

ServiceOntario Business Resumption Retrospective

September 27, 2022

Key Accomplishments



ServiceOntario delivered on its ambitious plan to process millions of deferred customer transactions over a six-month period

Throughout resumption, ServiceOntario responded to the changing and challenging environments through pivoting quickly – informed by agile, data-driven decision making and ensuring customers were supported during periods of uncertainty.

6.71M deferred transactions processed (all channels)

In addition to 10M other regular transactions over six months **meeting the diverse needs of millions of customers.**

103%



Driver Licence renewals completed (exceeded target)

78%



Health Card renewals completed ~0.54M remain (extension until Sept. 30)

In-person
monthly volumes

1.3M —→ Pre-COVID

1.8M —→ During Resumption

(2.0M during peak month)

Services were available when and how customers needed through providing online options, expanding office capacity, extending hours, offering appointment booking and line management, and enabling customers to use iPads in offices to complete transactions.

Key Accomplishments (Cont.)

Accelerated
more than

30

Service improvement
initiatives & projects

6+
Online

NEW Ontario Photo Card and Accessible Parking Permit online renewals, digital queueing, co-branded debit payments, address look-up and website content improvements.

10+
**Contact
Centre**

Chatbot, 2 NEW third-party service providers, expanded hours, accelerated training, 6 new pandemic support lines, expanded capacity on Amazon Cloud, IVR and Customer Service Representatives (CSR) online promotion, virtualization of CSRs.

18+
**In-
person**

Reduced documentation required, streamlined form completion, eliminated hotline supports, temporarily eliminated photos and enabling over aged 80 drivers to renew online.

Consistently exceeded online uptake targets during Resumption

24
weeks

Licence Plate Sticker
target met/exceeded

22
weeks

Health Card target
met/ exceeded

12
weeks

Driver Licence target
met/ exceeded



Transformation



Ontarians will see the lasting legacy of ServiceOntario's business resumption efforts and accomplishments



Digital Adoption

- **New online services launched** and improvements implemented.
- More customers explored and used online services than ever before. Customers experienced new **online enhancements and supports** that will build loyalty to continue to use online services in the future.
- **Digital Reminders / Notify launched** with over 1M customers signed up.



Improved Processes

- Permanently **simplified and streamlined** some service processing and delivery to **reduce barriers customers** face (e.g., reducing supporting document requirements, removing some CSR requirements to call internal hotline, expanding acceptance of documents).
- Rolled-out **Paper Renewal Notice Elimination** for an annual savings of \$6.8M at maturity.
- Enabled use of **Electronic document** for some in-person transactions (e.g. proof of residency).
- Implemented **back-end process improvements for faster fulfillment** (e.g. APP Lean review/implementation).
- **Improved waiting periods** for customers via expanded appointment booking and customer use, line management and shorter processing time.



Agility

- **Ability to scale capacity** up or down as needed to support government priorities (e.g. 3rd party contact centre, flexible staffing, etc.).
- Enhanced **governance and reporting** mechanisms (tracking, assessing and utilizing **data** to inform rapid decisions).
- First time receiving **direct data feeds** from partner ministries (MTO & MOH), essential for agile planning and monitoring.

Keys to Success



Driving Online Uptake

Accelerated online uptake through multi-faceted approach.



Preparing our Retail Network to Meet Customer Capacity

Ensured in-person network operated at exceed capacity within in-person network.



Supporting our Customers, Staff & Ontarians

Enhanced customer support across channels.

Driving Online Uptake – A multi-faceted approach



NEW ONLINE SERVICES

- **Ontario Photo Card** (July, 2021 – 750,000 cards circulating).
- **Accessible Parking Permits** (Over 70K submissions since Launch: June, 2021).

MARKETING & COMMUNICATIONS

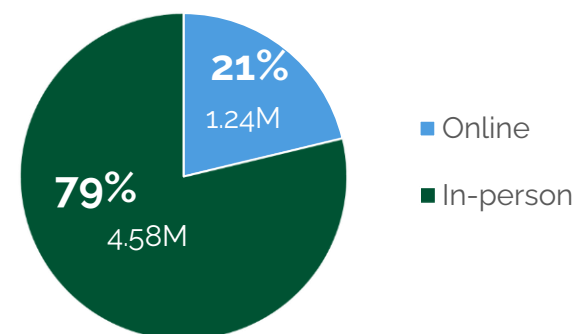
- Resumption **announcement, renewal notices** and \$2M **marketing campaign** to promoting online.
- **Marketing tactics** – digital (71M impressions) and traditional (7M print circulation, 92M radio impressions) & **multi-cultural media** (550K print circulation and 2M digital impressions).
- **Behavioural Insights** for messaging.

