MIDDLESEX-LONDON BOARD OF HEALTH

REPORT NO. 44-24

TO: Chair and Members of the Board of Health

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

DATE: 2024 June 20

INTRODUCTION TO THE MLHU MANAGEMENT OPERATING SYSTEM

Recommendation

It is recommended that the Board of Health receive Report No. 44-24 re: "Introduction to the MLHU Management Operating System" for information.

Report Highlights
- The MLHU is implementing a Management Operating System (MOS) in an effort to answer the following key questions:
  1. Are we doing the right things?
  2. Are we doing what we do well?
- The MOS is an integrated system that describes the structure and processes for decision making and accountability to ensure consistent quality in meeting organizational goals.
- The MOS will align and integrate policies and procedures into four core processes: Strategic Planning, Operational Planning and Implementation, Risk Management, and Organizational Performance Management (Appendix A). The core processes are at different stages of development.

Background

Over the past two years, the MLHU has been trying to answer two foundational questions:

1. Are we doing the right things?
2. Are we doing what we do well?

To understand the first question, staff have been documenting and describing the work of the MLHU, categorizing efforts into a suite of common interventions. These are the 'tools in our toolbox' that the MLHU can draw on to achieve public health goals and objectives. To help answer the second question, a Management Operating System (MOS) has been developed.

Management Operating System in development

The MOS is the administrative governance system by which MLHU is directed and managed. It is an integrated system that describes the structure and processes for decision making and accountability that guide behaviour. This framework ensures consistent quality in meeting organizational goals. Foundational aspects of the MOS include:

- Defined accountabilities and decision-making authorities
- Organizational and programmatic structure and design including definitions and documentation of the work we do (our interventions), and the diseases, topics, or populations on or with which we work (our programs)

The MOS will align and integrate our policies and procedures into four core processes (Appendix A):
- Strategic Planning,
- Operational Planning and Implementation,
- Risk Management, and
- Organizational Performance Management.

The core processes are at different stages of development.

Processes and policies exist for strategic planning, which continued during and in the recovery from the pandemic in the form of provisional plans. While the provincial vision for public health is unclear, updates to the Ontario Public Health Standards (OPHS) are anticipated in 2024. This will inform and enable broader strategic planning in 2025 for the 2026-2030 cycle.

Operational planning is an immature component of the MOS. There is currently no consistent, standardized operational planning process. Templates and processes will be developed for teams to utilize. Critical elements include incorporating strategic tactics (that the team is involved in), program related interventions, activities and tasks to meet the OPHS, management related tasks (e.g. budgeting, hiring) and, administrative related tasks (e.g. planning, administration). Once defined, organizational planning will link to all other aspects of the MOS.

Regarding risk management, there are processes in place for documenting risks and connecting leadership staff and the Board of Health in their review. The risk framework is sufficient, however it is currently a "stand alone" process, in that it is not clearly integrated with strategic planning or organizational performance management. There are opportunities to embed a risk-management mindset into the other core processes.

Significant effort has been invested to develop organizational performance management (OPM). This core process is intended to align people, resources, and processes to ensure that we are doing the right things and doing them well. It will help the organization identify risks and create timely solutions, supporting leaders in monitoring interventions and programs. The OPM system will more clearly provide a structure to enable accountability and excellence in the agency, and ensure ongoing learning and improvement.

Next Steps

Significant foundational development has been completed, and is captured in the MOS Policy, which is an anchoring policy of the Administrative Policy Manual. A diverse, internal

implementation working group has guided the development of frameworks, concepts, communication and implementation. Over the past year the evolving MOS has been communicated to leaders and a formal roll-out of the concepts to all staff is planned for mid-June to late July 2024.

The MLHU has initiated organizational performance management with first quarter (Q1) 2024 reporting. Quarterly reports sequence through all leadership levels (i.e., from Managers to Directors, from Directors to MOH and CEO, and from MOH and CEO to the Board of Health). Q1 reports include quantitative measures including financial variance and staffing levels and currently describe public health intervention achievements in narrative form. The OPM process will evolve over time through the gradual incorporation of organizational and programmatic key performance indicators (KPIs). The first round of organizational performance reporting will be shared with the Board of Health in July of 2024.

This report was written by the Public Health Foundations division.

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

- The organization requirements in the Public Health Accountability Framework 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:
  - Our public health programs are effective, grounded in evidence and equity
  - We make effective decisions, and we do what we say we are going to do

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 broad sets of recommendations related to governance and accountability in both plans.**