

NEW

Directions

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Moving to Portfolio Management *A Key Enabler of Stewardship*

“Portfolio management will help us begin to think across programs and even divisions. This will allow our resource decisions to be both strategic and have a lasting impact on health outcomes,” Sapsford said.

A new management approach will support the ministry’s stewardship role of planning and making the best use of our resources, said Deputy Minister Ron Sapsford. “As stewards we need to review our programs and financial levers to make sure the investments make sense for the system as a whole.”

The portfolio management approach supports the ministry’s goal of aligning resources and investments with the government’s objectives and performance information in order to make evidence-based decisions that get the best results for the health system. The approach will link into the health system Strategic Plan (still in development) to ensure that the big picture and the long term are taken into account when considering how health dollars are spent.

“Portfolio management will help us begin to think across programs and even divisions. This will allow our resource decisions to be both strategic and have a lasting impact on health outcomes,” Sapsford said.

Portfolio management will provide a mechanism to continually evaluate whether funds are being most appropriately spent in terms of achieving outcomes and represent the most effective use of resources, Sapsford explained. “It is a business tool and process to help us move forward with the ministry’s stewardship mandate.”

A lot of the issues we have in the health system are very complex, Sapsford said. “Portfolios will enable the ministry to focus on groups of related initiatives with common goals, for instance chronic disease or primary health care.”

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“Organizing the ministry’s investments into portfolios will allow information to flow horizontally and help us to tackle broad and complex problems across the system,” he said. “We will increase our capacity to target and balance investment priorities, helping us to be able stewards of the health system.”

The Portfolio Management Structure

The Ministry Management Committee (MMC) has approved a portfolio structure for the 2008/2009 fiscal year that includes two categories of investment groupings:

- **Portfolios** — These portfolios focus on addressing a system-wide strategic priority — e.g. chronic disease prevention and management
- **Programs** — These are existing ministry programs, some of which are still to be reviewed under the stewardship mandate — e.g. public health

The goal over time is to establish more strategic portfolios that take a system-wide focus on health issues. As the ministry continues its transition, it is anticipated that there will be fewer program-specific portfolios in favour of a greater share of strategic portfolios looking comprehensively at crosscutting issues.

The portfolio structure represents health system investment groupings, not necessarily groupings of programs within the ministry, so some areas of the MOHLTC may not be reflected within the portfolio structure.

Portfolio Leads Announced

A cross-functional team, comprising managers and directors from different parts of the ministry, will assume responsibility for each portfolio. Every portfolio team will have a manager or director lead, charged with assembling a team of managers that collectively includes a cross-section of skills and expertise reflective of the contents of the portfolio. As well, the teams will

possess the broad range of capabilities needed to provide effective investment advice to government that embodies the principles of stewardship.

The ministry has appointed 17 portfolios leads. Staff from the branches across the ministry will play a key role in supporting their managers and directors, who sit on these portfolio teams. So, while the portfolio teams are cross-functional in nature and engaged in cross-divisional work, existing reporting relationships between staff and their managers will not be affected.

See chart 1 on page 3 for a list of the portfolio leads.

Portfolio Teams Will Have Strong Support Across the Ministry

The ministry has established two bodies that will support and help keep the work of the portfolio teams on track.

1. The Strategy and Investment Prioritization Committee (SIPC) was set up in May and is co-chaired by Adalsteinn Brown, Assistant Deputy Minister, Health System Strategy, and the Assistant Deputy Minister, Health System Investment and Funding (This post is currently being filled by Sapsford). The portfolio teams will submit investment recommendations to SIPC, which will balance these across the submissions of other portfolios and programs to develop a system-wide set of investment recommendations for MMC. The portfolio teams will report their progress to SIPC on a regular basis. SIPC will be well positioned to consider investment ideas and recommendations from across the ministry and share them with MMC, ensuring that all perspectives are

taken into account when funding decisions are made.

2. The Portfolio Management Resource Group (PMRG) is made up of managers and their staff drawn from three divisions: Health System Strategy (HSS), Health System Investment and Funding (HSIF) and Corporate and Direct Services (CDS). The PMRG will provide guidance and support to the portfolio teams as well as support for SIPC during this transition phase.

See chart 2 on page 4 for the portfolio management organizational structure.

