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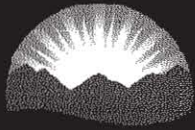


## DM Prioritized Practice Shifts

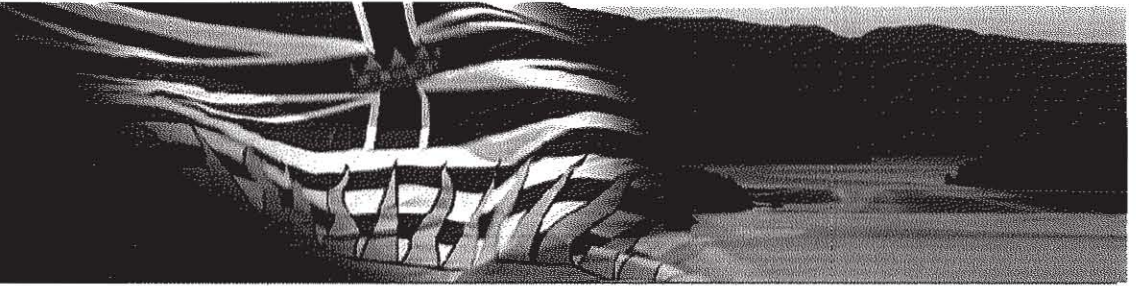
Grouping	From	To
<b>Integrated Information Sharing</b>	<b>From</b> Limited cross program and ministry information sharing	<b>To</b> Broader public sector, secure information sharing (including service providers)
	<b>From</b> Inconsistent information sharing practices and training	<b>To</b> Holistic, consistent information sharing practices and training with role based access
<b>Improved Access</b>	<b>From</b> Inflexible, complicated and siloed service delivery	<b>To</b> Integrated service delivery
	<b>From</b> Limited communication and access options (regional client and service provider )	<b>To</b> Broad range of provincial communication and access options for clients and service providers
	<b>From</b> Ministry determined business application and information architecture standards	<b>To</b> Interoperable business application and information architecture standards
<b>Better Decision Making</b>	<b>From</b> Limited information decision making	<b>To</b> Evidence-Informed decision making
	<b>From</b> Competing and inconsistent privacy legislation and policy	<b>To</b> Consistently understood and applied rules to provide protected, auditable appropriate privacy

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## Top 10 ICM Guiding Principles – ICM ...

1. Is individual citizen centred
2. Is a user-friendly tool that helps staff & service providers to better serve BC citizens in a secure environment
3. Uses standard processes to improve individual outcomes for citizens
4. Is independent of organizational structure
5. Embodies the “to be” vision of social sector service delivery
6. Facilitates and optimizes appropriate information sharing within the boundaries of privacy requirements
7. Provides for evidenced-informed decision making at all levels
8. Provides the user at the earliest opportunity with essential and critical information about the citizen
9. Contains no customization – focuses on key (not one-off exception) requirements
10. Requires no re-input of information – enter once, use multiple times





## **Integrated Case Management Project**

# **Project History**

**Ministries of Housing and Social Development,  
Children and Family Development, and Labour and  
Citizens' Services**

# **DRAFT**

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<b>Version:</b>	<b>4.0</b>
<b>Date Issued:</b>	<b>October 2008</b>
<b>Project Executive Director:</b>	<b>Bobbi Sadler</b>
<b>Authored by:</b>	<b>S. Smith &amp; S. Murphy</b>

## Document Revision History

2009-11-30  
MSD-2012-00618  
Page 4



## ICM Project History

Version	Date	Changes Made By	Description of Change

## ICM Project History

### Signature of Approval

Reviewed by	Signature	Date
Linda Bradford Executive Director, ICM Project Management Office		

Approved by	Signature	Date
Bobbi Sadler Project Executive Director, ICM Project		



# ICM Project History

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## Purpose

This document chronicles key Integrated Case Management (ICM) project events. Recording the ICM events and lessons learned may assist in future initiatives and will assist in knowledge transfer to future ICM Executive, team members and stakeholders.

The ICM project includes the following key organizations:

- The Ministry of Housing and Social Development (MHSD) (previously the Ministry of Employment and Income Assistance);
- The Ministry of Children and Family Development (MCFD); and
- The Ministry of Labour and Citizens' Services (MLCS), primarily, the Office of the Chief Information Officer (OCIO).

This document will be updated quarterly and maintained by the ICM Project Management Office (PMO) with the support of project leadership and team members. The document documents key project activities of MCFD and MHSD between 2002 and 2005 and activities of the joint project from 2005 until January 30, 2009.



# ICM Project History

## 1 The Integrated Case Management Story

### 1.1 Project Background – MHSD<sup>i</sup>

Ministry of Human Resources (MHR) (became the Ministry of Employment and Income Assistance (MEIA) and is now Ministry of Housing and Social Development (MHSD))  
Alternative Service Delivery (ASD)

#### Phase I – 2001-2002

The objective of this initiative was to develop alternate service delivery options for the income assistance and employment programs; identify policy and program changes; recommend enabling technologies; develop a business case for proposed options and develop an implementation strategy for the selected option.

#### MHR ASD Phase II – August 2002

Transferred knowledge of ASD Phase I to Ministry staff; refined the enterprise architecture work and positioned the Ministry to continue with Electronic Service Delivery (ESD).

#### MHR ESD Initiation – August 2002 – March 2003

ESD planning identified the need for procurement of IM/IT Solution Services with a focus to modernize the IM/IT Infrastructure. The result of this planning was a recommendation not to proceed with determining an IM/IT Solution without clarity on the business service delivery model.

#### MHR ESD Implementation – April 2003 – December 2003

Developed a Project Charter, Future Business Model, Business Model Analytics, Future IM/IT Conceptual Architecture; Implementation Plan, Business Case and Executive communication.

#### MHR ESD Stage I – August – October 2003

Stage 1 identified offices that could be closed or streamlined in order to realign the Ministry regions from 9 to 5 regions. It also identified opportunities for performance improvement, utilizing limited new and existing technology, to support office realignment and to create additional capacity.

#### MHR ESD Stage I – Process Improvements – October 2003 – December 2005

The process improvements aligned field practices with key Ministry directions to achieve efficiency and effectiveness gains in support of moving to enabling technology.

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## **MHR ESD Stage 1 – HR 81 Feasibility Study – January – May 2004**

Produced a feasibility study that identified options for automating the HR-81 form reporting (reporting of income). A decision was made by Ministry Executive not to move forward with this option at that time.

## **MHR Financial Reporting and Financial Process Re-Design – March – November 2004**

This project was comprised of five phases:

- Assessment of Expenditure Monitoring report package; quality assurance of Ministry-level Key Performance Indicators and analysis of caseload forecasting process
- Design and pilot of Expenditure Monitoring Package
- Design and pilot of Caseload Forecasting
- Assessment of Budget Management and Financial Reporting
- Redesign of Budget Management and Reporting Process

## **MHR ESD Stage II Initiation – May – November 2004**

Implementation options were reviewed within the Ministry and it was determined that two options needed further work with respect to using the Joint Solution Request for Proposals approach to procure new technology and system integrator services. The project was put on hold in November 2004, at Executive request, pending potential changes in the Ministry strategic direction.

## **MEIA Multi-Channel Service Delivery (MCSD) Initiative Resource Recruitment – February, 2006**

An internal expression of interest<sup>ii</sup> secured management and project officer staff. Recruitment of Change Agents occurred in September 2007. The MCSD team was comprised of individuals that represent an array of Ministry service delivery expertise.

Lessons Learned: The launch of the MCSD Initiative resulted in some key lessons learned:

- Support staff in the transition from operations to project work, specifically the shift to functional reporting.
- Provide clear roles and responsibilities between MEIA, MLCS and MCFD, staff and consultants to assist with transition and assignments.
- Establish clear rules around travel and re-location for project staff to contain costs.
- Begin with a smaller team, as project delays can impact workloads.
- Postpone the engagement of policy resources, until work packages are identified.



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- Engage the Public Service Agency early to ensure resource classifications are comparable between the three ministries and that exclusions are secured.

