



Windsor-Essex County Health Unit Board of Health

INFORMATION REPORT

PREPARED BY: Planning and Strategic Initiatives Department

DATE: September, 21 2023

SUBJECT: 2022 - 2025 Strategic Plan Q2 Report

BACKGROUND/PURPOSE

The WECHU's 2022-2025 Refreshed Strategic Plan provides strategic direction to the organization. The plan defines the organizational vision, goals, and objectives to engage staff and support local public health outcomes within the community - with a specific focus on priority populations.

The Good Governance and Management Practices Domain of the Ontario Public Health Standards (2021) requires the Board of Health to provide governance direction and remain informed about the activities for organizational effectiveness through evaluation of the organization and strategic planning.

DISCUSSION

The 2023 Q2 Strategic Plan Progress Report provides the objectives under each strategic priority with corresponding updates to measure our advancement towards achieving the goal.

Progress has continued on a majority of the strategic objectives. The epidemiological report on the incidental impacts of COVID-19 has been completed, and the Equity, Diversity, and Inclusivity (ED&I) Committee has been organized.

The information collection process to assess and evaluate individual program priorities has been recently started and a significant portion of the work will be completed in Q3.



2023 Q2 STRATEGIC PLAN PROGRESS REPORT

WINDSOR-ESSEX COUNTY
HEALTH UNIT

DEPARTMENT OF PLANNING AND
STRATEGIC INITIATIVES



2023 Q2 WECHU Strategic Plan Progress - At a Glance

 Partnerships <i>Advancing meaningful partnerships that focus on health equity and priority populations.</i>		2023 Q1	2023 Q2	2023 Q3	2023 Q4
1.1	Increase the number of collaborations				
1.2	80% of emerging public health issues have partners				
1.3	90% of partners serving priority populations satisfied with relationship with the WECHU				
 Organizational Development <i>Advancing operational excellence by increasing employee capacity and knowledge, and through continuous quality improvement efforts.</i>		2023 Q1	2023 Q2	2023 Q3	2023 Q4
2.1	Equity, Diversity, and Inclusivity (ED&I) framework is developed and implemented by 2025				
2.2	Leadership Training Series completed by all managers and succession planning				
2.3	100% of departments have a developed CQI plan in place				
2.4	Leadership Team direct engagement and communication with staff				
2.5	Staff mental assessment score improves year over year				
 Effective Public Health Practice <i>Advancing programs and services through evidence informed decision-making, effective planning, and evaluation.</i>		2023 Q1	2023 Q2	2023 Q3	2023 Q4
3.1	50% of programs w/ integrated priority population steering group feedback into plans & implementation				
3.2	100% of programs in cost-shared budget have been assessed for requirements, needs, and impacts				
3.3	Bi-Monthly Corporate Content Marketing Plan is on track				
3.4	Epidemiological report on the incidental impacts of COVID-19				

Legend

Work needed towards objective

Progress being made towards achieving objective

Objective met or is on track



PARTNERSHIPS

OBJECTIVE	GOAL	Q2 UPDATE
1.1 Increase collaborations to support equitable long-term approaches to addressing local public health needs.	Increase the total number of collaborations.	<p>Initiated a Community of Practice as part of the Infection Prevention and Control (IPAC) Hub Engagement to build capacity with IPAC leads of LTCH/RH/CLS to better manage local infectious diseases among our senior aged populations.</p> <p>Promoting preconception health in a collaboration with Jamieson Laboratories, which provides donated vitamins that WECHU distributes to prenatal mothers.</p> <p>Collaboration with Windsor Regional Hospital Family Birthing Centre to develop collaborative breastfeeding resources.</p>
1.2 Foster strategic partnerships that advance and support action plans on emerging public health issues that reflect and advance WECHU's core values and priorities.	<p>80% of emerging public health issues have partners.</p> <p>Current emerging public health issues include:</p> <ul style="list-style-type: none"> • Opioids • Extreme Weather – Emergency Preparedness • Mpox • Respiratory Illnesses • Vector Borne Diseases • School Aged Immunization HPV • Syphilis • Food Insecurity 	<p>63% of public health issues have identified partners (5 out of 8).</p> <p>Onboarded 4 community-based organizations into the Ontario Naloxone Program in response to opioid overdose.</p> <p>Finalized Service Agreement to formalize partnership with Hotel-Dieu Grace Healthcare for operations of the Safepoint Supervised Consumption site.</p> <p>Providing parental education with the New Canadian Centre of Excellence on Immunization of School Pupils Act (ISPA) vaccine requirements for students.</p> <p>Partnership with the Mennonite Central Committee Ontario to educate staff on pertussis with a focus on the Low German (Plattdeutsch) population.</p> <p>Partnership with South Dougall Healthcare & Family Practice and TMC to address tuberculosis, and partnered with Sexual Health Windsor, Byng Clinic, and weCHC in relation to syphilis.</p> <p>The WECHU Mpox campaign partnerships with Pozitive Pathways, wePride, and Gay Men's Health Alliance.</p>

