

INFORMATION REPORT

TO: Mayor and Members Board of Health	WARD(S) AFFECTED: CITY WIDE
COMMITTEE DATE: November 28, 2011	
SUBJECT/REPORT NO: Public Health Services Strategic Business Plan (formerly known as Public Health Services Management Team Workplan) BOH11016(a) (City Wide)	
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SIGNATURE:	

Council Direction:

The Public Health Services Strategic Business Plan (formerly known as Public Health Services Management Team Workplan) was approved in May 2011. This report provides an update on the progress toward the approved objectives.

Information:

Strategic Planning is about making choices today that will impact our future. The last City of Hamilton Strategic Plan was established in 2007, and is currently under revision. In April 2011, Council approved a workplan for the Senior Management Team (SMT) that would move the corporation forward in three priority areas:

1. Corporate Priority: Leadership & Governance

- ⇒ Foster positive relations between staff and Council
- ⇒ Provide strategic and administrative direction
- ⇒ Promote a culture of employee engagement

2. Corporate Priority: Prosperity

- ⇒ Increase the number of Living Wage jobs
- ⇒ Grow the non-residential assessment base
- ⇒ Create Healthy Neighbourhoods

3. Corporate Priority: Sustainable Services

- ⇒ *Deliver services in an efficient and effective manner*
- ⇒ *Develop a financial sustainability strategy*
- ⇒ *Provide taxpayer value for money*

The Public Health Services Strategic Business Plan, formerly known as the Public Health Services Management Team (PHSMT) Workplan, was developed to identify key initiatives within Public Health Services that would contribute to accomplishing these strategic priorities, as well as priorities identified by the Province.

Strategic Business Plans cover a one to four year time frame, and are reviewed and renewed in whole annually. Initiatives mandated by either Council, the Province or commenced by the Department in response to issues that arise in-year, are incorporated into the plan and adjustments made as necessary. Additions and adjustments are reported to the Board of Health during status updates. The 2011 Plan was approved by the Board of Health in June 2011. This report provides a status update on progress toward the approved objectives.

Staff are working to establish a consistent corporate format for business plans. Future iterations will include further elements such as legislative requirements, resource allocation and timing of deliverables for the Department. This plan has been adjusted to include new or existing significant departmental activities that have been approved by the Board of Health in other reports. OCCHA accreditation recommendations resulting from the annual monitoring process and their implementation status were also included in this plan. Maintaining a single plan and monitoring system helps to ensure effective use of resources and allows for resource allocation decisions when priorities compete for existing resources.

Appendix A provides a detailed analysis of each of the PHS priorities, approved objectives and the completion status. Additional comments and details to clarify the implementation status of each objective are also provided.

Highlights of the Status Report

1. Corporate Priority: Leadership & Governance

Under the ***Organizational Performance Improvement*** priority, PHSMT has already completed the transition of the Organization Structure Review work into regular practice. Ongoing continuous improvement processes in key business practices are coordinated through two departmental committees: *The Organization Effectiveness and The Service Performance and Accountability Committees*.

All but one of the accreditation recommendations and requirements included in this plan are on target. A performance management pilot project designed to measure staff core competencies performance; as well as, a monitoring system to track the performance appraisal completion in real time is in place. Regardless of improved completion rates in 2011 over the 2010 rates, the department is unlikely to reach the 95% target rates for performance appraisals.

2. Corporate Priority: Prosperity

All of the planned objectives aligning with this priority are either on target toward completion or completed.

PHS contributions to ***Hamilton Becoming the Best Place to Raise a Child*** are on target, the planned objectives involving all departments and divisions, and even further collaboration with primary care physicians, Neighbourhood Office or developing a wider community coalition.

PHS has done extensive work in the ***Social Determinants of Health and Neighbourhood Strategy (SDOH)*** area. One manager is seconded to the Neighbourhood Office and the PHS SDOH committee is already established. Each division has already chosen one program area that will apply the Equity lens tool provided by the Public Health Ontario. Linkages with the corporate Neighbourhood Development Strategy, including membership on corporate workgroups, are going to be accomplished by the end of 2011.

