

Agency Review Work Stream Updates

Agency Review Project Team Meeting

January 17, 2019

CONFIDENTIAL



Ontario

AGENCY REVIEW

January Critical Milestones

HPSC (Jan 16)

- Cabinet approved the full integrated care transformation plan, to be co-led with the Strategic Transformation Advisor at Cabinet Office, including:
 - Creation of MyCare Groups, implementation of up to 10 early adopter sites in the spring, and the development of a comprehensive implementation for provincial rollout
 - Consolidation of six operational Crown agencies and one advisory agency into a single crown Agency that would among other responsibilities, deliver a new health sector supply chain model
 - Elimination and replacement of LHIN boards with a common board with the new Agency
 - Development of a new streamlined regional oversight model, including the transition of LHIN functions, assets, employees to the new Agency and mature MyCare Groups as appropriate
 - Proceeding to TB/MBC and LRC for necessary financial and legislative/regulatory approvals
 - Reporting back to Cabinet in Q4 2019/20 with additional phases of work (i.e., full MyCare Group implementation, final regional oversight model, expansion of Agency mandate)

TB/MBC – early minutes (Jan 16)

- Cabinet approved:
 - Creation of Health Program Initiatives (HPI) to serve as the interim corporation to be continued in proposed legislation as the new Agency
 - Appointment of three board of directors to create HPI
 - Proceeding with procuring a consultant, up to \$5M up to 4 years, to support Agency implementation
 - Proceeding with the development of MyCare Groups
 - A series of report backs
 - Feb 2019 with the details of Agency implementation (e.g., enabling legislation, mandate, governance, financial, labour/human resources, etc.)
 - Sept 2019 with details regarding the dissolution of LHINs and the integration of LHIN functions into the new Agency
 - Q4 2019/20 on future phase of work for the Agency and on early adopter MyCare Group performance and full provincial implementation plan
- Interim board of directors appointed by LGIC (Jan 17)
- Establish new not-for-profit corporation (Jan 18-25)
- Recruitment of NewCo board (begins Jan 22)

AGENCY REVIEW WEEKLY STATUS REPORT

reporting week: Jan 9-16
Lead: Sean Court

Work Stream: Cabinet Committees

Decisions required / Comments

See attached document

Date required

Milestones/Key activities this week

Health & Social Policy Committee

16-Jan

Status

Approved

Comments/supports required

TB/MBC - Early Minutes

16-Jan

Approved

Cabinet

17-Jan

Upcoming Milestones/Activities

We are currently tracking to the following Committees in February. However, we are examining opportunities to streamline the TB/MBC approvals.

TB/MBC: February 12

Report back on implementation

Final materials due February 5 (based on standard timelines)

TB/MBC: February 19

Final Board OICs

LRC and Cabinet: February 27

ADM approved materials due January 31, final materials due February 18 (based on standard timelines)

Risks

Significant remaining decisions required before TB/MBC and LRC materials can be completed. High

Impact

Mitigation plan

| | | | | | |
|--|-----------------|---|--|---|---|
| | No major issues | Y | Issues may ensue milestones to be missed | R | Issues will cause milestones to be missed |
|--|-----------------|---|--|---|---|

AGENCY REVIEW WEEKLY STATUS REPORT

reporting week: Jan 9-16, 2019

Work Stream: Procurement

Lead: Evan Mills

| Decisions required / Comments | Date required |
|-------------------------------|---------------|
|-------------------------------|---------------|

Executive Lead confirmation of content of Implementation Support Services RFS 18-JAN
 TB/MBC approval for implementation and project and change management services in support of MOHLTC agency review 17-JAN

| Milestones/Key activities this week | Target completion date (dd-mm-yy) | Status | Comments/supports required |
|---|-----------------------------------|--------|--|
| Prepare the business case and RFS for Implementation Support Services in advance of anticipated release to market | Ongoing | Yellow | Currently on track, but almost no slack in schedule to allow for unexpected delays |
| Received final report on agency review models analysis from vendor | 10-JAN | Green | |
| Released RFS for Asset Mapping and Implementation Planning | 14-JAN | Green | |
| Facilitated a mandatory information session for the Asset Mapping and Implementation Planning RFS Services | 16-JAN | Green | NDAs issued and signed |

