

NEW

Directions

October 2006

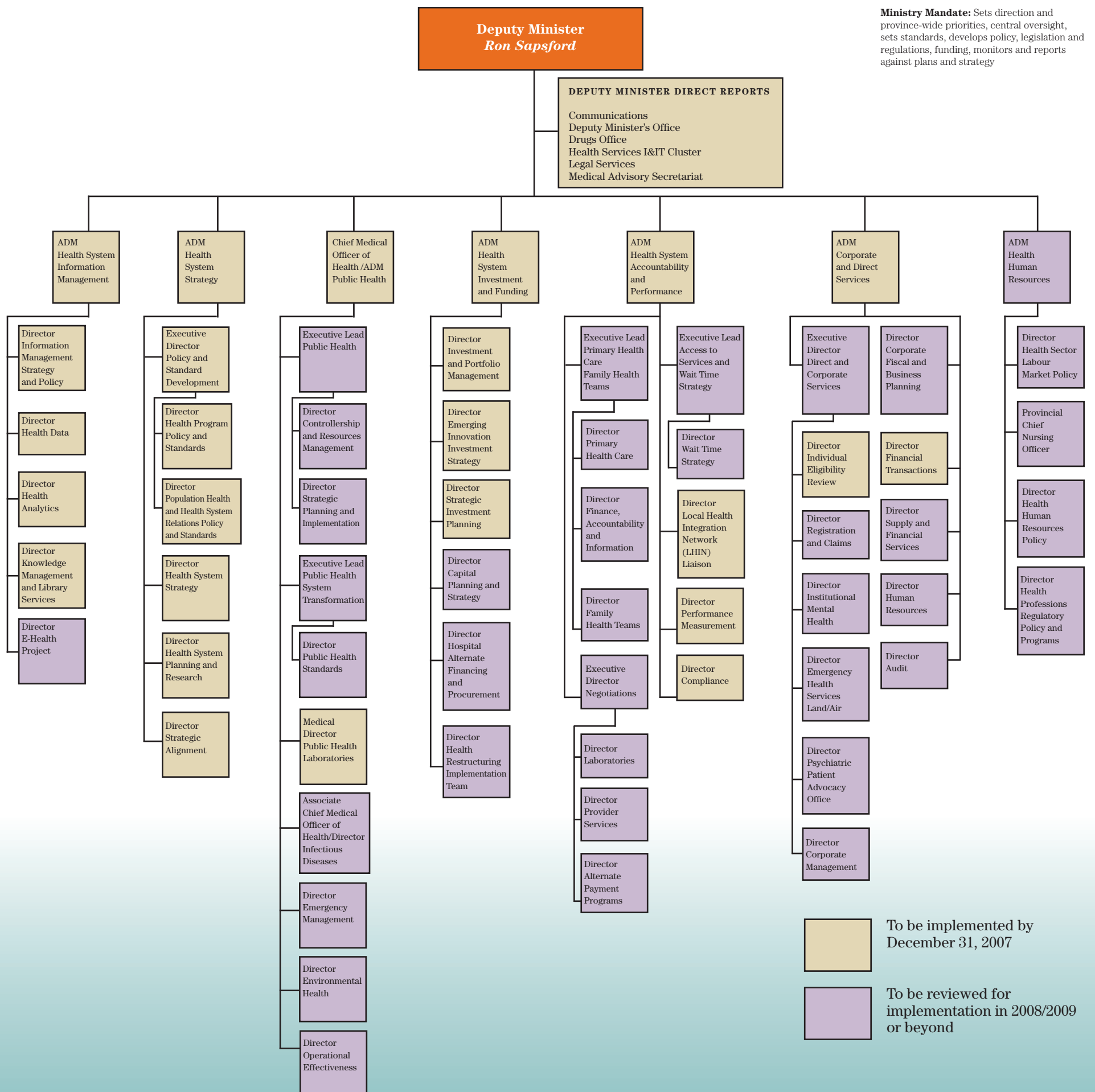
Ministry's transitional structure provides framework for moving forward

The ministry will be operating under a new transitional organization structure, Deputy Minister Ron Sapsford announced this week, and senior managers will be the first group to learn about their new roles. The transitional structure, which will be phased in over the

next 15 months, will be fully in place by December 31, 2007 (see chart below). At the same time, the deputy minister will continue to work on the final, end-state structure that will enable the ministry to fulfill its future role as steward of the health care system.

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TRANSITIONAL STRUCTURE — BY DECEMBER 31, 2007



Ministry Mandate: Sets direction and province-wide priorities, central oversight, sets standards, develops policy, legislation and regulations, funding, monitors and reports against plans and strategy

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“The ministry’s capacity for change — at a time when we’re being asked to deliver on many important projects, including wait times and Family Health Teams — calls for a measured approach with careful sequencing,” Sapsford explained to senior managers at a meeting held in Toronto, on October 18. “Though it has taken a while to get here, what we now have is the foundation for what eventually will be the right structure in this ministry.”

The changes announced for the Senior Management Group (SMG) are expected to be completed in early 2007, Sapsford said. Changes at other levels will begin in mid-2007. Current reporting relationships will remain in place until official notification has taken place.

Over the past few months the ministry’s assistant deputy ministers (ADMs) and the Transition Team, under Assistant Deputy Minister of Transition Debbie Fischer’s leadership, have worked to match SMG job functions to the new ministry organization, Sapsford said. Many senior managers, who find their current jobs matched to positions in the organization’s transitional structure, will begin their new appointments effective November 1.

Other senior managers, however, will find that the work they have been doing in their current jobs has been changed. In some cases, this will mean that some of their current responsibilities within their branches will be assigned to new roles or will no longer be done by the ministry. Still others, Sapsford confirmed, will not find their specific jobs on the organizational chart but will continue in their current roles until further notification.

“I want to stress that all of the changes reflected in this organization are happening because the assistant deputy ministers and I are creating a new way of doing our work, and this calls for different roles,” Sapsford explained. “We’re moving from a model based on programs, to a model based on functions. And that’s a direct reflection of the changes in the ministry’s role and responsibilities as we move to stewardship of the health system. For the transition to be successful, we need people with the skills, knowledge, and abilities necessary to lead this ministry to its future role.”

A phased approach to change

Sapsford told senior managers that while the transition is complex, it is crucial that the ministry’s day-to-day business operations be maintained as changes take place. “I am asking everyone working in our ministry to continue with their very important work,” Sapsford said. “We have a moral and a professional obligation, as well as a contractual commitment, to maintain the administration of health care in Ontario.”

