

Readiness Assessment

Integrated Case Management Project (ICM)

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**Confidential Draft 1.2 of an assessment of the readiness of MCFD for the deployment of ICM Phase 2.
Assessment is based on interviews with significant actors and a review of documentation.**

Integrated Case Management (ICM) Project:
Assessment of Ministry Readiness and Gaps for a Successful Implementation

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Background

The Ministry for Children and Family Development (MCFD), in collaboration with Ministry of Social Development (MSD), is engaged in the implementation of a modern Integrated Case Management System (ICM) designed to significantly enhance the capacity of the Ministry to manage client services across the full range of Ministry programs. The ICM project has now launched Phase 2 of the implementation. Phase 1, described as “Client Management Foundation” involved functionality that largely affected staff in MSD and was rolled out to a limited number of MCFD staff. Only 5 of the 300 MCFD staff sign on during a typical day.

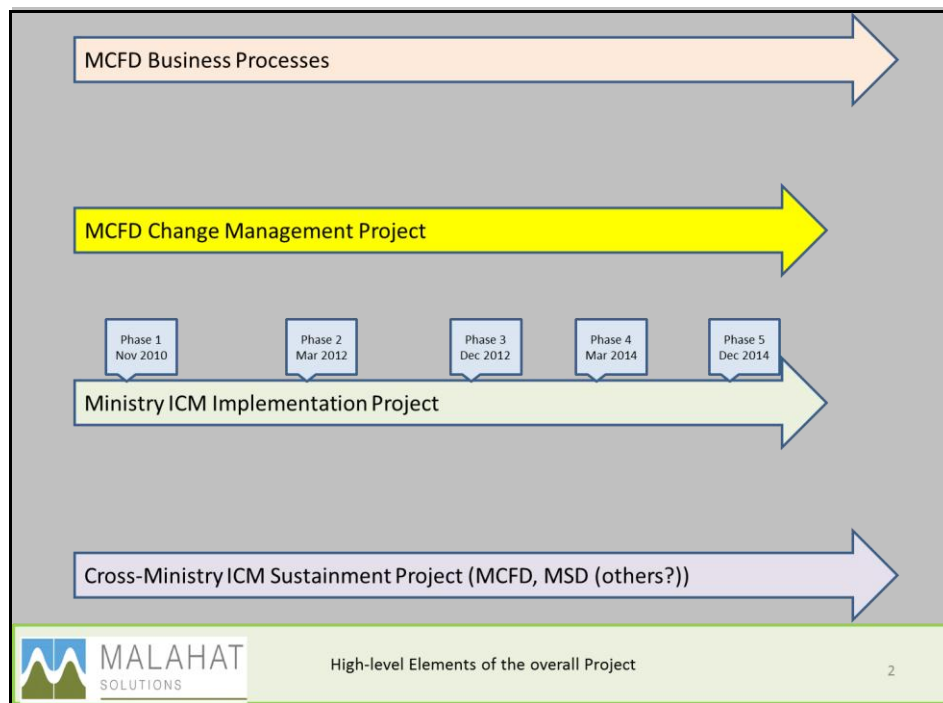
Phase 2 is intended to implement “Basic Case Management” for 2500 MCFD front line workers and an additional 300 MSD front line staff. This Phase “provides standards, common business process and tools for front-line workers to do their jobs effectively.” For the first time in the ICM Project there will be significant impacts in MCFD and a requirement for a substantial number of employees to be trained, sign on, and ultimately support the new system supports for their work. In addition, Phase 2 is to provide web access for selected contract service providers.

The ICM Project is expected to be implemented over 5 Phases in all. The objective of this review is to assess readiness and provide some recommendations for the implementation of Phase 2. Full MCFD deployment is targeted for Phase 4. The final Phase is to add analytics capacity and allow for the phase out of remaining legacy systems.

