



TO: Chair and Members of the Board of Health

FROM: Emily Williams, Chief Executive Officer (Interim)

DATE: 2021 December 9

2021 RISK MANAGEMENT REPORT

Recommendation

It is recommended that the Board of Health:

- 1) *Receive Report No. 51-21 for information; and*
- 2) *Approve the 2021 Middlesex-London Health Unit Risk Management Report (Appendix A).*

Key Points

- In September 2018, the Ministry of Health and Long-Term Care announced that public health units would be required to submit a new Risk Management Report as part of the Q3 Standards Activity Report (SAR).
- The purpose is for boards of health to report in a standardized manner the high risks that are currently being managed at each board of health. The report is in alignment with board of health requirements under the Ontario Public Health Standards (OPHS) and the approved Middlesex-London Health Unit (MLHU) [Risk Management Policy \(G-120\)](#).
- The 2021 MLHU Risk Management Report ([Appendix A](#)) was prepared by staff to be submitted to the Ministry on December 10th following Board of Health approval. Through successful mitigation, two (2) of the seven (7) high risks identified in 2020 no longer constitute a high risk to organizational objectives. A summary of the current and previous high risks and key mitigations are included in [Appendix A](#) and [B](#) respectively.

Background

In January 2018, the Ministry of Health and Long-Term Care implemented modernized Ontario Public Health Standards (OPHS) and introduced new accountability and reporting tools required under the Public Health Accountability Framework.

The Ministry has continued to evaluate and refine the accountability and reporting tools, and in September 2018, announced that a new Risk Management Report would be required as part of the Q3 Standards Activity Report.

The OPHS require boards of health to have a formal risk management framework in place that identifies, assesses, and addresses risks. The new Risk Management Report summarizes high risks and key mitigations reported to the Board of Health as required by the OPHS.

Risk Assessment

Risk assessment and mitigation occurs at the organization, program, and project levels on a continuous basis according to the process outlined in the approved MLHU [Risk Management Policy \(G-120\)](#), and the Board of Health is kept informed of identified high risks and key mitigations.

In preparing the 2021 MLHU Risk Management Report, previously identified high risks were re-assessed to determine the current residual risk and mitigations, and consultation occurred to identify any new high risks.

A total of 12 high risks were identified in the 2021 MLHU Risk Management Report ([Appendix A](#)), in contrast to 7 high risks the previous year. Through successful mitigation, there are two (2) of the high risks identified in the 2020 MLHU Risk Management Report ([Appendix B](#)) that no longer constitute a high risk to organizational objectives:

1. Uncertainty around the timing and allocation of additional funding to cover COVID-related expenditures creates a risk of cash shortfall that may exceed our line of credit limit.
2. Rapid implementation of new technology and applications to facilitate pandemic response introduces new privacy and information security risks.

There were seven (7) new high risks identified, three (3) of which relate to financial uncertainty or strain. An additional three (3) new risks have emerged pertaining to human resources and stakeholder/public perception. There is one (1) risk that falls within the technology category of risks.

Next Steps

To request that the Board of Health review and approve the 2021 MLHU Risk Management Report included with this report. Following approval from the Board of Health the Risk Management Report will be submitted to the Ministry as part of the Q3 Standard Activity Report.

This report was prepared by Healthy Organization Division.



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