



PSCIOC Information-Sharing – February 2017

JURISDICTION: Ontario		Contact
<p><u>Accomplishments:</u> Briefly highlight major IT/IM accomplishments, progress, and/or significant milestones achieved in your jurisdiction over the past 6 - 12 months.</p>	<p><u>Modernizing Child Care:</u></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 Child Care Licensing System (CCLS), an I&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>Over the last 6-12 months, there have been numerous new features and enhancements added to CCLS such as updated checklist for Home Child Care Centre Agencies, New Inspection checklist to support new regulation, successfully go-live of online payment and tiered licensing.</p> <p>The Child Care Analytics Solution (CCAS) is a business intelligence and reporting solution designed to integrate data from the multiple I&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 manage 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>Soussan Tabari, Chief Information Officer, Community Services I&IT Cluster (416) 326-8216 Soussan.Tabari@Ontario.ca</p>



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Long Term Care Homes - Rate Reduction:

The Community Services I&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&IT Cluster, to modernize the **Long-Term Care Homes – Rate Reduction** line of business.

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 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.

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, and so far 500+ Long Term Homes are enrolled and more than 13,000 Rate Reduction Applications processes using the new system.

The estimated cost avoidance of \$1.4 million will support Ontario government's targeted savings under "Rationalizing the Application Footprint" category. Additionally, the initiative demonstrated CSC's vision and maturity in a new way of doing business, re-using/ leveraging existing investments and modelling the horizontal working relationships.

Over the last 6-12 months, there have been numerous new features and enhancements added to **Enhanced Rate Reduction Information System Application (E-RRISA)** such as bulk rate reduction calculation, subsidy calculation, operational reports for both ministry staff and long term home.

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Modernization of Ontario Immigrant Nominee Program (OINP) System:

The project to modernize the **OINP system** will result in a digital platform in support of streamlined service delivery to worldwide clients who are prospective immigrants to Ontario. This modernization will also increase program agility in addressing evolving requirement in a dynamic way.

The modernized OINP system went live in August 2016, and provides end-to-end processing of OINP applications for the entrepreneur stream:

- Expression of interest online submission and self-assessment tools
- Application online intake; verification, assessment, decisions and closure
- Correspondence generation (acknowledgement letters, certificates)
- Operational and management reports
- Ability to quickly scan, read and interpret, validate and process filled forms
- Quick turnaround for adding new OINP immigration streams
- Online payment

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Transfer Payment Recipient Common Registration for Ontario Government:

Transfer payments (TPs) are a key method for delivering services to the public and fulfilling public policy objectives. The 2015-16 budget estimate for TP was \$110B and accounts for approximately 82% of total operating expenditures. Approximately \$4B is related to project-based/time-limited TPs.

Transfer payments and project monitoring are administered through a variety of systems including excel spreadsheets, with no central repository to quickly gather information on funding agreements/partners nor common processes or terminology. The ministries within Ontario government manage their TPs using various data collection and reporting mechanisms in compliance with the Transfer Payment Accountability Directive (TPAD). This results in inconsistent data collection and makes it a challenge to report on transfer payments at an OPS level or in some cases even at a ministry level.

As of now there is a lack of unique identifier for Transfer Payment (TP) recipients, which limits the ability to view and analyze current spend patterns. The implementing of a common registration component for TP recipient organizations will allow for greater transparency of the interaction between the Ontario Government & TP recipient organizations.

This enterprise-wide project was successfully launched in November 2016.

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Revenue Modernization – Crown Land Tenure (MNRF):

The Ministry of Natural Resources and Forestry (MNRF) collects revenue from a variety of sources. For example, park gate fees, outdoor cards, hunting licenses, crown land use permits, sustainable forest licenses and forest resource processing licenses, which are reinvested back to the respective resource areas. Two projects have been undertaken as part of this initiative, one for Crown Land Tenure and one for Forestry.

The LRC is working with the MNRF to deliver new automated services that integrate accounts receivables with the Ontario Public Service's Integrated Financial Information System (IFIS). The first project, Crown Land Tenure accounts receivables, has been implemented.

Outcomes:

- Replacement of the existing separate legacy system, bringing the Ministry in compliance with corporate standards by integrating accounts receivables and invoicing with IFIS
- Processing of payments and collections activities for 8000 customers
- Annual hosting and licensing cost savings of more than \$300,000 per year once the legacy system is decommissioned.

