

***Audit of the Multi-Sectoral Partnerships (MSP) Program to Promote Healthy Living and Prevent Chronic Disease
at the Public Health Agency of Canada***

Management Response and Action Plan

Recommendations	Management Response and Planned Actions	Deliverable	Completion Date	Responsibility
<p>Recommendation 1:</p> <p>The Vice-President, Health Promotion and Chronic Disease Prevention Branch, should:</p> <ul style="list-style-type: none"> • develop a Program-level human resource plan; • finalize roles and responsibilities for the four teams, as well as that of the Performance Measurement team; • develop terms of reference for existing oversight committees; • document the decisions stemming from the Program’s proposal review stage; and • monitor the progress of the Program’s achievement of strategic objectives. 	Management agrees with the recommendation.			
	<p>1.1 We will develop a Human Resource (HR) Plan for the Healthy Living and Chronic Disease Prevention - Multi-Sectoral Partnerships (MSP) Program that identifies current and future human resources needs and related considerations necessary for the achievement of MSP program objectives.</p>	<p>1.1 Program-level HR Plan</p>	<p>December 2020</p>	<p>Vice-President (VP), Health Promotion and Chronic Disease Prevention Branch (HPCDPB)</p>
	<p>1.2 In consultation with the Centre for Grants and Contributions, we will develop and implement a Program Charter and Business Management Model for the MSP Program. Together, these documents will clarify roles and responsibilities of all key actors, set terms of reference for oversight committees, establish procedures for documenting proposal review decisions and will both clarify the strategic objectives of the program, and specify how progress against these strategic objectives will be monitored.</p>	<p>1.2 Program Charter and Business Management Model</p>	<p>December 2020</p>	<p>VP, HPCDPB</p>

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<p>Recommendation 2</p> <p>The Vice-President, Health Promotion and Chronic Disease Prevention Branch, should implement the Program’s specific risk management framework, while ensuring that it is aligned with the work being done to address Recommendation 3 of the Audit of the Management of Grants and Contributions.</p>	<p>Management agrees with the recommendation.</p> <p>2.1 In consultation with the Centre for Grants and Contributions, we will develop and implement an MSP-specific risk management framework that aligns with recommendation 3 of the Audit of Management of Grants and Contributions at the Public Health Agency of Canada. This program-specific risk management framework will be incorporated into the Program Charter and Business Management Model for the MSP Program, and will include a process for assessing and communicating an overall risk tolerance for the MSP Program.</p>	<p>2.1 Program-specific risk management framework implemented and incorporated into the Program Charter and Business Management Model.</p>	<p>December 2020</p>	<p>VP, HPCDPB</p>

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<p>Recommendation 3</p> <p>The Chief Financial Officer should update the Grants and Contributions Standard Operating Procedures related to conflict of interest requirements for dealing with higher risk projects such as innovative funding agreements or innovative projects.</p>	Management agrees with the recommendation.			
	<p>3.1 CGC will update the Standard Operating Procedures (SOPs) to ensure appropriate procedures and tools are in place so that any real or perceived conflict of interest are identified and appropriately considered.</p>	<p>3.1 CGC review of existing guidance related to conflict of interest. Recommended adjustments to address higher risk projects such as innovative funding arrangements and/or innovative projects are identified.</p>	<p>September, 2020</p>	<p>Director – CGC</p>
		<p>3.2 Recommendations are presented and approved by Senior Management.</p>	<p>December 2020</p>	<p>Director - CGC</p>
		<p>3.3 SOPs updated and any changes are communicated to program areas.</p>	<p>March 2021</p>	<p>Director - CGC</p>

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<p>Recommendation 4</p> <p>The Vice-President, Health Promotion and Chronic Disease Prevention Branch, should validate the Branch’s service standards, and align the Program’s business processes and monitor the Program’s achievement against these standards.</p>	<p>Management agrees with the recommendation.</p> <p>4.1 In keeping with the significant work we have already completed to review our business processes and assess user experience, we will validate external service standards and related business processes, with adjustments made as necessary to support consistent achievement and monitoring of service standard targets. Service standard targets, related business processes, and monitoring procedures will be incorporated into the Program Charter and Business Management Model for the MSP Program.</p>	<p>4.1 Updated service standard targets, related business processes and monitoring procedures implemented and incorporated into the Program Charter and Business Management Model.</p>	<p>December 2020</p>	<p>VP, HPCDPB</p>

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<p>Recommendation 5</p> <p>The Chief Financial Officer should update the Grants and Contributions Standard Operating Procedures to include a risk-based project monitoring strategy for innovative funding agreements that is structured around results and outcomes, rather than activities and outputs, with payments tied to the achievement of pre-determined performance expectations.</p>	Management agrees with the recommendation.			
	5.1 PHAC’s risk-based monitoring strategy will be updated to include provisions to support the monitoring of results and outcomes for innovative funding arrangements.	5.1 Risk-based monitoring strategy updated to include provisions to support the monitoring of results and outcomes for innovative funding arrangements.	July 2020	Director – CGC
		5.2 Approval of updated Risk-based monitoring strategy	September 2020	Director – CGC
		5.3 Implementation of updated risk-based monitoring strategy	April 1, 2021	Director - CGC

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<p>Recommendation 6</p> <p>Based upon the newly-developed, risk-based project monitoring strategy for innovative funding agreements, the Vice-President, Health Promotion and Chronic Disease Prevention Branch, should implement a risk-based project monitoring strategy for innovative funding agreements that aligns with the MSP Program’s overall risk tolerance.</p>	<p>Management agrees with the recommendation.</p> <p>6.1 We will implement a risk-based project monitoring strategy for MSP agreements using innovative funding models. This risk-based project monitoring will align with the newly developed MSP Program risk tolerance (see 2.1), and will take into consideration factors such as level of funding subject to payment on outcomes, among others.</p>	<p>6.1 Risk-based project monitoring strategy for agreements using innovative funding models implemented and incorporated into the Program Charter and Business Management Model.</p>	<p>July 2021</p>	<p>VP, HPCDPB</p>

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<p>Recommendation 7</p> <p>The Vice-President, Health Promotion and Chronic Disease Prevention Branch should integrate SGBA+ into the Program’s processes, and ensure that related expectations are communicated to applicants.</p>	Management agrees with the recommendation.			
	<p>7.1 In consultation with the Centre for Grants and Contributions, we will integrate SGBA+ into MSP program processes at all relevant stages (including program objectives, project assessments and selection decisions), performance measurement and evaluation, and knowledge transfer.</p>	<p>7.1 SGBA+ integrated into all relevant stages of MSP Program business processes, and incorporated into Program Charter and Business Management Model.</p>	<p>December 2020</p>	<p>VP, HPCDPB</p>
	<p>7.2 We will develop and implement a Program Guide for the MSP Program that communicates SGBA+ expectations externally.</p>	<p>7.2 MSP Program Guide for applicants, which will outline the program’s expectations and approach related to SGBA+.</p>	<p>December 2020</p>	<p>VP, HPCDPB</p>