Interviews of key actors in MCFD, the ICM Project and Deloitte Consulting, the systems integration service provider, along with documents made available to us during these discussions form the basis for the assessments and recommendations below. A listing of interviews is included as Appendix A. Throughout the process a number of individuals served as sounding boards for the discussion and recommendations as they developed.

Interviews were conducted to assess readiness for the four streams of activity set out in the diagram below:

- MCFD Business Processes
- MCFD Change Management Project
- MCFD ICM Implementation Project
- Cross-Ministry ICM Sustainment Projects (locus of management, project controls, change controls etc.)



1. Core Process Changes and Work-Flow Impacts

MCFD and its contracted service providers include a significant proportion of personnel with high level of education and a long-established ability to deal with change, pressures for change and the intensity of external examination of their processes, successes and failures. As such, the systems deployment and associated change management requirements must be understood against the Ministry's historical backdrop.

a. Practice Quality Project

The Ministry is proceeding with a process designed to improve the quality of services delivered to the approximately 200,000 clients of the Ministry. "The Objective of the CAPP business model is to create a common case management model for identified practitioners. The CAPP model will support integrated practice between practitioners, access to common planning information and incorporation of selected specialized assessment material while protecting confidential information identified by business rules and governed by legislation." One practical end result of the quality practice effort that impacts the systems deployment will be a re-focusing of activity around teams, bringing a variety of skills and services to the management of a case.

The process requires change management on its own account, including extensive communication with staff in the Ministry and a wide range of service providers that deliver services to clients on behalf of the Ministry.

On the face of it, there is no contradiction between the implementation of an integrated case management system and the practice quality project. The end result ought to yield a more stream-lined and effective means of delivering services to vulnerable clients. The challenges confronted by the ICM implementation project are related to ensuring that the processes required to support the transformed practice are reflected in the COTS product. In turn, there is a significant change management challenge to the extent that existing processes and work-flows require noticeable change as a result of the practice quality project.

The CAPP Business Design: Integrated Case Management (ICM) February 14, 2011 document recognized the challenges associated with the need to implement changes simultaneously if the timelines of the ICM project are to be met, for Phase 2:

“The deployment strategy for the CAPP coincides with that of ICM phase 2, fully deployed by March 31, 2012. The deployment of CAPP and ICM will require that both practice methodology changes and information technology changes be trained out to field staff in a concurrent process, with the lead of the training being the practice methodology. This will required a concerted effort by the organization to have numerous associated activities coordinated.

- *Curriculum describing the practice methodology and relation to the ICM technology will need to be jointly developed and potentially staged.*
- *The specialized assessments processes will, where required, need to be trained out in relation to the CAPP process with reduced requirements.*
- *Existing policy and procedures will need to be reviewed, reduced and aligned with the new process noted above.*
- *Deployment will require considerable coordination of the required training resources provincially.*

“Given the scope of the deployment there are notable constraints that will require consideration.

- *Process changes will be challenged by existing process and relationships between MCFD and service partners.*
- *Availability of training resources and expertise to facilitate a change to a practice methodology and information technology change.*
- *The rationalization of roles and responsibilities for the CAPP process, ICM and organizational administration. Currently there are roles and responsibilities within the current system that that are independent of practitioners, yet provide support the management of information and services.*

The CAPP Business Design document asks the core question confronting the overall effort to alter the delivery of services using both technology and a business change plan. This document will provide some specific recommendations below that will seek to reconcile the demands placed on the Ministry by these pressures. In addition, the change management discussion below will recommend a change of

emphasis from the 'training' focus of the CAPP Business Design document to a more inclusive employee engagement strategy, at least to the extent that change management is directed at the impacts of the systems deployment.

b. Implications of a COTS Product Implementation

The decision to acquire and implement a Commercial-off-the-Shelf (COTS) product is consistent with the drive to contain software and systems development costs among governments and the private sector. In this instance the product (Siebel) is based on a commercial CRM solution and has been modified to allow for the use of the software as a case management tool in the social service delivery sector. The choice of COTS brings greater predictability in costs and delivery paths than is generally met with pure custom development. The decision to select Siebel over its competitor was based on an assessment of the greater capacity to allow for configuration of the base product.