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<u>Accomplishments:</u> Briefly highlight major IT/IM accomplishments, progress, and/or significant milestones achieved in your jurisdiction over the past 6 - 12 months.	Mining Act Modernization (MNDM) The Ministry of Northern Development and Mines (MNDM) supports responsible land use management and mineral resource development by administering the Mining Act, providing public geoscience information and client services. The Mining Act transforms the way mining claims are staked – moving from a costly, time consuming “on the ground” staking to one that provides inexpensive, faster electronic staking over the internet at any time and from anywhere in the world. Supported by a modern business system, mineral exploration will be more attractive to mining companies competing in the global market. Accomplishments: <ul style="list-style-type: none"> • Business use cases covering most of the relevant mining regulations were completed, signed off and are now ready for coding. • Privacy Impact Assessment and the Threat Risk Assessment completed • Mining Lands Administration System is ready for production 	John DiMarco Chief Information Officer Land and Resources I&IT Cluster 416-326-6954 John.DiMarco@ontario.ca
	Northern Ontario Heritage Fund Corporation Financial Management System (MNDM) The Northern Ontario Heritage Fund Corporation provides \$100 million in funding annually to foster economic prosperity in Northern Ontario. The Financial Management System – a web based application, was implemented to process and track disbursement of grant monies through both Electronic Funds Transfers and cheques, repayments on loans utilizing Pre-Authorized Payments, and to manage loan related information. Accomplishments: <ul style="list-style-type: none"> • Implemented a web based application to process and track disbursement of grant monies • Reduced time to process payment requests, reconcile financials and provide funding to clients • Ability to produce real time reports for the financial portfolio • Improved financial information consolidation related to disbursements of moneys and loan repayments 	John DiMarco Chief Information Officer Land and Resources I&IT Cluster 416-326-6954 John.DiMarco@ontario.ca



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Environmental Management Support System (OMAFRA)

The Ministry of Agriculture, Food and Rural Affairs (OMAFRA) administers drainage, nutrient management, and farm implement legislation with the support of a wide range of software systems. These systems needed to be updated to ensure business continuity and to meet current legislative, business and client requirements.

The LRC leveraged the shared Siebel platform to deliver a new solution that automates registrations, permit renewals and related functions for the drainage and farm implements programs.

Outcome:

- Greater consistency in service for clients and staff by leveraging processes and procedures from other programs.
- Improved efficiencies through lowered costs and reduction in redundancies,
- Faster support for onboarding of new functions, capabilities, and delivery programs.

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Child Protection Information Network (CPIN)

CPIN provides common case management, financial management, document / records management and reporting functionalities across the child welfare sector.

To date, CPIN has been successfully deployed to 15 societies across Ontario.

- Over 40 million records have been successfully migrated from legacy systems into CPIN.
- This represents approximately 37.3% of the overall child welfare caseload and 37.8% of sector staff using CPIN.
- Preparations are underway to deploy CPIN across remaining agencies to be completed in fiscal 2019-20.

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Family Responsibility Office (FRO) Online

MCSS' Family Responsibility Office launched a pilot in May 2015 to provide a public-facing web portal that allows clients to access and self-manage their account information related to their case file. 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.

The portal meets both these key objectives by:

- Driving routine queries away from the relatively expensive phone and mail service channels to a cheaper and more easily accessible service channel
- Creating a separate channel for our partners to access case information to better support their own clients
- Aligning with FRO's commitment to drive a client/customer centric service to Ontarians
- FRO Online has been upgraded for Accessibility compliance (90+%).
- Application has been upgraded to provide tools for a better and more modern experience (HTML5)

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BORN-ISCIS Integration Pilot

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 & Social Services I&IT Cluster (CYSSC) in partnership with the BORN technical team and pilot testing started September 2016.

This project will help:

- The elimination of printing and faxing of HBHC checklists for circulation
- The creation of an electronic 'highway' and process to move data quickly from hospital to health unit for action
- Provide additional benefits such as better address/matching information in the BORN Information System that can be used in HBHC, thereby improving the overall efficiency of the responses to families that need follow-up services and determining where missed screens are happening in order to improve universal reach.

The formal BORN Pilot (9 Public Health Units) has completed. The Early Childhood Development Branch in conjunction with BORN has begun evaluating the following components:

- Online survey from participating hospitals and health units
- HCD-ISCIS comparative data evaluation
- Focus group feedback (to be confirmed)

The formal evaluation is targeting to complete in March which will inform the provincial rollout. All pilot sites are continuing to use the technology.

