



TO: Chair and Members of the Governance Committee

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

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## QUARTERLY RISK REGISTER UPDATE – Q3 2023

### Recommendation

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

- 1) *Receive Report No. 14-23GC re: “MLHU Q3 2023 Risk Register” for information; and*
- 2) *Approve the Q3 2023 Risk Register ([Appendix A](#)).*

### Key Points

- There were nine (9) risks identified in Q2 of 2023.
- In Q3 2023 one (1) NEW risk has been added to the risk register under the Technology category – moderate residual risk.
- Residual risk in Q3:
  - Five (5) classified as minor risk.
  - Four (4) classified as moderate risk.
  - One (1) classified as significant risk – Political risk re: uncertainty of Public Health modernization/merger.

### Background

The Ontario Public Health Standards (OPHS) require Boards of Health to have a formal risk management framework in place that identifies, assesses, and addresses risks. In response to the OPHS, the Middlesex-London Health Unit (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.

### Q3 2023 Risk Register

There are ten (10) risks identified on the Q3 Risk Register. The register reflects one (1) new risk in the Technology category pertaining to the Human Resources Information System ‘Dayforce’ and the lack of Multi-Factor Authentication (MFA) requirements for digital sign-on.

Of the ten (10) risks identified on the Q3 2023 Risk Register:

- Six (6) are high risk.
  - One (1) carries significant residual risk related to the uncertainty of Public Health modernization/mergers. The Ministry of Health is incentivizing local public health agencies to merge. The Medical Officer of Health (MOH) and Chief Executive Officer (CEO) continue to work with partner agencies and the Ministry of Health to understand implications/opportunities for MLHU.
  - Two (2) have been classified with moderate 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.
- Security concerns related to the Human Resources Information System (HRIS) 'Dayforce'. MLHU is exploring multi-factor authentication (MFA) functionality with the vendor to enhance security.
- 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 (1) related to the Technology risk category. Further work is underway to mitigate risk through enhanced internal asset management practices.
    - One (1) related 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.

Uncertainty regarding Public Health modernization/merger discussions, and the current Public Health funding model remain the largest threats to the agency.

Risk management education at the MLHU is ongoing, as work to embed enhanced risk management principles and practices across the continuum of activities continues. This work is tied to the new Management Operating System (MOS) initiative.

### Next Steps

It is recommended that the Governance Committee recommend that the Board of Health review and approve the Q3 2023 Risk Register ([Appendix A](#)) included with this report.

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



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