

Strategic Plan Development Committee

February 5, 2024

Part I: Update on engagement activities

- Jurisdictional scan review
- Community engagement review
- Timeline for future engagement

Part II: Public Health Foundations

- What is public health
- TPH and the new Strategic Plan

Part I

Update on engagement activities

Strategic planning process



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

Strategic Planning Committee meeting dates

January 15, 2024: Creating the Framework

- Confirming direction
- Looking back
- Scoping
- Consultation planning

February 5, 2024: Public Consultations

- Data review
- Engagement plan
- Consultation

April 24, 2024: Draft Strategic Plan review

- Draft sharing
- Discussion and deliberations

June 4, 2024: Finalizing the Plan



- Reviewed number of strategic plans and analyzed the following examples, based on relevance to TPH's work:
 - 12 health-related Ontario-based organizations
 - 33 Ontario PHUs
 - 4 North American public health departments
 - 3 Toronto NPO stakeholders
 - 5 City of Toronto divisional strategic plans

Emerging themes from jurisdictional scan:

Mental health
and wellness

Health equity

Climate change

Community
engagement
and
partnerships

Strong
workforce and
organizational
excellence

Community visits – Organizations

- Medical Officer of Health and senior management team visited 15 community partners throughout 2023
- 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

Other TPH initiatives and partnerships

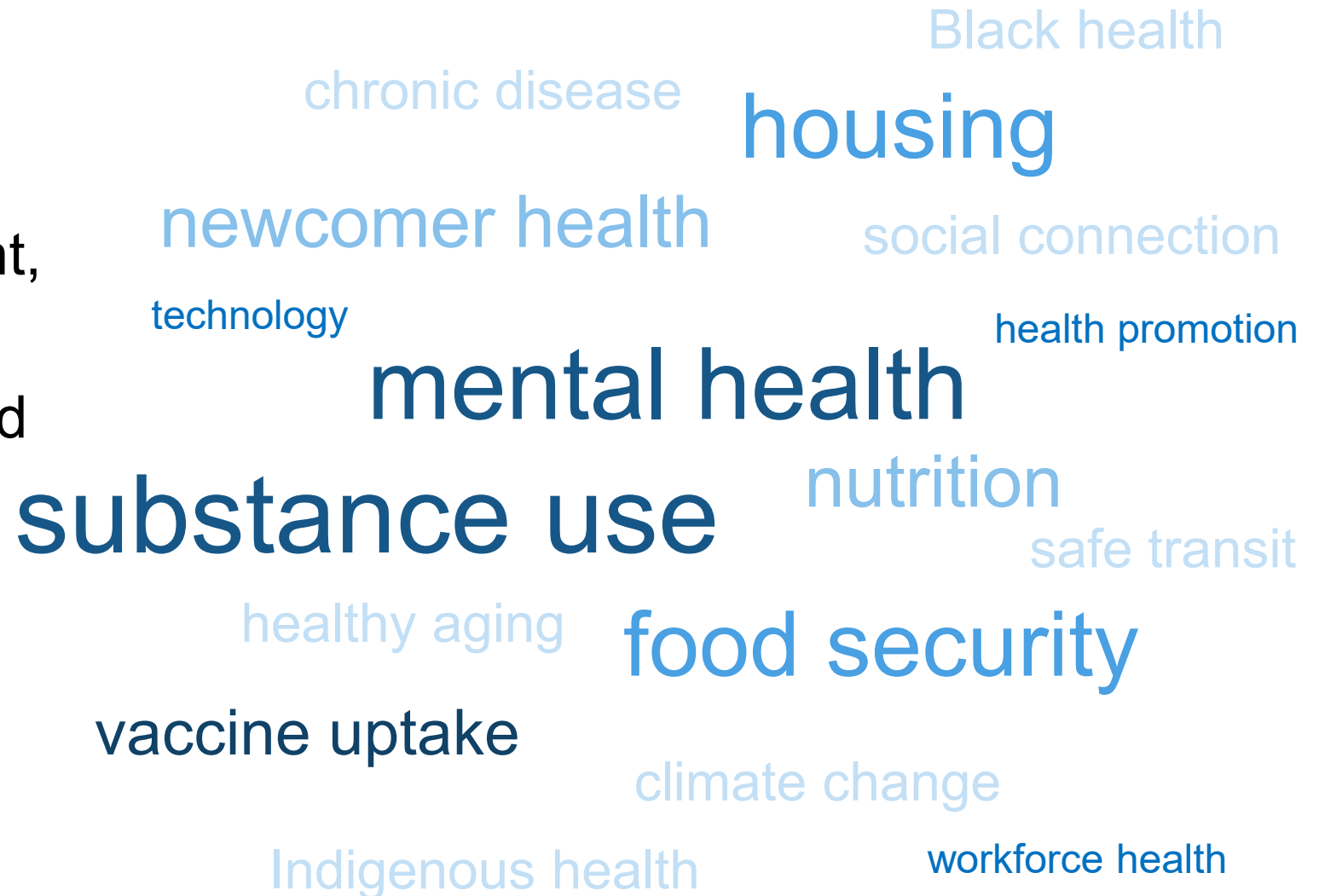
- **November 23, 2023:** BOH launched mental health and substance use strategy, *Our Health, Our City*



