Leeds, Grenville & Lanark District Health Unit

Strategic Plan for Population Health

2019-2022

Leeds, Grenville & Lanark District

HEALTH UNIT

Your Partner in Public Health

www.healthunit.org

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MESSAGE FROM THE BOARD CHAIR

The Leeds, Grenville and Lanark District Health Unit is pleased to share its 2019-2022 Strategic Plan with you. This plan is guided by the Ontario Public Health Standards, Leeds, Grenville and Lanark population health data, research evidence, and our knowledge of, and experience working with our communities. More detailed information on our programs and services, and many important topics mentioned in this plan, can be found on our website at www.healthunit.org.

For all ages, promoting and protecting health is essential for growth and development, learning, working, playing, relationships, and for community cohesion and sustainability. As stated by the World Health Organization in the Ottawa Charter on Health Promotion **"health is a resource for living - the ability to identify and realize aspirations, satisfy needs, and cope with the changing environment"**.
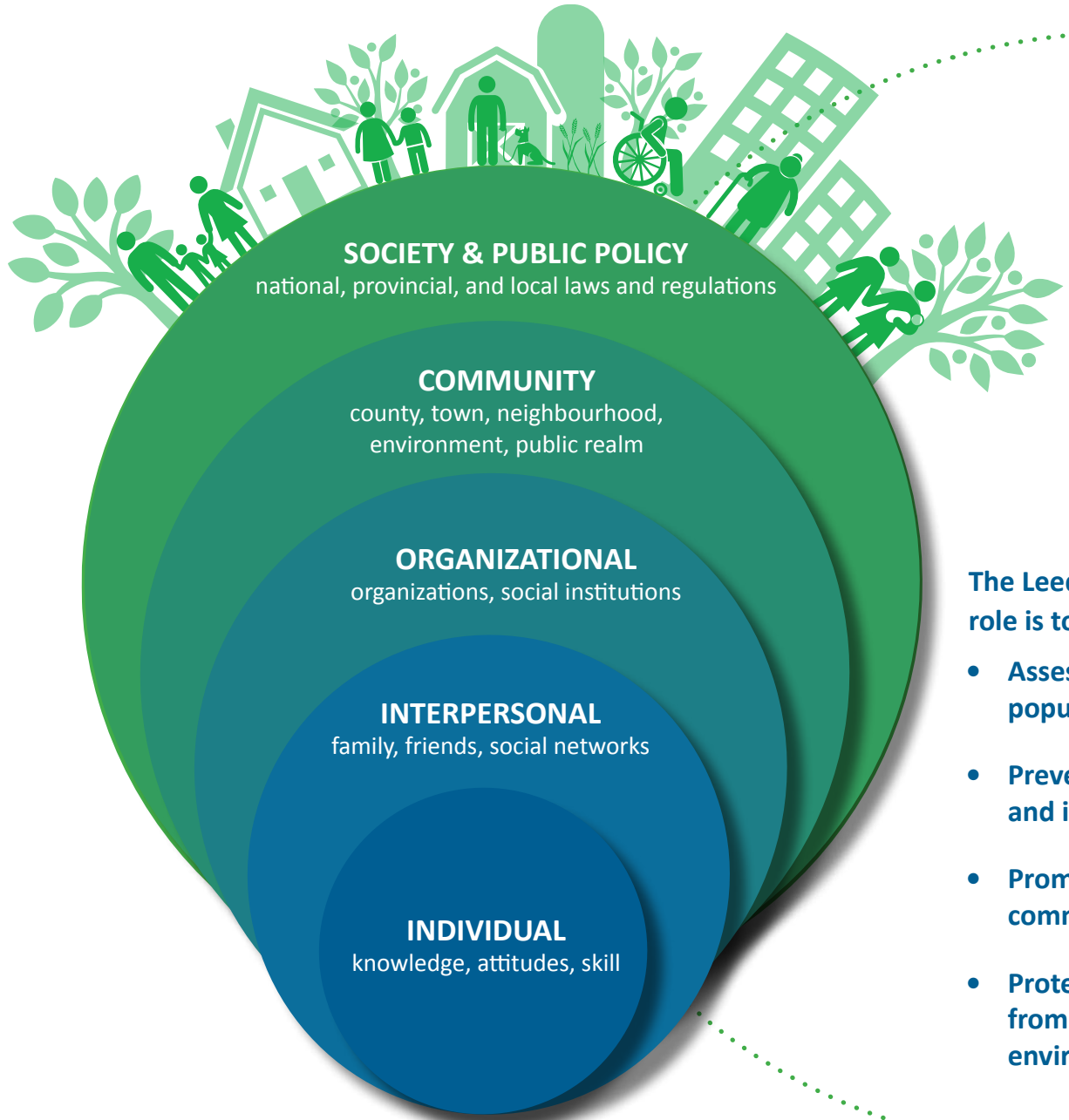
On behalf of the Board, I would like to thank Dr. Paula Stewart, Medical Officer of Health/ CEO, for her leadership in the development of the Strategic Plan. Her passion for public health is an inspiration to us all.

