

TO: Chair and Members of the Board of Health

FROM: Bryna Warshawsky, Acting Medical Officer of Health

DATE: 2013 March 21

REVIEW OF ADMINISTRATIVE FUNCTIONS, INCLUDING SHARED SERVICES, BEING CONDUCTED BY PRICEWATERHOUSECOOPERS – MARCH UPDATE

Recommendation

It is recommended that Report No. 032-13 re “Review of Administrative Functions, Including Shared Services, Being Conducted by PricewaterhouseCoopers – March Update” be received for information.

Key Points

- The review of administrative functions, including the possibility of shared services, began on February 8th, 2013. Since then, PricewaterhouseCoopers has been collecting both qualitative and quantitative data to conduct an analysis on the in-scope services.
- In early May, PricewaterhouseCoopers will present the Board of Health with their interim report on potential efficiencies or cost savings, including the possibility of shared services.
- PricewaterhouseCoopers will provide the Board of Health with a project update at the March 21st meeting.

Project Kick-off

On February 8, 2013, the review of administrative functions, including the possibility of shared services being conducted by PricewaterhouseCoopers (PWC) got off the ground with a “kick-off” meeting. During this meeting, PWC consultants and Health Unit staff discussed the project objectives, scope, and expectations as outlined in the project plan and the [Terms of Reference](#) for the project. A draft project charter and the project’s timelines were defined at this kick-off meeting. It should be noted that with the recent announcement of the hiring of the new Medical Officer of Health and Chief Executive Officer, this position and the 1.5 Executive Assistant positions that report to the Medical Officer of Health were assumed to be out of scope for the review.

Qualitative Analysis

Following the kick-off meeting, PWC conducted 17 one-on-one and group interviews with 42 stakeholders including staff from the Health Unit, City of London and Middlesex County. The interview topics included discussions around the structure of administrative services, definitions of work functions and sub-functions, resource or capacity of each function, and technology considerations.

Quantitative Analysis

Shortly after the interviews, stakeholders were asked to complete or develop a list or grouping of functions (taxonomy) by work group. Health Unit staff members were then asked to complete a level of effort survey whereby each position was broken down by the amount of time (effort) spent on each function. The survey

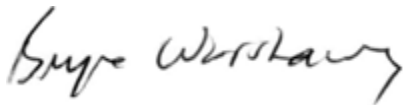
was created to assess how the Health Unit allocates effort across all in-scope functions. To complete the quantitative analysis stage, PWC made requests for information or data during the week of March 4th. This request was for data relating to the volume and type of work performed. The data will be used to assess the Health Unit's resources in comparison to other organizations and industry standards.

Next Steps

After the data collection phase, PWC will develop and complete a baseline analysis and findings report in preparation for the Board meeting in early May. The process for reviewing and presenting the report to the Board of Health will be as outlined in the [Terms of Reference](#) for the review. This interim report will assess potential efficiencies or cost savings, including the possibility of shared services. Based on the findings of the interim report, the Board of Health will have the opportunity to assess which areas they would like to explore further in Phase III of the review.

Representatives from PricewaterhouseCoopers will be making a presentation to the Board at the March 21st meeting. The presentation to be given by PricewaterhouseCoopers is attached as [Appendix A](#).

This report was prepared by Mr. John Millson, Director, Finance & Operations.



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