

NEW

December 6, 2007

Directions

Ministry reaches 2007 milestone with completion of Health System Information Management organizational design

The ministry has reached its final 2007 transition goal with the announcement of the detailed organizational design to the staff level for Health System Information Management (HSIM). This follows up on the Nov. 2, 2007 transition organizational structure announcement and puts in place the final component to meet all ministry commitments for this year.

“Going forward, HSIM will play an important role in by providing crucial information to divisions across the ministry to help us make evidence-based and strategic decisions for the health system,” Sapsford said.

HSIM will develop, guide, manage, collect, analyze, and enable the use of information to build evidence through:

- Support for information management functions, related to planning, managing, funding and monitoring of the health system
- Authoritative data and information sources required to perform operations
- Information management products and services
- Leadership in developing, maintaining and enhancing standards to integrate information for effective decision-making
- Improved access and use of information required to manage the health system.

“An abundance of health data has long existed, but now through the functions of HSIM we will be able to effectively collect, decipher and make sense of the information in a way that supports strategic decision-making and improved outcomes for the health system,” said John McKinley, Assistant Deputy Minister, HSIM. “We will be in a stronger position to support important work across the ministry,” he added.

HSIM will consist of the following branches:

- Health Data
- Health Analytics
- Knowledge Management
- Information Management Strategy and Policy

The new branches will have clearly-defined responsibilities and accountabilities for the ministry’s information management functions in health care.

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The Health Data Branch will manage and provide access to authoritative health data. It will provide quality control and integrated data solutions. The branch will produce relevant data products and tools as well as provide relevant education, training and consulting services.

The Health Analytics Branch will supply high quality information, analysis and support to enhance evidence-based decision-making for the health system.

The Knowledge Management Branch will assist the ministry and its partners to effectively access, leverage and promote knowledge and knowledge products to support effective planning, decision-making and service management.

The Information Management Strategy and Policy Branch will develop information management strategies, policies and relationships to support health system strategies and effective health system information management. (Detailed branch organization charts are included on the following pages.)

Employee matching to positions in the new HSIM structure has been completed and staff informed of the decisions. Staff positions will take effect on Dec. 17, 2007, unless otherwise notified.

Administrative functions will not be

changing as a result of the HSIM organization structure being announced today. The ministry will be reviewing administrative functions and processes to ensure they are consistent across the ministry and are aligned to the new stewardship role.

“The new HSIM branches will not be fully formed and staffed tomorrow,” McKinley explained. Selected vacancies in HSIM will be advertised for competition in the near future, with additional recruiting over the next two years and will be subject to the normal recruitment process and collective agreement terms and conditions.

The ministry’s transition is a complex process requiring staging and phasing to ensure that the business of the ministry continues, while capacity is built up step-by-step in the new stewardship organization. While HSIM has reached the implementation phase, other divisions in the ministry are at various phases in the transition process. They are moving at different speeds, but ultimately toward the same end goal — a ministry designed and functioning in a stewardship model. (See the Nov. 2, 2007 issue of **NEW Directions** for an explanation of the phases of work followed to design a new branch.)

“I am very proud of and want to thank staff for all their hard work in helping the ministry achieve its 2007 transition goals, which have culminated in the completion of the detailed design phase of HSIM,” Sapsford said.

Other 2007 milestones achieved to date include:

- Detailed organization structures for three investment branches of Health System Investment and Funding (HSIF), the Provincial and Priority Programs Unit in the LHIN Liaison Branch of Health System Accountability and Performance (HSAP), and all branches within Health System Strategy
- Changes to the SMG level within HSAP and the capital area of HSIF.

