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Draft – v.2

PUBLIC SECTOR SERVICE DELIVERY COUNCIL (PSSDC) MEETING
February 25th, 2016
Toronto, ON

MINUTES OF MEETING

Attendance

PSSDC CO-CHAIRS

Chris Bookless (PSSDC)	Yukon
Jacques Paquette	ESDC/Service Canada

PSSDC MEMBERS

Don Bougie	Canada Post
Steve Burnett	Ontario
Natasha Clarke	Nova Scotia
Josée Dussault	Canada Revenue Agency
Guy Gordon	Manitoba
Karla Hale	MSDO Central Region (Region of Peel)
Janine Halliday	MSDO Eastern Region (City of St. John's)
Ron Hinshaw	British Columbia
Caitlin Imrie	Citizenship and Immigration Canada (representing Robert Orr)
Donna Kelland	Newfoundland & Labrador
Réa Mckay	Public Works Government Services Canada
Christian Laverdure	Industry Canada
Paul Pierlot	Manitoba
Alan Roy	New Brunswick
Jackie Stankey	Alberta
David Ward	Ontario
Nicholas Wise	Treasury Board of Canada Secretariat

OBSERVERS / SUB-COMMITTEE CO-CHAIRS

Farnaz Behrooz	ESDC/Service Canada
Glen Brunetti	Region of Peel (MSDO President)



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Mark Burns	Yukon
Dennis Carter-Chand	Ontario
Jennifer Cave	Canada Revenue Agency
Anik Dupont	ESDC/Service Canada, Death Notification Lead
Rob Frelich	ESDC/Service Canada, CDI Lead
Nancy MacLellan	Nova Scotia, ICCS Board President
Natalie McGee	ISED
Lee Parker	Canada Post
Rhonda Tsingos	City of Brampton (MSDO)
Annette Vermaeten	ESDC/Service Canada, Costing Working Group Co-Chair
Rita Whittle	TBS, IMSC Co-Chair

INSTITUTE FOR CITIZEN-CENTRED SERVICE

Dan Batista
Maria Luisa Willan

Item	Topic / Discussion	Decision/Action
1.	<p><u>ADMINISTRATIVE MATTERS:</u></p> <p>PSSDC Co-Chairs welcomed members and observers to the meeting.</p> <p><u>A) Approval of Record of Decision from September 16th, 2015 in-person Joint Councils meeting, St. John's, NL (TAB 1A)</u></p> <p>Record of Decision of PSSDC meeting of September 16th, 2015 adopted.</p> <p><u>B) Review of Action Items from previous meetings (TAB 1B)</u></p> <p>Maria Luisa Willan, ICCS, noted that all pending action items would be completed at this meeting.</p> <p><u>C) Acceptance of February 25th, 2016 PSSDC Meeting Agenda (TAB 1C)</u></p> <p>Agenda of February 25th, 2016 PSSDC meeting adopted. No comments or questions were raised by members.</p> <p><u>D) PSSDC Fund Activity Report (TAB 1D)</u></p>	<p>Decision # 1: Record of Decision of PSSDC meeting of September 16th, 2015 adopted.</p> <p>Decision # 2: Agenda of February 25th, 2016 PSSDC meeting adopted.</p> <p>Action Item #1:</p>



