



TO: Chair and Members of the Governance Committee

FROM: Christopher Mackie, Medical Officer of Health / CEO

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Q1 2019 ACTIVITY REPORT – STRATEGIC PROJECTS

Recommendation

It is recommended that the Governance Committee recommend that the Board of Health receive Report No. 001-19GC re: “Q1 2019 Activity Report – Strategic Projects” for information.

Key Points

- The 2018–20 Balanced Scorecard identifies initiatives and tasks that the organization is pursuing in order to advance the strategic priorities identified in the 2015–20 Strategic Plan.
- The Q1 Balanced Scorecard Report ([Appendix B](#)) highlights the progress that has been made to date on strategic priorities, while detailed project status reports ([Appendix C](#)) have been prepared in relation to activities and tasks undertaken in Q1 2019.
- In summary, three projects moved from the planning phase in 2018, to the execution phase in Q1 2019; five projects in execution phase remained on track; four fell slightly behind schedule during Q1; and one remains deferred from 2018.

Background

The Middlesex-London Health Unit’s 2015–20 Strategic Plan details the vision, mission, and values of the organization and outlines its strategic priorities. The Board of Health approved this five-year plan at its September 17, 2015 meeting, and staff began to work on many of its strategic priorities soon afterward. The 2018–20 Balanced Scorecard identifies the strategic priorities that are to be carried out over the remaining 2.5-year horizon.

2018–20 Balanced Scorecard Reporting

The Project Management Office (PMO) is accountable for monitoring and reporting project status to the Board of Health. Regular reporting helps to identify recent accomplishments, top issues, lessons learned, and variance from expected outcomes. The 2018–20 Balanced Scorecard and the Q1 2019 Balanced Scorecard Report are attached as [Appendix A](#) and [Appendix B](#), respectively. Detailed project status reports are included in [Appendix C](#) and relate specifically to activities and tasks undertaken during Q1 2019.

Q1 2019 Activity

Three strategic projects were in the planning phase during 2018 and moved into execution in early 2019. Given the complexity of these projects, they represent significant endeavours in advancing technology across the organization. Projects that moved into execution phase and reached milestones through implementation kick-off include:

- Electronic Client Record Solution (PRJT#2018-005)
- Enterprise Resource Planning (ERP) – Human Capital Management Solution (PRJT#2018-004)

- Administrative Policy Manual – Policy Management Software Solution (PRJT#2018-015)

In Q1, five strategic projects that were in execution phase continued as planned and remained on track, according to project schedules. These include:

- Project Management Office (PRJT#2018-016)
- Health Equity Indicator Assessment and Recommendations (PRJT#2018-010)
- Community Health Status Reporting (PRJT#2018-008)
- MLHU Rebranding and Graphic Standards (PRJT#2018-013)
- Annual Service Plan Alignment and Implementation (PRJT#2018-002)

Strategic projects that were identified as being behind schedule due to issues that arose requiring significant changes include:

- Relocation Project (PRJT#2018-001)
- Community Engagement Strategy – Client Experience Tool (PRJT#2018-007)
- Enterprise Resource Planning (PRJT#2018-004)
- Diversity and Inclusion (PRJT#2018-009)

Currently there is one strategic initiative planned prior to 2018 on which work has not yet begun: the Review of Learning Assessments project. It has been deferred until ERP is fully implemented.

For detailed information regarding each project listed above, refer to [Appendix C](#).

Next Steps

The PMO will continue to provide support to staff to enable implementation of activities on the Balanced Scorecard to advance MLHU's strategic priorities. A comprehensive evaluation of the current strategic plan will be provided to the Governance Committee in 2019. Consultation for the next strategic planning cycle is planned to commence in Q3 2019.

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



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