

PSSDC Information-Sharing Template – February 2019

Information Sharing is collected for the purpose of the PSSDC Meeting of February 2019.

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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>PARTNERSHIPS</u>	
<u>New Service Delivery Authorities</u> In June 2018, the Department of Employment and Social Development's mandate was expanded to include service delivery to the public with a view to better serving the needs of Canadians. Amendments to the Department of Employment and Social Development Act provide authorities to deliver services to the public for partners (including federal institutions, provinces, territories, municipalities and public bodies performing functions for these entities on a cost recovery basis). This will provide partners the opportunity to access the Department's already established network and expertise to support the delivery of their own programs which in turn will improve services to Canadians in a cost efficient manner. In the coming months, the Department will be implementing an enterprise-wide approach to service delivery partnerships to support the new authorities.	Julie Lalonde Goldenberg, Director General, Partnership Development and Management Directorate, Citizen Service Branch
<u>Information Sharing Agreements – Old Age Security, Canada Pension Plan and Complementary Programs</u> Several new types of Information Sharing Agreements have been negotiated with PTs related to the Old Age Security Program, Canada Pension Plan and complementary PT programs with an aim of reducing the administrative burden for the applicant and governments. Four examples are included below. ESDC has negotiated Administration Agreements with British Columbia (signed March 2018), the Northwest Territories (signed October 2017), the Yukon (signed September 2017) and is renegotiating an agreement with Ontario. These agreements provide for the exchange of personal information allowing low-income seniors residing in those provinces and territory to be automatically enrolled in PT income supplement programs based on their eligibility to receive the Old Age	Martha Hall, Director of International and Intergovernmental Policy and Agreements, Seniors and Pensions Policy Secretariat, Income Security and Social Development Branch

Security Guaranteed Income Supplement. These agreements reduce the administrative burden for both the applicant in having to request the PT income supplement and for the government in administering the program.

In addition, ESDC has begun negotiating an Integration Agreement between ESDC, Public Services and Procurement Canada and the Yukon. This tripartite agreement would allow for low-income seniors to be automatically enrolled in PT income supplement programs and receive one integrated benefit payment. Integration Agreements assist the beneficiary with automatic enrollment in the PT income supplement and in providing one integrated benefit payment instead of two separate payments and at the same time reducing the administrative burden for the government. ESDC has previously entered into Integration Agreements with Saskatchewan, the Northwest Territories and Nunavut.

ESDC is also currently negotiating an umbrella Administration and Assignment Agreement with the Nova Scotia Department of Community Services which will replace four current agreements allowing Nova Scotia access to personal information regarding Canada Pension Plan and Old Age Security recipients residing in Nova Scotia. By reducing the number of agreements with the Nova Scotia Department of Community Services, implementation and oversight of information exchanged will be simplified and personal information will be protected.

Finally, ESDC is currently negotiating an umbrella Administration Agreement with the Public Guardian and Trustee of British Columbia, which will permit the exchange of information on the Canada Pension Plan and the Old Age Security program to enable the Public Guardian and Trustee to carry out their statutory duties. With this agreement, ESDC will also be collecting the date of death from the Public Guardian and Trustee, which will be used to cease benefits. This first agreement with a provincial Public Guardian and Trustee will create efficiencies through the protected automated exchange of information and reduce the administrative burden on both ESDC and the partner.

Service Delivery Partnership with the Government of the Northwest Territories (GNWT)

Service Canada's services are now available at the GNWT's Single Window Service Centres in 15 Northwest Territories communities following a previous pilot where GNWT employees provided a range of general in-person services for Service Canada. October 11, 2018: Tulita, Paulatuk, Aklavik, Ulukhatok and Fort McPherson.

Pat Chaba,
Director General, Citizen Services
Branch, Western Canada and
Territories Region

Julie Lalonde Goldenberg,
Director General, Partnership
Development and Management