- **January 15, 2024:** Toronto Public Health is working towards establishing the Indigenous Wellness Committee

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



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
- Public email (TPHconsult@toronto.ca)
- Meetings by request

TPH staff (Feb 22 – March 17)

- February: All Staff Townhall
- TPH staff survey
- Public email (TPHconsult@toronto.ca)

Public, stakeholders and partners

- **Jan 31:** Joint letter from MOH and Chair to stakeholders and partners inviting participation
- **www.toronto.ca/TPHstrategicplan**
 - Public consultation invitation
 - Survey details
 - Resource to host community conversation
 - Email (tphconsult@toronto.ca)



1. What, in your opinion, should be Toronto Public Health's top priority over the next four years?
2. Where do you believe public health can make the most significant contribution to the population health of Toronto in the next four years?
3. A vision statement is an organization's aim for the future. Toronto Public Health's current *vision* is "A healthy city for all." Are there improvements that we can make to our vision for the next four years? What do you imagine Toronto will look like when we succeed in our vision?
4. A mission statement is what an organization does to achieve its vision. Toronto Public Health's current *mission* is "Toronto Public Health reduces health inequities and improves the health of the whole population". Are there improvements we can make to our mission for the next four years?
5. Foundational principles are a set of values that an organization uses to help guide decision-making. Toronto Public Health's current *foundational principles* are:
 - Accountability and transparency
 - Community engagement
 - Inclusion
 - Health equity
 - ExcellenceAre there changes or new foundational principles that we could add to help guide our work for the next four years?
6. How can Toronto Public Health enhance its engagement with and better serve the diverse needs of our communities over the next four years?

Part II

Public Health Foundations

What is public health?



What is Public Health Action?

- Public health focuses on the **health of groups**, not just individuals
- Public health helps **promote the factors that improve health** (e.g. prenatal programs) and **prevent causes of illness and injuries** (e.g. vaccines, no smoking bylaws and DineSafe)
- Public health **monitors data** about infections and diseases and uses this information to **respond** to outbreaks and other public health emergencies

