



Service Network Collaboration

Public Sector Service Delivery Council
February 28, 2019

Purpose

- Provide an update on Service Partnerships Playbook Engagement Strategy
- Provide an update on Points of Service Mapping and seek approval on next steps
- Confirm the focus of future work around call centres
- Confirm the focus of the working group including future activities

Service Network Collaboration (SNC) Mandate

- Assists FPT governments and municipalities to deliver more seamless and integrated services to their clients by leveraging each others' service delivery networks with a focus on the following three channels:

➤ In-person



➤ Digital



➤ Call Centre



- Provides tools and resources to support opportunities for greater interjurisdictional collaboration
- DM Champion: NB
- Working Group Members: NB, ESDC, ON, BC, NS, NWT, MSDO, MISA

Service Partnerships Playbook

- Objective: To leverage lessons learned from existing FPTM in-person, outreach and digital service partnerships to improve the client experience
- In September 2018, PSSDC members were requested to implement the Service Partnerships Playbook Engagement Strategy by sharing the Playbook with the appropriate audiences in their jurisdictions to:
 - Increase awareness of existing service delivery partnerships with a view to replicating or scaling up on partnerships
 - Improve partnerships through best practices, examples, case studies, and contact information provided in the Playbook
- Accomplishments:
 - Playbook has been published, profiled and well received
 - Creation of new partnerships has been supported by the Playbook leading to better integration of services to clients, e.g.,:
 - Pleasure Craft Licencing: Service New Brunswick, Transport Canada
 - Grand Manan Virtual Service Delivery: Service New Brunswick, Service Canada
- Status:
 - This work is now complete
 - Playbook available on ICCS website (<https://iccs-isac.org/resources-tools/playbooks>) and GCcollab (<https://gccollab.ca>)

Points of Service Mapping: Business Intelligence Tool

- Objective: To establish a pan-Canadian baseline of points of service to identify opportunities for in-person and outreach collaboration to improve the client experience, in particular for vulnerable populations
- In September 2018, PSSDC confirmed that the working group should continue enhancing the prototype and continue to explore piloting the prototype with Service New Brunswick
- Accomplishments:
 - Additional open sources of points of service and socio demographic data were added to the tool since September:
 - Open Data Government Portals: Provincial employment centres for NS, ON and BC
 - Government Websites: Hyperlinks to some points of service
 - Census information from Statistics Canada including Indigenous languages and community well being index
 - Indigenous Locations: Inuit Communities, First Nations, Tribal Councils
 - Although the prototype has been enhanced, Service New Brunswick concluded they are unable to pilot at this time; other jurisdictions have not expressed a desire to pilot the tool
- Recommendations:
 - Further efforts to expand and enhance the prototype will not be pursued at present
 - ESDC to explore making existing data and maps available so they can be leveraged by interested members (see Annex A for lessons learned; user guide provided separately)

Points of Service Mapping: Public-Facing Benefits and Services Finder

- Objective: To simplify the search for government services, building on the efforts of the Points of Service Mapping Business Intelligence Tool
- In January 2018, the FPT DMs' Table supported the idea of a public-facing benefits and service finder; they challenged jurisdictions to share as much data as possible using open data channels, while continuing to nudge clients to the digital channel
- In February 2018, PSSDC acknowledged that understanding what problem would be solved with a new service finder was required before developing a solution
- In September 2018, given that several jurisdictions have or are developing their own solutions, PSSDC agreed that rather than focus on a one-solution-fits-all approach, the working group would explore open practices to leverage existing solutions
- Accomplishments:
 - Consulted with several jurisdictions who have or are developing service finders or interactive geomaps for the public to learn from their experiences
 - Submitted an example of a bundled service (Newcomer user story) to Statistics Canada Data Challenge (CANDEV – October 2018); competitors developed a proof of concept for a FPTM interactive geomap service finder using open source and data available in the public domain
 - These activities confirmed that service-related geomapping applications, developed using open practices, could be leveraged and modified by jurisdictions to meet their unique business needs
- Recommendations:
 - Members are encouraged to make their publicly available points of service data available through their open data portals to facilitate the creation of innovative FPTM service solutions
 - ESDC to make available lessons learned (Annex A) to support jurisdictions with their own efforts

