



TO: Chair and Members of the Governance Committee

FROM: Christopher Mackie, Medical Officer of Health / CEO

DATE: 2018 June 21

2018–2020 STRATEGIC PLANNING UPDATE

Recommendation

It is recommended that the Governance Committee:

- 1) Recommend that the Board of Health receive Report No. 004-18GC re: “2018 Strategic Planning Update” for information; and*
- 2) Approve the 2018–20 Middlesex-London Health Unit Balanced Scorecard.*

Key Points

- The 2017 Balanced Scorecard identified initiatives and tasks that the organization is pursuing in order to advance the strategic priorities identified in its 2015–2020 Strategic Plan.
- The 2017 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 2018–2020 Balanced Scorecard is complete and highlights key activities, tasks, measures, and expected deliverables to be carried out until the end of 2020.
- A Project Management Office (PMO) has been established, which will monitor project status as well as set and maintain project management standards throughout the organization.

Background

The Middlesex-London Health Unit’s 2015–20 Strategic Plan details the organization’s vision, mission, and values and outlines its strategic priorities. 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.

2017 Balanced Scorecard Reporting

MLHU used the Balanced Scorecard as a strategic management tool to develop and implement its 2015–20 Strategic Plan; 2017 represented the second full year of reporting using this method. Regular reporting allows for measuring organizational performance using a standardized set of indicators for a better focus on long-term success. The 2017 Balanced Scorecard and the 2017 Year-End Report are attached as [Appendix A](#) and [Appendix B](#), respectively.

2018–2020 Balanced Scorecard

MLHU’s Senior Leadership Team was responsible for developing an organizational-level Balanced Scorecard that articulates the priorities to be carried out over the duration of the current Strategic Plan. Over multiple planning sessions, the Senior Leadership Team determined the activities to be conducted through to the end of 2020. After the priorities were selected, project management methodology was used to identify

the timeline for completion over a 2.5-year horizon. These planning sessions resulted in the 2018–20 Balanced Scorecard (attached as [Appendix C](#)), which highlights the activities, tasks, and measures selected.

In addition to the development of the Organizational-level Balanced Scorecard, the Senior Leadership Team planning sessions also resulted in the prioritization of activities at the division level which will allow for the cascading of activities over the next 2.5 years. This process drives the completion of divisional scorecards.

Next Steps

The Senior Leadership Team identified seventeen strategic projects to be carried out over the next 2.5 years. Several are already well underway.

Implementation of the Project Management Office (PMO) sets in place a method for monitoring projects in order to enhance reporting capabilities. The PMO will set and maintain standards for project management across the organization. The PMO also promotes best practices and provides leadership with respect to managing projects.

The PMO will provide staff with support to enable the implementation of Balanced Scorecard activities to advance MLHU's strategic priorities. The Board of Health will continue to receive regular updates on the Strategic Plan process.

This report prepared by the Strategic Projects Team, Healthy Organization Division.



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