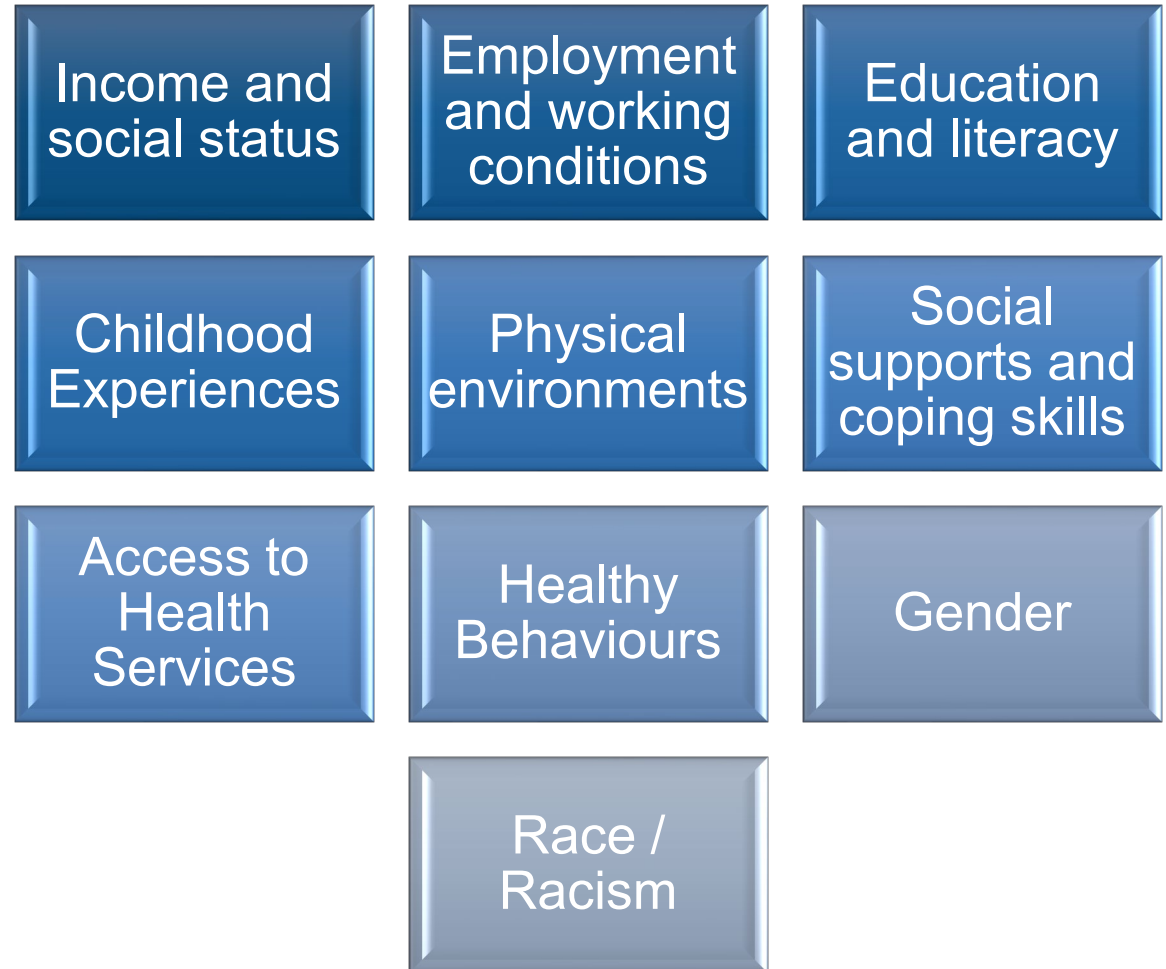
What is Public Health?

A partner to healthcare with key distinctions:

	Health Care	Public Health
Goal		
Predominant nature of intervention	• Medical care	• Spectrum of multi-faceted interventions from prevention to enforcement, delivered by health and non-health providers
Target of intervention	• Individual	• Groups, neighbourhoods, communities, cities
Responds to	• Clinical service demand	• Health risk factors and determinants
Time-course for evaluation	• Short-term outputs and outcomes	• Long-term outcomes across the lifespan

