

## EXECUTIVE SUMMARY

### Our Interim Strategic Direction

The Middlesex-London Health Unit (MLHU) is proud to present the 2023-2025 Provisional Plan, which provides our interim strategic direction for the next two years. The MLHU developed our 2021-2022 Provisional Plan to provide strategic direction during the ongoing COVID-19 response, while supporting recovery from the pandemic.

Due to the evolving context of public health post-COVID-19, the 2023-2025 Provisional Plan once again builds on our ongoing priority areas, while setting new goals to outline where we want to be in two years and articulating the direction that we will take to get there. The Plan also outlines the initiatives for how we plan to specifically move forward, until a full Strategic Plan is developed for 2025-2029.

### Our Vision, Mission and Values

As part of the 2015-2020 Strategic Plan, vision, mission and values statements were developed that are still relevant to our organization and to our work. Our vision articulates what we would like our community to achieve over the long-term; our mission is the declaration of our organization's core purpose; and our values are the beliefs and principles that will guide us.

#### VISION:

People Reaching Their Potential

#### MISSION:

To promote and protect the health of our community

#### VALUES:

Collaboration

Integrity

Empowerment

Striving for excellence

Health

Equity

### Speaking the Same Language: 2023-25 Provisional Plan Terminology

As a part of articulating the MLHU's strategic direction over the next 2 years, it is important to ensure that we are speaking the same language as we plan to advance the work of public health in our community. Through the 2015-2020 Strategic Plan development process, four priority areas were identified using the balanced scorecard strategic planning model. Under each priority area, we have identified Strategic Goals, Directions, Initiatives and Tactics. The definition for these terms as follows:

**Goal:** "Where we want to be"

**Direction:** "The path we're taking to get there"

**Initiative:** "How we plan to move forward along that path"

**Tactic:** "The specific activities and projects to make progress"

The following pages of this document identify these various strategic goals and plans.



## CLIENT & COMMUNITY CONFIDENCE

### GOAL

We have strong relationships with our partners and are trusted by our community

### DIRECTION

**1.1**

Facilitate meaningful and trusting relationships with prioritized equity-deserving groups, specifically Black and Indigenous communities

**1.2**

Develop and adopt a partner engagement framework



## PROGRAM EXCELLENCE

### GOAL

Our public health programs are effective, grounded in evidence and equity

### DIRECTION

**2.1**

Define what we do and do it well



## EMPLOYEE ENGAGEMENT & LEARNING

### GOAL

Our staff and leaders have the skills and capacity to do their jobs well, and their wellbeing is supported

### DIRECTION

**3.1**

Develop and implement strategies to support staff mental health and wellbeing, including addressing systemic factors contributing to burn out

**3.2**

Develop and implement comprehensive training, learning and development, and professional development opportunities for staff and leaders



## ORGANIZATIONAL EXCELLENCE

### GOAL

We make effective decisions, and we do what we say we are going to do

### DIRECTION

**4.1**

Clarify who makes decisions and how those decisions are made

**4.2**

Develop and initiate an organizational quality management system



## CLIENT & COMMUNITY CONFIDENCE



## PROGRAM EXCELLENCE



## EMPLOYEE ENGAGEMENT & LEARNING



## ORGANIZATIONAL EXCELLENCE

### GOAL

We have strong relationships with our partners and are trusted by our community

#### 1.1 DIRECTION

- Facilitate meaningful and trusting relationships with prioritized equity-deserving groups, specifically Black and Indigenous communities

#### INITIATIVES

- Work towards an honest and authentic relationship with First Nations and Indigenous-led organizations through the ongoing implementation of the Taking Action for Reconciliation Plan (TAFR), including commitment to clarifying the role of the MLHU in supporting the health of Indigenous people and communities
- Reinforce commitment to upholding the needs of equity-deserving groups through continuous implementation of equity-based plans, including the Employment Systems Review (ESR) and Anti-Black Racism Plan (ABRP)
- Prioritize equity, inclusion, and anti-racism/anti-oppressive training for staff to facilitate cultural humility and safety when engaging with equity-deserving groups

#### TACTICS

- Continue implementation of the ESR, including formal documentation of equity, diversity and inclusion (EDI) training
- Continue implementation of the ABRP
- Continue implementation of TAFR, including potential documentation of formal relationships with Indigenous partners

#### 1.2 DIRECTION

- Develop and adopt a partner engagement framework

#### INITIATIVES

- Catalog and track MLHU relationships with key local and regional partners, including the assigned MLHU leads / key liaisons for those relationships
- Develop and implement an evidence-based framework to effectively engage with partners

#### TACTICS

- Complete a partnership Inventory
- Identify and adopt a customer relationship management (CRM) framework



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ORGANIZATIONAL  
EXCELLENCE

## GOAL

Our public health programs are effective, grounded in evidence and equity

2.1

### DIRECTION

- Define what we do and do it well

### INITIATIVES

- Document MLHU programs and interventions, and refine these descriptions
- Identify measurable indicators for programs and interventions to effectively monitor and maximize outcomes
- Enhance the systematic collection of sociodemographic, and race-based data to inform planning, implementation and evaluation of programs and strengthen population health assessment and surveillance which can be used to identify health inequities
- In collaboration with health system partners, including Indigenous leaders and service providers, develop robust organizational emergency management and business continuity plans that facilitate effective and timely response and surge capacity in the event of a public health emergency, while maintaining essential public health services

### TACTICS

- Refine intervention and program descriptions
- Initiate the development of measurable indicators
- Continue with implementation of the SDOH Project (Phase 2)
- Develop refined Emergency Response and Business Continuity Plans, including planning for cross training on public health core competencies



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## GOAL

Our staff and leaders have the skills and capacity to do their jobs well, and their wellbeing is supported

### 3.1 DIRECTION

- Develop and implement strategies to support staff mental health and wellbeing, including addressing systemic factors contributing to burn out

#### INITIATIVES

- Continue to implement the Joy in Work framework and prioritize wellness activities and supports

#### TACTICS

- Continue with prioritization and implementation of Joy in Work
- Continue to prioritize the activities of the Be Well committee and wellness provider offerings

### 3.2 DIRECTION

- Develop and implement comprehensive training, learning and development, and professional development opportunities for staff and leaders

#### INITIATIVES

- Integrate public health foundational principles and practices into staff orientation and ongoing training curriculum
- Implement a leadership development program, including a process for identifying potential leaders

#### TACTICS

- Create a foundational principles module to complete by all staff during onboarding
- Implement a capacity building framework to coordinate all organization-wide training
- Implement the leadership development program



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## GOAL

We make effective decisions, and we do what we say we are going to do

### 4.1 DIRECTION

- Clarify who makes decisions and how those decisions are made

### INITIATIVES

- Develop an organizational governance framework to facilitate transparency and efficiency in decision-making

### TACTICS

- Develop a governance policy, including the adoption of a decision authority matrix

### 4.2 DIRECTION

- Develop and initiate an organizational quality management system

### INITIATIVES

- Develop and adopt a management operating system manual that describes our equity-informed management and quality operating systems, including an operational planning and performance reporting process to enable the monitoring of program and indicators

### TACTICS

- Develop and implement a Management Operating System including a Performance Management Framework
- Develop a template for programmatic operational plans
- Complete the Job Description Review, ensuring alignment with the Employment Equity Policy, to assess the skills required to do the work of the organization
- Develop efficient procurement processes, including the implementation of centralized ordering
- Document and refine budgeting processes
- Continue documenting organizational policies and procedures