



# Board of Health Executive Committee

Monday, October 2, 2023

2 p.m.

Virtual Meeting

MS Teams

**AGENDA**  
**BOARD OF HEALTH EXECUTIVE COMMITTEE**  
**MONDAY, OCTOBER 2, 2023, AT 2:00 P.M.**  
**VIRTUAL**

**MEMBERS:** René Lapierre  
Mark Signoretti

Abdullah Masood  
Natalie Tessier

Ken Noland

**STAFF:** Krista Galic  
France Quirion

Dr. Penny Sutcliffe  
Renée St Onge

Rachel Quesnel

1. **CALL TO ORDER**
2. **ROLL CALL**
3. **REVIEW OF AGENDA / DECLARATION OF CONFLICT OF INTEREST**
4. **APPROVAL OF BOARD OF HEALTH EXECUTIVE COMMITTEE MEETING NOTES**

4.1 **Board of Health Executive Committee Meeting Notes dated August 16, 2023\***

**MOTION:** *THAT the meeting notes of the Board of Health Executive Committee meeting of August 16, 2023, be approved as distributed.*

5. **NEW BUSINESS**

5.1 Strategic Planning

- 5.1.1 Review of engagement findings\*
- 5.1.2 Presentation of Draft 2024-2028 Strategic Plan\*
- 5.1.3 Next steps

**MOTION:** *THAT the Board of Health Executive Committee, having reviewed and discussed details of the proposed 2024-2028 Strategic Plan, direct the Medical Officer of Health to finalize the plan that will be recommended by the Board of Health Executive Committee to the Board of Health for approval at its November 16, 2023, meeting.*

6. **ADJOURNMENT**

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

\*attached



**MINUTES**  
**BOARD OF HEALTH EXECUTIVE COMMITTEE**  
**WEDNESDAY, AUGUST 16, 2023 – 10 A.M.**  
**VIRTUAL MEETING**

**BOARD MEMBERS PRESENT**

Claire Gignac	René Lapierre	Ken Noland
Mark Signoretti	Natalie Tessier	

**STAFF MEMBERS PRESENT**

Rachel Quesnel	France Quirion	Dr. Penny Sutcliffe
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**MARK SIGNORETTI PRESIDING**

**1. CALL TO ORDER**

The meeting was called to order at 10:03 a.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 of Health Executive Committee Meeting Notes dated April 6, 2023

**03-23 APPROVAL OF BOARD OF HEALTH EXECUTIVE COMMITTEE MEETING NOTES**

***MOVED BY LAPIERRE – GIGNAC: THAT the meeting notes of the Board of Health Executive Committee meeting of April 6, 2023, be approved as distributed.***

**CARRIED**

**5. NEW BUSINESS**

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

**IN CAMERA**

**04-23 IN CAMERA**

***MOVED BY TESSIER – GIGNAC: 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: 10:06 a.m.***

**CARRIED**

**RISE AND REPORT**

**05-23 RISE AND REPORT**

***MOVED BY NOLAND – TESSIER: THAT this Board of Health Executive Committee rises and reports. Time: 11:28 a.m.***

**CARRIED**

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

**06-23 APPROVAL OF BOARD OF HEALTH EXECUTIVE COMMITTEE IN-CAMERA MEETING NOTES**

***Moved by GIGNAC – NOLAND: THAT this Board of Health Executive Committee approve the meeting notes of the October 20, 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**

**07-23 MOH/CEO SABBATICAL**

***Moved by LAPIERRE – GIGNAC: THAT the Board of Health Executive Committee for Public Health Sudbury & Districts approve a sabbatical for the Medical Officer of Health/CEO for a period of 12 months, beginning on a date mutually agreed upon by the Chair of the Board of Health and the Medical Officer of Health.***

**CARRIED**

**6. ADJOURNMENT**

**08-23 ADJOURNMENT**

***MOVED BY LAPIERRE – TESSIER: THAT we do now adjourn. Time: 11:33 a.m.***

**CARRIED**

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(Chair)

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(Secretary)

