

TO: Chair and Members of the Governance Committee

FROM: Christopher Mackie, Medical Officer of Health / CEO

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Q3 2019 ACTIVITY REPORT – STRATEGIC PROJECTS

Recommendation

It is recommended that the Governance Committee receive Report No. 015-19GC re: “Q3 2019 Activity Report – Strategic Projects” for information.

Key Points

- The 2018 - 2020 Balanced Scorecard identifies initiatives and tasks that the organization is pursuing to advance the strategic priorities identified in the 2015 - 2020 Strategic Plan.
- The Q2 Balanced Scorecard Report ([Appendix B](#)) highlights the progress that has been made to date on the strategic priorities while detailed project status reports have been prepared in relation to activities and tasks undertaken during Q3 2019 which are included as [Appendix C](#).
- In summary, five (5) projects in execution phase remained on track, four (4) fell behind schedule and two (2) reached project close-out during Q3. Three (3) projects continue to be on hold in anticipation of regional amalgamation and one (1) project 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 the strategic priorities. The Board of Health approved the five (5) year plan at its September 17, 2015 meeting, and staff began working on many of its strategic priorities soon afterward. The 2018-2020 Balanced Scorecard identifies the strategic priorities that are to be carried out over the remaining 2.5-year horizon.

2018-2020 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 any variance from expected outcomes. The 2018 - 2020 Balanced Scorecard and the Q2 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 Q3 2019.

Q3 2019 Activity

In Q3, five (5) strategic projects that were in execution phase continued to proceed as planned and remained on track according to project schedules, which include:

- Relocation Project (*PRJT#2018-001*)
- Middlesex County Services Review (*PRJT#2018-003*)
- Enterprise Resource Planning (*PRJT#2018-004*)
- Intake Lines (*PRJT#2018-012*)
- Administrative Policy Manual - Policy Management Software Solution (*PRJT#2018-015*)

The four (4) strategic projects that were identified as being behind schedule due to issues that arose requiring significant changes include:

- Electronic Client Record (*PRJT#2018-005*)
- Community Engagement Strategy – Client Experience Tool (*PRJT#2018-007*)
- Health Equity Indicator Assessment and Recommendations (*PRJT#2018-010*)
- Conduct Training for Staff Writing Board Reports (Initiated prior to 2018)

Two (2) strategic projects that have now transitioned into operational work during project close-out in Q3 and Q4 respectively include:

- Annual Service Plan Alignment and Implementation (*PRJT#2018-002*)
- Community Health Status Reporting (*PRJT#2018-008*)

Three (3) strategic projects were placed on hold following the provincial budget announcement and are awaiting further direction from the Ministry regarding public health regionalization before moving forward. These projects include:

- Diversity and Inclusion (*PRJT#2018-009*)
- Implementation of Modernized Standards Gap Analysis (*PRJT#2018-011*)
- MLHU Rebranding and Graphic Standards (*PRJT#2018-013*)

Currently, there is one strategic initiative that has not yet started that was initiated prior to 2018. The Review of Learning Assessments project that continues to be deferred until the Human Resources Information System (Ceridian) that is part of the Enterprise Resource Planning project has been 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 the implementation of activities on the Balanced Scorecard to advance MLHU's strategic priorities. A comprehensive evaluation of the current strategic plan continues to be deferred. Consultation for the next strategic planning cycle will be dependant upon further direction from the Ministry regarding public health regionalization.

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



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