In the ***Obesity: LRT, Built Environment and Pan Am*** priority area; PHS have completed situational assessments for activity friendly communities and healthy food system as part of the work toward the position papers planned in these two areas. A plan to focus on preventing childhood obesity in the 0-6 years age group and using effective interventions will be developed for implementation in 2012.

PHS's work in the priority area of ***Reducing public health risks related to environmental health issues*** has resulted in implementation of public reporting of AQHI, completed consultation with environmental groups from across Hamilton and inclusion of conclusions into the SDOH/ Neighbourhood Strategy. PHS is in the process of developing a framework to better define and identify types of environmental hazards.

In the ***Child Lead Study*** area work; PHS reported the main study findings to the BOH in September. Based on these findings PHS; in collaboration with internal and external partners, have started a planning process for an environmental lead awareness program that will be included in the 2012 plan and budget. The other corporate

departments and services continue to offer their specialized support to minimize lead exposure in the City.

Reducing Exposure to Second Hand Smoke – Implementation of the Smoke-Free Outdoor Recreational Areas By-Law is a priority area that is on target progress on all planned objectives involving a variety of education and promotion activities and setting the necessary steps for the enforcement implementation evaluation.

3. Corporate Priority: Sustainable Services

PHS has developed a draft critical demand framework, including both priority activities in each division and timelines for completion. Individual discussions with BOH members for feedback are underway. This work is also part of the PHS work investment in ***Fostering positive relationships between staff and Board of Health***.

In the area of ***Managing OPHS Compliance***; PHS has established the Service Performance and Accountability Committee mandated to develop an OPHS monitoring system. Initial indicators have been developed as part of the Accountability Agreement. An initial review of Organizational Standard has been completed.

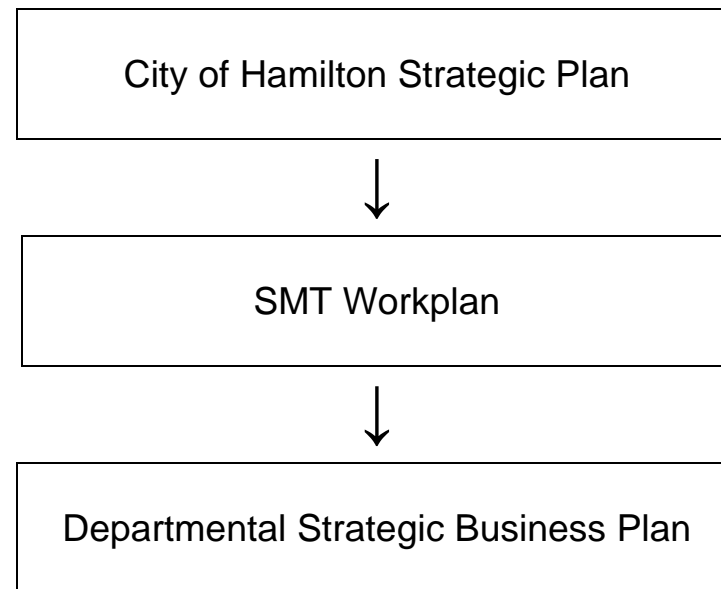
Service Delivery Review & Financial Sustainability Plan: PHS has participated in the corporate service delivery review and financial sustainability plan processes, and the Service Performance and Accountability Committee has already started its mandate. Delays in implementing next steps in this area from a Corporate Services perspective will have an overall impact on this priority area.






Next Steps

PHS staff are working to establish a consistent corporate format for business plans. Future iterations will include further elements such as legislative requirements, resource allocation.




A further progress report will be brought forward to the BOH in Q2 2012. A draft of the PHS Strategic Business Plan Priorities will be presented during the 2012 budget process completion. The plan will be finalized for the City Council Strategic Plan Exercise.







