



HKPR District Health Unit
2019-2023 Strategic Plan
Progress Report



Our dedicated staff celebrating their accomplishments at the Staff Appreciation BBQ in June 2022.



Our Vision

Healthy People, Healthy Communities

Happy HKPR District resident receiving his first dose of the COVID-19 vaccination.



Our Mission

We work with our partners to improve the health of people in our communities.

Message from our Medical Officer of Health and CEO



The past two plus years seem like a blur, with all that has happened and changed in the age of COVID-19. During this time, the Haliburton, Kawartha, Pine Ridge (HKPR) District Health Unit has led the pandemic response in Haliburton County, Northumberland County and the City of Kawartha Lakes. We have worked diligently to control and prevent the spread of the virus, while implementing and promoting important measures, like the COVID-19 vaccination, to save lives and help us return to a new normal.

It has not been easy for any of us. But one thing is certain we would not be where we are today without the resilience of our staff, the support of our dedicated community partners, and most importantly the actions of people like YOU to help control the spread of COVID-19.

COVID-19 has certainly upended what we thought our Strategic Plan would look like when it was unveiled in 2019 – only months before the new virus was detected. However, in many ways, the vision, mission and values outlined in HKPR District Health Unit's Strategic Plan have been magnified in our COVID-19 response, as well as our efforts to continue providing other essential public health programs and services.

This *HKPR District Health Unit's 2019-2023 Strategic Plan Progress Report* provides an update on our progress to **lead, partner** and **deliver** on the strategic objectives identified in this document. Please read on to see how we are putting the plan into practice every day, and contact us if you have any questions.

Rest assured, it's our commitment to continue providing quality public health programs and services that support the health and well-being of everyone in Northumberland County, Haliburton County and the City of Kawartha Lakes. Our communities deserve nothing less!

Yours in health,

A handwritten signature in blue ink that reads "N. Bocking".

Dr. Natalie Bocking, MD, MIPH, CCFP, FRCPC
Medical Officer of Health and CEO
Haliburton, Kawartha, Pine Ridge District Health Unit





Message from our Board of Health Chair



On behalf of the Haliburton, Kawartha, Pine Ridge (HKPR) District Health Unit Board of Health (BOH), we are pleased to provide this Progress Report on the progress of our 2019-2023 *Strategic Plan*. The Strategic Plan of the HKPR District Health Unit is based on an extensive public-input gathering exercise, that took place in 2018-2019 and included feedback and comments from area residents, municipal leaders, community partners and our own staff. The Strategic Plan is a living document that is guided by the Ontario Public Health Standards, as well as

evidence-based population health data for Haliburton County, Northumberland County and the City of Kawartha Lakes. Our Strategic Plan also draws on the knowledge, experience and expertise of our public health professionals who are proud to serve their communities.

The values in our *Strategic Plan* – Trust, Engagement, Accountability and Leadership – truly sum up the driving principles that guide the work of the BOH and staff of the HKPR District Health Unit. These values were very evident in our day-to-day work over the past two years. As we have seen during our COVID-19 response, the role of public health has never been so apparent or important in supporting the health and well-being of our residents.

The *2019-2023 Strategic Plan Progress Report* documents what the HKPR District Health Unit has achieved since 2019, and the areas in which progress and improvements are still needed. As the body that oversees the work of the HKPR District Health Unit, the BOH is committed to providing regular updates to our community, ensuring transparency and accountability in all we do.

Thanks for reading... and for your continued interest in public health.

Doug Elmslie, Chair
HKPR District Health Unit Board of Health



Importance of our Strategic Plan

Prevention. Promotion. Protection. These three words succinctly describe the work of the Haliburton, Kawartha, Pine Ridge District Health Unit.

The who, what, when, where, why and how of our program and service delivery is better captured in HKPR District Health Unit's 2019-2023 Strategic Plan.

This Progress Report provides an update on the progress made to date to put the plan into practice.

Strategic Plans are important for any organization wanting to set a course for success that outlines smart, measurable goals along the way. Based on data and sound reasoning, as well as incorporating the input and ideas of staff, area residents, key stakeholders and community partners, HKPR District Health Unit's 2019-2023 Strategic Plan sets out to do just that. It guides our day-to-day decisions and actions, while showing us how we are doing and what areas of improvement are needed.

The HKPR District Health Unit remains committed to addressing health inequities, even as we continue to promote healthy living, protect against disease, and prevent illness and injury in our communities. Whether through our regular work or our response to public health emergencies like COVID-19, our 2019-2023 Strategic Plan is integral to helping us achieve success and remain accountable to YOU.

Public Health Nurse preparing a needle with COVID-19 vaccine.



Public Health Inspector conducting a public pool inspection.





Our Values



Trust

We build trust by showing integrity through open, honest, respectful and inclusive interactions.



