

PSCIOC Information-Sharing Template – October 2017

JURISDICTION: ONTARIO		Contact
1. <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>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 initial focus on finalizing the architecture and security plan. Transition to GOnet at all Ministry business locations across the Province was completed in June 2017, with Remote Access Services migration expected to conclude in September 2017.</p>	Rocco Passero, Executive Lead, Infrastructure Technology Services (416) 326-3398 Rocco.Passero@ontario.ca
	<p>Hosting/ Cloud Strategy</p> <p>ITS is currently executing year one deliverables of its five year hybrid hosting strategy. The year one deliverable include, acquiring Cloud Services and Products, establishing a cloud broker and operational model, and developing application readiness assessment. The progress to date includes, the acquisition of Azure, and Office 365, Cloud connect exchange services, and the development of an RFB to refresh the current Cloud Service Provider VOR. The RFB is scheduled for release Q3/Q4 - 2017. ITS has beta launched its cloud services which include, Azure, O365, Cognitive Services and on-prem cloud services.</p>	Rocco Passero, Executive Lead, Infrastructure Technology Services (416) 326-3398 Rocco.Passero@ontario.ca
	<p>Unified Communication and Collaboration (UCC)</p> <p>Planning for replacement of aging legacy communication services used by the Ontario Public Service is underway.</p> <p>Industry feedback gathered through the draft UCC RFB process has informed a modified approach for these services. The initial focus is on modernizing voice services to deliver an enhanced employee experience and a more efficient use of communication assets.</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>	Rocco Passero, Executive Lead, Infrastructure Technology Services (416) 326-3398 Rocco.Passero@ontario.ca

	<p>ServiceOntario Modernization</p> <p>Digital Identity</p> <ul style="list-style-type: none"> • Ontario's Enterprise Digital Identity Policy Framework Cabinet Submission which will guide the design and development of a Digital Identity Program for Ontario was approved by Cabinet in August 2017, the next phase will be to proceed with developing a digital identity program and business case, currently targeting late 2018 for approval. • In order to determine the best type of business and technology solution for Ontario's DI program, Ministry of Government and Consumer Services and Government Services Integration Cluster is utilizing pilots as a way of testing out assumptions about user/ client preference as well as assess market interest and capabilities for each of the components listed above. • This fall, Ontario will enable parents to update and download their child's immunization records online via a user-friendly enrollment and login process. This will include a limited production pilot testing the use of banking credentials to access the service. • In partnership with other federal, provincial partners and private sector, GSIC has been actively engaged in the development of a Pan Canadian Trust Framework to create a national digital identity ecosystem and resolve how governments and private sector can collectively trust identity information and enable digital services. • GSIC has developed a conceptual technology blueprint to support the Digital Identity vision. The technology blueprint is a conceptual architecture developed to support the DI business and policy needs. It was designed to understand the technical capabilities needed to enable this new business on behalf of the Ontario Government. It will also assist in the development of the technology roadmap, inform more detailed policy decisions and develop the end-to-end technology solutions, standards and architecture. • The Small Business Innovation Challenge (SBIC) was launched in March 2017, successful applicants will be announced in September 2017. The solutions and ideas generated through the SBIC process will inform the development of the Digital Identity business case as well as demonstrate some innovative approaches to solving our digital identity challenge. Potential solutions proposed by SBIC applicants included biometrics, real time facial recognition, smartphone applications to prove identity with multiple sources (e.g. banks or credit bureaus) and innovative application of distributed ledgers 	<p>Robert Devries, Chief Information Officer, Government Services Integration Cluster (416) 327-2561 Robert.Devries@Ontario.ca</p>
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	<p>(blockchain).</p> <p>Services Reboot</p> <p>ServiceOntario has launched new digital services, with a new set of user-centric design principles, using agile methodologies to ensure success.</p> <ul style="list-style-type: none"> • Service Finder is the online gateway to find ServiceOntario services using the most effective and efficient channel. The service was implemented using agile two week sprints, daily scrums, frequent deployments & continual improvement based on usability testing and analytics. The redesign also followed evidence-based design, including a testing phase with focus group feedback and subsequent design improvements. The new design also facilitates code-reuse. • Integrated Address Change was designed with an evidence-based approach and customer experience tracking with google analytics. The new service provides ease of use and focuses on completing the transaction in channel through a simplified online verification. The new IAC has more than three times the uptake compared to previous versions. 	
	<p>Blockchain Proof of Concept</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 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 & requirements and have a demonstrable product features every 4 weeks.</p> <p>A number of 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 Robert.Devries@Ontario.ca</p>