	Directorate, Citizen Service Branch
<p><u>Government of Nunavut Passport Photo Services Pilot</u></p> <p>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>Between May and November 2018, over 20 clients were served in Arviat, Pond Inlet and Taloyoak, saving clients the cost and time of travelling south to acquire a Passport photo. 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 is being conducted.</p>	<p>Pat Chaba, Director General, Citizen Services Branch, Western Canada and Territories Region</p> <p>Julie Lalonde Goldenberg, Director General, Partnership Development and Management Directorate, Citizen Service Branch</p>
<u>INDIGENOUS OUTREACH</u>	
<p><u>Western and Territorial Region Northern Strategy</u></p> <p>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, for 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>
<u>OUTREACH</u>	
<p><u>Stratégie de sensibilisation en ligne Emplois d'été Canada 2019</u></p> <p>La direction des programmes de la région du Québec a mis en place une stratégie novatrice de modernisation de ses moyens de communications avec les employeurs afin de faire la promotion du programme Emplois d'été Canada. Utilisant la plate-forme WebEx, une quinzaine de séances d'information ont été données par les agents principaux de développement permettant de rejoindre plus de 1 700 employeurs en moins de trois semaines. Demandant peu de ressources et assurant la diffusion de l'information de manière cohérente et équitable sur l'ensemble du territoire, indépendamment des conditions météorologiques et de l'éloignement de certaines collectivités, ces séances d'information en ligne ont été offertes dans les deux langues officielles. Avec un taux de</p>	<p>Caroline Harès et Marie-Andrée Katia Bertrand, Directrices de la prestation de services, Direction des programmes, région du Québec</p>

<p>satisfaction des employeurs participants de 90% et une augmentation de près de 70% du nombre d'inscriptions (en comparaison avec la campagne 2018), ce type de campagne de promotion est une initiative innovante qui répond aux besoins des employeurs. De plus, pour la première fois cette année, la fonction d'auto-inscription a été utilisée, ce qui a grandement participé à l'efficacité de la stratégie tout en limitant les ressources humaines nécessaires à sa planification. Il est à noter que les séances ont également permis de répondre à plus de 423 questions des participants, ce qui diminue les demandes d'information destinées aux opérations de programmes, aspect important pendant cette période fort occupée.</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 2018 to share program information and consider opportunities for collaboration.</p> <p>Potential topics identified for further partnerships and client service improvements include joint Human Resource/staffing practices, workload and file management strategies, Vocational Rehabilitation services, related Disability benefits, information sharing for clients (similar to exchange with CRA), quality management protocols and common policy/legislative changes.</p>	<p>Heather Jackson, Director Benefit Delivery Services, Atlantic Region</p> <p>Clément Roy, Director Benefit Delivery Services, Atlantic Region</p> <p>Michael Wedge, National Manager, Program Innovation – Centralized Operations Division, Veterans Affairs Canada</p>
<p><u>DEVELOPMENT</u></p>	
<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. 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>Work is also underway to analyze the feasibility and value of integrating front-end application and dual assessment processes between the Canada Student Loans Program and one or more provinces and territories.</p>	<p>Atiq Rahman, Director General, Canada Student Loans Program, Learning Branch</p>

<p><u>Service Transformation Plan</u></p> <p>In 2017-18, ESDC started to implement the Service Transformation Plan (STP), a roadmap for the transformation and modernization of ESDC's services. Since the last update, advances have been made in the following:</p> <ul style="list-style-type: none"> - The design and development of a document upload utility that would allow clients of Service Canada programs and services to scan and send documents to the department. The utility also includes the backend functionality of document storage and all appropriate security protocols. - A pilot project for the Community Outreach and Liaison Services was launched on the use of satellite technology in communities with limited access to services due to connectivity issues. Results provide recommendations of hardware/software that performed well in areas with these issues to improve the delivery of services by outreach officers in northern and remote areas. - A conceptual design for a single client view for all programs across ESDC has been developed. The concept includes both client and employee interfaces. - The use of video chat technology to connect clients with front end client facing staff in other offices in an effort to reduce wait times in busy centres and promote the use of technology to enhance the client experience. As of October 2018, 1,785 clients had used the video chat service in 4 locations. - A new mobile channel and app for Job Bank job search was launched. The app was first launched as beta in February 2018 and was officially released in November 2018. To date, there have been over 88,000 downloads combined on Apple and Android devices (540 new installs per day average) and an average rating of 4.6 on the App Store and 4.1 on Google Play. - Since April 2018, ESDC has engaged over 16,284 persons (1,073 employees and 15,211 clients/external) through online surveys and panels, focus groups and interviews to seek feedback on design and prototypes, ease and effectiveness of interactions and emotional response to service delivery. <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>Tammy Bélanger, Director General, Transformation Planning, Design and Oversight, Transformation and Integrated Service Management Branch</p>
<p><u>Job Bank Mobile App</u></p> <p>The Job Bank mobile application (app), released in February 2018, features Job Search service and offers an enhanced client experience that leverages mobile device-specific features such as</p>	<p>Kelly Archer, Director Program Operations, Skills and Employment Branch</p>

