

NEW

Directions

January 2006

The ministry will focus on providing stewardship for the health system

Leading Ontario's health system into the future

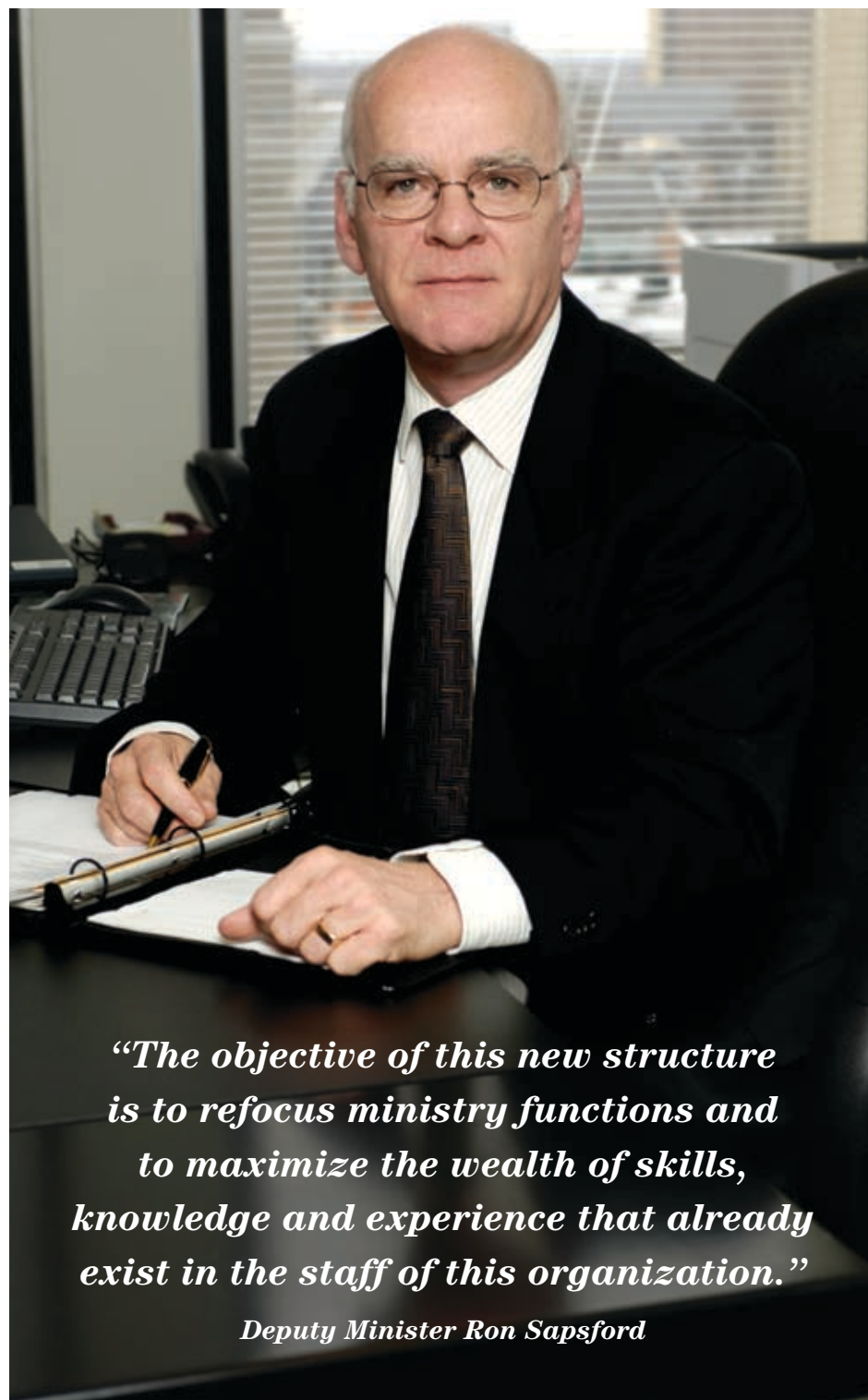
It is time for the Ministry of Health and Long-Term Care to embrace a new direction. As all our employees continue to work towards better health care for Ontarians, stewardship will become our mission and our mandate. That was the central message of Deputy Minister Ron Sapsford's recorded address to ministry staff on January 18, 2006.