The deputy minister explained that those program areas that support the

work required to move responsibilities over to the Local Health Integration Networks (LHINs), will be affected in 2007. “We are getting the ministry structure ready to work in a system that includes the LHINs,” he said. For this reason, areas slated for transition in 2007/2008 are the regional offices and the divisional structures of the Acute Services and Community Health Divisions. Other program areas for which the LHINs will not have responsibility, such as Health Human Resources and Public Health, will not be assessed until 2008/2009.

Sapsford cited the sheer size of the ministry — the largest one in the

Ontario Public Service — and the need to build the capacity to take on new stewardship functions while some of the ministry’s former responsibilities move to the 14 LHINs, as two factors contributing to the transition’s complexity.

He also outlined the factors driving the new structure of the transition.

The first is the need to make changes within the Acute Services and Community Health Divisions of the ministry. These include:

- completing the closure of the regional offices by next spring
- designing and implementing the

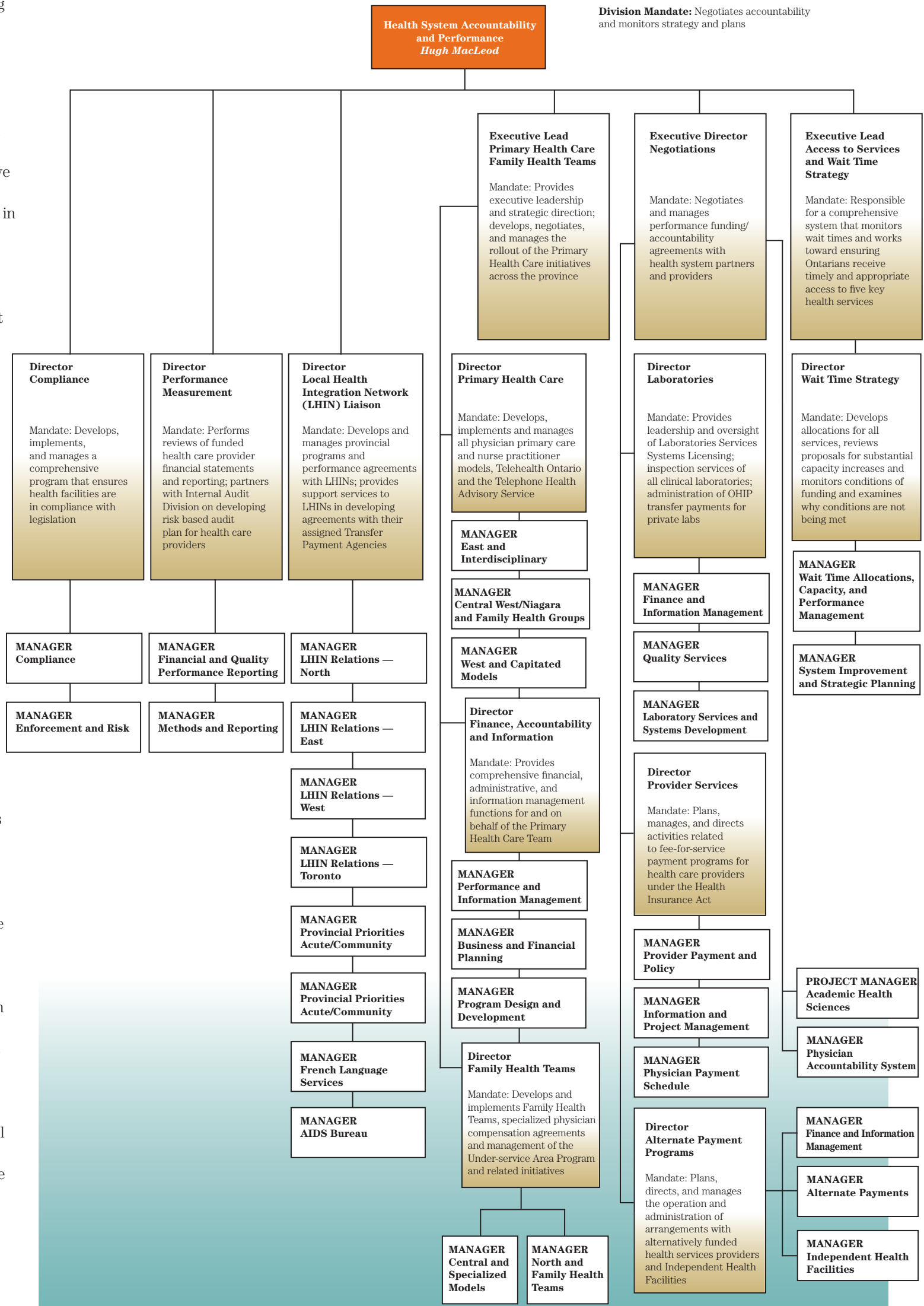
functions in the regional offices that are staying in the ministry’s structure, including financial transactions, capital, long-term care compliance, and issues management

- reassigning corporate staff from these divisions to the appropriate divisions in the transitional structure.

The second factor, Sapsford said, is to build capacity in the new divisions — Health System Strategy, Investment and Funding, Accountability and Performance, and Information Management (IM) — to support the ministry’s stewardship role.

And the third explained Sapsford

HEALTH SYSTEM ACCOUNTABILITY AND PERFORMANCE — BY DECEMBER 31, 2007



is to begin consolidating corporate support functions, including finance, human resources, and resource management into the new Corporate and Direct Services Division.

In some cases, to ensure that ministry services are maintained, entire branches will move over to the transitional ministry structure. All staff and all reporting relationships will remain intact for now. However, these areas, such as direct services, operational support units, drugs, labs, physician services, and the work of the Service Renewal and Alignment Project (SRA) — which is assessing the OHIP registration and claims business processes and IT systems within the ministry — will be reviewed as part of the next phase of the transition in 2007/2008 or in 2008/2009.

In addition, branches undertaking government priority projects, such as wait times and Family Health Teams, will also move directly into the transitional structure. As these projects are completed, the ministry's senior management team will evaluate the work that needs to continue and make decisions about where in the organization it should happen.

The deputy minister said that under the changes announced, the Public Health Laboratories will move into the Public Health Division, and that the division will move directly into the transitional structure. As well, the Health Human Resources Division's special mandate to address the province's health care professional challenges will be extended to 2009.

