Memorandum

BRITISH COLUMBIA

Date:	May 31, 2012
To:	All Deputy Ministers
cc:	Sector/Ministry Transformation planning leads (distribution list attached)
Re:	2013/14 Transformation Planning Process and Instructions

Since the introduction of Transformation and Technology (T&T) planning three years ago, many ministries/sectors have noted the parallels between the T&T and workforce planning processes. In recognition of this, the two processes have been integrated into a single *"Transformation Plan."* This reflects the fact that business transformation is enabled by technology and workforce planning, as well as corporate initiatives such as Lean, leading workplace strategies, health and workplace safety, and open government. Bringing all of these together increases transparency, optimizes ministry/sector planning, and creates a stronger foundation for our ongoing efforts to transform our organization.

Today, we are recognized nationally as being leaders in open government; embracing mobility and growing a more mobile, flexible workforce; and building the culture we need to fully achieve and sustain our transformation. The introduction of Lean across the BC Public Service builds on the work we have already done by looking at our processes from the perspective of our customers, whether they are internal or external, to determine what we can do to reduce waste, simplify processes, and focus on value to customers and citizens.

As we enter into the 13/14 planning process, I would like to reaffirm that Transformation planning continues to be the over-arching strategic alignment process guiding public service transformation and modernization as outlined in *Citizens @ the Centre* and *Being the Best*. I would also like to thank you for your work throughout the last two T&T planning cycles and for the dedication you have shown over the last five years to workforce planning as part of our commitment to strengthening the B.C. Public Service.

The approach to plan preparation this year particularly recognizes the significant workload ministries/sectors have already absorbed in preparing recent T&T submissions, resulting in information that is generally still valid. The instructions assume that you are implementing your business transformation plan and only need to update/refresh it in the context of new challenges, opportunities and priorities. Requests for new information are limited to workforce planning (given the time that has elapsed since comprehensive workforce plans were submitted) and information needed to support IM/IT investment.

This year, therefore, Transformation planning focuses on the following:

- updating ministries'/sectors' vision and transformation strategies;
- refreshing ministries'/sectors' workforce information, strategies and activities;
- further engagement of employees in business transformation; and
- strengthening the alignment between the sector/ministry transformation vision and 2013/14 candidate IM/IT investments with the 10 year IM/IT investment plan.

It is our objective that the plans generated this year will not only be more concise than those submitted in past years, but that the documents themselves will become valuable tools to support direct engagement with staff over the coming year.

I would also like to highlight these key elements of the process:

1. This year there is a single submission date of **September 12, 2012.**
2. Sectors/ministries must engage with the Office of the Chief Information Officer (OCIO) and Shared Services BC for IM/IT investments by **June 12, 2012.**

To support ministries/sectors, the OCIO will be arranging a meeting to review key dates and deliverables for all sector/ministry leads. Ongoing meetings with individual ministries/sectors, as well as group sessions, will be scheduled throughout the process, and the support team will once again be available throughout the process to meet with your teams.

If you have any questions, please contact:

> Dave Nikoljesin
> Government Chief Information Officer
> Ministry of Labour, Citizens' Services and Open Government

> Jay Schlosar
> Assistant Deputy Minister, Strategic Initiatives Division
> Ministry of Labour, Citizens' Services and Open Government

> Deborah Bowman
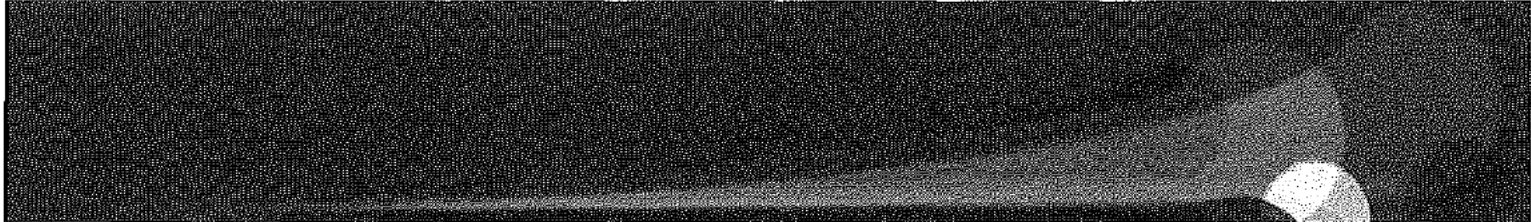> Assistant Deputy Minister, Talent Management Division
> BC Public Service Agency

Thank you again for your ongoing commitment to this important work.

John Dyble
Deputy Minister to the Premier
Cabinet Secretary and Head of the Public Service

Sector/Ministry Leads:

SECTOR/MINISTRY	LEAD
Advanced Education	Suzanne Manahan Chief Information Officer
Economy	George Farkas Assistant Deputy Minister Management Services Division
Education	Renate Butterfield Assistant Deputy Minister Business, Technology & Online Service
Finance	Deborah Fayad Assistant Deputy Minister Corporate and Ministry Support Services
Health	Lindsay Kislock Assistant Deputy Minister Health Sector Information Management/Information Technology
Justice	Tara Faganello Assistant Deputy Minister Management Services
Natural Resources	Neilane Mayhew Assistant Deputy Minister Corporate Services
Service	Deb Ainsworth Executive Director Planning, Performance and Communications
Social	Martin Wright Chief Information Officer Ministry of Children and Family Development Kashi Tanaka Director Corporate Planning and Performance
Transportation	Nancy Bain Assistant Deputy Minister Finance & Management Services

Transformation Planning Instructions

FY 2013 - 2014

Issued By: Ministry of Labour, Citizens'
Services and Open Government
and the BC Public Service Agency

Date: May 31, 2012

Transformation Planning Site
https://egov.gov.bc.ca/TPlan_2013-14/SitePages/Home.aspx

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Overview and Background

Message from the Deputy Minister to the Premier and Cabinet Secretary

I would like to thank all those who contributed to the second Transformation & Technology (T&T) Planning process, and the 2011/12 workforce planning process, which was focused on diversity and inclusiveness in the BC Public Service. Through your efforts, we met the second year objective of Transformation planning: to focus on government priorities and on specific projects in support of the three strategic shifts by opening up ministry and sector data, proactively making information available, focusing on online services and improving our web presence, and exploring and understanding our IM/IT investments as a portfolio. We also made considerable progress in identifying the makeup of our workforce and implementing strategies to increase diversity and reduce barriers to inclusiveness.