**RELATIONSHIP BETWEEN THE
CORPORATE STRATEGIC PLAN &
PHS STRATEGIC BUSINESS PLAN**








Status Legend	
	Not Being Addressed/Discontinued
	Off Target
	At Target
	Above Target
	Project Completed
N	New Department Project
*	New SMT Work Plan Project
B	New Board of Health Project
OCCHA	Accreditation-related Project
PD (Provincial Directives)	Ontario Public Health Standards & Ontario Public Health Organizational Standards


Corporate Priority: Leadership & Governance

Corporate Priority Area	PHS Priority	Objective	Lead	Divisions Involved	Status	Comments
Foster positive relations between staff and Council	<i>Foster positive relationships between staff and Board of Health</i>	<p>Work to ensure that requests from individual Board of Health members are addressed in the most appropriate manner</p> <ol style="list-style-type: none"> 1. Consult with individual Board of Health members to identify the range of requests that they would bring to staff 2. Recommend approaches for the consideration of the Board of Health on how to appropriately address such requests 	R. Hall C. Mackie	All		1 & 2. This priority is closely related to the Critical Demand priority below. A framework and response times for critical demand activities has been developed for discussion with Councillors during one-on-one meetings scheduled to take place over month of October.
<p>Provide strategic and administrative direction</p> <p>Promote a culture of employee engagement</p>	<i>Organizational Performance Improvement</i>	<p>Transition Organization Structure Review work into regular practice:</p> <ol style="list-style-type: none"> 1. Determine next steps with outstanding goals 2. Transition the OSR project team into an organizational performance improvement team 	E. Richardson	All	<p></p> <p></p>	<p>1. The business directions established through implementation of the recommendations of the OSR have been transformed into ongoing continuous improvement processes, which will be coordinated through two departmental committees (see point 2). Key directions for 2011/12 are also reflected in this Strategic Business Plan</p> <p>2. The Organization Effectiveness and Service Performance and Accountability Committees have been established to oversee organizational improvement in key business practices.</p>

<p>Promote a culture of employee engagement</p>	<p>Performance Management OCCHA Recommendation</p>	<p>Manage performance of staff to improve effectiveness of workforce</p> <ol style="list-style-type: none"> 1. Complete staff core competencies performance management pilot 2. Achieve 95% performance appraisal completion 	<p>E. Richardson</p>	<p>All</p>	<p> </p>	<ol style="list-style-type: none"> 1. Pilot ongoing and on schedule 2. Monitoring system developed and implemented to track progress toward this goal. Department unlikely to reach goal for 2011; however improvement over 2010 rates is planned.
<p>Promote a culture of employee engagement</p>	<p>Staff core competencies</p>	<p>Determine core competency development needs/ gaps</p> <ol style="list-style-type: none"> 1. Determine management competency development priorities 2. Develop management competency development framework 3. Determine staff competency develop priorities 	<p>T. Bendo E. Richardson</p>	<p>All</p>	<p>  </p>	<ol style="list-style-type: none"> 1. Survey and focus groups with managers completed and priorities identified 2. Leadership Competency Framework and Management Development Program Logic Model established. Launch scheduled for Oct. 28th. First workshop planned for November. Single provider to be sought to provide the management development program in order to provide a consistent approach throughout the program. 3. Survey of staff professional development needs completed. Plans being developed to address priority needs.
	<p>Continuing Education of Board of Health members OCCHA Suggestion</p>	<p>OCCHA encouraged Board of Health members to participate in continuing education opportunities to facilitate their knowledge, skills and understanding relative to their roles and responsibilities.</p>	<p>E. Richardson</p>		<p></p>	<p>Notification of continuing education opportunities in BOH agendas</p>

