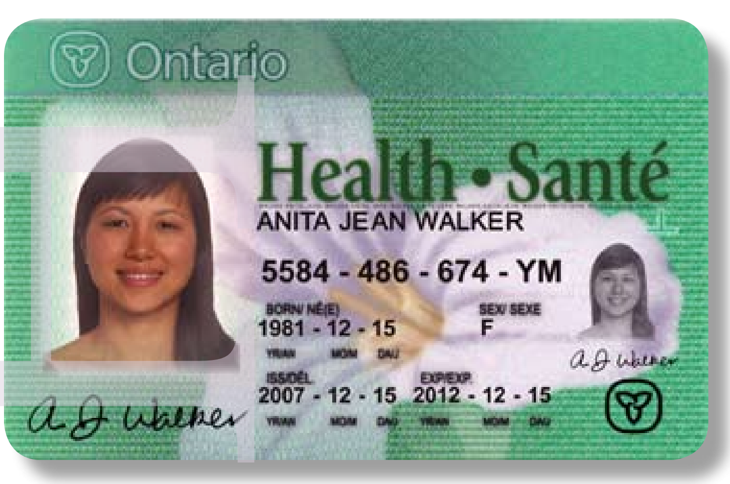
Ministry of Health and Long-Term Care

NEW Directions

March 6, 2008

Transferring ministry staff's expertise will enhance ServiceOntario

The Ministry of Health and Long-Term Care is transferring OHIP client registration services and some supporting functions to ServiceOntario, Deputy Minister Ron Sapsford announced today. Approximately 570 employees from Registration and Claims Branch (RCB) and Supply and Financial Services Branch (SFSB) will move to ServiceOntario, which is part of the Ministry of Government and Consumer Services.



The effective date for the transfer is April 21, 2008. Transferring employees will be welcomed into three ServiceOntario divisions: Operations, Business Support and Corporate Services.

Specific services that will be transferred from MOHLTC to ServiceOntario	
Direct OHIP client registration services to the public	Support to direct OHIP client registration services
• Health card registrations and related services • New applications • Health card renewals • Change of information • Data validation • Eligibility assessment • Health card call centre (a 24/7 service available to health care providers which looks up OHIP numbers when patients do not have their card with them) • Support functions, communications and reporting.	• A component of facilities management services • Administrative support • Mail and courier services located in Kingston • Print operations located in Kingston • Microfilming • Health card quality assurance.

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"The transfer aligns with the ministry's stewardship role and supports the government's commitment to modernize service through ServiceOntario's single-point-of-contact for individuals and businesses to conduct routine transactions," Sapsford said. Driver's license services have already transferred to ServiceOntario; eventually, it will offer a range of government products, services and information.

Speaking to the employees that are transferring, Sapsford said that they will always be part of the ministry's extended family as they continue their work handling OHIP services at ServiceOntario. "You are a key piece of the puzzle that ensures Ontarians have access to the medical services they need. Thank you for your years of hard work and professionalism. You are and will continue to be essential to the smooth and efficient running of the health care system."

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■ Direct OHIP client registration services to the public:

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- New applications
- Health card renewals
- Change of information
- Data validation
- Eligibility assessment
- Health card call centre (a 24/7 service available to health care providers which looks up OHIP numbers when patients do not have their card with them)
- Support functions, communications and reporting.

■ Support to direct OHIP client registration services:

- A component of facilities management services
- Administrative support
- Mail and courier services located in Kingston
- Print operations located in Kingston
- Microfilming
- Health card quality assurance.

Sapsford stressed that there are no job losses associated with the transfer and that for the majority of transferring employees, the impact will be minimal. "Employees will experience very little change to their roles, responsibilities and location. Only the name of the ministry for which they work will change," he said.

In most cases, entire units and their managers will be transferred together and will remain intact at ServiceOntario, though Sapsford noted that a small number of employees will have a change in their reporting relationships.

"Senior management teams from ServiceOntario and MOHLTC are working closely together to support transferring employees and to ensure a seamless transition process, as well as continued high quality of service to the public during and after the transfer," Sapsford said.

