

NEW

December 19, 2008

Directions

Deputy Minister Sapsford's
2009 winter tour schedule
has been set! Mark a date in
your calendar today!
See page 4
for details.

Staff commitment will drive the successful completion of

stewardship transition

A year-end message from Deputy Minister Ron Sapsford

With 2008 drawing to a close, I want to take some time to commend you on your hard work, commitment and willingness to adapt to change. It has led to the ministry making significant achievements toward completion of the structural changes needed for our new stewardship role, and started us on our evolution to a new organizational culture. We have come a long way from where we started in October 2006, when I first announced the ministry's stewardship structure.

Working through this transition requires us to be methodical and, as a large and complex ministry, it is essential that we continue to work together to accomplish our goals. We have been entrusted with guiding the health system on behalf of Ontarians. That's a big task. Thank you for working in partnership with me to make sure it happens.

Key milestones reached on target

So much has been accomplished by so many this past year that I wanted to reflect on some of the transition milestones that we achieved. They included:

- Completion of the detailed design to the staff level for Health System Accountability and Performance (HSAP).
- The merger of Health System Investment and Funding and Health System Information Management to create Health System Information Management and Investment (HSIMI). The detailed design

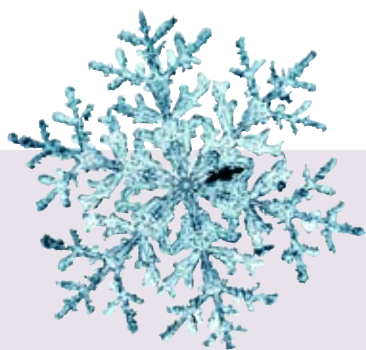
was completed for the Health Capital Investment Branch, which consolidated the capital functions of HSIMI, while the division overall continued the implementation process and to build capacity.

- The announcement of the SMG structures for Corporate and Direct Services and Public Health.
- Establishing a new administrative support model to ensure administrative staff are organized so that the ministry can benefit from the skills, talents and vital resources they provide.
- Introducing a new case management model in the Health Boards Secretariat.

Several structural changes were also undertaken that will continue to reshape the ministry to a functional model and better serve the people of Ontario, including:

- The transfer of OHIP registration and claims and associated functions as well as INFOline, the ministry's call centre, to

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Staff commitment will drive the successful completion of *stewardship transition*

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ServiceOntario. The moves support the government's commitment to modernize the delivery of public services, create a gateway to government information and services through ServiceOntario, and shift the ministry away from the delivery of direct services to be even better focused and positioned to strategically guide Ontario's health system and plan for the long-term.

- The transfer of Ontario Public Health Laboratories to the new Ontario Agency for Health Promotion and Protection to situate this vital service in a venue where it can best respond to the challenges of helping to protect the health of all Ontarians.
- The divestment of the Mental Health Centre Penetanguishene (MHCP) to a local hospital board to allow for the co-ordination and delivery of services to be overseen at the community level. The transfer marks the divestment of the tenth and last provincial psychiatric hospital to the public hospital system.

Learning resources and support tools enhance stewardship culture

The structure of our ministry changed, but so did the way we do our day-to-day work. A great deal of work is now organized around cross-functional teams that rely on expertise from across the ministry to achieve goals. How we work, in networks and with partners, will continue to evolve as we work together and collaborate across divisions.

Learning and development is essential to bringing stewardship to life within the ministry; so many new and continuing opportunities were offered to help a stewardship cultural change take root in the organization.

A range of tools and resources was introduced to enhance our ability to work horizontally, within and across divisions as well as with the ministry's external partners.