Wherever possible, customization of the product must be avoided both for reasons of the initial costs and the on-going expenses associated with new software versions, including the underlying Oracle database. A useful analogy was provided by the Deloitte team. They compared the software to a door into a standard room. The replacement of the door, or changes to its colour are relatively easy, a change in the frame will be expensive and difficult.

The somewhat inflexible nature of a COTS product has significant implications for the processes by which requirements and existing workflows are collected from staff in the Ministry. ***It is crucial that a message be communicated early in the process that the job of the groups gathered together to provide input to requirements is to also seek to match those to the underlying processes in the software.***

An interesting example is provided in internal complaints processes. There are thirteen different forms and types of questions asked in use across the Ministry. These, in turn, lead to a wide variety of distinct

Recommendation 1a: Direct and focused communication of COTS requirements and an alignment process between the COTS requirements and Ministry practice.

Recommendation 1b: Language and data descriptions in the CAPP Design process may not always match the use of terms in the COTS product and may not align with terms in MSD requirements. A focused nomenclature alignment process should be launched immediately.

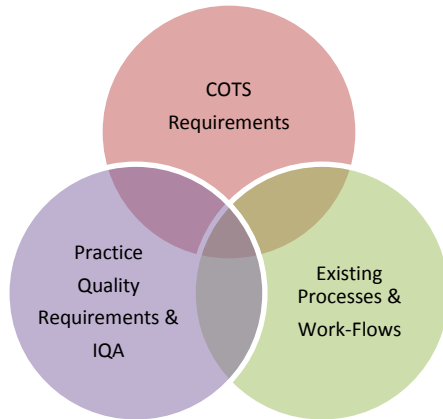
reports. The ICM software contemplates one complaints form, one set of reports, albeit supported by a robust set of analytical tools, and effectively one process for managing the complaints. A group of people are working on the development of a single form, report and process. This will lead to the

requirement for changes in each of the 13 divisions using distinct forms. Similar issues will be uncovered in a wide variety of Ministry activities.

The COTS reality specifically also impacts the development and growth of the Integrated Quality Assurance program as it will be dependent on the utility and reliability of data collected by staff activity and made available for analysis by ICM.

c. The Change Management Challenge

The Venn diagram below pulls together the three elements that must be understood and among which conflicts and contradictions must be resolved to allow the overall project to achieve success. We start



with the assumption that the work involved in reconciling the potential issues between the underlying COTS design and the existing processes and work-flows can be completed in relatively short order. We assume further that any tensions and potential road-blocks will be exposed by the process currently underway. This involves up to 25 Ministry employees from across the system and extensive session leadership by Deloitte consultants.

The Venn approach also helps to point to the complexity of the overlaps between the elements. As the *status quo* processes and work-flows are reconciled with the COTS design, a further project must seek to resolve any issues created by the practice quality project. Some change management project discussion is found in 4. below.

d. Constraints – Privacy Protection Requirements

The Phase 1 implementation in MCFD involved a small number of staff and met issues related to the management of personal data. This is the classic security and privacy dilemma – when we restrict views

Recommendation 2: Privacy requirements must be aligned with systems capacity and requirements.

of data concerning a client to single individuals we eliminate the capacity to deliver services in an integrated fashion. While Phase 1 appears to have resolved this dilemma by allowing access to data only to single individuals, it also largely made the addition of integration functionality a moot

point. The mandate for this paper does not include a discussion of the underlying privacy issues in the implementation of ICM. The Privacy Impact Assessment work already completed will serve as a foundation from which ***the Ministry is working to resolve these issues and to align privacy requirements with the COTS design and the practice quality design.***

e. Constraints – Evolution of Work-Flows

Existing work-flows are most likely to be extensively impacted by the practice quality process. Any move to a team management model in which the client can effectively turn to a single Ministry contact who is then able to marshal the required resources will lead to a requirement to sort out any privacy, classification and core organizational issues.