Important observations emerged from the review of previous T&T and workforce plans:

- Our understanding of current state, including our workforce profile and what transformation looks like across the public service, is becoming more clear.
- Collectively we have a wealth of data and information which can be leveraged to inform strategic decision-making within the public service and support citizen participation.
- The Application Health Check provided a comprehensive view of our application inventory which is foundational to our 10-year plan and IM/IT investment planning.

Since the introduction of T&T planning in 2010, many sectors/ministries have noted the synergy and parallels between the T&T and workforce planning processes, and that stronger alignment between the two would be beneficial to increase transparency, optimize ministry planning, and strengthen the overall plans as a product. In recognition of this, the two processes have been integrated into a single "Transformation Plan."

As we enter into the 2013/14 planning process, I would like to reaffirm that Transformation planning continues to be the over-arching strategic alignment process that guides public service transformation and modernization as outlined in *Citizens @ the Centre* and *Being the Best*.

Introduction

Transformation planning is a cohesive process that recognizes and links together the multiple foundational elements which enable us to achieve our transformational objectives: Lean, leading workplace strategies, employee health and workplace safety, workforce diversity, open government and, of course, technology. All of these things help us to realize our vision for Transformation, and as such, they are inextricably linked.

In recognition of this, the Transformation and Technology (T&T) and workforce planning processes have been integrated into a single "Transformation Plan." There will be one over-arching strategic alignment process guiding public service transformation and modernization as outlined in *Citizens @ the Centre* and *Being the Best*.

The approach to plan preparation this year recognizes the significant workload sectors/ministries have already absorbed in preparing recent T&T submissions, resulting in information that is generally still valid. The instructions assume that you are implementing your business transformation plan and only need to update/refresh it in the context of new challenges, opportunities and priorities. Requests for new information are limited to workforce planning, given the time that has elapsed since comprehensive workforce plans were submitted, and information needed to support IM/IT investment; additional sector specific instructions regarding IM/IT investment will be provided, particularly with respect to Natural Resource and Justice sectors.

Building on the foundational work done over the past several years through T&T and workforce planning, this year's process focuses on the following:

- integration of the two planning processes;
- implementation of sector/ministry's vision and transformation strategies, and further engagement of employees in business transformation; and
- strengthening the alignment between sector/ministry transformation vision and 2013/14 candidate IM/IT investments with the 10-year IM/IT investment plan[1]

The Transformation planning process is an annual cycle with several key milestones. This year there is a single submission date of September 12, 2012, to align with budget timelines from the Ministry of Finance.

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[1] Further details of the 10-year plan and governance model are provided in the IM/IT Investments section of this document.

Improvements to Transformation Planning

The transformation process is a shared responsibility and an iterative process. Participants in last year's T&T process were invited to complete a survey to provide their feedback and suggestions for improvement. The following changes reflect this valuable input:

Strategic alignment and integrated planning
- Integration of workforce planning and T&T planning
- Increased linkages between vision and IM/IT investments
- Integration of corporate IT infrastructure into the IM/IT investments section
- Single submission date for Transformation Plans

Continued early and active engagement and feedback
- Discussions with sectors/ministries about IM/IT investments prior to the release of instructions
- Feedback about last year's plans attached as an Appendix A to the instructions
- Identification and confirmation of government priorities for IM/IT investments early on in the process

Enhancing the Transformation planning site[2]
- Further site simplification: better navigation for sector/ministry pages, and the Q&A page

Summary of Key Changes for Transformation Plans

Details are provided in the next part of the instructions, while key changes are noted in the table below:

SECTION	WHAT'S NEW
Overall	■ Focus on implementation and engagement, and integration of workforce planning ■ Single submission date
Vision, Business Context and Transformation Strategies	■ Includes workforce planning, ensuring plans and strategies reflect the fact that our workforce is a critical enabler of our transformation
IM/IT Investments	■ Leverage the work done in the Application Health Check to help identify IM/IT investment opportunities ■ Stronger linkage to strategic vision and the planning stage ■ Inclusion of corporate IT infrastructure ■
Corporate IT Infrastructure	■ No longer a standalone section ■ Integrated within IM/IT investments to streamline and integrate planning and information collection

[2] The Transformation Planning SharePoint Site houses all the information, templates, Q&A's, and resource links required for Transformation planning. It is also the place for sectors/ministries to upload all final documentation and deputy sign-offs.

Sector and Ministry Organization

Once again, there is a mixed model of stand-alone ministries and organized sectors. The following ministries should submit ministry plans: Justice; Transportation and Infrastructure; Advanced Education; Education; and Health. Sectors are as follows:

SECTOR	MINISTRIES INCLUDED IN SECTOR:	
ECONOMY	▪ Community, Sport and Cultural Development	▪ Jobs, Tourism and Innovation
FINANCE	▪ Finance	▪ Intergovernmental Relations Secretariat ▪ Premier's Office
NATURAL RESOURCES	▪ Aboriginal Relations and Reconciliation ▪ Agriculture ▪ Energy and Mines	▪ Environment ▪ Forests, Lands and Natural Resource Operations
SOCIAL	▪ Children and Family Development	▪ Social Development (responsible for Multiculturalism)
SERVICE	▪ Citizens' Services and Open Government ▪ Labour	▪ BC Public Service Agency ▪ Government Communications and Public Engagement