### MCSD Key Accomplishments – 2006

- Creation of 'swim lane' process diagrams for all program area processes/services
- Initial gathering of business requirements, and creation of an "Opportunities Registry"
- Launch of 'positioning projects'
  - MIS Month End (Cheque Run) Review project
  - CTS Enhancements project

### MCSD Key Accomplishments – 2007

- Project integration with ministry initiatives including Personal Supports, Workload Analysis and Simplification
- Development of ICM 'mock-up' and 'who we serve' montage
- Began integration with SSIIM/ICM Office
- Recruitment/establishment of Change Agents
- Continuing with 'positioning projects'
  - Complete MIS Cheque Run Review project
  - Rebranding of MED project to include CTS Enhancements and MFD rollout
  - Telephone Management Feasibility study

## 1.2 Project Background – MCFD<sup>iii</sup>

### MCFD – Prior to 2002

- In 1995, the first phase of the Management Information System (MIS), Social Work System (SWS) was implemented to support adults with disabilities.
- In 1996, the second phase of the MIS SWS, Intake and Child Services (I&CS) system, was implemented to support the new child protection and family services legislation
- In 1997, the Ministry implemented the last phase of the MIS SWS System, Resource and Payment (RAP), to address the requirements for contracting and payments to residential resources used by adults with disabilities, and children-in-care.
- April 1998, the Ministry conducted a Contract and Program Restructuring Review.
- In 2000, work to identify options for replacing legacy systems, focusing on MIS SWS was initiated.
- In July 2000, the Contract Management System (CMS) Functional Requirements Review was conducted.
- In April 2001, a gap analysis with the Oracle Contract solution was performed.

## **ICM Project History**

- In March 2002, a CMS Project Review was conducted and it was decided not to go ahead with the CMS System.

### **MCFD – Review – 2004**

MCFD conducted a review of commercial off the shelf software products as a solution to replace the MIS SWS legacy system. No software was selected and no further work was done on replacing the MIS SWS legacy system.

Other legacy systems however, such as the Adoption Management and After Hours systems were replaced during this time.

### **MCFD – Business Requirements – 2005**

MCFD consolidated existing contract management documentation into a single business requirements document that identified gaps between current business processes and the desired future state. These requirements were used to develop and implement the Contract Writing Tool for building STOB 80, Third Party Service Agreements in a consistent format with standard language.

## **1.3 ICM 2005 – December 2006**

### **MHR (which became MEIA and is now MHSD) and MCFD Feasibility Study – Fall, 2005 – April 2006**

MEIA and MCFD Deputy Ministers spearheaded a study<sup>iv</sup> to determine the feasibility of procuring a joint case management system to replace the outdated legacy systems.

### **Social Sector Initiation – April – November 2006**

The BC Government's Chief Information Officer (OCIO) initiated the ICM project as a key component of the Social Sector Information Integration Management (SSIIM) Initiative.

### **Social Sector Integrated Information Management (SSIIM) Project Vision Developed – July, 2006**

The Deputy Ministers' Committee on Social Development mandated the OCIO to lead the SSIIM initiative. The initiative was tasked with developing long term strategies for both operational and program level information sharing across the social sector<sup>v</sup>. The SSIIM vision is:



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The right information to the right people at the right time in a secure, privacy protecting manner, to support integrated, coherent delivery of social services, including operational, front-line information and aggregate information for decision makers at the program, ministry and sector level.

The ICM Project is an important enabler of this vision. Starting with MEIA and MCFD, the project purpose is to collaboratively deliver an ICM solution that not only meets the Ministries' business needs but can be leveraged across the broader social sector.

Lessons Learned: The broader SSIIM vision did not adequately address the scope for phase one of the ICM project. Consequently, ICM vision refinement activities were required at the Executive level.

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### 1.4 ICM January – December 2007

#### Decision to use two separate Request for Proposals (RFP) processes – January, 2007

An assessment was completed on the ICM Project resulting in the determination that an earlier proposal to use a Joint Solutions Request for Proposal (JSRFP) procurement method would not be a good fit. Research indicated that best practice methodology involved issuing two separate RFPs; starting first with software and then with a system integrator. The ICM Steering Committee approved the two-step procurement approach in January 2007<sup>vii</sup>.

Lessons Learned: The JSRFP process would not have facilitated optimal contract outcomes.

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## **MCFD Human Resource Recruitment – June – September 2007**

An internal expression of interest<sup>ix</sup> received over 100 applicants and secured 14 team members. Most staff members were on site by September 2007. This recruitment process was essential in the creation of MCFD's Information Systems Transformation (IST) team.

Lesson Learned: Clear roles and responsibilities of positions would have expedited the recruitment process. Contract a human resource specialist, as having team members drafting job descriptions and securing classifications and exclusions detracted from project work. Stagger start dates for new staff preferably beginning with management level resources. Familiarize staff with the project management discipline, as it was unfamiliar to operational resources. Dividing the MCFD team into streams based on role rather than sub-project, does not support the view of one MCFD team, but rather contributes to fragmentation within the team. Hosting a two-day orientation session was extremely helpful for new staff.

## **Set Up of the Facilities – June, 2007**

ICM team space was established at 553 Superior Street and occupied by MLCS staff in June 2007. A small number of IST and MCSD team members moved into the space in November 2007 and the rest of the IST team moved in January 2008. Some members of the MCSD team remain located at 633 Courtenay Street. The goal is to have the entire team co-located once space becomes available.

Lessons Learned: securing a single office space early on in the project would have assisted with overall project operations and communications.

## **Software Notice to Vendors Posted to BC Bid – September 27, 2007**

A Notice to Vendors SATP- 235<sup>x</sup> was posted to BC Bid on September 27, 2007. The purpose of the notice was to inform vendors of the Province's intent to initiate a competitive process to procure Commercial-Off-The-Shelf (COTS) case management software,



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maintenance and related consulting services. The Province invited interested vendors to participate in a half-day information gathering session to enhance the ministries understanding of currently available software functionality and features.

Lessons Learned: Obtaining approval for public facing documents from three ministries, including Public Affairs Bureau was a lengthy process. Ensure adequate time is allowed for administration and project management office to obtain necessary approvals.

### Software Vendor Information Sessions – Week of October 22, 2007

Vendor sessions were held in Victoria for business and technical representatives from MHSD, MLCS and MCFD. The goal of these sessions was to increase the Province's understanding of existing software availability to support case management and to understand the software's functionality and features and to provide ICM Project information to the Vendors<sup>xi</sup>.

Lessons Learned: These sessions were extremely valuable in testing assumptions made in the software RFP. Securing staff time was challenging. Time should be reserved before notice is posted. Less rigor on the half-day sessions may have created a more open environment for the vendor community. Additionally, these sessions assisted in the unification and development of "one team" vs. "three teams" Further describing the BC Procurement process along with emphasizing the RFP Terms and Conditions to the vendor community may have assisted in later contract negotiations.

### Software RFP – Posted to BC Bid November, 2007

On November 6, 2007 RFP SATP-239<sup>xii</sup> Case Management Software was posted to BC Bid. The RFP closed on December 20, 2007

Lessons Learned: A better understanding of the vendor needs could have assisted with RFP refinement. A proponent meeting should have been held and may have assisted in providing the vendor community with a better understanding of the procurement process in BC. Additionally, emphasizing the RFP Terms and Conditions to the vendor community may have reduced contract negotiation timelines.

### Preparation of "As Is" Picture (Business & Technical) – September – November, 2007

Business and Technical subject matter experts (SME's) from MEIA and MCFD prepared binders of information that describe the "As Is" business and technical environments in both ministries<sup>xiii</sup>. This information will be used to provide background information to the software vendor and to the system integrator.

Lessons Learned: Ensuring staff have a clear understanding of the context of this work would have assisted in setting parameters to ensure work met project goals and objectives.

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## 1.5 ICM January 2008 – February 2009

### Quality Assessment RFP – January 8, 2008

RFP SATP-242<sup>xiv</sup> was posted to BC Bid on January 8, 2008. A project oversight quality assurance and assessment firm was to be procured to provide independent advice on the ICM Project to the ADM and Deputy Minister Steering Committee members.

Lessons Learned: The RFP process completed without the identification of a successful proponent. The opportunity was posted to BC Bid; however, the number of responses was minimal. Additional marketing of the opportunity might have led to more participation from the marketplace.

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## ICM Project History

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Phase 1 is the procurement and implementation of an ICM system for 5500 core MCFD and MEIA ministry staff. Phase 2 involves interfacing ICM with the government's Information Access Layer. Phase 3 is the implementation of the ICM system for 5,300 high readiness MCFD service providers.

### **Software Purchase – March 26, 2008**

As a result of the software procurement RFP (SATP-239), the Province purchased the Siebel Public Sector CRM solution. Oracle Corporation of Canada Inc. (Oracle) was awarded the contract<sup>xvii</sup> to provide the software, licences, and maintenance and consulting services needed to implement and operate the case management system.

Lessons Learned: Set expectations with project staff at the outset, as team members thought that the software would be available for testing and training early on. Ensuring the

## ICM Project History

team understands the parameters of the contract may assist with future discussions related to stakeholders and implementation.

