

MIDDLESEX-LONDON BOARD OF HEALTH

REPORT NO. 75-24

TO: Chair and Members of the Board of Health
FROM: Dr. Alexander Summers, Medical Officer of Health
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DATE: 2024 November 21

2023-25 PROVISIONAL PLAN 2024 Q3 STATUS UPDATE

Recommendation

It is recommended that the Board of Health receive Report No. 75-24 re: “2023-25 Provisional Plan 2024 Q3 Status Update” for information.

Report Highlights

- Progress has been made on many of the Provisional Plan strategic initiatives within the third quarter (Q3) of 2024; however, some initiatives were paused in Q3 due to the level of engagement required with staff and leaders, and the resulting workload concerns. A Senior Leadership Team (SLT) reprioritization process was implemented in Q3 to stagger the engagement of leaders and staff over the remaining time for the provisional plan initiatives.
- The last remaining tactic among six within the management operating system initiative was initiated in Q3 2024: development of a template for programmatic operational plans. Work is underway with three teams in Q4 to pilot an operational plan template to document their team’s activities for 2025.
- 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 July to September 2024 timeframe, the Health Unit has executed key deliverables associated with several strategic initiatives, as outlined in the Q3 2024 Provisional Plan Status Report ([Appendix A](#)).

The last remaining tactic among six within the management operating system initiative was initiated in Q3 2024: *development of a template for programmatic operational plans*. The first step in this initiative is to develop team-based operational plans. Three teams are piloting this in Q4.

Four initiatives were paused in Q3 after an SLT re-prioritization process. Many of the strategic initiatives were at the stage in Q3 where leader consultation and implementation were required across the organization. However, leaders brought forth concerns regarding competing demands on their time due to the simultaneous rollout of multiple initiatives. In response, SLT reprioritized the strategic initiatives to stagger the engagement of leaders and staff over the duration of the provisional plan. The following initiatives were reprioritized:

- The Partnership Engagement Framework and Partnership Inventory were placed on hold at the beginning of Q3 resulting in no activities being completed during the quarter.
- The Intervention Description and Indicator Development initiative made progress with KPI development; however, the initiative was paused towards the end of Q3 which has resulted in timelines being extended to respond to competing priorities.
- Some activities associated with the Joy in Work initiatives experienced delays due to workload and organizational priorities (e.g. performance appraisals, LEADS 3 Review).

A process is now in place to document the level of intensity and duration required to engage leaders and staff across various organizational initiatives. This is regularly updated at Senior Leadership Team (SLT) and reviewed monthly at the Management Leadership Team (MLT) meetings. This strategy is aligned with our new Framework for a Learning Organization (FLO) as we learn and improve on internal coordination and communication of strategic initiatives.

Three 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., KPI 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. Budget planning processes in Q3 experienced challenges due to significant turnover in the Finance Team. Mitigation strategies include the CEO leading budgeting processes, engaging support from a neighbouring health unit, and retaining external accounting support.
- **Financial:** Funding remains insufficient to address inflationary costs resulting in the need for increased municipal contributions in order to prevent position loss. There have also been internal savings strategies proposed to balance the 2025 budget.

Next Steps

Work will continue on the 2023-25 Provisional Plan initiatives, according to the planned project documentation or be updated to reflect SLT re-prioritization discussions to reflect new timelines for impacted projects. The 2026-2030 Strategic Plan development will start to be discussed in Q4 2024.

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



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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.