

## **PSCIOC Information-Sharing Template – February 2018**

*Information Sharing was prepared for the PSCIOC Meeting of February 2018 and not to be shared outside of the Council.*

<b>JURISDICTION: ONTARIO</b>		<b>Contact</b>
<b>1. <u>Accomplishments:</u></b> Briefly highlight <b>major IT/IM accomplishments, progress, and/or significant milestones</b> achieved in your <b>jurisdiction over the past 6 - 12 months.</b>	<b>Online Health Card and Driver License Renewal (OHCDLR)</b>  Government Services Integration Cluster and ServiceOntario have been working on developing an integrated online health card/driver's licence renewal service. This includes modernizing the eligibility process to ensure a digital first experience by moving checks and balances to a cross-ministry, real-time eligibility verification.  The user experience included direct testing with a representative group of Ontarians to refine and enhance the experience. This service will be launched in early 2018 to the public but will be targeted to the audience who are more likely to be eligible for this new service.	Robert Devries, Chief Information Officer, Government Services Integration Cluster (416) 327-2561 <a href="mailto:Robert.Devries@Ontario.ca">Robert.Devries@Ontario.ca</a>
	<b>ServiceOntario Services Reboot</b>  As part of the service reboot initiative to redesign existing ServiceOntario websites, service design principles and agile development cycles were used to make enhancements to the following services <ul style="list-style-type: none"> <li>• <b>Email reminders for driver's licence renewal service</b> was launched on August 13, 2017. Future iterations and improvements to the driver's licence email reminder service were released in December 2017. The current email reminders (both driver's licence and vehicle sticker) has over 1,000 subscribers per week</li> <li>• The redesigned <b>Integrated Address Change</b> has doubled transaction volumes, successful transactions and customer service. Future iterations are being explored for summer 2018.</li> <li>• The redesigned <b>Service Finder</b> significantly enhanced user navigation and the mobile experience, increasing mobile usage from 6 to just under 40%. Future iterations will include direct 'drop ins' to online services and redesigned appointment booking service to improve in-person visits (Spring 2018).</li> </ul> <b>Identity Management – Digital Identity</b> <ul style="list-style-type: none"> <li>• Ontario's Enterprise Digital Identity Policy Framework, which will guide the design and development of the Digital Identity program, was approved by Cabinet. The Policy Framework is comprised of four key areas of focus: <ul style="list-style-type: none"> <li>• Authority and scope for the enterprise DI program: MGCS to lead establishment and administration of DI program</li> </ul> </li> </ul>	Robert Devries, Chief Information Officer, Government Services Integration Cluster (416) 327-2561 <a href="mailto:Robert.Devries@Ontario.ca">Robert.Devries@Ontario.ca</a>

	<ul style="list-style-type: none"> <li>• Common identity proofing: harmonized rules and standards on identity requirements</li> <li>• Credentials: broad range of credential options to access services be they physical, digital or biometric</li> <li>• Information Sharing: user consent-based sharing of identity information across government</li> </ul>	
	<p><b>Contact Centre Modernization – Part 2 (CCM2) – Phase 1</b></p> <p>MGCS GSIC (CCMB) received approval in August 2015 to migrate 21 in-scope programs currently residing on legacy technology to the Enterprise Contact Centre Service (ECCS) in two phases over 4.5 years.</p> <p>CCM2 will establish a net new asset at Guelph Data Centre and in the Kingston Data Centre to enable failover requirements of mission critical contact centres – such as IT ServiceDesk.</p> <p>The phased migration was chosen to accommodate client transformation objectives, business requirements, the readiness of the enterprise platform and the availability of key project personnel.</p> <p>CCM2-Phase 1 was successfully initiated and completed from 2015-16 to 2016-17 and implemented the in GDC on new infrastructure with the following programs migrated:</p> <ol style="list-style-type: none"> <li>1. Office of the Independent Police Review Directorate</li> <li>2. MTO-Special Inquiry Unit</li> <li>3. MTO-Business Information Services</li> <li>4. MTO-Service Information Retrieval Unit</li> <li>5. MTO-Data Access unit.</li> </ol> <p>CCM2- Phase 2 was successfully launched in FY2017-18 and has currently implemented 3 of the 15 original in-scope programs on ECCS:</p> <ol style="list-style-type: none"> <li>1. MOHLTC- Assistive Devices Program</li> <li>2. MOECC - Client Services and Permissions (originally named: Environmental Assessment Approval)</li> <li>3. MOECC- General Enquiries (originally named: Public Information Centre).</li> </ol> <p>The launch of other in-scope programs will continue through the next fiscal year.</p>	<p>Robert Devries, Chief Information Officer, Government Services Integration Cluster (416) 327-2561 <a href="mailto:Robert.Devries@Ontario.ca">Robert.Devries@Ontario.ca</a></p>

	<p><b>Small Business Innovation Challenge</b></p> <p>In March 2017 the Ministry of Economic Development and Growth/Ministry of Research, Innovation and Science (MEDG/MRIS) and the Ontario Centres of Excellence (OCE) launched the inaugural Small Business Innovation Challenge (SBIC).</p> <p>The Ministry of Government and Consumer Services (MGCS) was invited to play the role of a champion-ministry as part of the Digital Identity challenge where proposals were sought from Ontario-based small and medium sized enterprises (SME's) to help solve the Digital Identity (DI) challenge.</p> <p>Modelled after international best practices and successful U.S. and U.K. programs, the SBIC was designed to:</p> <ul style="list-style-type: none"> <li>• Engage Ontario's start-ups and SMEs in solving pressing public sector challenges;</li> <li>• Provide SMEs with an opportunity to develop, test, and demonstrate their products to a real-world challenge;</li> <li>• Increase commercialization opportunities for SMEs through direct funding support and applied demonstration opportunities to prove the value of their innovations to domestic and global markets; and</li> <li>• Provide a stronger footing for Ontario SMEs to compete domestically and abroad in both the public and private sectors.</li> </ul> <p>The selected SME's were awarded up to \$1 million each to develop and prove out their technologies. The successful Digital Identity SME's will continue to work on their innovative solutions through 2018.</p> <p>Read the <a href="#">SBIC Press Release</a>.</p>	<p>Robert Devries, Chief Information Officer, Government Services Integration Cluster (416) 327-2561 <a href="mailto:Robert.Devries@Ontario.ca">Robert.Devries@Ontario.ca</a></p>
	<p><b>Energy and Water Reporting and Benchmarking (EWRB)</b></p> <p>As part of Ontario's five-year climate change, EWRB is the review of a building's energy and water use to compare it to its own past performance and the performance of other similar buildings. The <i>Energy Statute Law Amendment Act, 2016</i> which received Royal Assent on June 9, 2016, is enabling the implementation of the proposed EWRB initiative through regulation.</p> <p>EWRB solution was implemented on Oct 23, 2017 to support the Ministry of Energy with managing and supporting building owners in their legislated energy and water reporting requirement (through ENERGY STAR* Portfolio Manager). The tool helps ENERGY staff with effective management of communications and information related to building owners, their buildings, and their energy reporting status. The EWRB solution includes:</p>	<p>Robert Devries, Chief Information Officer, Government Services Integration Cluster (416) 327-2561 <a href="mailto:Robert.Devries@Ontario.ca">Robert.Devries@Ontario.ca</a></p>

	<ul style="list-style-type: none"> <li>• a Contact Centre solution to manage customer relations and communications</li> <li>• a CRM solution to manage information on over 12,000 distinct business owners, approximately 18,000 buildings, and their annual energy and water consumption reporting compliance. It will also support and manage marketing campaigns</li> <li>• a website to house EWRB education and training resources - an online exemption process for building owners.</li> </ul>	
	<p><b>Blockchain Proof of Concept</b> (<i>Lighthouse project</i>)</p> <p>A proof-of-concept using blockchain was completed through a public and private sector collaboration. This collaboration involved City of Toronto, the Governments of Ontario and Canada, Deloitte Digital and Rubix by Deloitte. The goal was to reduce the administrative burden on restaurant start-ups using online services. The POC was an exemplary coming-together of private and public-sector organizations, each bringing important skills and knowledge to the initiative</p> <p>Use of Agile methodologies enabled the project to deliver a working prototype within aggressive 15-week timelines. An iterative approach was used through sprints allowing the teams to refine the solution &amp; requirements and have demonstrable product features every 4 weeks.</p> <p>Several blockchain capabilities were validated, including its potential to act as a data sharing platform and the POC successfully developed a simple interface between blockchain and a government system.</p>	<p>Robert Devries, Chief Information Officer, Government Services Integration Cluster (416) 327-2561 <a href="mailto:Robert.Devries@Ontario.ca">Robert.Devries@Ontario.ca</a></p>
	<p><b>Blockchain Hackathon</b></p> <p>Staff from GSIC participated in a Blockchain Hackathon. In December 2017, staff received blockchain development training and applied the training at a 3-day blockchain hackathon in January 2018.</p> <p>One of the highest risks to payday loan borrowers is that repeat or concurrent borrowing may result in longer term and increased debt. There is currently no reliable means for payday loan lenders to determine whether a borrower has existing loans with another payday lender. As such, borrowers can enter into multiple payday loan agreements from different payday lenders.</p> <p>A Blockchain network designed to validate transactions and increase transparency of borrower's borrowing activity is a viable tool for proactively promoting regulatory</p>	<p>Robert Devries, Chief Information Officer, Government Services Integration Cluster (416) 327-2561 <a href="mailto:Robert.Devries@Ontario.ca">Robert.Devries@Ontario.ca</a></p>

	compliance and stopping concurrent or prohibited loans from being issued to consumers. The results of this hackathon will be available in future updates.	
	<p><b>Civil Claims Online Filing (MAG)</b></p> <p>The creation of an online electronic filing service for Civil Actions in the Superior Court of Justice. Enables users to initiate actions and file documents for civil claims, such as: Statement of Claim, Notice of Action, Affidavit of Litigation Guardian of a Plaintiff under a Disability, Request for Bilingual Proceedings, Consent to File Documents in French, as well as make payments for those filings. This service will be expanded incrementally for additional document types to provide for more convenient user experience and services.</p> <p>The first project wave of this online service was launched in April 2017 as a pilot at five sites (Brampton, Ottawa, Newmarket, London and Sudbury). Wave 2 was launched in July 2017 and included a full province-wide roll out of the online service and improvements to the service including unique Account Profiles and searchable online filings history. This second wave was successfully completed in November 2017. The third wave of the project is being planned for May 2018 which will provide users with the ability to file additional documents online such as Statements of Defence and proof of service documents.</p> <p>Outcomes:</p> <ul style="list-style-type: none"> <li>• Delivers simple, modern, user-friendly online services, both to the public and our partners.</li> <li>• Provides Ontarians filing civil actions with online services that are accessible, responsive, and easy to use.</li> <li>• Ontarians will be able to quickly and easily file, and track filings related to their civil claims online</li> </ul>	<p>Robin Thompson, Chief Information Officer, Justice Technology Services (416) 326-6950 <a href="mailto:Robin.m.Thompson@ontario.ca">Robin.m.Thompson@ontario.ca</a></p>
	<p><b>Data Collection, Analytics and Management Reform (DCAMR) Project (MCSCS)</b></p> <p>To reform all hard copy file management processes within Correctional Services to digital / electronic systems.</p> <p>Development and BI Analytics teams have collaborated to provide the foundational elements needed to enable the evidence-based decision systems sought by Correctional Services including:</p>	<p>Robin Thompson, Chief Information Officer, Justice Technology Services (416) 326-6950 <a href="mailto:Robin.m.Thompson@ontario.ca">Robin.m.Thompson@ontario.ca</a></p>

	<ul style="list-style-type: none"> <li>• Update of OTIS (Offender Tracking Information System) data for over 20 institutions to baseline their capacity and set the designated purpose of housing locations</li> <li>• Upgrades to enhance the tracking of placements and segregation review information and to provide a self-serve reporting interface</li> <li>• Delivery of key reporting tools for decision makers including Daily Active Segregation Report, Exception Alerting &amp; Notification, Capacity reporting and Analytical Cubes</li> </ul> <p>Outcomes:</p> <ul style="list-style-type: none"> <li>• Enable Correctional Services to understand key issues within Institutions daily for better management</li> <li>• Increase public transparency with institutional improvement programs across the province</li> <li>• Replacement of existing manual, paper based processes</li> <li>• Business intelligent reporting tools</li> <li>• Real time data management</li> <li>• Outcomes based performance measurements</li> </ul>	
	<p><b>Employer Self-Audit Portal Phase 1 (part of MOL 360)</b>  <i>(Lighthouse project)</i></p> <p>On September 13, 2017 the Ministry of Labour (MOL) received ITPAC approval to replace the existing Employment Standards Information System (ESIS) that supports the delivery of the Employment Standards administration. The existing system is used for the management of all enforcement of employment related transactions such as processing and investigating claims, and the creating and tracking of events and inspections.</p> <p>The ESIS is used by approximately 500 internal users, (expected to grow to approximately 680) to deliver services to 450,000 employers and 6 million employees across Ontario. The current custom-build system is over 10 years old and supports back-end, paper-based processes. The IT solution is being built using known OPS technologies and .NET Solutions Delivery Centre (.NET SDC) services that can be accessed with mobile devices such as tablets, smartphones, laptops. The replacement solution is being developed by iterative business functionality, supporting a phased release of the new solution ensuring the Employment Officers, Employers and Employees benefit from the new solution as soon as possible.</p>	<p>Wynnann Rose  Chief Information Officer  Labour &amp; Transportation I&amp;IT  Cluster  905-704-2167  <a href="mailto:Wynnann.Rose@ontario.ca">Wynnann.Rose@ontario.ca</a></p>

