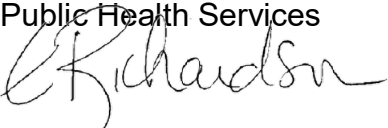




CITY OF HAMILTON
PUBLIC HEALTH SERVICES
Office of the Medical Officer of Health

TO:	Mayor and Members Board of Health
COMMITTEE DATE:	July 6, 2022
SUBJECT/REPORT NO:	2022 Public Health Services Organizational Risk Management Plan (BOH22014) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Nancy Sullivan (905) 546-2424 Ext. 5752
SUBMITTED BY:	Dr. Elizabeth Richardson, MD, MHSc, FRCPC Medical Officer of Health Public Health Services
SIGNATURE:	

RECOMMENDATION

That the Board of Health approve Appendix “A” to Report BOH22014, the 2022 Public Health Services Organizational Risk Management Action Plan.

EXECUTIVE SUMMARY

As part of the Ontario Public Health Standards (Standards), Public Health Accountability Framework and Organizational Requirements, boards of health are required to develop an organizational risk management framework, create action plans to mitigate risks, and submit an annual risk management report to the Ministry of Health.

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 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 plan relate to organizational risk.

The Public Health Leadership Team has reassessed existing risks and identified new risks to inform the 2022 PHS Organizational Risk Management Plan (Appendix “A” to Report BOH22014). The plan includes a total of 27 risks; 25 were carried over from

2021 and two are new. Of these, five have been classified as high risk as they have the highest likelihood of occurring and greatest potential impact on operations.

Action plans for mitigation and monitoring of the high risks have been developed and will be implemented by staff in 2022 (Appendix “A” to Report BOH22014). 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: The risk assessment outlines financial risks/concerns but does not ask for new financial investments.

Staffing: The risk assessment outlines staffing risks/concerns but does not ask for new staffing.

Legal: Approval and submission of the 2022 PHS Organizational 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 of Health introduced the Public Health Accountability Framework and Organizational Requirements (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 (Report BOH17010(b)). As part of the 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 Ministry of Health.

Accordingly, in 2018 the Public Health Leadership Team developed the first Public Health Services Risk Management Plan that identified organizational risks across 14 risk categories. This plan was based on the Ontario Public Service Risk Management Framework (Report BOH17039).

Each year, the Risk Management Plan is reviewed and updated by the Public Health Leadership Team. Action plans to mitigate the 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 Board of Health on an annual basis.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

Development of a risk management plan and submission of an annual risk management report to the Ministry of Health 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 Public Health Services 2018 Risk Management Plan (Report BOH17039(a)) was conducted with Corrine Berinstein, Senior Audit Manager, Health Audit Services Team of the Ontario Internal Audit Division. Corrine Berinstein 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 Public Health Services 2018 Risk Management Plan has been applied to the 2022 plan.

ANALYSIS AND RATIONALE FOR RECOMMENDATION

The Public Health Services Organizational Risk Management Plan focuses on organizational risk and supports the Board of Health in identifying and mitigating issues that place Public Health Services at risk of not meeting established business objectives. To inform the 2022 Public Health Services Organizational Risk Management Plan, the Public Health Leadership Team reassessed risks from the 2021 plan (Report BOH21003) and identified new risks. A total of 25 risks were carried over from 2021 and two new risks were added.

The most significant organizational risks in the 2022 plan are listed below:

- **Operational or Service Delivery Risks;**
 - The Board of Health may not meet pre-pandemic program targets and service levels, or fully address service backlogs and worsening and emerging public health issues due to lack of capacity; and,
 - The Board of Health will need to identify and work through the impacts of the COVID-19 pandemic and prolonged emergency response on the organization and roles and responsibilities of Public Health Services.

- **People / Human Resources related risks;**
 - The Board of Health may be at risk of precarious staffing due to challenges with recruitment and retention, as well as staff burnout and mental health challenges due to the prolonged emergency response.
- **Information/Knowledge Risks; and,**
 - The Board of Health may be at risk due to unreliable information management systems and practices.
- **Governance / Organizational Risks**
 - The Board of Health may be at risk of incomplete risk management due to the delay in fully implementing the risk management framework into Public Health Services project and program planning.

This is a reduction from the 13 high-risk items in the 2021 Organization Risk Management Plan. The majority of the high-risk items in the 2021 plan were associated with the impact, uncertainty and persistence of the COVID-19 pandemic and no longer have the same likelihood of occurring and potential impact on operations as we transition into the early recovery stage.

Action plans were developed for all five of the high-risk items listed above as they have the highest likelihood of occurring and greatest potential impact on operations (Appendix “A” to Report BOH22014).

ALTERNATIVES FOR CONSIDERATION

The Board of Health could choose to amend the 2022 PHS Organizational Risk Management Plan.

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 AND SCHEDULES ATTACHED

Appendix “A” to Report BOH22014: 2022 Public Health Services Organizational Risk Management Action Plan

**SUBJECT: 2022 Public Health Services Organizational Risk Management Plan
(BOH22014) (City Wide) - Page 5 of 5**

Appendix "B" to Report BOH22014: Ontario Public Service Risk Management
Strategy & Process Toolkit