**APPROVAL OF BOARD OF HEALTH EXECUTIVE COMMITTEE MEETING NOTES**

**MOTION: THAT the meeting notes of the Board of Health Executive Committee meeting of August 16, 2023, be approved as distributed.**

# Public Health Sudbury & Districts 2024–2028 Strategic Plan (*Proposed*)

October 2, 2023



**Public Health**  
**Santé publique**  
SUDBURY & DISTRICTS

# Discussion objectives

- Review of Strategic Plan engagement process
- Summary of key findings from engagement
- Key changes from 2018–2022 Strategic Plan to the 2024–2028 Strategic Plan



**Public Health**  
**Santé publique**  
SUDBURY & DISTRICTS

# Review of engagement process

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# Engagement process

## 2023 Public Health Strategic Plan Engagement Plan

Audience	Method/Approach	Timeline
<b>Engagement</b>		
Public Health Senior Management Executive (SM-EC) Committee	Preliminary consultation at SM-EC meeting	May 2023
Public Health staff	Engagement sessions with all staff	May-June 2023
Board of Health	Engagement at a half-day workshop	June 2023
Community partners, including: <ul style="list-style-type: none"> <li>• Municipalities</li> <li>• Hospitals and health care partners</li> <li>• Education sector (post-secondary institutions and school boards)</li> <li>• Urban Indigenous / First Nations</li> <li>• Agencies who work with newcomers and racialized groups</li> <li>• Environmental</li> <li>• Community, mental health, and social services</li> <li>• Long Term Care, Retirement Home, Congregate Care</li> </ul>	In-person and virtual engagement sessions with partners across the districts	May-June 2023

Audience	Method/Approach	Timeline
<ul style="list-style-type: none"> <li>• Police services</li> <li>• Children and youth services</li> <li>• Business services</li> </ul>		
Community at large	Survey linked via website and social media channels	July 2023

# Engagement process

Date	Audience	Method	No. Engaged
May	Senior Management Executive Committee	In-person consultation	1 Senior Management Executive Committee consultation
May	Public Health staff	In-person and virtual (via Teams) drop-in focus group sessions open to all staff.	7 focus group sessions (67 staff)
Jun	Board of Health	In-person focus group	1 Board of Health session
Jun	Public Health staff	Targeted virtual focus group sessions with individual teams.	5 team-specific sessions
Jun	Community partners	Virtual focus groups (via Teams sessions).	5 sessions held including 1 UI/FN 1 Francophone (25 partners)
Jul 20 – Aug 4	Community members and partners	Online survey	Community members: 507 Partners: 38
Sep	Senior Management Executive Committee	In-person focus group	1 Senior Management Executive Committee session



# Summary of key findings and considerations

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# What we heard: overarching findings

- Recommendation for a 5-year strategic plan.
- Generally, good agreement with key aspects of the 2018–2022 Strategic Plan (i.e., high level wording and direction).
  - Suggestions provided to update and clarify definitions and explanations.
- Suggestion to distinguish between internally- and externally-focused priorities.
- Articulate how Public Health will action each priority.

# What we heard: community and family needs/priorities

- As per the community survey, overarching community/family priorities\* include:
  - Evidence-informed prevention programming
  - Mental health, addictions, and homelessness
  - Climate change and climate related programs
  - Enhanced education and awareness about Public Health and its services and supports.

\*Themes that also aligned with themes identified from the BOH and/or staff and/or community partners consultations.

# What we heard: mission and vision

- Board of health engagement suggested minor wordsmithing e.g.,
  - Add in elements of safety e.g., injury prevention
  - Add in “advance” to the mission
- Community partners, staff and community members were not asked about Public Health’s mission and vision

## **Vision**

Healthier communities for all.

## **Mission**

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

*2018–2022 version*

# What we heard: values

- Strong support of the current values.
- Suggestion, by partners and staff, to add additional values, e.g., transparency, equity, and accountability.
- Board of Health noted that we don't want too many values; ensure staff are supportive of the values as they are the ones living them day-to-day.

## 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.

*2018–2022 version*

# What we heard: equity-focused strategic priority

- Agreement among Board of Health, staff, partners and community members with equity remaining a strategic priority.
- Suggestion to revise the definition and defining elements to explicitly reference specific priority population.