Portfolio Management Will Inform Results-Based Planning and Much More

“The portfolio management approach is expected to provide valuable information and investment recommendations that will better inform the upcoming 2008/2009 Results-based Planning (RbP) process this fall,” Brown said.

“As RbP season approaches, the managers and directors who will sit on the portfolio teams will already be doing the needed analysis, setting objectives and investment priorities in their areas.” The portfolio teams will ensure that there is analysis across individual items, aligning investments with strategic objectives and making recommendations to SIPC on how to best allocate the ministry’s existing and limited supply of new funding. “This broad information base and comprehensive input, will better inform the RbP process and assist MMC in its decision making,” he said.

However, Brown stressed that portfolio management will not be a once-a-year activity centred on the

Portfolio/Program Teams and Leads

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P O R T F O L I O S	
Portfolio /Program	Lead
LHINs and LHIN-related Provincial Programs	Carrie Hayward
Health Technologies	Sandy Nuttall
Primary Health Care Renewal	Marsha Barnes
Chronic Disease Prevention Management	Scott Andison
e-Health	Jim Cassimatis*
Research	Vasanthi Srinivasan**
Access	Melissa Farrell
Health Human Resources	Jeff Goodyear
P R O G R A M S	
OHIP — Registration and Claims	Pauline Ryan
OHIP — Labs	Marnie Cooper
OHIP — Provider services	Susan Fitzpatrick
Public Health	Dawne Kamino
Remaining Provincial Programs	Carrie Hayward
Drugs	Brent Fraser/Brenda Kritzer
Other Direct Services	Malcolm Bates
Information Systems (IT Cluster)	Raj Sharda
Direct Operating Expenses (Administration)	Michael Parzei

*A co-lead will be named from the Ministry of Health Promotion.

**A co-lead will be named from the Ministry of Research and Innovation.

RBP process, but rather an ongoing commitment. Portfolio teams will draw on knowledge and experience across the ministry — and sometimes from outside of the ministry — to keep abreast of emerging evidence and evaluate progress against pre-established targets. The teams will continuously monitor and review current investments as well as develop and refine proposals for new initiatives.

The portfolio management structure will also improve the ministry’s ability to foresee and manage risk across its various investments, Brown explained. “If a range of investments

are being grouped together and continually examined, based on how each initiative fits into the strategy as a whole, then it’s easier to have a big-picture understanding of how risks and opportunities in one area play off against another.”

