

November 2019

OUR HEALTH

Community Health and Wellness Strategy



Executive Summary

Health and wellness is everyone's responsibility. With Ontario's health landscape changing to promote more integrated and coordinated primary care at the local level, and funding formula changes for public health entities requiring increased financial contributions from municipalities, the role municipalities play in the health and wellness of their residents will become greater in the coming years.

The Town of Innisfil (Town) is well positioned to affect the many modifiable factors that impact Innisfil residents' health and wellness. Our unique influence over policy and enforcement, placemaking, community programming, and stakeholder engagement can directly affect the health and wellness of our residents. Our ability to generate innovative solutions to complex problems and build cooperation amongst stakeholders will help meet this unique challenge head-on. The Town's development of the Rizzardo Health & Wellness Centre (RHWC) also demonstrates our commitment to providing residents with resources to maintain and improve their health and wellness. The Town can build off this momentum and commit to a community strategy, *Our Health*, which identifies how to improve the underlying and modifiable factors affecting our health and wellness.

Our Health will guide the Town - and the many organizations, agencies, and volunteers that already seek to improve residents' health and wellness – to think, act and work together in the short- and long-term. It will help us build on and align the great work that the Town and our community partners are already doing for residents' health and wellness, seek new opportunities for integrating health and wellness into all that we do, and bring greater focus to community needs. Together we can make the healthy choice the easy choice for Innisfil residents and commit to be the ultimate champion for helping them thrive now and for years to come.



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Background

In 2011, Innisfil residents voiced concerns over the last remaining family physicians in Innisfil retiring or relocating – residents wanted to retain or improve local access to health care. In response, Council established and supported the Innisfil Community Health Committee (ICHC) to develop a business case addressing local health care needs.

In 2012, the ICHC partnered with York University to complete a mixed methods research project to understand access to primary care providers and the social determinants of health. This Innisfil Healthy Communities Assessment Report provided a solid base of research that the ICHC used to direct their activities in the following years. In 2014, to further understand the health needs of the community, the ICHC forged a partnership with Georgian College's Research Analysis Program to prepare and analyze a survey. The results showed that nearly half of respondents had one or more chronic diseases. Furthermore, less than 9% had a doctor located in Innisfil, with 40% of respondents traveling more than 30 minutes by car to obtain primary health services. These research projects demonstrated the need for improved local health care and prompted the ICHC to work with the Town to assess the feasibility of establishing a community health hub.

The unique concept for a 'Made in Innisfil' health hub generated significant interest from a range of local healthcare organizations and providers. What started as a plan for a traditional medical arts building evolved to an open concept facility that would house many healthcare services under one roof, in which all patrons and tenants would interact in common waiting rooms and large multi-purpose rooms.

On March 15, 2017, Council formally approved the Innisfil Health Hub project to provide health and wellness services in our 'backyard'. The building was named the Rizzardo Health & Wellness Centre, in honour of our generous lead donors Sandra and Diego Rizzardo. An additional leadership gift was made by Boris Horodysky to establish the Horodysky Community Kitchen, including a cafeteria and programmable teaching kitchen. From major donations, to many special events, to small tokens of support, the community has generously championed this project and made it a reality.

On March 1, 2018, the RHWC ground-breaking ceremony was held and an aggressive construction schedule followed. The building celebrated a soft opening on May 13, 2019 to mark an important milestone: the family doctors of the Innisfil Health Collaborative (formerly Stroud Family Doctors) began serving patients within the RHWC.

As of November 1, 2019, six tenants have opened their doors to residents: Barrie and Community Family Medicine Clinics Walk-in Clinic; LifeLabs; Innisfil Health Collaborative; Ontario Telemedicine Network; Canadian Mental Health Association; and, Innisfil Medical Practice. The RHWC is already having a positive impact on residents:

“My family doctor just relocated her office in this building and I’m so happy she did! I was greeted by a kind lady who directed me where I needed to go and informed me that there is a walk-in-clinic, LifeLabs is open, and a full medical imaging clinic will be opening soon too!! Soon we will have everything we need right here in Innisfil! So great!!” (anonymous, September 2019)

The Stewart and Betty Fisher Family Community Room is also open and being used for community health and wellness programming. The Town’s Health & Wellness Catalyst has initiated a program that brings RHWC healthcare providers together on a regular basis to discuss opportunities for ensuring patrons have the best possible experience and providing patients with integrated, coordinated care. Building construction continues and all services are anticipated to be operational in early 2020. Thanks to the instrumental support of the ICHC, the incredible generosity of our community, and the foresight and fortitude of Innisfil Council, the delivery of healthcare in Innisfil has been transformed by building a true health and wellness hub for our community.

