

2020 Strategic Plan in Review

Through the COVID-19 Lens

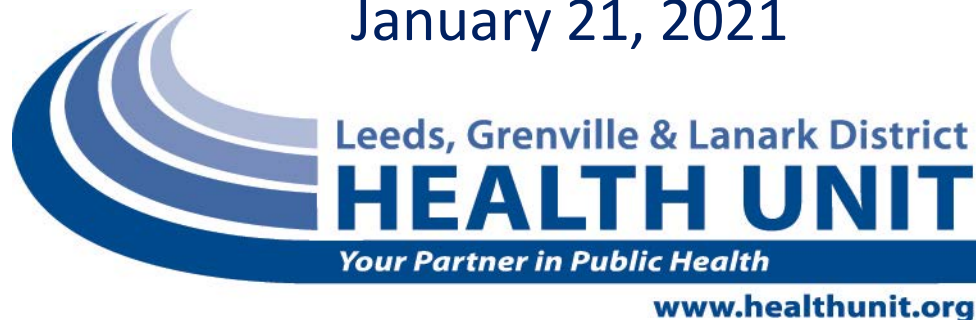
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January 21, 2021



2019-22 Strategic Plan



The Role of Public Health

The health of the population is influenced by the complex interplay of individual, relationship, organizational, community and societal factors and public policy.

The Leeds, Grenville, and Lanark District Health Unit's role is to:

- **Assess the health of the population, its assets and needs**
- **Prevent health problems, disease and injury**
- **Promote health and healthy communities**
- **Protect the community from infectious diseases and environmental hazards**

Mission

To work with our communities to protect and promote the health of people and the environment through public health leadership and partnership.

Vision

Everyone has opportunities to be healthy.

Values

Integrity: Choosing courage; doing what's right; practicing values.

Optimism: Recognizing opportunities to progress while balancing idealism with realism.

Connectedness: Meaningful engagement, collaboration and relationships.

Compassion: Equity through acceptance, empathy, social justice and inclusion.



Leeds, Grenville & Lanark District

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Your Partner in Public Health

Goal: Health Equity

Individuals have opportunities to have a healthy life, realizing their own potential, in a community that effectively responds to the determinants of health.

- Existing social inequities in health increase risk of severe COVID-19 outcomes through increased prevalence of underlying medical conditions and/or decreased access to health care.

<https://www.publichealthontario.ca/-/media/documents/ncov/covid-wwksf/2020/05/what-we-know-social-determinants-health.pdf?la=en>

THE RECORDER & TIMES

Home Life Money Opinion All Newspapers Driving Healthing The Growthop Shopping

Local News

Counties to open temporary homeless shelter

Wayne Lowrie

Apr 16, 2020 • April 16, 2020 • 3 minute read



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Health Equity

- Maintained our excellent partnerships through foodcore LGL, hot meal programs and food banks and the L &G Poverty Reduction Alliance and the Lanark Pandemic Response Collaborative, Lanark Housing Coalition and COVID resource pages for Lanark County and United Way of Leeds and Grenville to support health equity



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Health Equity

- Participated in the development and staffing of a COVID-19 shelter for Lanark and Leeds and Grenville to support those who were precariously housed
- Continued to provide essential services in-person and virtually for NSP, HBHC, Sexual Health, Immunization - for any client in the community



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Health Equity

Provided grocery store gift cards to support individuals and families dealing with financial implications of COVID-19

For residents of Leeds & Grenville

- UW L&G 2 grants @ 500. = \$1000. = 40 cards @ \$25.00
- Brockville and Area Community Foundation -1 grant @ \$2000. = 40 cards @ \$50.00

For residents of Lanark County

- Community Food Centres of Canada c/o The Table 2 grants @ 500. = \$1000. = 40 cards @ \$25.00
- Perth & District Community Foundation -1 grant @ \$1000. = 20 cards @ \$50.00
- Lanark County - \$2000.00 just rec'd 1 grant @ \$2000. - will purchase 40 cards x \$50.00

\$7000.00 total

Number of people served to-date - almost 400

Used by PHNs, Community Navigators, FHVs



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Goal: Healthy Infants and Children

All babies have the best start possible; healthy growth and development are supported so all children are loved, cared for and safe.



