

## MIDDLESEX-LONDON BOARD OF HEALTH

### REPORT NO. 07-25QGC

**TO:** Chair and Members of the Quality and Governance Committee

**FROM:** Dr. Alexander Summers, Medical Officer of Health  
Emily Williams, Chief Executive Officer

**DATE:** 2025 May 22

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### 2023-25 PROVISIONAL PLAN 2025 Q1 STATUS UPDATE

#### Recommendation

*It is recommended that the Quality and Governance Committee recommend to the Board of Health to receive Report No. 07-25QGC re: "2023-25 Provisional Plan 2025 Q1 Status Update" for information.*

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#### Report Highlights

- Continued progress has been made on many of the Provisional Plan strategic initiatives within the first quarter (Q1) of 2025; however, some initiatives have experienced delays.
- Due to SLT prioritization, some initiatives that were previously on pause resumed in Q1 of 2025 including the Partnership Engagement Framework and Partnership Inventory initiatives, and the Intervention Description and Indicator Development Project.
- Two types of risks were identified within the tactics in Q1 2025: (1) Operational / Service Delivery and (2) 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 January to March 2025 timeframe, the Health Unit continued to execute key deliverables associated with several strategic initiatives, as outlined in the Q1 2025 Provisional Plan Status Report ([Appendix A](#)).

Some initiatives that were previously on pause due to SLC prioritization resumed in Q1 including:

- The Partnership Engagement Framework and Partnership Inventory initiatives resumed in February 2025 with further changes to the policy, procedure and inventory following SLC feedback. The inventory was also piloted with select partners in Q1.
- The Intervention Description and Indicator Development Project was re-initiated in Q1 with another round of key performance indicator development for the following four intervention types: (1) Healthy Public Policy Development, (2) Case, Contact and Outbreak Management, (3) Health Resource Inventory Management, and (4) Investigations.

The following initiatives have experienced delays or pauses:

- The Sociodemographic (SDOH) and Race-based Data Collection Project continued to experience a decline in staff participation rate in Q1 2025 due to a number of operational and service delivery factors. Several strategies are planned for Q2 2025 including convening a decision-making meeting with key internal interest holders to assess the feasibility of potential solutions.
- Some activities associated with the Job Description Review experienced delays in Q1 due to limited staff capacity to review position descriptions and staffing changes.
- There are also some activities associated with Document and Refine Budgeting Processes that were delayed due to required Ministry updates for Q4 2024 reporting, but these activities will be finished in April. Finance Team processes are also being further solidified.

Some initiatives continue to present risk to leader and staff capacity, particularly in engagement in planning discussions or implementation of tasks. To mitigate these risks, an agency-wide Gantt chart process tracks the level of engagement required for various organizational initiatives by leaders. This is regularly updated at the Senior Leadership Committee (SLC). This strategy is aligned with the new Framework for a Learning Organization (FLO) as the organization aims to learn and improve internal coordination and communication of strategic initiatives. A more detailed catalogue of agency risks is incorporated in [Report No. 08-25QGC](#).

### Next Steps

Work will continue on the 2023-25 Provisional Plan initiatives, according to the planned/updated project documentation. A Steering Committee has been formed, and Quarry Consulting has been hired to lead the 2026-2030 Strategic Plan development. Details of the development process are summarized in the 2026-2023 Strategic Plan Development Board of Health Report presented in April 2025 (see [Report No. 29-25](#) for details).

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



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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.**