Support for Planning and Early Engagement

Consistent with previous years, the Transformation Planning Support Team, which now includes workforce planning subject matter experts, is in place to support sectors and ministries during the planning process. Based on feedback and improvements made last year, the following support is available:

- Early engagement with Strategic Initiatives Division (SID), the Office of the Chief Information Officer (OCIO), Shared Services BC (SSBC), and the BC Public Service Agency to provide sectors/ministries with meaningful input and to help sectors target resources more effectively during the planning process.
  - In the next section, the engagement process is mapped to ensure sectors and ministries know who to contact and the timelines for early engagement.
- Online support (Q&A tab) for the Transformation planning process: the Q&A section of the Transformation site has been improved to make it easier to see responses to your questions and to find general information.
- Archive: for reference purposes, links to the last two years' T&T plans are provided.
- Scheduled call-ins and workshops: building on the success of the past two years, call times and workshops will be scheduled as required during the process. Details will be posted to the SharePoint site.

Key Dates and Submission Timelines

This year there is a single submission date of September 12, 2012. On September 12th, ensure all final documentation and the deputy sign-off sheet for each sector/ministry is uploaded to the site.

Strategize and Early Engagement	• Detailed instructions released to sectors/ministries	May 31
	• Sectors/ministries engage with transformation planning support team members to strategize and develop candidate list of IM/IT projects*	Started – June 12
	• Candidate list of IM/IT projects submitted for executive decision	June 11 – 15
	• Workforce projections and baseline data provided to ministries	Early June
Plan and Ongoing Engagement	• List of confirmed candidate IM/IT projects provided to ministries	June 18 – 22
	• Ongoing engagement & topic-specific workshops with sectors/ministries	See SharePoint site
	• Transformation Plans, including all deliverables, developed	June 18 onwards
	• Quarterly report on key workforce metrics	Late July

Submission	• Completed Transformation Plans due
	   • Templates loaded as single documents (please do not PDF or merge multiple templates together)
	   • DM Sign-off
		September 12

Review and Analysis	• IM/IT Investment analysis provided to DMCTI for endorsement	Mid-October
	• Review and analysis of Part 1 submissions	TBD
	• IM/IT Capital Report submitted to Ministry of Finance	Early November
Feedback	• Update to sectors/ministries on IM/IT funding recommendations	Early November**
	• Ongoing engagement with sectors/ministries	

* Specific instructions are provided in the IM/IT Investments section
** Date subject to change

Part 1 – Transformation Plan Submissions

Objective

The objectives of this year's Transformation planning cycle are to:

- bring business and workforce strategies and activities together to create a cohesive view of sector/ministry vision and plans for Transformation;
- communicate any changes since the submission of T&T Plans in November 2011;
- describe sector/ministry accomplishments;
- describe sector's/ministry's current workforce, as well as forecasts, strategies and targets for the next three years; and
- present plans to staff to ensure they have the information they need to participate in and contribute to business transformation.

The emphasis on staff participation reflects a continued progression toward promoting and supporting employee engagement through their direct engagement in the planning and decision-making processes. This is an approach that is embedded in Lean and, more importantly, is critical to our success.

Deliverables

The deliverable for this section is a submission that addresses the sections listed in the table below.

TOPIC	OBJECTIVE
Vision and Business Context	Confirm your vision and summarize your business context
T&T Strategies and Activities	Confirm and summarize your strategies
Workforce Planning Current State, Forecast and Targets, and Strategies	Describe your workforce, forecasts and targets and strategies
Engagement Strategy	Present your engagement plan
Accomplishments	Describe your transformation to date

Graphics, charts, and links to existing supporting documents are encouraged, as is a concise and focused approach. Submission content should be shared with employees to support ongoing dialogue about ministry, sector and corporate transformation. Submissions should therefore be concise, the tone may be informal, and sectors/ministries may choose to include information in addition to that identified in Parts 1 to 4 of the instructions, particularly if the information supports dialogue with employees.

Some workforce planning information (e.g., specific strategies and targets) is required for submissions but may be considered too sensitive for publication or too detailed for easy consumption by employees. Therefore, while sectors/ministries are encouraged to submit the

same document that will be provided to staff, sectors/ministries may also choose to modify their submissions before distributing them to employees.

There is no template for this deliverable; however, it must be no more than 30 pages in length.

For any questions regarding the instructions for Part 1, please contact:

Vision, Business Context, Transformation Strategies, Accomplishments, and Engagement Strategy	Shelley McNellis	778 977-0635
Savannah Murphy	250 588-4488
Workforce Planning	Kim Walters	250 516-2272

Section 1 - Vision, Business Context and T&T Strategies Update

Vision and Business Context

State your vision for transformation, considering the following questions:

- Has your vision changed since the submission of your 2012/13 T&T Plan? If so, how has it changed and why?
- Have you captured your vision for your workforce in your Transformation vision?

Provide an overview of your business context – the nature of your business (priorities, core business functions, key areas of service delivery); key clients and stakeholders; current and anticipated challenges and opportunities; and any external trends that impact your business and your transformation strategies. Consider the following questions:

- Has your business context changed? If so, what has changed?
- How have the changes impacted your plan for transformation?

T&T Strategies Update

Provide an overview of the strategies and activities you identified in your 2012/13 T&T Plan, and their intended outcomes, considering the following questions:

- Have your strategies with respect to Open Data, Open Information, and Internet Strategy and Leading Workplace Strategies changed? If so, what has changed and why?
  - o Consider this question in the context of the information provided in Appendix A (for example, has your Leading Workplace Strategy has changed as a result of progress with respect to the WorkPoint action items?).
  - o Do your T&T strategies (where appropriate) reflect your workforce planning challenges and priorities?
- Briefly describe the IM/IT projects your sector/ministry is undertaking (both planned and underway) to support your transformation.
- Are you planning any other activities to achieve your transformation?