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### **Public Disclosure Statement – March, 2008**

As the ICM project costs will exceed \$50M in capital expenditure, a Public Disclosure Statement<sup>xix</sup> was required to be made in the Legislature in to announce the purchase. The Public Disclosure Statement was made by Honourable Tom Christensen, Minister for Children and Family Development.

### **Proposed Roadmap Development<sup>xx</sup> – January – April, 2008**

Analysis work was done by the ICM team to drive out possible roadmap scenarios, identifying potential “early successes” and phases for implementation of the new solution. The goal of this work was to ensure that the team members were well informed and ready to engage with the system integrator.

Lessons Learned: An enhanced knowledge of the software product and information required for the system integrator would have provided a clearer objective. Ensuring the “right” resources were assigned to the task may have provided clearer parameters to the work required.

### **Software Acceptance Process – April 2008**

Further to the successful conclusion of negotiations with Oracle, the ICM Project Team composed of representatives from MCFD, MEIA and MLCS, was given an opportunity to review the purchased solution. The ICM team reviewed the Oracle suite of products to identify gaps and shortcomings. System functionality was cross referenced with the requirements within the RFP<sup>xxi</sup>. Oracle licensing agreements and technical requirements were also reviewed.

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Although some of the requirements were poorly defined and therefore difficult to measure against, no major impediments were found to solution acceptance, therefore, the ICM team recommended acceptance of the software.

### Systems Integrator RFP Drafting – January – May, 2008

The ICM team drafted a system integrator RFP<sup>xxii</sup>. The decision to leverage Oracle expertise and embark on the Strategic Implementation Planning (SIP) process postponed the RFP development and posting. Deliverables from the SIP Phase will provide clarity on the business requirements and design and will include a comprehensive ICM Solution Blueprint and Implementation Plan that can inform the SI RFP.

Lessons Learned: A clearly defined project scope and common expectations of the type of services a systems integrator vendor would have assisted with development of this RFP. Stronger linkages with MCFD's business transformation would have ensured that the RFP aligns with service delivery shifts currently underway.

### Systems Integrator Notice to Vendors Posted to BC Bid – May 5, 2008

A Notice to Vendors SATP-248<sup>xxiii</sup> was posted to BC Bid on May 5, 2008. The purpose of the notice was to inform vendors of the Province's intent to initiate a competitive process to procure System Integrator (SI) services to support the configuration, implementation and maintenance of the ICM system within the MEIA and MCFD.

The Province invited interested vendors to participate first in a ninety minute teleconference to describe the suite of products the Province acquired from Oracle<sup>xxiv</sup>. In addition, interested vendors were invited to participate in one-on-one half-day information gathering sessions to enhance the ministries' understanding of the approach and services provided by System Integrators. At these sessions, vendors were asked to come prepared to present their approach and methodology, identify areas that they feel were important for ministries to consider when selecting an SI and outline the type of information that they would need to provide a fulsome response.

Lessons Learned: A streamlined approval process allowed for faster approval of the notice. The teleconference session was an effective way of "pushing" one unified message to vendors; however, vendors did not ask any questions. Companies may have been reluctant to demonstrate strengths and/or weaknesses in front of their competition. Asking vendors for their "top three" time/date slots allowed for easier scheduling of the face to face information sessions.

### System Integrator Vendor Information Sessions – Week of May 26, 2008

Vendor sessions were held in Victoria and business and technical representatives from MEIA, MLCS and MCFD participated. The goal of these sessions was to increase the ministries' understanding of the approach and services providers by System Integrators.



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Lessons Learned: These sessions were extremely valuable in educating the ministries on the role of an SI.

## Change Request OCIO-0809-003<sup>xxv</sup> – ICM Steering Committee May 14<sup>th</sup>, 2008

With Oracle as the successful proponent, opportunities to leverage the company's methods, tools and experience with customer implementations was available to the Province. Oracle has a Strategic Implementation Plan (SIP) methodology which has been used in over 5,000 implementations.

A proposal to adopt a new approach to the requirements definition and design phase of the project utilizing the Oracle SIP methodology was presented to the ADM Steering Committee in May and was approved<sup>xxvi</sup>. The first step in the SIP process was Envisioning. The goal of this process was to define and create project Executive alignment.

## Envisioning Process – June/July, 2008

This process involved Oracle working with the Executive-level representatives from the three ministries to define and create Executive alignment around a shared strategy and objectives for the ICM system.

The outcome of envisioning<sup>xxvii</sup> included:

- Description of the objectives of the ICM project ("Elevator Speech")
- Guiding Principles
- Practice shifts
- Conceptual phasing plan ("strawman")

Lessons Learned: Ensuring a clear process to delegate envisioning work to project staff would have reduced team anxiety and confusion. Educating Oracle on MCFD and MHSD would have assisted in the overall process. Leave sufficient time to understand outcomes of the process, as they only became clear near the end of envisioning.

## Project restructuring and re-launch – June – September, 2008

The project restructuring involved the consolidation of the three project teams (IST from MCFD, MCSD from MHSD and ICM from MLCS) into one project within MLCS.<sup>xxviii</sup>

## Strategic Implementation Process (SIP) – September 2008 – January, 2009

The Oracle SIP methodology was utilized to develop high-level future state business requirements. The SIP process produced the following deliverables<sup>xxix</sup>:

- The Business Requirements Document;
- The Solution Design Document;

## ICM Project History

- The Test and Acceptance Plan; and
- The ICM Implementation Roadmap.

The SIP process consisted of 30 business and 12 technical workshops with staff from the three Ministries and the ICM Project team.

### 3.6 Additional Lessons Learned<sup>xxx</sup>

Knowledge management practices and process should be established and enforced as early as possible.

Identify that various corporate cultures often come together on a project of this size. Work with the team to create a project culture that works for the overall group.

Produce a team charter and engage in regular team building activities (such as Insights). This will assist with creating a project culture and may minimize conflict down the road.

Set and communicate project priorities to ensure that resources are not pulled in multiple directions.

Ensure that a communications plan is a core component of every sub-project to ensure team members are aware, engaged and understand how their work supports broader project deliverables. Focus project communications on business transformation rather than information technology.

Ensure that the ideas of the ICM Leadership team are communicated to all team members, as often the team is playing catch-up on changes and course corrections.

Inform administrative staff of project pressures and priorities early on, to ensure that executive staff availability.

Establishing Steering Committees, councils and reference groups within each Ministry before fully understanding their function(s), contributed to lengthy approvals and unnecessary complexities.

Ensuring that leadership within each organization is fully engaged would have assisted with development and ownership of the overall project vision and objectives.

Identify and recruit technical resource gaps as early on as possible.

Clarifying the project governance and roles of each member of the leadership team would have assisted in the development and approval of the project vision.

The Business Alignment role should be legitimized, as the split between business and change management does not allow for unity. Another reason for this alignment is so that one team does not "own" all of the relationships across an organization.

Ensure that the status of dependant projects (within Ministries and Government) is communicated to team members on a regular basis.

Establishing and agreeing to a project evaluation framework prior to engagement of project resources would have provided clarity and supported a focused approach to the articulate of project benefits.



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## 1.6 ICM January 2009 – October 2009

### **Onboard Project Executive Lead – January 2009<sup>xxxi</sup>**

A Project Executive Lead was appointed by the Deputy Minister of Labour and Citizens' Services. The on-boarding process entailed project familiarization, resolving roles and responsibilities with the incumbent Project Executive Director, and developing working and reporting relationships with both executive stakeholders and the senior consultants who were being on-boarded in the same period.

### **Execute System Integrator Procurement - January 2009**

The planned evaluation and selection of the leading system integrator was executed, resulting in the identification of Deloitte, Inc. as the leading candidate in April 2009.

### **Onboard Senior Consulting Team – January – March 2009**

A group of six senior consulting resources were added to the project through this period. These resources went through a process of project familiarization, the development of reporting and advisory relationships with project leadership, project assessment, and initiating the process of developing gaining approval of required project solutions (including core processes, organizational adjustments and key decisions). A seventh senior consulting resource was added to the project in the early April timeframe.

### **Implement Success Management Office (SUMO) – February 2009<sup>xxxii</sup>**

To support project success, a project management committee for the project was proposed, approved and formed. This body included the Project Executive Lead, Project Executive Director, Executive Director – Success Management and Stakeholder Engagement, and five senior consultants. Over time the senior change management advisor (a PwC consultant), and two Executive Directors were added to this group. The group functioned as the project's lead internal decision making, planning and issue management body. In August this group was dissolved.