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Healthy Infants and Children

- Prenatal - Continued to provide codes to families wanting to take the online prenatal course to prepare for the birth of their baby
- HBHC -Provided calls to all new mothers within 48 hours of discharge, as many primary care offices were closed we were essential for this early post partum and breastfeeding support
- Home visiting continued using a virtual or in person model to support parents in parenting



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Healthy Infants and Children

- Breastfeeding Clinics continued in person
- Triple P Parenting - on line and virtual support
- Provided information re: Healthy Growth & Development-website and social media
- Early Years Service Providers Network- support for early years providers in COVID world
- Every Kid in Our Communities Coalition- support for service providers in pivoting to providing support in COVID world
- Immunization for the primary series for infants when primary care offices closed



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Goal: Healthy Youth

Youth have the opportunity to develop mind, body and spirit, and have the skills and relationships they need to thrive, be healthy, and become engaged young adults in our community.



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Healthy Youth

- COVID-19 has been particularly challenging for youth
- Continued involvement with Planet Youth Lanark and the Community Youth Advisory in L&G
- Working with WAY –Wellness Access for Youth in North Grenville to support mental health and addictions needs
- Supporting requests from schools for mental health and growth and development information i.e. sexual health
- The majority of school support this year was related to infection control and outbreak management
- School Based Immunization Clinics for Grade 7 Hepatitis B, Men C and HPV completed on weekends in the fall of 2020 and used as a pilot



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Goal: Healthy Communities

Individuals and families live in healthy vibrant communities with a natural environment and “public realm” that support health, quality of life and prevent health problems.



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Healthy Communities

- Non-Mandatory Oral Health Programs – Adults has continued with money from the United Way of Leeds and Grenville throughout the pandemic.
- Work on Walking School Bus Project in North Grenville and Almonte has continued with the money being allocated to projects within the community that support traffic calming measures in North Grenville
- Continuing with monthly Nutrition tips to newspapers and other media
- Healthy Bodies Healthy Minds on the website and social media to increase public awareness of the impacts of weight bias and stigmatization.



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Healthy Communities

- SFOA - responding to complaints (community and schools when open) and doing virtual consultations and updated registrations on specialty vape stores and providing signage and education to vendors
- Support to community coalitions and social media posts on active living with a COVID -19 twist!
- Continuing to review municipal official plans



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Goal: Individuals, families and the community are protected from communicable diseases

Individuals, families and the community are protected from infectious diseases of public health importance.



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Infectious Diseases

- Number of Rabies investigations- 440
- Dispensed 62 PEP to clients
- Enteric Institutional outbreaks- 16
- One community enteric outbreak-1
- Respiratory confirmed outbreaks in institutions- 38
- Investigated suspect respiratory outbreaks in institutions- 57
- COVID-19 outbreaks in institutions, community settings- 25, 47 suspect outbreaks.
- Developed partnership with all long-term care homes/retirement homes, hospitals and acute care and regulatory bodies
- Five influenza outbreaks in institutions
- Lyme disease investigations- 357
- Non-COVID single case communicable disease investigations- 1004



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Healthy Environments

- Duty desk calls- 3992 typical call volume is about 1100 per year
- General complaints -13
- Land Control Complaint- 17
- Complaints COVID-19 - 235
- Personal Services settings inspections- 55% = 140 inspections, focused on multi-service higher risk premises.
- COVID-19 IPAC risk assessments at long-term care- 41 homes received at least 2 pro-active risk assessments.
- Institutional food inspections- 67% completed
- Supported 69 Childcare centers through COVID-19 (consultations, inspections, outbreak management).



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Healthy Environments

Essential services continued to be provided:

- Responded adverse water follow up of regulated water systems
- Private Water bottle distributions and delivery to the public health labs
- Support to ground water contamination- Spencerville, Hwy 43, Portland landfill, NRC, blue-green algae reports



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Healthy Environments

- Followed up complaints and reports of food borne illnesses.
- Completed beach water monitoring
- Completed vector-borne surveillance i.e. mosquito trapping and testing for viruses such as West Nile virus, no positive mosquito pools identified.



