

BOARD OF HEALTH GOVERNANCE COMMITTEE MEETING

**Wednesday, October 25, 2023
1:30 to 3:00 p.m.**

Virtual via ZOOM

**Please note there will be a
Closed Session
at the beginning of the meeting**

To ensure a quorum we ask that you please
RSVP to

clovell@hpeph.ca or 613-966-5500, Ext 231
and contact your alternate to attend.

Hastings Prince Edward Public Health 2019 - 2023 Strategic Plan

Our Vision

**Healthy Communities,
Healthy People.**

Our Mission

**Together with our communities,
we help people become as
healthy as they can be.**

Our Values Show We CARE



Collaboration



Advocacy



Respect



Excellence

Our Strategic Priorities



**Community
Engagement**



**Staff
Engagement
and Culture**



**Population Health
Assessment and
Surveillance**



**Program
Standards**



**Health
Promotion**

**GOVERNANCE COMMITTEE MEETING
AGENDA**

Wednesday, October 25, 2023

1:30 pm – 3:00 pm

Virtual

If you are unable to attend, and have not already done so, please arrange for your alternate to attend and advise Catherine Lovell at clovell@hpeph.ca Thank you.

- 1. CALL TO ORDER**
- 2. ROLL CALL**
- 3. DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF**
- 4. APPROVAL OF AGENDA**
- 5. CLOSED SESSION**
THAT the Board of Health convene in closed session for the purpose of a discussion of personnel issues in accordance with Section 239 (2)
(d) labour relations or employee negotiations.
- 6. MOTIONS ARISING FROM CLOSED SESSION**
- 7. APPROVAL OF MINUTES OF PREVIOUS MEETING**
 - 7.1 Meeting Minutes of May 24, 2023 Schedule 7.1
- 8. NEW BUSINESS**
 - 8.1 Deferral of Strategic Planning for 2024 Schedule 8.1
 - 8.2 Risk Management Progress Report (Oct22-Oct23) Schedule 8.2
- 9. DATE OF NEXT MEETING - To be determined (May 22, 2024)**
- 10. ADJOURNMENT**

**GOVERNANCE COMMITTEE MEETING
MINUTES**

**Wednesday, May 24, 2023
1:30 pm – 3:00 pm
Virtual via ZOOM**

Present:

Dr. Jeffrey Allin, Provincial Representative
Mr. Sean Kelly, Councillor, City of Belleville
Ms. Kate MacNaughton, Councillor, Prince Edward County
Mr. David McCue, Councillor, City of Quinte West
Ms. Jan O'Neill, Mayor, Municipality of Marmora and Lake, County of Hastings

Also Present:

Dr. Ian Gemmill, Acting Medical Officer of Health and CEO
Ms. David Johnston, Director of Corporate Services
Ms. Catherine Lovell, Executive Assistant

1. CALL TO ORDER

The meeting was called to order at 1:32 p.m. by Chair O'Neill.

2. ROLL CALL**3. DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF - None****4. ELECTION OF THE CHAIR OF GOVERNANCE COMMITTEE**

Chair O'Neill opened nominations. Councillor McCue nominated Councillor Kelly, to which Councillor Kelly stated that he would stand for nomination. There were no other nominations, hence Councillor Kelly was elected as Chair of the Governance Committee. Due to Councillor Kelly attending via telephone Councillor McCue was asked to stand in as Chair and run the remainder of the meeting.

5. APPROVAL OF AGENDA

THAT the agenda of the May 24, 2023 Governance Committee be approved as circulated.

MOTION:

Moved by: Jan
Seconded by: Jeffrey
CARRIED

6. APPROVAL OF MINUTES OF PREVIOUS MEETING - October 19, 2022

THAT the minutes of the October 19, 2022 Governance Committee meeting be approved as circulated.

MOTION:

Moved by: Jan

Seconded by: Sean

CARRIED

7. NEW BUSINESS**7.1 Risk Management Progress Report (David Johnston)**

THAT the Governance Committee make recommendation to the Board of Health for approval of this report as circulated.

MOTION:

Moved by: Jan

Seconded by: Sean

CARRIED

David Johnston, Director of Corporate Services presented the report noting that many of the risks have been mitigated to the extent possible. More specifically, two more dentists were signed on to work in HPEPH clinics, so we now have a full contingent and we are working with more and more external dentists with a goal of reducing the wait list for the Ontario Seniors Dental Care Program. Due to the expiry of two union contracts, Ontario Nurses' Association and Canadian Union of Public Employees, there is a strike risk for 2023.