### **Develop, Approve and Implement “Four Cycle” Planning Process – February-May 2009<sup>xxxiii</sup>**

To ensure that appropriate plans, charters and other core elements were in place to support timely delivery of expected Phases of ICM, a four step planning process was



## ICM Project History

developed, proposed, approved and implemented with support provided. The four steps or cycles envisioned were:

- Cycle 1 – All ICM conceptual scope and preliminary resourcing.
- Cycle 2 – Phase 1A as then envisioned – detailed work planning and estimating.
- Cycle 3 – Phases 2 through 4 as then envisioned – high level planning and estimating.
- Cycle 4 – Phase 1B as then envisioned – detailed work planning involving the system integrator.

Cycles 1 and 2 of this planning approach were completed in early May. The decision to discontinue Phase 1A made shortly thereafter rendered the Cycle 2 planning outputs irrelevant, except insofar as these were leverage able in future planning. At this time, project focus shifted to the development of, and management to, a three month detailed plan to ensure that the project met its targets with regard to contract negotiation, and other key deliverables due through the summer (see below).

### Phase 1A Cancellation Analysis and Decision – February 2009

To support accelerated delivery (as per ICM executive stakeholders' decision in the December 2008 timeframe), an interim "Phase 1A" was envisioned, which would deliver limited functionality to customer ministries in the fall 2009 timeframe. On further analysis it was deemed that the investment of team effort in this interim delivery, as well as the cost associated with delivering this interim release through Oracle Consulting, was not justified in light of the limited expected benefits. It was also felt that the delivery of this interim solution would exceed team capacity at a time when very significant effort was anticipated in on-boarding the long term system integrator, defining scope in adequate terms to support contracting, and negotiating the resultant contract with them. This was approved by the ADMSC in May – with the caveat that a Siebel demonstrator system should be delivered for ministries' use (completed in July), and that "quick wins" initiatives pertaining to MHSD and MCFD should continue.

### Implement Oracle Contract Management / Resource Controls – March-June 2009

As the project moved towards completion of the system integrator procurement, a set of invoice and resource approval controls were placed on the contractual services provided by Oracle Consulting, to ensure that this team was aligned with project success and optimized in terms of size. This included a biweekly resource forecast and approval process to ensure that the Province exercised its right of control over Time and Material Oracle resources proposed to be on site providing specific services. A second round of controls were implemented as the Oracle team was downsized in the May timeframe, and integrated with the five streams of the project's new organization structure. This saw Oracle timesheet approvals pass directly to ICM stream leads.

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## Project Management Core Process Development and Implementation – March-August 2009<sup>xxxiv</sup>

During this activity a number of fundamental project management processes were either, refreshed; or, developed, approved and implemented. These were:

- Issues management (central registration of project issues, and leveraging of project sub-team meetings as issue submission, assignment, and status tracking vehicles)
- Vendor contract (invoice) management (establishment of process steps, responsibilities and hand-off points pertaining to the processing of vendor invoices – primarily Oracle invoices)
- ICM LAN document management (development and publication of a guide document establishing business rules, roles and standards for the filing of documentation on the newly established ARCS-compliant project LAN structure)
- Risk management (central registration of project risks, and the establishment of a multi-party Risk Management Board to act as a risk submission, analysis and mitigation assignment and tracking body – approved by ADMSC but implementation pending)
- Deliverables management (establishment of a process and supporting registry and library, to log planned deliverables, track their publication and approval, escalate slippages in approvals, and build a library of approved project deliverables – approved by SUMO but implementation pending)
- Status (schedule) management (establishment of a process by which active project plan status data is collected, integrated in a master work plan, performance assessed, and revised task assignments and commentary published)
- Quality management (establishment of a quality oversight role and process by which system integrator quality assurance and control functions can be validated on a continuing basis – accompanied by a deliverables acceptance framework which established basic guidelines and business rules regarding deliverables acceptance approaches)
- Change management (establishment of a process by which proposed changes to project scope, cost, time or quality are documented, evaluated, approved, and implemented – still under development at this time)

## Establish Project Budget and Financial Management – April-May 2009

At the request of the Project Executive Lead, a small team undertook a budget review and rationalization exercise, and developed core financial registration and forecasting processes.



# ICM Project History

## Create New Project Organization – March /April 2009<sup>xxxv</sup>

A new project organization, oriented towards supporting delivery of a solution, was developed. This included a project executive tier and corporate functions (Quality Assurance Lead, Architecture Review Board, PMO, VMO, etc.), and five project work streams reporting to the Project Executive Director. The five work streams were:

- Solution Design, Build and Business Preparation (support to the design and build of the technical solution, as to be delivered by the selected system integrator)
- System Integration (planning, analysis and delivery of all required non-core system integrations including associated data conversions or imports)
- Technical Infrastructure (planning, design and provisioning of required infrastructure to support both developed systems, and the project team)
- Organizational Change (planning, analysis and delivery of required organizational change initiatives within the two customer ministries)
- Solution Launch (planning and delivery of system acceptance and production implementation in the customer ministries, and transition to long term support)

A key feature of the new project organization was the concept of “integrated teams”. This meant that government staff, contractors, and resources provided by Oracle Consulting and the future system integrator would work together with each stream on a team basis — rather than having separate (vendor) teams working within organizational boundaries.

## Onboard System Integrator Team – April/May 2009<sup>xxxvi</sup>

The on-boarding of the initial “wave” of SI resources was planned, approved and executed. This included knowledge transfer from the core project team and Oracle resources, and numerous context and business briefings provided by partner ministries. The latter stages of this phase saw key SI resources begin to participate in scope and implementation strategy analysis and development

## Create “90 day” Detailed Work Plan – April/May 2009<sup>xxxvii</sup>

A detailed, resourced work plan was created with the participation of a broad subset of the project team, to capture key deliverables, milestones and associated tasks and timelines for ICM through the summer period. This was employed as the project’s key management tool in June, supported by regular status updates, progress analysis, and the production of revised schedule and task reports for the use of leads.

## Detailed Implementation Roadmap – May-July 2009<sup>xxxviii</sup>

Work began to further develop the implementation roadmap produced by Oracle Consulting as part of the SIP process in late 2008. This entailed detailed analysis of scope, complexity, risk and other factors and resulted in a substantial roadmap document which supported the original four phase delivery approach of ICM.



# ICM Project History

## Detailed Scope Statement – May-July 2009<sup>xxxix</sup>

With the participation of the selected system integrator and partner ministries, a detailed and complete analysis of scope was developed for Phase 1 of ICM. This intense analytic activity and resulting deliverable supported contract negotiation with the system integrator.

## Negotiate SISA and AD SOW – May-July 2009

Based on the original four phase implementation strategy, negotiations were conducted with the system integrator to establish a System Integrator Services Agreement (SISA), and a Statement of Work (SOW) for the Analysis and Design Stage of Phase 1 of ICM as envisioned at that time. This involved significant levels of participation across the project team, and included the development and finalization of:

- Five key organizational change strategy deliverables as Appendices to the SOW;
- The completion of a final Business Requirements Document (BRD), and a draft Functional Design Document (FDD) as Appendices to the SOW;
- The development of deliverables specifications (required content, acceptance criteria, approvers, authors, etc.) for all AD SOW deliverables as Appendices to the SOW;
- The production of a common work plan structure with the system integrator to represent Analysis and Design Stage key deliverables, activities and timelines;
- The production, with key participants of the five project work streams, of a Province-resourced and cost-estimated work plan for this Stage, for use in validating system integrator effort and cost estimates provided through the negotiation process; and
- Detailed review and validation with project subject matter experts input of Deloitte Level of Effort and cost estimates.

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### **Define, Approve and Implement Project Management Team (PMT) – August 2009**

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work began in August on the definition, structuring, roles and accountabilities of a new project management leadership group for ICM. This model integrated representation from three partner ministries (MCS, MHSD, MCFD) and the system integrator on a Project Management Team with shared accountability for overall project success, reporting to a Project Executive (to be identified). This work continues at this time, and approvals of detailed operating model etc. are still pending.

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## ICM Project History

### Internal Audit Conducted by OCG - August/September 2009

Following the direction of the Deputy Minister of Finance, the Office of the Comptroller General conducted an internal audit on the project. During the audit the project provided all of its key project documents and financial information for review. Meetings were conducted with the auditors to explain and provide detail to support the documentation and financial information provided. Following the audit, recommendations were made to the ICM Deputy Ministers' Steering Committee and the Deputy Minister of Finance.



