

**NEW**

June 27, 2008

# Directions

## Learning program for staff will *deepen* understanding of stewardship

**T**he ministry is launching a Stewardship-For-Everyone Development Program aimed at providing employees at all levels with the ideas and hands-on experiences that support a new workplace culture. The program is based on the Stewardship in Action Leadership Development Program, which senior managers have been involved in since the spring of 2007.

The Stewardship-For-Everyone program evolved partly in response to employee feedback surrounding the 2007-2008 Transition Readiness Assessment, which tracked ministry staff engagement in the transition process. "We heard from staff and management alike that it was essential to develop learning programs targeted at everyone in the ministry. We have listened and are committed to ongoing learning for all," said Debbie Fischer, Assistant Deputy Minister, Transition.

"We are all part of the ministry's evolving stewardship culture. So, it is essential that staff across the ministry fully understand and appreciate the principles of a stewardship workplace," Fischer said. "This new program aims to bring key stewardship ideas and strategies to every ministry staff member."

Fischer said that changing workplace culture takes time and requires support. The program will help staff not only understand, but also adapt to new ways of working in a changing culture.

### ■ Introductory overview workshop

The program is being kicked off with a two-hour introductory workshop that gives an overview of the stewardship principles and way of working. A subject matter expert along with a ministry change management consultant will lead these workshops.

"The workshops will lay out key stewardship approaches and set the stage for participants to gain a deeper understanding of the new approach to our business and our way of working," Fischer said. "The overview is a prerequisite and is taken before exploring the foundations of stewardship modules and before engaging in the applied learning opportunities."

The Stewardship-For-Everyone program has a number of components that will be introduced in the coming months and will continue throughout the next year.

The three components are:

- An introductory overview workshop
- Foundations of stewardship modules
- Applied learning opportunities.

The workshop will be rolled out to staff through regularly scheduled or special divisional retreats, town halls or learning sessions, so that employee groups and teams can work through the information together, Fischer said. Staff should stay tuned for information in the coming weeks from their division's assistant deputy minister regarding scheduling of a stewardship overview workshop.

It is expected that the majority of ministry staff will have completed the introductory overview workshop by the end of October 2008. The session will continue to be offered every six months or so to meet the ongoing needs of new ministry staff.

### ■ Foundations of stewardship modules

There will be four foundations of stewardship modules and they will be offered as one-day sessions.

"It's important that the Stewardship-For-Everyone program incorporates themes, concepts and learnings consistent with those explored by senior managers because the aim is to build a cohesive culture at every level of the ministry," Fischer said.

The goal is for the majority of ministry staff to have completed the first module of the program by the end of December and the second module by April 2009. The remaining

two modules will be rolled out throughout 2009. Stay tuned for registration details in upcoming *NEW Directions* articles.

### ■ Applied learning opportunities

The applied learning component of the program is a series of coaching and learning supports that address specific business and transition needs of intact teams. These teams can be cross-functional, and at the division, branch or unit level. Participants will have an opportunity to build greater understanding of a specific theme within stewardship and to practice skills linked to this theme to support business objectives. "This will be an opportunity for hands on learning. They can contribute to team building or support the needs of cross-functional teams," Fischer said.

A change management consultant will work with division and team leaders to help identify opportunities that support targeted skill building for teams or individual staff members.

"The ministry is very committed to the delivery and roll out of this program because the more staff understands what it means to think, act and work within a stewardship culture, the more effective we will be in achieving our goals and commitments for the health system," Fischer said.

"As we continue to work and learn to work in a whole new way, the stewardship changes will take hold and become second nature in the way we carry out the ministry's business. Until then we are committed to make these learning opportunities available to all staff." ■

### **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](mailto:anewdirection.moh@ontario.ca)