<p>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>Work is underway to finalize the alignment of the mobile app with the web app. This includes: in-app browsing, a map, job search filters, synchronization, and allowing users to set notifications frequency. In spring 2019, positions for youth, which have been funded through the Canada Summer Jobs program, are planned to be displayed on the Job Bank website and mobile app.</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 to improve the future delivery of EI, CPP and OAS benefits.</p> <p>Over the past several months, ESDC refined the procurement strategy for BDM based on learnings from industry engagement. The procurement strategy evolved from a traditional single vendor approach to an ecosystem of multiple vendors working collaboratively with Canada in the selection, design and testing of optimal solution prototypes prior to awarding implementation contracts. While the refined procurement approach reduces risk, it also results in increased timelines, additional activities, and increased funding requirements across the Program Definition Phase.</p>	<p>Bridget Conboy, Director General Enterprise Major Project Execution, Transformation and Integrated Service Management Branch</p>
<p><u>Hosted Contact Centre Solution (HCCS)</u> ESDC is implementing HCCS, a modern and supported technology that will provide enhanced functionalities to support the Department's business requirements.</p> <p>To date, ESDC has migrated two sites onto the HCCS platform:</p> <ul style="list-style-type: none"> • The Departmental Pilot site for HCCS, ESDC's National Service Desk (NSD). • The Employer Contact Centre (ECC).and with HCCS partners (CRA, SSC). 	<p>Call Centre Operations, 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 an online application process for the CPPD benefit.</p> <p>ESDC has continued to advance partnerships to facilitate advancement of integrated service</p>	<p>Megan Kennedy, Director General, Major Project Execution, Transformation and Integrated Service Management Branch</p>

<p>delivery:</p> <ul style="list-style-type: none"> • Launching the Long Term Disability Insurers Prototype to test the use of medical information provided by Insurers to reduce administrative burden to clients and physicians in obtaining additional medical information to support a CPPD application. • Launching a streamlined CPPD application kit based on a prototype approach that included extensive consultation with the public, NGO stakeholders, and processing and frontline staff. The CPPD application has eliminated the need for clients to complete eight separate forms (while respecting legislative requirements). • Implementing the following CPP e-Services to improve the client service experience: <ul style="list-style-type: none"> ○ Introducing functionality for clients to be able to submit, change or stop the Federal Voluntary Tax Withhold while applying for their CPP retirement benefit. ○ Introducing functionality for clients to view and/or request the Child Rearing Provision. Clients can now submit their application for the Child Rearing Provision through a stand-alone application in My Service Canada Account, or while completing their MyCPP retirement benefit application. ○ Monitoring of a CPPD client engagement pilot that has resulted in improved service through early and regular client contact. <p>Going Forward, ESDC will continue to advance the following CPP SIS initiatives:</p> <ul style="list-style-type: none"> • An interactive CPPD toolkit to provide clients, third party organizations and medical health professionals who complete clients' medical reports with a simple and user-friendly resource. 	
<p><u>Response to the Office of the Auditor General (OAG) on the Canada Pension Plan Disability (CPPD)</u></p> <p>In 2016, the Office of the Auditor General tabled a report on the Canada Pension Plan Disability program and identified the need for a comprehensive renewal of the program and emphasized three target areas of improvement:</p> <ol style="list-style-type: none"> 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. <p>ESDC agreed with the recommendations concerning these findings and launched a comprehensive renewal of the CPPD program which is consistent with both the Government of Canada's Benefits Delivery Modernization Agenda and ESDC's Service Strategy to improve program outcomes and</p>	<p>Kris Johnson, Director General, Canada Pension Plan Disability Directorate</p> <p>Julia Seferovic, Manager, Canada Pension Plan Disability Project Office</p>

