

Strategic Plan Development Committee

April 24, 2024

- Toronto Public Health is in the process of developing its new Strategic Plan which will determine the organization's strategic priorities until 2028.
- The plan is a requirement under the Ontario Public Health Standards (OPHS) and will be designed to complement existing program and service requirements outlined in these standards.
- TPH has completed an engagement campaign with TPH staff, public, stakeholders, and City divisions.

Part I: Review of Framework, Evidence, and Engagement Findings

- Framework and timeline review
- Jurisdictional scan review
- Engagement overview

Part II: Emerging Strategic Plan

- Vision, mission, values
- Priorities and objectives

Part III: Committee Discussion & Next Steps

- Discussion

Part I

Review of Framework, Evidence, and Engagement Findings

Components of a strategic plan



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

- 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

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

- 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

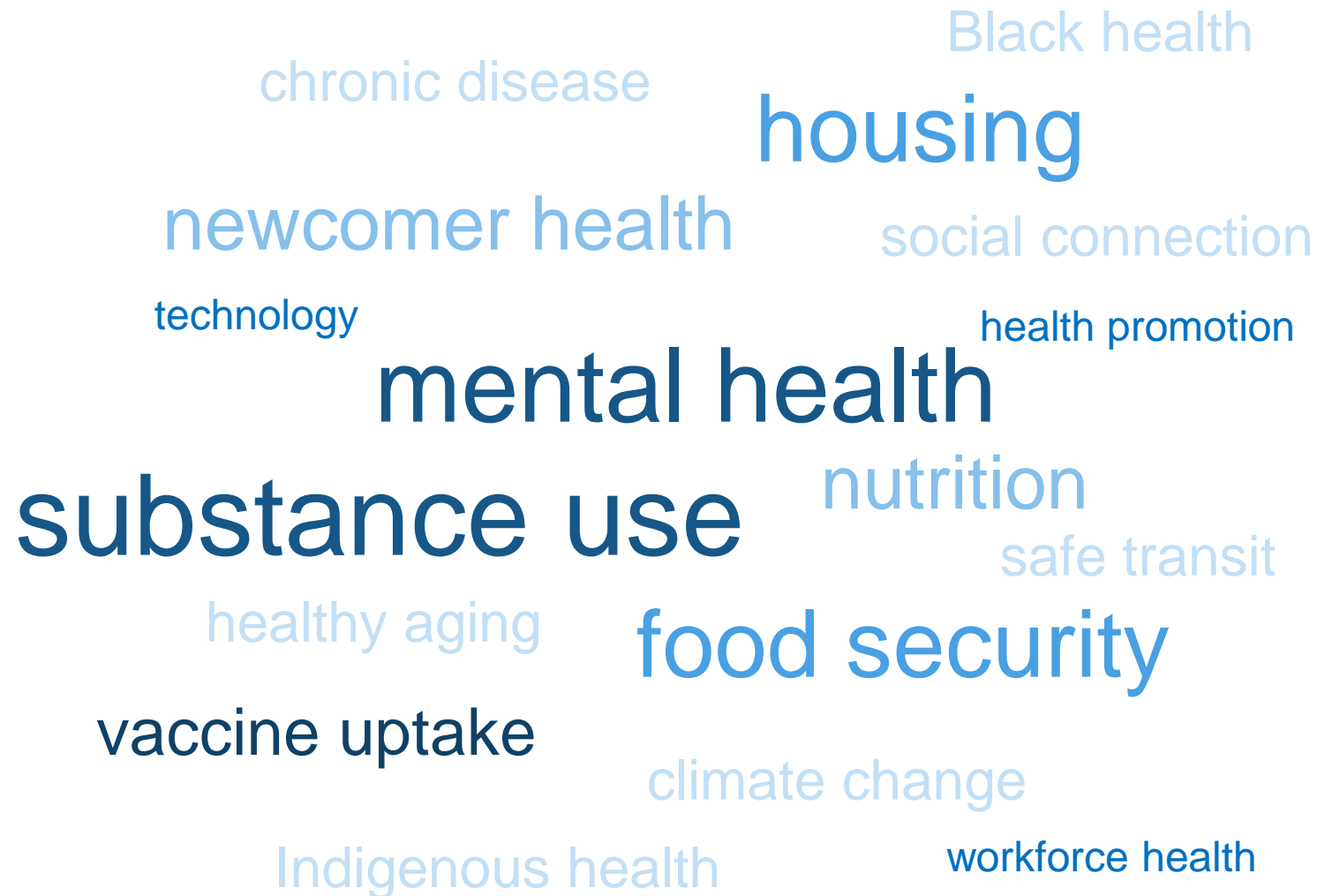
Sustainable
funding

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





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

Summary of public survey questions

1. What 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. Are there improvements 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. Are there improvements we can make to our mission for the next four years?
5. Are 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?