# ICM Project History

## 2 Source Documentation Location

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i 2004, MHSD *ASD EDS excel* provided all information for this section

ii 2006 MHSD *Expression of Interest*

ii Information provided by Jo-Ann Cooke

iv Is there a ICM Feasibility Study report from 2005/2006 done by MCFD and MEIA Deputies that we should include here?

s.13

ix 2007 MCFD *Expression of Interest* stored

x *SATP-235 Notice to Vendors of Vendor Sessions*

xi ICM Project vendor presentation

xii *SATP-239 Case Management Software*, Briefing Note and Issue Note

xiii Business and Technical As is Binders Executive Overviews

xiv *SATP-242 Quality Assurance*

s.13

xvii 2008 *ICM Software Contract*

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xix 2008 *Public Disclosure Statement*

xx 2008 *Roadmap*

xxi Software Acceptance Documentation and Briefing Note is saved on MLCS's Share Point

xxii DRAFT 2008 *System Integrator RFP* currently

xxiii *SATP-248 RFP*

xxiv Oracle Presentation on BC Government solution

xxv 2008 *Change Request OCIO-0809-003* registered with Government OCIO

xxvi Oracle SIP methodology presented to the ADM Steering Committee in May

xxvii Final Envisioning Deck for DM's

# ICM Project History

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- xxviii New ICM Project Governance and Team structure
- xxix 2009 SIP Deliverables are saved on the project Share Point site and can be found on the project LAN under final deliverables
- xxx The SIP Project Close-Out Document also includes key lessons learned
- xxxi Project Executive Posting
- xxxii SuMO Organization Structure Presentation
- xxxiii ICM Planning Guide
- xxxiv Link to ICM Project Management Processes
- xxxv ICM Organization presentation to ADMSC
- xxxvi SI On-boarding Kick off presentation
- xxxvii ICM 90 day Project Plan
- xxxviii Detailed Roadmap
- xxxix ICM Phase 1 Scope Statement

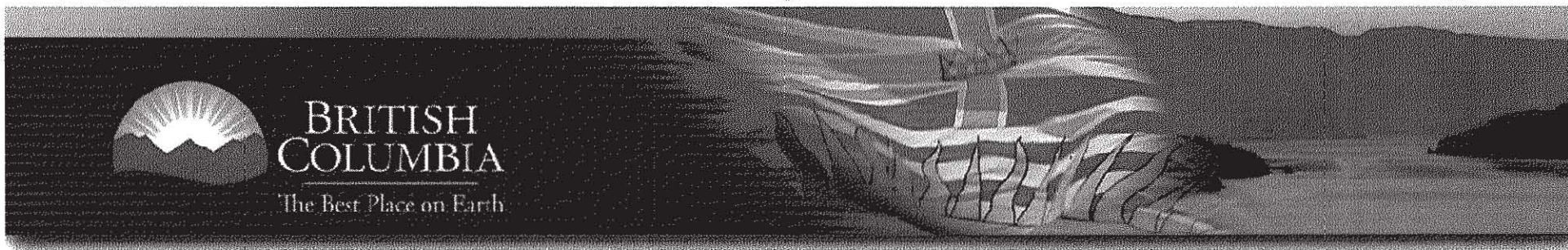


# **Project Executive On-Boarding**

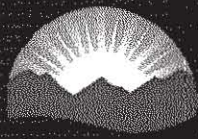
November 30, 2009

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# PROJECT BACKGROUND

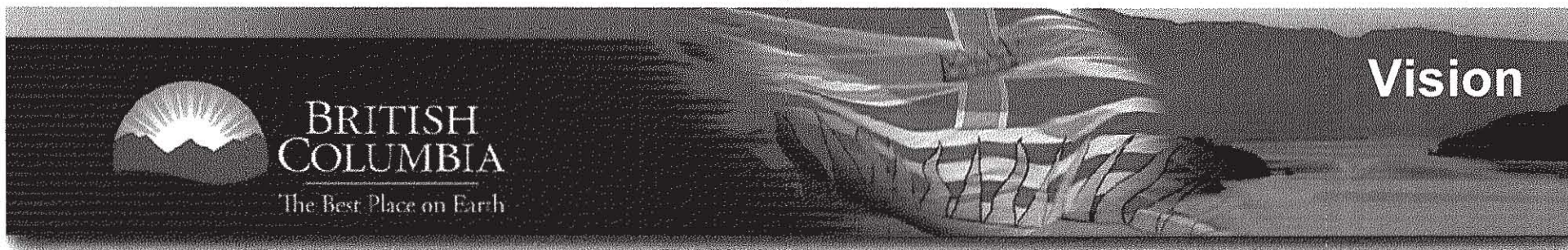


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# Project History

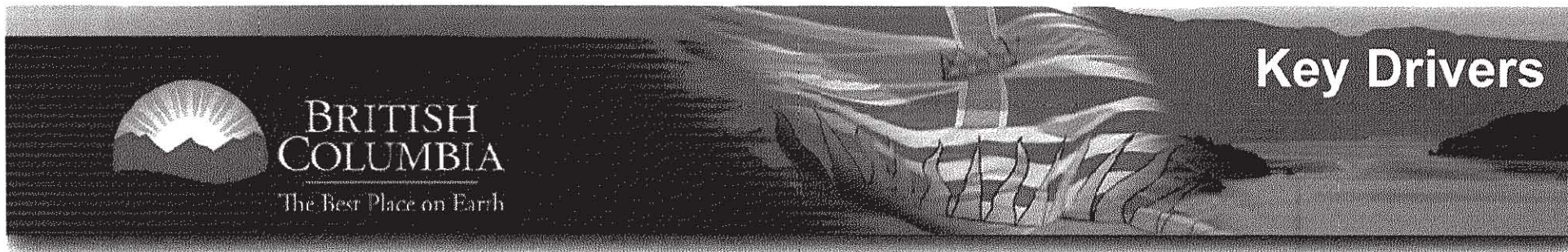
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
2001 - 2005	MHSD Service Delivery Improvement											
	MCFD Transformation Initiatives											
2006							◆ SSIIM Established				◆ ICM Initiation	
											◆ ICM TB Sub #1	
2007	◆ Decision for 2 RFP's		◆ ICM TB Sub #2								◆ Posted SW RFP	
2008		◆ ICM TB Sub #3	◆ ICM TB Sub Approved									
			◆ Purchased Siebel CRM									
2009	◆ SIP Process		◆ SI RFP Closed									





*The right information to the right people at the right time in a secure, privacy protecting manner, to support integrated, coherent delivery of social services, including operational, front-line information and aggregate information for decision makers at the program, ministry and sector level.*

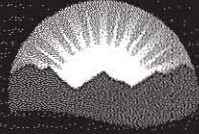




## Key Drivers

- **Information Drivers**
  - **Enhancing Information Sharing Across the Social Sector**
  - **Presenting a Common Holistic Client View**
- **Business Drivers**
  - **Supporting Front Line Staff with better tools & process simplification**
  - **Improving Citizen Centric Service Delivery**
  - **Enabling Business Transformation**
- **Technology Drivers**
  - **Replacing Obsolete Systems**
  - **Automating Information Exchanges**
  - **Getting off the Mainframe**
  - **Building & Retaining an Application Support Competency/Knowledge Base**



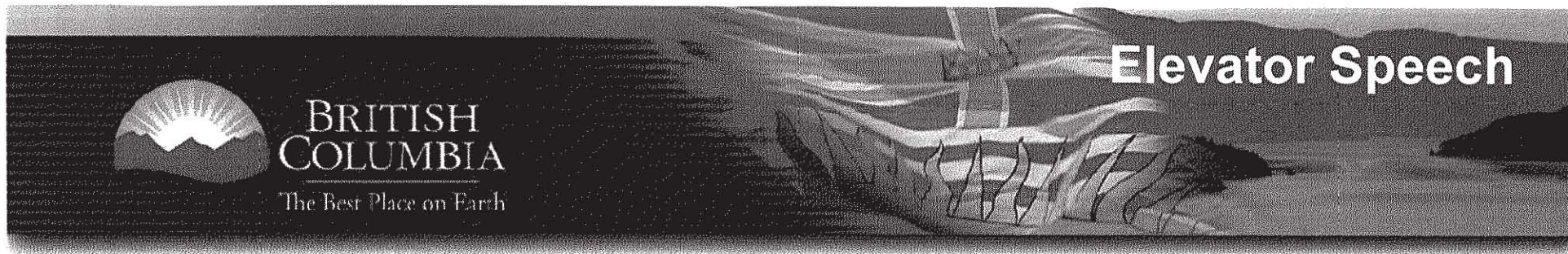


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## The Guiding Principles of ICM)

1. Is individual citizen centered
2. Is a user-friendly tool that helps staff & service providers to better serve BC citizens in a secure environment
3. Uses standard processes to improve individual outcomes for citizens
4. Is independent of organizational structure
5. Embodies the “to be” vision of social sector service delivery
6. Facilitates and optimizes appropriate information sharing within the boundaries of privacy requirements
7. Provides for evidenced-informed decision making at all levels
8. Provides the user at the earliest opportunity with essential and critical information about the citizen
9. Contains no customization – focuses on key (not one-off exception) requirements
10. Requires no re-input of information – enter once, use multiple times

