



Service Network Collaboration

Identifying Opportunities and Best Practices in a Digital Age

Public Sector Service Delivery Council
February 25, 2016
Toronto, Ontario

Overview

- **Service Network Collaboration (SNC)** refers specifically to inter-jurisdictional collaboration in delivering services through a shared service network. The level of integration can vary depending on the service network channel (in-person offices, call centres, online platforms, etc.), based on jurisdictional prerogative, along a Collaborative Continuum
- **The SNC Working Group consists of:**
 - Employment and Social Development Canada/Service Canada (Chair)
 - Immigration, Refugees and Citizenship Canada
 - British Columbia
 - Manitoba
 - Ontario
 - Nova Scotia

The Drive Toward Collaborative Service Networks

DIGITAL

- As jurisdictions continue to implement digitally-delivered service options, the in-person network will need to adapt its current service model
- Given the current trend towards digital-based service delivery, the remaining service delivery networks are poised to undergo a major shift in client volume and characteristics

CLIENT-CENTRIC SERVICE

- Interjurisdictional collaboration would help to improve client service through a single point of service

COST REDUCTION

- Integrated service delivery networks also enable inter-jurisdictional work distribution across a larger network, maximizing efficiency of the existing capacity

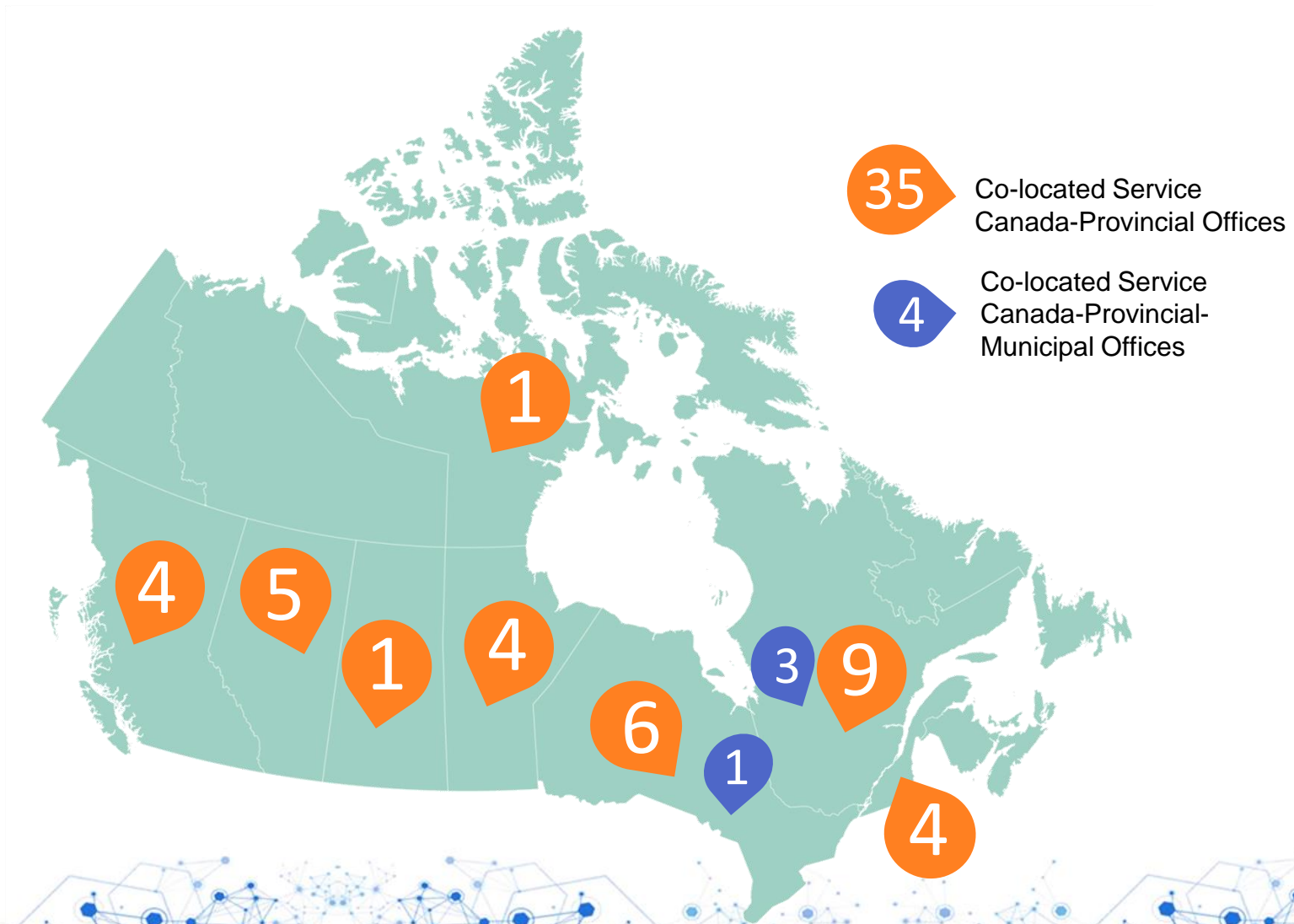
SNC-WG's Objectives & Scope

- **Objective:** 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

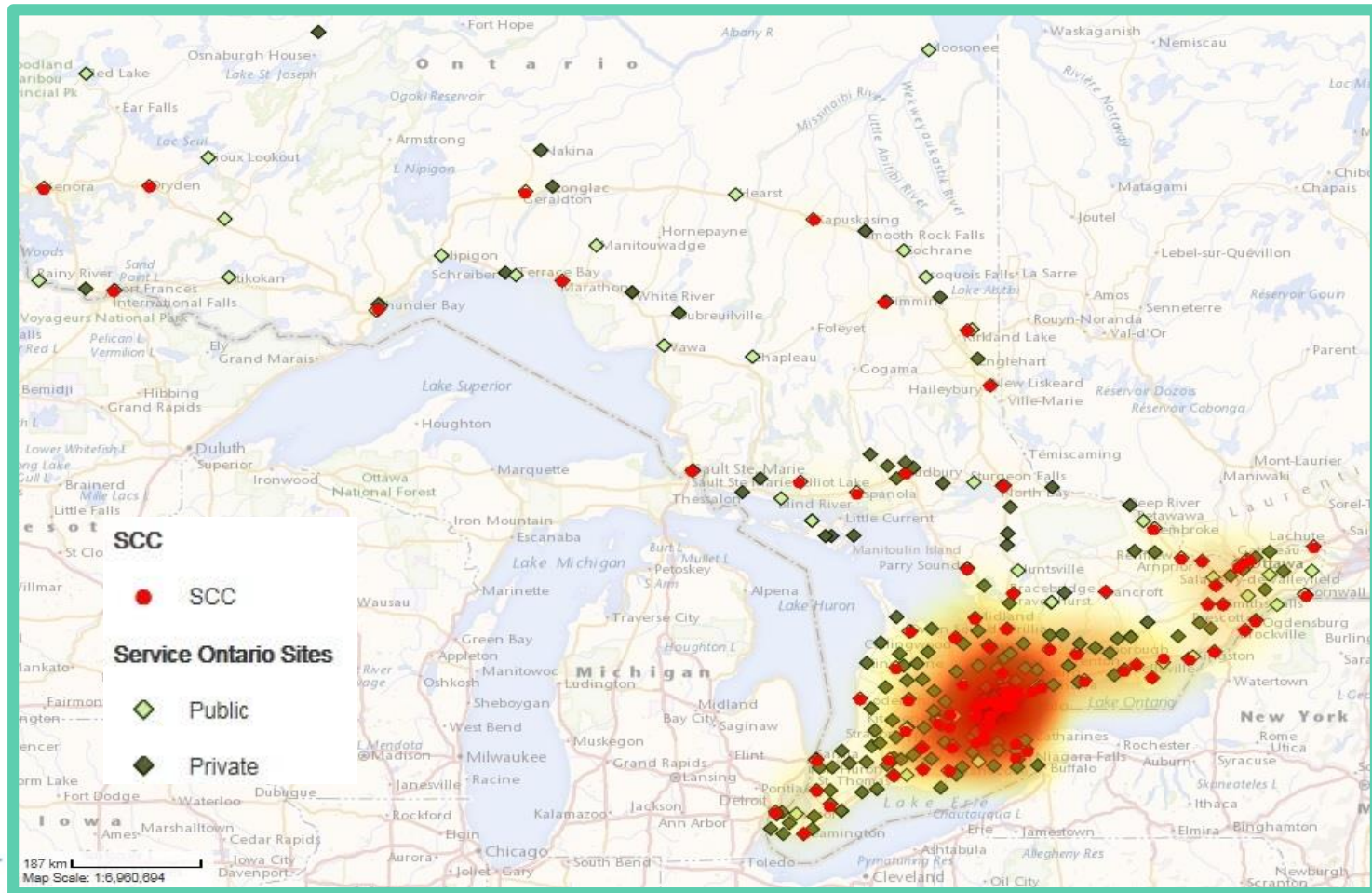
In-person Collaborative Opportunities

- **Integrated Service:** Service are simultaneously delivered to clients by either level of government, creating a completely seamless service experience
- **Shared Counter:** The shared service point operates as one unit, with a triaging queue system, but clients are provided programs and services by the respective level of government
