



Lakelands
Public Health

Lakelands Public Health

Strategic Planning

Overview of Phases 1&2

Overall LPH Strategic Planning Process

Fall 2025

PHASE 1: Internal Engagement and Culture Planning

Objectives: Develop cultural vision and identify strategies to build a unified team culture. Develop proposed organizational values.

Deliverable: Workplace Culture Plan

Activities:

- Document review
- Initial Reflection & Visioning sessions
- Key Informant Interviews
- Staff Engagement Sessions
- Plan Development
- Plan Validation

Winter/Spring 2026

PHASE 2: External Community Engagement

Objectives: Gather information from partners, First Nations, and the broader public

Deliverable: Community Engagement Report

Activities:

- Focus group sessions
- Townhalls
- Interviews
- Survey

Summer/Fall 2026

PHASE 3: Strategic Priority Setting

Objectives: Develop Strategic Plan to guide the work of LPH.

Deliverable: Multi-year Strategic Plan with updated mission, vision and values

Activities:

- Environmental Scan
- Synthesis of previous internal and external engagement
- Additional engagement as needed
- Assess future state and results of program harmonization
- Develop new strategic directions

Phase 1 Internal Engagement

Workplace Culture Planning

Goals of Phase 1 Engagement

- Engage staff through multiple engagement methodologies to build consensus on a shared cultural vision and strategies to build a unified workplace culture at LPH
- Develop proposed values for LPH, to be refined through further phases of strategic planning
- Work with SLT to develop a Workplace Culture Plan and corresponding actions

Engagement Activities

- Focus Group Sessions
- Interviews
- Surveys
- Validation activities

Outputs

- Phase 1 Engagement Report
- Staff Validation Activity Report
- Workplace Culture Plan
- Action Plan

Phase 1 Internal Engagement Participation

A total of **198 staff members** participated in the internal engagement process:

- 116 front-line staff in 10 in-person site specific focus group sessions
- 59 front-line staff in 6 cross-organization virtual focus group sessions
- 23 management in 2 virtual focus-group sessions
- 9 members of the SLT team in key informant interviews

In addition, focus group participants were given the opportunity to provide anonymous feedback through online post-focus group session surveys:

- 35 responses were received in response to the staff survey
- 7 responses were received in response to the management only survey

Additional engagement as part of this Phase 1 has included:

- Project Kick-off meeting with the SLT
- Project Kick-off meeting with the Management Team
- Reflection and Visioning Session with the Board of Health and SLT
- Participation in ASIS to share information about the process
- Presentation of Engagement findings and validation exercise – Staff Meeting November
- Multiple SLT planning meetings to develop the Workplace Culture Plan

Phase 1 Internal Engagement Findings

Overall:

- There is genuine care for the organization and commitment to LPHs public health mission.
- There was consistency of themes across different groups and geographic locations lending credibility to the findings and suggesting these are **shared organizational experiences rather than isolated perspectives**.

Themes from Engagement:

- **Significant strengths:** staff commitment to our work, team level collaboration, supportive management, and adaptability and resilience through the merger;
- **Challenges:** erosion of trust, leadership team perceived as not functioning cohesively, and management needing greater capacity to effectively support their teams, need for clearer communications, roles and scope of authority, desire for more authentic engagement and follow-through, challenges with change management and merger timing;
- **Values:** Strong alignment with legacy organizational values, while surfacing expanded ones;
- **Workplace Culture:** Opportunities to build a unified culture leveraging strengths, strengthening team effectiveness, clarifying roles and decision-making authority, strengthening communications and authentic engagement, and empowering staff.

Phase 1 Internal Engagement

Workplace Culture Plan

Workplace Culture We Want to Create

We are working together towards a Lakelands Public Health that is a *trusted, community-centered* public health organization, where our team have the conditions to be *valued, supported, engaged, physically and psychologically safe*, and *empowered* to do their best work in service of the diverse communities we serve across the region.

Values

Organizational values to be further defined and refined through Phases 2 & 3 of Strategic Planning

- Advocacy
- Collaboration
- Excellence
- Integrity
- Respect

Health Equity as a Core Mandate. Informing the approach through which LPH approaches all aspects of its work.

Workplace Culture Plan

Workplace Culture Plan Strategies:

We are now working on an **Action Plan**, this will include specific activities and monitoring in 3 interconnected Domains:

Leadership, Structure and Accountability. Setting the tone and structure for the organization

Connections and Collaboration. Building one unified culture across the organization

Healthy and Thriving Staff. Creating the conditions for staff to grow personally and professionally



Phase 2 External Engagement

Goals of Phase 2 Engagement

- Inform about changes happening at LPH
- Gather insights and input into the vision and mission of LPH
- Uncover opportunities and focus areas that are important for LPH to consider as part of the Strategic Plan

Engagement Activities

- Focus Group Sessions
- Interviews
- Townhalls
- Public Communications Campaign & Survey

Target Groups

- Partner Organizations
- Tables / Working Groups
- Indigenous / First Nations
- Broader Public

Timing

March through
to June 2026

Phase 2 External Engagement

Phase 2 Questions to Consider

- How can we best engage community partners and the broader public? Do you have suggestions about who needs to be included in this process?
- How can we elevate discussions to focus on the long-term health of communities?

Needed Support from the Board of Health

- Be ambassadors of this work and encourage constituents to participate in the process
- Speak with constituents, including partner organizations and other elected municipal representatives
- Attend Townhall sessions



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Questions?

