

MIDDLESEX-LONDON BOARD OF HEALTH

REPORT NO. 02-25QGC

TO: Chair and Members of the Quality and Governance Committee
FROM: Dr. Alexander Summers, Medical Officer of Health
Emily Williams, Chief Executive Officer
DATE: 2025 February 20

2023-25 PROVISIONAL PLAN 2024 Q4 STATUS UPDATE

Recommendation

It is recommended that the Quality and Governance Committee recommend to the Board of Health to receive Report No. 02-25QGC re: "2023-25 Provisional Plan 2024 Q4 Status Update" for information.

Report Highlights

- Continued progress has been made on many of the Provisional Plan strategic initiatives within the last quarter (Q4) of 2024; however, some initiatives have experienced delays and others continued to be paused following an SLT reprioritization process in Q3.
- The initiative to develop an organizational emergency response plan (ERP) and continuity of business operation plan (COOP) has been completed. This is the first provisional plan initiative to be completed.
- Three types of risks were identified within the tactics in Q3 2024: (1) Operational / Service Delivery, (2) People / Human Resources, and (3) Financial.

Background

The Health Unit continues to ensure that the priority areas, goals, and directions identified on the Provisional Plan are prioritized and balanced with the ongoing demands of the organization.

On May 18, 2023, the Board of Health approved the 2023-24 Provisional Plan available on the health unit [website](#). It has since been extended to the end of 2025 (now called the 2023-25 Provisional Plan) per [Report No. 04-24](#).

Provisional Plan Status Update

Over the October to December 2024 timeframe, the Health Unit continued to execute key deliverables associated with several strategic initiatives, as outlined in the Q4 2024 Provisional Plan Status Report ([Appendix A](#)).

The initiative to develop an organizational emergency response plan (ERP) and continuity of business operation plan (COOP) has been completed. This is the first initiative to be completed as part of the provisional plan.

The following initiatives have experienced delays or pauses:

- The Partnership Engagement Framework and Partnership Inventory initiatives were placed on hold at the beginning of Q3 resulting in no activities being completed during Q4. This initiative is planned to resume in Q1 2025 with a trial of the draft inventory.
- The Intervention Description and Indicator Development initiative was paused towards the end of Q3 and during Q4. Timelines have been extended to respond to competing priorities. This initiative is planned to resume in Q1 2025.
- The sociodemographic and race-based data collection project experienced a decline in staff participation rate due to a number of operational and service delivery factors. A number of strategies are planned for Q1 2025 to further understand the challenges in data collection from early adopter teams and explore technical solutions.
- Some activities associated with the Job Description Review experienced delays in Q4 due to limited staff capacity to review position descriptions.
- Some activities associated with Document and Refine Budgeting Processes were delayed due to turnover in the Finance team.

A process is now in place to track the level of engagement required for various organizational initiatives by leaders through an agency-wide Gantt chart. This is regularly reviewed and updated at the Senior Leadership Committee (SLC). This strategy is aligned with our new Framework for a Learning Organization (FLO) as we learn and improve internal coordination and communication of strategic initiatives.

Three types of risks continue to be identified within the tactics in Q4 2024 provisional plan reporting as follows:

- **Operational / Service Delivery:** Leader / staff capacity to engage in planning discussions or implement tasks associated with initiatives. There is also a recognition that some of the initiatives (e.g., KPI development for quality and effectiveness indicators) will require several years beyond the current provisional plan timelines to meet the goal of ensuring public health programs are effective and grounded in evidence.
- **People / Human Resources:** MLHU must initiate planning on the Continuity of Operations Plan (COOP) and Labour Disruption Plan in advance of union negotiations for both unions in April/May 2025. Documentation of budget processes in Q3/Q4 experienced challenges due to significant turnover in the Finance Team. Mitigation strategies include the CEO leading budgeting processes, engaging a neighboring health unit CFO, retaining external accounting support, and securing new staff on the Finance Team including the hiring of a new Comptroller and New Associate Director of Operations (including Finance).
- **Financial:** While increased municipal funding mitigated further lay-offs, the 1% increase for 2026 from the province will influence budget planning for next year.

Next Steps

Work will continue on the 2023-25 Provisional Plan initiatives, according to the planned/updated project documentation. A Steering Committee has been formed to guide the 2026-2030 Strategic Plan development and an RFP has been issued to bring a consultant in to lead its development.

This report was written by the Strategy, Planning and Performance team.



Alexander Summers, MD, MPH, CCFP, FRCPC
Medical Officer of Health



Emily Williams, BScN, RN, MBA, CHE
Chief Executive Officer

This report refers to the following principle(s) set out in Policy G-490, Appendix A:

- The good governance and management practices as outlined in the [Ontario Public Health Standards: Requirements for Programs, Services and Accountability](#).

This topic has been reviewed to be in alignment with goals under the Middlesex-London Health Unit's [Anti-Black Racism Plan](#) and [Taking Action for Reconciliation](#); specifically, the Provisional Plan holds the MLHU accountable to coordinated implementation of both the plans.