

## Stanton Health Authority – Operational Review 2002 Background Information

### Purpose

#### Management Review:

1. assess strengths and weaknesses in the overall management of Stanton Territorial Health Authority, and make recommendations for improvement, particularly in light of the current operating environment of health care worker shortages and ward closures

#### Human Resource Service Review:

2. assess strengths and weaknesses in the current human resource management practices, and make recommendations for remediating deficiencies
3. identify internal versus systemic (system-wide) factors contributing to staff turnover at Stanton, and make recommendations to address these factors, particularly with a focus on the internal factors
4. investigate and assess the current state of morale at Stanton and, if necessary, recommend appropriate actions to address morale issues

#### Delegated Authority Review

5. review the management activities delegated to the Stanton Authority relating to the hiring and administration of pay and benefits, with particular emphasis on measuring compliance in areas identified in previous correspondence to the Authority

### Activities, Timelines and Outcomes

Task	Timeline
<b>Project Management Activities</b>	
clarify project objectives, deliverables and timeframes	Sept 17
reviews, data collection and interviews	Sept 17-Oct 30
final report	Nov 7
<b>I. Management Review</b>	
review existing reports and reviews to provide insight into overall operation of Stanton	Sept 18-Oct 1
assess strengths and weaknesses of overall management through performance survey and structured interviews with key stakeholders	Oct 1-15

Task	Timeline
prepare findings report	Oct 30
<b>II. Human Resource Service Review</b>	
review existing information on the following to define the current human resources delivery framework: <ul style="list-style-type: none"> <li>• current human resource organization, practices, policies and procedures</li> <li>• turnover statistics</li> <li>• exit interview findings</li> </ul>	Sept 17
survey a cross section of Stanton staff (at all levels within the organization) about their satisfaction with the delivery of human resource services	Sept 24-Oct 15
survey all interested Stanton staff on general morale and satisfaction	Sept 24-Oct 15
review turnover statistics, exit interviews, and reasons for resignations and departures to assess extent to which employee turnover is within Stanton's control	Oct 30
prepare findings report	Oct 31
<b>III. Delegated Authority Review</b>	
review how human resource responsibilities delegated to Stanton are carried out on behalf of the Minister Responsible for the Public Service, with particular focus on compliance to regulations, policies, directives and the Collective Agreement: <ul style="list-style-type: none"> <li>• review delegated authority provisions</li> <li>• interview key Stanton staff</li> </ul>	Sept 17-Oct 15
prepare recommendations	Oct 31

## Consultant Background

Western Management Consultants is a firm based out of Edmonton. The seven-member evaluation team brings the following expertise and experience (highlights only):

### expertise:

- operational planning and evaluation
- organizational design and development
- strategic planning
- project management and development
- human resource evaluation
- development of results-oriented action plans

### experience:

- recruitment and retention of health care professionals
- senior/executive level administration of large health and hospital organizations
- survey of health authorities on compensation structure and pay increase guidelines
- evaluation of wage parity within an authority

- organizational structure review for an health authority
- development and implementation of an action plan to transfer health services from one health organization to another
- designing an organizational structure and decision-making framework to enhance physician involvement within a regional health organization
- development and implementation of a strategic/business plan for a large hospital
- assessment of human resource implications of division of the NWT for the GNWT
- operational review of a medical clinic component of a community health centre