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<p><u>Accomplishments:</u> Briefly highlight major IT/IM accomplishments, progress, and/or significant milestones achieved in your jurisdiction over the past 6 - 12 months.</p>	<p>The new OPS Enterprise Business Intelligence Data Analytics (BIDA) reference infrastructure was architected, acquired and implemented in May 2016 by three founding partner ministries; MOHLTC, MTO, and MCSS. This real infrastructure aligns with current state of the art Business Intelligence infrastructure patterns and considerably advances the capabilities of the ministries to make informed evidence based decision making.</p> <p>The BIDA infrastructure supports the implementation of high storage capacity, complex querying and high performance data processing to meet increasing demand for high-performance health data processing. BIDA is a key component of a Business Intelligence service whose objective is to support the ministry and other healthcare system stakeholders in Ontario to meet their mandate of performing comprehensive, patient-centric, evidence-based decision making in less time and for less cost than is possible through traditional legacy server applications.</p> <p>The Enhanced Rate Reduction Information System Application (E-RRISA) was implemented in November 2016 and has considerably transformed the administration of the Long-Term Care Home (LTCH) Rate Reduction Program, a financial assistance program for 30,000 low-income LTCH residents.</p> <p>A web-based IT solution, E-RRISA has replaced 5 IT systems to provide one-window access to the \$200M subsidy program. E-RRISA provides accurate information and a simpler application process for LTCH residents while strengthening financial accountability.</p> <p>The modernization achieved through E-RRISA simplified a complex system to accessing financial supports for one of Ontario's most vulnerable populations, eliminated inefficiencies and streamlined processes for 630 LTCH and the ministry, allowing LTCH staff to allocate more time for resident care.</p>	<p>Karen McKibbin, Executive Lead, Health Services I&IT Cluster (416-326)7169 Karen.McKibbin@Ontario.ca</p>
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Digital Health Drug Repository:

- The Digital Health Drug Repository (DHDR) project represents a first foundational component of the Ministry's Comprehensive Drug Profile Strategy (CDPS). A repository was established to facilitate expanded access to health care providers to Ministry drug data holdings in the Health Network System (HNS) through the Clinical Viewers.
- The DHDR is populated with dispensed drug history events from the Ministry's Ontario Drug Benefit (ODB) Claims Adjudication System and data within the Narcotics Monitoring System (NMS).
- DHDR went live in November 2016 after a staged launch that included three early adopters accessing data through the ClinicalConnect Viewer in Southwest Ontario: Guelph General Hospital, Guelph Family Health Team and Guelph Community Health Clinic.
- Today, close to 1 billion dispensed ODB and NMS drug records are available to the early adopters with feeds to synchronize data from the original data source - Health Network System - for near real time updates.
- Results of the early adopters experience will inform further plans to extend to other health care providers starting February 2017.
- The path to enabling the Best Possible Medication History will develop as more data sources (such as non-publicly funded drugs) are incorporated, more clinical data elements are supported and the integration services to other Point of Service systems such as EMRs, Hospital Information Systems and Pharmacy Management Systems for prescribed data (Note: work is underway with Canada Health Infoway via their PrescribeIT initiative), drug utilization and medication reconciliation are made available.

Digital Yellow Card and Immunization Reporting (Pilot):

- 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.

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<p><u>Accomplishments:</u> Briefly highlight major IT/IM accomplishments, progress, and/or significant milestones achieved in your jurisdiction over the past 6 - 12 months.</p>	<p>GONet Transition</p> <p>Government of Ontario Network (GoNet) will enable the OPS with modernized telecommunications infrastructure, and is a foundational element of the multi-phased Telecom Services Modernization Strategy.</p> <p>Transition planning began with TELUS Communications on June 15th, 2015 with the primary focus to finalize the architecture and security plan. Efforts in fiscal 2016/17 were focused on migration activities to the new network, with over 1,000 circuits migrated as of December 31, 2016. Migration activities are targeted to complete in late Q2-FY2017/18.</p>	<p>Rocco Passero, Executive Lead, Infrastructure Technology Services (416) 326-3398 Rocco.Passero@ontario.ca</p>
	<p>Hosting/Cloud Strategy</p> <p>ITS Hosting strategy was recently approved and is focused on a fully hybrid hosting model leveraging cloud services and traditional on-premis hosting. We are moving to implementation phase and the near term focus will be the establishment of the Brokerage model and service, acquisition refresh of cloud service, usage criteria and application assessments for early migrations.</p> <p>We are working with the PSCIO cloud sub committee working group to leverage and share ideas, and more importantly shared services Canada cloud contracts.</p>	<p>Rocco Passero, Executive Lead, Infrastructure Technology Services (416) 326-3398 Rocco.Passero@ontario.ca</p>