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	<p>Dan Batista, ICCS Executive Director, provided an overview of the PSSDC Fund Activity Report on behalf of Linda Maljan, PSSDC Treasurer, who was unable to attend the PSSDC meeting.</p> <p>Chris Bookless noted that as a result of the discussion on the Framework Working Group at the Joint Councils meeting, it is expected that some funding will go towards this work. Also, he suggested having a discussion with members on possible projects or opportunities to invest some of the funds available in the PSSDC reserves. Item to be included in upcoming teleconference agenda.</p> <p>E) PSSDC Membership Dues for 2016/2017 (TAB 1E)</p> <p>Dan Batista confirmed that the PSSDC membership dues for 2016/2017 remain unchanged and that the invoices have already been sent out to members.</p> <ul style="list-style-type: none"> Annette Vermaeten inquired regarding surplus and what can this money be used for and whether this money can be made available to advance the work beyond research. Chris Bookless responded that PSSDC members can decide how monies are used perhaps in conjunction with PSIOIC as research is a Joint Councils priority. <p>F) Provincial/Territorial Co-Chair Position (TAB 1F)</p> <p>Jacques Paquette advised that the PSSDC is required to find a new P/T Co-Chair to replace Chris Bookless at the end of his two-year term that expires in September 2016. Jacques noted that a message was sent out to members to consider the role of P/T Co-Chair and that the ICCS Secretariat received a nomination for Natasha Clarke. He asked if there were other P/T members were interested in the position. No other nominations were received.</p> <p>Jacques asked if all P/T members were in favour of Natasha Clarke becoming the P/T PSSDC Co-Chair for a two-year position (Sept. 2016 to Sept. 2018).</p> <p>All members in favour.</p>	<p>PSSDC members to discuss possible projects/opportunities to invest some of the funds available in the PSSDC reserves. Item to be included in upcoming teleconference agenda.</p> <p>Decision # 3: All members in favour of Natasha Clarke to take on the role of P/T PSSDC Co-Chair for a two-year term (Sept. 2016 to Sept. 2018).</p>
2.	<p><u>Update on the evolution of Treasury Board of Canada's Policy on Service – (TAB 2)</u></p> <p>Nick Wise, TBS, gave an update presentation on the evolution of TBS' Policy on Service as a follow up discussion to the</p>	



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September 2015 PSSDC meeting. Nick reminded members that the Government of Canada Policy on Service came into effect in October 2014 with the objective of establishing a strategic and coherent approach to the design and delivery of Government of Canada external and internal enterprise services that is client-centric, realizes operational efficiencies and promotes a culture of service management excellence. The expected results were: better service experiences for clients, increased number and uptake of e-services, and more efficient GC services.

Discussion:

- Donna Kelland asked if the work is available for other organizations to use. Donna referenced the notion of public opinion research and asked whether ICCS products are still considered to fall under this category. She also inquired if this meant that there will be federal participation in the ICCS studies (CF and TCOB) under the new government. Nick responded that he couldn't comment definitively but that there is change coming.
- Chris Bookless inquired if an audit team is sent in to review the management accountability framework. Nick responded that this is not the case, self-auditing on the part of the departments themselves is completed (MAF); within each policy centre teams assess internally. There is great pressure within departments to demonstrate compliance.
- Jacques Paquette added that it is a self-assessment but that departments need to be able to document this self-assessment in parallel with evidence. A significant amount of documentation goes along with this.
- Guy Gordon asked Nick to elaborate on the approach between client/citizen facing vs internal departments. Nick responded that the policy applies to all departments. Only large external service provider departments use MAF. Smaller departments use a less robust version and approach of applying MAF. The policy attempts to bring a common and consistent approach regardless of size/scope of departments.
- Mark Burns inquired around what the user experience is and how the policy standardizes and maintains consistency given the wide variety of services being delivered. Nick responded that it is a challenge and that the onus on the government to institutionalize a client centric view makes it even more important and challenging. In the context of digital government, the tools that we have available allow us to be sophisticated in our understanding of what preferences, behaviours, and expectations are on the part of clients. How we capture that in an optimal way is varied. But there needs to be a balance between reactive and slow response to public feedback; the kinds of service consumed will dictate expectations and satisfaction. Efforts to respond deeper and more effectively to clients (the commitment to the single online window for example) could be the goal/future for all orders of government.
- Paul Pierlot referenced the single online window and asked if this is linked to the unified web presence for the