EXPANDED ELIGIBILITY ONLINE

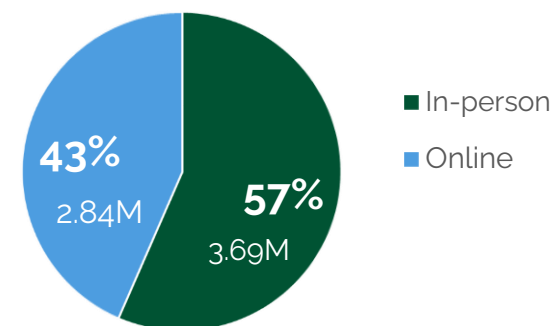
- **Pausing photo requirements** (1.6M DL photos/year).
- **Pausing requirements** for drivers over 80 years old (250K seniors/year).
- **Expanded eligibility** for health card holders (350K newly eligible).

Online vs. In-person Volumes for Licence Plate Sticker, Drivers Licence & Health Card Renewals

Pre-pandemic (Sep. 2019 – Feb. 2020)



Resumption Period (Sep. 2021 – Feb. 2022)



% Satisfaction*



Driver's Licence

77%

Licence Plate Sticker

70%

Online Stats.



14M

Online campaign landing page visits

1.5M

Paid Search Clicks

Top referrers:

Organic Search (41%)

Direct (23%)

MTO Letters (9%)

Driving Online Uptake – A multi-faceted approach



SERVICE IMPROVEMENTS

- **New capabilities** – co-branded debit, address look-up functionality.
- **Digital Queueing** system

CUSTOMER BEHAVIOUR

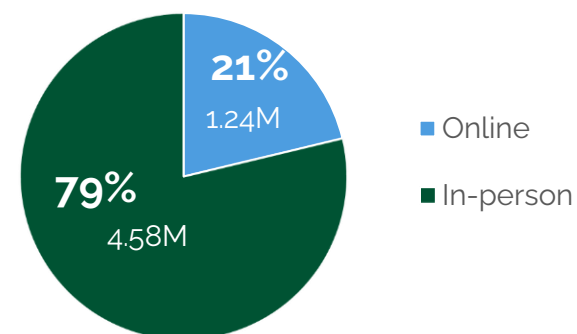
- **Stay at home orders and closures** including communications to shop and do business online.
- ServiceOntario customer research: **customers will continue to do business online** (~50% of customers used digital retailers more during the pandemic and 38% plan to shop more online).

DIGITAL ENABLERS

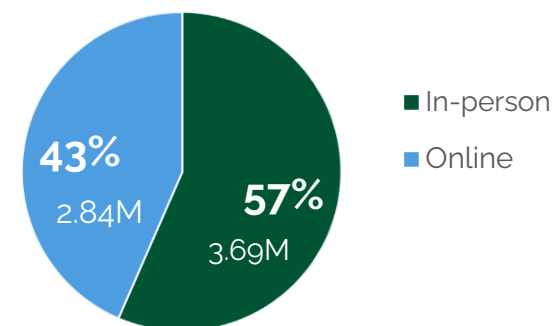
- **QR Codes** (over 700K scanned) in Renewal notices to drive online uptake (6.7M notices sent).
- **Digital notifications** (1M+ sign-ups).
- **IVR messaging** and **chatbot** to answer questions online (27K+ calls deflected).
- **Line triaging**, contact Centre and in-person **CSR's educate customers** about online, and **Contact Centre support for online transactions**.
- **iPads** (39 iPads at 14 at-risk communities).

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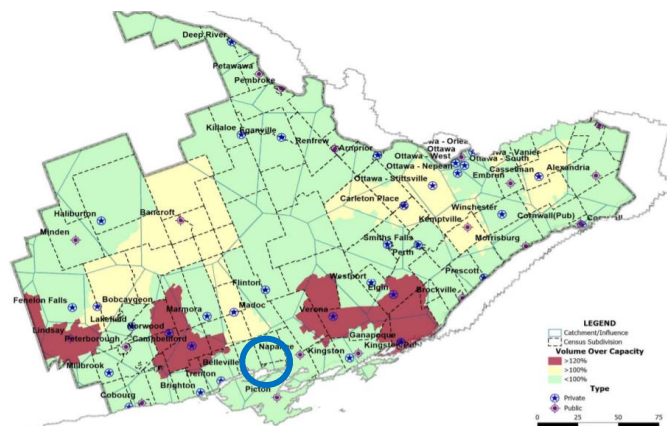
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Retail Network - Meeting Customer Capacity



