

**Report to  
Rapport au:**

**Ottawa Board of Health  
Conseil de santé d'Ottawa  
16 April 2018 / 16 avril 2018**

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**Submitted by  
Soumis par:**

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**Ward: CITY WIDE / À L'ÉCHELLE DE LA VILLE      File Number: ACS2018-OPH-KPQ-0002**

**SUBJECT: PLANNING APPROACH FOR NEW OTTAWA PUBLIC HEALTH STRATEGIC PLAN (2019-2022)**

**OBJET: APPROCHE DE SANTÉ PUBLIQUE OTTAWA – PLANIFICATION DU NOUVEAU PLAN STRATÉGIQUE (2019-2022)**

#### **REPORT RECOMMENDATION**

**That the Board of Health for the City of Ottawa Health Unit approve Ottawa Public Health's planning approach for the development of a new Strategic Plan (2019 – 2022), as outlined in this report and attached documents.**

#### **RECOMMANDATION DU RAPPORT**

**Que le Conseil de santé de la circonscription sanitaire de la Ville d'Ottawa approuve l'approche de planification de Santé publique Ottawa pour le**

## **développement d'un nouveau plan stratégique (2019-2022), tel que décrit dans ce rapport et les documents connexes.**

### **BACKGROUND**

The purpose of this report is to provide the Board of Health (the “Board”) with an overview of the proposed strategic planning process for approval as Ottawa Public Health (OPH) and the Board prepare for the next strategic term (2019-2022). As OPH plans for the next strategic term, it will reflect on the priorities of the current strategic plan, determine which priorities (or discrete elements of them) require continued efforts and focus in the new term; which have been successfully addressed; and what new priorities have arisen. It is anticipated that a new strategic plan will be presented to the Board for approval in early 2019.

A report to close out the current Strategic Plan, *Building a Healthier Ottawa* (2014-2018), and to update the Board on key accomplishments and developments is scheduled in 2018.

The strategic plan creates a four-year vision to guide decision-making, to orient the delivery of public health programs and services, in order to advance and improve the health of people and communities in Ottawa. The strategic planning process provides a valuable opportunity for clients and the public to inform and shape the delivery of public health services. Reporting back on progress made under the strategic plan supports OPH to demonstrate accountability to the Board, the Ministry of Health and Long-Term Care (MOHLTC), community and health care partners, as well as to the public and the communities it serves.

Ottawa Public Health will continue to anchor its strategic planning work in a population health approach, which focuses on the promotion and protection of the health of the population as a whole with a view to reducing health inequities. Specifically, strategic planning development will include the experiences of populations who are affected by or at risk of low income/poverty, marginalization, racism, or social isolation. This includes communities such as First Nations, Inuit and Métis, new Canadians, immigrants and refugees; people who are non-binary or gender-diverse; young people; people with varying levels of ability; and older adults. In addition, consultations will occur with sectors that can significantly influence determinants of health, such as education, employment and housing.

Key principles of effective public health practice will be applied to OPH’s strategic planning work, including evidence-informed decision-making and research, meaningful

communication and engagement with clients, families, communities, as well as OPH's key partners and stakeholders.

## **DISCUSSION**

### **Strategic Planning Cycle:**

Ottawa Public Health has developed a Strategic Planning Cycle map (Document 1) that sets out 5 phases of work for strategic planning, based on best practices and experience gleaned from past strategic planning cycles.

The first three phases in this cycle address work needed in 2018 to prepare for, formulate and adopt a new strategic plan. The last two phases of work will include the monitoring, measurement, and evaluation of the strategic plan's implementation. This work will include engaging OPH employees, as well as key partners, stakeholders and clients, as appropriate, in ongoing work to assess the successes of implementation, to assist in determining where adjustments may be required in the implementation of OPH's strategic priorities, and/or to respond to emerging priorities. The 5 phases are summarized as follows:

1. **Situational assessment:** This will include a review of the internal context at OPH (vision, mission, mandate and priorities), the external context (public health priorities for key health sector partners and stakeholders, local communities/priority populations, clients/families and the public), and an environmental scan (review of key documents and literature).
2. **Prioritize goals & consult:** Through research, consultations and engagement with internal and external partners, this work will determine the public health strategic priorities using a population health approach including local health status information. In person, one-on-one meetings with current Board members will be scheduled in order to receive input during this phase. A facilitated session with the board will enable members to reflect on the material emerging from multiple sources and add a strategic perspective during this phase.
3. **Draft Plan & validate:** Based on work done in preceding phases, draft strategic priorities will be prepared, circulated internally and to select key external partners (e.g., health care, peer public health units, city partners) for comment, feedback and peer review. The draft will be presented to the next Board for review, comment and input in early 2019, supported by one or more strategic planning consultation sessions with new Board members as appropriate prior to final adoption. It is

anticipated that the new, finalized strategic plan will be presented to the new Board for consideration in early 2019.