	<p>In May 2017, .NET SDC undertook a proof of concept release of a mobile eTicketing application to Employment officers. In August 2017, a new Business Intelligence portal was introduced to MoL staff providing reports on data from previously isolated sources. The BI portal will continue to be developed as new data becomes available through iteratively developed business functionality. In October 2017, a partnership between .NET SDC, Infrastructure Technology Services (ITS) and Pivotal Labs was established for the creation of the MoL Self Audit tool on the OPS' Azure cloud platform.</p> <p>This project will modernize and integrate all aspects of Employment Standards administration, including claims management, inspections, enforcement, education and training, financial management and business reporting to transform the delivery of services. It will:</p> <ul style="list-style-type: none"> <li>• Eliminate the need for cheques and provide funds sooner to Ontario employees</li> <li>• Improve the services for 450,000 Ontario employers with a 'tell us once' culture</li> <li>• Reduce the burden on claimants and employers with the electronic exchange of documents and information.</li> <li>• Allow staff and external users to connect to the system with any device at any time</li> <li>• Support better focus on non-compliant businesses with access to data</li> <li>• Improve the quality of data and ability to respond to ad-hoc data requests</li> </ul> <p>The Self Audit tool will be demonstrated to Employment Officers on January 15, 2017 and is scheduled for general release on April 2, 2018.</p>	
	<p><b>Allowable Weights Tracking System (AWTS)</b>  <i>(Lighthouse project)</i></p> <p>Ministry of Transportation's (MTO) Road User Safety Modernization IT Branch (RUSMB) worked in conjunction with the Carrier Safety and Enforcement Branch (CSEB) and the .NET Solution Delivery Centre (.NET SDC) on a unique and challenging opportunity to address the decades-old challenge of weight compliance in the aggregate and excavation sectors. This pilot initiative involved the development of a vehicle database, called the Allowable Weights Tracking System (AWTS), to accurately record gross and axle weight limits for all vehicles in the sector. Using the Agile Framework, AWTS was developed and implemented over a 2-month period and included requirements from a diverse group of stakeholders consisting not only of ministry staff but also members from the industry; including</p>	<p>Wynnann Rose  Chief Information Officer  Labour &amp; Transportation I&amp;IT  Cluster  905-704-2167  <a href="mailto:Wynnann.Rose@ontario.ca">Wynnann.Rose@ontario.ca</a></p>

	<p>truck drivers, shippers, load brokers, equipment suppliers, carrier organizations and the Ontario Stone Sand &amp; Gravel Association (OSSGA).</p> <p>The pilot initiative was successfully implemented in April 2017, and since then:</p> <ul style="list-style-type: none"> <li>• Met its target of having over 140+ vehicles registered in the database</li> <li>• Over 300+ weight recordings at truck inspection stations</li> <li>• Over 110+ users representing the industry using the application</li> <li>• The pilot initiative was showcased on Truck News – see the <a href="#">article</a>.</li> </ul> <p>Currently, enhancements to AWTS are underway (target implementation date of Feb 5, 2018) to continually enhance existing and implement new functionalities, such as the ability to capture additional information (weigh in date/time) during the recording of vehicle weights at Truck Inspection locations to provide better data analytics leading to more evidence-based decisions in addressing the weight compliance in the aggregate and excavation sectors.</p>	
	<p><b>Driver Medical Review Program</b> (<i>Lighthouse project</i>)</p> <p>Core function of Medical Review (MR) program is to assess a driver's fitness to safely operate a motor vehicle based on MTO Driver Medical Policy and Procedures, CCMTA National Medical Standards, and Canadian Medical Association Standards. Current Driver Medical Policy is difficult to use in guiding decision making, resulting in inconsistent decisions for drivers, undue burden for healthcare practitioners and drivers, long lead times to train new case processors, and potential for negative reputational impact for MTO from stakeholders and clients.</p> <p>MR program's vision is to <i>"Effectively and efficiently take action on driver fitness information through fully engaging our citizens, stakeholders, and employees to continuously improve road safety, while also meeting the core needs and expectations of our citizens."</i></p> <p>RUSMOD Business and IT team, together with the Licensing Services Branch (LSB) are working in an agile way to transform and optimize Driver Medical policy. Accomplishments to-date:</p> <ul style="list-style-type: none"> <li>• Through multiple sprints, developed transformation framework for optimizing decision making on medical conditions</li> <li>• Applied the framework and worked in an agile manner to review and optimize 23 medical conditions falling under the Driver Medical policy</li> </ul>	<p>Wynnann Rose Chief Information Officer Labour &amp; Transportation I&amp;IT Cluster 905-704-2167 <a href="mailto:Wynnann.Rose@ontario.ca">Wynnann.Rose@ontario.ca</a></p>



	<ul style="list-style-type: none"> <li>Identified customer impacts as well as change management and operational impacts</li> <li>Engaged medical community to define optimal assessment approach for complex medical conditions</li> </ul> <p>Through engagement with Deloitte, Digital Transformation Strategy development is underway (to be completed by Feb 2018):</p> <ul style="list-style-type: none"> <li>Created current business model canvas</li> <li>Citizen Centred Design sprint is in progress: internal and external user groups identified, user interviews underway</li> </ul> <p>Initiated sprint to develop options for target business models.</p>	
	<p><b>Ontario 511 Modernization Project</b></p> <p>The MTO's Traveller Information Service provides Ontarians with accessible and bilingual information concerning travel options and road conditions to help them plan and conduct travel. The Ontario 511 Modernization project is to replace the Ontario 511 website service with a Software as a Service (SaaS) solution that will modernize Ontario's online traveller information and return the province to the forefront of traveller information delivery. Ontario 511 can be accessed through the web, social media or telephone, to obtain information on road closures, congestion, winter road conditions and construction projects on provincial highways. The service uses Google Maps and feeds information through the COMPASS system, one of the most advanced traffic management systems in North America. In October, the contract was awarded to the successful vendor IBI Group who will be delivering on a new modernized public website in the spring of 2018.</p>	<p>Wynnann Rose Chief Information Officer Labour &amp; Transportation I&amp;IT Cluster 905-704-2167 <a href="mailto:Wynnann.Rose@ontario.ca">Wynnann.Rose@ontario.ca</a></p>
	<p><b>Ontario Drive Mobile App</b></p> <p>On November 27, 2017 the MTO, Road User Safety Division in conjunction with the Labour and Transportation (LTC) I&amp;IT Cluster, MTO Communications Branch, Digital Government and Service Ontario launched the first mobile application. Ontario Drive is an innovative complement to the Driver's handbook to help educate young and novice drivers about road safety and responsible driving habits. The solution provides the following:</p> <ul style="list-style-type: none"> <li>One location for Ontario Driver's License and safe driving information</li> <li>Ability to search ministry approved driving schools</li> <li>Locate nearest DriveTest location</li> </ul>	<p>Wynnann Rose Chief Information Officer Labour &amp; Transportation I&amp;IT Cluster 905-704-2167 <a href="mailto:Wynnann.Rose@ontario.ca">Wynnann.Rose@ontario.ca</a></p>

	<ul style="list-style-type: none"> <li>• Prepare for G1 test from the official source</li> <li>• Safe Driving Topics: Distracted Driving, Impaired Driving, Sharing the Road and more</li> <li>• Free to download</li> </ul> <p>The app supports the 2016-20 OPS I&amp;IT Strategy, it is Open Government approved, compliant with accessibility standards (ADOA), available in French and English, is aligned with Digital Government 14 step standard and allows ongoing feedback from citizens as well as built-in data analytics usage data and test scores. The app is available for download in the iTunes App Store and Google Play Store.</p>	
	<p><b>GOnet Transition</b></p> <p>Government of Ontario Network (GOnet) enables the OPS with modernized telecommunications infrastructure, and is a foundational element of the multi-phased Telecom Services Modernization Strategy.</p> <p>Transition to GOnet was completed in 2017.</p>	<p>Rocco Passero, Executive Lead, Infrastructure Technology Services (416) 326-3398 <a href="mailto:Rocco.Passero@ontario.ca">Rocco.Passero@ontario.ca</a></p>
	<p><b>Hosting/ Cloud Strategy (Hybrid Hosting Modernization)</b> <i>(Lighthouse project – Cloud Adoption – see page 11)</i></p> <p>ITS is currently executing year one deliverables of its five-year hybrid hosting strategy. The year one deliverable includes: acquiring cloud services and products, establishing a cloud broker and operational model, developing application readiness assessment, and cloud migrations. The progress to date includes, beginning migration to Microsoft Office 365 and Azure (for .NET applications), implementing cloud connect exchange services, application assessment framework completed, and 150 applications assessed. The brokerage and operational model has been defined and the development of an RFB to refresh the current Cloud Service Provider VOR is on track for a release in Q4 2017. Also piloting a DevOps initiative with LTC and MOL. ITS has launched its cloud services (GoCLOUD) which include; Azure, Microsoft office 365, Cloud Foundry, Cognitive Services and on-prem cloud services.</p>	<p>Rocco Passero, Executive Lead, Infrastructure Technology Services (416) 326-3398 <a href="mailto:Rocco.Passero@ontario.ca">Rocco.Passero@ontario.ca</a></p>
	<p><b>Modernized Voice Services (ONeVOICE)</b></p> <p>Planning for replacement of aging legacy communication services used by the Ontario Public Service is underway.</p>	<p>Rocco Passero, Executive Lead, Infrastructure Technology Services (416) 326-3398 <a href="mailto:Rocco.Passero@ontario.ca">Rocco.Passero@ontario.ca</a></p>

	<p>The initial focus is on modernizing voice services to deliver an enhanced employee experience and a more efficient use of communication assets. A Request for Information has been issued to gather current insights which will inform the Request for Bid, scheduled for release in Q3/Q4-2018.</p> <p>The OPS continues to be committed to an integrated communication system that encompasses a broad range of technologies and applications designed and supported to function as a single communications platform, impacting how it integrates voice, data and video services.</p>	
	<p><b>Modernizing Collaboration and Productivity Tools – Microsoft Office 365</b></p> <p>Office 365 is a cloud service securely provided at Microsoft's data centres in Toronto and Quebec City. It will replace several individual Microsoft products currently provided or hosted internally by the OPS including enterprise e-mail, Microsoft Office desktop tools (Word, Excel, PowerPoint), workgroup and home file shares (centralized network electronic storage for documents) and Lync instant messaging. The enhanced features of Office 365 will bring these tools up-to-date and provide employees with new ways to engage each other, collaborate, and share information.</p> <p>This new service delivery model will take time to implement, and it is anticipated that it will ultimately position the OPS to utilize and access the latest technological updates and enhancements as soon as they are released by Microsoft. To ensure a smooth transition to Office 365 and to provide an enhanced end-user/employee experience with Microsoft Office products, a change management program consisting of experts in technological, project and organizational change management will be created and executed. Planning for migration to Office 365 is underway. An early adopter migration with select IT staff started in the Fall 2017 and will run through January 2018. A wider group of early adopter migrations are planned through March 2018. OPS wide migrations are set to commence in the mid 2018 timeframe with implementation planned to be completed by March 2020.</p>	<p>Rocco Passero, Executive Lead, Infrastructure Technology Services (416) 326-3398 <a href="mailto:Rocco.Passero@ontario.ca">Rocco.Passero@ontario.ca</a></p>
	<p><b>Binder Browser</b> <i>(Lighthouse project)</i></p> <p>Binder Browser serves as digital replacement of the traditional paper Binders assembled for Cabinet committee meetings. User base is currently 20+ committees with 1500 viewers. More recently being used also on International Trade missions.</p>	<p>Ron Huxter Chief Information Officer Central Agencies I&amp;IT Cluster (416) 327-1476 <a href="mailto:Ron.Huxter@ontario.ca">Ron.Huxter@ontario.ca</a></p>

	<p>Significant reduction in costs related to paper usage, preparation, and distribution. Other benefits include improved security, mobile access to materials and capability of dynamic updates and notifications.</p>	
<p><b>Lighthouse Project</b></p> <ul style="list-style-type: none"> <li>- Virtual HR</li> <li>- Problem Identification at the DCO</li> <li>- Home Reno</li> </ul>	<p><b>Cognitive Computing</b></p> <p>Cognitive Computing offers the ability to process vast amounts of structured and unstructured data and use natural language query approaches to support interaction with cognitive systems.</p> <p>Through a set of Proof of Concepts, CAC will explore how this emerging technology can augment traditional Business Intelligence and data analysis approaches. Opportunities have also been identified more widely at the recent Innovators' Workshop hosted by CAC. At this event, I+IT Clusters in conjunction with Infrastructure Technology Services (ITS) collaborated with ministry business partners to develop ideas for cognitive solutions that can be pursued in order to solve real-world OPS business problems.</p> <p>Through a set of Proof of Concepts (POC's), CAC will work with a client ministry to explore how this emerging technology can augment traditional Business Intelligence with the ability to process vast amounts of structured and unstructured data, and use natural language query to support analysis.</p>	<p>Ron Huxter Chief Information Officer Central Agencies I&amp;IT Cluster (416) 327-1476 <a href="mailto:Ron.Huxter@ontario.ca">Ron.Huxter@ontario.ca</a></p>
	<p><b>Revenue Modernization (MNRF)</b></p> <p>The Ministry of Natural Resources and Forestry (MNRF) collects revenue from various sectors, including forestry (&gt;\$100M annually from ~40 customers) and Crown Land tenure rent (&gt;\$8M annually from ~8.5k customers). Ministry business areas are responsible managing this revenue and keeping records on how funds are obtained and used.</p> <p>MNRF is partnering with the Land and Resources I+IT Cluster (LRC) to enable a consistent approach to managing revenue ministry-wide using the Ontario Public Service (OPS) standard Integrated Financial Information System (IFIS).</p> <p>A digital front-end customer management solution will automate business processes with workflows. Taking an agile approach to project delivery, the team is delivering iteratively in sets of minimum releasable features, testing early/often with users and building-in flexibility through loosely-coupled components.</p>	<p>John DiMarco Chief Information Officer Land and Resources I&amp;IT Cluster 416-326-6954 <a href="mailto:John.DiMarco@ontario.ca">John.DiMarco@ontario.ca</a></p>

	<p>Outcomes:</p> <ul style="list-style-type: none"> <li>• Successful launch for Crown Land Tenure; Forestry project underway</li> <li>• Faster invoice processing allowing ministry staff to focus on core business</li> <li>• Efficient and consistent revenue management with reduced risk of error</li> <li>• Re-usable technology components to onboard new revenue streams</li> <li>• Real-time business intelligence and analysis for decision making</li> <li>• Improved compliance with OPS Finance Directive</li> </ul>	
	<p><b>Parks Reservation and Registration System (MNRF)</b></p> <p>The Ministry of Natural Resources and Forestry (MNRF) manages Ontario Parks through protection, conservation, education and providing recreation opportunities, including camping, hiking, canoeing, swimming, skiing, snowshoeing and nature viewing (329 Provincial Parks over 7.8M Hectares, 10M visitors, 1.3M campers to 19K campsites. 80% of reservations are now online).</p> <p>MNRF is partnering with the Land and Resources I+IT Cluster (LRC) to replace the existing system with a modern online digital service and tools for ministry business intelligence and revenue management. The current phase includes business case development and approvals on options for future digital solution.</p> <p>Outcomes:</p> <ul style="list-style-type: none"> <li>• Ensure service continuity of Ontario Parks.</li> <li>• Updated and modernized reservation and registration processes to meet current service-level expectations, improve customer experience and streamline business processes.</li> <li>• Updated technology to meet future needs and opportunities in the parks reservation and registration marketplace.</li> </ul>	<p>John DiMarco Chief Information Officer Land and Resources I&amp;IT Cluster 416-326-6954 <a href="mailto:John.DiMarco@ontario.ca">John.DiMarco@ontario.ca</a></p>
	<p><b>Environmental Registry and Public Consultation Tool (MOECC)</b></p> <p>Ontario Public Service (OPS) ministries post public notices for any proposal, decision or issue with potential environmental impacts. The Ministry of the Environment and Climate Change (MOECC) Environmental Registry enables the posting of these notices online and provides Ontarians a means of participating in decisions. Ministries must consider comments on these postings when implementing decisions (17 ministries with 3K average annual environmental postings).</p> <p>MOECC is partnering with the Land and Resources I+IT Cluster (LRC) to replace the existing outdated system with a modern, interactive and user-friendly public</p>	<p>John DiMarco Chief Information Officer Land and Resources I&amp;IT Cluster 416-326-6954 <a href="mailto:John.DiMarco@ontario.ca">John.DiMarco@ontario.ca</a></p>