Sapsford described the tremendous service and fiscal pressures on our health care system, including the increased costs of technology, information management, drugs and other new treatments, and the demographics of an aging population. To meet higher expectations for the delivery of health care, he said, "The ministry needs to be in a position to support and guide the health system and to continue to advise the government in the best possible way."

He continued, "We need to focus on where we're going with the health system. We need, for instance, to refocus on what we need to do today to guarantee health care that works for people five, ten, 15 years down the road."

Stewardship — planning for and making wise use of our resources — is the solution, Sapsford said, and it will see the ministry take responsibility for:

- Establishing overall strategic directions and provincial priorities for the health system;
- Developing legislation, regulations, standards, policies and directives to support those strategic directions;
- Monitoring and reporting on the performance of the health system and the health of Ontarians; and
- Planning for and establishing funding models and levels of funding for the health care system.



Rick Chard Photo

"The objective of this new structure is to refocus ministry functions and to maximize the wealth of skills, knowledge and experience that already exist in the staff of this organization."

Deputy Minister Ron Sapsford

A new vision for the ministry

Stewardship represents a change in focus that Sapsford believes is long overdue but absolutely vital. It means the ministry will guide and direct the health system through strategy development, planning and evaluating. It means setting the directions and enabling the choices needed to improve the health system. It means ensuring that the system is driven by the needs of Ontarians. And it means working in partnership with health care providers.

"We'll be less involved when it comes to the actual delivery of health care and more involved in establishing overall direction on policy, priorities and investments," Sapsford explained. "We've got the right people in this ministry. What we don't have is the right structure."

The stewardship role of the ministry will be sensitive to population needs. It will focus on networks within the health system, with LHINs being the obvious example. It will make the most of ministry resources, and make the health system

accountable for outcomes. It will drive the health system through strategy and performance. And it will make health care in Ontario more sustainable.

Sapsford pointed out that the establishment of the LHINs, and their focus on the day-to-day management of health care, will give the ministry the opportunity to do longer-term planning and investment. "That will make us better managers, or stewards, of Ontario's health dollars," he said.

The new stewardship focus provides employees with a tremendous opportunity to participate in creating the strategies that will improve the way health care is delivered across the province, and Sapsford called on all ministry employees for leadership, teamwork and input.

New directions require new structures

Here's a snapshot of the ministry structure we'll all be working towards over the next two and a half years.

Reporting directly to the deputy minister's office will be Communications, Legal Services, Cluster CIO and Corporate Support, which includes human resources, finance, accommodations, payments and transactions, direct services and service transactions.

The ministry will be organized into five specialized functional divisions:

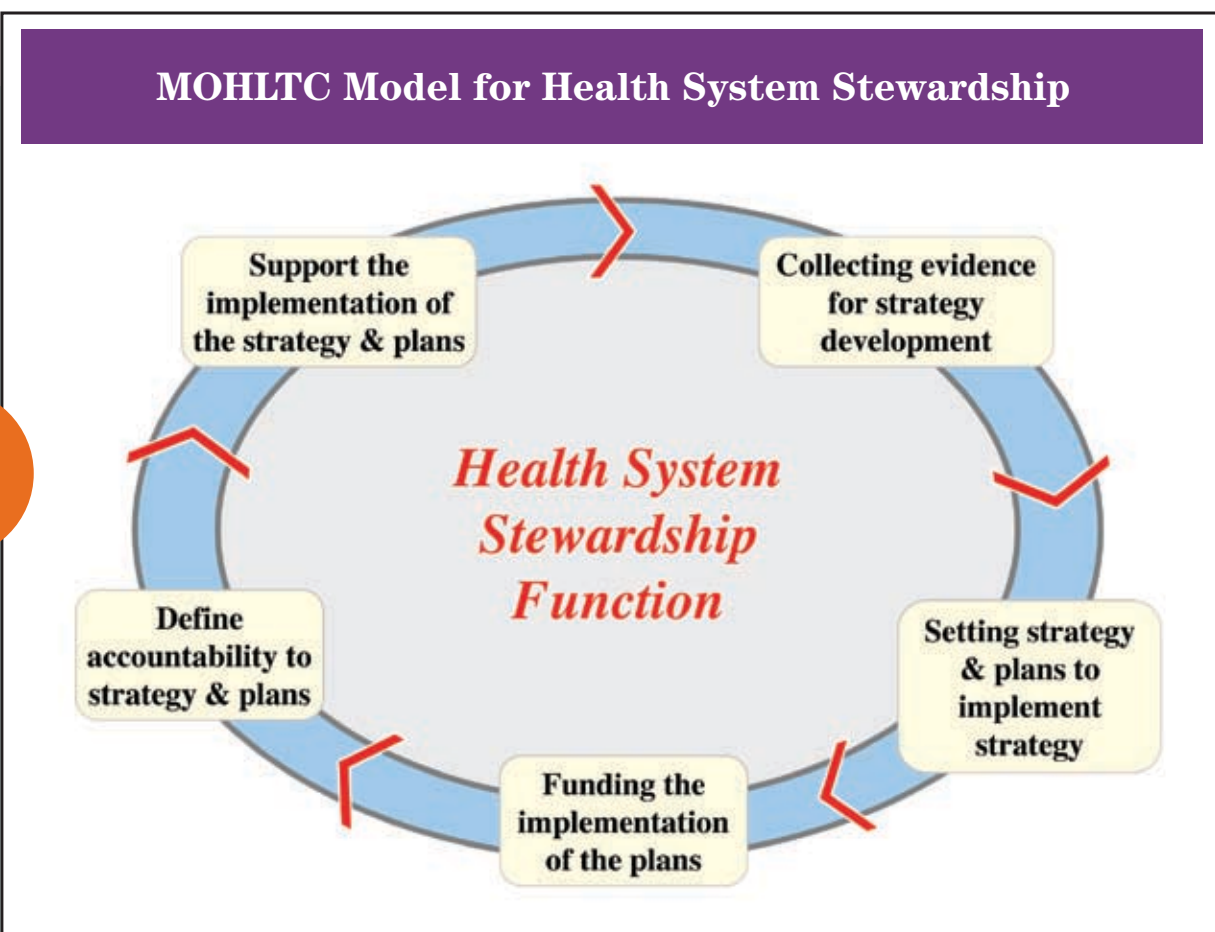
- Health System Information Management;
- Health System Strategy;
- Health System Investment and Funding;
- Health System Accountability and Performance; and
- Public Health and the Chief Medical Officer of Health.

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The future role of the ministry will be as stewards of the health system. As we move through the functions shown in the model (right), we will continue to provide quality, accessible health services that meet the needs of the people across this province. Our principal functions will be to:

- Establish overall strategic directions and provincial priorities for the health system;
- Develop legislation, regulations, standards, policies and directives to support those strategic directions;
- Monitor and report on the performance of the health system and the health of Ontarians; and
- Plan for and establish funding models and levels of funding for the health care system.

