

# Population & Public Health 2023–2028 Strategic Plan



Healthy people in flourishing communities.



# Contents

A Letter from Dr. Réka Gustafson	3
Population Health Context	4
Why a Population and Public Health Strategic Plan?	7
Population and Public Health: Core Work	9
Eight Key Functions	10
Population and Public Health Programs	11
Strategic Direction	18
Principles	19
Commitments	21
Population and Public Health Plan Overview	22
Goal 1 - Healthy Life Course	23
Goal 2 - Adaptive & Vibrant Communities	24
Goal 3 - Strong & Resilient Programs	25
Monitoring & Evaluation	26



# A Letter from Dr. Réka Gustafson

*Chief Medical Health Officer & Vice-President, Population and Public Health*

Population and Public Health is the practice of monitoring and evaluating the health of the population to identify preventable causes of poor health and health inequities; it is taking action at the policy, community and individual levels to protect and promote health, prevent harm and reduce health inequities. Our services and programs aim to support individuals and communities attain their full potential for health and wellbeing as they define it. At the core of our work is the strength, trust and collaboration of community relationships. To be of best service to the population of Island Health, we must ensure our efforts are evidence-informed or evidence-generating, culturally safe and guided by local voices.

The vision of the Population and Public Health Strategic Plan is Healthy People in Flourishing Communities, nested within the Island Health Strategic Framework Goal to Improve the Health and Wellness of the Population and Reduce Health Inequities. While the core functions of our work remain unchanged, it is also critical that we continue to evaluate our programs and services in the context of population health need, effectiveness and our commitments to reconciliation and equity, diversity and inclusion.

Through development of a Population and Public Health Strategic Plan, we have created a strategic path forward for our teams to focus their work and efforts in order to achieve this vision. The Strategic Plan is a comprehensive account of our evolving work, informed by the diverse perspectives of our teams, partners and population health information.

I sincerely thank all those that have contributed their experiences and perspectives to the development of this Strategic Plan, and to all of our team members and partners whose work remains critical to improving the health and wellness of those living within Island Health.



**Réka Gustafson**

*Chief Medical Health Officer & Vice-President,  
Population and Public Health Island Health*





# Population Health Context

The primary aim of Population and Public Health is to identify and influence those causes of poor health and health inequities that are preventable or modifiable through healthy public policies, programs and regulations that promote health, prevent disease and injury and protect from harm. These causes, the determinants of health, are the non-medical factors that influence health and wellbeing, and include income, education, employment, early childhood development, social supports, housing and basic amenities. Several significant influences on health have become more recognized in the past decade; these include climate change, the pandemic response measures, and the ongoing toxic drug crisis. Climate change is understood to be one of the main threats to health on a global scale. Pandemic response

measures have had a significant impact on many determinants of health, disrupting education, social connections, and both health and social services. The toxic drug crisis is an ongoing public health emergency that is one of the most significant causes of preventable death in British Columbia, which worsened substantially due to restrictions imposed during the pandemic. In addition to these issues, which form the context of the strategic plan, understanding and addressing the impact of structural, Indigenous-specific racism on health is a core focus of our work.



