

July 8th, 2024

Toronto Public Health's Strategic Plan 2024-2028



Strategic Plan 2024-2028

Introduction

- Toronto Public Health's Strategic Plan 2024-2028 will guide the organization's strategic priorities for the next four years.
- The plan is a requirement under the Ontario Public Health Standards (OPHS) and is designed to complement existing program and service requirements outlined in these standards.
- Under the leadership of the Strategic Plan Development Committee, TPH completed an engagement campaign with TPH staff, public, stakeholders, and City divisions and integrated this feedback into a strategic plan framework.



Agenda



Part I

Review of framework, timeline and engagement activities



Framework and timeline review



Engagement review



Part II

Strategic Plan 2024-2028

Introduction

Vision, mission, values

Priorities and objectives

Part III

Next Steps

Next steps

Part I

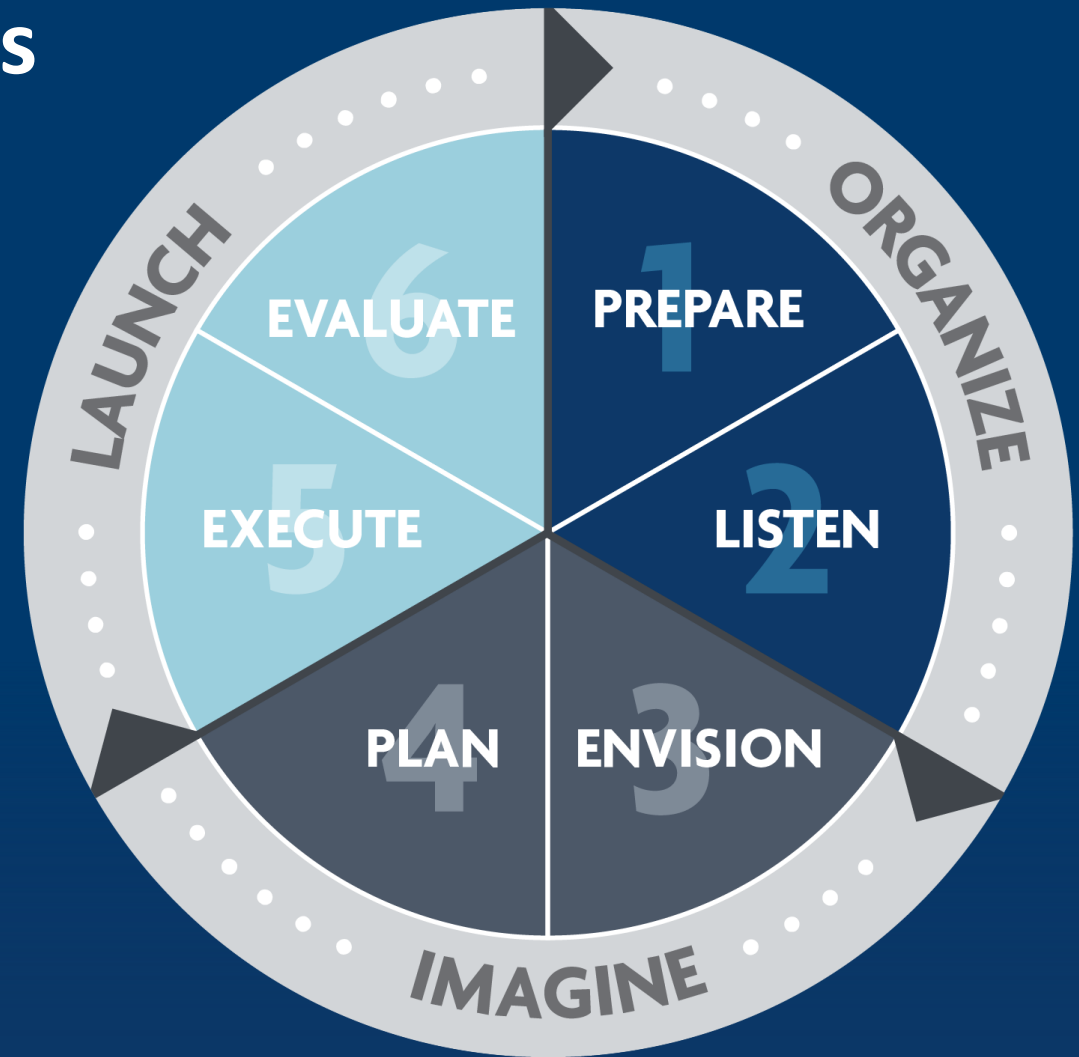
Review of framework, timeline and engagement activities





Strategic planning process

Adapted from: Strategic Planning in Nonprofits (SPiN) by The Washington Nonprofit Institute





Strategic planning process

I. 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

II. 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

III. LAUNCH

Execute:

- Present Strategic Plan to BOH
- Develop operational workplans

Evaluate:

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

Adapted from: Strategic Planning in Nonprofits (SPiN) by The Washington Nonprofit Institute

