



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

<b>TO:</b>	Mayor and Members Board of Health
<b>COMMITTEE DATE:</b>	September 17, 2018
<b>SUBJECT/REPORT NO:</b>	Public Health Risk Management Plan (BOH18032) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Jennifer Hohol (905) 546-2424, Ext. 6004
<b>SUBMITTED BY:</b>	Elizabeth Richardson, MD, MHSc, FRCPC Medical Officer of Health, Public Health Services - Office of the Medical Officer of Health Healthy and Safe Communities Department
<b>SIGNATURE:</b>	

## RECOMMENDATION

- (a) That Appendix A to Report BOH18032 Public Health 2019 Risk Management Plan be approved by the Board of Health; and,
- (b) That the Medical Officer of Health be directed to submit Appendix A Public Health 2019 Risk Management Plan to the Ministry of Health and Long-Term Care to fulfil risk reporting requirements.

## EXECUTIVE SUMMARY

As part of the Public Health Accountability Framework and Organizational Requirements, the Board of Health is required to develop a risk management framework, create 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. Public health puts significant effort in working to reduce risks to the public's health through delivering effective programs and services that are informed by population health assessment, evidence and ongoing surveillance and monitoring. In addition, an established structure and plans for responding to emergencies are in

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place to support the organization in mitigating serious risks to the public's health as they arise.

The Public Health Risk Management Plan identifies and mitigates issues that put the Board of Health at risk of not meeting established business objectives. In 2018, action plans were developed to mitigate and monitor risks that had the highest likelihood of occurring and the greatest potential to impact operational capabilities (BOH17039(a)). These risks included financial, human resource, technology, organizational and stakeholder risks. Progress made in risk reduction strategies throughout 2018 are outlined in Appendix B.

After review of the Public Health Risk Management Plan, the greatest organizational risks in 2019 are that the Board of Health may be at risk due to:

- Unreliable information management systems and practices;
- Use of unsupported technology;
- Challenges elected officials may experience balancing their municipal responsibilities with their responsibilities for public health; and,
- Changes in positions having influence over public health operations.

Action plans for the risks listed above will be implemented in 2019 and monitored semi-annually by the Public Health Leadership Team. Risk management action plans will continue to be reviewed, updated and reported to the Board of Health and the MOHLTC annually.

### ***Alternatives for Consideration – See Page 7***

### **FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

Financial: No financial implications.

Staffing: No staffing implications. Current staffing levels will be used to implement identified mitigation strategies within the Public Health 2019 Risk Management Plan.

Legal: Approval and submission of the Public Health 2019 Risk Management Plan will ensure compliance with the Public Health Accountability Framework and Organizational Requirements which the Board of Health is held accountable to through the Public Health Funding and Accountability Agreement. It also supports the Board of Health 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 (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. In addition, 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 a risk management report annually to the MOHLTC.

In October 2017, the Board of Health received a report and presentation on risk management (BOH17039). The Public Health Leadership Team then worked to develop the Public Health 2018 Risk Management Plan that identified organizational risk across public health within 14 risk categories. This plan was based on the Ontario Public Service Risk Management Framework as outlined in Report BOH17039.

## **POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

Development of a risk management plan 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**

Consultation on the development of the Public Health 2018 Risk Management Plan (BOH17039(a)), was conducted with Corrine Berinstein, Senior Audit Manager, Health Audit Services Team of the Ontario Internal Audit Division for guidance on the interpretation and use of the Ontario Public Service Risk Management Framework. Consultation was also sought from Charles Brown, Director of Audit Services, City of Hamilton to ensure the Public Health 2018 Risk Management Plan is in alignment with the future direction for enterprise risk management at the City of Hamilton. The same framework used in the Public Health 2018 Risk Management Plan has been applied to the updated version in 2019.

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**ANALYSIS AND RATIONALE FOR RECOMMENDATION**

The Public Health Risk Management Plan focuses on organizational risk, supporting the Board of Health 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 2018 Risk Management Plan, 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. These risks, supporting mitigation strategies and progress on action plans are outlined in Appendix B.

