



CITY OF HAMILTON
PUBLIC HEALTH SERVICES
Office of the Medical Officer of Health

TO:	Mayor and Members Board of Health
COMMITTEE DATE:	January 13, 2020
SUBJECT/REPORT NO:	2020 Public Health Services Risk Management Plan (BOH20003) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Carolyn Hureau (905) 546-2424 Ext. 6004
SUBMITTED BY:	Dr. Elizabeth Richardson, MD, MHSc, FRCPC Medical Officer of Health Public Health Services
SIGNATURE:	

RECOMMENDATION

That Appendix “A” to Report BOH20003 2020 Public Health Services Organizational Risk Management Plan be approved by the Board of Health.

EXECUTIVE SUMMARY

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 (Ministry).

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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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The Public Health Leadership Team has reassessed existing risks and identified new risks to inform the 2020 PHS Organizational Risk Management Plan (Appendix “A” to BOH20003). Organizational risks that have the highest likelihood of occurring and greatest potential impact on operations in 2020 are that the Board of Health may be at risk of:

- Not maintaining service delivery levels due to increased budget pressures, public health downloading, and other municipal and provincial changes;
- Not meeting program targets due to the distraction of public health modernization;
- Inadequate acquisition and retention of key personnel due to uncertainty regarding public health modernization;
- Higher employee absenteeism due to increased stress;
- Information loss or privacy breaches due to unreliable information management systems and practices;
- Data loss and business disruption due to use of unsupported technology;
- Incomplete risk management practices due to the appetite for risk culture not being clearly defined or articulated for staff; and,
- Significant disruptions and high opportunity costs related to public health downloading and modernization.

Action plans for mitigation and monitoring will be implemented by staff in 2020 (Appendix “A” to BOH20003). The Public Health Leadership Team will continue to review and update the action plans on a semi-annual basis.

Alternatives for Consideration – See Page 4

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: No financial implications.

Staffing: No staffing implications.

Legal: Approval and submission of the 2020 PHS Risk Management Plan will ensure compliance with the Public Health Accountability Framework and Organizational Requirements. It also supports the Board of Health in practicing good governance and due diligence by mitigating potential organizational risks.

HISTORICAL BACKGROUND

In 2018, the Ministry introduced the new Ontario Public Health Standards (Standards) to support ongoing transformation of the public health system in Ontario. The Ministry also 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 organizational 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). Following this, the Public Health Leadership Team developed the 2018 PHS Risk Management Plan that identified organizational risks across 14 risk categories. This plan was based on the Ontario Public Service Risk Management Framework (BOH17039).

Each year, the PHS Risk Management Plan is reviewed and updated by the Public Health Leadership Team. Action plans to mitigate the organizational risks that have the greatest likelihood of occurring and greatest potential impact on operations are monitored and updated on a semi-annual basis. Progress on the implementation of these action plans and risk reduction strategies is reported to the BOH on an annual basis. The last update was provided in October 2019 (Report BOH18032(a)).

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

Development of a risk management plan and submission of an annual risk management report to the Ministry 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

Following the introduction of the new Ontario Public Health Standards in 2018, a consultation on the development of the PHS 2018 Risk Management Plan (BOH17039(a)) was conducted with Corrine Berinstein, Senior Audit Manager, Health Audit Services Team of the Ontario Internal Audit Division. Corrine provided guidance on the interpretation and use of the Ontario Public Service Risk Management Framework. During this time, consultation was also sought from Charles Brown, Director of Audit Services, City of Hamilton, to ensure the 2018 plan was in alignment with the future direction for enterprise risk management at the City of Hamilton. The same framework used in the PHS 2018 Risk Management Plan has been applied to the 2020 plan.

ANALYSIS AND RATIONALE FOR RECOMMENDATION(S)

The PHS Risk Management Plan focuses on organizational risk and supports the Board of Health in identifying and mitigating issues that place PHS at risk of not meeting established business objectives. To inform the 2020 PHS Organizational Risk Management Plan, the Public Health Leadership Team reassessed risks from the 2019 plan (BOH18032) and identified new risks. The most significant organizational risks in the 2020 plan are that the Board of Health may be at risk of:

- Not maintaining service delivery levels due to increased budget pressures, public health downloading, and other municipal and provincial changes*;
- Not meeting program targets due to the distraction of public health modernization*;
- Inadequate acquisition and retention of key personnel due to uncertainty regarding public health modernization*;
- Higher employee absenteeism due to increased stress*;
- Information loss or privacy breaches due to unreliable information management systems and practices;
- Data loss and business disruption due to use of unsupported technology;
- Incomplete risk management practices due to the appetite for risk culture not being clearly defined or articulated for staff; and,
- Significant disruptions and high opportunity costs related to public health downloading and modernization*.

It is important to note that five (*) of the eight risks listed above are related to public health modernization and downloading by the Ministry. This illustrates the multiple dimensions of risk that this issue poses to the organization. Action plans were developed for all eight of the high-risk items listed above as they have the highest likelihood of occurring and greatest potential impact on operations (Appendix “A” to BOH20003).

ALTERNATIVES FOR CONSIDERATION

The Board of Health could choose to amend the 2020 PHS Organizational Risk Management Plan.

ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN

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Our People and Performance

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

APPENDICES AND SCHEDULES ATTACHED

Appendix "A" to Report BOH20003: 2020 PHS Organizational Risk Management Plan