	<p>Workforce Information Network (WIN) Renewal</p> <p>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 upgrade was successfully completed in August 2017.</p> <p>The upgraded WIN (from PeopleSoft v9.0 to v9.2) delivers:</p> <ul style="list-style-type: none"> • A current version of the application with on-going vendor support and a foundation for future functional enhancements and upgrades. • Compliance with legal, regulatory and other external requirements. • The basis for WIN to meet the Accessibility for Ontarians with Disabilities Act (AODA) requirements by 2020. 	<p>Robert Devries, Chief Information Officer, Government Services Integration Cluster (416) 327-2561 Robert.Devries@Ontario.ca</p>
	<p>Integrated Consumer Protection System</p> <p>The Integrated Consumer Protection System (ICPS) was launched on May 15, 2017 to replace the existing consumer complaints database (CATS) with a more sustainable and powerful set of tools to enhance consumer protection in Ontario. The legacy application (CATS) relied heavily on labour intensive manual processes to share, organize and analyze information and ICPS automates these manual processes and integrates a frontline complaint intake and complaint management system with strategic operations (e.g., educational and enforcement activities) as well as implements business transformation.</p> <p>Improvements have been also made to the e-complaint forms – online and pdf version. Dynamic e-complaint PDF forms (English and French) were developed to replace the outdated static PDF's that had to be printed, filled out, scanned and sent to Consumer Protection Ontario where frontline staff manually entered data into CATS.</p> <p>As the application matures, it will create efficiencies for consumers who make complaints, as online communications tools will make following up with a filed complaint quicker and less burdensome for consumers. It will also save money and resources by flagging high-risk areas where ministry compliance resources (educational tools or inspections) could be deployed to prevent future complaints and contraventions (e.g., inspectors could focus spot checks where complaints may be likely to occur in the future).</p>	<p>Robert Devries, Chief Information Officer, Government Services Integration Cluster (416) 327-2561 Robert.Devries@Ontario.ca</p>

	<p>Provincial Offences Act (POA)</p> <p>The Ministry of Government and Consumer Services (MGCS), in partnership with the Ministry of Transportation (MTO) and Ministry of the Attorney General (MAG), successfully implemented a solution that supports municipalities in collecting approximately \$1.4 billion in outstanding defaulted driver fines. Ontarians now have the ability to pay their defaulted fines through ServiceOntario's website or the in-person channel. This project, known as Bill 31 Provincial Offences Act (POA) Fine Collection Expansion Implementation, was successfully launched on May 1, 2017.</p> <p>The project involved the development of two new online services, for paying defaulted driver fines and a driver's license reinstatement fee. It also involved enhancing existing services, including the license plate sticker renewal, personalized license plate purchase and online driver license renewal services, to redirect customers to pay their outstanding driver fines.</p>	<p>Robert Devries, Chief Information Officer, Government Services Integration Cluster (416) 327-2561 Robert.Devries@Ontario.ca</p>
	<p>Cognitive Computing</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&IT Cluster (416) 327-1476 Ron.Huxter@ontario.ca</p>
	<p>Revenue Modernization (MNRF)</p> <p>The Ministry of Natural Resources and Forestry (MNRF) collects revenue from various sectors, including forestry (>\$100M annually from ~40 customers) and Crown Land tenure rent (>\$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>John DiMarco Chief Information Officer Land and Resources I&IT Cluster 416-326-6954 John.DiMarco@ontario.ca</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). A digital front-end customer management solution will automate business processes with workflows.</p> <p>Outcomes:</p> <ul style="list-style-type: none"> • Successful launch for Crown Land Tenure; Forestry project underway • Faster invoice processing allowing ministry staff to focus on core business • Efficient and consistent revenue management with reduced risk of error • Re-usable technology components to onboard new revenue streams • Real-time business intelligence and analysis for decision making • Improved compliance with OPS Finance Directive 	
	<p>Parks Reservation and Registration System (MNRF)</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"> • Ensure service continuity of Ontario Parks. • Updated and modernized reservation and registration processes to meet current service-level expectations, improve customer experience and streamline business processes. • Updated technology to meet future needs and opportunities in the parks reservation and registration marketplace. 	<p>John DiMarco Chief Information Officer Land and Resources I&IT Cluster 416-326-6954 John.DiMarco@ontario.ca</p>
	<p>Environmental Registry and Public Consultation Tool (MOECC)</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</p>	<p>John DiMarco Chief Information Officer Land and Resources I&IT Cluster 416-326-6954 John.DiMarco@ontario.ca</p>

