

# PHANS STRATEGIC PLAN

## RESULTS OF CONVERSATIONS RELATED TO PHANS PLANNING

### PHANS Board plans for future

Nine PHANS Board members met for the day. As part of the process, the group completed a Board evaluation using a carousel process (see next page for an explanation):

✔ **Our greatest strengths as a Board are** ...mutual respect, diversity, passion, leadership and structure

✔ **We should be taking action in the following areas to improve our capacity and effectiveness** ... PHANS membership engagement on Public Health issues, knowledge translation, collaboration with groups active in PHANS Priority areas, advocacy, strategic planning and organizing our work

✔ **Strengths of Board meetings are** ...inclusive and clear meeting process, teleconferences, timing and timelines

✔ **Suggestions for improvement this Board could consider to enhance its operation** ...one stop shopping for membership and fees, look at timing and mechanisms for meetings, addressing key issues.



## Checking-in

Marie opened the day, thanking Nancy for the great space and for Board members coming out on a Saturday. Barb and Heather began with a check in question: **Thinking about your time on the PHANS Board what has been your most significant contribution?** Highlights of responses included: Helped

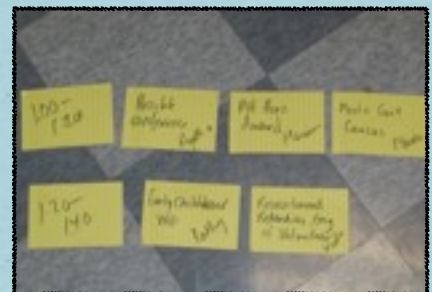
create a supportive environment for Board member participation; Felt strong enough to raise a dissenting voice: Worked on criteria for decision-making for Board issues and relationships; and Knowledge of Aboriginal Health in Canada.



**SMALL GROUP WORK:** Working in small groups, the PHANS Board members completed an activity related to key initiatives within the three goal areas in our Strategic Plan.



**THEMING FROM THE CAROUSEL:** After each group had the chance to add to the Board evaluation discussion, like content was grouped together in themes.



**SMALL GROUP DISCUSSION:** After lunch we completed a discussion process, where Board Members called a conversation (Open Space) on those areas they were most passionate about.

And the Carousel process we used for the Board evaluation? It is used to generate ideas, alternatives, or responses.

- Write questions related to the issue being explored on the top of separate sheets of flip chart paper, and post on walls
- Divide participants into groups (three to five members is best) and ask each group to stand at a sheet of flip chart paper Explain that the group will remain together throughout the exercise
- Have each group choose a recorder while the remaining members brainstorm ideas on the topic for five minutes. The recorder writes the generated ideas on the flip chart paper.
- At the end of five minutes, signal the groups to move collectively one sheet to the right to the next sheet of flip chart paper. The groups read what is already written, and brainstorm/record their additional ideas at this new sheet for two to five minutes. Movement continues until all groups in the room have brainstormed on all the sheets of paper. Each group adds to the ideas of the group before them.
- At the end of the exercise, participants do a “gallery tour” to circulate and read what other groups have generated.

## NETWORKING LUNCH!



DONNA, HEATHER, AGATHA AND MARIE ENJOYING LUNCH!

\* NANCY ARRANGED FOR A FANTASTIC LUNCH WHICH WE ENJOYED WHILE CONTINUING TO HAVE DISCUSSIONS ABOUT SOME PRIORITY AREAS



**Check-out:** How are you feeling after today’s session? How can today help you move forward with the actions needed?

- Feel better, good about what happened and what I can contribute
- More focussed
- Recruitment is a personal responsibility for board members
- Excited about the energy
- A lot accomplished
- We put energy into the process and now have something on paper
- Able to move forward
- Privilege to be a part of the group
- Clearer on givens
- Reinforced the need to meet face-to-face once or twice a year
- Moving on building relationships amongst PHANS Board Members

## OPEN SPACE DISCUSSION TOPICS



Board Members had conversations on five topic areas which will frame the actions of the key initiatives moving forward. As work is already moving ahead related to poverty, this was not a conversation held.



