

Effective communications and collaboration, key focus for new division

"We must engage staff in other branches, divisions, ministries and across government, so we can develop a thorough understanding of the work we are doing."

Susan Fitzpatrick
Assistant Deputy Minister
Negotiations and Accountability Management



Staff at the recent Negotiations and Accountability Division event launches in Toronto and Kingston participated in engaging discussions about the vision, role and priorities of the new division, and its commitment to partner within and beyond the ministry to achieve its goals.

Working in close partnership with external stakeholders and working smarter internally were among the themes highlighted at recent launch events for the new Negotiations and Accountability Management Division (NAM).

"Leveraging stakeholder partnerships is very important. We don't have to do all the work on our own; we need to look at how to share work and not put up barriers," NAM Assistant Deputy Minister Susan Fitzpatrick told staff at the meetings held in Toronto and Kingston. "In the new division, we have a senior management team that is exceptionally strong at getting the work done. This will help us focus on improving our ability to adapt to change and how we do our work."

She explained that the ministry's transition has set the tone for how the new division will function most effectively. "We must work



Members of her management team present Susan Fitzpatrick, left, Assistant Deputy Minister, Negotiations and Accountability Management, with a framed depiction of a wolf pack signed by division staff in Toronto. The piece was entitled: The Power of a Leader and read in part: True leaders are not those who strive to be first, but those who are first to strive and who give their all for the success of the team. With Fitzpatrick are, from left: Kathryn Pagonis, director, Provincial Programs Branch; Suzanne McGurn, director, Negotiations Branch; and Pauline Ryan, director, Health Services Branch.

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Dr. Garry Salisbury photos

KINGSTON

Clicker lets staff talk back instantly

A highlight of Negotiations and Accountability Management Division's (NAM) launch events were spontaneous surveys, where staff members instantly and anonymously responded to a number of questions, using a hand held device, called a "clicker". The collective opinions were then calculated and shared with the audience on an overhead screen within seconds. Division staff at both the Toronto and Kingston events enthusiastically participated in this interactive process.

Highlights of the responses to a number of questions on working in the division, team work and working with stakeholders, included:

- 84 per cent of respondents agreed or strongly agreed that the division was a good place to work
- 80 per cent feel they have a healthy and safe work environment
- 89 per cent think that people in their work unit place a high value on providing good service to their clients
- 60 per cent agreed or strongly agreed that working cross-functionally is encouraged
- 36 per cent indicated that the quality of training and development they have received is very good.

Susan Fitzpatrick, the division's Assistant Deputy Minister, said the clicker survey was much more than an exercise to keep staff engaged during the day. A number of the questions posed were linked to the 2009 Ontario Public Service Employee Engagement Survey. She said the survey results from the launch events will be used as benchmarks and similar polling of the staff will be conducted at future gatherings to track changes over time. "This gives us a snapshot of areas where we are doing well and areas that need attention — such as more focus on learning and development," Fitzpatrick said. ■

"There is much we can do together to raise the performance of our delivery system."

Matt Anderson
CEO of the Toronto Central Local Health Integration Network (LHIN)

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collaboratively and engage staff in other branches, divisions, ministries and across government, so we can develop a thorough understanding of the work we are doing," Fitzpatrick said.

She also noted that a great deal of responsibility rests in the hands of the division. "Our division is responsible for more than \$12 billion in payments. We need to be accountable to taxpayers and patients."

The events provided staff with opportunities to listen and exchange views with a stakeholder panel, share their perspectives about the division's vision, priorities and challenges, as well as engage with guest speakers, who spoke inspiringly about the calling of public service. The events were filled with an air of celebration and anticipation of kicking off a new division, and the important role it will play in carrying out the ministry's work and mandate.

The Toronto stakeholder panel spoke enthusiastically about the increased profile division status will give this area of the ministry and about Fitzpatrick's leadership role. "I am thrilled that this group has been recognized in this way. This division is critical to the way the system operates," said Matt Anderson, CEO of the Toronto Central Local Health Integration Network (LHIN).

"The highlight of December was to see that Susan had been named head of this organization," said Terry Sullivan, president and CEO of Cancer Care Ontario. "She knows how to negotiate, take risks and get to a decision, and that is part of what we need in our partnership with government. This is really a tribute to the division and I just wanted to express my enthusiasm."

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An informative panel made up of Kingston area stakeholders and former Ontario Public Service staff, discussed shared priorities and working collaboratively. From left: Helen Angus, executive lead, Chronic Disease Management, Cancer Care Ontario; Cynthia Martineau, integration consultant, South East Local Health Integration Network (LHIN); John Gerretsen, MPP Kingston and the Islands; Jim Flett, chief operating officer, Kingston General Hospital; and Donna Segal and Larry Stump (not pictured), former Kingston MOHLTC employees.



A group of health system stakeholders were on hand to help mark the Toronto launch of NAM. They spoke of the need for ongoing communication and collaboration with the ministry. From left: Dr. Suzanne Strasberg, president, Ontario Medical Association; Dr. Bob Bell, president and CEO, University Health Network; Naseem Somani, CEO of Gamma-Dynacare Medical Laboratories; Kori Kingsbury, CEO Cardiac Care Network; and Matt Anderson, CEO, Toronto Central Local Health Integration Network (LHIN).

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Dr. Bob Bell, president and CEO of the University Health Network added, "I think the development of this division is a terrific thing for the Ontario patient because it is going to help us understand each other's needs more."

