



CANADIAN  
PUBLIC HEALTH  
ASSOCIATION

The Voice of Public Health

CANADIAN PUBLIC HEALTH ASSOCIATION

# STRATEGIC PLAN

2021-2025

## ROADMAP TO CHANGE

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# 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**

Healthy people and communities thriving in inclusive, equitable, sustainable environments.

## **OUR MISSION**

To enhance the health of all people and communities in Canada, particularly those who are structurally disadvantaged, and to contribute to a healthier and more equitable world.

For more information, contact:

### **Canadian Public Health Association**

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“The road we travel is equal in importance to the destination we seek. There are no shortcuts. When it comes to Truth and Reconciliation we are forced to go the distance.”

The Honourable Justice Murray Sinclair, Senator  
Former Chief Commissioner, Truth and Reconciliation Commission of Canada

CPHA envisions an equitable and sustainable world inhabited by healthy people in thriving communities. Today, achieving our vision for public health faces many challenges. The COVID-19 pandemic and the opioid crisis have amplified the shortcomings in our health surveillance systems and the failings of our health and social safety nets. The climate crisis poses an existential threat. Racialized, Black, Asian and Indigenous Peoples continue to endure the pernicious effects of systemic barriers limiting their ability to receive quality health and social services. Far too many in our society are denied equitable access to the social, ecological, and structural determinants of health, the primary factors that shape the health and well-being of individuals and communities.

CPHA will continue to advocate for healthy public policy on current and emerging public health issues while acknowledging and speaking out on deep-rooted inequities and social injustices. With courage, innovation and commitment, CPHA will draw on the collective strength of its members' public health expertise and passion for change to accelerate progress in key strategic areas.

## VISION STATEMENT

Healthy people and communities thriving in inclusive, equitable, sustainable environments.

## MISSION STATEMENT

To enhance the health of all people and communities in Canada, particularly those who are structurally disadvantaged, and to contribute to a healthier and more equitable world.

## VALUES

These organizational values are a declaration by CPHA of what it holds important and to what it aspires. By communicating and living these organizational values, CPHA knows where to put its attention, can make decisions more quickly, and can commit more fully to those decisions. These values are inextricably linked with each other:

- Respect & Cultural Humility;
- Relationships & Collaboration; and
- Equity & Social Justice.

## CORE FUNCTIONS

CPHA maintains a suite of core functions designed to achieve the results necessary for the Association to achieve its mission. The core functions of the Association include:

- Engagement with a dynamic membership;
- Development of evidence-informed policy alternatives;
- Outreach, collaboration, and advocacy;
- Knowledge development, translation and exchange; and
- Maintenance of financial and organizational resilience and sustainability.

## STRATEGIC PRIORITIES

CPHA has seven interconnected strategic priorities for 2021-2025. CPHA will:

- Advocate for healthy public policy;
- Strengthen and renew public health systems and practice;
- Advance Truth and Reconciliation with Indigenous Peoples;
- Advance social justice, anti-oppression and anti-racism;
- Promote population mental wellness;
- Promote action on the ecological determinants of health; and
- Enhance engagement and organizational sustainability.

## ACTIONS, OUTCOMES AND MEASURES

### Advocate for healthy public policy

CPHA develops policy alternatives based on the best available qualitative and quantitative evidence in support of its advocacy efforts. As a membership-based organization, we respond 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. We engage a broad range of knowledge holders (including researchers, practitioners, people with lived and living experience) to ensure the integrity and relevance of all of our position statements, policies, and advocacy activities.

#### Strategic actions

Over the next five years, CPHA will:

- Anticipate and respond to evolving policy landscape by researching issues for which focused and timely interventions by CPHA could influence the policy dialogue and decision-making;
- Implement new policy development process in support of evidence-informed policy alternatives;
- Create an advocacy strategy template that can be applied flexibly to different topics; and
- Advocate for healthy public policy.

#### Desired outcomes

By 2025:

- CPHA's advocacy and policy alternatives are based on the best available evidence and knowledge (as broadly defined in the new policy development process).
- CPHA is recognized as the independent voice advocating 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.

## Strengthen and renew public health systems and practice

CPHA recognizes the right of governments to organize themselves as necessary to meet their constitutional, legislative and policy mandates, but believes it is important to highlight the improvements in quality of life, cost savings and cost efficiencies that public health programs and services provide to Canadians. In order to preserve, renew and strengthen public health systems and practice, CPHA will continue to collaborate with a wide range of stakeholders to accomplish this goal.

### Strategic actions

Over the next five years, CPHA will:

- Develop recommendations for targeted action for public health systems renewal;
- Publish a policy brief calling for public health systems renewal including the development of a Canada Public Health Act; and
- Advocate in collaboration with relevant stakeholders for government action to strengthen public health systems and the creation of a Canada Public Health Act.

### Desired outcomes

By 2025:

- One or more targeted recommendations to strengthen public health systems in Canada have been developed and shared with relevant stakeholders; and
- A proposed rationale and framework for the strengthening of public health systems has been developed and principles endorsed by relevant stakeholders.

## Advance Truth and Reconciliation with Indigenous Peoples

CPHA recognizes that Truth and Reconciliation is an ongoing and evolving process, and that every interaction between Indigenous Peoples and non-

Indigenous people is an opportunity to advance truth and reconciliation. CPHA commits to being an organization that meaningfully embeds truth and reconciliation in its work and strives to have robust relations with Indigenous Peoples based on mutual respect, trust, and dialogue.