A number of existing branches are not reflected in the transitional structure. However, these branches will stay in place until their work is further assessed.

Sapsford also confirmed that Mary Kardos Burton, ADM, Acute Services, and John McKinley, ADM, Community Health, will remain in their current roles. They will oversee the continuing business of current operations, while facilitating the transfer of divisional functions to other parts of the ministry.

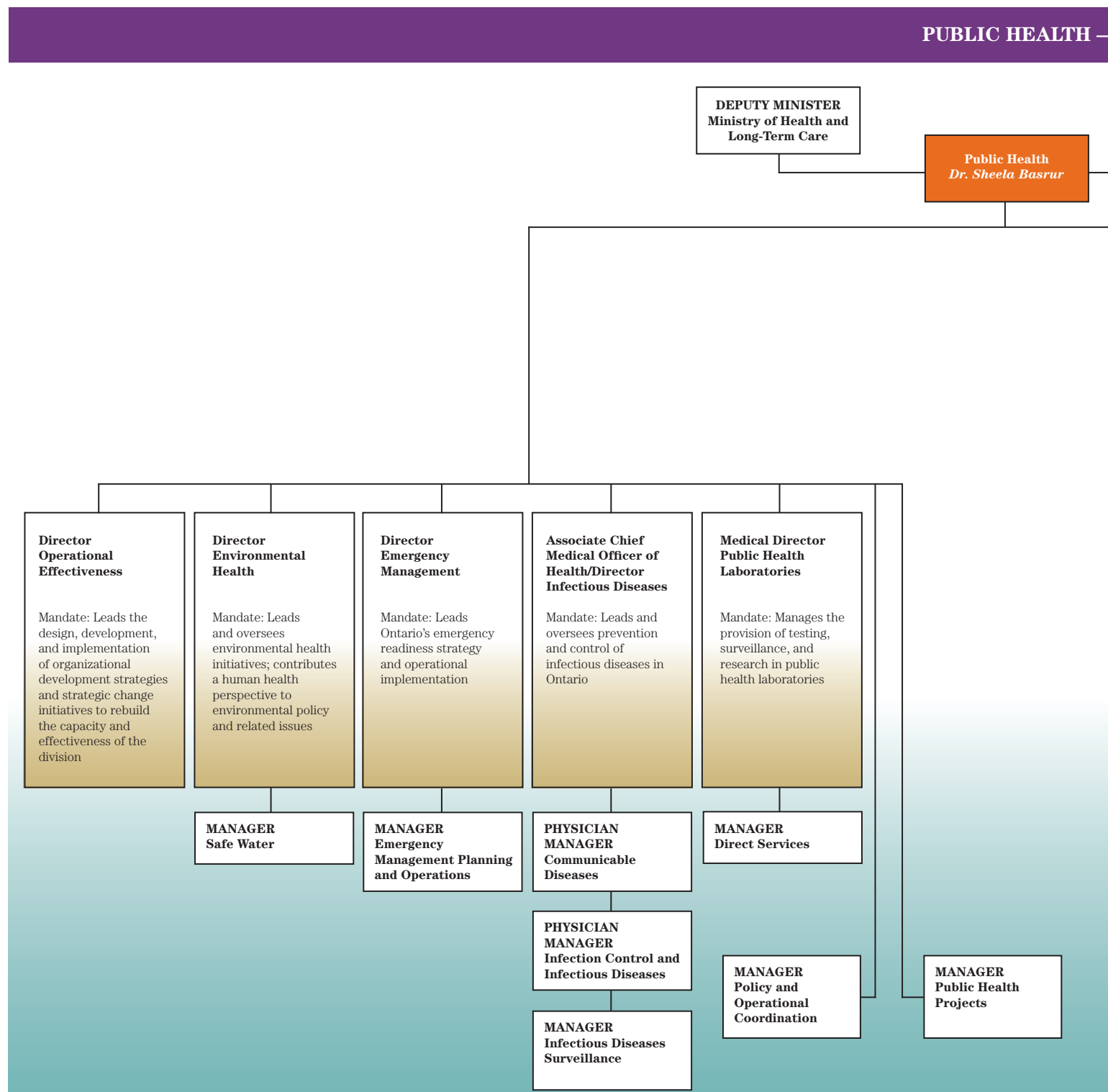
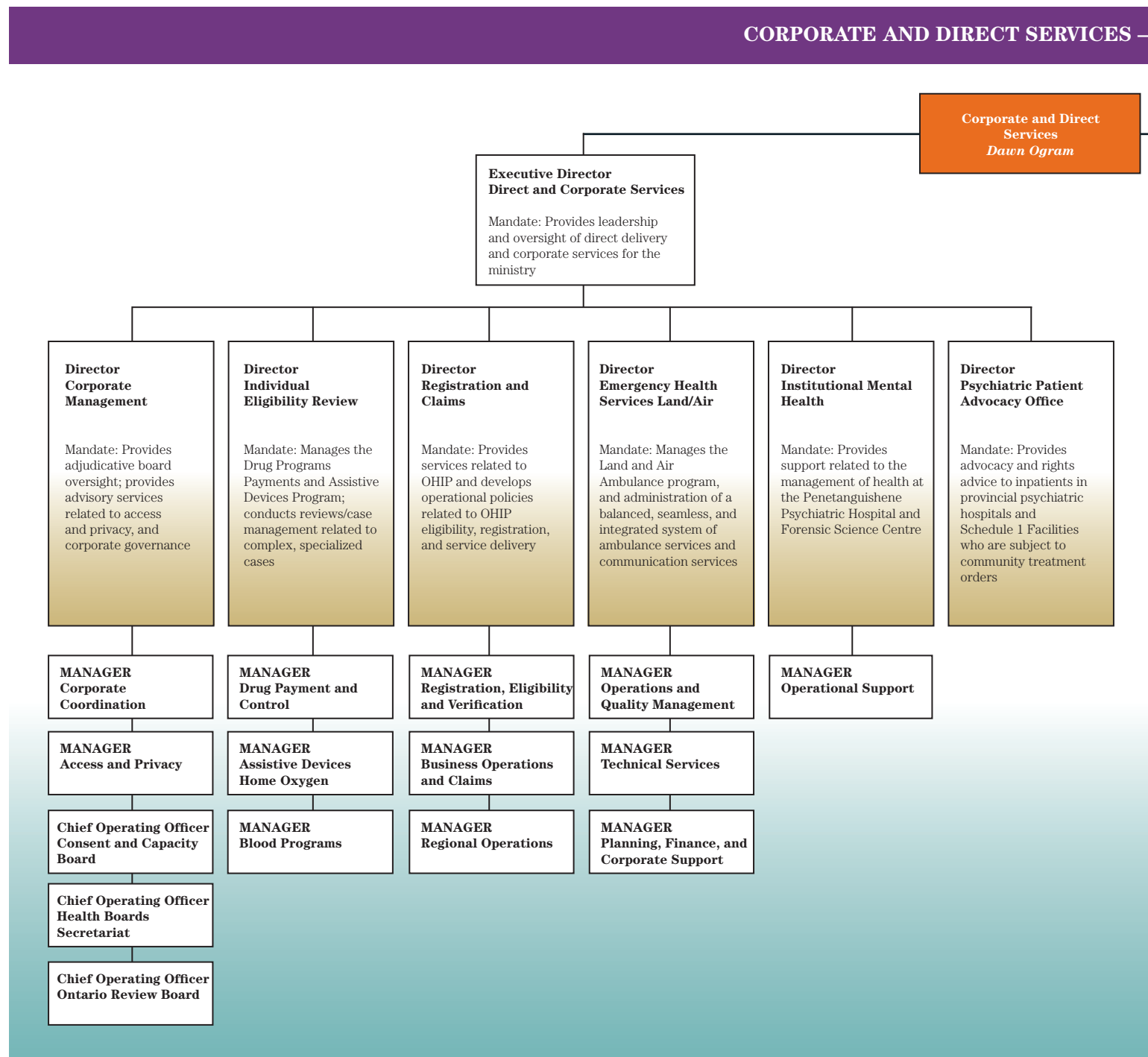
Staff can find out more about their branches by visiting the *A NEW Direction* section on INFOweb, at <http://intra.moh.gov.on.ca/>, and going to **Transitional Structure — Branch Listings**.