<p>ensure client-centric service delivery to Canadians.</p> <p>The CPPD Renewal work plan is comprised of multi-year initiatives (2015-2019) that vary in the formality of experimentation to address problematic aspects of the program that have been identified. Such initiatives include both structured pilots with 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.</p> <p>Due to the ongoing nature of CPPD Renewal, limited data is available at this time both for specific Renewal initiative outcomes, and for the impact of Renewal more broadly. However, since 2016, good progress has been made on the CPPD Renewal work plan and much has been achieved with regards to commitments to improving the program's timeliness, consistency of decision-making, and openness to working with claimants and beneficiaries:</p> <ul style="list-style-type: none"> • A new reconsideration request form was launched in September 2018, simplifying the process for applicants to request recourse following a decision, and improving the ability of Service Canada to effectively recognize reconsideration requests. • All existing CPPD application forms, guides, and processes have been reviewed to identify how the Department can reduce the burden imposed on clients, and several simplified forms have been launched. • Starting in 2018 with 2017 results, the Department is reporting annually on its performance outcomes with regards to Service Standards – on the Service Canada website, in the Departmental Performance Report, and in the CPP Annual Report. • In September 2018, the Department launched a program-wide Medical Adjudication Quality Assurance Program that will provide key business intelligence and evidence on medical adjudication, both at the program and individual adjudicator levels. • Medical reference guides have been completed to support medical adjudicators with current research and factors to consider when assessing an applicant's eligibility. • The final iteration of the new and interactive CPPD toolkit is underway. The toolkit will provide clients, third parties and medical professionals with key information about benefits, including eligibility factors. 	
<p><u>Old Age Security (OAS) Service Improvement Strategy (SIS)</u></p> <p>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. 	<p>Megan Kennedy, Director General, Major Project Execution, Transformation and Integrated Service Management Branch</p>

<ul style="list-style-type: none"> • In August 2018, ESDC ensured that clients selected for automatic enrolment will be properly assessed for GIS entitlement, which involves information sharing with CRA. If entitled, payments to these first auto-enrolled GIS recipients will be issued in January 2019. • In August 2018, ESDC carried out the national roll-out of the integrated OAS/GIS application to ensure that individuals apply for the two benefits, eliminating the need to complete two separate applications. • ESDC 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>The Department launched a series of independent third party reviews to identify areas requiring immediate course correction. The Department has made improvements as a result of third-party findings and has implemented a number of changes required to ensure success for migration.</p>	<p>Barbara Curran, Director General, CPP and OAS, Transformation and Integrated Service Management Branch</p>
<p><u>Review of Service Standards</u></p> <p>In 2017-18, ESDC completed reviews of service standards for its main statutory programs: EI, OAS, and CPP. While these reviews found that current service standards are generally meeting client expectations, enhancements to the client experience were identified as an area for improvement. In particular, program information needs to be easier for clients to find, and communicated in plain language.</p> <p>Since then, in line with the Government of Canada's commitment to set transparent service standards, and the Treasury Board Policy on Service, ESDC has been working to improve the way service standards are presented to clients and increase the transparency of reporting.</p> <p>To deliver these improvements:</p> <ul style="list-style-type: none"> • A jurisdictional scan on how service standards are presented by provincial and territorial government departments was completed in November 2018. • A linguistic review of the service standards was completed in December 2018. This service standard text is currently being tested with clients to validate or further improve the language to ensure that clients understand how long it takes to access benefits and services. • Leveraging the results of the plain language review, linguistic review, and the client testing, the service standards information on program webpages for EI, OAS, and CPP is planned to be updated in February 2019. • Monthly reporting through those webpages will also be introduced in February 2019. 	<p>Mike MacPhee, 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>Trevor Milne, Director General, Call Centre Operations, Transformation and Integrated Service Management Branch</p>