### Strategic actions

Over the next five years, CPHA will:

- Complete the operationalization of the Indigenous Advisory Council and adopt processes to ensure effective incorporation of guidance into CPHA's policies, programs and practices;
- Review the Truth and Reconciliation Commission's (TRC) Calls to Action and develop and implement targeted responses (relevant to health);
- Advocate for policies and actions that promote Indigenous self-determination, self-governance, and self-reliance, and advocate for adoption in legislation of the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) by the federal government; and
- Develop an evolving program of opportunities for members of the Board of Directors, other volunteers and employees to learn about enduring colonialism, and help internalize this learning organizationally and individually.

### Desired outcomes

By 2025:

- Guidance from the Indigenous Advisory Council is incorporated in CPHA's activities;
- CPHA has strengthened partnerships and relations with Indigenous Peoples (organizations);
- CPHA is seen as a model for national organizations in the response to the TRC Calls to Action;
- An increase in the number of CPHA members who self-identify as Indigenous; and
- Members of the Board of Directors, other volunteers and employees demonstrate increased cultural humility through increased knowledge and use in practice.

## Advance social justice, anti-oppression and anti-racism

CPHA recognizes that by working to achieve social justice, we can positively affect inequities in several domains, including health. CPHA recognizes that Canada is a nation where racism and colonialism are social and structural determinants of health that result in inequities with regard to social inclusion, economic outcomes, personal health, and access to and quality of health and social services. CPHA commits to embedding anti-oppression and anti-racism interventions in organizational activities, and will advocate for the removal of systemic and structural barriers in society to create conditions for equity and ensure that everyone lives with dignity and equal opportunity.

### Strategic actions

Over the next five years, CPHA will:

- Integrate explicit anti-oppression and anti-racism elements into its policy development process so that the Association's position statements, policies and procedures advance social justice;
- Advocate for the removal of systemic and structural barriers in society to support the development of conditions for equity and ensure that everyone lives with dignity and equal opportunity;
- Develop and implement an action plan designed to incorporate anti-oppression and anti-racism principles into CPHA's work; and
- Continue to improve CPHA's recruitment processes for the Directors of the Board and employees that are inclusive and value a diversity of identities and experiences.

### Desired outcomes

By 2025:

- CPHA has developed and implemented a comprehensive equity, diversity and inclusion

(EDI) strategy based on the principles of anti-oppression and anti-racism;

- CPHA's position statements, policies and procedures consistently identify existing inequities in society, are explicitly anti-oppressive and anti-racist, and make specific recommendations to further social justice;
- CPHA's policy development process explicitly includes anti-oppression and anti-racism as elements to be addressed;
- CPHA is recognized as a valued collaborator on social justice issues; and
- CPHA's membership, Board of Directors, volunteers and Employees better reflect Canada's diversity (race, ethnicity, Indigeneity, gender, class, sexuality, geography, age, (dis)ability, migration status, religion, etc.).

## Promote population mental wellness

CPHA recognizes the intersection among health promotion, public health and population mental wellness. CPHA will advocate for the continued development and implementation of a national strategy for population mental wellness that incorporates personal, social and ecological determinants of health.

### Strategic actions

Over the next five years, CPHA will:

- Advocate for the development and implementation of a national strategy for population mental wellness that includes addressing the effects of colonialism, racism and social exclusion on population mental wellness;
- Advocate for surveillance and research activities on the determinants of population mental wellness and help develop approaches for addressing any gaps; and
- Continue to build coalitions and partnerships to mobilize knowledge related to population mental wellness.

**Desired outcomes**

By 2025:

- Recommendations for a national strategy for population mental wellness has been developed and shared with governments and relevant stakeholders;
- Recommendations for surveillance and research activities on the determinants of population mental wellness have been developed and shared with governments and relevant stakeholders; and
- There is a growing number of voices supporting population mental wellness.

**Promote action on the ecological determinants of health**

CPHA recognizes the scientific consensus that without rapid mitigation of greenhouse gas emissions, the corresponding adverse health, social and economic effects will only intensify. CPHA will continue to advocate for rapid and effective climate action that supports health co-benefits and a just transition for affected workers. CPHA supports sustainable human development that maintains the delicate balance between human activities and the natural environment.

**Strategic actions**

Over the next five years, CPHA will:

- Continue to collaborate with other efforts to mobilize knowledge related to the health benefits of climate action; and
- Continue to use low carbon alternatives and carbon offsets to mitigate the impact of organizational activities on the climate.

**Desired outcomes**

By 2025:

- The public health community has increased understanding of the ecological determinants of health and actions required to limit their deterioration;

- There is a growing number of voices supporting action on the ecological determinants of health; and
- CPHA's activities are conducted in a manner that is environmentally sustainable.

**Enhance engagement and organizational sustainability**

CPHA's members represent a wide range of disciplines and professions. They are engaged in the development of CPHA's evidence-informed policy alternatives and advocate (alongside like-minded stakeholders) for their adoption. CPHA further recognizes that 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 ensures that the necessary infrastructure is in place for it to accomplish its mission.

**Strategic actions**

Over the next five years, CPHA will:

- Engage and collaborate with its members and relevant stakeholders;
- Develop and exchange knowledge;
- Enhance its financial and organizational sustainability.

**Desired outcomes**

By 2025:

- Increased collaboration with relevant stakeholders;
- Increased involvement with, and interest of, all media types;
- Organizational financing and infrastructure are adequate and stable; and
- Board and Committee positions are filled and terms of reference fulfilled.



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