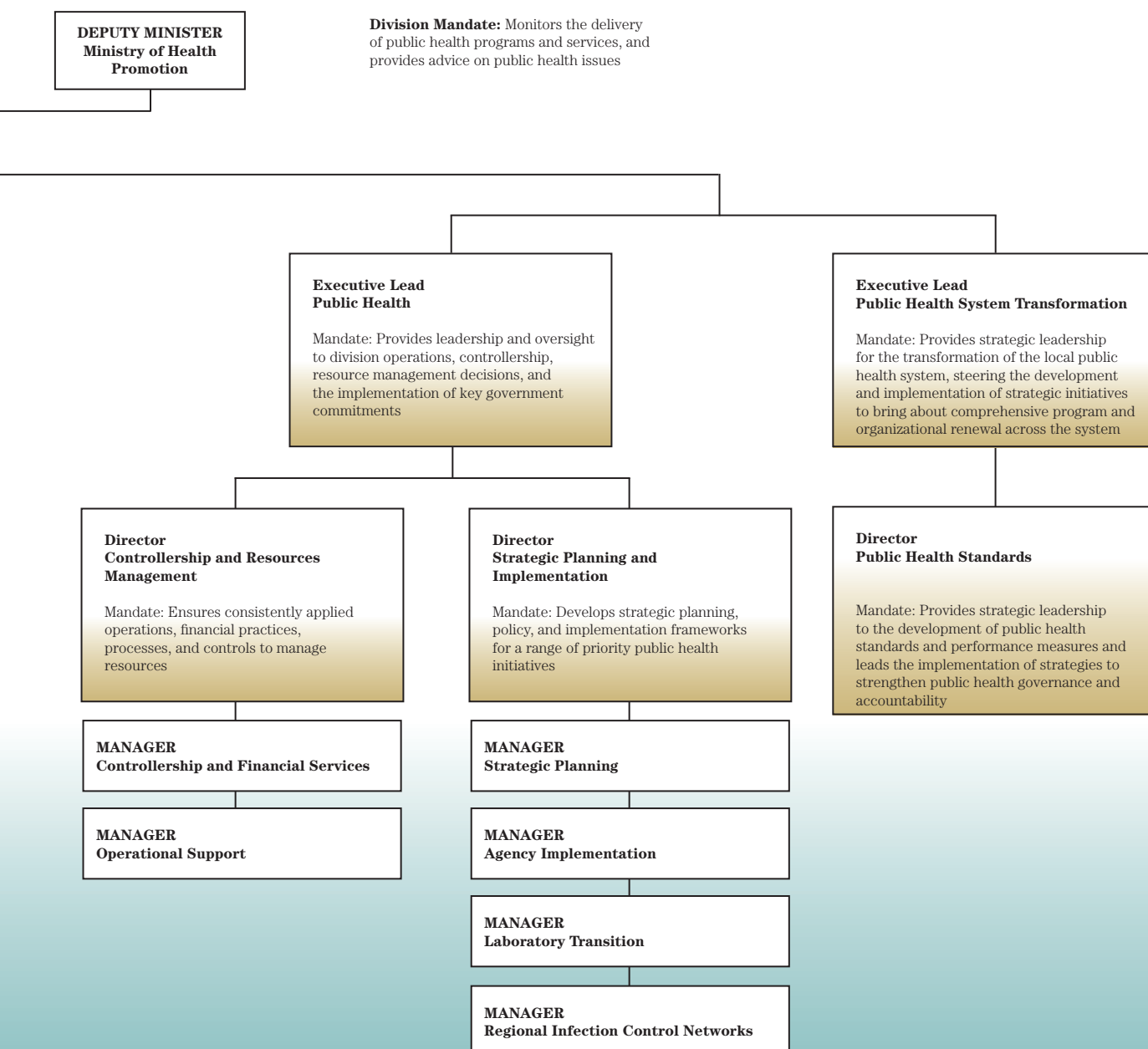
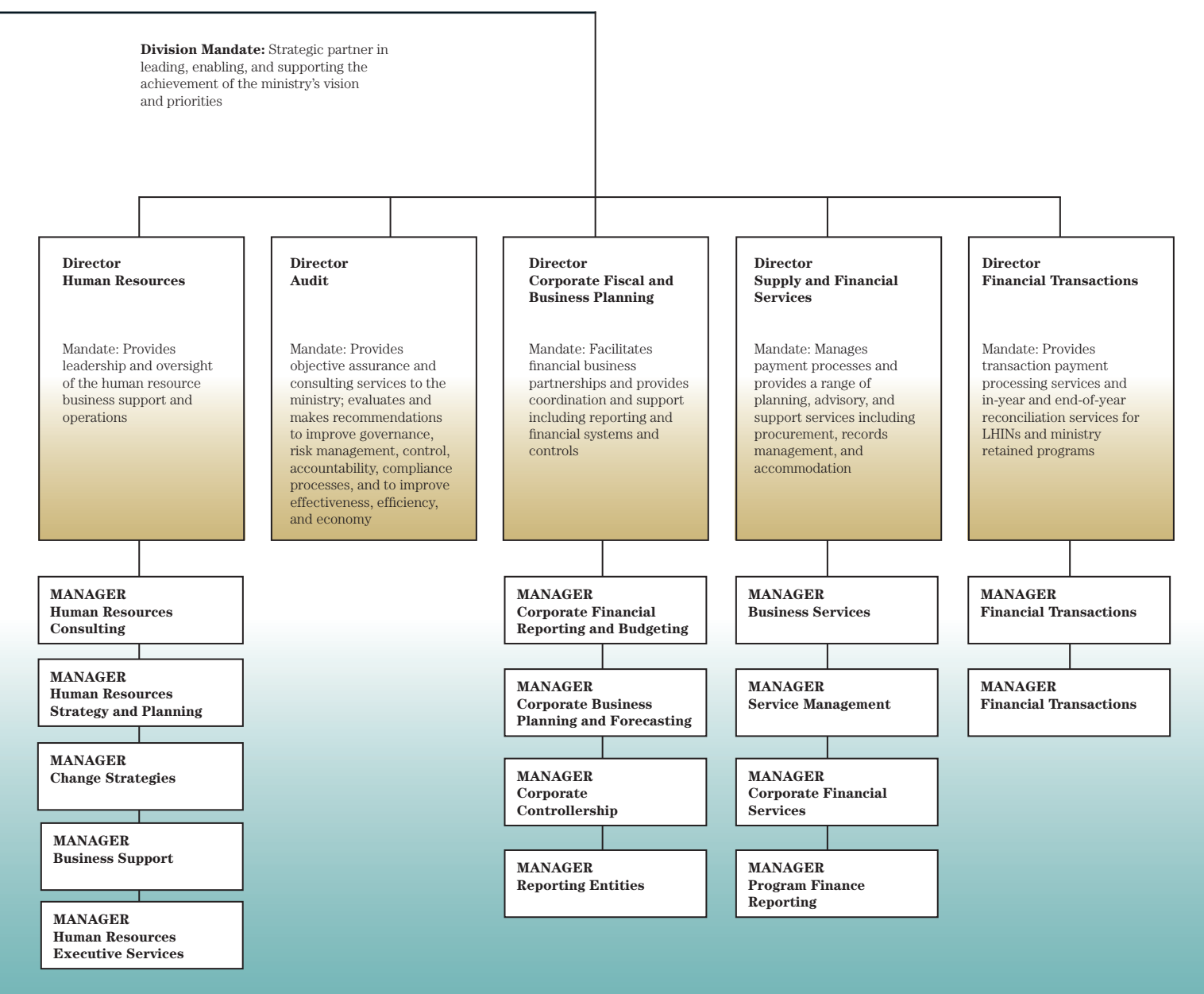
Career opportunities