Recommendation 3: Early efforts should be launched to develop alignment of workflow changes required for CAPP with the current situation and further alignment sought with ICM systems requirements necessitated by the COTS project.

Workflows and processes will be impacted simultaneously by the implementation of the CAPP project and the ICM implementation. ***The Ministry will require a more focused effort to work with and manage the implications of changes among employees.*** There is no reason to assume that work-force related issues will prevent the project from proceeding, as the tools and techniques to manage this kind of change are readily available, but the organizational and change management supports have to develop greater

awareness of the issues and challenges than is currently the case.

2. Other Issues Identified in the Review

In the process of examining the readiness of the Ministry for the complexities of the ICM deployment and the tight timelines in Phase 2 a number of other issues came to light. While these do not fall directly within the mandate of this review, they are worth highlighting as they will become pressures relatively quickly.

A-ICM System Sustainment: By the time of successful deployment of Phase 2 of ICM a set of decisions will have to be made regarding the on-going maintenance and sustainment of the system being constructed. At this stage, there appear to be discussion on-going between MCFD and MSD, with no distinct evidence of conclusions regarding governance, approach, engagement of other Ministries that will join the ICM environment and so on. ***It is likely that this effort will require support from the government's Shared Services organization – this process ought to be launched almost immediately.***

B-Decommissioning of Legacy Systems: MCFD currently operates 46 known legacy systems, many of which were built to serve particular service delivery requirements. It should be expected that some significant proportion of these systems should be subject to decommissioning through and orderly process that tracks the replacement of their functionality by ICM. In addition, there will be impacts of IT staff as the decommissioning process proceeds. At this stage, there appears to be no firm planning process in place to manage decommissioning of legacy applications and the associated impacts on staff.

A planning process should be launched simultaneously with the sustainment process above, as there may well be significant need for the redeployment of staff.

3. Organizational Support Requirements

The core, and in many ways most readily repaired, issue lies in the lack of a stream-lined structure for leadership and decision-making related to the ICM system. It is not clear that there is a single executive with enough “skin in the game” to be fully accountable and to provide focused leadership to the process of implementation. Complex projects historically fail because there is a lack of clear accountability among the leadership and in turn, among the staff assigned to deliver the outcomes. At this stage this attribute is simply missing in the ICM project.

a. Executive Sponsor

The selection of an Executive Sponsor has to come from a high enough level in the organization to allow for swift and effective coordination with the CAPP practice quality project. As such, the logical Executive Sponsor for the CAPP project is the Chief Operating Officer (COO). A person at that level can work effectively with the leadership of the CAPP project, ensuring that requirements flow in both directions and are fully understood in the two streams. The COO should also be provided with effective decision-making authority.

- i. **Relations with other Ministries:** The Executive Sponsor maintains relations with

Recommendation 4: An Executive Sponsor for the ICM Project should be appointed immediately and the appointment communicated to the Ministry.

other Ministries affected by the ICM project including SD and Citizens’ Services. Issues, such as the sustainment requirement flagged above, and potentially the contract management requirements will be taken to counter-parts to ensure that timely action is taken to deal with associated needs and requirements.

- ii. **Financial accountability:** The ICM project has committed nearly one-third of the Government’s capital budget. It is a high-profile initiative developed in the face of clear needs for the solution involved and a clearly major commitment of money and focus. Clear accountability is essential to the success of this overall effort, including accountability to Treasury Board.
- iii. **Risk management:** Assuring success for the ICM project requires the development and maintenance of a sound risk management plan focused on the ICM project. Such a plan will help ensure that risks to the success of the project are fully understood, anticipated and detailed. In turn, the resolution of elements or events that threaten the success of the project will attract early attention and intervention because of the risk management plan and processes.

