



TO: Chair and Members of the Governance Committee

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

DATE: 2021 April 15

2021-22 MLHU PROVISIONAL STRATEGIC PLAN

Recommendation

It is recommended that the Governance Committee make a recommendation to the Board of Health to:

- 1) Receive Report No. 10-21GC re: “2021-22 MLHU Provisional Plan” for information; and*
- 2) Approve the 2021-22 Provisional Plan (Appendix A) and reporting template (Appendix B) as appended to this report.*

Key Points

- Senior Leadership Team worked with the Strategic Projects team to set goals to finalize the MLHU Provisional Strategic Plan ([Report No. 06-21GC](#)).
- ‘SMART’ goals were formulated to align with each of the four (4) strategic priority areas and a fit matrix tool was used to assess organizational fit and readiness for each goal.
- An agile road map was created to support the details of the MLHU 2021-22 Provisional Strategic Plan ([Appendix A](#)).
- A balanced scorecard reporting template ([Appendix B](#)) will be utilized to regularly inform the Board of Health on the status of the Provisional Plan.

Background

At its meeting on December 21, 2020 the Governance Committee motioned to direct staff to embark upon a provisional strategic planning process for the Health Unit. The process included two-half day virtual retreats with the Board of Health and the Senior Leadership Team that took place on January 27 & 28, 2021, that resulted in a preliminary report outlining strategic priorities and objectives considered to be important for MLHU in the next 12-18 months. At its meeting on February 18, 2021, the Board of Health approved these strategic priorities and objectives and directed the Senior Leadership Team to work with the Strategic Projects team to define associated goals and finalize the MLHU Provisional Strategic Plan ([Report No. 06-21GC](#)).

Progress to Date

COVID-19 Recovery Recommendations – the Board of Health received a report in June 2020 ([Report No. 008-20GC](#)) which outlined five objectives deemed essential to COVID-19 recovery planning. Working groups had been assembled to further define each objective and an all-staff survey, disseminated in July 2020, provided further input into both short and long-term recommendations. These recommendations

represent input from MLHU staff and were therefore used as a starting point for developing the goals aligned with the strategic priorities and objectives identified on the MLHU Provisional Strategic Plan.

Senior Leadership Team (SLT) Meetings – the Strategic Projects team attended five (5) meetings of the Senior Leadership Team throughout February and March 2021, supporting them through the next steps in formulating the provisional strategic plan. The process included an in-depth review of each recovery recommendation to determine alignment with each of the four (4) strategic priorities and objectives. Strategic initiatives from the previous strategic plan were also reviewed in this context. The initiatives and recommendations were then translated into ‘SMART’ goals (Specific, Measurable, Actionable, Realistic, Timely). Next, organizational fit and readiness was assessed for each goal by using a fit matrix tool. This process ultimately resulted in the development of an agile road map, which outlines the details of the Provisional Strategic Plan.

Management Leadership Team (MLT) Consultation – on March 9, 2021 the agile road map was presented to MLT along with the recovery recommendations that aligned with the strategic priorities and objectives. Feedback was received, collated, and used to further inform discussions and goal setting with SLT.

2021-22 MLHU Provisional Strategic Plan

The 2021-22 MLHU Provisional Plan ([Appendix A](#)) was drafted as a short-term, action-oriented plan that is based on what the Health Unit had previously identified as key priorities, and what can realistically be accomplished in the next 12-18 months. This led to some goals being assigned for consideration in the development of a longer-term organizational strategy. In addition, four (4) strategic initiatives from the previous strategic plan were transitioned to the Provisional Plan.

Balanced Scorecard

The Health Unit will continue to utilize a modified balanced scorecard approach to ensure that priorities and objectives are translated into operational work, and ongoing performance monitoring takes place. The proposed Provisional Plan Status Update Report template ([Appendix B](#)) will be a tool used to regularly inform the Board of Health on the status of the Provisional Plan.

Next Steps

Pending Board of Health approval, staff will implement this strategic plan, and report quarterly on progress through the Governance Committee.

Setting the course for the next strategic planning process has been identified as a goal on the Provisional Strategic Plan. Board members will continue to play a critical role in the process by reviewing, validating, and recommending various elements of the long-term strategic plan.

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



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