From a big picture perspective, despite the significant degree of change that will mark the new organization, Sapsford said the new transitional structure is a very positive step because it brings the ministry closer to its stewardship objectives. As well, the ministry will look to build a strong and effective senior management team that is committed to achieving the goals of the transition — creating and sustaining the kind of health care that Ontarians want and deserve.

The ministry's assistant deputy ministers also addressed the senior managers' meeting and described their new divisions' respective mandates and explained how these mandates will be put into practice.

The deputy minister emphasized





that there will be considerable career opportunities for senior management staff. He cited the start-up of new branches across the ministry as areas in which new positions will be created.

“I strongly encourage senior managers whose current jobs are not represented in the new structure to look broadly at opportunities in this new organization,” Sapsford said. In addition, he confirmed that the overall number of SMG positions will remain the same as currently exists in the ministry.

Investing in stewardship competencies

The process for filling senior management positions within the ministry's new transitional structure will involve three basic approaches: appointments, internal competitions, and external recruitment.

Sapsford confirmed that the method he and the assistant deputy ministers used for appointments directly to the transitional structure was based on established Ontario Public Service guidelines and practices. They determined if the core job functions in each position in the new divisions were the same or substantially the same as the current core job functions for each position. Each existing Senior Management Group job was compared with the new job in the transitional structure. If it was a reasonable match, then the person was appointed.

The deputy minister said that the ministry is looking to make a significant investment in building the competencies needed to fit within the stewardship model — a set of competencies focused on factors such as leadership, strategic thinking, relationship management, and systems thinking.

“These are all vital skills to function in a networked organization,” Sapsford said. “Many of these competencies currently exist within the Senior Management Group. What’s happening now is that we’re applying these competencies in a different context — that of the stewardship model.”

