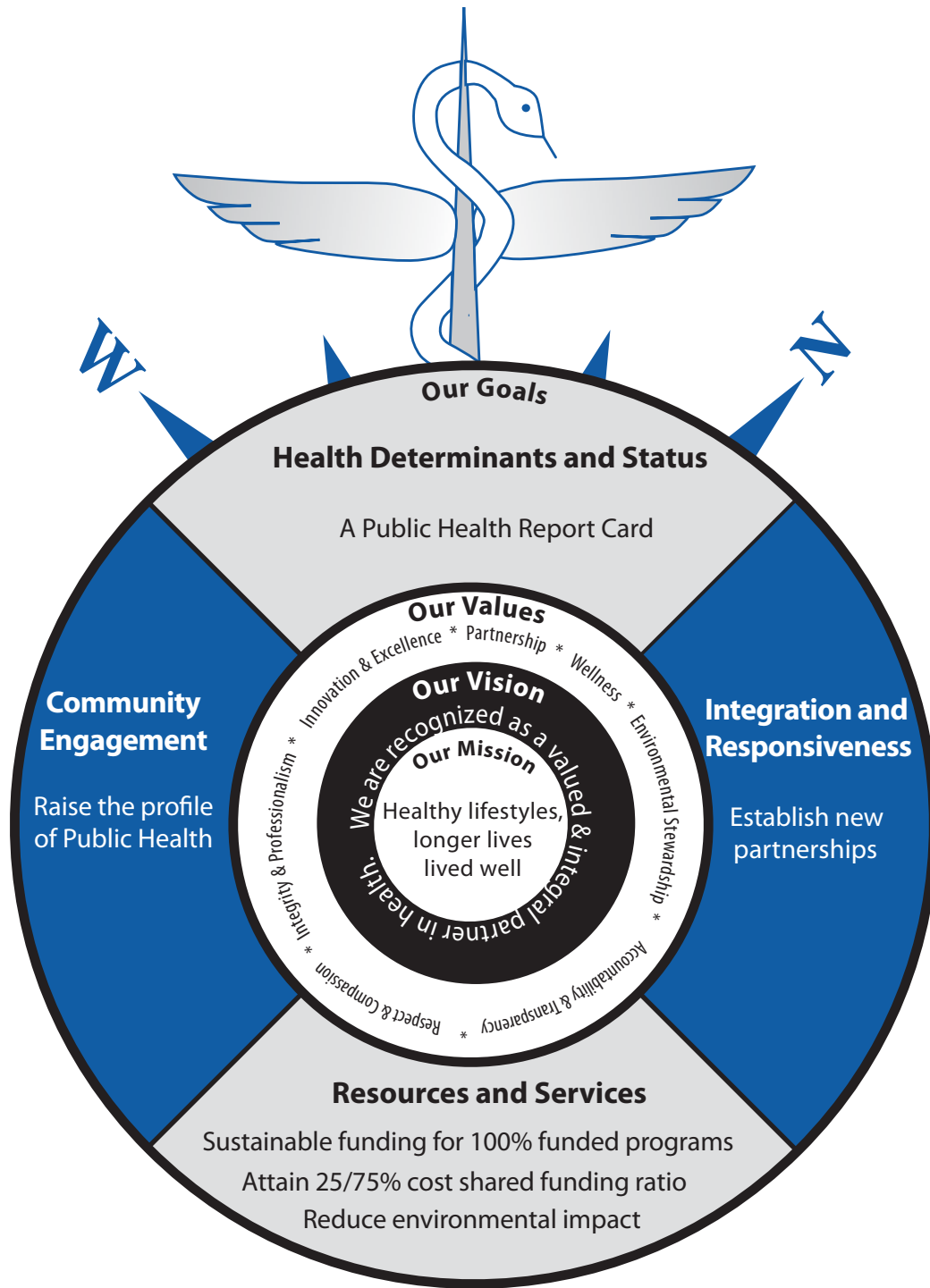


Northwestern Health Unit



Strategic Plan 2010-2012

Mission and Vision

In 2009 the Board of Health revisited the Mission and Vision of the Northwestern Health Unit. The goal was to craft a Mission statement that clearly describes the reason why the Northwestern Health Unit exists (beyond fulfilling the mandate outlined by the Government of Ontario). We kept asking, “Why do we do what we do?” until we ran out of ‘whys’.

Our resultant Mission Statement:

**Improve the quality and length of life in our communities:
healthy lifestyles, longer lives lived well**

To accomplish our Mission, we face a number of challenges and unique circumstances including:

- New requirements under the *Health Protection and Promotion Act* and the implementation of the *Ontario Public Health Standards* and Protocols.
- The new Ontario Performance Management System for Public Health. There will be an increase in the demand for accountability.
- The possible requirement that Health Units be accredited.
- The global recession that has hit Ontario particularly hard. Provincial funding will likely be restricted over the next few years due to deficit spending. Total funding from municipalities will not increase significantly.
- There will be no decrease in the need for public health services.

