

PSSDC BRING FORWARD AGENDA (Sept 2022 v1)

Priority #1 Modernization of service delivery models ❖ Objective: Deliver improved client experience for benefits delivery through modern technology platforms, new digital services, and enhanced service management capabilities. ❖ Outcomes: Service improvement / excellence	Priority #2 Client Experience Management ❖ Objective: Making client/recipient experience core to the services we deliver. ❖ Outcomes: Reduction of service barriers by addressing client "pain points "; Employees empowered to apply client experience (CX) insights and tools; Systematic application of a CX lens to decision-making on strategic priorities and investments	Priority #3 Serving Marginalized and Underserved Populations ❖ Objective: Optimizing access for the marginalized and underserved populations through service design ❖ Outcomes: Improved access to government benefits programs by all Canadians, including most marginalized segments of the population resulting in increased uptake of benefit programs by marginalized population
Priority #4 Integrated Channel Management ❖ Objective: Building a seamless and integrated experience for Canadians ❖ Outcomes: Deliver an efficient, personalized and connected client experience across all channels	Priority #5 Data Strategy ❖ Objective: Strengthening organizations' ability to position for data maturity ❖ Outcomes: Enable horizontal insights, evidence-based decisions, and proactive improvements across the policy to service continuum.	Priority #6 Artificial Intelligence & Robotic Process Automation ❖ Objective: Automating internal processes and best use of artificial intelligence, where it makes sense ❖ Outcomes: Increased productivity and quality; reduction in processing times and errors.
Priority #7 Creating Accessible Services for Persons with Disabilities ❖ Objective: Improve service access for all clients and recipients; develop partnerships and proactively include all communities ❖ Outcomes: Developing new relationships with communities and partners to support persons with disabilities / Expanding service delivery partnerships with other jurisdictions	Priority #8 Policy and Service Integrated and Agile Design ❖ Objective: Responsive and adaptive policy and service design processes. ❖ Outcomes: Identify issues, challenges, and potential opportunities to strengthen service design and delivery and increase capacity for agility and responsiveness to change	Priority #9 Digital Tools for Employee Enablement ❖ Objective: Re-thinking our culture, processes and tools for employee enablement (e.g., remote/hybrid workplace) with the goal of improving end-user experience ❖ Outcomes: Enabled and inclusive workforce in a new digital culture; and improved processes and workflows

	Priority #1 Modernization of service delivery models	Priority #2 Client Experience Management	Priority #3 Serving Marginalized and Underserved Populations	Priority #4 Integrated Channel Management	Priority #5 Data Strategy	Priority #6 Artificial Intelligence & Robotic Process Automation	Priority #7 Creating Accessible Services for Persons with Disabilities	Priority #8 Policy and Service Integrated and Agile Design	Priority #9 Digital Tools for Employee Enablement	Emerging trend/topic service delivery improvement / challenge	Info Sharing / Research	Secretariat / Administrative Items
September 29, 2022	British Columbia: Integrated Response - Immigration and Refugee Support Program: Multiple levels of government have come together to support Ukrainians coming to BC using new omni-channel processes. To be replicated for future crisis.					Facilitated workshop by PathosAI: Measuring level of Citizens' Emotional Engagement. Workshop to explore how AI research can help public sector organizations 'unearth' citizens' emotions and level of engagement with public services.				ESDC & Peel Region presentations: Client complaint management in the public sector Indigenous Services Canada Discussion at PSSDC on what is the shared commitment to the Truth and Reconciliation CTA#17 on reclaiming traditional / Indigenous names (and diacritical marks (not roman numerals) . This requires coordination with P/T vital statistics and those in the business of issuing ID documents (status cards, passports, licenses, etc..)	a) RESEARCH: ESDC to present on their current research agenda and how this research may help to advance the priorities of the PSSDC and opportunity for inter-jurisdictional collaboration. b) Research Committee: Information Sharing Analysis: Overview of key service delivery accomplishments across Canada including service delivery issues identified for future discussion and collaboration.	Bring Forward Agenda Action Items PSSDC Financial Report Welcome new PT PSSDC Co-Chair
November 8, 2022	Nova Scotia: Implemented ability to make appointments at our in-person centres or online driver's licence renewals.				Manitoba: Interactive, facilitated discussion session on best practices for developing data strategies. MB's approach to developing a data strategy							Bring Forward Agenda Action Items Sept. meeting evaluation results

