RECOMMENDATION:

(a) That the Public Health Services (PHS) Vision, Mission and Strategic Plan 2007 to 2010 as outlined in Report BOH07023 be approved.

(b) That staff be directed to report to the Board of Health regarding the implementation of the PHS Strategic Plan on an annual basis.

Dr. Elizabeth Richardson,
Medical Officer of Health

EXECUTIVE SUMMARY:

Public Health Services (PHS) has undertaken a Strategic Planning process to guide operations from 2007 to 2010. The six goals that describe our desired achievements over the next four years are to:

Goal A. Implement public health initiatives to improve local air quality.

Goal B. Support community preparedness for and response to public health emergencies.

Goal C. Maximize impact on community health in four key areas of chronic disease prevention: tobacco control, nutrition, physical activity and mental health.
Goal D: Gather, analyze and disseminate information on health and its determinants.

Goal E: Be recognized as public health experts in the community.

Goal F: Recruit, develop and retain a competent, flexible workforce.

These goals reflect the importance of the determinants of health and well-being and align with Council’s Mission and the VISION 2020 goal of “…a sustainable community where social, health, economic and environmental issues are jointly considered as we make decisions”. This PHS strategic plan is the result of the first strategic planning exercise since the separation of Public Health and Community Services in February 2006.

**BACKGROUND:**

Framework for community health planning

The renewed commitment by Hamilton City Council to the VISION 2020 goal of, “… a sustainable community where social, health, economic and environmental issues are jointly considered as we make decisions” recognizes the importance of the determinants of health.

Our understanding of what makes and keeps people healthy and well continues to evolve. The model below illustrates the currently accepted factors that are referred to as “the determinants of health and well-being”.

![Figure 1: Determinants of Health and Well-Being](image-url)
An individual’s health and well-being is influenced by factors such as early childhood
development, individual lifestyle and health practices, and direct biological influences
such as disease and heredity. Social, physical and economic environments and the
availability of health and social services are also influential factors at a community level.

This "determinants of health and well-being framework" was used by PHS throughout the
strategic planning process, to guide the development of goals for improving the health
and well-being of the residents and visitors to the City of Hamilton over the next four
years.

Approach to PHS Strategic Planning

When undertaking this first strategic planning process after separation, the PHS
Management Team adopted suggestions in the public health services accreditation
report from the Ontario Council on Community Health Accreditation (OCCHA):
“…follow through with plans to involve staff members in the early stages of the next
strategic planning process,” and to “…explore options to facilitate ongoing
communications with community partners.”

Strategic Planning Stages

With the support of the Planning and Continuous Improvement Division, a strategic
planning process was developed with four stages:

   Stage 1: Preparation (June to September 2006)
   Stage 2: Information Gathering and Strategic Analysis (October to December 2006)
   Stage 3: Strategy Development (January to May 2007)
   Stage 4: Write up and Approval (April to June 2007)

Stage 1 involved the PHS Strategic Planning Steering Committee, headed by the
Medical Officer of Health, and including the members of the PHS Management Team. A
one-year strategic planning project was designed to involve PHS staff and engage
community stakeholders.

A Working Group was established during Stage 2 to support the processes to gather
information and begin internal communications about the strategic planning process.
Working Group members included management and program staff from each division of
PHS. Stage 2 included consultations with internal and external stakeholders of PHS.
Workshops and email surveys were used to gather input from staff regarding the Vision,
Mission and Values of PHS, and to assess the strengths and weaknesses of PHS and
identify the challenges and opportunities for improving the health and well-being of the
residents of Hamilton over the next four years.

Concurrently, consultation with other City departments and community stakeholders was
done through interviews and focus groups and an environmental scan was conducted to
identify the key political, economic, socio-demographic and technologic factors
influencing PHS over the next four years. This information was compiled and analysed
in order to identify themes from the environmental scan.
Stage 3 brought together the Steering Committee and the Working Group for a series of meetings. Draft Vision and Mission statements were developed. In order to develop Goals and the associated Strategic Directions, the team reviewed the emerging themes from the environmental scan and identified key strategic issues based on its importance and the ability of PHS to influence the resolution of that issue. All PHS staff were given the opportunity to provide feedback on the draft statements through meetings and on-line surveys, in order to validate the interpretation of the data that was collected during Stage 2.

This report is the key deliverable for Stage 4, in seeking approval for the draft PHS Strategic Plan and its implementation.

Results:

The draft PHS Vision and Mission statements are:

**Vision Statement**

Public Health Services will be an effective, innovative and efficient organization that is recognized as essential to the health and well-being of people in Hamilton.

**Mission Statement**

Hamilton Public Health Services works together with the community to assess, promote and protect health, and to prevent disease and injury.

The proposed six Goals and associated Strategic Directions for PHS for 2007 to 2010 are:

**Goal A: Implement public health initiatives to improve local air quality.**
- A1. Identify best practices in public health initiatives to improve air quality.
- A2. Influence municipal policy and planning.
- A3. Advance partnerships.
- A4. Advocate for leadership to other levels of government.
- A5. Establish baseline and develop indicators to monitor progress, and evaluate air quality and initiatives.