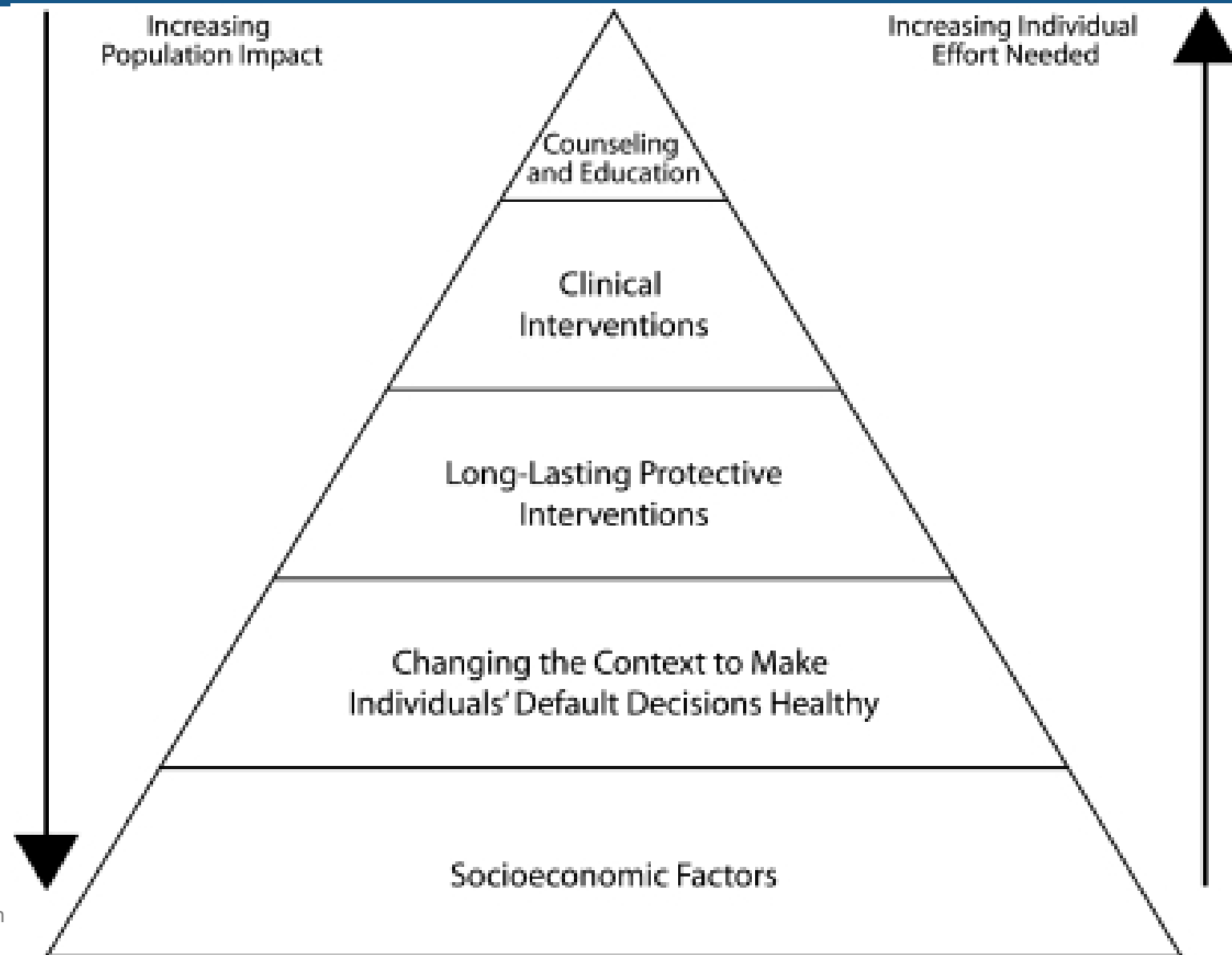
Social determinants of health

- Non-biological 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



The Value of Prevention

- Public health interventions have contributed to increased life expectancy
 - e.g. clean drinking water, immunization, tobacco use prevention
- Public health investments generate economic and health returns and cost savings



Toronto Public Health works to maintain and improve the health of the population, reduce health inequities, and to prepare for and respond to health emergencies.

Services and programs provided by Toronto Public Health include:

- Food Safety Inspections
- Tobacco Control and Enforcement
- Community Vaccinations
- Nutrition Promotion
- Mental Health Promotion
- Surveillance, Epidemiology, Health Informatics
- Sexual Health Promotion & Clinics
- Dental and Oral Health Clinics
- Harm Reduction Programs
- School Health
- Child Health and Development
- Health communications

Toronto Public Health's work is guided by:

1. The Health Protection and Promotion Act and the Ontario Public Health Standards
2. Direction from the Board of Health
3. Epidemiologic information on population health issues facing Toronto and scientific evidence on potential interventions

