



TO: Chair and Members of the Governance Committee

FROM: Christopher Mackie, Medical Officer of Health  
Emily Williams, CEO (Interim)

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## 2020 STRATEGIC PLAN SUMMARY

### **Recommendation**

*It is recommended that the Governance Committee make a recommendation to the Board of Health to receive Report No. 09-21GC re: “2020 Strategic Plan Summary” for information.*

### **Key Points**

- The 2018–20 Balanced Scorecard identifies initiatives and tasks that the organization is pursuing to advance the strategic priorities identified in the 2015–20 Strategic Plan (Appendix A).
- The 2020 Balanced Scorecard Report (Appendix B) identifies projects that are completed, ongoing or incomplete, due to major obstacles.
- There were 23 of 33 projects completed, two (2) ongoing and eight (8) projects that encountered major obstacles by the end of 2020.
- The remaining ten (10) projects will either transition to the 2021-22 Provisional Plan, the long-term strategy or will be discontinued due to shift in organizational priorities and strategy.

### **Background**

The Health Unit’s 2015–20 Strategic Plan details the vision, mission, and values of the organization and outlines the strategic priorities. The Board of Health approved the five-year plan at its September 17, 2015 meeting, and staff began working on many of its strategic priorities soon afterward. The 2018–20 Balanced Scorecard identifies the strategic priorities that were to be carried out over the remaining two and a half (2.5) -year horizon.

### **Balanced Scorecard Reporting**

The Project Management Office (PMO) is accountable for monitoring and reporting project status to the Board of Health. Regular reporting helps to identify recent accomplishments, top issues, lessons learned, and variances from expected outcomes. The 2018–20 Balanced Scorecard and the 2020 Balanced Scorecard Report are attached as [Appendix A](#) and [Appendix B](#).

### **2020 Strategic Plan Summary**

By the end of 2020, 23 of 33 strategic projects (70%) identified on the 2020 Balanced Scorecard Report (refer to Appendix B) were completed and fully transitioned to operations.

Of the ten (10) remaining strategic projects, two (2) remained in progress but were slowed down in 2020. Eight (8) strategic projects encountered major obstacles due to resource constraints resulting from the

COVID-19 pandemic response. The table below summarizes the status and future state of the ten (10) remaining strategic projects from the 2020 Balanced Scorecard report (Appendix B).

PROJECT	STATUS	FUTURE STATE
<ul style="list-style-type: none"> <li>Electronic Client Record</li> <li>Diversity and Inclusion Assessment Recommendations</li> </ul>	Ongoing	Moved to and/or merged with goals on the Provisional Plan
<ul style="list-style-type: none"> <li>Community Engagement Strategy – Client Experience Tool Development and Implementation</li> <li>Performance Management Framework</li> </ul>	Major Obstacles	Moved to the Provisional Plan
<ul style="list-style-type: none"> <li>Staff Capacity Building</li> <li>Middlesex County Services Review</li> </ul>	Major Obstacles	Moved to Long-Term Strategy
<ul style="list-style-type: none"> <li>Health Equity Indicator Assessment and Recommendations</li> <li>Policy Development: Advocacy Framework</li> </ul>	Major Obstacles	Merged with goals on the Provisional Plan
<ul style="list-style-type: none"> <li>Implementation of the Modernized Standards Gap Analysis</li> <li>Review and revisions to MLHU graphic standards and branding</li> </ul>	Major Obstacles/ Not Started	Discontinued due to shift in organizational priorities and strategy

### Next Steps

The 2020 Balanced Scorecard Report informed the transition of activities to the 2021-22 Provisional Plan and requirements for the long-term Strategic Plan that will be developed. The 2021-21 Provisional Plan has been prepared for approval with a proposed method for regularly reporting on performance to the Board of Health. The Strategic Projects team will continue to be accountable for monitoring and reporting project status to the Board of Health.

This report was prepared by the Strategic Projects Team, Healthy Organization Division.



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



Emily Williams, BScN, RN, MBA  
Chief Executive Officer (Interim)