Ministry of Health and Long-Term Care

NEW Directions

June 2, 2008

Resource Management Unit completes new organizational structure

Another milestone has been achieved in MOHLTC's transition to stewardship, with the recent completion of the functional organizational design for the Resource Management Unit, Corporate and Direct Services (CDS).

Created in November 2007, the Resource Management Unit (RMU) has provided financial controllership services to the newly transitioned divisions and workforce controllership and related administrative services throughout the ministry. The detailed organizational design of RMU to the staff level is complete and the unit will expand its services to other ministry divisions as they complete their transition to stewardship.

RMU was created by consolidating the Operational Support Branch and the Resource Management Services Unit both in CDS and the Resource Management Office in Health System Strategy. Corporate and Direct Services is the division which serves the critical role of providing support functions to other divisions and central agencies.

"Over the past few months, senior management within RMU have worked with the Transition Division to define the details of the future role of RMU — which is to provide expert

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Corporate and Direct Services

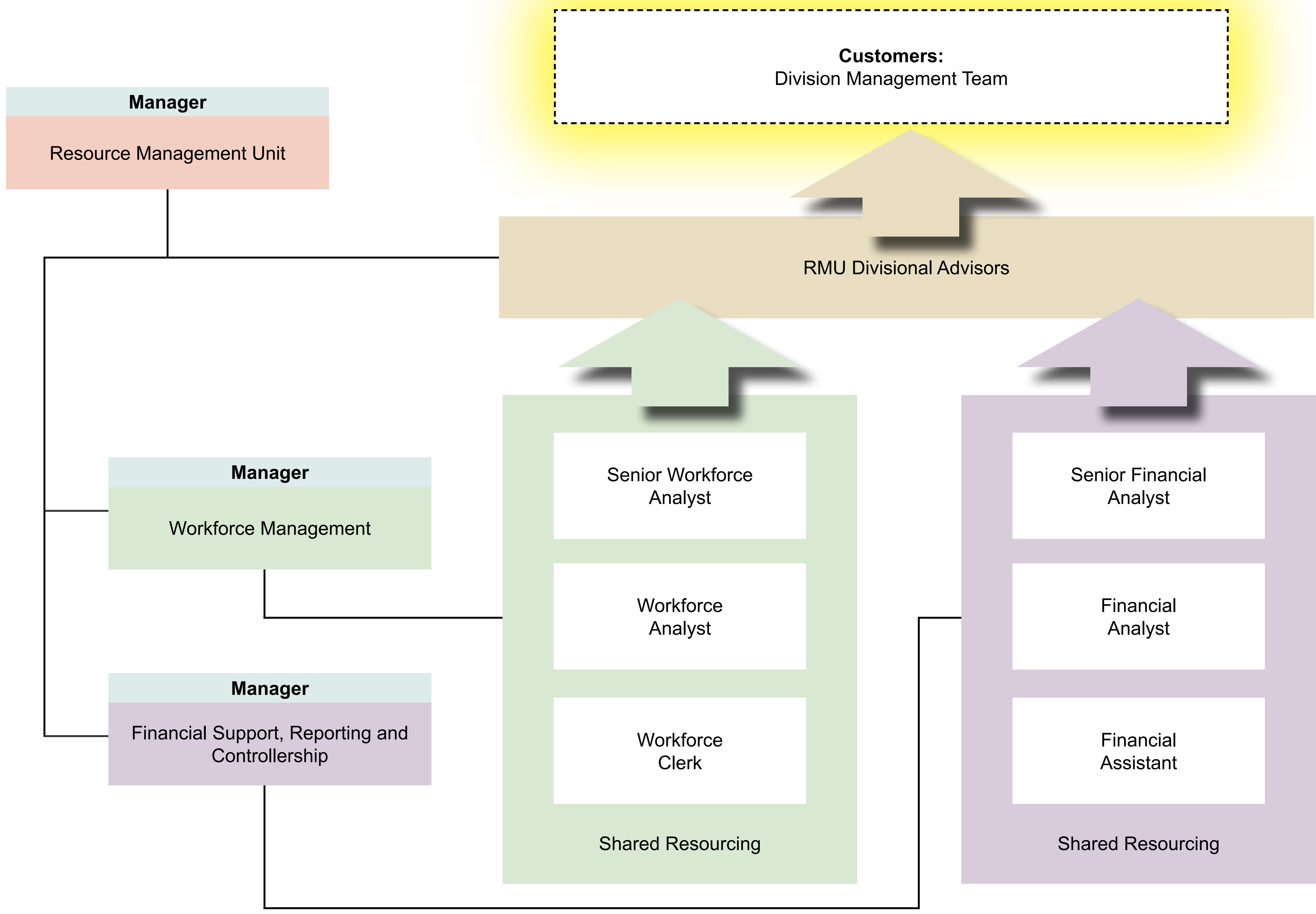
Resource Management Unit (RMU) Organizational Chart

The organization chart reflects the number of positions effective June 2/08. As the client group of the Resources Management Unit expands and as a result of on-going analysis of business priorities and requirements, the number of positions will be reviewed and approved accordingly.