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	<p>Government of Canada renewal. Is TBS leading these two initiatives?</p> <p>Nick responded that that is the case for canada.ca as this migrates information into one place. Also web renewal resides in TBS/CIOB. The single online window is specific to the service area; TBS is building on canada.ca as a definition or interpretation of that window. Nick recognized the single online window as an ambitious project. He noted that the work now is really about migrating information into one place and less so on developing this space for transactions - this might be the future though. Nick also noted the importance of determining the value of such initiatives to Canadians.</p> <ul style="list-style-type: none"> Paul Pierlot mentioned that on the business service side ISED is already doing this work. He asked for more information about the Service Summit. Will this be broadened or open to other levels of government? Nick responded that the Summit is not open broadly. It is a sharing of best practices and experiences between ministries. A helpful exercise for the federal space to discuss innovation and issues in the service delivery community. The summit is an opportunity to give some profile to ministries to launch a branded service strategy. Jacques Paquette added that the Summit is more like a workshop and that the Policy on Service is on the TBS site and can be taken for jurisdictional use. <p>No further comments or questions were raised.</p>	
3.	<p><u>Service to Business Community of Practice (TAB 3A)</u></p> <p>The Co-Chairs of the S2B Task Group, Paul Pierlot and Christian Laverdure provided an update on the current activities/projects of the Service to Business Community of Practice, including Expedited Business Start (EBS) Project and its next phase (design thinking) at ISED's Service Lab.</p> <p>Paul Pierlot noted that at the September 2015 meeting in St. John's, the PSSDC re-affirmed its support for service to business priority: established service to business as a standing item on all future meeting agendas, transitioned the S2B Taskforce into a permanent Service to Business Community of Practice, continue to deliver on specific tasks and projects through project teams, and agreed to pilot new online platform to facilitate collaboration (<i>Vayyoo Rooms</i>).</p> <p>He advised that since the September meeting, the S2B Community of Practice has focused on the following areas:</p> <ul style="list-style-type: none"> Advancing Expedited Business Start Project Piloting <i>Vayyoo Rooms</i> Developing plan to utilize ISED's* Service Lab for Service to Business Preparing to carry out annual progress report to DMs' Table on pan-Canadian BN adoption and expansion <p>Paul noted that the S2B Community of Practice was looking for the following approvals from members at this meeting:</p>	<p>Action Item #2A:</p> <p>Service to Business Community of Practice: The S2B Community of Practice has been exploring Vayyoo Rooms to assess its suitability for conducting regular meetings and showcase presentations. The S2B CoP will discuss with the ICCS Secretariat possible support for the use of Vayyoo Rooms (Vayyoo Rooms pilot until May 2016). S2B CoP to report back to PSSDC on this item at an upcoming PSSDC</p>



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- Receive EBS Project Research and Analysis Report. Paul noted that the consultant will be doing a presentation on the results of the project following this update.
- Approve plan to utilize ISED Service Lab for next phase of Expedited Business Start Project.
- Extend the timeline for testing of *Vayyoo Rooms* to May 2016 and to work with the ICCS on this item.

Outcome of work related to Research and Analysis Services of the Expedited Business Start (EBS) Project (TABS 3B & 3C)

Leslie Dornan, MNP, gave an overview of the report of findings of the EBS Project. Leslie noted that MNP was retained to conduct research and analysis to identify best-in-class business start practices, tools and systems. The overarching goal of this collective work is for easier and faster business start-ups. (She noted that the findings are captured in slides 24-27 of her presentation and that the recommendations are found in slides 29-30.) She also advised members to review the full report that has been included in the meeting package.

Discussion:

- a) Natasha Clarke noted that this is an excellent piece of work and paints a useful picture: all jurisdictions have incentive to see business begin and the need to remove red tape and administrative burden. Natasha likes idea of a birth bundle for business and made an observation on governance: not only within our own jurisdictions do we have our own structures on the business regulatory regime and how we deliver those services, but then when you consider the complexity of the environment because of all various stakeholder groups (BizPal governance group, PSSDC, BN Governance group, Canadian Association of Corporate Law Administrators, etc.) she asks, are we at cross purposes and are we advancing the notion of birth bundle for business in a cohesive and collaborative way? What are the foundational things we need to have in place in order to action a birth bundle for business? Otherwise the jurisdictional boundaries might continue to exist.

Leslie Dornan agreed and noted the usefulness of collective impact planning - a methodology being used. She noted that it is a complex environment made up of multiple jurisdictions and different working groups working in parallel as opposed to an integrated effort with cross purposes. She highlighted the complexity, the will and the kind of governance structure that would be necessary. The Optimum Model was developed to give jurisdictions a starting point. Leslie believes that if jurisdictions critically consider all of the associated organizations and working groups this could help to simplify and move things forward. This would require collective will.

- Chris Bookless referenced the presentation in regards to ensuring there is promotion and connection to services other than core services. He believes this depends on the industry we're referring to. He also noted that there is not a lot of consistency across the country.

teleconference.