Upcoming Milestones/Activities

Issue RFS for Implementation service support (22-Jan)
 Mandatory information session for RFS for Implementation services (24-Jan)
 Deadline for vendors to respond to the Asset Mapping and Implementation Planning RFS (31-Jan)
 Issue contract award for stakeholder engagement and clinical networks RFS (31-Jan)

| Risks | Impact | Mitigation plan |
|-------|--------|-----------------|
|-------|--------|-----------------|

Delays in approval by TB/MBC for implementation and change management resources, or completion of RFS for asset mapping and implementation planning resources may create risks for the transition and establishment of NewCo
 H Existing resources can continue initial work on detailed planning and analysis

AGENCY REVIEW WEEKLY STATUS REPORT

Work Stream: IM / IT / Digital

reporting week: Jan 2-9, 2019

Lead: Evan Mills

Decisions required / Comments

TB/MBC decision required on future state agency model to inform transition path for digital / IT assets and services and confirmation of scope of agencies and transfer payment partners who will be in scope. ASAP

Milestones/Key activities this week

Preparation ongoing for all materials that will be required in support of Feb. TB submission. 18-Jan

Comments/supports required

Target completion date (dd-mmm)

Status

Upcoming Milestones/Activities

Draft IM / IT / Digital assets inventory for organizations that will form initial scope of the new agency model (18-Jan)

Draft functional mapping of existing digital health organizations to new model (18-Jan)

Draft model of cost/FTE impacts of proposed reform and prep associated content to contribute to TB submission (18-Jan)

Risks

Changes in direction on which agencies and transfer payment partners who will be in scope may impact planning and reduce readiness for transitions

Increased scope of transition of digital partners into NewCo (now including transfer payment partners) increasing the complexity of digital work stream

Impact

Mitigation plan

M Confirm direction following HSP and TB/MBC approvals expected in Jan.

H Adapt planning and scope of consulting services to account for increased scope of NewCo

AGENCY REVIEW WEEKLY STATUS REPORT

reporting week: Jan 9-16, 2019
Lead: Cherrie Lethbridge

Work Stream: Human Resources

Decisions required / Comments

Decisions on timing and what will be announced

To support stakeholder communications, business decision required on which agencies are in/out for February announcement, resulting governance. What is the plan for CEO/board, what would be status of individual agencies and staff, and the effective date of reporting to new agency and phasing details

Milestones/Key activities this week

The specifics around the information that will be externally/publicly communicated required in order to ensure alignment with the development of internal communications products.

Draft internal communications, corporate information share for OPSEU and AMAPCEO and any related Q&A
Connect with TBS Labour Relations to review draft.

Week of Dec 10th

Week of December 17th

Comments/supports required

Waiting on key decisions from NS re email dated January 10th.

Waiting on key decisions from NS re email dated January 10th.

Upcoming Milestones/Activities

Risks

Need clarity on what will be announced and when

M

Mitigation plan

As details are being updated on an ongoing basis we need to ensure we have the most accurate and up-to-date decisions/information to inform our plan and products

External communication is not completed by original deadline.

L

If the development of the external communication is delayed, this will cause a delay in the development of and consultation on internal communications products.

AGENCY REVIEW WEEKLY STATUS REPORT

reporting week: Jan 9-16

Work Stream: Communications

Lead: Jessica Davidson

Decisions required / Comments

Stakeholder (internal and external) plan -- pre- and post-announcement

As developed

Date required

Milestones/Key activities this week

Focus groups being held Thursday of this week, and Monday and Tuesday of next week. Program areas have been invited to observe. Focus will be on naming exercise as well as narrative/message testing.

Communications materials to be developed following message testing exercise (as above)

Target completion date (dd-mm)

22-01

Status

Short report to follow Jan. 25

Comments/supports required

QAs and visuals in development, but will need to reflect confirmed narrative

Upcoming Milestones/Activities

CMD to create work back schedule that tracks approval requirement for comms products

Risks

Approval timelines will be very tight

Impact

High

Mitigation plan

Creating a work back schedule for alignment

AGENCY REVIEW WEEKLY STATUS REPORT

reporting week: Jan 9-16

Work Stream: Legal

Lead: Melissa Gibson

| Decisions required / Comments | Date required |
|-------------------------------|---------------|
|-------------------------------|---------------|