- iv. **Final decision maker in event of disputes:** An inevitable component of complex technology implementations is the potential for disagreements in tactics and occasionally strategy among persons tasked with the various activities. The Executive Sponsor acts as a clear point to which disputes and disagreements can be brought to rapid resolution.
- v. **Communication with the Ministry:** The Executive Sponsor ensures that the Ministry as a whole becomes fully engaged in the deployment project. This requires well-developed and effectively executed communications planning. This communications planning, in turn, must be integrated with other source of communication in the Ministry, including the CAPP project and the Integrated Quality Assurance program

b. Executive and Regional Leadership Buy-in

A clear challenge for all large systems deployment projects lies in the frequent failure of executive leadership to come on board with the project and to accept and communicate the benefits that will be

Recommendation 5: Executive Buy-in for the ICM changes must be required.

derived from successful implementation of the project. While part of the responsibility for developing understanding among staff of the benefits to be found in using ICM to provide support to front-line business delivery

falls unto the change management and communications processes, a significant responsibility falls to executive members and regional leadership in communicating support for the project and generating enthusiasm for the deployment and associated changes among staff.

Part of the process of ensuring Executive Buy-in involves focused communications regarding the benefits to the Ministry of the ICM project and the adoption of modern tools for the work of the Ministry. Overall, members of the Executive must see the CAPP and ICM projects as key to their work in the Ministry and as a critical part of their overall responsibility as senior leaders.

A key role of Executive in the Ministry is to provide information about, and support for the two associated change processes – CAPP and ICM. In this role, Executive acts as a key conduit for

Recommendation 6: Strengthen Ministry advisory processes through a formalized Ministry Advisory body (designed to be consistent with current practices.)

information designed to build support among staff for the CAPP changes and also a key conduit for information to the ICM deployment team.

In order to facilitate cross-project communications a Ministry Advisory Committee providing advice to both core projects (plus the QA initiative) should be strengthened and formalized to ensure issues are recognized swiftly. Such an advisory committee should also include some representation from the regional leadership levels. Adding Regional Executive Director input ensures that issues from the working and front-line levels are quickly transmitted and addressed.

c. ICM Deployment Staff

The Ministry has appointed an Executive Project Director to provide direct management to the deployment program. In turn, a group of IT staff reporting to the CIO and the Director of Information Management have been assigned to the project to provide

Recommendation 7: Clarify reporting structures ensuring IT staff working on ICM and requirements gathering staff report to the Executive Project Director for the duration of the ICM project.

Ministry business analysis and to engage in knowledge transfer necessary for the system to be operated in the future. Similarly, the Ministry has attracted a group of 25 staff from across the province to assist in fully identifying processes and requirements at the service delivery level.

Both the Ministry IT staff assigned to the project and the requirements group have confusing reporting relationships with the project. Again, confusion in reporting relationships creates significant risks to the success of the project. Success depends on the ability to make clear decisions and to implement those decisions.

In my view, Ministry IT staff assigned to ICM along with the requirement development group, and their leadership, should report directly to the Executive Project Director. This position will see the need to make changes in personnel from time to time, moving people back to their normal roles in the Ministry and attracting others to the project. These moves, which become essential in a project cannot be subject to consensual decision-making processes that engage personnel responsible for the day-to-day operations of the Ministry. Confused reporting process are a guarantee of failure to make decisions and a certain, major risk to the success of the project.

It is not possible or logical to hold individuals accountable for the success of their piece of the overall project when they do not have clear control over those elements that are key to their success.

d. Appropriate Resource Allocation

It is clearly the case that the majority of people working with the ICM project are doing the job 'off the side of their desk' or as an addition to their normal duties. While that is not unreasonable for many

Recommendation 8: Assign core staff and core leadership fully to the ICM project.

activities, where engagement requires significant and constant attention, persons should be assigned to the work, recognizing that other activities will have to be carried out by additional staff. The ICM project needs to swiftly

examine the roles of key persons, including ADM's with regional responsibilities to ensure that the demands on their time and attention are reasonable in the context of what they currently see as their mandate. Given the tight timelines, the re-examination should be carried out almost immediately.