	<p>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 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"> • Expanded public reach and awareness • Improved public monitoring options and alerts • Automation for reduced risk and ministry administrative workload • Better reporting and business information • Increased information access and transparency 	
	<p>Compliance Re-Engineering and Information System Technology Project (CRISP)</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"> • Faster and easier 24-7 online access to information and services, using any device (mobile) • Single enterprise profile for businesses across MOECC programs (approvals/permissions) • Efficiency and cost savings through modernizing business processes, reduced duplication of effort • Streamlined implementing new lines of business through common cloud-based solution • Holistic information and business intelligence supporting evidence and risk-based compliance/enforcement services • Consistent high-quality information ministry-wide with reduced error from manual processes/legacy systems 	<p>John DiMarco Chief Information Officer Land and Resources I&IT Cluster 416-326-6954 John.DiMarco@ontario.ca</p>

	<p>Licensing Automation System Renewal – Fish and Wildlife (MNRF)</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 3rd party vendor to replace the existing system with a modern online e-commerce system using agile delivery and user-centric design.</p> <p>Outcomes:</p> <ul style="list-style-type: none"> • Faster and easier 24-7 online public access to hunting and fishing licenses. • Improved client service including electronic license fulfillment • Enhanced administrative management including product configuration and flexibility and adaptability to future regulatory change • Reduce effort and cost per transaction 	<p>John DiMarco Chief Information Officer Land and Resources I&IT Cluster 416-326-6954 John.DiMarco@ontario.ca</p>
	<p>Mining Act Modernization (MNDM)</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"> • Faster and easier 24-7 access to mineral exploration data and services with online access to update information • Reduced time for mining claim acquisition (weeks to minutes) • Public information on mining claims and activities available on a map (integrated spatial data) • Improved centralized database, with increased accuracy of spatial data 	<p>John DiMarco Chief Information Officer Land and Resources I&IT Cluster 416-326-6954 John.DiMarco@ontario.ca</p>

	<p>Service Level Agreements</p> <p>To ensure Ontario Government ministries receive high-quality I&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 are currently being established for all OPS critical applications and will be in place by 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 Fred.Pitt@ontario.ca</p>
	<p>Redesign of Service Desk and Order Desk</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&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 Fred.Pitt@ontario.ca</p>
	<p>Cognitive Computing</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 ~30,000 print support calls annually; 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 IT Problem and Incident Management 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</p>	<p>Fred Pitt, Chief Information Officer, Enterprise Service Management (416) 212-1624 Fred.Pitt@ontario.ca</p>

	<p>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>Collective Agreements Portal</p> <p>In June, the Collective Agreements Portal team (a partnership between Labour & Transportation I&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 40,000 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 & Transportation I&IT Cluster 905-704-2167 Wynnann.Rose@ontario.ca</p>
	<p>Road User Safety Modernization</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&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.</p> <p>Modernization in segment 1 included:</p> <ul style="list-style-type: none"> • Carriers Online • Motor Vehicle Inspection Station • International Registration Program (IRP) / Oversize/Overweight (OO) • Stock Management • Facility Audit 	<p>Wynnann Rose Chief Information Officer Labour & Transportation I&IT Cluster 905-704-2167 Wynnann.Rose@ontario.ca</p>

	<p>Azure Public Cloud</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 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>Wynnann Rose Chief Information Officer Labour & Transportation I&IT Cluster 905-704-2167 Wynnann.Rose@ontario.ca</p>
	<p>Patients First: An Action Plan for Health Care</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"> • 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 	<p>Karen McKibbin, Executive Lead, Health Services I&IT Cluster (416-326)7169 Karen.McKibbin@Ontario.ca</p>