While the majority of transferring employees are from Registration and Claims Branch, 21 employees are transferring from Supply and Financial Services Branch.

Paul Latremouille, director, Supply and Financial Services Branch, characterized the transfer as a potential growth opportunity for those employees that are leaving. "Staff will be moving into an organization that was created to serve as the face of government for service delivery to the public, with all the processes, resources and opportunities that go with that", said Latremouille. "This team has been an important part of our branch for many years; it will be difficult to see them go."

Ruth Hawkins, executive lead, Direct and Corporate Services, said the transfer ushers in an exciting period for employees who will remain with Registration and Claims Branch and Supply and Financial Services Branch.

She said that the transfer provides RCB with an opportunity to realign its roles with the ministry's stewardship mandate. The ministry keeps its policy development and strategic planning roles pertaining to delivery of OHIP services, including health

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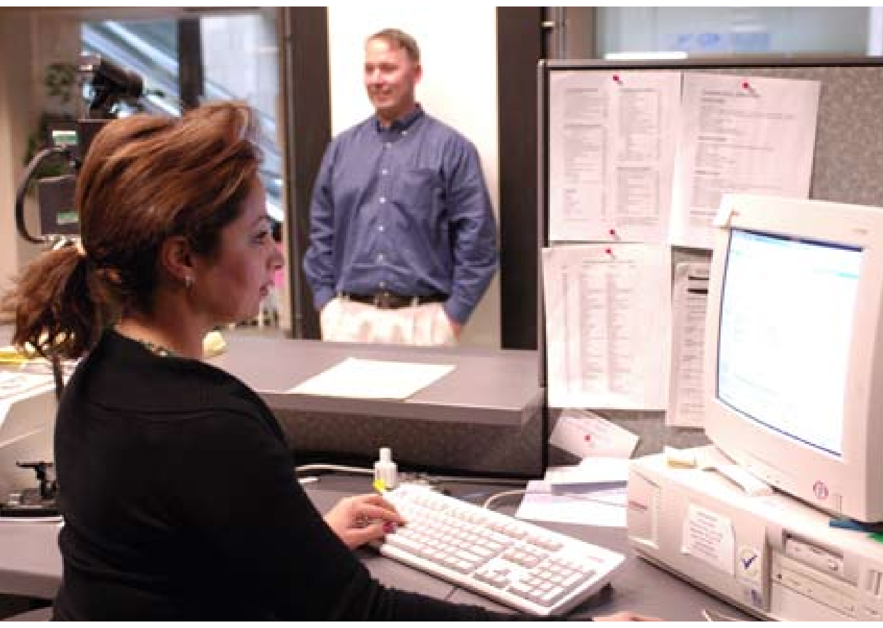

Transferring employees will be joining an organization with an operating vision based on providing the highest standards of customer service to the citizens of Ontario.

card registration, registration of health care providers, processing of physician claims and the management of client data. Employees will serve as the subject matter experts focused on providing these key stewardship functions.

"Registration and Claims and Supply and Financial Services Branches are well-positioned to help the ministry move forward with its stewardship agenda while at the same time maintain the excellent level of service to ministry clients and stakeholders", said Dawn Ogram, Assistant Deputy Minister, Corporate and Direct Services. A priority for the ministry is to ensure stability and business continuity, she added.

To this end, RCB's operations will be consolidated from six to three regions, also effective April 21. The new regions will be:

- Central West: London, Mississauga, Toronto
- East: Oshawa, Ottawa, Kingston
- Central North: Sudbury, Thunder Bay and Hamilton.

While the ministry will continue to provide services across the province, this regional structure streamlines operations, given that locations providing client registration services exclusively will be part of ServiceOntario. The new structure also takes into account geography and travel requirements, and balances the portfolios of the management team.

Transferring employees will be joining an organization with an operating vision based on providing the highest standards of customer service to the citizens of Ontario. Pauline Ryan, acting director, Registration and Claims Branch, said that for these employees, it's an opportunity to expand their skill sets and to further develop their careers.