<u>Accomplishments:</u> Briefly highlight major IT/IM accomplishments, progress, and/or significant milestones achieved in your jurisdiction over the past 6 - 12 months.	Unified Communication and Collaboration (UCC): Planning for replacement of aging legacy telecommunications voice services used by the Ontario Public Service is underway. 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. The initial focus will be a Modernized Voice Service (MVS) that will provide ministry clients with the ability to replace and/or affect all of the current disparate legacy service components by converging or integrating with a single service offering.	Rocco Passero, Executive Lead, Infrastructure Technology Services (416) 326-3398 Rocco.Passero@ontario.ca
	Enterprise Service Management: The Enterprise Service Management (eSM) division was created in October 2016. Bringing together the IT Service management function that was previously dispersed across the I&IT Enterprise. The establishment of eSM allows the government to focus on making IT Service more consistent and reliable across the OPS.	Fred Pitt, Chief Information Officer, Enterprise Service Management (416) 212-1624 Fred.pitt@ontario.ca



<p><u>Accomplishments:</u> Briefly highlight major IT/IM accomplishments, progress, and/or significant milestones achieved in your jurisdiction over the past 6 - 12 months.</p>	<p>Information Management Digital Workspace Framework – Ministry of Transportation & Labour (IM Docs)</p> <p>The Information Management Digital Workspace Framework was established to address a lack of information management practices within client ministries. The agile methodology prescribed throughout the onboarding process ensures clients are actively involved from the beginning of solution design to ensure it is meeting their needs, while configuring records and information management policies in the backend. This is a massive change management exercise and started with training for about 3700 employees using a four module IM program.</p> <p>Accomplishments to date include the development of a scalable service delivery model, demonstration to senior executives to raise awareness, successful piloted solution within a number of selected offices and automated implementation of controls that support litigation, audit and FOI discovery, to name a few.</p>	<p>Daniel Young Director, Strategy, Planning and Information Management Branch Labour & Transportation Cluster</p> <p>416-235-4094 Daniel.Young@ontario.ca</p>
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<p><u>Accomplishments:</u> Briefly highlight major IT/IM accomplishments, progress, and/or significant milestones achieved in your jurisdiction over the past 6 - 12 months.</p>	<p>Excellence in IM/IT Operations Award Recipient</p> <p>Government Technology Exhibition and Conference (GTEC) is Canada's internationally recognized information technology forum for excellence in innovation and government service delivery. Their Distinction Awards have set the standard for recognizing excellence in service delivery to Canadians, leveraging information technology and information management.</p> <p>In November 2016, the <i>Streamlining EBS Cloning Process</i> project won in the category of <i>Excellence in IM/IT Operations</i> for its innovative work on modernizing a long-standing manual process related to the Integrated Financial Information System (IFIS) known as a cloning process.</p> <p>The project was selected out of 13 distinguished provincial nominations from across Canada. Utilizing Lean Six Sigma techniques, the project team reduced manual processing by 89%, improved delivery time by 61% and eliminated operator error. These results powerfully demonstrated the benefits of streamlining and automating IT processes, inspiring others to consider similar opportunities for innovation.</p>	<p>David Clifford, Chief Information Officer, Enterprise Financial Services and Systems (416) 327-2022 David.clifford@ontario.ca</p>
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<p><u>Priorities:</u> Briefly describe what your organization sees as its top IT/IM priorities/initiatives over the next 12 to 36 months.</p>	<p>The IFIS Refresh initiative</p> <p>The Integrated Financial Information System (IFIS) is one of the Ontario Public Service (OPS) key Enterprise Resource Planning (ERP) system and vital to supporting financial management activities for all ministries in the delivery of their services to Ontarians.</p> <p>The IFIS Refresh Project is part of a necessary cycle of asset maintenance and evolution. To deliver on the OPS's commitment to modernizing IT systems and maintaining financial transparency and accountability, IFIS software and hardware must be kept current with modern technology levels in order to maintain compatibility and meet industry standards. This involves upgrades to infrastructure, platform and operating system, application suite and software. Investing to properly modernize the system will enhance long-term value and efficiency.</p>	<p>David Clifford, Chief Information Officer, Enterprise Financial Services and Systems (416) 327-2022 David.clifford@ontario.ca</p>
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ServiceOntario Modernization

Identity Management

- ServiceOntario is focused on developing an enterprise digital identity solution that will enable digital government. More specifically, being able to establish someone's identity online is critical for next generation digital delivery. ServiceOntario and ministry partners need to know who people are before giving them secure access to programs, services or information.
- Per the Minister's mandate letters, ServiceOntario is exploring opportunities to undertake proofs of concept/pilots with the private sector to assess potential business models. A common, secure, user-friendly and privacy-enhancing method are key themes being considered. These activities along with internal and external stakeholder and public consultations will assist in developing the roadmap for proceeding forward.
- ServiceOntario also continues to support work on developing a pan-Canadian approach to exchanging information between key partners, i.e. exploring real-time service to enable validation of identity and status information between federal, provincial and territorial partners (CDI/ILP).

