

Algoma Public Health Strategic Plan 2015-2020



Together we can...



Algoma

PUBLIC HEALTH

Santé publique Algoma

Message from Your Board of Health

We are pleased to share this Strategic Plan for Algoma Public Health. It represents our commitment to our communities, our partners and each other. The Plan will guide our work over the next five years.

Algoma Public Health is proud to have developed a Strategic Plan with extensive input and consultation. Through careful consideration and innovation, we have produced a Plan that reflects who we are and what we need to do to serve our communities.

Our Strategic Plan is the 'road map' by which our organization makes choices that will move toward the desired future. The Plan helps us to be clear about why we exist, what we want to become in the future, how we will get there, and what choices we will need to make about where we spend our time and resources.

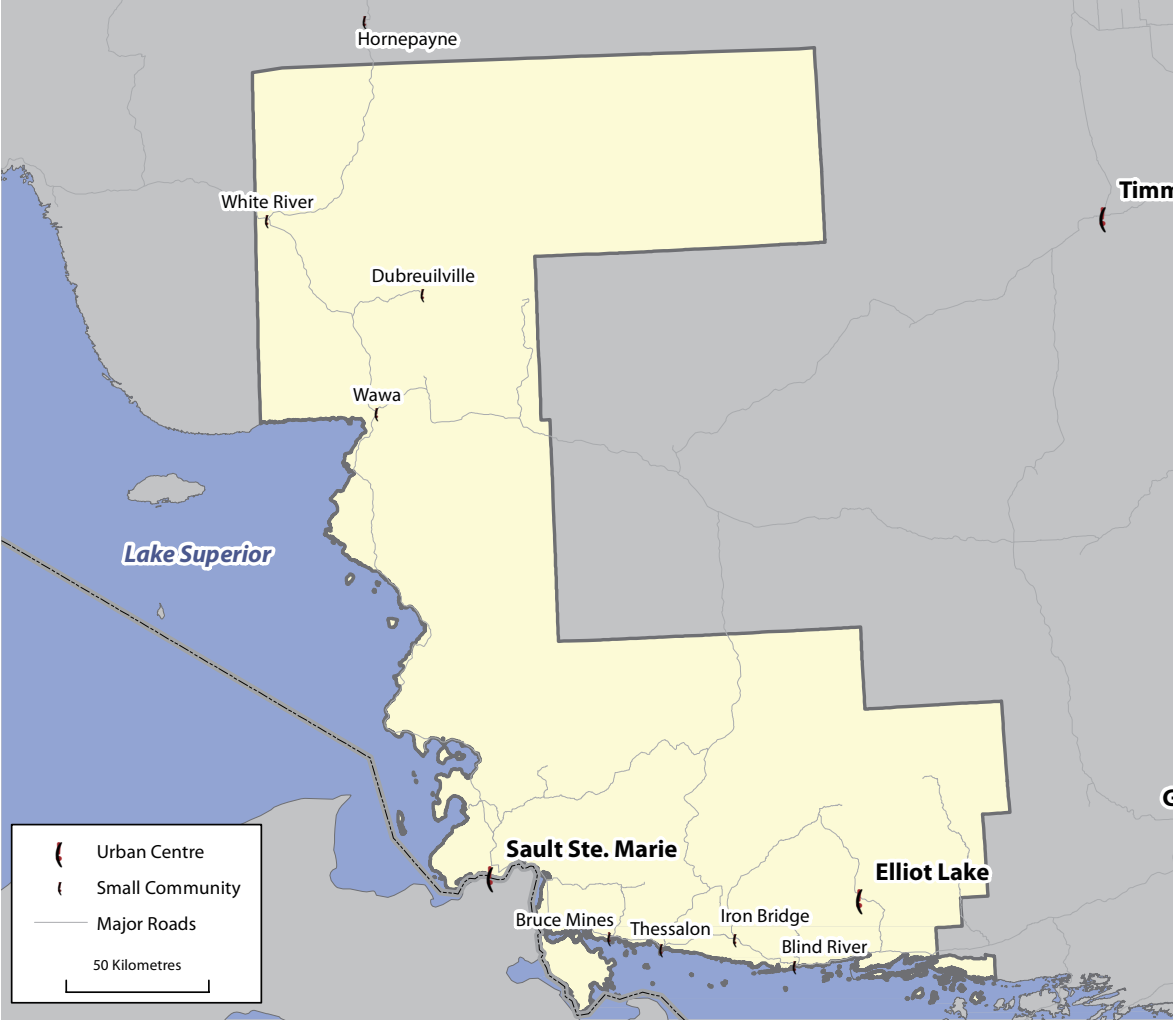
We invite you to join Algoma Public Health as we create and sustain healthy communities, together.

