



Grey Bruce
Public Health

Grey Bruce Public Health

Strategic Plan, 2022-2027





About Grey Bruce Public Health

Grey Bruce Public Health (GBPH) is a rural public health unit serving the counties of Bruce and Grey in midwestern Ontario. Bordered to the north and west by Lake Huron and Georgian Bay, our geographic landscape is as unique as our diverse and passionate local populations.

Serving a population of approximately 170k, GBPH boasts a median age of 47 with 20.7% of the population aged 65 or older. Grey-Bruce is also home to a large population of people aged 0-14, at 15.1%, signaling a stable present and a bright future. Bruce and Grey Counties are also home to three First Nations reserves, the Chippewas of Nawash Unceded First Nation Neyaashiinigiing Indian Reserve No. 27, the Chippewas of Saugeen First Nation No. 29, and Chief's Point Indian Reserve No. 28.

GBPH is governed by the Health Protection and Promotion Act (HPPA) and provides services per the Ontario Public Health Standards (OPHS).



Introduction & Document Purpose

The purpose of this document is to present our 2022-2027 Strategic Direction, outlining our vision, mission, organizational values, and strategic priorities.

Vision Statement - A healthier future for all.

Mission Statement - Working with Grey Bruce communities to protect and promote health.

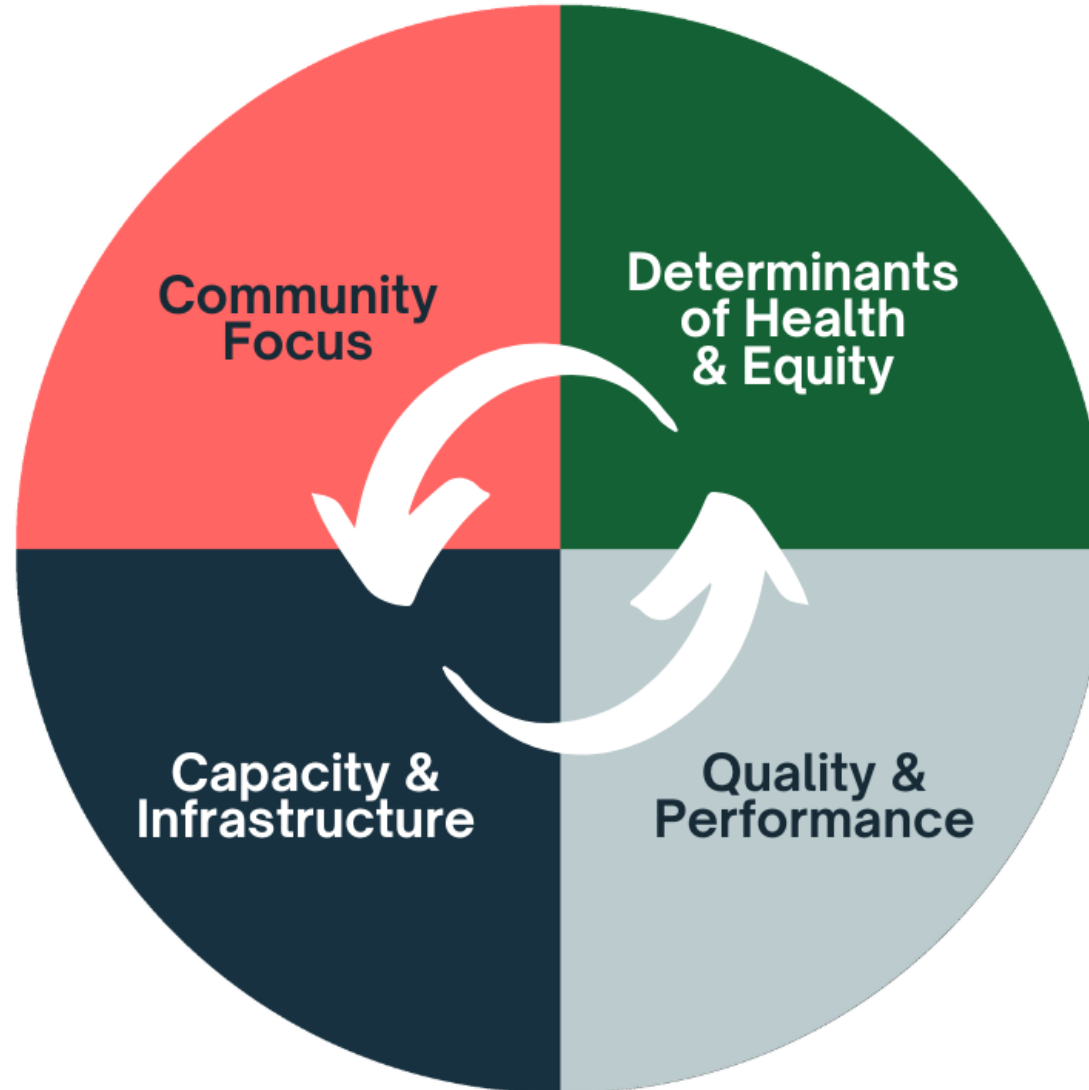
Values - Respect, Integrity, Transparency and Excellence



