

As Assistant Deputy Minister of Transition Debbie Fischer continues to refine her transition project plan, progress is being made on many transition initiatives across divisions.

This issue of *NEW Directions* provides an update on four key current Transition Office projects. These initiatives are important elements in the overall plan for change, as they accelerate the ministry's move to create a new organization with a more strategic focus and more efficient business processes.

To further support the ministry's evolution towards its new stewardship model — to be less and less involved in the front line delivery of services — Assistant Deputy Minister Gail Paech has been appointed the lead of the Service Renewal and Alignment project.

Working with the Transition Office, Paech's role will be to evaluate the ministry's services to make certain that they are aligned with the new role as stewards of the health care system. Most recently, she was the Lead for the System Integration project responsible for the establishment of Local Health Integration Networks (LHINs) in Ontario. Prior to that she was the Assistant Deputy Minister for the Long-Term Care Redevelopment Project.

1

**Divisional
representatives
selected as
members of the
change network**

Page 2

2

**Human
Resources and
Internal Audit
Branches first
to move**

Page 3

3

**I&IT service
improvements
benefit ministry
operations and
the public**

Page 3

4

**Creating
a transition
blueprint**

Page 4

1

Divisional representatives selected as members of the change network

To ensure the transition’s success, a key resource for the Transition Office, throughout the change process, will be ministry staff input into the planning and implementation of the new organization. The transition team has created a change network, with representatives from each division, which will help co-ordinate transition activities across the ministry.

- The divisional representatives are well-versed in the business/ operations processes of each division and involved in other projects related to the transition. These representatives will meet with Assistant Deputy Minister Debbie Fischer and her project office on a bi-weekly basis and will begin to support the change efforts of the transition.
- The role of the divisional representative is to:

 - Provide feedback as the transition team develops the overall transition project plan
 - Give guidance to the transition team as to which employee groups within their division are impacted by the transition activities, how they are impacted, and the type of communications needed to reach each of these groups
- Ensure that the transition team has covered all major communications requirements across the ministry and within each division
 - Review divisional transition plans and activities prior to implementation
 - Assist in the implementation of the transition team activities within their division.

Divisional representatives of the Transition Office’s change network		
ADM	DIVISION*	REPRESENTATIVE NAME
Dawn Ogram	Health Services Division	Susan Fitzpatrick
Adalstein (Steini) Brown	Health System Strategy	Natalie Early
Chris Renaud	Health Services Cluster	Rita Fundner
Mary Kardos Burton	Acute Services Division	Michael Klejman
John McKinley	Community Health Division	Michael Klejman
Dr. Sheela Basrur	Public Health Division	Becky Taylor
Maureen Adamson	Corporate Services and Organizational Development	David Stolte
Hugh MacLeod	Health System Accountability and Performance	Marsha Barnes (Primary Care) Rachel Solomon (Wait Times)
Dr. Joshua Tepper	Health Human Resources Strategy Division	Barb Underwood
Kevin Finnerty (Executive Director)	Communications and Information Branch	Kevin Finnerty

* Dawn Ogram will assume the new position of ADM, Corporate and Direct Services, while Maureen Adamson will be ADM, Health System Investment and Funding, in the new organization.

2

Human Resources and Internal Audit Branches first to move

As part of the transition plan's first wave of organizational changes, effective July 6 the Human Resources (HR) Branch and the Internal Audit Branch move from the Corporate Services and Organizational Development Division (CSOD) to the new Corporate and Direct Services Division (formerly referred to as Corporate Support), now reporting to Assistant Deputy Minister (ADM) Dawn Ogram. Until further functional transition is announced, the remaining branches in CSOD continue to report to ADM Maureen Adamson.

The Human Resources (HR) Branch and the Internal Audit Branch provide services that are not only vital in helping the ministry achieve its priorities and business objectives, but are also essential for the smooth transition to the new organizational structure.

The HR Branch provides support to senior management and staff through human resources activities

such as recruitment, learning and skills development, HR consulting, labour relations, workforce planning, organizational development, and executive services.

The Internal Audit team evaluates and makes recommendations to improve governance (who is responsible for what), risk management, accountability, compliance processes, and the

effectiveness and efficiency of business operations.

Dawn Ogram will retain her responsibilities in her existing portfolio, as ADM of the Health Services Division, and at the same time assume portions of her new role as ADM, Corporate and Direct Services, until the reorganization of the divisions is complete.

3

I&IT service improvements benefit ministry operations and the public

Improved I&IT services are needed across all divisions to meet the ministry's new business requirements and manage new and existing processes throughout the transition period and beyond. These improvements are a critical part of the initial transition project plan.

To help implement the ministry-wide transition, earlier this year the Ministry Management Committee (MMC) established the Business and I&IT Governance Group (BIGG). This group advises MMC on IT-related ministry issues and e-Ontario plans (see below) and works closely with the transition team.

This key ministry transition initiative aligns closely with Ontario's

plan to modernize government services and internal operations by transforming the province's I&IT services. The e-Ontario strategy focuses on more strategic and efficient use of government I&IT resources. These changes will result in more integrated I&IT systems that will deliver simple, reliable, efficient, and cost-effective government operations and public services.

4

Creating a transition blueprint

The transition will change the ministry's roles and responsibilities and its relationship with stakeholders. There will be the need for new business processes and relationships, and new demands for information. To meet these challenges and to ensure that there is a smooth transition from the current structure to the new end state, the Transition Office is using an approach called Enterprise Business Architecture (EBA), which is recognized as a standard throughout the government.

EBA is a framework that identifies the ministry's current business functions and processes and how these processes are carried out, and then determines where and how they will fit into the ministry's new divisions. The ministry has retained the services of the Chartwell Group, a consulting firm, which will lead the EBA project.

The starting point in the EBA analysis and framework development is to identify the branches' many business functions. The next step is

to link functions with programs. The final step is to determine the services offered by those programs. This EBA analysis provides the current architecture of the ministry.

The next step in the EBA process is to take all of the current functions, programs, and services and assign them to the appropriate new divisions and branches. Only then will it be known if there are gaps in the new architecture. For example, resources that are essential to the ministry's new stewardship role may be missing.

By creating a blueprint of what the ministry's business looks like now and what it should look like to align with the new priorities in the long term, the risk of missing important staffing, information management and infrastructure resources will be reduced.

As part of the larger EBA project, Chartwell is also working with the Transition Office to identify the need for and to develop essential new business processes in the ministry's new organizational design.

The next step in the EBA process is to take all of the current functions, programs, and services and assign them to the appropriate new divisions and branches. Only then will it be known if there are gaps in the new architecture.