

2011 to 2014

STRATEGIC PLAN



CIPHI ONTARIO MISSION

Leading, promoting and advocating for Environmental Public Health Professionals in Ontario.

OUR MEMBERS CAN COUNT ON US TO

- Lead the way on behalf of members.
- Make progress on issues.
- Be responsible and responsive to concerns.
- Share information and listen actively.

THE STRATEGIC PLANNING PROCESS

In the fall of 2010 the Ontario Branch Executive Council (OBEC) contracted the services of, Michael Stanleigh, from Business Improvement Architects, to facilitate the strategic plan. Preparation for the planning session included surveying Ontario public health inspectors (a total of 137 responded to the survey questions), key informant interviews with OBEC members, as well as representatives from ASPHIO, MOHLTC, and CIPHI national.

On January 28-29, 2011, the OBEC, Michael Stanleigh and our invited guests: Chris Munn, Eric Serwotka, Ken Gorman, and Francine Paquette, met in Niagara Falls for the strategic planning session. The OBEC felt it was important to increase the representation of CIPHI members outside of the executive at the planning session to ensure a more comprehensive strategic plan. The invited guests provided a depth of public health experience, working knowledge of CIPHI, its committees and public health partners. The information collected from the survey of public health inspectors and interviews was used to guide our strategic planning session and develop the CIPHI Ontario Branch's seven strategic goals and associated objectives (p. 4-5).

I would like to thank all the members and non-members who took the time to complete the survey and participate in the interviews. Your responses, comments, and recommendations were invaluable throughout the strategic planning process.

The participating executive members and key stakeholders who attended this session were:

1. Ken Diplock	President, CIPHI Ontario	9. Raymond Ramdayal	Professional Development
2. Peter Heywood	Past President	10. John Yan	Healthy Environments
3. Cameron Weighill	President Elect	11. Dennis Persaud	Membership Services
4. Serena Roberts	Secretary Treasurer	12. Cathy Egan	Partnership & Liaison
5. Lucie Imbiscuso	Communicable Diseases	13. Chris Munn	President ASPHIO
6. Sandy Stevens	Communications	14. Eric Serwotka	CIPHI Board BOC Representative
7. Cynthia Peacock-Rocca	Food Safety	15. Ken Gorman	CIPHI Ontario – COPE Representative
8. John Cannan	Health Promotion	16. Francine Paquette	CIPHI Ontario CD committee member

The attendees worked on answering the following CIPHI Ontario key strategic questions:

- What are our member's needs, wants, and preferences that are relevant to our strategic development?
- What are our member's issues, concerns, and challenges? What opportunities do these present?
- What are the current realities and evolving dynamics of CIPHI Ontario that are relevant to the development of our strategies?
- Generally, what are the opportunities that we should work towards?
- What is the direction we want for CIPHI Ontario?
- What will CIPHI Ontario look like, ideally, in 5 years?
- How will we maintain what we do well and how can we make it better?

CIPHI ONTARIO BRANCH 2011-14 STRATEGIC PLAN

The purpose of this Strategic Plan is to provide the CIPHI Ontario Executive with short and longer-term strategic directions. Although not carved in stone, its basic framework will remain intact over the next couple of years.

The overall intent of the Strategic Plan is to move the CIPHI Ontario Executive towards a pro-active focus in their decision-making and to ensure that their continued mandate for excellence in the delivery of service to their members is maintained.

An overview of the CIPHI Ontario Strategic Plan, strategies and objectives, is provided in the tables on p. 3-4.