Strategic Direction

We will work on fostering community engagement, collaboration, and trust.

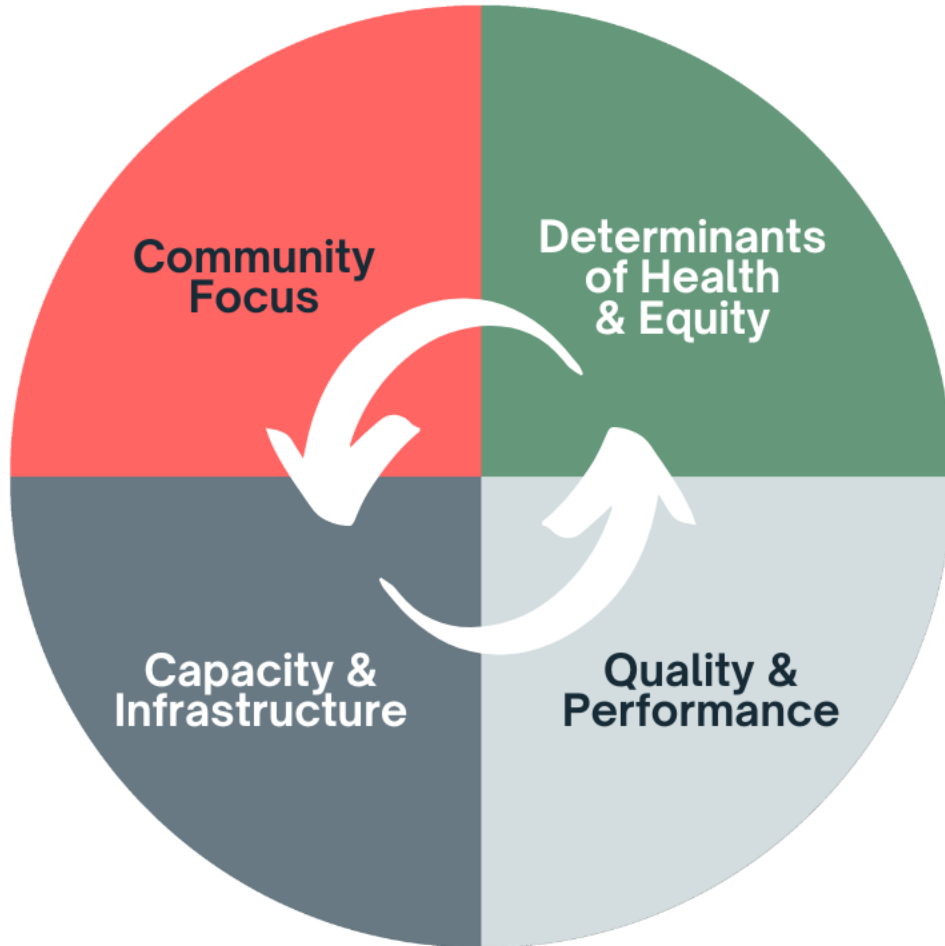
We will improve and invest in our human resources and optimize our financial stewardship to maximize potential in people, processes and resources.



We will orient the stakeholders and public on public health approach to address complex social determinants issues that impact health. We will apply an equity lens to improve access to programs, services and resources.