Health care utilization and access is simply one piece of the puzzle – the Town’s commitment to improving all factors that affect Innisfil residents’ health and wellness is essential. The Town can build off the momentum of the RHWC and be a municipal leader by implementing Our Health to improve the health and wellness of all Innisfil residents. The time is now.

Acknowledgement

Thank you to our local community health and wellness champions, who have paved the way for this document and set the stage for what’s to come. A very special thank you to Innisfil’s own Josephine Resident for her insight and inspiration. This document was also greatly shaped by our own Council members and Mayor, who graciously offered their own perspectives and those of their constituents. Lastly, to the Town’s Leadership Team who have embraced these ideas and helped shape them into what you see today.

Together we can make the healthy choice the easy choice for Innisfil residents and commit to be the ultimate champion for helping them thrive now and for years to come.



Key Terms and Concepts

Health

Health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity¹.

Wellness

Wellness is a perceived positive state of being that has multiple dimensions that include physical, emotional, psychological, social, intellectual, and others. It is generally understood to be a holistic perspective and embraces the idea of mind-body-spirit.

Health Equity

Health equity is when individuals have the fair opportunity to reach their full health potential. This is achieved through reducing unnecessary and avoidable differences that are unfair and unjust, largely due to socially determined circumstances².

Health equity can be improved through targeting resources or programs to the most vulnerable and addressing disadvantaged populations, as well as continually meeting people where they are. This is in contrast to treating everyone equally and offering the same services and interventions to the entire population.

Examples of Equality	
All Ontario children under 25 years receive prescription medication for free.	Ontario children without extended health benefits receive prescription medication for free.
All public schools have computer labs with the same number of computers and hours of operation.	Public schools in low income neighbourhoods have more computers and longer hours of operation.

Social Determinants of Health (SDOH)

SDOH are the factors that people are born into, grow up in, live, work and age in, and the systems that deal with illness. These factors are ultimately shaped by economics, social policies and politics³. SDOH are largely responsible for health inequities; they are complex and intertwined.

Walk Score

Walk Score measures walkability on a scale from 0 - 100 based on walking routes to destinations such as grocery stores, schools, parks, restaurants, and retail. It is a patented system.

Social Prescribing

Social prescribing is an innovative way to connect people with local, non-clinical programs and services. It is asset-based (i.e., builds off already established programs and services) and focuses on health and wellness, going beyond treating disease. It is a process of enabling health care providers to prescribe programs and services within the community, such as recreation, cooking classes and bereavement groups.



**Nurturing
partnerships to build
on the great work
already happening
at the Town and with
local stakeholders.**



Guiding Principles

The following principles are embedded throughout the vision, goals and objectives of Our Health. They provide the foundation of how the Town will operate to improve and maintain health for all.

The Underlying Factors

We will thoughtfully work to address the SDOH through:

- recognizing their significance on health and wellness;
- understanding their complexity and interconnectedness; and,
- approach them collectively, rather than individually.

Health Equity

Make equity the foundation of our work through providing individuals with a fair opportunity to reach their full health potential and reducing health disparities in the entire Innisfil population.

Upstream Approach

We will shift the focus from individual risk factors and behaviours to societal conditions that keep people healthy and well through prioritizing prevention of poor health rather than treatment of crises.

Health and Wellness is a Shared Responsibility

We will engage and collaborate with key stakeholders, including those affected by decisions, and build off existing community assets to affect change.

Set the Example

We will be a municipal leader for promoting and protecting the health and wellness of Innisfil residents through:

- integrating health and wellness into everyday operations, services and programs;
- facilitating the most effective and efficient use of resources from multiple organizations; and,
- advocating for others to do the same.

Making health and wellness a priority in Innisfil.



The Plan

The vision, mission, and strategic goals and objectives of Our Health outline how the Town will collaborate to improve and maintain the health and wellness of Innisfil residents, creating a healthy Innisfil for all. Appendix A outlines a draft implementation plan for Our Health.

Vision

Innisfil residents are physically, mentally and socially healthy and well.

Mission

To create health and wellness opportunities for Innisfil residents to be their best selves.



GOAL 1: Town Policies, Programs and Services Promote All Innisfil Residents' Health and Wellness.

Rationale

The Town provides innovative, effective and efficient programs and services that add value to Innisfil residents' lives. Although most of the Town's work focuses on areas outside of health and wellness, all policies, programs and services can have significant intended and unintended health and wellness impacts - positive or negative. The Town can act to ensure its everyday work is conducive to health for all Innisfil residents.