Services Reboot

- ServiceOntario is applying its new digital service standards and service design principles to re-design a few key services (e.g. service location finder, used vehicle information package and integrated address change). It is expected that these projects will demonstrate the benefits of an iterative, agile, and customer-centric service design approach to future products and services.

Service Integration

- ServiceOntario is exploring how to enable an online health card renewal service integrated with the existing online driver's licence renewal service. This includes modernizing and harmonizing policy and/or legislation and streamlining internal processes and customer experience while protecting program integrity.

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<p>Priorities: Briefly describe what your organization sees as its top IT/IM priorities/initiatives over the next 12 to 36 months.</p>	<p>Pan-Canadian Digital Identity Initiatives</p> <ul style="list-style-type: none"> Through the Identity Management sub-committee of Joint Councils (PSCIOC & PSSDC) work is ongoing to establish and promote a pan-Canadian vision for digital identity. The release of the Pan-Canadian Trust Framework Overview via the Digital Identity and Authentication Councils of Canada (DIACC) outlines what a future Trust Framework will look like for Canadians. Collaboration amongst member jurisdictions of PSCIOC in particular is critical to ensure the success of a truly pan-Canadian vision for digital identity. 	<p>Robert Devries Chief Information Officer, Government Services Integration Cluster (416) 327-2561 Robert.Devries@Ontario.ca</p>
	<p>Workforce Information Network (WIN) Renewal:</p> <ul style="list-style-type: none"> WIN is a critical Enterprise Resource Planning (ERP) system currently used to manage corporate payroll and benefits administration for all OPS employees. The WIN Renewal Project will upgrade WIN from PeopleSoft v9.0 to v9.2 and will deliver: <ul style="list-style-type: none"> A current version of the application with on-going vendor support Compliance with legal, regulatory and other external requirements 	<p>Robert Devries, Chief Information Officer, Government Services Integration Cluster (416) 327-2561 Robert.Devries@Ontario.ca</p> <p>Jamal Salim, Project Director, Government Services Integration Cluster (416) 212-0600 Jamal.salim@ontario.ca</p>
	<p>Ontario Shared Services Blueprint:</p> <ul style="list-style-type: none"> Ontario Shared Services (OSS), part of the Ministry of Government and Consumer Services, provides Ontario ministries and employees with back office services including procurement, finance, human resources, pay and benefits, and enterprise business services. OSS services are delivered through a wide range of technologies and systems, including the Ontario Government's financial and human resources Enterprise Resource Planning (ERP) applications. OSS procured the services of KPMG management consultants to develop a five-year strategic plan (the OSS Blueprint) to transform programs, achieve savings and sustain the delivery of efficient and effective services. 	<p>Robert Devries Chief Information Officer, Government Services Integration Cluster (416) 327-2561 Robert.Devries@Ontario.ca</p>



Parks Reservation and Registration System (MNRF):

The Ministry of Natural Resources and Forestry (MNRF) is responsible for guiding the management of Ontario's parks and protected areas. MNRF delivers high quality services, outreach, advice, and expertise so that people can safely engage in recreational use of Ontario Parks. The Parks Reservation and Registration Service processes reservations for camping, reservation changes and cancellations, and is used by staff in parks to issue permits, rent equipment and sell some merchandise.

Currently 86% of parks reservations are done online. In 2016 over 400,000 reservations for camping at Ontario Parks were processed using the Parks Reservation and Registration Service (PRRS). Ontario Parks annually generates between \$70 and 80 million dollars in revenue for the Ontario Parks Special Purpose Account (SPA).

Ontario Parks currently contracts an external service provider to deliver the Parks Reservation and Registration Service. The current VOR with the third party vendor is coming to a close in 2019. The LRC is working with the Ministry on a multi phased project. Phase 1 includes business case development and approvals on options for future digital solution.

Outcomes:

- Ensure continuity of services to Parks' clients.
- Updated and modernized reservation and registration processes to meet current service level expectations, improve customer experience and streamline business processes at Ontario Parks.
- Updated technology to meet future needs and opportunities in the parks reservation and registration marketplace.
- Integrated and improved revenue reconciliation and reporting.
- Improved collection of Parks visitor statistics to support enhanced customer relationship management.