## **Equitable Opportunities**

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

*2018–2022 version*



# What we heard: relationship-focused strategic priority

- Agreement among Board of Health, staff, partners, and community members about the intent of this strategic priority.
- Suggestion to strengthen the focus of this priority to include importance of partnerships across diverse sectors.



## **Meaningful Relationships**

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

*2018–2022 version*

# What we heard: public health practice-focused strategic priority

- Agreement among Board of Health, staff, partners, and community members about the intent of this strategic priority.
- Suggestions to ground this priority in evidence and meeting community needs and priorities.



## **Practice Excellence**

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

*2018–2022 version*

# What we heard: organization-focused strategic priority

- Agreement among Board of Health, staff, partners and community members about the intent of this strategic priority.
- Suggestion to shift the focus of this priority internally, as per the overarching suggestion.



## **Organizational Commitment**

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

*2018–2022 version*

# Additional considerations

- In addition to the feedback received during all engagement opportunities, we also considered factors identified during the SWOT analyses (BOHEC, BOH, and SM-EC sessions only), including:
  - Emergence of new and/or worsening public health challenges
  - Increased prevalence of mis- and dis-information
  - Current political climate surrounding provincial public health system transformations
  - Provincial governments review of public health's mandate and funding policies



# Summary of key changes made to the Strategic Plan

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# 2024–2028 Strategic Plan: mission and vision

- Minor edit to the mission – removal of “our” in our communities.

**Vision:** Healthier communities for all.

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

# 2024–2028 Strategic Plan: values

- Humility, Trust, and Respect.
- Strengthened each value's definition and framed as Public Health's commitments, emphasizing key words.
- Incorporated new commitments under the Humility and Trust values, specifically:
  - Humility: added commitments to Indigenous truth and reconciliation.
  - Trust: added commitments to counter misinformation, i.e., approaches founded in facts and objective information.

## 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

*2018–2022 version*



# 2024–2028 Strategic Priority: Equal opportunities for health

- Equitable opportunities → **Equal opportunities for health**
- Added examples of “root causes of health inequities”
- Further clarified groups/populations commonly experiencing health inequities.

# 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

*2018–2022 version*

# 2024–2028 Strategic Priority: Impactful relationships

- Meaningful relationships → **Impactful relationships**
- Greater emphasis on partnerships, collaborations, and collective impact of meaningful relationships.
- Added language on approaches respecting individual/group lived experiences, to align with the newly added commitment re: reconciliation.

# 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

*2018–2022 version*

# 2024–2028 Strategic Priority: Excellence in public health practice

- Practice excellence → **Excellence in public health practice**
- Added an accountability and transparency statement.
- Strengthened language around evidence-informed practice, community needs/priorities, and remaining flexible and adaptable.

# 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

*2018–2022 version*

# 2024–2028 Strategic Priority: Healthy and resilient workforce

- Organizational commitment → **Healthy and resilient workforce**
- Emphasized knowledge, skills, and attitudes that support not only effective public health practice but reconciliation as well.
- Incorporated language to reflect a workforce that is adaptable to the changing public health landscape.



# Next steps

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# Approval of motion

*THAT the Board of Health Executive Committee, having reviewed and discussed details of the proposed 2024–2028 Strategic Plan, direct the Medical Officer of Health to finalize the plan that will be recommended by the Board of Health Executive Committee to the Board of Health for approval at its November 16, 2023, meeting.*



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# Public Health Sudbury & Districts 2024–2028 Strategic Plan (Proposed)

## Vision and Mission:

**Vision:** Healthier communities for all.

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

## Values: Humility, Trust, and Respect

The following values represent what our organization is all about and guide how we do our work.

**Humility**  
**Trust**  
**Respect**

These values further articulate our **commitments** to ourselves and to the communities we serve. These commitments guide the ways in which we embody and live these values in our everyday practice.

### **Humility**

We are **modest** and **self-reflective**. We respond to the needs of others, are open to feedback, and **seek to understand** biases to develop and maintain authentic and trusting **relationships**. We are **committed to reconciliation** with Indigenous Peoples and to listening and learning from truth and history.

