

# STRATEGIC PLAN

2022 - 2025



Peterborough  
Public Health

## Territorial Acknowledgement

We respectfully acknowledge that Peterborough Public Health is located on the Treaty 20 Michi Saagiig territory and in the traditional territory of the Michi Saagiig and Chippewa Nations, collectively known as the Williams Treaties First Nations, which include: Curve Lake, Hiawatha, Alderville, Scugog Island, Rama, Beausoleil, and Georgina Island First Nations.

Peterborough Public Health respectfully acknowledges that the Williams Treaties First Nations are the stewards and caretakers of these lands and waters in perpetuity, and that they continue to maintain this responsibility to ensure their health and integrity for generations to come.

## Acknowledgement of Contribution

Peterborough Public Health would like to sincerely thank all staff, Board of Health members, external agencies and partners who have contributed to the development of this strategic plan. The plan will inform organization priorities and the development of indicators of success in implementation.

### Our Vision:

Healthy communities.

### Our Mission:

Peterborough Public Health works with partners to promote and protect the health of communities in Curve Lake and Hiawatha First Nations and the County and City of Peterborough.

### Our Values:



## Background

Peterborough Public Health (PPH) serves the residents of Curve Lake First Nation, Hiawatha First Nation, the City of Peterborough, and Peterborough County. PPH is one of 34 local public health units in Ontario mandated by the provincial government through the Health Protection and Promotion Act to implement the Ontario Public Health Standards.

The purpose of the PPH Strategic Plan for 2022-2025 is to set priorities to guide our work as our organization and community sustain our response to and recover from the COVID-19 pandemic.

The goal of public health is to address underlying determinants of health to prevent disease at a population level. It is through advocacy for social programs, basic needs, and systems change that public health agencies strive to close the gap in equality. Equity flows through all of the work that we do in order to make achievement of health fairer for all.

This strategic plan aims to prioritize the needs of our community members and partners, the well-being of our staff, and the role we play in the healthcare system, using a health equity lens to guide each priority.

## Strategic Plan Development Process

### Staff Input

- Over 100 participants in 4 huddles
- 67 responses to 4 surveys
- 3 in-depth brainstorming sessions



### External Partners

- 8 Focus Group Consultations with 40 participants, each representing a separate organization



### Board and Leadership

- 1 Board of Health Strategic Planning meeting in May
- Multiple Management & Executive Committee Discussions (on-going)



Our Team

Our Community

Our System

***EQUITY flows through everything we do...***



# OUR TEAM

An organization that fosters staff well-being and public health impact.

## Organizational culture that attracts and retains the best team possible.

- a. Enhance staff engagement and communication.
- b. Create a diversity, equity and inclusion policy, and ensure that Board of Health policies and organizational policies reflect it.
- c. Policies are reviewed and actions are taken to support an ongoing culture of safety.
- d. Invest in opportunities to foster a learning (innovative) organization grounded in continuous quality improvement and clarity in desired impact.
- e. Promote meaningful acknowledgement and celebration of team contributions and success.
- f. Have job-related supports and resources that are needed for staff success.
- g. Ensure orientation and support for board of health members is appropriate and supports governance success.

## Investments in staff wellbeing and development.

- a. Create a human resources recruitment & retention strategy that addresses diversity, equity and inclusion.
- b. Review and improve staff access to mental and physical wellbeing supports.
- c. Develop a staff learning and development strategy directly-informed by staff learning priorities.
- d. Augment formal and in-formal leadership opportunities.
- e. Ensure succession plans are in place.

## Effective teams for effective public health.

- a. Develop, apply and integrate use of coaching skills within the leadership team in a systematic way.
- b. Support effective teamwork and conflict resolution.
- c. Foster a culture where interdisciplinarity is critical to team success.



# OUR COMMUNITY

In providing public health services to the entire Peterborough Public Health region, we will prioritize health issues affecting under-served populations to impact health equity.

## **People who use drugs (PWUD) have enhanced access to public health services and supports in our collaborative response to the drug poisoning crisis.**

- a. With partners develop an evidence-based scorecard for strategies and gaps in the community in response to the drug poisoning crisis response.
- b. Practise active allyship for Indigenous cultural perspectives to harm reduction and the response to the drug poisoning crisis.
- c. With partners, increase capacity of PWUD to engage in advocacy and inform the response to the drug poisoning crisis response.
- d. Pilot PPH clinical services for equitable access for PWUD within the consumption and treatment services site or other accessible spaces.