“The organizational changes we have made this year have all strengthened our position and capability to move forward in our role to strategically plan for and lead Ontario’s health system into the future,” Sapsford said. ■

Health System Information Management

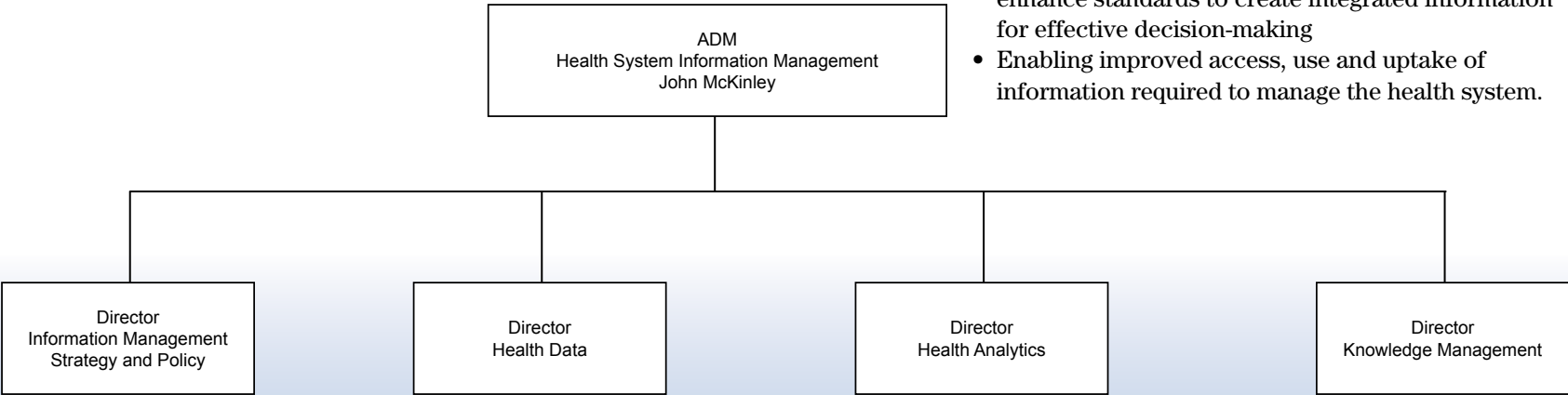
Organizational Chart

Mandate

Provide health information which enables evidence-based decision-making to ensure a sustainable health care system for Ontario. Enable use of information as an asset to build evidence.

This includes:

- Supporting information management stewardship functions, including planning, managing, funding, and monitoring of Ontario’s health system, service providers and consumers
- Defining authoritative data and information sources required to perform operations
- Developing information management products and services
- Providing a leadership role to develop, maintain and enhance standards to create integrated information for effective decision-making
- Enabling improved access, use and uptake of information required to manage the health system.