<p>Going forward, the Department will continue to examine how it can strengthen the EI, CPP and OAS service standards to provide more meaningful, timely and transparent information to Canadians.</p>	
<p><u>Integrated Service Management</u></p> <p>Integrated Service Management (ISM) is a key element needed to deliver on the goals of the ESDC Service Strategy, Government of Canada Policy on Service and the ESDC transformation agenda. ESDC is working to identify and develop ways in which the department can integrate its approach to service delivery to better meet client needs now and in the future.</p> <p>An integral part of the ESDC transformation journey, ISM has aligned its framework with the new Service Target Operating Model and its business functions:</p> <ol style="list-style-type: none"> 1. Channel Management; 2. Network Capability and Capacity Management; 3. Quality and Performance; 4. Workforce and Workplace. <p>Eleven initiatives are currently being implemented to support these business functions. This work will continue through the 2018-19 fiscal year and beyond.</p> <p>In the last 18 months, ISM has advanced the maturation of integrated functions in key areas, through co-leadership with branches and regions. Examples include:</p> <ul style="list-style-type: none"> • Developed a departmental Integrated Channel Management Strategy • Developed and commenced implementing a plan for the future service footprint • Consulted widely on, and commenced implementing, a refreshed Service Excellence Workforce Framework, including updating key service roles for the future • Developed and/or implemented small scale pilot workload management initiatives across business lines, e.g., seasonal peaks, workload arrangements in small Service Canada centers, integrated benefits delivery modelling • Advanced other key integration pieces on behalf of the department, e.g., Channel Management Centre, standardization of operational policy, procedures and activities, knowledge management, quality framework, performance measurement. 	<p>Russell Egan, Director General, Integrated Service Management, Transformation and Integrated Service Management Branch</p>
<p><u>Direct Deposit and Address Information Sharing</u></p> <p>The Direct Deposit and Address Information Sharing Initiative (DAISI) is a collaborative effort 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>In November 2017 the Departments soft-launched the first iteration of the service to share direct</p>	<p>Megan Kennedy, Director General, Major Project Execution, Transformation and Integrated Service Management Branch</p>

<p>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>Since November 2017, approximately 460,000 consent transactions (individuals wanting to share their direct deposit information) have been shared as a result of DAISI, with 170,000 approved based on the solution parameters ("in pay" CPP and CRA clients).</p>	
<p><u>Video Chat Pilot</u> Launched in March 2018, the Video Chat Pilot is the Western Canada and Territories (W-T) Region's contribution to a new national initiative that seeks to provide clients with high quality service while reducing wait times in high-traffic Service Canada Centres (SCCs). Specifically, the pilot is reducing wait times at Winnipeg's Portage Place SCC — one of the busiest SCCs in the W-T Region — by offering queued clients a virtual service experience with Citizen Services Officers (CSOs) in Selkirk, Steinbach, St-Pierre-Jolys, Portage la Prairie, Dauphin and Flin Flon. This initiative decreases service wait times in high-volume, urban SCCs while maximizing resources in rural SCCs. Roughly 1,000 clients have now been served virtually.</p> <p>The virtual interaction is conducted over Service Canada's Skype network and principally targets clients who are seeking assistance with EI, CPP or OAS. With client satisfaction levels reaching 100%, expansion is underway to other sites in the W-T Region.</p>	<p>Pat Chaba, Director General, Citizen Services Branch, Western Canada and Territories Region</p>
<p style="text-align: center;">Showcase/Sharing</p> <p><i>Any resources in your jurisdiction that others jurisdictions may have an interest in applying or implementing.</i></p>	<p style="text-align: center;">Contact</p>
<p><u>Canada Education Savings Program</u> ESDC's Canada Education Savings Program is collaborating with its Citizen Service and Integrity Services Branches to develop a unique service delivery model to support the efficient processing and issuance of Social Insurance Numbers for children in care. This process is designed to give children in care in the Province of Alberta access to Registered Education Savings Plans and the Canada Learning Bond. While this approach is initially being developed with the Ministry of Alberta, there is potential to emulate the model in other jurisdictions for children in care.</p>	<p>Aileen Pangilinan, Director, Program Design, Canada Education Savings Program, Learning Branch</p>
<p><u>Collaboration in Action</u> Service Canada, Ontario Region has developed a <i>Collaboration in Action</i> presentation which highlights the collaborative work that is being done at Service Canada, Ontario Region, through its community based relationship model. With over a dozen key inter-jurisdictional relationships with federal, provincial and municipal partners and stakeholders, the Region's approach puts clients at the centre of service and program delivery. Guided by a robust governance structure, this approach</p>	<p>Mary Crescenzi, Director General, Strategic Services Branch, Ontario Region</p>

<p>leverages collaboration, innovation, and integration between different levels of government, community partners and stakeholders, leading to better policy and client service outcomes.</p> <p>Valuable insights into the best practices and lessons learned include:</p> <ul style="list-style-type: none"> • Connecting with communities through established relationships to understand their needs • Integrating service delivery with partners to provide first contact resolution • Increasing access to benefits with wrap-around service support with community partners • Providing convenient single access delivery sites with service delivery partners. 	
<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>We are interested in best practices for developing client-centric policies that could be incorporated into a Playbook ESDC is developing for creating client-centred policies.</p>	<p>Sandrina Esposito, Director, Transformation Planning, Design and Oversight, Transformation and Integrated Service Management Branch</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>