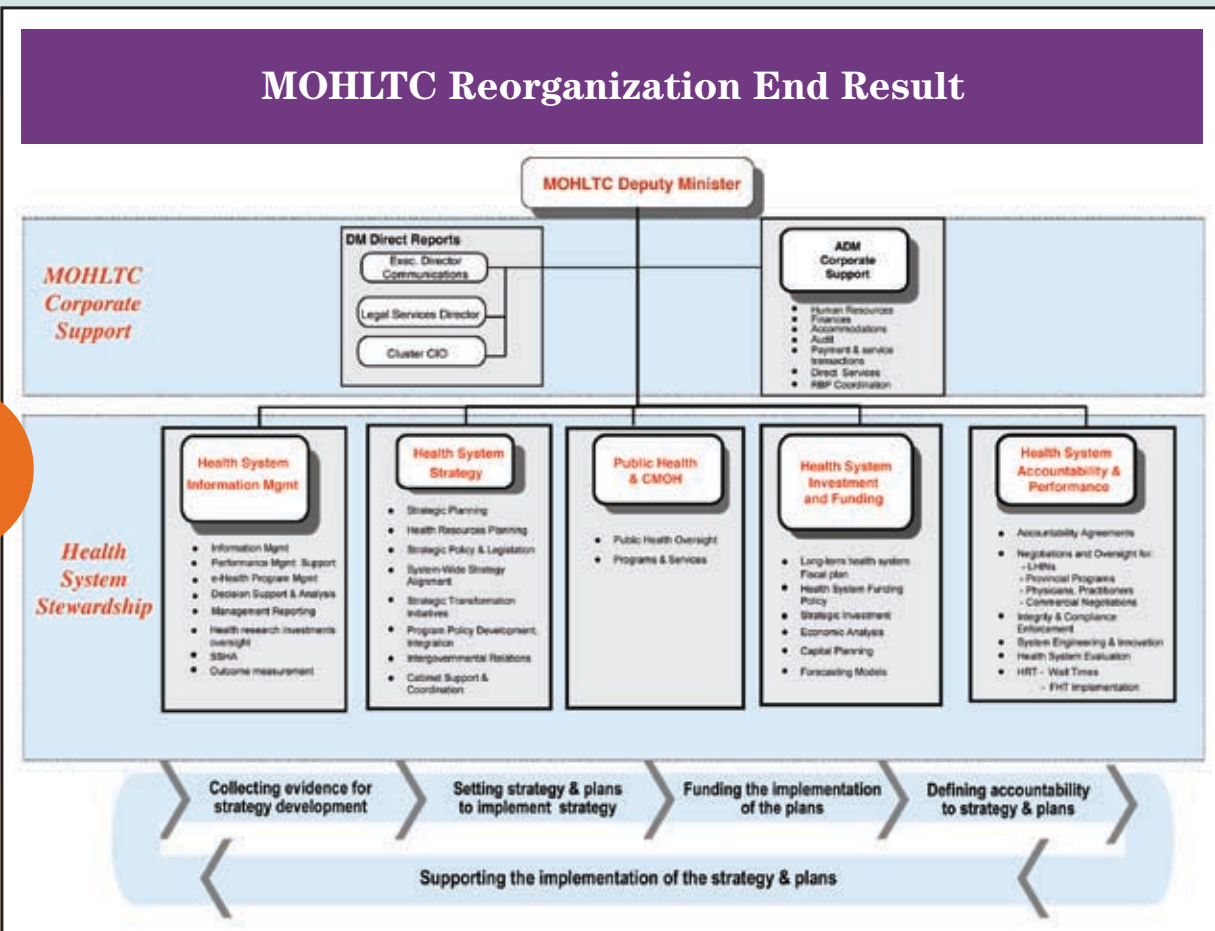
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The ministry will be organized into five specialized divisions, representing the functions of the ministry's role:

- Healthy System Information Management;
- Health System Strategy;
- Health System Investment and Funding;
- Health System Accountability and Performance; and
- Public Health and the Chief Medical Officer of Health.

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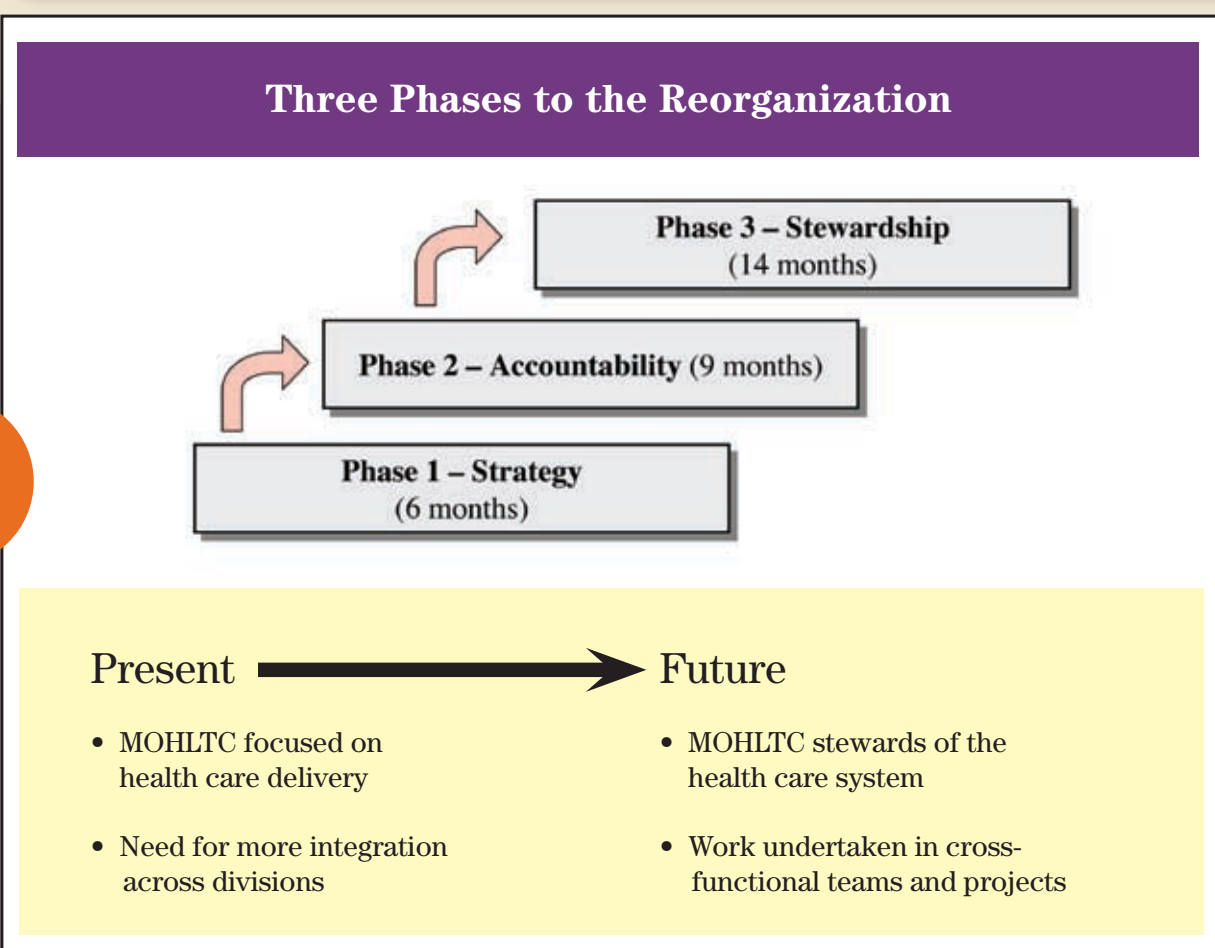