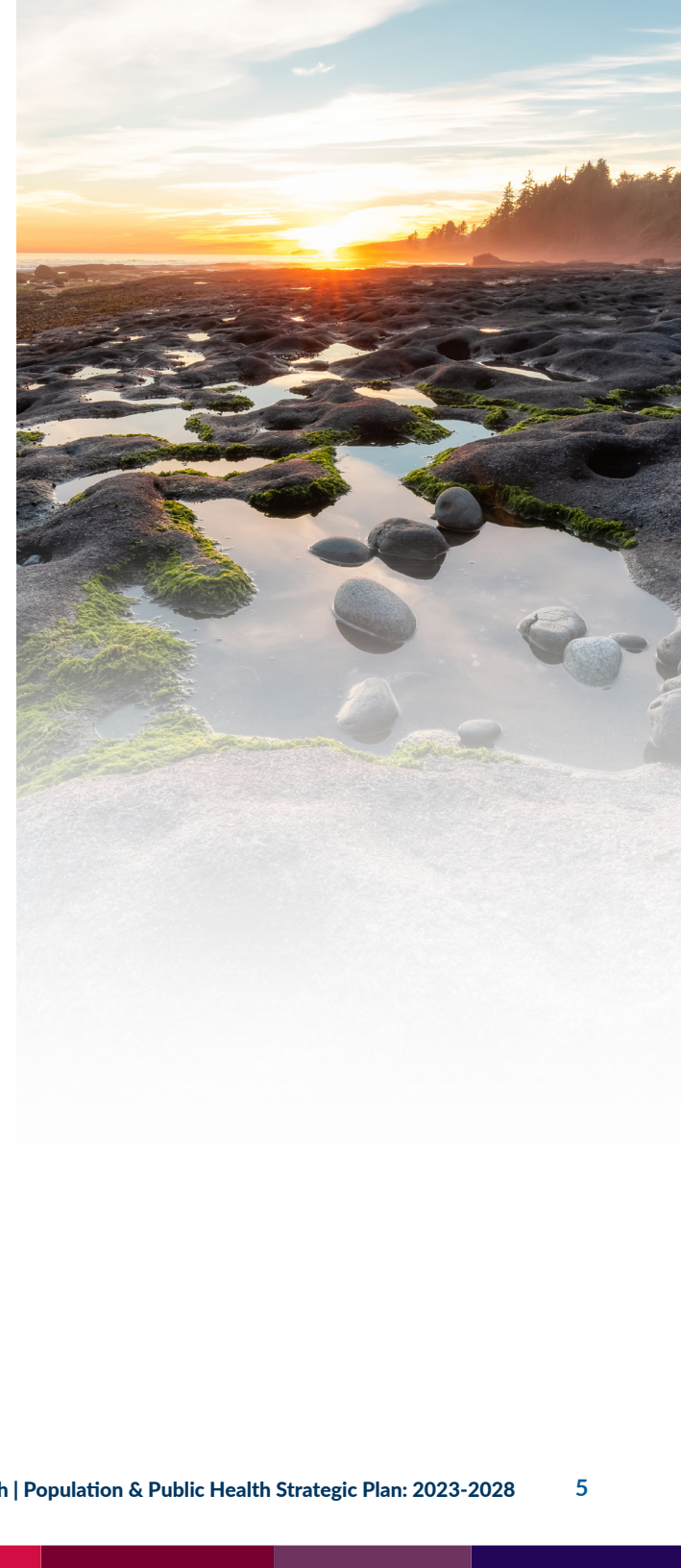


# Provincial Strategic Context

British Columbia's *Ministry of Health* sets strategic priorities and direction for the province's health system. The primary driver of the work of Population and Public Health is the health needs of the population of Island Health, monitored through rigorous and ongoing assessment. The *Public Health Act* of British Columbia provides the legislative framework and outlines the responsibilities and tools which support public health officials, regional health authorities and others to promote health and prevent disease and injury.

*British Columbia's Guiding Framework for Public Health* (2017) is the current framework for public health programming in British Columbia. The Guiding Framework contains eight visionary goals for public health, outlined on *Page 10*. This framework informs the work of public health programs in regional health authorities and the Provincial Health Services Authority, who deliver health services and

programs across the province, alongside the First Nations Health Authority. The regional health authority of Island Health conducts its organizational planning in alignment with provincial planning processes and the Minister of Health's annual Mandate Letter. The Ministry of Health is currently leading a process to refresh and renew the Guiding Framework and priorities for Public Health in British Columbia. This Population and Public Health Strategic Plan was informed by the update process, and will be reviewed once the renewed Guiding Framework is complete to ensure it is aligned.



# Organizational Strategic Framework

Island Health has a Five Year Strategic Framework<sup>1</sup> which serves as a roadmap of the organization's key priorities. The 2020-2025 framework includes 4 strategic pillars:

1. Improve the experience, quality and outcomes for the people we serve
2. Improve the experience, health and well-being of all people at Island Health
3. Increase value and ensure sustainability

#### 4. Improve population health & wellness, and reduce health inequities

The organization develops annual Work Plans to identify goals which advance the work of the strategic pillars over the upcoming fiscal cycle. The Population and Public Health Strategic Plan will continue to align with Island Health's organizational direction beyond the conclusion of the current Five Year Strategic Framework in 2025.



<sup>1</sup> Image Reference: Island Health Planning Department



# Why a Population and Public Health Strategic Plan?

The COVID-19 pandemic called on public health and health care professionals internationally to respond to the fullest extent of their capacity, and public health gained substantial visibility; however, the work of population and public health reaches well beyond an outbreak of a single virus. This strategic planning process aims to learn from the past, respond to current population and public health issues, and anticipate and build capacity to respond to future needs.

During the pandemic response, Island Health brought together clinical preventive services delivered by public health programs with statutory and population health assess-

ment programs, to establish newly integrated Population and Public Health teams. The Chief Medical Health Officer joined the organization's Executive Leadership Team as a Vice-President, to lead the Population and Public Health teams in working towards the organization's Strategic Pillar #4, to Improve Population Health and Wellness, and Reduce Health Inequities. To guide the newly integrated teams, this comprehensive Population and Public Health Strategic Plan for Island Health was developed. This Strategic Plan aims to provide direction and a unified vision that will help Population and Public Health programs best serve the population of Island Health.



# Development

Members of the Population and Public Health Leadership team conducted extensive internal engagement with Population and Public Health programs to understand their priorities, accomplishments, challenges and lessons learned in their practice. Between spring and fall of 2022, twenty-one engagement sessions were held in-person and virtually across the region, reaching 86% of Population and Public Health staff. An online survey was also conducted within Population and Public Health to allow for additional input, with a 66% response rate.

Findings from a Population and Public Health Impact Assessment project, which outlined the impacts of the pandemic response measures on our programs, staff and populations, also informed development of this plan.

Following this information gathering stage, Population and Public Health Leaders identified emerging themes, and further defined priorities through an iterative process involving virtual strategy development sessions, discussion forums and drop-in review opportunities.

This final Strategic Plan was reviewed by key partners within the organization and approved by the Population and Public Health Leadership team. It will be implemented over a five year period with an annual review to ensure it remains relevant to current population health needs.