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Priorities: Briefly describe what your organization sees as its top IT/IM priorities/initiatives over the next 12 to 36 months.	Licensing Automation System Renewal – Fish and Wildlife (MNR) The Ministry of Natural Resources and Forestry (MNR) is responsible for issuing licenses for recreational use of land in Ontario. Each year about 2.5 million fishing and hunting license products are sold in Ontario. Revenue from these sales of licenses are dedicated to the sustainable management of Ontario's fish and wildlife resources. The LRC is working with MNR to replace the existing licensing system with an enhanced e-commerce digital solution for recreational fishing and hunting licenses. Outcomes: <ul style="list-style-type: none"> • New, affordable, modern and customer focused fishing and hunting licensing sales solution. • Faster and easier access to obtain licenses. • New technologies to enhance customer service, provide service via mobile device. • More efficient operational processes associated with the licensing program. 	John DiMarco Chief Information Officer Land and Resources I&IT Cluster 416-326-6954 John.DiMarco@ontario.ca
	Environmental Registry/Public Consultation Tool (MOECC) The Environmental Registry is the primary tool used to consult with the public on proposals, decisions and issues that could impact the environment. The current system, originally launched in 1994 as a Bulletin Board System and later converted to web-based in 1999 has not kept pace with innovations and changing social landscape, impacting its ability to be an effective tool for public engagement. Legislated under the Environmental Bill of Rights, the Ministry of the Environment and Climate Change (MOECC) and 17 prescribed ministries and agencies post notifications, such as changes to existing acts, regulations, policies, instruments and information notices, exceptions and decisions for public comment. Ministries must consider comments on these postings when implementing decisions. The LRC is working with MOECC to replace the current outdated system with a modern, interactive and user-friendly public engagement platform. Outcomes: <ul style="list-style-type: none"> • Improved transparency, efficiency and effectiveness of the ministry as a modern regulator through notification, consultation and participation of ministry partners and the public. • Enabled opportunities to refine and align Ministry internal processes to improve public consultations, to increase participation in environmental decision making and to advance the goal of Open Government by becoming a global leader in public engagement and collaboration. 	John DiMarco Chief Information Officer Land and Resources I&IT Cluster 416-326-6954 John.DiMarco@ontario.ca


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Aboriginal Self-Identification Data Standard Initiative (MIRR)

The Ministry of Indigenous Relations and Reconciliation (MIRR) works across government to track the overall well-being of Aboriginal people in Ontario. Consistent and reliable data helps the province to target funding and strengthen evidence-based policy and program development to better meet the needs of Aboriginal people and communities. Analyzing and coordinating this basic demographic data will help the government and Aboriginal organizations track progress on improving socio-economic outcomes for Aboriginal people.

A standardized approach to Aboriginal-specific data collection across ministries is needed to improve program and policy development, implementation and evaluation. The data standard allows Ontarians to self-identify as Aboriginal when using government programs and services.

The Ministry is looking to implement a data standard, which sets out common data elements, data values, and data rules to gather information and report on Ontario's diverse Aboriginal population consistently across government. LRC is working with MIRR to develop a strategy for incorporating the Aboriginal identifier data standard at the time of next update for existing systems and at the time of development of new systems.

Outcomes:

- Strengthened relationships by increasing coordination, collaboration and information sharing across ministries and with Aboriginal partners.
- Improved overall well-being for Aboriginal Ontarians and close socio-economic gaps between Aboriginal and non-Aboriginal populations.

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<u>Priorities:</u> Briefly describe what your organization sees as its top IT/IM priorities/initiatives over the next 12 to 36 months.	Data Integration between MOH and MCSS A single government approach is proposed that would allow for the effective and appropriate integration of PI/PHI. The framework would uphold public confidence in how data about individuals is being used by government through the establishment of clear requirements and protocols. Key components of the proposal include: <ol style="list-style-type: none"> 1. Amending existing FIPPA/MFIPPA and PHIPA legislation; 2. Governance and oversight mechanisms; 3. Leveraging existing delivery mechanism for integrating data (PI/PHI), starting with health and human services ministries. 	Dafna Carr Chief Information Officer, Children, Youth and Social Services I+IT Cluster (416) 326-0700 Dafna.Carr@ontario.ca
	Serious Occurrence Reporting (SOR) IT Solution 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.	Dafna Carr Chief Information Officer, Children, Youth and Social Services I+IT Cluster (416) 326-0700 Dafna.Carr@ontario.ca