	<p>Program operational plans OCCHA Suggestion</p>	<p>Complete operational plans for all programs</p>		<p>All</p>		<p>Operational plans completed for 2011 for all programs</p> <p>2012 planning underway. Target completion for early Q1 2012 subsequent to completion of Council Strategic Plan review</p>
	<p>Monitoring & Evaluation OCCHA Suggestion</p>	<p>Document monitoring and evaluation activities in operational plans and ensure used to inform/change subsequent year's program planning</p>		<p>All</p>		<p>Program monitoring & evaluation activities are being integrated into operational plans.</p> <p>Documentation of changes to subsequent year's program planning to be incorporated into operational plans</p>
	<p>Orientation to PHS OCCHA Requirement</p>	<p>Develop formal orientation process to ensure that all employees are provided a comprehensive orientation to the city, PHS and their specific program/service areas.</p>	<p>T. Bendo</p>	<p>All</p>		<p><i>Orientation to PHS</i> Project completed and launched in April 2011 in the form of a PHS Orientation E-Manual on the PHS intranet. This E-Manual and accompanying process complements the City New Employee Orientation and orientation conducted at the specific program level.</p>





	<p>Health & Safety OCCHA Requirement</p>	<ol style="list-style-type: none"> 1. Conduct monthly workplace inspections in a manner consistent with agency policy and legislation. 2. Provide WHMIS training to all new staff and assess training needs annually. 	<p>T. Bendo</p>	<p>All</p>		<ol style="list-style-type: none"> 1. Workplace inspections are being conducted on a monthly basis. 2. On-line WHMIS training developed and incorporated into <i>Orientation to PHS</i> Project. To date approximately 62% of staff have completed training. Staff have until the end of 2011 to complete.
	<p>HR Policies & Procedures OCCHA Recommendation</p>	<ol style="list-style-type: none"> 1. Complete review of all human resource policies and procedures and establish more formal mechanisms for regular review. 2. Develop policies for volunteers 	<p>T. Bendo</p>	<p>All Corporate HR</p>		<ol style="list-style-type: none"> 1. Corporate Human Resources are updating Policies & Procedures with a plan to complete specific policies during 2011. Departmental policies & procedures related to human resources are continuing to be updated. HR anticipates all Policies & Procedures will have been reviewed by late 2012. PHS will bring all departmental human resources policies & procedures up to date once HR review is complete, targeting late 2012 and continue to review every one to three years with those that address issues with a higher degree of risk/liability to the organization, or related to medical issues requiring annual review. 2. PHS draft volunteer policies and procedures have been shared with Human Resources. HR policy to be








						completed by late 2012, and departmental policy to be completed subsequently
	Position Descriptions OCCHA Recommendation	Collaborate with Human Resources to develop position descriptions for all staff.	E. Richardson	All Corporate HR		Job postings have been used as job descriptions previously and are in place for all positions. HR and PHS have worked collaboratively to design a new job description template. Director and Associate Medical Officer of Health job descriptions were completed in 2010. Manager job descriptions to be completed by end of 2011. Any remaining job descriptions to be done will be completed in 2012 (as applicable).






Corporate Priority: Prosperity






Corporate Priority Area	PHS Priority	Objective	Lead	Divisions Involved	Status	Comments
Create Healthy Neighbourhoods	<i>PHS contributions to Hamilton becoming the best place to raise a child</i>	1. Protect, promote and support breastfeeding for healthy mothers and babies by achieving Baby Friendly Community Accreditation Status by 2013	D. Sheehan N. Tran	All departments and divisions		1. BOH report in October to detailed approach; Developing corporate policy and staff training strategy; Collecting ongoing local data through Infant Feeding Study; Developing BFI community coalition.
		2. Support the implementation of the Nurse-Family Partnership (NFP) at both local and provincial level		FH		2. Meeting with Chief MOH to request support; BC proceeding with province-wide RCT
		3. Ensure that all relevant PHS programs and services are provided in manner that is congruent with the Hamilton Parent Charter of Rights		All		3. Expert consultation being sought on how to transition programs and services
		4. Reduce incidence of low-birth-weight in Code Red neighbourhoods		FH		4. Meeting with Family Health Team. Looking at addressing priority neighbourhoods. Linking with Neighbourhood Office