Section 2 – Workforce Planning

Context

As described in our corporate human resources plan, _Being the Best,_ in order to build our internal capacity, manage for results and maintain our competitiveness, we have three areas of focus for our workforce: Lean, health and workplace safety, and diversity.

The implementation of Lean, with associated targets and actions for each ministry, is underway across the BC Public Service. Corporately, six large projects will be selected, and each ministry will identify two Lean projects. Executive leadership and engaging employees are part of Lean implementation, and should be considered in the context of workforce plan submissions.

This year's planning cycle also focuses on health and workplace safety (see pages 19-20 in _Being the Best_), and targets have been set for ministries. Our overall goal is to reduce the costs of STIIP, long-term disability and WorkSafe across the BC Public Service, and proactively identify and address drivers of these costs and associated lost productivity and engagement.

Diversity was the focus of 2011/2012 workforce planning, and ministries made demonstrated progress in identifying the makeup of our workforce, and implementing strategies to increase diversity and reduce barriers to inclusiveness. _Reflecting Our Communities: Building a Diverse BC Service_ describes three goals to ensure the BC Public Service embodies diversity and draws on the wealth of perspectives that drive innovation. These goals are the focus for diversity strategies in workforce planning submissions:

- Attract, develop and retain a workforce in the public service that reflects British Columbia;
- Embed the principle of diversity in the practices, policies and services of government; and
- Remove barriers in our interactions with citizens and within the BC Public Service.

In addition to Lean, health and workplace safety and diversity, sectors/ministries will need to consider how to manage their levels of FTE utilization and auxiliary hiring. As announced in the 2012/13-2014/15 provincial budget (refer to pages 30-31), Treasury Board established expectations that the BC Public Service's FTE utilization shrink by 2.7% annually for the next three years. While this is expected to be achieved by attrition, ministries and sectors are expected to manage FTE utilization and hiring of auxiliaries to support meeting this goal.

Employee engagement continues to be a priority, especially in times of change where employee input and empowerment are our greatest asset toward continuous improvement. Although the Work Environment Survey will not be conducted in 2012, consider how you will engage employees and ensure communications are consistent and allow for two-way dialogue (see also Section 3 – Engagement Strategy, page 10).

These influences, and your T&T strategies, should inform your workforce planning strategies.

A one-page framework with workforce planning deliverables is provided as <u>Appendix B</u> for illustrative purposes only (not as a template for sector/ministry submissions).

Workforce planning submissions have three components: current workforce, forecasts and targets, and strategies.

Current Workforce

Conduct a demographic and workforce analysis to provide a description of your current workforce, key challenges and areas for focus.

Using the baseline data report and projection data report for your ministry (to be provided in early June following the distribution of these instructions), and the diversity analysis you conducted as part of your 2011/2012 workforce planning, provide an overview that illustrates the makeup of your workforce. Describe/provide the current state (for a 12-month period ending April 1, 2012) of your workforce, including:

- number of employees
- breakdown of employees by classification
- demographic overview/analysis
- diversity of your workforce

- hires – regular and auxiliary
- auxiliary employees as a percentage of your workforce
- attrition – based on retirements, voluntary exits, and hires

Include a narrative overview, as well as graphics/charts as appropriate, that summarizes:

- Future skills and competencies needed; gap analysis; and staffing needs.
- Learning and development needs. (Note: training for Lean and diversity are being developed corporately.)
- Challenges related to recruitment, retention and succession planning.
- Key streams or mission critical positions at risk, segmented as appropriate (i.e. by leadership, under three-year employees) and prioritization for improvement.

Forecast/Targets

Based on your workforce demographic analysis and overview of your current workforce, forecast what your workforce will look like over the next three years by quantifying:

- Lean projects/objectives (brief overview) as they relate to workforce planning.
- Health and workplace safety targets for STIIP, LTD and WorkSafe (use pre-set targets, or establish targets).
- Ministries to establish FTE utilization targets for each of three years (2013/14; 2014/15; 2015/16) with a supporting rationale.
- Ministries to forecast auxiliaries as a percentage of their workforce for each of three years (2013/14; 2014/15; 2015/16) with a supporting rationale, to support meeting a corporate target of auxiliaries averaging 5% of the workforce annually.

- Any additional forecasts or targets that you have identified as requiring focus and that will have an associated strategy, based on your workforce analysis and your T&T strategies.

Strategies

Identify the workforce planning strategies that address your workforce make-up, T&T strategies, workforce forecasts and targets, and that consider key future skill sets and succession for critical roles.

- Frame each strategy as a strategy statement with measures and time frames.
- Introduce each strategy statement with a narrative description of the rationale for the strategy selection and intended outcome.
- Describe the specific activities related to each strategy.

To support ministries in measuring progress on their forecasts and targets, the BC Public Service Agency will be providing ministries with quarterly reports on key metrics such as FTEs, health and workplace safety, hires and auxiliary employees. Baseline data will be provided in early June, and updated data will be provided on a quarterly basis.

Section 3 – Engagement Strategy

Present your engagement plan.

- How have you already engaged your employees in your business transformation?
- How will you continue to engage them? What opportunities will they have to contribute?
  - o Include your strategies for engaging employees on Lean projects
- How will you ensure your transformation is reflected in your employees' daily work?
- What will success look like? What behaviours and outcomes will you see? How will you measure that success?

Section 4 – Accomplishments

Describe your transformation to date, considering the following questions. One transformation "story" capturing all of your accomplishments is preferable.

- How have you transformed so far? What major milestones have you met? (e.g., how have you implemented flexible work options, as described in Workpoint?)
- What progress have you made with respect to Open Data, Open Information, the Internet Strategy and Leading Workplace Strategies?
- What progress have you made with respect to your 2011/2012 diversity and inclusiveness strategies and the challenges identified in your 2010/11-2012/13 workforce plans?
- Have you completed any transformation activities that were not included in your previously submitted plans?