Portfolio Teams Rolling Up Their Sleeves and Getting Down to Work

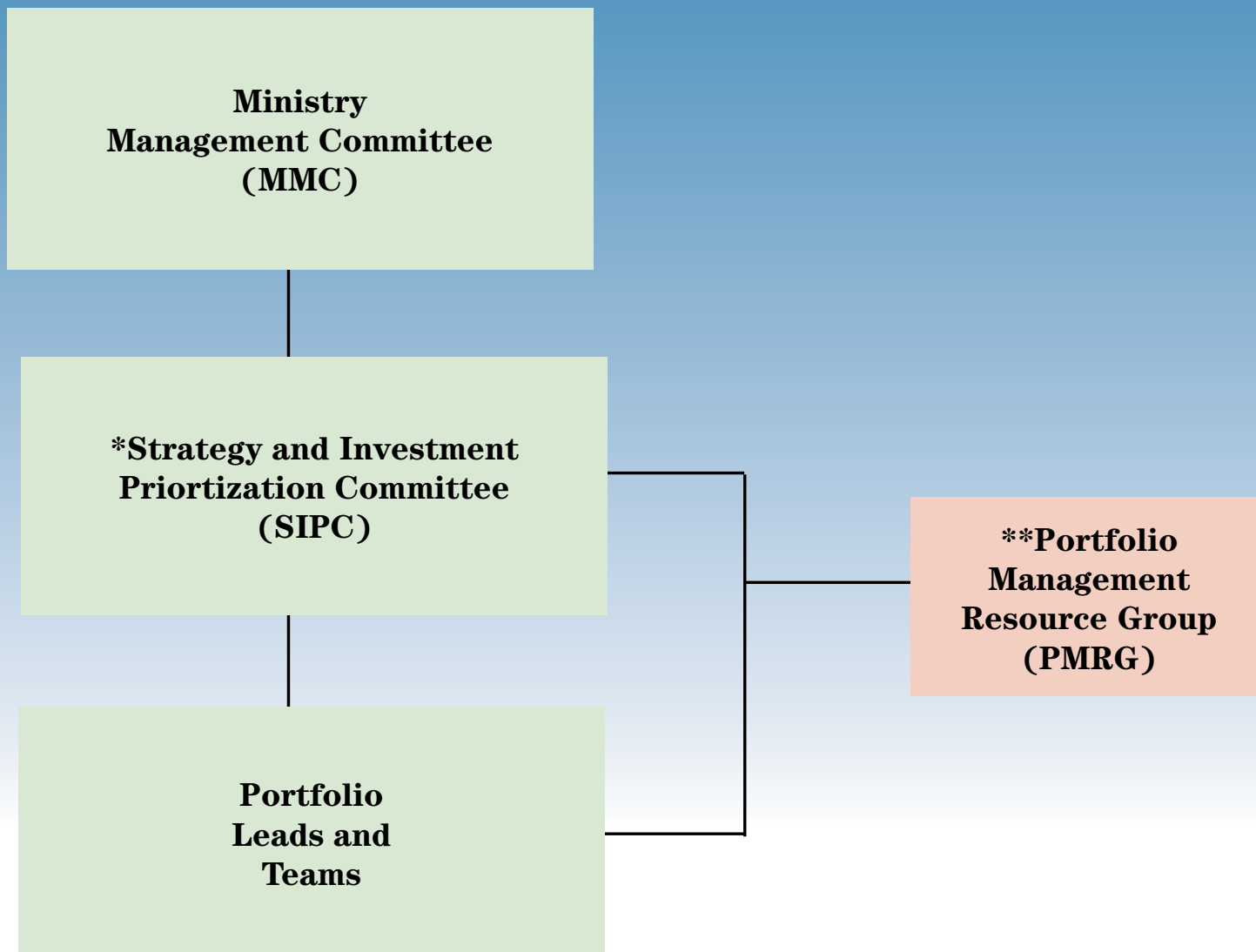
Portfolios involve specific teams setting priorities, analyzing portfolio performance and working on investment proposals. The teams will monitor and evaluate whether

the objectives of the portfolio are being met through existing resource allocation, and accordingly recommend adjustments to better achieve the portfolio’s goals. “This will be a dynamic process. Where necessary, the team will recalibrate or rethink a portfolio,” Brown explained.

The first task of the portfolio leads will be to quickly establish the right mix of managers on their team, which is being done in consultation with the Portfolio Management Resource Group. The membership of the team will reflect the content of the portfolio

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Portfolio Management Structure



* The Strategy and Investment Prioritization Committee (SIPC) will oversee the ministry's various portfolios, and take recommendations from the portfolio teams to MMC. SIPC will also work with the portfolio teams to monitor and regularly review the performance of the portfolios.

**The Portfolio Management Resource Group (PMRG) will support the work of the various portfolios as well as SIPC. PMRG is made up of key representatives from several branches across divisions, including Investment and Portfolio Management Branch (HSIF), Corporate Fiscal and Business Planning Branch (CDS), Strategic Investment Planning Branch (HSIF) and Strategic Alignment Branch (HSS).

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and its potential impact and will include an appropriate cross-section of skills and expertise in making strategic investment decisions. In some instances, team members may include individuals outside of MOHLTC. The content and make-up of the portfolios will be subject to SIPC and senior management approval.

"The portfolio teams will consider and map out the objectives of the portfolio, how the work is executed and how the outcomes are measured," said Richard Prial, director of the Strategic Alignment Branch. Prial is also part of PMRG, which will provide ongoing support to the portfolio teams.

"The portfolio teams will also have to take into account areas that intersect with the portfolio's concerns," he said. Establishing lines

of communication between portfolio teams will be critical for considering the impact of their investment decisions advice on other portfolios and programs.

Each portfolio will establish a charter that will set out its objectives, time frame and the roles and responsibilities of both the collective team and the individual members. "The charter will include a business case for the portfolio and an evaluation process. Each individual team member

is responsible for both the success of the whole portfolio and for the part of it that each member owns, and this is what the performance of each team member will be measured on," Prial said.