### **Trust**

We are **honest** and dependable and **demonstrate integrity** in our actions. We are evidence-informed, and our approaches are founded on facts, seeking to use **objective information**. We encourage **transparent and accountable** decisions, collaboration, and service delivery. We **honour our commitments** to our funders, stakeholders, partners, and the communities we serve.

### **Respect**

We treat everyone with **respect, sensitivity, and empathy**, and we **value diversity**. We show regard and consideration for our team members, partners, stakeholders, and communities, and **value all contributions**.

# Strategic Priorities and Defining Elements

There are **four strategic priorities for the 2024–2028 Strategic Plan:**

1. Equal opportunities for health
2. Impactful relationships
3. Excellence in public health practice
4. Healthy and resilient workforce

## Strategic Priority #1: Equal opportunities for health

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

To achieve this, we will:

- Identify and address systemic barriers and social and economic factors that impact health, including mental health.
- Support awareness, education, advocacy, and policy development to address the root causes of health inequities, including poverty and class, structural racism, discrimination, and oppression.
- Ensure inclusive programs and services that are informed by diverse community voices and experiences, needs, and priorities.
- Champion actions to improve health equity at every opportunity by supporting all communities in our service area, including Indigenous, racialized, and all equity-deserving communities, to reach their full health potential.

## Strategic Priority #2: Impactful relationships

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

To achieve this, we will:

- Foster strong and collaborative relationships with local communities, organizations, municipalities, and diverse sectors (locally and provincially), to work toward improving the health of the population.
- Ensure community engagement with a diversity of people, including with people with lived and living experiences, as we identify, plan, implement, and evaluate initiatives and services.
- Engage with all communities, including Indigenous populations, in a way that is meaningful for them and in a manner that is trauma-informed and respectful of their lived experiences.
- Invest time and resources in developing and strengthening partnerships and working collaboratively and collectively to positively impact a shared goal.

## Strategic Priority #3: Excellence in public health practice

We strive for ongoing excellence in public health practice, including demonstrating accountability and monitoring the effectiveness, impact, and quality of our programs and services.

To achieve this, we will:

- Ensure effective public health practice to collect, use, and generate quality evidence, including feedback from communities and partners.
- Collaborate with communities and partners from across all sectors that influence health and well-being to deliver programs and services that are innovative and evidence-informed and that can be adapted to reflect community needs and priorities.
- Demonstrate accountability and transparency to clients, communities, and stakeholders.
- Remain responsive and flexible so we can respond to current and emerging changes and threats to the public's health.

## Strategic Priority #4: Healthy and resilient workforce

We will invest in our public health workforce and ensure that we are well positioned to meet the needs of the communities we serve.

To achieve this, we will:

- Cultivate a skilled, diverse, and culturally competent and humble workforce that values equity, diversity, and inclusion and prioritizes the creation of safe and supportive environments in efforts to foster genuine allyship.
- Build a culture of collaboration, engagement, continuous quality improvement, and ongoing learning.
- Foster an enriching work environment that supports and sustains the mental health, well-being, and resiliency of Public Health staff.
- Invest in and support the development of a well-trained, knowledgeable, and adaptable workforce to meet the ongoing and evolving public health needs and priorities of the community.

## Accountability and Monitoring

The 2024–2028 Strategic Plan will guide and inform Public Health's programs, services, and initiatives. To demonstrate *how* Public Health is working to achieve its mission, vision, and values, we will develop an Accountability Monitoring Plan. This Plan will be implemented in alignment with our other monitoring activities, including the Ministry's accountability requirements, and will be shared with our partners and the communities that we serve.

**2024-2028 STRATEGIC PLAN**

**MOTION:** THAT the Board of Health Executive Committee, having reviewed and discussed details of the proposed 2024-2028 Strategic Plan, direct the Medical Officer of Health to finalize the plan that will be recommended by the Board of Health Executive Committee to the Board of Health for approval at its November 16, 2023, meeting.

**ADJOURNMENT**

**MOTION: THAT we do now adjourn. Time: \_\_\_\_\_**