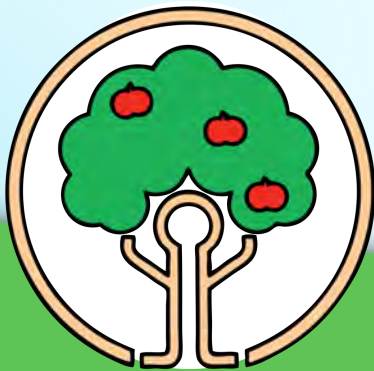


Our Journey Forward

Strategic Plan
2022 - 2026



RENFREW COUNTY AND
DISTRICT HEALTH UNIT

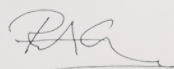
"Optimal Health for All in Renfrew County and District"

Every organization requires a set of guidelines - a strategic plan - to successfully deliver their mission. It is the lamppost that illuminates the path.

This year, 2022, Renfrew County and District Public Health Unit (RCDHU) completed the planning process, mapping the next phase of our journey forward. This document contains the culmination of that effort. Enclosed you will learn about the priorities and strategies we will follow to deliver successful, effective public health programs and services to Renfrew County and District over the next five years.

We are very grateful for all the support during this process and thank the many contributors to this undertaking. We could not have completed the work without input from our community partners, board members and employees, so thank you to all of you.

RCDHU is eager to roll out the plan and is looking forward to the next five years. We will be working collaboratively with all our health care and social services partners to promote and improve the health and well-being of the people of Renfrew County and District.



Dr. Robert Cushman,
Medical Officer of Health(A)



Heather G Daly,
CEO(A)



Ann Aikens
Chair, Board of Health

Land Acknowledgement

The Renfrew County and District Health Unit is located on the unceded territory of the Algonquin Anishinaabe People.

We would like to honour the land and peoples of the Algonquin Anishinaabe, whose ancestors have lived on this territory for millennia, and whose culture and presence have nurtured and continue to nurture this land.

We would like to honour all First Nations, Inuit and Métis peoples, their elders, their ancestors and their valuable past and present contributions to this land.

Mìgwech

Contributors

A strategic plan is an enormous undertaking that could not be achieved without the help and involvement of many individuals. RCDHU would like to thank our staff, Board of Health and community partners that contributed to the consultation process.

We would also like to thank members of the Working Group, Steering Committee and DU B FIT Consulting:

- Lindsey Cameron-Dermann
- Brian Brohart
- Dr. Michelle Foote
- Dr. Robert Cushman
- Ann Aikens
- Heather Daly
- Vicki Benoit
- Patti Smith
- Nancy Dubois



Our Community

Renfrew County and District (RCD) is located in the Ottawa Valley in eastern Ontario, Canada. It is comprised of the County of Renfrew, the City of Pembroke, the Township of South Algonquin and most of Algonquin Provincial Park. The Algonquins of Pikwàkanagàn First Nation is situated in RCD. Garrison Petawawa also is situated in the community.

RCDHU is one of 34 Public Health Units in Ontario. It is an autonomous corporation under the [Health Protection and Promotion Act](#) (HPPA). The guiding purpose of the HPPA is to “provide for the organization and delivery of public health programs and services, the prevention of the spread of disease and the promotion and protection of the health of the people of Ontario.”