There was a question of the re-evaluation process to which David mentioned there is a slide deck explaining the process of risk management that he could send out to members once it is revised. Councillors MacNaughton and McCue and Dr. Allin requested they receive this information.

7.2 Update for Strategic Planning 2024 (David Johnston)

THAT the Governance Committee receive the report as circulated and recommend taking it to the Board of Health for information purposes.

MOTION:

Moved by: Jan

Seconded by: Sean

CARRIED

- ♦ David explained the process that was used for the 2019-2023 strategic plan. External partners are engaged for input, there is input from staff as well as Board member participation. There were two in-person sessions conducted; one with staff and one with Board members. Once these sessions are

completed, the facilitator takes the information and prepares a report which results in a list of priorities that are then turned into future strategies after much review and discussion. The cost of this process is estimated to be approximately \$30,000 to \$35,000.

7.3 *Board Deputations Policy and Procedure (David Johnston)*

THAT the Governance Committee receive the proposed policy and procedures and make recommendation to the Board of Health for approval.

MOTION:

Moved by: Kate

Seconded by: Jan

CARRIED

- ♦ David noted that the premise of having this policy in place is to set clear rules for the public who are seeking an audience with the Board of Health. There was further discussion.

8. DATE OF NEXT MEETING - Wednesday, October 25, 2023

9. ADJOURNMENT

MOTION:

Moved by: Jan

Seconded by: Kate

CARRIED

THAT the Governance Committee meeting adjourn at 2:02 p.m.


Sean Kelly, Governance Committee Chair

Board of Health Briefing Note - Governance Committee

To:	Hastings Prince Edward Board of Health - Governance Committee
Prepared by:	Dr. Ethan Toumishey, Medical Officer of Health and CEO
Date:	October 25, 2023
Subject:	Deferral of Strategic Planning for 2024
Nature of Board Engagement	<input checked="" type="checkbox"/> For Information <input checked="" type="checkbox"/> Strategic Discussion <input type="checkbox"/> Board approval and motion required <input type="checkbox"/> Compliance with Accountability Framework <input type="checkbox"/> Compliance with Program Standards
Action Required:	That the Governance Committee review the recommendations enclosed and consider taking forward to the Board of Health.
Background:	<p><i>In accordance with the Ministry of Health Accountability Framework – Organizational Requirements, Boards of Health shall have a strategic plan that establishes strategic priorities over 3 to 5 years, includes input from staff, clients, and community partners, and is reviewed at least every other year.</i></p> <p>The current Hastings Prince Edward Public Health (HPEPH) strategic plan was developed in 2019 and expires at the end of 2023. In May 2023, it was proposed to the Board of Health that a new strategic planning process be initiated in fall 2023, supported by Erik Lockhart, Senior Facilitator with Queens University Smith School of Business.</p> <p>Due to collective agreement negotiations and job action over the summer months, it has not been possible to progress with preliminary planning and engagement for a new strategic plan. In addition, the provincial initiative to Strengthen Public Health and the October 4, 2023 endorsement by the Board of Health to explore voluntary merger opportunities in accordance with Ministry of Health parameters has resulted in a need to reconsider areas of organizational focus in the coming months.</p> <p>In order to ensure adequate organizational capacity to appropriately explore voluntary merger opportunities, it is recommended that a formal strategic planning process for HPEPH be deferred for a minimum of one year. This recommendation aims to ensure any strategic planning efforts best support the envisioned future of HPEPH. Deferral of strategic planning will also ensure that current resources are used as efficiently as possible over the coming year as well as avoid duplication of effort in the event a merger moves forward and regional strategic planning efforts are required.</p>

