



Board of Health Executive Committee Meeting

Thursday, April 6, 2023

9:30 a.m. to 11:30 a.m.

Virtual Meeting

AGENDA
BOARD OF HEALTH EXECUTIVE COMMITTEE
THURSDAY, APRIL 6, 2023, AT 9:30 A.M.
VIRTUAL

MEMBERS:	Claire Gignac Mark Signoretti	René Lapierre Natalie Tessier	Ken Noland
STAFF:	Hélène Leroux	France Quirion	Dr. Penny Sutcliffe
GUESTS:	Krista Galic	David Groulx	Renée St Onge

1. **CALL TO ORDER**
2. **ROLL CALL**
3. **ELECTION OF BOARD EXECUTIVE COMMITTEE CHAIR FOR 2023**

MOTION: *THAT the Board of Health Executive Committee appoint _____ as the Board of Health Executive Committee Chair for 2023.*

4. **REVIEW OF AGENDA / DECLARATION OF CONFLICT OF INTEREST**
5. **APPROVAL OF BOARD OF HEALTH EXECUTIVE COMMITTEE MEETING NOTES**
 - 5.1 **Board of Health Executive Committee Meeting Notes dated October 20, 2022***

MOTION: *THAT the meeting notes of the Board of Health Executive Committee meeting of October 20, 2022, be approved as distributed.*

6. **NEW BUSINESS**

6.1 Strategic Planning

6.1.1 Background:

- alPHa Governance Toolkit excerpt: Role of Board of Health in Strategic Planning *
- History of Public Health Sudbury & Districts Strategic Plan *
- Public Health Sudbury & Districts 2018-2022 Strategic Plan *
- Previous Strategic Plan Engagement Plan *
- Environmental Scan

6.1.2 Informing the engagement approach for the next Strategic Plan

- SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis
- Reflection and Discussion
- Mapping the Engagement Approach

6.1.3 Next steps

7. **ADJOURNMENT**

MOTION: *That we do now adjourn. Time: _____ p.m.*

*attached



MINUTES
BOARD OF HEALTH EXECUTIVE COMMITTEE
THURSDAY, OCTOBER 20, 2022 – 2:00 P.M.
VIRTUAL MEETING

BOARD MEMBERS PRESENT

Claire Gignac
René Lapierre

Jeffery Huska
Ken Noland

Robert Kirwan

STAFF MEMBERS PRESENT

Dr. Penny Sutcliffe

France Quirion

Rachel Quesnel

J. HUSKA PRESIDING

1. CALL TO ORDER

The meeting was called to order at 2:07 p.m.

2. ROLL CALL

3. REVIEW OF AGENDA / DECLARATION OF CONFLICT OF INTEREST

The agenda was reviewed and approved as circulated. There were no declarations of conflict of interest.

4. APPROVAL OF BOARD EXECUTIVE COMMITTEE MEETING NOTES

4.1 Board Executive Committee Meeting Notes dated July 13, 2022

06-22 APPROVAL OF BOARD OF HEALTH EXECUTIVE COMMITTEE MEETING NOTES

MOVED BY KIRWAN – LAPIERRE: THAT the meeting notes of the Board of Health Executive Committee meeting of July 13, 2022, be approved as distributed.

CARRIED

5. NEW BUSINESS

- Personal matters about an identifiable individual, including municipal or local board employees

07-22 IN CAMERA

MOVED BY GIGNAC – NOLAND: THAT this Board of Health Executive Committee goes in camera to deal with personal matters about an identifiable individual, including municipal or local board employees.. Time: 2:10 p.m.

CARRIED

08-22 RISE AND REPORT

MOVED BY LAPIERRE – GIGNAC: THAT this Board of Health Executive Committee rises and reports. Time: 2:52 p.m.

CARRIED

It was reported that one personal matter about an identifiable individual, including municipal or local board employees was discussed and one motion emanated:

09-22 APPROVAL OF BOARD OF HEALTH EXECUTIVE COMMITTEE IN-CAMERA MEETING NOTES

MOVED BY NOLAND and KIRWAN: THAT this Board of Health Executive Committee approve the meeting notes of the July 13, 2022, in-camera meeting and that these remain confidential and restricted from public disclosure in accordance with exemptions provided in the Municipal Freedom of Information and Protection of Privacy Act.

CARRIED

6. ADJOURNMENT

10-22 ADJOURNMENT

MOVED BY LAPIERRE – KIRWAN: THAT we do now adjourn. Time: 2:54 p.m.

CARRIED

(Chair)

(Secretary)

APPROVAL OF BOARD OF HEALTH EXECUTIVE COMMITTEE MEETING NOTES

MOTION: THAT the meeting notes of the Board of Health Executive Committee meeting of October 20, 2022, be approved as distributed.



alPHa Board of Health Governance Toolkit: Strategic Oversight and Planning

The BOH's role is primarily one of strategic oversight. Strategic oversight consists of:

- setting the mission, vision and values of the BOH.
- setting strategic directions in a plan (i.e. future plan + measurable actions over a time period).
- approving major decisions that impact the direction of the health unit.