This new structure will align with those changes that are taking place in the province's health system. With this new organization in place, much of our work will be undertaken in cross-functional teams and projects. This will create greater integration across the ministry and more effective and efficient use of employee time and expertise — resulting in a more efficient and effective health delivery system across the province.

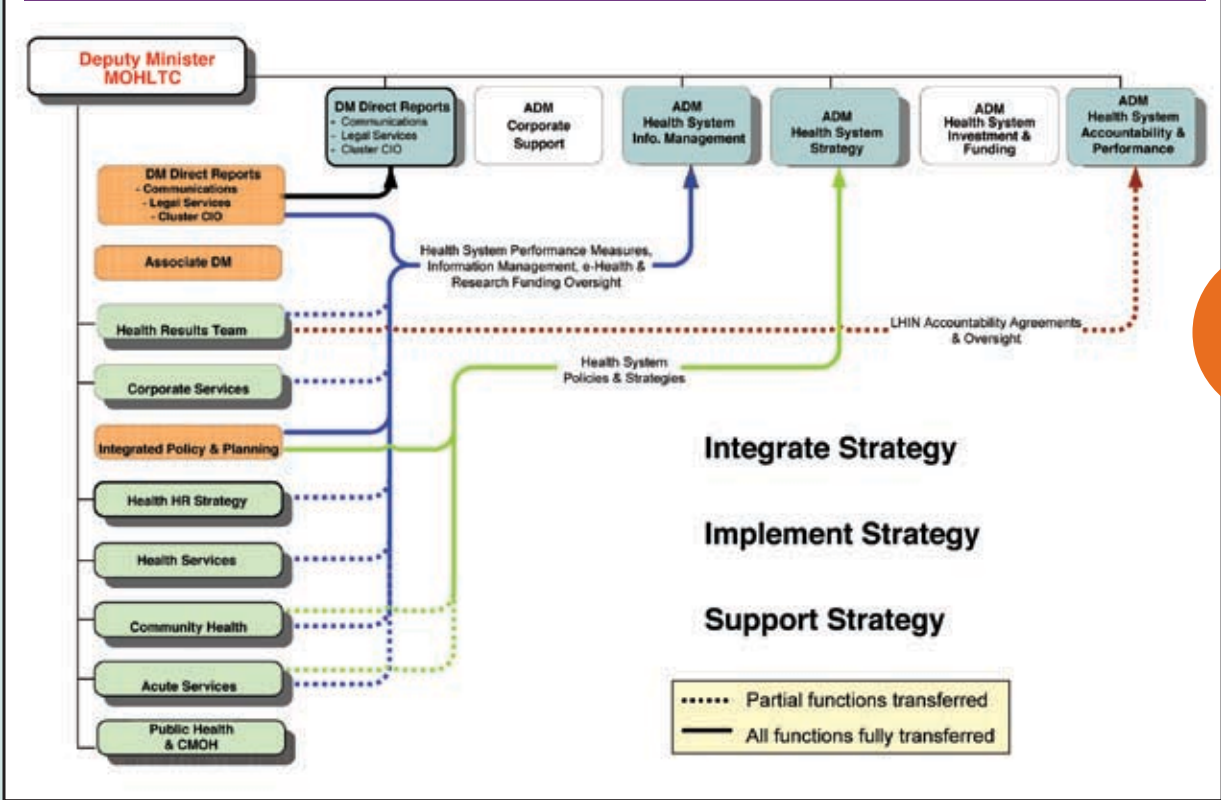
Changes to the way we do business will be implemented gradually over the next two and a half years, to give the ministry time to adapt. To make the transition successful, we will:

- Provide human resource services, such as retraining, learning and development and redeployment support to meet the needs of employees and the ministry's future stewardship role;
- Advise unions, in accordance with our collective agreement obligations, of pending organizational changes; and
- Align the restructuring timetable with major events, such as the passage of the LHINs legislation.

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Phase 1 — Focus on Strategy



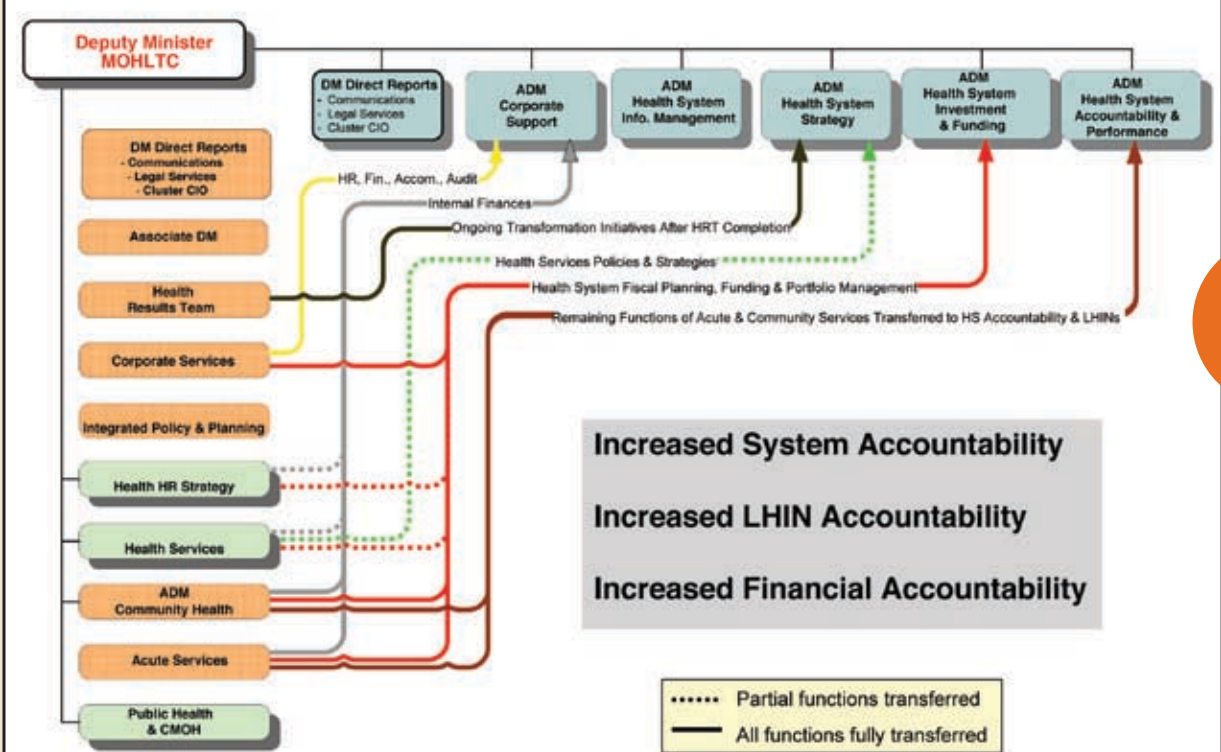
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Phase 1 will focus on health system strategic planning and will take place in six months.

