

NEW

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Directions

Tackling the challenges of *implementing* stewardship

The two lead-off divisions in the ministry's transition have taken steps to effectively implement change and point the way for other areas in the ministry to follow, said Debbie Fischer, Assistant Deputy Minister, Transition.

Health System Strategy (HSS) and Health System Information Management and Investment (HSIMI), led respectively by Assistant Deputy Ministers Adalsteinn Brown and John McKinley, were the first two divisions to undergo the structural transition to a functional stewardship model. "These divisions have been in the implementation phase for about a year and are working hard to make changes come alive," Fischer said.

"Steini and John have done some spectacular work in really entrenching the stewardship vision into their divisions and working with their teams to carry the vision forward," Fischer noted. (See the November 21 issue of [NEW Directions](#) for details of the approaches McKinley and Brown have taken to implement the transition to stewardship in their divisions.)

Stephen Pinkus, transition project manager, explained that implementation is the final step of a five-phase approach that every division will follow to arrive at a functional model. While the first four phases (assessment, planning, high-level design and detailed design) is led by a team within the Transition Division that works

closely with the ADMs and directors, the divisions own the implementation phase. (See chart on page 2 for a description of the work undertaken in each phase to create a branch that is fully operational and aligned with the stewardship model.)

Some of the steps that may need to be completed during implementation include:

- Make an inventory of the work the division needs to carry out
- Write detailed procedural manuals for new work based on the high-level process design done in earlier phases of the transition
- Develop a staffing strategy and hire or train people to carry out new work and new procedures
- Focus on change management to adapt culture, behaviour and work practices.

One of the first things the new divisions must do in implementation is set a series of operational goals that answer the question: When do we consider implementation to be complete? "For example, the division decides that when a certain percentage of recruitment is done and when certain key processes are operational, implementation will be

considered complete," said Pinkus.

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...continued on page 2

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Pinkus said the transition team has recommended that divisions set a time limit of one year to complete the major steps in the implementation process. However, since various divisions of the ministry are moving through the transition phases at different times, there are certain pieces of implementation that may be delayed because they are dependent on aspects of another division being put in place. “Some areas in HSS, for example, are still waiting

for the designs of other divisions to be completed before some of their functions can work optimally,” Pinkus explained.

Fischer noted that although much time and hard work was put into designing the structure and processes to move divisions through the transition, the implementation phase presents the greatest challenges. “It takes time to make the transition and learn how to work in a functional model,” she said. “It’s a challenge to work horizontally

instead of vertically. When you are working horizontally you need more discipline around the agreements and the expectations that you have with individuals on your team.”

Fischer said as various divisions move through the transition at different times, there will continue to be variations in approach to implementation. “But everyone is working on the same ultimate goal — solidifying the change to a stewardship model.” ■

Step-by-step process used to create a branch

The work to design a branch in the ministry follows an integrated project plan. This detailed plan moves through five phases of work that results in a branch that is fully operational and aligned with the stewardship model. The step-by-step process focuses on how each branch will fit into the division’s overall goals and the new work of the

ministry. The order of the phases is the same every time a new branch is designed in the ministry. While the first four phases (assessment, planning, high-level design and detailed design) is led by a team within the Transition Division that works closely with the Assistant Deputy Ministers and directors, the divisions own the implementation phase.

Assessment Phase	Planning Phase	High-Level Design Phase	Detailed Design Phase	Implementation Phase
Ministry Management Committee (MMC) approval obtained to launch the new branch project	SMG/branch director assumes new role in branch project	Process design ● Detailed processes to identify workflow and volume of work	Process design ● Process design work is handed off to branch directors and I & IT	Process implementation ● Procedures / work steps ● Training materials / manuals
	Branch project team assigned	Organization design ● Organization design principles ● Preliminary branch structure ● Position profiles/ FTE requirements	Organization design ● Job descriptions ● Final detailed design	HR process ● Assignments ● Inplacements ● Recruitment ● Union disclosure as required
	Branch project kicks off	HR Processes ● High-level planning	HR processes ● Position matching ● Detailed union disclosure and staff notification	Facilities implementation
	Detailed branch project work plan is put together	High-level facilities design	Detailed facilities assessment	Technology implementation
	Risk is assessed	High-level technology assessment	Detailed technology assessment	