



TO: Chair and Members of the Board of Health

FROM: Dr. Alexander Summers, Medical Officer of Health
Emily Williams, Chief Executive Officer

DATE: 2023 May 18

2023-24 MLHU PROVISIONAL PLAN

Recommendation

It is recommended that the Board of Health:

- 1) Receive Report No. 33-23 re: “2023-24 MLHU Provisional Plan” for information; and
- 2) Provide feedback on the 2023-24 Provisional Plan ([Appendix A](#)) as appended to this report.

Key Points

- The 2023-24 Provisional Plan builds on ongoing strategic priority areas, sets new goals to outline where MLHU wants to be in two years, and articulates the direction to get there ([Appendix A](#)).
- The Senior Leadership Team worked with the Strategy, Planning and Performance team, with validation from the Management Leadership Team, to set goals and directions to draft the 2023-24 Provisional Plan.
- The Provisional Plan outlines the interim strategic direction until a full Strategic Plan can be developed for 2025-2029. This strategic planning is expected to begin in early 2024.

Background

The Middlesex-London Health Unit issued the 2021-2022 Provisional Plan to provide strategic direction during the COVID-19 response, while supporting recovery from the pandemic ([Report No. 10-21GC](#)). On November 10, 2022, the Board of Health approved extending the 2021-22 Provisional Plan to the end of 2024 following a current state analysis ([Report No. 13-22GC](#)) in this time of COVID-19 recovery. The four priority areas were maintained: Client and Community Confidence; Program Excellence; Employee Engagement & Learning; and, Organizational Excellence.

Progress to Date

The MLHU is still in COVID-19 recovery, and this planning process was an opportunity to reflect on the core work of local public health as pandemic deployments end. Areas of focus included building a solid foundation through re-prioritizing key partnerships with equity deserving groups, understanding what public health does and doing that work well, supporting staff well-being and their recovery, and clearly outlining how to make effective decisions and follow through on them.

The revised 2023-24 MLHU Provisional Plan ([Appendix A](#)) details the updated interim strategic goals and directions, and outlines the initiatives to move them forward. To create the plan, the Strategy, Planning and Performance team consulted closely with the Senior Leadership Team (SLT). The term *Goal* was used to describe “where we want to be” as an organization and the term *Direction* was used to outline “the path we’re taking to get there”. Initiatives (“how we plan to move forward along that path”) and Tactics (“the specific activities and projects to make progress”) were identified to operationalize the work. The Management Leadership Team (MLT) also provided feedback.

Reporting

The Strategy, Planning and Performance team is creating a reporting template to regularly inform the Board of Health on the status of the 2023-24 Provisional Plan initiatives.

Next Steps

Pending Board of Health feedback, the revised 2023-24 Provisional Plan will be presented to the Governance Committee in June 2023 for approval.

Planning for the development of a 2025-2029 Strategic Plan will commence in 2024. Board members and a broad range of partners will be asked to participate in the engagement strategy as the next Strategic Plan is developed.

This report was prepared by the Strategy, Planning and Performance Team, Public Health Foundations Division.



Dr. Alexander Summers, MD, MPH, CCFP, FRCPC
Medical Officer of Health



Emily Williams, BScN, RN, MBA, CHE
Chief Executive Officer