

**MIDDLESEX-LONDON BOARD OF HEALTH**

**REPORT NO. 77-24**

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

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**Q3 2024 ORGANIZATIONAL PERFORMANCE REPORTING**

**Recommendation**

*It is recommended that the Board of Health receive Report No. 77-24 re: “Q3 2024 Organizational Performance Reporting” for information.*

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**Report Highlights**

- A core process of MLHU’s new Management Operating System is the Organizational Performance Management system, which includes quarterly performance reporting to the Board of Health.
- Quarterly reporting was expanded in Q2 2024 to include the Corporate Services and Public Health Foundations divisions, with all divisions now participating in the process.
- A summary report is affixed as [Appendix A](#).

**Background**

The Management Operating System (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. The MLHU recently launched the MOS and is continuing to on-board additional components and processes (for more information see [Report No. 53-24](#)).

A core process of MLHU’s MOS is the Organizational Performance Management (OPM) system. The OPM system is intended to help all levels of leadership, including the Board of Health, monitor interventions and programs, clarify what we do and know we do it well, while identifying risks and creating timely solutions. The OPM system provides a structure to enable accountability and excellence in the agency, and to ensure ongoing learning and improvement.

The OPM system aims to create a culture where staff want to learn and improve overall organizational performance and the quality of services delivered, with a focus on communication

and creating space for interaction and effective dialogue. To enable this, the MLHU strives to be a learning organization, and supports a culture of learning and improvement.

The OPM system includes quarterly performance reporting to the Board of Health. The quarterly performance report provides a summary of performance across multiple domains, including public health programs, finance, human resources, risk, client and community confidence, and employee engagement and learning. The report is intended to facilitate strategic discussions and decisions and assist the Board in monitoring the agency's performance within the expectations of the Ontario Public Health Standards.

### **Q3 2024 Organizational Performance Report to the Board of Health**

A summary report of MLHU's Q3 2024 organizational performance can be found in [Appendix A](#) and includes the reporting for the Corporate Services and Public Health Foundations divisions.

As previously reported in Q2, the work of the Health Unit in Q3 continues to be impacted by increased demand for services, particularly in the Environmental Health, Infectious Disease and Clinical Support Services Division. Highlights of Q3 include:

- The Health Unit continues to see increased demand for services from clients due to lack of access to a family doctor, particularly in immunization;
- Collaboration is underway with municipal partners on policy positions related to topics such as built environment, school food programs, housing and homelessness, and substance use;
- Significant work continued in Q3 with school-aged children under the *Immunization of School Pupils Act, R.S.O. 1990, c. 1.1*; this included follow up with students outstanding from previous rounds to reduce potential suspensions in subsequent quarters;
- Discussions on the opioid crisis within Middlesex-London continued through the reconvening of the Community Drug and Alcohol Committee; and
- Continued work to support recommendations from the Health Unit's Taking Action for Reconciliation Plan and Anti-Black Racism Plan.

### **Next Steps**

Quarterly organizational performance reporting information will continue to be provided to the Board of Health.

This report was written by the Medical Officer of Health and Chief Executive Officer.



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Chief Executive Officer



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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 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.**