

MIDDLESEX-LONDON BOARD OF HEALTH

REPORT NO. 38-24

TO: Chair and Members of the Board of Health
FROM: Emily Williams, Chief Executive Officer
Dr. Alexander Summers, Medical Officer of Health
DATE: 2024 May 16

QUARTERLY RISK REGISTER UPDATE – Q1 2024

Recommendation

It is recommended that the Board of Health:

- 1) Receive Report No. 38-24 re: “MLHU Q1 Risk Register” for information; and
- 2) Approve the Q1 Risk Register ([Appendix A](#)).

Report Highlights

- There were ten (10) risks identified in Q4 of 2023.
- Four (4) risks were removed as they have been appropriately mitigated and one (1) new risk was added to the Risk Register in the People/Human Resources category.
- Residual Risk in Q1 2024-25:
 - Two (2) classified as minor risk.
 - Three (3) classified as moderate risk.
 - Two (2) 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 require boards of health to have a formal risk management framework in place that identifies, assesses, and addresses risks. In response to the 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 2023 Risk Register

There are seven (7) risks identified on the Q1 2024-25 Risk Register.

Of the seven (7) risks identified on the Q4 Risk Register:

- Four (4) are high risk.
 - Two (2) carry significant residual risk within the Financial and People/Human Resources categories. The People/Human Resources risk is new for Q1.
 - Financial risk related to COVID-19 funding and mitigation.
 - People/Human Resources risk related to restructuring – reduced productivity as new teams are forming/learning new work in Q1.
 - Two (2) carry moderate residual risk within Financial and Political categories.
- Three (3) are medium risk.
 - One (1) carries moderate residual risk related to the Technology risk category.
 - Two (2) carry minor residual risk related to Technology and Legal/Compliance risk categories.
 - These three (3) risks are receiving effective mitigation strategies to minimize organizational risk to an acceptable level.

Substantial progress was made in risk mitigation from Q4 2023 to Q1 2024. The four (4) risks that were removed from the Risk Register were within the following categories:

- Three (3) People/Human Resources.
 - Staff burnout potential (related to COVID-19 specifically)
 - Recruitment and retention concerns
 - Job evaluation process
- One (1) Political – related to Board of Health Provincial appointments.

This report was written by the Manager, Privacy, Risk and Client Relations.



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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.