	<p>engagement platform. It will mean Improved public engagement for informed environmental decision making across the OPS.</p> <p>Outcomes:</p> <ul style="list-style-type: none"> <li>• Expanded public reach and awareness</li> <li>• Improved public monitoring options and alerts</li> <li>• Automation for reduced risk and ministry administrative workload</li> <li>• Better reporting and business information</li> <li>• Increased information access and transparency</li> </ul>	
	<p><b>Compliance Re-Engineering and Information System Technology Project (CRISP)</b></p> <p>The Ministry of the Environment and Climate Change (MOECC) safeguards our natural environment and healthy communities through regulatory programs, monitoring compliance and enforcement if required. The ministry also ensures that those not in compliance take necessary action quickly and effectively (8.5K average compliance inspections annually).</p> <p>MOECC is partnering with the Land and Resources I+IT Cluster (LRC) to implement a modern compliance and enforcement solution shared across lines of business ministry-wide. The solution will be integrated with the Permissions Enterprise Platform (PEP) and enterprise regulatory profiles for businesses.</p> <p>Outcomes:</p> <ul style="list-style-type: none"> <li>• Faster and easier 24-7 online access to information and services, using any device (mobile)</li> <li>• Single enterprise profile for businesses across MOECC programs (approvals/permissions)</li> <li>• Efficiency and cost savings through modernizing business processes, reduced duplication of effort</li> <li>• Streamlined implementing new lines of business through common cloud-based solution</li> <li>• Holistic information and business intelligence supporting evidence and risk-based compliance/enforcement services</li> <li>• Consistent high-quality information ministry-wide with reduced error from manual processes/legacy systems</li> </ul>	<p>John DiMarco Chief Information Officer Land and Resources I&amp;IT Cluster 416-326-6954 <a href="mailto:John.DiMarco@ontario.ca">John.DiMarco@ontario.ca</a></p>

	<p><b>Permissions Enterprise Platform (PEP)</b> <i>(Lighthouse project)</i></p> <p>The Ministry of the Environment and Climate Change (MOECC) safeguards our natural environment and healthy communities through environmental approvals and permissions. Approvals/permits are required for Ontario businesses that release air, water, land or noise pollutants, or handle waste (6.5k average annual approvals).</p> <p>MOECC has partnered with the Land and Resources I+IT Cluster to move from a paper-based Certificate of Approval program to an online digital service. This enterprise solution enables a risk-based framework that can support all ministry approval/permit business areas. Ongoing, the team is taking an iterative approach to onboard new lines of business based on business imperatives and priorities.</p> <p>Outcomes:</p> <ul style="list-style-type: none"> <li>• Business cost and time savings through online self-registration for low-risk approvals (months to minutes)</li> <li>• Faster and easier online access to information, approvals and permits (mobile access).</li> <li>• Integrated information for holistic ministry decision making.</li> <li>• Digital process reduced paper submissions by 3-5 banker boxes per submission (16k sq ft of paper annually).</li> <li>• Scalable, flexible and reusable platform (enabling new lines of business to be onboarded in under 4 months).</li> </ul>	<p>John DiMarco Chief Information Officer Land and Resources I&amp;IT Cluster 416-326-6954 <a href="mailto:John.DiMarco@ontario.ca">John.DiMarco@ontario.ca</a></p>
	<p><b>Geographic Information Systems (GIS) Adaptive Maintenance</b> <i>(Lighthouse project)</i></p> <p>The Ministry of Natural Resources and Forestry (MNRF) Land Information Ontario (LIO) catalogues, uses and publicly shares Ontario maps and spatial data (9.6 M geospatial data parcels, &gt;200 open data products).</p> <p>MNRF The Land and Resources I+IT Cluster partnered to leverage this data through the GIS Delivery Platform (GDP). The GDP is a common suite of software and infrastructure for GIS in the Ontario Public Service (OPS) (70% of OPS Ministries actively use GIS, &gt;3K active GIS desktop software users)</p> <p>GIS Adaptive Maintenance is a multi-year evergreening strategy to focus maintenance on the highest priority GIS components (infrastructure, middleware, applications and services). By prioritizing iterative upgrades, this will ensure stable and current GIS infrastructure for the OPS. Future opportunities exist in DevOPS to streamline processes and maintenance approaches towards continuous evergreening.</p>	<p>John DiMarco Chief Information Officer Land and Resources I&amp;IT Cluster 416-326-6954 <a href="mailto:John.DiMarco@ontario.ca">John.DiMarco@ontario.ca</a></p>

	<p>Outcomes:</p> <ul style="list-style-type: none"> <li>• Time and cost savings, moving from the expensive cycle of renewing legacy systems to ongoing agile, flexible and cost-effective updates</li> <li>• Reduce interdependency issues and risks in updates</li> <li>• Reliable access to GIS solutions and services OPS-wide on up-to-date infrastructure</li> </ul>	
	<p><b>Ministry Integrated Data Analytics Environment (MIDAS)</b>  <i>(Lighthouse project)</i></p> <p>The Ministry of the Environment and Climate Change (MOECC) collects data across ministry business areas on permits, licensing and certifications. The areas use this data in compliance monitoring and assurance, policy development, research and reporting (79 types of environmental permissions on 10 ministry systems).</p> <p>MOECC is partnering with the Land and Resources I+IT Cluster (LRC) to consolidate permissions-related data across ministry systems and provide a single portal to staff ministry-wide for comprehensive data analysis and reporting.</p> <p>Outcomes:</p> <ul style="list-style-type: none"> <li>• Making data findable/usable by consolidating it into a single centralized system.</li> <li>• Analyzing and visualizing data to support predictions and informed decision making.</li> <li>• Faster, improved public reporting and transparency.</li> <li>• Efficiency through modernizing business processes and reduced duplication of effort or risk of error.</li> </ul>	<p>John DiMarco  Chief Information Officer  Land and Resources I&amp;IT  Cluster  416-326-6954  <a href="mailto:John.DiMarco@ontario.ca">John.DiMarco@ontario.ca</a></p>
	<p><b>Licensing Automation System Renewal – Fish and Wildlife (MNRF)</b>  <i>(Lighthouse project)</i></p> <p>The Ministry of Natural Resources and Forestry (MNRF) issues licenses for recreational fishing and hunting in Ontario (1.3M average anglers, 400K average hunters and 2.5M annual transactions for \$60M annual revenue) via Service Ontario, Internet, interactive voice response (IVR) and outside issuer channels (Ontario hunting/fishing businesses).</p> <p>MNRF is partnering with the Land and Resources I+IT Cluster (LRC) and a third-party vendor to replace the existing system with a modern online e-commerce system. The project team is engaging the Ontario Digital Office and taking a customer-centric approach through design, delivery and implementation.</p>	<p>John DiMarco  Chief Information Officer  Land and Resources I&amp;IT  Cluster  416-326-6954  <a href="mailto:John.DiMarco@ontario.ca">John.DiMarco@ontario.ca</a></p>



	<p>Outcomes:</p> <ul style="list-style-type: none"> <li>• Faster and easier 24-7 online public access to hunting and fishing licenses.</li> <li>• Improved client service including electronic license fulfillment</li> <li>• Enhanced administrative management including product configuration and flexibility and adaptability to future regulatory change</li> <li>• Reduce effort and cost per transaction</li> </ul>	
	<p><b>Mining Act Modernization (MNDM)</b>  <i>(Lighthouse project)</i></p> <p>The Ministry of Northern Development and Mines (MNDM) regulates prospecting, mineral exploration, and mine development and rehabilitation. (\$11B industry in Ontario. 275k mining claims, 40 mining sites and 300 explorations over 70M Hectares of Crown Land available for staking).</p> <p>MNDM is partnering with the Land and Resources I+IT Cluster (LRC) to implement a new online mining land-use management system supporting changes to the Ontario Mining Act and enabling electronic mining claim acquisition. It will provide 24/7 global access to digitally acquire mining land tenure, other prospector services and online payment. It also integrates OPS Geographic Information Systems (GIS) data from Land Information Ontario (LIO) to provide information on mining claims and exploration activities on a map (5.2M spatial data cells).</p> <p>Outcomes:</p> <ul style="list-style-type: none"> <li>• Faster and easier 24-7 access to mineral exploration data and services with online access to update information</li> <li>• Reduced time for mining claim acquisition (weeks to minutes)</li> <li>• Public information on mining claims and activities available on a map (integrated spatial data)</li> <li>• Improved centralized database, with increased accuracy of spatial data</li> </ul>	<p>John DiMarco  Chief Information Officer  Land and Resources I&amp;IT Cluster  416-326-6954  <a href="mailto:John.DiMarco@ontario.ca">John.DiMarco@ontario.ca</a></p>
	<p><b>Service Level Agreements</b></p> <p>To ensure Ontario Government ministries receive high-quality I&amp;IT services a Service Level Management Standard with corresponding Service Level Management Template and Guidelines was introduced in the Ontario Public Service (OPS).</p> <p>Service Level Agreements for mission critical applications were established as of December 2017. The plan is to establish agreements for the remaining applications by March 2019.</p>	<p>Fred Pitt, Chief Information Officer, Enterprise Service Management  (416) 212-1624  <a href="mailto:Fred.Pitt@ontario.ca">Fred.Pitt@ontario.ca</a></p>

	<p><b>Redesign of Service Desk and Order Desk</b> (Lighthouse project)</p> <p>For over 10 years the Ontario Public Service (OPS) Service Order Desk On-Line “shopping cart” service (S.ODO) has been a successful way for OPS employees to acquire infrastructure and enterprise IT products and services. S.ODO is an internal OPS digital service used by over 60,000 users. Planning is currently underway to refresh S.ODO.</p> <p>The OPS partnered with Ontario College of Art and Design, Research and Innovation Division to develop and implement a user-centered design approach for the refresh of S.ODO. It’s an opportunity to develop a more flexible solution that will align with emerging technology trends and the government’s commitment to modernize I&amp;IT and transform how services are delivered both internally and externally to the organization.</p>	<p>Fred Pitt, Chief Information Officer, Enterprise Service Management (416) 212-1624 <a href="mailto:Fred.Pitt@ontario.ca">Fred.Pitt@ontario.ca</a></p>
	<p><b>Cognitive Computing</b></p> <p>Enterprise Service Management is currently exploring opportunities to incorporate cognitive computing into its business with two proof of concepts currently underway.</p> <p>The Ontario Public Service (OPS) IT Service Desk receives <b>~30,000 print support calls annually</b>; representing one of the top five frequent calls. The resolution is complex with many vendor contracts and printer models in place.</p> <p>A pilot was launched in June 2017 to implement an agent assist solution using cognitive technologies. Working with knowledge articles, the goal is to provide more consistent and accurate response to service calls. The pilot results are currently being measured and plans are in progress to consider others services for pilot opportunities.</p> <p>The existing <b>IT Problem and Incident Management</b> review and analysis process is limited due to voluminous and cumbersome data such as, server logs, events, alerts and unstructured data. The review process is time consuming and challenging to identify trends for root cause and proactive measures to prevent incidents.</p> <p>Planning is currently underway to develop a cognitive application for proactive Problem Management to support OPS capacity to identify trends / patterns in problems and incidents. The goal is to reduce service interruptions by identifying issues before they become user impacting problems. A proof of concept review is currently in progress in preparation for conducting a pilot.</p>	<p>Fred Pitt, Chief Information Officer, Enterprise Service Management (416) 212-1624 <a href="mailto:Fred.Pitt@ontario.ca">Fred.Pitt@ontario.ca</a></p>

	<p><b>Collective Agreements Portal</b></p> <p>In June, the Collective Agreements Portal team (a partnership between Labour &amp; Transportation I&amp;IT Cluster (LTC) and the Ministry of Labour (MOL)) were recognized with an Amethyst Award for the creation of a free, 24/7 self-serve public access window to over 40,0000 Ontario public and private sector collective agreements to support research and bargaining. This state of the art portal solves a compliance issue for the MOL and establishes Ontario as an international leader in innovative solutions for hosting and retrieving collective bargaining information as well as reinforces our commitment to partnerships, enhancing our digital services and putting users first. Since it was launched to the public in April 2016, the portal has been accessed over 60,000+ times from over 91 countries.</p>	<p>Wynnann Rose Chief Information Officer Labour &amp; Transportation I&amp;IT Cluster 905-704-2167 <a href="mailto:Wynnann.Rose@ontario.ca">Wynnann.Rose@ontario.ca</a></p>
	<p><b>Road User Safety Modernization</b></p> <p>The Ministry of Transportation (MTO)'s Road User Safety Modernization Program (RUSMP) has been rebuilding Ontario's licensing and registration systems to meet growing demands for faster, more efficient and accessible services. As the largest modernization initiative in the OPS, the program is transforming the Road User Safety Division's (RUSD) high risk technology systems into state of the art I&amp;IT solutions to ensure that the Ontario Government and its business partners will remain international leaders in road safety for years to come. Ontario is one of the first jurisdictions in North America to have a truly integrated carrier registration and performance monitoring solution built on a "one-client one-record" model. Modernization in segment 1 included:</p> <ul style="list-style-type: none"> <li>• Carriers Online</li> <li>• Motor Vehicle Inspection Station</li> <li>• International Registration Program (IRP) / Oversize/Overweight (OO)</li> <li>• Stock Management</li> <li>• Facility Audit</li> </ul>	<p>Wynnann Rose Chief Information Officer Labour &amp; Transportation I&amp;IT Cluster 905-704-2167 <a href="mailto:Wynnann.Rose@ontario.ca">Wynnann.Rose@ontario.ca</a></p>
	<p><b>Azure Public Cloud</b> <i>(Lighthouse project)</i></p> <p>In March 2017, Azure Public Cloud services became available to clients through LTC in partnership with ITS. The Azure Public Cloud is an on-demand, highly</p>	<p>Wynnann Rose Chief Information Officer Labour &amp; Transportation I&amp;IT Cluster 905-704-2167 <a href="mailto:Wynnann.Rose@ontario.ca">Wynnann.Rose@ontario.ca</a></p>