"Excellent front-line customer service is something that we in the branch have focused on for years. It is also an intrinsic part of ServiceOntario's corporate culture and something that it values, recognizes and rewards," she said. "Transferring staff will have the opportunity to participate in further training and to contribute ongoing improvements in processes and services."

Ryan recognized the hardworking team of employees that she has been associated with over the past many years. "It has been an absolute pleasure working with such a dedicated group," she said. "Thanks to their commitment to quality customer service they have helped the branch earn its excellent reputation. I know that their experience and expertise will be of immeasurable value to ServiceOntario."

Ogram said that senior management is looking forward to working together with staff to help reshape the division to focus on stewardship priorities in 2008/09. She thanked all staff for their patience and professionalism and their ability to provide continued quality service to clients and stakeholders during and after the period of transition. ■

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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

Project plan sets out transition work for 2008/2009

Many ministry employees have put in countless hours to help achieve the ministry's transition milestones, said Debbie Fischer, Transition Division Assistant Deputy Minister.

"I want to thank everyone who has contributed so much to meet our challenging targets, during a period when many other work priorities also needed attention," Fischer said.

In November and December 2007, the following areas of the ministry's stewardship organizational structure were announced down to the staff level:

- Health System Strategy
- The investment branches of Health System Information Management and Investment (HSIMI) (formerly Health System Investment and Funding)
- The information management branches of HSIMI (formerly Health System Information Management)

During this period a new management level structure was also announced for Health System Accountability and Performance and HSIMI's capital branch (formerly Health System Investment and Funding). Work is ongoing in these areas and it is anticipated that an organizational structure down to the staff level will be announced by the fall.

"Although a lot has been accomplished, a significant amount of work is still required to complete the design of the new transition organization in several divisions," Fischer noted.

The chart on page 5 illustrates the transition plan for work in fiscal 2008/2009.

Stephen Pinkus, Transition Division project manager, explained that the plan is the ministry's best estimate for when work will be completed given the information that is known now. "When a plan is created, timelines for completing each of the phases are estimated, but often these estimates change after more detailed work is done," Pinkus said. "That is why this is a living plan that should be expected to change as work continues."

A summary of the work that takes place in each phase of the transition process is shown in the chart below.

