

Strategic Plan 2025 – 2030



Eastern Ontario Health Unit



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Message from the Medical Officer of Health and Board Chair

The launch of the Eastern Ontario Health Unit's (EOHU) new Strategic Plan in 2025 coincides with two significant milestones in our organization's history: the five-year anniversary of the COVID-19 pandemic and our 90th anniversary. These pivotal moments offer a unique opportunity for reflection, renewal, and recommitment to protecting and promoting the health and wellbeing of our communities.

The pandemic challenged public health systems and communities across the globe, and our region was no exception. Even before COVID-19 was formally declared a pandemic, the EOHU played a leading role in Canada's early response, managing the quarantine of 250 cruise ship passengers in Cornwall. Throughout the crisis, our teams showed unparalleled resilience and adaptability; by responding to tens of thousands of public inquiries, managing case follow-up and contact tracing, deploying mobile testing units, and administering over half a million vaccine doses through regional clinics—our staff rose to the occasion in remarkable ways. We are very thankful for their un-wavering dedication which was integral to the community's ability to weather the pandemic.

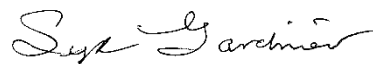
As we look back, we acknowledge not only the fatigue and strain experienced by our staff and community but also the emerging post-pandemic challenges our region faces—particularly around mental health, addictions, and lagging vaccination coverage. This new Strategic Plan reflects our commitment to address these needs equitably, support our workforce, continue fostering a culturally safe environment and optimally strengthen our response to our communities' needs with renewed focus and strategic intent.

At the same time, 2025 represents a moment of institutional pride as we celebrate 90 years of continuous service. Since its establishment, the EOHU has been a leader in public health—delivering innovative, evidence-informed programs and services designed to prevent illness and injury, promote health, and support the development of healthier communities. Our 90th anniversary is not only a commemoration of past achievements but also a call to build upon our legacy.

This Strategic Plan sets a clear and purposeful direction for the next five years, ensuring that the EOHU remains a responsive, adaptive, and trusted leader in public health—prepared to meet the needs of today while being prepared for the challenges of tomorrow.



Dr. Paul Roumeliotis
Medical Officer of Health
and Chief Executive Officer



Syd Gardiner
Board of Health Chair

Summary

The Eastern Ontario Health Unit (EOHU) has embarked on a comprehensive journey to define our strategic priorities for the next five years. Our process began with an extensive environmental scan that allowed us to understand the current public health landscape, emerging challenges, and opportunities within the communities. We then engaged in meaningful conversations and gathered valuable feedback from our partners and staff at every level of the organization, ensuring that every voice was heard and that our plan would be rooted in real-world insights.

The environmental scan reaffirms EOHU's standing as a trusted and influential leader, deeply rooted in the community and recognized for its unwavering commitment to public health and service excellence. It also revealed increasingly complex needs among our population, emphasizing multifaceted issues like mental well-being and equitable access to services across both urban and rural settings. Looking inward, staff and management celebrated our strong collaborative culture and commitment to the community while identifying valuable opportunities to further strengthen our operations, continue to develop current and future leaders, and refine our communications to continue our momentum. Our strategic plan ensures that as an organization, our work is clearly aligned with community needs, fosters collaboration with external partners, and enhances public health outcomes in ways that are visible, measurable and grounded in equity.

These important insights served as the foundation for our strategic planning retreat. During this retreat, leadership and board members collaborated to identify the most critical areas of focus—those that will best equip us to serve our communities as effectively as possible. The resulting strategic priorities carefully consider our capacity to create meaningful change and reflect a collective vision for a resilient, forward-thinking Eastern Ontario Health Unit, poised to meet both current demands and future challenges with excellence, commitment and through an equity lens across all programs and services.

Through this, we identified three strategic priorities:

Deepen and Expand Partnerships

Reflecting the strong relationships and trust highlighted in the scan, we seek to forge even more robust collaborations that address the community's wide-ranging health needs in efficient and sustainable ways.

Optimize Organizational Culture and Workforce Development

Anchored in the observation that our people are our greatest asset, this priority focuses on bolstering talent management, leadership development, and staff well-being to better serve the communities.

