

PSSDC Information-Sharing Template– September 2018

Information Sharing was prepared for the PSSDC Meeting of September 2018 and not to be shared outside of the Council

JURISDICTION: ESDC/Service Canada	
Accomplishments and Priorities <i>Progress, and/or significant milestones achieved in your jurisdiction over the past 6-12 months and top service delivery priorities/initiatives over the next 12 to 36 months.</i>	Contact
<u>PARTNERSHIP</u>	
<u>Service Delivery Partnership with the Government of the Northwest Territories (GNWT)</u> Service Canada's services are now available at GNWT's Single Window Service Centres in six Northwest Territories (NWT) communities following a previous pilot where GNWT employees provided a range of general in-person services for Service Canada. The pilot will be extended to nine other communities in NWT by January 2019.	Julie Lalonde Goldenberg, Director General, Partnership Development and Management Directorate, Citizen Service Branch Muepu Kabuya, Area Director, NWT and Yukon, Citizen Service Branch, Western and Territorial Region
<u>Federal-Provincial Collaboration on Canada Pension Plan Disability (CPPD) Benefit Eligibility</u> <ul style="list-style-type: none"> • Service Canada is working with British Columbia's Ministry of Social Development and Poverty Reduction and ESDC national headquarters to manage a backlog of individuals who may be eligible for CPPD benefits. • Service Canada is also working with Saskatchewan's Ministry of Social Services on an approach to pre-screening program applicants for CPPD benefit eligibility. 	Maija Dadds, Service Delivery Director, Benefits Delivery Service Branch, Western and Territorial Region
<u>Canada Education Savings Program: Education Savings Referral Service</u> The Government of Canada collaborated with the Province of Ontario, through ServiceOntario, to integrate an "Education Savings Referral" into their online birth registration bundled service. As of March 25, 2018, Ontario parents of newborns may now also request to be contacted by a participating Registered Education Savings Plan (RESP) promoter to learn more about and initiate the process to open an RESP, and request the education savings incentives for an eligible child, namely, the Canada Learning Bond (CLB) and the Canada Education Savings Grant (CESG).	Jessica Kerr, Director General, Canada Education Savings Program, Learning Branch
<u>Échanges entre Service Canada et Services Québec</u> La Région du Québec de Service Canada a mis sur pied un Comité consultatif avec Services Québec afin de permettre: de discuter et comparer leurs modèles de service en personne; de partager des pratiques exemplaires comme l'approche LEAN et les initiatives de transformation à ESDC; d'échanger sur les services offerts aux communautés autochtones.	Michèle Boudreault, gestionnaire principale, expertise opérationnelle, DSC

<p><u>Government of Nunavut Passport Photo Services Pilot</u> Service Canada, Immigration, Refugees and Citizenship Canada (IRCC), and the Government of Nunavut have partnered to equalize the service experience between northerners and the rest of Canada regarding passports. Service Canada has trained and equipped Government Liaison Officers (GLOs), the territorial employees already in place in many remote communities, to take professional grade passport photos on-site, and IRCC has agreed to modify its procedures to accept the photos, and validate the photos to ensure they conform to international standards.</p> <p>A robust tracking system is in place to capture client feedback, GLO feedback, and to address any issues as they arise, and a full evaluation of the pilot will be conducted in November 2018.</p>	<p>Marcia Lee, Area Director, Nunavut, Citizen Services Branch, Western and Territorial Region</p>
<p><u>INDIGENOUS OUTREACH</u></p>	
<p><u>Regional Engagement and Liaison (REL)</u> Beginning in September 2016, ESDC worked with reserve and Northern communities to improve benefit uptake and eliminate barriers to participation in the new Canada Child Benefit (CCB) and other benefits. The CCB is a significant increase in supports to families and is accessed through annual tax filing. Tax filing disproportionately excludes Indigenous beneficiaries due to lower level of participation on reserves and in the North.</p> <p>ESDC worked with communities to identify service needs and to find the best approach to increase uptake respectful of community identity. A 12-month collaboration between ESDC and CRA resulted in the engagement of 698 reserves and northern communities, with on-site outreach to 97% (613) of communities seeking support.</p>	<p>Evelyn Power, Executive Director of Regional Engagement and Liaison, In-Person Operations and Strategies, Citizen Service Branch</p>
<p><u>Western and Territorial Region Northern Strategy</u> The Northern Strategy is a comprehensive plan that seeks to encourage community-driven solutions to address the unique challenges of delivering programs and services in northern communities.</p> <p>The Northern Strategy has identified 18 different northern service delivery challenges, which so far, 16 different solutions have been implemented and 33 action items are documented for further exploration.</p>	<p>Muepu Kabuya Area Director, Northwest Territories and Yukon, Citizen Service Branch, Western and Territorial Region</p>
<p><u>Economic Pathways Partnership</u> Service Canada increased collaboration with three other federal departments – Natural Resources Canada, Indigenous Services Canada and Western Economic Diversification – on the Economic Pathways Partnership initiative to provide single window access to partner department services for Indigenous communities along the corridors of Enbridge Line 3 and the Kinder Morgan Trans Mountain pipeline. Service Canada delivered a presentation at a capacity-building workshop in Winnipeg which was attended by representatives of First Nations communities. The workshop focused on accessing funding through the Line 3 project and the Economic Pathways Partnership process.</p>	<p>Sam Boonstra, Executive Director, Federal/Provincial/Territorial and Indigenous Initiatives, Western and Territorial Region</p>

