

NEW

July 31, 2007

Directions

OPS

Survey Results

Confirm Ministry's Priority Areas

4

**Cross-functional
teams instrumental
in development
of new cancer
screening program**

On June 1, Secretary of the Cabinet Tony Dean released the results of the Ontario Public Service 2007 (OPS) employee survey, which polled staff on their opinions on job satisfaction and commitment to their workplace. In February and March of this year, the OPS employee survey was conducted throughout all ministries.

The OPS survey measures employee engagement using a number of different themes, including job fit, workplace culture, opportunities for growth, work-life balance, and organizational communication. This year the OPS survey results were broken down into ministry-specific and divisional level reports. This will allow senior management in the ministries to assess what further actions are required to respond to the priority results.

The Ministry of Health and Long-Term Care report, based on the survey results, was released to staff on July 31, 2007. Four top priority areas for improvement were statistically determined based on ministry staff responses. These priority improvement areas identified for MOHLTC remain the same as in the 2006 survey:

- Leadership Practices
- Opportunities for Growth and Advancement
- Organizational Communication
- Learning and Development Opportunities

Although this year's results showed a slight year-over-year gain within the four priority improvement areas compared with the 2006 OPS survey, there is still room for improvement. "The survey results indicate we're moving in the right direction, but there is much more work to do," said Dawn Ogram, Assistant Deputy Minister, Corporate and Direct Services.

In the area of leadership practices, the survey results indicate that an increased number of staff feel that the senior leadership is genuinely interested in the well-being of employees.

There was also a slight increase in the percentage of ministry staff who felt satisfied with their opportunities for growth and advancement and in the way their career was progressing in the OPS.

...continued on page 2

6

**Timeline to create
new branches**

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In the area of organizational communication, in 2007 a greater number of ministry employees indicated that essential information flows effectively from the senior leadership to staff. The survey also noted an increase in the number of MOHLTC staff who feel that the ministry supports their work-related learning and development.

“We have tried very hard to listen to employees concerns expressed in the 2006 survey and we have been targeting some of those issues,” Ogram said. She said she was pleased to see improvements in the four priority areas, and stressed the importance of continuing to be responsive to issues identified through the survey.

“I want staff to know that their concerns matter to us. The way you see your jobs matters to us. Your views of the senior leadership matters to us. Your confidence in the ministry matters to us. We are committed to continue to work on the things that are most important to staff.”

“The work being done in the four priority areas is aimed at supporting improved employee engagement levels,” Ogram said. “We specifically want to focus on providing more support to staff at all levels, in order to help everyone better understand our new stewardship model and put it into action.”

A number of ministry learning and development and communications initiatives begun this calendar year are already addressing some of the areas of concern raised by the 2007 OPS survey. Action plans will be developed to lay out further improvements in the four priority areas.

Highlights of initiatives already underway include:

(See Priority Areas for Improvement chart on page 3)

- A New Direction, the dedicated INFOweb section for stewardship and transition information links
- Career management workshops for staff
- Competency-building workshops for staff in areas such as project management and critical thinking link
- Stewardship Awareness and Stewardship Alignment programs for

We are committed to continue to work on the things that are most important to staff.

all staff link

- Stewardship in Action Leadership Development program for senior managers
- Deputy Minister speaking tours to dialogue with staff about the ministry's transition to stewardship

For more information on the above initiatives, visit the A New Direction section on INFOweb. Follow the [Deputy Minister Tour](#) link or click on [Learning and Development](#) to access developmental resources and information grouped according to three audiences: all staff, developing managers (MCP and AMAPCEO Level 20 and above) and senior managers (SMGs).

Highlights of the ministry's next steps include:

- Launch of the Stewardship in Action — FYI Series for all staff to share information on new stewardship practices, such as scorecards and portfolio management
- Continued delivery of career management workshops for staff
- A new MOHLTC stewardship/transition newsletter for stakeholders
- New learning programs for staff to build stewardship competencies and capacity
- Ongoing Action Learning Projects for SMGs and MCP managers

“We will continue moving forward with renewed commitment to the priority areas brought into focus by the OPS survey,” Ogram said.

The four priority areas highlighted in the 2007 OPS survey align with the work of the Transition Division and the development of a stewardship culture, said Debbie Fischer, Assistant Deputy Minister, Transition. “The survey

results highlight some of the impacts of the effort and investment that the ministry has been making in learning and development over the last year to support the transition to stewardship,” Fischer said.

