

Manitoba Health, Seniors and Active Living Transformation Program Charter

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1 Purpose

The purpose of the MSHAL Transformation Program (Transformation Program) Charter is to define the Transformation Program in order to form a baseline for ongoing management and assessment of overall success. The charter identifies the high level scope of the Transformation Program including its role and mandate and forms the 'contract' between the Health Transformation Management Board (Central Government), the Health Transformation Leadership Team (Steering Committee) and the Transformation Management Office.

The 2 primary uses of the charter are to:

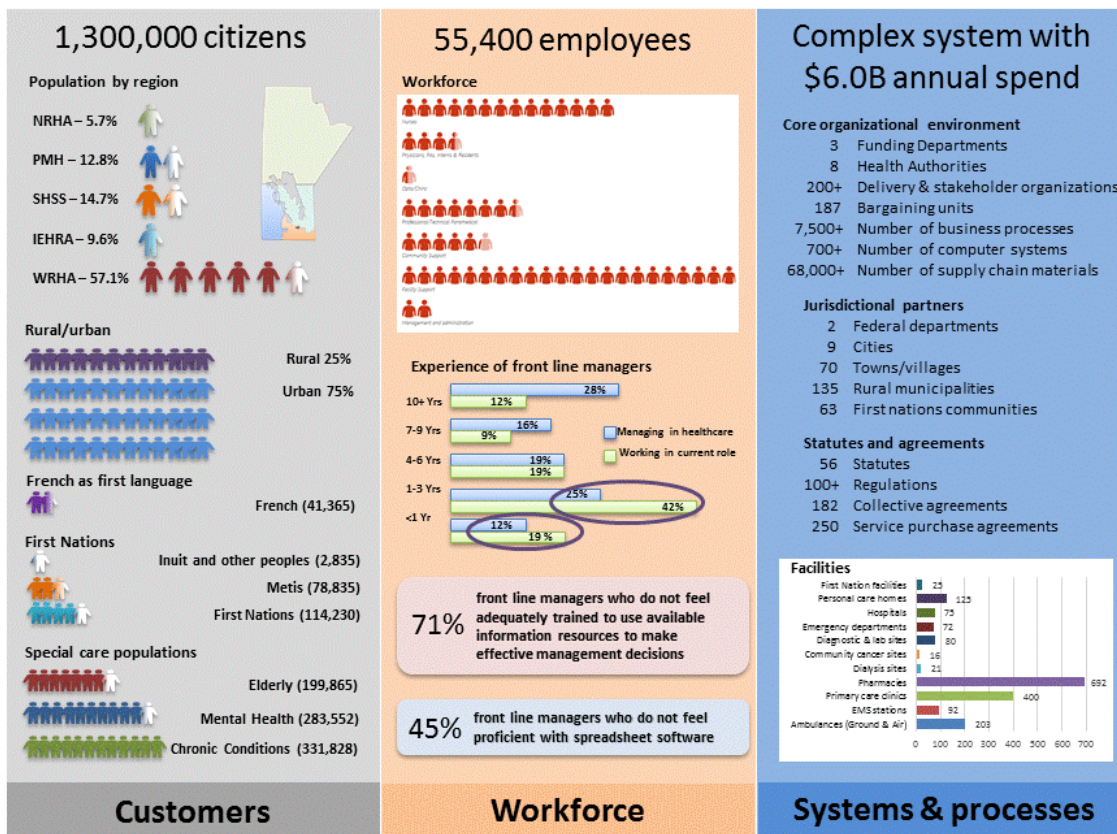
1. Ensure that there is a sound foundation for governance of the Transformation Program.
2. Describe the Transformation Program scope and structure so that all stakeholders have a common understanding of role and responsibilities of the Transformation Program key leaders, projects, outcomes and results as well as provide an overview of the basic Program Management approach.

2 Background

Health care is one of the most important – and most expensive – services provided by the Manitoba government. Health-care funding rose by 97 per cent between 2003 and 2016. Despite these significant funding increases, Manitoba remains at or near the bottom of national rankings in a number of health-care-related categories.

There is strong system-wide understanding of the need for strategic change in Manitoba's complex health system. The KPMG Health System Sustainability and Innovation Review (HSIR), the Provincial Clinical and Preventive Services Planning for Manitoba: Doing Things Differently and Better (the Peachey Report) and the Wait Times Reduction Task Force Final Report have confirmed there are many opportunities for improvements. It is anticipated that the Mental Health and Addictions Strategy (Virgo Report) will provide additional opportunities for improvement and change.

