

TO: Chair and Members of the Governance Committee

FROM: Christopher Mackie, Medical Officer of Health

DATE: 2015 June 18

---

## DRAFT 2015-2020 STRATEGIC PLAN

### **Recommendation**

*It is recommended that the Governance Committee recommend that the Board of Health endorse the draft 2015-2020 Strategic Plan, and direct staff to continue with public and client consultations to gather input on areas of Health Unit activity and refine the Plan.*

### **Key Points**

- The Middlesex-London Health Unit 2015-2020 Strategic Plan articulates our vision, mission and values and lays out our strategic priorities for the next five years.
- The strategic plan utilizes the balanced scorecard strategic plan model to communicate our strategic priorities, ensure successful implementation and monitoring and align work at all levels.
- Public consultation will help refine the Plan to ensure that it aligns with community needs and values.

### **Background**

A strategic plan expresses the vision, mission and values that drive our organization and a framework to align our work with our strategic priorities. Maintaining a strategic plan is also required of Boards of Health by the Ontario Public Health Organizational Standards and is considered best practice to help drive organizational performance.

The Middlesex-London Health Unit 2015-2020 Strategic Plan ([Appendix A](#)) articulates our vision, mission and values and sets out the strategic priorities, objectives and initiatives that we aim to accomplish in the next five years.

### **Strategic Planning Process**

Strategic planning has been ongoing since November 2014 and has been guided over the last 10 months by the Strategic Planning Advisory Committee (SPAC) and the Senior Leadership Team (SLT). Extensive staff consultation, review of literature and consideration of local data has enabled us to identify priorities for next five years that will contribute to MLHU's mission.

### **Our Vision, Mission and Values**

The vision, mission and values express where we want to go, why we are doing what we are doing, and our enduring core beliefs and principles that we must embody in order to be successful. MLHU has expressed these components as part of our Values Tree.

## The Middlesex-London Health Unit Balanced Scorecard

The balanced scorecard allows us to take balanced perspective of the health unit and areas that must focus on to be successful. It allows us to align strategy with day-to-day work, improve our internal and external communication regarding our strategic priorities and accomplishments, and provides accountability at all levels of the organization.

The four priorities that MLHU will focus on over the course of this strategic plan area:

<b>Priority</b>	<b>Priority Statement</b>
<b>Program Excellence</b>	<i>Deliver maximum value and impact with our resources</i>
<b>Client and Community Confidence</b>	<i>Foster client satisfaction and community confidence</i>
<b>Employee Engagement and Learning</b>	<i>Engage and empower all staff</i>
<b>Organizational Accountability</b>	<i>Enhance governance, accountability and financial stewardship</i>

## Implementation and Monitoring

Key components of the balanced scorecard are cascading balanced scorecards. These cascading scorecards will be developed by each service area and team to align with the strategic priorities of the organization. For many strategic initiatives, these balanced scorecards will capture work that is currently being done, while for other initiatives, service areas and team will develop innovative ways to contribute to MLHU's strategic priorities.

## Next Steps

Further public and client consultations through electronic means are envisioned to help refine the Plan to ensure that it aligns with community needs and values. It is anticipated that the results of these consultations will be available in early July.

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



Christopher Mackie, MD, MHSc, CCFP, FRCPC  
Medical Officer of Health