Planning functions currently in the Integrated Policy and Planning, Community Health and Acute Services Divisions will be brought together under the new Health System Strategy Division. This will ensure that the ministry's overall health system strategy is integrated, comprehensive and focused on long-term planning.

Also in Phase 1, all sources of health system information, including health system performance measurement, information management and e-health will move to the Health System Information Management Division. This consolidation will support other key ministry functions including strategic planning and accountability management.

Phase 2 — Focus on Accountability



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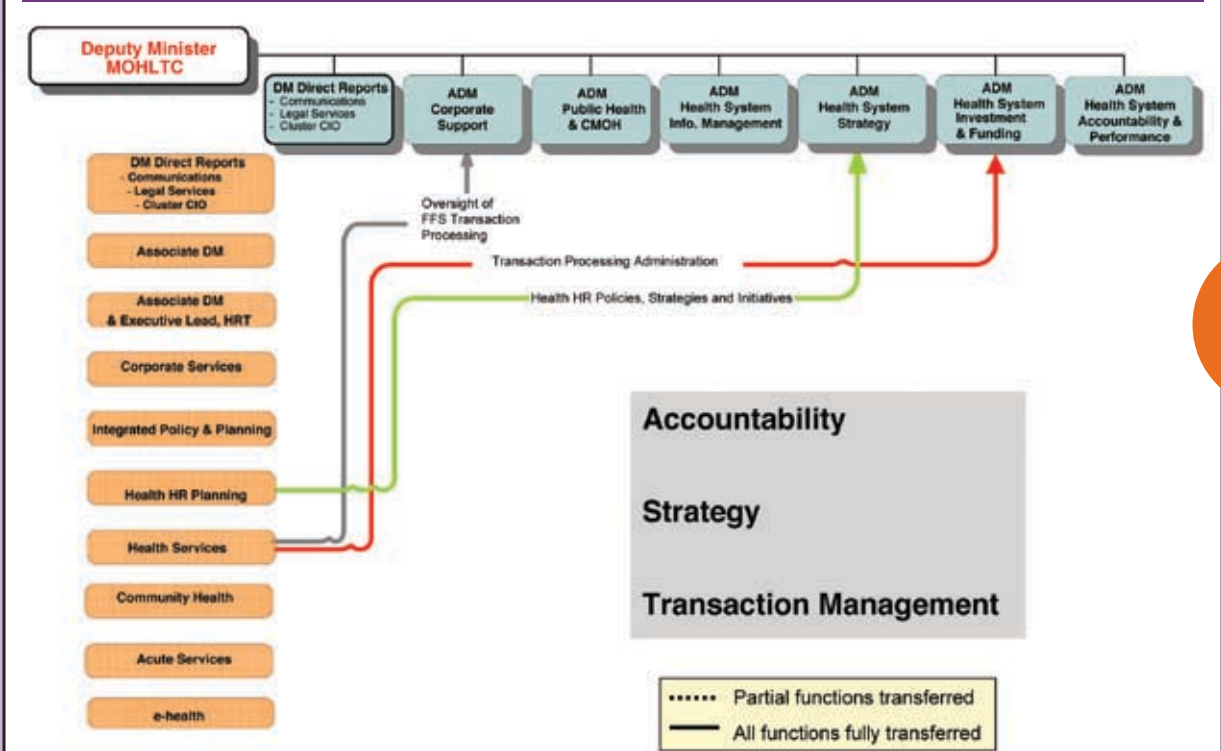
Phase 2 is when we will strengthen system, LHIN and financial accountability. It is expected to take approximately nine months from the time Phase 1 is completed.

The fiscal planning and funding activities that are currently administered by the Corporate Services, Health Human Resources, Health Services, Community Health and Acute Services Divisions will move to the Health System Investment and Funding Division.

The remaining system accountability functions from the Acute Services and Community Health Divisions will move to the new Health System Accountability and Performance Division.

Also in this phase, LHINs will take over the ongoing management of acute and community health programs.

Phase 3 — Focus on Stewardship



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In this final phase each of the new divisions will be fully functional and the process will be complete. Accountability, strategy and transaction management will be fully integrated into the new ministry structure.