	<p>Social Determinants of Health and Neighbourhood Strategy</p>	<p>Reduce health inequities through neighbourhood and other social determinants of health strategies</p> <ol style="list-style-type: none"> 1. Establish links with corporate approaches 2. Establish PHS SDOH committee 3. Each division will apply an equity lens to one program 4. 75% of PHS managers and 50% of PHS front line staff will attend SDOH workshop 5. Identify one health advocacy initiative and begin preparation to present to BOH 6. Develop PHS-wide definition of priority populations 7. Identify PHS linkages with the corporate Neighbourhood Development Strategy, including membership on corporate workgroups, by end of 2011 	<p>N. Tran G. McArthur</p>	<p>OMOH</p> <p>All</p> <p>All</p> <p>All</p> <p>All</p> <p>All</p> <p>All</p>	<p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p>	<ol style="list-style-type: none"> 1. Manager seconded to Neighbourhood Office. 2. Committee established 3. An Equity lens from PHO has been adopted as a tool to be used by each division in at least one program area; HL – Women Health Educator work with family physicians PBI – to incorporate equity lens into situational assessments and marketing campaigns 4. Workshop planned for fall 2011 5. Health advocacy initiatives selected and position papers underway for: <i>Activity friendly communities and Healthy food systems</i> 6. To be established by end of November 7. Participated in McMaster Health Forum; Awaiting invitation from Neighbourhood Office to neighbourhood planning workgroups.
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	<p>Obesity: LRT, Built Environment and Pan Am</p>	<p>Reduce rates of overweight and obesity</p> <ol style="list-style-type: none"> 1. Complete situation assessments for activity friendly communities and healthy food system and define priority areas for action 2. Identify two topics with potential of policy development and complete position papers for endorsement by BOH 3. Goal revised: Review results of Peel Health Unit's literature review to determine effective interventions to prevent childhood obesity in children 0-6 years 4. Develop plan to focus on preventing childhood obesity in children 0-6 years 	<p>D. Barr-Elliott D. Sheehan</p>	<p>HL HL FH FH</p>	<p>   </p>	<ol style="list-style-type: none"> 1. Situational assessments completed; priority areas definition underway 2. Areas for policy development selected, development of position papers underway: <ul style="list-style-type: none"> - <i>Activity friendly communities</i> - link between physical activity, built environment and obesity; - <i>Healthy food systems</i> - healthy eating environments need to be created where people buy or acquire food – Literature review completed, first draft scheduled for mid October 3. Developed draft Raising the Bar tool for use in childcare centres; Peel's lit review expected prior to the end of the year 4. Rolling out administration to parents of NutriSTEP screening tool in childcare centres/ schools/ HBHC /Check It Out Clinics. Further plans under development – will include one specific initiative focussed on preventing childhood obesity in children 0-6 years in FH Division Operational Plan
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		5. Provide consultation regarding health implications of LRT, Pan AM		HL, OMOH		5. Ongoing
	Reduce public health risks related to environmental health issues	<ol style="list-style-type: none"> 1. Develop and deliver Rural Water Quality Report to rural Hamilton residents 2. Develop and deliver an environmental lead awareness campaign 3. Implement public reporting of the Air Quality Health Index (AQHI) 4. Investigate and inspect known and reported contaminated lands that may present a health hazard to the public 5. Develop framework to better define and identify types of environmental health hazards 6. Meet with environmental groups from across Hamilton to clarify mandate and hear their perspective on environmental priorities. 	R. Hall C. Mackie	<p>HP</p> <p>HP</p> <p>HP</p> <p>HP</p> <p>HP</p> <p>HP</p>	     	<ol style="list-style-type: none"> 1. Scheduled for Q4 2011 2. Initial report to September BOH. Campaign under development. Target Q2 2012 3. Completed 4. Ongoing 5. Undertaking external scan of other jurisdictions – target for Q4 6. Completed – information being incorporated into SDOH/ Neighbourhood Strategy