4. Change Management Project

Change management is frequently the subject of much lip-service and relatively little action. It is also frequently seen as a 'training' question. While the first inclination is dangerous, the second is frequently a guarantee of failure, particularly in a workplace that serves the public. In the case of MCFD not only are services delivered to the public, but many among the public are some of the most vulnerable people in the society.

The change management project must be composed in almost equal parts of communications and employee engagement plans.

The objective of communications is to ensure that staff at all levels are aware of the direction that the

Recommendation 9: Appoint a change management lead for ICM immediately, reporting to the Executive Sponsor:

- Develop communications plan
- Develop employee engagement plan
- Build support strategy in the regions and programs
- Align plans with Deloitte

Ministry has selected with respect to the deployment of a technological support system for their work. This communications strategy has to include a focus on the 'why', the 'what', the 'how' and a piece of the 'what's in it for me' messages. At the same time, the messages involved need to make it clear that this does not involve a debate over whether or not this deployment will proceed: the Executive has made the decision to proceed, any discussion

from here is about how best to ensure everybody is on side and working towards success of the overall project.

The employee engagement plan built as part of the change management project is to ensure that there can be discussion and questions, along with support for the proposition that staff are entitled to answers for their questions. Training, in this context, is not employee engagement. Essentially, the purpose of training is to make sure people are able to use the new tools effectively.

a. CAPP Change and ICM Change

Both elements of the overall initiative require effective change management. It is advisable, therefore, to create a joint change process, led by a single individual accountable to the ICM Executive Sponsor and to the CAPP executive leadership. This needs to involve a full-time responsibility for an individual. The Ministry Advisory Committee above would act as a direct source of advice to the Change Management process.

The change management lead would also work closely with Deloitte change management staff and would adapt Deloitte change management frameworks and tools for use in the Ministry.

Appendix A: List of Interviews

Jill Kot, ADM Integrated Case Management
Chuck Eamer, ADM MCFD
Sucha Kukatla, Lead Partner Deloitte Consulting
Mark Sieben, DM MSD and Chair of DM Steering Committee
Sandra Griffin, ADM Quality Assurance MCFD
Kim Henderson, DM Ministry of Citizens Services, DM Steering Committee
Dave Nikolejsin, Associate DM, Province CIO
Derek Sturko, COO MCFD
Doug Hughes, ADM Practice Change, MCFD
Martin Wright, CIO MCFD
Ken Reimer, Director of Information Management MCFD
Kim Lacharite, Executive Project Director for ICM, MCFD
Kelly Mackinnon, Director Change Management Phase 1, MCFD
Alain Guilbault, Deloitte Consulting
Kevin Armstrong, System Architect, Deloitte Consulting
Alys Pivetta, Business Lead ICM MCFD



Appendix B: Table of Project Elements

#	Requirement	Comments
Executive Leadership Requirements		
1.a	Accountable Executive Sponsor	<p>At the time of the development of this report there was no clear evidence of an Executive Sponsor for the ICM Project. It is assumed the new Chief Operating Officer assumed the role of Executive Sponsor from his predecessor but this has not been clearly communicated to the organization.</p> <p>The lack of Executive Sponsor represents a major weakness and an extreme risk to the project as a whole and must be addressed. Given the organization in place this is an easy issue to resolve.</p>
1.b	Executive buy-in	<p>There does not appear to be active Executive buy-in for the Project. Visible executive leadership and support for the project is required to help with the change management aspect of the project. In my view, this is readily remedied once it becomes clear that the intention is to proceed with the project, and that significant benefits will accrue to those directly responsible for the delivery of services to the clients at the front line.</p>
1.c	Active involvement of regional leadership	<p>At present, Regional Executive Directors and Regional Executive Directors of Practice are not nearly as engaged on the ICM initiative as they should be. This may be, at least in part, due to the apparent lack of open/frank discussion at the leadership table about the ICM project.</p> <p>This is an easy fix to implement since it is simply a matter of having the ICM project and associated status updates a standing item on the Executive agenda .</p> <p>In addition, clear direction needs to be provided by the DM and COO re: expectations of Regional Leadership in terms of their role re: implementation/change management</p>
1.d	Lack of Communication	<p>There does not appear to be any sustained communication to the organization about the ICM project, its timelines and what it means for staff.</p> <p>Without sustained communication effort, the project's success is at risk.</p>

