



CANADIAN  
PUBLIC HEALTH  
ASSOCIATION

The Voice of Public Health

CANADIAN PUBLIC HEALTH ASSOCIATION

# STRATEGIC PLAN

2016-2020

# THE VOICE OF PUBLIC HEALTH

**The Canadian Public Health Association** is the independent national voice and trusted advocate for public health, speaking up for people and populations to all levels of government.

We champion health equity, social justice and evidence-informed decision-making. We leverage knowledge, identify and address emerging public health issues, and connect diverse communities of practice. We promote the public health perspective and evidence to government leaders and policy-makers. We are a catalyst for change that improves health and well-being for all.

We support the passion, knowledge and perspectives of our diverse membership through collaboration, wide-ranging discussions and information sharing.

We inspire organizations and governments to implement a range of public health policies and programs that improve health outcomes for populations in need.

## **OUR VISION**

A healthy and just world

## **OUR MISSION**

To enhance the health of people in Canada and to contribute to a healthier and more equitable world.

For more information, contact:

### **Canadian Public Health Association**

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Founded in 1910, the Canadian Public Health Association (CPHA) is the independent voice for public health in Canada with links to the national and international communities. As the only Canadian non-governmental organization focused exclusively on public health, CPHA is uniquely positioned to advise decision-makers about healthy public policy and to guide initiatives to help safeguard the personal and community health of Canadians and people around the world.

CPHA is a national, not-for-profit, voluntary membership-based association. CPHA's members believe in universal and equitable access to the basic conditions that are necessary to achieve health for all.

## CONTEXT

CPHA will continue to model values of transparency and accountability and therefore, this plan will be outcomes-focused, identifying specific measures and indicators wherever possible. The proposed objectives must be aligned with the financial realities of the organization at present and for the foreseeable future.

Building on its well-established status and unique history, CPHA will continue to leverage its credibility as a force for change in the public health system and the broader domain of healthy public policy.

Public health continues to be a domain with inter-jurisdictional accountability. While CPHA has a critical national-level policy role to play, the organization remains committed to working collaboratively with other like-minded, traditional and non-traditional stakeholders to improve the health of people across Canada and internationally.

The core functions of the Association include:

- membership services;
- development of evidence-informed policy alternatives;
- outreach, mobilization and advocacy;
- knowledge development, translation and exchange; and
- collaborations with a broad range of groups, networks, coalitions and its members.

## OUR VISION

A healthy and just world

## OUR MISSION

CPHA's mission is to enhance the health of people in Canada and to contribute to a healthier and more equitable world.

## POSITIONING STATEMENT

Canada's Public Health Leader

## ONGOING RENEWAL

On an annual basis, the environmental conditions and assumptions behind the strategic plan will be reviewed. Should these assumptions change markedly, the goals will be adjusted accordingly.

## GOALS

Six interconnected goals have been identified to act as the building blocks for the fulfillment of the Association's mission:

- CPHA has a dynamic and engaged membership
- CPHA is the national, independent, evidence-based voice for public health in Canada
- CPHA represents the public health community's interests in public health system renewal
- CPHA is a convener of partners to identify solutions to public health issues
- CPHA inspires and motivates change in support of health equity
- CPHA is financially and organizationally resilient and sustainable

## OUTCOMES, ACTIONS AND MEASURES

### CPHA has a dynamic and engaged membership

Membership in CPHA is voluntary. Together, our members represent a wide range of disciplines and professions, encompassing the breadth and depth of the Association's work on issues of significance to public health's front line and at the national level. Our members are engaged in the development of evidence-informed policy alternatives and in advocating for their adoption by decision-makers. They support and mentor their colleagues and new practitioners, and share their collective knowledge within and across sectors. They are actively engaged in the governance of CPHA and in the various activities organized by the Association.

### Desired Outcomes

By 2020:

- CPHA will have a diverse, growing and engaged membership
- CPHA members will invest their resources in the Association
- CPHA members will report a sense of identification with public health

### Strategic Actions

Over the next five years, CPHA will:

- Increase the number of new members and improve the retention rate of existing members
- Increase its level of engagement with members
- Improve its level of reciprocity and responsiveness to its members
- Establish and engage with a Membership Working Group

## CPHA is the national, independent, evidence-based voice for public health in Canada

CPHA advocates for the improvement and maintenance of personal and community health through the development of policy alternatives based on the best available qualitative and quantitative evidence. As a membership-based organization, CPHA responds to issues of concern to the Canadian public and public health community. These issues are often broad and varied, and are not associated with any single discipline; there are a variety of opportunities and venues for stakeholders interested in CPHA's public health positions and policies. CPHA engages a broad range of researchers and practitioners to ensure the integrity and relevance of all of its position statements, policies, and advocacy activities.