Manitoba's complex and siloed health system and governance model are impediments to the effective and efficient delivery of health-care services across the province. The following figure demonstrates the complexity of this system. Historically, Manitoba has adopted a regional approach to health-care planning, with the exception of a select few organizations whose mandates are to plan provincially. This regional approach to planning has resulted in duplicate services, uncoordinated service delivery and the absence of a clinical and preventive services plan to benefit all Manitobans.



The scope of the change that is required to achieve a sustainable health system that delivers improved outcomes and services for all Manitobans is significant. It is recognized that there needs to be a fundamental realignment of services which may challenge organizational roles and functional responsibilities. Organizations need to clarify their mandates and strengthen their roles within the system. There is new vision for health services in Manitoba which focuses on the patient and their family as the centre of a holistic, culturally sensitive, evidence-based health care delivery system.

The transformative changes that are required to achieve the vision and to address the recommendations in the HSIR and Peachey reports as well as those contained in the Wait Times Reduction Task Force Final Report and pending Virgo report, require a temporary but formal program. The MHSAL Transformation Program will provide the structure required to enable transformation initiatives to be successfully implemented including redirecting resources to where they can be utilized most efficiently and effectively. It will use leading practices from other jurisdictions world-wide to support the transformational changes in Manitoba. The changes that will be brought about with the Transformation Program initiatives will strengthen health care in Manitoba and build a sustainable system for the future.

3 Scope of the Transformation Program

3.1 Mandate of the Transformation Program

The Transformation Program will utilize specialized resources from across health organizations in Manitoba to achieve its mandate. At the end of the Transformation Program, Manitobans will have a sustainable system that will deliver improved health outcomes for all Manitobans.

The Transformation Program's mandate includes, but is not limited to:

- Execute the priority goals and objectives set by the Minister of Health, Seniors and Active Living
- Define and oversee the implementation of a sustainable health system that improves service delivery to and health outcomes of Manitobans
- Engage with Manitobans including Indigenous Peoples and community leaders to ensure the voice of the patient is represented in the transformed health system
- Establish an overall health transformation strategy and integrated plan based on the identified priorities
- Provide effective program and project management for planning, implementation and evaluation of integrated system transformation initiatives
- Achieve key milestones with measurable benefits throughout the implementation of the initiatives at designated times
- Utilize the skills and strengths of internal health resources across all Manitoba health organizations to lead and implement transformation initiatives; acquire external resources to complement internal resources in order to ensure the success of transformation initiatives within the designated timelines
- Engage and collaborate with subject matter experts across priority clinical and business functions and across urban, rural and northern Manitoba
- Strategically align and standardize business and administrative services across Manitoba where the priority objectives of overall financial sustainability may be achieved
- Utilize best practices, innovation and excellence in clinical and preventive health services to improve and standardize accessible and equitable quality of care for all Manitobans
- Enable organizational and process transformation with effective planning, management and transition support
- Establish an integrated performance management framework to ensure ongoing key performance indicators are being achieved
- Establish integrated and coordinated information and communications technology services that will support clinical and preventive and business services to achieve their priority goals and objectives

3.2 Transformation Program Principles

The following principles are the foundation for decision making within the Transformation Program. They align with Central Government’s mission to enhance the patient experience as well as the strategic principles of building a fiscally sustainable health system, improving quality and provincial-wide access to standardized and integrated health services and engaging health senior leaders, managers, employees and other interested parties in the development of these integrated services.

CATEGORY	PRINCIPLE
Efficiency, Effectiveness & Sustainability	<ul style="list-style-type: none"> • Elimination of overlapping and duplicate processes • Integration of functions and capabilities to achieve a level of expertise and scale to execute • Improving the effectiveness of the Department and all Health Care Delivery Organizations as part of an integrated system
Economy	<ul style="list-style-type: none"> • Achieving cost savings as a result of system realignment throughout the transformation and on an ongoing basis
Role Clarity	<ul style="list-style-type: none"> • Improving accountability and responsibility throughout the system • Separating commissioning and delivery functions wherever practical • Clarifying the role of central government, Shared Health, the department (MHSAL), regions and healthcare delivery organizations
Simplification	<ul style="list-style-type: none"> • Simplify of the overall system • Simplifying the role, function and number of boards required to oversee the system • Reduce the number of organizations in the system • Integrate collective bargaining units into a streamlined and aligned structure

3.3 Transformation Program Services

The core services to be provided by the Transformation Program will include:

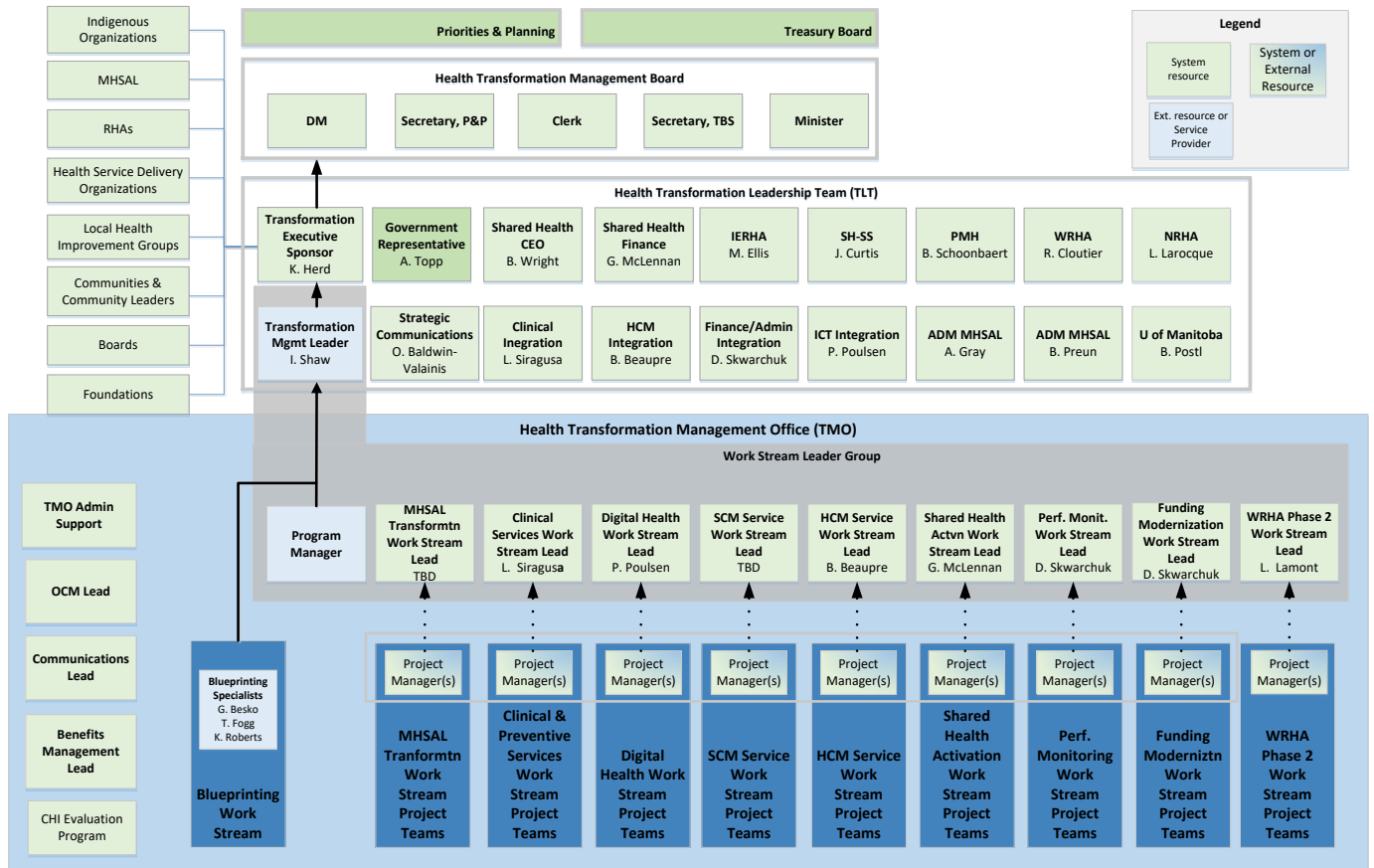
<p>Program governance, leadership and sponsorship including:</p> <ul style="list-style-type: none"> • clear and transparent decision making process • creation of a unified leadership & management culture across programs and sites • resource accountability • removal of barriers and resolution of conflict • expectation setting • support to enable government decision making • role clarity and alignment
Visioning, strategy, priority goals and objective setting
Business solution architecture
<p>Program and project management including:</p> <ul style="list-style-type: none"> • Integrated planning • Direction, monitoring and reporting, control and approval of projects, key milestones and deliverables • Resource management and coordination • Issue management and resolution • Risk assessment and management • Quality and assurance management
Financial analysis
Support for policy development and alignment across health organizations and programs
Organizational change management
Coaching and transformation support for all levels of leadership
Communications management including development and execution of plans and activities
Business analysis including requirements, business case development, business and clinical process re-engineering / improvement
Synthesis of evidence-based research / expert knowledge to enable improvement of business and clinical processes
Benefits management
Performance management and improvement expertise
Mediation and arbitration related to program scope
Expert skills and knowledge in Shared Services delivery

4 Transformation Program Structure and Roles

4.1 Transformation Program Structure

The Transformation Program Structure is outlined below. A larger view of Figure 1 is available in Appendix A.