We look forward to working with our community partners, the Champlain LHIN and the South East LHIN, and members of the public in delivering on our Strategic Plan 2019-2022, and we encourage you to consider how you can contribute to our Vision that "everyone has opportunities to be healthy". Together we can make a difference!

Anne Warren, Chair
Board of Health

Leeds, Grenville and Lanark are located on the traditional territory of Indigenous peoples dating back countless generations. We would like to show our respect for their contributions and recognize the role of treaty making in what is now Ontario. Hundreds of years after the first treaties were signed, they are still relevant today.

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

SOCIETY & PUBLIC POLICY
national, provincial, and local laws and regulations

COMMUNITY
county, town, neighbourhood, environment, public realm

ORGANIZATIONAL
organizations, social institutions

INTERPERSONAL
family, friends, social networks

INDIVIDUAL
knowledge, attitudes, skill

Adapted from Active Canada 20/20

Leeds, Grenville & Lanark District Health Unit

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.

Strategic Plan for Organizational Excellence

The Strategic Plan for Population Health outlined in this report is complemented by the companion document **"Strategic Plan for Organizational Excellence"**. This report outlines how the Health Unit will improve its ability to realize the Health Unit's Vision and achieve its Mission through a focus on leadership, planning, client service, partner collaboration, people (employee) support, and process management while meeting the Ministry of Health and Long-Term Care 2018 Public Health Accountability and Organizational Requirements.

Organizational Vision

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

Principles[1]

- Leadership involvement
- Transparency and agility
- Respect for diversity and inclusion
- Effective planning
- A primary focus on the client's experience
- Co-operation, teamwork, and people development
- A focus on continual improvement and innovation
- Commitment to fact-based decision-making through the use of data and measurement.

[1] From Excellence Canada

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.

Determinants of Health*

- Access to health services
- Culture, race, and ethnicity
- Indigenous Peoples' experiences[1]
- Disability
- Childhood experiences
- Education, literacy, and skills
- Employment, job security, and working conditions
- Community food security
- Gender identity and expression
- Housing
- Income and income distribution
- Personal health practices and resiliency
- Physical environments
- Sexual orientation and attraction
- Social inclusion/exclusion
- Social support networks

Adapted from Ontario Public Health Standards, MOHLTC
[1]www.health.gov.on.ca/en/pro/programs/publichealth/oph_standards/docs/protocols_guidelines/Relationship_with_Indigenous_Communities_Guideline_en.pdf

Promoting health equity requires improving the living conditions that keep us healthy, and the social, economic, and health systems that support us when we get sick. Health equity means we also identify and address the inequitable distribution of power, money and resources that are essential for improving health and well-being.[1]

KEY STRATEGIES

- Educate and support Health Unit employees to use health equity tools and resources to develop appropriate programs and services that identify and engage effectively with people in order to understand their unique needs, histories, cultures and capacities.

