

Eastern Ontario
Health Unit



STRATEGIC PLAN

for 2014-2017



principles
Direction
Objectives
continuous
improvement
health
impact
employees
accountability
indicators
performance
planning
support
system





principles
health improvement
impact
Direction employees programs
processes accountability
Objectives indicators Strategic
continuous support performance organizational
system Implement planning culture Goal equity
support

We are pleased to present the Eastern Ontario Health Unit's (EOHU) Strategic Plan for 2014 – 2017. This plan was created with input, feedback and recommendations from all of our EOHU employees and our Board of Health. We were guided by the principles of transparency, accountability, comprehensiveness and inclusivity.

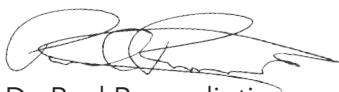
The EOHU is responsible for delivering a wide range of programs including Infectious Diseases Prevention and Control, Chronic Diseases and Cancer Prevention, Food Safety and Water Quality, Early Childhood Development, Emergency Preparedness, Epidemiology and Surveillance, and much more. The design and delivery of our programs entails a dynamic process where we continually evaluate our progress towards each objective, and the quality of our outcomes. As an organization, we have set many priorities ensuring that we continue to provide excellent service and meet the public health needs of our community.

Our Strategic Plan for 2014-2017 was developed within the framework of the current Ontario Public Health Standards and Ontario Public Health Organizational Standards, fiscal accountability, local demographics, EOHU human resource needs and importantly, the needs of those communities we serve. Our Mission, Vision and Values were reviewed and, following extensive consultation with EOHU staff from all levels, updated to reflect both the current and changing regional healthcare landscape.

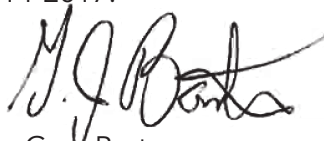
The Plan outlines the strategic priorities, directions and investments that will be addressed over the next three years, 2014-2017. It identifies five strategic corporate and program directions that the EOHU will address in response to the issues identified by both internal and external stakeholders, amongst them Board of Health members and staff. These directions are aligned with the Ministry of Health and Long-Term Care's recommendations, accountability agreements, health equity principles, and Foundational Standard in planning, delivery and evaluation of programs and services.

The EOHU's focus is on achieving measurable results and improving public health service. Each of our divisions has developed its own strategic plan and strategic priorities so as to align with the corporate Strategic Plan for 2014-2017 which will be implemented and evaluated over the course of the next three years. We have also developed electronic tools to assist with our planning and evaluative process.

We are excited by the opportunities we will face in the next few years and appreciate all of the candid input from our staff that contributed to the creation of the EOHU's Strategic Plan for 2014-2017.



Dr. Paul Roumeliotis
Medical Officer of Health
and Chief Executive Officer



Gary Barton
Board of Health Chair

VISION

To be a recognized leader in Public Health



MISSION

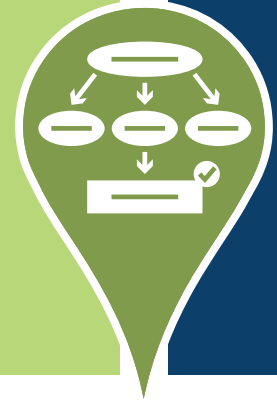
Working together to promote wellness, prevent and protect against disease and injury, and advocate for healthier communities.

VALUES

- » Respect
- » Personal and Professional Growth
- » Innovation
- » Communication
- » Accountability and Transparency
- » Collaboration
- » Quality
- » Equity

CORPORATE STRATEGIC DIRECTION 1

Articulated Planning Model



GOAL

Have a clearly articulated organizational planning model that promotes alignment of all EOHU plans and planning processes.

OBJECTIVES

- » Use evidence-informed decision-making principles and processes consistently throughout all departments and programs.
- » Integrate the Foundational Standard and principles of assessment/surveillance, need, capacity, impact, and partnerships/collaboration in all planning.

CORPORATE STRATEGIC DIRECTION 2



Accountability and Performance Management System

GOAL

Establish a management system to enhance accountability and performance.

OBJECTIVES

- » Implement an electronic matrix to help determine the impact of planned activities as per the pillars' priorities (accountability agreements, program supports).
- » Implement an electronic reporting system to monitor progress on key performance indicators.
- » Implement the OPHS and Organizational Standards, meeting all accountability requirements and performance indicators.

