

NEW

Directions

January 31, 2008

Two key stewardship functions are linked to strengthen ministry

Health System Information Management (HSIM) and Health System Investment and Funding (HSIF) will merge under the leadership of Assistant Deputy Minister John McKinley, Deputy Minister Ron Sapsford announced to ministry staff on Jan. 28, 2008. The new division will be called Health System Information Management and Investment (HSIMI). The change is effective immediately.

McKinley's expanded role as assistant deputy ministry for both areas will solidify the links between the functions and processes in the two divisions and strengthen the ministry's stewardship structure, Sapsford said.

"To guarantee health care that works for people five, ten, or fifteen years down the road, the ministry must focus more on future planning. This includes sophisticated analysis of populations and needs, and new methods of evaluating strategic options for investment," said Sapsford. "Merging the two divisions responsible for these key functions will continue to result in better information and economic analysis, health needs and financial forecasting, and long-term planning."

The decision to combine the two divisions, with McKinley at the helm, resulted from insights recently gained during further detailed organizational design of HSIM and the investment functions of HSIF as well as the preliminary work on the capital branch, Sapsford explained.

"It was clear that the functions of these two divisions are very closely aligned," McKinley said. "In listening to staff, we recognized that these functions would work most effectively under one management structure." (See division organizational chart on the next page.)

McKinley explained that the ministry will now be well positioned to work strategically in its portfolio management approach as it develops funding models and makes future projections about the funding requirements of the health care system. "The new division's role will be to bring together the ability to effectively gather, analyze and synthesize data and research from the health care system with the expertise of making evidenced-based investment decisions."

The organizational design process to the staff level will continue for the Health Capital Investment Branch. "John's background in finance at this ministry makes him well equipped to also lead the capital function. With the transition experience of HSIM behind him, he will provide strong leadership as we design and



Deputy Minister Ron Sapsford speaks to the first gathering of employees in the newly created division of Health System Information Management and Investment, on Jan. 31 in Toronto. Below, John McKinley, named Assistant Deputy Minister of the division, greets employees at the event.

implement the capital branch," Sapsford said.

The merger of the two divisions will mean new reporting relationships for directors and ADM office staff within HSIF. The reporting relationship for directors in HSIM will remain the same. There will be some minor adjustments for all ADM staff as the two offices are linked.

"We don't intend to make any significant changes in terms of location. Everyone will stay where they are," McKinley said.

Sapsford acknowledged that it has taken time to come to the decision to merge the two divisions because he wanted HSIF to be far enough into the transition process to have a thorough understanding of how best to staff this leadership role.

"I have been the acting ADM for HSIF for several months," Sapsford said. "It has been a privilege to shepherd the division through the first half of the transition and ensure business continuity. I am pleased to be turning the next steps over to John and his capable leadership."

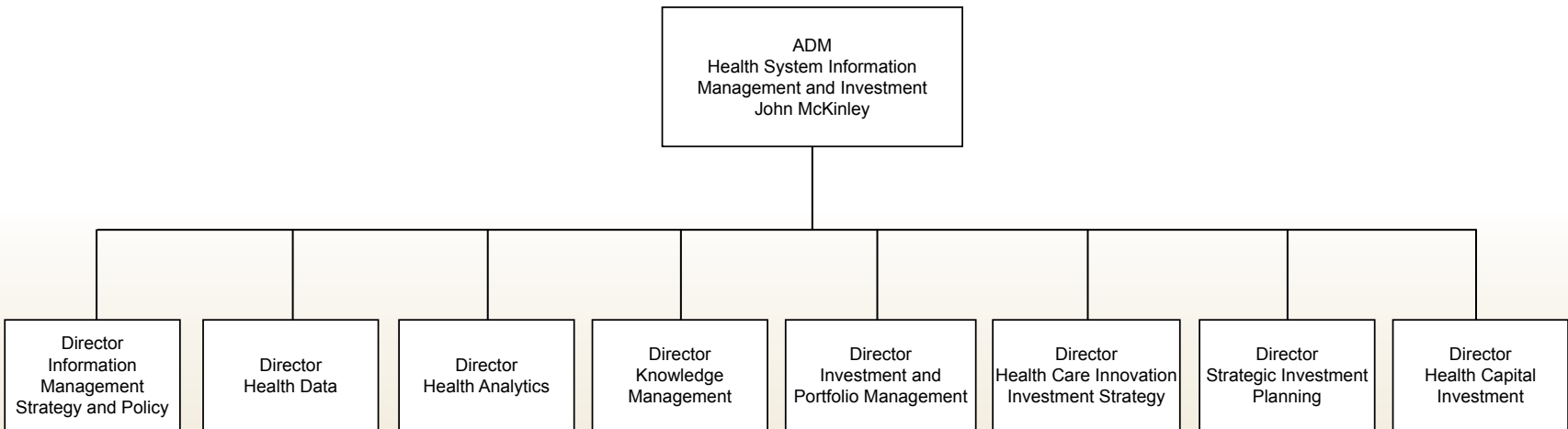
McKinley said he was honoured to be taking on the role of overseeing these two key functions within the ministry and was looking forward to the challenge.

Sapsford and McKinley met with staff of the new division on Jan. 31 to talk with them, answer their questions and give them the opportunity to meet as a group for the first time. ■

Andre Van Vugt photos

Health System Information Management and Investment

Organizational Chart



MOHLTC prepares for the
unexpected

*The Incident Management Unit will take the lead in managing
a wide range of incidents or situations that arise within,
or impact on, Ontario’s health care system.*

The ministry is in the process of implementing a permanent new unit within the deputy minister’s office responsible for resolving unforeseen incidents and situations which require prompt action by provincial health care authorities.

The Incident Management Unit (IMU) will take the lead in managing a wide range of incidents or situations that arise within, or impact on, Ontario’s health care system. Examples of incidents include situations such as client problems with accessing local health care services, and issues or problems raised by media and health care providers.

“The mandate of the unit is to respond to unforeseen situations where the ministry is required to take immediate and coordinated corrective action to resolve the matter,” said David Schachow, who is responsible for implementing the Incident Management Unit. “The unit doesn’t replace program areas, but provides a high-profile vehicle for quickly bringing the right people to the table to resolve

these kinds of incidents.”

IMU will serve as the central intake point for the ministry and will assess the severity of an incident and then take the lead on organizing the team and resources required to address it.

The unit will work with assistant deputy ministers’ offices, divisions and branches to put in place a network of contacts drawn from areas of expertise and skill sets across the ministry. This structure will give the ministry the ability to immediately identify the appropriate experts required for an incident and quickly form a cross-functional team.

“A big part of the IMU’s responsibility will be to connect with the appropriate subject-matter experts across the ministry and externally, work with them to identify possible options and solutions and then move forward to carry out the corrective actions required,” Schachow said.

IMU’s role will also include carrying out longer-term analysis to determine root causes and patterns of incidents; establishing baselines and benchmarks to measure effectiveness of incident

responses; and consulting and training to ensure the ministry has the capability and is skilled to successfully manage incidents in a constantly evolving environment.

“We want to learn how to manage these incidents better and faster and we want to develop and put in place systems that will help us address their root causes and ultimately reduce their occurrence in the first place,” Schachow said.

The unit will be a small team and these positions will be posted on the [OPS Careers employment website](#) on Feb. 1. It is expected that they will be filled by the end of March 2008. ■

NEW

Directions

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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@ontario.ca
- Call the feedback line at 1-888-862-0528 or TTY: 1-800-387-5559