Figure 1



This diagram represents the governance structure for the Transformation Program at the time of writing of this charter. The Transformation Program will evolve and therefore work streams and associated projects will evolve and change to meet the target state outlined in the Health Transformation Blueprint. The Transformation Program is temporary and will be disbanded when the key outcomes and deliverables of the target state have been achieved.

The key elements of the Transformation Program structure are:

- Formal accountability for program delivery and outcomes to the Health Transformation Management Board through the Transformation Executive Sponsor
- A Health Transformation Leadership Team (TLT) comprised of representative executive leaders from core health organizations and core business programs. The membership of the TLT will change as required over the duration of the transformation.

- A Health Transformation Management Office (TMO)
 - Core roles including program management provide services across the work streams and report directly to the Transformation Management Leader. Additional roles will be added to the TMO as required over the duration of the transformation.
 - Work stream teams consist of groupings of integrated projects with deliverables that are dependent on one another. Work stream teams are jointly accountable to the Transformation Management Leader via the Work Stream Lead and to the Program Manager via the work stream project manager(s).
 - A Work Stream Leader Group chaired by the Transformation Management Leader and comprised of the work stream leads and the Program Manager. The Work Stream Leader Groups will be accountable to the TLT via the chair.
 - Project teams within a work stream are led by a project manager. Project teams may have a variety of different resources dependent on the requirements of the project, including OCM and communication specialists, functional analysts/specialists (financial, planning, integration, ICT, human resources, analytics, business, etc.) and subject matter experts from health clinical and business programs such as clinical services planning. The dedicated time to the project for these resources will depend on the individual project.
 - Project teams will engage stakeholders from MHSAL, regional health authorities, provincial health organizations and third party health organizations as appropriate for their specific goals and objectives.

4.2 Roles and Responsibilities

The Transformation Program will follow the roles and responsibilities set out in this charter to guide day to day program delivery. This approach places importance on formalized accountability and responsibility with oversight by the Executive Sponsor.

Consistent with the principles set out in this charter, decision making will be based upon recommendations via formal Transformation Program governance. Recommendations are to be informed by constructive engagement with appropriate stakeholders (individuals or groups) .

The responsibilities of the key entities (individuals and groups) for the Transformation Program are outlined as follows.

HEALTH TRANSFORMATION MANAGEMENT BOARD

The Health Transformation Management Board is responsible for overall executive leadership and governance of the Transformation Program.

Responsibilities include:

- Establishing overall Transformation Program priorities including aligning required Central Government processes for initiating project approval and funding
- Authorizing the health system strategic direction that will determine the deliverables of the Transformation Program
- Approving the Transformation Program charter and the vision, mandate and scope
- Approving the budget for the overall Transformation Program
- Approving the Transformation Program Blueprint

- Approving Transformation Program plans for each Wave outlined in the Transformation Program Roadmap
- Through the Transformation Executive Sponsor, holds the Transformation Leadership Team accountable for overall Transformation Program outcomes, budget and timelines.
- Approving major decisions on health or administrative service delivery as recommended by the Transformation Leadership Team
- Approving new or modified policies that impact all health organizations
- Appointing, advising and supporting the Transformation Executive Sponsor

TRANSFORMATION LEADERSHIP TEAM (TLT)

The TLT directs the Transformation Program and is responsible for ensuring that the Transformation Program remains on course to deliver the desired outcomes necessary to realize the Transformation Program benefits.

Responsibilities include:

- Preparing the Transformation Program Charter and submitting it to the Health Transformation Management Board for approval
- Ensuring compliance with Health Transformation Management Board direction
- Approving the Program Management Methodology
- Assigning Program Assurance roles
- Recommending the Transformation Program blueprint and roadmap to the Health Transformation Management Board for approval
- Approving specific work stream/project charters and plans
- Committing sufficient resources and funding required for successful implementation of all Transformation Program initiatives
- Approving proposed changes of scope that affect the cost (budget) or timeline of the Transformation Program key deliverables
- Ensuring Transformation Program and project resources are available to enable achievement of Transformation Program and project objectives and milestone deliverables.
- Through the Transformation Management Leader, hold Work Stream leaders accountable for work stream project outcomes, budget, and timelines
- Overseeing the resolution of escalated risks, and ensuring disruption to patients, families and communities is as minimally as possible
- Linking and liaising with key stakeholders in overseeing transformation as necessary
- Resolving strategic and directional issues between work streams, which need the input and agreement of senior stakeholders to ensure the progress of the Transformation Program
- Providing assurance that all key deliverables have been delivered satisfactorily within budget, according to policy, achieving quality criteria and within planned timelines.
- Assuring the integrity of benefit profiles and realization plan
- Maintaining focus on the development, maintenance and achievement of the Blueprint and Roadmap