1.3 Develop and enhance relationships with local priority population groups to address local health priorities.	90% partners serving priority populations satisfied with relationship with the WECHU.	Preliminary discussions regarding the structure of the employee engagement survey design and distribution have begun.
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ORGANIZATIONAL DEVELOPMENT

OBJECTIVE	GOAL	Q2 UPDATE
2.1 Develop and implement a framework for embedding diversity, equity, and inclusive (ED&I) approaches across the organization.	Under the direction of the Human Resources Department, develop a singular overall ED&I framework for the organization and implement it by 2025.	The Equity, Diversity, and Inclusion Selection Committee has been formed and is reviewing a list of interested internal staff to form the Committee.
2.2 Establish a structure for leadership development to ensure continuity of programs and services, supportive environments, and operational excellence.	Completion of Leadership Training Series for all Managers and select staff.	Currently 100% of applicable management staff have completed the Leadership Training Series. Additional staff are being identified as candidates to enroll in this course.
2.3 Incorporate continuous quality improvement (CQI) into organizational processes to ensure effective operations, resource management (human and physical), and adaptation to change.	100% of programs in cost-shared budget have been assessed for requirements, needs, and impacts.	Exploring approaches and best practices to develop a Quality Improvement plan for corporate and departmental implementation. The plan will provide a framework for corporate and departmental quality improvement.
2.4 Advance internal communications efforts to improve employee knowledge and transparency of organizational goals, objectives, and priorities.	Leadership Team directly engages all staff through various internal communication channels three (3) times per quarter.	During this quarter we engaged staff on: <ul style="list-style-type: none"> Announcing the Equity, Diversity, and Inclusion Committee. Work From Home Policy and the end of the COVID-19 Emergency Plans. Updated IPAC Facility Policy regarding COVID-19 protocols.
2.5 Support employee mental health and well-being through effective and evidence informed strategies.	Improvement on staff mental health assessment scores.	Work has been started with the University of Windsor to identify potential opportunities for alignment related to employee mental health and well-being.

EFFECTIVE PUBLIC HEALTH PRACTICE

OBJECTIVE	GOAL	Q2 UPDATE
3.1 Ensure the inclusion of priority populations in the planning, development, and implementation of programs.	50% of programs w/ integrated priority population steering group feedback into plans & implementation.	<p>Agreement with University of Windsor for research student involvement is being explored.</p> <p>Priority Population Engagement Plan project scope and requirements document developed and reviewed with Leadership Team for implementation.</p>
3.2 Evidence-based processes are embedded within the organization for planning, implementation, and evaluation to inform locally relevant programming.	100% of programs in cost-shared budget have been assessed for requirements, needs, and impacts.	<p>Initiated the process of an organizational priority setting exercise process in cooperation with Departmental Directors and Managers to systematically assess program requirements, needs, and impacts.</p> <p>This process will inform priorities for programs based on legislative requirements, severity of the health problems it addresses, community gaps in coverage, as well as equity and the social/economic burden associated with the negative health outcomes.</p>
3.3 Continue to support and advance public communication of local health data and information.	Bi-Monthly Corporate Content Marketing Plan is on track.	Key public health messages for the quarter included linking the public to disclosure reports on wechu.org, 24-hour Movement Guidelines for adults, Oral Health month, Vision Health month, and Mental Health month. Additionally, active tick surveillance began with a media event, and SafePoint (Windsor's Urgent Public Health Need site) officially opened its doors with a series of open house tours for the public.
3.4 Assessing and reporting on disproportionate health impacts related to COVID-19 and other key health indicators.	Complete the report on the Incidental Impacts of COVID-19.	<p>The Epidemiology and Evaluation Department has completed their report on the incidental and disproportionate impacts of the COVID-19 pandemic.</p> <p>The report included the findings that some populations were more susceptible to, and disproportionately affected by, the impacts of public health measures. These populations include women, school-aged children,</p>

households of low socioeconomic status (SES), racialized groups, young adults, frontline and healthcare workers, people who use substances, and individuals with pre-existing physical and/or mental health conditions.

This report will be used to inform post-pandemic program planning. This priority is now deemed to be complete and will no longer be reported upon in future quarterly reports.

Key health indicator reports and dashboards have been published on the WECHU.org webpage (<https://www.wechu.org/reports>) and will be continually updated.



**WINDSOR-ESSEX COUNTY
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2023.