Each group reported back on next steps, and the person who held the conversation committed to transcribing the action plan for each of the areas of discussion. In August further refinement of the path forward will take place.

POSSIBLE CONFERENCE

EARLY YEARS WORKING GROUP

RECRUITMENT  
RETENTION AND  
ENGAGEMENT OF  
VOLUNTEERS

PUBLIC HEALTH HERO  
AWARD

MEET WITH GOVERNMENT  
CAUCUS

## PUBLIC HEALTH ASSOCIATION OF NOVA SCOTIA STRATEGIC PLAN 2010-2012 Draft June 2010-2

### Mandate:

- To work towards a society that supports a broad vision of health for Nova Scotians by advocating for policy change.
- To work towards enhancing the capacity of public health workers in Nova Scotia by providing networking and educational opportunities.

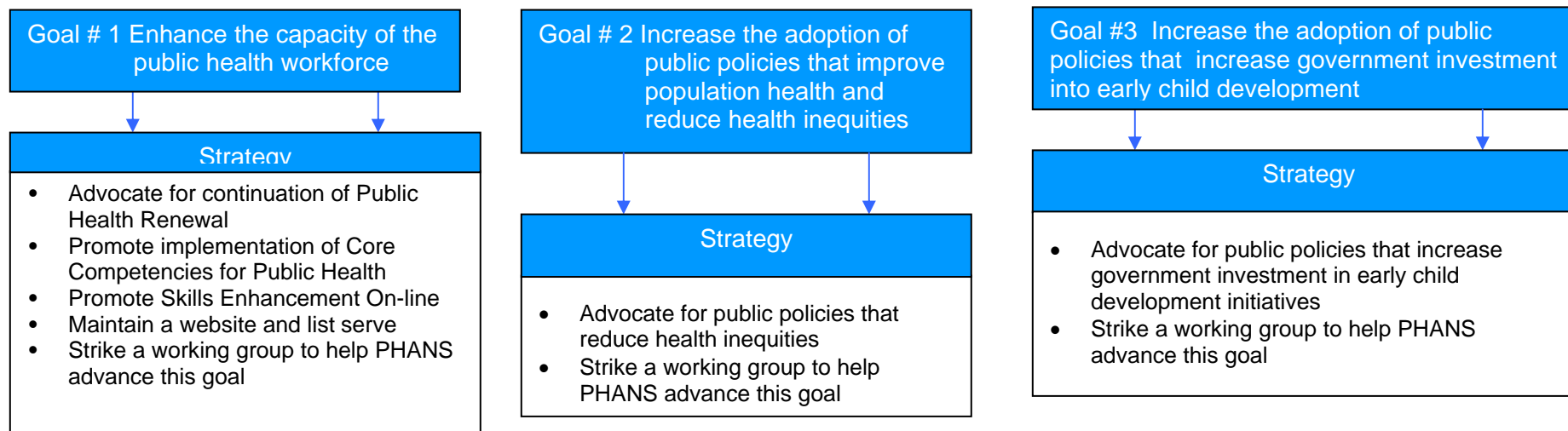
### Priority Topics:

#### Public Health Workforce Capacity

#### Health Inequity

#### Early Child Development

### Goals and Strategies:



### KEY INITIATIVES 2010 - 2012:

#### 1. Meet annually with government/party caucus

2. Develop evidence based position statements to enable advocacy work with government, letters to the editor, letters to Ministers, election primers, etc

3. Follow up re Core Competency Workshop – next steps?

4. Develop educational opportunities for delivery in 2011- topics to be..

5. Respond to public health issues of the day as resources permit – i.e., alcohol, gambling, literacy, redefining retirement, healthy public policy, CPHA requests

6. Develop a Nova Scotia Public Health Hero award to award in 2011.

7. Enhance recruitment, retention and engagement of PHANS members.

## Action Plan

Key initiative: **Conference / Workshop Every Two Years**

Relates to Goal: **Public Health Workforce Capacity, Health Inequity and Early Childhood Development (All Three PHANS Goals)**