Prepare



Jurisdictional scan



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

Themes from jurisdictional scan:

**MENTAL HEALTH AND
WELLNESS**

HEALTH EQUITY

CLIMATE CHANGE

**COMMUNITY
ENGAGEMENT AND
PARTNERSHIPS**

**STRONG WORKFORCE
AND
ORGANIZATIONAL
EXCELLENCE**

Prepare

Toronto's Population Health Profile, 2023

EXAMPLES OF FINDINGS FROM THE POPULATION HEALTH PROFILE, 2023 REPORT:

In **2021**

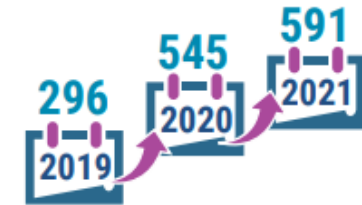
It was estimated that **1,375 deaths** per year in Toronto were attributable to air pollution



There was a 16% increase

in new infectious syphilis cases in 2021, compared to the period 2017 to 2019; this may be the continuation of a trend that began prior to the pandemic.

Opioid toxicity deaths



Among seniors:



The rate of emergency department visits due to falls was **48 per 1,000 seniors**

3 in 20 women (15%) reported a mental health concern during pregnancy in **2021**

This is 1.8 times higher than the **8%** reported in **2013**



The proportion of adults reporting **very good or excellent** mental health



Listen

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

Listen

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

CHRONIC DISEASE

BLACK HEALTH

HOUSING

NEWCOMER HEALTH

SOCIAL CONNECTION

TECHNOLOGY

MENTAL HEALTH

HEALTH PROMOTION

SUBSTANCE USE

NUTRITION

SAFE TRANSIT

HEALTHY AGING

FOOD SECURITY

VACCINE UPTAKE

CLIMATE CHANGE

INDIGENOUS HEALTH

WORKFORCE HEALTH

Listen



Our Health, Our City & Actions to Advance Indigenous Health

November 23, 2023:

- BOH launched mental health strategy, Our Health, Our City

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



April 22, 2024:

- Toronto Public Health launched an Indigenous Wellness Committee

Respect:

Walking with an open-mind and open-heart, treating everyone as equals.

Truth:

Moving forward with honesty and meaningful actions.

Humility:

Practicing what we preach and self-reflection on personal and systemic biases.

Engagement:

Working collaboratively with Indigenous partners and community members.

Reciprocity:

Building an environment free of power imbalances and fostering equality-based relationships.





Envision

Engagement overview



Public, stakeholders, and partners

February 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

February 22 – March 17

- City division survey
- Email
- Meetings by request

TPH staff

February 22 – March 17

- All Staff Townhall
- TPH staff survey
- Email
- Team meetings



HELP SHAPE

TORONTO PUBLIC HEALTH'S

STRATEGIC PLAN!

Envision

Engagement numbers

Total individuals: 1,419

Total groups/orgs: 62

INDIVIDUALS	
Public survey	585
Staff survey	170
Emails	28
Community Conversations	154
Townhall	225
Deputations	43
Staff meetings	214
Total	1,419

GROUPS / ORGANIZATIONS	
Public survey	32
Divisional survey	7
Emails	2
Community Conversations	3
Community visits	15
Community meetings	3
Total	62

Envision



Organizations list



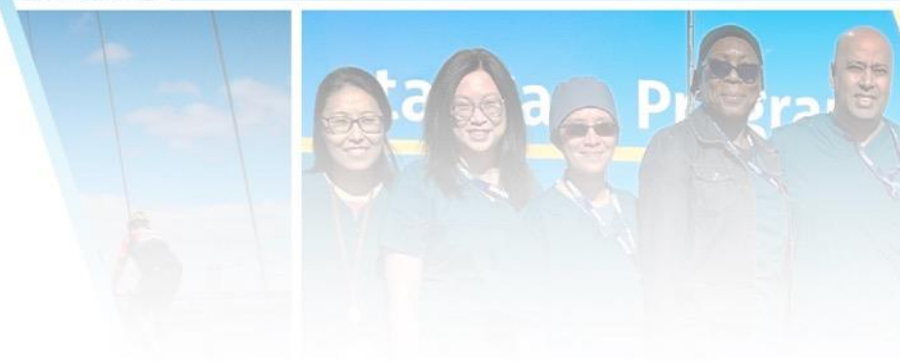
- Access Alliance Multicultural Health and Community Services
- AIDS Committee of Toronto
- Addictions & Mental Health Ontario
- Animal Rights Toronto
- Black Creek Community Health Centre
- Black Health Alliance
- Centre for Addiction and Mental Health
- Catalysts' Circle
- Centre for Independent Living 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
- Flemington Health Centre
- Housing Secretariat
- Humane Society International/Canada
- Jane Alliance Neighbourhood Services
- JVS Toronto Youth Reach Program
- Municipal Licensing & Standards
- NoMoreNoise Toronto
- Ontario School Safety
- Park People
- Parkdale Queen West Community Health
- Centre Plant Based Treat
- Progress Place
- Regent Park Community Health Centre
- REXdale Community Health centre
- Scarborough Centre for Healthy Communities
- Second Harvest
- Seniors Services and Long-Term Care
- Sherbourne Health
- Somali Immigrant Aid Organization
- Summer Lunch Plus
- TAIBU Community Health Centre
- 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
- Toronto Employment & Social Services
- Toronto Ontario Health Teams
- Toronto North Local Immigration Partnership's Health & Wellbeing Work Group
- Toronto Paramedic Services
- Toronto Public Space Committee
- Toronto Shelter and Support Services
- Trans Pride Toronto
- Unison Community Health Centre
- Unity Health Toronto
- Vegan Running
- Yonge Street Mission Evergreen Health Centre