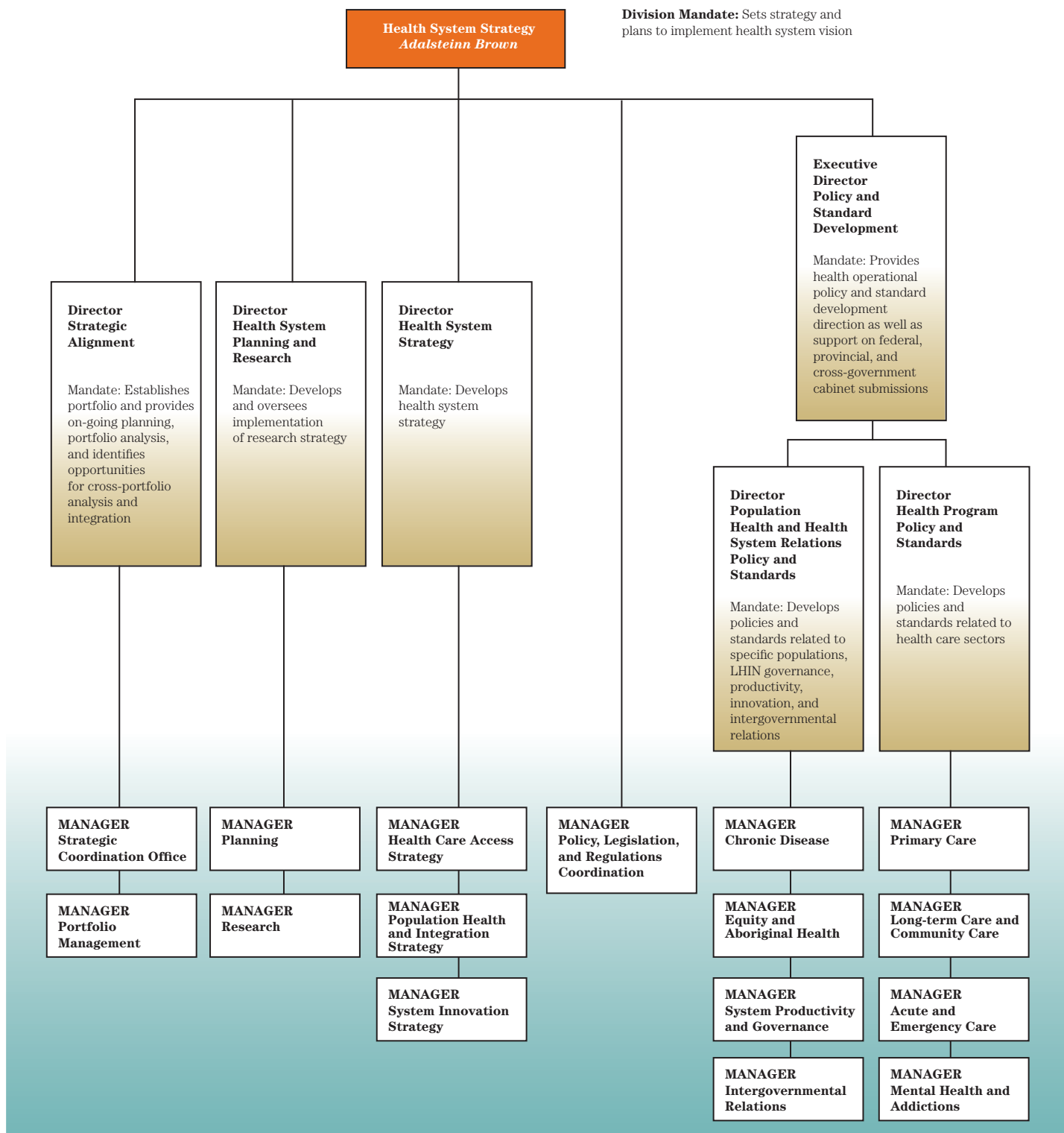
Selection and recruitment process

The recruitment process for senior managers is expected to be completed early in 2007. The process will begin inside the ministry, guided by the assumption that many current managers will apply and be successful in filling these new positions. As well, internal postings will be posted over a longer than normal timeframe, to give applicants the time they need to prepare and apply for these positions.

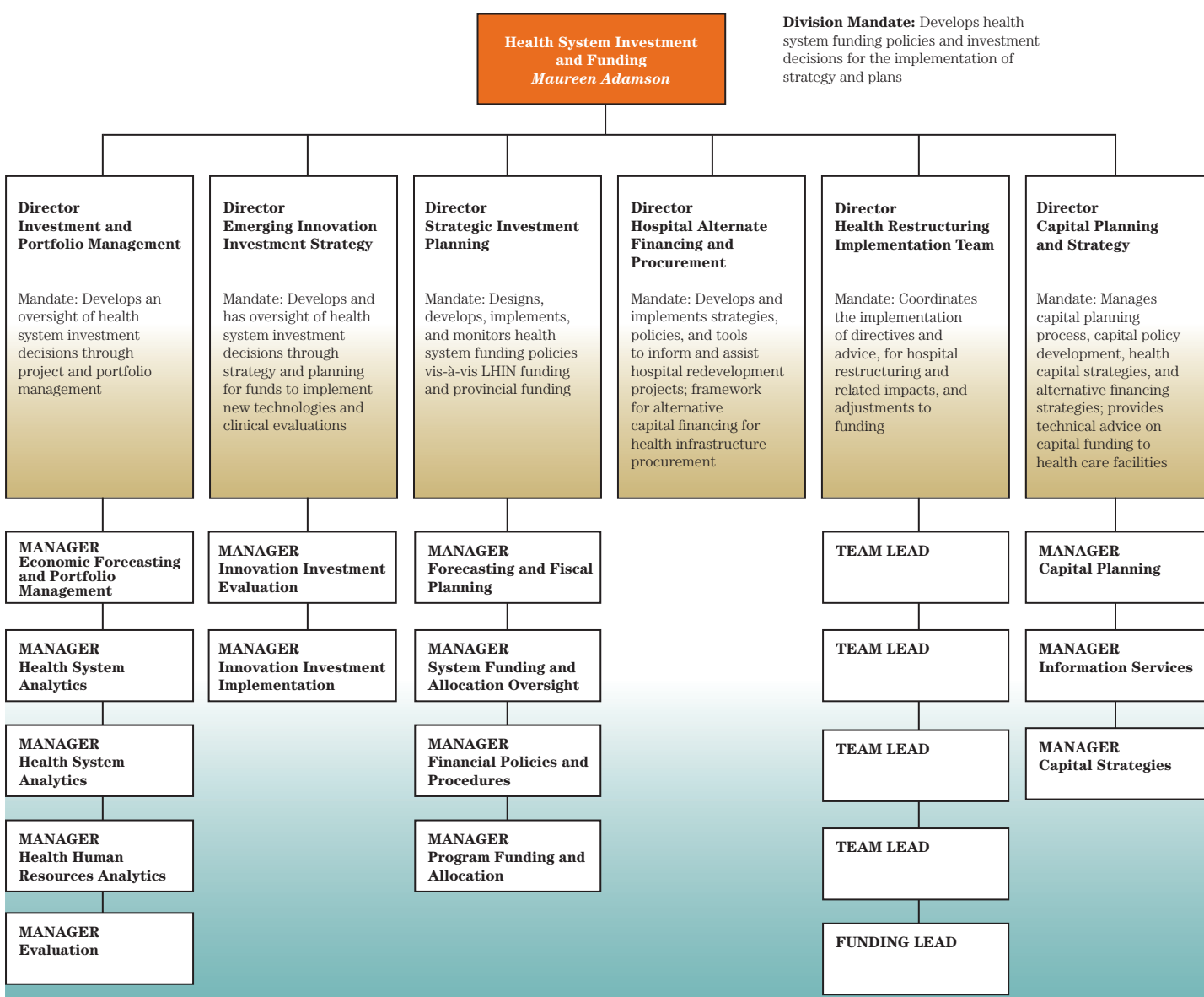
The deputy minister encouraged senior managers to apply for any position that interested them. “I’m looking for people who share the vision of the future of the ministry. People who are committed to public service and those who have the energy and creativity to improve both the ministry and the health care system,” he confirmed.

