

TO: Chair and Members of the Board of Health

FROM: Christopher Mackie, Medical Officer of Health

DATE: 2015 December 10

MIDDLESEX-LONDON HEALTH UNIT ORGANIZATIONAL STRUCTURE

Recommendations

It is recommended that the Board of Health:

- 1) Receive Report No. 68-15 re Middlesex-Health Unit Organizational Structure; and further*
- 2) Approve revisions to the Middlesex-London Health Unit organizational structure; and further*
- 3) Delegate decision-making for organizational structure to the Medical Officer of Health and CEO, and direct the MOH and CEO to keep the Board of Health informed about the organizational structure of the health unit.*

Key Points

- The Senior Leadership Team tasked an Organizational Structure and Location Committee to conduct a comprehensive assessment of our current organizational structure and to present findings and structural change recommendations for consideration by the Senior Leadership Team.
- Utilizing the considerations from the Organizational Structure and Location Committee, the Senior Leadership Team recommends revising the Health Unit's current organizational structure.
- In order to align with the governance best practices described by Dr. Graham Scott at the Board of Health education event in November 2016, it is recommended that the Board refocus on strategic decision-making and delegate future organizational structure decisions to the Medical Officer of Health and CEO.

Background

By custom, the Board of Health of the Middlesex-London Health Unit is responsible for approving any revisions to the organizational structure of agency.

In June 2015, the Senior Leadership Team instructed staff to form an Organizational Structure and Location Committee that is representative of the Service Areas at the Middlesex-London Health Unit and the staff who support and deliver our public health programs and services.

This committee was tasked with conducting a comprehensive assessment of MLHU's current organizational structure and opportunities for changes to this structure. The committee was also tasked to serve in an advisory role to the Senior Leadership Team regarding potential future locations.

Organizational Structure Assessment Mandate

Phase one of the Organizational Structure and Location project was to explore the optimal alignment of teams, programs and program components to ensure that we are collaborating effectively, reducing duplication and enhancing coordination across the Health Unit. A program and service review, which would

assess the types of programs and services the Health Unit should or should not be providing in the community, was not within the scope of the Organizational Structure and Location Committee's mandate.

Organizational Structure Assessment Process

A comprehensive situational assessment was conducted by the Organizational Structure and Location Committee between August and November of 2015. This process included extensive internal and external data collection methods and ongoing communication and consultation with the Senior Leadership Team, Non-union Leadership Team and staff throughout the Health Unit.

The findings of this situational assessment along with feedback from the Senior Leadership Team were refined into eight key considerations for changes to our organizational structure. Additionally, a summary of process considerations that are non-structural but that are vitally important for collaboration, coordination and effectiveness was prepared to be reviewed in the future.

A detailed summary of the methodology, data sources, decision-making process, and the eight findings and considerations can be found attached as [Appendix A](#).

Recommended Organizational Structure

Using the findings and considerations prepared by the Organizational Structure and Location Committee, the Senior Leadership Team is proposing revisions to the Middlesex-London Health Unit's structure which they believe will enhance collaboration, efficiency and the effectiveness of our public health programs and services. Revisions to Policy #2-010 – Organizational Structure which includes the revised MLHU Agency Organizational Chart can be found attached as Appendix [B1](#) & [B2](#).

Next Steps

Pending Board of Health approval of the recommended changes to the organizational structure, the Senior Leadership Team and Organizational Structure and Location Committee will proceed with implementation planning for the proposed changes.

The Organizational Structure and Location Committee will also shift to phase two of the project – analysis of future locations for the Middlesex-London Health Unit. This phase will be informed by previous space needs assessments that have been completed for the Health Unit, our proposed organizational structure, and additional public consultation and assessment of internal data client data. This work will continue through 2016.

In addition to the changes to the organizational structure per se, changes to the policy and procedure around setting organizational structure are recommended. In order to align with the governance best practices described by Dr. Graham Scott at the Board of Health education event in November 2016, it is recommended that the Board refocus on strategic decision-making and delegate future organizational structure decisions to the Medical Officer of Health and CEO, while directing the MOH/CEO to keep the Board informed about the structure of the organization.



Christopher Mackie, MD, MHSc, CCFP, FRCPC
Medical Officer of Health