

Agency Review Work Stream Updates

Agency Review Project Team Meeting

January 17, 2019

CONFIDENTIAL



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

Work Stream: Cabinet Committees

reporting week: Jan 9-16

Lead: Sean Court

Decisions required / Comments	Date required
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See attached document

Milestones/Key activities this week	Target completion date (dd-mmm)	Status	Comments/supports required
Health & Social Policy Committee	16-Jan		Approved
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

- ABM approved materials due January 31; final materials due February 18 (based on standard timelines)

Risks	Impact	Mitigation plan
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Significant remaining decisions required before TB/MBC and LRC materials can be completed	High	
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 Key	 No major issues	 Y Issues may cause milestone to be missed	 R Issues will cause milestone to be missed
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AGENCY REVIEW WEEKLY STATUS REPORT

Work Stream: Procurement

reporting week: Jan 9-16, 2019

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-mmm)	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	NDA's 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

Key	No major issues	Issues may cause milestone to be missed	Issues will cause milestone to be missed
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AGENCY REVIEW WEEKLY STATUS REPORT

Work Stream: IM / IT / Digital

reporting week: Jan 2-9, 2019

Lead: Evan Mills

Decisions required / Comments	Date required
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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
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Milestones/Key activities this week	Target completion date (dd-mmm)	Status	Comments/supports required
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


Preparation ongoing for all materials that will be required in support of Feb. TB submission	18-Jan		
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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	Impact	Mitigation plan
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Changes in direction on which agencies and transfer payment partners who will be in scope may impact planning and reduce readiness for transitions	M	Confirm direction following HSP and TB/MBC approvals expected in Jan.
Increased scope of transition of digital partners into NewCo (now including transfer payment partners) increasing the complexity of digital work stream	H	Adapt planning and scope of consulting services to account for increased scope of NewCo

	 No major issues		 Issues may cause milestone to be missed	 Issues will cause milestone to be missed
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AGENCY REVIEW WEEKLY STATUS REPORT

Work Stream: Human Resources

reporting week: Jan 9-16, 2019

Lead: Cherrie Lethbridge

Decisions required / Comments	Date required
Decisions on timing and what will be announced	As soon as possible
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	As soon as possible

Milestones/Key activities this week	Target completion date (dd-mmm)	Status	Comments/supports required
The specifics around the information that will be externally/publicly communicated required in order to ensure alignment with the development of internal communications products.	Week of Dec 10 th		Waiting on key decisions from NS re email dated January 10 th
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 December 17 th		Waiting on key decisions from NS re email dated January 10 th

Upcoming Milestones/Activities

Risks	Impact	Mitigation plan
Need clarity on what will be announced and when	M	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.

K	C	No major issues	Y	Issues may cause milestone to be missed	R	Issues will cause milestone to be missed
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AGENCY REVIEW WEEKLY STATUS REPORT

Work Stream: Communications

reporting week: Jan 9-16

Lead: Jessica Davidson

Decisions required / Comments	Date required
Stakeholder (internal and external) plan -- pre- and post-announcement	As developed





Milestones/Key activities this week	Target completion date (dd-mmm)	Status	Comments/supports required
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.	22-01		Short report to follow Jan. 25
Communications materials to be developed following message testing exercise (as above)	25-01		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	Impact	Mitigation plan
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Approval timelines will be very tight	High	Creating a work back schedule for alignment
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 Key	 No major issues	 Issues may cause milestone to be missed	 Issues will cause milestone to be missed
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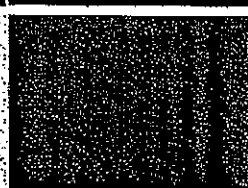
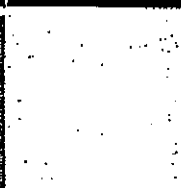
AGENCY REVIEW WEEKLY STATUS REPORT

Work Stream: Legal

reporting week: Jan 9-16

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, LTCHA) <p>Other decisions:</p> <ul style="list-style-type: none"> New name for ICDS groups due to trademark issue 	<p>ASAP</p>

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 LHIN 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



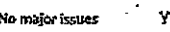
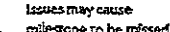
Decisions required / Comments	Date required
TB/MBC decision to extend exemption from OPS Procurement Directive (re: home care stability and continuity) and to exempt ministry from Agency and Appointments Directive (re: treating 14 LHIN corporations as one for purposes of compliance)	February 12, 2019 (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	Target completion date (dd-mmm)	Status	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	Mitigation plan
New home care legislation needed to dissolve LHINs, repeal LHSIA and shift home care responsibilities and employment to ICDSs/points of care.	H	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 milestone to be missed	 R Issues will cause milestone to be missed
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AGENCY REVIEW WEEKLY STATUS REPORT

Work Stream: Organizational Design

reporting week: Jan 9-16, 2019

Lead: Neeta Sarta

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/TPs based on outcome of DM briefing
Engaged in discussions with IO, Corporate coordination office re: set up NewCo	15-Jan	Completed	
Continuing deep dive conversations on HSSO, eHO	18-Jan	Completed	

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	Impact	Mitigation plan
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'.	H	Flagged at ELT and ADM steering committee
Delayed decision making can impact critical milestones including submission materials and dates, minister's announcement, etc.	H	Ensure dedicated briefing time on key decisions with executive project sponsor

		No major issues	Y	Issues may cause milestones to be missed		Issues will cause milestone to be missed
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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-mmm)	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
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Delays in applicant's ability to complete required documentation for OIC appointments	M	Extensive follow-up with applicants to ensure deadlines are met
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 Key	 G No major issues	 Y Issues may cause milestone to be missed	 R Issues will cause milestone to be missed
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AGENCY REVIEW WEEKLY STATUS REPORT

Work Stream: Implementation

reporting week: Jan 9-16, 2019

Lead: Neeta Sarta

Decisions required / Comments	Date required
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What is the timing related to secondments?	17-Jan
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Milestones/Key activities this week	Target completion date (dd-mmm)	Status	Comments/supports required
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

NewCo Implementation Team set-up	15-Jan		
Draft implementation work plan and milestone map visual of implementation plan	16-Jan		

Upcoming Milestones/Activities

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

Risks	Impact	Mitigation plan
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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.

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