TRANSFORMATION EXECUTIVE SPONSOR (TES)

The responsibilities of the Transformation Executive Sponsor include:

- Overseeing the MHSAL Transformation Program with formal accountability to the Health Transformation Management Board;
- Acquiring funding and establishing the budget for the Transformation Program
- Reporting to the Health Transformation Management Board on Transformation Program status at established intervals
- Formally engaging health system senior leaders in the Transformation Program; creating a network of senior leaders to lead the changes associated with the Transformation Program; clearly outlining expectations of these leaders related to transformation.
- Appointing, chairing and setting priorities for the Transformation Leadership Team
- Ensuring that the Transformation Program achieves its strategic outcomes and realizes its benefits
- Chairing the Transformation Leadership Team in order to advance the overall Transformation Program to achieve its objectives, authorizing the use of resources and expenditures against the established budget, and approving major deliverables
- Pro-actively removing high-level organizational obstacles to assist the TLT and TMO in execution of their activities.
- Resolving major issues and conflicts with Transformation Program stakeholders with support from the Transformation Leadership Team.
- Leads directing the Transformation Program with delegated authority to the Transformation Management Leader for responsibilities as required.
- Visibly demonstrating support and commitment for the Transformation Program to all stakeholders
- Creating and communicating the vision of the Transformation Program
- Ensuring alignment of the Transformation Program with health system strategic direction
- Commissioning assurance and audit reviews

GOVERNMENT TRANSFORMATION REPRESENTATIVE

The Government Transformation Representative is a critical role and is intentionally structured to reside outside of the health system. Responsibilities include:

- Providing leadership on health and government policy to support the overall health system transformation
- Coordinating resolution of issues and decisions required by Government of Manitoba Priorities and Planning Secretariat and Treasury Board Secretariat in support of the Transformation Program
- Leading specific Transformation Program initiatives assigned by the Health Transformation Management Board
- Providing day-to-day support to the Transformation Management Leader regarding resolution of conflicting priorities, and Transformation Program execution.
- Provide independent recommendations and advice to the Minister of HSAL on core transformation initiatives and service configuration decisions

TRANSFORMATION MANAGEMENT LEADER (TML)

The Transformation Management Leader will be accountable for the daily execution of the Transformation Program including:

- Executing delegated functions from the Transformation Executive Sponsor
 - Establishing Transformation Program priorities with input from the Transformation Leadership Team
 - Establishing common principles and processes for Transformation Program planning and delivery
 - Aligning interdependent projects within work streams
 - Aligning Transformation Program services and delivery requirements
 - Ensuring that Transformation Program services are aligned with approved plans
 - Ensuring focus on Transformation Program priorities within execution of the work stream and project plans
 - Ensuring that there are appropriate business sustainability plans for the work streams, projects and the overall Transformation Program
- Ensuring decisions are being made according to the approved Transformation Program Structure
- Ensuring TLT decisions and recommendations to the Health Transformation Management Board are made in a timely manner to meet the Transformation Program plan timelines
- Leading and overseeing Transformation Program Work Stream Leads in controlling and directing integrated workstream projects
- Ensuring standards for all Transformation Program services and processes are established
- Supporting the Program Manager in Transformation Program delivery
- Leading core TMO resources in day-to-day delivery of the Transformation Program
- Overseeing development of the high level Program plan (Transformation Roadmap) and the Stage plans of the Transformation Program based on priorities established by the Transformation Leadership Team
- Ensuring timely issue resolution and appropriate issue escalation;
- Engaging stakeholders as delegated by the TLT
- Providing consolidated reports on Transformation Program projects, activities and status
- Delivering the Transformation Program with quality outcomes, on time and on budget.
- Facilitating appointment of resources to work stream project teams
- Chairing the Work Stream Leader Group
- Developing and implementing the Transformation Program's governance framework
- Managing communications with stakeholders
- Monitoring key strategic risks facing the Transformation Program

TRANSFORMATION MANAGEMENT OFFICE (TMO)

The Transformation Management Office (TMO) is a temporary structure within the Transformation Program that is responsible for developing and executing an integrated Transformation Program plan (Transformation Roadmap) under the leadership and oversight of the Transformation Management Leader. For the period of the transformation the TMO will consist of a core team and various integrated work streams who will work collaboratively using best practices to align the various transformation projects, including regional health authority projects and activities, into the integrated plan.

