



Health
Canada

Santé
Canada

Presentation to CPSQA

June 26, 2003

Healthy
Environments and
Consumer Safety
Branch

Enhanced Management Capacity Project

Canada

- Who we are
- The problem
- The response
- Expected Benefits
- Issues
- Discussion

- Health Environments and Consumer Safety Branch
- Part of Health Canada
- Formed through departmental realignment in 2000
- ~1200 FTEs (NCR and Regions)
- 5 distinct "Programmes"
 - Drug Strategies and Controlled Substances
 - Product Safety
 - Safe Environments
 - Tobacco Control

Helping the people of Canada to maintain and improve their health by promoting healthy living, working and recreational environments, and by reducing the harm caused by tobacco, alcohol, controlled substances, environmental contaminants, and unsafe consumer and industrial products.

- **External:** Multiple Government / Health Canada management improvement initiatives, with no overall framework
- **Internal:**
 - New organization bringing together different cultures characterized by:
 - ☐ inconsistent and unaligned management support processes (e.g., planning, performance measurement); and,
 - ☐ Inadequate decision support systems.
 - “Framework overload”; and,
 - Expectations exceed capacity.

- The Enhanced Management Capacity (EMC) Project.
- Two main components:
 - A Management Capacity Model (MCM); and,
 - An Integrated Management Framework (IMF).

- Based on National Quality Institute (NQI) “*Canadian Quality Criteria for Public Sector Excellence*” (CQC), but extended to incorporate relevant additional criteria*
- It is a tool :
 - that provides guidance on what is required to be in place to fully comply with objective criteria for organizational excellence; and,
 - to be used to assess progress.

* Modern Comptrollership and other requirements (e.g., OAG Financial Management, National Archives Information Management requirements, Lab certification)) = “**CQC+**”

- Framework which interrelates elements defined by the MCM.
- Encompasses:
 - overall process relating key elements;
 - Sub-processes;
 - principles;
 - timing;
 - terminology.

Relationship of MCM and IMF

Leadership

Planning

Client

Partnerships

Process

People

O. Performance

- **Strategic Direction**
 - Mission & Mandate communicated
 - Success factors & priorities linked to strategic directions
 - Ambitious Objectives communicated
 - Implementation monitored & reviewed
- **Leadership Involvement**
 - SM team demonstrate commitment to improvement
 - SM team work together to reduce barriers
 - Responsibility, accountability and leadership for improvement shared throughout organization
 - SM rewards linked to quality prin.
 - Responsibility to society considered in decision making processes
 - Ideas/practices on improvement shared
- **Results of leadership actions**
 - Xxxx
 - Yyyy
- **Cont. Improvement**

Need:

- **Commitment of Senior Management Team**

Need:

- **Mission Statement**
- **Mandate Statement**
- **Communication Plan**

Need:

- **Success factors**
- **Priorities**
- **Strategic Directions**

Need:

- **Monitoring of progress**

MCM collectively defines **what** is required to be in place to achieve management excellence and provides a **tool** to assess progress

