Implementation of KPMG Business Process Recommendations

Recommendation 1: The Division does not appear to fully utilize technology in the delivery of its services, resulting in an inconsistent approach to processes and the use of so-called manual workarounds that increase the time required to complete processes.

Action 1: OW intake processes will be streamlined. When the review was completed Caseworkers wrote out the applicant's information on paper, completed a Word document, and then entered it into the Provincial technology. With the formation of an Integrated Intake Team in the new service delivery model, intakes for all programs will be completed only in the required format and at the same time to improve customer response times.

Pending changes at the Provincial level include the ability for applicants to complete most of the application for OW online.

The use of technology to support communication between the Intake Team and Client Service Workers are expected to be enhanced in the revised work processes.

Action 2: The newly re-developed Program Integrity Team will monitor and maintain Job Aids and Operational Procedures in electronic format, ensuring they are consistently utilized and up to date.

Action 3: A project has been established with Peterborough Technology Services to explore options for replacing old scheduling and workload monitoring tools. In addition, the new service delivery model eliminated complicated hand offs between front-end eligibility, scheduling, and ongoing case management.

Action 4: The division is working toward all financial and HR documents being completed with digital signatures or approvals.

Action 5: The 2020 Building Conditions Assessment project is 100% digital. Data will be inputted directly into the database system that is used to analyze and forecast long term capital requirements for the social housing system.

Recommendation 2: The Division's processes appear to be heavily reliant on paper, as opposed to electronic formats, with associated inefficiencies (and costs) in terms of the movement and storage of documents. However, we note that in certain instances the requirement for paper documentation is prescribed by the Province, leaving the City with no ability to adopt electronic formats;

Action 1: The proposed structure allows for specialization in terms of the back-end finance and administrative functions by a specialized team who will assume responsibility for optimal document storage, working with any corporate initiatives that allow for electronic document management and file storage outside of OW client

files. This includes policy development that any records that are kept in a Corporate location will not be copied and maintained in the Division.

Action 2: Effective Spring 2020, Children's Services began the use of sync.com to share documents with Service Providers. Use of sync.com will be expanded in the fall 2020 to include all Child Care & Early Years service providers as well as Child Care Fee Subsidy clients.

Action 3: Effective June 2020, the Division has implemented Electronic Document Management (EDM) for OW client files. Weighing the financial impacts of the start up costs versus the administrative savings and increased staff time for value-added activities was part of the Business Case. This allowed for the elimination of the File Clerk role.

Action 4: Effective January 2020, third party reports were stored electronically in a secured shared folder where staff can access without printing. Once the EDM is fully implemented OW client information will be stored electronically.

Action 5: Social Assistance Modernization activities, which were accelerated with COVID-19, provide opportunities for staff to implement "paperless by default" initiatives such as promoting the use of MyBenefits document upload features and secure two-way communication channels with clients of various programs.

Action 6: With the City's implementation of the SAP software all purchasing card approvals are electronic.

Action 7: A review of housing administrative and financial functions began in September.

Action 8: Shared drives and other available technology will be better utilized to ensure documents are stored in only one place electronically and duplicate paper files are not retained.

Action 9: One of the Provincial modernization initiatives that the Division has piloted and will eventually role out across the Province eliminates the need for a monthly printed dental card for Ontario Works clients. With the assistance of Ministry IT staff, City staff assisted and validated data extracts from the Provincial system.

This local solution will electronically deliver a verified list of eligible OW clients through a secure web portal to our dental administration provider. The result is that all dental offices will be able to register to have access and OW clients can go to their dentist of choice to receive approved services. This solution eliminates the need for a paper dental card. Over time, all OW offices across the Province will be able to reduce the amount of paper printed as client's transition to e-statements or other electronic means to verify assistance.

2021 planned actions include: investigating further use of corporate SAP technology to reduce the number of paper hand offs, working with Finance staff to integrate and simplify back-end processes and duplicate paper record keeping.

Recommendation 3: While same or similar functions are undertaken within the Division (e.g. income verification), the Division has not adopted a one-window customer service approach, requiring client participation on multiple occasions;

Action 1: The new structure of the Division follows the client path and reduces the number of staff who engage with each individual:

- a one-window customer service approach at Intake with completed initial eligibility determination for all social services programs being done simultaneously.

- the Enhanced Verification Process (EVP) will become part of a dedicated Program Integrity team that completes audits on client files throughout the Division. This should be in place by November 2020.

