

Public
Health
Ontario

PARTNERS FOR HEALTH

Santé
publique
Ontario

PARTENAIRES POUR LA SANTÉ




Strategic Plan 2014–2019

Evidence, knowledge and action for a healthier Ontario



Ontario

Agency for Health
Protection and Promotion
Agence de protection et
de promotion de la santé



Introduction

How can we truly improve the health of Ontarians?

That's the question that health providers and the public health system strive to answer every day.

Addressing that question requires a foundation of sound information, knowledge and evidence. With it, the public health and health care community can make informed decisions and take informed action.

Public Health Ontario (PHO) is dedicated to providing that solid foundation.

We are committed to protecting and promoting the health of Ontarians and reducing inequities in health. We remain vigilant for current and emerging threats to health. We study and evaluate what makes people healthy and how we can help Ontarians live healthier lives. We inform policy, action and decisions of government, public health practitioners, front-line health workers and researchers by linking them to the best scientific intelligence and knowledge.

PHO was created by legislation in 2007 as a Crown operational service agency. We emerged as part of the Ministry of Health and Long-Term Care's (MOHLTC) plan to renew Ontario's public health system following the SARS outbreak in 2003. MOHLTC's Operation Health Protection committed to creating a public health agency, and made significant program investments in public health renewal, the public health laboratories, infection prevention and control, and public health emergency preparedness. In 2006, the Agency Implementation Task Force set the blueprint for our organization in its final report *From Vision to Action*.

Our first strategic plan focussed on building our new organization. Since then, PHO has grown substantially, integrating and revitalizing a number of programs, and recruiting a diverse and talented workforce.

It's time for a new strategic plan to set the course for PHO's next five years and beyond.

Our strategic planning journey was a comprehensive and inclusive process. We engaged our clients, stakeholders and employees, and conducted a thorough evaluation of our programs and services. The result is a shared vision for how PHO can contribute to a healthier Ontario.

Our new 2014–19 Strategic Plan builds on PHO's many accomplishments to date. It proposes a renewed Vision, Mission, Mandate and Values and outlines five strategic directions and our goals for the next five years. And it's aligned with Ontario's Public Health Sector Strategic Plan, which the Chief Medical Officer of Health (CMOH) released earlier this year.

With a clear strategic plan, our strong mix of programs and services, and our dedicated people, PHO will continue to protect and promote the health of Ontarians.

For a copy of the full plan, please visit www.publichealthontario.ca

“The Government of Ontario should be proud of establishing Public Health Ontario. The agency has quickly gained efficiencies in transferred operations and is acquiring depth and breadth of expertise in areas of importance. The agency is serving the Ministry of Health and Long-Term Care and the local public health units effectively, clearly advancing the science of public health and providing outstanding leadership to the public health mission.”

Report of the Peer Review Panel on Public Health Ontario, 2012

Vision

Internationally-recognized evidence, knowledge and action for a healthier Ontario.

Mission

We enable informed decisions and actions that protect and promote health and contribute to reducing health inequities.

Mandate

We provide scientific and technical advice and support to clients working in government, public health, health care, and related sectors.





Our Plan for the Future

Strategic Direction #1

Provide scientific and technical expertise to strengthen Ontario's public health sector and support the achievement of its goals.

PHO will work with the sector to achieve the Vision set forth in *Make No Little Plans: Ontario's Public Health Sector Strategic Plan* that Ontarians are the healthiest people in the world supported by the best public health system in the world.

We will provide scientific and technical advice and support to drive action to:

- ▶ Optimize healthy human development, in particular early childhood development including mental wellness and resiliency
- ▶ Improve the prevention and control of infectious disease primarily through immunization
- ▶ Improve health by reducing preventable diseases and injuries with a focus on physical activity and healthy eating, and tobacco and alcohol
- ▶ Promote healthy environments — both natural and built, with a focus on the built environment
- ▶ Strengthen the public health sector's capacity, infrastructure and emergency preparedness by focusing on information and knowledge systems, collaborative mechanisms and a highly competent workforce.

Strategic Direction #2

Accelerate integrated population health monitoring

PHO will serve as a provincial resource to capture

and describe the health status of Ontarians in new and more comprehensive ways in order to equip decision-makers and practitioners with the information they need to take action that will improve health and reduce inequities.

Together, with our health system partners, we will:

- ▶ Accelerate the creation of a data hub that enables integrated population health monitoring
- ▶ Produce and disseminate tools and resources which transform data into information and knowledge that guides public health action
- ▶ Develop and apply analytic and presentation methodologies that inform population health monitoring.

Strategic Direction #3

Enable policy, program and practice action

PHO will be a catalyst to guide decision-making with the latest evidence and decrease the time between discovery and the application of new knowledge.

To help turn new knowledge into action we will:

- ▶ Synthesize and disseminate knowledge and leading practices in public health to accelerate their application into practice
- ▶ Provide evidence and tools to influence policy and program development
- ▶ Build skills, capacity and competencies in Ontario's health workforce to face tomorrow's public health issues.



Strategic Direction #4

Advance public health evidence and knowledge

Today's public health issues are increasingly complex. New systematic approaches are needed to explore and explain the intricacies, connections and interactions amongst the many variables that contribute to health and disease, and inform the development of new and more effective ways to protect and promote health and prevent disease.

With its interdisciplinary scientific staff and extensive partnerships, PHO is uniquely situated to:

- ▶ Lead the generation of new public health knowledge in priority areas
- ▶ Develop innovative approaches and methodologies for public health implementation science
- ▶ Evaluate and enhance complex population health interventions.

Strategic Direction #5

Engage our great people and exceptional teams in building a stronger PHO

PHO has quickly evolved from a small start-up agency to a large and diverse organization. With this strategic plan we have an opportunity to focus on what we have in common and what we are here to achieve together in order to create a cohesive workplace that will enable us to better serve and support each other and our clients.

To build a stronger PHO that will result in a more seamless and satisfactory client experience, we will:

- ▶ Increase connectedness and enhance communication to cultivate a strong and cohesive organizational culture
- ▶ Support learning, individual and team development and build leadership capacity
- ▶ Foster a culture of health, safety and wellness that enhances the quality of work life and organizational performance.

Enablers for Success

To achieve the goals set out in this plan, key supports will help us be agile and responsive as we continue to evolve our organization and implement change to advance public health knowledge and practice.

- ▶ Governance, accountability and performance
- ▶ Change management
- ▶ Privacy and information management
- ▶ Strategic partnerships and alliances
- ▶ Better integration of regional perspectives and diverse capacity
- ▶ Organizational capacity, systems and infrastructure Investments

Public Health Ontario (PHO) is a Crown corporation dedicated to protecting and promoting the health of Ontarians and reducing inequities in health. As a hub organization, PHO links public health practitioners, front-line health workers and researchers to the best scientific intelligence and knowledge from around the world.

We provide expert scientific and technical advice and support to clients working in public health, health care, government and related sectors. Our activities span:

Areas of Expertise

- ▶ Chronic Disease Prevention
- ▶ Environmental Health
- ▶ Infectious Disease
- ▶ Microbiology
- ▶ Emergency Preparedness
- ▶ Health Promotion
- ▶ Injury Prevention
- ▶ Occupational Health

PHO Services

- ▶ Advice, Consultation and Interpretation
- ▶ Information Management
- ▶ Library Services
- ▶ Professional Development and Education
- ▶ Research, Ethics and Evaluation
- ▶ Communication and Knowledge Exchange
- ▶ Knowledge Synthesis, Tool and Best Practices Development
- ▶ Public Health Laboratory Services
- ▶ Surveillance and Population Health Assessment

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