| | |
|--|------|
| <p>Current draft of legislation related questions include:</p> <ul style="list-style-type: none"> Name of Agency Where does Provincial Ombudsman go? (Ministry or Agency) Is the selling of services restriction subject to LGIC approval acceptable? Does it interfere with any supply chain plans? Other restrictions listed? Should hospice, palliative care be added to the list of health services to a patient in relation to ICDS designation requirement? Are there any powers of the board that should not be delegated (to CEO)? How much, if any, consultation references would be in the legislation in relation to Agency? In relation to HSPs and ICDSs? What about a PFAC? What TGLN functions will the Agency inherit? Clarify direction on investigator and supervisor powers, and discuss how to resolve conflicts with other schemes (e.g. PHA, LTCH/A) <p>Other decisions:</p> <ul style="list-style-type: none"> New name for ICDS groups due to trademark issue | ASAP |
|--|------|

| Milestones/Key activities this week | Status | Comments |
|-------------------------------------|--------|----------|
|-------------------------------------|--------|----------|

| | | |
|--|--|--|
| <ul style="list-style-type: none"> Preparing legislative drafting instructions, reviewing drafts from Legislative Counsel (this is ongoing process back and forth) Taking Lynn through the draft for decisions (part 1) Identifying relevant provisions in ECFAA to carry over to new legislation including Patient Ombudsman – involves drafting to work with current draft of bill Identifying relevant provisions in TGLN to carry over to new legislation (ongoing) Identifying consequential amendments specific to LHSIA and LHN references in statutes and regulations Advising on procurement components (recruitment of board members, CEO) Corporation start-up advice including by-laws, resolutions, accountability agreement (ongoing) Reviewing/editing all approval documents for Cabinet and TB (briefing notes, Qs and As, pink note, power point, etc) Finalizing, coordinating OICs for establishment of agency/appointment of first 3 directors (complete) Ongoing work on corporation objects for statutory corporation Updated trademark search for agency name and "MyCare" Coordinating retention of labour/employment counsel for agency start-up Meeting with Ministry and MOL on PSLRTA related issues Ongoing privacy advice | | |
|--|--|--|

| Upcoming Milestones/Activities |
|--------------------------------|
|--------------------------------|

| |
|---|
| <ul style="list-style-type: none"> Incorporating letters patent corporation once OICs for establishment are signed by LG Getting MAG counsel for agency- due to confidentiality, cannot facilitate until OICs for establishment are signed by LG Finalizing instructions for draft including consequential amendments/transition provisions* -- all due ASAP |
|---|

AGENCY REVIEW WEEKLY STATUS REPORT

reporting week: Jan 9-16, 2019

Work Stream: Regional Oversight

Lead: Phil Graham

Decisions required / Comments

Date required

TB/MBC decision to extend exemption from OPS Procurement Directive (re: home care stability and continuity) and to exempt ministry from Agency and Appointments Directive (re: treating 14 LHIN corporations as one for purposes of compliance) February 12, 2019 (TB/MBC)

Interim regional leadership and staffing configuration to be implemented following appointment of interim board and CEO. TBD

Legislative opportunity to modernize home care to enable home care integration with ICDS. TBD

Milestones/Key activities this week

Status

Target completion date (dd-mm-yy)

Comments/supports required

Reflect new direction on regional oversight into submission/approval documents 01/16/19

Procurement of advisory services from external consultant to advise on regional oversight transition 01/18/19

In progress with Procurement Advisory services

Revised implementation structure and implementation plan to support new direction. TBD

Upcoming Milestones/Activities

January 16/19: Policy Committee

January 16/19: TB/MBC – Approval to procurement management consulting services to assist with LHIN reorganization, as appropriate;

January 18/19: Initiate procurement for advisory services re: regional oversight

February 12/19: TB/MBC – Approval to adjust requirements of Agency and Appointments Directive to treat LHINs as a single entity for purposes of Directive compliance and exemption extension from Procurement Directive for home care service contracts; Revocation of LHIN Board member OICs

Risks

Impact

H

Mitigation plan

New home care legislation needed to dissolve LHINs, repeal LHSIA and shift home care responsibilities and employment to ICDSs/points of care. Identify early opportunities in legislative agenda

Service disruption and capacity to manage and oversee LHIN functions during transition period. H

Ensure oversight and management structure reflect LHIN role in home and community care delivery and oversight of 1,800 health service providers.

