



Hamilton

INFORMATION REPORT

TO:	Mayor and Members Board of Health
COMMITTEE DATE:	October 18, 2019
SUBJECT/REPORT NO:	Organizational Risk Management Plan: 2019 Progress Report (BOH18032(a)) (City Wide)
WARD(S) AFFECTED:	City Wide
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SIGNATURE:	

COUNCIL DIRECTION

Not applicable.

INFORMATION

Background

There are two types of risk that boards of health regularly encounter:

1. Issues that may be creating a risk to the public's health; and,
2. Issues that place the organization at risk of not meeting established business objectives.

Public Health Services (PHS) addresses risks to the public's health by delivering effective public health programs and services that are informed by population health assessment, evidence, and ongoing surveillance and monitoring strategies. The contents of this report relate to the second type of risk, organizational. As part of the Public Health Accountability Framework and Organizational Requirements, boards of health are 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 (Ministry).

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

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Engaging in risk management practices is a proactive approach that works to identify organizational risk and reduce uncertainty before it happens. Development of action plans that minimize the likelihood and impact of risk occurring sets boards of health up for greater success in achieving organizational objectives.

The PHS Risk Management Framework focuses on organizational risk, supporting the Board of Health in identifying and mitigating issues that place PHS at risk of not meeting established business objectives. Action plans for 2019 were developed last year to mitigate and monitor risks that had the highest likelihood of occurring and the greatest potential to impact operational capabilities (BOH18032). These risks included financial, technology, governance and organizational, and information/knowledge. It is important to note that the original plan was made prior to the municipal election and the recruitment of the new City Manager, and the risks identified reflect that time period. The progress made throughout 2019 in implementing these risk reduction strategies is what is outlined in Appendix “A” to Report BOH18032(a). This information will be submitted to the Ministry as part of the Q3 Standards Activity Report at the end of October.

It is important to note that this is a particularly challenging and uncertain time for public health. On April 11, 2019, major changes were announced by the province including public health system restructuring and adjustments to the funding formula. These changes pose a significant risk as they are external to the organization and beyond PHS’ control. As a result, several risk ratings have increased from the initial assessment despite the successful implementation of the 2019 risk management action plans. Overall, the likelihood and potential impact ratings increased for three previously identified risks: financial, governance and organization, and political. PHS continues to monitor these emerging risks and has put additional mitigation strategies in place (Appendix “A” to BOH18032(a)).

Next Steps

In Q4 2019, the PHS leadership team will continue to use the Ontario Public Service Risk Management Framework (Appendix “B” to BOH18032(a)) to identify new organizational risks and reassess existing risks to inform the 2020 PHS Risk Management Plan. Action plans for mitigation and monitoring will be developed for those risks that have the highest likelihood of occurring and greatest potential impact on operations. The 2020 PHS Risk Management Plan will come forward to the Board of Health for approval in Q1 2020.

APPENDICES AND SCHEDULES ATTACHED

- Appendix “A” to BOH18032(a): 2019 PHS Risk Management Progress Report
- Appendix “B” to BOH18032(a): Ontario Public Service Risk Management Strategy & Process Toolkit