The 2007 OPS survey is also in step with the Transition Readiness Survey the ministry undertook last autumn and will repeat this fall. Both surveys were conducted by Ipsos-Reid and focus on some similar questions, Fischer noted. “We want to be consistent in the way we are monitoring our progress towards our goals. Gathering staff input and opinions are an important part of the transition process,” she said.

Deputy Minister Ron Sapsford thanked ministry staff for taking the time to respond to the 2007 OPS survey. He explained that gathering and analyzing the opinions of employees towards their jobs and workplace is important to the effective running of any organization. “Monitoring and improving employee engagement is a critical part of building a successful organization,” said the Deputy Minister.

The survey results have established a baseline, which indicates how the ministry is doing and where it needs to improve, the Deputy Minister explained. “Future survey results will continue to inform our efforts to further improve employee engagement and strengthen the day-to-day business performance of the ministry.”

Staff opinions are very important to the ministry, he said. “Keeping staff engaged is key to the success of stewardship going forward.”

The OPS employee survey will be conducted every other year with the next one planned for spring 2009.

The complete MOHLTC-specific results of the 2007 OPS survey can be found in the Human Resources Branch's section on INFOweb. [Click here](#) to read the results. ■

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2007 MOHLTC Priority Areas for Improvement

Leadership Practices

1

Opportunities for Growth and Advancement

2

Organizational Communication

3

Learning and Development Opportunities

4

Priority Improvement Area	1	Leadership Practices:	
What We Have Done:		Next Steps Action Plan:	
• Leadership coaching for newly appointed SMGs • Launched Stewardship in Action Leadership Development program		• Launched Stewardship in Action learning program for all staff • Launched <i>Manager's Kit For Facilitating Stewardship Conversations With Your Team</i>	
		• Continue: — Stewardship in Action Leadership Development program — Action Learning projects — Leadership coaching support for newly appointed SMGs	
Priority Improvement Area	2	Opportunities for Growth and Advancement:	
What We Have Done:		Next Steps Action Plan:	
• Career management support for managers and staff • Talent management assessments completed for SMGs and MCP Managers		• Career management support for managers and staff • Take action on the Talent Management Assessments for SMGs and MCP Managers • Managers to provide developmental and promotional opportunities • Support and promote the formation of cross-functional teams	
Priority Improvement Area	3	Organizational Communication:	
What We Have Done:		Next Steps Action Plan:	
• Regular publication of <i>NEW Directions</i> newsletter • Deputy Minister announcement memos and videos to all staff explaining stewardship initiatives • Deputy Minister and ADM sessions for staff held throughout the year • Launch of INFOweb's A New Direction stewardship/transition section		• Stewardship/transition information available to stakeholders in dedicated section on ministry's public web site • Regular posting of job opportunities and announcements of senior manager appointments • Conducted change readiness survey and focus groups with staff • Held Deputy Minister speaking tour	
		• On-going publication of <i>NEW Directions</i> • Launch phase 2 of the change readiness survey and focus groups • Launch MOHLTC stewardship/transition newsletter for stakeholders • Launch audio and video on-demand web casts of stewardship/transition presentations for staff viewing • Continue Deputy Minister communications activities to staff explaining stewardship initiatives	
Priority Improvement Area	4	Learning and Development Opportunities:	
What We Have Done:		Next Steps Action Plan:	
• Peter Block Stewardship in Action conference for SMGs and MCP Managers • Stewardship Awareness and Alignment programs offered to all staff • Ongoing identification of emerging new learning needs		• Ongoing development of learning programs for staff • Developed Leadership Implementation Guide to support newly appointed SMGs	
		• Launch Stewardship in Action: FYI Series for staff • Provide managers with support as they implement stewardship principles and processes in their groups • Continue ongoing development of learning programs for staff	

Cross-functional teams instrumental in development of new cancer screening program

A cross-functional team approach earned high marks for effectiveness recently when the ministry developed a province-wide program for cancer screening as part of its stewardship function.

The MOHLTC's Colorectal Cancer Screening (CCS) program — a major health care initiative to help save the lives of Ontarians at risk from this form of cancer — is a prime example of using the cross-functional team approach in both the policy and implementation stages.

Ontario is the first Canadian province to implement a screening program for the early detection of colorectal cancer, which kills approximately 3,100 Ontarians annually. Currently, only one out of five Ontario citizens age 50 and older are screened for colorectal cancer.

