



2022 Strategic Plan in Review

Through the COVID-19 Lens

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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.



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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.

- Participated in the L & G Poverty Reduction Alliance, Lanark Pandemic Response Collaborative, the Lanark Housing Coalition, and the Ottawa West Four Rivers OHT Diversity and Inclusion Subcommittee
- Presented at the Brockville & Area Community Foundation Vital Conversation event, Town of Westport
- Updated the Living Wage for LGL, \$18.25/hr
- Maintained vital communications and collaboration with
 - LGL hot meal programs
 - LGL food banks
 - LGL community gardens
 - the foodcoreLGL partnership,
 - the Gananoque & Area Food Access Network (G&AFAN)



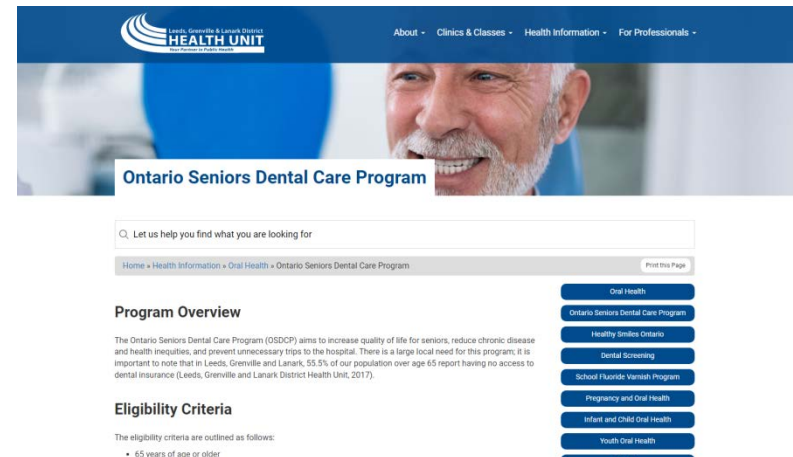
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Health Equity

- Received a \$15,000 United Way L & G Grant for to operate our Emergency Adult Dental Treatment Fund - 67 Adults living with a low income received care.
- Client/dental claim support for the Ontario Seniors Dental Care Program (OSDCP) – 319 Clients saw a Dentist and 246 saw a Hygienist



Health Equity in COVID Times

- Embedded the Determinants of Health Lens into our COVID CCM response during periods of self-isolation, and with multiple points of access for testing and vaccinations
- Contributed to the COVID resource pages housed by Lanark County and the United Way of Leeds and Grenville
- Temporary Social Distancing/ COVID isolation shelter – we supported both of these shelters through in kind staffing and harm reduction services in both the Spring of 2021 and December.
- Reached out to local Indigenous Communities to promote the COVID -19 Vaccine and to help facilitate messaging within their communities.



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Health Equity in COVID Times

Thanks to the Brockville & Area Community Foundation and The Table we received donations and funding for 120 grocery gift cards valued at \$6000.

- To-date, 188 individuals dealing with financial & isolation implications of COVID-19 and insufficient incomes were served.
- Cards were distributed by Public Health Nurses, Community Navigators, Family Home Visitors, Dental staff, Health Promoters and Public Health Nutritionists.



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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 - 217 families online prenatal course
- Provided calls to all new mothers within 48 hours of discharge
- Home visiting continued using a virtual or in person model to support parents in parenting
 - Distributed cloth masks donated by United Way to clients (HBHC)
- Continued to provide Good Food for Healthy Babies food vouchers through HBHC program
- Healthy Smiles Ontario Program (HSO) – dental screening and program support for children and youth 17 and younger to enroll in the emergency stream of the Health Smiles Ontario program (HSO-EESS)



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Healthy Infants and Children

- 230 Infant Feeding Clinic visits for support and health teaching in person and virtual
- Triple P Parenting - on line and virtual support
- Preschool Speech and Language Program provided virtual or in-person preschool speech and language services to 822 families
- 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



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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 very challenging for youth.