Action Item #2B:

Service to Business
 Community of Practice:
 Request for PSSDC
 members to provide
 feedback and comments on
 the EBS recommendations
 (material was included in
 Toronto meeting binder) to
 the S2B CoP Co-Chairs.
 S2B to provide update on
 EBS project and current
 S2B activities at an
 upcoming
 teleconference/meeting.



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Leslie responded (reference to slide 11) and stated that it begins with access to a core bundle (all entrepreneurs and businesses) and then streams off/shifts to a more advanced/industry specific area. The advanced component would have industry specific requirements and then you would also have the ability to access applicable programs and services.

- Natasha Clarke referenced bundling and spoke to an opportunity to better leverage BizPal. She also believes that there are going to be those industry sectors that make sense for the provincial jurisdictions to dig into (with municipalities partners) than at the FPT level. Where is the opportunity at this table to look at sectors that have a balance of federal/provincial requirements or more federal requirements for us to advance together? Natasha noted that there is work happening around bundling via BizPal and suggested using this platform for advancement.
- Christian Laverdure noted that BizPal is very supportive of this Expedited Business Start in addition to ICCS and PSSDC. BizPal is looking forward to seeing some kind of product. BizPal has over 777 connections to three orders of government with respect to permits, licenses and regulations. He also noted that at the ISED Innovation Lab event there is a need to co-create this with business; to create something that businesses will actually use and find useful. BizPal has also decided to increase its scope and to offer access to other points of access.
- Natasha asked if BizPal is the NRS of the business birth bundle. Christian Laverdure responded that it is up to members.
- Jackie Stankey shared the Alberta experience in terms of evolving to the next level and connecting the dots between work on BizPal and Identity management, and e-commerce and payment platforms. In terms of information provisioning and bundling, excellent work has happened with BizPal. The province is looking at ways to move this forward from a transactional perspective. As well, AB has launched their ecommerce platform and would like for entrepreneurs to access to BizPal through the Alberta portal where overtime this would become a seamless experience where businesses can start to leverage their digital ID and leverage the ecommerce platform to do real-time payments and transactional information. There may also be efficiencies in using the ecommerce platform from a permitting perspective.

Jacques Paquette asked if members were in acceptance of the EBS Project Research and Analysis Report and highlighted the next step analyzing and providing feedback on recommendations to the S2B CoP Co-Chairs.

Members approved the report.

- Chris Bookless asked members if they were in agreement with plan to utilize ISED Service Lab for next phase of Expedited Business Start Project.



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Members approved.

Chris asked members if they were in agreement to extend the timeline for testing of Vayyoo Rooms to May 2016 and for the S2B CoP to work with the ICCS on this item. Chris noted that it makes sense to continue testing of the Vayyoo Rooms but noted the need to bring in the ICCS and to find out what is required and how the Councils can provide support. As a central storage for FPT materials, this needs to be considered carefully; how many and what kinds of platforms do we want supported and what does that entail?

Members approved.

- Christian Laverdure referenced the virtual labs: noted that a facilitator will be paid to assist in design development but he stressed the need to get the right people in the room who are not in Ottawa. We need to get travel approvals and ensure people are there.

Chris Bookless suggested for the ICCS broker travel reimbursement. Members interested in participating in the ISSED Lab to contact the ICCS Secretariat to obtain travel approval and reimbursement.

The following action items were identified as a result of this agenda item:

- a) The S2B Community of Practice has been exploring Vayyoo Rooms to assess its suitability for conducting regular meetings and showcase presentations. The S2B CoP will discuss with the ICCS Secretariat possible support for the use of Vayyoo Rooms (Vayyoo Rooms pilot until May 2016). S2B CoP to report back to PSSDC on this item at an upcoming PSSDC teleconference.
- b) Request for PSSDC members to provide feedback and comments on the EBS recommendations (material was included in Toronto meeting binder) to the S2B CoP Co-Chairs. S2B CoP to provide update on EBS project and current S2B activities at an upcoming teleconference/meeting.