Through the CCS program, during the next five years the Ontario government is investing more than \$190 million to increase colorectal cancer screening rates for Ontarians age 50 and older. The program will increase access to screening for colorectal cancer by making fecal occult blood test (FOBT) kits available through physicians' offices, pharmacies and Telehealth Ontario.

"The colorectal implementation project has shown how cross-functional teams can work in partnership with key stakeholders to begin to make the stewardship vision a reality," said Hugh MacLeod, Assistant Deputy Minister, Health System Accountability and Performance.

MacLeod's division is responsible for implementing the CCS program, scheduled to launch to the public in April 2008.

A model for the future

"Cross-functional teams require a higher level of trust in others to do their part. They require focus on a common vision across divisions and the right people with the right tools. The charter developed by the colorectal cross-functional team will serve as a model for the future. The dedication and commitment of those involved should be an inspiration for all of us," MacLeod said.

Under stewardship, MOHLTC divisions will be organized by function and each division will have a particular expertise — for example, strategy or investment and funding — that will be applied across the ministry. When developing new programs and initiatives, ministry employees from a number of divisions and areas of expertise are going to come together and work in cross-functional teams, from development to implementation of the program or initiative.

The key operational advantage of cross-functional teams is they're an efficient way of assembling a group with a wide range of expertise and experience, said Adalsteinn Brown, Assistant Deputy Minister, Health System Strategy.

"The colorectal implementation project has shown how cross-functional teams can work in partnership with key stakeholders to begin to make the stewardship vision a reality."

"Cross-functional teams bring together the combined talent and intellectual capacity of the ministry to bear on a single problem. This process results in a much stronger team," said Brown, whose division developed the policy for the CCS program.

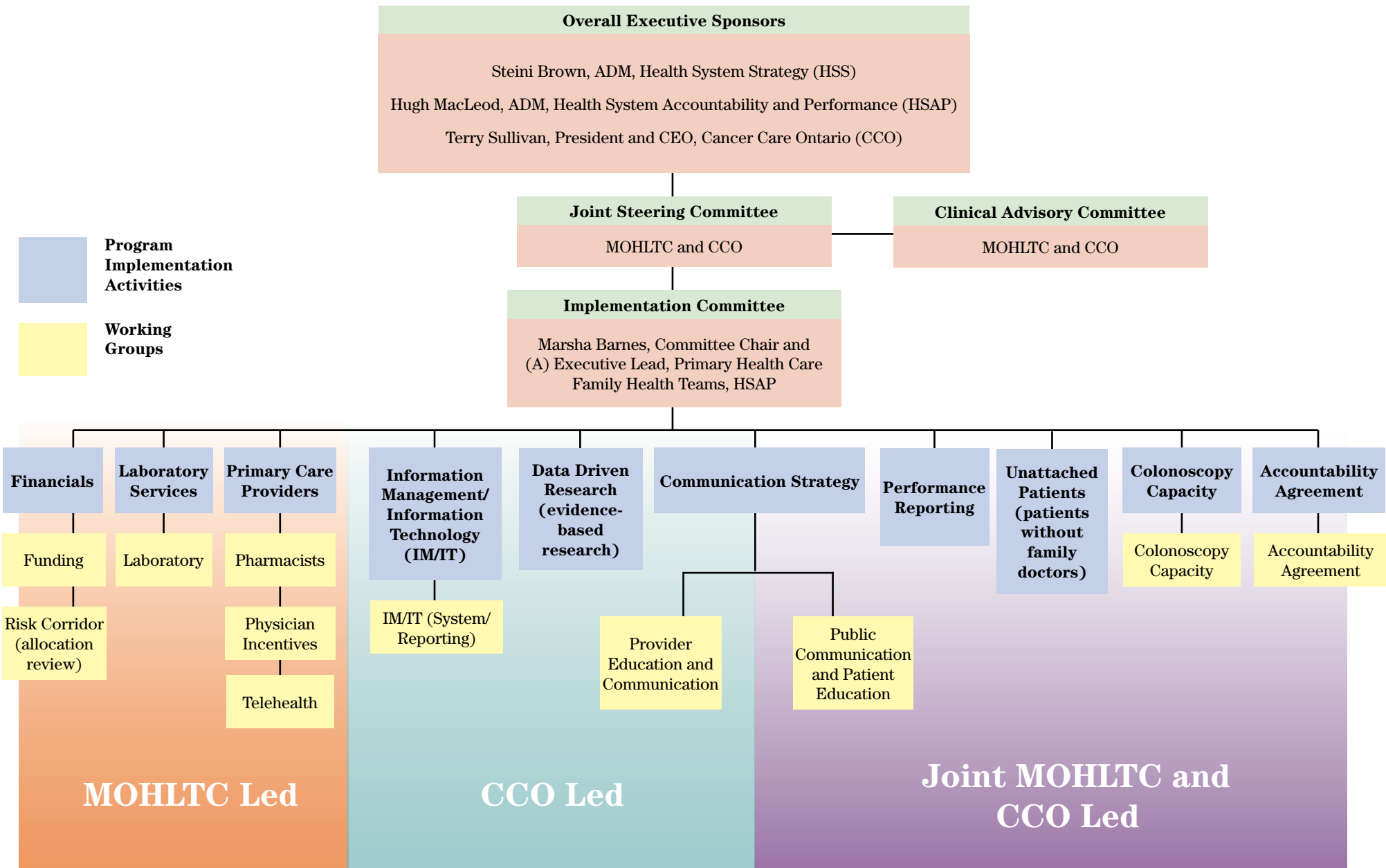
Carol Appathurai, director of the Health System Strategy Branch, said work to develop the policy for the CCS program included extensive cross-functional consultations with ministry stakeholders and with Cancer Care Ontario. The CCS program is being developed in partnership with Cancer Care Ontario because of that organization's considerable experience with developing and championing cancer screening programs. Policy writers for the CCS program also worked with other external partners such as the Ontario Medical Association, Ontario Pharmacy Association and the Ontario Association of Medical Laboratories.

