



TO: Chair and Members of the Governance Committee

FROM: Christopher Mackie, Medical Officer of Health

DATE: 2015 June 18

2012-14 STRATEGIC PLAN – FINAL REPORT ON STRATEGIC DIRECTIONS

Recommendation

It is recommended that the Governance Committee receive Report No.10-15GC re: “2012-14 Strategic Plan – Final Report on Strategic Directions” for information.

Key Points

- The 2012-14 Strategic Plan concluded at the end of 2014.
- There were significant accomplishments for each of the strategic directions and some initiatives have sustained momentum and will continue to deliver strategic organizational impact going forward.
- Lessons learned from the 2012-14 Strategic Plan have been applied to the 2015-2020 strategic planning process and implementation.

Background

The Middlesex-London Health Unit 2012-14 Strategic Plan was initiated in 2011 with a staff and community consultation process spearheaded by Maria Sanchez-Keane at the Centre for Organizational Excellence. The product of this work was the 2011 Middlesex-London Health Unit Discovery Report. For a more detailed background on the 2012-14 strategic planning process, see [Report No. 008-13](#).

The 2012-14 strategic directions that resulted from the staff and community consultation process were:

- Strategic Direction (A): Improved Health Outcomes
- Strategic Direction (B): Organizational Health and Vitality
- Strategic Direction (C): Infrastructure

These strategic directions were operationalized through the establishment of Strategic Achievement Groups (SAGs). Five internal committees were formed and tasked with specific requirements and performance reporting obligations. The five SAGs included:

<i>Improved Health Outcomes</i>	<i>Organizational Health and Vitality</i>	<i>Infrastructure</i>
Physical Activity and Healthy Eating Group Health Inequities Group	Organizational Health and Vitality Group	Communications Group Information Technology Group

Key Accomplishments of the 2012-2014 Strategic Plan

The 2012-2014 Strategic Plan helped to move the Middlesex-London Health Unit forward in a number of positive ways. Items of note include:

- **in motion community challenge** - over 11,600 people actively participated in 2014 in motion campaign with 4.7 million minutes of physical activity being logged in Middlesex and London. This doubled the initial goal of 2 million minutes, and most importantly drastically increased awareness surrounding the benefits of physical activity.
- **Staff education on the impact of social determinants of health on health status** – health equity 101 session was developed by the Health Inequities group and rolled out in 11 different sessions in 2014. The intent of these sessions is to increase the knowledge, attitudes and practices across MLHU relating to health equity.
- **Expanding the use of health equity impact assessments** – Dr. Ingrid Tyler provided training to staff on how to strategize, plan, manage and apply health equity impact assessment to programs and services.
- **Launch of a redeveloped MLHU website and increase social media presence** – a new MLHU website was launched in the spring of 2013 and MLHU now boasts 3,236 unique “likes” on Facebook and 7,605 followers on Twitter.
- **Launch of the HUB intranet** – a SharePoint intranet platform, Health Unit Business was introduced in fall 2013 and has allowed us to streamline business processes and improve internal communication and coordination.

See [Appendix A](#) for a more detailed summary of Strategic Achievement Group activities and outcomes.

Lessons Learned

The 2012-14 strategic plan was successful in driving positive change throughout the organization. However, there are lessons to be learned from the process and implementation that were taken into consideration in the development of the 2015-2020 MLHU Strategic Plan.

<i>2012-14 Strategic Plan Challenges</i>	<i>Plans to mitigate for 2015-2020 Strategic Plan</i>
Increasing board of health and staff engagement	The Board of Health and Senior Leadership Team developed a new mission and vision. This was later then validated and refined by the Strategic Plan Advisory Committee, a committee made up of employees at all levels across the health unit. Five staff consultation sessions were held in the summer of 2014 that product of which was the development of a “values tree” for our organization.
Strategic work defined and addressed by all staff, not just committees	The balanced scorecard was adopted during the 2015-20 strategic planning process to ensure that we are able to create alignment from the organizational level to the individual. This helps to ensure that our strategic objectives are reached through the day-to-day work of our staff and not just additional work on committees.
Taking an evidence-based approach to understanding and defining the key question - “what makes a high	The 2015-2020 strategic planning process was informed by the research report – “What Makes a

performing health unit “	High Performing Health Unit” (See GC Report 01-15GC) Appendix C
Greater focus on monitoring and accountability	The balanced scorecard acts a communications and performance monitoring tool that allows us to understand the work we are doing, how it align with our strategic priorities. This allows us to continuously adjust and refine our initiatives and measures to ensure we are improving.

Next Steps

The 2012-14 Strategic Plan drove significant progress at the Middlesex-London Health Unit. The items noted in this report are meant to provide a high level overview of key accomplishments; it certainly does not capture everything that was a result of the strategic plan. It also served a higher purpose of focusing our energy and resource around common goals that shape and guide what we do, who we serve, and why we do it, with a focus on the future.

Celebrating our successes and learning from past strategic planning experiences will allow us to grow as an organization and deliver value and impact to our community into the future.

This report was prepared by Mr. Jordan Banninga, Manager of Strategic Projects.



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