Mission, Vision, Values

Mission	A concise statement of health unit's purpose, who it serves and why.
Vision	A statement describing the health unit's strategic direction (future plan) over a period of time.
Values	Statements of fundamental principles on which health unit operates.

Source: [Guide to Corporate Governance](#), Saskatchewan Ministry of Health

In approving major decisions, the BOH must be aware of the big picture and understand how decisions affect the big picture over a long-time horizon. Rather than getting involved in day-to-day decision-making or operational issues, the BOH should have confidence in the MOH/CEO's ability to make sound decisions that serve the health unit's goals and objectives. The BOH is responsible for ensuring that the MOH/CEO understand the strategic direction of the health unit.

Under the OPHS Organizational Requirements (#8), BOHs must have a strategic plan in place:

The board of health shall have a strategic plan that establishes strategic priorities over 3 to 5 years, includes input from staff, clients, and community partners, and is reviewed at least every other year.

Strategic planning is a continuous and systematic process in which a BOH identifies, monitors and measures its future outcomes over a specified timeframe. It includes defining specific goals and success for the health unit, and developing policies, framework and approach for achieving those goals.



This table shows the different roles played by the BOH and MOH/CEO in the strategic planning process:

The Strategic Planning Process	
Board of Health Role & Responsibilities	MOH/CEO Role & Responsibilities
<ul style="list-style-type: none"> Ensures strategic planning process is conducted. 	<ul style="list-style-type: none"> Conducts strategic planning process
<ul style="list-style-type: none"> Approves strategic planning process 	<ul style="list-style-type: none"> Conducts research, develops policies, writes strategic plan.
<ul style="list-style-type: none"> Reviews and approves strategic plan. 	<ul style="list-style-type: none"> Implements strategic plan
<ul style="list-style-type: none"> Monitor plan's implementation, annually review plan & recommend adjustments. 	<ul style="list-style-type: none"> Executes board of health's recommended actions following review of plan.

There are two generally accepted approaches to strategic planning: goals-based and issues-based. According to [Management Help](#), goals-based (or vision-based) planning works from the future to the present. A time in the future is chosen and the strategic plan identifies goals to be achieved by that time. Goals-based planning is therefore usually based on the long-range such as three to five years from the present. Issues-based planning, however, begins at the present and works to the future. Major issues faced by the organization at the moment are identified and actions to address the issues are laid out. Issue based plans are usually for the short-range; one year is typical.

Which approach a BOH uses—goals-based or issues-based—depends on the board's situation. Issues-based planning is done when a board has very limited funding and human resources or if there are many current issues that need to be dealt with sooner rather than later. This kind of planning is often done for organizations that are new, i.e. one to two years old. Although there are other types of strategic planning—such as Balanced Scorecard, PEST Model (Political, economic, sociocultural + technological) and Needs Assessment—they tend to start with a goals-based approach.

Most of the time, BOHs will undertake a goals-based strategic planning process. This is a cycle comprised of nine steps:

1. Planning the process
2. Conducting an environmental or SWOT (Strengths, Weaknesses, Opportunities + Risks) review.
3. Writing/reviewing the health unit's vision, values and mission.
4. Identifying and confirming programs and services delivered.
5. Establishing goals
6. Developing operational plan(s) and completing performance measurement (i.e. for staff to manage).
7. Writing a draft strategic plan
8. Reviewing and approving the strategic plan.
9. Implementing, monitoring and reporting

BOH GOVERNANCE TOOLKIT



Strategic planning processes can be led by external consultants who can provide additional objective expertise to the board. The links below will lead you to a sample of consultants' commercial open-data websites that offer free tools and information on strategic planning. These tools and information may be of assistance if opened/used with discretion.

Framework for a Basic Strategic Plan Document (by Authenticity Consulting, LLC)

Strategic Planning Toolkit (by Conscious Governance)



2002 - 2004

Mission

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

Vision

Healthy communities in which the SDHU plays an essential role.

Strengths

- > Collaboration
- > Confidence
- > Reflection
- > Caring leadership
- > Innovation
- > Passion
- > Effective communication
- > Commitment

Strategic Directions

1. Invest in health unit development
2. Foster a healthy workplace
3. Promote and practice being a learning organization
4. Focus on the broader determinants of health
5. Ensure organizational alignment

2006 - 2008

Mission

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

Vision

Healthier communities in which the Sudbury & District Health Unit¹ plays a *key* role.

¹ Organization name change from Sudbury & District Health Unit to Public Health Sudbury & Districts in 2018.

Vision Elements: by 2008 we will have:

- > A visibly active, caring community
- > A model partnering organization
- > A healthy, protected environment
- > Informed, involved citizens
- > Equitable access to opportunities for health

Strengths & Values

- > Collaboration
- > Confidence
- > Reflection
- > Caring leadership
- > Innovation
- > Passion
- > Effective communication
- > Commitment

Strategic Directions

1. Intensify partnerships to address public health issues
2. Increase connections with neighbourhoods and communities
3. Enhance population health approaches
4. Increase community voices for public health
5. Expand the use of a social marketing framework

2010 - 2012

Mission

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

Vision

Healthier communities in which the Sudbury & District Health Unit plays a key role.