Objectives

- 1.1. Health and Wellness Impact Assessment and Improvement
 - 1.1.1. Assess how all Town policies, programs and services are and can affect Innisfil residents' health and wellness.
 - 1.1.2. Develop and implement strategies to mitigate potential negative impacts and amplify positive impacts.
- 1.2. Health Equity Assessment and Improvement
 - 1.2.1. Assess how all Town policies, programs and services are and can affect population groups differently.
 - 1.2.2. Develop and implement strategies to mitigate potential negative impacts and amplify positive impacts.
- 1.3. Increase staff awareness and knowledge of health and wellness impact and health equity assessments.
 - 1.3.1. Town onboarding and ongoing education includes training for health and wellness impact assessment and health equity assessment.
 - 1.3.2. Town core organizational competencies promote staff skill and competency in health and wellness.

Promoting health and wellness.



Example: Health and Wellness Assessment

The Health & Wellness Catalyst will complete a research review, including searching for and synthesizing high quality research evidence, to determine the most effective and efficient way to assess how policies, programs and services outside of health affect health and wellness, and health equity. The Leadership Team will determine the most feasible approach and work with the Health & Wellness Catalyst to integrate the assessment process throughout Town decision-making.

The Health & Wellness Catalyst will educate individual Town teams on the processes and support using the tools on an ongoing basis. The tools will be evaluated after a three-month pilot phase and regular points thereafter, aiming to continually refine it for improved efficiency.

GOAL 2: Create Sustainable Spaces That Promote Health and Wellness That Can Be Enjoyed Throughout the Year.

Rationale

The environment we live in affects our health and wellness. Features of the built environment, such as connected streets, walkability, and development impact health and wellness by affecting air quality, traffic, social connectedness, physical activity, access to healthy and local food, and several other factors.

In 2015, Simcoe Muskoka residents' physical activity and healthy eating behaviours were reported as being poor. In 2015, 59% of Simcoe Muskoka adults (18+ years) reported being physically active, yet 18% reported no physical activity in the previous week (similar to Ontario adults)⁴. In 2015, only 24% of Simcoe Muskoka students in grades 7 to 12 met physical activity guidelines (similar to Ontario)⁵. In 2015, only 29% of Simcoe Muskoka residents (12+ years) reported eating 5+ servings of fruit or vegetables a day (similar to Ontario residents)⁶.

Town planning policies and decisions that consider health and wellness can influence health behaviours, such as those above, through helping make the healthy choice the easy choice. In fact, with Innisfil's population anticipated to continue growing from 36,566 people today to about 70,000 by 2041 it will become increasingly important to consider how the built environment impacts population health.

The Town can act to enhance the current built environment and manage future growth, so Innisfil maintains its character, while leveraging the opportunity to provide residents with great places that are conducive to health for all.

Objectives

- 2.1. Enhance current built environments to promote health and wellness behaviours.
 - 2.1.1. Increase the number of complete streets to promote active transportation.
 - 2.1.2. Re-design community spaces to promote social connections and mental wellbeing.
 - 2.1.3. Provide spaces for both active and passive recreational activities in parks and urban squares and through access to natural areas.
- 2.2. Ensure future developments promote health and wellness.
 - 2.2.1. Plan for a range of land uses that promote community health and wellness.
 - 2.2.2. Design and create community spaces that promote social connections and mental wellbeing.
 - 2.2.3. Promote the effective design and siting of community spaces that are easily accessed by active transportation and transit.
 - 2.2.4. Planning for Mobility Orbit is guided by health and wellness principles.
- 2.3. Protect and promote food security and access.
 - 2.3.1. Protect and conserve local agricultural food production capacity by restricting the fragmentation of agricultural lands, protecting areas of prime agricultural land, preserving rural and cultural landscapes, and matching agricultural loss with agricultural growth in other areas.
 - 2.3.2. Encourage and permit farmers' markets as-of-right within all commercial areas, community spaces and parks in Innisfil.
 - 2.3.3. Community gardens shall be permitted as-of-right and are encouraged within all parks and community spaces in Innisfil.
 - 2.3.4. Encourage the establishment of community kitchens and food co-ops within the Town's commercial areas.
 - 2.3.5. Encourage and facilitate at least one grocery store located in each primary, urban and village settlement areas in a current designated commercial area.

Spaces that encourage health and wellness.



Example: Community Gardens and Public Transit

The Health & Wellness Catalyst will work alongside Placemaking, Community Engagement, and Operations Teams to develop community gardens created, maintained and used by Innisfil residents, in commonly used Town spaces (i.e., Town Square and Town Campus).

The Health & Wellness Catalyst will work with the Placemaking Team to meet the transportation needs of Innisfil residents, specifically looking for opportunities to improve access for vulnerable populations (i.e., low-income, seniors and youth) and promote use to access trails, parks, and other public spaces.