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HEALTH SYSTEM STRATEGY — BY DECEMBER 31, 2007



HEALTH SYSTEM INVESTMENT AND FUNDING — BY DECEMBER 31, 2007



Need advice?

The Employee Assistance Program is here to help.

The OPS provides staff with access to an Employee Assistance Program (EAP) through Family Guidance Incorporated (FGI). Your EAP is available 24/7, 365 days a year, to provide confidential advice, free of charge, to you and your family. Call anytime — 1-800-268-5211, TTY (hearing impaired) 1-800-363-6270. (Service en français 1-800-363-3872, ATS personnes malentendantes: 1-800-263-8035.)

The EAP staff can help you address a wide range of personal and work-related issues, including stress, childcare and parenting issues, work and career issues, eldercare, crisis counseling, bereavement, and marital relationships. In addition to helping you with questions or concerns related to health and well-being, the EAP can provide skilled, professional financial counselors to assist with financial issues such as budget planning or managing credit.

You also have easy access to general information about a wide range of topics through FGI online at www.fgiworldmembers.com.*

* For the password to the site, visit the Human Resources Branch website at <http://hrb.moh.gov.on.ca/> and click on the Employee Assistance Program button.

Do you have questions about the ministry's organizational change or transitional structure? Please make use of the following resources:

- Ask your manager
- E-mail your questions/comments to the dedicated feedback account: anewdirection@moh.gov.on.ca
- Call the dedicated feedback line at 1-888-862-0528 or TTY: 1-800-387-5559

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Sapsford announced there will be several other supports offered to senior managers through the recruitment process, including:

- one-on-one executive coaching that will strengthen their leadership capabilities and help them assist their staff through the transition
- a range of learning programs aligned with the ministry's new stewardship role — these programs will focus on leadership development, communications, project management, and change management
- resume writing and interview-skills training to help them prepare for, and apply for new positions
- the Employee Assistance Program, which provides personalized advice and guidance in a number of areas, including financial and life planning (see sidebar on page 5)
- a series of surveys and focus groups of senior managers and other staff that will measure the ministry's degree of readiness to manage the transition.

The deputy minister urged senior managers to take advantage of the human resources supports that he and the management team had put in place to help them advance their careers. "I want you to be successful, and I'm continuing to invest in you," Sapsford emphasized.

