

Strategic Plan Development Committee

June 4, 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.

Part I: Review of framework and timeline

- Framework and timeline review

Part II: Emerging Strategic Plan 2024-2028

- Introduction
- Review of emerging vision, mission, values and priorities
- Priorities with emerging objectives

Part III: Next Steps

- Next steps



Part I

Review of framework and timeline

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

Total individuals:
1,378

Total groups/orgs:
70+

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)

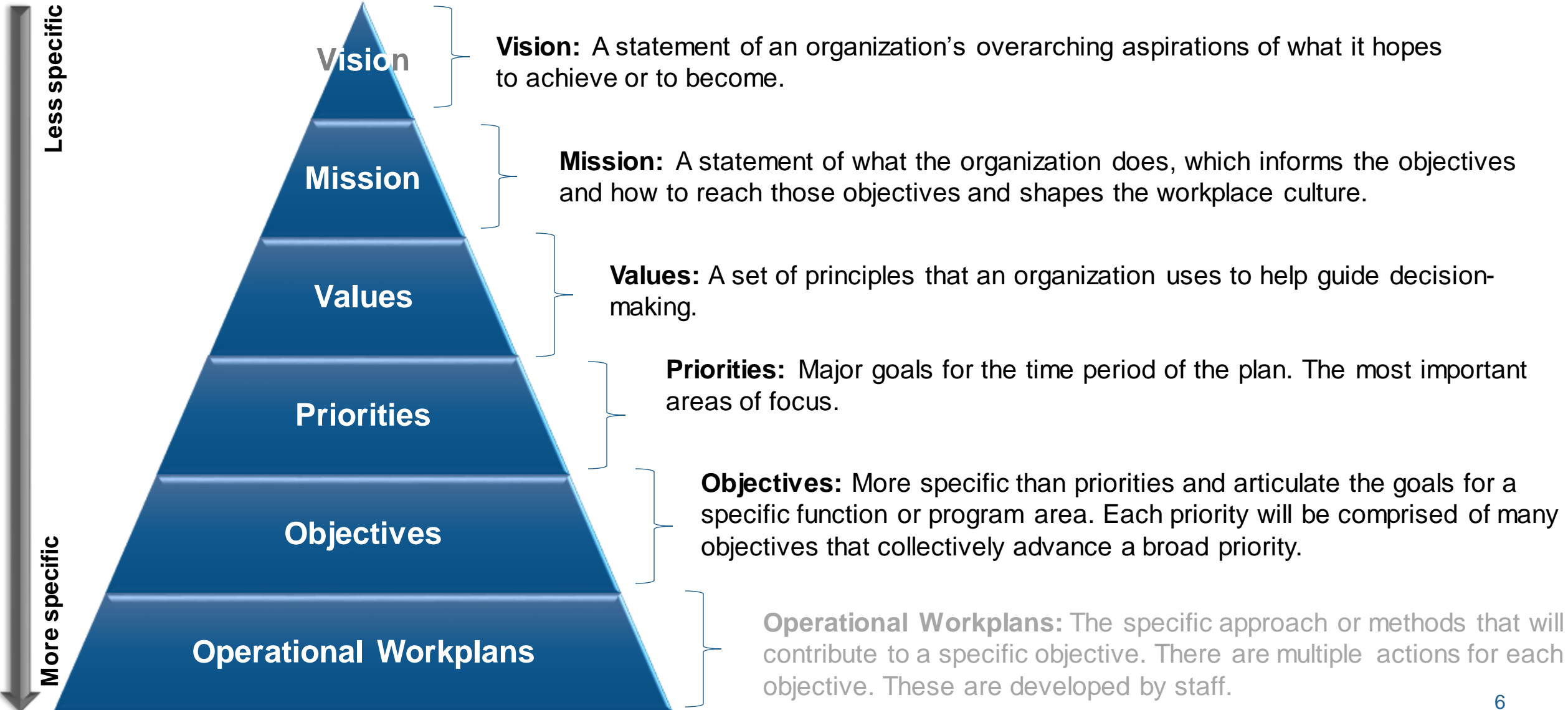
City divisions (Feb 22 – March 17)

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

TPH staff (Feb 22 – March 17)

- February 22: All Staff Townhall
- TPH staff survey
- Public email (TPHconsult@toronto.ca)
- Team meetings

Components of a strategic plan



Components of a strategic plan: Objectives



Objectives

Objectives: 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.

Components of a strategic plan: Next steps



Objectives

Objectives: 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.

Operational Workplans

Operational Workplans: The specific approach or methods that will contribute to a specific objective. There are multiple actions for each objective. These are developed by staff.

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Part II

Emerging Strategic Plan 2024-2028

- 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 can participate fully in city life.
- Healthier people also need to use the health care system less.

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 leadership

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.

Strengthen health protection, disease prevention, and emergency preparedness.

- Prepare for and respond to outbreaks and public health emergencies informed by best evidence and lessons learned from previous responses.
- Enhance emergency preparedness and response infrastructure.
- Effectively communicate with the public about how they can protect their health.
- Prepare for climate change impacts.

Promote health and well-being across the lifespan.

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

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

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

Advocate to advance health equity.

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

Nurture a positive workplace culture.

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



Discussion



Part III

Next Steps

- Present Strategic Plan 2024-2028 to Board of Health for approval at the July 8 meeting.
- Working with staff, create an implementation plan that includes monitoring and tracking plan to measure progress.
- Plan to report back annually to the Board of Health on the progress of the plan.