



# INFORMATION REPORT

<b>TO:</b>	Mayor and Members Board of Health
<b>COMMITTEE DATE:</b>	January 16, 2016
<b>SUBJECT/REPORT NO:</b>	Public Health Services 2017 Department Operational Work Plan(BOH17002) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Jennifer Hohol (905) 546-2424, Ext. 6004
<b>SUBMITTED BY:</b>  <b>SIGNATURE:</b>	Elizabeth Richardson, MD, MHSc, FRCPC Medical Officer of Health Public Health Services Department

**Council Direction:**

Not Applicable

**Information:**

Each year, the Public Health Services (PHS) Department Leadership Team (DLT) engages in a business planning exercise to develop the Department Operational Work Plan (DOWP). The PHS DOWP identifies priority areas for the department each year. The priority areas selected for 2017 will receive increased focus to ensure the right conditions for success are created. PHS priorities are selected in alignment with the City of Hamilton's strategic plan, the current health system landscape and consideration of the Health Impact Pyramid model.

**HEALTH IMPACT PYRAMID MODEL**

The Health Impact Pyramid was developed by Thomas R. Frieden and published as, "A Framework for Public Health Action: The Health Impact Pyramid", in the American Journal of Public Health in 2010. The Health Impact Pyramid is a five-level pyramid model with each level representing a different type of public health intervention.

---

*OUR Vision: To be the best place to raise a child and age successfully.*

*OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.*

*OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.*

At the top of the pyramid, public health interventions such as education and counselling and clinical interventions are found. These interventions encourage or support individuals to change their own health behaviour and can help address system gaps faced by people experiencing specific health needs and barriers. They also demand a high degree of individual effort and resources to change individual behaviour, and do not reach the population as a whole.

As interventions move toward the base of the pyramid, less individual effort is required and there is a broader population impact. Interventions near the bottom of the pyramid look to have long-lasting protective effects and change the context of the environment to reduce the individual effort needed to adopt healthy behaviours. These interventions have the widest effect on supporting the overall health of the community by making healthy choices easy for people to make and unhealthy choices difficult. This is often done through policy or community design. The base of the pyramid focuses on socioeconomic factors. These interventions recognize that social factors, such as income inequality, poverty, social exclusion, housing and education have the greatest bearing on individual and community health. According to the model, building a more equitable and supportive social system will have the greatest long-term impact on the health of a community, ensuring all members have the resources and opportunities they need to fully participate and live healthy lives.

Each level of the pyramid is important in building community health and equity. Many of the initiatives within PHS support more than one level of the pyramid. Application of the model to current and future initiatives within PHS helps to consider how and where to best use resources in order to have the greatest effect on the overall health of the community. PHS aims to work within the larger system of health and social services with a focus on population health and offer services where the department has the necessary skill set or are the best organization to deliver the service.

## **PUBLIC HEALTH SERVICES PRIORITIES**

In 2017, PHS has identified three department priorities which include Health System Integration, Poverty Reduction and PHS Workplace Culture.

### **Health System Integration**

With the changing health care landscape in Ontario, particularly the proposed Patients First Act, health system integration continues to be a priority for PHS in 2017. The introduction of the Patients First Act has called upon PHS to partner in new ways across the health system. In order to develop successful partnerships, PHS must think strategically about the organization's role in the health system in order to optimize the impact of service delivery in the community. In particular for PHS, the Patients First Act provides an opportunity to address population health and integrate the social determinants of health into the broader health system.

---

*OUR Vision: To be the best place to raise a child and age successfully.*

*OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.*

*OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.*

The goal of the Health System Integration priority is to effectively engage with community partners in pursuit of health, improve population health outcomes and address health inequities.

Objectives of the Health System Integration priority are to:

- Support Local Health Integration Network (LHIN) level health services planning,
- Support Hamilton health system partners in developing integrated services and service delivery,
- Use population and public health principles, methods and expertise to support regional and local health system planning,
- Be an effective workforce with the competencies needed to increase health, health literacy, decrease risk behaviours and help the population develop the capacity and skills for health, and
- Work within the larger system of health and social services with a focus on population health to provide programs and services where PHS has the necessary skill set or are the best organization to deliver a service.

Work with partners including the LHIN, McMaster University, the Dundas Family Health Team and primary care physicians has already begun to support health system integration and will continue through 2017. A table outlining initiatives linked to each objective within the Health System Integration priority can be found in Appendix A.

### **Poverty Reduction**

On May 4, 2016, the General Issues Committee approved a motion to invest \$50 million toward affordable housing and poverty reduction in the City of Hamilton. To support this motion, PHS and Community & Emergency Services (CES) staff were directed to lead the development of a plan for the new investment. A Poverty Reduction Steering Committee was established to oversee this work made up of members from PHS, CES, and key community partners.

The focus of this work has been to collaborate across silos to build a comprehensive picture of the poverty reduction system in Hamilton. Given the amount of work already underway in the City of Hamilton, and new announcements from the provincial and federal governments, a critical step has been collaborating with partners. The Steering Committee, along with City staff have gathered evidence and mapped existing poverty reduction initiatives at all levels of government to understand Hamilton's unique challenges and greatest opportunities. A draft proposal is being developed for consideration of Council and is currently under review by community stakeholders. Once a decision is made on how to move forward, staff will support implementation, and then begin development of a broader Municipal Poverty Strategy.

---

*OUR Vision: To be the best place to raise a child and age successfully.*

*OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.*

*OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.*

**Public Health Services Workplace Culture**

In 2014, PHS conducted a Denison culture survey to determine the current state of organizational culture within the department. Through these survey results, it was recognized that there was room for improvements to be made to the PHS department culture. To focus on this work, a Culture Action Team of approximately 20 PHS staff came together in December 2015. This group reviewed the Denison survey results, gathered further information, reflected on the current state of workplace culture and secured expertise from internal organizational development specialists. In addition, support for a focus on culture continued with the adoption of the City of Hamilton corporate cultural pillars as the organizational values and is reflected in the “Our People and Performance Plan”, as a priority within the City of Hamilton strategic plan.

The goal of this priority for PHS is to develop an action plan and implement strategies that promote a positive, engaged and high performing workplace in alignment with the corporate culture pillars. A review to assess culture progress was completed at the end of 2016. Information was gathered and consolidated and a summary report with recommendations for moving forward to advance positive culture within the department is being completed for January. In 2017, staff will be implementing report recommendations and focusing on a culture theme throughout PHS.

**APPENDICES**

Appendix A to Report BOH17002 – Health System Integration Initiatives

Appendix B to Report BOH17002 – 2016 Health Services Priorities