

Recommendation	#	Action Item	Lead	Expected Date of Completion / Implementation	Status Update
Establish regular communication channels (delegations, newsletters / correspondence) to all municipal councils (upper and lower tier)	1	<i>Develop Board of Health Governance Policy for Relationships with Other Health Service Providers and Key Stakeholders that outlines regular communication channels</i>	<ul style="list-style-type: none"> o Manager, Privacy, Risk and Governance o Manager, Program Planning and Evaluation o Manager, Communications o Manager, Health Equity and Indigenous Reconciliation 	On hold pending public health restructuring	
	2	<i>Schedule and conduct regular delegations to all municipal councils (at least once every two years)</i>	<ul style="list-style-type: none"> o MOH / CEO o Senior Leadership Team 	2020 - Q4	
	3	<i>Board of health updates sent as correspondence following each board meeting</i>	<ul style="list-style-type: none"> o MOH / CEO o Executive Assistant to the Board of Health 	2019 - Q4	Process implemented at the beginning of Q4 - Board of Health will send a letter to County Council the Monday following each Board meeting with the approved minutes from the last meeting and the draft motions from the current meeting.
	4	<i>Provide informational packages about public health to all municipal candidates running for municipal council</i>	<ul style="list-style-type: none"> o Executive Assistant to the Board of Health 	2022 - Q4	
Enhance staff and programming presence at the Strathroy office	5	<i>Ensure intake line project considers a dedicated staff person in Strathroy to provide in-person and over the phone service</i>	<ul style="list-style-type: none"> o Intake Line Project Team 	2020 - Q1	The Strathroy office will be getting a full time Customer Service Representative effective December 2019. Hours will be from 8:30 to 4:30 Monday to Friday.
	6	<i>Identify programs and make changes that could enhance programming to meet community health needs</i>	<ul style="list-style-type: none"> o Program Planning and Evaluation Team o Program Teams 	2019 - Q4	<p>As a result of a breastfeeding program planning process that was completed in 2018, home visits are now offered during the early postpartum period to all Middlesex County residents experiencing breastfeeding challenges.</p> <p>In reviewing Healthy Babies Healthy Children screening processes, and after discussion with administrators at the Middlesex Health Alliance - Strathroy site, it was determined that MLHU would enhance involvement in postpartum HBHC screening prior to hospital discharge. Processes and agreements have been confirmed and screening changes have been recently implemented. A current growth and development program planning process is underway, and may have implications for enhancing programs and services in the County.</p> <p>The Program Planning and Evaluation (PPE) and Population Health Assessment and Surveillance (PHAS) Teams provide ongoing support to program teams to consider enhancements to programs or develop new programs to meet community health needs. For example, a funding application has been submitted to the Ministry of Health for a new Seniors Dental Care Program, which includes the delivery of dental services at the MLHU Strathroy office location, and a mobile bus unit to provide services across the City of London and Middlesex County locations. This would include capital investments, and would expand dental services to seniors, and enhance capacity to offer the Healthy Smiles Program for children in the County. If awarded funds, MLHU anticipates that these services could be initiated by late Spring 2020.</p> <p>A program review was conducted of the Public Health Inspection activities in Middlesex-London to optimize service delivery to the community. As a result, county-based Public Health Inspectors were relocated to provide better geographic coverage and strengthened client relationships. Inspection zones were also realigned in the county and city creating regional interdisciplinary teams supporting inspection activity in food safety, healthy environments, personal service settings, commercial kitchens, residential care homes, seasonal farm housing, rabies response, and safe drinking and recreational water. Public Health Inspectors conduct routine and complaint-based inspections in every one of these settings throughout Middlesex County.</p> <p>During the review, an opportunity for improved service delivery was identified to investigate whether there may be an appetite for the lower-tier municipalities to enact a business licensing bylaw similar to the approach used by the City of London and other municipalities. As it is often difficult to identify new businesses operating in the county such as food services, group homes and tattoo parlors, business licensing bylaws are helpful in providing improved consumer safety by coordinating an initial and subsequent routine health inspection regimen with other mandated inspections such as building code and fire prevention. Without a mechanism for the municipality to identify new businesses to the Health Unit, there are often delays to beginning inspections until the Health Unit becomes aware of their existence through passive means or public complaints.</p> <p>The Vaccine Preventable Disease team has improved its service delivery in Middlesex-London area schools by collaborating with the School Health teams to streamline the school vaccine clinic program. This has resulted in increased efficiency and improved uptake of vaccinations provided in schools.</p> <p>All population health assessment and surveillance activities to consider data specific to rural and County residents whenever such data is available.</p>
Explore a partnership with Middlesex County to utilize comprehensive libraries for program and service delivery	7	<i>Identify current leases and other spaces that are utilized across Middlesex County</i>	<ul style="list-style-type: none"> o Manager, Procurement and Operations 	2020 - Q2	
	8	<i>Identify an MLHU lead to act as the liaison with Middlesex County Library</i>	<ul style="list-style-type: none"> o Manager, Procurement and Operations 	2019 - Q3	The Manager, Procurement and Operations has been identified as the lead, as this role is often asked to assist programs with finding locations to offer services. Further, all managers are encouraged to consider the library for programming.
	9	<i>Identify programs that could enhance service delivery through the use of comprehensive libraries</i>	<ul style="list-style-type: none"> o Program Planning and Evaluation Team o Program Teams 	2019 - Q4	Ongoing efforts are made to consider program and service delivery to Middlesex residents through local libraries, where applicable.