- **Borrowed Counter:** One organization provides front counter services for another organization that is not able to justify a physical footprint in a given location
- **Co-Location:** Both organizations operate under the same service point, but segregated into sections based on jurisdiction
- **Joint Outreach:** Co-ordinated outreach activities between two or more governments

Co-location



Map of ServiceOntario and Service Canada across Ontario



Collaboration Challenges

- **Legal:** Statutes or regulations prevent one jurisdiction from collaborating with another
- **Political:** Political opposition may result from a government's concern that it is not receiving sufficient credit for its contributions (e.g. financial)
- **Operational and Management:** With cross-delivery, operational and managerial issues can arise (e.g. labour relations, human resource issues, financial matters, etc.)
- **Structural:** With integrated service delivery, issues to do with each jurisdictions' own organizational structure may arise, such as accountability concerns, ability to have collaborative initiatives that extend across jurisdictional boundaries, etc.
- **Cultural:** Interjurisdictional integrated service delivery may result in sensitivities over ownership of work, influencing decision making, limited ability or willingness to exchange information, and challenges in shifting towards horizontal collaboration, rather than vertical accountability
- **Privacy and Security:** Privacy, security, and confidentiality issues deserve special consideration in light of their importance for integrated service delivery in general
- **Performance Measurement:** Data-driven, evidence based approach needed to properly gauge the effectiveness of current collaborative efforts
- **Financial accountability:** How does a jurisdiction claim savings when collaboration results in reduced costs on both sides? How do jurisdictions determine cost sharing if one jurisdiction offers a service in support of another?

