

Prepared by Restructuring Team  
Ministry of Health

December 11, 2009

## MOH FRAMEWORK FOR THE RESTRUCTURING IMPLEMENTATION

### 1. Defining the Purpose

It is the intent of the Ministry to restructure its head office operations and to recentralize some functions from the RHAs as well as other entities that fall under the Ministry. In addition, some functions might be outsourced and or units merged to achieve cost savings and greater efficiency.

The following matrix provides the criteria which are to be used in determining the restructuring status of specific areas/functions under the Ministry of Health.

### 2. Developing the Criteria

FACTORS/CRITERIA	ISSUES TO BE CONSIDERED	POLICY IMPLICATIONS	CHALLENGES
<i>Cost</i>	Impact on country's fiscal situation  Impact on Ministry's budget	Examine appropriateness in respect of Jamaica's fiscal policy	Determine if it is defensible in terms of cost savings and/or efficiency gains
<i>Timeliness of implementation</i>	Determine the extent of displacement of staff	Determine the policy shifts that will be required	Define the circles of influence and opposition

<b>FACTORS/CRITERIA</b>	<b>ISSUES TO BE CONSIDERED</b>	<b>POLICY IMPLICATIONS</b>	<b>CHALLENGES</b>
	Determine the implementation method	Assess whether Jamaica would be in breach of any agreement national, regional or international	Assess the transition period necessary  Managing the Communication and timing the flow of information  Managing the Involvement of trades unions
<b><i>Practicality</i></b>	Assess the extent of the impact on the values of the organization and entrenched culture  Determine any legal changes that would be required	Examine the extent of the impact on the Ministry's mandate	The Ministry's change management capacity  Resistance to change
<b><i>Benefits</i></b>	Impact on the size of the bureaucracy  Determining the efficiency gains  Identify the quick wins	Assess impact on quality and service delivery	Determining the opportunity costs
<b><i>Risks</i></b>	Examine the benefits vis a vis the risks	Determine whether decision results in policy uncertainty/ambiguity	Determine centres of influence Opposition/Support

FACTORS/CRITERIA	ISSUES TO BE CONSIDERED	POLICY IMPLICATIONS	CHALLENGES
			Assess capacity of Ministry to manage the risks

**3. Steps to be taken to implement the restructuring**

1. Identify entities and nature of change required
2. Communicate with immediate stakeholders
3. Prepare framework for the implementation
4. Establish the governance framework
5. Implement, monitor and evaluate

**4. Determining the roles and functions of the Inter-disciplinary Transition Team**

The national (MoH) Inter-disciplinary Transition Team has been established with oversight responsibility for leading the restructuring exercise throughout the Ministry of Health. The Committee reports to the Permanent Secretary and is the day to day link between the Ministry and the Public Sector Restructuring Unit at the Cabinet Office and the various entities that are affected.

*4.1 Strategic Objectives*

The Inter-disciplinary Team has three strategic objectives (SOs)

1. To improve the Ministry's cost efficiency;
2. To reduce the cost of the bureaucracy to GoJ Budget;
3. To ensure smooth implementation of the exercise.

#### *4.2 General and specific responsibilities*

Its general responsibility is to ensure the successful implementation of the restructuring to achieve the desired objectives while minimizing any negative impact on the Ministry. Its specific responsibilities are to:

1. Develop a comprehensive implementation plan for the restructuring exercise with clear timelines for completion;
2. Establish working teams in the affected entities and work with them to implement the exercise;
3. Manage the communication strategy for the restructuring;
4. Prepare a risk profile and assessment, including policy and legal implications based on decisions regarding restructuring and recommend/implement measures to minimize the risks;
5. Recommend the establishment of specialist committees where necessary to address technical details which may arise as a result of the restructuring;
6. Explore avenues for business opportunities for displaced staff;
7. Work with key stakeholders to establish support mechanisms for staff including counseling and re-training;
8. Develop monitoring mechanisms to track the implementation of the change in the entities;
9. Work with HR to establish and maintain a database of knowledge, skills and expertise lost in restructuring;
10. Work with HR to process staff entitlements in a timely basis and ensure that personal updates are provided to affected staff;
11. Provide input for Cabinet Notes/Submissions;
12. Prepare periodic reports for the Minister, Permanent Secretary and Office of the Prime Minister.

#### *4.3 Skills and competencies required*

- Change Management/Public Sector Reform
- Leadership and Management
- Financial/Budget
- Communication/ICT
- Human Resource Management particularly in preparing JDs, organizational design, performance management systems
- Networking

#### *4.5 Composition of the Inter-disciplinary Transition Team*

The team should consist of no more than five persons who can be drawn from within or without the Ministry and wider public sector. It may be advisable to seek to call on the expertise of persons across the Ministry's bureaucracy including executive agencies and the

Regional Health Authorities to make the process more inclusive and to avail ourselves of the range of talent that exists outside of the Head Office. The team members would provide expertise to entities across the Ministry. The recommended composition is:

- Team Leader, Inter-disciplinary Team
- Human Resource Specialist
- Budget Specialist
- Communication/ICT Specialist
- Trade Union Rep
- Administrator/Secretary

The following could be co-opted as necessary:

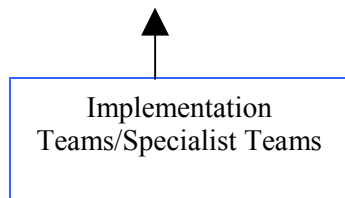
- Legal
- Technical Services
- Research/Statistician
- Policy

#### 4.6 Duration of work

The Inter-disciplinary Transition Team will be in place for a period of 18 months in keeping with the stated deadline of the Restructuring Unit, Cabinet Office. While most of the activities will be implemented within one year, time must be given for post restructuring activities such as evaluation and continued support to the entities.

