

**MIDDLESEX-LONDON BOARD OF HEALTH**

**REPORT NO. 04-25QGC**

**TO:** Chair and Members of the Quality and Governance Committee

**FROM:** Emily Williams, Chief Executive Officer  
Dr. Alexander Summers, Medical Officer of Health

**DATE:** 2025 February 20

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**Q4 2024 RISK REGISTRY UPDATE**

**Recommendation**

*It is recommended that the Quality and Governance Committee recommend to the Board of Health to:*

- 1) Receive Report No. 04-25QGC re: “Q4 2024 Risk Registry” for information; and
  - 2) Approve the Q4 Risk Register ([Appendix A](#))
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**Report Highlights**

- Two (2) new risks identified in Q4 for a total of eight (8) risks in Q4 2024. The two new risks were identified in the following categories:
  - One Operational/Service Delivery – MLHU website requires a refresh
  - One Legal/Compliance category – legal proceedings in Q1 2025
- Residual Risk in Q3 2024:
  - Two (2) classified as minor risk.
  - Three (3) classified as moderate risk.
  - Three (3) classified as significant risk.

**Background**

In January 2018, the Ministry of Health and Long-Term Care (now called the Ministry of Health) implemented modernized Ontario Public Health Standards (OPHS) and introduced new accountability and reporting tools required under the Public Health Accountability Framework.

The OPHS requires boards of health to have a formal risk management framework in place that identifies, assesses, and addresses risks. In response to OPHS, MLHU maintains a Risk Register ([Appendix A](#)) which is a repository for all risks identified across the organization and includes additional information about each risk (priority rating, mitigation strategies, and residual risk). It captures MLHU’s response and actions taken to address risks, which are monitored on a quarterly basis and reported to the Board.

**Q4 2024 Risk Register**

There are eight (8) risks identified on the Q4 2024 Risk Register.

Of the eight (8) risks identified on the Q4 Risk Register:

- Three (3) carry **significant residual risk** within the Financial and People/Human Resources and Legal/Compliance categories.
  - Financial risk related to sustained financial pressures as the provincial government 1% funding increase is not sufficient to offset contractual obligations and general inflation. MLHU awaits a response from the Ministry with respect to one-time COVID and outbreak disease funding request.
  - People/HR risk related to reduced resiliency post restructuring. Continue to support leaders and staff through change. Goal and priority setting exercises to focus teams on core deliverables.
  - Legal/Compliance risk related to legal matter in Q1 2025.
- Three (3) carry **moderate residual risk** within the Political, Technology and Operational/Service Delivery categories.
  - Political risk related to health unit mergers. Voluntary mergers were approved, merging nine (9) health units into four (4) newly created health units. No new mergers are anticipated.
  - Technology risk related to token management, which has been mitigated by IT assuming ownership of this workflow.
  - Operational/Service Delivery risk related to MLHU requiring a new website provider. Currently exploring vendor and pricing options.
- Two (2) carry **minor residual risk** related to Technology and Legal/Compliance risk categories, both of which have been mitigated to acceptable level of risk.

Priorities for 2025 are continued support for staff/leaders, hardening cyber defenses, reducing the financial gap and business continuity planning. A new risk register will be developed in 2025, enhancing how risks are identified and communicated within the agency and to the BOH.

This report was written by the Associate Director, Operations and Privacy Officer.



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



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

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

- The Good Governance and Practices standard as outlined in the [Ontario Public Health Standards: Requirements for Programs, Services and Accountability](#).
- The following goal or direction from the [Middlesex-London Health Unit's Strategic Plan](#):
  - Organizational Excellence – we make decisions, and we do what we say we are going to do.
  - Direction 4.2 – Develop and initiate an organizational quality management system

**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 recommendation Governance.**