A new Vision for the Northwestern Health Unit emerged to reflect our Mission, Values, and to guide our activities over the next three years:

We are recognized as a valued and integral partner in health

Mandate

The mandate for the Board of Health for Northwestern Health Unit is to ensure that citizens have access to Public Health programs and services as outlined in the *Health Protection and Promotion Act*, the *Ontario Public Health Standards* and related legislation.

Using qualified and competent staff, we fulfill our mandate by:

- Promoting health through partnership, education, advocacy, and community development.
- Creating and promoting physical and social environments for individuals and communities to achieve optimal health.
- Encouraging healthy behaviors and improving personal skills.
- Conducting population health assessment and surveillance.
- Protecting the health of the public through monitoring our food and water, investigating potential health hazards, and enforcement.

Values

Partnership

Teamwork is paramount in all that we do: in our relationships with clients, with partners and with each other.

Wellness

We are committed to promoting the principles of healthy living in our organization and our communities.

Respect and Compassion

We treat people with equality, dignity, compassion, and respect.

Environmental Stewardship

We are committed to foster, to respect, and to care for the environment.

Innovation and Excellence

We are committed to positive change and improvement by challenging ourselves to deliver increasing value to our clients and by giving our best effort in everything we undertake.

Integrity and Professionalism

We do the right thing, not the easy thing, and we follow the highest standards of technical and ethical conduct.

Accountability and Transparency

We are responsible and answerable for our actions, assignments, and duties within the Northwestern Health Unit and we are honest and fair with stakeholders.

Goals and Performance Measurement

The Northwestern Health Unit will use the 'Balanced Scorecard For Public Health' developed by the Institute for Clinical Evaluative Services (ICES) to develop goals and monitor performance towards meeting our mandate.

The Board of Health has developed a set of goals that reflect the overall corporate strategy of the Northwestern Health Unit. They are organized under the four areas of the Balanced Scorecard for Public Health:



These corporate goals will be the basis for the goals developed by all programs, teams, managers and individual employees in a process known as 'cascading goals'. This cascade ensures that the high level strategy of the organization is translated into the specific goals of each program, team, manager and individual employee.

These goals and corresponding action plans developed by management and staff will align with the Ministry of Health and Long-Term Care's Performance Management System. They will form the Health Unit's Strategic Framework.

Key performance indicators will be identified for programs and administrative services of the Health Unit, and the results will be produced in an annual Public Health Report Card.

Timelines and Milestones

The Board of Health has set out the following timelines and milestones to be met for its goals:

2010

- ➔ Create Strategic Framework
- ➔ Develop Corporate Green Plan
- ➔ Achieve Accreditation
- ➔ Create and Implement a Communication Strategy and Plan
- ➔ Initiate Board to Board Meetings
- ➔ Advocate for Sustainable 100% Funding

2011

- ➔ Establish a Mutual Aid Agreement with another Health Unit
- ➔ Produce and Present a 2010 Public Health Report Card
- ➔ Launch a New Corporate Image and Branding Strategy
- ➔ Implement Green Plan

2012

- ➔ Evaluate Green Plan
- ➔ Establish one new Memorandum of Agreement with a Partner
- ➔ Initiate 2013-2015 Strategic Planning Process

2009 Board of Health

John Albanese (Chair) - Public Appointee

Julie Roy (Vice-Chair) - Public Appointee

Dennis Brown- Atikokan

Charito Drinkwalter (to December 2009)/

Jim Parson (commencing December 2009)- Kenora

Mel Fisher - Dryden, Machin

Russ Fortier - Public Appointee

Margaret Harland - Ear Falls, Red Lake

Dianne Loubier - Ignace, Pickle Lake, Sioux Lookout

Jerry O'Leary - Sioux Narrows-Nestor Falls, Kenora

Gerd O'Sullivan - Alberton, Chapple, Dawson, Emo, La Vallee, Lake of the Woods, Morley, Rainy River