	<p>available and scalable hosting environment that provides the elasticity to respond quickly to demanding workloads.</p> <p>Azure enables new DevOps approaches that allow for faster application development, rapid feedback cycles, and quicker deployments to respond to client needs and requests. They also provide new opportunities for mobile, big data, and predictive analytics to help clients solve challenging business problems.</p> <p>We are now also exploring opportunities through proof of concept work, to leverage the many new features of Azure. We are in the process of migrating 175 applications to Azure Public Cloud and doing new development in the cloud since the start of 2017.</p>	
	<p><b>Patients First: An Action Plan for Health Care</b></p> <p>A plan has been set out to transform the health system into one that is more integrated and patient centred. A core part of that work is investing in digital health. Digital health is all about information: making patient health information available to patients and healthcare providers when and where they need it.</p> <ul style="list-style-type: none"> <li>• First, we want to open up patient access to health information and services. In keeping with our efforts to ensure Ontario is the most modern and digital government in Canada, we want patients and their families to be able to better participate in their own health by accessing their personal health information and healthcare services, from routine visits with their primary care providers to better management of chronic diseases, in new and more convenient ways. Along the way we will seek advice and input from the Information and Privacy Commissioner to ensure that patient privacy is protected as we advance digital health.</li> <li>• Second, we want to use digital health to strengthen quality, effectiveness and accountability in the health system. Providers would have the supports they need to continue to deliver high-quality patient care, and the health system would have the tools it needs to ensure it is both sustainable for future generations and accountable to today's taxpayers.</li> <li>• Third, we want to do more to stimulate innovation and growth in the digital health economy. We want Ontario to grow as a leader in digital health technology with a vibrant market of innovators and leading-edge firms offering world-class solutions to patients. Growth in digital health would benefit the wider economy. While ensuring that patient privacy and the broader public interest is protected, we would help innovators access the data and technology they need to create new digital solutions that meet the standards for success. Using the right strategies to ensure promising innovations can be spread and scaled, we can benefit from transformative digital health</li> </ul>	<p>Liz Hyland, Executive Lead, Health Services I&amp;IT Cluster (416) 326-7133 <a href="mailto:Karen.McKibbin@Ontario.ca">Karen.McKibbin@Ontario.ca</a></p>

	approaches while reducing risks to taxpayers and opening opportunities to better inform patients.	
	<p><b>OHIP+: Children and Youth Pharmacare (MOHLTC)</b></p> <p>The Ministry of Health and Long-Term Care (MOHLTC) is responsible for Ontario's public drug programs and is guided in this by two principles:</p> <ul style="list-style-type: none"> <li>• to provide Ontario residents with better access to today's best proven drug treatments, and</li> <li>• to get better prices for our drugs so we can re-invest the money saved back into the system.</li> </ul> <p>Currently, Ontarians qualify for the Ontario Drug Benefit (ODB) program when they turn 65 years old. Some Ontarians qualify before they reach that age because they are living in a long-term care home or a home for special care, or are enrolled in other programs such as Home Care, Ontario Works, Ontario Disability Support Program, or the Trillium Drug Program.</p> <p>Starting January 1, 2018, anyone 24 years old or younger will be able to get their prescription medications for free under the new OHIP+: Children and Youth Pharmacare Program. Coverage will be automatic, with no upfront costs. All babies, children and youth aged 24 and under who have OHIP coverage will be automatically covered by OHIP+. The new program will completely cover the cost of more than 4,400 drug products that are currently available through the ODB program. Recipients will not be charged (nothing to pay out-of-pocket) and there will be no deductibles or co-payments.</p> <p>The IT solution for the OHIP+: Children and Youth Pharmacare program will leverage the design and built-in flexibility of the existing 24x7 Health Network System (HNS) that supports the ODB program by linking over 4,100 pharmacies across the province for on-line claims adjudication and billing in real-time for publicly funded drug products.</p>	<p>Liz Hyland, Executive Lead, Health Services I&amp;IT Cluster (416) 326-7133 <a href="mailto:Karen.McKibbin@Ontario.ca">Karen.McKibbin@Ontario.ca</a></p>
	<p><b>Special Authorization Digital Information Exchange (MOHLTC)</b></p> <p>The Ontario Public Drug Programs Division (OPDP) of the Ministry of Health and Long-Term Care oversees a variety of Ontario Drug Benefit (ODB) programs designed to ensure safe, effective, timely, cost-efficient, and sustainable drug therapies for eligible Ontarians.</p>	<p>Liz Hyland, Executive Lead, Health Services I&amp;IT Cluster (416) 326-7133 <a href="mailto:Karen.McKibbin@Ontario.ca">Karen.McKibbin@Ontario.ca</a></p>

	<p>Where the research indicates that a drug may be effective only in specific clinical circumstances or where costs are unusually high or higher than the cost of alternatives listed on the Ontario Drug Benefits Formulary/Comparative Drug Index (Formulary), the drug may be covered under the Exceptional Access Program (EAP). To be funded for such a drug, the patient's prescriber must submit a request providing information about the patient's clinical circumstances requiring the drug. The program currently receives from 300 to 500 requests per day (75,000 annually); mostly by fax however this number is expected to rise, with the introduction of the new OHIP+: Children and Youth Pharmacare program as of January 1, 2018.</p> <p>The Special Authorization Digital Information Exchange (SADIE) project will provide a new online service where prescribers and their authorized representatives can research, create, and manage EAP requests. For many drugs and indications, SADIE will provide real-time adjudication of requests. For requests that cannot be adjudicated automatically, SADIE will provide enhanced back office automation and tools to improve turnaround times.</p>	
	<p><b>Advance Data Visualization (ADV)</b></p> <p>The Ontario Ministry of Health and Long-Term Care (MOHLTC) collects massive amounts of data for the purpose of making informed decisions in providing high quality patient care across the province. Health analysts are often required to engage in data discovery to find utilization patterns of health services and, through the use of analytical tools to interpret their meaning. The <b>Advanced Data Visualization (ADV)</b> project will provide users with a web-based tool to manipulate and interact directly with data to best suit their information needs and enable identification of areas in health service delivery that need attention or improvement in a visually meaningful way. It will allow analysts to view vast quantities of data quickly and present their analytical findings in a pictorial format. Once implemented, the ADV application will support many government initiatives, such as Action Plan for Health Care and Ministry LHIN Accountability Agreements, by replacing static reporting with interactive visualizations of Health Indicator measurement and reporting.</p> <p><b>ADV Highlights</b></p> <ul style="list-style-type: none"> <li>• The ADV application relies on an in-memory architecture which permits high performance analytics of health data enabling deeper insights and faster response times to emerging trends such as Opioid utilization and bed occupancy rates across hospitals that may require further attention;</li> <li>• It provides an easy to use self-service interface to rapidly respond to urgent requests for information by building high quality interactive visualizations and publishing them on a web portal for viewing;</li> </ul>	<p>Liz Hyland, Executive Lead, Health Services I&amp;IT Cluster (416) 326-7169 <a href="mailto:Karen.McKibbin@Ontario.ca">Karen.McKibbin@Ontario.ca</a></p>

	<ul style="list-style-type: none"> <li>• It supports geo-spatial visualization and improves presentation of analytical results by combining and overlaying hierarchical geo data on to a map to obtain granular level insights for health care utilization patterns in target populations.</li> </ul> <p>Fully functional ADV workspace has been delivered to small group of health data scientists in a sandbox environment, and efforts are underway to develop a web-based tool for MOHLTC staff that provides interactive visualizations of pre-calculated health indicators by key topic or sector.</p>	
	<p><b>Digital Health Drug Repository</b></p> <p>The Digital Health Drug Repository (DHDR) project represents a first foundational component of the ministry's Comprehensive Drug Profile Strategy (CDPS). The ministry developed the Digital Health Drug Repository to enable physicians, pharmacists (through various point-of-service applications and viewers), and other health care providers to access patients' dispensed medication and pharmacy service histories at the point of care.</p> <p>The DHDR was established to leverage the ministry's drug data holdings in the Health Network System (HNS), facilitating and expanding health care providers' access to medication records through regional Clinical Viewers. The DHDR is populated with dispensed drug history events from the ministry's Ontario Drug Benefit (ODB) Claims Adjudication System as well as dispensed data from the Narcotics Monitoring System (NMS).</p> <p>The DHDR provides a robust and sustainable data store and standards-based Health Level Seven – Fast Healthcare Interoperability Resources (HL7-FHIR) web services for all publicly funded drugs and pharmacy services, as well as monitored drugs, delivering a critical component of electronic health records for all Ontarians.</p> <p>In the fall of 2016, the DHDR went live beginning with a staged launch that included three early adopter sites accessing data through the ClinicalConnect Viewer in Southwest Ontario: Guelph General Hospital, Guelph Family Health Team and Guelph Community Health Clinic.</p> <p>As of July 2017, health care providers at a total of 183 sites have been provisioned to access the DHDR via Ontario's two regional viewers. The DHDR continues to be rolled out to additional users; ongoing change management and adoption will be guided by onboarding processes associated with the clinical viewers.</p> <p>Today, approximately 1.4 billion ODB historical records (representing approximately 7 years of data) and all NMS historical records have been loaded into the DHDR.</p>	<p>Liz Hyland, Executive Lead, Health Services I&amp;IT Cluster 416-326-7169 <a href="mailto:Karen.McKibbin@Ontario.ca">Karen.McKibbin@Ontario.ca</a></p>

	Every month, approximately 17 million new dispense records are added to the DHDR; the average monthly data growth rate is 1.5%.	
	<p><b>ICON - Digital Yellow Card and Immunization Reporting</b>  <i>(Lighthouse project - Digital Health Immunization Repository)</i></p> <p>With digital yellow immunization cards, Ontarians can now retrieve an electronic version of their own or their children's "Yellow Card" with full up-to-date immunization history. They also are able to quickly and conveniently determine what immunizations they need in the coming months and enter new or missing immunizations online for validation by public health units.</p> <p>The pilot was launched in October 2016. Results of the pilot have informed functionality, user experience and identity and access management improvements. The public has accessed the digital yellow card over 17,500 times since the beginning of the pilot. The service is now provisioned for over 50% of the parent-student population with plans to expand the identity and access management function to leverage health number and banking credentials.</p>	<p>Liz Hyland, Executive Lead,  Health Services I&amp;IT Cluster  416-326-7169  <a href="mailto:Karen.McKibbin@Ontario.ca">Karen.McKibbin@Ontario.ca</a></p>
	<p><b>Modernizing Child Care</b></p> <p>The Government of Ontario's long-term vision is to build a high-quality, accessible and coordinated early learning and child care system for children before they start school and for school-aged children. A key component of this vision is health, safety and quality considerations in the licensed as well as informal child care sector.</p> <p>The <b>Child Care Licensing System (CCLS)</b>, an I&amp;IT business solution, was successfully designed and delivered to support minimizing manual processing and providing a real-time, online electronic mechanism for documenting complaints about licensed programs. This solution allows ministry staff to track and manage public complaints in a centralized and consistent manner while ensuring data accuracy. Additionally, a province-wide database supports timely response to complaints, and enables data analysis to identify trends and the provision of reports at the provincial level.</p> <p>In March and on 3rd September 2017, new releases were successfully launched to support implementation of policy changes related to age-specific rules and requirements for children, under the <i>Child Care and Early Years Act, 2014</i>. In addition to the implementation of new age schedules, built-in survey functionality was launched to gather additional information from child care centres on an annual basis. The September 3, 2017 release of Child Care Licensing System (CCLS) application was to reflect regulatory amendments that came into effect on</p>	<p>Soussan Tabari,  Chief Information Officer,  Community Services I&amp;IT  Cluster  (416) 326-8216  <a href="mailto:Soussan.Tabari@Ontario.ca">Soussan.Tabari@Ontario.ca</a></p>



	<p>September 1, 2017 regarding expiry of Licences past renewal due date. This release also included enhancements to existing functionality including Assignment to provide better support for Licensing staff and Regional Managers. Another key deliverable was supporting restructuring of Child Care Quality Assurance Licensing Branch from 6 regions into 7 regions with inclusion of Ward level information of the Child Care Centre for the City of Toronto.</p> <p>The <b>Child Care Analytics Solution (CCAS)</b> is a business intelligence and reporting solution designed to integrate data from the multiple I&amp;IT business solutions to support evidence-based decision-making. CCAS provides a flexible web-based solution that sends standard reports out bi-monthly to ministry staff to assist regional staff in managing their caseload. CCAS has 19 standard reports as well as ad-hoc reporting functionality that enables ministry staff to track child care license information, and identify trends and issues, in different historical time periods across multiple geographical locations.</p> <p>Over the past year there have been numerous enhancements made to CCAS due to changes in CCLS, as well as new demands by the Early Years business. Some key enhancements made were the inclusion of new licensed survey data, new checklist data, additional data quality measures, as well as new ad hoc and standard reports. The team also worked to move a previously manually intensive process for creating annual Child Care Facts and Municipal Profiles into CCAS, providing a more flexible and streamlined process for future reporting needs. Furthermore, new releases in late 2017 incorporated a number of enhancements including report integration between CCLS and CCAS and new user-driven data visualizations.</p> <p>A new collection (Early Year Experiences) will be added to the Ontario School Information System (OnSIS) to gather comprehensive, retrospective information about a child's participation in early years programs. The data would be requested at the time of the child's registration to kindergarten and would be used to better understand how families access programs, how the programs relate to health and well-being, and to improve policy development and program delivery.</p>	
	<p><b>Long Term Care Homes - Rate Reduction</b></p> <p>The Community Services I&amp;IT Cluster worked in close partnership with the Long-Term Care Homes Division, Ministry of Health and Long-Term Care (MOHLTC) and Health Services I&amp;IT Cluster, to modernize the <b>Long-Term Care Homes – Rate Reduction</b> line of business.</p> <p>Long-Term Care (LTC) home residents are required to contribute towards the cost of their accommodation (basic or preferred) through a co-payment. To ensure that</p>	<p>Soussan Tabari, Chief Information Officer, Community Services I&amp;IT Cluster (416) 326-8216 <a href="mailto:Soussan.Tabari@Ontario.ca">Soussan.Tabari@Ontario.ca</a></p>