GOAL 3: Maintain a Safe and Engaged Town and Allow Innisfil Residents to Feel Secure and Connected.

Rationale

A sense of security and connection to the community are fundamental to wellbeing. Feeling safe and a sense of belonging can influence how Innisfil residents interact with their communities and ultimately, their health and wellness. A perceived or real lack of safety can change the way Innisfil residents interact with their communities and potentially lead to social isolation or exclusion, and ill health effects.

Anecdotal evidence suggests that some seniors living in Innisfil's rural communities, and some local youth are at risk of social isolation. Innisfil's immigrant population grew 41.7% between 2005 and 2015, much faster than total population growth of 12%⁷. A diverse population living in a largely rural landscape requires coordinated effort to provide all residents with engaging and inclusive opportunities.

The Town can act to create equitable opportunities for all to feel included and safe and have a sense of belonging.



Objectives

- 3.1. Maintain a safe community.
 - 3.1.1. Continue providing high-quality, effective emergency services.
 - 3.1.2. Participate in planning and implementing the local community safety and well-being plan.
 - 3.1.3. Develop and implement emergency plans for severe weather.
- 3.2. Continue engaging Innisfil residents in decision-making.
 - 3.2.1. Develop and implement youth engagement strategy.
 - 3.2.2. Develop and implement senior engagement strategy.
- 3.3. Provide opportunities for all Innisfil residents to participate in community events.
 - 3.3.1. Develop and implement a culture master plan.

Example: Salt & Pepper Club

The Innisfil ideaLAB & Library has secured Federal funding to support the development and implementation of a local seniors cooking group, the Salt & Pepper Club. This club is focused on improving participant food skills, creating opportunities for intergenerational programming (i.e., involving youth in aspects of club), and providing affordable, healthy food for vulnerable residents.

GOAL 4: Improve Access to Health Care, and Social and Community Services.

Rationale

Access to and utilization of health care is the cornerstone to health and wellness. The need for improving access to health care for Innisfil residents became apparent through York University's Healthy Community Assessment (2012). This document outlined that Innisfil residents wanted improved access to primary care, specifically family physicians, nurse practitioners, urgent care and walk-in clinics. Additionally, most of Innisfil residents live outside of a 15-minute drive to the nearest hospital. To address these concerns and gaps, the RHWC was developed to help bring healthcare closer to home. However, health care demands are likely to continue increasing, as Innisfil's population is anticipated to grow from 36,566 people today to about 70,000 by 2041 and an increasing proportion of Innisfil's population will be reaching old age in the coming years. With increased risk of chronic disease with age, access to health care will likely continue to be a top priority in the future.

Anecdotal evidence also suggests that mental health and wellbeing is a community concern. In fact, York University's Healthy Community Assessment (2012) outlined that local access to mental health supports, services and crisis care was poor.

The Town can act to ensure Innisfil residents have equitable and easy access to various health, and social and community services.

Objectives

- 4.1. Collaborate with key stakeholders to improve access to coordinated, integrated health care.
 - 4.1.1. Actively participate in the planning and development of the local Ontario Health Team (OHT).
 - 4.1.2. Increase access to primary health care at the RHWC.
 - 4.1.3. Develop and implement a plan to provide coordinated, integrated care at the RHWC.
- 4.2. Collaborate with key stakeholders to improve access to mental health services.
 - 4.2.1. Actively promote the Canadian Mental Health Association's programs and services.
 - 4.2.2. Support implementation of the Simcoe Muskoka District Health Unit's Mental Health Promotion Strategy.
- 4.3. Collaborate with key stakeholders to improve coordination and access to social and community services.

Example: RHWC Programs and Healthcare Providers

The Health & Wellness Catalyst is building off existing community assets to bring key community stakeholders who provide health and wellness centered programming into the community space at RHWC. Examples include Matthew's House Hospice who is providing free grief counselling for children and youth in grades 4 to 12, and Kerry's Place who is providing autism workshops and counselling for children, adults and their families. The Health & Wellness Catalyst will also bring RHWC healthcare providers together to develop and implement a plan to provide RHWC patrons with integrated and coordinated healthcare.



Improve Access to Health Care.



GOAL 5: Provide the Basics: Employment, Income and Housing.

Rationale

Employment and working conditions are fundamental to health equity. Reliable and safe employment can influence income, socioeconomic status, social networks and several other determinants of health. Taking steps to provide Innisfil residents with safe and secure employment benefits individuals and the entire community by creating a prosperous economy. Unemployment can result in financial burden, food insecurity and poor health outcomes. Where and how Innisfil residents work can also affect their health and wellness. The number of hours spent at work, rigid work schedules, and commuting can negatively influence health and wellbeing. Although Innisfil's unemployment rates have decreased by 8.6% from 2011 to 2016, Innisfil's rate (7.0%) remains higher than Ontario (6.8%). Eighty-two percent (n=11,915) of Innisfil residents with a usual place of work commute out of town for work⁸.