- the narrowing of the scope of ongoing case management to create a one worker/one client relationship focusing on the development of Life Stabilization strategies for clients of all programs. Planning will ensure best-fit wrap-around services with internal programs and connections with other resources that stabilize individual's circumstances, support individual referral readiness, engage in exit plans, and provide temporary supports for employment or further education

Action 2: Further integration in terms of standardization of income and asset testing for all CMSM programs is the responsibility of the Province—the Division continues to advocate for this approach

Action 3: A review of Housing Stability Fund and rent supplements will ensure that eligibility determination is consistent and that limited resources are being maximized and available to the most vulnerable. Recommendations to date consider eliminating inconsistencies in approach and allow resources from across the Division to be better wrapped-around individuals and families.

Recommendation 4: In a number of instances, the Division's processes involve duplicate work steps, resulting in an increased investment in time on the part of employees;

Action 1: Staff have reviewed the existing Discretionary Benefit processes and will be making another series of recommendations to modify this program. Recommendations are anticipated to include dentures being administered by a third party provider which would eliminate the need for staff to track the progress of denture claims, manage a wait list, and directly issue payments for a service.

Action 2: Opportunities to amend the processes used regarding the issuance of and duration of bus passes provided which will be pursued with the Transit Division.

Action 3: Staff have reviewed processes and spending for the discretionary recreation benefit and have included changes in the 2021 to move a portion of

discretionary benefits to the Recreation Division to be added to the Recreation Division's existing subsidy program to ensure better auditing of the usage of these funds.

Action 4: The new Service Delivery Model which takes effect January 1, 2021 will include an Intake and Referral team that will complete some assessments and the grant of Social Assistance, Child Care Fee Subsidy, access to the centralized Wait List for Community Housing, the Homemakers program, and Homelessness prevention and diversion services/shelter intake. The file will then be transferred to a Client Service Worker for ongoing Life Stabilization activities only.

Action 5: The new model integrates processes by function across programs which provides a platform to reduce work steps and the number of people doing the same work.

Recommendation 5: The Division appears to provide a high level of service in terms of customer responsiveness, with clients able to access staff on a same-day basis with no prior notice;

Action 1: Through 2020 staff have introduced a Reloadable Payment Card to the Direct Bank Deposit (DBD) option which has resulted in over 85% of all payments now available overnight. The use of electronic means increases the level of responsiveness with reduced administrative work. The division has set a goal of 100% of payments by electronic means by the end of 2020.

Action 2: It is anticipated "crises" with clients will decline with enhanced relationships between clients and staff that is built into the new service delivery structure

Action 3: With the shifting of focus of leadership roles for customer service functions (i.e. Customer Service lead manager and supervisor; Life Stabilization lead manager and 4 supervisors) expectations around client interventions can be reset, clearly communicated, and managed

Action 4: With Ontario Works changes and anticipated Life Stabilization guidelines there will be an opportunity to promote "digital first" mechanisms for communication and provide further clarity around staff availability. Interactions will move from reactive to proactive contacts.

Recommendation 6: In certain instances, staff are required to spend time resolving errors that could be prevented if data was initially entered correctly. We understand that these preventable errors are due in part to the absence of a comprehensive understanding of the City's systems and Provincial regulations;

Action 1: Program integrity staff continue to work with funded community partners to assist with the proper completion of forms. If necessary, they will develop Job Aids and provide training sessions around the expectation that all funded organizations can provide required information within contractual obligations

Action 2: Program integrity and social planning staff continue work on Division-wide Operational Processes that address the recommendations in the Report

Recommendation 7: Some staff have expressed a desire for additional training beyond their initial onboarding with the City in order to ensure that they maintain a current level of understanding of Provincial regulations and processes, which they believe would contribute towards a reduction in preventable errors and the use of manual workarounds

Action 1: Training assessments by function have been completed for all staff needs based on the new service delivery redesign. The Trainer position will continue to ensure staff have the resources to maintain understanding of current Provincial regulations and changes as they are made. Supervisors will manage staff performance to ensure they are current with Provincial regulations and processes.

Action 2: The Program Integrity Unit will evaluate changes as they are implemented, provide analysis, and identify areas of improvement which will be shared with the Trainer and Supervisors.

Recommendation 8: While the City has established standard operating procedures with respect to the Division's processes, it appears that these are not being followed by all staff. Additionally, it also appears that compliance with the standard operating procedures is not being formally monitored on a consistent basis.

Action 1: Quality Assurance, including program and change review processes, are embedded in the activities of program integrity staff that will ensure that changes are implemented consistently within the Division and areas are identified where corrective actions are required.

Action 2: The new structure ensures that the Lead Team will have the capacity to monitor performance with this use of key performance indicators.