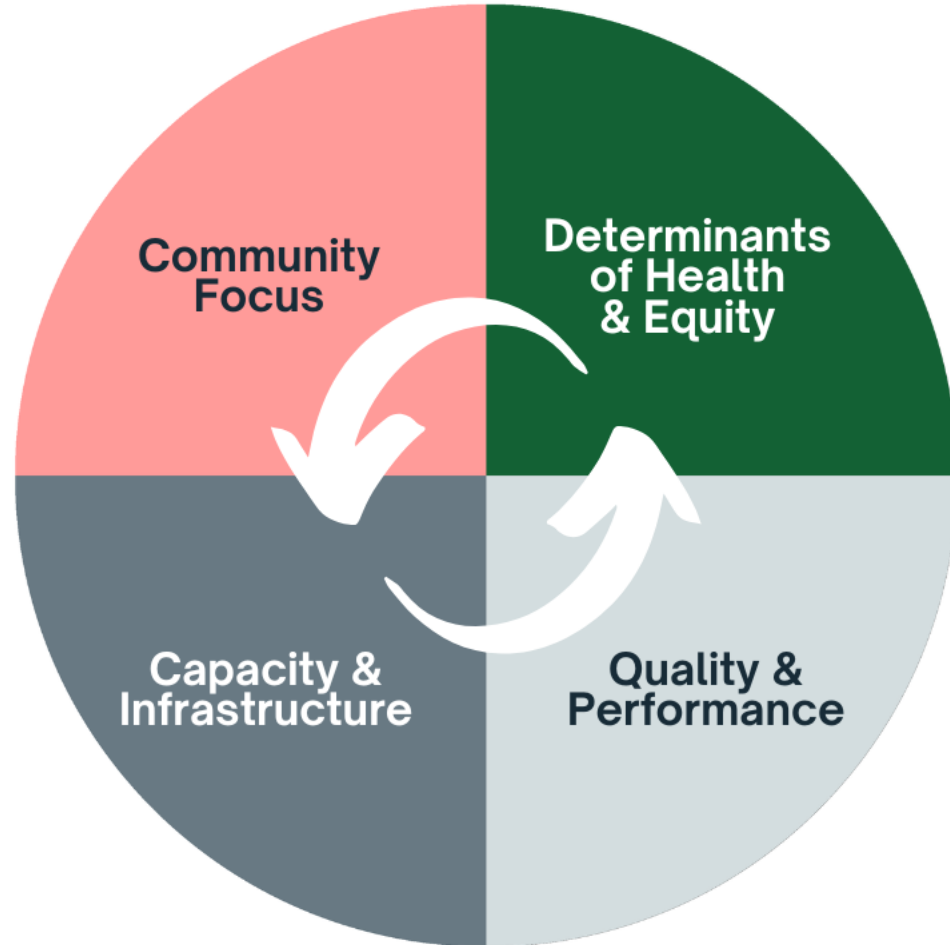
We will seek measurable excellent performance of effective public health practice founded by public health sciences and evidence to drive the public health learning system.