Teamwork will be the backbone of the successful operation of portfolios. "Everyone will be doing their piece of the work, but it is the work of the team as a whole that will create public value," Prial said. ■

The Primary Health Care Renewal (PHCR) portfolio team was set up a year ago as a pilot. Watch for an article on the experiences of the ministry's first portfolio management team in an upcoming issue of *New Directions*.



Above left: Participants at the FYI series on portfolio management work in small groups to complete a question sheet to help spur discussion on the topic and its link to stewardship. Above right: Tai Huynh of the Strategic Alignment Branch, leads the portfolio management presentation with the help of innovative slides.



Maureen Murray photos

Portfolio Management Session Kicks off Stewardship in Action FYI Series

Participants at the ministry's first Stewardship in Action FYI series session on portfolio management were somewhat surprised to see presenter Tai Huynh's personal credit card statement displayed as a slide. Huynh, of the Strategic Alignment Branch, Health System Strategy, used the image of his credit card information to illustrate that the narrow categories in which his statement captured his spending didn't tell him what he was actually buying, or whether he was getting value for his money.

Portfolio management, Huynh explained, is a powerful new tool aimed at moving the ministry away from looking at its investments in the health system in terms of isolated components. Instead, portfolio management will group and plan for investments based on broader strategic areas, with a clear understanding of whether expenditures are achieving the desired outcomes and value for the amount spent.

"The real way of prioritizing is not to look at where I am spending my money, but what I am actually buying," Huynh told his audience, referring back to his credit card statement slide. Similarly, he said, portfolio management will increase the ministry's ability to make strategic investment decisions to, for example, improve access to health services, as opposed to narrowly focusing on how much is being spent

A New Direction Stewardship in Action FYI Series

on hospitals or long-term care homes.

"It's part of the ministry's suite of new tools to help us move forward with the ministry's stewardship mandate," Huynh told those gathered at the session, which carried the theme "Putting Our Money Where It Matters".

The portfolio management information session, held on July 31 at Queen's Park, kicked off the FYI series launched by the MOHLTC to encourage staff to attend workshops on a variety of topics to increase awareness and build greater understanding about the ministry's new stewardship role. The sessions are led by subject experts and give the leads of various initiatives around the ministry the opportunity to profile their projects and activities.

Three FYI sessions have been held so far and more are planned for the fall. (See the Stewardship in Action Learning and Development Program chart on page 8 for the schedule of upcoming FYI sessions.)

"Congratulations to you and your staff on the FYI series. I've attend two sessions (and wished I could have attended the third) and have found them extremely informative."

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An audio version of the first three FYI sessions can be accessed on INFOweb. Staff can listen to the complete presentations as well as find selected questions asked by the audience during the sessions and listen to the responses. Slide presentations from the sessions are also posted on the web. If you have any questions regarding the on-line presentation send an e-mail to viewpoint@moh.gov.on.ca. Your questions will be forwarded to the subject area expert for a response.

The FYI sessions are interactive, with time devoted to small group breakout discussions as well as a question and answer portion.

Huynh responded to audience questions about the structure and make up of the ministry's new portfolios and how they will work in practice. He focused his presentation on the goals and intentions of portfolio management to give his audience the context of how it fits into the ministry's stewardship mandate.

Portfolio management involves:

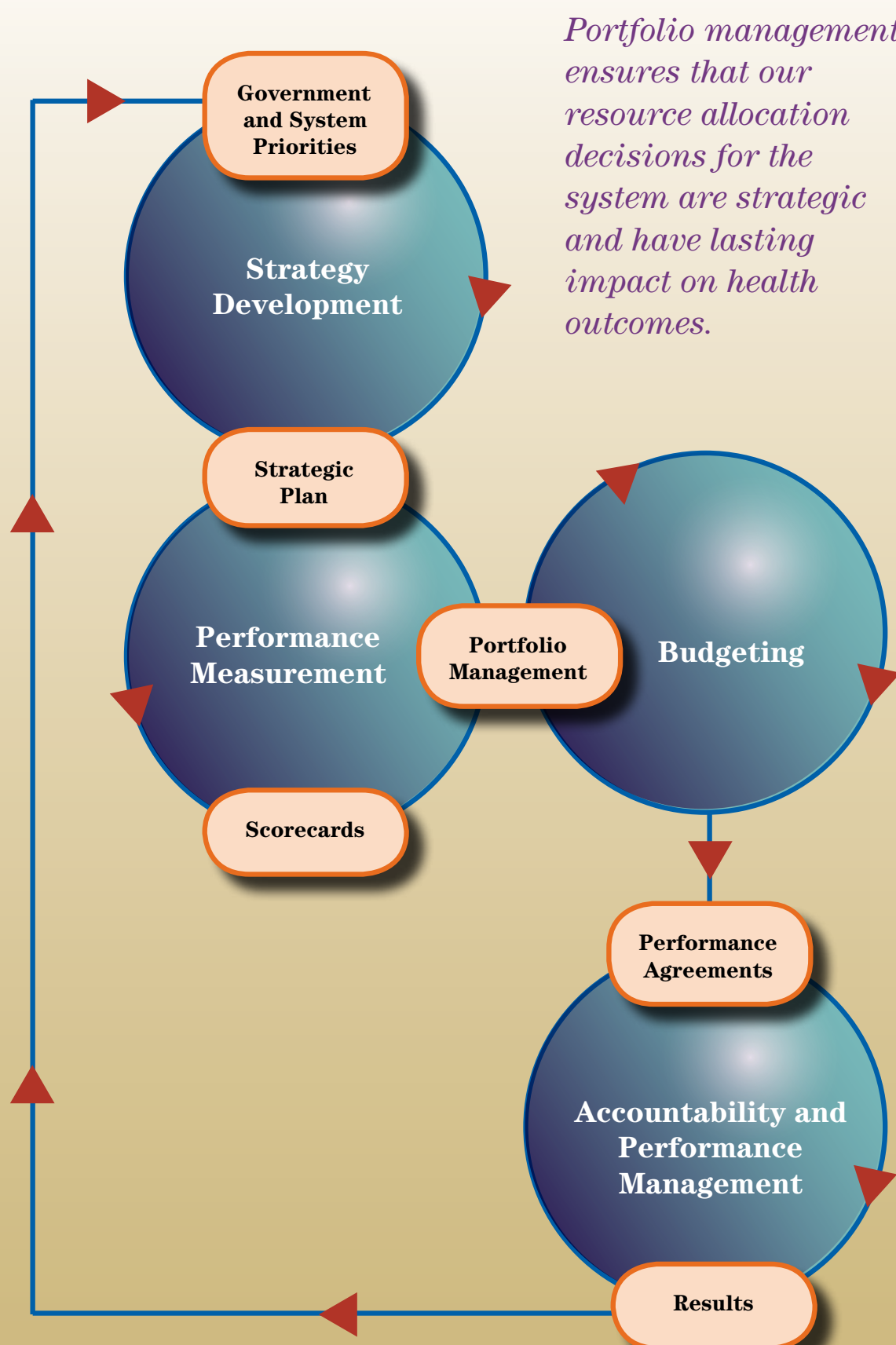
- Targeting investments towards critical areas of the health system
- Investigating whether existing investments make sense
- Monitoring and evaluating the ministry's progress on various strategies and investments
- Leveraging cross-functional expertise to inform resource allocation decisions

"As stewards, we ought to be able to look at the system in its entirety and make informed decisions," Huynh told the session. He explained that portfolio management connects and enhances the ministry's key roles of measuring performance, setting strategy and carrying out the budgeting process.

Portfolio management will strengthen the ministry's ability to strategically plan and appropriately invest in the future of the health system, Huynh explained.

Participants were asked to fill out a written evaluation following the FYI session. Nearly all evaluation respondents said the portfolio management session had broadened

Stewardship Business Processes



their understanding of the topic and how it fits into stewardship and the ministry's transition. "Strategic planning is critical, portfolio management is the ministry's new approach to managing programs," was one participant's comment about what was learned from the session.

Holly Goren Laskin, an organizational development consultant leading staff learning and development, said participants' comments and suggestions will be taken into account in planning future sessions. She said

it was gratifying to receive positive feedback as well as see the sessions fill up quickly. "There is definitely staff demand for these kinds of learning sessions and information sharing."