	<p>Reduce Exposure to Second Hand Smoke – Implementation of the Smoke-Free Outdoor Recreational Areas By-Law</p>	<ol style="list-style-type: none"> 1. Develop and deliver a public education strategy 2. Development and implement strategically targeted visible, attractive promotions and signage for recreational and park areas 3. Enforce By-law on a complaint basis using existing Tobacco Enforcement Officers applying a risk management model. 4. Develop and implement a City of Hamilton staff education and awareness program concerning compliance with the By-law. 5. Develop and implement an evaluation of implementation process and outcomes after the first year of enforcement activities. 		<p>HL PW, Recreation, Culture, Human Resources</p> <p>HL, Public Works, Recreation, Culture</p> <p>HL</p> <p>HL, Human Resources (Health, Safety and Wellness)</p> <p>HL, PW, PBI* *consultation only</p>	    	<ol style="list-style-type: none"> 1. Planned for Q3/4 2011 and throughout 2012, including a variety of paid media such as newspapers, radio, Facebook advertisements, and posters. Tobacco Hotline and City of Hamilton website will also be an access point for information and materials about the By-law as well as to report complaints for follow-up with enforcement. 2. Planned for Q3/4 2011 and throughout 2012 3. Initial phase of enforcement will primarily consist of education, and then move towards warnings and/or charges as appropriate. 4. Planned for Q3/4 2011 and throughout 2011 including a variety of corporate communications channels such as eNet, JHSCs, Bulletins, Orientation Manuals, etc. 5. Planned for 2013, after first year of enforcement activities to allow for assessment of a season of full enforcement. Would also be useful for adjusting course if necessary in preparation for 2015 Pan Am events. Preliminary plans for evaluation include measuring prevalence of exposure to smoking in parks, frequency of complaints and number of tickets issued, cigarette butt litter audits.
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	<p>Low Income Dental Program Implementation</p> <p>Healthy Smiles Ontario</p>	<p>Implement phase II of the strategy, which includes:</p> <ol style="list-style-type: none"> 1. Increased capacity at 1447 Upper Ottawa clinic 2. Fee for service budget to refer to private dental services 3. Enhanced screening services for children 0-4 years and youth 14-17 years 4. Mobile preventive services 5. Promotion activities to increase uptake 		<p>C&PS</p>	    	<ol style="list-style-type: none"> 1. Renovations to the clinic completed 2. Clients referred to private dentists with covered costs 3. The capacity of dental screening has been increased to provide services for approx. 1600 clients/year by using community locations including Ontario Early Years Centres, Arrell Youth Centre., Notre Dame House, Living Rock and City of Hamilton Libraries. 4. Mobile dental services, including cleaning and preventive treatment to begin Sept 2011. One dental unit to be housed at East End Public Health Clinic. Remaining 2 units to be moved periodically to various community agencies and recreation centres across the community according to need and suitable physical site. Mobile applications for the Oral Health Information Surveillance System (OHISS) used to register and process HSO client claims being added. 5. A variety of promotional activities are planned for Q4 2011, including media advertising, bus ads and a tax-buck insert. Dental Hygienists will work with Women Health Educators to provide translated information to diverse cultural groups.
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	<p>Child Blood Lead Study</p>	<p>1. Complete and deliver the <i>Child Blood Lead Prevalence Study Findings</i> report</p> <p>2. Continue to offer “Check Size and Type Inspection” service for identifying lead service lines for water, free of charge</p> <p>3. Continue to offer low interest loans to residents who wish to replace their portion of any residential water service line that is made of lead</p> <p>4. Board of Health write Ministry of Community and Social Services (MCSS) requesting that MCSS and Ministry of Environment work together to provide 100% provincial funding for low-income households to access on-tap water filters</p> <p>5. In collaboration with internal and external partners, develop and deliver an environmental lead awareness program that will attempt to reduce exposure to environmental lead for high-risk groups (children <7yrs, pregnant women and women who may become pregnant) and refer resource implications, if any, to 2012 budget process</p>	<p>R. Hall E.Richardson C. Mackie</p>	<p>HP, PBI</p> <p>Public Works</p> <p>Corporate Services</p> <p>HP, Clerks</p> <p>HP</p>	<p></p> <p></p> <p></p> <p></p> <p></p>	<p>1. Completed and delivered to Board of Health in Q3</p> <p>2. Being offered by Public Works</p> <p>3. Being offered by Corporate Services</p> <p>4. Letter sent to MCSS and MOE by Clerks</p> <p>5. In the initial phase of planning: project scoping, situational analysis, resource estimation – to be included in the 2012 plan and budget</p>
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Corporate Priority: Sustainable Services