## Plan Engagement Process





# Population and Public Health: Core Work

Population and Public Health is rooted in social justice and aspires to contribute towards the achievement of the *Sustainable Development Goals* as outlined by the United Nations. Population and Public Health teams seek to improve health and reduce health inequities by focusing on policies and programs that address the determinants of health, and deliver preventive interventions to improve the health and wellbeing of populations. This practice acknowledges that the determinants of health are not equitable, and that policies, programs and services need to place greater focus on those who face greater barriers to health and wellbeing.

## Key Functions of Public Health in British Columbia

As outlined in the 2017 provincial framework,<sup>2</sup> there are eight key functions of Public Health in British Columbia. Within Population and Public Health at Island Health, there are new functions emerging within our programs and services to reflect population need and broader contextual changes. The following summarizes the key areas of focus and current functions of our Population and Public Health teams.

<sup>2</sup> Reference: For Public Health Professionals by the Government of British Columbia <https://www2.gov.bc.ca/gov/content/health/about-bc-s-health-care-system/office-of-the-provincial-health-officer/about-public-health/for-public-health-professionals>

# Eight Key Functions



## Healthy Living & Healthy Communities

Healthy Living  
Healthy Communities  
Food Security  
Chronic Disease Prevention



## Positive Mental Health & Prevention of Substance Harms

Mental Health Promotion and  
Prevention of Mental Disorders  
Prevention of Harms Associated with  
Substances



## Environmental Health

Air Quality  
Water Quality  
Food Safety  
Healthy Community Environments  
Healthy Health Care Facilities



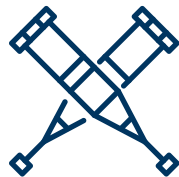
## Maternal, Child & Family Health

Reproductive Health and  
Prevention of Disabilities  
Healthy Infant and Early Child  
Development  
Healthy Child and Youth  
Development  
Dental Health



## Health Assessment & Disease Surveillance

Routine Surveillance  
Monitoring Population Health Status  
and Determinants of Health  
Epidemiological Analysis  
Support Cluster, Outbreak and  
Other Public Health Response



## Injury Prevention

Unintentional Injury Prevention



## Public Health Emergency Management

Preparation  
Response  
Recovery  
Mitigation



## Climate Change Resiliency

Climate Preparedness and  
Adaptation  
Climate Change Mitigation

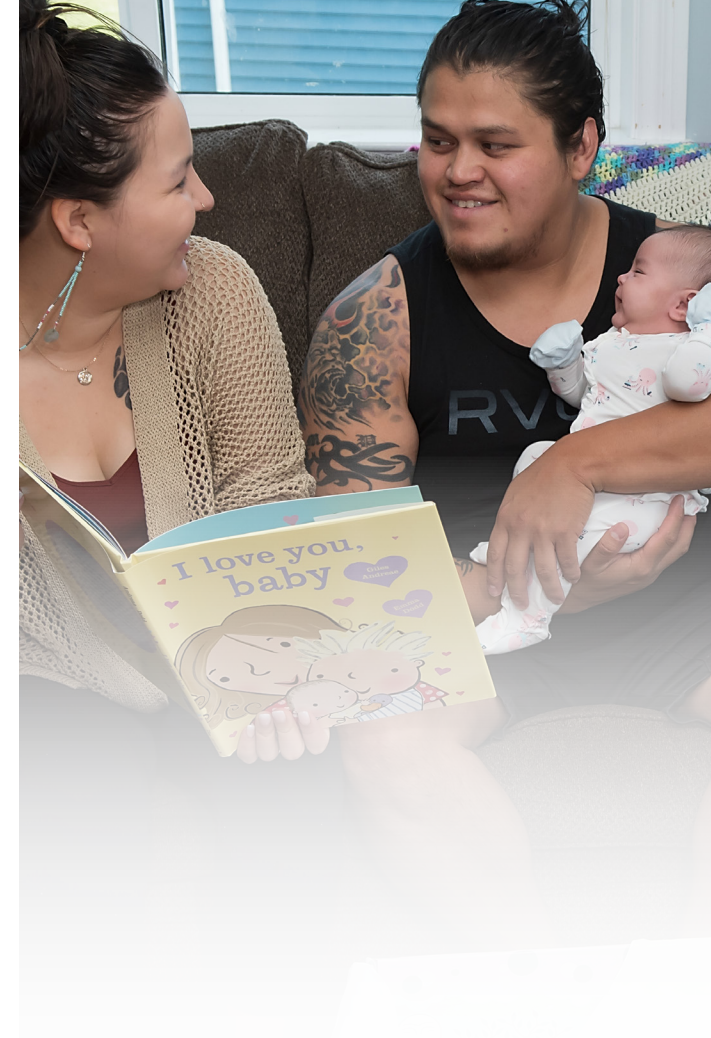


# Population and Public Health Programs

**Population and Public Health includes three key program areas:** Population and Public Health Assessment, Health Protection and Healthy Communities, and Public Health. The Population and Public Health Leadership team includes the Chief Medical Health Officer & Vice-President, Executive Director, Medical Health Officers, Directors, Strategic Planning Leads, and Communications partners.