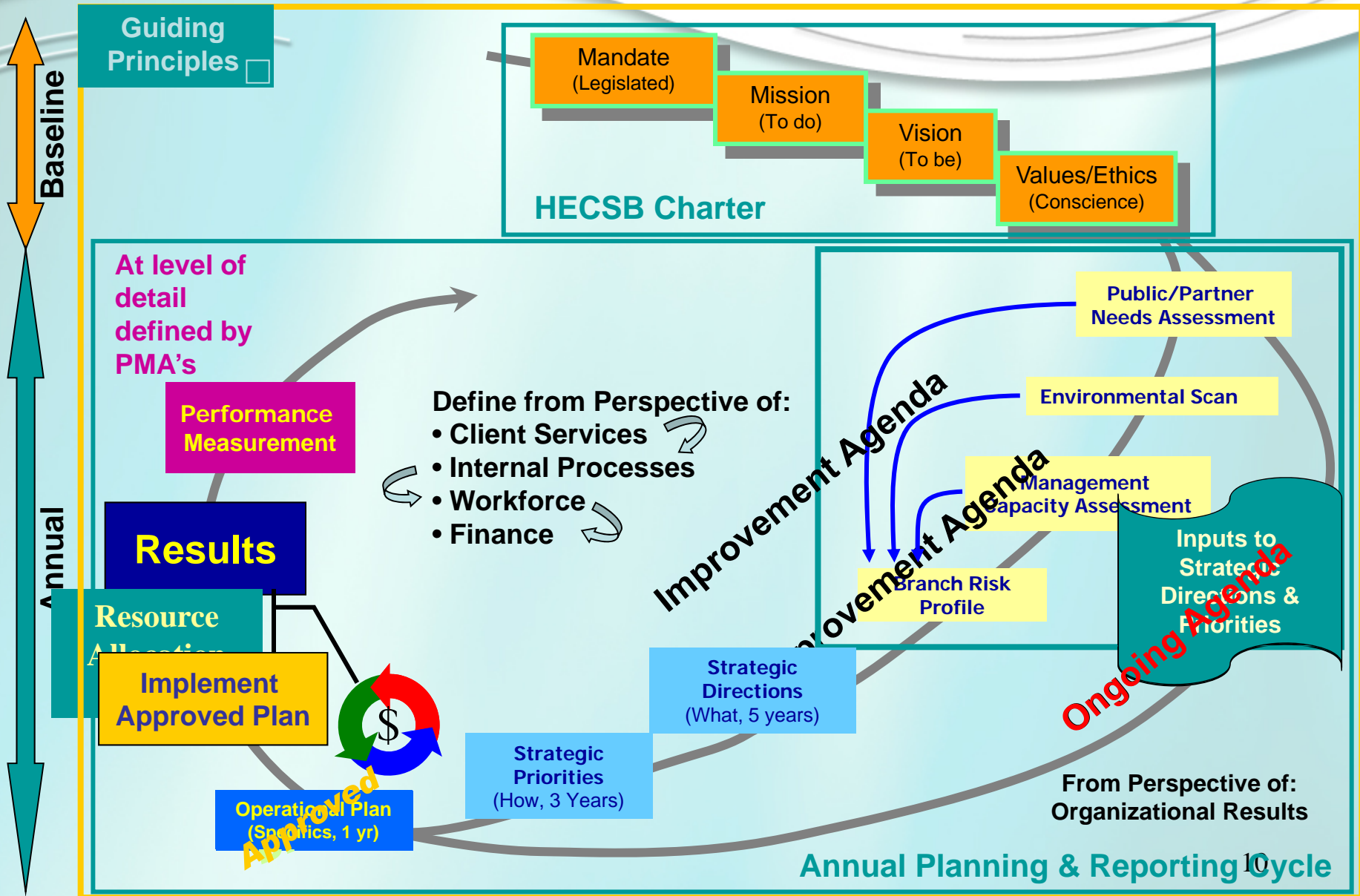


IMF defines **how** the pieces interrelate (e.g., process, timing, terminology)

