

Forward Together

Strategic Plan

2027 – 2031



Renfrew County and District
Health Unit



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.

Migwech

Moving forward together...

RCDHU's next chapter begins with the voices of our staff, partners, community members and Board of Health. Their perspectives helped shape this Strategic Plan and affirmed something important: RCDHU is a trusted, respected and valued partner in the health of our communities.

Building on this strong foundation, we see an opportunity to become even more innovative, collaborative, visible and proactive in responding to the changing needs of Renfrew County and District.

Our Strategic Plan is centered on four interconnected priorities: Future Ready, Public Health Excellence, People and Culture, and Partnerships and Communication. Together, these priorities will guide how we prepare for the future, deliver high-quality public health programs and services, support our staff and deepen our relationships with partners and the communities we serve.

At its heart, this plan is ultimately about impact. Over the next five years, these priorities will strengthen our ability to prevent illness, promote health, respond to emerging challenges, advance health equity and make a meaningful difference in the health and well-being of our communities.

We are proud of what RCDHU has accomplished and optimistic about what lies ahead. By building on our strengths, embracing new opportunities, and working together with purpose, we will continue moving toward our vision of Optimal Health for All.

Heather Daly
Chief Executive Officer

Dr. Jason Morgenstern
Medical Officer of Health

Joanne King
Chair, Board of Health



Who We Are

"Optimal health for all" defines the future we are working to achieve. As a public health organization, we protect and promote the health and well-being of the people and communities we serve. Our work extends beyond preventing illness and responding to health risks to creating the conditions that enable everyone to live healthy, safe and fulfilling lives.

We serve approximately 117,000 people across nearly 15,000 square kilometres, including the County of Renfrew, the City of Pembroke, the Township of South Algonquin, and most of Algonquin Provincial Park. Our large and diverse geographic area includes urban and rural communities, small towns, farms, forests, lakes, and remote areas, each with its own strengths, opportunities, and health needs.

We protect and promote health in many ways, including preventing and monitoring infectious diseases, limiting their spread, supporting immunization, and protecting food and water safety. We also support healthy public policy and chronic disease prevention, promote healthy child development, provide dental care, and prevent and reduce harms from substance use. We prepare for and respond to emergencies and emerging health threats. We use evidence, local data, and community knowledge to understand the factors that influence health and to guide our work.

We know that optimal health for all cannot be achieved by one organization alone. We work alongside municipalities, health and social service organizations, schools, community groups, Indigenous partners, businesses, and residents to address local needs and create lasting impact.

Our mission, "protecting and promoting health and well-being", guides how we work every day. Together, we are working toward healthier people, healthier communities, and optimal health for all.



**Renfrew County and District
Health Unit**



Our Vision

Optimal health for all.

Our Mission

Protecting and promoting health and well-being.

Our Guiding Principles

Trusted

We earn trust by acting with integrity, transparency and accountability.

Informed

We use science, local data, professional expertise and community knowledge to make informed decisions.

Equity-driven

We work to remove barriers so everyone has a fair opportunity for health.

People-centred

We approach community members, partners and one another with respect, compassion and care.

Connected

We listen, build relationships and work together to turn shared understanding into action.

Adaptive

We learn, innovate and respond to changing needs.



Our Strategic Priorities

Our Strategic Priorities translate our Vision into action. They define where we will focus our time, energy, and resources to achieve optimal health for all.

Together, they provide a clear and integrated framework for delivering high-quality public health programs and services, strengthening our organization, and creating lasting value for the people and communities we serve.

Four strategic priorities will guide our direction and decision-making over the next five years:

1

Future Ready

Build a modern, agile, and prepared organization through technology, data, and innovation to improve effectiveness.

2

Public Health Excellence

Deliver high-quality, responsive, and evidence-informed public health programs and services that improve population health, respond to community needs and advance health equity.

3

People & Culture

Invest in our people, cultivate a healthy and inclusive workplace, and build the leadership and organizational capacity needed for the future.

4

Partnerships & Communication

Strengthen partnerships, engage communities and communicate effectively across Renfrew County and District to build trust, shape shared public health priorities, and support informed decisions and collective action.



Future Ready

Strategic Intent

Build a modern, agile, and prepared organization through technology, data, and innovation to improve effectiveness.

Strategic Actions

1.1 Use technology and innovation to amplify capacity

Leverage technology, data and innovative approaches to increase organizational capacity, improve efficiency and support effective decision-making and service delivery.

1.2 Enhance services and accessibility through technology

Use digital solutions to improve access to information and services, enhance the client experience and make public health services more responsive and accessible.

1.3 Use technology responsibly and securely

Strengthen responsible, ethical and cybersecure use of technology and information, with appropriate safeguards, privacy protections, human oversight and practices that maintain public trust.



Public Health Excellence

Strategic Intent

Deliver high-quality, responsive, and evidence-informed public health programs and services that improve population health, respond to community needs and advance health equity.

Strategic Actions

2.1 Lead prevention and upstream action

Provide leadership on public health policy and prevention efforts to reduce the burden of chronic disease, address upstream factors that influence health, and strengthen emergency preparedness.

2.2 Meet community needs

Adapt programs, outreach and service delivery to meet the geographic, demographic and social realities of RCD.

2.3 Use measurement to improve performance and impact

Use meaningful performance measures to identify opportunities, guide decision-making and drive continuous improvement. Leverage performance information to improve public health services and demonstrate impact.



People & Culture

Strategic Intent

Invest in our people, cultivate a healthy and inclusive workplace, and build the leadership and organizational capacity needed for the future.

Strategic Actions

3.1 Build an adaptable and learning-oriented organization

Strengthen innovation, continuous learning and evidence-informed decision-making to respond effectively to emerging challenges.

3.2 Encourage a healthy and inclusive workplace culture

Foster a culture of wellness, diversity, inclusion and respect, supported by strong leadership and an environment where employees can thrive, contribute and grow.

3.3 Strengthen organizational capacity

Increase organizational capacity through technology, standardized practices, and collaboration with partners to support consistent, effective, and innovative public health service delivery.



Partnerships & Communication

Strategic Intent

Strengthen partnerships, engage communities and communicate effectively across Renfrew County and District to build trust, shape shared public health priorities, and support informed decisions and collective action.

Strategic Actions

4.1 Strengthen collaboration on population health

Bring partners, residents and people with lived and living experience together around shared priorities to build collective understanding, align efforts and develop solutions to complex health issues.

4.2 Build stronger connections with communities

Expand RCDHU's reach across Renfrew County and District and create meaningful, accessible opportunities for residents and communities to inform public health priorities and initiatives.

4.3 Communicate effectively

Improve impact and reach of public health information, data and expertise shared with communities to support informed decisions, coordinated action and trust.





Thank You

Thank you to everyone who contributed to the development of this Strategic Plan. Your ideas, experience, and commitment helped shape the priorities that will guide our work over the next five years. Together, we will continue protecting and promoting health and well-being for all.



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Health Unit

"Optimal Health for All in Renfrew County and District"