Engagement numbers

Total individuals: 1,378

Total groups/orgs: 70+

Individuals	
Public survey	585
Staff survey	170
Emails	28
Community Conversations	154
Staff townhall	225
Deputations	2
Staff meetings	214
Total: 1,378	

Groups/organizations	
Public survey	32
Divisional survey	7
Emails	2
Community Conversations	3
Deputations	8
Community visits	15
Community meetings	3
Total: 70	

Organizations list

- Access Alliance
- AIDS Committee of Toronto (ACT)
- Addictions & Mental Health Ontario (AMHO)
- Animal Rights Toronto
- Behrens & Associates Environmental Noise Control
- Black Creek Community Health Centre (CHC)
- Black Health Alliance
- Centre for Addiction and Mental Health (CAMH)
- 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
- Gooderham and Worts
- Housing Secretariat
- Humane Society International/Canada
- Jane Alliance Neighbourhood Services
- JVS Toronto Youth Reach Program
- Municipal Licensing & Standards
- NoMoreNoise Toronto
- Toronto Ontario Health Teams
- Ontario School Safety
- Park People
- Parkdale Queen West CHC
- Plant Based Treaty
- Progress Place
- Regent Park CHC
- Rexdale CHC
- Scarborough Centre for Healthy Communities
- Second Harvest
- Seniors Services and Long-Term Care
- Sherbourne Health
- Somali Immigrant Aid Organization
- Summer Lunch Plus
- TAIBU CHC
- 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 (TDSB)
- Toronto Employment & Social Services
- Toronto North Local Immigration Partnership's Health & Wellbeing Work Group
- Toronto Paramedic Services
- Toronto Public Space Committee (TPSC)
- Toronto Shelter and Support Services
- Trans Pride Toronto
- Unison CHC
- Unity Health Toronto
- Vegan Running
- YSM Evergreen Health Centre

Summary of what we heard (1/2)

- Addressing the social determinants of health is critical.
 - Population health starts with meeting basic needs (income, housing, food security, etc.)
- Preventing COVID-19 and infectious diseases is still seen as key role for Toronto Public Health.
 - Particularly for those who are most vulnerable.
- Shaping the environment around us, including walkability, noise levels, and access to community spaces impacts population health.
- Promoting and protecting healthy behaviours is important across the lifespan.

Summary of what we heard (2/2)

- Using evidence-informed and innovative practices is key to remaining responsive to community's needs.
- Continuing to advocate, share information, and collaborate to advance action in areas that impact population health.
- Creating a larger presence in our communities through public communication and engagement, similar to how TPH was visible during the COVID-19 pandemic.
- Strengthening ongoing accountability and transparency mechanisms.
- Having a strong and representative workforce, focusing on importance of post-pandemic staff recovery.



Part II

Emerging Strategic Plan

Current vision

- A healthy city for all

Emerging vision

- A city where all people can be healthy and thrive

What we heard

- Vision seems focused on the city, want to see focus on the people
- Social determinants of health and health equity are important

Current mission

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

Emerging mission

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

What we heard

- Still see important role for TPH in COVID-19
- Emphasis on the importance of health equity in all we do
- See TPH having opportunity to be an influencer and advocate

Current principles

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

Emerging values

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

What we heard

- Want to see both evidence and innovation added in all the work we do
- Continue to build trust with public and work with community
- Excellence seems vague and hard to measure
- Health equity, accountability, and community engagement still important

Advance health equity by collaborating across multiple sectors and delivering public health interventions that meet community needs.

Strengthen health protection and emergency preparedness.

Promote health across the lifespan.

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

Nurture a positive workplace culture.

Part III

Committee Discussion & Next Steps

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.

Values:

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

Priorities:

- Advance health equity by collaborating across multiple sectors and delivering public health interventions that meet community needs
- Strengthen health protection and emergency preparedness
- Promote health across the lifespan
- Promote the conditions to support positive mental health and reduce the harms of substance use
- Nurture a positive workplace culture

June 4:

Share updated Draft Strategic Plan with Strategic Plan Development Committee

- Finalize vision, mission, values, priorities, and objectives based on today's discussion

July 8:

Present Draft Strategic Plan to Board of Health for approval