Part 2 – IM/IT Investments

Context

The 2011/12 T&T process was successful in further developing an integrated and enterprise view of IM/IT investments to align with the strategic direction of Citizens' @ the Centre and the IM/IT Enablers Strategy. As a result, executive support for the IM/IT investments approach has been endorsed and is reflected in the following achievements:

- Transformational funding for prioritized ministry and corporate IM/IT Enabler projects such as Identity Management and Drive BC has been allocated by Treasury Board
- Endorsement from Treasury Board Staff (TBS) and DMCTT that all approved IM/IT capital projects must be inclusive of ministry and Shared Services BC (SSBC) IT infrastructure costs
- DMCTT's role is evolving and will include accountability to govern all Consolidated Revenue Fund (CRF) Capital IM/IT investments
- DMCTT has been requested by the Ministry of Finance and Treasury Board to develop a 10 Year Plan for IM/IT
  - Consistent with the budget cycle, the 10 Year Plan and DMCTT endorsed IM/IT investments for 2013/14 must be submitted to the Ministry of Finance in the early fall of 2012.

As per direction from TBS, the 10 Year Plan will be detailed and inclusive of information from across the portfolio for budget planning in out years. The 10 Year Plan will be modelled on a portfolio management approach where investments are categorized and aligned with industry trends. Building on the foundational work of the first completed enterprise Application Health Check, the Health Check will be a primary source for sectors/ministries to expose out-year risks and pressures that will inform the 10 Year Plan.

As the corporate IT service provider, SSBC plans IT infrastructure management and IT capital spending based on forecasted growth, industry technology changes, and client requirements. SSBC categorizes corporate IT infrastructure into two broad categories:

A. Ministry-specific requirements for ongoing program delivery, which result in the requirement for a capital purchase to be made by SSBC, e.g., software licences, workstations for a new government program area, MFD's, and additional server capacity.
B. Shared IT infrastructure which supports all of government and is required to ensure common services required by all lines of business, remains operational and functional. Examples include maintaining the data network, email and voice systems.

Of the available corporate IT infrastructure capital budget which funds these two categories, a significant portion has been notionally allocated for multi-year corporate infrastructure projects and forecasts based on historical client trends. Consistent with last year, ministries are responsible for any operating costs associated with approved IT corporate infrastructure projects.

In keeping with the strategic direction of the 10 year plan, and a more unified management of government's IM/IT investments, the corporate infrastructure section has been merged with the IM/IT Investment section.

Existing corporate IT infrastructure funding allocated to SSBC is included in the 10 Year Plan so that planning for corporate IT infrastructure is prioritized and aligned with corporate priorities.

Transformation planning is the single corporate process for CRF IM/IT Capital investments. While budget instructions from the Ministry of Finance may reference CRF capital, sectors/ministries are reminded that the Transformation planning process and deadline must be met for all IM/IT investment funding requests for 2013/14.

Objective

The objective of the IM/IT Investment section is to capture relevant information to enable DMCTT in their role as the investment board, to make IM/IT investment decisions which culminate in the submission of the 10 Year Plan to the Ministry of Finance.

Last year, all sectors/ministries reported their applications through the Application Health Check. This preliminary look at all systems has allowed the OCIO to objectively analyze systems and determine appropriate investment requirements in the short-term. The OCIO provided this analysis to DMCTT to support their role as the investment board and to identify potential IM/IT investments for 2013/14.

Therefore, for 2013/14, the IM/IT Investments section focuses on developing further understanding and collecting applicable information for current applications, how these map to the strategic vision and identifying specific candidate applications and projects, including corporate IT infrastructure, to be considered for funding and inclusion in the 10 Year Plan.

Consistent with last year, there is no general funding ask for IM/IT projects or corporate IT infrastructure. Rather, previously submitted plans and the IM/IT health check information will be used to determine which systems projects should proceed through the next steps. Based on last 2011/12 T&T plans and DMCTT discussions to date, the Natural Resource Sector and the Justice Sector will be receiving additional instructions requiring information on their cross-sector transformational projects.

Deliverables[3]

There are four deliverables for the IM/IT Investments section:

1. Update to the Application Health Check
   - Update information and answer new questions for all application reported in the 2012/2013 process, using your sector/ministry spreadsheet which has been posted to your sector/ministry page on the SharePoint site

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[3] All templates referenced in this section are available on the resources page of the SharePoint site

- Add new or missing applications, answering all questions

2. Engage with OCIO and the Strategic Initiatives Division on the 2012/13 results of the Application Health Check
    - For investment opportunities, Sectors/Ministries must contact the OCIO to complete the early engagement process by June 12th
    - Provide business information to inform potential investment business case(s) or plan(s)
    - OCIO will take a list of candidate plans/business cases to DMCTT for final endorsement. Projects which are not identified through this process will not be eligible for final submission.
    - Endorsed Plans/Business Cases, inclusive of SSBC Infrastructure, are due on September 12th

3. Identify government commitments[4] that require a ministry IM/IT investment and/or Corporate IT infrastructure
    - Sectors/ministries must contact the OCIO and SSBC to complete the early engagement process by June 12th
    - OCIO/SSBC will validate government commitments with the Ministry of Finance
    - Sectors/ministries with confirmed government commitments will be required to submit a business case or a detailed corporate infrastructure needs assessment. Projects which are not identified through this process will not be eligible for final submission.

