Strategic Priorities: Narrative Report

Performance Monitoring Plan

2013
2017

April 2017
Introduction

The Sudbury & District Health Unit’s (SDHU) 2013–2017 Strategic Plan includes five Strategic Priorities that represent areas of focus. These priorities steer the planning and delivery of public health programs and services, learning activities, and partnerships. This Narrative Report is provided to the Board of Health three times a year as a component of the 2013–2017 Performance Monitoring Plan.

Division Directors seek out program or service narrative topics from staff at key points throughout the year. Selected narratives are then reported to the Board of Health in the spring, summer, and fall of every year. It’s important to note that narratives do not reflect a specific reporting timeline. Rather, they represent an ongoing monitoring component of our 2013–2017 Strategic Plan.
Advocating for a Basic Income Guarantee to Promote Optimal Health for All

People with low income are at far greater risk of preventable chronic conditions such as cancer, diabetes, heart disease, and mental illness. A livable income through initiatives such as the Basic Income Guarantee can improve economic security to support all citizens in achieving their optimal health.

In October 2015, the Board of Health approved a motion recognizing that a Basic Income Guarantee has the potential to help eliminate poverty. In October 2016, the Board commended the provincial government for announcing steps to undertake a Basic Income Guarantee pilot. The Health Unit also contributed to provincial consultations on implementing the Basic Income Guarantee by:

- Participating in a local public consultation session in December 2016.
- Encouraging staff and SDHU teams to complete consultation surveys.

Together, Board of Health members and staff continue to advocate to the province to increase economic security and, ultimately, reduce health inequities for all Ontarians.

Strategic Priority: Champion and lead equitable opportunities for health

1. Advocate for policies that address health equity
2. Reduce social and economic barriers to health
3. Address a broad range of underlying factors that impact health
4. Support all communities to reach their full health potential
SDHU’s Baby-Friendly Initiative Journey

The SDHU has partnered with Health Sciences North to carry out collaborative activities as part of the Baby-Friendly Initiative (BFI). BFI is a community based strategy that has been shown to improve the health and well-being of children and families by increasing the number of women who start breastfeeding as well as the length of time they maintain breastfeeding.

The hospital has been a member of the SDHU’s BFI network from the start, but a unique opportunity arose when a labour and delivery nurse from Health Sciences North (BFI lead for the hospital) accepted a BFI lead position at the Health Unit. An agreement between the agencies allows the nurse to continue to work at the hospital in the BFI lead role strengthening the continuum of care for mothers and infants in our community, while reinforcing essential partnerships in this community based strategy.

This partnership has positively influenced culture in our community, provided a stronger support base for breastfeeding, and improved the delivery of health services for infants and their families. In addition, this partnership will continue to inspire the entire community on our journey toward baby friendliness and normalizing breastfeeding.

Strategic Priority: Strengthen relationships

- Invest in relationships and innovative partnerships based on community needs and opportunities
- Help build capacity with our partners to promote resilience in our communities and neighbourhoods
- Monitor our effectiveness at working in partnership
- Collaborate with a diverse range of sectors
Ridgecrest Playground Research Study – Utilizing Evidence to Promote Accessible Playgrounds

Ridgecrest Park was the first neighbourhood playground in Greater Sudbury that was redesigned to be fully accessible for people with disabilities. Laurentian University and the Sudbury & District Health Unit partnered together to study the impact of this unique space on individuals, families and the community. Both qualitative and quantitative data were collected via key informant interviews, household questionnaires, and park intercept surveys. Results of the study demonstrated that the new playground improved accessibility for people with disabilities as well as strengthened the sense of community within this neighbourhood, even by those who did not use the space. The most frequently reported benefits of playground use were increased social connections, family time, and enjoyable time spent outdoors.

This is one example of where research can shape public health practice, in particular, public health promotion and advocacy efforts. The role of public health in the promotion of playgrounds has traditionally been aimed at increasing rates of physical activity within the population. The findings of this study support a broader role for public health in the advocacy and promotion of inclusive and accessible playgrounds, to impact the social and emotional health of people of all abilities, and improve the neighbourhoods in which they live.

Strategic Priority: Strengthen evidence-informed public health practice

- Implement effective processes and outcomes to use and generate quality evidence
- Apply relevant and timely surveillance, evaluation, and research results
- Exchange knowledge internally and externally
Youth in Crisis: Employability Partnership With the Sudbury Food Bank

In 2016, the Banque d’aliments Sudbury Food Bank (BDSFB) created a community training kitchen that offered a hands-on program that teaches participants healthy meal preparations and food safety skills in a simulated industrial kitchen setting. To launch this new kitchen, the BDSFB engaged community partners, including staff in the SDHU’s Environmental Health Division, to deliver a program that encourages youth from various local community agencies to participate. The goal of the program is to increase their skills to find and keep employment in the food industry. The program also empowers participants to use these skills in their own homes.

Between September and December 2016, eight different community groups took part in this initiative. Using non-traditional means of delivering food skills and food safety messaging, 30 participants were effectively taught healthy behaviours and became certified food handlers.

The success of this program and the increased opportunities for local community agencies has led the BDSFB to partner again with the Health Unit in 2017 to deliver more sessions.

Strategic Priority: Support community actions promoting health equity

- Facilitate diverse community engagement
- Support awareness, education, advocacy and policy development at local, provincial, and federal levels
- Tailor programs and services to reflect community voices and needs
- Seek community input on issues that impact health equity
Risk Management @ SDHU

In the spring of 2016, the Sudbury and District Board of Health and members of Senior Management proactively initiated a risk management process with support from the Treasury Board Secretariat.

The Health Unit was one of the first public health organizations in Ontario to adopt and implement a five-step risk management process, which resulted in the development of an organization wide risk management framework, related policy, and a risk management plan—all of which were approved by the Board of Health in October 2016. The risk management plan ensures that the SDHU has a framework to systematically identify and assess risks and controls, and evaluate, monitor, and report the risks regularly.

The Health Unit’s organization wide risk management plan, which includes a progress update that highlights the mitigation strategies that are put in place to reduce risks, is reported to the Executive Committee quarterly and reported annually to the Board of Health.

Management teams are currently completing division specific risk assessments and will monitor their risks regularly.

Strategic Priority: Foster organization-wide excellence in leadership and innovation

- Cultivate a skilled, diverse, and responsive workforce
- Promote staff engagement and support internal collaboration
- Invest resources wisely
- Build capacity to support staff and management core competencies
- Ensure continuous improvement in organizational performance
- Promote a learning organization
Vision
Healthier communities for all.

Mission
Working with our communities to promote and protect health and to prevent disease for everyone.

Values
Accountability, Caring Leadership, Collaboration, Diversity, Effective Communication, Excellence, Innovation

Strategic Priorities
Champion and lead equitable opportunities for health
Strengthen relationships
Strengthen evidence-informed public health practices
Support community actions promoting health equity
Foster organization-wide excellence in leadership and innovation

Organizational Standards
Ontario Public Health Standards
Community Needs and Local Context

Leadership Excellence
Partnership and Collaboration Excellence
Program and Service Excellence
Organizational Excellence
Workforce Excellence

Foundational Pillars

Key Drivers

Strengths

2013–2017 Sudbury & District Board of Health Strategy Map

WINTER
Annual Performance Monitoring Report*

SPRING
Strategic Priorities: Narrative Report

SUMMER
Strategic Priorities: Narrative Report

FALL
Strategic Priorities: Narrative Report

* Includes Strategic Priority Narratives “roll-up”, Organizational Standards Compliance Report, Accountability Indicator Compliance Report, and SDHU-Specific Performance Monitoring Indicators Report