These resources included:

- A redesigned Learning and Development section on INFOweb make it easier to find learning opportunities, resources and training to strengthen our collective stewardship competencies and improve effectiveness in carrying out day-to-day work.
- The Directory of Networks (DoN) links the wide range of formal and informal cross-functional teams that are actively engaged in the ministry's work. Almost 50 cross-functional teams are currently listed on DoN.
- The Exchange offers tools to help teams and remote meetings connect so that ideas and documents can be created and shared, and provides a link to over 5,500 major healthcare journals on topics such as business and management, clinical medicine, and health services.
- Tools for Teams sets out 22 tools that support effective team building, dynamics and performance.
- A new web section helps staff easily link to the ministry's organizational and contact information. This online section, which connects to INFO-GO, ties all the ministry's organizational information together in one place, making it easier for staff as well as external partners and stakeholders to figure out who does what and where to find them.
- The Stewardship in Action Leadership program for senior managers continued in 2008 and Action Learning Projects — a key

component of the program — offered senior managers the opportunity to work on cross-functional teams while tackling a business challenge facing the ministry.

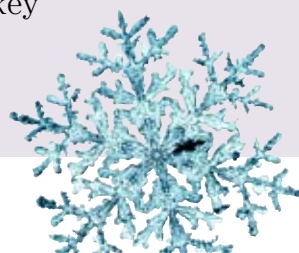
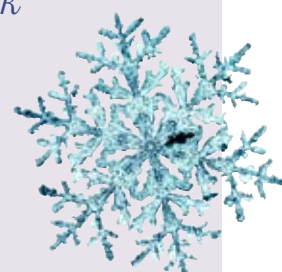
- The new Stewardship for Everyone program extended and deepened the understanding and the practice of the stewardship principles to staff at all levels of the ministry.

Looking forward: Different strides toward a common goal

In 2008, every stage of the transition was represented in areas of the ministry. It is important to understand and respect that although we all have a collective destination, we are at different points along our journey. Some divisions were just beginning the assessment phase, while others were well into the implementation phase. By the end of 2009, it is expected that the majority of the ministry will have entered the implementation phase. Some of the milestones for next year include:

- Completion of the detailed design for Corporate and Direct Services to the staff level
- The move to implementation phase for Public Health in spring 2009
- Design and implementation of Ontario Public Drug Programs
- New learning opportunities and competency training for all employees

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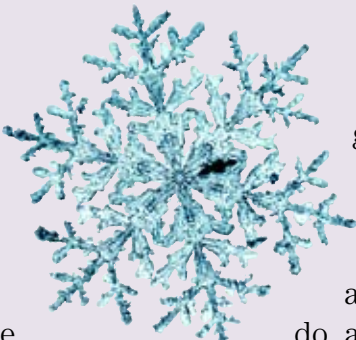
Highlights of transition key milestones

2006/07	2007/08	2008/09	2009/10
• Implementation of Fast Track Branches (LHIN Liaison, Compliance, Health Reform Implementation Team, Financial Management, Local Information and Incident Support Team (LIIST)) • Regional offices wind down • Stewardship competencies, Change Readiness Assessment Survey, Stewardship Awareness sessions	• Design and implementation of Health System Strategy, Health System Information Management, Health System Investment and Funding (investment branches), Incident Management Unit • Health System Information Management and Health System Investment and Funding merge to form Health System Information Management and Investment (HSIMI) • OHIP Registration and Claims and associated functions and INFOnline transfer to ServiceOntario • Launch of stewardship learning opportunities: Schulich Stewardship in Action leadership program (includes Action Learning Program), Stewardship For Everyone staff program, Administrative Professionals Learning program, FYI Series • Launch of team supports: Tools for Teams, coaching, project management resources • Continued capacity and competency building	• Detailed design of: » Corporate and Direct Services » Public Health • Implementation of Corporate and Direct Services — Resource Management Unit, Health Boards, HSIMI Health Capital Investment Branch • Detailed design and implementation of Health System Accountability and Performance • Ministry-wide administrative support model launched • Continued capacity and competency building, stewardship learning and development, leadership development	• Implementation of: » Corporate and Direct Services » Public Health • Design and implementation of Ontario Public Drug Programs • Continued capacity building and change management to support shift to stewardship culture • Stewardship for Everyone learning modules

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- Change management support as the ministry shifts to a stewardship culture.