Income positively affects health and wellbeing. Innisfil's median after-tax income was \$31,165, which is slightly higher than Ontario's (\$30,641). Innisfil has 3,445 (9.5%) residents living in low-income, which is lower than Simcoe County (11.4%) and Ontario (14.4%). That said, between 2005 and 2015, there was a 36.2% increase in the proportion of Innisfil individuals living in low-income. When compared to Simcoe County and Ontario, the percentage of Innisfil children (age 0 to 14) living in low income is slightly higher and the percentage of Innisfil individuals (age 15 to 64) and senior individuals, living in low income, is the same or lower⁹.

Housing improvements can benefit one's attitude towards and control over the living environment, and ultimately one's long-term health and wellness. In 2016, 65 (0.5%) households in Innisfil were renting subsidized housing and 1,495 (11.2%) households were living in low income. In 2016, a total of 3,975 households in Innisfil fell below at least one of the three housing indicators. The majority (3,235) fell below affordability. Six hundred and ninety households needed major repair and 390 did not have enough bedrooms for the size and composition of the household¹⁰. In addition, there were 372 households on the wait list for Rent Geared to Income social housing in Innisfil as of December 2018, all of whom are seniors.

The Town can act to enable stable, safe, flexible employment, basic income, and adequate, appropriate and affordable housing for all.

Encourage affordable housing.



Objectives

- 5.1. Develop and implement a strategy for local job creation and attraction.
- 5.2. Develop and implement a poverty reduction strategy.
- 5.3. Advocate for provincial and federal employment and basic income policies and programs.
- 5.4. Collaborate with the County of Simcoe and other housing agencies and community groups to provide affordable housing options for all Innisfil residents.
- 5.5. Encourage affordable housing through the development approvals process that is also accessible.

GOAL 6: Protect and Provide for Our Children and Youth.

Rationale

Investing in the early years provides one of the greatest returns on investment. The situation in which children live and grow impacts their long-term health and wellness. Providing the proper conditions for children and youth to thrive can positively impact the economic and social prosperity of the entire community.

Innisfil's child and youth population is growing. Between 2011 and 2015, the proportion of children age 0 to 6 years and children age 7 to 14 increased 14.8% and 7.9%, respectively^{11,12}. Unfortunately, Innisfil also saw a 41.3% increase in the number of children, age 0 to 17 years, living in low-income, which is higher than the increase in Simcoe County (21.6%)¹². In fact, 11.8% (n=330) of children age 0 to 6 were living in low income, compared to 16.1% (n=5,615) in Simcoe County. Fourteen percent of Innisfil children age 7 to 14 were living in low income, compared to 14.8 in Simcoe County¹¹.

The Town can act to provide children and youth, and their families with the necessary supports to enable children and youth to develop and thrive.

Objectives

- 6.1. Develop a plan to facilitate the health and wellness, and success of children and youth from 0 to 24 years.
- 6.2. Develop and implement a youth engagement strategy.

Example: Innisfil Summer Day Camps

The Health & Wellness Catalyst will work with Leisure Services to provide increased access to day camps for priority populations, specifically working with the Innisfil Community Foundation and the County of Simcoe to subsidize registration fees. Work will also focus on collaborating with the Innisfil Beach Park concession stand vendor to offer campers a healthy and affordable weekly hot lunch option. Work will also ensure all camps provide campers with opportunity to meet the *Canadian 24-Hour Movement & Activity Guidelines*⁹.

GOAL 7: Promote Personal Health Behaviours.

Rationale

Though health behaviours are predominately influenced by social, cultural and physical environments, they are also shaped by individual choice. Taking a multi-faceted approach to improving personal health behaviours, one that increases awareness of the benefits of health behaviours and helps make the healthy choice the easy choice through supportive public policy, will have the greatest benefits.

The Town can promote health behaviours by enabling healthy choices through supportive policy and building on community assets to provide Innisfil residents with coordinated and local health and wellness policies and programs.

Objectives

- 7.1. Implement and enforce healthy public policy to reduce risky behaviours and promote health behaviours.
 - 7.1.1. Develop and implement a smoke-free Town Campus by-law.
 - 7.1.2. Develop and implement healthy food and beverage guidelines for Town facilities.
 - 7.1.3. Develop and implement a smoke-free policy for multi-unit housing in Innisfil.
- 7.2. Develop and implement Town programs that promote health and wellness.
- 7.3. Develop and implement community health and wellness programming at RHWC.
 - 7.3.1. Offer low- to no- cost healthy eating and food skills programs in the Horodysky Community Kitchen.
 - 7.3.2. Offer low- to no-cost health and wellness workshops and education in the Fisher Community Room.
- 7.4. Develop and implement an evidence-based social prescribing intervention for health care providers at RHWC.