	<p>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.</p>	
	<p>OHIP+: Children and Youth Pharmacare (MOHLTC)</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"> • to provide Ontario residents with better access to today's best proven drug treatments, and • to get better prices for our drugs so we can re-invest the money saved back into the system. <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 publically funded drug products.</p>	<p>Karen McKibbin, Executive Lead, Health Services I&IT Cluster (416-326)7169 Karen.McKibbin@Ontario.ca</p>
	<p>Special Authorization Digital Information Exchange (MOHLTC)</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>Karen McKibbin, Executive Lead, Health Services I&IT Cluster (416-326)7169 Karen.McKibbin@Ontario.ca</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>Advance Data Visualization (ADV)</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 Advanced Data Visualization (ADV) 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>ADV Highlights</p> <ul style="list-style-type: none"> • 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; • 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; 	<p>Karen McKibbin, Executive Lead, Health Services I&IT Cluster (416) 326-7169 Karen.McKibbin@Ontario.ca</p>

	<ul style="list-style-type: none"> 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. <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>Digital Health Drug Repository</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>Karen McKibbin, Executive Lead, Health Services I&IT Cluster 416-326-7169 Karen.McKibbin@Ontario.ca</p>

	Every month, approximately 17 million new dispense records are added to the DHDR; the average monthly data growth rate is 1.5%.	
	<p>ICON - Digital Yellow Card and Immunization Reporting</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>Karen McKibbin, Executive Lead, Health Services I&IT Cluster 416-326-7169 Karen.McKibbin@Ontario.ca</p>
	<p>Modernizing Child Care</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>In March 2017, a new release was successfully released 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. A number of other features and enhancements were also introduced to make the system more robust and user friendly.</p> <p>The Child Care Analytics Solution (CCAS) is a business intelligence and reporting</p>	<p>Soussan Tabari, Chief Information Officer, Community Services I&IT Cluster (416) 326-8216 Soussan.Tabari@Ontario.ca</p>

	<p>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 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 last six months 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.</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>Long Term Care Homes - Rate Reduction</p> <p>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.</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 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</p>	<p>Soussan Tabari, Chief Information Officer, Community Services I&IT Cluster (416) 326-8216 Soussan.Tabari@Ontario.ca</p>

	<p>cost efficiencies. The new system went live in June 2016, and so far 500+ LTC homes are enrolled and more than 13,000 Rate Reduction applications have been processed using the new system.</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 Enhanced Rate Reduction Information System Application (E-RRISA) 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>Modernization of Ontario Immigrant Nominee Program (OINP) System</p> <p>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 requirements in a dynamic way.</p> <p>The modernized OINP system went live in August 2016, and provides end-to-end processing of OINP applications for the entrepreneur stream:</p> <ul style="list-style-type: none"> • 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 • Service standards tracking and dashboard capability <p>In February 2017, enhancements were successfully implemented to IT-enable three new applicant streams and to reduce case processing times. Infrastructure performance was also optimized in anticipation for high application volumes.</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</p>	<p>Soussan Tabari, Chief Information Officer, Community Services I&IT Cluster (416) 326-8216</p>

	<p>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>	Soussan.Tabari@Ontario.ca
	<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, 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>The system was successfully 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-</p>	<p>Soussan Tabari, Chief Information Officer, Community Services I&IT Cluster (416) 326-8216 Soussan.Tabari@Ontario.ca</p>

	<p>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>Improved Usability and Availability of Education Data</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&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>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).</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</p>	<p>Soussan Tabari, Chief Information Officer, Community Services I&IT Cluster (416) 326-8216 Soussan.Tabari@Ontario.ca</p>

	Board Profile application, which offers an overall view of education statistics for each school board.	
	<p>Ontario Student Assistance Program (OSAP)</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&IT enablement of these changes.</p> <p>A number of "early wins" accomplishments included close collaboration with ministry partners to successfully launch a web responsive OSAP application for the 2017-18 school year to facilitate student application intake. CSC also collaborated 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.</p>	<p>Soussan Tabari, Chief Information Officer, Community Services I&IT Cluster (416) 326-8216 Soussan.Tabari@Ontario.ca</p>
	<p>Online Submission of Ontario Colleges' Financial Actuals, Budget and Forecasts</p> <p>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 costs and time through extensive automation of the consolidation process.</p>	<p>Soussan Tabari, Chief Information Officer, Community Services I&IT Cluster (416) 326-8216 Soussan.Tabari@Ontario.ca</p>