Community Focus



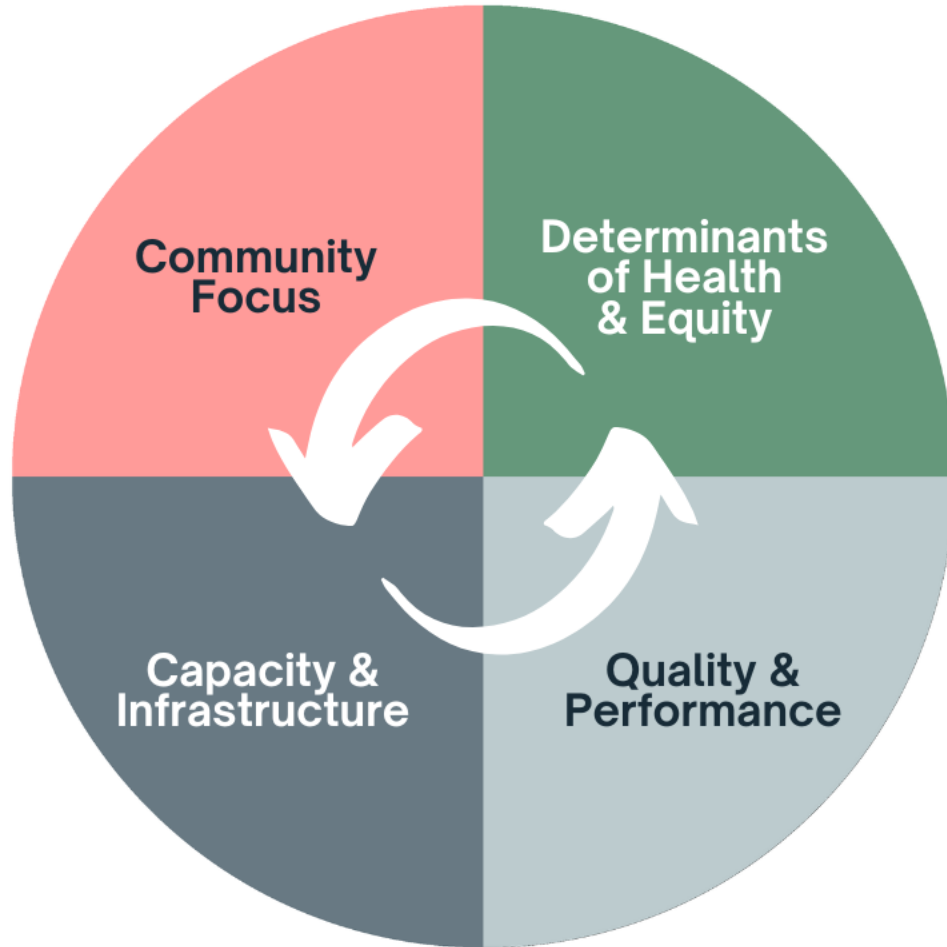
Community Focus	Strategic Focus	This means:
<p>Focus on fostering community collaboration and trust</p>	<ul style="list-style-type: none"> • By identification of community health needs • Investigate and implement a framework to guide decisions about a public health approach to address identified local health needs and define GBHU’s role • Initiate, develop and nurture networks with external partners to pursue constructive change • Advocate for healthy public policy at the local level • Prioritizing collaboration with Indigenous communities 	<ul style="list-style-type: none"> • Embedding and considering community needs assessment in all our programs, and services • Short-term (1-3 years), medium-term (3-5 years) and long-term (5-15 years) strategic program priorities are identified and are central during annual planning cycles. • A community engagement strategy and stakeholder engagement strategy are developed, tested, and ready for implementation. • GBHU has defined a mechanism to showcase where progress has been made in support of healthy public policy as well as formalize its role in supporting healthy public policy. • Collaborate with Chippewas of Nawash Unceded First Nation, Saugeen First Nation, and other Indigenous communities to develop mechanisms to strengthen our working relationships.