Call Centres

- The original SNC scope of work approved in 2016 proposed that a subsequent phase of work could look at collaborative opportunities among jurisdictions for call centres, provided there was interest among members
- In September 2018, PSSDC members expressed interest in exploring such collaborative opportunities, as well as the implications of digital service delivery advances on this channel
- The purpose of the discussion today is to:
 - Profile innovative call centre approaches in British Columbia and New Brunswick
 - Confirm what problem we are trying to resolve and next steps

Innovative Call Centre Approaches

- Service BC (see presentation provided separately)
 - New technologies such as video chat, co-browsing and SMS support digital service delivery and encourage channel shifting
 - Movement from informational-based to transactional-based processes
 - Digital identification proofing
 - Emphasis on non traditional key performance indicators including client and partner satisfaction, and growth and improvement in services
- Service NB
 - Implementing a similar approach to BC's call centre modernization
 - Reduced number of call centres from 44 to 1

Call Centre Discussion Questions

- Is there an issue in the call centre channel worth exploring? E.g.,
 - Do clients who contact the wrong level of government/call centre experience a serious service delivery challenge?
 - Magnitude of the challenge has not been quantified; differences of opinion exist as to severity and impact
 - Alternatives exist to redirect clients to the correct service delivery organization, and are working well
 - Potential opportunities for information sharing, indexing of information already available
 - How knowledgeable should each jurisdiction's call centre agents be about other jurisdictions' services and processes? Questions of accountability and training?
 - Is resolution at first point of contact truly a desired outcome?
 - Would we do clients a better service by educating them about where to go for follow-up questions on the same issue, rather than having them call back the same wrong number?
 - How do repeat calls to the wrong level of government impact accessibility and performance of our call centres?
 - Would clients be better served by jurisdictions focussing on simplifying service delivery and access to benefits, so they don't have to call?
 - What about services or service bundles that cross levels of government?
 - E.g., lost wallet, youth services, life events
- How do challenges identified with respect to call centres rank against other priorities that PSSDC might wish to pursue?
 - Are there other areas of exploration that might create a greater impact on client experience and client outcomes?

Next Steps

- The working group has successfully completed its original mandate to develop tools to leverage each others' in-person and digital service delivery networks to improve the client experience through partnerships:
 - Service Partnerships Playbook
 - Points of Service Mapping
- Recommendations:
 - The SNC working group be sunset
 - If the discussions today have resulted in a clearly defined FPTM issue around Call Centres, a new working group be established to address this issue

Annex A: Points of Service Mapping Lessons Learned

- Several organizations have made significant advances in developing geomapping applications or providing geospatial data; these are a valuable source of information for interested jurisdictions:
 - Service Ontario, York Region, Federal Geospatial Platform, Canada Post, ESDC, Statistics Canada, Service NB and Google
- Data acquisition, comprehensiveness and accuracy challenges can largely be overcome if all jurisdictions make their publically available points of service data available on their open data portals:
 - Points of service, employment centres, Indigenous communities and sociodemographic data were easily uploaded to the tool from one or more of the following open data portals: AB, NS, ON, BC, Government of Canada
 - Proposed open data layout: Points of Service Name, Address, Phone Number, E-mail, Website URL
 - Data acquisition for municipal points of service was challenging from a pan-Canadian perspective as it is not obvious who are the authoritative sources or the number of sources
- Many organizations are developing geospatial solutions using open source code which can make them more transportable, customizable and scalable to meet unique jurisdictional needs; the Points of Service business intelligence tool was developed using proprietary software which presented some challenges for sharing, such as licensing restrictions
- Without a client sponsor (the end user) identified at the outset of the project who is seeking a solution to a well-defined business problem/need, the points of service mapping business intelligence tool was unable to advance to the piloting stage
- As jurisdictions nudge citizens towards the digital channel and self-serve and with applications such as Google maps becoming clients' initial default choice for searching, the business need for another public service/benefits finder was not apparent