Engagement

We collaborate with our team members, partners, and communities in shared decision-making to build quality programs and services.



Accountability

We are responsible for our actions and honour our commitments so we can contribute to the success and well-being of others.



Leadership

We are leaders; we empower each other and build on our strengths to foster health and resilience.

STRATEGIC OBJECTIVES



LEAD

GOAL

Invest in our employees so they can provide the public health services needed in our communities.

OBJECTIVES

1. Foster employee and organizational resilience.
2. Foster a culture of positive mental health and well-being.



PARTNER

GOAL

Visibly share our unique knowledge and skills with community partners so we can work together to improve the health of our communities.

OBJECTIVES

1. Increase awareness of the role of public health programs and services.
2. Provide surveillance, population health assessment and research to our community partners to improve health outcomes.
3. Strengthen relationships with local communities, agencies, municipalities and other parts of the health system.



DELIVER

GOAL #1

Improve client-centred services and accessibility.

OBJECTIVES

1. Engage communities and clients in the planning and development of public health programs.
2. Engage Indigenous communities in a culturally sensitive manner.
3. Build infrastructure to provide services that meet individual client needs.
4. Implement strategies that reflect the changing health needs of the community.

GOAL #2

Prioritize our resources and efforts so we see the greatest health impact.

OBJECTIVES

1. Strengthen our organizational culture of continuous quality improvement.
2. Use identified community health needs as the driver for planning and resource allocation.
3. Foster a culture of evidence-based public health practice.



LEAD

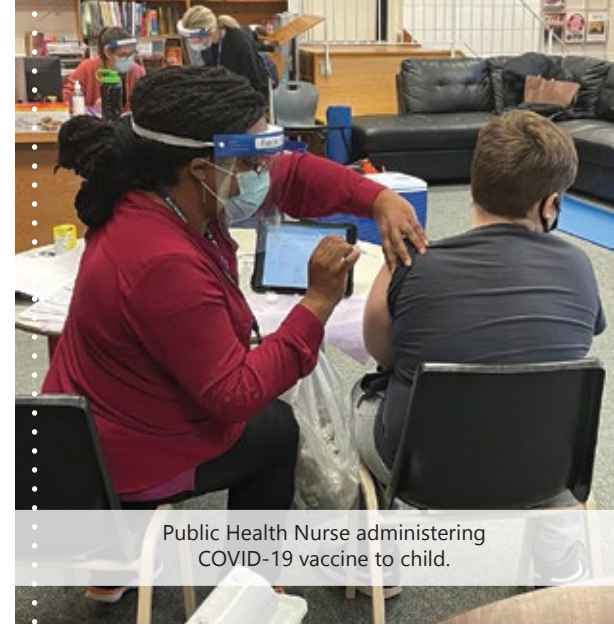
GOAL

Invest in our employees so they can provide the public health services needed in our communities.

OBJECTIVES

Foster employee and organizational resilience.

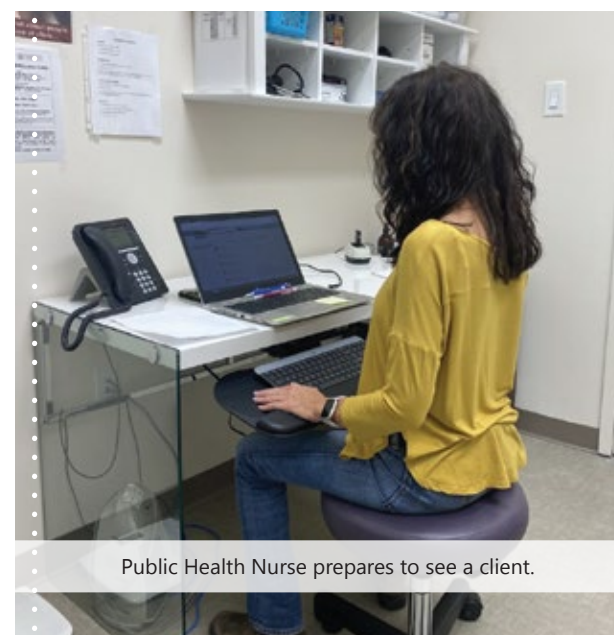
Foster a culture of positive mental health and well-being.



Public Health Nurse administering COVID-19 vaccine to child.



Public Health Inspector performing tick dragging.



Public Health Nurse prepares to see a client.

2019-2023 Strategic Plan Progress Report

LEAD Charter Document



Goal: Invest in our employees so they can provide the public health services needed in our communities.