Group members: Nancy, Kathy, Wanda and Agatha

**A. OBJECTIVES** (what success looks like; deliverables or milestones that show progress towards the goal)  
**TIMEFRAMES** (suggested start date, end date)

Objectives / Timeframes:

- Modelling Community Development
- Health Inequalities / Health Determinants
- PH Competencies / Capacity
- Early Childhood Development
- Action oriented
- Work on root causes
- Innovation
- Transformative

**B. ACTIONS** (List what has to be done to move this forward)

**ACTION START DATES**

**ACTION TEAM** (by who? - the person responsible for the action & the people assisting)

- Sept/October – starting in 2011 – every second year
- Do a call to membership for areas of interest
- Starting planning 1 year prior to conference/workshop with a working group (WG)

WG - 1 board member with 3/4 volunteers from the membership (possible general public call) with key topic, broad parameters, and a suggested budget. WG - Review report of previous conference / workshop

- Rotate the locations of conference / workshop every second year (between Central region to other regions). Determine logistics early.
- Arrange to have a conference/ workshop report each time
- Keynote Speaker, book as soon as possible after key topics are decided
- Have key sessions repeated with any concurrent sessions
- Ensure “first voice” people are included in planning and in conference / workshop
- Provide certificate sessions for continuing education credits
- Special rates for members
- Use Registration Solutions
- Incorporate AGM into the conference / workshop
- Promote to DHAs / CHBs / Provincial –HPP / FNIH / FN / PHAC etc
- Promote to health students / disciplines

\* Use the conference / workshop to address all PHANS goals (together or separately)

### **C. RESOURCES** (other groups and individuals to involve)

#### **BUDGET**(describe the items and potential costs)

- Prepare an annual conference / workshop budget based on 2009 – this may be modified but will serve as an outline for future conference / workshops
- Look for support from and/or to partner with DHAs / Provincial – HPP / CHBs / PHAC / FNIH / CPHA etc.
- Use the conference / workshops to raise funds

#### **D. OTHER NOTES, COMMENTS (Important to do? Essential to do? Issues? Challenges?)**

- Look into doing videoconferencing of key note speaker and/or proceedings to posting on PHANS website after the conference
- Look into doing web sessions with registration
- Doing a well planned conference / workshop can help to build PHANS credibility, presence and increase membership

## Action Plan

Key initiative: **Early Childhood Development**

Relates to Goal: Increase the adoption of public policies that increase government investment in early childhood

Group members: Agatha, Kathy, Donna, Marie & Barb

Leads: Agatha & Kathy

**A. OBJECTIVES** (what success looks like; deliverables or milestones that show progress towards the goal)

**TIMEFRAMES** (suggested start date, end date)

- Build commitment across government, DHAs, First Nations & Inuit Health to invest in early childhood development
- Influence policy directives related to early childhood development
- Develop an early childhood development policy lens - what is the impact (intended or unintended) on early childhood
- Build capacity related to the importance of the early years

**B. ACTIONS** (List what has to be done to move this forward)

**ACTION START DATES**

**ACTION TEAM** (by who? - the person responsible for the action & the people assisting)

1. Develop PHANS Early Childhood Position Paper
2. Develop key messages for PHANS re Early Childhood Development
3. Establish Early Years Working Group
4. Relate broad policy changes to early childhood – health inequities (aboriginal, immigrant, African Nova Scotian)
5. Hear First Voice – community voice
6. Link early childhood development to public health core competencies work
7. Link to community health boards
8. Link to NCC for Determinants of Health

**C. RESOURCES** (other groups and individuals to involve)  
**BUDGET**(describe the items and potential costs)

To be determined.

**D. OTHER NOTES, COMMENTS (Important to do? Essential to do? Issues? Challenges?)**

Need to ensure the 3 PHANS Goals are integrating messages.

