



***2019-2022
Strategic Plan for
Organizational
Excellence***

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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 for Organizational Excellence**. This plan is guided by the Public Health Accountability Framework and Organizational Requirements in the Ontario Public Health Standards, Excellence Canada's Standard for Excellence, Wellness and Innovation®, client feedback, and input from our employees on our strengths, weaknesses, opportunities and threats.

The **Strategic Plan for Organizational Excellence** reflects the Health Unit's ongoing commitment to continuous quality improvement, accountability and transparency. The plan serves as a foundation and companion document to the Health Unit's Strategic Plan for Population Health, as enhanced accountability and quality across the organization's key functions will ultimately contribute to the achievement of population health outcomes and improved health for everyone in Leeds, Grenville and Lanark.

We look forward to working with our employees, clients, and community partners to deliver on our **Strategic Plan for Organizational Excellence**. We encourage you to consider how you can contribute to our organizational vision that "everyone has opportunities to achieve their fullest potential while contributing to an inclusive, caring, and vibrant workplace". By working together in a quality culture and practising our values of integrity, optimism, connectedness and compassion, 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.

Organizational Accountability

Effective January 1, 2018, the Ministry of Health and Long-Term Care published the Ontario Public Health Standards: Requirements for Programs, Services, and Accountability. These updated standards include a **Public Health Accountability Framework and Organizational Requirements**¹.

Organizational requirements are grouped into 4 domains:

- **Delivery of Programs and Services:** Boards of Health are accountable for the delivery of public health programs and services and achieving program outcomes in accordance with ministry published standards, protocols, and guidelines.
- **Fiduciary Requirements:** Boards of Health are accountable for using ministry funding efficiently for its intended purpose.
- **Good Governance and Management Practices:** Boards of Health are accountable for executing good governance practices to ensure effective functioning of boards of health and management of public health units.
- **Public Health Practice:** Boards of Health are accountable for achieving a high standard and quality of practice in the delivery of public health programs and services.

Enhanced accountability across all domains will support the achievement of a high standard and quality of public health practice and good governance and management practices that provide the foundation for effective public health programs and services, which ultimately contribute to the achievement of population health outcomes and improved health for all residents of Leeds, Grenville and Lanark.

The Health Unit is currently meeting most of the organizational requirements in the **Public Health Accountability Framework**. All the areas for improvement, along with reporting requirements, have been incorporated into this Strategic Plan for Organizational Excellence.

¹Ministry of Health and Long-Term Care. Ontario Public Health Standards: Requirements for Programs, Services, and Accountability. Release Date: November 16, 2017.

The Health Unit has adopted Excellence Canada’s Standard for “Excellence, Innovation and Wellness[®]”² as the framework for the 2019-2022 Strategic Plan for Organizational Excellence. This framework supports the Health Unit’s ongoing commitment to continuous quality improvement (CQI) and will ensure the organization achieves the best results possible across six quality drivers, which include:



Adapted from Excellence Canada

1. Leadership
2. Planning
3. Client
4. Partner
5. People
6. Process & project management

The “Excellence, Innovation and Wellness[®]” standard has been developed in four levels (bronze, silver, gold and platinum) to make it easier for organizations to implement improvement measures using a staged approach. The current state of the Health Unit was assessed against the requirements for the bronze and silver levels, and areas of improvement have been identified for each of the drivers and brought forward in this plan.

For each Quality Driver there is a description of the current situation, using data from internal surveys and assessments of gaps related to the OPHS organizational standards and the “Excellence, Innovation and Wellness[®]” standard from Excellence Canada.

Areas of focus based on the intended meaning of the quality driver have been identified.

This strategic approach to continuous quality improvement over the next 3 years will facilitate the achievement of organizational and service excellence, which leads to the fulfillment of the Health Unit’s mission and vision.

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 Population Health

The Strategic Plan for Organizational Excellence outlined in this report is complemented by the companion document “**Strategic Plan for Population Health**”. This report outlines how the Health Unit will realize it’s Vision and Mission through a focus on health equity, healthy infants and children, healthy youth, healthy communities and infectious disease prevention, while meeting the Ministry of Health and Long-Term Care’s 2018 Ontario Public Health Standards.

Organizational Vision

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

Principles³

- 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.

²<http://excellence.ca/excellence-innovation-and-wellness/>

³From Excellence Canada

Leadership Driver

The focus of the Leadership Driver is on creating the organizational culture, values and overall direction for success of the organization. It includes demonstrating good governance, management and innovation, while fulfilling legal, ethical, financial and societal obligations.