Example: Healthy Food and Beverage Guidelines

The Health & Wellness Catalyst collaborated with a Dietician at the Simcoe Muskoka District Health Unit to create a policy to influence food and beverages sold and served at Town facilities.

The evidence-informed Healthy Food and Beverage Guidelines (Guidelines) will be used to influence the selection of a cafeteria vendor for the RHWC, aiming to provide predominately healthy options and make the healthy choice the easy choice for RHWC patrons.

Next steps will include collaborating with Leisure Services to have the Guidelines integrated into the Request for Proposal process for concession vendors at Innisfil Beach Park and the Innisfil Recreation Centre.

^a As young children grow and develop, they need to work towards high levels of physical activity, low levels of sedentary behaviour and sufficient sleep each day to be healthy — they need to Move, Sleep and Sit the right amounts. The new Canadian 24-Hour Movement Guidelines for the Early Years (ages 0-4) show there is an important relationship between how much sleep, sedentary behaviour and physical activity children get in a 24-hour period (<https://csepguidelines.ca/>).

GOAL 8: Lead and Participate in Research that Identifies and Acts on Health and Wellness Priorities.

Rationale

Everyday the Town makes decisions on policies, programs and services that impact Innisfil residents' lives. It is our responsibility to make the best decisions possible for the people we serve. Evidence-informed decision-making involves considering many levels of evidence: community issues and local context; research evidence; community and political preferences and actions; and, resources. The Town can act to better understand the needs of its population and evaluate the impact of Our Health.

Objectives

- 8.1. Identify and continually monitor population health and wellness needs.
 - 8.1.1. Use the Canadian Index of Wellbeing's Community Wellbeing Survey² to assess quality of life of Innisfil residents at baseline and every five years thereafter.
 - 8.1.2. Collaborate with the County of Simcoe, the Simcoe Muskoka District Health Unit, and the local Ontario Health Team, to identify and analyze health status data on an ongoing basis.
- 8.2. Create and conduct a research study to understand Innisfil resident perceptions and use of the RHWC.

Make the best decisions possible for the people.





Required Resources

Success of *Our Health* requires the following:

1. Health & Wellness Catalyst time and expertise to lead the implementation, continuous quality improvement and evaluation;
2. Council endorsement;
3. Town Leadership Team to act as champions of health and wellness;
4. Town Staff Team and Service Bundle collaboration;
5. Community stakeholder buy-in and support to implement initiatives.

Next Steps

1. Confirm a phased implementation plan that includes priority goals and objectives (by January 2020).
2. Share *Our Health* publicly (January 2020).
3. Develop an evaluation framework and indicators to continually monitor implementation and outcomes (by January 2020).
4. Identify and bring together community champions to collaborate on implementation (by February 2020).

²An evidence-based and community-focused approach to gather perceptions of residents concerning a variety of aspects linked to each of the eight domains the Canadian Index of Wellbeing (CIW) has identified as critical to our overall wellbeing: community vitality, healthy populations, democratic engagement, the environment, leisure and culture, education, living standards, and time use (<https://uwaterloo.ca/canadian-index-wellbeing/>). The County of Simcoe recently supported Orillia in completing the CIW survey.

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Appendix A: Draft Implementation Plan for Our Health

GOAL 1: Town Policies, Programs and Services Promote All Innisfil Residents' Health and Wellness.

Targets

- By the end of 2020, 25% of existing Town policies, programs and services are evaluated for their impact on Innisfil residents' health and wellness, and health equity.
- Starting in July 2020, all new Town policies, programs and services are evaluated for their impact on Innisfil residents' health and wellness, and health equity. Decisions maximize health and wellness and are equitable.
- By July 2020, the Leadership Team and all staff are aware of and have skills to integrate health and wellness into Town decision-making.

Priority Actions

- Health & Wellness Catalyst will complete a research review to determine the most effective and efficient way to assess how policies, programs and services outside of health affect health and wellness, and health equity.
- Leadership Team will review findings and determine the most feasible approach for evaluating how Town policies, programs and services affect Innisfil residents' health and wellness, and health equity.
- Health & Wellness Catalyst and Leadership Team will create a matrix and workplan to address the highest impact changes with the lowest cost.

Long-Term Actions

- Health & Wellness Catalyst will work with People & Talent and the Leadership Team to integrate health impact and health equity assessments into staff onboarding, ongoing education, and core organizational competencies.