4. Submit requests for a Corporate IT Infrastructure projects[5] which require an IT infrastructure service, listed as in scope in the table below, AND meets one or more of the following criteria:
    - Is in scope of the services listed in the table below, and meets one or more of the following criteria:
        o Required for capacity expansion, proof of concept or testing or mitigating a technical, business or financial risk for applications within the Application Health Check[6]
        o Required for compliance with a new policy or regulation
        o Required for the protection of health, safety, or the environment
    - Sectors/ministries must contact SSBC to complete the early engagement process and submit a Preliminary Corporate IT Infrastructure Capital Forecast by June 12th; projects which are not identified through this process will not be eligible for final submission

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[4] Includes announced program expansions, e.g. program area moving into or out of core government

[5] Corporate IT Infrastructure projects do not require ministry capital and align with the Shared Corporate IT Infrastructure category A described in the context section. If you have any questions as to whether a project is a ministry IM/IT investment or only requires Corporate IT infrastructure please Ashley Whitworth (250-953-3839) or Kate Weber (250-507-2559)

[6] There is an exception: if the application is in scope of a DMCTT directed business case or plan referenced in bullet 2, than the business case or plan must include and applicable IT infrastructure requirements.
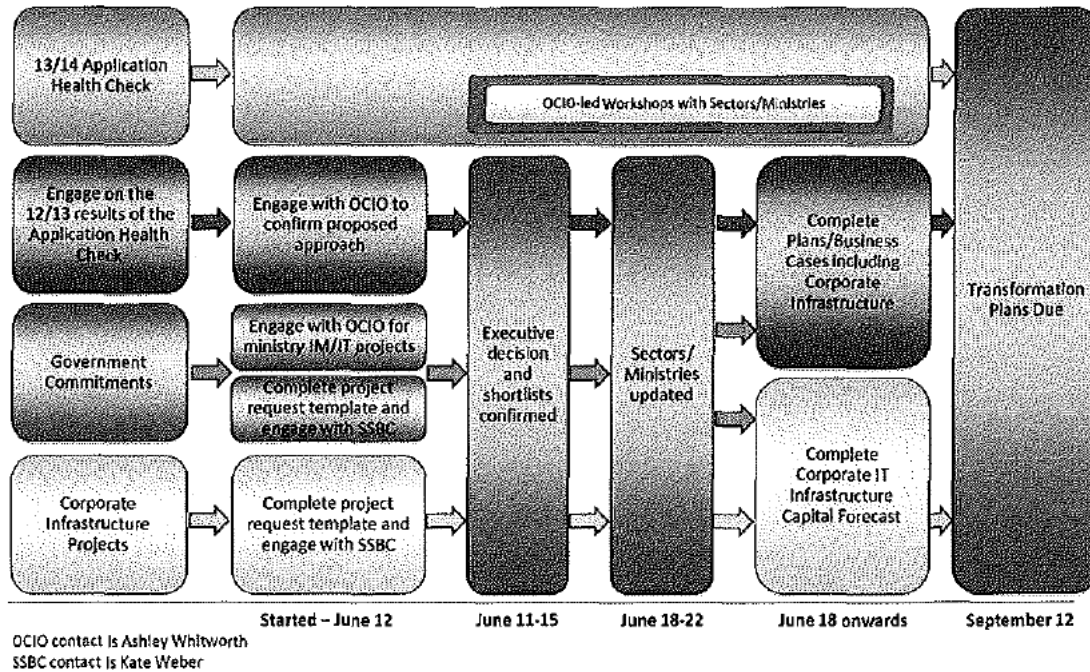
Transformation Planning Instructions

- SSBC will validate and prioritize requests and create a shortlist
- Shortlisted projects will be required to submit detailed submissions on September 12th
- Sectors/ministries should note that funding for IT infrastructure projects is limited and as such submissions will be prioritized by SSBC

Corporate IT Infrastructure Services		
In Scope		Out of Scope
Hosting services	Workstations/ MFDs	Hosting Data Centre Transformation *e.g. Existing server transition to new data centre*
Network (voice and data)	Corporate software	Workstations provided through the workstation refresh
IT security	Authentication	Transactional Orders for IM/IT *e.g. Simple iStore requests*
Corporate applications	Corporate accounting services	Emergency Orders
Messaging		IT infrastructure to support LWS[7] *e.g. Mobile devices, laptops, tablets, iPads, wireless access points*

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[7] Requests/LWS project submissions are out of scope of the Transformation process. Please contact your SSBC Director of Client Relations (https://gww.lcs.gov.bc.ca/iws/common/documents/ministry_client_contact.pdf) for more information and LWS submission guidelines.

The diagram below reflects the process for each of the deliverables:

Flow diagram rows:

- 13/14 Application Health Check → OCIO-led Workshops with Sectors/Ministries → Transformation Plans Due
- Engage on the 12/13 results of the Application Health Check → Engage with OCIO to confirm proposed approach → Executive decision and shortlists confirmed → Sectors/Ministries updated → Complete Plans/Business Cases including Corporate Infrastructure → Transformation Plans Due
- Government Commitments → Engage with OCIO for ministry IM/IT projects / Complete project request template and engage with SSBC → Executive decision and shortlists confirmed → Sectors/Ministries updated → Complete Corporate IT Infrastructure Capital Forecast
- Corporate Infrastructure Projects → Complete project request template and engage with SSBC

Timeline: Started – June 12 | June 11-15 | June 18-22 | June 18 onwards | September 12

OCIO contact is Ashley Whitworth
SSBC contact is Kate Weber

Appendix A – Cross Ministry Summary

2012/ 13 Transformation and Technology Plans

Introduction

This report presents an overview of the Ministry of Labour, Citizens' Services and Open Government's observations regarding the 2012/13 Transformation and Technology Plans, specifically the sections of the plan related to:

- Open Data;
- Open Information;
- Internet Strategy; and
- Leading Workplace Strategies

The report provides a summary of the themes that emerged during our review of the plans, including common strengths and challenges, and the corporate supports that ministries identified as necessary to achieving their Transformation objectives. The summary is based only on the content of this year's T&T plans as submitted in November 2011; the ability of sectors/ministries to execute the plans and meet the timelines they have identified is not part of the assessment.

This analysis does not include any evaluation related to sector/ministry holdbacks or analysis related to capital funding.

Overall, there was a shift from engaging and sharing information with key stakeholders to engaging and sharing information with a broad range of service users, stakeholders and the general public. Similarly, there was a greater emphasis on engaging citizens in service Transformation, as opposed to engaging citizens to inform program/service design and improvement. All ministries are clearly committed to advancing Transformation, and are working to do so as resources and competing priorities allow over the coming year.