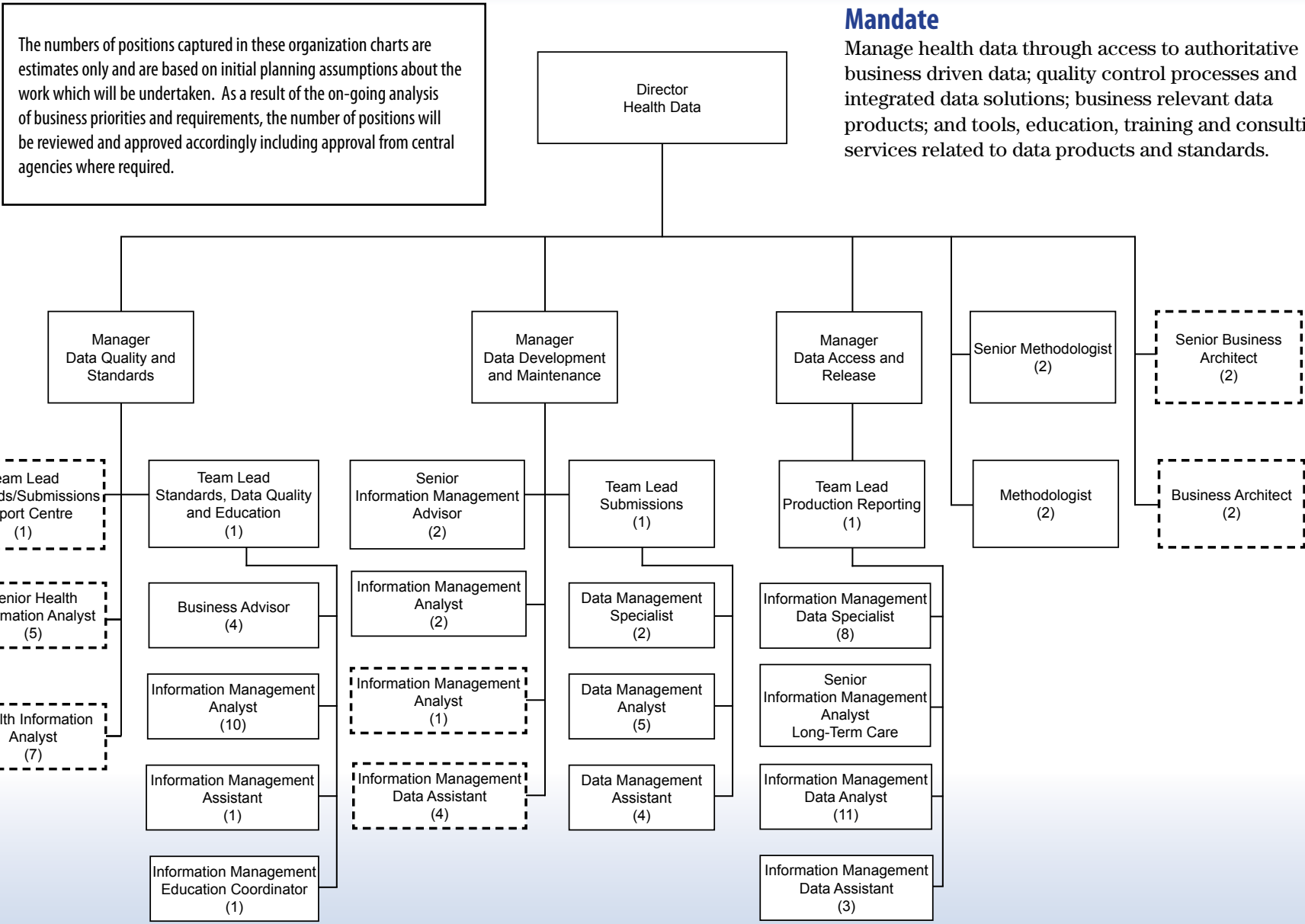


Health System Information Management

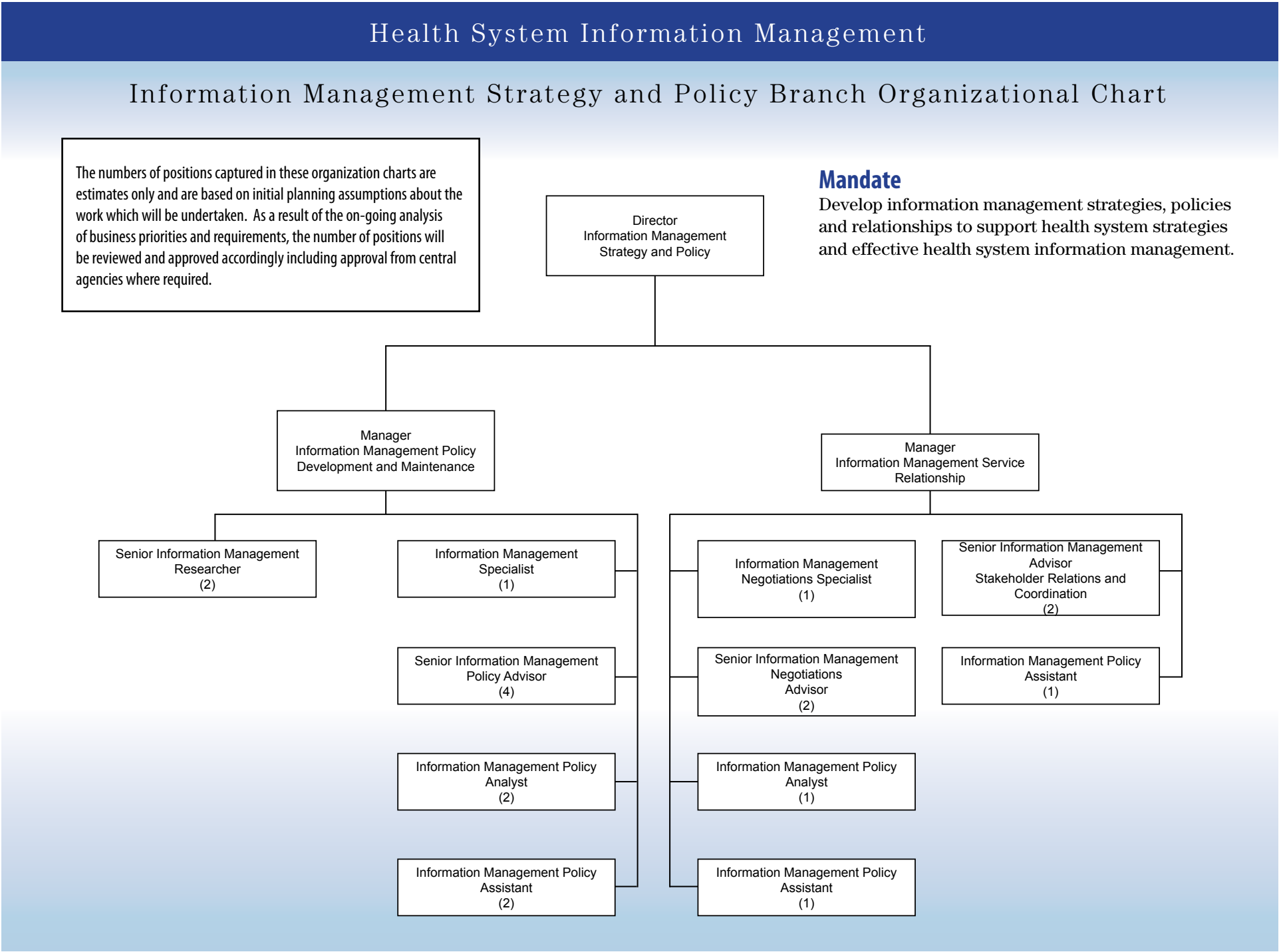
Health Data Branch Organizational Chart

Mandate

Manage health data through access to authoritative business driven data; quality control processes and integrated data solutions; business relevant data products; and tools, education, training and consulting services related to data products and standards.



Shared Resources: These positions report into their respective unit and can be assigned as needed to projects and workloads.



New stewardship learning opportunities to focus on administrative support staff

A new learning and development program for administrative support staff, Building Administrative Excellence, will be rolled out in the new year by the Human Resources Branch.

The comprehensive program will include multiple learning opportunities offered in a half-day workshop format. Courses will focus on developing expertise in leading-edge administrative skills and techniques, such as time management and managing relationships, and will also examine the role of administrative professionals in the stewardship environment. As well, a conference is being planned for the spring.

Deputy Minister Ron Sapsford is enthusiastic about this new program and very pleased to offer it to this group of employees who are a critical part of work teams across the ministry. "Administrative support staff play a vital role every day in carrying out and making possible the smooth and efficient operation of the

ministry's business," said Sapsford. To enhance and strengthen the transition process, he said it is essential that stewardship learning programs specifically aimed at administrative and support staff be made available.

The new program will provide opportunities for administrative staff to develop the knowledge and skills to work effectively in a cross-functional organization and carry out the support functions that the ministry will rely on throughout the transition and beyond.

"The 2007 OPS employee engagement survey identified access to more learning and development opportunities as a priority for the ministry," said Margaret Hart, manager of organizational development and change strategies, Human Resources Branch, Corporate and Direct Services.