Determinants of Health & Equity



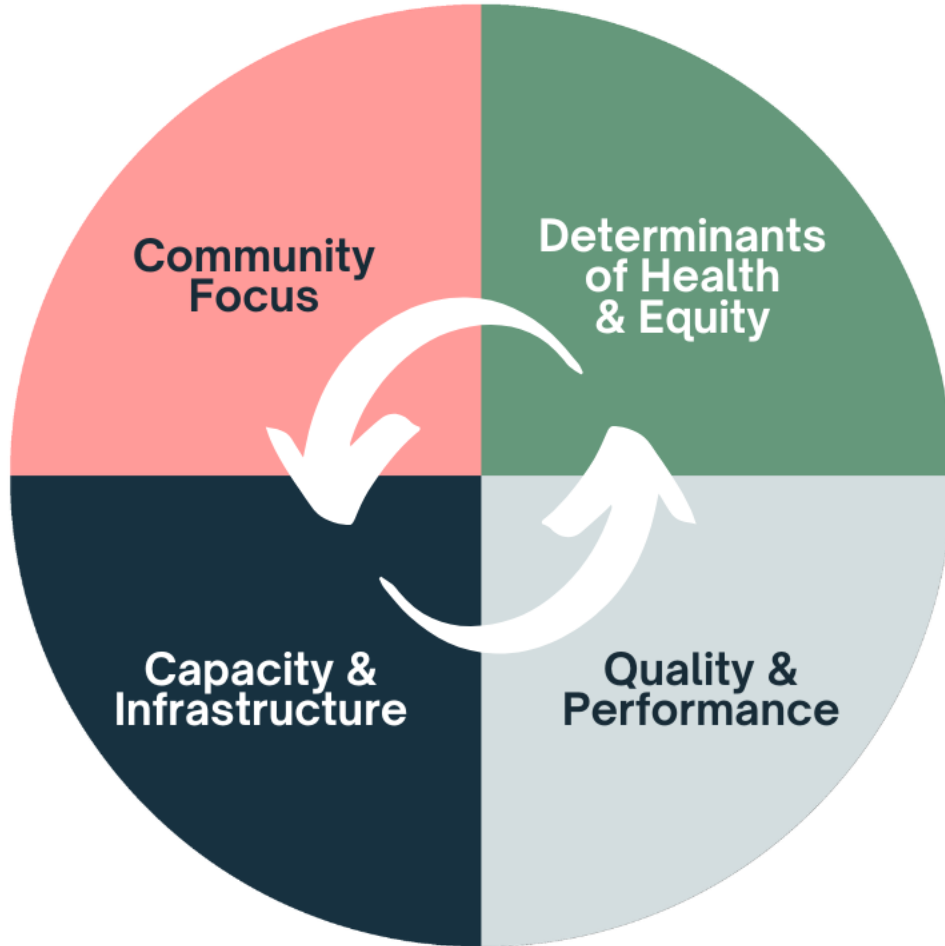
Determinants of Health & Equity	Strategic Focus	This means:
<p>We will orient stakeholders and the general public on the Public Health approach to address complex social determinants issues that affect health. We will apply an equity lens to improve access to programs, services, and resources.</p>	<ul style="list-style-type: none"> • Develop and implement programs and services that address health disparities, offering programming in health-priority areas. • Responding to social determinants issues that impact health • Determine the most appropriate approach to better connect with and engage vulnerable populations to guide our programs and services • Fully engage the Board of Health and GBHU staff in using a health equity lens to effectively respond to emerging public policy issues, both independently and together with diverse community partners. 	<p>We will prioritize the following programs for short-term (1-3 years), medium-term (3-5 years) and long-term (5-15 years):</p> <ul style="list-style-type: none"> • Vision screening • Dental screening • Immunization backlog • Unintentional injuries • Healthy child development and maternal mental health • Healthy eating and physical activity • Opioid overdose • Problematic substance use • Housing Issues • Climate Change • Involving vulnerable populations becomes a key component of a GBPH community engagement strategy (including enhancing their role in identifying needs, planning, promoting, implementing, and evaluating programs and services as well as peer support) • Apply rapid health equity assessment for the development of appropriate policy or program recommendations

Quality & Performance



Quality & Performance	Strategic Direction Focus	This means:
Build a culture of evaluation and implement evaluation building capacity	<ul style="list-style-type: none"> Use the quality evaluation framework 	Apply quality evaluation and accountability in program planning and evaluation
Continue to monitor organizational culture indicators which include organizational health, engagement, smart team to improve organizational coherence	<ul style="list-style-type: none"> Identify roles and responsibilities and use strategies of engagement and public health program management tools 	Implement the RASCI model, matrix management structure and monitor organizational improvement
Continue to use systematic public health planning with measurable performance outcome metrics	<ul style="list-style-type: none"> Use evidence base decision framework and apply project management tools 	Use logic models, health needs assessment, and program planning toolkit
Establish accountability and transparency system at every level of the organization	<ul style="list-style-type: none"> Capacity team building for systematic evaluation and reporting 	Encourage communication and evaluation using organizational culture indicators
Invest in leadership, skills and talents of every employee and strengthen workplace culture of efficiency, team building and excellence	<ul style="list-style-type: none"> Provides employees with tools of professional development and performance standards 	Establish a plan to support every employee reaching their potential of developmental goals
Advocate for public health learning system organization	<ul style="list-style-type: none"> Establish learning opportunities and focus on rural health excellence 	Make every effort to build the supportive environment for rural health leadership

Capacity & Infrastructure



Capacity & Infrastructure	Strategic Direction Focus	This means:
Develop partnerships that will enhance accessible and excellent service for the community	The health unit will establish strategic communication and collaboration based on health equity impact assessment and community needs assessment	Focus on community partnerships that serve public health priority populations and public health issues
Pursue innovation in accomplishing infrastructure	Accomplish an infrastructure and capacity that considers the local community context	Develop a human resource strategy and organizational chart that is most efficient and flexible
Pursue a model of work and infrastructure that is responsive to various community demographics	Ensure that the organization meets the local health needs	Build alliances that will focus on community needs
Use resources efficiently and wisely to ensure program requirements are met	Allocate program budgeting wisely and monitor on a quarterly basis	Use an asset management strategy including volunteering and strategic communication