- Launched new Youth and Young Adult Instagram account (@lglhealthunit.z)
- Continued involvement with Planet Youth Lanark and the Community Youth Advisory in L& G
- Worked with WAY –Wellness Access for Youth in North Grenville to support mental health and addictions needs and access to services
- Provided information on mental health, healthy growth and development and tobacco/vaping to students
- Hosted youth friendly community COVID vaccine clinics for youth 12-17 over the summer



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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

- Continued with monthly Nutrition tips to newspapers and other media
- Healthy Bodies Healthy Minds media campaign in December, interview on *CBC All in a Day*.

- Promoted Clever Replies resource to increase public awareness of the impacts of weight bias and stigmatization.

Need a healthy new year's resolution? Don't talk about weight, say health officials



Local health unit developed guide to healthy holiday conversations

CBC News - Posted: Dec 27, 2021 4:00 AM ET | Last Updated: December 27, 2021



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Healthy Communities

- Smoke free Ontario Program - responded to complaints , vendor inspections, specialty vape store registrations, provided signage and education to vendors
- Supported Age Friendly community coalitions
- Participated on municipal committees related to healthy communities (e.g., transportation)
- Completed 10 interviews on Active Living for MOVE Brockville and MyFM Gananoque
- Provided comments on 8 municipal plans (Official and Transportation plans)
- Continued to monitor fluoride levels in participating municipalities (Smiths Falls, Perth, Prescott, Carleton Place, Brockville).



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Healthy Communities

- Smoking Cessation –virtual smoking cessation support, NRT dispensing to priority populations, referrals to external smoking cessation supports
- Smart Works NSP and Outreach
 - harm reduction services including NSP and Naloxone
 - opioid early warning surveillance
 - outreach services at Change Health Care.
 - There were 6,991 visits to our NSP sites in 2021.
 - We provided 269,830 needles and syringes, and 68,958 safe inhalation pipes
 - Community Support Navigator (SUAP Health Canada Grant)



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Healthy Environments

- Duty desk calls: **2914**
- General complaints : **51**
- Land Control Complaints: **31**
- COVID-19 complaints: **229**
- Personal Services settings: **140** inspections
- Food Premises Inspections: **1360**
- Childcare Centre inspections: **66**
- Public Pool and Spa Inspections: **126**



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Healthy Environments

Essential services continued to be provided:

- Responded to reports of adverse water quality incidents for regulated water systems
- Continued private water sampling program
- Ongoing support of ground water contamination- Spencerville, Hwy 43, Portland landfill, NRC, increased number of blue-green algae reports



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Healthy Environments

- Followed up complaints and reports of food borne illnesses.
- Completed beach water monitoring 211 beach inspections
- Completed vector-borne surveillance i.e. mosquito trapping and testing for viruses such as West Nile virus, no positive mosquito pools identified again in 2021.
- Tick dragging in the fall confirmed the presence of Anaplasma bacteria in Black-legged ticks in our area



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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

- Sexual Health Clinics continued with appointments when necessary.
 - Managed 388 sexually transmitted infections (STIs)
 - Initiated a new follow up process with local health care providers to better align communications and treatment options for the clients with STIs.
- Immunization Clinics for the primary series for infants and high risk individuals when primary care offices closed



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Infectious Diseases

- Number of Animal bite investigations: **459**
- Dispensed PEP to **53** clients
- Enteric Institutional outbreaks: **8**
- Respiratory Infections, Institutional Outbreaks Investigated: **112**
- COVID-19 Facility outbreaks investigated: **326**.
- Maintained partnerships with all long-term care homes/retirement homes, hospitals and acute care and regulatory bodies: **71** Meetings
- Advisories/notices distributed to facilities: **43**
- Sporadic Diseases of Public Health Significance processed: **1135**
- Vector-borne disease investigations: **571** (569 Lyme)
- Enteric Disease investigations: **112**
- Respiratory and other: **448**