- Partner with individuals and community service providers to promote awareness and advocate for health equity in the population, by identifying gaps and reducing barriers that support health and well-being for everyone.

- Use population health literature and data to assess, monitor, advocate and report on health equity trends to the general public, community partners and the Board of Health.

- Develop a framework for engagement with Indigenous communities that reflects the calls to action from the Truth and Reconciliation report.

[1]National Collaborating Centre for Determinants of Health. (2013). Let's Talk: Health equity. Antigonish, NS: National Collaborating Centre for Determinants of Health, St. Francis Xavier University

© 2014, Saskatoon Health Region

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.

POPULATION HEALTH GOALS

- Pregnant women and partners eat healthy food, are physically active, and avoid substance use and exposure to tobacco smoke, before and during pregnancy and beyond.

- Babies are born with a healthy weight.

- Babies have a safe sleep environment.

- Babies and children have healthy attachment, positive developmental outcomes, and good oral health.

- Families have knowledge and skills to provide a nurturing environment for infants and children.

- Infants, children and their parents are physically active and limit sedentary and screen time.

- Families have adequate access to safe and healthy food, have the food knowledge, skills and confidence to meet the nutritional needs of all family members, and children develop healthy eating habits.

Healthy growth and development refers to a process that encompasses physical, mental, emotional and social well-being. It includes age-appropriate growth and development outcomes such as motor, language, social, emotional and cognitive skills and abilities.[1]

[1]http://www.health.gov.on.ca/en/pro/programs/publichealth/oph_standards/docs/protocols_guidelines/Healthy_Growth_and_Development_Guideline_2018.pdf

Healthy Infants and Children

KEY STRATEGIES

Work with community partners and Networks/Coalitions to:

- Make preconception and prenatal information available through a variety of sources that are accessible to individuals and families;

- Facilitate access to smoking cessation support;

- Promote maternal mental health, and support timely access for women with a perinatal mood disorder and their partners;

- Provide support for exclusive breastfeeding up to six months of age, with continued breastfeeding along with appropriate complementary foods up to two years of age and beyond;

- Provide support for effective parenting, healthy attachment, and positive infant/child and family mental health;

- Encourage age-appropriate physical activity for infants and children, including unstructured play and time in nature;

- Provide information and education for families on healthy nutrition and support access to healthy food;

- Complete screening and assessments to see if there are any risks that could affect an infant and child's healthy development and support access to community programs and services;

- Provide oral health screening and facilitate access to provincially funded dental treatment to Healthy Smiles Ontario eligible children;

- Advocate for infant and child-friendly communities.

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.

POPULATION HEALTH GOALS

- Youth have at least one positive relationship with a key adult in their life.
- Youth form and maintain healthy relationships with peers.
- Youth are physically active, eat healthy food, have healthy sleep patterns, and limit time each day on electronic devices.
- Youth are resilient and cope effectively with life challenges.
- Youth feel confident in their sexual orientation and attraction, and make healthy decisions.
- Youth make healthy choices about substance use* and other risk taking behaviours.
- Youth connect and engage with their surrounding community.
- Youth feel safe at home, at school, online, and in their neighbourhoods and communities.

*substance includes tobacco, e-cigarettes, alcohol, cannabis, opioids, illicit drugs, and other substances and emerging products.

[1] http://www.unesco.org/new/en/social-and-human-sciences/themes/youth/youth-definition/

"Youth" is best understood as a period of transition from the dependence of childhood to adulthood's independence and awareness of our interdependence as members of a community. Youth is a more fluid category than a fixed age-group.[1]

KEY STRATEGIES

- Work with partners to develop and implement programs with youth engagement principles and a "strength based" approach;
- Build knowledge and skills of youth around health goals listed on the previous page;
- Enhance relationships among youth and parents and other adults in the community;
- Work with and build capacity of key influencers of youth in our communities including parents, community organizations, educators, volunteers, coaches, businesses, and municipalities;
- Give youth a voice and support youth-leading-youth initiatives;
- Advocate for youth friendly communities;
- Provide access to confidential, non-judgmental and youth-friendly sexual health services.