Algoma Public Health (APH) is a public health agency committed to improving health and reducing social inequities in health through evidence-informed practice.

APH has a main office in Sault Ste. Marie and three offices in the Algoma district: Blind River, Elliot Lake and Wawa. We have 200 employees who deliver provincially legislated public health services and community programs. We are governed by an autonomous Board of Health and have strong community partnerships throughout the Algoma district.

APH is one of 36 non-profit public health agencies funded by local and provincial governments.

We work with individuals, families and community partners to promote and protect health and to prevent disease.



Algoma Public Health is an important Partner in the education of our youth.

*Marc Gauthier, Director of Education
Conseil scolaire public du Grand Nord de l'Ontario*



Vision:

Together, we create and sustain healthy communities.

Mission:

Together with our communities, Algoma Public Health is a leader in promoting and protecting health and well-being.



VALUES AND GUIDING PRINCIPLES

Excellence	<ul style="list-style-type: none">• We commit to providing high quality, evidence-informed services• We strive for continuous quality improvement• We support ongoing employee development
Respect	<ul style="list-style-type: none">• We treat everyone with dignity• We seek to understand and include all points of view• We embrace a caring and safe work environment• We act with awareness and sensitivity to the diverse cultural communities of Algoma
Accountability & Transparency	<ul style="list-style-type: none">• We act responsibly with our use of public resources• We take ownership for our actions• We support and encourage open communication
Collaboration	<ul style="list-style-type: none">• We value working together• We cooperate with one another, with external stakeholders and with our clients and communities• We empower the people of Algoma to improve their health

Improve Health Equity

Health equity is about leveling the playing field so that everyone has the resources they need to have the best health outcome possible. To advance health equity we will work with clients and community partners to advocate and support the improvement of health, economic and social conditions in the district of Algoma.

Together we will...

- Develop and implement a client engagement framework by connecting with priority populations and identifying appropriate strategies to guide programs and practices that respond to population health needs
- Enhance employee skills and competencies to advance health equity work by knowledge acquisition and application to public health practice
- Engage community partners in a health equity strategy

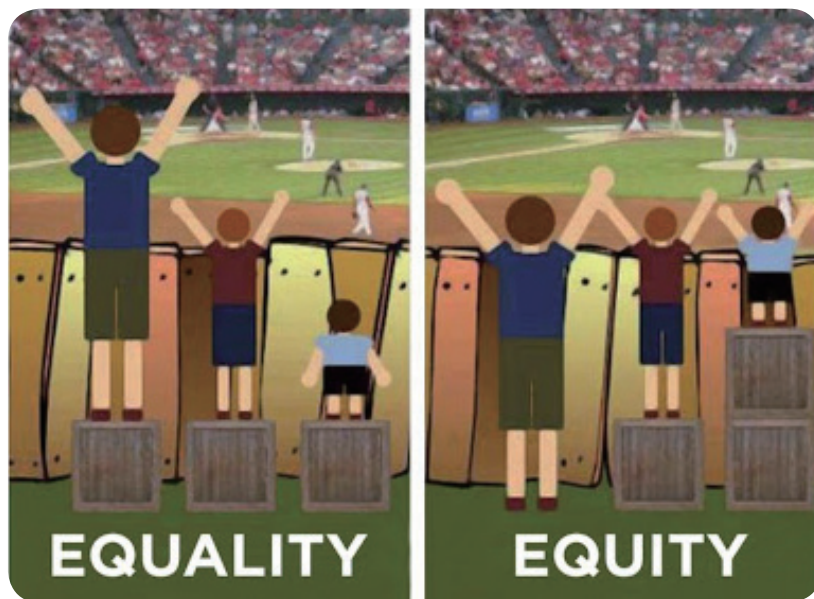


Photo Source: <http://uwpxdx.blogspot.ca/2013/07/measuring-up-assessing-ourselves-on.html>

The member First Nations of the North Shore Tribal Council and the partner sites of Mniwoeyaa Community Health Access Centre which encompasses the Aboriginal population residing in Sault Ste. Marie are forging friendly and trusting relationships with Algoma Public Health.