Learning and development programs will continue to play a pivotal role in supporting the ministry's ongoing evolution to a stewardship culture. On-going initiatives like the

stewardship awareness sessions, the deputy minister's tours and the FYI Series, which have been available to all staff, provide general knowledge and understanding of how the new business model changes the work that the ministry does and how it gets done.

The Human Resources Branch is working with Ministry of Government and Consumer Services' Project Management Centre of Excellence to develop a learning program on project management basics geared to administrative staff. A pilot session, in Toronto, is set for January 15, 2008. Interested administrative staff are invited to attend the session where they will have an opportunity to provide input into the basic project management program's final design. ■

[Read](#)

the program flyer
for more details and
registration information.

Employees invited to participate in upcoming transition

survey

In the fall of last year, ministry employees were asked to participate in a survey that gave them an opportunity to express their views about the ministry's transition to stewardship. This year, in mid-December, staff will again be invited to contribute their opinions about the ministry's ongoing stewardship progress via the Transition Readiness Assessment survey.

The results from the surveys, which assess the ministry's overall capability and readiness for change, guide and inform the planning of learning and development programs to meet employee needs, as well as help the ministry improve its communication efforts for future phases of its transition.

"We acted on employees' thoughtful feedback we received in last year's survey results and tailored programs to help them develop their stewardship and competency skills through a range of opportunities including the FYI Series, the Stewardship Awareness program, the new learning and development program for administrative staff, and increasing the publication frequency of *NEW Directions* to a weekly newsletter," said Deputy Minister Ron Sapsford.

To keep the stewardship conversation ongoing, he encouraged staff to complete the new survey. "It is important that everyone has input into the process as we build a stronger ministry through the transition. We will continue to take this information to fine tune our

learning and development programs and communications activities," said Sapsford.

As with the previous version, the upcoming survey will be administered online to all employees by the independent, third-party research firm Ipsos Reid. Staff will receive an invitation to participate in the short survey by e-mail. Along with further information about the survey, this e-mail will contain a link taking employees to a website where they can complete the survey online.

The survey responses will be kept confidential and will go directly to Ipsos Reid, who will in turn provide the ministry with combined data from all respondents. ■

Q & A Update

Deputy Minister responds to your questions and concerns



Deputy Minister Ron Sapsford is committed to answering staff questions about the ministry’s transition to stewardship. He videotaped answers to a range of questions that were raised during recent divisional staff meetings on the ministry’s transitional organizational structure. The video is available for you to view under [Deputy Minister Question and Answer Update](#) in the A New Direction section.

Build stewardship through competencies

Enhance your skills!

NEW dates added for competency workshops

Critical Thinking

Strengthen your decision-making and problem-solving abilities.

Project Management

Be ready for your next project opportunity.

Negotiating and Influencing

Focus on achieving consensus and commitment.

[Check dates and register](#)

for learning programs.