<u>OUTREACH</u>	
<p><u>Scheduled Outreach Strategy</u> In March 2018, the Western and Territorial Region's Citizen Services Branch (CSB) formed a special directorate known as Transformation, Rural and Remote Services and Partnerships (TRRSP) to increase access by establishing more points of service within 50 km of residents' homes.</p> <p>To help achieve this objective, TRRSP launched a large scale initiative to gauge the Region's capacity for scheduled outreach expansion. This resulted in its area Directors committed to establishing 134 new sites in 2018-2019, covering 157 communities, across the West and North. 293,000 additional citizens will reside within 50 km of a point of service.</p>	<p>Lisa Gibbins, Executive Director, Transformation, Rural and Remote Services, Partnerships, Citizen Services Branch, Western and Territorial Region</p>
<p><u>Service Canada Atlantic Pensions – Veterans Affairs Canada Knowledge Exchange</u> Service Canada and Veterans Affairs Canada (VAC) both administer disability benefits to vulnerable Canadians. Representatives from Service Canada Atlantic and VAC's national office in Charlottetown initiated a 'Knowledge Exchange' in May 2018 to share program information and consider opportunities for collaboration.</p>	<p>Heather Jackson, Director Benefit Delivery Services, Atlantic Region</p> <p>Clément Roy, Director Benefit Delivery Services, Atlantic Region</p>
<u>DEVELOPMENT</u>	
<p><u>Canada Student Loans Program: Enhanced Delivery of Student Loans and Grants</u> Since April 2018, new full-time students are able to have their identity authenticated online and to electronically sign and submit their student loan agreements.</p> <p>Development is underway for the launch of a secure online portal that will let Canadians with active student loans manage their accounts, including updating their contact and banking information, updating their repayment terms and applying for repayment assistance. Access to new tools will be available, such as an online calculator that will allow them to visualize longer-term impacts of different payment options, and new communication tools, such as text/SMS reminders and online chat.</p>	<p>Atiq Rahman, Director General, Canada Student Loans Program</p>
<p><u>Service Transformation Plan</u> In 2017-18, ESDC started to implement the Service Transformation Plan (STP), a roadmap for the transformation and modernization of ESDC's services. It has revised the Benefits Finder tool, released the Job Bank Mobile App and is piloting Video Chat. ESDC has also begun work to design other tools including: an on-line forum, new methods to develop more client-centric policies, next features of the mobile app, and tools to support outreach activities.</p>	<p>Jason Choueiri, Director General, Transformation Planning, Design and Oversight, Transformation and Integrated Service Management Branch</p>

