



INFORMATION REPORT

TO:	Mayor and Members Board of Health
COMMITTEE DATE:	November 15, 2021
SUBJECT/REPORT NO:	PHS Organizational Risk Management Plan: 2021 Progress Report (BOH21003(a)) (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:	

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

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.

mitigate risks, and submit an annual risk management report to the Ministry of Health (Ministry).

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 Organizational Risk Management Framework supports the Board of Health in identifying and mitigating issues that place PHS at risk of not meeting established business objectives. A total of 29 risks were identified for 2021. Of these, 13 fell into the high-risk category – more than ever before – as they had the highest likelihood of occurring and greatest potential impact on operations. Most of these high-risk items were associated with the impact, uncertainty and persistence of the COVID-19 pandemic and were related to two types of risk: people/human resources and operational/service delivery. The risk ratings for several of these high-risk items have remained unchanged despite the successful implementation of the 2021 risk management plans. This was not surprising given that the risk posed by COVID-19 was external to the organization and beyond PHS' control. There was, however, a reduction in the risk ratings (from high to medium) for two previously identified risks:

- The Board of Health may have financial management risk due to financial forecasting gaps; and,
- The Board of Health is at risk of changing priorities due to COVID-19 recovery.

Further details about the progress made throughout 2021 in implementing risk reduction strategies are outlined in Appendix "A" to Report BOH21003(a). This information will be submitted to the Ministry as part of the Q3 Standards Activity Report.

Next Steps

In Q4 2021, the PHS leadership team will continue to use the Ontario Public Service Risk Management Framework (Appendix "B" to BOH21003(a)) to identify new organizational risks and reassess existing risks to inform the 2022 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 2022 PHS Risk Management Plan will come forward to the Board of Health for approval in Q1 2022.

APPENDICES AND SCHEDULES ATTACHED

Appendix "A" to BOH21003(a): 2021 PHS Organizational Risk Management Progress Report

Appendix "B" to BOH21003(a): Ontario Public Service Risk Management Strategy & Process Toolkit