We are looking forward to working collaboratively with them within mutual respectful relationships on the Community Healthy Kids Challenge as well as the development of a Relationship Framework which will lead to partnerships in service and program delivery. Public health is a fundamental component of health care within our First Nations and we are encouraged to working with the APH in future endeavours.

*Gloria Daybutch, Health Director,
Mamaweswen, the North Shore Tribal Council*

Collaborate Effectively

Improving health is a shared responsibility. Through effective collaboration we will strengthen our relationships with key stakeholders and collectively impact priority areas. To improve health outcomes we will work with our partners across all sectors to influence healthy public policy.

Together we will...

- Commit to Continuous Quality Improvement of information management to enhance client service
- Enhance employee knowledge of APH programs and services to improve health outcomes
- Foster the development of new and existing partnerships to enable the identification of population health priorities
- Effectively market and promote APH programs and services



We highly value our partnership with APH. We know that outstanding health and healthcare depends on all providers working together. APH plays a unique and important role in our system and is seen as the leader of health promotion, education and prevention. We are excited about the improvements ahead for health and health services in Algoma and look forward to working with the APH and other partners and the people of Algoma to make improved health and healthcare a reality.

*Ron Gagnon, President & CEO,
Sault Area Hospital*

Be Accountable

Our goal is to foster a work environment at APH where board members and employees ensure that precious health care resources are used efficiently within the communities we serve. This will be achieved through strong agency governance and enhanced transparency.

Together we will...

- Develop and implement consistent program planning
- Develop and publish stakeholder reports
- Improve operational efficiency
- Enhance employee accountability
- Enhance board accountability



Our partnership with Algoma Public Health supports our Board's strategic priorities of Achievement, Well-being and Engagement, as we collaborate to deliver information, programs, immunizations and services. We have a shared understanding that through supporting the physical, mental and social well-being of our learners, we can increase their academic achievement, their overall health and their opportunities for success as "confident learners, caring citizens.

*Lucia Reece, Director of Education
Algoma District School Board*

Enhance Employee Engagement

By investing in our employees we will enhance employee engagement and provide the best service for our communities. Our goal is to have employees who are involved, committed and proud to work at Algoma Public Health.

Together we will...

- Assess and improve employee engagement
- Invest in employee development
- Enhance worksite wellness



Algoma Public Health and Group Health Centre work together to provide preventative care and harm reduction services to the patients of SSM and Algoma. Algoma Public Health also supports the mission of the Group Health Centre by reliably tracking communicable diseases; ensuring rapid communication of and response to critical health alerts; and providing research and analysis to support system-level decision making that has a direct impact on patient care.

*Alex Lambert, CEO
Group Health Centre*

Next Steps

The Board of Health and employees of Algoma Public Health are committed to implementing the Strategic Directions. Engagement across the organization, and with partners and stakeholders, will be the basis for us to move forward and achieve our mission.

Algoma Public Health would like to celebrate the tremendous contributions made by employees and acknowledge their commitment to the implementation of the Strategic Directions. Committees have been established to advise and oversee planned initiatives for each direction. Each of the four Strategic Direction Committees have established terms of reference that will guide their activities over the next five years. The Committees ensure ongoing employee representation and transparency for achieving our commitment to our communities. An annual operational plan will be developed for each Strategic Direction that outlines the specific activities and responsibilities associated with achieving key milestones.

We look forward to reporting on the achievements of the Strategic Directions on an annual basis to the community.

The Huron-Superior Catholic District School Board values the partnership it has established with the Algoma Public Health and the information it receives from the unit. Collaborating with Algoma Public Health helps us to keep the mental health and well-being of our students and staff in the foreground, and create safe and healthy learning and working environments for all our students and employees. These are important strategic goals our Board has highlighted.

*John Stadnyk, Director of Education,
Huron-Superior Catholic District School Board*



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VALUES
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Accountability & Transparency
Collaboration



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To foster a work environment at Algoma Public Health where board members and employees ensure precious health care resources are used efficiently within the communities we serve.


