

**CITY OF HAMILTON**

***PUBLIC HEALTH SERVICES  
Planning & Business Improvement***

<b>TO:</b> Mayor and Members Board of Health	<b>WARD(S) AFFECTED:</b> CITY WIDE
<b>COMMITTEE DATE:</b> May 24, 2011	
<b>SUBJECT/REPORT NO:</b> Public Health Services Management Team 2011 Work Plan (BOH11016) (City Wide)	
<b>SUBMITTED BY:</b> Elizabeth Richardson, MD, MHSc, FRCPC Medical Officer of Health Public Health Services Department	<b>PREPARED BY:</b> Teresa Bendo (905) 546-2424 x 7999
<b>SIGNATURE:</b>	

**RECOMMENDATION**

That Appendix A to Report BOH11016 titled, "Public Health Services Management Team 2011 Work Plan" be approved.

**EXECUTIVE SUMMARY**

The Public Health Services Management Team (PHSMT) has produced a 2011 work plan. This work plan aligns with the City's Vision, Strategic Plan and Corporate Priority Plan, priorities expressed by Council, the SMT Workplan, provincial direction and community need and is proposed to form the action plan for PHSMT.

***Alternatives for Consideration – See Page 3***

**FINANCIAL / STAFFING / LEGAL IMPLICATIONS (for Recommendation(s) only)**

**Financial:** The approved 2011 Public Health Services budget will be used to implement this work plan.

Earlier this year the Board of Health approved receipt of funding from the Ministry of Health & Long-Term Care to support the hiring of 2.0 FTE new permanent Public Health Nurses, starting January 1<sup>st</sup>, 2011. These nurses are to work in the area of the Social Determinants of health which is a priority within this workplan. The \$170,000 in funding for the new nurses is not sufficient to cover salaries and benefits for Public Health Nurses at the top pay level, creating a potential shortfall of up to \$12,000. In addition, approximately another \$12,000 will be required to pay for non-salary costs related to these two positions, such as computers, telephones, training, mileage and office supplies. These potential shortfalls will be accommodated within the current PHS budget.

**Staffing:** Existing resources will be used to complete this work plan.

**Legal:** Should legal implications arise as a result of the implementation of this work plan, these will be presented to the Board of Health in future reports.

#### **HISTORICAL BACKGROUND** (Chronology of events)

At the March 29, 2011 Board of Health budget deliberations meeting, PHS' 2010 accomplishments were highlighted and objectives for 2011 were set out. The priority actions identified within the PHSMT 2011 work plan reflect these objectives, as modified by the Board of Health.

New funding from the Ministry of Health and Long-Term Care has been provided for two permanent Public Health Nurses to support the program and service needs of populations impacted most negatively by the determinants of health in the health unit area. The Board of Health approved a recommendation for the Medical Officer of Health to receive, utilize and report on the use of these funds at the March 2011 Board of Health meeting. These positions will be utilized to support implementation of the PHSMT workplan.

#### **POLICY IMPLICATIONS**

Should policy implications result from the implementation of the PHSMT 2011 Work Plan they will be presented to the Board of Health in future reports.

#### **RELEVANT CONSULTATION**

Not applicable.

### **ANALYSIS / RATIONALE FOR RECOMMENDATION**

(include Performance Measurement/Benchmarking Data, if applicable)

The PHSMT 2011 work plan provides focus for staff in moving objectives and priorities forward. The proposed work plan identifies actions that require collaboration and resources across divisions and is organized based on twelve PHS priority areas, grouped within the Corporate Priorities of Leadership & Governance, Prosperity and Sustainable Services. This is not to say that other current or routine initiatives are not important, however it provides focus for action to move forward key corporate priorities.

### **ALTERNATIVES FOR CONSIDERATION**

(include Financial, Staffing, Legal and Policy Implications and pros and cons for each alternative)

The Board of Health may wish to approve or modify elements within the proposed PHSMT 2011 work plan.

### **CORPORATE STRATEGIC PLAN (Linkage to Desired End Results)**

Focus Areas: 1. Skilled, Innovative and Respectful Organization, 2. Financial Sustainability, 3. Intergovernmental Relationships, 4. Growing Our Economy, 5. Social Development, 6. Environmental Stewardship, 7. Healthy Community

#### ***Skilled, Innovative & Respectful Organization***

- ◆ A culture of excellence
- ◆ A skilled, adaptive and diverse workforce, i.e. more flexible staff
- ◆ More innovation, greater teamwork, better client focus
- ◆ The Board of Health and PHSMT are recognized for their leadership and integrity

#### ***Financial Sustainability***

- ◆ Delivery of municipal services and management capital assets/liabilities in a sustainable, innovative and cost effective manner

#### ***Environmental Stewardship***

- ◆ Aspiring to the highest environmental standards

#### ***Healthy Community***

- ◆ Adequate access to food, water, shelter and income, safety, work, recreation and support for all (Human Services)

<b>APPENDICES / SCHEDULES</b>
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Appendix "A" to Report BOH 11016 – Public Health Services Management Team 2011  
Work Plan