					predicated on the delivery of advanced analytics and lessons learned from the development of MB's capacity for data use.							
December 13, 2022			ESDC: Understanding marginalized and underserved populations in a digital service context.					ESDC: Agile Governance Pilot. Presentation to highlight what ESDC is doing to create enabling conditions for teams to succeed.				Bring Forward Agenda Action Items
	January, 26, 2023					CRA: Follow-up presentation on RPA. British Columbia: RPA as implemented in the social sector to decrease repetitive administrative tasks and increase high value contact with citizens.						Bring Forward Agenda Action Items February meeting agendas
February 23, 2023							CRA: Disability Tax Credit (DTC) Navigators: Acting as a single point of contact between CRA and taxpayer, Navigators make it easier for taxpayers to navigate their DTC application process. Resolve complex issues and provide clear and consistent info. Navigator enhances the DTC program. Endorsed by Disability Adv. Cmte (DAC) as improving client experience.	Presentation / discussion on Change Management & Implementation of Service. How to advance the performance measurement that go from service to service. What is considered “good”? (check with Ontario & BC) TBS: Service Management Improvement Initiative (SMII) Introduced in June 2021 to an ADM-led Council of Service Officials from across Canada. SMII aims to improve services with a focus on client feedback, service standards, and service reviews.		Ontario: ServiceOntario is piloting the use of video chat to virtually authenticate customers and enable essential transactions. The use of video chat will enable some customers who might have accessibility barriers to accessing in-person services (e.g., persons with physical disabilities).		Bring Forward Agenda Action Items PSSDC Financial Report

April (tbc) 2023								TBS welcomes feedback to leverage jurisdictional experience related to collecting client feedback to improve services in a way that aligns with frameworks used in other jurisdictions.				
				Ontario: Renewal and redesign - ServiceOntario is rethinking the renewal process of licence plate stickers and developing a customer centred redesign of how renewals for multiple government products could be done. Customer research and design considerations will be shared.								Bring Forward Agenda Action Items
May (tbc) 2023	Discussion on: Change Management & the implementation of services. How to advance the performance measurement that go from service to service. What does the “good” look like?											Bring Forward Agenda Action Items
June (tbc) 2023								Québec: La zone entreprise is a secure space where businesses can access online services offered by QC departments and agencies, and complete and follow up on requests in one place.				Bring Forward Agenda Action Items
August (tbc) 2023		ESDC: Putting Client Experience first: opportunities, challenges and lessons learned (panel discussion).										Bring Forward Agenda Action Items September meeting agendas

September (tbc) 2023												Bring Forward Agenda
												Action Items
												PSSDC Financial Report

Members’ Feedback on future topics:

Members’ suggestions:

- IRCC Showcase presentation: IRCC to provide further information related to challenges from a delivery and design perspective on chatbot
- Discussion on undertaking research on Australia’s Digital Transformation Strategy. Learning from other jurisdictions on how they advance in terms of the client experience and how it overlaps with technology. Research on other countries is also valuable.