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.

ENVIRONMENTAL GOALS

- The public, municipalities, organizations and businesses are engaged in creating healthy and supportive environments.
- Municipalities achieve designations that signify they are a healthy community.
- Multiple modes of transportation are facilitated including public transportation, walking, cycling and using wheelchairs and other assistive devices.
- Healthy beverage and food choices are offered in the public realm.
- Opportunities exist in every community for people to spend time in natural settings e.g., trails and parks.
- Communities have safe drinking water (municipal and private) and recreational water settings are safe.
- Businesses, temporary vendors and volunteers serving food use safe food management practices according to regulations/standards.
- Environmental health hazards are anticipated, prevented, and mitigated when they occur.
- The public is knowledgeable about strategies to adapt to climate change and its impacts.

The __public realm__ is defined as the publicly owned places and spaces that belong to and are accessible by everyone. These can include municipal streets, lanes, plazas, sidewalks, trails, parks, open spaces, schools, waterfronts, public transit systems, conservation areas, and civic buildings and institutions. It can be a passive environment, such as sitting at a cafe, or an active environment, such as cycling in a bike lane, or a combination of both. It can also be an interior space such as a library or a recreation centre, or an exterior space such as a multi-purpose trail or a public square.[1]

POPULATION HEALTH GOALS

- Individuals and families are resilient and effectively cope with life challenges, and are engaged and connected within their neighbourhoods and communities.
- Individuals and families have the knowledge, skills, confidence and resources/support to be physically active.
- Individuals and families have the knowledge skills, confidence and resources/support to access, choose and grow healthy food.
- Individuals and families have the knowledge, skills, confidence and resources/support to make healthy choices about substance use, prevent problematic substance use, and prevent injuries.

KEY STRATEGIES

Enhance meaningful engagement with community partners, municipalities, businesses and the public to:

- Create supportive environments that are welcoming, accessible and that make the healthy choice the easy choice for all;
- Strengthen community action by the public and community organizations;
- Provide information and education to the public and community organizations;
- Educate about and enforce public health related regulations;
- Assist municipalities to include the enhancement and protection of public health in all municipal policies and plans[2];
- Develop strategies to adapt to climate change;
- Provide leadership in the response to public health incidents/emergencies and environmental hazards.

[1]https://ontarioplanners.ca/OPPIAssets/Documents/Calls-to-Action/Healthy-Communities-and-Planning-for-the-Public-Realm.pdf

[2]http://apps.who.int/iris/bitstream/handle/10665/112636/9789241506908_eng.pdf;jsessionid=7A9154CDA923E5833BB29F1CA0A9E518?sequence=1

Infectious Diseases

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

POPULATION HEALTH GOALS

- Individuals and families have the knowledge and skills, confidence and resources/supports to prevent infectious diseases and their spread within the home and community settings.

- Infants, children, youth and adults have up to date immunizations according to provincial schedules.

- Fewer people have infectious diseases prevented by immunizations.

- Fewer people have sexually transmitted infections.

- Fewer people have diseases that are spread by ticks or mosquitoes.

- Fewer people have food and water borne infectious diseases.

- Childcare settings, long-term care/retirement homes and personal service settings prevent the spread of infectious diseases.

- Out-of-hospital healthcare and dental settings adhere to infection prevention and control requirements.