Toronto panel members and division staff alike agreed that effective communication and partnership between the ministry and stakeholders were the most powerful tools going forward to enhance and overcome challenges in the health care system. "There is much we can do together to raise the performance of our delivery system," Sullivan said.

While in Kingston, the stakeholder panel discussed shared priorities and working collaboratively with the ministry. The panel included Cynthia Martineau, integration consultant for the South East LHIN; Helen Angus, executive lead, Chronic Disease Management, Cancer Care Ontario; Jim Flett, chief operating officer of Kingston General Hospital; and Donna Segal and Larry Stump, former Kingston-based MOHLTC staffers.

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Tony Dean, former Secretary of the Cabinet and head of the Ontario Public Service, who is now a fellow in residence at the School of Public Policy and Governance at the University of Toronto, speaks to the Toronto audience about the commitment and level of excellence of the Ontario Public Service. He also praised the ministry and the work of the new division.

The buzz on the Negotiations and Accountability Management launch events

"I think it was a really important exercise to bring the larger group together to foster the feeling of working together under common leadership. It reinforces that it takes all of us, not just one leader, to change the landscape to becoming steward of the health system. I believe that this was an opportunity to encourage partnership and to reinforce the common purpose we all share, within the new division."

Anne-Marie Kooiman, senior program consultant, Provider Payment Programs, Health Services Branch, Kingston

"It's absolutely critical to have this opportunity to hear from the new ADM as she shares her vision and priorities, and we can see how we can integrate these to have an impact on our work."

Frank McGee, AIDS manager, AIDS Bureau, Provincial Programs Branch, Toronto

"As a new manager to Primary Health Care and the division, the launch provided me with an opportunity to see the number of resources available both in Kingston and around the province. It provided division members an opportunity to hear first hand from our new ADM, but long-term colleague. Her views on the importance of engaging the stakeholders and partners in true consultation, and the need for effective and strong communication were welcomed by the staff and some of our partners who were there to celebrate this momentous event."

John Romard, program manager, Business Integration Services, Primary Health Care Branch, Kingston

"It was interesting hearing from the stakeholder panel. You see these names coming up in your daily work and now you can put a face to them. This day has stressed the importance of communication. We all have to interact together to get things done at the end of the day."

Eugenia Bernard, administrative assistant, Primary Health Care Branch, Toronto

"I thought the NAM launch was informative. As a new member of the OPS, I particularly enjoyed hearing the perspectives of senior and former public servants. I felt it was particularly valuable to hear insights from panel members that have a Kingston connection."

Philip Fougere, negotiations consultant, Strategy and Alignment, Negotiations Branch, Kingston

"It's the first time I've seen the stakeholders all together in a group. I discuss things with each of them individually, but, to hear them interact with each other was extremely valuable. We would learn a lot from listening to them collectively, as opposed to going in one at a time and trying to pluck information. This was really a great opportunity to listen to their views on how the health system should work."

Jeff Morgenstern, manager, Blended Models, Primary Health Care Branch, Toronto/Kingston

NEW Directions



A piece of artwork signed by Kingston divisional staffers is presented to Susan Fitzpatrick, middle, Assistant Deputy Minister, Negotiations and Accountability Management. The picture, which depicts a golf course — one of her passions — read in part: Excellence is never an accident. Joining Fitzpatrick is Suzanne McGurn, left, director, Negotiations Branch, and Pauline Ryan, director, Health Services Branch join Fitzpatrick.



Above: Colleagues in the Health Services Branch enjoyed each other's company and participating in the Kingston division launch event. From left: Shawna Middleton, administrative co-ordinator; Lisa Graham, acting senior program consultant; Shelly Rizk, acting project administrative officer; and Erin Wilson-Scott, acting administrative assistant. Below: Tess Palatino, senior program consultant, Organ and Tissue Donation and Transplantation, Acute Services and Chronic Disease Unit, Provincial Programs Branch, asks the stakeholder panel in Toronto a question.



“You deserve to hear this because you make a significant contribution and you hold a lot of responsibility in your hands. You’ve got great leadership and I know you have terrific passion in this room.”

Tony Dean

Former Secretary of the Cabinet and head of the Ontario Public Service

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At the Toronto event, the day was capped off by an address from Tony Dean, former Secretary of the Cabinet and head of the Ontario Public Service. Dean, who is now a fellow in residence at the School of Public Policy and Governance at the University of Toronto, gave a rousing talk about the commitment and level of excellence of the Ontario Public Service. He also gave special praise to the ministry and the work of the new division.

“The work that we have the privilege of doing makes a difference in the lives of the people of Ontario,” Dean said. “The Ministry of Health and Long-Term Care has always been and continues to be an absolutely superb ministry. I’m privileged to be involved in the launch of a new division.”

He noted a number of accomplishments the ministry has made in recent years including reducing wait times and innovations in primary care delivery models. “You deserve to hear this because you make a significant contribution and you hold a lot of responsibility in your hands. You’ve got great leadership and I know you have terrific passion in this room.”

In Kingston, local MPP John Gerretsen, also delivered an uplifting speech on the importance and value of the OPS.

Fitzpatrick urged staff to e-mail her with further comments about what they thought of the event and ideas for future divisional gatherings. She committed to staff that she would make herself available for one face-to-face division meeting annually and three virtual meetings throughout the year. Fitzpatrick vowed to maintain an open mind and an open door with her staff.

“Holding these events is important to set the tone for the new division and the new year. I want people to feel motivated and get pumped,” Fitzpatrick said in an interview after the event. “It’s key for us to feel connected as a division and that we are moving forward in the same direction.” ■

NEW Directions

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