## **Under-served single parents and families are supported in creating healthy, safe and nurturing environments for child development.**

- a. Complete and evaluate, with engagement of under-served single parents and families, in a pilot of nurse-family partnership or similar enhanced family support program.
- b. Provide coordination, support and leadership of evidence-based programs for the prevention of adverse childhood experiences (ACEs).
- c. Develop an organizational framework for the primary prevention of ACEs and trauma, recognizing the connections to substance use and community mental health and wellbeing.
- d. Advocate for systemic changes to improve equity in access to basic needs, in particular for children and under-served families (in particular placing an emphasis on the right to housing and a living wage).

# OUR COMMUNITY *(continued)*

People most vulnerable to the health impacts of climate change are supported in adapting to and reducing negative health impacts.

- a. Complete the Peterborough region Climate Change and Health Vulnerability and Adaptation Assessment/Community Plan.
- b. Update our collaborative community emergency response plans to adapt to health risks of climate change, specifically including mechanisms to support vulnerable populations and mental health needs during severe climate events.
- c. Escalate communications & impactful messaging about anticipated health impacts of climate change in the local context.
- d. Re-launch and support community climate change engagement work with particular attention to Indigenous-led initiatives.





# OUR SYSTEM

Positioning PPH to lead in the health & public health system of the future

## Stronger health system through relationships with primary care and health system partners

- a. Ensure a strong, collaborative, and sustainable health system and public health response to the COVID-19 pandemic and future emerging/re-emerging disease threats.
- b. Participate fully in the Peterborough Ontario Health Team and its collaborative integrated health system improvement agenda.
- c. Enhance communication channels between service providers in the Peterborough region.
- d. Evolve collaborative health system tables, engaging Ontario Health, for ongoing regional health emergency response that is useful for all partners and the communities we serve.
- e. Offer epidemiology and evaluation support opportunities to inform health system priorities around collaborative priorities.

## Partners providing health care and social services address health inequities and barriers to services, in particular in relation to housing and mental health

- a. Bring population, prevention & health equity lenses to planning conversations with health, education, and social system partners.
- b. Synthesize health equity data to inform health system prioritization.
- c. Build expertise and offer health equity auditing/evaluating supports for priority health programs and services.
- d. Support ongoing evaluation of equitable and effective access to safe consumption site services in Peterborough in partnership with the operator agency FourCast in response to the drug poisoning crisis.
- e. Work with local municipal and First Nation partners to address health inequities in local planning and policies, in particular in relation to housing and mental health.

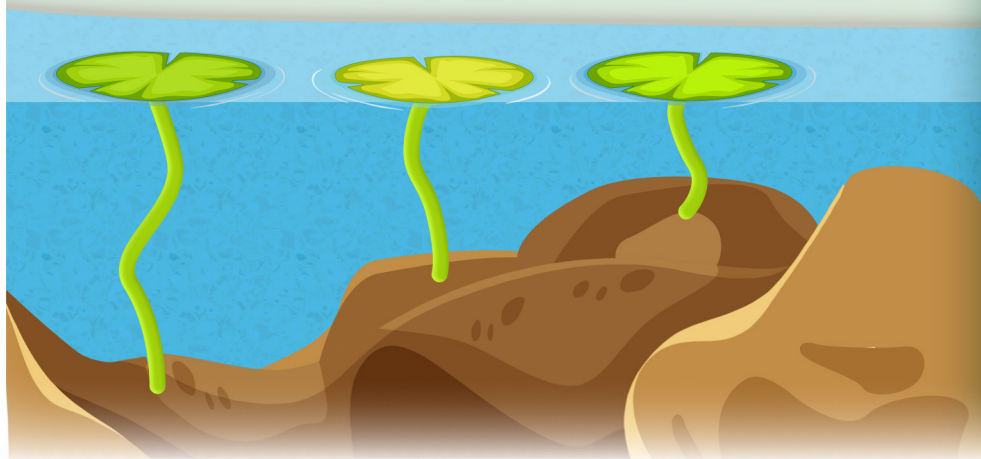
# OUR SYSTEM *(continued)*

**PPH is fully committed to practising active allyship for Indigenous self-determination and health equity within the health and social system.**

- a. Amplify Indigenous and Indigenous government voices relating to health issues, with particular attention to addressing health system experiences with anti-Indigenous racism.
- b. Continue to promote the critical importance of the Health Protection and Promotion Act section 50 participation of First Nations in Peterborough Public Health governance and the Indigenous Health Advisory Circle.
- c. Support increased representation of Indigenous peoples on important committees related to our work scope.

**Positive outcomes of public health system restructuring to ensure principles previously identified are considered.**

- a. Support Board of Health member orientation to the history of advocacy and principles developed to inform restructuring.
- b. Support staff participation in association/organization work around the public health system as it aligns to Peterborough Public Health positions.
- c. Promote community awareness of public health work and its importance.



***Different water lilies need different length stems to reach the surface, just as different people need different supports to reach health equity.***