Open Data

Summary of T&T Data Collected

# Datasets	# High Priority	# Medium Priority
2,021	229	308

Note: The table above is based on the data inventories submitted by sectors/ministries as part of their T&T Plans. The number of datasets reflects a spectrum of ministry data resources ranging from entire applications to discrete datasets.

Observations on T&T Plans

As a whole, the plans reflect a commitment to government's approach/direction on open data. Many ministries have ADM-level support to deepen data management strategies and engage in a corporate approach to open data through the DataBC Advisory Council. The plans note that the number of high-priority projects currently underway may create resource constraints but support collaboration on solutions that support corporate goals. Ministries with specific data release instructions met their commitments, and ministries without specific instructions provided either data inventories or timelines for the provision of their inventories.

The understanding of how open data is an asset can drive program or policy discussions is growing. Ministries that gain direct experience using data as a strategic asset can serve as case studies for other ministries, thereby creating greater capacity across government. For ministries to create these open data opportunities, it is necessary that they release high-value data on a regular basis. Key to that continued release is greater emphasis on planning for the release of data over the near and longer term. This includes consideration of data currently held by agencies outside of core government that is relevant to citizens and to ministries. The DataBC team and DataBC Council will continue to offer support to ministries as their work and planning evolves over time.

Program Status Update

The open data site, DataBC, was launched on July 19, 2011. The initial catalogue inventory of over 2,417 datasets has since increased to almost 3,000 – an average of almost two new datasets per day. Data is provided in machine-readable formats and is supported by analytic tools, engagement strategies and resources to encourage use of the data for a variety of personal or business purposes.

Data is made accessible under the Open Government License, which was adapted from the UK's Open Government License (with the permission of the UK National Archives). The license has since been adapted for use by Edmonton, Toronto, Ottawa and London, Ontario, and BC is working with the Canadian federal government and the UK National Archives to develop an international open government license.

DataBC also provides channels for the public to engage and provide feedback on the website, policy, licence, and data catalogue, including requests for new content and specific comments on datasets.

Since its launch, DataBC has sponsored and partnered with ministries (e.g., Education) and other organizations (e.g., the Mozilla Foundation and the BC Principals and Vice-Principals Association) to host hack-a-thons focused at specific communities.

DataBC has documented and published its "Concept of Operations" to support the maturing program. This Concept is reflected in the roadmap plan prepared for DMCTT, and provided to the DM to the Premier in March 2012. A priority is to establish data as a strategic asset for government, used by the public and by employees. This requires data that is well structured and well managed. A cross-government DataBC Council has been established to focus on improving the management and release of authoritative government data to the public and across the enterprise under the open government licence.

The DataBC foundation has been set. Going forward in 2012/13, areas of emphasis are as follows:
- Prioritized work on high-value data projects that increase understanding of government goals;
- Active engagement of key data users in the creation of value from diverse data sets; and
- Encourage broader public sector subscription to open data practices (potentially bringing them into the DataBC program).

The end result will be a high-quality open data program with enhanced content and improved services, and continued recognition of BC's leadership and innovation.

For more information about the Open Data program, please contact David Wrate 250-588-9231.

Open Information

Observations on the T&T Plans

Through their plans, most sectors/ministries identified meaningful and relevant categories of information that could be routinely released in the future, thus making more high-value information available to citizens over the next year. In addition to releasing existing information, some sectors proposed creating new information products that would offer citizens significant information about government's progress on major files and policy deliberations.

The plans demonstrate that routinely releasing sector specific information can enhance government's transparency and citizen engagement; most sectors recognized the connections among Open Information, Open Data and the Internet strategy and proposed integrated governance and actions to move these priorities forward together.

It is clear that most ministries would benefit from continued support in best practices of release of government information, and how information can be used to better inform and engage with citizens.

Program Status Update

Over the past year a number of activities have been undertaken to support progress on the initiative, and to assist ministries in meeting new obligations, including developing Open Information policy and business processes, delivering training and providing communication materials to support the proactive and routine release of information.

Since the launch of the Open Information site and policy on July 19, 2011, 738 files containing responses to general FOI requests have been released (as of March 31, 2012), as well as monthly summaries of Ministers' and Deputy Ministers' expenses. A new function has been established within Information Access Operations (LCITZ) to support ministries in their release of expenses and the proactive disclosure of responses to general FOI requests.

A cross-functional working group has been established to review and enhance the Open Information policy, provide specialized advice to ministries, to identify new policy measures, to support ministries in routine release and in meeting the obligations established through the recent amendments to the *Freedom of Information and Protection of Privacy Act*.

In March 2012 this group began a policy review to identify opportunities to update the Open Information policy and provide better support and direction to ministries.

For more information about the Open Information program, please contact Alex MacLennan at 250-507-6361.

Internet Strategy

Summary of T&T Data Collected

# Unique Websites	# Web Pages	# Website Business Owners	# Traditional Services
~524	~269,964	462	265

Observations on T&T Plans

Through their plans, most ministries clearly articulated an understanding that evidence-based knowledge of citizens needs will help improve service delivery and have committed to application of a citizen-centric approach. In most cases, ministries described reasonable actions and timelines, relative to the readiness of their organization, to prepare to align to the corporate strategy.

While ministries have plans to move forward, they have identified particular capabilities or barriers that must be addressed to delivery on their web strategies: challenges in addressing brand/property proliferation, establishing web management and governance, and accessing technology (i.e. content management system, web analytics, web search).

It is also clear that ministries will benefit from a clearer articulation of the internet strategy, new standards for government web and their accountabilities to the corporate strategy in order to assist them in their strategy to rationalize and align their web properties

Ministries will benefit from toolkits, continued engagement and clear direction from executive on alignment. The degree to which ministries will rely on central agencies for those supports, as well as technology enablers (including social media, mobile and geo-awareness), and the impact of those demands will continue to be assessed as work progresses.