	<p>Child & Youth Mental Health</p> <p>MCYS & 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 & 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 Dafna.Carr@ontario.ca</p>
	<p>Child Protection Information Network (CPIN)</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>To date, CPIN has been successfully deployed to 15 societies across Ontario.</p> <ul style="list-style-type: none"> • 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. 	<p>Dafna Carr Chief Information Officer, Children, Youth and Social Services I+IT Cluster (416) 326-0700 Dafna.Carr@ontario.ca</p>
	<p>Family Responsibility Office (FRO) Online</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"> • Driving routine queries away from the relatively expensive phone and mail service channels to a cheaper and more easily accessible service channel 	<p>Dafna Carr Chief Information Officer, Children, Youth and Social Services I+IT Cluster (416) 326-0700 Dafna.Carr@ontario.ca</p>

	<ul style="list-style-type: none"> Aligning with FRO's commitment to drive a client/customer centric service to Ontarians FRO Online continues to be upgraded for Accessibility compliance Application has been upgraded to provide tools for a better and more modern experience (HTML5) 	
	<p>BORN-ISCIS Integration Pilot</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 & Social Services I&IT Cluster (CYSSC) in partnership with the BORN technical team. Nine Public Health Units piloted the solution, which was successfully completed. .</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"> Helped to ensure secure transmission of personal health information. Did not adversely impact the screening process with families. 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. <p>The success of BORN-ISCIS now paves the way for a provincial roll-out, which is being planned.</p>	<p>Dafna Carr Chief Information Officer, Children, Youth and Social Services I+IT Cluster (416) 326-0700 Dafna.Carr@ontario.ca</p>
<p>2. Priorities: Briefly describe what your organization sees as its top IT/IM priorities/initiatives over the next 12 to 36 months.</p>	<p>Development of the Cyber Security Strategy</p> <p>We have now defined a comprehensive three-year Cyber Security Strategy to increase our digital resilience. By 2020, 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> <ul style="list-style-type: none"> Building a culture of heightened cyber risk awareness, improving talent 	<p>Mohammad Qureshi Head, Cyber Security Operations Branch (416) 327-0413 Mohammad.Qureshi@ontario.ca</p>

	<p>management and growing partnerships.</p> <ul style="list-style-type: none"> • Promoting the consistent identification of cyber risks and assigning appropriate accountability for their treatment during system design and governance processes. • Providing high-quality cyber risk advice and reporting to guide decision-making about risk treatment options. • Maturing our cyber monitoring and incident response capabilities. 	
	<p>Digital Identity</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 and territorial levels.</p>	<p>Robert Devries, Chief Information Officer, Government Services Integration Cluster (416) 327-2561 Robert.Devries@Ontario.ca</p>
	<p>Child & Youth Mental Health</p> <p>MCYS & 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 & 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 Dafna.Carr@ontario.ca</p>
	<p>Serious Occurrence Reporting (SOR) IT Solution</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 Dafna.Carr@ontario.ca</p>

	<p>Residential Licensing IT Solution – 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 Dafna.Carr@ontario.ca</p>
	<p>Identity Based Data – 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.</p>	<p>Dafna Carr Chief Information Officer, Children, Youth and Social Services I+IT Cluster (416) 326-0700 Dafna.Carr@ontario.ca</p>
	<p>Hospital Surge Monitoring Project</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"> 1. Identification of algorithms and a core set of data elements for monitoring and predicting surges. (Phase 1) 2. A standardized dashboard to support decision-making related to hospital occupancy pressures. (Phase 1) 3. Identification of data feeds and standards that would support monitoring of surges. (Phase 2) 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"> a. addresses the requirements identified in Phase 1; 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. 	<p>Karen McKibbin, Executive Lead, Health Services I&IT Cluster (416-326)7169 Karen.McKibbin@Ontario.ca</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) systems and IFIS is vital to supporting financial management activities for all ministries in the delivery of their programs and services to Ontarians.</p>	<p>Tricia Ireland, A/Chief Information Officer, Enterprise Financial Services and Systems (416) 326-0529 Tricia.Ireland@ontario.ca</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"> 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. 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. 	
	<p>Queen's Park Reconstruction Project – I&IT Services</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 Rocco.Passero@ontario.ca</p>
	<p>Modernized Voice Service (ONeVOICE)</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>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. An enhanced employee experience will be realized by providing choice and flexibility with a focus on business simplicity and preparing communication services for digital business.</p>	<p>Rocco Passero, Executive Lead, Infrastructure Technology Services (416) 326-3398 Rocco.Passero@ontario.ca</p>