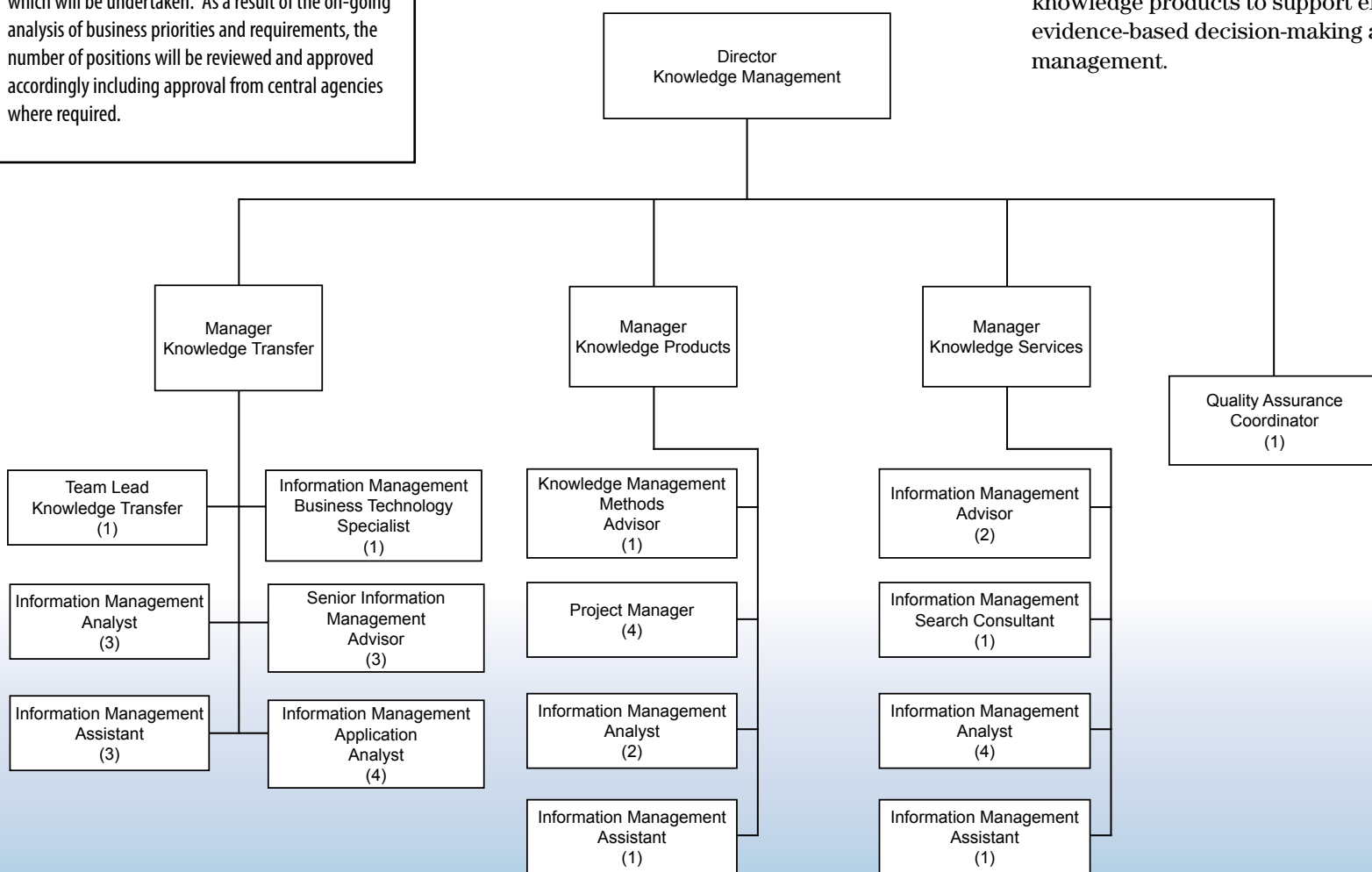
Health System Information Management

Knowledge Management Branch Organizational Chart

The numbers of positions captured in these organization charts are estimates only and are based on initial planning assumptions about the work which will be undertaken. As a result of the on-going analysis of business priorities and requirements, the number of positions will be reviewed and approved accordingly including approval from central agencies where required.