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1.e	Clearly delineated Ministry risk management plan	Risk management plans and processes are in place for the ICM project as a whole. Given the heavy dependence on MCFD for success of the overall project, a specific risk management group needs to exist with direct reporting lines to the Executive Sponsor. Representation on the risk management group should cut across the obvious programmatic divisions in the Ministry.
1.f	Clear line of authority for ICM project staff, and requirements gathering staff	<p>Currently, staff assigned to the ICM project appear to have unclear lines of responsibility; they are unsure whether they report to the OCIO or the Executive Project Director. This presents conditions unfair to the staff and makes the task of project management for the MCFD implementation unnecessarily complicated and risky. Again, resolution is simple.</p> <p>Currently, a group of 25 employees from across the Province are assisting with the definition of processes and requirements for the system. See 2.a below. The group should report up through the Executive Project Director for the Ministry's ICM implementation.</p>
1.g	Effective steering committee structure	<p>At this stage there is a DM's steering committee to manage the overall direction of the project as it impacts several ministries. It is less clear that the Ministry's senior leadership committee currently provides significant and effective leadership to the project. In part, this may be due to their focus on practice quality.</p> <p>This group of senior leaders needs to act as the leadership coalition for the project – providing strong oversight, direction and decision making. This group needs to be on the same page at all times (it is not clear that they have been).</p>
1.h	Appropriate resource allocation	At this stage there is an excessive dependence on persons working with the ICM project "off the side of their desk". Reduction of risk requires that assignments become central to the working lives of people working with the project.
Outstanding Significant Issues		
2.a	Integration of core change processes in the Ministry	<p>The Ministry has a number of core change processes underway, including the implementation of CAPP, the change in practice. At the same time, there is a drive to create an integrated quality assurance program which will place important demands on the capacity of ICM to produce data for analytics crucial to any QA process. There is a general expectation that it will be possible to proceed with the changes in process, practice and work flows necessitated by these initiatives while proceeding with the ICM implementation.</p> <p>This presents a major challenge for the implementation process, but becomes possible when placed into the context of the other issues and recommendations in the report.</p>

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2.b	Clear understanding of implications of COTS implementation	It is not clear that this group fully understands the implications of what it means to work with COTS applications – configuration is relatively straight-forward while customization is not acceptable. Once that issue is understood, the group should be encouraged into participating in ‘out-of-the-box’ thinking about what changes in work process might be needed. The same message should be delivered to the senior Ministry leadership to ensure that there is understanding of this crucial point across the organization.
2.c	Privacy issues resolution process	There are currently tensions about the way systems will treat privacy issues in this very sensitive environment. Clearly there is a tendency to protect information and control access to it that is a universal feature of practices in MCFD. At the same time, new models of practice will require that the views on privacy be reconciled and the capabilities of a modern software system to control and monitor access fully understood.
2.d	Internal communication process	A systems project with impacts that will ultimately touch every employee of the Ministry and all of its service providers across the Province needs to build a dedicated communications channel that can communicate the advantages that will be brought to service providers by enhanced and simplified record-keeping and processes that make service to the client more predictable and ultimately more seamless. At this stage, such a channel does not exist.
2.e	Employee relations processes with respect to classification and organizational impacts	Changed work-flows and processes, along with changes in practice will have an impact on the work arrangements and potentially the classifications in the Ministry. As such, an active HR management and planning process is required to ensure support for the new system and the new practice methods. It is not clear that this process is sufficiently focused and underway at this point. Outputs will be needed by the time Phase 2 goes live in March-April 2012.
2.f	Contract management module design/resolution	Contract management capacity is needed for Phase 4 of the overall ICM project. There is, at this point, no conclusive decision of the path to effective contract management that can be integrated with ICM for MCFD. While this issue is beyond the scope of this assessment, it should be addressed relatively quickly given the planned implementation in 2013.
2.g	MCFD ICM implementation plans	This planning process is consistent with normal expectations. An MCFD focused ICM project plan is being developed – but needs inputs from all areas of the ministry. The project director and associated staff will need the ability to access staff/resources and direct the pulling together of their activity plans. To date, this does not appear to have been strongly supported.