Considerations and Next Steps

Considerations

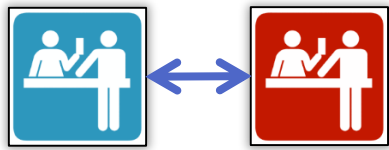
- Does the scope of this priority fall in line with the Joint Councils' proposed framework?
- Will the Council want to proceed with exploring collaborative opportunities for all three channels? (in-person, phone, online). If not, which channels should be focused on?

Next Steps

- Develop an environmental scan on existing collaborative service networks, focusing on in-person, telephone, and online channels

ANNEX: COLLABORATION CONTINUUM

COLLABORATION CONTINUUM – IN PERSON



**Inter-office
Collaboration**

Co-Location

Shared Space

Integration

Office Models

Most Common Model

- Independent offices
- Collaboration limited to general information sharing and referrals
- Potentially geographically distant
- Inconvenient for clients and organizations

Side-by-Side Model

- Independent offices located next to each other, or within the same complex
- Collaboration limited to information sharing and referrals
- Geographically convenient for clients
- Inter-office communication physically easier, but no technological support in place

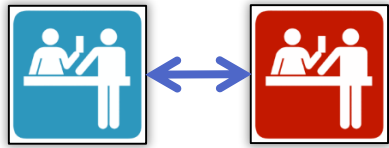
One Office, Two Counters Model

- Shared common spaces (waiting area, employee space, etc.) generates savings
- Increased collaboration possible (client handoffs, etc.) but no integration
- Marginal advantages within office for clients
- Integrated office communication

One Office, One Counter Model

- Shared common spaces maximized throughout office generates additional savings
- Increased collaboration supported procedurally
- Clients access all services through a single contact point, maximizing efficiency of transactions.

COLLABORATION CONTINUUM – IN PERSON



Inter-office Collaboration

Co-Location

Shared Space

Integration

Client Experience

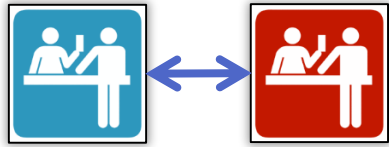
- Some information sharing between offices helps clients pursue services, but clients must navigate between the two systems independently.