#### 4.7 Governance Framework





## 5. IMPLEMENTATION PLAN

There are three Strategic Objectives (SOs), each with major activities and Key Performance Indicators (KPIs) and targets

STRATEGIC OBJECTIVES	ACTIVITIES	KEY PERFORMANCE INDICATORS (KPIs) and TARGETS	PERFORMANCE		RESPONSIBILITY	TIMEFRAME
			CODE	STATUS		
To improve the Ministry's cost efficiency	Merge identified functions	% reduction in the size of the bureaucracy  Timeliness of Implementation  % of functions merged as against target				
	Recentralise specific functions	% of functions recentralized based on target				

STRATEGIC OBJECTIVES	ACTIVITIES	KEY PERFORMANCE INDICATORS	PERFORMANCE		RESPONSIBILITY	TIMEFRAME
			CODE	STATUS		
	Outsource appropriate activities	% of activities outsourced based on targets				
	Transfer functions to other Ministries	% of functions transferred				
	Abolish redundant functions	% of functions abolished				
	Change service delivery operations	Time-frame within which change was implemented				
<b>To reduce the cost of the bureaucracy to the GoJ Budget</b>		<b>% reduction in GoJ Budget as a result of right sizing</b>  <b>% reduction in the overall</b>				

STRATEGIC OBJECTIVES	ACTIVITIES	KEY PERFORMANCE INDICATORS	PERFORMANCE		RESPONSIBILITY	TIMEFRAME
			CODE	STATUS		
	<p>Right size the Ministry's establishment</p> <p>Move entities to self-financing status</p>	<p><b>wage bill</b></p> <p># of staff reassigned, transferred, retired or separated</p> <p># of entities achieving self financing status</p> <p># of entities with improved income earned</p>				
<p><b>To ensure a smooth implementation of the exercise</b></p>	<p>Plan and implement communication strategy</p>	<p><b># of man hours lost from industrial action</b></p> <p><b>% of staff accessing support services</b></p> <p># of contact hours spent communicating with staff</p>				

STRATEGIC OBJECTIVES	ACTIVITIES	KEY PERFORMANCE INDICATORS	PERFORMANCE		RESPONSIBILITY	TIMEFRAME
			CODE	STATUS		
	Prepare risk profile(s) and assessment of sensitive areas	# of problematic issues forecasted and planned for				
	Propose changes to policy and legal framework to effect change(s)	Time-frame within which changes are recommended and approved				
	Establish and support working/specialist teams in entities	# of teams established and functional based on target				
		# of workshops held for change agents				
	Develop and utilize monitoring mechanisms	# of visits made % of monitoring forms administered within timeframe				
	Prepare periodic	% of reports				

STRATEGIC OBJECTIVES	ACTIVITIES	KEY PERFORMANCE INDICATORS	PERFORMANCE		RESPONSIBILITY	TIMEFRAME
			CODE	STATUS		
	reports	received against target				
		% of reports prepared and submitted within time frame				
	Establish support services for affected staff	% of staff benefiting from counseling and support services				
		% of staff accessing service who find it satisfactory				
	Work with HR to ensure timely processing of staff entitlements	% of staff whose entitlements were processed within time-frame				

## **6. Communication Strategy**

The strategy is simple and is designed to ensure the active participation of staff across the Ministry's bureaucracy in the process and the smooth implementation of the exercise. The strategy has a clearly defined role for the political leadership as distinct from the day-to-day communication that will be required. Both internal and external publics including trades unions are targeted.

### ***6.1 Political Directorate***

*The communication strategy for the political directorate is aimed primarily at informing the Cabinet, Parliament and people of Jamaica of the policy and strategic issues involved in the restructuring and how the exercise is intended to contribute to creating an effective public sector.*

- Cabinet Submissions
- Cabinet Notes
- Parliamentary Statements/Ministry Papers
- Press Briefings
- Speaking Notes for HMM and other Cabinet Ministers
- Speeches for HMM
- Media interviews based on the above
- Scheduled General Staff Meeting(s)
- Scheduled meetings with professional groups and trades unions.

These strategies will provide media coverage to include the techno-bureaucracy.

### ***6.2 Staff***

*The communication strategy will utilize all appropriate and available technologies to communicate with staff including Intranet, Radio, Print and Video.*

- Printed bulletin
- Radio Programme (SITU/Communication)
- Scheduled face to face meetings
- Change management workshops