The health human resources policies, strategies and initiatives will move to the Health System Strategy Division. Fee for service transaction processing will move to the Corporate Support Division and the Health System Investment and Funding Division will oversee transaction contracts. Phase 3 is expected to take approximately 14 months from the time Phase 2 is completed.

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The charts on pages 2 and 3 provide details about these five divisions, including their roles and responsibilities.

Ministry reorganization will occur in three phases. Phase 1 will focus on strategy — integrating, implementing and supporting the strategy division, and will take place in six months. Phase 2 will strengthen accountability, and will follow over the following nine months to coincide with the implementation of LHIN authorities. And in Phase 3, each of the new divisions will be fully functional. Accountability, strategy and transaction management will be integrated into the new ministry structure, and will take place over the final 14 or so months, taking us into 2008.

Sapsford emphasized that these internal changes are essential to give ministry staff the structures and processes they need to do their jobs, and that they will enable ministry staff to work together more closely and harmoniously. He expressed his appreciation for the wealth of skills, knowledge and experience that characterizes the ministry's workforce, and stressed that the new structure will allow everyone to make more efficient and effective use of their time and expertise.

Sapsford stated, "This is about bringing focus to our work. It is a work in progress . . . for progress. It is an evolution."

Most areas of the ministry will be affected by the reorganization, but he explained that the 300 people who staff the ministry's Regional Offices in the Community Health and Acute Services Divisions will be affected in the near term. The Regional Offices will close over the next 12 to 14 months, and some employees may need to relocate,

“ *With this new structure, much of our work will be done in cross-functional teams and projects, allowing everyone to make more efficient and effective use of their time and expertise.* ”

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move to other positions, retire or accept severance packages.

"The changes to regional structure are not a reflection on you or the work that you do, but stem from a need to reshape decision-making in the health system," Sapsford said, addressing Regional Office staff directly. "Each and every one of you has valuable experience and expertise, and that will be of immeasurable value in the new organizational structure."

The deputy minister added that he has made a commitment on behalf of the ministry to support Regional Office staff through the change.

Keeping communication channels open

The deputy minister acknowledged that change is never easy but stated that, in this case, change is necessary to ensure that the ministry continues to meet the health care needs of Ontarians going forward.

He was pleased to announce that, shortly, he will be appointing a transition team, led by a senior executive and reporting directly to him. "This team will oversee the change process, develop transition plans and tools, monitor progress and keep you informed about these changes," he explained. "This team will also be developing the detailed divisional structures — in consultation with the ADMs — that

will be implemented over time."

Most importantly, Sapsford emphasized that communication will be open and ongoing. In the coming months, the deputy minister will be visiting ministry offices across the province to connect with staff and discuss the way forward. As well, the deputy minister will address employee questions and concerns face-to-face in meetings and town hall sessions, and through a new *Inside Health* column, Ask the Deputy Minister.

Staff will likely have questions right away and as the ministry's new direction unfolds. Questions or concerns can be e-mailed to anewdirection@moh.gov.on.ca or called into the feedback line at 1-888-862-0528 or TTY: 1-800-387-5559. There is also a new section on INFOweb devoted to organizational change activities and information and that will feature answers to employees' most frequently asked questions. Click on the button, *A NEW Direction*, on INFOweb's home page.

In closing, the deputy minister said, "You are absolutely essential to the ministry, and you'll continue to be essential in the future. I trust that you will take on these new challenges with enthusiasm and a focus on the future success of the health system in Ontario." ■

Do you have questions about the organizational change?



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

Need advice? The Employee Assistance Program is here to help.

Over the coming months and years, as the ministry goes through changes, you may want to contact the professionals at the OPS Employee Assistance Program (EAP). 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.)

Family Guidance Incorporated (FGI) operates the EAP for all OPS employees. Their caring, knowledgeable 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, marital relationships and more. The EAP is intended to complement services covered under the medical benefit plan and to provide short-term counselling and advisory services. If longer term or specialized services are required, the EAP provides appropriate referrals.

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 (password protected*). Look for articles, tips and hotlinks to helpful websites about a variety of personal and work-related issues. Subscribe to *Living Well*, their free newsletter and learn about "The Keys to Personal Resiliency." Get some ideas on how to "Build Flexibility" and "Manage Change" or read "Guidelines for Fast Career Growth."

And remember that whenever you have a question, your EAP is just a phone call away.

* 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.