- Information sharing helps target referrals
- More convenient geographically for clients transacting with both jurisdictions
- No advantage within office
- Clients must repeat their information to each agent

- Marginal advantages within office for clients
- Queueing system can be integrated to minimize wait times to access multiple services
- Welcome zone pathfinding provides clients with a one-stop office for government service

- Clients access all services through a single contact point, maximizing efficiency of transactions.
- Reduced repetition of information (tell us once)
- More targeted service offerings based on client needs

COLLABORATION CONTINUUM – IN PERSON



Inter-office Collaboration

Co-Location

Shared Space

Integration

Organizational Benefits

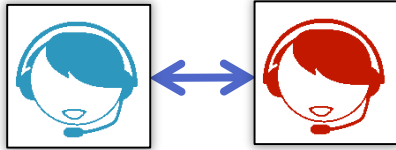
- Some information sharing between offices to keep each office informed of changes in services

- Improved information sharing practices and convenience
- Increased potential for joint activities (generalist training, social committees, lunch & learn, etc.)

- Shared common spaces (waiting area, employee space, etc.) generates savings
- Increased collaboration possible for non-program activities (OHS, etc.)
- Shared costs for administrative support (copier, cleaners, etc.)
- Potential for cross-training for welcome zone agents

- Shared common spaces maximized throughout office generates additional savings
- Increased collaboration supported procedurally
- All staff cross-trained increasing HR flexibility

COLLABORATION CONTINUUM – TELEPHONE



Inter-office Collaboration

Common Platform

Integration

Call Centre Models

- | | | |
|--|---|---|
| <ul style="list-style-type: none"> Independent, referrals done manually | <ul style="list-style-type: none"> Shared platform allows for referrals through call transfers | <ul style="list-style-type: none"> Fully integrated agents respond or dispatch all calls |
|--|---|---|

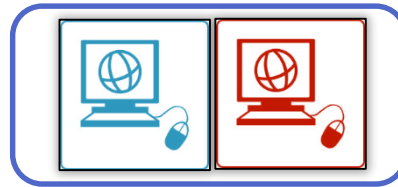
Client Experience

- | | | |
|--|--|--|
| <ul style="list-style-type: none"> Disjointed, repetitive until correct contact point reached | <ul style="list-style-type: none"> Coordinated, more efficient transfer to reach end result | <ul style="list-style-type: none"> Seamless, single access point for all programs |
|--|--|--|

Organizational Benefits

- | | | |
|---|--|--|
| <ul style="list-style-type: none"> Clear authority through autonomy More nimble to adapt to specific need of jurisdiction | <ul style="list-style-type: none"> Defined processes for transfers reduce errors and call backs Cost savings for platform Cross-training for system functions | <ul style="list-style-type: none"> Single platform reduces costs Cross-training required for all staff for all programs increases resource flexibility |
|---|--|--|

COLLABORATION CONTINUUM – ONLINE



Inter-site Collaboration

Common Platform

Integration

Digital Models

- | | | |
|---|---|--|
| <ul style="list-style-type: none"> Independent, referrals done through links | <ul style="list-style-type: none"> Shared platform allows for back-end referrals | <ul style="list-style-type: none"> Fully integrated site provides information and processes transactions for all programs |
|---|---|--|

Client Experience

- | | | |
|--|--|---|
| <ul style="list-style-type: none"> Disjointed, repetitive until correct contact point reached Multiple user IDs and passwords required | <ul style="list-style-type: none"> Coordinated, more efficient transfer to reach end result Common ID management supports greater information sharing for processing | <ul style="list-style-type: none"> Seamless, single access point for all programs Information can be easily recycled between programs |
|--|--|---|

Organizational Benefits

- | | | |
|---|---|--|
| <ul style="list-style-type: none"> Clear authority through autonomy More nimble to adopt innovations to meet specific needs of jurisdiction | <ul style="list-style-type: none"> Cost savings for platform Increased reliability of information being shared Program specific solutions can be repurposed across jurisdictions | <ul style="list-style-type: none"> Single platform reduces costs Cross-training required for all staff for all programs increases resource flexibility |
|---|---|--|