The TMO will develop and maintain integrated work stream project plans and schedules for each stage (wave) of the Transformation Program. The TMO will execute the Transformation Program Roadmap and approved work stream project plans in accordance with the established Transformation Program principles and methodology including completing all required deliverables within time, budget and quality expectations.

A formal TMO office will be established however resources from across the health system will work on transformation projects.

The TMO will be centrally located in Winnipeg however TMO team members may work at locations throughout Manitoba and will collaborate remotely.

PROGRAM MANAGER

The Program Manager, reporting to the Transformation Management Leader, is responsible for leading and managing the day-to-day activities of the Transformation Program work streams and associated projects.

The Program Manager is responsible for:

- Day-to-day management of the Transformation Program
- Acting as the day-to-day agent on behalf of the Transformation Management Leader to ensure successful delivery of the Transformation Program
- Planning and designing the Transformation Program, proactively monitoring its overall progress, resolving issues and initiating corrective action as appropriate
- Effective coordination of projects and their interdependencies
- Managing and resolving risks
- Maintaining overall integrity and coherence of the Transformation Program, including the development of and maintenance of the Transformation Program environment to support each work stream and project within it
- Managing the Transformation Program's budget, monitoring expenditures and costs against benefits realized as the Transformation Program progresses
- Maximizing the efficient allocation of resources and skills within the Transformation Program. This may include negotiating the sharing of scarce resources amongst work streams and projects.
- Managing internal and external suppliers to the Transformation Program
- Supporting the Work Stream Leads in controlling and directing integrated workstream projects
- Overseeing work stream project managers, managing their performance and holding them accountable for project outcomes, budget, and timelines
- Monitoring and reporting of work stream project key milestones, deliverables and activities to the Transformation Management Leader and TLT as requested

WORK STREAM LEADER GROUP

The Work Stream Leader Group is responsible for:

- Supporting the Transformation Management Leader in integrating work stream activities as part of a coordinated program

- Resolving issues that impact projects across the work streams in a timely manner as required or escalating issues to the TLT
- Escalating integrated project and stream change requests to the TLT
- Identifying risks and potential mitigation strategies at an integrated work stream level
- Reviewing and recommending to TLT, policy changes that impact the Transformation Program as a whole
- Providing recommendations to TLT on the activation of integrated work stream initiatives

WORK STREAM LEAD

The Work Stream Lead is responsible for:

- Overseeing the integrated work stream projects with formal accountability to the Transformation Management Leader
- Overseeing the development of the work stream project charters and recommending them to the Transformation Management Leader for approval
- Developing work stream project plans and stage plans in collaboration with the project manager(s) and appropriate subject matter experts
- Ensuring representative stakeholders, including leaders and staff subject matter experts, are engaged in work stream projects activities in the achievement of key deliverables
- In collaboration with the project manager(s) developing work stream project change requests related to project scope, cost or timescale where they impact the project for which they are accountable in collaboration
- Escalating changes to project scope, cost or timescale that impact other work stream projects to the Work Stream Leader Group
- Overseeing the management of workstream project budgets, supporting project manager(s) in monitoring expenditures and costs against benefits realized as work stream projects progress
- Identifying risks and potential mitigation strategies for independent work streams and ensuring project risks are managed by the project manager
- Identifying and resolving independent work stream issues jointly with project managers, or escalating as necessary within the Transformation Program escalation process
- Ensuring alignment between all projects within the work stream with the support of the Program Manager
- Ensuring business stability during the transformation as well as the effective integration of changes into ongoing operational business
- Enlisting the support of organizational leaders and creating a network of leaders to manage the changes that will occur as a result of the work stream projects
- Removing organizational obstacles and barriers to enable project teams to execute their activities
- Ensuring processes and principles set out in this Charter are followed within the work stream for which they are responsible
- Directing work stream projects within the approved scope and budget
- Actively and visibly demonstrating support and commitment for work stream projects and the Transformation Program overall
- Ensuring project benefits are realized

PROJECT MANAGER

The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Work Stream Lead and Program Manager.

The Project Manager's primary responsibility is to ensure the project produces identified deliverables to the required standard of quality and within the specified constraints of time and cost. The project manager is accountable to the Program Manager.

The Project Manager is responsible for:

- Managing the production of required deliverables
- Directing the project team
- Producing the project charter
- Developing project and stage plans in collaboration with the Work Stream Lead, TMO core team members, and subject matter planning experts
- Managing the projects budget, monitoring the expenditures and costs against benefits realized as the project progresses
- Monitoring the project
- Managing the risks, including the development of contingency plans
- Collaborating with other project managers within their work streams and where project interdependencies dictate, with other work stream project managers
- Performance of project resources
- Managing change control and any required configuration management
- Reporting to the Work Stream Lead through standard Program methodology reporting processes and tools
- Identifying and obtaining support and advice required for the management, planning and control of the project
- Project administration
- Project closure

4.3 Transformation Program Strategic Leadership and Oversight

Executive direction and oversight is required for all Transformation Program work streams. In order to execute daily Transformation Program delivery, the Transformation Management Leader will engage with the Transformation Leadership Team members and executive direction and oversight will be provided in the following areas. These areas may change over the period of the transformation.