Outcomes

- All Town policies, programs and services are evaluated using evidence-based criteria that assesses impact on health and wellness, and health equity. If a policy, program or service is found to be detrimental to Innisfil resident health and wellness or compromises the opportunity for health for all, strategies to mitigate potential negative impacts and amplify positive impacts will be developed and implemented.
- Health and wellness, and health equity are integrated into Town decision-making processes at the Council and Administration levels.
- Increased and sustained Leadership Team and staff capacity and awareness regarding health impacts of decisions.

GOAL 2: Create Sustainable Spaces That Promote Health and Wellness That Can Be Enjoyed Throughout the Year.

Targets

- By summer 2020, three new community gardens are integrated into existing community spaces in priority neighbourhoods.
- By 2024, Innisfil residents report a 25% increase in meaningful and impactful interactions in their community.
- By 2024, 50% of urban neighbourhoods have a walk score of 70.
- By 2024, 25% of Innisfil residents report very or somewhat strong sense of belonging to community.

Priority Actions

- Continue implementing the active transportation strategies set out in the approved Innisfil Trails Master Plan.
- Collaborate with internal partners to determine feasible approaches to prioritize and action health and wellness related objectives in the following plans and strategies:
- Our Place Official Plan
- Parks and Recreation Master Plan
- Trails Master Plan
- Transportation Master Plan

Long-Term Actions

- Continue implementing Our Place policies and placemaking principles to guide future developments.
- Health & Wellness Catalyst involved in Mobility Orbit planning.

Outcomes

- Increased resident physical activity, primarily through active transportation.
- Decreased traffic-related air pollution and traffic congestion.
- Current neighbourhoods enable health and wellness.
- Future developments are designed to enable health and wellness.

GOAL 3: Maintain a Safe and Engaged Town and Allow Innisfil Residents to Feel Secure and Connected.

Targets

- Maintain crime rates and fire services response times.
- By the end of 2020, increase the proportion of Innisfil residents who report having at least four people in their social support network by 10%.
- By 2024, 25% of Innisfil residents report very or somewhat strong sense of belonging.
- By 2024, increase Innisfil residents' sense of community safety by 10%.

Priority Actions

- Continue participating in community safety and wellbeing plan discussions with South Simcoe Police and Bradford West Gwillimbury.
- Continue seeking opportunities to engage Innisfil residents in decision-making.
- Collaborate with the Innisfil ideaLAB & Library, and Community Engagement team to develop and implement youth and senior engagement strategies, as well as a culture master plan.

Long-Term Actions

- Actively participate in implementing the community safety and wellbeing plan.

Outcomes

- Increased Innisfil resident engagement and feelings of connection to community, inclusion and security.

GOAL 4: Improve Access to Health Care, and Social and Community Services.

Targets

- By the end of 2020, Innisfil residents report improvements in coordination and integration of health care services through the local OHT.
- By 2024, 25% of Innisfil residents report improved local access to primary care and mental health services.
- By 2024, 25% of Innisfil residents rate their mental health as very good or excellent.

Priority Actions

- Continue participating at the planning table for the local OHT.
- Collaborate with internal partners and RHWC health care providers to develop a plan for recruiting more family physicians to the RHWC.
- Collaborate with RHWC health care providers to develop a plan for providing Innisfil residents with integrated, coordinated care.

Long-Term Actions

- Partner with Simcoe Muskoka District Health Unit to improve local mental health services and programming.
- Partner with the County of Simcoe and other local social service providers to coordinate social and community services.

Outcomes

- Coordinated and integrated health, and social and community services.
- Innisfil residents receive the care and services they need, when they need them.

GOAL 5: Provide the Basics: Employment, Income and Housing.

Targets

- By 2024, decrease the percentage of Innisfil residents age 25 to 64 years of age working over 50 hours per week at main job by 10%.
- By 2024, increase the percentage of Innisfil residents working for pay with flexible hours by 10%.
- By 2024, increase the percentage of Innisfil residents with regular, weekday work hours by 10%.
- By 2024, increase the average daily amount of time Innisfil residents spend with friends by 10%.
- By 2024, decrease the percentage of the Innisfil labour force working under 30 hours, not by choice by 10%.
- By 2024, decrease the mean workday commute for Innisfil residents working for pay by 10%.
- By 2024, increase the after-tax median income of economic families in Innisfil by 10%.
- By 2024, decrease the percentage of Innisfil residents in low income by 10%.
- By 2024, decrease the percentage of Innisfil households that are moderately or severely food insecure by 10%.
- By 2024, increase the number of new units of affordable housing by 224.

