

Toronto Public Health's Strategic Plan 2024-2028: 2025 Annual Progress Report

Date: June 20, 2025

To: Board of Health

From: Acting Medical Officer of Health

Wards: All

SUMMARY

On July 8, 2024, the Board of Health adopted the [Toronto Public Health Strategic Plan 2024-2028](#), which serves as the guiding blueprint to help the organization navigate key priorities, ensuring continued delivery of high-quality programs and services. The Strategic Plan lays out an ambitious vision: *a city where all people can be healthy and thrive*.

This report demonstrates the progress made in the past year to implement Toronto Public Health's Strategic Plan. This progress includes:

- Advancing strategic priorities through Board of Health reports and recommendations;
- Developing concrete actions to advance the plan's objectives and priorities; and,
- Launching a public dashboard to track implementation of the plan.

Toronto Public Health is implementing the priorities and objectives in the strategic plan and will report annually to the Board of Health on its progress.

RECOMMENDATIONS

The Acting Medical Officer of Health recommends that:

1. The Board of Health receive this report for information.

FINANCIAL IMPACT

There is no financial impact resulting from the adoption of the recommendation in this report.

DECISION HISTORY

At its meeting on July 8, 2024, the Board of Health adopted Toronto Public Health's Strategic Plan 2024-2028.

<https://secure.toronto.ca/council/agenda-item.do?item=2024.HL14.1>

COMMENTS

In July 2024, the Board of Health adopted [Toronto Public Health's Strategic Plan 2024-2028](#) and directed the Medical Officer of Health to:

- Include a "Strategic Impact" section on all reports from Toronto Public Health to the Board of Health which outlines how the report aligns with and advances strategic priorities and objectives.
- Develop an implementation plan that includes monitoring and tracking to measure progress for the Strategic Plan 2024-2028 and report to the Board of Health with annual progress reports on the implementation of the Strategic Plan 2024-2028.
- Develop a public dashboard that will track implementation progress of the Strategic Plan 2024-2028.

Since the Board of Health's adoption of the plan, Toronto Public Health has made progress towards implementing the priorities and objectives identified in the plan.

Advancing the Strategic Plan at the Board of Health

The strategic plan guides Toronto Public Health's work and priorities. This is demonstrated in the reports that have been considered by the Board of Health.

Since the adoption of the strategic plan, each report to the Board of Health has a strategic plan alignment section that demonstrates how each report advances the plan. This was a key deliverable directed by the Board of Health. A summary of these reports and which priorities were advanced are provided below.

Table 1: Board of Health Reports and Alignment with Strategic Plan Priority

Strategic Plan Priority	Key Reports Received by the Board of Health
1. Strengthen health protection, disease prevention and emergency preparedness	<ul style="list-style-type: none"> • HL17.1 - Toronto Public Health Initiatives to Prevent Cancer • HL17.2 - Toronto Public Health Preparations for the 2024-2025 Respiratory Virus Season • HL18.3 - Addressing Routine Immunization Rates Among School-Aged Children and Youth • HL21.7 - Enhancing Food Safety at Special Events
2. Promote health and well-being across the lifespan	<ul style="list-style-type: none"> • HL16.6 - Mobile Dental Care Program: 2025 Update • HL17.1 - Toronto Public Health Initiatives to Prevent Cancer • HL18.5 - Strengthening and expanding the Into Kids' Health program • HL23.2 - Environmental and Occupational-Related Cancer Prevention in Toronto: Public Health Actions • HL23.3 & 24.4 - Noise Action Plan Update • HL24.2 - 2025 Student Nutrition Program Service Subsidies
3. Promote the conditions to support positive mental health and reduce the harms of substance use	<ul style="list-style-type: none"> • HL18.2 - Our Health, Our City: Annual Progress Report 2024 • HL21.6 - Anticipated Service Impacts for Toronto Public Health and Emergency Responders due to the Closure of Supervised Consumption Sites in Toronto • HL25.2 - Downtown Homelessness Addiction Recovery and Treatment (HART) Hub • HL25.3 - 2025 Toronto Urban Health Fund Allocations and Review Process
4. Advocate to advance health equity	<ul style="list-style-type: none"> • HL16.7 - Appointment of Members to the Our Health, Our City Implementation Panel • HL17.3 - Toronto Urban Health Fund - Indigenous Funding Stream • HL21.5 - Feedback from Toronto Public Health's Health and Homelessness Working Table • HL23.1 - Indigenous Wellness Committee: Update • HL24.3 - Service Agreements Awarded and Executed by the Medical Officer of Health for 2025
5. Nurture a positive workplace culture	<ul style="list-style-type: none"> • HL24.5 - Toronto Public Health 2025 Risk Management Report

Developing an Implementation Plan

Toronto Public Health's program teams identified 22 key actions to advance each of the objectives and priorities in the plan. These actions will be shared on the dashboard that will track progress of the strategic plan over time (see Attachment 1 for the list of actions).

These actions focus the organization on implementing a select number of strategic and concrete steps over the next 3 years, but they do not represent the breadth and scope of Toronto Public Health's work. Toronto Public Health staff continue to deliver programs and services under the Ontario Public Health Standards and the *Health Protection and Promotion Act* that contribute to a city where all people can be healthy and thrive. Together, these actions and broader work to deliver Toronto Public Health programs and services will improve the health of Toronto residents and reduce health inequities.

Implementation of the actions will occur throughout the duration of the plan. Implementation timelines may vary for each action, with both short-term and long-term completion dates.

Toronto Public Health staff will develop action plans and performance measures to support implementation and tracking of progress.

Developing a Public Dashboard

As directed by the Board of Health, Toronto Public Health developed a public [dashboard](#) to track progress towards implementing the plan's priorities and objectives. The launch of the dashboard advances the plan's values of accountability and transparency by publicly reporting on how the organization is achieving the plan.

The dashboard was published in June 2025 and illustrates:

- 22 key actions to advance the objectives and priorities in the strategic plan;
- The status of each action (e.g., on track, completed, etc.); and,
- A brief progress update for each action.

The status and implementation progress of each action will be updated in the dashboard twice a year, each spring and fall, throughout the duration of the 2024-2028 Strategic Plan. The next update to the dashboard is expected in November 2025.

Strategic Impact

Toronto Public Health's Strategic Plan 2024-2028 serves as a blueprint for the organization's key priorities, ensuring continued delivery of impactful interventions to Toronto's diverse population of over three million residents. This report provides information on implementation progress made since the adoption of the plan.

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SIGNATURE

Dr. Na-Koshie Lamptey
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ATTACHMENTS

Attachment 1 - Strategic Plan 2024-2028 Priorities, Objectives, Actions