## Medical Health Officers (MHOs)

Medical Health Officers are physicians with a specialty in Public Health and Preventive Medicine. They have statutory responsibilities under the Public Health Act, including advising and reporting on local public health issues. This team leads engagement and information sharing with community partners to promote the health of the population, and provides medical and public health leadership to all Population and Public Health operations. Each MHO is assigned to a geographic region of key responsibility, as well as advises on topic area assignments across the entire Island Health region.



### POPULATION AND PUBLIC HEALTH LEADERSHIP

Population & Public  
Health Assessment

Health Protection &  
Healthy Communities

Public Health

# Population and Public Health Assessment

*Population and Public Health Assessment teams support all Population and Public Health programs and services, to address local population health needs through population health assessment and surveillance, knowledge translation, information systems management, staff education and practice support, and program monitoring and evaluation.*



## Population Health Assessment, Surveillance and Epidemiology

The Population Health Assessment, Surveillance and Epidemiology team supports Population and Public Health programs and partners with surveillance, population health assessment and epidemiological analysis, including supporting cluster and outbreak investigation and public health emergency responses. Team Member roles include Analysts and Epidemiologists with core content areas of focus.



## Evidence, Evaluation and Knowledge Translation

The Evidence, Evaluation & Knowledge Translation team assists Population and Public Health programs and partners with program monitoring and evaluation, knowledge translation, and data management to support evidence-informed decision-making, planning, policy and practice. Team member roles include Analysts, Knowledge Translation Coordinator and Evaluation Consultants with Population and Public Health expertise.



## Population and Public Health Information Systems

The Population and Public Health Information Systems team provides operational system support through user education, development and maintenance of applications, and ensuring data quality. The team works with internal and external partners to assess program technology needs and develops an integrated systems strategy to drive innovative technological solutions. Team members have a range of clinical and technical experience with roles including Nurse Informaticists, Administrative Application Support, Solution Architect, Application Specialist and Analysts.



## Education and Practice Support

The Education & Practice Support team provides coordinated and standardized practice support resources for staff across Population and Public Health programs. The team coordinates regional education opportunities and resources for local implementation. Team member roles include Public Health Nurse Clinicians, Clinical Nurse Educator and Allied Health Clinical Educator.



# Health Protection & Healthy Communities

*Health Protection and Healthy Communities teams work at the community level to promote and protect health, and prevent illness and injury.*



## Communicable Disease

The Communicable Disease team carries out case and contact follow-up for reportable communicable diseases, contributes to disease surveillance through the collection and monitoring of data, identifies risk factors for disease acquisition and transmission, and recommends and implements interventions to prevent the spread of communicable diseases. The team also investigates disease clusters and outbreaks in care facilities and community settings; provides clinical preventive services including tuberculosis screening and treatment, sexually transmitted infections screening, counseling, and treatment, and administers or coordinates the provision of post-exposure prophylaxis for communicable diseases. Team member roles include communicable disease nursing, street outreach nursing services, tuberculosis case management, and administrative support.



## Environmental Public Health

The Environmental Public Health team promotes and protects the health of the population, and prevents illness through the inspection and monitoring of regulated facilities, including food facilities, personal service establishments, pools and drinking water facilities. The team provides educational support to facility operators and partners, and follow up on enteric and zoonotic disease cases and outbreaks; and works collaboratively with community partners on healthy community design, and mitigation of the health impacts of climate change and emergency events. Team member roles include Environmental Health Officers, Public Health Engineers, Climate Change Lead, Environmental Health Scientists, Healthy Built Environment Consultants, practice consultants and administrative support.



## Community Care Facility Licensing

The Community Care Facility Licensing team inspects, licenses and monitors residential and childcare facilities to ensure compliance with provincial legislation, and to protect the health and safety of children, seniors and adults in these facilities. The team provides support and education to licensed facilities and communities, promoting awareness of and ensuring compliance with provincial legislation and care standards. Team member roles include Childcare Licensing Officers, Residential Care Licensing Officers and administrative supports.



## Healthy Communities

The Healthy Communities team offers health promotion and injury prevention programs in collaboration with community partners and schools. The team supports Community Health Networks (who bring together community partners to address locally prioritized determinants of health), as well as Island Food Hubs (who work to improve food security across the island). Team member roles include School Health Promotion Specialists, Community Developers, Community Nutritionists and Injury Prevention Specialists.



## Tobacco and Vapour Prevention and Control

The Tobacco and Vapour Prevention and Control team work to prevent health harms of smoking and vaping by enforcing provincial legislation that regulates the sale, use, distribution, display and promotion of tobacco and vapour products. The team provides education to retailers to promote compliance with provincial legislation, provides tobacco and vapour related health promotion education collaboratively with schools, local municipalities, regional districts and Community Health Networks. Team member roles include Tobacco and Vapour Enforcement Officers, coordinators, youth compliance workers, and administrative supports.



# Public Health

*Public Health teams provide a variety of interventions and services that promote optimal health, well-being and development from birth throughout the lifespan.*



## Audiology

The Audiology team provides hearing screening for newborns and kindergarten children, as well as hearing assessment, monitoring and treatment for children of all ages and adults with developmental disabilities. The team's work includes hearing evaluation, fitting of hearing assistance technologies, and client, caregiver and educator training about hearing loss and hearing assistive technologies. Team member roles include Audiologists, Audiometric Technicians, screeners and administrative supports.