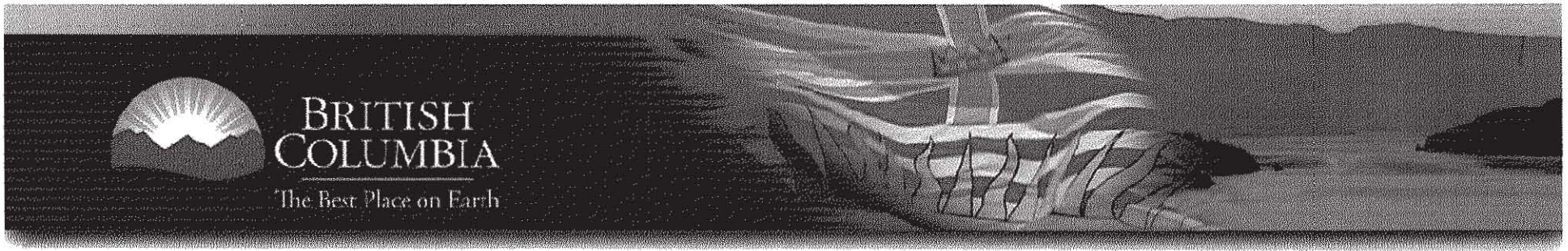




## **Integrated Case Management (ICM) enables . . .**

- **Citizen-centered**...holistic and integrated to deliver services across the entire delivery continuum
- **Access**...no wrong door
- **Services**...the right information to the right person at the right time for the right purpose (4 Rs)
- **Empowerment**...staff and service delivery providers serve citizens better, improving outcomes and accountability





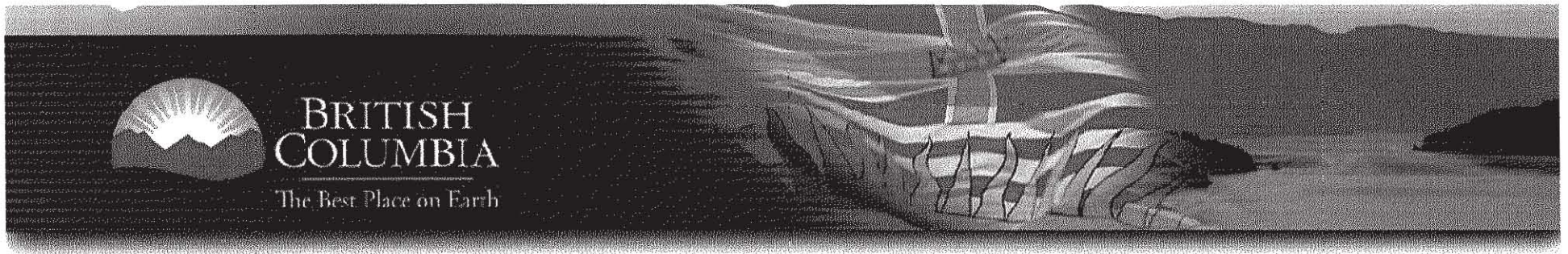
# ICM ROADMAP

Pages 39 through 40 redacted for the following reasons:

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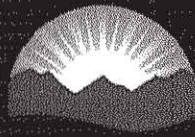
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# ICM GOVERNANCE

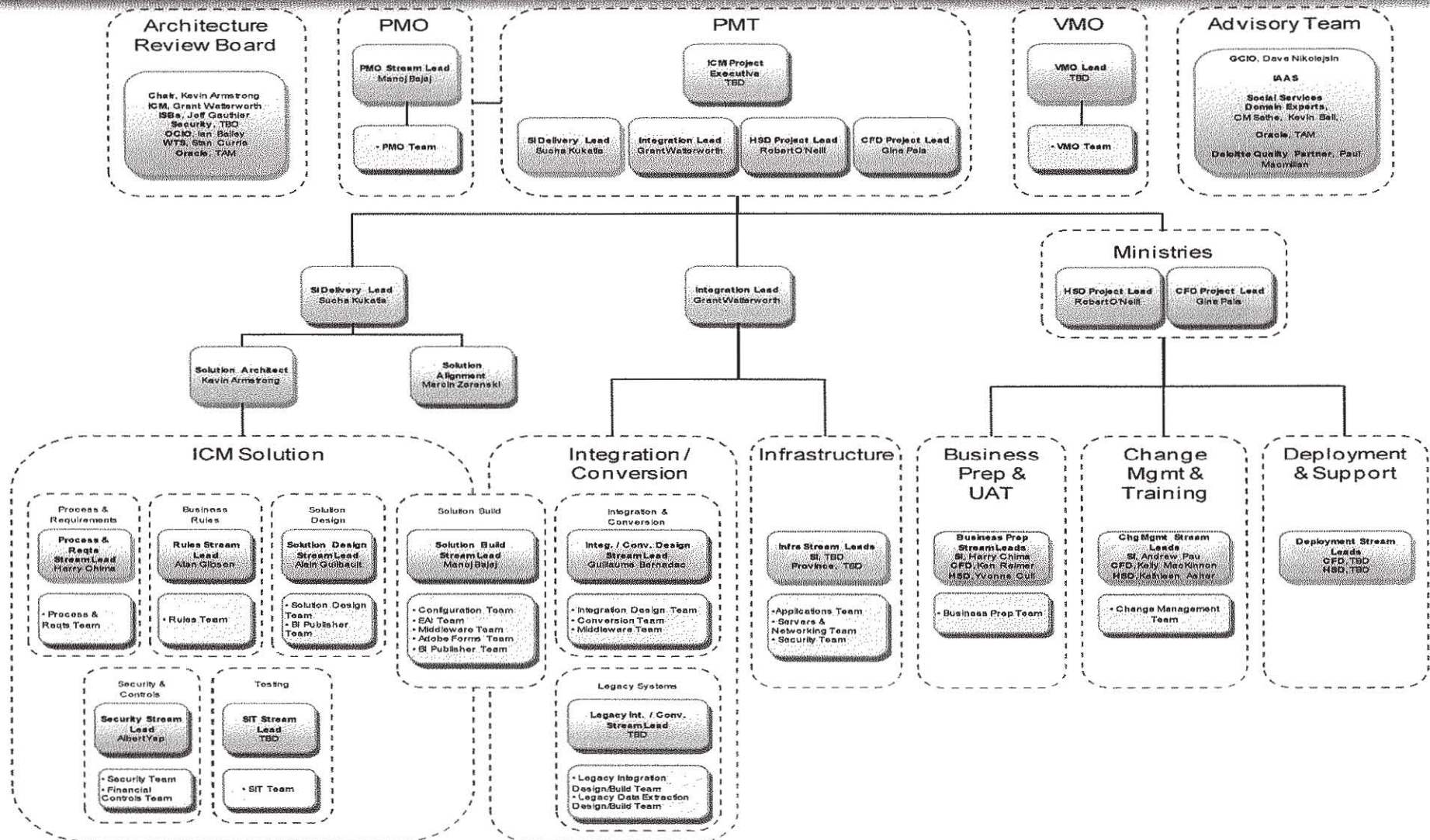




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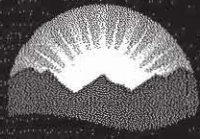
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# ICM Org. Structure



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# ICM Governance Model

## Deputy Ministers' Steering Committee:

Cairine MacDonald, chair (DM-HSD)  
Kim Henderson (DM-CS)  
Lesley du Toit (DM-CFD)  
Mark Seiben (COO – CFD)  
Dave Nikolejsin, Sharon Moysey, Sarf Ahmed  
Jill Kott (Project Executive Lead)

- Guidance & direction to ADMSC
- Advice, validation and issue resolutions

- Design & architecture oversight, assurance
- Approvals and endorsements of key design outputs
- Design guidance, issue resolutions

## Asst. Deputy Ministers' Steering Committee:

Sharon Moysey (HSD),  
Dave Nikolejsin (Province CIO),  
Sarf Ahmed (CFD)  
Alison Bond (HSD),  
Heather Davidson (HSD),  
Chuck Eamer (CFD)

- Guidance & direction to ICM SuMO & ministries
- Advice, validation and issue resolutions

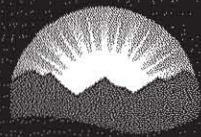
## ICM Architecture Review Board:

Grant Watterworth  
Kevin Armstrong  
CFD architecture rep TBD  
HSD architecture rep TBD  
Oracle architecture rep TBD  
Deloitte architecture rep TBD  
OCIO security and standards architecture rep's TBD

## ICM PMT:

Grant Watterworth (MCS)  
Gina Pala (CFD)  
Robert O'Neill (HSD)  
Sucha Kukatla (Deloitte)





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## Key ICM Meetings

- Governance bodies:
  - Deputy Ministers' Steering Committee:
    - Second Thursday am of every month (one hour)
  - Assistant Deputy Ministers' Steering Committee
    - Biweekly Friday am's (2 hours)
  - Architecture Review Board:
    - Biweekly – to be scheduled (imminent)
- Project bodies:
  - PMT:
    - Weekly - Wednesday afternoon (1.5 hours)
  - Stream Leads' Meeting:
    - Weekly – Tuesday afternoon (1hour)
  - Workstream Team or Leadership meetings:
    - At Stream Lead's Discretion





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# ICM: A month in the life

	M	T	W	T	F
<b>Week 1</b>	Create ADMSC materials Collect status against the plan and update plan Collect status for weekly status report Update Issues and Risk Logs	Cross-Stream Leads Meeting	PMT Weekly Meeting PMT review TB Status PMT review ADMSC materials Materials sent to ADMSC	ADMSC Meeting ADMSC review TB Status Distribute weekly status report PMO Weekly Meeting	TB Status to OX3 (15 <sup>th</sup> )
<b>Week 2</b>	Create DMSC materials Collect status against the plan and update plan Collect status for weekly status report Update Issues and Risk Logs	Cross-Stream Leads Meeting	TB Status to DM PMT Weekly Meeting PMT review DMSC materials Materials sent to DMSC	DMSC Meeting Distribute weekly status report PMO Weekly Meeting	
<b>Week 3</b>	Create ADMSC materials Collect status against the plan and update plan Collect status for weekly status report Update Issues and Risk Logs TB Status Report Due (15 <sup>th</sup> )	Cross-Stream Leads Meeting	PMT Weekly Meeting PMT review ADMSC materials Materials sent to ADMSC	ADMSC Meeting Distribute weekly status report Town Hall Meeting PMO Weekly Meeting	
<b>Week 4</b>	Collect status against the plan and update plan Collect status for weekly status report Update Issues and Risk Logs	Cross-Stream Leads Meeting	PMT Weekly Meeting	Distribute weekly status report PMO Weekly Meeting	
	Create TB Status Report				





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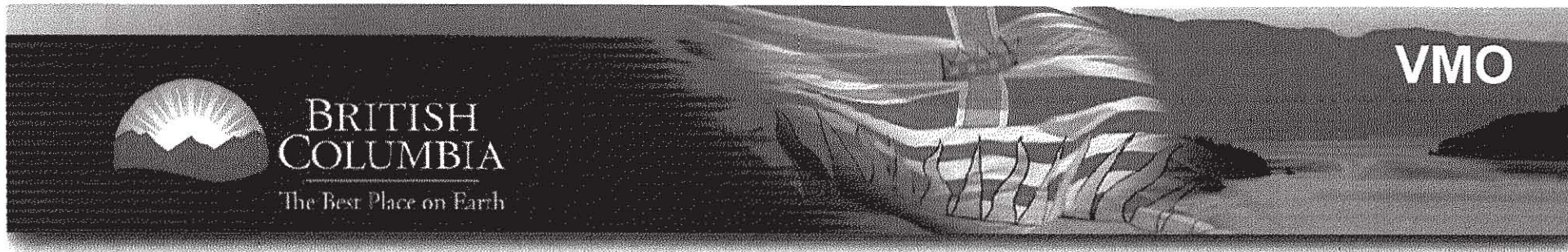
## PMO Vision and Core Processes

- The ICM PMO acts as:
  - A service bureau to Work Streams (planning support, status facilitation, etc.)
  - Central administrator of common (core) project management processes and services:
    - Integrated schedule maintenance and analysis
    - ICM status reporting
    - Issue management
    - Risk management
    - Change management
    - Deliverables management
    - SharePoint design and administration
  - Currently a blend of government and Deloitte resources

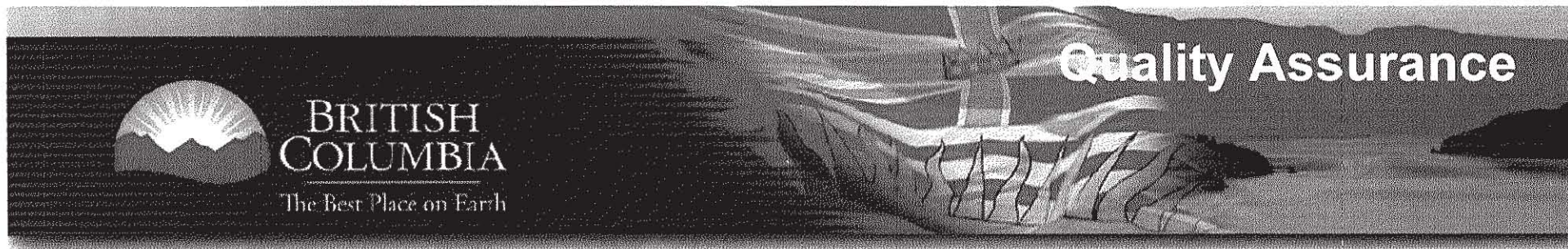


- The ICM Finance and Administration Team is responsible for :
  - ICM budget, forecasting and reporting;
  - month end accruals, forecasting and reporting;
  - internal process to capture accrual data and approved project costs;
  - facilities, asset control and WTS i-store and billing reconciliation;
  - invoice processing and approval processes;
  - contractor “actual” reporting;
  - job descriptions;
  - Business Continuity Planning;
  - organizational chart; and
  - ICM shared drive access control.
- The Finance Team currently includes 2 bargaining unit and two excluded manager positions. The director's position (formerly held by s.22 ) is vacant as of November 27<sup>th</sup>. The Manager, HR, Facilities, Info Management and Administration s.22 - Auxiliary) position will be eliminated as of January 1, 2010.
- The remaining positions include a .5 Clerk 9 (Renee Bellavance) and a part time .8 Financial Officer 21 ( s.22 - Auxiliary).





- Responsible for the Vendor management strategy
- Issues and manages any procurements required by the project
- Negotiates and puts in place contracts with Deloitte as the SI
- Reviews any and all charges (invoices) and ensures adherence to contract terms with Deloitte
- Receives reviews and follows up on contracted reporting by Deloitte
- Logs tracks and escalates as necessary any issues related to the contract with Deloitte
- Manages and escalates as appropriate change requests
- Negotiates establishes and manages contracts, MOU's and SOW's with all other suppliers (sources of direct costs to ICM)
- Ensures adherence to contract terms as negotiated above
- Escalates issues associated with above



## Integrated Case Management Procurement

Presentation to Treasury Board



The Honourable Claude Richmond, Minister of Employment and Income Assistance  
The Honourable Tom Christensen, Minister of Children and Family Development  
Dave Nikolejsin, Chief Information Officer

s.12

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Pages 51 through 53 redacted for the following reasons:

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# TREASURY BOARD STAFF BRIEFING NOTE

REQUEST NO.:

T.B. MEETING DATE: JANUARY 31, 2007

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TITLE: PROCUREMENT OF CASE MANAGEMENT SYSTEM SOFTWARE

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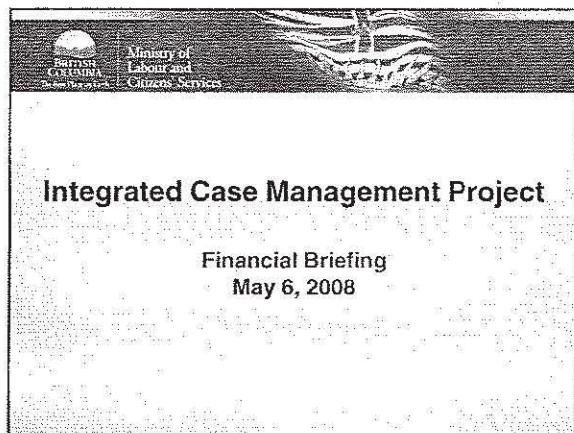
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# **TREASURY BOARD STAFF BRIEFING NOTE**

