



MIDDLESEX-LONDON HEALTH UNIT

REPORT NO. 54-23

TO: Chair and Members of the Board of Health

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

DATE: 2023 September 21

STRATEGIC PRIORITIZATION FOR THE MIDDLESEX-LONDON HEALTH UNIT

Recommendation

It is recommended that the Board of Health:

- 1) Receive Report No. 54-23 re: “Strategic Prioritization for the Middlesex-London Health Unit” for information; and*
- 2) Approve the recommended principles and the methodology for prioritization.*

Key Points

- The Middlesex-London Health Unit is facing significant budget pressures in 2024 and will no longer be able to sustain its current or historic levels of service.
- The agency must identify strategic areas for disinvestments in order to balance the budget. This will impact service delivery, with labour relations consequences and potential changes to the structure of the agency.
- In anticipation of the 2024 budget, principles for prioritization and a process for the Middlesex-London Health Unit to evaluate its work and prioritize its resources have been proposed ([Appendix A](#)).

Background

The Middlesex-London Health Unit is facing significant budget pressures in 2024 and will no longer be able to sustain its current or historic levels of service. Given the recent Provincial announcements regarding funding to local public health agencies, the anticipated shortfall for 2024 is between \$2,600,000 to \$2,800,000.

To address this, the agency must identify strategic areas for disinvestments, as opposed to marginal disinvestments, in order to balance the budget. This will impact service delivery, with labour relations consequences and potential changes to the structure of the agency.

A comprehensive process for the Middlesex-London Health Unit to evaluate its work and prioritize its resources is described in the report found in [Appendix A](#).

Goals and Principles for Strategic Prioritization

In order to identify strategic areas for disinvestments, goals have been described and a series of principles for prioritization have been proposed.

The goals of the strategic prioritization process are to:

- Assess and define the current work of the agency;
- Utilizing well-articulated principles, prioritize the work of the agency to determine areas for strategic disinvestment;
- Ensure that the remaining interventions are sufficiently resourced;
- And restructure the organization as appropriate.

The work of the agency will be reviewed and prioritized within the following commitments:

- We will focus on the core work of local public health.
- The work that we do must be definable and clearly articulated.
- The work must have an impact on our community.
- We will consolidate our resources to that core work to ensure that we ‘do what we do well.’
- Insomuch as the work fits within the core work of local public health, we will adjust our work to meet the gaps, needs, and expectations of our funders and community.

Methodology for Prioritization

Strategic recommendations will be developed by the Medical Officer of Health and Chief Executive Officer for consideration by the Board of Health. The strategic prioritization and, if necessary, restructuring process will be staged and consist of **Assessment and Planning, Implementation, and Evaluation and Optimization.**

Next Steps

With Board approval of the strategic prioritization principles and process, the MOH and CEO will provide recommendations regarding prioritized programs and interventions at the October 2023 Board of Health meeting. With approval of those priorities, a fulsome draft organizational structure and model will be developed. The final draft, including financial and labour relations impacts, will then be presented to the Board of Health for review and approval at the November or December Board of Health meeting.

This report was jointly prepared by the Medical Officer of Health and Chief Executive Officer.



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



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