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Community-Based Pandemic Response

- COVID-19 regulatory requirements inspections (Patios, PSS, grocery stores, retail stores (non-public health regulated))
- Interpreting regulations, educating and consulting with business owners through partnerships and zoom presentations.
- Created fact sheets, posters, checklists, screening tools, manuals, resources for partner agencies, website, press releases and social media.



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Community-Based Pandemic Response

- Attended virtual Municipal EOCs and County wide CAO/Clerks meetings
- Collaborating with regional agencies via virtual meetings (Conservation Authorities and Ministry of Environment Conservation and Parks).
- Collaborating with partner agencies (Economic development, other ministries, police and by-law officers)
- Providing information regarding COVID-19 control measures to large and small businesses.



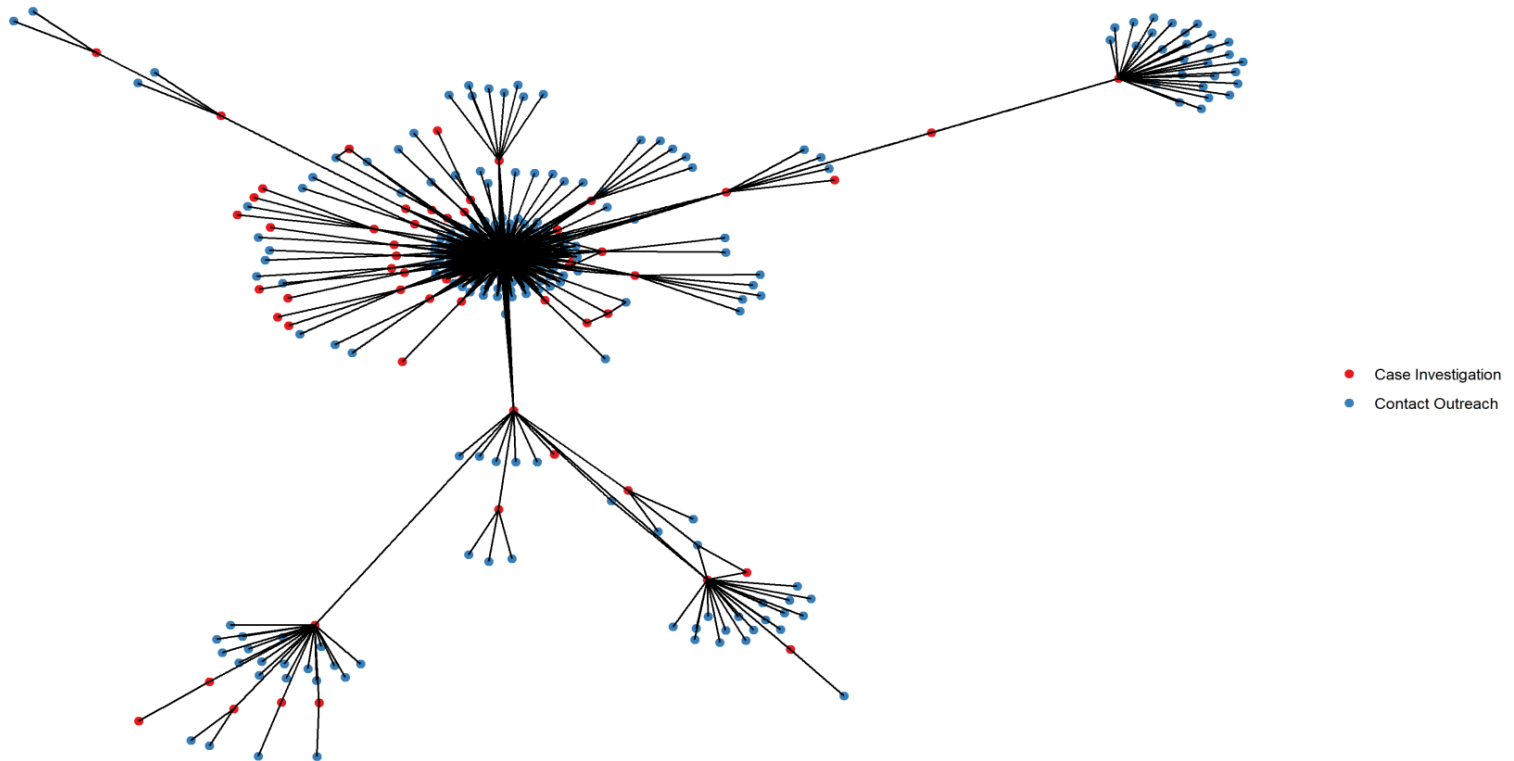
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Community Impact of COVID