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 2. Invest in employee development
 3. Enhance worksite wellness

Glossary

KEY TERMS IN PUBLIC HEALTH

Public health - An organized approach aimed at improving health, prolonging life and improving the quality of life among whole populations through health promotion, disease prevention and other forms of health interventions. (World Health Organization)

Population health - An approach to health that aims to improve the health of the entire population and to reduce health inequities among population groups. In order to reach these objectives, it looks at and acts upon the broad range of factors and conditions that have a strong influence on our health (See 'Social Determinants of Health'). (Public Health Agency of Canada)

Evidence-informed public health - The process of distilling and disseminating the best available evidence from research, context and experience, and using that evidence to inform and improve public health practice and policy. Put simply, it means finding, using and sharing what works in public health. (National Collaborating Centre for Methods and Tools)

Continuous Quality Improvement - "CQI" refers to a continuous and ongoing effort, through the use of a deliberate and defined process, to achieve measurable improvements in the efficiency, effectiveness, performance, accountability, outcomes, and other indicators of quality services or processes that achieve equity and improve the health of the community. (Centers for Disease Control and Prevention)

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COMPONENTS OF A STRATEGIC PLAN

Strategic Planning - A process that identifies priorities that are essential to the organization's purpose and appropriate for its environment.

Mission - A mission statement describes what we do, for whom, and for what benefit.

Vision - A vision statement describes the desired or preferred future.

Values and Guiding Principles - Values are statements of beliefs about how an organization will operate. Guiding principles provide specification of what our values will look like in practice. Our values and guiding principles are fundamental to achieving our mission and vision.

Strategic Directions – Identify what must be done in order to fulfill our vision and accomplish our mission. Strategic directions are areas of emphasis that are critical to making progress for the organization as a whole. Strategic directions enhance our existing commitment to delivering our programs and services and working with partners, clients and communities to respond to emerging issues.

COMPONENTS OF OUR STRATEGIC DIRECTIONS

Health Equity - Health equity means ensuring equal opportunities for good health for everyone. It means that all people, irrespective of ethnic or socio-economic status, sex or age, have equal opportunity to develop and maintain health through fair and just access to resources for health. Inequities are differences in health outcomes that are avoidable, unfair and systematically related to social inequality and disadvantage.

Priority Populations - Groups or communities that experience an increased burden of illness, increased risk for adverse health and socially-produced health inequities, and those who may experience barriers in accessing public health or other health services.

Social Determinants of Health - The health of individuals and communities is significantly influenced by the social and economic conditions in which people live, the physical environment and the complex interactions between these factors. These collective influences are distinct from individual characteristics such as genetic make-up or personal health and lifestyle practices which also affect health. Social determinants include: income, education and literacy; conditions of early child development; social support and connectedness; employment and working conditions; physical environment and housing; access to health and social services; and issues of gender, class, racism and social exclusion.

Collaboration - Refers to individuals, programs or organizations working jointly to achieve a desired outcome.

Stakeholders - A person, group or organization that is affected by a course of action.

Accountability - The obligation of an individual or organization to account for its activities, accept responsibility for them, and to disclose the results in a transparent manner. It also includes the responsibility for money or other entrusted property.

Engagement - The state of being engaged; greatly interested; committed.

Steering Committee & Contributors

Dr Kimberley Barker	Tracey McClelland
Jonathon Bouma	Justin Pino
Sherri Cleaves	Antionette Tomie
Connie Free	Leonardo Vecchio
Brenda Laframboise	Laurie Zeppa

Implementation Planning Sub-Committee Members

IMPROVE HEALTH EQUITY	COLLABORATE EFFECTIVELY	BE ACCOUNTABLE	ENHANCE EMPLOYEE ENGAGEMENT
Laurie Zeppa (Chair)	Connie Free (Chair)	Justin Pino (Chair)	Antionette Tomie (Chair)
Deborah Antonello	Jon Bouma	Alana Brassard	Carla Breton
Corina Artuso	Melinda Bruno	Jenna Dickson	Blythe Carota
Carolyn Boivin	Donna Caputo	Mary Dubreuil	Sherri Cleaves
Hannele Dionisi	Samantha Dunn	Bill Grawbarger	Lindsay Fera
Jocelyn Doucet	Kristy Harper	Karen Hooey	Jennifer Flood
Megan Kutschke	Lori Lambert	Shannon Johnson	Melinda Freer
Brenda Laframboise	Michelle Turco	Carolyn Kargiannakis	Cathy Hill
Emma MacDonald	Catherine Willet	Helen Kwolek	Suzanne Irwin
Tim Murphy		Tracey McClelland	Melanie Lees
		Lisa Millroy	Jennifer Miller
		Leslie Wright	Kelly Murray
			Nick Roscoe
			Sarah Ruschpler

Susan Snelling of Social Research Consulting assisted the Steering Committee with the strategic planning process.