	<p>income is not a barrier to access, residents who do not have sufficient income to pay the full co-payment rate may be eligible to have their co-payment amount reduced. This is known as 'rate reduction' and is available to residents in basic accommodation only. LTC homes submit requests for rate reduction to the ministry on behalf of residents. It is estimated that the ministry receives approximately 33,000 applications annually. The LTC homes administer the Rate Reduction program through disparate information technology (IT) applications made available by the ministry.</p> <p>As part of the options analysis to modernize this business, it was identified that leveraging an existing business solution platform within CSC would provide time and cost efficiencies. The new system went live in June 2016. So far approx. 600 LTC homes are enrolled with 28,000 Residents and around 30,000 Rate Reduction applications have been processed annually using the new system. Peak activities for the system start in July every year when residents are renewing their applications and during this time the system processes 22,000+ applications very efficiently.</p> <p>The estimated cost avoidance of \$1.4 million will support the Ontario government's targeted savings under the "Rationalizing the Application Footprint" category of an enterprise-wide transformation initiative. Additionally, the initiative demonstrated CSC's vision and maturity in a new way of doing business, re-using/ leveraging existing investments and modelling horizontal working relationships.</p> <p>Over the last 6-12 months, there have been numerous new features and enhancements added to <b>Enhanced Rate Reduction Information System Application (E-RRISA)</b> to allow for self-serve reporting, as well as bulk printing for users which will enable efficiencies in business processes and eliminate the need to print 60K+ forms by the ministry.</p>	
	<p><b>Modernization of Ontario Immigrant Nominee Program (OINP) System</b></p> <p>The project to modernize the OINP system resulted in a digital platform which supports streamlined service delivery to worldwide clients who are prospective immigrants to Ontario. This modernization increased program agility in addressing evolving requirements in a dynamic way.</p> <p>As of September 2017, the entire OINP program and all its business streams are digital. The program was able to meet the goal of 6000 nominees for 2017 and is currently seeking to increase allocations for 2018. The OINP program was able to achieve the best processing times in all of Canada in 2017. In addition, focus groups with stakeholders have identified the system to be most user-friendly and respected by the immigration lawyers representing clients in their PNP applications.</p>	<p>Soussan Tabari, Chief Information Officer, Community Services I&amp;IT Cluster (416) 326-8216 <a href="mailto:Soussan.Tabari@Ontario.ca">Soussan.Tabari@Ontario.ca</a></p>

	<p><b>Investigative Case Management System</b></p> <p>Investigative Case Management System (ICMS) was developed to assist with the tracking and monitoring of childcare investigation to support childcare enforcement, as mandated by the Childcare and Early Years Act. Using the Child-Care Application and Modernization framework that was already established, and the Case Management platform (Siebel) technology, the system was built and launched in November 2015 to begin capturing unregulated childcare facility cases and to aid the inspection and the enforcement processes. The system captures the entire lifecycle of childcare investigations, including complaints, first visits, investigations, enforcement actions, and prosecutions and includes data analytics functionality.</p> <p>A mobile application was successfully delivered in March 2017, along with a new infrastructure environment to support the release. The mobile solution will allow investigators to use a mobile device while conducting investigations and inspections of child care centres. This will reduce case processing times and will enable users to connect with a backend case management system to retrieve case details and use voice recordings, images and videos to support investigations.</p> <p>The mobile solution is currently being leveraged by field investigators who conduct their investigations on iPads and are able to reduce the processing times to the goal of 50% by cutting out post investigation visit desk time to input notes into the system.</p>	<p>Soussan Tabari, Chief Information Officer, Community Services I&amp;IT Cluster (416) 326-8216 <a href="mailto:Soussan.Tabari@Ontario.ca">Soussan.Tabari@Ontario.ca</a></p>
	<p><b>An End-to-End Service Provider Lifecycle Management Solution</b></p> <p>The Employment &amp; Training Division (ETD) of the Ministry of Advanced Education and Skills Development has been working with Community Services I&amp;IT Cluster hand in hand for a full Service Provider Lifecycle Management (SP Connect) Solution. The solution includes a number of features, such as business planning, transfer payment agreement contracting with plan development, assessment, recommendation, approvals, agreement template and generation. The solution also enables managing the agreements, monitors the performance and financials as well as follow-ups, and evaluates the service provider and the transfer payment agreements.</p> <p>This solution will provide a homogeneous framework for planning, delivering and monitoring the programs and services with consistencies and efficiencies. The highly configurable template driven design will enable program areas to design, deliver, and evaluate the programs and services, as well as make quick adjustments when necessary. The flexibility and capability of the system design will allow it to be leveraged within Ontario government for similar requirements.</p>	<p>Soussan Tabari, Chief Information Officer, Community Services I&amp;IT Cluster (416) 326-8216 <a href="mailto:Soussan.Tabari@Ontario.ca">Soussan.Tabari@Ontario.ca</a></p>

	<p>The system was successfully delivered in March 2017, and enhancements have since been released to increase efficiency and further reduce administrative burden for both ministry and service providers. The SPC system is currently being integrated with the corporate TPCR (Transfer Payment Corporate Registry).</p>	
	<p><b>Automated Collection of Financial and Staffing Data from Ontario Municipalities</b></p> <p>Oracle's Hyperion Planning suite of products has been deployed to automate and secure the process for collecting financial and staffing data from over 444 municipalities in Ontario. Previously this task (known as Financial Information Returns (FIR)) was accomplished with spreadsheets and emails resulting in a labour-intensive, error-prone and non-secure collection method which has been replaced by a centralized financial planning application modelled on the Canada Revenue Agency's e-file approach. A key focus of this fully modernized new system is to enable more effective internal use of the collected data (On-Line Analytical Processing) and to facilitate the sharing of data amongst all stakeholders using familiar interfaces such as Microsoft Excel. This was implemented in all of Ontario's municipalities and went live in March 2017.</p>	<p>Soussan Tabari, Chief Information Officer, Community Services I&amp;IT Cluster (416) 326-8216 <a href="mailto:Soussan.Tabari@Ontario.ca">Soussan.Tabari@Ontario.ca</a></p>
	<p><b>Improved Usability and Availability of Education Data</b></p> <p>The Ontario Ministry of Education (EDU) has a mandate to collect education-related information from schools and school boards across Ontario for the purpose of reporting, analytics and evidence-based decision-making.</p> <p>As an evolution of the existing data warehouse, the Community Services I&amp;IT Cluster, along with their EDU partners, have aligned the already rich education information data collection to the many business processes the ministry uses every day. As a result, the usability of the information has drastically improved, as has the efficiency of data storage and retrieval. In addition, there is also new capacity for linkage to many other internal and external data sets, providing the opportunity for more comprehensive education analytics. This new dimensional approach has resulted in the creation of the industry leading Ontario Education Data Warehouse (OEDW).</p> <p>With a complete set of education data now available, the focus on OEDW development has been on the creation of business-driven data marts built around student achievement and graduation. Efforts have also been made to make student level information accessible to multiple branches within the Ministry such that the data will be used in a consistent manner.</p>	<p>Soussan Tabari, Chief Information Officer, Community Services I&amp;IT Cluster (416) 326-8216 <a href="mailto:Soussan.Tabari@Ontario.ca">Soussan.Tabari@Ontario.ca</a></p>

	<p>To complement the enriched source of data, EDU and CSC have forged ahead in the Self-Service Business Intelligence space with the creation of the <b>Education Information Center (EIC)</b>.</p> <p>EIC is a reporting and analytics portal for use by the Ministry of Education and representatives of Ontario's 72 publicly funded school boards and 4 school authorities. It enables EDU to share interactive reporting applications with ministry and school board stakeholders, giving them a unique view on education trends and results through an easy to use web-based interface.</p> <p>Recent releases included an Indigenous Education Analytical Profile interface which will enable users to explore enrolment trends and student achievement results for self-identified indigenous students. Another recent release included a new School Board Profile application, which offers an overall view of education statistics for each school board.</p> <p>September 2017 introduced a major shift in application delivery with the migration of EIC to the cloud – the first OPS-integrated application to do so. Moving to the cloud enabled more flexible resource utilization, cost efficient application delivery, and improved time-to-market.</p>	
	<p><b>Ontario Student Assistance Program (OSAP)</b> <i>(Lighthouse project)</i></p> <p>Ontario Student Assistance Program (OSAP) is a flagship program of the Ministry of Advanced Education and Skills Development (MAESD). OSAP is responsible for administering both provincial and federal student financial aid programs for Ontario students undertaking postsecondary studies.</p> <p>OSAP provides eligible Ontario students with financial aid to help pay for education-related costs such as tuition, books, living costs and transportation. In addition, OSAP provides repayment assistance options when students have completed their studies. Financial aid can come in many forms: grants, bursaries, scholarships, fellowships, debt reduction, interest relief, work study or loans.</p> <p>As announced in the Ontario 2016 Budget, key policy changes were made to OSAP to improve access to post-secondary education. CSC continues to partner closely with ministry, corporate and external partners to drive I&amp;IT enablement of these changes.</p> <p>Accomplishments included close collaboration with ministry partners to:</p>	<p>Soussan Tabari, Chief Information Officer, Community Services I&amp;IT Cluster (416) 326-8216 <a href="mailto:Soussan.Tabari@Ontario.ca">Soussan.Tabari@Ontario.ca</a></p>

	<ul style="list-style-type: none"> <li>• Launch a web responsive OSAP application for the 2017-18 school year to facilitate part-time and full-time student application intake to support the new Ontario Student Grant (OSG)</li> <li>• Launch a 'Continuation of Interest-Free Status' application to support both the students and administrators</li> <li>• Launch the web responsive OSAP School Search and OSAP Aid Estimator tools with multi-year support and OSG business rules</li> <li>• Release administrator modules for income confirmation</li> <li>• Launch administrator functionality to support distributing OSG for students of 2017-18 in September 2017</li> <li>• Partner with the Ontario Universities' Application Centre (OUAC) and Ontario Colleges' Application Centre (OCAS) in support of system integration to allow students to apply for OSAP earlier in the school year, with auto prefill of student profile from OUAC and OCAS, and to go-live for student profile integration between OSAP and OUAC</li> <li>• Released a new simulation tool for the business policy group that assists evidence-based decision-making</li> </ul>	
	<p><b>Online Submission of Ontario Colleges' Financial Actuals, Budget and Forecasts</b></p> <p>The Ministry of Advanced Education and Skills Development successfully completed the development and deployment of the new system, <b>Colleges Financial Information System (CFIS)</b>, which collects and consolidates financial data from the college sector. The new application supports not only the collection of actuals data for the annual province-wide consolidation process but has fully integrated modules for collecting in-year budget and forecasts. A key component of the new system is the support of data sharing amongst colleges and with certain third parties. Feedback from the colleges has been very positive so far and there has been a huge reduction in internal costs and time through extensive automation of the consolidation process.</p>	<p>Soussan Tabari, Chief Information Officer, Community Services I&amp;IT Cluster (416) 326-8216 <a href="mailto:Soussan.Tabari@Ontario.ca">Soussan.Tabari@Ontario.ca</a></p>
	<p><b>Child &amp; Youth Mental Health</b></p> <p>MCYS &amp; CYSSC are working with lead agencies to improve mental health services for youth in Ontario by collecting, consolidating, and releasing CYMH data to improve service delivery &amp; design, and sharing performance indicator summaries. Further, CYSSC is developing and implementing a business intelligence solution that will improve the efficiency of gathering and analysing data which can be used for service and system planning.</p>	<p>Dafna Carr Chief Information Officer, Children, Youth and Social Services I+IT Cluster (416) 326-0700 <a href="mailto:Dafna.Carr@ontario.ca">Dafna.Carr@ontario.ca</a></p>

	<p><b>Child Protection Information Network (CPIN)</b></p> <p>CPIN provides common case management, financial management, document / records management and reporting functionalities across the child welfare sector. CPIN is part of Ontario's ongoing commitment to supporting children and youth receiving services from a society in reaching their full potential. This single information system will enhance child safety through the ability to consistently track children and their outcomes, quickly transfer critical case history information across societies, and enable timely access to other crucial information.</p> <p>CPIN has 22 live agencies across Ontario (as of December 31, 2017).</p> <ul style="list-style-type: none"> <li>• Over 57 million records have been successfully migrated from legacy systems into CPIN.</li> <li>• Over 53% of children in care are now represented in CPIN and over 56% of sector staff are using CPIN.</li> <li>• Implementation to all 38 children's aid societies is planned by 2020, and a separate plan is being developed for Indigenous child well-being societies.</li> </ul>	<p>Dafna Carr Chief Information Officer, Children, Youth and Social Services I+IT Cluster (416) 326-0700 <a href="mailto:Dafna.Carr@ontario.ca">Dafna.Carr@ontario.ca</a></p>
	<p><b>Age of Protection</b></p> <p>The purpose of this initiative is to enhance the Child Protection Information Network (CPIN) to reflect new legislation to increase the "Age of Protection (AOP)". The policy directive under the Child and Family Services Act (CFSA) sets additional requirements for the delivery of child protection services to 16 and 17-year olds. The policy directive went into effect on January 1, 2018, when AOP functionality was successfully enabled within CPIN. Development of phase 2 milestones, focused on reporting, will follow.</p>	<p>Dafna Carr Chief Information Officer, Children, Youth and Social Services I+IT Cluster (416) 326-0700 <a href="mailto:Dafna.Carr@ontario.ca">Dafna.Carr@ontario.ca</a></p>
	<p><b>Family Responsibility Office (FRO) Online</b></p> <p>MCSS' Family Responsibility Office launched a pilot in May 2015 to provide a public-facing web portal that allows clients to access their case, enforcement and financial information. FRO is continuing with a controlled and targeted roll out of FRO Online to payers and recipients, and new users are being gradually added.</p> <p>Providing Ontarians with an electronic service channel option is a key component of FRO's drive to modernize the program and providing service to Ontarians in a timely, fair, and consistent manner.</p> <p>The portal meets both these key objectives by:</p> <ul style="list-style-type: none"> <li>• Driving routine queries away from the relatively expensive phone and mail service channels to a cheaper and more easily accessible service channel</li> </ul>	<p>Dafna Carr Chief Information Officer, Children, Youth and Social Services I+IT Cluster (416) 326-0700 <a href="mailto:Dafna.Carr@ontario.ca">Dafna.Carr@ontario.ca</a></p>