4. Costing Working Group (TAB 4A & 4B)

Annette Vermaeten, Service Canada/ESDC and Steve Burnett, Ontario, Co-Chairs of the Costing Working Group, gave an update on the proposed FPT Costing Guide and next steps. Annette noted that PSSDC expressed an interest in advancing costing work and sharing best practices in previous meetings. Following a workshop on pricing and costing strategies in May 2013, a working group was established in order to develop a Costing Guide. The Costing Guide will be able to provide jurisdictions with an approach to costing, particularly pertaining to channel migration and cost-per-transaction in a digital environment. The expected outcome of this discussion is to seek input from the Council on the

Action Item #3A:
PSSDC members requested to review Costing Guide and provide feedback to Costing Working Group Co-Chairs.



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Draft Costing Guide and move to finalize Guide by summer 2016.

Discussion:

- Paul Pierlot thanked Costing Working Group Co-Chairs for work completed and the value of the work. He encouraged PSSDC not to close door but to take more time for thought and consideration of this work.
- Annette Vermaeten noted how the work on digital services and costing guide can be useful from a Joint Councils' perspective.
- Natasha Clarke noted that in Nova Scotia there is the issue of credit card fees and looking for help with this issue and perhaps this work can have an impact.
- Chris Bookless noted the importance to take advantage of a shared platform and the need for consistency.
- Ron Hinshaw expressed interested in costing by channel.
- Guy Gordon spoke about the difference between aggregation of transactions vs variation of service experiences, good vs bad service experience and the associated costs. He noted that the topic of costing is very rich and there is a need to explore more and its links to the digital dimension.
- Karla Hale noted that they are transitioning plans at the municipal level but need to clarify language, need a common lexicon.

Annette Vermaeten noted that the working group will return with a finalized How to Guide. Interested in developing a business plan via pilot with an interested jurisdiction.

- Alan Roy expressed interest in collaborating with the Costing Working Group in regard to pilot.

The following action items were identified as result of this discussion:

- a) PSSDC members requested to review Costing Guide and provide feedback to Costing Working Group Co-Chairs.
- b) Costing Working Group Co-Chairs requested to refine Costing Guide and report back to the PSSDC at an upcoming teleconference or in-person meeting.

Action Item #3B:

Costing Working Group Co-Chairs requested to refine Costing Guide and report back to the PSSDC at an upcoming teleconference or in-person meeting.



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5.	<u>Update reports on the current work related to the following Emerging Priorities</u>	
<u>Channel Shifting – (TAB 5A)</u>	<p>Ron Hinshaw, BC, lead of the Channel Shifting Working Group introduced Steve Burnett and Cynthia Abel, Ontario, who gave a presentation on Behavioural Insights in regards to the work on the emerging priority around Channel Shifting (refer to TAB 5A)</p>	<p><u>Action Item #4A</u> Channel Shifting: Group requested to report back on this work at the next in-person PSSDC meeting.</p> <p><u>Action Item #4B</u> Channel Shifting: Request for a further presentation on 'Behavioural Economics' included in the PSSDC September agenda.</p> <p><u>Action Item #5</u> Service Network Collaboration: Group requested to provide an update at the next meeting on the proposed next step around the development of an environmental scan on existing collaborative service networks, focusing on in-person, telephone, and online channels and to look at potential solutions.</p> <p><u>Action Item #6A</u> Death Notification: Death Notification Working Group to continue work on establishing a blueprint / business architecture to improve the timeliness of death registration and notification. Group to do a</p>
<u>Discussion:</u>	<ul style="list-style-type: none"> Jackie Stankey referenced Alberta's work to remove issuing of paper mail going out around licensing/vehicle registration and asked about the movement towards emailing, texting and SMS as an alternative. In response Cynthia noted the importance of testing and sharing results across common areas. Example given was the Ontario health card initiative to move citizens to picture ID card and the mailed reminder that went with it. She suggested jurisdictions consider the design - not only the initial reminder but the follow up as well. Text messaging has had positive results in the US/UK for example. Steve noted the plan in place to remove the vehicle driver and healthcare renewal notices partly for cost savings and partly to take away motivation of people to come into offices. Another initiative is to do away with the licensing sticker altogether. Donna Kelland shared the Newfoundland and Labrador experience: online vehicle renewal has been in place for many years and in 2007 in combination with increases in registration fees they introduced a 10% discount for doing so online. The program hit a high of 67% in April of 2012. In 2013 they dropped the discount (online registrations dropped from 60-40 overnight). Last year the province introduced a \$10 discount in response that didn't get the same uptake. Donna wonders why citizens would choose a long wait time in an office over using the online channel and also wonders why the numbers didn't change when the discount was reintroduced. The province did find that money is an effective motivator and noted the need to find balance with citizen savings and revenues. She also asked if the savings outlined by Steve were actual or notional. Also wondering about sticker renewal program: what's the impact on revenues if we stop sending out renewals and if stickers are eliminated? <p>Steve responded savings are mostly real. The scale of the pilot was not sufficient to show a bigger impact for savings. If they had realized the full magnitude they would see efficiencies in terms of processing and the FTEs. They have looked at money as a motivator (channel fee differentiation) but haven't been able to move this forward this cycle. Steve also noted that they had projected a small revenue leakage associated with the elimination of stickers and renewal notices, but very small, fewer than 2% (based upon other jurisdictions experiences). The enforcement side will possibly be more robust once matured.</p>	



