



TO: Chair and Members of the Governance Committee

FROM: Christopher Mackie, Medical Officer of Health

DATE: 2015 September 17

THE MIDDLESEX-LONDON HEALTH UNIT 2015-2020 STRATEGIC PLAN

Recommendations

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

- 1) *Receive Report No. 14-15GC re 2015-2020 Middlesex-London Strategic Plan for information, and further;*
- 2) *Approve the Middlesex-London Health Unit 2015-2020 Strategic Plan.*

Key Points

- The Middlesex-London Health Unit 2015-2020 Strategic Plan articulates our vision, mission and values and lays out our strategic priorities for the next five years and was developed through extensive internal and external consultation.
- Consultation with community partners allowed us to understand what they felt were the most important strategic initiatives for us to focus on, as well as how we can best implement these over the next five years.

Background

At the June Board of Health Governance Committee meeting, the draft 2015-2020 Middlesex-London Health Unit Strategic Plan was endorsed with additional direction to continue with public consultations to gather input on areas of the strategic plan ([Report No. 11-15GC](#)).

Consultation Process

A distribution list of community partners was compiled with input from members of the Non-Union Leadership Team (NLT). The survey and an additional reminder email was sent in August 2015 and respondents were directed to comment on which strategic initiatives they felt were most important for us to focus on. These community partners were asked to comment specifically on how MHLU:

- 1) Collaborates with partners;
- 2) Addresses the social determinants of health;
- 3) Gathers community and partner feedback on our programs and services;
- 4) Increases awareness of public health and the role of MLHU;
- 5) Promotes employee engagement and learning; and
- 6) Communicates our organizational performance.

Consultation Results

Over 700 emails were sent to a diverse range of stakeholders in Middlesex-London and select partners across the province as identified by NLT. Of the partners who were sent the email, there were 212 respondents representing a broad range of agencies. Quantitative data was gathered to understand what initiatives we should consider for prioritization and qualitative data was generated for how we can best implement these initiatives. Full results will be used to inform the implementation of the strategic plan.

2015-2020 Middlesex-Health Unit Strategic Plan

The 2015-2020 Middlesex-London Health Unit Strategic Plan ([Appendix A](#)) articulates our vision, mission and values that will drive our organization and align our work with our strategic priorities. These priorities have been determined through a comprehensive internal and external consultation process as outlined [Report No. 11-15GC](#).

Future Consultation Opportunities

Ongoing work over the next five years is needed to identify the public health issues that the public feels that MLHU should be focusing on, as well as consultation with clients on how we can make specific programs and services more effective, accessible and efficient.

Additional opportunities in the future include:

- 1) **Rapid Response Risk Factor Surveillance System (RRFSS)** – ongoing monthly telephone survey designed to represent the adult population 18 years and over, who speak English or French and who reside in private households. A strategic planning module is being deployed in the September to December 2015 cycle.
- 2) **Focus Groups** – priority populations are likely to be underrepresented in many sampling strategies. Targeting these populations for focus groups may allow for a more representative sample and provide better understanding of accessibility of MLHU services.
- 3) **Feedback through the Health Unit website and social media** – this was the most common response from community partners for how we can ensure that the community is able to provide feedback regarding our programs and services. Used in combination with RRFSS and focus groups to ensure a representative sampling of our population, this is an opportunity to leverage in the future.

Next Steps

Using the balanced scorecard that has been developed as a result of the strategic planning process, indicators for each objective will be identified and strategic initiatives, activities and metrics will be incorporated in service area, team and individual work plans. Development of these “cascading” balanced scorecards will create alignment between the organizations strategic priorities and the work of all staff at the Middlesex-London Health Unit.

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



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