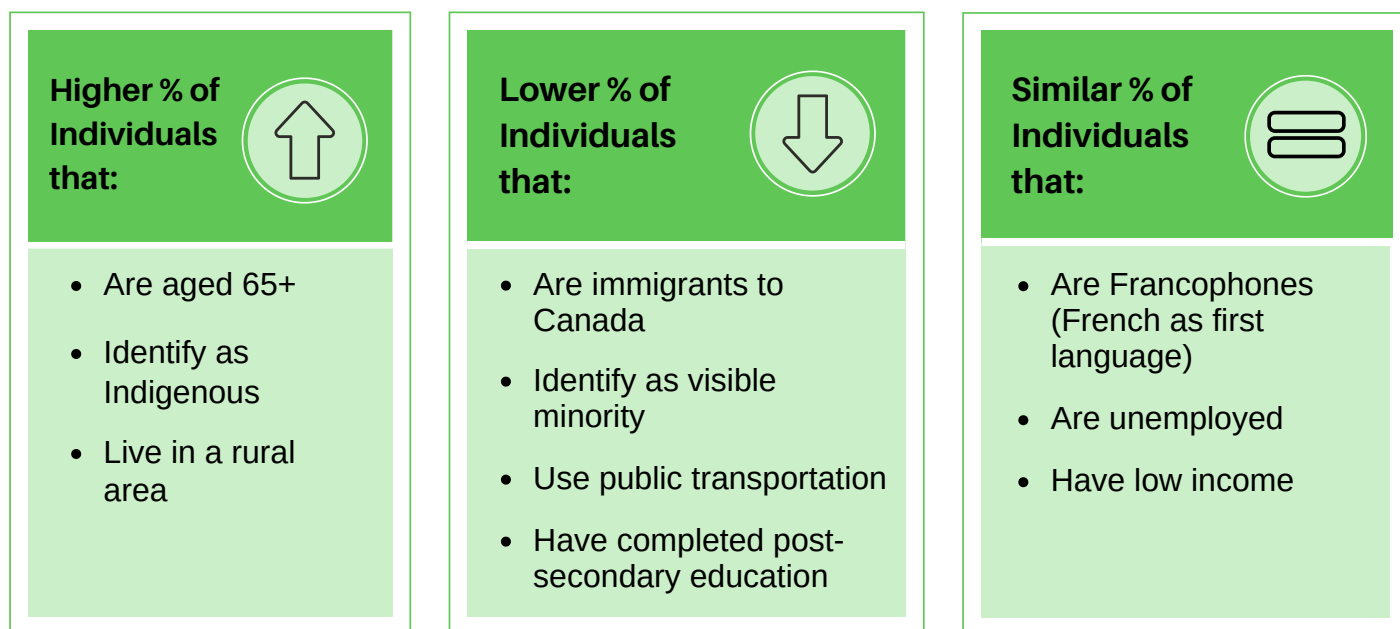
In working toward a more coordinated delivery of local health care and associated needs, RCDHU recognizes the value in partnerships including three newly formed Ontario Health Teams (OHT): the Ottawa Valley OHT, Kids Come First Health Team, and the Ottawa West Four Rivers OHT.

All people in RCD should have the opportunity to be as healthy as possible. As described in RCDHU’s [Health Inequities in Renfrew County and District](#) report, individuals that live in more materially and socially deprived areas in RCD are often more likely to experience health risk factors and poor health outcomes.

Given the importance of social determinants of health and health equity to the well-being of all people living in its service area, RCDHU is committed to promoting equitable opportunities for health.



Compared to Ontario, RCD has a:



As described in RCDHU's [Status of Mental Health in Renfrew County and District](#) report, which presents pre-pandemic data, many individuals in RCD perceive their mental health as positive; however, a substantial number report experiencing aspects of poor mental health. Over the past decade in RCD, rates of emergency department visits, hospitalizations and physician appointments for mental health and addictions concerns have been increasing. Notably, these local rates have been consistently higher than rates seen in the rest of Ontario.

RCDHU acknowledges the impacts that the COVID-19 pandemic has had on local mental health, addictions and substance use health.

Findings from multiple national and provincial surveys indicate that the mental health of many individuals, of all ages, has worsened since the beginning of the pandemic. Similar to provincial trends, more emergency department visits and deaths related to opioids have been seen in RCD in recent years.

Mental health and physical health are fundamentally linked. In striving to protect and promote the health and well-being of all, RCDHU monitors local mental health, addictions, and substance use data as it becomes available.