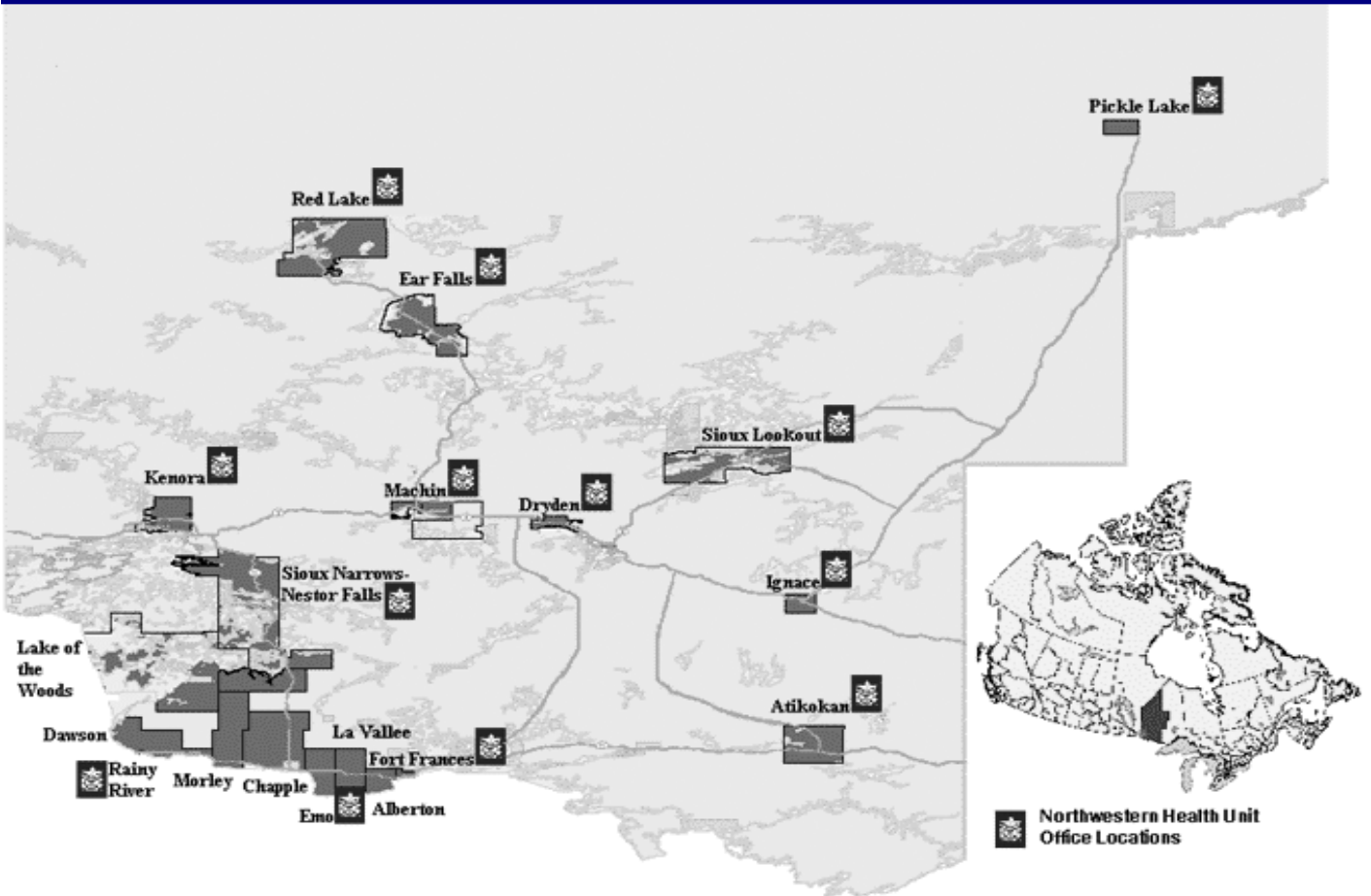
Paul Ryan - Fort Frances

Northwestern Health Unit Catchment Area

The Northwestern Health Unit is the most westerly situated of Ontario's 36 Public Health Units, serving the Kenora (part) and Rainy River Districts. The catchment area for the Northwestern Health Unit comprises 117,288 square kilometres of that area, or approximately one-fifth of Ontario.

The population of approximately 85,000 is widely scattered across the catchment area with a population density of approximately 0.5 people per square kilometre, compared with the provincial average of 13.4 people per square kilometre.

The Northwestern Health Unit serves 19 municipalities and a vast unorganized territory. There are over 150 townships and 39 First Nation communities within its boundaries. In order to serve the widely dispersed population, there are 14 Northwestern Health Unit offices in 13 municipalities.



Atikokan
115 Main Street
(807) 597-6871

Emo
76 Front Street
(807) 482-2211

Kenora
21 Wolsley Street
1-800-830-5978

Pickle Lake
3 Anne Street
(807) 928-2234

Sioux Lookout
47B Front Street
(807) 737-2292

Dryden
75D Van Horne Avenue
1-888-404-4231

Fort Frances
396 Scott Street
1-800-461-3348

Kenora-Market Square
209 - 308 Second Street
South
1-800-465-4377

Rainy River
210 Atwood Avenue
(807) 852-3268

Sioux Narrows
Hwy 71
(807) 226-9626

Ear Falls
25 Spruce Street
(807) 222-3098

Ignace
Corner, Hwy 599 & 17
(807) 934-2236

Machin
84B Spruce Street
(807) 227-2088

Red Lake
234 Howey Street
(807) 727-2626



www.nwhu.on.ca

Approved by Board of Health for Northwestern Health Unit
October 30, 2009. To Be Reviewed Annually