> *Infectious diseases of public health importance can cause severe illness, including death, and are amenable to public health interventions that reduce the risk of infection. They are spread from person to person (e.g., influenza, measles, gonorrhea), animal to person (rabies), by a vector (e.g., a tick or mosquito), or in water or food (e.g., salmonella food poisoning).*

KEY STRATEGIES

Work with community partners to:

- Provide information and education on infection prevention and control to individuals, families and community partners;

- Promote and support recommended immunization for all ages;

- Provide publicly funded vaccines to eligible health care providers, and provide information and consultation on infectious disease prevention and management;

- Investigate and provide public health follow-up of cases, outbreaks, and incidents related to infectious diseases of public health importance within the community;

- Provide clinical services to prevent and treat sexually transmitted infections, and provide information and materials to decrease the harm associated with using illicit drugs;

- Promote effective infection prevention and control practices with long-term care homes, retirement homes, child care settings and personal service settings;

- Investigate complaints related to infection prevention and control in dental, health care and other settings within the community.

Glossary

Attachment (children) - "Attachment describes the function of availability, which is the degree to which the authoritative figure is responsive to the child's needs and shares communication with them." https://en.wikipedia.org/wiki/Attachment_in_children

Climate change impacts - Climate change impacts extreme weather, food and drink, lakes and rivers, and rising temperatures. https://www.ontario.ca/page/why-we-need-address-climate-change and https://www.ontario.ca/page/how-you-can-help-address-climate-change

Community Food Security - Community food security is a result of a healthy food system. Food contributes to physical, mental and emotional health and wellbeing. The food system includes everything from growing food, to processing, storing, transporting, selling, buying, preparing, eating food and managing food waste. From producers to eaters, we are all part of the food system. (The Food charter for the United Counties of Leeds & Grenville and Lanark County, 2014 http://www.foodcorelgl.ca/_resources/food-charter.pdf)

Environmental hazards - Possible hazards to health come from poor air quality, contaminated sites, environmental contaminants, excess noise, radiation, and poor water quality. https://www.canada.ca/en/health-canada/services/environmental-workplace-health.html

Health problems - Include infectious disease, chronic diseases (such as cancer, diabetes, heart disease, stroke, asthma, COPD, mental illness), injuries, problematic substance use, and physical, mental and sexual abuse.

Infection prevention and control - Infection prevention and control (IPC) is a practical, evidence-based approach to policies and procedures used to minimize the risk of spreading infections to individuals and workers in hospitals, long-term care and retirements home, childcare settings, schools, dental and health care settings, and personal service settings (e.g. nail salons, tattoo premises). http://www.who.int/infection-prevention/about/en/

Personal health practices - "Personal health practices and coping skills refer to those actions by which individuals can prevent diseases and promote self-care, cope with challenges, and develop self-reliance, solve problems and make choices that enhance health." https://www.canada.ca/en/public-health/services/health-promotion/population-health/what-determines-health/what-makes-canadians-healthy-unhealthy.html

Physical activity, sedentary behaviour, screen time
- Sedentary - "Sedentary behaviour is any waking behaviour characterized by an energy expenditure ≤ 1.5 metabolic equivalents (METs), while in a sitting, reclining or lying posture."
- Screen time - "Refers to the time spent on screen-based behaviours, which can be performed while being sedentary or physically active." http://www.csep.ca/en/guidelines/glossary-2017
- Physical Activity - "Any bodily movement produced by skeletal muscles that results in energy expenditure, and increases heart rate and breathing." http://csepguidelines.ca/ and http://www.csep.ca/en/ guidelines/glossary-2017

Physical environments - "The physical environment is an important determinant of health. At certain levels of exposure, contaminants in our air, water, food and soil can cause a variety of adverse health effects, including cancer, birth defects, respiratory illness and gastrointestinal ailments. In the built environment, factors related to housing, indoor air quality, and the design of communities and transportation systems can significantly influence our physical and psychological well-being." https://www.canada.ca/en/public-health/services/health-promotion/population-health/what-determines-health/what-makes-canadians-healthy-unhealthy.html

Public health interventions for infectious diseases - See the Ontario Public Health Standards Protocol for Infectious Diseases. http://www.health.gov.on.ca/en/pro/programs/publichealth/oph_standards/infdispro.aspx