COVID-19 Networks



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Organizational Excellence During COVID-19

LGLDHU Organizational Vision: Everyone has opportunities to achieve their fullest potential while contributing to an inclusive, caring, and vibrant workplace.



Adapted from Excellence Canada



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Leadership Driver: Innovative, responsive and transparent leadership

- **COVID-19 IMS Structure:**
 - Daily meetings at the beginning of the pandemic
 - Moved to bi-weekly and weekly meetings, as needed
 - Membership responsive to increasing operational demands throughout the pandemic
- **3 virtual (Zoom) town hall meetings with staff**



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Planning Driver: Systematic public health planning and reporting that responds efficiently and effectively to current and evolving conditions

- Business Continuity Planning to identify essential and non-essential services
- 11 Incident Action Plans, based on Pandemic Plan
- Local Mass Immunization Plan updated in anticipation of COVID-19 vaccine roll-out
- 77 staff responded to the phase I staff debrief survey to gather feedback and suggestions for improvement



COVID-19 Surveillance and Reporting

1. Case Summary 2. Case Incidence 3. Case Type 4. Case Outcome 5. Case Acquisition 6. Case Demographics 7. Case Geography

Leeds, Grenville & Lanark District Health Unit (LGLDHU)

COVID-19 Case Summary Dashboard (Updated: Jan 21, 2021)