Board of Health Briefing Note - Governance Committee

To:	Hastings Prince Edward Board of Health - Governance Committee
Prepared by:	David Johnston, Director of Corporate Services
Approved by:	Dr. Toumishey, Medical Officer of Health and CEO
Date:	Wednesday, October 25, 2023
Subject:	Risk Management Progress Report
Nature of Board Engagement	<input checked="" type="checkbox"/> For Information <input checked="" type="checkbox"/> Strategic Discussion <input checked="" type="checkbox"/> Board approval and motion required <input checked="" type="checkbox"/> Compliance with Accountability Framework <input checked="" type="checkbox"/> Compliance with Program Standards
Action Required:	That the Governance Committee review the current Risk Management Progress Report and recommend approval to the Board at its next meeting.
Background:	<p><i>As per the Public Health Accountability Framework, Boards of Health shall have a formal risk management framework in place that identifies, assesses and addresses risks". The rationale for this requirement "Ensures Boards of Health are aware of and are taking action to mitigate known issues that may be creating a risk to the public's health or to the stability or competency of the organization."</i></p> <p>Hastings Prince Edward Public Health (HPEPH) has a comprehensive risk management policy and procedure. The Risk Management Committee has identified 5 risks for the organization, all requiring strategic mitigation action plans.</p> <p>The attached report lists the most current organizational risks and notes any progress or notes relevant for mitigation. Risks from the prior report that no longer appear in this report have been mitigated or, re-rated based on mitigation progress and are no longer priority risks.</p>

<div>  <div> HPEPH - RISK MANAGEMENT REPORT For the Period October 2022 - October 2023 </div> </div>									
Item #	Risk	Category	Likelihood	Impact	Risk Rating		Mitigation	Lead	Notes:
1	Health Unit Mergers - Impacts on Staffing and Service	Human Resources, Operations, Service Delivery, Strategic, Public Perception	3	4	12	Moderately-High Risk	Ensure transparency, advance planning, communication and a clear vision for the future state are provided during the process.	Executive Team	There are many unknowns for this risk, however it is clear there are numerous potential pitfalls. Key elements of addressing this risk will be in the communication with staff and the public as the process unfolds. Developing a clear vision for the partner organizations will be critical to maintain confidence as we move forward.
2	Cyber Incident	Information, Knowledge, Governance, IT	2	5	10	Moderately-High Risk	1. People – Delivery of staff awareness campaigns. Development & delivery of training curriculum. 2. Creation & delivery of targeted phishing campaigns. 3. Process – Administrative safeguards/policies & checks for purchasing. 4. Administrative safeguards/policies for safeguard fair use of signing authorities’ digital signatures. 5. Onboarding & offboarding identity management, collection of assets. 6. Remediation for staff falling below phishing campaign testing baseline (email Class of Service change). 7. Technology – legacy technologies provisioned at relevant layers of stack (Gateway - SPAM, IPS, Web, WAF). Endpoint (client AV). 8. ATP with cloud layer (sandboxing) added 9. SIEM, machine learning/AI added 10. Immutable layer for remote BC workload backup/replication added 11. New switching topology/w further micro segmentation added	IT Manager, Director of Corporate Services	Action items have been accomplished but the nature and potential impact of this risk are important enough that we will identify this as a critical risk to be aware of going forward.

HPEPH - RISK MANAGEMENT REPORT
For the Period October 2022 - October 2023

Item #	Risk	Category	Likelihood	Impact	Risk Rating		Mitigation	Lead	Notes:
3	Lack of detailed fixed asset register/general asset list.	Financial, Governance, Public Perception	4	4	16	High Risk	Create easy to follow spreadsheet including asset, location and replacement cost, create procedure to report asset purchase, create videos/photos as back up to spreadsheet.	Finance Manager, Director of Corporate Services	Key item as we look at potential mergers. We have a plan for this (IT assets completed), looking at finalization by end of Q1 2024)
4	Increased staff attrition/turnover/contracts will lead to continued program disruption.	Human Resources, Operations, Service Delivery	4	4	16	High Risk	1. Continue to monitor for potential retirements/maternity, personal and STD leaves. 2. Continue to review staff vacancies/ requests for replacing staff and consider skills, priorities and program needs. 3. Monitor for positions that are delivered by a single individual and consider cross training opportunities.	Manager of HR, Director of Corporate Services, Program Managers	Progress report to BOH in 2023
5	Insufficient Training and Development Planning	Governance, Organizational, Strategic, Political, Legal Compliance, Security, Public Perception	4	4	16	High Risk	1. Create an organization-wide training and development plan that addresses current program needs and operational/ organizational needs. 2. Consider training requirements at the development stage of any new programs/ services. 3. Evaluate organization-specific knowledge (e.g. how to use FileHold, OSCAR or Dayforce) and ensure those skills are added to onboarding programs to minimize new employee knowledge gaps.	Manager of HR, Director of Corporate Services	Lots of work has been done to ensure compliance training (e.g. WHMIS, Privacy, Workplace Violence, etc.) Program and corporate training would benefit from additional planning to ensure training investments are effective.