CORPORATE STRATEGIC DIRECTION 3

Health Equity



GOAL

Support policy development and advocacy at local, regional and provincial levels.

OBJECTIVES

- » Where appropriate, support community initiatives that speak to health equity.
- » When possible, advocate for health equity, both locally and provincially.
- » Ensure that all programs and services respond to community needs.

CORPORATE STRATEGIC DIRECTION 4

Workplace Culture



GOAL

Enhance and nurture a workplace culture that encourages and supports employees in reaching their full potential.

OBJECTIVES

- » Nurture internal collaboration and communication, and strengthen relationships throughout the organization.
- » Develop an organizational learning framework to support the professional and personal growth of employees.
- » Ensure a respectful and supportive work environment that will lead to fully engaged and empowered employees.

CORPORATE STRATEGIC DIRECTION 5

Continuous Quality Improvement



GOAL

Foster a culture of continuous quality improvement as a key management philosophy.

OBJECTIVES

- » Incorporate principles of continuous improvement and excellence in all EOHU practices.

PROGRAM STRATEGIC DIRECTIONS



- » INVESTMENT IN CHILDREN AND YOUTH
Invest in early intervention and prevention programs that support children's current and future health and development.
- » REDUCTION OF CHRONIC DISEASE AND OBESITY THROUGH DIET, EXERCISE AND HEALTHY LIFESTYLE
Promote healthy eating habits, physical activity, and smoking prevention and cessation.



» PROTECTION AGAINST INFECTIOUS DISEASES

Prevent and manage outbreaks of infectious diseases and provide leadership in health emergency planning to respond to new and emerging diseases.

» PROTECTION AGAINST ENVIRONMENTAL CONTAMINANTS, INCLUDING HAZARDOUS MATERIALS

Protect against environmental contaminants and hazardous materials through health hazard surveillance, the promotion of a healthy environment, water and food safety.

» PROVISION OF INFORMATION AND AWARENESS

Monitor and analyse data, and inform the community about emerging health issues and the impact of social determinants of health.

STRATEGIC PLAN 2014 – 2017

VISION

To be a recognized leader in public health

MISSION

Working together to promote wellness, prevent and protect against disease and injury and advocate for healthier communities

VALUES

Respect · Personal and Professional Growth · Innovation · Communication · Accountability and Transparency
Collaboration · Quality · Equity

STRATEGIC DIRECTIONS

CORPORATE

1. Have a clearly articulated organizational *Planning* model that promotes alignment of all EOHU plans and planning processes.
2. Establish an *Accountability and Performance Management System*.
3. Support community initiatives that speak to *Health Equity* issues.
4. Enhance and nurture a *Workplace Culture* that encourages and supports employees to reach their full potential.
5. Foster a culture of *Continuous Quality Improvement* as a key management philosophy.

PROGRAMS

1. Investment in Children and Youth
2. Reduction of Chronic Disease and Obesity
3. Protection Against Infectious Diseases
4. Protection Against Environmental Contaminants
5. Provision of Information and Awareness

PILLAR 1

Workplace Culture

PRIORITIES

- a) Office of Professional Development and Education
- b) Employee Engagement Strategy
- c) Capacity Review
- d) Workplace Wellness Strategy
- e) Recruitment and Retention Strategy

PILLAR 2

Health Promotion and Prevention

STANDARDS **Chronic Diseases and Injuries Program**

- a) Chronic Disease Prevention
 - b) Prevention of Injury and Substance Misuse
- #### **Family Health Program Standards**
- a) Reproductive Health
 - b) Child Health
 - c) Oral Health

PILLAR 3

Health Protection

STANDARDS

Infectious Diseases Program

- a) Infectious Diseases Prevention and Control
- b) Rabies Prevention and Control
- b) Sexual Health, Sexually Transmitted Infections and Blood-borne Infections (including HIV)
- c) Tuberculosis Prevention and Control
- d) Vaccine Preventable Diseases
- e) Environmental Health Program Standards
- f) Food Safety
- g) Safe Water
- h) Health Hazard Prevention Management
- i) Public Health Emergency Preparedness

PILLAR 4

Infrastructure

PRIORITIES

- a) Information Technology Strategy
- b) Capital Asset Strategy
- c) Master Plan – Physical Resources

