

The Board of Health for the Middlesex London Health Unit

2020 Standards Activity Reports
as of September 30, 2020

Risk Management

Ref. #	Description	Category	Impact	Likelihood	Overall Risk Rating	Key Risk Mitigations	Date reported to the Board	
A	B	C	D	E	F = D x E	G	H	
1	Core public health services below essential levels due to pandemic response.	Operational / Service Delivery	4	4	4x4	● High	Strategic planning in the midst of the pandemic will help to focus on what priorities the organization should start, stop or continuing doing in order to meet the evolving needs of the community. Adapting the strategic priorities and roadmap to be more agile, flexible, and directional will be crucial for service delivery planning. The likelihood of core public health services falling below essential levels is expected to decrease after Q1 2022 with continued implementation of the risk mitigation strategies mentioned.	2021-Jan-21 2021-Feb-18 2021-Mar-18 2021-Apr-15 2021-June-17 2021-Sept-15 2021-Oct-21
2	Lack of resources to respond to emerging and exacerbated public health issues as a result of the pandemic, including food insecurity, domestic violence, racism, substance misuse and mental health	Equity	4	5	4x5	● High	Efforts to address emerging and exacerbated public health issues have been underway in MLHU programs since the outset of the pandemic (e.g., COVID Care packages provided to clients in quarantine/self-isolation, enhanced mental health screening in home visiting programs, Harvest Bucks and food cards provided to HBHC clients, mobile vaccine clinics offered in collaboration with Black-led organizations, etc.). Our website has up-to-date information about community resources related to these issues, and staff will continue to make referrals. As the COVID response evolves MLHU will strive to ensure these efforts are comprehensive and universal at a system level. MLHLU has prioritized anti-Black racism work; an organizational plan has been created and implementation will begin in January 2022.	2021-Jan-21 2021-Apr-15 2021-May-20 2021-Sept-16
3	Staff burnout due to high workload and demands related to pandemic response, (e.g operation of the mass vaccination clinics and continued redeployment to COVID work) including role and scheduling changes (type of work, length of shifts, seven day/week extended hours).	People / Human resources	4	5	4x5	● High	MLHU has implemented partnerships with different organizations such as City of London, Thames Valley Family Health team, London Health Sciences Centre, etc. to help address large short term staffing needs for vaccination clinics. Ongoing recruitment efforts to hire temporary staff for COVID to replace redeployed staff. HR and Operations are reviewing hours of work, schedule rotations and staffing levels to determine where adjustments can be made to align with staff preference. Increased mental health supports and Be Well programming for staff to address burnout. Ensured majority of staff were able to take full vacation allotment.	2021-Apr-15 2021-May-20 2021-June-17 2021-July-15 2021-Sept-15 2021-Oct-21

