



CITY OF HAMILTON
Public Health Services
Office of the Medical Officer of Health

TO:	Mayor and Members Board of Health
COMMITTEE DATE:	November 13, 2017
SUBJECT/REPORT NO:	Public Health Services Risk Management Framework BOH17039(a) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Kris Nagel (905) 546-2424, Ext. 7102
SUBMITTED BY & SIGNATURE:	Elizabeth Richardson, MD, MHSc, FRCPC Medical Officer of Health Public Health Services Department

RECOMMENDATION

- (a) That Appendix "A" to Report BOH17039(a) respecting Public Health Risk Management Framework and 2018 Action Plans be approved by the Board of Health; and,
- (b) That the Medical Officer of Health be directed to submit Appendix "A" Public Health Risk Management Framework and 2018 Action Plans to the Ministry of Health and Long-Term Care to fulfill risk reporting requirements.

EXECUTIVE SUMMARY

As part of the Public Health Accountability Framework and Organizational Requirements, Public Health Services (PHS) is required to develop a risk management framework, develop action plans to mitigate risks and submit an annual risk management report to the Ministry of Health and Long-Term Care (MOHLTC). There are two types of risk that boards of health regularly encounter: issues that may be creating a risk to the public's health, and issues that place the organization at risk of not meeting established business objectives. PHS puts significant effort in working to reduce risks to the public's health through delivering effective public health programs and services that are informed by population health assessment, evidence and ongoing surveillance and monitoring efforts. PHS also has an established structure and plan for

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responding to emergencies and supporting the organization in mitigating serious risks to the public's health as they arise.

To assist the Board of Health (BOH) in meeting its risk management obligations, staff reviewed risk frameworks from other health units and adapted the Ontario Public Service Risk Management Framework to develop the Public Health Risk Management Framework (Appendix A). The Public Health Risk Management Framework identifies and mitigates issues that place the BOH at risk of not meeting established business objectives. Of the identified risks in the Public Health Risk Management Framework, action plans for mitigation and monitoring were developed for those risks that have the highest likelihood of occurring and greatest potential to impact operational capabilities.

The greatest organizational risks are that:

- The BOH may not be able to maintain current service delivery levels due to the budget pressures expected over the next several years;
- The BOH may be at risk due to inadequate acquisition and retention of personnel needed for key positions;
- The BOH may be at risk due to use of unsupported technology;
- The BOH may be at risk of non-compliance with the Standards for Public Health Programs and Services due to pending organizational restructuring by the City or Province; and,
- The BOH may be at risk of negative public perception from divestment in services and programs traditionally offered by PHS.

Action plans for the risks listed above will be implemented in 2018 and monitored quarterly by the Public Health Department Leadership Team. The Public Health Risk Management Framework and action plans will be reviewed, updated and reported to the BOH annually.

Alternatives for Consideration – See Page 8

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: No financial implications.

Staffing: No staffing implications. Current staff levels will be used to implement action plans and identified mitigation strategies within the Public Health Risk Management Framework and 2018 Action Plans.

Legal: Approval and submission of the Public Health Risk Management Framework and 2018 Action Plans will ensure compliance with the Public Health Accountability Framework and Organizational Requirements which the BOH is held accountable to

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through the Public Health Funding and Accountability Agreement. It also supports the BOH in practicing good governance and due diligence by mitigating potential organizational risk.

HISTORICAL BACKGROUND

In November 2015, the MOHLTC formally announced a review and modernization of the Ontario Public Health Standards to support ongoing transformation of the public health system in Ontario. On March 20, 2017, Report BOH17010 was brought forward to the Board of Health to introduce the new Standards for Public Health Programs and Services (Standards). In addition to the Standards, the MOHLTC developed the Public Health Accountability Framework and Organizational Requirements to ensure that boards of health have the necessary foundations within the four domains of program and service delivery, financial management, governance and public health practice to successfully implement the Standards BOH17010(b).

As part of the Public Health Accountability Framework and Organizational Requirements, public health units must have a formal risk management framework in place to identify, assess and address risks. To demonstrate compliance with this requirement, boards of health must submit annually a risk management report to the MOHLTC.

To begin risk management discussions with the Board of Health, in October the board received a report and presentation on risk management BOH17039. The Public Health Department Leadership Team has worked to develop a Public Health Risk Management Framework that identifies organizational risks at the department level within fourteen different risk categories. This framework is based on the Ontario Public Service Risk Management Framework as outlined in Report BOH17039.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

Development of a risk management framework, action plans and submission of an annual risk management report to the MOHLTC is a requirement within the Public Health Accountability Framework and Organizational Requirements. The Board of Health is held accountable to these requirements through the Public Health Funding and Accountability Agreement.

RELEVANT CONSULTATION

Corrine Berinstein, Senior Audit Manager, Ministry of Health and Long-Term Care provided consultation on the development of a risk management framework using the Ontario Public Service Risk Management Framework.

Charles Brown, Director of Audit Services, City of Hamilton was consulted to ensure the PHS Risk Management Framework is in alignment with the future direction for enterprise risk management at the City of Hamilton.

Risk management resources from the Association of Local Public Health Agencies and other public health units were reviewed by staff.

ANALYSIS AND RATIONALE FOR RECOMMENDATION

There are two types of risk that public health units regularly encounter: issues that may be creating a risk to the public's health, and issues that place the organization at risk of not meeting established business objectives. PHS puts significant effort in working to reduce risks to the public's health through delivering effective public health programs and services that are informed by population health assessment, evidence and ongoing surveillance and monitoring efforts. This risk to the public's health is mitigated daily through program areas that address health issues, manage reportable diseases and provide on-going case management such as Infectious Disease, Vaccine, Vector Borne Disease, Food Safety, Safe Water, Mental Health and Harm Reduction, and Health Hazards. For outbreaks and health issues that overwhelm normal program capacities, and for larger scale emergencies, PHS has an established structure and plan to organize a response, reallocate resources and mitigate the impact of serious risks to the public's health.