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- Jacques Paquette noted that Quebec got rid of stickers 20 years ago. It would have been good to hear their experience with this.
- Glenn Brunetti asked in terms of the renewals for plate stickers and whether Ontario has looked at the data in terms of whether people have gone on and dropped off.

Steve responded that they had looked at the data, the first drop off is people going to find location then leaving; the second is dropping off mid transaction. They're looking at how to redesign the transaction so it's simplified for the user.

Glenn noted that Peel region dropped phone numbers off the print materials last year. Of the 300 000+ households 92% went online to complete their transaction and very few complaints were received regarding the removal.

- Alan Roy shared the NB experience where it eliminated reminders 15 years ago and subsequently brought them back at public outcry and changing government - now trying to remove them again with savings in doing this. They are doing it on a voluntary consent basis. He encouraged others to look at this as an option. NB is also exploring the removal of stickers and while there is concern for a revenue loss, the technology does exist to improve enforcement activities in this area significantly.
- Cynthia Abel highlighted the challenges around convincing decision makers - the value of testing can help here. Wherever you can, let the data speak for itself and use testing (randomized control tests) as much as possible as to move innovation forward.
- Caitlin Imrie asked what the actual barriers are and what actually prevents the public from completing a transaction online.

Natasha responded that jurisdictions are not designing services around the user needs, we design them around government needs.
- Christian Laverdure noted that if online service is weak and not user-friendly, people will go back to in person service delivery or telephony. Complimented the BC work on this in terms of testing usability and value before instigating channel shift.
- Guy Gordon highlighted the theme of shifting focus to the ease of use; the service needs to be easy to use and meet citizen's needs.

Ron Hinshaw asked members if the working group should proceed with documenting the process and further developing

test using the Trust Framework and to link this work to the work of Canada's Digital Interchange. Request for further updates on this work to be shared with both Councils.

Action Item #6B

Death Notification: Group to submit research project proposal for Joint Councils' consideration.

Decision Item #3

Annette suggested that since the goals of the Strategic Directions Working Group were achieved, that the work be completed and that efforts be directed at supporting the Joint Councils' Framework working Group to continue.



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the playbook. **Members agreed.**

The following action items were identified as a result of this discussion:

- a) Channel Shifting Working Group requested to report back on this work at the next in-person PSSDC meeting.
- b) Request for further presentation on 'Behavioural Economics' included in the PSSDC September agenda.

Service Network Collaboration (TAB 5B)

Annette Vermaeten, lead of the Service Network Collaboration Working Group, gave an update on the current work of the group. Annette noted that the objectives of the SNC Group are to improve client experience by leveraging each other's service delivery network strengths and maximizing their efficiencies. The scope for the SNC Working Group is to:

- Map out service collaboration that currently exists
- Identify best practices within this working group
- Define a long term vision

Annette Vermaeten asked members if the scope of this priority fall in line with the Joint Councils' proposed framework. Will the Council want to proceed with exploring collaborative opportunities for all three channels? (In-person, phone, online). If not, which channels should be focused on? In regards to next steps, Annette advised that the working group is planning to develop an environmental scan on existing collaborative service networks, focusing on in-person, telephone, and online channels

Discussion:

- Jacques Paquette noted that this is just the beginning and the work is at a preliminary stage. He asked members how they see this evolving. He also referenced the collaboration challenges and wondered if examples of colocation services can be used to identify the challenges and how they are being addressed and what may be the lessons learned.