	<p>Modernizing Collaboration and Productivity Tools – Office 365</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 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>Rocco Passero, Executive Lead, Infrastructure Technology Services (416) 326-3398 Rocco.Passero@ontario.ca</p>
	<p>A unique identifier connecting child care, education and employment data</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&IT Cluster (416) 326-8216 Soussan.Tabari@Ontario.ca</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</p>	<p>Soussan Tabari, Chief Information Officer, Community Services I&IT Cluster (416) 326-8216 Soussan.Tabari@Ontario.ca</p>

	<p>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>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 is also supported by SFIS.</p> <p>Procurement has been completed and the selected COTS solution is IBM's Tririga IWMS. The project is currently in the implementation phase under close monitoring of the senior executive team following a delay with the original targeted delivery for end of fiscal year 2017-2018. The new target implementation date is Q1 of the 2018-19 fiscal year.</p>	<p>Soussan Tabari, Chief Information Officer, Community Services I&IT Cluster (416) 326-8216 Soussan.Tabari@Ontario.ca</p>
	<p>Increasing access to education through broadband connectivity</p> <p>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.</p>	<p>Soussan Tabari, Chief Information Officer, Community Services I&IT Cluster (416) 326-8216 Soussan.Tabari@Ontario.ca</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 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, a Ministry of Education (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.</p> <p>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 delivered broadband infrastructure upgrades on a select number of schools. In the beginning of fiscal 2017-18, six schools participating in Wave 1 of the program successfully implemented their technical solutions. The remaining Wave 1 schools are in the implementation phase, with the majority of school implementations anticipated to be completed over the summer months. Wave 1 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.</p>	
	<p>Enabling Housing and Homelessness Data Strategy</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&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"> • Year 1: 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"> ○ In May 2017, the Housing and Homelessness Business Intelligence 	<p>Soussan Tabari, Chief Information Officer, Community Services I&IT Cluster (416) 326-8216 Soussan.Tabari@Ontario.ca</p>

	<p>(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-service business intelligence tools for trained power users to produce and publish customized reports.</p> <ul style="list-style-type: none"> • Year 2: A fuller picture of the sector with the start of client-level data collection from Service Managers and Housing Providers (Status: In Progress) • Year 3: Client-level data collection is completed with a full range of data that are on a set refresh schedule, with inclusion of additional client-level data from the Housing Collaborative Initiative (HCI) consortium. • Year 4: 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 	
<p>3. <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>Digital leadership and intrapreneurships for modern governments</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"> • How different jurisdictions are re-skilling the public sector to encourage innovation and build digital leadership capacity. • Successful case studies for: <ul style="list-style-type: none"> ○ Effective joint business and I&IT strategic planning to inform new policy options; ○ User-centric business model co-design between IT and policy/program partners. • 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. 	<p>Soussan Tabari, Chief Information Officer, Community Services I&IT Cluster (416) 326-8216 Soussan.Tabari@Ontario.ca</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>Karen McKibbin, Executive Lead, Health Services I&IT Cluster (416-326)7169 Karen.McKibbin@Ontario.ca</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>4. <u>Planning for PSCIOC Meetings /Teleconferences:</u></p> <p>Please identify topics of particular interest 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"> • 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. • 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? • General information sharing related to the use of emerging technologies such as Blockchain and Artificial Intelligence. • General Information sharing related to the shift towards user-centric design, using agile or other new development methodologies and sharing lessons learned. 	