## Action Plan

Key initiative: Recruitment/Retention/Engagement

Relates to Goal:

Group members: Wanda, Nancy, Heather, Marion

**A. OBJECTIVES** (what success looks like; deliverables or milestones that show progress towards the goal)  
**TIMEFRAMES** (suggested start date, end date)

We discussed that we are currently at 100 members and that we want to increase numbers. We also discussed that people who are members are usually members for a few years.

**B. ACTIONS** (List what has to be done to move this forward)

**ACTION START DATES**

**ACTION TEAM** (by who? - the person responsible for the action & the people assisting)

A recruitment plan needs to be developed. We discussed that a recruitment package should be developed and this could be used for recruitment purposes. We also discussed developing an orientation package for new members and for Public Health Employers to give to new staff. We also discussed that this could also be online on our PHANS website.

We discussed updating our poster boards- we would need to hire a graphic design company to do the work.

We discussed introducing a PHANS Certificate of Membership and Annual renewal sticker

We want to be inclusive of all Public Health Disciplines and include training institutes, target students

We want to create learning opportunities, such as an educational conference in 2011.

Public Health Week- We discussed associating with Environmental Public Health Week in Jan 2011

We discussed developing an inventory of members experience, assets and skills

**C. RESOURCES** (other groups and individuals to involve)

**BUDGET**(describe the items and potential costs)

Money would be needed for cost of poster boards/ graphic designs/certificates

Develop Recruitment Plan to draw in membership

Call out for help from members possibly by September 2010

Certificates- Set membership year and develop Certificates. Discussed having dues paid for at the start of the year and membership for that year lasting from January to December.

**D. OTHER NOTES, COMMENTS (Important to do? Essential to do? Issues? Challenges?)**

## Action Plan

Key initiative: \_Develop a Nova Scotia public health hero award

Relates to Goal: Goal # 2

Group members: Marian & Barb

**A. OBJECTIVES** (what success looks like; deliverables or milestones that show progress towards the goal)  
**TIMEFRAMES** (suggested start date, end date)

By October/ Nov 2011 (AGM) an individual or organization from Nova Scotia will be awarded a public health hero award.

Have not worked out the criteria but discussed looking at people/organizations that work at the grass roots at activities towards increasing population health and reducing health inequities in Nova Scotia.

**B. ACTIONS** (List what has to be done to move this forward)

**ACTION START DATES**

**ACTION TEAM** (by who? - the person responsible for the action & the people assisting)

Marian will start to do the research and present at a board meeting in October information from other organizations such as the CPHA and provincial organizations that give similar awards.

There will be a need to set up a selection committee after we have finalized the above details.

**C. RESOURCES** (other groups and individuals to involve)

**BUDGET**(describe the items and potential costs)

Unknown as of yet re what the award will be (plaque etc) and funding implications such as support for the organization to travel to the AGM to receive the awards etc.

There is a need to seek input from others such as the CPHA selection committee re what they might have done differently etc.

**D. OTHER NOTES, COMMENTS (Important to do? Essential to do? Issues? Challenges?)**

## Action Plan

**Key initiative: To meet annually with Government/party caucus**

**Relates to Goals: 1, 2 and 3**

**Group members:** Marie, Donna and Heather

**A. OBJECTIVES** (what success looks like; deliverables or milestones that show progress towards the goal)  
**TIMEFRAMES** (suggested start date, end date)

1. PHANS representatives\* will have met with representatives the three political parties by January 2011.  
\* PHANS representatives to be confirmed - likely the President and two other Board members or members.

**B. ACTIONS** (List what has to be done to move this forward)

**ACTION START DATES**

**ACTION TEAM** (by who? - the person responsible for the action & the people assisting)

1. Three evidence based key messages will be crafted – one by each Working Group\* by October/November 2010
2. The Key messages will be vetted with the PHANS Board of Directors.  
\* The Poverty Reduction Working Group; Early Child Development Working Group; and Public Health Workforce Capacity Working Group.