Part II

Toronto Public Health's Strategic Plan 2024-2028



Toronto Public Health's
**STRATEGIC
PLAN**
2024-2028





Components of a strategic plan



Vision:

A statement of an organization's overarching aspirations of what it hopes to achieve or to become.



Mission:

A statement of what the organization does, which informs the objectives and how to reach those objectives and shapes the workplace culture.



Values:

A set of principles that an organization uses to help guide decision-making.



Less specific

VISION

MISSION

VALUES

PRIORITIES

OBJECTIVES

OPERATIONAL WORKPLANS

More specific

Priorities:

Major goals for the time period of the plan. The most important areas of focus.

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:

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

Strategic Plan 2024-2028

Introduction

Public health helped save your life today, you just didn't know it.

- 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 create a vibrant city through their social and economic activities.
- Healthier people also relieve pressure on the health care system.

Strategic Plan 2024-2028

Vision and Mission

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.



Strategic Plan 2024-2028



Values



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



Strategic Plan 2024-2028

Priorities

1. Strengthen health protection, disease prevention, and emergency preparedness.
2. Promote health and well-being across the lifespan.
3. Promote the conditions to support positive mental health and reduce the harms of substance use.
4. Advocate to advance health equity.
5. Nurture a positive workplace culture.



Priority 1



Strengthen health protection, disease prevention, and emergency preparedness.



Each day, Toronto Public Health protects the health of Torontonians through interventions, such as ensuring the safety of drinking water and food. At the same time, we take the lessons learned from previous emergencies, like the COVID-19 pandemic, to prepare for the infectious diseases that will emerge in the future. Public health also prepares for other pressing public health issues, such as climate change.



Objectives



In this context, a priority for Toronto Public Health is to strengthen health protection, disease prevention, and emergency preparedness through the following objectives:

- a. Prepare for and respond to outbreaks and public health emergencies informed by best evidence and lessons learned from previous responses.
- b. Enhance emergency preparedness and response infrastructure.
- c. Effectively communicate with the public about how they can protect their health.
- d. Monitor and prepare for climate change and collaborate with partners to address its impacts.



Priority 2

Promote health and well-being across the lifespan.

Public health works at all stages of the lifespan by helping to create healthy environments for living, learning, working, and playing. This includes interventions aimed at optimizing health for children and youth, as well as initiatives that enhance healthy aging and age-friendly communities for older adults.





Objectives



A priority for Toronto Public Health is to promote health and well-being across the lifespan through the following objectives:



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



Priority 3

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

Many Torontonians experience mental health challenges, which worsened during the COVID-19 pandemic. Similarly, substance use has increased and can have significant impacts on overall health and well-being. A public health approach to drugs aims to prevent and reduce harms from the use of alcohol, cannabis, tobacco, vapour products, and unregulated drugs. This work also includes preventing drug toxicity deaths.





Objectives



A priority for Toronto Public Health is to promote the conditions to support positive mental health and reduce the harms of substance use through the following objectives:



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



Priority 4

Advocate to advance health equity.

Social factors, such as gender, race, and socioeconomic status, shape our health. Health inequities or health disparities are differences in health that are avoidable and created by unfair social policies and systems. Achieving health equity means the entire population has access to the resources and opportunities needed to support overall health and well-being.





Objectives



A priority for Toronto Public Health is to advocate for and advance health equity through the following objectives:



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



Priority 5

Nurture a positive workplace culture.

Toronto Public Health staff are our most valuable resource. They are dedicated, skilled and committed to advancing public health in our city. Every member of Toronto Public Health's workforce has a role to play in implementing the Strategic Plan. As an organization, we are committed to investing in our people and enhancing our workplace.





Objectives



An organizational priority for Toronto Public Health is to nurture a positive workplace culture for our staff through the following objectives:



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

Part III

Next steps



Execute

Strategic Plan 2024-2028

Next steps

- Communicating the Strategic Plan to community and partners.
- Working with staff to create an implementation plan that includes monitoring and measuring progress.
- Plan to report back annually to the Board of Health on the progress of the plan.

Thank you!