Enhance and Optimize Operations

Recognizing areas for greater agility and innovation, this priority underscores the importance of evidence-informed decision-making, digital transformation, and operational excellence that will contribute to a stronger, more engaged public health presence to optimally address our communities' needs.



Our Story

We are proud to serve a region that values community, connection, and wellbeing.

Our vision reflects what matters most to the people and places we serve. It guides our everyday work and reinforces the importance of strong public health foundations across the region.

Health is found in equitable access to healthy food, clean environments, strong relationships, and services that meet people where they are. It means feeling connected, valued, and confident that support is available when it is needed.

The communities across Eastern Ontario are vibrant and diverse. From Cornwall to Rockland, each community contributes to the strength of our region. We work in partnership with local governments, schools, health care providers, community organizations and others to respond to the unique needs of each population, always with a focus on health equity.

As public health continues to adapt and grow, our role remains rooted in prevention, promotion, and protection. Whether we're responding to emerging health issues, supporting mental wellbeing, or promoting lifelong healthy habits, our commitment is to the wellbeing of everyone in our region.

This is the future we see: communities that are healthy, welcoming, and full of possibility for all who live, work or study here.

This is our commitment.

This is our story.





Our Mission

Working together to promote wellness, prevent and protect against disease and injury, and advocate for healthier communities.

Our Vision

Healthy and thriving communities where people feel supported and included.

Our Values

Integrity: We build trust by involving people, owning our actions and communicating with openness and transparency.

Commitment: We move forward with perseverance and persistence, trusting that meaningful change is worth the effort.

Responsive: We are committed to learning from the communities and each other to better serve people and strengthen public health.

Collaboration: We foster collective impact, that is rooted in reciprocity, trust, and respect.

People Centred: We serve with compassion and are deeply sensitive to the diverse needs of the communities and staff.



Deepen and Expand Partnerships

Meaningful partnerships are essential to addressing complex health challenges, advancing equity, and creating lasting impact. By working across sectors and communities, we can align efforts, share knowledge, and better meet the diverse needs of the people we serve.

We will use our strengths and resources to expand partnerships and create sustainable solutions to longstanding community health challenges and disparities. Working collaboratively makes services more accessible, responsive, and equitable for all.

Align Efforts to Address Evolving Community Needs

We will enhance our role in protecting and promoting community health by aligning our efforts with community partners and their respective strengths.

By coordinating with community partners and building on each other's strengths, we will ensure our programs continue to reflect local priorities. This alignment enables stronger, more relevant, and sustainable services, while maximizing resources for residents across the region.

Strengthen and Coordinate Emergency Preparedness

By working with partners, we will strengthen our emergency preparedness and response capabilities, ensuring communities are served with a more coordinated, timely, and reliable approach.

Build a Strong Foundation for Community Health

Ultimately, by deepening our partnerships and aligning efforts strategically across our region, we are building a stronger foundation for community health. This collaborative approach will ensure residents benefit from reliable and accessible public health services.



Optimize Organizational Culture and Workforce Development

Healthy, thriving communities depend on a strong public health system that can respond to both current and emerging needs with care, skill, and agility. Achieving this requires a workforce that is not only knowledgeable and resilient but also supported to grow and lead.

Our greatest asset is our people and their unwavering commitment to public health. The strength of our workforce shapes the services we provide every day, and it's through their efforts that the communities are thriving.

To best serve the communities, we will continue to nurture and develop a dynamic and resilient workforce that is equipped to adapt to current and emerging public health challenges. That means supporting not only the professional development of our staff, but also their well-being, sense of purpose, and connection to the communities they serve.

By creating space for learning and growth, we will empower our team to deliver exceptional services. A strong team behind the scenes means stronger support out in the communities, where it matters most.