Annette responded that work has been done with ServiceOntario in evaluating some of this and believes this work can be applied to other sites.

- Jacques Paquette also referenced the list on slide 5 (integrated services and co-location) and asked if there were more examples of integrated services of the shared counter. Annette responded that in terms of the actual sites they are co-located or joint outreach. Across Canada there are no shared counters for integrated service but in terms of moving forward as a vision the working group decided that it needs to be more efficient and effective and do things differently in a more integrated way.



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- Ron Hinshaw noted the opportunities around this work and referenced the BC experience - they have four co-locations across the province. Unfortunately this is likely down to three as they have had service integration with provincial partners and Service Canada and as they become integrated with another provincial partner it seemed it was too busy for Service Canada. As they moved more services online this becomes more of an assisted self-service operation. He believes that if this was the model the partnership could have been sustained. He noted the challenges and suggested that maybe it is not about total integration but more a move to assisted digital self-service.
- Paul Pierlot added that in terms of the framework discussion and call to action this is one area the SNC group can focus on to bring real value forward. The group has done good work and should continue. In terms of the challenges and lessons learned another area he would like to explore is the Manitoba case and the decrease in co-locations. Suggested for the SNC group to look at where and why some co-locations do not work. He also noted the challenge covering rural areas and most face that challenge. The whole concept of digital in-person piece has real potential. It can be hard to justify a full time office and staff in a location but maybe if someone set up space this can be made available. The geo mapping piece is interesting and a tool we should use and bring in other provincial offices not just the ones currently co-located, and map out our footprint as was done in Ontario. This would provide a lot of value.
- Donna Kelland noted the list of challenges and her province's experience in trying to partner with Service Canada. She also noted the current government's interest in options specifically in rural locations where a withdrawal of physical presence would be a huge shock to the community. If there was a process they could engage in, in shorter order, Newfoundland and Labrador would be interested in having that discussion. Is this a priority for the Councils or just PSSDC? Donna suggests continuing the work until there's a how-to guide and documented process.
- Jacques Paquette referenced the connection to digital: he added that if we are successful in moving more clients online there will be fewer people going to in-person centres but this does not mean we can close such centres. We need to maintain their presence but then the issue will be sustainability. He agrees that it would be useful for the SNC group to look at solutions. He also noted that the mapping exercise is also a great source of information.
- Anik Dupont commented that the work is interesting and a good base for experience sharing. In addition to co-location and footprint shrinkage there are other options. At Service Canada they have done outreach to provide services to isolated communities.
- Jacques noted that the Council supports the continuation of this work.

The following action item was identified as a result of this work:

Service Network Collaboration Working Group requested to provide an update at the next meeting on the proposed next



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step around the development of an environmental scan on existing collaborative service networks, focusing on in-person, telephone, and online channels and to look at potential solutions.

Death Notification (TAB 5C)

Anik Dupont, Service Canada /ESDC, lead of the Death Notification Working Group, provided an update on the work underway on the emerging priority related to Death Notification as well as a presentation on the results of a questionnaire on Death Registration and Notifications Processes in each jurisdiction. Anik noted that the questionnaire is an information gathering tool to better understand the death registration and notification process in each jurisdiction and that the results will help identify barriers/challenges and develop best practices in death notification with a view to improving the service experience for citizens and program integrity, while leveraging existing mechanisms and agreements.

Jonathan Boisvert, Quebec, gave a brief presentation on the simplification of death notification services, L'état civil, Québec.

Discussion:

- Donna Kelland inquired in terms of the agreements with partners for notification, is there an information sharing agreement to gain permission to share?
Jonathan Boisvert responded that there is an agreement with service Canada, the information is shared always on the basis of an agreement.
- Jacques Paquette noted that the province has the authority to get a working relationship with anyone they decide is required.
- Ron Hinshaw noted that it is not the fact that they cannot transmit death notification data out to partners but rather that it is the partners that are not able to deal with electronic death notification. The issue is really how do we make it so that citizens don't have to go and collect several copies of the death certificate and then take them around. The issue is more about how we get our partners to accept electronic death notification.
- Jacques Paquette noted that there must be really high standards around the matching process and when we don't have specific identifiers and you have to rely on names and birthdates, it is not always reliable. As we go forward we need to be aware of that factor and have safeguards in place.