## Dental

The Dental team promotes oral health through collaboration with health care providers and community partners, including promoting British Columbia's key dental messages, and local delivery of the provincial kindergarten dental survey conducted every 3 years. The team's work includes education to reduce the incidence of early childhood tooth decay, support to access referrals to provincial and federally funded dental care, and assistance to families to establish a dental home (connection to dental services) for ongoing needs. Team member roles include Dental Hygienists with a public health focus.



## Speech

The Speech team assesses and provides care for preschool children with mild to severe communication challenges with the goal of optimizing speech-language development prior to kindergarten to improve social, emotional, cognitive and language development. The team's work includes individual and group treatment, parent courses, home programs and preschool consultations. Team member roles include Speech-Language Pathologists, Assistants and administrative support.





## Immunizations

The Immunization team collaborates with Public Health Nursing, First Nations Health Authority and community vaccine providers to ensure the success of immunization programs. Immunization programs include routine childhood immunizations, school-based immunizations, immunization of special populations, influenza and COVID-19 campaigns, and responding to outbreaks or emergence of other vaccine-preventable illnesses. The team's work includes regional vaccine allocation, distribution, and management; operational planning, implementation and evaluation of immunization programs; and coordination support, clinical guidance, and education. Team member roles include Clinical Coordinators, Nurse Clinicians, Vaccine Coordinator, Administrative Data Clerks (Regional Biological Product Monitors) and administrative supports.



## Substance Use & Harm Reduction

The Substance Use & Harm Reduction teams work collaboratively with communities, Indigenous partners, addiction service providers and peers to support implementation of harm reduction programs and services across the region, including work related to alcohol, cannabis, amphetamines, opioids and other substances used. The team provides evidence-based harm reduction education, facilitation, and supports unregulated drug crisis response efforts including drug checking, advisory alerts, fentanyl test strips distribution and distribution of Take Home Naloxone, ensuring that people with lived and living experience play an integral role in informing and supporting all harm reduction efforts. Team member roles include regional Harm Reduction Coordinators and Peer Project Coordinator





## Public Health Nursing

The Public Health Nursing teams offers supports to individuals, groups, and communities to promote optimal health of prenatal and parenting families, children and youth. This includes post-partum maternal and newborn assessments, infant feeding support, growth and development screening, referrals and support for perinatal anxiety and depression. Enhanced services are offered to families requiring additional support due to challenges associated with the determinants of health. The teams provide immunizations for infants, youth, and special populations; partner with non-governmental organizations, schools, and local governments to promote health in the community; and offer contraceptive and sexual health services, counselling, education and harm reduction services to youth in a variety of settings. Outreach is supported for clients who experience structural vulnerabilities, including people who are under-housed, and includes communicable disease screening and care, harm reduction services, overdose prevention and support for perinatal substance use. Team member roles include Family Support Workers, Public Health Nurses, Outreach Workers, and administration and Health Unit Aides.



## Sexual Health

The Sexual Health team provides funding to community service providers which offer programs, services and initiatives that aim to prevent the spread of HIV, Hepatitis C and other sexually transmitted and blood-borne infections (STBBIs). The team promotes and facilitates testing, and provides care, treatment and support to those living with STBBI(s). Team member roles include nursing and analytic supports.



# Strategic Direction

The Strategic Plan articulates a vision and mission for Population and Public Health at Island Health. The vision is our long term aspiration, and the mission guides how we can tangibly move towards achieving our vision. The vision and mission both capture the voices of our Population and Public Health teams, and center our work in service to our populations. Our vision and mission seek to inspire our teams and partners to collaborate in improving the health and wellness of the communities we serve.

## Vision

*Healthy people in flourishing communities.*

## Mission

*Promote health and wellbeing through strong population health assessment, collaborative partnerships, and robust Population and Public Health programs and services.*





# Principles

Two foundational principles ground and guide this work: quality and health equity. The goals, objectives and strategies in the Strategic Plan map the path towards achieving these guiding principles. These two principles are the purpose of the work articulated in our plan, and guide our strategic direction and program delivery.

## Health Equity

As defined by the World Health Organization *“Equity is the absence of unfair, avoidable or remediable differences among groups of people, whether those groups are defined socially, economically, demographically, or geographically or by other dimensions of inequality (e.g. sex, gender, ethnicity, disability, or sexual orientation). Health is a fundamental human right. Health equity is achieved when everyone can attain their full potential for health and well-being.”*

Within Population and Public Health all our efforts are striving for health equity across our Island Health communities. Striving for healthy equity includes:

- **Consideration of the determinants of health:** consideration of the broad social, economic and ecological factors that relate to an individual or group’s place in society, which influences their health and wellness
- **Prioritization based on health inequities:** increasing opportunities for health and wellness, for individuals and groups who experience disproportionately worse health outcomes
- **Advocacy through healthy public policy:** concerted efforts that recognize the tool of healthy public policy as a key lever to influencing the determinants of health across populations





## Quality

'Quality' within Population and Public Health is defined by the national healthcare accreditation body, *Accreditation Canada*. Accreditation Canada provides criteria that guide national practice standards for quality across all services, infrastructure and methodologies used within Population and Public Health. Quality is a principle that we strive for across all services, and actions we implement.