HEALTH SYSTEM INTEGRATION & VALUE REALIZATION

- Transformation Executive Sponsor
- TLT Member, Finance and Admin Integration
- TLT Member, Shared Health Finance
- TLT Member, PMH
- TLT Members, TBD dependent on work stream

ANALYTICS, REPORTING & INFORMATION DELIVERY

- Transformation Executive Sponsor
- TLT Member, Finance and Admin Integration
- TLT Member, ICT Integration

INFORMATION COMMUNICATIONS AND TECHNOLOGY

Includes solution architecture, sustainment & support, network & infrastructure

- TLT Member, ICT Integration
- TLT Member, PMH
- TLT Member, ADM MHSAL, Provincial Policy and Programs

MHSAL TRANSFORMATION

- Transformation Executive Sponsor
- TLT Member, ADM MHSAL, Provincial Policy and Programs

ORGANIZATIONAL CHANGE MANAGEMENT

- TLT Member, SH-SS
- TLT Member, IERHA

COMMUNICATIONS

- TLT Member, Government Representative, Policy and Planning

SHARED SERVICES DELIVERY

- Transformation Executive Sponsor
- TLT Member, Shared Health Finance
- TLT Member, Shared Health CEO
- TLT Member, Workforce Integration

INDIGENOUS ENGAGEMENT

- TLT Member, ADM MHSAL, Active Living, Indigenous Relations, Population and Public Health
- TLT Member, NRHA

CLINICAL AND PREVENTIVE SERVICES DELIVERY

- TLT Member, Clinical Integration
- TLT Member, Shared Health
- TLT Member, ADM MHSAL, Active Living, Indigenous Relations, Population and Public Health
- TLT Member, NRHA

5 Transformation Program Management and Delivery

5.1 Assumptions

- The Transformation Program initiatives will be aligned, wherever possible, within the overall Government of Manitoba transformation and its priorities and constraints.
- The Transformation Program will achieve its identified goals and outcomes within the 2018/19, 2019/20 and 2020/21 fiscal years.
- All Transformation Program initiatives will be completed with resources existing within Appropriation 21 – MHSAL wherever possible. In the event supplemental funding is required, a formal request will be made to the Health Transformation Management Board and processed through standard government approval processes.
- First priority will be given to resourcing Transformation Program initiatives with internal system resources provided that resource assignments do not negatively impact health system service delivery or result in negative impacts on critical management and administrative functions.
- The Transformation Program will establish policy for Program Planning and Resourcing that will be approved by the Health Transformation Management Board and that will guide all Transformation Program planning.
- Health organizations and third party organizations will make their leaders and staff available with dedicated time to be engaged in Transformation Program activities.
- All Transformation Program initiatives will be governed by this Charter until a formal decision is made by the TLT and confirmed by the Health Transformation Management Board, to activate them and transition them to ongoing operations.
- The Transformation Program will work with health system stakeholders, delivery organizations and MHSAL to execute the planned changes using existing processes and structures where this is practical.
- The Transformation Program will not replace established organizational accountability to deliver against defined roles and mandates in the health system except where this role is confirmed by the Health Transformation Management Board.

5.2 Program Methodology

The Transformation Program will work towards establishing a single integrated methodology during the initial wave through fiscal year 2017/2018. This methodology will leverage best practices from program, project, and organizational change management many of which are already in use by project management offices within health organizations across Manitoba.

The expectation is that the methodology will address all Transformation Program services as set out in this charter. At a minimum, the methodology will include detailed processes for:

- Risk management
- Change control (scope management)
- Issue management and escalation
- Benefits management and realization
- Quality and assurance management
- Fiscal management
- Program and associated project directing, planning, controlling (approvals), monitoring and reporting
- Tracking of total Transformation Program costs

5.3 Transformation Program Budget

The budget for the Transformation Program has not been fully developed for management purposes. It will be incorporated as part of the initial wave of Transformation Program activities.

The expectation is that the Transformation Program will establish a complete budget for all operating and capital investment to support the Transformation Program structure as outlined in this charter and the associated projects to be approved by the Transformation Leadership Team.

The budget will identify allocations of Transformation Program costs, such as human resources, funded in-kind by health organizations.