	WORK TASK	STATUS	BUDGET	DIVISION	EXECUTIVE LEAD
INTERNAL ACTION #1: Contribute to the development, implementation and evaluation of a People Strategy.					
1	Develop a report which summarizes recommendations for the development, implementation and evaluation of the People Strategy. Include literature review and analysis of employee surveys.	Complete	—	Corporate Services	DCS
2	Develop and implement a five-year People Strategy plan. Utilizing an external consultant, engage all levels of employees to identify priority initiatives, measurable objectives and timelines for implementation.	In progress	TBD	Corporate Services	DCS
3	Evaluate the effectiveness of the People Strategy through employee culture and engagement surveys.	Not yet started	—	Corporate Services	DCS
4	Develop and implement an internal communications plan to engage and inform all levels of staff on why the People Strategy is important and how it aligns with the 2019-2023 Strategic Plan.	In progress	TBD	Corporate Services	DCS
INTERNAL ACTION #2: Contribute to the development, implementation and evaluation of a Leadership Strategy.					
1	The leadership strategy will form part of the People Strategy. Goals and objectives for leadership development will be included in the People Strategy implementation plan.	In progress	—	Corporate Services	DCS



LEGEND

MOH (Medical Officer of Health)
DHP (Director of Health Promotion)
DCS (Director of Corporate Services)
DHPr (Director of Health Protection)
DFS (Director of Foundational Standards)

HRM (Human Resources Manager)
CM (Communications Manager)
RFP (Request for Proposal)
TBD (To Be Determined)
Budget “—” (In-house)



PARTNER

GOAL

Visibly share our unique knowledge and skills with community partners so we can work together to improve the health of our communities.

OBJECTIVES

Increase awareness of the role of public health programs and services.

Provide surveillance, population health assessment and research to our community partners to improve health outcomes.

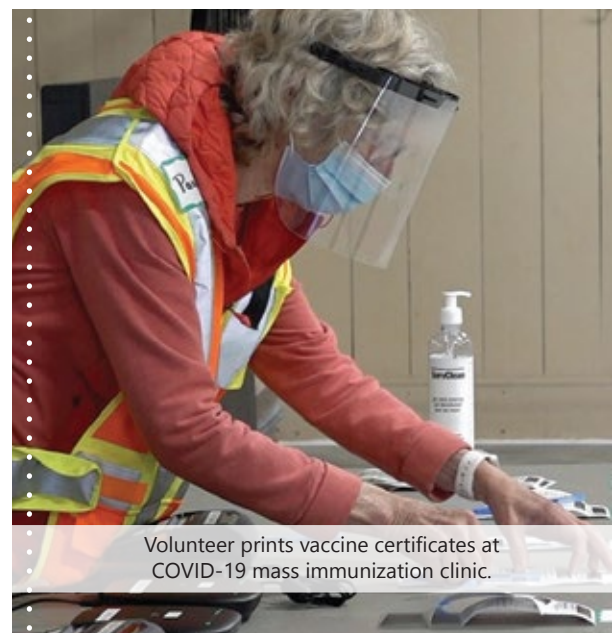
Strengthen relationships with local communities, agencies, municipalities and other parts of the health system.



Public Health Inspectors sharing rabies information with students.



Dr. Bocking attends tree planting in Port Hope recognizing the contributions of all healthcare workers and first responders.



Volunteer prints vaccine certificates at COVID-19 mass immunization clinic.

2019-2023 Strategic Plan Progress Report



PARTNER Charter Document

Goal: Visibly share our unique knowledge and skills with community partners so we can work together to improve the health of our communities.

	WORK TASK	STATUS	BUDGET	DIVISION	EXECUTIVE LEAD
INTERNAL ACTION #1: Development of knowledge products and dissemination of the same.					
1	Develop population health assessment and surveillance reports and post on Health Unit website.	Complete	—	Foundational Standards	DFS
2	Require completion of research/evaluation and quality improvement reports for all research/evaluation and quality improvement projects.	In progress	—	Foundational Standards	DFS
3	Work with program teams to determine best strategies for dissemination of population health assessment and surveillance, research/evaluation, and quality improvement reports.	Not yet started	—	Foundational Standards	DFS
4	Develop and implement a community engagement strategy for the organization.	In progress	—	Foundational Standards	DFS
INTERNAL ACTION #2: Contribute to the development, implementation and evaluation of a Visibility and Engagement Strategy.					
1	Develop an internal and external survey to learn about the expectations of our community, partners, stakeholders, and employees to determine the appropriate communication visibility methods.	In progress	—	Office of the MOH	MOH
2	Implement a Visibility and Engagement strategy in-house while engaging all stakeholders that identify new and innovative strategies.	Not Yet Started	—	Office of the MOH	MOH
3	Evaluate the Visibility and Engagement strategy on an ongoing basis to determine whether the HKPR brand visibility has been effectively enhanced.	Not Yet Started	—	Office of the MOH	MOH



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DELIVER

GOAL #1

Improve client-centred services and accessibility.

OBJECTIVES

Engage communities and clients in the planning and development of public health programs.