Showcase Opportunities: PSSDC info sharing – fall 2021 – some items may be showcased at Joint Councils (as per JC priorities)

- Ontario’s new Business Registry – launched October 19, 2021**
 - A new online business registry provides easier, simpler and more affordable service to millions of Ontario businesses and not-for-profit corporations. Available online 24 hours a day, 365 days a year, the digital business registry replaces an outdated and inefficient process. Ontario could speak to the successes and challenges of the launch as other provinces consider similar systems.
- Ontario’s Notify system – launched July 2021**
 - Ontario eliminated most paper renewal notices for service products like health cards, drivers’ licences and photo identification, saving up to \$29 million and 80 million pieces of paper over 5 years in favour of a convenient reminder by email, phone call or text message. Ontario can speak to estimating cost savings of this move and challenges in ensuring that people are still able to get reminders.
- TBS: Information and Privacy Policy Division:** To facilitate the delivery of services, in collaboration with the federal Privacy community, the division has developed an information sharing arrangement template and updated its guidance. This template is designed for federal-to-federal sharing for administrative uses but could be adapted to other scenarios.
- Facilitated workshop: Bring Your Own Data (hands on workshop on how to drive value/insights using data)
- Best practices and lessons learned on **how to launch an app in multiple languages** in a most efficient and effective way.

Ontario presentation offers for consideration by PSSDC and/or JC

Opportunity	Description	Suggested Format	Timeline	Suggested Event	ServiceOntario Lead
1. Piloting new service delivery models to support underserved populations	<p>PSSDC Priority #5: Serving Marginalized and Underserved Populations</p> <p>Ontario is piloting new service delivery models to support underserved communities. One example is to support a northern tribal council, ServiceOntario is exploring a mobile delivery model with the council acting as a ServiceOntario operator.</p> <p>This session is an opportunity to share insights from Ontario’s experience in working with an Indigenous community and how its working collaboratively to meet the needs of the diverse communities. It’s also an opportunity to learn from other jurisdictions about how they are meeting the unique needs of and overcoming the barriers for underserved communities.</p>	<p>Facilitated Discussion/Workshop</p> <p>Opportunity to share knowledge and connect with other jurisdictions on their work on similar priorities.</p>	Mid-2023	PSSDC Thought Leader Meetings	Rick Yee, Manager, Special Projects, PSPRB, OSD
2. From Customer Discovery to Improving Customer Experience	<p>PSSDC Priority #1: Client Experience Management</p> <p>Customer experience data and research is foundational to feed into the organization’s strategy and roadmap.</p> <p>ServiceOntario is maturing its customer experience research, data and analytics to better understand customer behaviour, needs and attitudes and to track changes in service expectations due to COVID-19.</p> <p>ServiceOntario data that could be shared includes channel preference and customer segmentation, customer behaviour in retail offices, opportunities to support customers online and customer interest (and use) in digital innovations. It is also important to note that online uptake for these services are the highest overall.</p>	<p>Roundtable/Panel Discussion</p> <p>Propose a panel discussion or roundtable to not only share ServiceOntario insights re: its customer and how that data is informing our planning. The format will allow for an opportunity to exchange insights with other jurisdictions and compare business intelligence (including Citizens First 2020) around the customer and any insights in shifts related to COVID-19</p>	Flexible	PSSDC Thought Leader Meetings	TBD
3. Modernizing Ontario’s Registries	<p>PSSDC Priority # 2: Modernization of Service Delivery Models</p>	<p>Roundtable/Panel Discussion</p>	Flexible	PSSDC Thought Leader Meetings	TBD