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Change Management Project		
3.a	Change Management project establishment	The Ministry has begun the task of identifying the change management requirements that come with the ICM project. In addition, Deloitte will deliver an industry-standard change management methodology. As such, the commitment to the process of developing a change management project is clear.
3.b	Selection of change management project leadership	This is an outstanding issue.
3.c	Employee engagement plan	There is no employee engagement plan at this point. The Change Management Project will develop this in the early stages of its existence
3.d	Roll-out plan designed to gain maximum support	There is no roll-out plan at this point. The Change Management Project will develop this in the early stages of its existence. This, in turn, will be rolled up into the overall implementation plan.
IM/IT Department Impact Management		
4.a	New system sustainment plan	By the go-live date of Phase 2 of ICM there will be a clear need to determine accountability for the sustainment of the new system. At this stage, no resolution has been arrived at with respect to sustainment and to the locus of accountability for sustainment.
4.b	Sustainment governance model developed and ready for implementation	ICM will ultimately serve all branches of government focused on human services and the management of cases, in order to leverage the value of what is being built to the greatest extent possible. In order to arrive at a reasonable, cost-effective solution to a sustainment model, issues of governance must be resolved. It is likely these will require some leadership from bodies like the Shared Services organization.
4.c	Legacy application decommissioning strategy	ICM Project Plan does involve a decommissioning strategy, which will be followed by detailed decommissioning plans. There is a resource assigned to the project working on this.
4.d	Role assignment plan for IT staff	The legacy system decommissioning plan is crucial as a backdrop to the IT roles exercise.

Appendix C: Listing of Recommendations

Recommendation 1a:

Direct and focused communication of COTS requirements and an alignment process between the COTS requirements and Ministry practice.

Recommendation 1b:

Language and data descriptions in the CAPP Design process may not always match the use of terms in the COTS product and may not align with terms in MSD requirements. A focused nomenclature alignment process should be launched immediately.

Recommendation 2:

Privacy requirements must be aligned with systems capacity and requirements.

Recommendation 3:

Early efforts should be launched to develop alignment of workflow changes required for CAPP with the current situation and further alignment sought with ICM systems requirements necessitated by the COTS project.

Recommendation 4:

An Executive Sponsor for the ICM Project should be appointed immediately and the appointment communicated to the Ministry.

Recommendation 5:

Executive Buy-in for the ICM changes must be required.

Recommendation 6:

Strengthen Ministry advisory processes through a formalized Ministry Advisory body (designed to be consistent with current practices.).

Recommendation 7:

Clarify reporting structures ensuring IT staff working on ICM and requirements gathering staff report to the Executive Project Director for the duration of the ICM project.

Recommendation 8:

Assign core staff and core leadership fully to the ICM project.

Recommendation 9:

Appoint a change management lead for ICM immediately, reporting to the Executive Sponsor:

- Develop communications plan
- Develop employee engagement plan
- Build support strategy in the regions and programs
- Align plans with Deloitte methodology
- Align planning and timelines with CAPP equivalents