



TO: Chair and Members of the Governance Committee

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

DATE: 2023 September 21

QUARTERLY RISK REGISTER UPDATE – Q2 2023

Recommendation

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

- 1) *Receive Report No. 10-23GC re: “MLHU Q2 2023 Risk Register” for information; and*
- 2) *Approve the Q2 2023 Risk Register ([Appendix A](#)).*

Key Points

- There were eight (8) risks identified in Q1 of 2023.
- In Q2 2023 one (1) NEW risk has been added to the risk register under the People/Human Resources domain – moderate residual risk.
- Residual risk in Q2:
 - Five (5) classified as minor risk.
 - Three (3) classified as moderate risk.
 - One (1) classified as significant risk – Political risk re: uncertainty of Public Health Modernization.

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 require 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.

Q2 2023 Risk Register

There are nine (9) risks identified on the Q2 Risk Register. The register reflects one (1) new risk in the People/Human Resources domain pertaining to recruiting and retaining Knowledge Workers. The Public Health sector provides lower compensation than comparable roles in the market.

Of the nine (9) risks identified on the Q2 2023 Risk Register:

- Five (5) are high risk.
 - One (1) has been classified with significant residual risk due to uncertainty in public health funding mechanisms related to inflation and ongoing COVID-19 associated work. The City, County and the MLHU continue to advocate to the Ministry for adequate funding.
 - One (1) has been reduced to moderate residual risk through implementation of effective mitigation strategies. Uncertainty regarding Public Health Modernization exists; the Medical

Officer of Health (MOH) and Chief Executive Officer (CEO) continue to endorse the role of a strengthened public health sector at Association of Local Public Health Agencies (aLPHa) and Council of Medical Officers of Health (COMOH) tables.

- Three (3) have been reduced to minor residual risk through implementation of effective mitigation strategies.
- Four (4) are medium risk.
 - Two (2) carry a moderate residual risk rating.
 - One related to the Technology risk category. Further work is underway to mitigate risk through enhanced internal asset management practices.
 - A new risk in the People/Human Resources category where Public Health sector provides lower compensation than comparable roles in the market. Work to update position descriptions began in 2022 and is ongoing.
 - Two (2) have been reduced to minor residual risk through implementation of effective mitigation strategies.

Risk management education at the MLHU is ongoing, as work to embed enhanced risk management principles and practices across the continuum of activities continues.

Next Steps

It is recommended that the Governance Committee recommend that the Board of Health review and approve the Q2 2023 Risk Register ([Appendix A](#)) included with this report.

This report was prepared by the Manager, Privacy, Risk and Client Relations.



Emily Williams, BScN, RN, MBA, CHE
Chief Executive Officer



Dr. Alexander Summers, MD, MPH, CCFP, FRCPC
Medical Officer of Health