Current Situation:

A great deal of work was completed on leadership development during the time of the last strategic plan. Staff have identified that areas of strength in leadership are that management is accessible, collaborative, and provides opportunities for staff involvement. Areas of improvement for leaders include consistency and clarification of roles and expectations. 'Clear leadership and expectations' was no longer a concern for staff in the 2017 Guarding Minds at Work survey; while 'organizational culture' and 'civility and respect' remained as areas to address.

The OPHS organizational requirements for Good Governance and Management Practices requirements have been largely met. Requirements in the Public Health Practice domain related to excellence in professional practice and a culture of quality will be areas of focus for this strategic plan. In order to obtain certification with Excellence Canada, a formal Corporate Social Responsibility strategy must be developed.

Goal:

Innovative, responsive and transparent leadership that engages employees in a culture of organizational excellence.

Strategies:

- Implement a Continuous Quality Improvement (CQI) framework, which emphasizes the importance of innovation and quality public health practice.
- Continue to foster a workplace culture that consistently engages, supports and partners with employees to reach their fullest potential.
- Explore the development of a Corporate Social Responsibility Strategy, which demonstrates our commitment to ethical decision making, our community and society as a whole.
- Pursue certification with Excellence Canada for bronze and silver implementation of the 'Excellence, Innovation, and Wellness' standard.

"Corporate Social Responsibility refers to an organization's sense of responsibility towards the community and the environment (both ecological and social) in which it operates. Organizations express this citizenships (1) through their waste and pollution reduction processes, (2) by contributing to educational and social programs, and (3) by earning adequate returns on the employed resources." Excellence Canada

Planning Driver

The Planning Driver examines organizational planning processes and how performance is measured and evaluated to assess progress and outcomes, and how progress toward meeting defined goals is reported to key stakeholders.

Current Situation:

While a comprehensive planning pathway was developed during the last strategic plan, the OPHS requires the consistent use of a systematic process to plan and report on public health programs and to the Board of Health and other stakeholders. When consulted staff reported that planning is well done and further direction is needed on how to incorporate planning into action, as well as staff and client feedback into planning. Information collected from staff on the Health Unit's readiness for quality improvement revealed that staff feel spending time and resources on quality improvement is worth the effort; however staff who provide public health services require training in basic methods for evaluating and improving quality.

As part of its focus on accountability and transparency, the Ministry of Health and Long-Term Care have enhanced the requirements for financial and program reporting, including the requirement to report human resources and operating costs by program. In order to meet these requirements in an efficient and effective manner, further work on financial management and reporting systems is required.

Goal:

Systematic public health planning and reporting that responds efficiently and effectively to current and evolving conditions.

Strategies:

- Build on the existing planning and accountability framework, to include a clear, consistent process that incorporates client feedback and reports to key stakeholders on performance.
- Update current health equity planning tools to reflect the Health Equity Guideline, and identify processes and tools to support programs in the identification of priority populations, and tailoring programs to meet the needs of priority populations.
- Build staff capacity in quality improvement methods and tools to plan and improve public health programs and services, such as Plan-Do-Study-Act cycles and root cause analysis.
- Develop a financial management plan and improve financial management and reporting systems to ensure that Ministry fiduciary requirements can be met in an efficient manner.

Client Driver

The Client Driver examines how the organization engages its clients for satisfaction and success. This driver includes listening, acting and reporting on feedback, as well as using collaboration and innovation to improve programs, services and relationships.

Current Situation:

As part of the Governance and Management requirements of the OPHS organizational requirements, the Health Unit must develop and implement a set of client service standards. While this was initiated during the last strategic plan, measurement and reporting on the standards is still needed. When consulted, staff recognized that engaging with clients improves client-centered service and the experience of the client. They are open to incorporating client feedback into planning to shape program and service delivery.

Goal:

Clients are engaged and satisfied with their experiences in programs and services and opportunities to provide feedback.

Strategies:

- Develop and communicate a 'client experience promise' and update the existing client service standards to reflect the promise and to measure and report on progress.
- Create opportunities to measure and respond to client experience and incorporate feedback into programs and services, in innovative ways that meet clients where they are at and addresses clients' needs.
- Provide regular reports to clients and the Board on client experience.



Partner Driver

This Driver examines the organization's relationships with other organizations, institutions or stakeholders that are critical to meeting strategic objectives. Similar to the client driver, this driver includes listening, acting and reporting on feedback and using collaboration and innovation to improve relationships and programs and services.