<p><u>Priorities:</u> Briefly describe what your organization sees as its top IT/IM priorities/initiatives over the next 12 to 36 months.</p>	<p>Information Management Governance – Ministry of Transportation</p> <p>Planning to implement a new governance model for all information assets within the ministry. The new model will address accountabilities, policies, processes, training, infrastructure and decisions related to information assets. Of particular focus is the ministry's 900+ retention policies. This initiative will seek to modernize these policies to align with industry standards, while ensuring they are compliant with emerging technology.</p> <p>Information Management Digital Workspace Roll-out to Ministry Clients – Ministry of Transportation & Labour</p> <p>Planning to replace aging and non-compliant information repositories is underway within the ministries. The modernized repository will provide the ministry with the ability to automatically and systematically comply with recordkeeping and FOI legislation, while ensuring improved service delivery and knowledge management.</p>	<p>Daniel Young Director, Strategy, Planning and Information Management Branch Labour & Transportation Cluster</p> <p>416-235-4094 Daniel.Young@ontario.ca</p>
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Priorities:

Briefly describe what your organization sees as its **top IT/IM priorities/initiatives over the next 12 to 36 months.**

Effective enterprise leadership of RIM will combine recordkeeping, access and privacy as a single cohesive business function that provides more value to the Ontario government. The focus of this work will be on improved models for organizing, delivering and integrating recordkeeping, access and privacy programs. Making sure that recordkeeping, access and privacy practitioners have the skills to effectively undertake their work in a digital-first government.

This strategy will focus on:

- Ensuring information is created and managed as viable evidence of government work
- Identifying the value of information
- Sustaining information over time
- Facilitating and managing access to information
- Providing valued protections on information

There are plans to develop a comprehensive, user-friendly suite of guidance and tools. This will aim to achieve effective and embedded practices and processes and a RIM method that is closer to our business practices. The output of this work will result in public records being efficiently managed to support an open, evidence-based and digital government.

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Priorities:

Briefly describe what your organization sees as its **top IT/IM priorities/initiatives over the next 12 to 36 months.**

In Patients First: An Action Plan for Health Care, 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.

- 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.
- 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.
- 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 approaches while reducing risks to taxpayers and opening opportunities to better inform patients.

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<p><u>Priorities:</u> Briefly describe what your organization sees as its top IT/IM priorities/initiatives over the next 12 to 36 months.</p>	<p>A unique identifier connecting child care, education and employment data: 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&IT Cluster (416) 326-8216 Soussan.Tabari@Ontario.ca</p>
<p><u>Priorities:</u> Briefly describe what your organization sees as its top IT/IM priorities/initiatives over the next 12 to 36 months.</p>	<p>Extending Evidence-Based Decision Support:</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>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>Soussan Tabari, Chief Information Officer, Community Services I&IT Cluster (416) 326-8216 Soussan.Tabari@Ontario.ca</p>



	<p>Investigative Case Management System:</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 process. The system captures the entire lifecycle of childcare investigations, including complaints, first visits, investigation, enforcement actions, and prosecution. The solution was recently enhanced with addition of data analytics. A mobile application will be added in summer 2017 to the solution for field investigations.</p>	<p>Soussan Tabari, Chief Information Officer, Community Services I&IT Cluster (416) 326-8216 Soussan.Tabari@Ontario.ca</p>
<p><u>Priorities:</u> Briefly describe what your organization sees as its top IT/IM priorities/initiatives over the next 12 to 36 months.</p>	<p>Modernizing School Facilities Management:</p> <p>The School Facilities Inventory System (SFIS) Modernization Project 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>SFIS supports the Ontario Ministry of Education in managing over \$55B of physical facilities assets and over 300 million square feet of space spread over close to 5,000 facilities that serve approximately 2M students or about 15% of Ontario citizens annually. Over the next decade, \$11B is identified in the provincial infrastructure plan for investment in school board infrastructure that are also supported by SFIS.</p> <p>Procurement has been completed and the selected COTS solution is IBM's Tririga IWMS. Development stage of the project started in March 2016 upon completion of agreement signing with IBM. The project's next targets are to implement the Tririga solution in two phases to replace and enhance the legacy SFIS application. Targeted completion for the SFIS Modernization project is scheduled for end of fiscal 2017- 2018.</p>	<p>Soussan Tabari, Chief Information Officer, Community Services I&IT Cluster (416) 326-8216 Soussan.Tabari@Ontario.ca</p>



Online Submission of Ontario Colleges' Financial Actuals, Budget and Forecasts:

The Ministry of Advanced Education and Skills Development successfully completed the development and deployment of the new system, **Colleges Financial Information System (CFIS)**, 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 cost and time through extensive automation of the consolidation process.