One notable difference coming from the cross-functional structure of the CCS program is that the policy group is extensively involved in the program's implementation. Appathurai is a member of the colorectal screening program's implementation committee and others from the policy team regularly attend meetings of the working groups responsible for the nuts and bolts activities of building the program.

"This continued involvement on our part ensures there's a clear understanding of the policy as it moves forward through implementation. Whenever policy questions are raised, we are there to answer them," Appathurai said.

To build and implement the CCS program, an organizational structure of cross-functional committees and

Colorectal Cancer Screening Program Cross-functional Team



working groups was established. Working groups were created, each responsible for the implementation and roll out of a component of the CCS program (see the organizational chart above). All the working groups report to the program’s implementation committee which, in turn, reports to a steering committee.

There are several cross-functional aspects built into the program’s organizational structure, explains Marsha Barnes, chair of the colorectal screening program’s implementation committee.

The chair of each working group is a member of the implementation committee and at the committee’s biweekly meetings each chair gives a status update of their working group’s activities. These updates generate discussion among the committee members about how one working group’s activities connect to or impact on their own group’s responsibilities, said Barnes, also executive sponsor

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of the CCS program and executive lead, Primary Health Care Team, Health System Accountability and Performance. “Everybody learns how different elements of the program are progressing and it gives everybody an opportunity to provide input from their perspective and expertise,” she said. Another example involves cross functionality that occurs directly

between the working groups. For example, when the CCS program is delivered to the public there will be extensive interaction between pharmacists — one group who will distribute FOBT kits and provide information to Ontarians without a regular primary care provider on the importance of colorectal screening — and the laboratories where the kits will be sent for the results to be developed. The program representative of the laboratories working group therefore regularly attends the pharmacists group’s meetings so the two can work together, said Tommy Cheung, a program representative with the pharmacist’s working group and a manager of pharmaceutical strategy, Corporate and Direct Services. “In the program there are lots of interactions between the pharmacists and the labs to deliver and retrieve test kits from the public. It is very beneficial for us in building our portion of the

...continued on page 6

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program, to understand the perspective and needs of the labs and we needed to work closely with the lab working group to get that complete picture,” explained Cheung.

Cross-functional teams strengthen ministry programs

Barnes sees several advantages to using the cross-functional team approach to build ministry programs and initiatives.

“It’s much faster process because people stay in their home divisions. You don’t have to change reporting relationships when people are temporarily assigned or seconded to a project,” Barnes said. “I think it’s also a much richer process because as the project gets rolling, what tends to happen is members of the cross-functional teams are able to pull additional resources and expertise from their home divisions as they need

to. So you get a broader opportunity with respect to the skill sets and the resources in order to implement the project.”

Assistant Deputy Minister Brown points out that the cross-functional structure of the CCS program supports another goal that’s an integral part of the transition to stewardship — a shift in the ministry’s culture to emphasize the benefits of working as a team.

Brown said those working on the colorectal program have quickly grasped the operational effectiveness that comes from working on a team with colleagues from other divisions and branches. “People are really

responding to that and are being more proactive because they’ve quickly seen how working with colleagues from across the ministry breaks down so many process barriers and brings so much knowledge and expertise to the table,” he said.