PILLAR 5

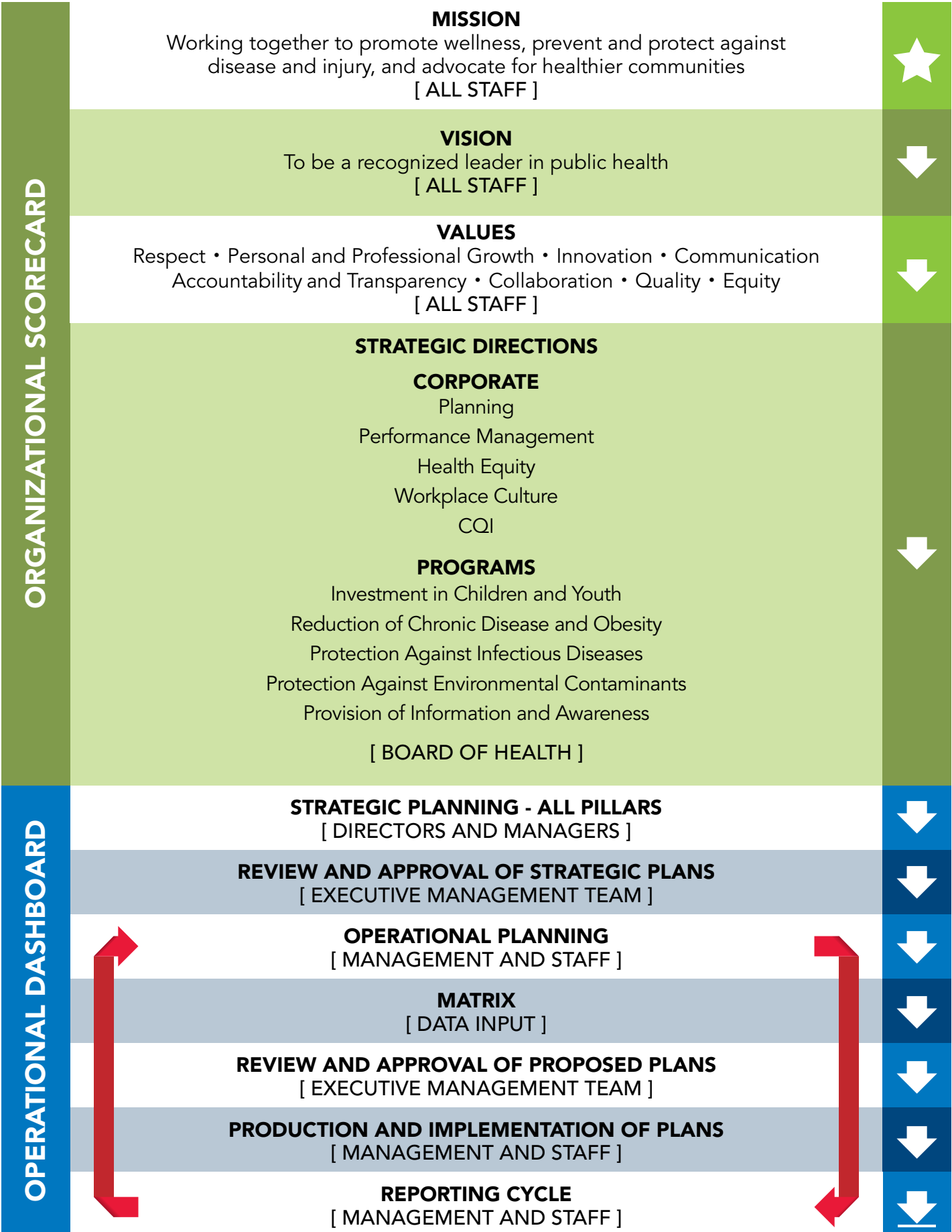
MOH Office

PRIORITIES

- a) Akwesasne Agreement
- b) Advocacy and Outreach
- c) Advice and Public Education
- d) CQI Accreditation
- e) Governance
- f) Planning and Evaluation
- g) Communications Strategy
- h) Managing Change

EACH PILLAR DEVELOPS ITS OWN PRIORITY-BASED STRATEGIC AND OPERATIONAL PLANS

CORPORATE PLANNING FRAMEWORK



APPENDIX A

Definition of Values

Respect – We treat all people with respect, courtesy, dignity, integrity, and understanding.