**Goal B: Support community preparedness for and response to public health emergencies.**
- B1. Develop a comprehensive process to maintain the Public Health Emergency Plan.
- B2. Increase internal capacity to respond to Public Health Emergencies.
- B3. Lead the co-ordination of Pandemic Planning in Hamilton.
- B4. Ensure effective integration with the City’s Emergency Response and Preparedness Program.

**Goal C: Maximize impact on community health in four key areas of chronic disease prevention: tobacco control, nutrition, physical activity and mental health.**
- C1. Integrate chronic disease prevention across Public Health Services.
C2. Identify best practices in chronic disease prevention.
C3. Reorient chronic disease prevention activities to ensure optimal reach and effectiveness.
C4. Establish baseline measures and develop indicators to monitor progress and inform program planning and evaluation.
C5. Advocate for environments that support healthy behaviours.

**Goal D: Gather, analyze and disseminate information on health and its determinants.**
D1. Define core indicators and information sources (a) to inform program planning and evaluation, and (b) to monitor community health status
D2. Develop external partnerships to create an information exchange network.
D3. Enhance internal information sharing within Public Health Services.
D4. Enhance data analysis and utilization skills of Public Health Services staff.
D5. Use program data to monitor plans and operations in an ongoing way.

**Goal E: Be recognized as public health experts in the community.**
E1. Further develop the relationship with the new Board of Health.
E2. Develop and implement a media relations strategy.
E3. Build and maintain positive relationships with key community stakeholders.
E4. Build relationships with other public health organizations.
E5. Develop and maintain staff expertise in all areas of public health practice.

**Goal F: Recruit, develop and retain a competent, flexible workforce.**
F1. Ensure that all staff meet required Public Health Core Competency standards.
F2. Offer career development opportunities.
F3. Create a workplace that fosters pride and satisfaction in work.
F4. Enhance strategies to improve open and timely communication across all parts of Public Health Services.
F5. Cultivate the development of cultural competencies in PHS staff.

**Next Steps**

Following approval, implementation of the PHS Strategic Plan will be done in two phases:

Phase 2 will focus on (i) developing an action plan for each Goal, (ii) communicating the PHS Strategic Plan with community partners and staff, and (iii) developing operational plans within each division that align with the PHS Strategic Plan.

Phase 3 will address accountability by improving the internal performance management system for measuring, monitoring and reporting on operations and progress on strategic goals.

**ANALYSIS/RATIONALE:**

Development of a responsive Strategic Plan will enable PHS to adapt to ongoing changes in the public health system. Provincial Public Health Reform has emphasized the importance of accountability and governance structure. The draft Ontario Public Health Standards released in February 2006 represent the first revisions to the
Mandatory Health Programs and Services Guidelines, and have proposed enhanced compliance reporting, in response to increased public media coverage of current and future public health issues.

The data collection and information validation processes to inform this strategic planning exercise have been extensive relative to other public health units in Ontario. During Stage 1, more than 190 staff provided input by attending workshops and/or responding to the online survey and 23 agencies participated in the external stakeholder consultations. During Stage 2, 200 staff attended the meetings where the draft Vision, Mission and Goals were presented and a total of 90 responses were received for the two follow-up online surveys.

**ALTERNATIVES FOR CONSIDERATION:**

Not applicable.

**FINANCIAL/STAFFING/LEGAL IMPLICATIONS:**

Financial and staffing activities identified in the Strategic Plan fit within the approved PHS budget for 2007. The strategic directions will drive the goals and shift resource allocation over the next four years to programs and activities with outcomes that are focused on these objectives. Further, it will inform future decisions on how to leverage appropriate funding from the Ministries of Health and Long-Term Care, Health Promotion and Children’s and Social Services, as well as other provincial and federal grants and programs. Any additional costs that arise out of this strategic plan will be brought forward to Council for consideration during the annual budget process.

There are no legal implications.

**POLICIES AFFECTING PROPOSAL:**

Not applicable.

**RELEVANT CONSULTATION:**

This strategic planning process involved consultation with community partner agencies and other City departments and services regarding their views on the strengths and weaknesses of City of Hamilton Public Health Services, as well as their perspective on challenges to be faced over the next four years and opportunities for improved future collaboration.

**CITY STRATEGIC COMMITMENT:**

- **Community Well-Being is enhanced.** ☑ Yes  ☐ No

The draft PHS Strategic Plan for 2007 to 2010 will enhance Community Well-Being by improving:
Efforts to improve local air quality (Goal A)
Community preparedness for public health emergencies (Goal B)
Efforts to prevent chronic disease (Goal C)
The quality information to inform decision-making impacting health and well-being (Goal D)
Visibility of public health programs and services within the health system (Goal E)

Environmental Well-Being is enhanced. ☑ Yes □ No

The draft PHS Strategic Plan for 2007 to 2010 will enhance Environmental Well-Being by improving:
− Efforts to improve local air quality (Goal A)
− Community preparedness for public health emergencies, including those that affect the environment. (Goal B)

Economic Well-Being is enhanced. ☑ Yes □ No

The draft PHS Strategic Plan for 2007 to 2010 will enhance Economic Well-Being by improving:
− Organizational effectiveness and efficiency within PHS (Vision and Goal D)
− Community preparedness for public health emergencies (Goal B).

Does the option you are recommending create value across all three bottom lines? ☑ Yes □ No

Do the options you are recommending make Hamilton a City of choice for high performance public servants? ☑ Yes □ No (Goal E, Goal F)