



TO: Chair and Members of the Board of Health

FROM: Dr. Alexander Summers, Medical Officer of Health  
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## SUMMARY OF STRATEGIC PRIORITIZATION AND RESTRUCTURING OF THE MIDDLESEX-LONDON HEALTH UNIT

### **Recommendation**

*It is recommended that the Board of Health receive Report No. 80-23 re: “Summary of Strategic Prioritization and Restructuring of the Middlesex-London Health Unit” for information.*

### **Key Points**

- The Middlesex-London Health Unit was facing significant budget pressures in 2024.
- The agency identified strategic areas for disinvestments in order to balance the budget for 2024.
- Given the magnitude of the disinvestments and the approved priorities of the agency, the agency was restructured, effective January 1, 2024 ([Appendix A](#)).
- The labour relations and financial impacts of the restructuring are described in [Report No. 81-23](#).

### **Background**

The Middlesex-London Health Unit (MLHU) was facing significant budget pressures in 2024 and would no longer be able to sustain its current or historic levels of service. A process to strategically review the agency’s programs and interventions was presented to and approved by the Board of Health in September 2023 as [Report. No. 54-23](#).

Using the principles for prioritization and knowledge of the work of the agency, the Medical Officer of Health (MOH) and Chief Executive Officer (CEO) developed a proposal outlining programs and topics, settings, and interventions for investment or disinvestment. This was approved by the Board of Health in October 2023. In summary:

- **Highlighted investments**
  - Minor investments in vaccine preventable disease to ensure ongoing ability to maintain compliance with the *Immunization of School Pupils Act (ISPA)*, as well as to support moderate vaccine administration (including COVID-19) to prioritized populations with minimal access to other health care sources.
  - Minor investments in infectious disease control to ensure readiness and responsiveness to emerging threats.
  - Minor strengthening of presence with health sector partners, notably the Middlesex-London Ontario Health Team.
- **Highlighted disinvestments**
  - Significant reductions in comprehensive school health nursing, with a shift to supporting boards and ‘families’ of schools. Immunization and dental programming will continue.
  - Significant reduction in public health nursing capacity in healthy public policy development and community mobilization, with a shift to prioritized issues and partners at the municipal level.

- Reduced and scoped social marketing work, particularly public awareness campaigns, with the exception of regional and sustained initiatives. Initiatives will be determined through the annual prioritization efforts of the agency.

Given the magnitude of the disinvestments and the approved priorities of the agency, the MLHU undertook layoffs of both leadership and staff. This has also resulted in a restructuring of the agency, effective January 1, 2024 ([Appendix A](#)), specifically around the interventions of the MLHU. The detailed labour relations and financial impacts are outlined in [Report 81-23](#).

### Next Steps

The effectiveness of the new structure will be evaluated through the organizational performance management system throughout 2024 and 2025. All teams will assess their model of service delivery, ensuring that the allocated resources are appropriate given the priorities of the agency.

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



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