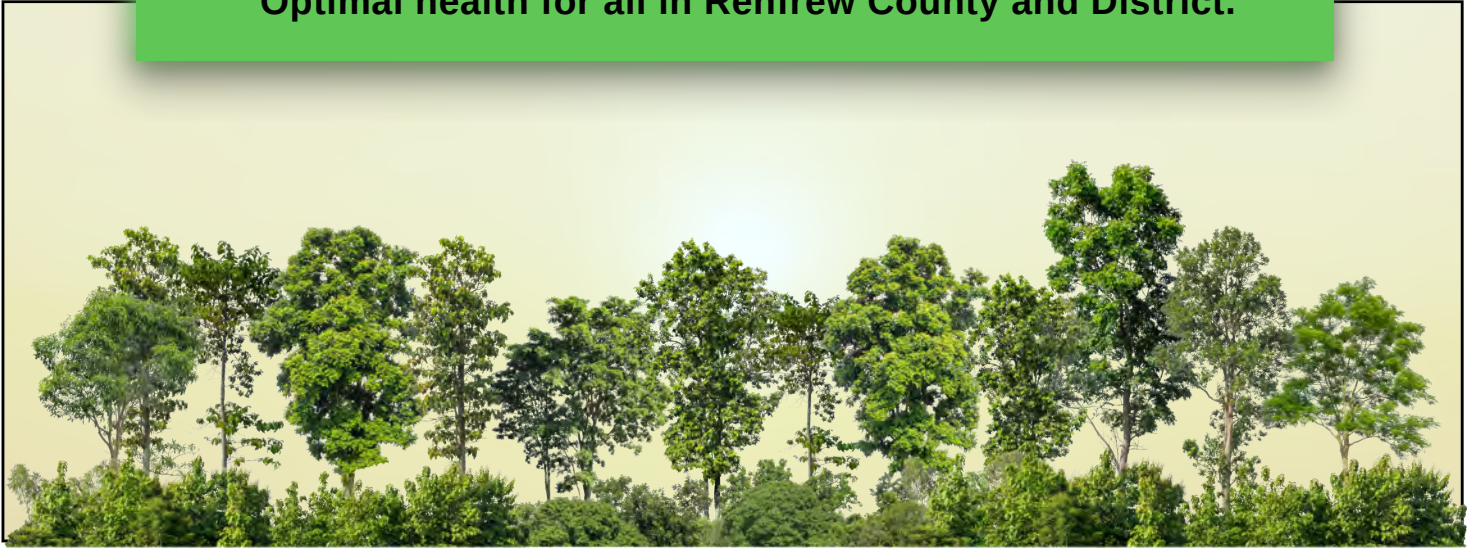
Our Strategic Planning Process

The planning process relied heavily upon collecting feedback from external and internal sources using a variety of methods. The data was then analyzed into an achievable and relevant Strategic Plan for the organization.



Vision

Optimal health for all in Renfrew County and District.