Striving for quality within Population and Public Health includes:

- **Continuous client-centered improvements:** our quality assurance, assessment and planning is a continuous quality improvement journey with client voices at the center
- **Evidence-informed decision making:** population health information, evaluation of interventions, community insights and Indigenous knowledge are at the core of decision making to ensure we align our efforts with areas of greatest improvement
- **Effective and safe programs and services for all populations:** accountability to a rigorous and ongoing review of our quality indicators to ensure safety, and effectiveness of actions implemented to improve population health and wellness



# Commitments

While we work towards the guiding principles, we are also committed to making our teams, programs and services safer for all. Population and Public Health commits to continuous growth and improvement in the areas of reconciliation and equity, diversity and inclusion. We commit to doing this work in all program areas, and in all levels of our teams. We will ensure that our service design and delivery are rooted in these commitments. We will approach all of our work with these commitments front of mind, and seek to embed these commitments into the culture of our teams, programs and services. We will hold ourselves accountable to our teams, clients and the public, and provide mechanisms for individuals and groups to let us know when we are not meeting our commitments.

## Our Commitment to Reconciliation

- We are committed to embedding truth and reconciliation into our ways of being, identifying structural causes of Indigenous racism and, unlearning and decolonizing our ways of knowing.
- We are committed to our individual and collective learning journeys towards cultural safety, as an iterative process that requires examining our own feelings and motives, and how these influence our thoughts and actions.
- We are committed to ensuring the necessary time, resources, and safe spaces are provided to carry out the work of advancing reconciliation and upholding the rights of Indigenous peoples.

## Our Commitment to Equity, Diversity and Inclusion

- We are committed to intentionally integrating diverse lived-experiences into our planning, implementation and evaluation, and elevating these voices within all our teams, services and processes.
- We are committed to taking a stand against racism, intolerance and inequality, and being true allies through our actions.
- We are committed to ensuring safe spaces and services for diverse cultures, ages, sexual orientations, ethnicities, abilities and genders.



# Population and Public Health Strategic Plan Overview

## Goals

### Goal 1 - HEALTHY LIFE COURSE

Increase investment in primary prevention to improve population health and wellness, and reduce health inequities.

### Goal 2 - ADAPTIVE & VIBRANT COMMUNITIES

Enhance Population and Public Health collaboration and linkages with communities, and within the broader health system to improve population health outcomes.

### Goal 3 - STRONG & RESILIENT PROGRAMS

Renew and sustain a strong Population and Public Health program (portfolio) within Island Health.



#### GOAL 1 Objectives:

- [1.1] Reduce health inequities through implementation of tailored interventions, programs and services.
- [1.2] Advance healthy public policy.
- [1.3] Develop and implement coordinated, and collaborative population health assessment as a foundational component of program and policy development, implementation and evaluation.

#### GOAL 2 Objectives:

- [2.1] Develop meaningful connections, and increase the effectiveness of primary prevention through new and existing working relationships with community and health system partners.
- [2.2] Increase knowledge, understanding and awareness of population and public health approaches and infrastructure with clients, communities and health system partners.
- [2.3] Utilize collaborative partnerships to establish Population and Public Health infrastructure that is resilient and responsive to public health to public health emergencies.

#### GOAL 3 Objectives:

- [3.1] Increase cultural humility within Population and Public Health teams, to improve cultural safety of our programs and services.
- [3.2] Empower and equip our staff to deliver effective programs and services.
- [3.3] Create a healthy, safe and supportive culture within Population and Public Health that promotes employee wellness.



# Goal 1: Increase investment in primary prevention<sup>3</sup> to improve population health and wellness, and reduce health inequities.

Goal 1 seeks to increase investment in primary prevention in order to reduce health inequities. By increasing efforts in upstream interventions grounded in evidence and focused on equity, healthy life course trajectories can be supported. To achieve this goal, concerted efforts will be made to establish and grow the Population and Public Health Assessment model to ensure population health evidence is at the core of decision making; streamline and standardize programs that target health inequities; and expand capacity to influence health public policy as a lever to improve population level health and wellness.

## Goal 1 HEALTHY LIFE COURSE

OBJECTIVE	STRATEGY
<b>[1.1] Reduce health inequities through implementation of tailored interventions, programs and services.</b>	<p>[1.1.1] Improve our ability to identify populations experiencing health inequities.</p> <p>[1.1.2] Implement scaled and targeted interventions within identified priority populations.</p> <p>[1.1.3] Assess equity of access to population and public health programs, services and interventions across regions.</p>
<b>[1.2] Advance healthy public policy.</b>	<p>[1.2.1] Develop our capacity for healthy public policy surveillance, analysis and influence.</p> <p>[1.2.2] Advance healthy public policy on legal substances.</p>
<b>[1.3] Develop and implement coordinated, and collaborative population health assessment as a foundational component of program and policy development, implementation and evaluation.</b>	<p>[1.3.1] Expand and enhance population and public health information, evidence and knowledge systems to inform resource allocation, program planning, and policy development.</p> <p>[1.3.2] Develop and implement a robust system for monitoring and evaluating our programs, services and interventions to ensure they are culturally safe, evidence-informed<sup>4</sup>, appropriate and effective.</p>

<sup>3</sup> Primary prevention involves activities aimed at reducing factors leading to health problems." Source: *Health Canada* <https://www.canada.ca/en/public-health/services/health-promotion/population-health/implementing-population-health-approach.html>

<sup>4</sup> Evidence defined as a combination of primary research, evidence generating practice, Indigenous ways of knowing and knowledge from practitioners, peers and others with lived experience.