REQUEST NO.: EIA04/06

T.B. MEETING DATE: NOVEMBER 9, 2006

---

**TITLE: SOCIAL SECTOR INTEGRATED INFORMATION MANAGEMENT –  
INTEGRATED CASE MANAGEMENT PROCUREMENT PROJECT**

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## Summary of ICM Contracts

Contract Description	Action Required	Effective Date
<b>Deloitte SISA</b> <b>System Integrator Services Agreement</b> Defines the overall terms of engagement between the Province and Deloitte	Finalize revisions, legal review, negotiations regarding reimbursement for travel and living expenses	January 1, 2010
<b>Deloitte AD SOW</b> <b>Analysis and Design Statement of Work</b> Defines the work to be performed in the Analysis and Design stage of ICM Phase 1	Finalize revisions, legal review	January 1, 2010
<b>Deloitte BI SOW</b> <b>Build and Implement Statement of Work (BI SOW)</b> Defines the work to be performed in the Build and Implement stage of ICM Phase 1	Draft and negotiate this contract	April 15, 2010
<b>MHSD MOU</b> <b>Memorandum of Understanding</b> Defines the overall terms of engagement between the ICM project and MHSD. Defines what costs will be charged by MHSD against the ICM capital budget and what operating costs will be incurred by the project against the MHSD operating budget. Documents the parties' agreements regarding estimating, forecasting and approving costs before they are incurred.	Draft and negotiate this contract	January 1, 2010
<b>MHSD SOW</b> <b>Statement of Work</b> Defines all work to be performed by, or under the direction of MHSD in ICM Phase 1 and whether that work will be charged against the ICM capital budget. This will be a combination of business analysis, organizational change management and technical work.	Draft and negotiate this contract	January 1, 2010
<b>MCFD MOU</b> <b>Memorandum of Understanding</b> Defines the overall terms of engagement between the ICM project and MCFD. Defines what costs will be charged by MCFD against the ICM capital budget and what operating costs will be incurred by the project against the MCFD operating budget. Documents the parties' agreements regarding estimating, forecasting and approving costs before they are incurred.	Draft and negotiate this contract	January 1, 2010



Contract Description	Action Required	Effective Date
<b>MCFD SOW</b> <b>Statement of Work</b> Defines all work to be performed by, or under the direction of MCFD in ICM Phase 1 and whether that work will be charged against the ICM capital budget. This will be a combination of business analysis, organizational change management and technical work.	Draft and negotiate this contract	January 1, 2010
<b>MCS MOU</b> <b>Memorandum of Understanding</b> Defines the overall terms of engagement between the ICM project and MCS. Defines what costs will be charged by MCS against the ICM capital budget. Documents the parties' agreements regarding estimating, forecasting and approving costs before they are incurred.	Draft and negotiate this contract	January 1, 2010
<b>MCS SOW</b> <b>Statement of Work</b> Defines all work to be performed by, or under the direction of MCS in ICM Phase 1 and whether that work will be charged against the ICM capital budget. It is expected that most of these services will be provided by the Office of the Chief Information Officer.	Draft and negotiate this contract	January 1, 2010
<b>OAG MOU</b> <b>Memorandum of Understanding</b> Defines the overall terms of engagement between the ICM project and the Office of the Attorney General. Defines what costs will be charged by OAG against the ICM capital budget. Documents the parties' agreements regarding estimating, forecasting and approving costs before they are incurred.	Draft and negotiate this contract	January 1, 2010
<b>OAG SOW</b> <b>Statement of Work</b> Defines all work to be performed by, or under the direction of OAG in ICM Phase 1 and whether that work will be charged against the ICM capital budget. It is expected that these costs will relate to the drafting and negotiation of agreements with Deloitte.	Draft and negotiate this contract	February 1, 2010
<b>Oracle Expert Services Statement of Work</b> Defines the work to be performed by the Oracle (Siebel) Expert Services organization in Phase 1 of the ICM project.	Draft and negotiate this contract	January 1, 2010

Contract Description	Action Required	Effective Date
Oracle Software License and Services Agreements	<p>Review these contracts to ensure that we have adequate licenses for the Phase 1 project and production environments</p> <p>Additional licenses will be required for the Oracle DBMS and possibly the User Productivity Kit</p>	April 2010



**Ministers:**

Honourable Tom Christensen, Minister of Children and Family Development  
Honourable Claude Richmond, Minister of Employment and Income Assistance

**Title:**

An integrated case management solution to support information sharing and improved outcomes in the social sector.

s.12

## **BACKGROUND**

The Ministries of Employment and Income Assistance, Children and Family Development, and Labour and Citizens' Services (MEIA, MCFD and MLCS) have worked collaboratively since 2006 on the Integrated Case Management (ICM) Project. This project addresses MEIA and MCFD's urgent need to replace their 30-year-old computer systems to enable them to better serve their clients; the most vulnerable citizens of the province. The three ministries are working to procure and implement an ICM solution to modernize and streamline their service delivery, laying the foundation for improved integration and information sharing across the broader social sector.

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Further details of capital and operating costs are set out in Appendix C.

**Signatures:**

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Honourable Tom Christensen  
Minister, Children and Family Development

---

Honourable Claude Richmond  
Minister, Employment and Income Assistance

**Endorsed by:**

---

Dave Nikolejsin  
Chief Information Officer  
Province of British Columbia

**Ministry Contacts:**

Cairine MacDonald  
Deputy Minister  
Ministry of Employment and Income Assistance  
Telephone: (250) 387-3471

Karen Dellert  
Chief Information Officer  
Ministry of Children and Family Development  
Telephone: (250) 356-5507

Dave Nikolejsin  
Chief Information Officer  
Ministry of Labour and Citizens' Services  
Telephone: (250) 387-8509

Approved/Not Approved

---

Honourable Carole Taylor  
Chair, Treasury Board

---

Date

MCFD cliff ref #: 171304

pc: Chris Trumpy, Secretary, Treasury Board  
John Mazure, Treasury Board Staff

s.12



Pages 81 through 83 redacted for the following reasons:

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# **TREASURY BOARD STAFF BRIEFING NOTE**

CAPITAL CONTINGENCY

T.B. MEETING DATE: MARCH 28, 2007

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**PROJECT TITLE: INTEGRATED CASE MANAGEMENT SYSTEM**

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**MINISTRY: CHILDREN AND FAMILY DEVELOPMENT AND EMPLOYMENT  
AND INCOME ASSISTANCE**

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Pages 85 through 87 redacted for the following reasons:

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**Ministers:**

Honourable Tom Christensen, Minister of Children and Family Development  
Honourable Claude Richmond, Minister of Employment and Income Assistance

**Title:**

An integrated case management solution to support information sharing and improved outcomes in the social sector.

s.12

Pages 89 through 103 redacted for the following reasons:

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**Signatures:**

---

Honourable Tom Christensen  
Minister, Children and Family Development

---

Honourable Claude Richmond  
Minister, Employment and Income Assistance

**Endorsed by:**

---

Dave Nikolejsin  
Chief Information Officer  
Province of British Columbia

**Ministry Contacts:**

Karen Dellert  
Chief Information Officer  
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Cairine MacDonald  
Deputy Minister  
Ministry of Employment and Income Assistance  
Telephone: (250) 387-3471

Dave Nikolejsin  
Chief Information Officer  
Ministry of Labour and Citizens' Services  
Telephone: (250) 387-8509



Approved/Not Approved

---

Honourable Carole Taylor  
Chair, Treasury Board

---

Date

MCFD cliff ref #: 161820

pc: Tamara Vrooman, Secretary, Treasury Board  
John Mazure, Treasury Board Staff

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Pages 107 through 135 redacted for the following reasons:

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**Ministers:**

Honourable Tom Christensen, Minister of Children and Family Development  
Honourable Claude Richmond, Minister of Employment and Income Assistance

**Title:** INTEGRATED CASE MANAGEMENT SYSTEM – SUPPLEMENTAL INFORMATION

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Pages 137 through 139 redacted for the following reasons:

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s.12

**Signatures:**

---

Honourable Tom Christensen  
Minister, Children and Family Development

---

Honourable Claude Richmond  
Minister, Employment and Income Assistance

Endorsed by:

---

Dave Nikolejsin  
Chief Information Officer  
Province of British Columbia

**Ministry Contacts:**  
Cairine MacDonald  
Deputy Minister  
Ministry of Employment and Income Assistance  
Telephone: (250) 387-3471

Karen Dellert  
Chief Information Officer  
Ministry of Children and Family Development  
Telephone: (250) 356-5507

Dave Nikolejsin  
Chief Information Officer  
Ministry of Labour and Citizens' Services  
Telephone: (250) 387-8509



Approved/Not Approved

---

Honourable Carole Taylor  
Chair, Treasury Board

---

Date

MCFD cliff ref #: 171998

pc: Chris Trumpy, Secretary, Treasury Board  
John Mazure, Treasury Board Staff

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Pages 142 through 146 redacted for the following reasons:

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