Corporate Priority Area	PHS Priority	Objective	Lead	Divisions Involved	Status	Comments
Deliver services in an efficient and effective manner	Critical Demand work <i>(including responses to outbreaks, infectious diseases, adverse water results, health hazards)</i>	Respond to critical demand work in priority: 1. Develop and prioritize list of critical demand driven activities (both internal and external) in each division with identified timelines for response 2. Respond to critical demand work within identified timelines 3. Provide community with information related to critical health issues in a timely manner.	R. Hall J. Emili	All	  	1. Draft of framework developed. Going to councillors for feedback during one-on-one meetings in October 2. System to monitor response times to be developed in 2012. 3. Ongoing through media releases Policy on communication with Council being revised. Council and public feedback on performance always welcome
Deliver services in an efficient and effective manner; Develop a financial sustainability strategy; Provide	Managing OPHS Compliance	Determine level of compliance with OPHS, identifying gaps in compliance: 1. Develop system to monitor OPHS compliance 2. Review new Organizational Standard and make recommendations to comply	T. Bendo E. Richardson	All	 	1. Service Performance and Accountability Committee established; mandate includes development of OPHS monitoring system. Initial indicators developed as part of Accountability Agreement 2. Initial review of Organizational Standard complete. Gap Analysis to be verified. Report to BOH planned for November

taxpayer value for money		3. Work with province to develop Accountability Agreement for BOH consideration.				3. Negotiations complete. Report to BOH October 2011
	Service Delivery Review & Financial Sustainability Plan	Participate in corporate service delivery review and financial sustainability plan processes	E. Richardson	All		Service Performance & Accountability Committee to link into the service delivery review Waiting next steps from Corporate Services
	Financial Accountability	Improve financial monitoring, reporting and performance 1. Achieve 100% compliance with corporate and provincial policies 2. Accurately forecast monthly financial position 3. Proactively manage forecasted financial position	E. Richardson	All		1. Ongoing; Identified increase in number of purchase issues in early 2011 2. Completed a Business Process Review on BER's. Implementation of recommendations underway. Improved tools for forecasting being developed 3. Measures to address staffing issues initiated by all Divisions
	E-Health Solutions Multi-year plan	1. Develop a plan to implement electronic methods for client scheduling and registration, nursing documentation and clinic management 2. Develop business case and capital budget requests for plan	T. Bendo E. Richardson	All		1. Plan presented to BOH October 2011 2. Business case included in October BOH report. Capital request being submitted as part of 2012 budget

<p>Deliver services in an efficient and effective manner; Develop a financial sustainability strategy; Provide taxpayer value for money</p>	<p><i>Rationalization of Schedule 20 of the Licensing By-Law subsequent to Ontario Retirement Homes Act</i></p>	<p>Review new Ontario Retirement Homes Act and its regulations, and make recommendations to Board of Health for modifications to Schedule 20 to reduce duplication while ensuring health and safety of residents of Schedule 20 facilities remain protected.</p>	<p>R. Hall C. Mackie</p>	<p>HP</p>	<p></p>	<p>Analysis of regulations posted on EBR completed and recommendations submitted to the Province</p> <p>Final regulations now available. Staff completing analysis and report to BOH planned for Q4 2011</p>
	<p>Coordinate Emergency Planning and Response across the Hamilton Health Sector</p>	<p>Develop and implement a Memorandum of Understanding for the Hamilton Health Sector that governs the coordination, interoperability, cooperation and communication between parties to plan, respond and recover from health emergencies.</p>	<p>J. Emili E. Richardson</p>	<p>OMOH, HP</p>	<p></p>	<p>Completed Q3 2011</p>