“We’re also seeing the colorectal program’s working groups anticipating each others needs and then coming up with strategies to work together to meet those needs in a timely fashion. Great teams know how to work together to achieve a common goal and that’s exactly what we have happening here,” Brown added. ■

Cross-functional teams instrumental in development of new cancer screening program

Timeline to Create New Branches

The comprehensive work to design branches that will carry out the ministry’s stewardship mandate is in full swing. The five-phase process of creating and getting a new branch fully operational was explained in detail in the June 8 issue of *New Directions*. [Click here](#) to read the newsletter.

To keep ministry staff informed of the process and timing of new branch development, the Transition Division has created a transition program plan timeline, which sets out monthly target dates when each phase of the work will be completed in each division.

The five phases to get a branch up and running are:

- Assessment
- Planning
- High Level Design
- Detailed Design
- Implementation

For branches designated for review in this calendar year, the ministry’s goal is to have completed all phases of the work by the end of 2007. See chart 1 for a description of the work undertaken in each phase.

By the end of 2007 the Transition Division anticipates that at a minimum the ministry will have:

- Completed all detailed design work for the target branches
- Identified and notified all individuals who map into new positions in those branches
- Initiated recruitment process for positions that are not mapped in those respective branches.

There may be cases, where recruiting, office moves or technology changes are implemented beyond the end of 2007.

Based on the Transition Division’s

most current program plan, those branches slated for redesign in 2007 in the divisions are at the following phases of transition as of July 26:

- Health System Investment and Funding — detailed design phase (Investment and Portfolio Management, Emerging Innovation Investment Strategy, Strategic Investment Planning Branches)
- Health System Strategy Division — detailed design phase
- Health System Information Management Division — high-level design phase
- Health System Accountability and Performance — detailed design phase (Provincial Priority Programs, LHIN Liaison Branch)
- Corporate and Direct Services — at varying stages (Financial Management Branch is operational;

...continued on page 7

Description of each phase in the branch project

The Transition Division has developed an integrated project plan that lays out the step-by-step process to evaluate, design and implement each new branch in the transitional structure. This detailed plan moves through five phases of work to create a branch that is fully operational and aligned with the stewardship model.

Assessment Phase	Planning Phase	High-Level Design Phase	Detailed Design Phase	Implementation Phase
Current state processes assessed	SMG/branch director assumes new role in branch project	Process design ✔ Detailed processes	Process design ✔ IT requirements for new processes determined	Process implementation ✔ Procedures / work steps ✔ Training materials / manuals
Improvement opportunities identified				
Ministry Management Committee (MMC) approval obtained to launch the new branch project	Branch project team assigned	Organization design ✔ Organization design principles ✔ Preliminary branch structure ✔ Position profiles/ FTE requirements	Organization design ✔ Job descriptions ✔ Final detailed design	HR Processes ✔ Assignments ✔ Inplacements ✔ Recruitment ✔ Union disclosure as required
	Branch project kicks off	HR Processes ✔ High level planning	HR processes ✔ Position mapping ✔ Detailed union disclosure	Facilities implementation
	Detailed branch project work plan is put together	High level facilities design	Detailed facilities assesment	Technology implementation
	Risk is assessed	High level technology assessment	Detailed technology assessment	

...continued from page 6

the Individual Eligibility Review Branch will undergo further work to make it operational)

Chart 2 provides a current snapshot of when work is estimated to be complete according to each of the phases (assessment, planning, high level design, detailed design and implementation) for each division.

“Within several divisions there are branches slated to be reviewed for implementation in 2008/09 or beyond,” said Stephen Pinkus, the Transition Division’s program manager. Some initial assessment has begun in some of these branches to prepare and plan for the work that will need to be done next year. “Conversations have started this year with staff of some of these branches to determine at a high level,

how we go forward. In some divisions, this work is well underway, for instance the Health System Accountability and Performance Division is in the midst of this early assessment right now,” he explained.

It is important, Pinkus said, to understand that because the project plans for each branch are “living plans”, many factors could contribute to changes in the timeline. “We will update our program plan timeline monthly and post it on INFOweb. This will give ministry staff the most current date information on the progress of the new branches,” he said.

To view a monthly updated transition project plan timeline, go to the A New Direction section on INFOweb and click on [Project Plan Timeline](#). ■

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2007 Transition Program Plan Timeline