<p>In the medium-term, STP's priorities are: identity and access to services, improving the channel experience, partnerships and continuing to lay the foundation for transformation, and its longer-term goals are to work on new knowledge management tools to support ESDC services, and to create a single client view across services.</p>	
<p><u>Job Bank Mobile App</u> The Job Bank mobile application (app), released on February 26, 2018, features Job Search service and offers an enhanced client experience that leverages mobile device-specific features such as automatic notifications, social media sharing, and search near me (geolocation). This is ESDC's first mobile app and it was developed through prototyping and user testing within a period of six months.</p>	<p>Kelly Archer, Director Program Operations, Skills and Employment Branch</p>
<p><u>Benefits Delivery Modernization (BDM)</u> BDM is focused on increasing client self-service and automation, streamlining business processes and addressing the risks associated with aging information technology, including software.</p> <p><u>Hosted Contact Centre Solution (HCCS)</u> ESDC is planning for the implementation of a HCCS, a modern and supported technology that will provide enhanced functionalities to support the Department's future business requirements.</p>	<p>Fred Begley, A/ Director General Enterprise Major Project Execution, Transformation and Integrated Service Management Branch</p>
<p><u>Canada Pension Plan (CPP) Service Improvement Strategy (SIS)</u> ESDC is implementing a series of improvements to the delivery of the CPP, including the Canada Pension Plan Disability (CPPD) benefit, by streamlining and automating processes, improving workload management, enhancing electronic services and improving quality assurance.</p> <p>The CPP SIS will continue to optimize CPP online service offerings. Collaboration within the Department continues for design, development and implementation of new and enhanced CPP e-Services and online applications, promoting current e-Services to improve client service, and implementing a secure, online application process for the CPPD benefit.</p> <p>The Department over the past fiscal year has continued the advancement of the CPP SIS through:</p> <ul style="list-style-type: none"> • Launching a streamlined CPPD paper application in August 2018, and continuing work towards an online application for Fall 2019. • Using the Long Term Disability (LTD) Insurers Prototype to test the use of medical information provided by LTD Insurers to reduce client burden in obtaining additional medical information to support a CPPD application. • Implementing the following e-Services to improve the client service experience: <ul style="list-style-type: none"> ○ A "View My Application Status" for their OAS and CPP application. ○ "Payment Details" allow clients to view and print payment details including benefit type, gross monthly payment and deductions. ○ The "Consent to Communicate" functionality allows clients to view, change and delete the name of an authorized person who has consent to communicate with ESDC. 	<p>Megan Kennedy, Director General, Major Project Execution, Transformation and Integrated Service Management Branch</p>

Response to the Office of the Auditor General (OAG) on the Canada Pension Plan Disability (CPPD)

In 2016, the OAG tabled a report on the CPPD program and identified the need for a comprehensive renewal of the program and emphasized three target areas of improvement:

1. Improving the **appropriateness** of decision making, to achieve consistent and sustainable decisions on individual cases at the earliest possible opportunity in the adjudication process;
2. Addressing the **timeliness** of the application process and adjudication process in order to address the need for quick decision making while also ensuring the quality of decisions; and
3. Enhancing the **openness** of the program through better communication with clients and other stakeholders.

ESDC agreed with the recommendations concerning these findings and launched a comprehensive renewal of the CPPD program. The **CPPD Renewal** work plan is comprised of comprehensive and multi-year initiatives (2015-2019) that address aspects of the program that have been identified. Such initiatives include both structured pilots (which include formal methodology, testable hypotheses, and measurable outcomes), as well as process and policy changes and adjustments that are more qualitative in nature and intended to improve the adjudication process.

Since 2016, good progress has been made on the **CPPD Renewal** work plan, specifically with regards to commitments to improving the program's timeliness, consistency of decision-making, and openness to working with claimants and beneficiaries:

- A new CPPD paper application was launched in August 2018 and will be used to design the online application for release in September 2019.
- The Quality Assurance Framework was completed in April 2016.
- Two Medical Adjudicator Quality Assurance Program pilots were recently completed and will be used to inform national implementation in September 2018.
- A new CPPD reconsideration request form will soon be released, simplifying the process for Canadians and improving the ability of staff to effectively recognize reconsideration requests.
- A Client Engagement Pilot was expanded nationally in December 2017 to test the impact of increased communication with Canadians during the initial application stage.
- Medical reference guides have been completed for fibromyalgia and chronic non-cancer pain to provide medical adjudicators with current research and factors to consider when assessing an applicant's eligibility.