We are all approaching the implementation phase next year which calls for an even deeper level of commitment. Once all divisions are in the implementation phase, changing the culture of the ministry will be our key



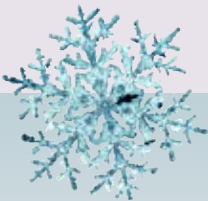
goal. Embedding a culture of stewardship means truly working in a new way, measuring our outcomes as we ask our partners to do, and respecting each others' contributions to our overall success.

Given the level of dedication I have already seen demonstrated throughout the ministry, I am reassured that we are more than up to the task of completing

our journey successfully.

On behalf of the Ministry Management Committee, I would like to take this opportunity to wish you and your loved ones the very best in 2009.

Row



- Ask your manager
- E-mail your questions or comments to the feedback account at anewdirection.moh@ontario.ca

2009 WINTER TOUR

INVITATION

from
Deputy Minister Ron Sapsford

To: All MOHLTC Employees
From: Ron Sapsford | Deputy Minister

Please join me as I start my 2009 winter tour schedule. This tour marks the approach to the last leg of our journey to become a steward of Ontario's health care system.

I will be speaking about:

- Our 2008 transition achievements
- What's ahead for the ministry in 2009
- Changing our culture through learning, adapting and innovating.

As always, there will be plenty of time after my talk to answer your questions.

The January schedule for the tour is:

Date	Time	Toronto Locations
Jan. 19, 2009	9:30 to 10:30 a.m.	5700 Yonge St. — M4 Mezzanine Boardroom
Jan. 19, 2009	11:00 a.m. to 12 noon	5700 Yonge St. — M4 Mezzanine Boardroom
Jan. 19, 2009	2:00 to 3:00 p.m.	Queen's Park - Macdonald Block, Erie/Thames/St. Clair Boardroom
Jan. 21, 2009	2:00 to 3:00 p.m.	Queen's Park - Macdonald Block, Ontario North Boardroom
Date	Time	Hamilton Location Video Simulcast
Jan. 22, 2009	10:30 to 11:30 a.m.	119 King St. W, 12th floor (MOE)
Jan. 22, 2009	1:30 to 2:30 p.m.	119 King St. W, 12th floor (MOE)
Date	Time	Kingston Locations Video Simulcast
Jan. 22, 2009	10:30 to 11:30 a.m.	Macdonald Cartier Building — 49 Place d'Armes Boardrooms 2E/F
Jan. 22, 2009	10:30 to 11:30 a.m.	370 Select Drive (Provider Services Branch)
Jan. 22, 2009	1:30 to 2:30 p.m.	Macdonald Cartier Building — 49 Place d'Armes Boardrooms 2E/F
Jan. 22, 2009	1:30 to 2:30 p.m.	370 Select Drive (Provider Services Branch)
Date	Time	London Location Video Simulcast
Jan. 22, 2009	10:30 to 11:30 a.m.	733 Exeter Rd, Huron Room (MOE)
Jan. 22, 2009	1:30 to 2:30 p.m.	733 Exeter Rd, Huron Room (MOE)
Date	Time	Sudbury Location Video Simulcast
Jan. 22, 2009	10:30 to 11:30 a.m.	199 Larch St., Suite 1201 (MOE)
Jan. 22, 2009	1:30 to 2:30 p.m.	199 Larch St., Suite 1201 (MOE)
Date	Time	Thunder Bay Location Video Simulcast
Jan. 22, 2009	10:30 to 11:30 a.m.	435 James St. S., Room 339 (MNR)
Jan. 22, 2009	1:30 to 2:30 p.m.	435 James St. S., Room 339 (MNR)

Registration is not required. Please join me at a location that is convenient for you. Don't forget to mark it in your calendar today!

I'm looking forward to hearing your thoughts about stewardship, the transition and our new way of working together. I hope to see you there.

Should you not be able to attend, the audio and full text of my speech, and a sampling of questions and answers discussed will be posted in INFOweb's A New Direction section, under [Deputy Minister Tour archive](#).