**C. RESOURCES** (other groups and individuals to involve)

**BUDGET**(describe the items and potential costs)

1. Volunteers time and the need to involve PHANS Working Groups and the Board of Directors in preparations.
2. May need a small budget to cover teleconference calls

**D. OTHER NOTES, COMMENTS (Important to do? Essential to do? Issues? Challenges?)**

1. Need to “vet” the key messages across PHANS’ three Working Groups to ensure there are no conflicting positions or recommendations.
2. Need to consider how to align PHANS’ priorities with Government priorities and policies (e.g. economic and fiscal approaches).
3. Need guidelines for the PHANS representatives when they meet with Government (e.g. how to set up the meetings; who to call for an appointment; timing (meetings are usually for no more than one hour); procedures to follow (introductions, PHANS’ mission, purpose of meeting/agenda, handouts and/or summary of key messages for each participant, follow-up letter of thanks); approaches (non confrontational, want to build a working/professional relationship with each party)

**PHANS Strategic Planning Meeting  
June 5, 2010  
10:00 am to 2:00 pm**

Present:

Nancy  
Kathy  
Marie  
Barb  
Wanda  
Donna  
Heather  
Agatha  
Marian

Regrets:

Sharon  
Trudy  
Eileen  
Kip  
Gaynor  
Samantha

**Check In : Thinking about your time on the PHANS Board, what has been your most significant contribution?**

- Worked on criteria for decision-making for Board issues and relationships
- Was able to ask for help from other Board members
- Saw progress in infrastructure
- Felt strong enough to raise a dissenting voice
- Participation in teleconferences, response to email
- Stepped up to chair the AGM when chair was addressing personal issues
- Helped create a supportive environment for Board member participation
- Structure: renew by-laws, workplans, archiving of PHANS records
- Selection of Board members for PHANS
- “Home” to explore social justice issues – support to coordinating poverty working group
- Knowledge of Aboriginal Health Canada
- Feel part of group yet not sure what “significant contribution” is

**Board Evaluation:**

**1. We should be taking action in the following areas to improve our capacity and effectiveness:**

### PHANS membership engagement on public health issues

- Find ways to engage larger PHANS membership in key areas – public health plans
- Engagement/recruitment to PHANS – can we have things decentralized, encourage people to join at district level
- Engagement of PHANS members
- More involvement of members for initiatives
- More opportunities to engage members

### Knowledge Translation (innovative and creative methods/inclusion of community/capacity building

- Link to research agendas related to PHANS priority areas
- Developing key messages around specific areas of focus
- Advocacy training and education
- Develop ability to quickly comment on issues we have identified as a priority – to media and government
- Develop case studies or narrative knowledge as method for public education and advocacy
- Become better informed of health inequities through first voice
- Getting the word out and improving membership through educational conferences

### Collaboration with groups active in PHANS priority areas

- Communication – increase visibility – we need to be more innovative in how we get our message out – plaques for each DHA
- Engaging the public, obtaining a community perspective from the average citizens of NS (being accomplished through small focussed workgroups)
- Public health is so broad I am not sure how one group can have all the expertise to deal with all the issues; perhaps there has to be more collaboration with specific interest groups. There already is some, i.e. Smoke NS

### Advocacy

- Continue liaising with various pertinent government departments and political parties

### Strategic planning and organizing our work

- Finalizing the strategic plan would be important
- Clearly identifying realistic roles/goals together within key strategic areas so that members can focus efforts appropriately and within their time constraints
- Succession planning re: President
- Continue focussing and priority setting for activities

## **2. Strengths of Board meetings**

### Inclusive and clear meeting process

- Collaborative and participatory approach used ; ability to use criteria to remain consistent in approach
- Meetings by conference call allows for participation across Nova Scotia
- Good processes
- My personal style is not to jump in and sometimes I find this a challenge to participation by conference call because I have only audio cues (not a strength)
- Meeting processes re: minutes, agenda and items for discussion work well
- Well organized and prepared prior to meetings
- Time provided for discussion on controversial areas
- Respectful of various viewpoints
- Clear, practical agenda and good chairing
- We are achieving quorum, participation is very good
- All ideas are heard