A new printable and interactive CPPD toolkit is under development and is expected to be launched in the fall of 2018 and will provide clients, third parties and medical professionals with key information on the benefit, including eligibility factors.

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<p><u>Old Age Security Service Improvement Strategy (OAS)</u> ESDC is modernizing the delivery of the OAS program by improving services to eligible Canadian seniors, including low-income individuals, while also increasing efficiency in OAS processing.</p> <ul style="list-style-type: none"> • In January 2018, the Department implemented Automatic Enrolment for the Guaranteed Income Supplement (GIS) program, which builds off the success of the launch of Automatic Enrolment of the OAS program. • In summer 2018, ESDC implemented the integrated OAS/GIS application to ensure that individuals apply for the two benefits, eliminating the need to complete two separate applications. • The Department has provided a toolkit to organizations to raise awareness of the OAS program. • ESDC is currently working on the migration of OAS legacy systems to the same IT platform used by the CPP, and implementing e-services and business process improvements. 	<p>Megan Kennedy, Director General, Major Project Execution, Transformation and Integrated Service Management Branch</p> <p>Barbara Curran, Director General, CPP and OAS, Transformation and Integrated Service Management Branch</p>
<p><u>Review of Service Standards</u> In 2017–18, the Department undertook service standard reviews related to the delivery of Employment Insurance (EI), CPP and OAS programs. A series of stakeholder consultations occurred during the fiscal year including in-person focus groups and public opinion research surveys to gather feedback from clients, employers and Service Canada employees regarding the relevance of current service standards, and to gain insight on what changes should be considered.</p> <p>The current service standards are meeting their intended objectives and expectations of clients; however, the service standard reviews revealed areas where improvements could be made. A series of options are being developed for potential short, medium and long term improvements.</p> <p>It is recognized that further improvements are expected as the Department implements the Service Transformation Plan including Benefits Delivery Modernization.</p>	<p>Mike McPhee, Director General, Program and Service Oversight EI, Transformation and Integrated Service Management Branch</p> <p>Barbara Curran, Director General, CPP and OAS, Transformation and Integrated Service Management Branch</p>
<p><u>Integrated Service Management</u> An Integrated Service Management (ISM) function has been established to ensure that the delivery of services is managed holistically, at the same time as delivering on the objectives and client management priorities of ESDC as a whole. The advancement of the ISM agenda is critical to the success of the departmental service transformation agenda, considering that ISM defines the enabling environment which transformation would be most effective.</p> <p>The ISM agenda would mature seven (7) departmental capabilities to pave the way for the future Service Transformation Plan (STP) implementation. These are:</p> <ol style="list-style-type: none"> 1. Integrated resource planning; 2. Integrated workload management; 3. Integrated view of all operations; 4. Integrated quality management; 	<p>Russell Egan, Director General, Integrated Service Management, Transformation and Integrated Service Management Branch</p>

<p>5. Integrated performance reporting and analysis; 6. Integrated change management; 7. Horizontal leadership and governance.</p> <p>Nine initiatives are currently being implemented to advance the first three capabilities. This work will continue into the 2018-19 fiscal year. In addition, other initiatives will be developed to support the remaining four capabilities.</p>	
<p><u>Direct Deposit and Address Information Sharing</u> Direct Deposit and Address Information Sharing Initiative (DAISI) is a collaborative initiative between ESDC and the Canada Revenue Agency (CRA) that will allow clients to update their address and banking information with one organization and have it shared with the other.</p> <p>On November 27, 2017 the Departments soft-launched the first iteration of the service to share direct deposit information, by client consent, between the CPP program and CRA programs. With the launch of the first iteration, individuals are now able to update direct deposit information between CRA and ESDC's CPP program through all channels – online, by phone, by mail, or in-person.</p>	<p>Megan Kennedy, Director General, Major Project Execution, Transformation and Integrated Service Management Branch</p>