New Cases (Past 24-Hours)*

1

Active Cases*

22

Active in Hospital

2

Active in ICU

1

Active Ventilated

0

Total Cases

781

Total Resolved

705

Total Deaths

54

Ever Hospitalized

59

Total Health Care Worker

101



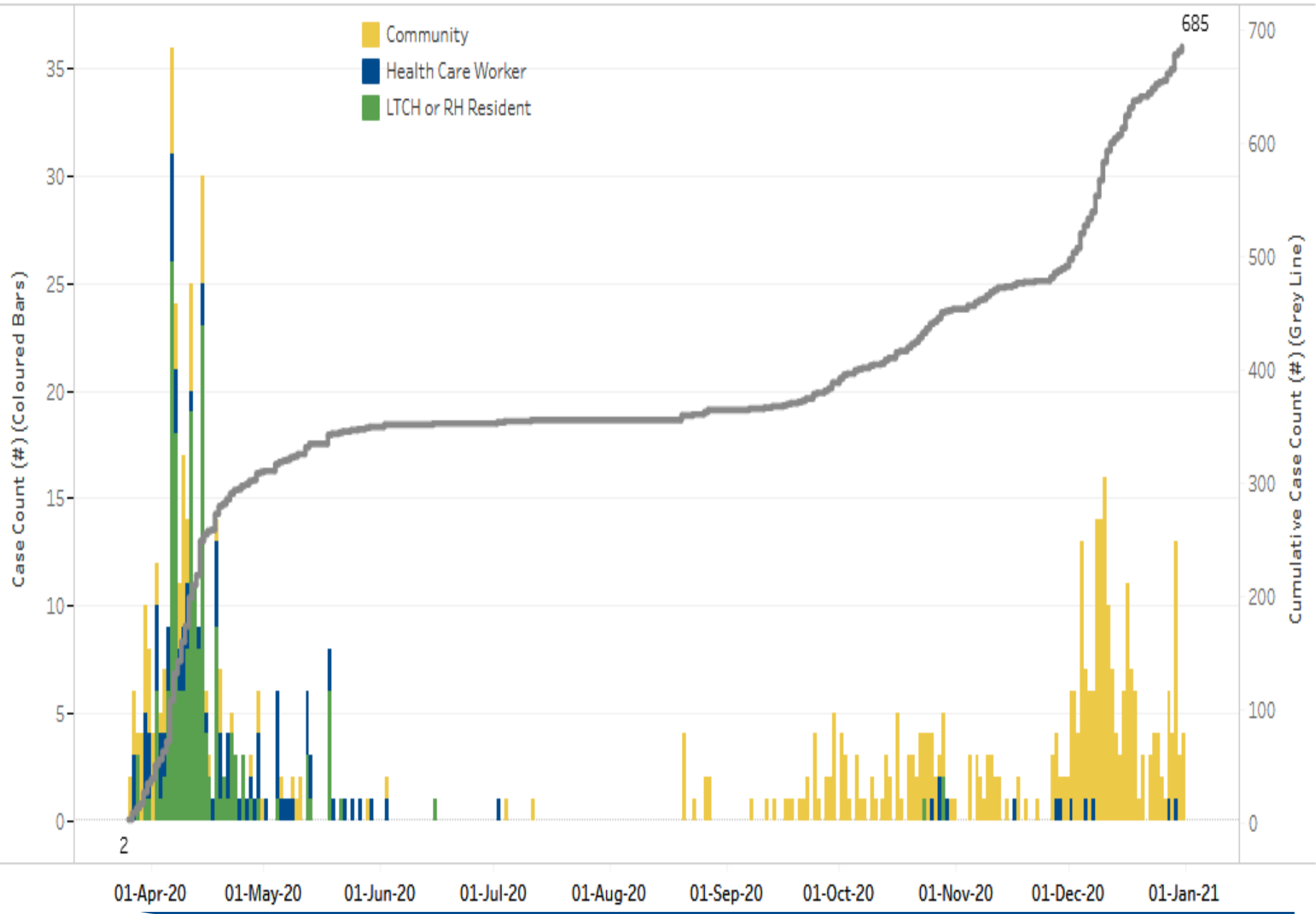
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COVID-19 Case Incidence

As of December 31, 2020 at 6:00 am



People Driver: Enhance the workplace to support employee wellness and strengthen the capacity of our workforce

*Our people
are our
greatest
asset!*



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People Driver: Enhance the workplace to support employee wellness and strengthen the capacity of our workforce

- Redeployment of staff to various COVID-19 work assignments (early April - 75% of staff working in COVID-19 roles)
- Recruitment of additional staff to support COVID-19 (27 new hires)
- COVID-19 Health and Safety program: 53 risk assessments completed, active employee screening daily for COVID-19; numerous other engineering and administrative controls implemented



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Client Driver: Clients are engaged and satisfied with their experiences in programs and services and opportunities to provide feedback

- Client-focused COVID-19 services:
 - Public Information – website, social media
 - Telephone lines
 - Case contact follow-up & outbreak management
 - Support to priority populations



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- “Thank you for all your help during this dark time.”
- “I know you folks must be up to your whereabouts in alligators, so thanks for doing the jobs your are and keep up the good work!”

I just wanted to say thank you for your wonderful services you provide for our community. With my 2 children just finishing isolation, we have received plenty of support and valuable information which we appreciated. Thank you for what you do to keep everyone safe!



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Communication Stats

	2018	2019	2020
Website Unique Visitors	230,719	254,598	1,957,364
Webmail Submissions	543	518	1,884
Facebook Followers	-	2, 607	8, 263
Twitter Followers	-	617	1,524

FACEBOOK:
LGLHealthUnit

TWITTER:
@LGLHealthUnit



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Social media engagement

Facebook Post July 6th: *“Today local health units announced a regional approach to mandatory masks. In LGL, this Instruction will require businesses to adopt a policy to ensure facial coverings/masks are worn inside enclosed public spaces. This will come into effect July 7, at 12:01am. This is an added measure to the existing public health measures in place to reduce the spread of COVID-19”.*

- reached **81,995 people** and had **19,528** engagements, including 219 likes & 874 shares
- 358 comments, and numerous interactions with Health Unit moderator