	<ul style="list-style-type: none"> <li>Aligning with FRO's commitment to drive a client/customer centric service to Ontarians</li> <li>FRO Online continues to be upgraded for Accessibility compliance</li> <li>Application has been upgraded to provide tools for a better and more modern experience (HTML5)</li> </ul> <p><b>Release 17.3:</b> Redesign the Court-order Arrears Payment Schedule (CAPS) functionality in FCMS to align with business policies and process improvements as well as to implement other enhancements as part of the overall FCMS product sustenance roadmap.</p>	
	<p><b>BORN-ISCIS Integration Pilot</b></p> <p>A technical solution was required in Healthy Child Development system (HCD-ISCIS) to receive Healthy Baby Healthy Children (HBHC) data elements from the Better Outcomes Registry Network (BORN) Information System. There are approximately 140,000 newborns per year in the province who can all be screened and whose families can be offered supportive services if risk is determined. The solution was developed by the Children, Youth &amp; Social Services I&amp;IT Cluster (CYSSC) in partnership with the BORN technical team. Nine Public Health Units piloted the solution, which was successfully completed in December 2016 and was followed up with a formal evaluation. All pilot sites continue to use the interface.</p> <p>The pilot statistically showed improvements to service, timeliness of information, faster data entry and improved working relationships.</p> <p>Overall, participating sites reported a positive experience. The technology:</p> <ul style="list-style-type: none"> <li>Helped to ensure secure transmission of personal health information.</li> <li>Did not adversely impact the screening process with families.</li> <li>Led to faster communication of information to PHUs, thereby expediting services for families 'identified with risk'. Families 'identified with risk' on the HBHC Screen are expected to be contacted by the PHU within 48 hours (2 days) of their HBHC Screen. During the pilot period, on average, families were contacted sooner, compared to the same time period in 2015.</li> </ul> <p>The success of BORN-ISCIS now paves the way for a provincial roll-out, for which an implementation project has been initiated. Cycle 1 (of 10) went live on January 8, 2018, and the rollout is scheduled to be completed in July 2019.</p>	<p>Dafna Carr Chief Information Officer, Children, Youth and Social Services I+IT Cluster (416) 326-0700 <a href="mailto:Dafna.Carr@ontario.ca">Dafna.Carr@ontario.ca</a></p>



	<p><b>SAMS First Nations Subsidy Claims Automation</b></p> <p>An automated solution was implemented that will allow First Nations the ability to upload their cost sharing documentation in SAMS and be reimbursed for their social assistance related costs. A pilot is underway with our First Nations partners and once the pilot completes, the functionality will be rolled out to all First Nations allowing for a modernized Social Assistance cost sharing approach. In addition, the manual and cumbersome legacy system will be decommissioned after the roll-out occurs.</p>	<p>Dafna Carr Chief Information Officer, Children, Youth and Social Services I+IT Cluster (416) 326-0700 <a href="mailto:Dafna.Carr@ontario.ca">Dafna.Carr@ontario.ca</a></p>
	<p><b>Payment Modernization – Ontario Works (OW) Reloadable Payment Card (RPC)</b></p> <p>MCSS is aiming to reduce its reliance on issuing paper cheques to clients by introducing RPC for the Ontario Works program. RPC was introduced as a new optional electronic payment method by the Ontario Disability Support Program (ODSP) in Spring 2016. The next phase was the introduction of RPC to the Ontario Works program, with the City of Toronto being the first municipality to implement. The third phase of the RPC for social assistance recipients is targeted to be rolled-out in 2018. This includes making RPC payments available to all OW recipients. Currently, ODSP clients and OW clients in the Toronto area can receive payments via RPC.</p>	<p>Dafna Carr Chief Information Officer, Children, Youth and Social Services I+IT Cluster (416) 326-0700 <a href="mailto:Dafna.Carr@ontario.ca">Dafna.Carr@ontario.ca</a></p>
	<p><b>Payment Modernization – Vendor Direct Bank Deposit (DBD)</b></p> <p>In April 2018, functionality will be implemented in SAMS to allow for DBD payments to be made to third parties. Currently, SAMS is only able to issue paper cheques to third party vendors. The reduction in issuing paper cheque will bring considerable cost savings to the ministry.</p>	<p>Dafna Carr Chief Information Officer, Children, Youth and Social Services I+IT Cluster (416) 326-0700 <a href="mailto:Dafna.Carr@ontario.ca">Dafna.Carr@ontario.ca</a></p>
	<p><b>Basic Income Pilot</b></p> <p>The Basic Income Pilot supports financially vulnerable Ontarians by providing a minimum payment to eligible families or individuals that ensure a minimum income level, regardless of employment status. This pilot would improve the health, wellness and security of Ontarians living on a low income. Basic Income Application collects and tracks information from the Basic Income application registration form and sends data files to Ministry of Finance for income verification and payments.</p>	<p>Dafna Carr Chief Information Officer, Children, Youth and Social Services I+IT Cluster (416) 326-0700 <a href="mailto:Dafna.Carr@ontario.ca">Dafna.Carr@ontario.ca</a></p>

	<p><b>Ontario Electricity Support Program (OESP)</b></p> <p>OESP Phase One, deployed in August 2017, helped to improve the information intake process of this application with Social Assistance Clients who have already established utility credentials. OESP Phase Two, deployed in October 2017, brought a referral mechanism to automatically add applicable Social Assistance applicants to the program. This shortens the application process, maximizes the amount of time the benefit is utilized, reduces staff workload and ensures an accurate and up-to-date database.</p>	<p>Dafna Carr Chief Information Officer, Children, Youth and Social Services I+IT Cluster (416) 326-0700 <a href="mailto:Dafna.Carr@ontario.ca">Dafna.Carr@ontario.ca</a></p>
	<p><b>Social Assistance Verification (SAV) Portal</b></p> <p>The portal is scheduled to go online in April 2018. This portal will allow pharmacies to verify social assistance client eligibility for drug coverage in real-time. This is the final phase in removing any reliance on a paper drug card. Social assistance client drug card eligibility verification will be completely digital.</p>	<p>Dafna Carr Chief Information Officer, Children, Youth and Social Services I+IT Cluster (416) 326-0700 <a href="mailto:Dafna.Carr@ontario.ca">Dafna.Carr@ontario.ca</a></p>
	<p><b>SA Electronic Document Management and Digital Mailroom Prototype</b></p> <p>Social Assistance Electronic Document Management project will digitize and automate the flow of physical mail, as well as centralize the organization process. This will reduce administrative efforts by lessening filing paper-based related information. The reduction of administrative strain allows case workers to focus on their clients more. The reduction in the reliance on paper files is also anticipated to provide significant cost saving to the ministry.</p> <p>This project is scheduled to roll-out in multiple phases. The first phase, Digital Mailroom Prototype, is targeted for February 2018. During this prototype stage the Barrie ODSP office will begin using the Open Text digital document management system. Later in April and July of 2018, the Open Text system will be integrated with the SAMS application, and additional offices will begin using digital documents.</p>	<p>Dafna Carr Chief Information Officer, Children, Youth and Social Services I+IT Cluster (416) 326-0700 <a href="mailto:Dafna.Carr@ontario.ca">Dafna.Carr@ontario.ca</a></p>
	<p><b>SAMS Cúram Upgrade</b></p> <p>The SAMS solution is five years out of date and multiple products (Cúram, Oracle, and WebSphere) will be going out of support in 2018. A technical assessment for Cúram software upgrade was completed and over 2,400 changes are needed; 1,100 of these are applicable and add value to SAMS and 550 are business specific. The upgrade would bring all software up to date and under support, enabling numerous products to be upgraded such as desktops, and ensure compliance with accessibility standards. The upgrade would ensure viability and stability of the SAMS application.</p>	<p>Dafna Carr Chief Information Officer, Children, Youth and Social Services I+IT Cluster (416) 326-0700 <a href="mailto:Dafna.Carr@ontario.ca">Dafna.Carr@ontario.ca</a></p>

	<p><b>Social Assistance (SA) Mobile</b></p> <p>SA Mobile is a mobile web responsive application pilot which will enable ODSP &amp; OW clients to access their profile and case information, interact with case workers and upload documents digitally. The SA Mobile project will make it possible for clients to use not only desktops, but also tablets and mobile devices when accessing Social Assistance web services. Information and services will become more easily accessible to Social Assistance clients regardless of the technological platform used to gain access to the web services.</p>	<p>Dafna Carr Chief Information Officer, Children, Youth and Social Services I+IT Cluster (416) 326-0700 <a href="mailto:Dafna.Carr@ontario.ca">Dafna.Carr@ontario.ca</a></p>
	<p><b>DSCIS v6 Service Connections Project</b></p> <p>In an effort to support the Developmental Services (DS) transformation agenda to promote a client-centric approach to service delivery in the DS Sector, the ministry undertook the enhancement of the Developmental Services Consolidated Information System (DSCIS) - Matching and Linking project. The project builds on existing operational procedures specific to the matching of individuals to available resources and creates a provincially consistent process within the sector.</p> <p>The following are key activities of the project</p> <ol style="list-style-type: none"> <li>1. Version upgrade of Cúram 5.2 to 6.0</li> <li>2. Development of a provincially consistent business process for matching and linking</li> <li>3. Development of enhancements to DSCIS</li> <li>4. Implementation of a provincial process and new DSCIS features</li> </ol> <p><b>New Business Processes – Benefits</b></p> <p>The new business processes reflect the results of consultations with the Developmental Services Ontario (DSO) who identified the need to address business process gaps, navigational issues, information needs and provide greater flexibility in use of the system. The new business processes cover:</p> <ul style="list-style-type: none"> <li>• the use of a new web-based information sharing portal connected to DSCIS to support information sharing and referrals between DSOs, Service Agencies, Passport Agencies and Urgent Response Committees as part of the matching process in a manner that safeguards privacy and security;</li> <li>• a new electronic Resource Declaration Function (RDF) to be populated by Service Agencies to declare and describe the characteristics of available service and support resources. This will enable resources to be identified and reported in a provincially consistent manner;</li> <li>• a new Individual Consolidated Evidence (ICE) record in DSCIS which will include limited information fields that can be updated as a result of minor</li> </ul>	<p>Dafna Carr Chief Information Officer, Children, Youth and Social Services I+IT Cluster (416) 326-0700 <a href="mailto:Dafna.Carr@ontario.ca">Dafna.Carr@ontario.ca</a></p>

	<p>changes in individual's circumstances (where a reassessment is not required); and</p> <ul style="list-style-type: none"> <li>• use of a Matching Algorithm which automatically compares information about an individual's assessed needs against the characteristics of available service and support resources and which is intended to help inform consideration of potential matches.</li> </ul> <p>Among the expected benefits of these improved processes are:</p> <ul style="list-style-type: none"> <li>• enhanced and consistent experiences for the person applying, through a more provincially consistent and automated application process.</li> <li>• availability of better and more information on which to base decisions about needs and services;</li> <li>• more effective communication, accountability and better coordination of resources and their availability; and</li> </ul> <p>improved reporting capacity to help support improved system planning.</p>	
<p><b>2. <u>Priorities:</u></b> Briefly describe what your organization sees as its <b>top IT/IM priorities/initiatives over the next 12 to 36 months.</b></p>	<p><b>Vital Events Modernization</b> <i>(Lighthouse project)</i></p> <p>ServiceOntario, on behalf of the Office of the Registrar General (ORG) is legislated under the Vital Statistics Act to register all vital events (births, deaths, stillbirths, marriages, adoptions, parentage and name changes) that occur in Ontario and issue proof of registration in the form of certificates. The ORG plays a critical role in civic administration verifying events and creating the foundations for identity. ServiceOntario processes approximately 500,000 certificate requests and adds approximately 300,000 events annually to the 25 million records currently in Ontario's vital events registry. The ORG also provides data notification services to a range of integral and external partners for service delivery, research and public policy reasons, including Statistics Canada, Canada Revenue Agency and Human Resource and Skills Development Canada, MTO, MOHLTC and more. The Vital Events program is currently supported by two systems: VISION and RGDMS</p> <p>Ontario is a diverse society that values inclusion. Ongoing changes to social policy resulting from Human Rights challenges and the Truth &amp; Reconciliation Commission for example impact how vital events information is collected, processed and stored during registration and produced on certificates. These changes require significant system changes and a level of agility to ensure processes are compliant. The core vital events systems are aging and (in some cases) unsupported and at risk; thus, they require critical upgrades to ensure business continuity, enabling of modernization and the ability to respond to social policy changes. Although high-performing with over 80% online take up the current online applications need a refresh and new end-to end digital services need to be developed for death registration:</p>	<p>Robert Devries, Chief Information Officer, Government Services Integration Cluster (416) 327-2561 <a href="mailto:Robert.Devries@Ontario.ca">Robert.Devries@Ontario.ca</a></p>

	<ul style="list-style-type: none"> <li>• Design and redesign services using service design methodology and best practices to support digital end-to-end processing; currently, over 60% of all online birth, death and marriage certificates requests end up requiring staff adjudication review</li> <li>• Design service for high-performance mobile experience</li> <li>• Migrate vital events application to new platform and Services to Individuals Template</li> <li>• Potential monetization opportunities with a new electronic death registration</li> </ul>	
	<p><b>Ontario Shared Services (OSS) Blueprint</b></p> <p>Ontario Shared Services (OSS) provides the Ontario Public Services with internal facing services including Procurement, Financial, Pay and Benefits, Human Resources and other Enterprise Business Services to over 63,000 OPS staff.</p> <p>The OSS Blueprint is a 5-year transformation strategy, that once implemented OSS will:</p> <ul style="list-style-type: none"> <li>• Be an agile and sustainable organization suited to meet client needs and enable OPS transformation</li> <li>• Be a better, more strategic client partner</li> <li>• Invest strategically in-service offerings to evolve with ministries' needs</li> <li>• Demonstrate success, value and quality based on evidence</li> <li>• Be recognized as a leading shared services organization and key partner</li> </ul> <p>The plan, includes the following key initiatives, which will continue to evolve over the next 12 months:</p> <ul style="list-style-type: none"> <li>• <b>Global Process Excellence:</b> with a focus on Integrated, end-to-end services with focus on quality, continuous improvement and innovation</li> <li>• <b>Enabling Technology:</b> An information technology (IT) strategy and roadmap leveraging capabilities of existing systems and further integration of solutions to drive service excellence</li> <li>• <b>Sustainable Funding Model:</b> A funding structure that provides for full and transparent recovery of costs, demand management and funding of continuous improvement</li> </ul> <p>Ontario Shared Services is working closely with shared services partners in other PSCIOC member jurisdictions e.g. Manitoba, New Brunswick, to set up a Shared Services Network. They will shortly be commissioning a global research study that will assist senior executive leadership understand and address the strategic challenges of implementing and evolving the shared services model in Canada. A number of jurisdictions at all orders of government have indicated interest in joining the network.</p>	<p>Robert Devries, Chief Information Officer, Government Services Integration Cluster (416) 327-2561 <a href="mailto:Robert.Devries@Ontario.ca">Robert.Devries@Ontario.ca</a></p>