<p>Showcase/Sharing <i>Any resources in your jurisdiction that other jurisdictions may have an interest in applying or implementing.</i></p>	<p>Contact</p>
<p><u>Video Chat Pilot</u> Launched on March 26, 2018, the Video Chat Pilot is the Western and Territorial Region's contribution to a new national initiative that seeks to provide clients with high quality service while reducing wait times in large Service Canada Centres (SCCs). Specifically, the pilot is reducing wait times at Winnipeg's Portage Place SCC—the busiest SCC in the Western and Territorial Region—and Brandon SCC by offering queued clients a virtual service experience with Citizen Services Officers (CSOs) in Dauphin, Notre-Dame-de-Lourdes, St-Pierre-Jolys and Portage la Prairie. This initiative decreases service wait times in high-volume, urban SCCs while maximizing resources in rural SCCs.</p> <p>The virtual interaction is conducted over Service Canada's Lync network and principally targets clients who have become unemployed or who are seeking assistance with the CPP or OAS. With client satisfaction levels reaching 100%, expansion is being considered to other sites in the Western and Territorial Region.</p>	<p>Clayton Kotzer, Area Director, Winnipeg and Southwest Manitoba, Citizen Services Branch, Western and Territorial Region</p>
<p><u>Virtual Group Claimant Information Sessions</u> Service Canada introduced Virtual Group Claimant Information Sessions in order to effectively reach clients across the Western and Territorial Region. The virtually delivered sessions serve to educate Employment Insurance regular benefit claimants of their rights and responsibilities. They are focused on assisting claimants to quickly re-enter the labour market. These sessions also inform claimants of provincial and territorial tools, skills development opportunities, and employment services.</p>	<p>Corey Muzika, Director, Integrity Service Branch, Western and Territorial Region</p>

<p><u>Conducting Outreach Through Videoconferencing</u></p> <p>The Western and Territorial Region recently piloted a videoconferencing initiative to reach several remote and isolated Indigenous communities simultaneously and cost-effectively. By using existing videoconferencing infrastructure, local Citizen Services Branch (CSB) outreach employees presented information on Government of Canada programs and services to the nine member nations of the Meadow Lake Tribal Council (MLTC), a confederacy of Indigenous communities in northern Saskatchewan.</p> <p>The presentation was developed in close collaboration with MLTC and was directed at specific programs tailored to their needs, including Social Insurance Numbers, the Canada Pension Plan, Old Age Security, the Canada Child Benefit, Apprentice Incentive Grants, Canada Summer Jobs, the Canada Learning Bond and the New Horizons for Seniors Program.</p> <p>The presentation was delivered through the Government of Saskatchewan's Telehealth videoconferencing equipment at MLTC's central office in Meadow Lake, Saskatchewan, and it was well-received by attendees. At the conclusion of the presentation, Service Canada offered to conduct follow-up in-person visits at each community's discretion.</p> <p>Based on the success and low cost of this initiative, virtual presentations via videoconferencing are being planned for new groups of communities. The Western and Territorial Region is currently planning a presentation to the eight communities of the Peter Ballantyne Cree Nation in northeast Saskatchewan, followed by the 11 other First Nations comprising the Prince Albert Grand Council.</p> <p>Other provinces and territories also have Telehealth infrastructure in place, making this pilot easily transferable to other interested jurisdictions or departments.</p>	<p>Jonathan Andrews, Area Director, Central and Northern Saskatchewan, Citizen Services Branch, Western and Territorial Region</p>
<p>Issues and Needs</p> <p><i>Any service delivery issues you would like to share and assistance you might be seeking from PSSDC.</i></p>	<p>Contact</p>
<p><u>Service Delivery Partnership</u></p> <p>The Western and Territorial Region is interested in working with provincial and territorial partners to better understand their service delivery infrastructures and priorities, and explore service delivery options including co-delivery, cost-recovery and enhanced program complementarity with an aim at greater service for common clients and achieving efficiency through pooled resources.</p>	<p>Lisa Gibbins, Executive Director Transformation, Rural and Remote Services, Partnerships, Citizen Services Branch, Western and Territorial Region</p>