NEXT STEPS

1. **Work plans** will be developed by the OBEC for each of the strategies. These work plans will be used by the OBEC to identify and monitor activities to achieve the strategies.
2. **Quarterly Plan Reviews will be completed** by the OBEC to ensure its continued relevance. Each review will provide an opportunity to examine what has and has not been accomplished from this plan and what actions may be necessary to keep the plan on target. The review process will also provide an opportunity to add, delete and/or change the Strategic Plan.
3. **Creation of a Business Plan** to facilitate the implementation of our strategic directions in an accountable and transparent manner.
4. **Overview of the new proposed OBEC Structure** (strategy #3) will be provided in a follow-up brief to CIPHI Ontario members by the end of June 2011. In summary the OBEC is looking to reduce the total number of members on the OBEC from twelve to eight. We are also planning to transform the councilor portfolios away from program based functions to more executive and leadership functions. In order to achieve this CIPHI Ontario will need to increase its use of volunteer members outside of the executive by enhancing our environmental health program committees and establishing regional networks and working groups. The OBEC realizes that this is a significant undertaking and is important that members have an understanding of the rationale for the proposed re-structure and what we propose to make it come to fruition. Stay Tuned!

PROFESSIONAL DEVELOPMENT

1. Create educational opportunities/tools accessible to our members so that they develop/augment their skills, knowledge and attitude.

1.1. Conduct a needs assessment of our members to determine education needs and best means of delivery.

1.2. Provide Professional resources to members.

1.3. Promote CPC Program.

1.4. Work with partners (NEC and ASPHIO) to strengthen student preparation and training.

MEMBERSHIP

2. Increase the CIPHI Ontario profile in order to attract and maintain membership.

2.1. Engage and work with employers to develop and implement policies, procedures, and/or requirements to ensure all CIPHI Ontario holders are members.

2.2. Review current membership recruitment and retention strategies with a goal of achieving 100% membership.

2.3. Provide opportunities for improved communication between members.

2.4. Investigate and consistently seek opportunities for additional benefits for members.

2.5. Promote existing benefits in order to engage current and future members.

2.6. Provide member only educational opportunities and events.

2.7. Review and investigate new reward/recognition activities to celebrate successes.

STRUCTURE

3. Create a CIPHI structure that flexes to meet the emerging demands, provides cross-coverage and includes a regional model for member participation.

3.1. Use operational and strategic plans to identify type and number of executive positions required.

3.2. Review and develop plan to update CIPHI Ontario by-laws to accommodate restructured executive.

3.3. Develop a framework for committees to function, ensuring inclusiveness, work completion and communication with executive.

3.4. Develop regional networks to meet the needs of CIPHI members and connects to CIPHI executive.

3.5. Explore need for central HR support.

COMMUNICATION

4. Promote CIPHI as the expert “Voice” in environmental and public health.

4.1. Develop an information/document management system to support the business activities of the OBEC.

4.2. Create a communications framework to strategically respond to emerging issues.

4.3. Advocate on behalf of the profession and our membership (this would include identifying targets for advocacy).

4.4. Develop a branding and marketing plan.

PARTNERSHIPS

5. Engage with Public Health Stakeholders in order to share ideas/knowledge and increase their endorsement for the profession.

5.1. To strengthen the relationship and communication between CIPHI Ontario and ASPHIO.

5.2. To strengthen the relationship and communication with Ryerson University.

5.3. Liaise with Ontario schools that offer Masters of Public Health Programs to promote the profession and identify environmental public health research opportunities.

5.4. Liaise with other agencies/organizations that have an interest in environmental public health.

VOLUNTEERS

6. Increase the capacity of CIPHI and fulfill the objectives by engaging members.

6.1. Develop a process which will identify and present volunteer opportunities.

6.2. Develop a process for recruiting and screening volunteers including a term of reference.

6.3. Promote to members and employers so they understand the benefits of volunteering.

6.4. Recognize volunteer participation to enhance retention.

FUNDING

7. Develop sufficient funding sources to enable us to be stable, transparent, autonomous and self-directed

7.1. Explore alternative sources of funding in order to fund executive activities.

7.2. Pursue corporate sponsorships and support.

7.3. Create sustainable operation budget to enable long term planning.

7.4. Apply for grants in order to fund special projects.