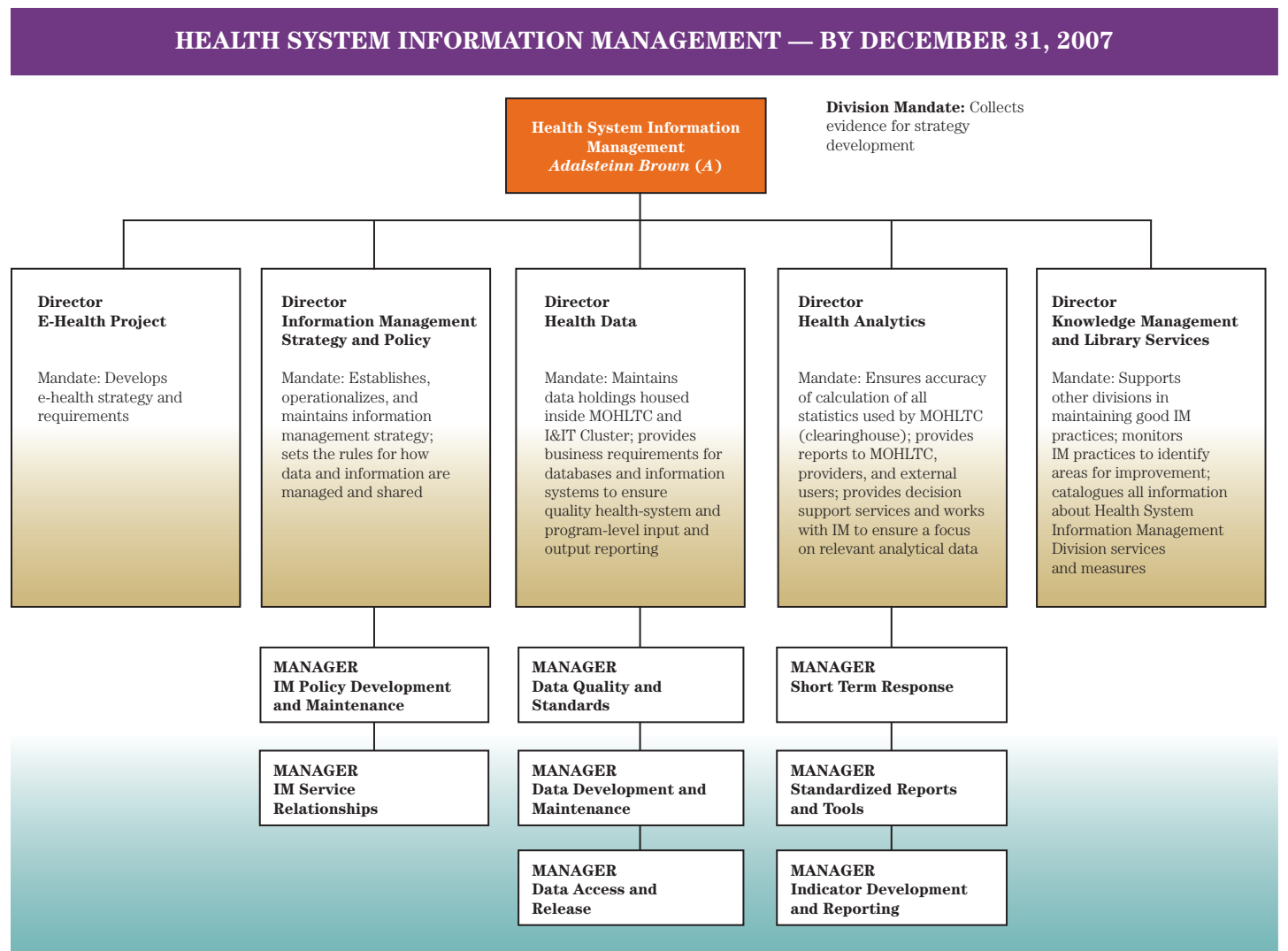
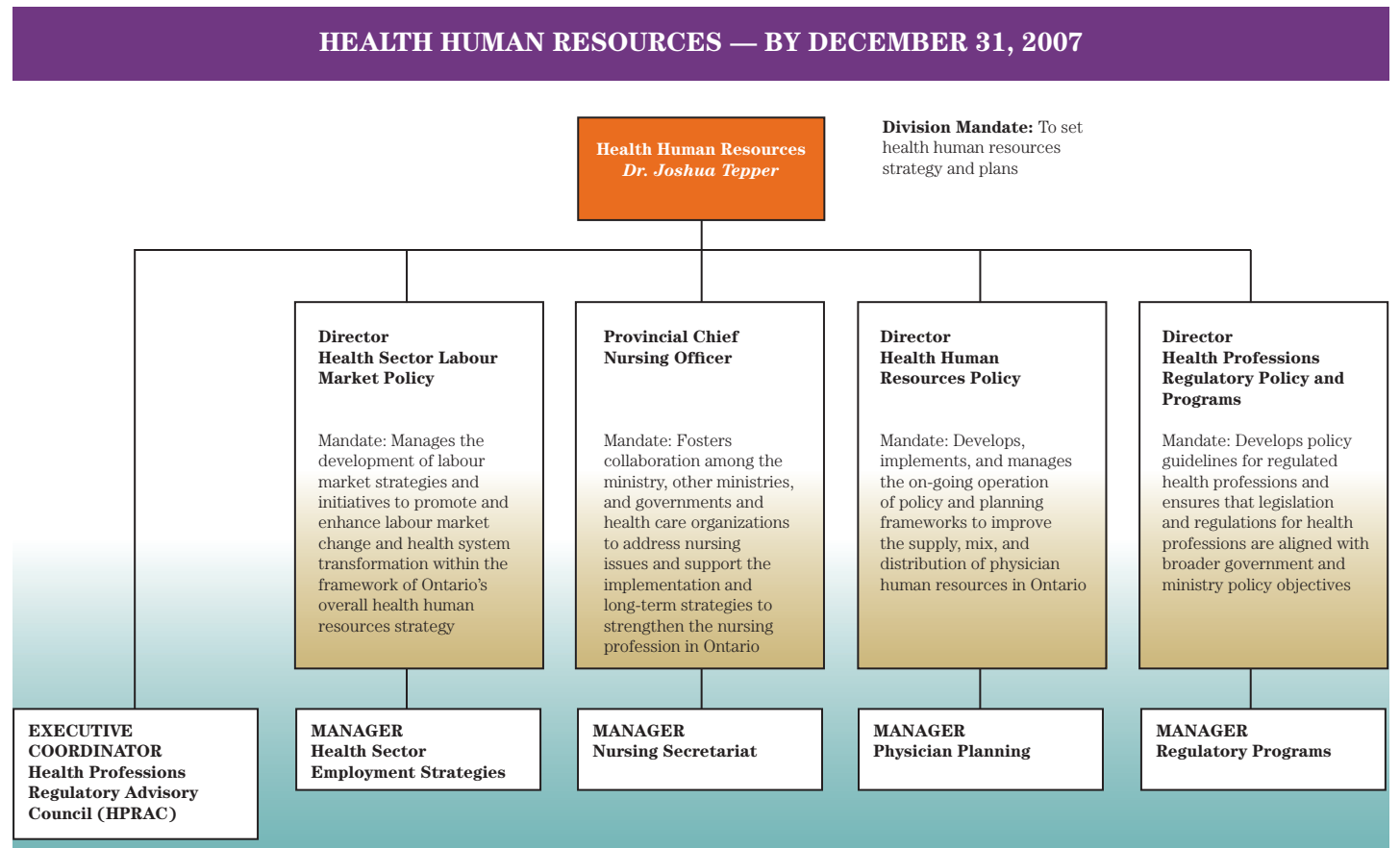
"I understand the anxiety many of you will feel if you don't see your role in this transitional structure," he continued. "What's important to remember is that as the ministry renews itself, so too can you renew yourself personally and professionally. Use this as an opportunity to review where you want to go with your career."

Next steps

Sapsford said the ministry's goal is to have the majority of senior managers in place within the transitional structure by early next year; the schedule for placement will vary across the ministry.

"Putting in place this new transitional management structure is a major milestone in our reorganization," he emphasized. "It means we can move forward, with the Senior Management Group working with the Transition Team, to develop the new detailed design and business processes for each of the ministry's new divisions." He added that only then will senior management be able to best match the skills and strengths of existing staff to the new functions, noting that these staff changes to the ministry's organization will not begin until mid-2007.

Sapsford acknowledged that the changes he announced for



the senior managers would have major implications for those in the Management Compensation Plan group and for all unionized staff. "Please be assured that no reporting relationship within our ministry will change until official notification to the Management Compensation Plan and unionized staff," he said. "This will not happen until we have the senior managers in place and they begin the detailed work of designing the new branches in the ministry."

Keeping communication lines open

One of the most important aspects of any transition — especially one in a

large organization such as the ministry — is to maintain regular, detailed communication with staff.

"I will be communicating frequently and frankly," Sapsford said. "Unions have been notified of the organizational structure announcement, and the assistant deputy ministers will be visiting branches throughout the ministry in the coming weeks to speak to staff in person."

As always, employees can make use of a number of resources to ask questions and provide feedback (see sidebar on page 5).

It is important, Sapsford said, to keep in mind that this transition is more than a reorganization of existing roles. "It means looking at change from a people

perspective, a process perspective, and a technology perspective. We need to take the time to ensure that all three of these components are in the right places, so we can complete this monumental change — a change that will be important to the future well being of all Ontarians, including all of us here in the ministry."

In closing, the deputy minister thanked staff for their continued hard work. "Our collective accomplishments have been many over the years. Your dedication is recognized and appreciated not only here in the ministry but throughout the OPS. I thank you in advance for all the work I know is before us in the months to come." ■