	<p><b>Digital Identity</b></p> <p>Government Services Integration Cluster will be working with Ministry partners support development of a new enterprise digital identity program that will enable Ontarians to digitally prove who they are in a common, secure, user friendly and privacy-enhancing method when interacting with all levels of government and the private sector.</p> <p>GSIC will also continue to support the effort to develop a Pan-Canadian Trust Framework to enable the exchange of information between key partners at the federal, provincial, territorial levels and private sector through the Digital ID &amp; Authentication Council of Canada (DIACC).</p>	<p>Robert Devries, Chief Information Officer, Government Services Integration Cluster (416) 327-2561 <a href="mailto:Robert.Devries@Ontario.ca">Robert.Devries@Ontario.ca</a></p>
	<p><b>Java Centre of Excellence</b></p> <p>Java Centre of Excellence (JCOE) is a joint GSIC and ITS initiative launched in 2016 with the goal of delivering tangible financial savings to the subscribed Clusters through the consolidation of Java application platforms and Oracle databases. The Discovery Phase of the project had estimated a \$5M per year hosting saving plus additional Cluster-harvestable opportunities in software licensing and support resources.</p> <p>In 2017, an App-by-App Assessment Phase was carried with collaboration from CAC, GSIC, HSC and LTC to facilitate target platform design and to determine the Cloud migration path of 120+ applications. Using this evidence-based approach, JCOE has (conceptually) designed an end-state hybrid platform consisting of an interconnected Enterprise PaaS and DevOps PaaS. The Enterprise PaaS would enable the consolidation of a majority of the existing Java applications, thus delivering lower hosting costs. The DevOps PaaS would deliver the agility that Clusters and project teams are looking for in the rapid development and deployment of their business solutions.</p> <p>In 2018, JCOE team plans to complete the assessment of the most prevalent PaaS technologies, finalize selection and procurement of the vendor, and start the engineering of a DevOps PaaS. In addition, a number of enhancements will be added to the Enterprise PaaS to augment service offerings and available features. Finally, JCOE team will partner with the Ontario Health Services Cluster to start migration of SHEBA II applications to the Enterprise PaaS.</p>	<p>Robert Devries, Chief Information Officer, Government Services Integration Cluster (416) 327-2561 <a href="mailto:Robert.Devries@Ontario.ca">Robert.Devries@Ontario.ca</a></p>
	<p><b>Ontario Business Information System (ONBIS) Modernization</b></p> <p>The Ontario Business Information System (ONBIS) is the business-critical infrastructure used to register business entities operating in the Province of Ontario,</p>	<p>Robert Devries, Chief Information Officer, Government Services Integration Cluster</p>

	<p>and supports disclosure of associated public record information. ONBIS serves as an authoritative system of record for business information.</p> <p>ONBIS' customers include: law firms, accountants, search houses, business owners, not-for-profits, law enforcement agencies, regulators and partner ministries. The private sector uses official registry documents (e.g. articles of incorporation) to establish financial relationships, inform commercial transactions and start businesses. The public sector uses the registry for investigations and legal cases, as well as to support delivery of statutory government programs including tax collection and employment standards.</p> <p>The ONBIS modernization will:</p> <ul style="list-style-type: none"> <li>• Provide a modern and secure technology platform to enable 24/7 digital access to all ONBIS services</li> <li>• Support Government of Ontario's commitment to cut unnecessary red tape for businesses in Ontario</li> <li>• Save businesses time and money, making it easier and more attractive to start-up and operate in Ontario</li> <li>• Enable a future business law reform agenda</li> </ul> <p>Accomplishments:</p> <ul style="list-style-type: none"> <li>• Agreement has been signed with a third-party for the completion of the application build and data migration</li> <li>• The legislative amendments enabling and modernizing electronic delivery for all the new modern business registration system services were included in Bill 154: Cutting Unnecessary Red Tape Act. The Act received Royal Assent in November of 2017</li> <li>• The final change request to finish the application build has commenced; two iterations of this build have been completed</li> </ul>	<p>(416) 327-2561  <a href="mailto:Robert.Devries@Ontario.ca">Robert.Devries@Ontario.ca</a></p>
	<p><b>Development of the Cyber Security Strategy</b>  <i>(Lighthouse project)</i></p> <p>We have now defined a comprehensive three-year Cyber Security Strategy to increase our digital resilience. By 2020-21, we will implement a comprehensive cyber risk management program to predict, identify and address threats to information security and to enable the Ontario Public Service to operate securely and meet its digital public service delivery commitments.</p> <p>To achieve this, we will focus on the following core activities:</p>	<p>Mohammad Qureshi  Head, Cyber Security  Operations Branch  (416) 327-0413  <a href="mailto:Mohammad.Qureshi@ontario.ca">Mohammad.Qureshi@ontario.ca</a></p>

	<ul style="list-style-type: none"> <li>• Building a culture of heightened cyber risk awareness, improving talent management and growing partnerships.</li> <li>• Promoting the consistent identification of cyber risks and assigning appropriate accountability for their treatment during system design and governance processes.</li> <li>• Providing high-quality cyber risk advice and reporting to guide decision-making about risk treatment options.</li> <li>• Maturing our cyber monitoring and incident response capabilities.</li> </ul>	
	<p><b>Ontario Disability Support Program (ODSP) Intake Automation</b></p> <p>The ODSP Intake Automation project is an agile approach to support automation of two of three components of the ODSP intake process. A pre-analysis of the project has been completed and results shared with the business partners.</p> <p>Engagements with IBM will take place to finalize the business case to determine requirements needed to assist with enabling automation of the identifying verification and financial eligibility assessment stages of the ODSP intake process.</p>	<p>Dafna Carr Chief Information Officer, Children, Youth and Social Services I+IT Cluster (416) 326-0700 <a href="mailto:Dafna.Carr@ontario.ca">Dafna.Carr@ontario.ca</a></p>
	<p><b>Child &amp; Youth Mental Health (CYMH)</b></p> <p>MCYS &amp; CYSSC are working with lead agencies to improve mental health services for youth in Ontario by collecting, consolidating, and releasing CYMH data to improve service delivery &amp; design, and sharing performance indicator summaries. Further, CYSSC is developing and implementing a business intelligence solution that will improve the efficiency of gathering and analysing data which can be used for service and system planning. In December 2017, the project team successfully connected a client information system that will be used by 50 agencies and core service providers to the pre-production Business Intelligence solution.</p>	<p>Dafna Carr Chief Information Officer, Children, Youth and Social Services I+IT Cluster (416) 326-0700 <a href="mailto:Dafna.Carr@ontario.ca">Dafna.Carr@ontario.ca</a></p>
	<p><b>Serious Occurrence Reporting (SOR) IT Solution</b></p> <p>An SOR IT solution will align processes of multiple stakeholders in Children and Social Services sector to provide a consistent approach to Serious Occurrence (SO) reporting and ensure compliance with legislation. This will reduce the administrative burden and duplication experienced currently in addition to providing timely access to information, data quality and integrity, trend analysis and risk management preparedness.</p>	<p>Dafna Carr Chief Information Officer, Children, Youth and Social Services I+IT Cluster (416) 326-0700 <a href="mailto:Dafna.Carr@ontario.ca">Dafna.Carr@ontario.ca</a></p>



	<p><b>Residential Licensing IT Solution</b> – This solution will enhance the capabilities of MCYS with regards to the registration of residential youth care facilities and the associated risk management activities. The system will smooth the application and provisioning of licenses by facility owners and the ministry respectively. Further, it will allow the ministry to apply a status indicator to facilities and enable decision making concerning oversight of facilities based on license status or performance. This project has been linked to the Serious Occurrence Reporting solution (below), which will allow SOR reports to inform license status.</p>	<p>Dafna Carr Chief Information Officer, Children, Youth and Social Services I+IT Cluster (416) 326-0700 <a href="mailto:Dafna.Carr@ontario.ca">Dafna.Carr@ontario.ca</a></p>
	<p><b>Identity Based Data</b> – MCYS will begin the collection of identity-based data in order to better plan culturally appropriate services and inform work to address over-representation of racialized children and youth in care. CYSSC is prioritizing CPIN as the application within which the collection of this data will start, and have begun work on options for the collection and reporting of this data. IDBD functionality will be enabled Feb 5, 2018, the effective date of the Policy Directive and beginning of collection on IBD in CPIN – Feb 5, 2018.</p>	<p>Dafna Carr Chief Information Officer, Children, Youth and Social Services I+IT Cluster (416) 326-0700 <a href="mailto:Dafna.Carr@ontario.ca">Dafna.Carr@ontario.ca</a></p>
	<p><b>Hospital Surge Monitoring Project</b></p> <p>Develop an approach to create a single, integrated provincial event repository and/or streaming service of real-time data to support the management of hospital Emergency Department and bed occupancy (primarily related to surges), that includes the following:</p> <ol style="list-style-type: none"> <li>1. Identification of algorithms and a core set of data elements for monitoring and predicting surges. (Phase 1)</li> <li>2. A standardized dashboard to support decision-making related to hospital occupancy pressures. (Phase 1)</li> <li>3. Identification of data feeds and standards that would support monitoring of surges. (Phase 2)</li> <li>4. Development of the Phase 3 Strategy and Plan, for implementation of an integrated repository and/or streaming service to support management of surges, that: <ol style="list-style-type: none"> <li>a. addresses the requirements identified in Phase 1;</li> <li>b. enables the ministry and other health system stakeholders to access data on a real-time basis; and reduces the burden on hospitals by decreasing the number of data feeds they maintain.</li> </ol> </li> </ol>	<p>Liz Hyland, Executive Lead, Health Services I&amp;IT Cluster (416) 326-7133 <a href="mailto:Karen.McKibbin@Ontario.ca">Karen.McKibbin@Ontario.ca</a></p>
	<p><b>The IFIS Refresh initiative</b> <i>(Lighthouse project)</i></p> <p>The Integrated Financial Information System (IFIS) is one of the Ontario Public Service (OPS) key Enterprise Resource Planning (ERP) systems and IFIS is vital to</p>	<p>David Clifford Assistant Deputy Minister and Chief Information Officer, Enterprise Financial Services and Systems (416) 327-2022</p>

	<p>supporting financial management activities for all ministries in the delivery of their programs and services to Ontarians.</p> <p>The IFIS Refresh Project is part of a necessary cycle of asset maintenance and meets our commitment to modernize IT systems and maintain financial transparency and accountability. The IFIS Refresh Project will deliver two major improvements:</p> <ol style="list-style-type: none"> <li>1. IFIS Hardware Modernization which will upgrade the infrastructure with the latest industry technology known as engineered systems, introduce innovation in infrastructure hosting and establish an agile IT technology foundation that will enable all future OPS business transformations.</li> <li>2. Business Intelligence Modernization which will replace obsolete reporting software and toolsets and provide the OPS with a responsive business intelligence platform for business data and information required by every OPS ministry for evidence-based decision making.</li> </ol>	<p><a href="mailto:David.Clifford@ontario.ca">David.Clifford@ontario.ca</a></p>
	<p><b>Transfer Payment Common Registration (TPCR)</b> <i>(Lighthouse project)</i></p> <p>In November 2016, the Government of Ontario launched an enterprise solution, Transfer Payment Common Registration (TPCR), which will enable insight into and oversight of the full relationship between Transfer Payment (TP) organizations and the province.</p> <ul style="list-style-type: none"> <li>• TPCR is being implemented using a phased approach. The outreach to program areas to request their recipient organizations to register is completed. We are continuing to work closely with our partners and Ministries to monitor adoption of system and assist with follow up communication of requirement to register.</li> <li>• This online and self-registration system enables TP organizations to provide profile information and core documents as well as manage user permissions within the organizations, while providing OPS staff centralized access to an authoritative source for profile information and core documents.</li> <li>• Currently, the system has integration with ONE-Key and GO Secure to access the system, the Business Directory to validate the CRA Business Number and Grants Ontario System to apply for funding.</li> <li>• Future enhancements will include enabling an API (application programming interface) to exchange data with OPS TP systems, implementing “MyTPAccount” functionality to display summary information and provide dashboard analytics, integration with the Integrated Financial Information System (IFIS), as well as enhanced customer service tools such as ChatBot.</li> </ul>	<p>David Clifford Assistant Deputy Minister and Chief Information Officer, Enterprise Financial Services and Systems (416) 327-2022 <a href="mailto:David.Clifford@ontario.ca">David.Clifford@ontario.ca</a></p>

	<p><b>Queen’s Park Reconstruction Project – I&amp;IT Services</b></p> <p>Infrastructure Technology Services (ITS) has a key role supporting the multi-year Infrastructure Ontario Realty Transformation Strategy to reconstruct the MacDonald and Whitney blocks at 900 Bay St. in Toronto. ITS’ primary focus will be multiple large-scale staff moves to decant locations and support for the modernization of telecommunications technologies through GOnet, ONeVOICE and other collaboration tools.</p> <p>Enhancing the end-user experience throughout this project is a key priority. New support models will be piloted as technology changes and employee requirements for support evolve. As a growing mobile workforce emerges, the OPS will look to augment traditional service desk and deskside support capabilities with walk-up technical support experiences. The Solutions Café, targeted for the Front St., Toronto decant site, is an on campus, in-person facility where employees can stop by to get help with their IT in a walk-up, retail-like atmosphere (i.e. Apple Genius bar). Café Technicians would be on hand who have wide-ranging knowledge of products providing support and “how-to” knowledge to employees.</p>	<p>Rocco Passero, Executive Lead, Infrastructure Technology Services (416) 326-3398 <a href="mailto:Rocco.Passero@ontario.ca">Rocco.Passero@ontario.ca</a></p>
	<p><b>Modernized Voice Service (ONeVOICE)</b></p> <p>The OPS continues to be committed to an integrated communication system that encompasses a broad range of technologies and applications designed and supported to function as a single communications platform, impacting how it integrates voice, data and video services.</p> <p>Modernized Voice Service (MVS) will provide and enhanced employee experience by making available choice and flexibility with a focus on business simplicity and preparing communication services for digital business. This service will complement other collaboration and productivity tools such as Office 365.</p> <p>A Request for Information has been issued to gather current insights which will inform the Request for Bid, scheduled for release in Q3/Q4-2018.</p>	<p>Rocco Passero, Executive Lead, Infrastructure Technology Services (416) 326-3398 <a href="mailto:Rocco.Passero@ontario.ca">Rocco.Passero@ontario.ca</a></p>
-	<p><b>Modernizing Collaboration and Productivity Tools – Office 365</b> <i>(Lighthouse Project)</i></p> <p>Office 365 is a cloud service securely provided at Microsoft’s data centres in Toronto and Quebec City. It will replace a number of individual Microsoft products currently provided or hosted internally by the OPS including enterprise e-mail, Microsoft Office desktop tools (Word, Excel, PowerPoint), workgroup and home file shares (centralized network electronic storage for documents) and Lync instant messaging. The enhanced features of Office 365 will bring these tools up-to-date</p>	<p>Rocco Passero, Executive Lead, Infrastructure Technology Services (416) 326-3398 <a href="mailto:Rocco.Passero@ontario.ca">Rocco.Passero@ontario.ca</a></p>