Personal and Professional Growth – We support professional development, continuing education, and a healthy workplace.

Innovation – Through our expert and specialized knowledge we are committed to innovative approaches to improving the health outcomes in our communities.

Communication – We ensure open lines of communication at all levels within the organization to support evidence-based and collaborative program and service delivery.

Accountability – We deliver measurable results and create positive impact through our work.

Transparency – We are committed to open and honest communication, and to providing access to information for our partners, stakeholders and the public.

Collaboration – We foster and nurture partnerships internally with staff and externally with people, organizations, and communities.

Quality – We are committed to offering programs and services of the highest standard.

Equity – We foster policies and programs that promote fairness, social justice, equity, and cultural competence.

Integrity – We practice ethical decision-making and good faith in our working relationships.

APPENDIX B

Background

In 1935, the Eastern Ontario Health Unit (EOHU) opened its doors as the first county health unit in the province. Its geographic area covers 5,308 km², the majority of which is a rural environment. Its population is 196,545 of whom 35% have French as their mother tongue and 60% have English. With its head office in the City of Cornwall and satellite offices in the 5 counties of Stormont, Glengarry, Dundas, Prescott and Russell, our health unit serves the region east of Ottawa to the Quebec border and south to the St. Lawrence Seaway (soon to include Akwesasne). The EOHU is a progressive, accredited public health unit working with its partners to promote wellness, prevent and protect against disease and injury, and advocate for healthier communities.

The EOHU is legislated under the Health Protection and Promotion Act. Our mandate is to assess, plan, deliver, manage and evaluate public health programs and services in order to meet our community's local needs. In addition to our responsibility for accountability agreements and indicator targets set out by the Ministry of Health and Long-Term Care, recent emphasis has also been placed on fiscal accountability, the social determinants of health, and health equity and ethics issues.

Our Board of Health is guided by the foundational principles of need, impact, capacity, partnership and collaboration. The EOHU routinely monitors program activities and outcomes to assess and improve the implementation and effectiveness of our programs and services, including collection, analysis, and periodic reporting of indicators related to inputs, resources, implementation processes, reach outputs and outcomes. Ethical principles of rights, obligations, fairness, relationships and integrity are also essential ingredients of all planning processes.

There are currently profound transformations taking place in the Ontario healthcare system. With increasing burdens on the system in an unsteady fiscal climate, there is a growing emphasis on public health's role in preventing disease and promoting the health of the population over the coming years. The EOHU recognizes that it is vital to be proactive and to identify in advance the supports needed for future program and service delivery. In keeping with our vision of excellence in delivery of care, continuous quality improvement and high standards of professional practice, we have undertaken many changes to ensure that the EOHU remains robust and adaptable to change.

Towards this end, we have recently adopted a new organizational structure that provides increased support for a workplace culture of engagement, accountability, trust, collaboration and professional development. We have also made investments in our infrastructure, and upgrades to our information technology and telecommunication system. The EOHU has also established itself as a leader in innovative public health communications by embracing a progressive communications strategy that leverages emerging trends and cutting-edge technology to better reach and engage our audiences. The EOHU is one of the only public health agencies in North America with complete in-house broadcast and multimedia production facilities and capabilities. This cost effective and environmentally-friendly way of delivering health information content is an important part of our strategy to promote an informed and therefore, healthier community.

We are proud of our responsiveness to the changing healthcare landscape. With our new corporate structure and our enhanced emphasis on program planning, continuous quality improvement, and high standards of professional practice, the EOHU is well positioned to successfully take on the challenges and opportunities of the future.

Board Engagement

The Board acknowledges its role in providing guidance and oversight to the EOHU, as well as its role raising the profile of the EOHU and of public health. It also recognizes, endorses and actively supports promoting and fostering productive public health initiatives.

APPENDIX C

Strategic Directions

CORPORATE DIRECTIONS

THE EASTERN ONTARIO HEALTH UNIT HAS IDENTIFIED FIVE CORPORATE STRATEGIC DIRECTIONS:

1. Have a clearly **ARTICULATED ORGANIZATIONAL PLANNING MODEL** that promotes alignment of all EOHU plans and planning processes.
2. Establish an **ACCOUNTABILITY AND PERFORMANCE MANAGEMENT SYSTEM**.
3. Support community initiatives that speak to **HEALTH EQUITY** issues.
4. Enhance and nurture a **WORKPLACE CULTURE** that encourages and supports employees to reach their full potential.
5. Foster a culture of **CONTINUOUS QUALITY IMPROVEMENT** as a key management philosophy.