4	High demand for limited pool of public health professionals	People / Human resources	4	4	4x4	●	High	Implementation of advanced hiring by posting full-time roles for some of the temporary funding based on projected attrition in order to attract external candidates. Hiring of student PHNs and PHIs following their practicums under a temporary licence. Posting for general public health professional roles to build a pool of qualified candidates for when positions are available.	2021-Jan-21 2021-June-17 2021-July-15
5	Collective agreement negotiations in 2021 could have potential impacts on business continuity in the event of a labour disruption	People / Human resources	5	3	5x3	●	High	Business continuity/labour disruption planning is underway in preparation for CUPE negotiations. SLT has already prioritized the key public health work that needs to be covered. Regular prioritization of labour relations issues through weekly collaboration with the union partners. Disruption would now apply mainly to administrative services.	2021-May-20
6	Uncertainty as to whether the Ministry will provide recovery funding for 2022 will impact staffing requirements during the budget creation and program delivery.	Financial	4	4	4x4	●	High	Programs that were previously budgeted will remain in the 2022 budget with the same staffing and funding as previous years. These programs will undergo robust review processes during 2022 to ensure each is aligned with mandated services as described in the Health Protection and Promotion Act and with Board of Health priorities.	2021-Feb-02 2021-Feb-11 2021-Sept-02 2021-Nov-11
7	Ministry is funding at 2019 levels and caps on City/County contributions will increase financial strain and the health unit's ability to generate a balanced budget while absorbing record inflationary adjustments.	Financial	4	5	4x5	●	High	The Health Unit will unite with the City and County to lobby the Ministry to recognize, and fund, inflation. Budgeted contingency will be pooled and shown at the corporate level to offset unknown events. Programs will undergo robust review processes and zero-based budgeting to ensure alignment and potentially identify efficiencies.	2021-June-03 2021-July-15 2021-Sept-16 2021-Nov-11
8	Financial reporting is not frequent enough to provide managers and directors with the necessary information to make informed decisions in a timely manner.	Financial	3	5	3x5	●	High	The Finance department is reviewing structure and staffing requirements to meet the demands associated with monthly reporting. The budget will be developed and shared to increase transparency and awareness. Forecasting will be introduced to improve financial management and oversight.	2021-Sept-16 2021-Nov-11
9	Targeting of program staff and leadership responsible for implementing public health measures (e.g. section 22 orders, masking, operating mass vaccination clinics, etc.) including threats made in-person, over the phone and social media.	People / Human resources	4	4	4x4	●	High	Safety plans have been put in place for staff, leaders and specific clinic sites. Police have been involved in some cases when staff have been threatened. Security is present at Citi Plaza and at the vaccination clinics. Regular communication at Town Hall meetings to provide support to staff and direction on how to call for help.	2021-June-17 2021-Nov-18
10	Retention and recruitment of leadership roles in public health.	People / Human resources	4	5	4x5	●	High	Focus groups held with leadership staff internally as well as led by an external facilitator to understand what keeps managers at MLHU and reasons they may be leaving. Targeted exit interviews conducted by HR for leaders leaving the organization. Working with an external compensation consultant to conduct a market compensation review with comparator health units and similar sectors.	2021-May-20 2021-July-15
11	MLHU physical servers/SAN are past end of life (8+ Years) and in need of replacement.	Technology	4	5	4x5	●	High	Consolidation and Cloud Migration have reduced the physical server requirements and plans for hardware replacement at that new level have been put in place. Completion of migration expected by end of Q1 2022.	2021-Nov-18
12	Ensuring the right leadership and organizational structure is in place to support the evolving needs of the health unit.	Stakeholder / Public Perception	4	5	4x5	●	High	The 2021 Provisional Plan goal specifically addresses this risk and the Board has examined the need to leverage skill sets to advance the strategy of the organization. There is commitment to achieving the goals as articulated on the Provisional plan that includes assessing and refining decision-making practices across the organization.	2021-May-03 2021-July-13 2021-July-20 2021-Aug-05 2021-Sept-09 2021-Oct-12 2021-Oct-19 2021-Dec-01

Table 1 - Risk Categories

Risk Category	Definition
Compliance Legal	Uncertainty regarding compliance with laws, regulations, standards, policies, directives, and/or contracts. May expose the organization to the risk of fines, penalties, and/or litigation.
Environment	Uncertainty usually due to external risks facing an organization including air, water, earth, and/or forests.
Equity	Uncertainty that policies, programs, and services have an equitable impact on the population.
Financial	Uncertainty of obtaining, using, maintaining economic resources, meeting overall financial budgets/commitments, and/or preventing, detecting, or recovering fraud.
Governance / Organizational	Uncertainty of having appropriate accountability and control mechanisms such as organizational structures and systems processes, systemic issues, culture and values, organizational capacity commitment, and/or learning and management systems, etc.
Information / Knowledge	Uncertainty regarding the access to or use of accurate, complete, relevant and timely information. Uncertainty regarding the reliability of information systems.
Operational / Service Delivery	Uncertainty regarding the performance of activities designed to carry out any of the functions of the organization, including design and implementation.
People / Human resources	Uncertainty as to the organization's ability to attract, develop, and retain the talent needed to meet its objectives.
Political	Uncertainty of the events may arise from or impact any level of the government including the Offices of the Premier or Minister (e.g., a change in government political priorities or policy direction).
Privacy	Uncertainty with regards to the safeguarding of personal information or data, including identity theft or unauthorized access.
Security	Uncertainty relating to physical or logical access to data and locations (offices, warehouses, labs, etc.).
Stakeholder / Public Perception	Uncertainty around the expectations of the public, other governments, media or other stakeholders. Maintaining positive public image; ensuring satisfaction and support of partners.
Strategic / Policy	Uncertainty that strategies and policies will achieve required results or that policies, directives, guidelines, legislation will not be able to adjust necessarily.
Technology	Uncertainty regarding alignment of IT infrastructure with technology and business requirements. Uncertainty of the availability and reliability of technology.