Mission

**Renfrew County and District Health Unit
protects and promotes the health and well-being of all.**





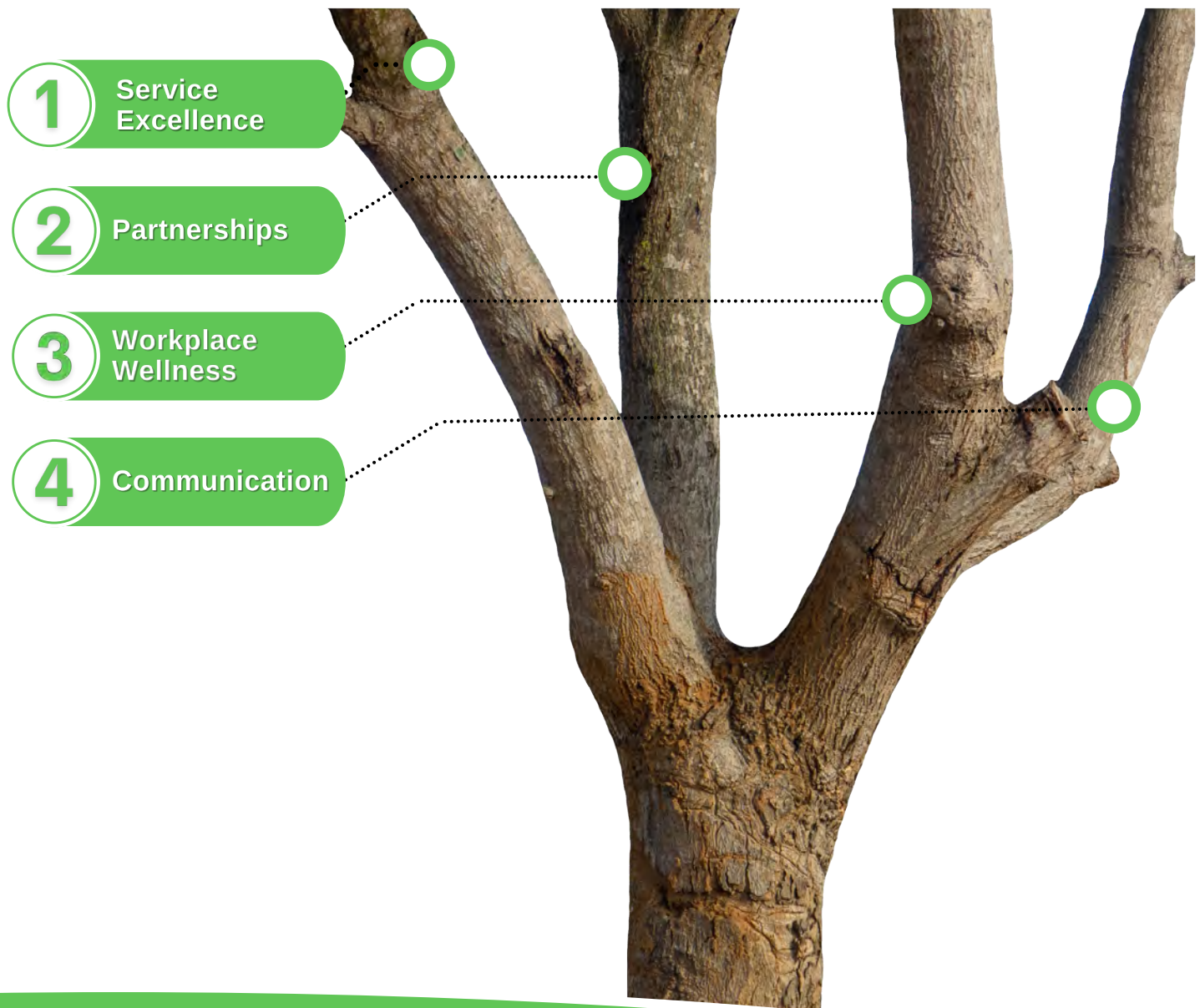
Values

Collaboration
Transparency
Accountability
Sustainability
Excellence
Equity

Communication
Engagement
Leadership
Innovation
Courage
Respect

Strategic Direction and Goals

Strategic plans culminate in a set of strategic directions with priorities that address gaps and leverage opportunities for action. The directions act as a means of organizing the activities in the Strategic Plan and broadly link to the Vision and Mission statements.





1

Service Excellence

Deliver public health programs and services in accordance with the current Ontario Public Health Standards and the Ontario Public Health Operational Standards.

- Support collaborative efforts on the social determinants of health and recognize the needs of equity-deserving groups.
- Continue to build capacity to support evidence-informed practice, program planning and evaluation.
- Enhance operations that focus on children and youth, emergency preparedness, mental health and substance use.



Partnerships

2

Strengthen our position as a leading community partner.

- Continue to enhance and expand partnerships at the local, regional, and provincial levels.
- Work with community partners to ensure emergency preparedness.
- Continue to monitor local health needs to drive equitable community action.



3

Workplace Wellness

Foster a healthy and effective organization.

- Continue to cultivate a work environment that supports the well-being of all employees and volunteers.
- Build a culture that embraces continuous listening, learning, training, and coaching.
- Invest in a skilled workforce that is committed to service excellence, continuous quality improvement, and emergency preparedness.



Communication

4

Enhance communication.

- Deliver effective internal and external communication that includes emergency response.
- Deliver public health messaging using innovative and culturally competent approaches.
- Continue to strengthen community engagement, utilizing and improving on existing frameworks.

In our journey forward we continue to strive for “Optimal health for all in Renfrew County and District.” Between 2022 and 2026, we will use this Strategic Plan to inform operational planning.

This plan sets the course for us to foster excellence in service delivery, strong partnerships, a healthy workplace, and enhanced communications. We will continue to provide the mandated services of public health tailored to the needs of our community and be prepared to respond to emerging disease and environmental threats.

We will embrace the values of collaboration, equity, excellence and transparency. Working closely with our partners and community members we will use evidence-informed practice to promote and protect the health and well-being of all those who live, learn, work and play in our community.