- The Ontario Public Health Standards are regulatory 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

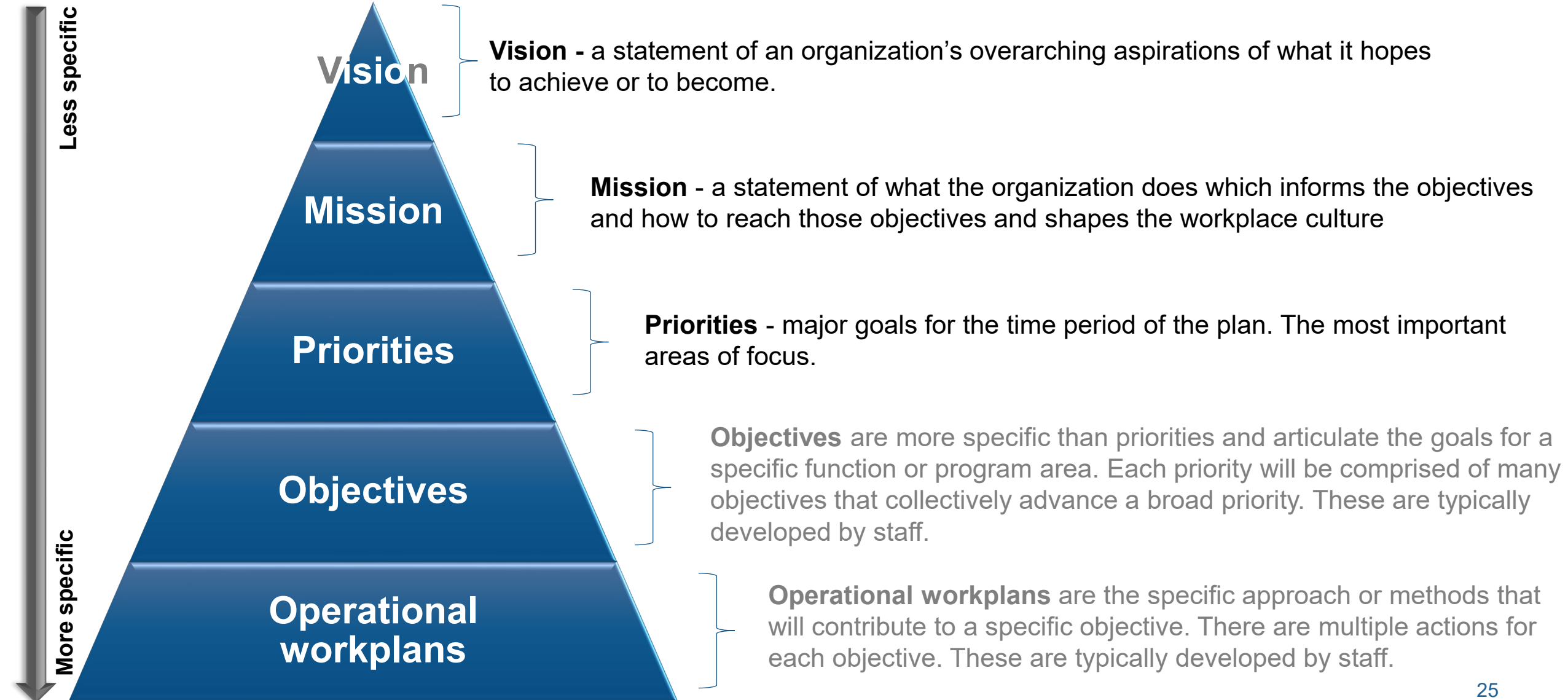


Strategic Plan 2024-2028

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.

Components of a strategic plan



Toronto's Board of Health is developing a Strategic Plan to guide the organization's direction and priorities for the next four years. The planning process includes:

- Review of the organizational vision, mission, foundational principles, and priorities.
- Engage with the public, key stakeholders and partners to help shape these priorities.
- Organizations and individuals are asked to share their input by filling out our survey, or by emailing TPHconsult@toronto.ca with their comments.

Current vision for TPH:

A healthy city for all

Current mission for TPH:

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