MCM

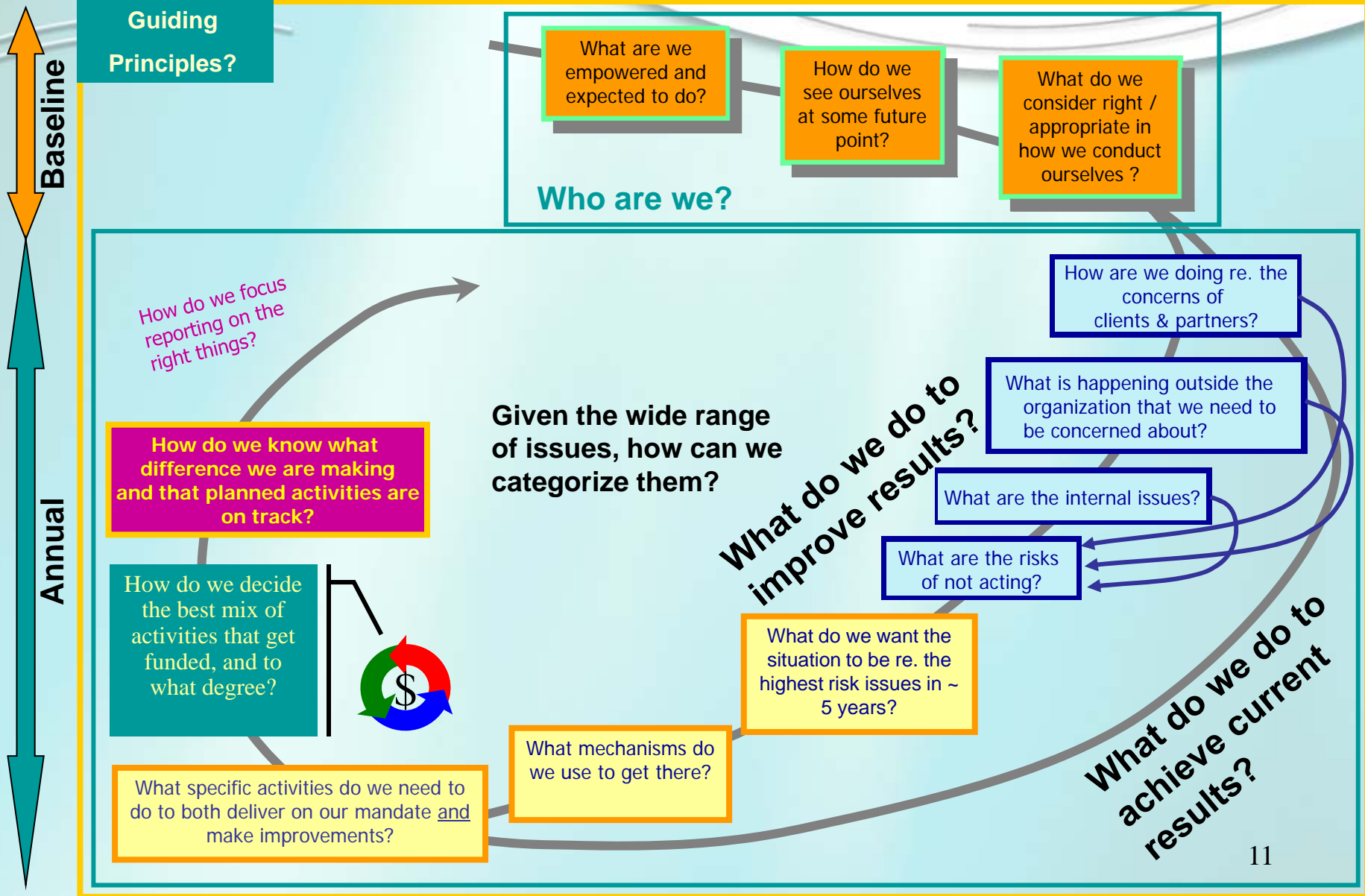
Overview Of Integrated Management Framework