Labour relations and potential labour disruption with unionized, LHIN-employed care coordinators - primarily ONA represented members whose collective agreements expire in March 2019. H

Support agency in engaging bargaining agents effectively and in adhere to TBS approach to collective bargaining

| | | | | | |
|--|-----------------|---|--------------------------------------|---|---------------------------------------|
| | No major issues | Y | Issues may cause impact to be missed | R | Issues will cause impact to be missed |
| | | | | | |

AGENCY REVIEW WEEKLY STATUS REPORT

reporting week: Jan 9-16, 2019
Lead: Neeta Santa

Work Stream: Organizational Design

| Decisions required/ Comments | Date required |
|---|---------------|
| Finalize powers of the new agency | 10-Jan |
| Determine New Agency Executive Structure and Team | 11-Jan |

| Milestones/Key activities this week | Target completion date (dd-mmm) | Status | Comments/supports required |
|--|---------------------------------|--------|--|
| Finalized objects of new agency. | 10-Jan | | Requires additional work |
| Review of powers. Final draft aim for end of week | New target date: 18-Jan | | Further work to be completed on in-scope phase 1 agencies/Ts based on outcome of DM briefing |
| Engaged in discussions with IO, Corporate coordination office re: set up NewCo | 15-Jan | | |
| Continuing deep dive conversations on HSSQ, eHO | 18-Jan | | |

Upcoming Milestones/Activities

Planning for Minister's announcement and Day 1 of agency ADMs meeting on ministry and agency functions
Working with HR work stream to determine interim CEO salary range

Risks

There are major interdependencies identified with other transformational initiatives within 'Towards Integrated Care' that impact Agency Review. Clear governance, an overall integrated plan and dedicated pm is required for the overall 'Towards Integrated Care'.

Delayed decision making can impact critical milestones including submission materials and dates, minister's announcement, etc.

| Impact | Mitigation plan |
|--------|--|
| H | Flagged at ELT and ADM steering committee. |
| H | Ensure dedicated briefing time on key decisions with executive project sponsor |

AGENCY REVIEW WEEKLY STATUS REPORT

Work Stream: Organizational Design/Agency Governance

reporting week: Jan 9-16

Lead: John Amodeo

Decisions required/ Comments

Date required

Selection of Recruitment consultant related to potential public appointee candidates

2019-01-18

Vendor to provide list of potential public appointees

2019-01-26 to 2019-02-06

Corporate decision (cabinet approval) on permanent board members

2019-02-20

Corporate decision (cabinet approval) on revocations of existing board members on 20 operational service agencies as well as revocations for interim board members

2019-02-20

Milestones/Key activities this week

Target completion date (dd-mm-yy)

Status

Comments/supports required

OICs for interim board as well as the remuneration OIC have been prepared, legal approved, and Minister signed and are now awaiting corporate approval

14-Jan

Selection of vendor to recruit public appointees (interim CEO) continues.

18-Jan

Existing board members on the 20 operational agencies in-scope have been identified in advance of revocation OICs (approx. 180 revocation OICs are required)

18-Jan

Internal follow-up with Legal Services Branch (LSB) and Public Appointments Secretariat (PAS) regarding sequencing of revocations for existing and interim board members and other related matters.

18-Jan

Upcoming Milestones/Activities

Once board members are identified for the new entity will require preparation of OIC package, in advance of corporate decision, including Conflict of Interest (COI) and Canadian Police Information Check (CPIC), etc. (20-Feb)

Revocation OICs will need to be prepared for current board members of all agencies in scope as well as interim board members

Risks

Impact Mitigation plan

Delays in applicant's ability to complete required documentation for OIC appointments

M

Extensive follow-up with applicants to ensure deadlines are met

| | | | | |
|--|--|--|----------|---|
| | | Issues may cause milestones to be missed | R | Issues will cause milestones to be missed |
|--|--|--|----------|---|

AGENCY REVIEW WEEKLY STATUS REPORT

reporting week: Jan 9-16, 2019
Lead: Neeta Sarfa

Work Stream: Implementation

Decisions required / Comments

What is the timing related to secondments?

Date required

17-Jan

Milestones/Key activities this week

Target completion date (dd-mm)

Status

Comments/supports required

NewCo Implementation Team set-up

15-Jan

[Redacted]

Draft implementation work plan and milestone map visual of implementation plan

16-Jan

[Redacted]

Upcoming Milestones/Activities

Finalize NewCo set up and work plan
Determine reporting structure with NewCo team

Risks

Impact

Mitigation plan

Given tight timelines and number of activities, on-boarding of NewCo implementation team will be limited

M

Ensure accessibility to project sponsor and agency implementation secretariat

Overlap of activities between agency secretariat and NewCo implementation team

M

Define boundaries on project plan, ensure responsibilities are assigned to appropriate team on project related tasks.