Leigh Berg, Alberta, gave a brief presentation on best practices in Death Registration and Death Notification, Alberta Vital Statistics.



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Discussion:

- Donna Kelland asked if they get registrations from funeral directors as well as the medical systems. Leigh Berg responded that only the funeral home will collect the medical documents from the physician and informant on the province's behalf and then send it in; this is used as part of the registration. Donna added that in Newfoundland and Labrador they get both documents, one from the hospital and one from the funeral directors and then they are matched.
- Chris Bookless inquired if there is any attempt to actually access the individual's health client registry in order to identify the patient that you are attaching the death to. Leigh responded that Alberta collects a personal health number on the death registration form but this is voluntary so matching can be done.
- Chris Bookless inquired if the health client registry flags a death once they receive info from vital stats? Leigh assumes this is done but not sure. Jack responded that the health registry waits for next of kin to come in with a death certificate and relies on that before anything.

Jacques Paquette asked for members' feedback around the proposed next steps for the working group.

Anik Dupont added that there is a need for validation; the survey was a taking stock exercise. It would be useful to establish a blueprint where we can see the processes (from a business architecture point of view). We also want to link this to the trust framework as well as to CDI. She suggested developing a proposal to Joint Councils to develop this blueprint.

- Donna Kelland noted that this is a good opportunity to test both, where do we go with the death notification piece and an opportunity to test the CDI.
- Rita Whittle also suggested this work as a way to test the trust framework, to provide validation and find out whether we have that right from a business requirements perspective. From here we can frame out what will be required; and if we can get to a real time validation notification it would be a success.
- Donna Kelland also noted that this makes the work connect to the Joint Councils rather than just to the PSSDC, The plan is now to create proposal for the Joint Councils to react to at next teleconference so we can move forward with this quickly.

The following action items were identified as a result of this discussion:



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	<p>a) Death Notification Working Group to continue work on establishing a blueprint / business architecture to improve the timeliness of death registration and notification. Group to do a test using the Trust Framework and to link this work to the work of Canada's Digital Interchange. Request for further updates on this work to be shared with both Councils.</p> <p>b) Death Notification: Group to submit research project proposal for Joint Councils' consideration and to be reviewed at the next PSSDC and PSCIOC teleconference.</p> <p><u>D) Confirmation of role and next steps for the PSSDC Strategic Directions Working Group as a way forward</u></p> <p>Annette Vermaeten reminded members that the Strategic Directions Working Group was tasked with the development of concept papers related to the PSSDC emerging priorities around Channel Shifting, Service Network Collaboration and Death Notification. Since the work around these priorities is underway, Annette requested for the work of the Strategic Directions Working Group be considered as completed and that the Joint Councils Framework Working Group continue with the relevant activities. Request approved by members.</p> <p><u>Decision Item #3</u></p> <p>Annette suggested that since the goals of the Strategic Directions Working Group were achieved, that the work be completed and that efforts be directed at supporting the Joint Councils' Framework working Group to continue.</p>	
<p>6.</p>	<p><u>Jurisdictional Roundtable on Top Service Delivery Priorities/Initiatives (TABS 6A to 6S)</u></p> <p>Each PSSDC member was requested to briefly describe their top service delivery priority or initiative including identifying the potential for sharing learnings and best practices with Council members. Please refer to the jurisdictional information sharing documents included in meeting binder (TABS 6A to 6S).</p> <p>Please note that only action items arising from this discussion are recorded in the minutes.</p>	
<p>7.</p>	<p><u>Other Business:</u></p> <p>Next in-person meeting of the Councils: September 13-15, 2016.</p> <p>Co-Chairs reminded members that the next in-person meeting takes places in Victoria, British Columbia from September 13th to 15th, 2016.</p> <p>The Co-Chairs thanked members and observers for their participation.</p> <p><i>The meeting adjourned at 4:00 p.m. EST.</i></p>	