- ServiceOntario ensured the **in-person network exceeded capacity** in order to **support high transaction volumes** by:
- ✓ Taking a network-wide, data-driven approach to identify at-risk communities by forecasting volumes and estimating capacity.
 - ✓ Actioning mitigation strategies ahead of and throughout Resumption.
 - ✓ Processing an average 1.8M transactions monthly (pre-pandemic monthly volumes ~1.3M).



Napanee Profile (Case Example)

Office Type: Public At-risk office (capacity): No

Census division: Lennox & Addington Region: East

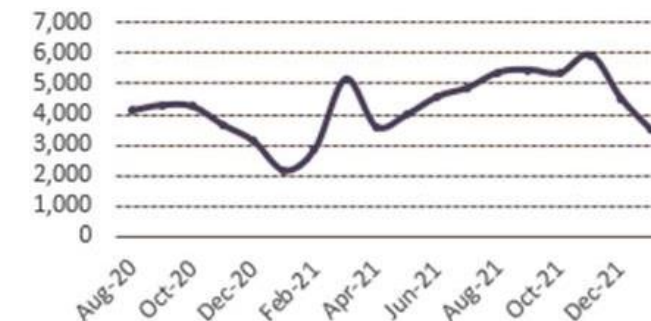
Regular 6-month capacity: 36,000

Forecasted volume (resumption): 8,867

Volume over capacity: 84% Capacity Deficit: 1,633

Pre-COVID wicket #: 4 Wicket # (Feb 23rd): 7

Napanee Monthly Service Volumes



Napanee Mitigation Strategies



Increase hours of operation



3 additional wickets - Used decommissioned Land Registry wickets and space.



Dedicated dealer wicket deployed & shifted dealer work to after hours



1 dedicated iPad for appointment bookings



Security guard hired for line management and appointments, enabling trained staff on counters.



Appointment booking - increased availability - appointment are regularly fully booked.



Cut-off times identified to ensure customers don't stand in line once daily capacity is reached.



Hired 7 new staff on an ad. hoc basis (up to full-time as required)



Deployed hiring strategies - position promotion: flexible shifts, entry level, coaching environment.



Ongoing **management of staffing schedule** to meet anticipated volume demands throughout the day.



Priority support for IT, system hardware, stock management, accelerated training for new hires

Supporting our Customers, Staff & Ontarians



The Contact Centre is a single point of contact for most government services and receive over 4 million calls annually



% Satisfaction *



Driver & Vehicle

76%



Health

73%



Call Statistics

Driver & Vehicle + Health

VOLUMES

550K → **1.12M** **
Pre-pandemic Resumption period

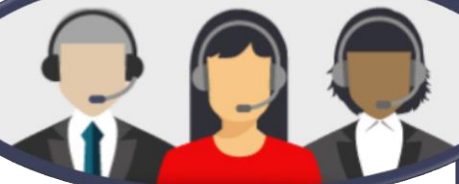
AVERAGE WAIT TIME

5m22s → **2m48s**
Pre-pandemic Resumption period

Supporting our Customers

- Enhanced support for customers online, providing opportunity to avoid in person channel
- Assisted with booking appointments for efficient service for customers.
- Supported customers when and how they needed by re-deploying staff, on-boarding two 3rd party vendors and improving processes.
- Top call reasons:
 - Driver & Vehicle – Licencing (issues, suspensions), Licence plate sticker not received, appointment booking.
 - Health – mail-in renewal status and appointment booking.

750+ agents
supporting more than
14M Ontarians



Handling an additional
500K+ calls
over the Resumption
Period

Supporting our In-person Network

- Increased staff complement and hours of operation
- Supported ~200 new in-person hires with process walk-throughs.
- Top call reasons:
 - Driver & Vehicle: Licence not received in mail, suspensions.
 - Health: card expired more than 12 months, immigrant registration.

Supporting Ontarians through the Pandemic

- Provincial Vaccine Support Line – temporary
- Ontario Small Business Grants
- Ontario Business Cost Rebate
- Support for Families
- Ontario Tourism and Travel Small Business Support Grant
- Ontario Tourism and Travel Recovery Program
- Faith Based Grants