Mandate

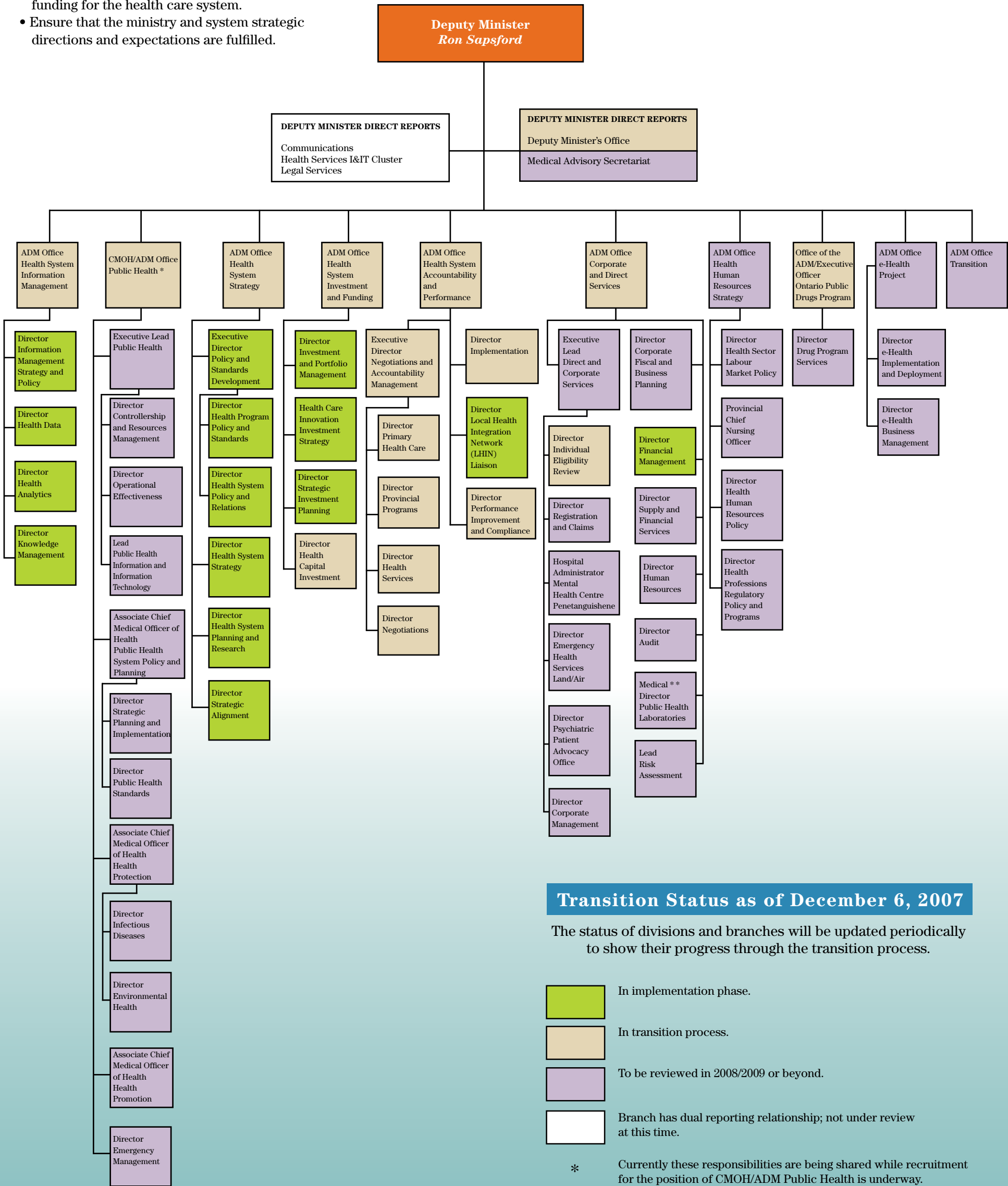
Enable the ministry and its partners to effectively access, leverage and promote knowledge and knowledge products to support effective planning, evidence-based decision-making and service management.



Transitional Structure by December 31, 2008

Ministry Mandate

- 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.
- Plan for and establish funding models and levels of funding for the health care system.
- Ensure that the ministry and system strategic directions and expectations are fulfilled.



Transition Status as of December 6, 2007

The status of divisions and branches will be updated periodically to show their progress through the transition process.

- In implementation phase.
- In transition process.
- To be reviewed in 2008/2009 or beyond.
- Branch has dual reporting relationship; not under review at this time.

* Currently these responsibilities are being shared while recruitment for the position of CMOH/ADM Public Health is underway.

** Dual reporting relationship to Corporate and Direct Services and Public Health.