



Strategic Plan 2026 – 2028

Presentation to the Board

June 24, 2026

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Direction

Core Purpose

To ensure every community in the Southeast has access to high quality, equitable public health services delivered by a unified and trusted health unit working with communities and partners

Vision

Healthy, thriving communities across Southeast Ontario supported by strong systems and equitable conditions.

Long term goals

- Build and communicate a single, cohesive unit (no more legacy thinking) where the board and MOH/staff work collaboratively together
- Achieve a healthier population by objective standards
- Build a solid financial picture (we have a sustainable and balanced budget)
- Be known as a reliable and trustworthy leader and partner in the region for public health concerns
- Ensure a public health presence and services throughout coverage area (no one feels left out because of geography or health need)

Priorities in 2026-2028

1. Build our new identity on the foundation of equitable and responsive service delivery through increased capacity and innovation
2. External communications, engagement & public accountability (building trust and awareness)
3. Current and future budget planning to ensure sustainability of SEPH
4. Risk management and organizational resilience including emergency management
5. Strengthen communications between MOH/staff and Board

Priority	Initiatives in 2026-2028 (phase 1 in bold, BOARD = Board led, \$\$\$ = significant investment required)
<p>Build our new identity on the foundation of equitable and responsive service delivery through increased capacity and innovation</p>	<p>1.1 Assure rural areas that services will be equitable across the region \$\$\$ 1.2 Explain impact on services resulting from the changes to the OPHS 1.3 Understand the demographics and gaps in our service area so as to meet our goal for equitable services (gather data) \$\$\$ 1.4 Define 'equity' in terms of service delivery BOARD</p>
<p>External communications, engagement & public accountability</p>	<p>2.1 Proactive, diversified, targeted communications strategy \$\$\$ BOARD 2.2 Complete a PH brand identity campaign \$\$\$ 2.3 Targeted communications with munis & local politicians BOARD</p>
<p>Current and future budget planning to ensure sustainability of SEPH</p>	<p>3.1 Advocate for sustained PH funding via a GR strategy \$\$\$ BOARD 3.2 Financial stability planning, including reserves for infrastructure upgrades 3.3 Assist municipalities to prepare for upcoming adjustments to contributions BOARD</p>
<p>Risk management and organizational resilience including emerg mgmt.</p>	<p>4.1 Bring forward a PH risk matrix for the organization that can be updated regularly to the board 4.2 Plan for high impact PH emergency SOPs e.g. cyber attack</p>
<p>Strengthen communications between MOH/staff and Board</p>	<p>5.1 Develop board specific communications (i.e. media releases) policy. 5.2 Regular and timely updates to the Board on service delivery</p>

Implementation in next 12 months

- ❑ 1.1 Assure rural areas that services will be equitable across the region
- ❑ 1.2 Explain impact on services resulting from the changes to the OPHS
- ❑ 2.1 Proactive, diversified, targeted communications strategy
BOARD
- ❑ 3.1 Advocate for sustained PH funding through a GR strategy
BOARD
- ❑ 3.2 Financial stability planning, including reserves for infrastructure upgrades
- ❑ 3.3 Assist municipalities to prepare for upcoming adjustments to contributions *BOARD*

Resources Required

It is anticipated that we can implement our initiatives with current staff and budgeted funds except for the following:

Initiative	Cost range
1.1 Assure rural areas that services will be equitable across the region	
1.3 Understand the demographics and gaps in our service area so as to meet our goal for equitable services (gather data).	
2.1 Proactive, diversified, targeted communications strategy	
2.2 Complete a PH brand identity campaign	
3.1 Advocate for sustained PH funding through a GR strategy	

Monitoring Plan




Progress tracking will be done through monitoring initiatives (Strategic Plan Tracking Tool). Identification of selected Key Performance Indicators (KPIs) will be discussed at a strategy update (Sept 2027). Reporting on and updating the plan will be as follows:

Activity	Purpose	Reporting Mechanism	Key deliverables
Quarterly progress share at Board meetings	Inform Board	Staff report on status of initiatives	Updated SPTT
Annual report to Board	Inform Board and public of progress	Board report Website post	Informed Board and public
Strategy update with Board (Sept 2027)	Review initiatives and action plans Set Phase 2 Consider KPIs	Website post	Updated initiatives and Action Plans for each priority Phase 2 schedule
Strategy Renewal (Nov 2028)	Full refresh of e-scan, vision, mission, priorities	New strategic plan	New strategic plan (2029-2031)

Measuring Progress: by initiative

Initiatives by end of 2026	Champion	Status
2.1 Proactive, diversified, targeted communications strategy		Tasks completed and/or outstanding
3.1 Advocate for sustained PH funding through a GR strategy		
3.3 Assist municipalities to prepare for upcoming adjustments to contributions		

Progress Legend

Progress	Legend
WIP	
New Item added	
Completed	

Dedicated section on strategic plan progress in staff reports

Next Steps in developing strategy

- | | |
|--|--------------|
| 1. Feedback on results from May 25 session | DONE |
| 2. Refine initiatives | DONE |
| 3. Refine monitoring approach | Gov Comm |
| 4. Deck, SOAP to Board | June 24 |
| 5. Detailed costing for initiatives | MOH, Suzette |
| 6. Comms plan (narrative, graphic, sec 5.5) | July |
| 7. Polished final plan for approval | August tbd |
| 8. Implementation session | Admin team |
| • Initiatives, action plans, resources | |
| • Workplans & champions for ph 1 initiatives | |

Appendix A: Environmental Scan

Areas for improvement

1. Strategic Direction from Board on what we want to be
2. Strengthen outreach and communications
3. Community trust and reputation in delivering equitable services x region
4. Build our org capacity (data, analytics, policy development)
5. Stronger, more proactive advocacy for PH in province (ALPHa)

Opportunities

1. More cooperation with other health agencies, community groups, govt ogs
2. Adoption of useful technology
3. Positive relations with municipalities
4. Regional data intelligence leadership (contracting services, platforming partners)
5. Regional system leadership (move from provider to integrator)

Risks and Threats

1. Funding: inadequate, unpredictable, shifting mandates from province
2. Our large and diverse geography
3. Municipal funding stretched to limit (with downloads)
4. Socio-political moment we are in: institutional distrust, post pandemic
5. Post merger fragmentation: misaligned culture, processes across legacy orgs

- *Collected during discussions with Board, MOH*
- *These should be reviewed annually for impact on priorities*

Communications

- ✓ Board and MOHs gathered for two planning sessions to align everyone on a roadmap for the newly amalgamated SEPH. It was noted that this is a crucial step in creating our new identity
- ✓ The focus was on governance and non-clinical activities and was intended to provide guardrails to keep us on the right track.
- ✓ These guardrails include staying within the new public health standards
- ✓ Largely a “stabilization, house in order” plan that confirms our promise to as much as possible maintain existing services within a very challenging fiscal environment
- ✓ Our core purpose is “to ensure every community in Southeast has access to high quality, equitable public health services delivered by a unified and trusted health unit working with communities and partners”
- ✓ Our vision is a “Healthy, thriving communities across Southeast Ontario supported by strong systems and equitable conditions”.
- ✓ We established 5 key priorities to drive the above

Board Feedback (June 24)

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