

**MIDDLESEX-LONDON BOARD OF HEALTH**

**REPORT NO. 08-25QGC**

**TO:** Chair and Members of the Board of Health

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

**DATE:** 2025 May 22

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**Q1 2025 RISK REGISTRY UPDATE**

**Recommendation**

*It is recommended that the Quality and Governance Committee recommend to the Board of Health to:*

- 1) *Receive Report No. 08-25QGC re: "Q1 2025 Risk Registry" for information; and*
  - 2) *Approve the Q1 Risk Register (Appendix A)*
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**Report Highlights**

- Three (3) new risks were identified in Q1 for a total of nine (9) risks in Q1 of 2025. The newly identified risks fall with the following categories: People/Human Resources, and Operational/Service Delivery.
- Residual Risk in Q1 of 2025:
  - Three (3) classified as significant risk
  - Three (3) classified as moderate risk
  - Three (3) classified as minor risk

**Background**

In January 2018, the Ministry of Health and Long-Term Care (now called the Ministry of Health) implemented modernized Ontario Public Health Standards (OPHS) and introduced new accountability and reporting tools required under the Public Health Accountability Framework.

The OPHS requires boards of health to have a formal risk management framework in place that identifies, assesses, and addresses risks. In response to OPHS, MLHU maintains a Risk Register ([Appendix A](#)) which is a repository for all risks identified across the organization and includes additional information about each risk (priority rating, mitigation strategies, and residual risk). It captures MLHU's response and actions taken to address risks, which are monitored on a quarterly basis and reported to the Board.

## Q1 2025 Risk Register

There are nine (9) risks identified on the Q1 2025 Risk Register.

Of the nine (9) risks identified on the Q1 2025 Risk Register:

- Three (3) carry **significant residual risk** within the Financial and People/Human Resources categories:
  - Financial risk related to sustained financial pressures as the provincial government 1% funding increase is not sufficient to offset contractual obligations and general inflation.
  - People/Human Resources risks related to union negotiations. Mitigation efforts included the development of a labour disruption plan.
- Three (3) carry **moderate residual risk** within the Political, Operational/Service Delivery, Legal/Compliance and People/Human Resources categories.
  - Political risk related to the Strengthening Public Health Strategy and the uncertainty of how directive public health programming may change.
  - Operational/Service Delivery risk related to MLHU requiring a new website provider. Quotes and funding secured for website build.
  - Legal/Compliance risk related to costs associated with completed and ongoing union arbitration. Ongoing preparation for second arbitration scheduled for Q3 of 2025.
- Three (3) carry **minor residual risk** related to Technology, Legal/Compliance, and Operational/Service Delivery risk categories, all of which have been mitigated to acceptable level of risk.

Priorities for 2025 are continued support for staff/leaders, hardening cyber defenses, reducing the funding shortfall, business continuity planning, support for labour relations and post negotiation recovery.

This report was written by the Strategic Advisor, Risk and Records Management.



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Chief Executive Officer



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### This report refers to the following principle(s) set out in Policy G-490, Appendix A:

- The Good Governance and Practices standard as 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](#):
  - Organizational Excellence – we make decisions, and we do what we say we are going to do.
  - Direction 4.2 – Develop and initiate an organizational quality management system

**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 recommendation Governance.**