HECS



Questions Driving the IMF

HECS

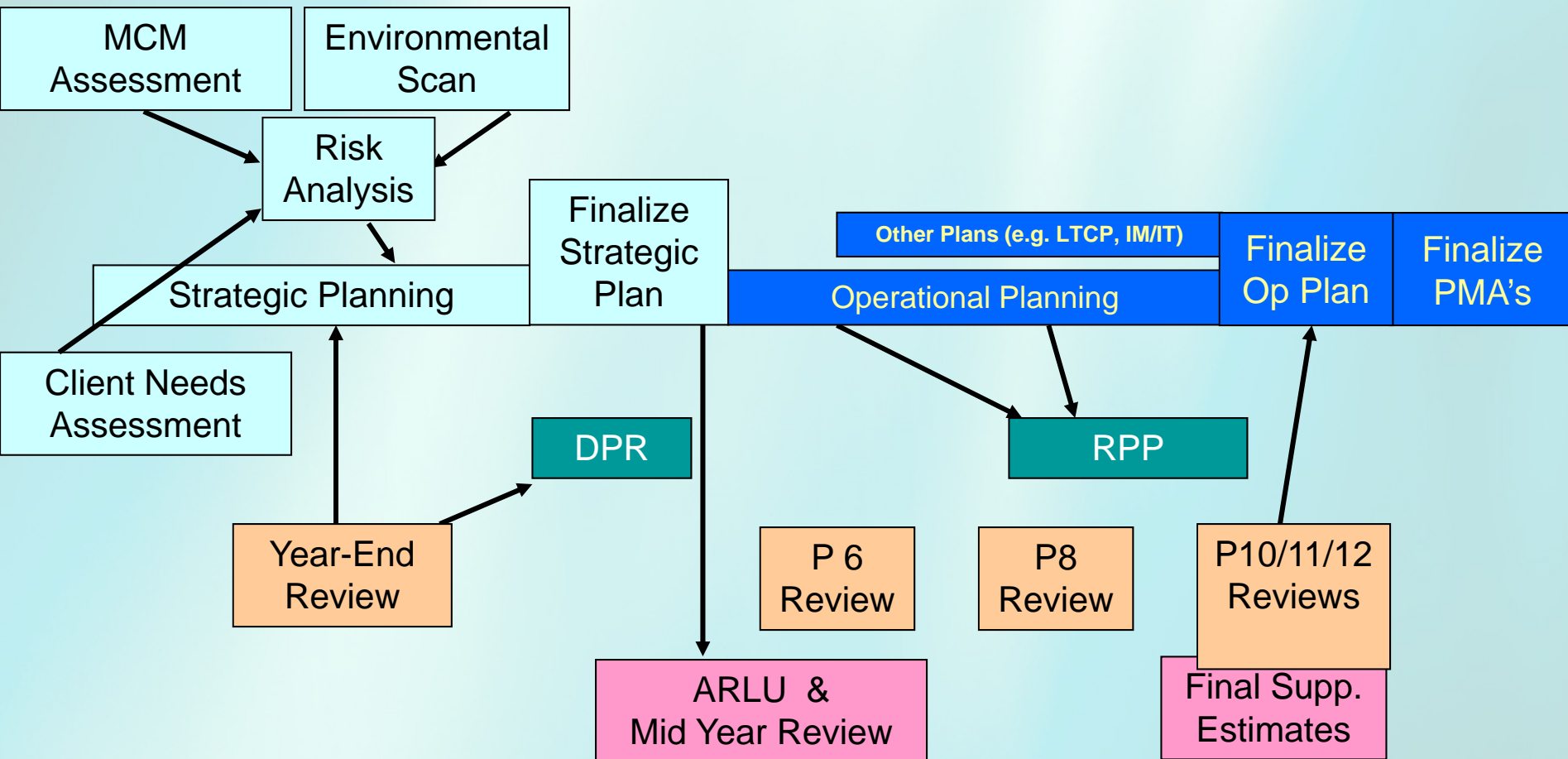


Planning, Budgeting and Reporting Cycle

(Ideal / Target)

HECS

April	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
-------	-----	------	------	-----	-----	-----	-----	-----	-----	-----	-----



- Choose core Excellence model (NQI – CQC).
- Adapt to incorporate Modern Comptrollership, Financial Management Capacity Model, and other relevant requirements >> HECS MCM = CQC+
- Analysis of MCM re. all the needed elements.
- Decision on desired / necessary maturity level.
- Develop necessary tools to support IMF implementation.
- Implement (high level) IMF for 2003-04 planning cycle.
- Enhance through development of individual elements over future years.

- Improved service delivery for Canadians, supported by:
 - A single overall management framework and tool for assessing progress in implementation.
 - Increased efficiency (lower costs) through greater consistency & elimination of duplication.
 - Strategic alignment between priorities / risks / resources.
 - An operational long term vision (e.g., organizational excellence).
 - Expectations in line with capacity.
 - Greater Programme and Branch credibility (e.g., resource justification).
 - Full compliance with central agency and departmental management improvement initiative requirements.
 - Improved workplace health
 - Improved stewardship of public resources and accountability.

- Endorsed by Branch Executive and extended management
- Defined by ADM as the major pan-branch project for 2003-04
- WG in place
- Project Charter to define scope, deliverables, etc.
- Viewed as pilot for Health Canada
- Positioned as how HECS will implement Modern Management
- Active interdepartmental IMF Working Group
- Implementing 1st cycle this year (2003-04)

