

**MIDDLESEX-LONDON BOARD OF HEALTH**

**REPORT NO. 60-24**

**TO:** Chair and Members of the Board of Health  
**FROM:** Dr. Joanne Kearon, Acting Medical Officer of Health  
Emily Williams, Chief Executive Officer  
**DATE:** 2024 September 19

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**2023-25 PROVISIONAL PLAN 2024 Q2 STATUS UPDATE**

**Recommendation**

*It is recommended that the Board of Health receive Report No. 60-24 re: “2023-25 Provisional Plan 2024 Q2 Status Update” for information.*

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**Report Highlights**

- Progress has been made on all 14 Provisional Plan strategic initiatives within the second quarter of 2024.
- One tactic among six within the management operating system initiative has not been initiated: *development of a template for programmatic operational plans*. This is planned to be initiated in Q3 2024.
- Four types of risks were identified within the tactics in Q2 2024: (1) Operational / Service Delivery, (2) People / Human Resources, (3) Financial, and (4) Information / Knowledge.
- Many initiatives are at a point of requiring leader consultation, piloting with select teams, and/or organization-wide implementation. To prevent workload concerns among staff and leaders, a re-prioritization process is underway. This process will result in some initiatives being put on hold, beginning in Q3.

**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

This Q2 status update reflects the fourth time for the Strategy, Planning and Performance (SPP) team to report on the 2023-25 Provisional Plan. Over the April to June 2024 timeframe, the Health Unit has executed key deliverables associated with several strategic initiatives. A Q2 2024 Provisional Plan Status Report has been included in [Appendix A](#).

Considerable progress has been made on all 14 strategic initiatives during the second quarter of 2024. However, many initiatives are now at the stage where leader consultation, piloting with select teams, or implementation across the organization is required. Leaders have raised concerns regarding competing demands on their time due to the simultaneous rollout of multiple initiatives following organizational restructuring in Q1. In response, SLT is engaging in a re-prioritization process to stagger the engagement of leaders and staff on these strategic initiatives. As a result, this will impact progress on initiatives in Q3 and Q4. The re-prioritization process is aligned with the new Framework for a Learning Organization as the MLHU improves internal coordination and communication of strategic initiatives.

In addition, one tactic among six within the management operating system initiative has not been initiated: *development of a template for programmatic operational plans*. This is planned to be initiated in Q3 2024 to support development of 2025 operational plans.

Four types of risks were identified within the tactics in Q2 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., Key Performance Indicator development) 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 in March 2025.
- **Financial:** There is a funding shortfall directly related to inflation requiring internal savings strategies to balance the 2025 budget.
- **Information / Knowledge:** There are risks identified regarding the planning assumptions for 2025 as a result of labour negotiations planned for 2025.

## Next Steps

Work will continue on the 2023-25 Provisional Plan initiatives, according to the planned project documentation. Project plans will be updated to reflect SLT re-prioritization discussions to reflect new timelines for impacted projects. This will also consider the appropriate timing to engage in strategic planning to develop the 2026-2030 Strategic Plan.

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



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Acting 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.**