Current Situation:

In the Governance and Management Practices domain, there are requirements for engagement in multi-sectoral collaboration with LHINs and other relevant stakeholders to decrease health inequities, as well as to engage in relationships with Indigenous communities in a way that is meaningful for them. The Health Unit essentially does all of its work in collaboration with its partners. Work on the development and implementation of a Partnership policy and tools to guide this work is ongoing. Collaborative planning work with both the South-East and Champlain LHINS has taken place consistent with the Patients First Act. The Health Unit is an active participant on the South-East LHIN Lanark Leeds, Grenville Sub-region Integration Table, and the Population Health Data Initiatives of each LHIN. Work has begun on learning more about the Indigenous Peoples who live in Lanark, Leeds and Grenville. A focus for the next three years will include reaching out to this part of our population to explore how we can work together to meet their public health priorities.

Staff report that partnerships are highly valued in the Health Unit and that many staff are skilled at working with partners. Opportunities for improvement related to partnership engagement include enhanced training and skill development, support to set clear expectations for the Health Unit role, and mechanisms to involve all relevant Health Unit Teams in the partnership plans.

Goal:

Enhanced quality of public health related programs and services, through strategically aligned, collaborative partnerships.

Strategies:

- Continue to use and improve stakeholder engagement processes and tools.
- Build capacity and enhance the cultural competency of staff to successfully engage in relationships with Indigenous communities in a way that is meaningful for them.
- Enhance multi-sectoral collaboration with stakeholders, including the Champlain and South-East LHINs, to decrease health inequities.

People Driver

The People Driver examines how employees in an organization are treated, encouraged, supported and enabled to contribute to the organization's overall success. It includes wellness of employees and their families, including both physical and psychological health and safety.

Current Situation:

In the 2017 Guarding Minds at Work Survey, employee engagement and protection of physical safety was identified by staff as strengths relative to the other psychological risk factors. Areas to be addressed include psychological competencies, growth and development, recognition and reward, involvement and influence and psychological protection.

In the Governance and Management Practices domain of the Accountability Framework, there is a requirement for a comprehensive human resources strategy, which considers the competencies, composition and size of the workforce, and includes initiatives for recruitment, retention, professional development and leadership development of the public health workforce. While many of these elements are in place, there would be benefit to a longer-term workforce management plan to address capacity and succession planning.

Goal:

Enhance the workplace to support employee wellness, and strengthen the capacity of our workforce.

Strategies:

- Develop a workforce management plan, which examines the capacity, succession planning, competencies, and development of the public health workforce.
- Ongoing support for the implementation of the conflict resolution framework.
- Develop and implement an employee appreciation and recognition program.
- Continue the activities for employee physical and psychological health and safety, with a focus on workplace mental health promotion.
- Identify, monitor, and report on key performance indicators for Human Resources.



Process and Project Driver

This Driver focuses on the management of processes and projects. It requires a disciplined and common approach toward analyzing and solving process problems and project management across organization. This facilitates a prevention-based approach to process and project management (rather than a correction-based one).

Current Situation:

During consultations, staff reported that the processes and procedures that are in place provide good direction and that staff is involved in decision making regarding how processes can be improved. Suggested areas for improvement include improved consistency, coordination and/or collaboration between and amongst teams and enhanced focus on upstream process mapping and improvement.

Requirements for procurement practices are outlined in the OPHS Good Governance and Management Practice Requirements, as well as the Excellence Canada standards for "Excellence, Innovation and Wellness". In addition, there are requirements for the maintenance of information systems and records management. Currently clinic client records are in paper form. An electronic nursing record system is being developed using FileHold, the document and record lifecycle software being used across the Health Unit. This system will improve the privacy of records being used across several service sites as well as the efficiency and effectiveness of the clinic services.

Goal:

Consistent, efficient and effective management of key organizational processes and projects.

Strategies:

- Continue work to identify, document and improve key work processes, with a focus on consistency and collaboration between teams and departments.
- Build capacity of staff to use FileHold to store documents and create workflows to streamline document management processes.
- Build a nursing record system in FileHold, adhering to the Best Practice Guidelines for Adopting eHealth Solutions from the Registered Nurses Association of Ontario.
- Review and improve Health Unit procurement practices to reflect provincial standards and best practice guidelines.
- Develop a standardized methodology for managing key projects and building capacity for all staff in that methodology.

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