ✓ 17,000+ food premises
- ✓ 1,400+ special events (food)
- ✓ 1,200+ indoor pools and spas
- ✓ 700+ outdoor water facilities
- ✓ 1,800+ tobacco vendors
- ✓ 4,400+ personal service settings
- ✓ 2,500+ vaccine fridges



- 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.

## The following organizations were invited to participate:



# 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



# Themes from community visits

Mental health,  
substance use,  
harm reduction  
and treatment

Social  
determinants of  
health

Sustainable  
funding

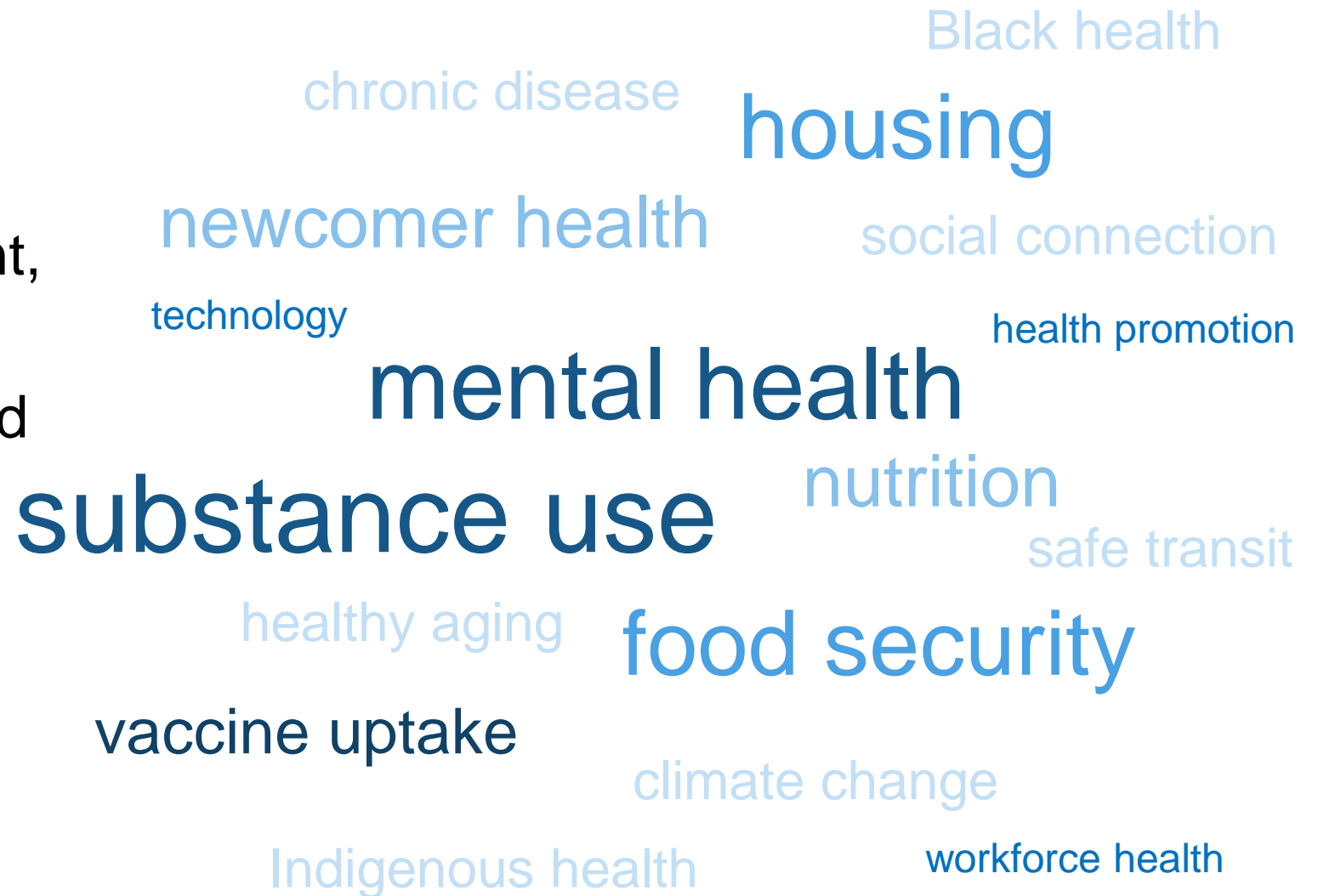
Newcomer  
support and  
integration

Immunizations

- Emerging feedback on areas of focus include emergency preparedness and awareness, climate change, healthy aging, newcomer health, mental health and addictions, workforce development
- Important to think about measurability (design objectives as measurable actions)
- Focus on optimizing health for an aging population and delivering public health to a changing demographic

# 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*
- **January 15, 2023:** Toronto Public Health is working towards establishing the 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



# Planning Phase 2

Proposed Plan for Engagement and Consultations



- **February 2024:** Host public consultations
  - Stakeholder and public consultations during February 5, 2023 Strategic Planning Committee meeting
  - Opportunity to launch survey
  - Consider how we have already engaged with stakeholders
  - Email ([tphconsults@toronto.ca](mailto:tphconsults@toronto.ca))





What approaches do you believe would be most impactful in engaging the public and stakeholders?

Suggestions for key stakeholders to approach for further engagement?

Key questions to ask public? Stakeholders?

- **February-March 2024:** Staff engagement
  - Townhall
  - Survey
  - Email ([tphconsults@toronto.ca](mailto:tphconsults@toronto.ca))
- **February-March 2024:** City divisions meetings



Suggestions for key divisions to include and approach for engagement?

Key questions to ask staff? Other City divisions?