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Community-Based Pandemic Response

Case and Contact Management and Outbreaks

- 3593 lab confirmed covid case investigations
 - 6672 contact outreach
- 96 covid-related outbreak investigations incl:
 - 15 school outbreaks
 - 6 LTC/ RH outbreaks
 - 5 Childcare facility outbreaks



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Community-Based Pandemic Response

CANADA

Leeds, Grenville, Lanark leads province with 90% of residents fully vaccinated



By Alexandra Mazur • Global News

Posted September 28, 2021 12:22 pm • Updated September 29, 2021 3:48 pm



- **COVID – 19 Vaccine Roll Out**
 - 404,463 Doses Delivered in 2021
 - Mass Immunization Clinics 60.9%
 - Mobile Clinics 0.9%
 - Primary Care Clinic 5.6%
 - Pharmacy Clinics 28.25%
 - Hospital Clinics 1.4%
 - Congregate Care Clinics (2.97%)



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Community-Based Pandemic Response

Community Engagement

- Attended virtual Municipal EOCs and County wide CAO/Clerks meetings
- Held weekly meetings with our primary care, hospitals and social services partners to provide updates and a forum for discussion.
- Collaborated with local pharmacies to share information and inventory issues.
- 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 – Based Pandemic Response

Health Unit Call Centre

- Created in March 2021 to respond to high volume of callers needing support in booking vaccine appointments
- The United Counties of Leeds and Grenville and Lanark County responded very quickly with staffing support to supplement HU staffing
- Majority of calls are to book or cancel appointments, get access to QR codes, and to get Out of Province vaccinations entered into the provincial system
- Call Centre: 118,193 Calls in 2021

Health Unit Phone lines: 34,077 calls in 2021



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Community-Based Pandemic Response

- COVID-19 regulatory requirements inspections
- Interpreted regulations, provided education and consulted with businesses
- Created and updated fact sheets, information for the website, press releases and social media.
- Enforcement activities to control the spread of COVID 19:
 - 4 Section 22 Orders
 - 5 tickets for defying Public Health Measures



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Community-Based Pandemic Response

- Continued to attend virtual Municipal EOCs and County wide CAO/Clerks meetings upon request
- Continued Collaboration with partner agencies (Economic development, other ministries, police and by-law officers)
- **29** memos with updates and information regarding COVID-19 control measures and regulatory requirements sent to large and small businesses



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Organizational Excellence During COVID-19



Adapted from Excellence Canada



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Leadership Driver: Innovative, responsive and transparent leadership

- Weekly meetings of COVID-19 Incident Management Committee
- Acting Manager and team leader positions created
- Regular Management and IMS Updates to staff via email; monthly virtual town hall meetings with staff
- Recipient of the United Way East Ontario Builder of the Year Award during the annual 'This is Community' event in October.



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

- **Recovery planning initiated:**
 - Contract with Calian Emergency Management Solutions to conduct a COVID-19 Reflection project
 - Data collection with staff, management and partners in 5 key focus areas
 - Final report identified 9 best practices and 16 opportunities for improvement



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COVID-19 Surveillance and Reporting

- **External surveillance reporting:**
 - COVID-19 Surveillance Report, including outbreaks and Municipal Wastewater surveillance data
 - Weekly Vaccine Summary Reports
 - Weekly long-term care/health care professionals surveillance report
 - Daily COVID Case Summary (distribution to BGH)
- **Internal reporting to aid in decision-making:**
 - Daily COVID Case Summary
 - Daily COVID case immunization status report (recently discontinued)
 - Weekly Call Line Reporting
 - Monthly DOPHS (diseases of public health significance)
 - Monthly opioid overdose reporting
 - Weekly dose interval by client



People Driver: Enhance the workplace to strengthen capacity

- 84 new staff hired, on boarded and deployed to support our pandemic response (x%) from the 5.9 million one-time COVID-19 funding received from the MOH for COVID-19
- COVID-19 Workplace Health and Safety plan
- Mandatory vaccination policy implemented