Engage Indigenous communities in a culturally sensitive manner.

Build infrastructure to provide services that meet individual client needs.

Implement strategies that reflect the changing health needs of the community.

GOAL #2

Prioritize our resources and efforts so we see the greatest health impact.

OBJECTIVES

Strengthen our organizational culture of continuous quality improvement.

Use identified community health needs as the driver for planning and resource allocation.

Foster a culture of evidence-based public health practice.



Nurse prepares vaccinations at COVID-19 mass immunization clinic.



Free Naloxone kits are available through all HKPR District Health Unit offices.



Nurse gives COVID-19 vaccine as part of a drive-thru clinic.

DELIVER Charter Document

Goal: Improve client-centred services and accessibility. Prioritize our resources and efforts so we see the greatest health impact.

	WORK TASK	STATUS	BUDGET	DIVISION	EXECUTIVE LEAD
INTERNAL ACTION #1: Contribute to the development, implementation and evaluation of a Client Engagement Strategy.					
1	Develop customer experience standards for the organization.	Complete	—	Foundational Standards	DFS
2	Develop and implement a plan to communicate the customer experience standards to staff and the public.	In progress	—	Office of the MOH	DFS
3	Work with program teams to plan and implement the organizational customer experience standards.	Not yet started	—	Foundational Standards	DFS
4	Develop and implement an evaluation plan related to the implementation of the customer experience standards.	Not yet started	—	Foundational Standards	DFS
INTERNAL ACTION #2: Engage Indigenous communities in a culturally-sensitive manner.					
1	Develop an Indigenous engagement strategy for the organization.	Complete	—	Foundational Standards	DFS
2	Implement the Indigenous engagement strategy using a phased approach.	In progress	—	Foundational Standards	DFS
3	Plan and implement Indigenous cultural competency training for staff and management.	Complete	—	Foundational Standards	DFS
4	Evaluate the implementation of the Indigenous engagement strategy.	In progress	—	Foundational Standards	DFS



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	WORK TASK	STATUS	BUDGET	DIVISION	EXECUTIVE LEAD
INTERNAL ACTION #3: Contribute to the development, implementation and evaluation of an electronic health record.					
1	Procure an electronic health record.	Complete	\$100,000	Corporate Services	DHP
2	Recruit a Health Informatics Specialist to lead the implementation of the electronic health record.	Complete	\$347,000	Corporate Services	DHP
3	Using a staggered approach, implement the electronic health record in health unit teams, except for Environmental Health.	In progress	—	Corporate Services	DHP
4	Establish a process for continuous quality improvement including documentation review, chart audit and analytics review.	In progress	—	Corporate Services	DHP
INTERNAL ACTION #4: Ensure programs and services are developed based on priority health needs of the community.					
1	Complete an annual Community Health Summary report that documents the priority existing and emerging health needs of the community.	Complete	—	Foundational Standards	DFS
2	Develop an annual program planning process and tools that focus on addressing the priority health needs of the community.	Complete	—	Foundational Standards	DFS
3	Incorporate a prioritization step and tool as part of the annual program planning process.	Complete	—	Foundational Standards	DFS
4	Evaluate the implementation of the annual program planning process and tools.	Complete	—	Foundational Standards	DFS



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	WORK TASK	STATUS	BUDGET	DIVISION	EXECUTIVE LEAD
INTERNAL ACTION #5: Ensure all program areas incorporate quality improvement projects/activities as part of annual program planning.					
1	Develop a continuous quality improvement policy for the organization.	Complete	—	Foundational Standards	DFS
2	Communicate the continuous quality improvement policy to staff and management.	In progress	—	Office of the MOH	DFS
3	Develop and implement a continuous quality improvement training program for staff and management.	In progress	—	Foundational Standards	DFS
4	Incorporate need for consideration of quality improvement projects/activities into the annual program planning process.	Complete	—	Foundational Standards	DFS
INTERNAL ACTION #6: Contribute to the implementation and evaluation of an evidence-informed program planning process for public health interventions.					
1	Develop an annual program planning process and tools that requires evidence to support decision-making related to programs and services.	Complete	—	Foundational Standards	DFS
2	Implement the annual program planning process including the documentation of evidence used to support decision-making related to programs and services.	Complete	—	Foundational Standards	DFS
3	Evaluate the implementation of the annual program planning process and use of evidence to support decision-making related to programs and services.	Complete	—	Foundational Standards	DFS
4	Using information from the evaluation, develop strategies to improve use of evidence to support decision-making related to programs and services.	Complete	—	Foundational Standards	DFS



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For more information contact:

Haliburton, Kawartha, Pine Ridge District Health Unit
200 Rose Glen Road, Port Hope, ON L1A 3V6



hkpr.on.ca
1-866-888-4577
info@hkpr.on.ca