Resiliency - "Resiliency is what helps you look at a situation realistically, take action when you can make changes, let go of things you can't change, and recognize the helpful supports in your life." https://cmha.ca/resources/mental-health-for-life

Social exclusion - "Social exclusion consists of dynamic, multi-dimensional processes driven by unequal power relationships interacting across four main dimensions - economic, political, social and cultural - and at different levels including individual, household, group, community, country and global levels." http://www.who.int/social_determinants/themes/socialexclusion/en/

Social support networks - "Social support networks could be very important in helping people solve problems and deal with adversity, as well as in maintaining a sense of mastery and control over life circumstances." https://www.canada.ca/en/public-health/services/health-promotion/population-health/what-determines-health/what-makes-canadians-healthy-unhealthy.html

Strength-based approach - "A strength-based approach is a manner of doing things rooted in the belief:
- That people (and groups of people) have existing competencies;
- That people have resources and are capable of learning new skills and solving problems;
- That people can use existing competencies to identify and address their own concerns; and
- That people can be involved in the process of learning and discovery"
http://www.healthyllg.org/_resources/Strength-Based_Approaches_Backgrounder.pdf

Problematic substance use (substance abuse) - "Substance abuse is the harmful or hazardous use of prescription and illegal drugs for non-medical reasons. These drugs mainly affect the functioning of the nervous system and the way a person thinks, feels or acts. Abusing drugs can also lead to physical dependence and addiction." https://www.canada.ca/en/health-canada/services/substance-use/about-substance-abuse/about-substance-abuse.html

Vector-borne disease - "Vectors ...carry pathogens from one host to another. .. typically species of mosquitoes and ticks." https://www.ncbi.nlm.nih.gov/books/NBK52939/

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Strategic Plan Steering Committee:
Board members - Anne Warren, Doug Malanka, Teresa Jansman, Sherryl Smith
Partners - Susan Dunfield, Margaret Fancy, Mary-Pat Shaw, Forbes Symon
Health Unit - Shani Gates, Jane Hess, Jane Lyster, Paula Stewart, Heather Bruce

Health Goals Leads:
Tawnya Boileau (Healthy Youth), Tanis Brown (Health Equity), Cathy DelMei (Healthy Infants and Children), Claire Farella (Infectious Diseases), Elaine Murkin and Joan Mays (Healthy Communities)

Organization Working Group:
Tammy Anderson, Paul Armstrong, Heather Bruce, Jackie Empey, Shani Gates, Jane Hess, Katie Jackson, Jane Lyster

Layout and Design:
Jodi Drummond

Health Goals Working Group:
Heather Bruce, John Cunningham, Cathy DelMei, Jodi Drummond, Claire Farella, Susan Healey, Katie Jackson, Linna Li, Joan Mays, Paula Stewart

Think Tank:
Jennifer Adams, Tammy Anderson, Paul Armstrong, Jillian Bergeron, Julie Bolton, Tanis Brown, Heather Bruce, Sherry Craig, Chris Culhane, John Cunningham, Cathy DelMei, Jodi Drummond, Jackie Empey, Claire Farella, William Fayle, Shani Gates, Alexis Green, Susan Healey, Jane Hess, Katie Jackson, Melissa Johnston, Rebecca Kavanagh, Jane Lyster, Doug Malanka, Kim Marshall, Joan Mays, Kim McCann, Debbie McIntyre, Erin McLean, Elaine Murkin, Kelly Munroe, David Nash, Amanda Pratt, Kris Sample, Danielle Shewfelt, Sherryl Smith, Paula Stewart, Marie Traynor, Anne Warren

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John Cunningham - For a detailed report, see www.healthunit.org

Thanks to our Community!

This plan reflects our on-going engagement with the community to plan and implement programs. Community engagement increases knowledge, empowers local groups and strengthens community resilience.

https://iap2canada.ca/corevalues

www.healthyllg.org

For more information, visit http://healthunit.org/about/organizational-description/strategic-plan/
For feedback, email contact@healthunit.org