## Goal 2: Enhance Population and Public Health collaboration and linkages with communities, and within the broader health system to improve population health outcomes.

Goal 2 seeks to strengthen new and existing collaborative partnerships to enable adaptive and vibrant communities. The key outcome of this goal is to drive continuous improvement in population health outcomes through meaningful collaborations with communities, and integration between population and public health programs and services within the broader health system. By co-developing programs, services and interventions tailored to the community context, implementation within the health system can be intentional and successful. To achieve this goal, focused work will include enhancing existing relationships, increasing access to services through knowledge translation, and responding to ongoing and emerging health emergencies including the toxic drug crisis and climate change.

### Goal 2 ADAPTIVE & VIBRANT COMMUNITIES

OBJECTIVE	STRATEGY
<b>[2.1] Develop meaningful connections, and increase the effectiveness of primary prevention through new and existing working relationships with community and health system partners.</b>	<p><b>[2.1.1]</b> Solidify partnerships between Population and Public Health teams, and within Island Health to strengthen collaborative approaches.</p> <p><b>[2.1.2]</b> Strengthen the connection, coordination and collaboration with core enabling functions within Island Health, and within the Clinical Governance Improvement model.</p> <p><b>[2.1.3]</b> Engage in partnerships with the public, including community agencies, local government, academic, research and provincial partners.</p>
<b>[2.2] Increase knowledge, understanding and awareness of population and public health approaches and infrastructure with clients, communities and health system partners.</b>	<p><b>[2.2.1]</b> Increase access to our programs and services through a comprehensive internal and public-facing communications strategy.</p> <p><b>[2.2.2]</b> Promote healthy living actions through accessible health information, and increased opportunities for healthy living programs and services.</p> <p><b>[2.2.3]</b> Enhance coordination and integration of Population and Public Health across the continuum of services, in order to improve client navigation.</p>
<b>[2.3] Utilize collaborative partnerships to establish Population and Public Health infrastructure that is resilient and responsive to public health emergencies.</b>	<p><b>[2.3.1]</b> Implement a multi-faceted approach to respond to the toxic drug crisis.</p> <p><b>[2.3.2]</b> Increase community preparedness, resilience and adaptation against climate change.</p> <p><b>[2.3.3]</b> Establish infrastructure and clearly defined processes to respond to emerging issues and future health emergencies.</p>

# Goal 3: Renew and sustain a strong Population and Public Health program (portfolio) within Island Health.

Goal 3 seeks to strengthen and sustain Population and Public Health programs through empowering our people, fostering a safe culture and optimizing our tools. The key outcome of this goal is to empower and support staff to stay well and deliver culturally safe and effective programs, services and interventions. By bolstering individual skills and collective knowledge, we can innovate and improve our ability to meet population needs. In order to achieve this goal, focused strategies are to be implemented for reconciliation and diversity, equity and inclusion within our teams; growth and development of our staff and students; and creating sustainable and engaging work environments.



OBJECTIVE	STRATEGY
<b>[3.1] Increase cultural humility<sup>5</sup> within Population and Public Health teams, to improve cultural safety<sup>6</sup> of our programs and services.</b>	<p><b>[3.1.1]</b> Strengthen internal collective knowledge of truth and reconciliation, and cultural humility for all Population and Public Health leadership and staff.</p> <p><b>[3.1.2]</b> Improve diversity, inclusion and transparency in our teams through development of an open and transparent Equity, Diversity and Inclusion (EDI) process and strategy.</p> <p><b>[3.1.3]</b> Develop and modify our programs, services and spaces to be culturally safe and diverse by embedding and honouring Indigenous ways of knowing, and knowledge from those with lived experiences.</p>
<b>[3.2] Empower and equip our staff to deliver effective programs and services.</b>	<p><b>[3.2.1]</b> Create opportunities for our employees and students to develop their skills, engage in continuous learning, and work to the full scope of practice.</p> <p><b>[3.2.2]</b> Diversify roles and positions to establish a broader workforce and sustain our programs and services.</p> <p><b>[3.2.3]</b> Update the technology, tools, and information systems used by our staff.</p>
<b>[3.3] Create a healthy, safe and supportive culture within Population and Public Health that promotes employee wellness.</b>	<p><b>[3.3.1]</b> Develop strategies and mechanisms for staff to meaningfully engage with their leaders, each other, and other teams across Population and Public Health.</p> <p><b>[3.3.2]</b> Establish Population and Public Health as a progressive, safe and desirable place to work and grow.</p>

<sup>5</sup> A life-long process of self-reflection and self-critique to understand personal and systemic biases, and to develop and maintain respectful processes and relationships based on mutual trust. (<https://healthstandards.org/files/HSO-MasterGlossaryList-2018E.pdf>)