# 2011 Public Health Services Management Team Work Plan

## Corporate Priority: Leadership & Governance

⇒ *Foster positive relations between staff and Council*

⇒ *Provide strategic and administrative direction*

⇒ *Promote a culture of employee engagement*

Lead	PHS Priority	Objective
R. Hall C. Mackie	<i>Foster positive relationships between staff and Board of Health</i>	Work to ensure that requests from individual Board of Health members are addressed in the most appropriate manner <ol style="list-style-type: none"> <li>1. Consult with individual Board of Health members to identify the range of requests that they would bring to staff</li> <li>2. Recommend approaches for the consideration of the Board of Health on how to appropriately address such requests</li> </ol>
E. Richardson	<i>Organizational Performance Improvement</i>	Transition Organization Structure Review work into regular practice: <ol style="list-style-type: none"> <li>1. Determine next steps with outstanding goals</li> <li>2. Transition the OSR project team into an organizational performance improvement team</li> </ol>
E. Richardson	<i>Performance Management</i>	Manage performance of staff to improve effectiveness of workforce <ol style="list-style-type: none"> <li>1. Complete staff core competencies performance management pilot</li> <li>2. Achieve 95% performance appraisal completion</li> </ol>
T. Bendo E. Richardson	<i>Staff core competencies</i>	Determine core competency development needs/ gaps <ol style="list-style-type: none"> <li>1. Determine management competency development priorities</li> <li>2. Develop management competency development framework</li> <li>3. Determine staff competency develop priorities</li> </ol>

### Corporate Priority: Prosperity

- ⇒ Increase the number of Living Wage jobs
- ⇒ Grow the non-residential assessment base
- ⇒ Create Healthy Neighbourhoods

Lead	PHS Priority	Objective
<p><b>D. Sheehan N. Tran</b></p>	<p><i><b>PHS contributions to Hamilton becoming the best place to raise a child</b></i></p>	<ol style="list-style-type: none"> <li>1. Protect, promote and support breastfeeding for healthy mothers and babies by achieving Baby Friendly Community Accreditation Status by 2013</li> <li>2. Support the implementation of the Nurse-Family Partnership (NFP) both at a local and provincial level</li> <li>3. Ensure that all relevant PHS programs and services are provided in manner that is congruent with the Hamilton Parent Charter of Rights</li> <li>4. Reduce the incidence of low-birth-weight in Code Red neighbourhoods</li> </ol>
<p><b>D. Barr-Elliott N. Tran</b></p>	<p><i><b>Social Determinants of Health and Neighbourhood Strategy</b></i></p>	<p>Reduce health inequities through neighbourhood and other social determinants of health strategies</p> <ol style="list-style-type: none"> <li>1. Establish links with corporate approaches</li> <li>2. Establish PHS SDOH committee</li> <li>3. Each division will apply an equity lens to one program</li> <li>4. 75% of PHS managers and 50% of PHS front line staff will attend SDOH workshop</li> <li>5. Identify one health advocacy initiative and begin preparation to present to BOH</li> <li>6. Develop a PHS-wide definition of priority populations</li> <li>7. Identify PHS linkages with the corporate Neighbourhood Development Strategy, including membership on corporate workgroups, by end of 2011</li> </ol>
<p><b>D. Barr-Elliott D. Sheehan</b></p>	<p><i><b>Obesity: LRT, Built Environment and Pan Am</b></i></p>	<p>Reduce rates of overweight and obesity</p> <ol style="list-style-type: none"> <li>1. Complete situation assessments in the areas of activity friendly communities and healthy food system and define priority areas for action</li> <li>2. Identify two topics with potential of policy development and complete position papers for endorsement by BOH</li> <li>3. Conduct a literature review to determine effective interventions to prevent childhood obesity in children 0-6 years</li> <li>4. Develop a plan to focus on preventing childhood obesity in children 0-6</li> </ol>

		<p>years</p> <p>5. Provide consultation regarding health implications of LRT, Pan AM</p>
<p><b>R. Hall</b> <b>C. Mackie</b></p>	<p><b><i>Reduce public health risks related to environmental health issues</i></b></p>	<ol style="list-style-type: none"> <li>1. Develop and deliver a Rural Water Quality Report to rural Hamilton residents</li> <li>2. Develop and deliver an environmental lead awareness campaign</li> <li>3. Implement public reporting of the Air Quality Health Index (AQHI)</li> <li>4. Investigate and inspect known and reported contaminated lands in the City that may present a health hazard to the public</li> <li>5. Develop a framework for the City of Hamilton PHS to better define and identify types of environmental health hazards.</li> </ol>

## Corporate Priority: Sustainable Services

- ⇒ *Deliver services in an efficient and effective manner*
- ⇒ *Develop a financial sustainability strategy*
- ⇒ *Provide taxpayer value for money*

Lead	PHS Priority	Objective
R. Hall J. Emili	<b><i>Critical Demand work</i></b>	Respond to critical demand work in priority <ol style="list-style-type: none"> <li>1. Develop and prioritize list of critical demand driven activities (both internal and external) in each division with identified timelines for response</li> <li>2. Respond to critical demand work within identified timelines</li> </ol>
E. Richardson	<b><i>Managing OPHS Compliance</i></b>	Determine level of compliance with OPHS, identifying gaps in compliance: <ol style="list-style-type: none"> <li>1. Develop system to monitor OPHS compliance</li> <li>2. Review new Organizational Standard and make recommendations to comply</li> <li>3. Work with province to develop Accountability Agreement for BOH consideration.</li> </ol>
E. Richardson	<b><i>Service Delivery Review &amp; Financial Sustainability Plan</i></b>	Participate in corporate service delivery review and financial sustainability plan processes
E. Richardson	<b><i>Financial Accountability</i></b>	Improve financial monitoring, reporting and performance <ol style="list-style-type: none"> <li>1. Achieve 100% compliance with corporate and provincial policies</li> <li>2. Accurately forecast monthly financial position</li> <li>3. Proactively manage forecasted financial position</li> </ol>
T. Bendo E. Richardson	<b><i>E-Health Solutions Multi-year plan</i></b>	Develop a plan to implement electronic methods for client scheduling and registration, nursing documentation and clinic management <ol style="list-style-type: none"> <li>1. Develop business case and capital budget requests for plan</li> </ol>