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Ensure MLHU's planning processes takes into consideration the public health needs of Middlesex residents and that staff seek input from Middlesex residents	10	<i>Revise the planning and evaluation framework (PEF) to consider the public health needs of county residents</i> o <i>Situational Assessment Stage Guide</i> o <i>Population Health Assessment and Surveillance Tool</i> o <i>Program Description</i> o <i>Intervention Description</i> o <i>Engage Stakeholders Concept Guide</i> o <i>Stakeholder Analysis Tool</i>	o Program Planning and Evaluation Team o Population Health Assessment and Surveillance Team	2019 - Q3	Throughout 2019, the PPE and PHAS Teams have been supporting teams with planning and evaluation projects that consider the public health needs of county residents. For example, population health surveillance data specific to the needs of Middlesex residents has been reviewed to support program planning with the new Seniors Dental Care Program, Mental Health Promotion Program and Violence Prevention Program. Efforts to revise guides and tools in the PEF to specifically consider the needs of Middlesex residents will be focused on in 2020.
	11	<i>Disaggregation of data to allow for identification of needs for different areas of Middlesex County</i>	o Population Health Assessment and Surveillance Team	Ongoing	The Community Health Status Resource (CHSR) is MLHU's online and publicly available population health assessment tool. During the 2018/19 update of the CHSR, data was assessed and analyzed, when available, by rural and urban status. This information will help to guide the work of MLHU programs and community partners.
	12	<i>Seek input from Middlesex residents on programming decisions</i>	o Program Teams	Ongoing	This now occurs with all program reviews. As an example, changes to Healthy Start drop-in programs that were drafted as part of the Breastfeeding program planning process were subsequently revised based on feedback from County partners.
Develop data sharing agreements with local organizations	13	<i>Catalogue existing data sharing agreements and establish a process for developing new agreements</i>	o Manager, Privacy, Risk and Governance	2019 - Q3	New Policy Manager software was launched at MLHU in December 2019 which will house governance and administrative policies as well as Medical Directives, Contracts and Data Sharing Agreements. The initial focus has been on policies but work to utilize the system for cataloguing data sharing agreements has begun.
	14	<i>Identify organizations with whom data sharing would enhance MLHU planning</i>	o Population Health Assessment and Surveillance Team	2019 - Q4	Through the updating of the Community Health Status Resource (CHSR), the Population Health Assessment and Surveillance Team has identified county partners for whom the data would be helpful and informative. This information will be shared broadly, including with County Council.
	15	<i>Engage with organizations to establish data sharing agreements</i>	o TBD	Ongoing	
	16	<i>Use data in ongoing MLHU planning</i>	o Program Teams o Population Health Assessment and Surveillance Team o Program Planning and Evaluation Team o Health Equity Core Team	Ongoing	This now occurs with all program reviews.
Develop a community engagement strategy that includes stakeholders identified during asset mapping	17	<i>Develop policy for Community Engagement</i>	o Manager, Privacy, Risk and Governance o Manager, Program Planning and Evaluation o Manager, Communications o Manager, Health Equity and Indigenous Reconciliation	2019 - Q4	Policy will be developed based on information gleaned from analysis of the client engagement survey is conducted. The analysis is currently underway per the comments in action item 20.
	18	<i>Develop community partner inventory to assist programs with identifying stakeholders for community engagement</i>	o Program Planning and Evaluation o Population Health Assessment Team o Program Teams	2019 - Q4	The Community Health Status Resource (CHSR) is MLHU's online and publicly available population health assessment tool. In the process of updating the CHSR, the Population Health Assessment and Surveillance Team has identified county partners for whom the data would be helpful and informative. This list of stakeholders will also help MLHU programs identify areas for community engagement. Additionally this data has been collected through our mandatory MOHLTC reporting tool, the Annual Service plan (ASP). The ASP includes a Community Assessment, wherein the Board of Health has an opportunity to describe the communities being served, to identify strategic program and service delivery decisions, current priorities, opportunities, and challenges. In addition, the Plan allows MLHU to highlight information regarding local health issues, priority populations, key partners and stakeholders, community assets and needs, political climate, and public engagement.
Increase opportunities to deliver services and connect with Middlesex County residents online, over the phone and through other non-physical means	19	<i>Consider additional service offerings online and over the phone that are not currently offered</i>	o Intake Line Project Team o Program Teams	Ongoing	
Develop mechanisms for the public to provide feedback on how to improve service delivery	20	<i>Implementation of the Client Experience Surveys</i>	o Client Experience and Community Partner Experience Project Team o Program Planning and Evaluation Team	2020 - Q4	The Community Health Nursing Specialist and the Program Planning and Evaluation Team have been working together to implement The Client Experience Survey (CES), an organizational strategic initiative developed to support the Client & Community Confidence section of our Balanced Scorecard. In 2019, Sexual Health, Immunization, Oral Health, and Healthy Growth and Development program areas have been working hard to implement the CES. The intent of this project is to obtain quality client feedback that will support our ability to enhance client confidence in our organization, help us more effectively live our organizational values, and strengthen MLHU's culture of excellence and quality. Data collection from service-seeking clients in both London and Middlesex County is complete, and data analysis will be completed by the end of 2019. In Q1 2020, findings will be used to develop recommendations, which will be implemented throughout the remainder of 2020. Additional phases of this initiative will focus on mandated clients, clients that do not speak English or French, and community partners; it is expected that these phases will be planned and implemented by the end of 2021.