4. **Measures/Targets:** In this phase of work in 2019, OPH will identify targets and indicators to ensure the strategic priorities of the plan are being integrated into the operational planning of programs and services at OPH, and to determine whether the accompanying strategic initiatives are being developed, implemented and monitored.
5. **Monitor/Results:** In this phase of future work, OPH will use program information and data to evaluate success and to make adjustments as necessary on an ongoing basis.

#### **Client, community, and partner input into the Strategic Plan:**

The internal and external consultations/engagement described in Phase 2, noted above, are further detailed in the Strategic Planning Consultation Plan (Document 2) and are based, in part, on what has worked well in previous strategic planning exercises. Key activities to note in the consultation plan are as follows:

- One-on-one consultations with current Board members starting in Q2 of 2018 in order to obtain input on future or ongoing strategic priorities and other relevant aspects of strategic planning. OPH will report out to Board members on the findings, and a follow-up facilitated session with all Board members will be planned later in the year to obtain further input on ideas for strategic priorities based on information received through consultations. These activities will be supported by prior circulation of relevant materials to Board members.
- A strategic planning session with the next Board is planned for early 2019 in order to review the recommended strategic priorities and obtain input from new Board members. Based on positive feedback from Board members following the last planning cycle, this session will be facilitated by an external consultant and supported by prior circulation of information detailing the planning, research and consultation work undertaken by OPH staff in 2018 to formulate the draft strategic plan.
- Internal consultations with OPH programs and services will occur throughout 2018. Employees were surveyed in early 2018 to determine how they wish to be consulted and kept informed on the strategic planning process. This feedback will be used to design ongoing internal strategic planning activities and communications.

- Consultations with City of Ottawa partners and provincial/federal partners, as well as local key partners and stakeholders such as the Champlain Local Health Integrated Network (LHIN), hospitals, community health centres, and engagement with First Nations, Inuit and Métis communities will be designed based on past planning experiences and feedback. It is anticipated that a variety of methods will be used in this segment of the work and each will be tailored to the particular entity being engaged.
- Given that both the City of Ottawa and the Champlain Local Health Integrated Network (LHIN) are undertaking their own strategic planning processes, OPH will work with its counterparts to align strategic priorities and to determine whether opportunities exist for joint activities, to engage in knowledge exchange, and to find and leverage linkages where these may benefit from a population health approach.
- OPH clients, such as individuals and families, as well as local communities and priority populations will be consulted using a variety of methods in order to ensure meaningful consultations that will assist in identifying important public health priorities that need to be addressed to improve the health of the population of Ottawa. Consultations will leverage the use of social media and varied communications methods, as appropriate.

## **RURAL IMPLICATIONS**

No rural implications are noted. The OPH strategic planning cycle and consultation plans have a City-wide scope.

## **CONSULTATION**

Consultations on the strategic plan are outlined in this report and in the attached Document 2.

## **LEGAL IMPLICATIONS**

There are no legal impediments to implementing the recommendation of this report.

## **RISK MANAGEMENT IMPLICATIONS**

There are no risk implications associated with this report.

## **FINANCIAL IMPLICATIONS**

There are no financial implications to implementing the recommendations in this report.

## **ACCESSIBILITY IMPACTS**

Accessibility was considered in the writing of this report.

## **SUPPORTING DOCUMENTATION**

DOCUMENT 1 - OPH Strategic Planning Cycle

DOCUMENT 2 – OPH Strategic Planning Consultation Plan

## **DISPOSITION**

Ottawa Public Health will implement its strategic planning cycle and consultation plan in 2018 as set out in this report to support the development of a strategic plan for the next strategic term (2019-2022).