Reassessment of all organizational risk was conducted by the Public Health Leadership Team and emerging risks were identified to inform the Public Health 2019 Risk Management Plan. Action plans for mitigation and monitoring were again developed for those risks that have the highest likelihood of occurring, and potential for greatest impact on operations. These risks and supporting mitigation strategies are described below.

**Information / Knowledge Risk**

<b>Risk Description:</b>	The Board of Health may be at risk due to unreliable information management systems and practices.
<b>Source of Risk:</b>	Varying information management practices and absence of formalized processes in this area could lead to loss of information, prevent staff from accessing information, privacy breaches or non-compliance with records retention schedule.
<b>Risk Rating:</b>	<b>High:</b> Likelihood 4, Impact 4
<b>Action Plan:</b>	<ul style="list-style-type: none"><li>• Develop and implement Records and Information Management Framework</li><li>• Create and rollout policies to support Records and Information Management Framework</li><li>• Approval of public health revisions to Records Retention By-Law</li><li>• Coordinated cleanup of staff personal drives</li><li>• Establish and implement consistent practices for information management on shared drives</li><li>• Monitor compliance with policies and procedures</li></ul>
<b>Residual Risk:</b>	<b>Medium:</b> Likelihood 2, Impact 2

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**Technology Risk**

<b>Risk Description:</b>	The Board of Health may be at risk of data loss due to use of unsupported technology
<b>Source of Risk:</b>	End of life applications, non-supported programs (OSCAR)
<b>Risk Rating:</b>	<b>High:</b> Likelihood 3, Impact 5
<b>Action Plan:</b>	<ul style="list-style-type: none"><li>• Procure contractor to support OSCAR application</li><li>• Identify alternatives for client interaction documentation (OSCAR replacement)</li></ul>
<b>Residual Risk:</b>	<b>Medium:</b> Likelihood 2, Impact 5

**Governance / Organizational Risk**

<b>Risk Description:</b>	The Board of Health may be at risk due to challenges elected officials may experience balancing their municipal responsibilities with their responsibilities for public health.
<b>Source of Risk:</b>	Board members may not have the necessary time to fulfil all their responsibilities as Board members.
<b>Risk Rating:</b>	<b>High:</b> Likelihood 4, Impact 4
<b>Action Plan:</b>	<ul style="list-style-type: none"><li>• Implement a revised experiential approach to Board of Health orientation in addition to overview of formal roles and responsibilities</li><li>• Ongoing education built into Board of Health reports and presentations.</li><li>• Recommend appointment of a Vice Chair for the BOH similar to other standing committees to assist the chair and provide continuity</li></ul>
<b>Residual Risk:</b>	<b>Medium:</b> Likelihood 3, Impact 3

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**Governance / Organizational Risk**

<b>Risk Description:</b>	The Board of Health may be at risk of increased workload and shifting priorities and programs due to changes in positions having influence over public health operations.
<b>Source of Risk:</b>	Coinciding changes due to recent provincial and upcoming municipal elections as well as local leadership changes could lead to significant shifts in local public health priorities with related impacts on Public Health programs and services.
<b>Risk Rating:</b>	<b>High:</b> Likelihood 4, Impact 3
<b>Action Plan:</b>	<ul style="list-style-type: none"><li>• Implement a revised experiential approach to Board of Health orientation in addition to overview of formal roles and responsibilities</li><li>• Ongoing education built into Board of Health reports and presentations.</li><li>• Ongoing discussion throughout leadership changes about strategic priorities</li><li>• Identify opportunities for advocacy to provincial government</li><li>• Engage in provincial consultation processes as available to provide feedback on public health issues and operations</li></ul>
<b>Residual Risk:</b>	<b>Medium:</b> Likelihood 2, Impact 3

**ALTERNATIVES FOR CONSIDERATION**

The Board of Health could choose not to approve the Public Health 2019 Risk Management Plan. This alternative would have no financial or staffing implications, however, the Board of Health would be non-compliant with their accountability requirements for risk management through the Public Health Accountability Framework and Organizational Requirements, and face greater risks and liabilities due to inaction.

**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.*

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**APPENDICES/SCHEDULES ATTACHED**

Appendix A to Report BOH18032 – Public Health 2019 Risk Management Plan

Appendix B to Report BOH18032 – Public Health 2018 Risk Management Plan Progress