	<p>Government registries are essential for customers and business to transact countless services – registering a new business or buying a home, registering a birth, marriage or death. These services open up access to many other government services – health system enrolment, driver’s licence, passport, access government benefits or business loans/supports, payment of taxes or employee deductions, etc.</p> <p>Ontario has been modernizing its registries through different strategies – a long-term private partnership for its land registry, in-house transformation for its vital events registries and a hybrid model for its business registry. Ontario will share its different models and how each is improving the customer experience.</p>	<p>Roundtable or panel discussion to share some of the lessons learned from these different models and the positive impact on customers. There is an opportunity to engage the PSSDC to learn how some of these approaches to modernization have worked in other jurisdictions and their lessons learned.</p>			
4. Modernizing Ontario’s Business Registry	<p>PSSDC Priority # 2: Modernization of Service Delivery Models</p> <p>In October 2021, Ontario launched its modernized business registry that fully digitized 90 services for businesses and not-for-profit corporations. The registry modernization eliminated paper, streamlined business process and ultimately reduce the burden on businesses. Further work is underway to integrate the registry with federal and provincial partners and to create a new business model and monetize the data holdings.</p>	<p>Showcase/Presentation</p> <p>This session is an opportunity to share ServiceOntario’s modernization approach, its stakeholders and the engagement process and key outcomes.</p>	Flexible	<p>PSSDC Regular Meeting</p> <p>PSSDC Thought Leader Meetings</p>	Michael Villani, Director, Ontario Business Registry, CSD
5. Keys to Success in Accelerating Online Uptake	<p>PSSDC Priority #7: Integrated Channel Management</p> <p>For 18 months during the Ontario government’s COVID-19 response, expiries on several high-volume products were deferred for eighteen months. To process millions of these deferred transactions, ServiceOntario required at least 50% of its customers to chose online renewals to ensure sufficient capacity in its offices (pre-COVID-19, online uptake for these high-volume products was 21%). Through an aggressive marketing campaign, digital enablers, changes to online eligibility and new services, ServiceOntario more than doubled its online uptake and achieved its targets. Through COVID-19, ServiceOntario is now a digital service delivery organization with more than 50% of its customer interactions achieved online (vs. pre-COVID-19).</p>	<p>Facilitated Discussion/Workshop</p> <p>A facilitated discussion to share ServiceOntario’s keys to success and to learn from other jurisdictions what strategies and approaches have led to successful online uptake outcomes.</p> <p>Potential to use this session to start an interjurisdictional playbook on online uptake acceleration.</p>	Flexible	PSSDC Thought Leader Meetings	Dawn Foster, Director, Digital Adoption, OSD

Showcase / Learning Event Opportunities

Opportunity	Description	Timeline	Suggested Event	ServiceOntario Lead
Ontario Business Registry	A new online business registry provides easier, simpler and more affordable service to millions of Ontario businesses and not-for-profit corporations. Available online 24 hours a day, 365 days a year, the digital business registry replaces an outdated and inefficient process. Ontario could speak to the successes and challenges of the launch as other provinces consider similar systems.	September 2022	Joint Councils In-Person Learning Event	Michael Villani , Director, Ontario Business Registry, CSD
Resumption Data Story	Ontario used an abundance of data to inform resumption of some services that were put on hold during COVID-19.	September 2022	Regular PSSDC/JC/DM Meetings	Glenn Brunetti , Manager, Strategic Planning, ORB, OSD

Ontario's Notify system	Ontario eliminated most paper renewal notices for service products like health cards, drivers' licences and photo identification, saving up to \$29 million and 80 million pieces of paper over 5 years in favour of a convenient reminder by email, phone call or text message. Ontario can speak to estimating cost savings of this move and challenges in ensuring that people are still able to get reminders.	Flexible	Regular PSSDC/JC/DM Meetings	
Renewal Design	In February 2022, the Government of Ontario announced the elimination of the physical licence plate sticker and the fees associated with vehicle registration. ServiceOntario with its Ministry partners is rethinking the renewal process and developing a customer centred redesign of how renewals for multiple government products could be done. Ontario will share its customer research and design considerations as a potential blueprint for other jurisdictions interested in exploring redesigning how to deliver a variety of services to customers.	Spring 2023	Regular PSSDC/JC/DM Meetings	TBD
Virtual Chat	ServiceOntario is piloting the use of video chat to virtually authenticate customers and enable essential transactions. The use of video chat will enable some customers who might have accessibility barriers to accessing in-person services (e.g., persons with physical disabilities).	Late 2022, 2023	Regular PSSDC/JC/DM Meetings	TBD