- **Manager** – Resource Management Unit
  - **Manager** – Financial Support, Reporting and Controllership (1)
    - Senior Financial Analyst (3)
    - Financial Analyst (4)
    - Financial Assistant (2)
  - **Manager** – Financial Support, Reporting and Controllership (1)
    - Senior Financial Analyst (3)
    - Financial Analyst (4)
    - Financial Assistant (2)
  - **Manager** – Workforce Management (1)
    - Senior Workforce Analyst (3)
    - Workforce Analyst (7)
    - Workforce Clerk (2)
  - RMU Divisional Advisor (3)

Resource Management Unit (RMU) Service Management Model

The functional design of RMU includes the new position of divisional advisor. Each ministry division will have its own advisor who will be the single-point-of-contact for RMU services. This position will ensure that the needs of divisions are met in a customer-focused way.



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workforce and financial controllership and related administrative services to the entire ministry," said Marjorie Wilcox, senior manager, RMU. "With RMU providing these controllership functions across the ministry, divisions and branches will be free to focus on their core mandates and functions under stewardship."

Wilcox said that the unit will support assistant deputy ministers and divisional senior-management teams in making sound business decisions by ensuring that financial and workforce reporting is accurate, complete and timely.

Resource Management Unit Mandate

For financial controllership and reporting services, RMU's responsibilities include:

- Preparing, receiving and reviewing direct operating expenses and transfer payments for financial forecasts
- Quarterly and year-end reporting
- Consolidation of direct operating expenses and transfer payment reports for assistant deputy ministers
- Financial advisory and support services
- Training and support.

For workforce controllership and administration services, RMU's responsibilities include:

- Workforce review, monitoring, tracking and reporting
- Workforce administrative supports
- Workforce forecasting and development of forecasting tools
- WIN monitoring and control
- Training and support.

The functional design of RMU includes the new position of divisional advisor. Each ministry division will have its own advisor who will be the single-point-of-contact for RMU services. This position will ensure that the needs of divisions are met in a customer-focused way. Most RMU employees will be located at 5700 Yonge Street, in Toronto, while advisors will also have a work station located close to their divisional clients.

"Divisional advisors will spend a fair amount of time on-site working with senior management and others in their client division to better understand their priorities," Wilcox said. "They will bring those back to the subject-matter experts in RMU, who will then work with the advisor to come up with the right options or recommendations for the division."

Wilcox said establishing a single, centralized unit that provides financial and workforce controllership across the ministry will allow for increased standardization and improved consistency of products and services to clients. "This new structure creates significant potential to find efficiencies and to improve the quality of controllership services and procedures," she said.

Changes to reporting relationships in the new organizational structure will be effective June 2, 2008. As implementation proceeds, current levels of service to divisional clients will not be disrupted and all contact points remain the same. Recruitment for divisional advisor positions will begin in the summer and the role is expected to be operational in the fall of 2008. ■

Melissa Kersey photo

Out and About: *Ruth Hawkins, executive lead, direct and corporate services, (centre left) chats with the Registration and Claims Branch's London office staff. She's joined on her May 8 visit by (to her left) Gloria Shaw, senior manager, regional operations and Mike Broadfoot, central west regional manager.*

A visit with Registration and Claims Branch Staff

Hawkins assured staff she will communicate with them on a regular basis and would listen to their questions and concerns as the branch moves forward with any organizational changes.

Ruth Hawkins, executive lead direct and corporate services, is travelling to a number of Registration and Claims Branch (RCB) offices in southern Ontario during May and June to discuss recent changes and business priorities for the year ahead.

During her discussion on May 8 with London office staff (pictured above), Hawkins acknowledged Susan Pinney, who will be assuming the role of acting director of RCB at the end of June following the departure of Pauline Ryan. Ryan was recently announced as the director of Health Services Branch, Health System Accountability and Performance.

Hawkins explained that Pinney would lead the branch through the delivery of its many key 2008/09 goals and projects, as well as the divisional transition assessment the branch will undergo as part of Corporate and Direct Services. The senior management team of RCB will be actively engaged in this process starting in the fall, Hawkins said.

"We are still going through the transition period with our partners at ServiceOntario," she told staff. "Both organizations are working diligently to complete the transfer of the OHIP client-registration services and support functions and make the changes operational."

Hawkins assured staff she will communicate with them on a regular basis and would listen to their questions and concerns as the branch moves forward with any organizational changes. She thanked the staff for their on-going commitment to service delivery to health care providers and Ontarians as a whole.

Hawkins said she was committed to going around the province and visiting every RCB site and learning first-hand from staff a little more about the branch's wide-reaching business with every visit. ■

NEW Directions

NEW Directions, published for employees of the Ministry of Health and Long-Term Care by the Communications and Information Branch, can be read on-line at INFOweb at **http://intra.moh.gov.on.ca**.

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Do you have questions about the organizational change?
- Ask your manager
- E-mail your questions or comments to the feedback account at *anewdirection.moh@ontario.ca*
- Call the feedback line at 1-888-862-0528 or TTY: 1-800-387-5559