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Priorities:

Briefly describe what your organization sees as its **top IT/IM priorities/initiatives over the next 12 to 36 months.**

Improved Usability and Availability of Education Data:

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.

As an evolution of the existing data warehouse, the Community Services I&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).

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 **Education Information Center (EIC)**.

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.

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<p>Priorities: Briefly describe what your organization sees as its top IT/IM priorities/initiatives over the next 12 to 36 months.</p>	<p>An end-to-end Service Provider Lifecycle Management Solution:</p> <p>The Employment & Training Division (ETD) of the Ministry of Advanced Education and Skills Development has been working with Community Services I&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, delivery 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 make it able to be leveraged within Ontario Government for similar requirements.</p> <p>The system is expected to be delivered in March 2017.</p>	<p>Soussan Tabari, Chief Information Officer, Community Services I&IT Cluster (416) 326-8216 Soussan.Tabari@Ontario.ca</p>
	<p>Automated Collection of Financial and Staffing Data from Ontario Municipalities:</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 MS Excel. The system is currently being implemented in all of Ontario's municipalities with a target go-live date of mid-March 2017.</p>	<p>Soussan Tabari, Chief Information Officer, Community Services I&IT Cluster (416) 326-8216 Soussan.Tabari@Ontario.ca</p>


Priorities:

Briefly describe what your organization sees as its **top IT/IM priorities/initiatives over the next 12 to 36 months.**

Increasing Access to Education through Broadband Connectivity:

Ontario's education system is widely recognized as one of the best in the world. But 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.

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 school and school board's network performance. Based on the assessment findings, and in order to enhance student achievement and well-being through connected, innovative learning environments, an EDU Broadband Modernization Program has been initiated, with the aim of providing an adequate level of broadband connectivity to all Ontario students and educators at an affordable price.

The program, targeted for completion in 2018-19, will be implemented through a three-staged plan, in full collaboration between ministry and school boards. Wave 1 will deliver broadband infrastructure upgrades on a select number of schools. This will allow the project team to further refine their strategy and approach, before a full-scale launch begins in Wave 2, and completion in Wave 3.

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Priorities:

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Enabling Housing and Homelessness Data Strategy:

The province has an ambitious goal to end homelessness, and has adopted a specific target to end chronic homelessness in ten (10) years. A key enabler is the Ministry of Housing's 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.

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.

A key component of the Implementation Plan is the development and maintenance of integrated robust I&IT systems, and business intelligence and analytics tools. The four year project roadmap aligns with the housing sector modernization and delivers the following components:

- **Year 1:** Focus on a robust MHO Housing and Homelessness Data Warehouse combined with powerful Business Intelligence and Analytics tools will make existing data easier to access and analyze.
- **Year 2:** A fuller picture of the sector with the start of client-level data collection from the Housing Collaborative Initiative (HCI) consortium and other Service Managers and Housing Providers.
- **Year 3:** Client level data collection is completed with a full range of data that are on a set refresh schedule.
- **Year 4:** The single view of the Housing and Homelessness sector is augmented by a full range of client-level data as BI and Analytics maturity advances towards predictive analytics.

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Priorities: Briefly describe what your organization sees as its top IT/IM priorities/initiatives over the next 12 to 36 months.	Development of the Cyber Security Strategy Priorities will include evolution in the maturity of cyber security data analytics, developing a foundation for a risk management approach to services and evidence-based decision making. The development of a Cyber Security Strategy is underway.	Mohammad Qureshi Head, Cyber Security Operations Branch (416) 327-0413 Mohammad.Qureshi@ontario.ca
Issues and Needs: Briefly describe any issues you would like to share with the Council and what assistance you might be seeking from PSCIOC.	Digital leadership and intrapreneurships for modern governments: 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: <ul style="list-style-type: none"> • how different jurisdictions are re-skilling the public sector to encourage innovation and build digital leadership capacity, and • successful case studies for effective joint business and I&IT strategic planning to inform new policy options and business models. 	Soussan Tabari, Chief Information Officer, Community Services I&IT Cluster (416) 326-8216 Soussan.Tabari@Ontario.ca



<p><u>Issues and Needs:</u> Briefly describe any issues you would like to share with the Council and what assistance you might be seeking from PSCIOC.</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>Need to establish an inventory of jurisdictional investments that can be leveraged to support Digital Health initiatives across the country</p> <p>Need 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>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>	<p>Karen McKibbin, Executive Lead, Health Services I&IT Cluster (416-326)7169 Karen.McKibbin@Ontario.ca</p>
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