



TO: Chair and Members of the Governance Committee

FROM: Laura Di Cesare, Acting Chief Executive Officer

DATE: 2017 March 16

STRATEGIC PLAN UPDATE

Recommendation

It is recommended that:

- 1. The Governance Committee receive Report No. 005-17 re: Strategic Plan Update for information; and,*
- 2. The Board of Health approve the 2017 Middlesex-London Health Unit Balanced Scorecard.*

Key Points

- The 2016 Balanced Scorecard identified initiatives and tasks that the organization is pursuing in order to advance the strategic priorities identified in our 2015–20 Strategic Plan.
- The 2016 Balanced Scorecard Year-End Report highlights the progress made to date on strategic priorities, as well as any variances from expected outcomes and next steps.
- Planning for the Health Unit’s 2017 Balanced Scorecard is complete and highlights key activities, tasks, measures and expected deliverables for this year.
- Divisions will develop divisional scorecards that align with the organizational activities and identified strategic priorities.

Background

The Middlesex-London Health Unit 2015–20 Strategic Plan details our vision, mission and values, and outlines strategic priorities for our organization. The Board of Health approved the plan at its September 17, 2015 meeting, and staff began working on many of its strategic priorities soon afterward. To operationalize the various strategic priorities identified and to track those already underway, MLHU uses the Balanced Scorecard as a strategic management tool to ensure accountability and to communicate our progress and successes.

2016 Balanced Scorecard Reporting

Regular reporting is an important part of the Balanced Scorecard methodology, and 2016 represented the first full year that MLHU was able to report using this method. The reporting process helps to identify lessons learned in 2016, areas of accomplishment, variances in expected outcomes and items that will require continued attention into subsequent years. The 2016 Balanced Scorecard and the 2016 Year-End Reporting are attached as [Appendix A](#) and [Appendix B](#).

Balanced Scorecard Prioritization Process

The first step of this process is assigning specific activities, accountabilities and measures for each strategic priority. MLHU’s Senior Leadership Team was responsible for developing an organization-level Balanced Scorecard that articulates the Strategic Plan priorities for 2017. Over multiple planning sessions, the Senior Leadership Team determined the activities to be conducted for each strategic priority in 2017, and which would be deferred to subsequent years.

2017 Balanced Scorecard

The Senior Leadership Team planning sessions resulted in the 2017 Balanced Scorecard (attached as [Appendix C](#)), which highlights the activities, tasks and measures selected to advance the strategic priorities and objectives identified in the Strategic Plan. The need to prioritize certain activities, the Strategic Plan's five-year time horizon and organizational resource implications required that some activities be deferred to subsequent years.

Balanced Scorecard Cascading

Scorecards can be adopted at the division, team and individual levels as performance and strategic management tools. For 2017, divisions will continue the cascading process to highlight such activities, tasks and measures for which they will be held accountable.

Next Steps

Staff will continue to implement the activities on the Balanced Scorecard to advance the Health Unit's strategic priorities. The Board of Health will receive progress updates on the Strategic Plan process.

This report was prepared by the Strategic Projects Team, Corporate Services Division.



Laura Di Cesare
Acting Chief Executive Officer