Christina Luukkonen and Trina Mount provided meeting coordination for the Committee.

We thank our community partners who gave valuable feedback through surveys and interviews.

Algoma District School Board	Corporation of the City of Sault Ste. Marie	OPP East Algoma
Algoma District Services Administration Board	<ul style="list-style-type: none"> Sault Ste. Marie Park and Recreation Sault Ste. Marie Police Services 	OPP North East Algoma
Algoma Family Services	Counselling Centre of East Algoma	Sault Area Hospital
Algoma University	Garden River First Nation	Sault College
Blind River District Health Centre	Group Health Centre	Sault Ste. Marie Dental Society
Children's Rehabilitation Centre Algoma	Huron Shores Family Health Team	St. Joseph Hospital - Elliot Lake
Children's Aid Society of Algoma	Huron Superior District School Board	Wawa Family Health Team
North East Community Care Access Centre	Lady Dunn Health Centre - Wawa	White River Medical Centre
Community Living Algoma	Michipicoten First Nation	
Conseil Scolaire Catholique du Nouvel-Ontario	Ontario Ministry of the Environment Nog Da Win Da Min	
Conseil Scolaire Public du grand nord de l'Ontario	North East Local Health Integration Network	
	North Shore Tribal Council	

The employees of Algoma Public Health who contributed to the Strategic Plan through surveys, focus groups, contests, challenges, questions and great ideas.

Together we can...

Appendix B: STRATEGIC PLANNING PROCESS

Between February 2014 and October 2014, we followed a comprehensive and consensus-based process that guided us through development of a revised mission statement, vision statement, values and guiding principles, and strategic directions.

1. Setting the Stage for Success

A Steering Committee for the Strategic Planning process was established, with representation from senior leadership, management and staff. A consultant with experience in strategic planning in public health was engaged to assist the Committee with the planning process. We discussed the scope of the project and our plan for communication, so that employees across Algoma Public Health would be informed, involved and invested in strategic planning.

2. Situation assessment – Where have we been; where are we now?

An assessment of the past and current situation was undertaken by the consultant with direction from the Steering Committee. Consultations involved review of key documents that describe the purpose, vision, mission, structures, activities, outcomes, and current status of Algoma Public Health and the external context; review of Client-Centred Care survey results; interview (n=11) and online survey (n=22) consultations with external partners and stakeholders; interview consultation with Board members; online survey and focus group consultation with all employees; and focus group consultation with the management team.

The results of the situation assessment were used as a basis for understanding and decision-making by the Steering Committee.

3. Strategic direction – Where do we want to be?

This stage of intensive work by the Steering Committee involved a 'Strategic Planning Primer' presentation to all employees; additional focus group and online survey consultation with all staff and management, and a review of the situation assessment results. Out of this process came new mission and vision statements; new values and guiding principles; and the development of four strategic directions that are critical to achieving the mission and fulfilling the vision.

4. Implementation planning -- How do we get there?

Once the Strategic Directions had been identified, four direction-focused sub-committees were established, composed of an Executive team member lead, at least one manager and at least one staff from the Steering Committee, and employees who expressed an interest in planning activities related to each of the directions. The recommendations of the sub-committees were considered by an expanded Strategic Planning Steering Committee, including the original members plus members of the sub-committees. The result was a Strategic Plan with specific activities or initiatives identified to operationalize the Strategic Directions and move the organization forward.

5. Management and monitoring -- How will we know how we are doing?

The implementation sub-committees recommended indicators that would answer the questions: How will we know if we are progressing according to our plan? What signposts and deliverables will be evident?

With the completion and approval of the Strategic Plan, the Strategic Planning Steering Committee has transitioned to Direction-specific Strategic Plan Committees, overseen by the Executive team. The Committees, together with the Board of Health, will monitor progress on the Strategic Directions.



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