### Desired Outcomes

By 2020:

- CPHA's advocacy and policy alternatives are based on the best available evidence
- CPHA is recognized as the independent voice for the health of the public
- CPHA's work is considered in policy discussions of federal/provincial/territorial governments and public health organizations and educational institutions

### Strategic Actions

Over the next five years, CPHA will:

- Ensure its work is of high quality
- Ensure that all positions, reports, etc. approved by the Board of Directors go through the approved development process
- Position itself as the independent voice for the health of the public
- Support the *Canadian Journal of Public Health*\* to foster excellence in public health research, scholarship, policy and practice

\* The CJPH is an independent entity and this key performance indicator is determined by the Editorial Board.

- Create a comprehensive marketing and communications plan
- Increase social and traditional media uptake of CPHA policy alternatives
- Engage policy-makers to consider CPHA's policy alternatives in their decision-making processes

## CPHA represents the public health community's interests in public health system renewal

As the only national, non-governmental organization focused exclusively on the broad range of public health issues and practices, CPHA is uniquely positioned to advise decision-makers on and advocate for public health system reform in support of the public health community's interests. In order to preserve, renew and strengthen the public health system and practice, CPHA collaborates with a wide range of public health organizations in the accomplishment of this goal.

### Desired Outcomes

By 2020:

- CPHA is recognized as a lead organization for public health systems renewal and sustainability
- The pan-Canadian public health system is strong and functioning and CPHA can point to its role in making this happen

### Strategic Actions

Over the next five years, CPHA will:

- Be visible as the representative organization for the public health community
- Actively follow through on its policy advocacy activities
- Strengthen relations with political decision-makers and the bureaucracy

## **CPHA is a convener of partners to identify solutions to public health issues**

CPHA works with various partners and stakeholders to support the development and dissemination of public health initiatives and evidence-based policy alternatives. This work is accomplished through both bilateral (one-on-one) and multilateral (networks) relationships with like-minded, traditional and non-traditional partner organizations.

### **Desired Outcomes**

By 2020:

- CPHA, its partners and other stakeholders are visible as leaders in public health initiatives

### **Strategic Actions**

Over the next five years, CPHA will:

- Sustain high-quality conferences
- Strengthen relations with all parts of the public health community, including the schools and programs of population and public health
- Strengthen relations with non-governmental organizations with common interests in public health
- Encourage collaboration with the Canadian Network of Public Health Associations (CNPHA) on public health advocacy
- Work with the Canadian Coalition for Public Health in the 21st Century (CCPH21) to develop and advocate for evidence-informed policy alternatives

## **CPHA inspires and motivates change in support of health equity**

The pursuit of good health and health equity is a continual process of creating opportunities and putting into place the socio-economic, ecosystem, political and structural means to support their attainment. CPHA is committed to sustained action that leads to improvement in health equity in partnership with other organizations.

### **Desired Outcomes**

By 2020:

- CPHA's evidence-based policy alternatives and project activities are based on the foundational principle of health equity
- CPHA is recognized as a leader in promoting policies and programs that address health equity

### **Strategic Actions**

Over the next five years, CPHA will:

- Apply an appropriate health equity assessment tool in the policy alternative development process
- Identify and support activities that address structural barriers to health equity in Canada
- Apply principles of health equity in its operations and activities

## **CPHA is financially and organizationally resilient and sustainable**

The Association understands resilience and organizational agility are fundamental to how it conducts business and establishes appropriate business practices to support a flourishing business model. The sustainability of the Association goes beyond finances and CPHA must ensure that the necessary infrastructure is in place for it to accomplish its mission.

### **Desired Outcomes**

By 2020:

- CPHA will have a diverse revenue base
- CPHA will have the necessary infrastructure in place to support its activities

### **Strategic Actions**

Over the next five years, CPHA will:

- Improve financial stability and resilience through a diversified funding base
- Ensure necessary staff positions are filled to support Association activities
- Maintain Board participation and fulfil Board and standing committee responsibilities



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