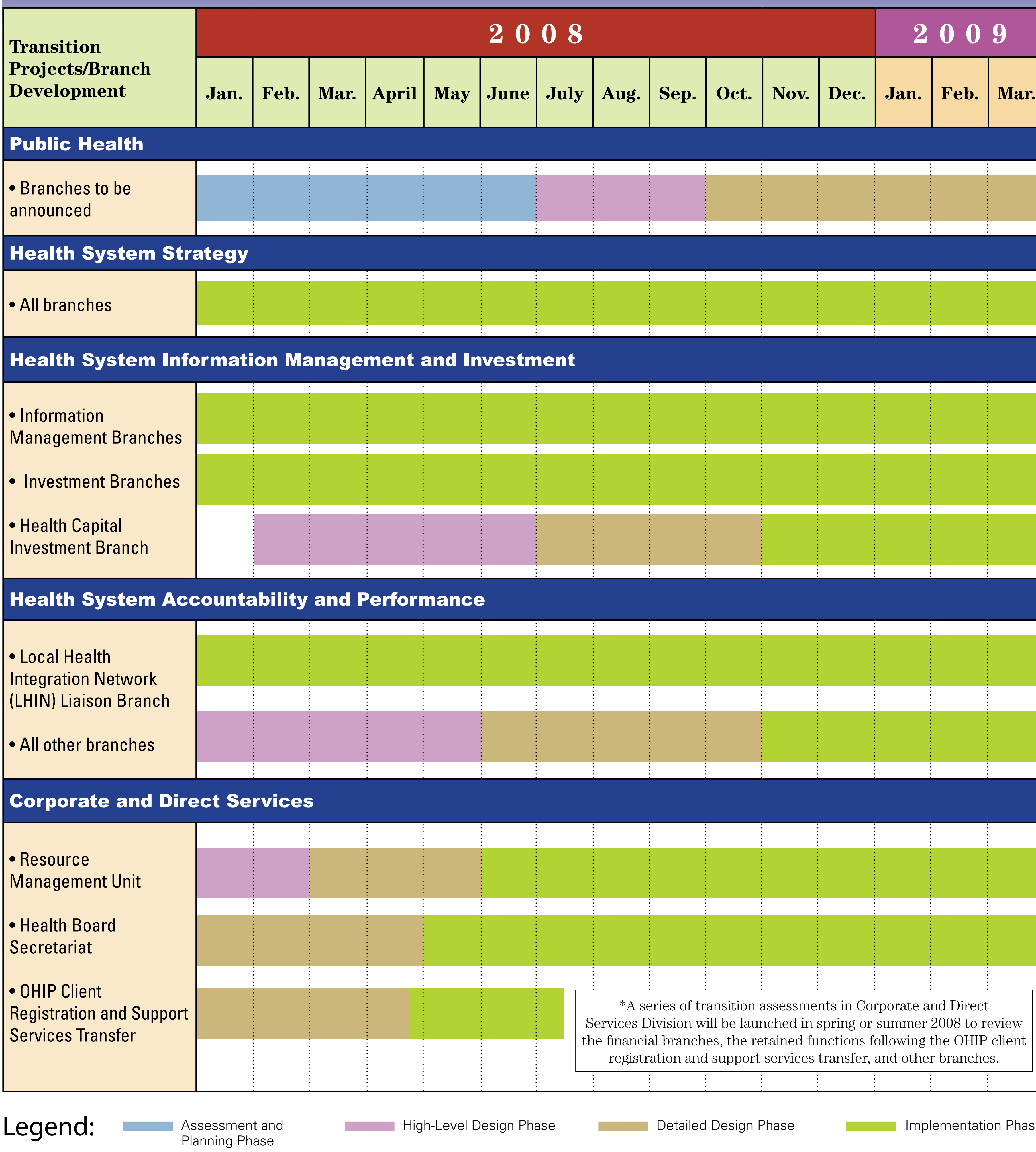
"The real work in the implementation phase is to develop a plan to move from operating in the old structure to the new design with the new processes," Fischer said. Once the new detailed structure, roles and set of processes are put in place, it is up to the division leadership to determine how and when the old structure and work will transition to the new.

In some cases, there may be little or no change required, while other areas might have a significant change that requires careful planning and a long period of time before they are fully operational. These areas may be dependent on new or different services that are to be provided by other branches/divisions that have not yet finished their own restructuring. Fischer explained that the implementation phase is considered complete when the new design is working as the division and branch leadership and staff envisioned "In some respects this vision is something that will need to be continuously tweaked or improved, so it does not have as firm an end date as the other phases," she said. ■

Phases of the Transition Process

Assessment and Planning:	High-Level Design:	Detailed Design:	Implementation:
A division or branch project is launched.	Detailed process design sessions review work to determine if it aligns with stewardship and organizational principles.	HR takes the work done by the process and organization design team to complete job descriptions and an organizational structure. Staff are matched to new or changed positions, if required.	The new processes and technologies are implemented as the operation of the new division, branches and units gets underway.
A project plan is created and a high-level review of the area's functions and a review of the current management structure are conducted. This work could result in new functions, processes and/or management structure.	Workflow, volume of work and organizational structure are also assessed.	New organizational structures or roles are disclosed to unions.	
A project team is also formed at this stage. If a new management structure is created, it will be announced before the next phase of work begins.	Human resources (HR), communications, change management, facilities and I & IT complete assessments and create plans for the next phase of work.	Facility and I & IT requirements are finalized to ensure the necessary space and technology are available.	
		Communications and change management provide support as required.	

Fiscal 2008/2009 Transition Program Plan Timeline



Note:

- A schedule for the transition work to be done in Health Human Resources Strategy Division and the Deputy Minister's office will be determined in spring 2008.
- Those areas not in the transition schedule at this time are: Communications and Information Branch, Legal Services Branch, e-Health Project, Ontario Public Drugs Program, and the Medical Advisory Secretariat.
- Divisions will implement and refine new transition designs through 2008, 2009 or 2010.