



TO: Chair and Members of the Governance Committee

FROM: Christopher Mackie, Medical Officer of Health / CEO

DATE: 2020 February 27

Q4 2019 ACTIVITY REPORT – STRATEGIC PLAN UPDATE

Recommendation

It is recommended that the Governance Committee receive Report No. 001-20GC re: “Q4 2019 Activity Report – Strategic Projects” for information.

Key Points

- The 2018–20 Balanced Scorecard identifies initiatives and tasks that the organization is pursuing to advance the strategic priorities identified in the 2015–20 Strategic Plan.
- The Q4 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 Q4 2019. The status reports are included as [Appendix C](#).
- In summary, nine projects in planning or execution phase remained on track, three fell behind schedule, and four reached project close-out during Q4. Three projects remain on hold in anticipation of regional amalgamation and one project remains deferred from 2018.

Background

The 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-year plan at its September 17, 2015 meeting, and staff began working 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 variances from expected outcomes. The 2018–20 Balanced Scorecard and the Q4 2019 Balanced Scorecard Report are attached as [Appendix A](#) and [Appendix B](#). Detailed project status reports are included in Appendix C and relate specifically to activities and tasks undertaken during Q4 2019.

Q4 2019 Activity

In Q4, nine strategic projects in planning or execution phase continued to proceed as planned and remained on track, according to project schedules. These include:

- Relocation Project (PRJT#2018-001)
- Middlesex County Services Review (PRJT#2018-003)
- Enterprise Resource Planning (PRJT#2018-004)
- Develop and Implement Activity-Based Work (ABW) arrangements (PRJT#2018-006)
- Intake lines (PRJT#2018-012)

- Performance Management Framework – Phase 1 (PRJT #2018-014)
- Administrative Policy Manual – Policy Management Software Solution (PRJT#2018-015)
- Risk Management Framework (PRJT#2018-017)
- Conduct training for staff who write Board reports or present to the Board (initiated prior to 2018)

Three strategic projects were identified as behind schedule due to issues that arose which required significant changes:

- Electronic Client Record (PRJT#2018-005)
- Community Engagement Strategy – Client Experience Tool (PRJT#2018-007)
- Health Equity Indicator Assessment and Recommendations (PRJT#2018-010)

Four strategic projects have transitioned into operational work during project close-out in Q4:

- Administrative Policy Manual – Policy Management Software Solution (PRJT#2018-015)
- Establishment of the Project Management Office (PRJT#2018-016)
- Define annual opportunities to enhance engagement (initiated prior to 2018)
- Increase transparency across the organization (initiated prior to 2018)

Three strategic projects were placed on hold following the provincial budget announcement and await further direction from the Ministry regarding public health regionalization before moving forward:

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

Currently, only one strategic initiative initiated prior to 2018 has not yet begun: the Review of Learning Assessments project, deferred until the Human Resources Information System (Ceridian) – which is part of the Enterprise Resource Planning project – has been fully implemented. It is anticipated that implementation of the remaining talent management modules will be complete by the end of Q1 2020. It is also anticipated that the review of learning assessment will commence in Q2 2020.

For detailed information regarding project activities and tasks undertaken during Q4, refer to [Appendix C](#).

Next Steps

The PMO will continue to provide support to staff to help implement activities on the Balanced Scorecard and advance MLHU's strategic priorities. A comprehensive evaluation of the current strategic plan and close-out report will be prepared in Q2 2020. Consultation for the next strategic planning cycle will depend on further direction from the Ministry regarding public health regionalization. It is anticipated that this work will commence in Q2 2020.

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



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