The Public Health Risk Management Framework focuses on organizational risk, supporting the BOH in identifying and mitigating issues that place the department at risk of not meeting established business objectives. Of the identified risks in the Public Health Risk Management Framework, action plans for mitigation and monitoring were developed for those risks that have the highest likelihood of occurring and greatest potential to impact operational capabilities. For 2018 these risks and supporting mitigation strategies are described below.

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Financial Risk

Risk Description:	The Board of Health may not be able to maintain current service delivery levels due to increased budget pressures expected over the next several years
Source of Risk:	Low tax increases, provincial funding formula changes, rising operational costs
Risk Rating:	High: Likelihood 5, Impact 5
Action Plan:	<ul style="list-style-type: none"> • Use the current review of the Standards for Public Health Programs and Services (Standards) to: <ul style="list-style-type: none"> ▪ Identify services PHS is providing that are no longer mandated ▪ Identify areas where current service delivery exceeds expectation within the Standards or where there are opportunities to improve service delivery models • Evaluate departmental vacancies • Renew the evaluation and continuous quality improvement strategy to ensure regular review of programs and service for effectiveness and efficiency • Reallocate resources to high priority mandated services based on evidence(local context and needs, community and political preferences, research and resources)
Residual Risk:	Medium: Likelihood 3, Impact 3

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Human Resource Risk

Risk Description:	The Board of Health may be at risk due to inadequate acquisition and retention of key personnel
Source of Risk:	Workplace culture, staff perception of work being undervalued, workload, job security
Risk Rating:	High: Likelihood 5, Impact 5
Action Plan:	<p>Workload Management</p> <ul style="list-style-type: none"> • Create prioritization of work document to address immediate workload concerns • Hire vacancies in key positions (reliant roles) <p>Culture/Work Environment</p> <ul style="list-style-type: none"> • Creation and implementation of Action Plans from the Our People Survey to address workplace culture issues • Further work of PHS Culture Action Work Group <p>Job Security</p> <ul style="list-style-type: none"> • Use of attrition strategies where possible to mitigate impact on workforce
Residual Risk:	Medium: Likelihood 3, Impact 3

Technology Risk

Risk Description:	The Board of Health may be at risk of data loss due to use of unsupported technology
Source of Risk:	End of life applications, non-supported programs (OSCAR)
Risk Rating:	High: Likelihood 5, Impact 5
Action Plan:	<ul style="list-style-type: none"> • Finalize and populate an inventory for all applications • Use the inventory prioritize Information Technology Advisory Board requests to prevent data loss/disruption • Procure contractor to support OSCAR application • Identify alternatives for OSCAR • Renew Service Level Agreements with IT Services to ensure all PHS applications are included and service is maintained

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Residual Risk:	Medium: Likelihood 2, Impact 5
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Governance / Organizational Risk

Risk Description:	The Board of Health may be at risk of non-compliance with the Standards due to the pending organizational restructure by the City or Province
Source of Risk:	Decreased productivity due to PHS and Community & Emergency Services department merger or Minister's Expert Panel
Risk Rating:	High: Likelihood 5, Impact 5
Action Plan:	<ul style="list-style-type: none"> • Continue to share relevant information with decision makers to support arrival at the most effective organizational structure • Develop and implement change management strategies to support staff through change
Residual Risk:	Medium: Likelihood 2, Impact 4

Stakeholder/Public Perception Risk

Risk Description:	The Board of Health may be at risk of negative public perception from divestment in services and programs traditionally offered
Source of Risk:	New Standards will lead to changes in PHS services and programs delivered, budget pressures
Risk Rating:	High: Likelihood 5, Impact 5
Action Plan:	<ul style="list-style-type: none"> • Build a strong business case before divestment in program/ service delivery <ul style="list-style-type: none"> ▪ Identify service availability and capacity elsewhere in the community ▪ Create communications plan ▪ Document and communicate evidence to support decision making ▪ Continuously work and engage with community partners and the public throughout the transition
Residual Risk:	Medium: Likelihood 2, Impact 2

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NEXT STEPS

Monitoring is an essential step for continuous improvement in the risk management process. Action plans for the greatest organizational risks identified for the BOH will be implemented and monitored throughout 2018. Action Plans will be reviewed quarterly by the Public Health Department Leadership Team for progress on implementation to ensure effectiveness of these strategies.

Annually PHS will:

- Reassess risk ratings based on outcomes of the 2018 Action Plans;
- Reassess all risk ratings for within the Public Health Risk Management Framework;
- Identify emerging risks;
- Develop action plans for top organizational risks; and,
- Prepare an annual risk management report for the BOH that will include:
 - Progress updates for Action Plans from previous year;
 - Assessment of all risks for upcoming year; and,
 - Action plans to address the top risks to the BOH in the upcoming year.

ALTERNATIVES FOR CONSIDERATION

The Board of Health could choose not to approve the Public Health Risk Management Framework and Action Plans for 2018.

This alternative would have no financial or staffing implications, however, the BOH would be non-compliant with their accountability requirements for risk management through the Public Health Accountability Framework and Organizational Requirements.

ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN

Healthy and Safe Communities

Hamilton is a safe and supportive city where people are active, healthy, and have a high quality of life.

Our People and Performance

Hamiltonians have a high level of trust and confidence in their City government.

APPENDICES/SCHEDULES ATTACHED

Appendix A to Report BOH17039(a) – Public Health Risk Management Framework and 2018 Action Plans

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