#### Teleconferences as mechanism working well

- Teleconferences instead of face-to-face
- Teleconference – shared responsibility and cost of running the organization
- Teleconferencing allows Board members to all participate by reducing barriers to travel
- Teleconferencing

#### Timing and timelines working well

- Most times start and end on time
- Regular monthly meetings allows us to make timely decisions
- Meetings are on time
- Well organized
- Regular and organized
- Convenient time of day

### **3. Our greatest strengths as a Board**

#### Mutual respect

- Shared interests
- Friendly group
- Mutual respect, treat each other well
- Willingness to work together on issues
- Members

#### Diversity

- Geographical representation of Board members across NS
- The diversity from the different disciplines
- Knowledge and expertise of members
- Finding a way to include different voices
- Diversity of group

- More diversity of members
- Our diversity as public health stretches to become more inclusive – we have been seeking people from more varied backgrounds, not just the traditional fields
- Diversity of membership
- Its members (their perspectives and ranges of skills)
- Members' commitment

#### Passion

- Passion for population Health Canada
- Committing to make a difference
- The passion and commitment of our members
- Commitment and passion of members
- Variety of professional perspectives and expertise and leadership in focused activities, e.g. workshop, specific issues like the gun control legislation, poverty, early childhood development..also networking

#### Leadership and structure

- Our president- providing leadership in a number of areas including the setting and reinforcement of structural components that have been built over the last couple of years, e.g. regular meetings, policies, focus, priority setting, information sharing from an international, national and provincial sources and networks
- Chair and her level of commitment and time is extraordinary
- Ability to provide advocacy arenas
- Committee structure and ability to form ad hoc groups to look at specific issues in a timely way

#### **4. Suggestions for improvements this Board should consider making to the way it operates:**

##### One stop shopping for membership and fees

- Focus only on those things that need to have decisions at Board meetings; use other vehicles for updates
- New member orientation
- Treasurer and membership need to be together – should be able to complete membership information online and then pay
- It is a rewarding Board to participate in – drawing a blank!
- Continue focussing and priority setting for activities
- Engaging the public; obtaining a community perspective from the average citizens of NS

##### Timing and mechanism for meeting be looked at

- More face-to-face meetings
- Reduce the time for teleconferences – 1.5 hours instead of 2
- Plan to have two face-to-face meetings each year – one after AGM to meet new members, etc and one in June to renew strategic plan

- Investigate video/web conferencing and telehealth
- How to always have quorum? Ask people what it would take to achieve quorum
- Investigate time and length of meetings – too long?
- Sometimes quorum is difficult to achieve and I don't know what the answer is. It is important to attend so the issues can be moved forward

#### Addressing key issues

- Simplify agenda, more discussion on key issues
- Finding other mechanisms to address “one-off” issues as they arise – time on Board agenda
- Key topic facilitated discussions
- YES, key topic facilitated discussions – one person takes lead to spark dialogue

#### **Debriefing the evaluation carousel used for Board Evaluation:**

- Face-to-face leads to a richer discussion
- There was a lot of consistency in responses which was a surprise
- It was easy to answer the questions
- The discussion was balanced between process and content
- Useful content was identified
- It was a balance of what is working well and what we can do. The content was “hopeful”
- The themes are:
  - How to involve the membership more?
  - New methods of knowledge translation and innovation
  - Who knows about us? How would people know about PHANS is they had a passion for our priorities?

#### **Discussion of Priorities (see five action sheets)**

#### **Check-out: How are you feeling after today's session? How can today help you move forward with the actions needed?**

- Feel better, good about what happened and what I can contribute
- More focussed
- Recruitment is a personal responsibility for board members
- Excited about the energy
- A lot accomplished
- We put energy into the process and now have something on paper
- Able to move forward
- Privilege to be a part of the group
- Clearer on givens
- Reinforced the need to meet face-to-face once or twice a year
- Moving on building relationships amongst PHANS Board Members

June 2010