PROGRAM DIRECTIONS

INVESTMENT IN CHILDREN AND YOUTH

The Eastern Ontario Health Unit promotes health in all age groups, with special emphasis on investing in and advocating for the health and wellness of children and youth. We recognize that early experiences in life can impact a child's longer term health and functional capacity. In addition to biological factors, social determinants of health such as poverty and education can add up to create significant impact on physical and mental health throughout the lifespan. Early diagnosis of developmental difficulties improves success in treatment and outcome. Children and teens who adopt positive lifestyle habits are more likely to maintain healthy behaviours in their adult years, and prevention of injuries can save lives and improve quality of life. For these reasons, the EOHU has made it a priority to invest in early intervention and prevention programs that support a child's current and future health and development. From prenatal through adolescent health, we work with parents, educators and community partners to help parents give their children a good start in life so they can reach their fullest potential.

REDUCTION OF CHRONIC DISEASE AND OBESITY THROUGH DIET, EXERCISE AND HEALTHY LIFESTYLE

The EOHU Board of Health is concerned about the high personal and systemic cost of chronic diseases such as diabetes, heart problems and obesity. Local statistics confirm that incidence rates in the EOHU catchment area are above the provincial average rates. We now know that in many cases these problems could be prevented or managed through a healthier lifestyle. Towards this end, the EOHU has developed a number of programs and services that promote healthy eating habits, physical activity, and smoking prevention and cessation.

PROTECTION AGAINST INFECTIOUS DISEASES

The EOHU has an important responsibility in preventing and managing outbreaks of infectious diseases. This includes programs such as infection prevention and control, vaccine preventable diseases, immunization for all ages, influenza immunization, as well as the monitoring and surveillance of infectious diseases including food and water borne infections and threats such as West Nile Virus. The EOHU has the lead role in health emergency planning related to infections (pandemics), chemical, biological, radiation or nuclear accidents and collaborates with municipal emergency agencies for delivery of emergency planning services. Increasing preparedness to respond to new and emerging diseases, and increasing capacity in infection control, are among the top priorities of the EOHU.

PROTECTION AGAINST ENVIRONMENTAL CONTAMINANTS, INCLUDING HAZARDOUS MATERIALS

A healthy environment, safe drinking water and safe food are among life's basic needs. A significant part of the EOHU's mandate is to protect the quality of water resources, promote food safety, and to advocate for a healthy environment. Beach water monitoring, drinking water testing and food safety inspections are just a few examples of how we protect public health in this regard.

PROVISION OF INFORMATION AND AWARENESS

The EOHU is an authoritative source of reliable information and an effective service delivery agency. All health promotion and protection initiatives rely on strong public community partnerships and support. The EOHU has a responsibility to monitor and analyse data, and to inform the community about emerging health issues and the impact of social determinants of health. Our response to this need requires continued emphasis on partnerships, communications and informed leadership.

APPENDIX D

Ontario Public Health Organizational Standards and Ontario Public Health Foundational Standard

Our Strategic Plan has been aligned with the Public Health Organizational Standards with respect to Board Structure, Board Operations, Leadership, Trusteeship, and Community Engagement and Responsiveness.

Our Board of Health operates through a formal governance structure in which it provides oversight based on a set of expectations related to the Board's composition, membership, terms of office, reporting relationships and accountabilities. Our Board keeps current and is aware of emerging trends and best practices related to Board operations. Our Board is expected to fulfill its fiduciary duties of care, loyalty and good faith.

Our Leadership teams fulfill their roles by operationalizing the strategic directions, promoting appropriate ethics and values within the organization, practising sound performance management and being accountable for all activities within the EOHU's mandate.

With respect to Community Engagement our Board, Leadership team and employees demonstrate an understanding of our community's needs. We pride ourselves on being creative and innovative in our responsiveness to our community.

Our Board is committed to assessing, planning, delivering, managing and evaluating public health programs and services to meet local needs, while continuing to work towards common outcomes. Our Board is guided by the principles of need, impact, capacity, partnership and collaboration.