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Process & Project Management: Consistent, effective, and efficient management of key organizational processes

- 33 COVID-19 specific work instructions developed and approved
- File hold used as document management system for official COVID documentation
- New provincial database for case contact management (CCM)
- COVAX – another provincial database for vaccine management, used across system by all stakeholders



2020 IT Stats

	2019	2020
Zoom licenses	0	25
Employees set-up to work from home	20	100+
Telephone lines (SIP)	32	82
Cell phones	78	98
Local cellular minutes/month	10,000	37,000
Long distance cellular minutes	2,300	13,000
Desk phones with headsets	13	61



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Partner Driver: Enhanced quality of programs and services, through strategically aligned, collaborative partnerships

- **COVID-19 Partnerships:**
 - Weekly teleconferences with long-term care homes, and primary care and hospitals
 - Weekly meetings with police and bylaw officers
 - Regular meetings with representatives from MNR, MOE, MOL
 - Partnerships with municipalities, economic development officers in order to support large and small workplaces
 - School partnerships enhanced with school-based nursing initiatives



Partner Driver: Enhanced quality of programs and services, through strategically aligned, collaborative partnerships

- COVID-19 Partnerships (Continued):
 - Regional Health Units: KFL&A, HPE, EOHU, OPH, Renfrew
- YMCA of Eastern Ontario Peace Medal Award



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LOOKING AHEAD 2021



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2021 Program Priorities

- Continued COVID-19 community response:
 - Vaccine Distribution and Administration
 - Public health measures, (communications, phone lines, support for workplaces, community leaders, etc.)
 - Case contact and outbreak management
- Continued implementation of essential services
- Other OPHS programs and services as needed and feasible
- Seniors dental program



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2021 Organization Priorities

- Be flexible and adaptable
- Collaborate with health care system
 - LLG Ontario Health Team
 - SE and Champlain sub-regions of Ontario Health East Region

Collaborate with and maintain local partnerships

- Municipalities
- Enforcement and Ministry agencies
- Economic development agencies
- Agencies supporting vulnerable populations



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2021 Organization Priorities

- **Build strong workforce**

- Provide placements for students, practicums
- Prepare guidelines, work instructions, training, mentoring
- Building internal capacity through just in time cross training
- Succession planning by providing opportunities for leadership
- Work and home balance

- **Promote Health and safety**

- Risk assessment with new activities
- Adjustments based on provincial regulations/direction



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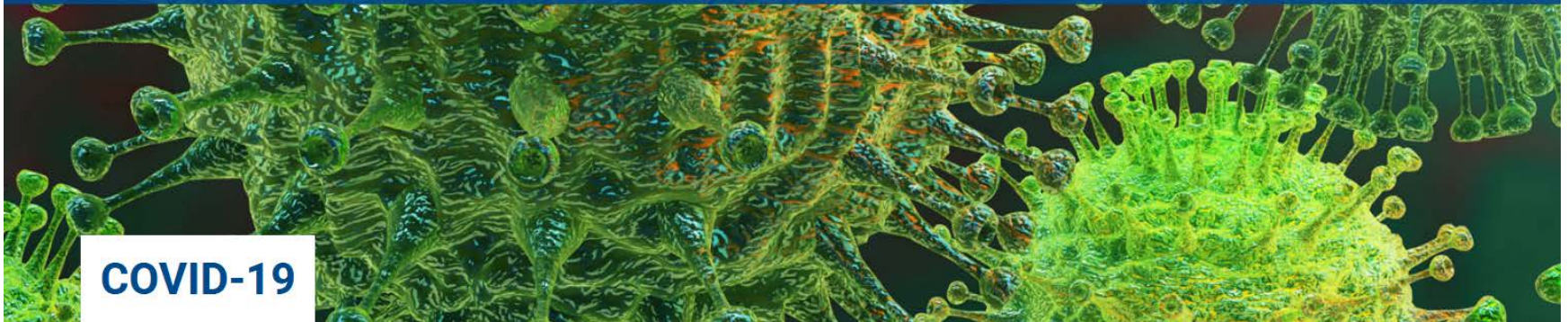
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