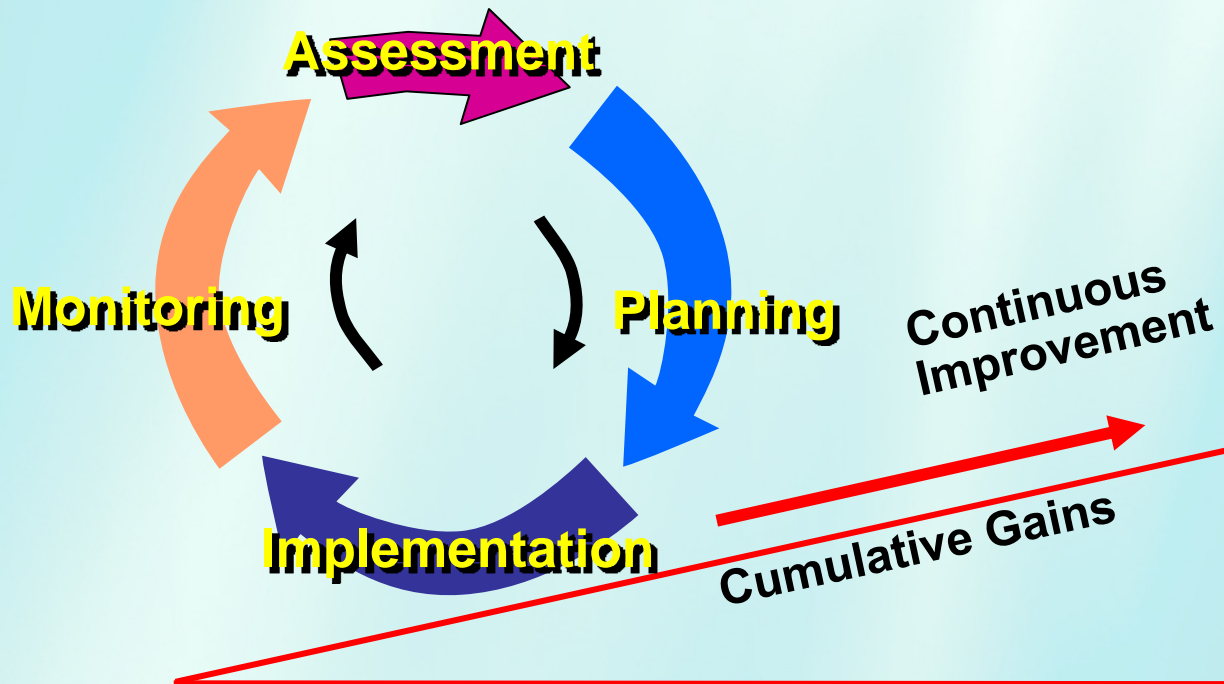
- Decision taken to adopt NQI Criteria as basis for MCM.
- Various “tools” under development
 - Draft Lexicon of Management Terminology
 - Guidelines on Improvement vs Ongoing activities
 - Draft Prioritization Process (for Improvement projects)
 - “Think piece” re. Resource (Re)Allocation Process
 - Draft Q’s and A’s
- Input documents in preparation for 1st cycle Strategic Planning session in September

