

# Office of the Director General (Strategy and Implementation)

## Description of the Office Structure

The Office of the Director General (Strategy and Implementation) operates in terms of the structure defined below:

### 1. Director General (Strategy and Implementation)

Provides continuous support and advice to the Permanent Secretary (MFH) and guides constituent MFH directorates on matters directly relating to the functions of the DG's office and all other matters in respect of which the DG is tasked with a leading and/or coordinative role. The DG is responsible for ensuring that the Ministry's goals – as defined in related Electoral Manifesto initiatives, Budget Measures, Simplification Measures and recommendations raised by institutions of oversight – are achieved and that related reporting obligations are fully met. The achievement of the Ministry's goals entails, amongst other things, active involvement in the design and implementation of the Ministry's strategic direction, continuous internal collaboration as well as active involvement in different fora, boards, committees and working groups – the ultimate aim being the provision of a service of excellence. The Director General also performs the functions of:

- MFH Whistleblowing Reporting Officer, responsible for receiving internal disclosures and addressing the concerns raised accordingly.
- MFH Liaison Officer to the National Audit Office.
- MFH Liaison Officer to the Office of the Ombudsman.

The Directorate for Programme Implementation also falls under the remit of the Director General (Strategy and Implementation).

### 2. Assistant Director

Supports the Director General (Strategy and Implementation) and is responsible for ensuring the effective management of all operations managed by the Office as well as the delivery of timely and quality results. To this effect, the incumbent is also a member of the Ministry's Administrative Contact Points Forum.

The officer is also responsible for providing the DG with sound advice and robust critical evaluations on submissions received by MFH entities, in response to audits undertaken by the National Audit Office (NAO) and other institutions of oversight. The attainment of qualitative and timely responses entails continuous collaboration with the respective MFH entities as well as regular 'own initiative' follow-ups that do not only ensure the timely implementation of recommendations but also that processes, procedures and practices resulting therefrom are being maintained and renewed as necessary.

In tandem with this Office's objective, to encourage a culture of excellence, a strategic document was drawn up and finalised, with a view to introducing the Quality Assurance Function across MFH. The effective and timely implementation of this initiative will be overseen by the officer, under the direction of the DG.

### 3. Manager II

Responsible for the collation of timely reports on developments leading to the implementation of Budget Measures (BMs), Simplification Measures (SMs) and Additional Measures (AMs). This task also entails the critical evaluation of the feedback received in connection with:

- action plans related to new as well as pending measures;
- monthly reporting on the status of attainment of BMs, SMs and AMs objectives;
- quarterly reporting on the status of attainment of BMs, SMs, AMs objectives;
- new BMs proposals for the year to follow.

As a result, the officer continuously collaborates with and guides stakeholders on the attainment of the milestones established in the applicable action plan - which actions are then recorded in the respective monthly feedback which the office refers to the OPM.

#### **4. Senior Principal**

The officer is responsible for managing the office's administrative functions. She is also responsible for coordinating the exchange of communications between the Office of the Ombudsman and the Office of the DG (S&I) - in its capacity as Liaison Office - as well as the evaluation of responses and the compilation of related reports.

The officer is also responsible for collating and analysing feedback, as well as reporting on developments tied to the implementation of the Electoral Manifesto Initiatives. She also forms part of the team tasked with the implementation of a Quality Assurance Function across MFH.

The officer also performs the functions of a Data Protection Officer, Risk Management Officer and Travel Officer.

#### **Description of the Office Functions**

The Office of the Director General (Strategy and Implementation) provides support and advice to the Permanent Secretary as well as effective direction to the Ministry's senior management, with a view to encouraging the development of policies, programmes, strategies and administrative projects falling within the remit of the Ministry, all of which are aimed at attaining a culture of service excellence.

The Office of the Director General (S&I) is responsible for co-ordinating and monitoring the actioning of plans tied to the implementation of Budget Measures, Simplification Measures, Additional Measures and the Electoral Manifesto Initiatives. In this regard, this Office continuously collaborates with and guides stakeholders on the attainment of the milestones established in the applicable action plan - which actions are then recorded in the respective monthly feedback which the office refers to the OPM.

The audits conducted by the NAO, the Mystery Shoppers and other institutions of oversight are important tools for identifying procedural and operational gaps. Related recommendations serve to improve existing procedures and processes, with a view to promoting good governance and encourage a culture of service excellence. To this effect, the Office continuously guides and collaborates with senior management to ensure the effective and timely adoption of recommendations.

In support of the promotion of a culture of service excellence, this Office prepared the necessary documentation to enable the introduction of a Quality Assurance Function across MFH. The launching of this initiative was initially delayed as a result of the COVID-19 pandemic and the clinical prioritisations imposed on the majority of MFH's departments. Deficiencies in the human resource complement also contributed to further delays.

As already highlighted in the previous section, the Office of the Director General (Strategy and Implementation) also acts as the official liaison point between the Ministry and the Office of the Ombudsman and ensures that all correspondence concerning cases falling under the Ministry's responsibility are dealt with in a reliable, accurate and timely manner.

## **General Description of the Categories of Documents Held**

The Office of the Director General (Strategy and Implementation) retains records in the following categories:

- Studies and reports related to the Ministry
- Minutes of Management Meetings and other meetings
- Inquiries reports and related correspondence;
- Whistleblower cases and related correspondence;
- NAO reports, Mystery Shoppers Reports as well as reports from other Institutions of Oversight;
- MFH's implementation of NAO recommendations as per the respective NAO Report;
- Correspondence and information received in the generic emails of the office – [officeofdgsi.health@gov.mt](mailto:officeofdgsi.health@gov.mt), [dpo\\_officedgsi.health@gov.mt](mailto:dpo_officedgsi.health@gov.mt) as well as [foi\\_officedgsi.health@gov.mt](mailto:foi_officedgsi.health@gov.mt);
- Occupational Health and Safety – Risk Assessment Reports
- Ombudsman cases – Management and Clinical;
- Electoral Manifesto Initiatives – the monthly progress of implementation of EMIs falling under MFH's responsibility, as reported by the EMI owners in the PIMS, as well as quarterly progress reporting of such initiatives;
- Action plans of yearly Budget Measures (BMs), Simplification Measures (SMs), Additional Measures (AMs);
- Monthly collation of progress implementation of Budget Measures (BMs), Simplification Measures (SMs), Additional Measures (AMs) and evaluation reports received by OPM of BMs, SMs, and AMs in relation to their respective action plans;
- Quarterly collation of progress implementation of Budget Measures (BMs), Simplification Measures (SMs), Additional Measures (AMs)
- Budget Proposals for the following year's proposed budget measures.

## **Contact Details of the Office of the DG (Strategy and Implementation)**

### **FOI Office**

Address: 15, Palazzo Castellania, Merchants Street, Valletta VLT 1711  
Telephone Number: 22992235  
Email: [foi\\_officedgsi.health@gov.mt](mailto:foi_officedgsi.health@gov.mt)