Priority Actions

- Continue supporting the Economic Development Team in their pursuit of attracting local employment.
- Collaborate with the Economic Development Team to promote local employment that is reliable and safe.

Long-Term Actions

- The Health & Wellness Catalyst will collaborate with the Community Development and Standards Branch to develop and implement a poverty reduction strategy.
- The Health & Wellness Catalyst will collaborate with the County of Simcoe's poverty

reduction task group.

- Support the County of Simcoe in implementing the Our Community 10-Year Affordable Housing and Homelessness Prevention Strategy in Innisfil.

Outcomes

- Increased Innisfil resident job satisfaction, work-life balance, and reliable and safe employment.
- Decreased proportion of Innisfil residents living in low-income and increased median income.
- Decreased proportion of Innisfil residents that are homeless, living in emergency shelters or transitional housing.

GOAL 6: Protect and Provide for Our Children and Youth.

Targets

- By the end of 2020, increase the proportion of youth who report having at least four people in their social support network by 10%.
- By 2024, the proportion of children and youth living in low income is reduced by 5%.
- By 2024, 75% of children are developmentally ready for school.
- By 2024, 25% of youth report very or somewhat strong sense of belonging to community.

Priority Actions

- Health & Wellness Catalyst will complete a situational assessment to determine the barriers to children and youth health and wellness, and available community services and supports for children and youth, and their families.
- Health & Wellness Catalyst will complete stakeholder mapping to identify potential partnerships and their level of involvement.

Long-Term Actions

- Health & Wellness Catalyst will collaborate with internal partners and community stakeholders to develop a coordinated plan to improve the health and wellness, and success of children and youth.

Outcomes

- Coordinated and collaborative programs and services for children and youth.
- Increased civic participation of youth.
- Increased health and wellness of children and youth.

GOAL 7: Promote Personal Health Behaviours.

Targets

- By the end of 2020, decrease the prevalence of smoking on Town Campus by 100%.
- By the end of 2020, all Town facilities with food and beverages options will offer healthy selections.
- By the end of 2020, increase the amount of health and wellness community programs offered and the number of participants by 50%.
- By the end of 2020, RHWC health and wellness program participants report increased awareness of healthy eating and other personal health behaviours, and food skills by 25%.
- By 2024, increase the percentage of RHWC patrons that rate their overall health as very good or excellent by 50%.

Priority Actions

- Health & Wellness Catalyst will collaborate with Community Development and Standards Branch, and Operations teams to develop, implement and enforce smoke-free Town Campus policy.
- Health & Wellness Catalyst will collaborate with Simcoe Muskoka District Health Unit (SMDHU) to develop and implement healthy food and beverage guidelines for Town facilities.
- Health & Wellness Catalyst will collaborate with the Community Programming team to develop and implement health and wellness programming.
- Health & Wellness Catalyst will Establish and maintain partnerships with community stakeholders focused on health and wellness.
- Health & Wellness Catalyst will collaborate with RHWC health care providers, community partners and the Community Programming team to develop and implement community health and wellness programming for the Fisher Community Room and Horodynsky Community Kitchen.

Long-Term Actions

- Health & Wellness Catalyst will collaborate with SMDHU to develop and implement smoke-free policy for multi-unit dwellings in Innisfil.
- Health & Wellness Catalyst will collaborate with RHWC tenants, the Innisfil YMCA and other community stakeholders to develop, implement and evaluate a social prescribing intervention that aims to enable Innisfil residents to co-design their approach to health and wellness.

Outcomes

- Improved Innisfil resident awareness and decision-making regarding personal health behaviours.
- A supportive environment that makes the healthy choice the easy choice.

GOAL 8: Lead and Participate in Research that Identifies and Acts on Health and Wellness Priorities.

Targets

- By January 2020, implement research protocol to understand Innisfil resident perceptions and use of the RHWC.
- By the end of 2020, use the Community Wellbeing Survey results to identify priority action areas to further improve Innisfil resident health and wellness.
- By the end of 2020, use RHWC research results to inform health and wellness interventions across the community.

Priority Actions

- Health & Wellness Catalyst will engage with the County of Simcoe regarding a collaborative approach to measuring the health of the population using the Community Wellbeing Survey.
- Health & Wellness Catalyst will maintain partnerships to develop and implement RHWC research protocol:
- York University's School of Nursing (to facilitate data collection); and,
- Royal Victoria Regional Health Centre's Research Institute (to facilitate research ethics and methodology).

Long-Term Actions

- Coordinating and implementing ongoing research and data collection activities to assess strategy progress and effectiveness.

Outcomes

- Increased understanding of population health and wellness needs.
- Improved planning and implementation of evidence-informed health and wellness interventions that meet population need.