Issues

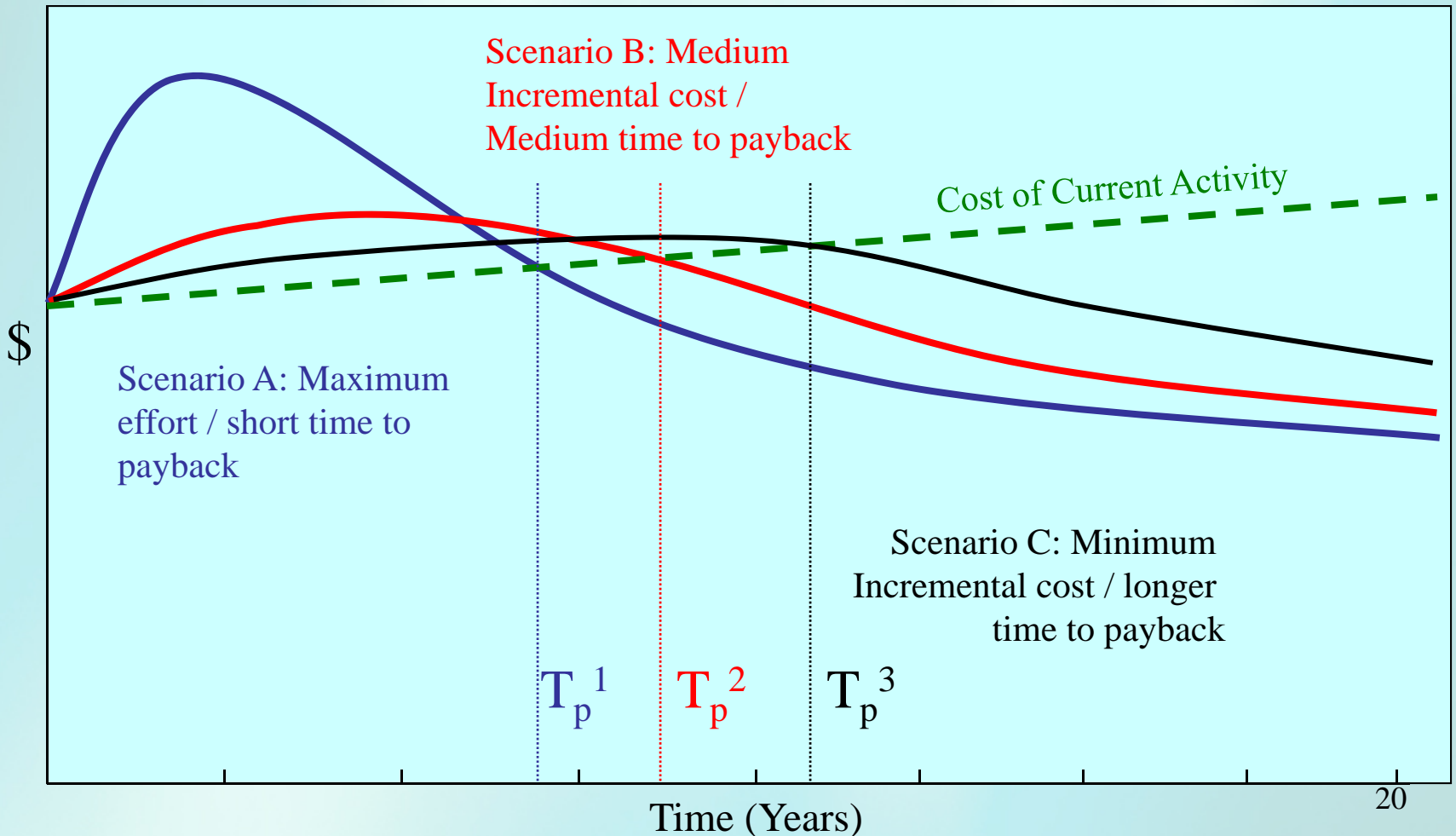
- **Senior management support**
- **Staff support**
- **Time / effort / cost?**
 - Long term approach
 - Low incremental cost
 - Phased approach

Emphasis on Continuous Improvement Cycle

HECS



Impact of Incremental Cost on Eventual Savings



A Model for a Phased Approach: NQI PEP

HECS



Level 4
Sustained Achievement
Positive Levels and Trends

Level 1
Approach
Vision & Mission
Client Definition

PEP Approach
Progressive Excellence Program

Level 3
Widespread Implementation
Continuous Improvement
Achievement
Customer Satisfaction
Employee Satisfaction
& Well-Being

Level 2
Strategy & Priorities
Selected Implementation
Customer Focus
Employee Participation
Key Measures

- **Consistency with external requirements / other models?**
 - Positioned as departmental pilot
 - Interdepartmental IMF Working Group
 - Inclusive of a broad range of external requirements
 - Consistent with latest TBS initiative: Management Excellence
- **Internal Consistency**

Linkage Between Related Models

HECS

HC Modern Management	HECS MCM (tbc)	HECS Balanced Score Card (BSC)	HECS Strategic Directions	
	Citizen and Client	Client Services	Policy Into Action	} Improvement Agenda
	Partnerships		Partnerships & Public Engagement	
Values & Ethics Motivated People	People	People	Workplace Health	
Strategic Leadership Clear Accountability Mature Risk Mgt Integrated Perf. Information	Leadership Planning Process Mgmt	Internal Process Improvement	Science	
			Management	
Rigorous Stewardship	Stewardship	Financial	Finance?	
	Organizational Performance	Organizational Results	Organizational Performance	