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People Driver: Enhance the workplace to support employee wellness

- Mental Health at Work Essentials Program initiated: a framework for achieving a psychologically healthy and safe workplace
- Key Components
 - MH@W Steering Committee
 - MH@W champions
 - Mental Health & Employee Wellness Plan



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Client Driver: Clients are engaged and satisfied with their experiences in programs and services

“Over the course of the pandemic, everyone is pretty stretched to the limit. But you folks are not only trying to balance your own personal life and your household, but remain a strong and powerful force in fighting this pandemic. It grieves me that the phone line menu includes "be respectful" because I would infer folks aren't always respectful. And to think that even after all this you are still able to be so compassionate is remarkable. Thank you and your colleagues from the bottom of my heart. You are our lifeline and our ticket to navigate and eventually exit this pandemic. I'm so grateful. “

”

I felt that the structure of the clinic was very well thought out. I found the staff members very kind and helpful. They also have a lot of clear information. I was well informed by them.

“

”

Champions, all of them. Every person working the clinic were fantastic, took great care of everyone else and the process. Keep up the great work!

“



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COVID19 Vaccine Clinic Client Feedback Executive Summary



April 4th to July 21st 2021



Experience Rating

- Overall experience: excellent/good (99%)
- Satisfied with the care: strongly agree/agree (99%)
- Set up met needs: strongly agree/agree (99%)
- Easy to book appointment: strongly agree/agree (87%)



Clinic Precautions & Information

- Felt safe due to precautions: to a great extent (94%)
- Had enough info before clinic: strongly agree/agree (92%)
- Post vaccination instructions were clear: strongly agree/agree (97%)
- Information was easy to understand: strongly agree/agree (98%)



Barriers

- Lack of available appointments
- Booking challenges
- Unclear about eligibility



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Communication Stats

	2018	2019	2020	2021
Website Unique Visitors	230,719	254,598	1,957,364	4,523,892
Webmail Submissions	543	518	1,884	5,577
Facebook Followers	-	2,607	8,263	13,035
Twitter Followers	-	617	1,524	3,505
Instagram Followers	-	-	-	544
Media Inquiries				565

Sprout Social Data

Aggregate data pulled from Facebook, Twitter and Instagram between 1/1/21-12/13/21.



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Top Social Media Posts

The province has announced that LGL will move into the Red – Control Zone of the Framework as of Monday March 22. Read the full media release to see what changes will be in effect:



Total Engagements

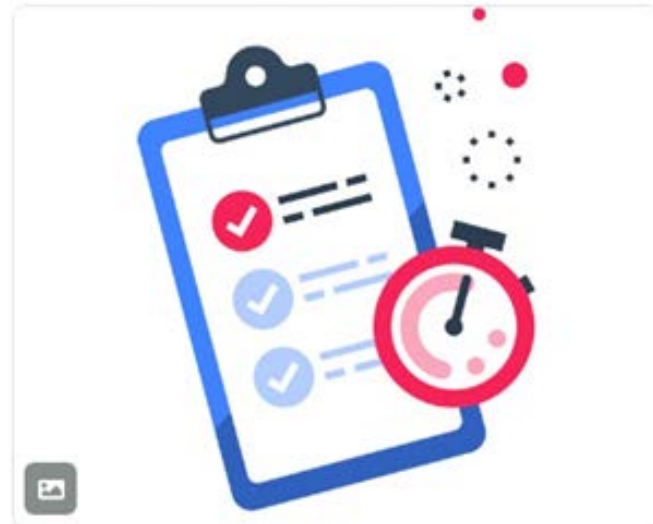
19,007



LGLHealthUnit

Thu 4/15/2021 2:12 pm UTC

A reminder to anyone eligible for their COVID vaccine – you may be able to get in earlier through our contingency list. It's for last minute appts to ensure no vaccine gets wasted. Please be sure you can:



Total Engagements

5,324



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

- File hold used as document management system for official COVID documentation
- 62 COVID-19 specific work instructions developed and revised as required:
 - Versions: Case Management (58), Contact Management (40), Staff Screening (19)



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Information Technology

- Set-up and ongoing support for 151 employees working from home
- Technical support for mobile and fixed site vaccine clinics
- Technical lead to establish LGL Call Centre and support other Health Unit phone lines
- Blackberry server upgrades to support increased number of cell phone users
- Firewall updates to further protect servers from Cyber attacks



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

- **Awards received from:**
 - Town of Prescott,
 - YMCA of Eastern Ontario,
 - United Way
- **Appreciation expressed by numerous community partners, including:**
 - Big Brothers Big Sisters of Leeds Grenville
 - Municipal Mayors and Reeves
 - Lanark, Leeds and Grenville Addictions and Mental Health

Prescott honours COVID heroes

Wayne Lowrie

Dec 03, 2021 • December 3, 2021 • 2 minute read • [Join the conversation](#)



Prescott's heroes of COVID and council members pose with their awards at the Leo Boivin Centre.



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LOOKING AHEAD 2022



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2022 Program Priorities

- Continued COVID-19 community response:
 - Health equity focus
 - Public information (Website, communications, phone lines)
 - Vaccine distribution and administration
 - Support public health measures (support for childcare, schools, workplaces, community leaders, etc.)
 - Outbreak management in highest risk settings
- Continued implementation of essential services
- Provide other OPHS programs and services as resources permit
- Begin work on Strategic Plan Renewal



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2022 Organization Priorities

Be flexible and adaptable

- Program Departments' Organization Structure Review
- Collaborate with health care system partners
 - Lanark, Leeds, Grenville and Ottawa West Four Rivers Ontario Health Teams
 - SE and Champlain sub-regions of Ontario Health East Region

Collaborate with local partners

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



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2022 Organization Priorities

- **Respond to report Reflection on 2021 COVID-19 Response**
- **Build strong workforce**
 - 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
 - Mental Health @Work Program
- **Promote Health and safety**
 - Risk assessment with new activities
 - Adjustments based on provincial regulations/direction



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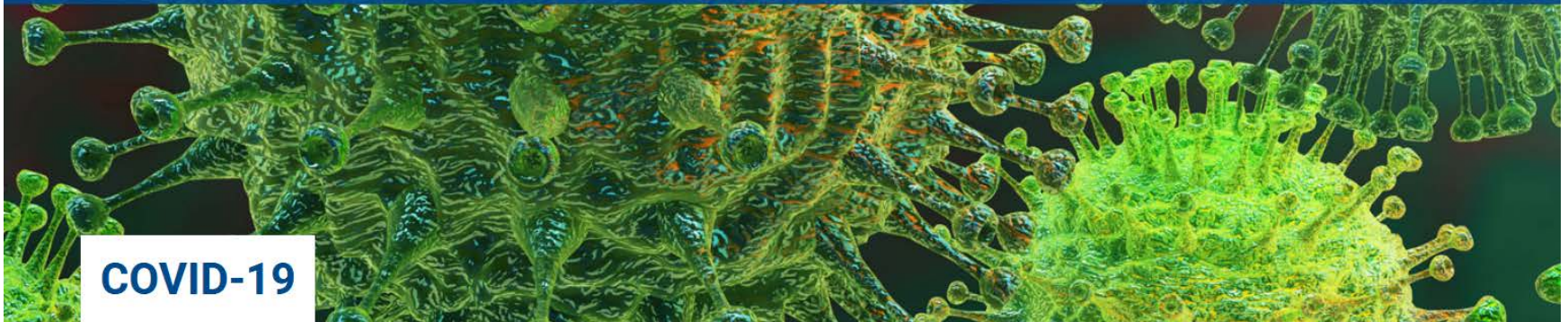
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