5.4 Transformation Program Plans

The Transformation Program will develop and manage the following types of plans. Plans will utilize the established Program Management templates.

TYPE OF PLAN	DEVELOPER / REVIEWER	APPROVER
<p>Transformation Program Roadmap - a high level, multi-year program plan specifying various work streams, associated projects, sequencing of projects by stage (wave), interdependencies, key milestones and measurable expected outcomes at the transition state between stages (waves). Collectively the transformation work stream projects will deliver the necessary changes to achieve the target state depicted in the Transformation Blueprint.</p>	<p>Blueprinting Stream specialists / TLT</p>	<p>Health Transformation Management Board</p>
<p>Work stream plans - provides the key deliverables and milestones for all of the projects within the work stream and the interdependencies between the projects.</p>	<p>Work Stream Lead & Program Manager / Transformation Management Leader</p>	<p>TLT</p>
<p>Project plans - for each identified project across stages (waves) based upon the work stream plan.</p>	<p>Project manager / Work Stream Lead & Transformation Management Leader</p>	<p>TLT</p>

5.5 Authority and Approvals

The Health Transformation Management Board has the authority to approve the start of the Transformation Program. The Transition Leadership Team has the authority to approve the start of stage (wave) within the Transformation Program. The TLT delegates authority to the Transformation Management Leader and the Program Manager to manage the Transformation Program stage (wave) within limits (time, resources, budget, quality, scope).

Details of the approvals will be provided in more detail in the Program Methodology deliverable.

5.6 Monitoring, Reporting and Internal Transformation Program Communications

Internal Transformation Program monitoring, reporting and communications will take place within and between the three levels of the Transformation Program structure. These processes will evolve over the period of the transformation. The following is the starting position and will be updated as required.

Who	Responsible Role	What	Format – Delivery	Documentation	Frequency
From TLT to HTM Board to TLT	Transformation Executive	Program highlight report	Report Template -		Monthly
	Sponsor	Change requests / escalated issues and risks	Change request template		As required
From TMO to TLT to TMO	Transformation Management Leader	Decision making and status Escalated issues and risks Change requests	Meeting – in person / WebEx with PowerPoint presentation Change request template	Register of Decision (ROD)(Decisions, Actions, Key discussion points)	Weekly
		Urgent issues	Free format, verbal, email	Program level issues log	As required
Work Stream Leads to TML		Urgent issues	Free format, verbal, email	Program level issues log	As required
Work Stream Leader Group	Transformation Management Leader	Interdependent issues Change requests that impact more than one work stream	Meeting – in person / WebEx with PowerPoint presentation	Register of Decision (ROD)(Decisions, Actions, Key discussion points)	Monthly
Project Manager /Work Stream Lead to TLT	Project Manager	Project highlight report	Report template - email		Monthly
Project Teams	Project Manager	Decision making and status Escalated issues and risks Change requests	Status Meeting – in person / WebEx with PowerPoint presentation Change request template	Register of Decision (Decisions, Actions, Key discussion points)	Bi-Weekly
Core TMO team, Project Managers, Program Manager	Transformation Management Leader	Program inter-dependencies,	Status meetings	Register of Decision (Decisions, Actions, Key discussion points)	Bi-weekly

5.7 Stakeholder Communications – Internal Health System and External

A formal Transformation Program communications strategy, and specific work stream and project communication plans will be developed for the Transformation Program. The communications strategy will provide the guiding principles for communications.

To ensure communications are consistent and that those involved in the production and distribution of communication materials are aware of the strategy, key messages and methods to complete these activities, processes have been developed to facilitate execution. These processes include responsibilities for reviewing and approving communiques for various audiences. The approver varies depending on the audience.

The Transformation Program will utilize existing communication methods across the health system as much as possible. It is recognized that messages should be delivered using different channels to reach all intended audiences.

Transformation Program communiques to the public or media will be approved and distributed through the current approval process. TMO and TLT members should consult with communications prior to engaging with, or responding to, media regarding the Transformation Program.

5.8 Confidentiality

Transformation Program stakeholders including TLT members, TMO members and leaders and staff engaged on various project activities will maintain the confidentiality of sensitive information throughout the Transformation Program until such time a decision to release that information has been made by the Transformation Leadership Team.

Sensitive information in this context refers to:

- Proprietary information shared by any participating stakeholder to facilitate program delivery
- Information about the scope, costs and feasibility of Transformation Program initiatives not authorized for communication by the Transformation Leadership Team
- Any other information related to the Transformation Program that would negatively impact the successful delivery of the Transformation Program if it was shared out of context without the consent of the Transformation Leadership Team

6 Appendix A – Governance Structure