	<p>and provide employees with new ways to engage each other, collaborate, and share information.</p> <p>This new service delivery model will take time to implement, and it is anticipated that it will ultimately position the OPS to utilize and access the latest technological updates and enhancements as soon as they are released by Microsoft. In order to ensure a smooth transition to Office 365 and to provide an enhanced end-user/employee experience with Microsoft Office products, a change management program consisting of experts in technological, project and organizational change management will be created and executed. Planning for migration to Office 365 is underway. A pilot with business users is planned for Fall 2017 with OPS wide migration to commence in early 2018. Implementation is planned to be completed by March 2020</p>	
	<p><b>A unique identifier connecting child care, education and employment data</b>  <i>(Lighthouse project – Ontario Education Number)</i></p> <p>Students from elementary school through to post-secondary education have a unique student identification number, the Ontario Education Number (OEN), to allow a better understanding and tracking of a student's progress through the education system.</p> <p>Building on past achievements, the use of OEN is now being extended for horizontal integration with child care and employment data as well as expanding the synchronization into Ontario Student Assistance Program (OSAP) data through alignment with existing college and university enrollment data. This will enable following a child's progress from the early stages of their life and throughout their education path, as well as their transition into Ontario's workforce.</p>	<p>Soussan Tabari,  Chief Information Officer,  Community Services I&amp;IT  Cluster  (416) 326-8216  <a href="mailto:Soussan.Tabari@Ontario.ca">Soussan.Tabari@Ontario.ca</a></p>
	<p><b>Extending Evidence-Based Decision Support</b></p> <p>In 2015 an analytics sandbox proof of concept had been successfully set up for the Ministry of Advanced Education and Skills Development (MAESD) to enable more self-service analytics to better support evidence-based decision-making. One pilot study using the sandbox investigated postsecondary student mobility, which looked into student transition and mobility across university and college institutions and programs. The success of this initiative has led to expansion of the proof of concept to make available an open analytics environment to university and college institutions, enhancing usability, openness and trust between the ministry and postsecondary education sector partners.</p>	<p>Soussan Tabari,  Chief Information Officer,  Community Services I&amp;IT  Cluster  (416) 326-8216  <a href="mailto:Soussan.Tabari@Ontario.ca">Soussan.Tabari@Ontario.ca</a></p>

	<p>Over the next two years, CSC is looking at extending the use of this sandbox to the Ministries of Education (EDU), Citizenship and Immigration (MCI), Tourism, Culture and Sport (MTCS), Municipal Affairs (MMA) and Housing (MHO) to enhance their analytics capacity. For instance, MCI will be looking for opportunities to link citizenship and immigration data with labour market information, and MHO will target sourcing data to generate more insights on social housing and homelessness.</p>	
	<p><b>Modernizing School Facilities Management</b></p> <p>The <b>School Facilities Inventory System (SFIS) Modernization Project</b> is a business process re-engineering initiative intended to modernize the existing legacy application and replace the associated external spreadsheets with a new integrated and automated Commercial-Off-The-Shelf (COTS) Integrated Workplace Management Solution (IWMS).</p> <p>Procurement has been completed and the selected COTS solution is IBM's Tririga IWMS. A confirmed go-live date is still to be determined.</p>	<p>Soussan Tabari, Chief Information Officer, Community Services I&amp;IT Cluster (416) 326-8216 <a href="mailto:Soussan.Tabari@Ontario.ca">Soussan.Tabari@Ontario.ca</a></p>
-	<p><b>Increasing access to education through broadband connectivity</b> <i>(Lighthouse project)</i></p> <p>Ontario's education system is widely recognized as one of the best in the world. However, to raise the bar even further, the province's renewed vision of Achieving Excellence calls for a transformation in teaching and learning, supported by modern technology. Ontario is committed to working with school boards to provide affordable broadband access to all schools across the province, especially in northern and remote areas, to support student achievement and 21st century learning. This commitment is reflected in the 2016 Ontario Budget. The need for a broadband service is also reflected in the commitments in the Government of Canada's 2016 budget.</p> <p>Currently, many of Ontario's publicly funded schools do not have adequate broadband infrastructure in place for the high-speed internet access required in today's modern world. In 2016, CSC conducted a broadband assessment of schools and school boards' network performance. Based on the assessment, and in order to enhance student achievement and well-being through connected, innovative learning environments, a Ministry of Education (EDU) Broadband Modernization Program was initiated, with the aim of providing an adequate level of broadband connectivity to all Ontario students and educators at an affordable price.</p> <p>The program will be implemented in three progressive waves, in full collaboration between ministry and school boards. As the learning wave, Wave 1 delivered</p>	<p>Soussan Tabari, Chief Information Officer, Community Services I&amp;IT Cluster (416) 326-8216 <a href="mailto:Soussan.Tabari@Ontario.ca">Soussan.Tabari@Ontario.ca</a></p>

	<p>broadband infrastructure upgrades to over 100 schools, with representation from English, French, public and Catholic boards across all regions of the province. Learnings from Wave 1 informed the strategy and approach for Wave 2, which was successfully launched in 2017-18 Q2. Wave 2, planned for completion in August 2019, is underway and is on track to uplift more than 1,000 schools across the province. Wave 3 will be informed by the implementation of Wave 2 and conclude the multi-year BMP program, focusing on the completion of the remaining, more complex technical board remediation that requires more time to complete; and the transition to steady state operations.</p>	
	<p><b>Ticketing, Reservation and Resource Management System (TRRMS)</b></p> <p>The Ticketing, Reservation and Resource Management System (TRRMS) system is intended to provide a new ticketing, reservation, and resource management system to further I&amp;IT enable Ontario's attractions.</p> <p>In partnership with ministry partners, an open competitive procurement is underway for a solution to modernize admissions and operations for key Ontario attractions. This project has been expanding in scope, with 7+ tourism and culture agencies involved in the procurement. The solution will provide a common core system that can be leveraged by multiple agencies, maximizing operating efficiencies and aiding in the better achievement of economies of scale.</p>	<p>Soussan Tabari, Chief Information Officer, Community Services I&amp;IT Cluster (416) 326-8216 <a href="mailto:Soussan.Tabari@Ontario.ca">Soussan.Tabari@Ontario.ca</a></p>
	<p><b>Serious Occurrences Reporting /Residential Licensing (SORRL) Modernization</b></p> <p>In 2015, a Residential Services Review Panel was established in Ontario to conduct a review of the child and youth residential services across all sectors (i.e., youth justice, child welfare, mental health and complex and special needs). The review analyzed the needs of children and youth in residential settings with a focus on approaches to effective treatments, programs, services as well as placement, care and treatment methods in residential settings. In 2016, the Panel delivered their final report and recommendations, "Because Young People Matter: Report of the Residential Services Review Panel".</p> <p>The highlighted Report determined that a modernized IT solution would automate, simplify and consolidate end-to-end residential licencing processes to support many of the recommendations outlined in the Panel's report, namely:</p> <ul style="list-style-type: none"> <li>• The creation of a centralized, publicly accessible, web-based directory of all licensed service providers to support placement decision-making</li> </ul>	<p>Soussan Tabari, Chief Information Officer, Community Services I&amp;IT Cluster (416) 326-8216 <a href="mailto:Soussan.Tabari@Ontario.ca">Soussan.Tabari@Ontario.ca</a></p>

	<ul style="list-style-type: none"> <li>• Developing capacity across residential services for data collection and reporting on the number of young people in out-of-home care within specific cultural, racial, faith, or gender groups</li> <li>• Integrating data across existing databases</li> <li>• Enabling the use of Business Intelligence (BI) to conduct extensive trend and comparative analyses to aid in developing benchmarks and performance targets</li> <li>• Contributing to a proactive strategy to ensure the rights, well-being and participation of young people is promoted – especially for young people with complex and special needs.</li> </ul> <p>Due to the strong alignment of the proposed solution with the existing Child Care Licensing System, ministry partners have engaged CSC for the development of the required IT solution to address the Panel’s recommendations.</p>	
	<p><b>Enabling Housing and Homelessness Data Strategy</b></p> <p>The province has an ambitious goal to end homelessness, and has adopted a specific target to end chronic homelessness in ten years. A key enabler is the Ministry of Housing’s (MHO) Housing and Homelessness Data Strategy, through which the ministry continues to build an evidence-informed system that has the capacity to respond effectively to changing needs.</p> <p>The strategy’s objective is to improve the ministry’s ability to collect, manage, access, and use data essential for evidence-informed public policy development and delivery of programs. The data strategy will also facilitate, in the medium- to longer-term, the collection of outcomes-based data to support the evaluation of various programs and related performance measurement to demonstrate their effectiveness, including the goal of ending homelessness.</p> <p>A key component of the implementation plan is the development and maintenance of integrated, robust I&amp;IT systems, and business intelligence and analytics tools. The four-year project roadmap aligns with the housing sector modernization and delivers the following components:</p> <ul style="list-style-type: none"> <li>• <b>Year 1:</b> Focused on a robust MHO Housing and Homelessness Data Warehouse combined with powerful business intelligence and analytics tools to make existing data easier to access and analyze (Status: Completed) <ul style="list-style-type: none"> <li>○ In May 2017, the Housing and Homelessness Business Intelligence (HHBI) Data Portal was launched. The HHBI Data Portal is a decision support platform built to support policy-driven, evidence-based decision-making. This web portal provides strategic reporting dashboards and dynamic data access map viewing (GIS) to all users, as well as self-</li> </ul> </li> </ul>	<p>Soussan Tabari, Chief Information Officer, Community Services I&amp;IT Cluster (416) 326-8216 <a href="mailto:Soussan.Tabari@Ontario.ca">Soussan.Tabari@Ontario.ca</a></p>

	<p>service business intelligence tools for trained power users to produce and publish customized reports.</p> <ul style="list-style-type: none"> <li>• <b>Year 2:</b> Identify the priority datasets from Ministry of Housing and transform/load data into HHBI portal; Enable access for business (ministry) users to utilize the portal for data analysis (Status: In Progress)</li> <li>• <b>Year 3:</b> Client-level data collection is completed with a full range of data that are on a set refresh schedule, with inclusion of client-level data collection from Service Managers and Housing Providers, and additional client-level data from the Housing Collaborative Initiative (HCI) consortium</li> <li>• <b>Year 4:</b> The single view of the Housing and Homelessness sector is augmented by a full range of client-level data as business intelligence and analytics maturity advances towards predictive analytics</li> </ul>	
<p><b>3. <u>Issues and Needs:</u></b> Briefly describe any <b>issues you would like to share with the Council</b> and what assistance you might be seeking from PSCIOC.</p>	<p><b>Digital leadership and intrapreneurships for modern governments</b></p> <p>It would be valuable to know the experiences across jurisdictions of building digital and modern governments by demonstrating digital leadership as well as intrapreneurship at all levels of the organization. This would include:</p> <ul style="list-style-type: none"> <li>• How different jurisdictions are re-skilling the public sector to encourage innovation and build digital leadership capacity.</li> <li>• Successful case studies for: <ul style="list-style-type: none"> <li>○ Effective joint business and I&amp;IT strategic planning to inform new policy options;</li> <li>○ User-centric business model co-design between IT and policy/program partners.</li> </ul> </li> <li>• Learning of experiences across jurisdictions around pilots / proofs-of-concepts pertaining to emerging technologies to advance digital government such as: artificial intelligence, Block-Chain, drones and Open Government.</li> </ul>	<p>Soussan Tabari, Chief Information Officer, Community Services I&amp;IT Cluster (416) 326-8216 <a href="mailto:Soussan.Tabari@Ontario.ca">Soussan.Tabari@Ontario.ca</a></p>
	<p>There is a growing need to investigate opportunities for cost savings to the existing pan-Canadian solutions such as Panorama across all jurisdictions such as a common infrastructure hosted by one jurisdiction (the total cost to operate and support the implemented Panorama solutions across the 5 provinces and one territory is approximately \$50M/year – approximately \$20M of this is Ontario's cost).</p> <p>There is a need to establish an inventory of jurisdictional investments that can be leveraged to support Digital Health initiatives across the country. Also, to provide safe and secure client identification across government programs to ensure appropriate security and privacy protection (e.g., to enable client benefit validation with CRA).</p>	<p>Liz Hyland, Executive Lead, Health Services I&amp;IT Cluster (416) 326-7133 <a href="mailto:Karen.McKibbin@Ontario.ca">Karen.McKibbin@Ontario.ca</a></p>



	There is a need to move to more widely adopted standards such as HL7-FHIR, SNOMED-CT for immunizations and land on a standard for drug information that includes all necessary clinical data elements (not just for adjudication purposes).	
<p><b>4. <u>Planning for PSCIOC Meetings /Teleconferences:</u></b> Please <b>identify topics of particular interest</b> to your jurisdictions for future PSCIOC meetings /teleconferences. <i>(Please provide a brief description for each item.)</i></p>	<ul style="list-style-type: none"> <li>• Digital Identity: as Ontario is creating a new enterprise digital identity program, information sharing, and lessons learned with other Federal-Provincial-Territorial partners would be beneficial.</li> <li>• Pan-Canadian Trust Framework (PCTF): as digital identity programs across Canada mature, enabling safe and secure and privacy enhancing cross-jurisdictional sharing of identities is key. How can we continue to advance the creation of the PCTF framework?</li> <li>• General information sharing related to the use of emerging technologies such as Blockchain and Artificial Intelligence.</li> <li>• General Information sharing related to the shift towards user-centric design, using agile or other new development methodologies and sharing lessons learned.</li> <li>• Talent management continues to be a topic at executive tables. Potential areas of interest include, planning for the workplace of the future, organisational shifts in the next 5 -10 years, retaining and attracting talent is often discussed. Are there any case studies or programs underway in other jurisdictions that could provide some context to this topic?</li> </ul>	