Goren Laskin shared an e-mail message she recently received from one satisfied participant: "Congratulations to you and your staff on the FYI series. I've attended two sessions (and wished I could have attended the third) and have found them extremely informative." ■

Stewardship in Action's fall learning and development schedule launched

There is a range of on-going learning and career support opportunities available to assist staff as the ministry transitions into its new stewardship role. New programs continue to be added to the Stewardship in Action's learning and development schedule. Here are the current programs and information sessions to help staff move to the new stewardship model and apply it to their work:

Deputy Minister Tours this Fall

- Hear Deputy Minister Ron Sapsford discuss new ways of working together in the ministry and putting stewardship into practice. The dates of the deputy minister's tour fall schedule will be published in an upcoming issue of *New Directions*. (Reminder: An audio of the deputy minister's summer tour presentation, a sampling of questions and answers and the full text of his speech, can be viewed at the A New Direction section on INFOweb. Click on the deputy minister tour link.)

Stewardship Awareness Sessions

- To gain a general understanding of basic stewardship concepts, Stewardship Awareness Sessions are available through scheduled open registration sessions for all staff or by special request for intact teams, units and branches.

Stewardship in Action — FYI Series

- To learn more about stewardship initiatives underway from subject matter experts, sign up for the informative Stewardship In Action — FYI Series. (Listen to the audio presentations and view the slide deck of previous FYI sessions on INFOweb by clicking the link.)

Competency Programs

- To develop stewardship skills and competencies, attend an upcoming Competency Program sessions on topics such as Project Management, Negotiating and Influencing Skills, and Critical Thinking. All open registration sessions can be arranged for intact teams upon request. Other sessions that are available include, Team Effectiveness and Managing Change.

Centre for Leadership and Learning

Take advantage of the wide selection of learning programs offered by the Centre for Leadership and Learning. Log on to MyOPS, click on All Services, choose the Centre for Leadership and Learning, and then browse through the list by category.

The chart on page 8 provides a calendar of the Ministry of Health and Long-Term Care's September/October/November 2007 learning and development programs. Click on a link in the chart to go to a registration page or to get more information about that category.

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Stewardship in Action

Current Learning and Development Programs

September/October/November 2007 Calendar

Senior Managers	Career and Leadership Coaching and Workshops	Stewardship In Action Leadership Program — Modules • Module 1, Cohort 4 — September 25 and 26 • Module 2, Cohort 1 — November 5 and 6 • Module 2, Cohort 2 — November 20 and 21	Stewardship In Action Leadership Program — Action Learning Ongoing Action Learning Project Teams
All Staff	Career Supports Queen’s Park: • Career Assessment: September 13 • Resume Writing: September 21 • Interview Skills: September 21 • Marketing Me: October 4	Competency Programs Open Registration Sessions : Queen’s Park: • Negotiating and Influencing Skills: September 25 and 26 • Project Management: October 30 and 31 • Critical Thinking Skills: November 22 and 23	Competency Programs Sessions for Intact Teams: All open registration sessions listed left, can be arranged for intact teams upon request. Other sessions that are available include: • Team Effectiveness • Managing Change
	Deputy Minister Tour Deputy Minister Ron Sapsford will be back out on the road this fall speaking to staff to build on his summer tour presentations on stewardship. The tour will kick off again in September and will include regional sessions. Pleased stayed tuned for the fall schedule of his tour. An upcoming issue of <i>New Directions</i> will include details of specific dates, locations and registration information.	Stewardship Awareness Program Open Registration Sessions: • Toronto: (Queen’s Park and 5700 Yonge Street): September 18 a.m. • (Queen’s Park): September 28 a.m./p.m. Sessions for Intact Teams: • Arranged upon request	FYI Series Toronto: (5700 Yonge Street): • September 11 — *Living in the New World of LHINs: Opportunities, Perils and Pitfalls • September 20 — *Portfolio Management: Putting Our Money Where It Matters Toronto: (Queen’s Park): • September 24 — Ministry Core Process Model: Defining the Work and How It Gets Done • October 5 — Colorectal Cancer Screening Program: Putting the PartnerSHIP in StewardSHIP The FYI series will be ongoing *Repeat sessions