Strengths & Values

- > Collaboration
- > Reflection
- > Innovation
- > Effective communication
- > Confidence
- > Caring leadership
- > Passion
- > Commitment

Strategic Priorities

1. Champion equitable opportunities for health in our communities.
2. Strengthen relationships with priority neighbourhoods and communities, and strategic partners.
3. Strengthen the generation and use of evidence-informed public health practices.
4. Support community voices to speak about issues that impact health equity.
5. Maintain excellence in leadership and agency-wide resource management as key elements of an innovative learning organization.

2013 - 2017

Mission

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

Vision

Healthier communities *for all*.

Values

- > Accountability
- > Diversity
- > Effective communication
- > Excellence
- > Collaboration
- > Innovation
- > Caring leadership

Strategic Priorities

1. Champion and lead equitable opportunities for health
2. Strengthen Relationships
3. Strengthen evidence-informed public health practice
4. Support community actions promoting health equity
5. Foster organization-wide excellence in leadership and innovation

2018 - 2022

Mission

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

Vision

Healthier communities for all.

Values

- > Humility
- > Trust
- > Respect

Strategic Priorities

1. Equitable opportunities
2. Meaningful relationships
3. Practice excellence
4. Organizational commitment

the future of
Public Health Sudbury & Districts

We are Public Health

Strategic Plan
2018 • 2022



Public Health
Santé publique
SUDBURY & DISTRICTS

and this is what we do

About us

Public Health Sudbury & Districts is a progressive public health agency committed to improving health and health equity through evidence-informed practice.

With a head office in Greater Sudbury and five offices throughout Greater Sudbury and the districts of Sudbury and Manitoulin, we are over 250 public health professionals who deliver provincially legislated programs and services.

Public Health works locally with individuals, families, communities, and partner agencies to promote and protect health and to prevent disease for everyone. Programs and services are for people of all ages and are offered in places where they are needed the most.

Medical Officer of Health and Chief Executive Officer

I am very pleased to present Public Health Sudbury & Districts' 2018–2022 Strategic Plan. This plan builds on our past successes and directs our future actions, working in partnership to create optimal conditions for health for all.

Throughout its history, Public Health Sudbury & Districts has continually sought to evolve and strengthen public health practice. We look forward to working with all communities over the course of the 2018–2022 Strategic Plan to improve opportunities for health — now and into the future... Because, we are Public Health, and this is what we do!

Dr. Penny Sutcliffe



**Public Health
Santé publique**
SUDBURY & DISTRICTS

Vision

Healthier communities for all.

Mission

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

Values



Humility

We are modest and self-reflective. We respond to the needs of others, are open to feedback, and seek to understand biases in order to develop and maintain genuine relationships.



Trust

We are honest and dependable, and show integrity in our actions. We encourage transparency and accountability in decision-making, collaboration, and service delivery. We work truthfully and honour our commitments.



Respect

We treat all individuals with mutual respect and sensitivity. We show regard and consideration for our team members, partners, and communities and value all contributions.



Strategic Priorities



Equitable Opportunities

We strive for health equity by championing equal opportunities for health.

To achieve this, we will:

- > Address a broad range of social and economic factors that impact health, including mental health
- > Support awareness, education, advocacy, and policy development to reduce health inequities
- > Tailor programs and services to reflect community voices and needs
- > Champion actions to improve health equity within an integrated health system
- > Support all communities to reach their full health potential



Strategic Priorities



Meaningful Relationships

We establish meaningful relationships that lead to successful partnerships, collaborations and engagement.

To achieve this, we will:

- > Nurture strong relationships with local communities, organizations, municipalities, and other parts of the health system
- > Facilitate diverse community engagement, including engagement with people with lived experience, for the planning, development, and implementation of public health initiatives
- > Engage with Indigenous populations in a way that is meaningful for them
- > Help build capacity among partners to promote resilience and mental wellness in our communities
- > Collaborate with a diverse range of sectors



Strategic Priorities



Practice Excellence

We strive for ongoing excellence in public health practice including, program and service development and delivery.

To achieve this, we will:

- > Use local data to adapt programs and services to neighborhoods and populations with the greatest needs
- > Ensure effective public health practice to collect, use, and generate quality evidence
- > Apply relevant and timely surveillance, evaluation, and research results
- > Implement innovative approaches for programs and services that can be adapted to reflect change and community needs
- > Work with communities and other parts of the health system to deliver population level interventions



Strategic Priorities



Organizational Commitment

We advance organization-wide commitment and ensure that we are well positioned to support the work of public health.

To achieve this, we will:

- > Cultivate a skilled, diverse, and responsive workforce
- > Ensure a culture of continuous quality improvement and ongoing learning
- > Increase awareness of the role of public health and our programs and services
- > Strengthen organizational culture, engagement, and resiliency
- > Foster a work environment that supports and sustains mental health and well-being
- > Demonstrate accountability and transparency to our clients, communities and stakeholders



SDHU Strategic Planning Engagement Plan



ADJOURNMENT

MOTION: THAT we do now adjourn. Time: _____