Talent Management Strategy

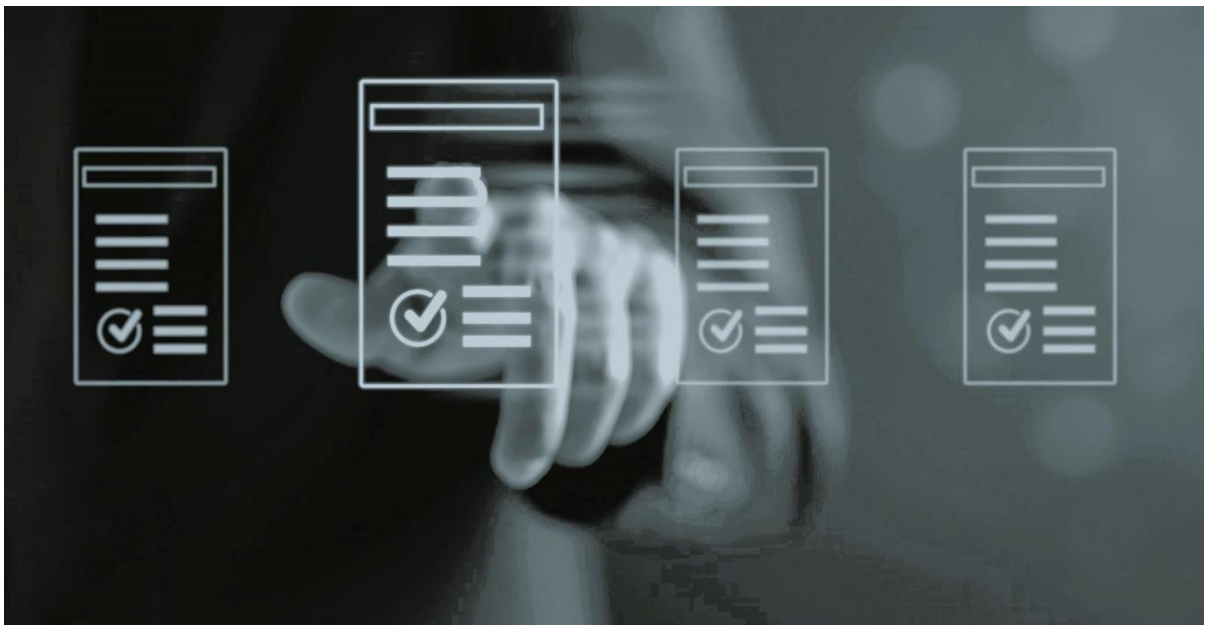
We will strategically invest in developing a skilled, agile, and responsive workforce that can effectively address evolving community health priorities. Supported by a robust talent management strategy, we will strive to continuously innovate and improve the quality of public health services; this will also enable us to adapt quickly, resulting in services that better reflect and respond to the communities' needs.

Enhance Critical Human Resource Capabilities

We will enhance our human resource capabilities to attract, retain, and empower exceptional public health professionals, ensuring our workforce remains engaged, motivated, and committed to excellence. By investing in our people, we are investing in the future health of the community.

Integrate Psychological Health and Safety

Building upon our strong commitment to psychological health and safety, we will continue to invest in practices that ensure employees consistently experience a supportive work environment, enhancing their ability to address complex public health challenges.



Enhance and Optimize Operations

A strong public health service is one that is accessible, equitable, and grounded in the realities of the communities it serves. It is proactive, people-centred, and responsive to diverse needs, working across systems to prevent harm, promote wellbeing, and reduce health inequities. To sustain this kind of impact, we must also invest in ourselves.

Behind every program, service, and response is a foundation of careful planning, reliable information, and a commitment to doing things well. By optimizing our internal operations, we can deliver better, faster, and more accessible services to the communities, ensuring that every initiative has a real impact on public health. We will become a robust and nimble organization that is prepared for the demands of tomorrow. Through operational excellence, we will deliver greater impact with efficiency and effectiveness.

When we improve how we work behind the scenes, it helps us serve our communities more quickly, clearly, and effectively. Because when our systems are strong, we help build healthy and thriving communities.

Strengthen Budgetary and Operational Planning

We will strengthen our budget and operational planning processes by focusing on innovation, ongoing financial stewardship, and efficient use of resources. This will enable us to maximize public health resources to achieve the greatest impact for the communities.

Commit to Excellence

We are committed to achieving the highest standards of quality in everything we do. Through continuous improvement, we ensure that everything we deliver is safe, effective, and aligned with the needs of the communities that we serve.

Institutionalize Evidence-Informed Decision-Making

We are committed to making decisions grounded in the best available evidence and informed by expert insight, internally and externally, and the communities' perspectives. We will also embed health equity into this approach to ensure that our programs and policies are not only effective, but also responsive to the diverse needs of all residents.

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