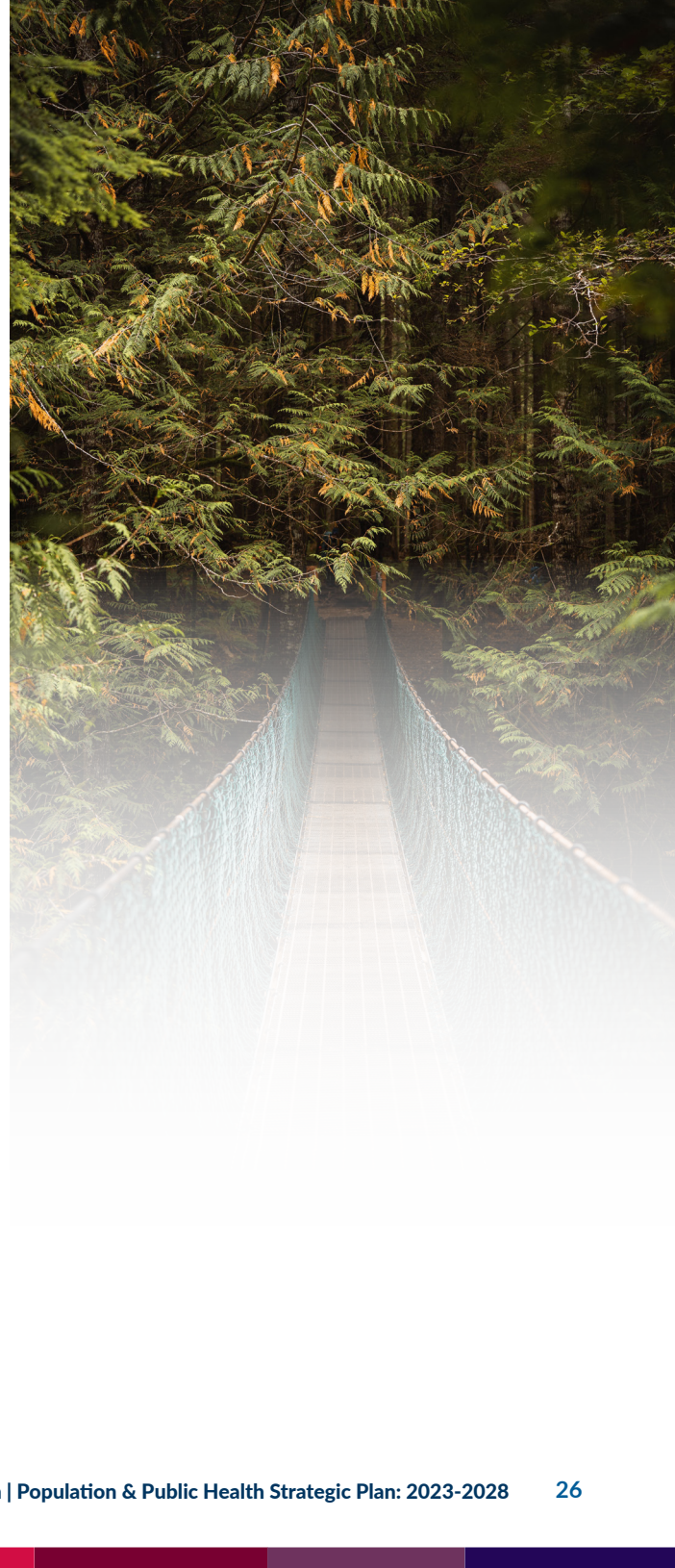
<sup>6</sup> An outcome of respectful engagement based on recognition of the power imbalances inherent in the health system, and the work to address these imbalances. A culturally safe environment for Indigenous peoples is one that is physically, socially, emotionally, and spiritually safe without challenge, ignorance, or denial of an individual's identity. (<https://healthstandards.org/files/HSO-MasterGlossaryList-2018E.pdf>)

# Monitoring & Evaluation

Monitoring and evaluation are critical to track our progress, ensure we are utilizing our resources effectively, and improve recognition of and response to evolving population needs. In close collaboration with internal and external partners, Population and Public Health will develop a monitoring and evaluation approach, as well program-specific monitoring and evaluation plans and activities. Key Performance Indicators (KPIs) will be developed over the course of the 5-year Strategic Plan, in alignment with Island Health's organization-wide annual KPIs.

Island Health Performance Dashboard Measures will last the duration of the Strategic Plan, and are measures of the longer term outcomes of Population and Public Health's strategies on the health and wellness of the population.

- Life Expectancy Disparity Ratio
- 7 Year Childhood Immunization Coverage
- Infant Mortality
- Age-Standardized Incidence Rate of Diabetes
- Rate of Toxic Drug Deaths
- Drinking Water Quality
- Hospitalizations Entirely Caused by Alcohol
- Self-Harm Hospitalizations



# Compendium

To provide additional details on the activities and actions included within the strategies of the plan, as well as associated measurements, outputs and timeframes, a supporting Compendium has been developed. The Compendium, will be updated on an ongoing basis as progress is made within the strategies of the Plan to advance both the identified objectives and goals. Ongoing tracking of measures and progress will be cohesive and linked to Program Areas Work Plans and established monitoring frameworks.

