



TO: Chair and Members of the Governance Committee

FROM: Christopher Mackie, Medical Officer of Health

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STRATEGIC PLAN - BALANCED SCORECARD & CONSULTATION

Recommendation

It is recommended that the Governance Committee receive Report No. 04-15GC re Strategic Plan – Balanced Scorecard & Public Consultation for information.

Key Points

- The balanced scorecard has been identified as a key strategy management system to ensure that priorities are translated into day-to-day work and ongoing monitoring of the plan takes place.
- The Senior Leadership Team and the Strategic Planning Advisory Committee have developed a draft Middlesex-London Health Unit balanced scorecard.
- Internal staff consultation on the balanced scorecard is underway and public consultation is being considered to enhance community engagement in priority setting.

Background

The Middlesex-London Health Unit is currently in the “Setting the Course” phase of the strategic planning process. The objective of this phase is to determine strategic priorities, align the strategic priorities with day-to-day work and to develop a strategic plan monitoring process.

Additionally, as part of the validation and refinement of the strategic plan, input from the Governance Committee of the Board of Health is being sought on public consultation strategies.

Balanced Scorecard

To accomplish the objective of aligning priorities with day-to-day work and establishing the monitoring process, the balanced scorecard has been identified as an ideal methodology for the health unit to use.

The balanced scorecard was originally adopted for use in the private sector to capture perspectives broader than financial performance and has also been adapted to the nonprofit and public sectors as a way of demonstrating value to stakeholders and to illustrate the steps an organization is taking to realize its mission. The balanced scorecard is intended to act simultaneously as a strategic management system, a measurement system and a communication tool.

To develop a balanced scorecard that meets the needs of the Middlesex-London Health Unit, the Senior Leadership Team and the Strategic Planning Advisory Committee reviewed balanced scorecards developed by the Institute for Clinical Investigative Sciences and Evaluation, proposed theoretical models and examples of scorecards used by other Ontario public health units.

Two facilitated discussion sessions yielded a draft Middlesex-London Health Unit balanced scorecard ([Appendix B](#)) with the following perspectives:

- Program Excellence;
- Employee Engagement and Learning;
- Client and Community Confidence; and
- Governance, Accountability and Financial Performance.

Staff on the Strategic Planning Advisory Committee have developed and are currently distributing the draft balance scorecard as well as a feedback template ([Appendix A](#)) to all staff at the Health Unit to provide input on the balanced scorecard perspectives.

Public Consultation

Key literature in the Research Report – *What Makes a High Performing Health Unit* (Report No.01-15GC) identified community engagement in program planning and service delivery as well prioritization of community's needs as being associated with high performance.

Public input during the strategic planning process is being considered to ensure that services from the Health Unit meet current and future needs of the community, priorities encompass what Health Unit should be doing and to ensure that service are innovative, efficient and effective.

Potential consultation strategies may include:

- Sharing of balanced scorecard perspectives and strategic priorities with key community partners;
- Online surveys gathered through the Health Unit website and social media;
- Focus groups; and/or
- Consultation at Health Unit or community events.

Next Steps

Feedback on the draft Middlesex-London Health Unit balanced scorecard is being sought from the Governance Committee to ensure that the balanced scorecard perspectives accurately depict what the Health Unit must be doing to accomplish our mission and vision.

Input is also being sought on potential public consultations strategies to ensure that the community is engaged in priority setting process and so the Health Unit more thoroughly understands the needs of the community.

This report was prepared by Mr. Jordan Banninga, Manager of Strategic Projects



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