Program Status Update

The completion of phase 1 of the Internet strategy occurred on July 19, 2011, with the launch of gov.bc.ca. The first phase focused on redesigning the main "doorway" to government services to enhance its look and usability, maximize the service experience for citizens, and break down the organizational structure of government.

Phase 2 of the Internet Strategy, which began prior to the launch of gov.bc.ca, focuses on the tools and activities required to support the shift for government. An ongoing research program has been established to drive enhancements to the design, functionality and standards for gov.bc.ca and government's overall web presence. The foundational element of this program is design research projects that are being conducted in partnership with ministries (including Education, Health, Transportation and Finance and the Natural Resource sector) to develop strategies for their online presence. There are also enterprise research initiatives underway to gain a deep

understanding of citizens service needs with government, in the use specific channels such as mobile and the usability and accessibility of our current online services.

A series of activities and tools have been established to build capacity and to support to rationalize their web properties and align with gov.bc.ca. Government's new approach to web and online service delivery is articulated through the recently released beta version of "Building Better Web for Citizens Toolkits." This toolkit provides modules on governance, web strategy, user experience methodology, corporate standards and design and enabling through technology. In addition, the Ministry of Labour, Citizens' Services and Open Government (LCTZ) officially established a Centre of Excellence for UX Design in fall 2011, and beginning in March 2012 delivered a specialized, purpose-designed user-experience training program for staff from all ministries.

LCTZ has also completed projects to ensure ministries have access to the most efficient, effective tools to enable their strategy with technology. The Content Management System framework created a lightweight, user-friendly interface for government's enterprise CMS, which will allow ministries to manage their own web content while applying government's design and web standards. The Google Search Appliance has been implemented for government, and now provides an enterprise-scale, integrated, industry-leading search technology for all government content. Finally, the technology roadmap is being developed through an evidence-based strategy to establish a sustainable approach to mobile and multi-platform development.

For more information about the Internet Strategy, please contact Alex MacLennan at 250-507-6361.

Leading Workplace Strategy

Observation on T&T Plans

Sectors/ministries described significant LWS opportunities – including organizational design, service delivery modernization, talent management, business innovation and capital investment – in their T&T plans. These opportunities are based in cultural change, workforce mobility and flexibility coupled with executive leadership.

In general, the plans demonstrate two types of responses: some ministries are embracing the shift and implementing LWS, while others outline a more tentative approach and cite cultural, technological, and policy barriers to implementation. This represents the natural continuum of readiness across sectors/ministries.

Ministries in the former category are already realizing the benefits, including greater collaboration, cost saving/avoidance, and productivity gains. Others require additional change leadership/management work to promote a clearer understanding of how flexible work can enable improvements in service delivery, productivity, and employee engagement.

Overall, ministries indicated a need for greater executive-level engagement, capital and performance targets, and the provision of corporate supports, such as corporate strategy, communications and commitment. The availability of change management expertise and capital funding continue to present challenges to ministries' implementation of LWS.

Program Status Update

Workpoint: Rethinking How and Where We Work in the BC Public Service

In February 2012 the Public Service released *Workpoint*, its strategy for modernizing and improving operations and the delivery of services to the public, and committed to a number of action items as the first step in developing a new approach to how we work and manage our work space. The status of these action items is described in the table below.

ACTION ITEM	STATUS
Conduct a series of Leading Workplace Strategies pilots in Victoria to establish effective deployment and support processes for a broader corporate implementation in future years.	In Progress: ongoing
Support the pilots with an online tool "FlexWork" (formerly Teletrips) that provides assessment of employee work styles and analytics to identify the potential for mobile work styles within work groups and organizations.	Complete: resource available to ministries via SSBC
Develop improved resources and supports for supervisors and employees to ensure the successful adoption of more mobile and flexible work styles where appropriate.	Complete: available on MyHR; refinement as required

ACTION ITEM	STATUS
Align work space and work tool provisioning to better support mobility and flexibility.	In Progress
Continue developing a long-term corporate real estate strategy to provide clear direction for managing government's real estate portfolio.	In Progress

For more information about Workpoint, please contact David Bellows at 250-952-8305.

Appendix B – Workforce Plan Framework

This framework is intended to provide a snapshot view of the workforce plan sections; refer to the workforce planning section of these instructions for a full description of the information required.

Current State*		Forecasts and Targets	Strategies
Understanding the current make-up of your workforce is critical to identifying the actions and strategies needed to support achieving corporate goals and targets.		Forecast your future state and targets in the areas shown below. Some key priorities have set targets, and others will be determined by ministry. Identify targets based on your analysis of your current workforce to inform your workforce strategies.	Consider the short-term and long-term strategies that will enable you to achieve your forecast and targets, and that consider key future skill sets and succession for critical roles.
Full-time Equivalent (FTE) utilization	420	**Lean Targets:** 1. Approval of two Lean projects 2. Each ministry to develop a plan to provide executive leadership over the two projects and demonstrate active corporate support for Lean.	Description of strategies to achieve forecasts and targets.
Break down of employees by classification	Mgmt – 44 BCGEU – 284 PEA - 90 Other - 7		

Health and workplace safety current state:
  STIIP
  LTD
  WorkSafe
	330K
	130K
	0.0
		Health and Workplace Safety Targets*:
		1. STIIP 310K
		2. LTD 30K
		3. WorkSafe 0.0
		
		FTE Utilization Target: Ministries to establish FTE utilization targets for each of three years (13/14; 14/15; 15/16) with a supporting rationale.	

Diversity of your workforce:
  Women
  Aboriginal
  Visible Minority
  People with Disabilities
	54.8%
	3.7%
	14.9%
	6.5%
		Auxiliary Targets: Forecast auxiliaries as a percentage of your workforce, with a supporting rationale, to support meeting a corporate target of auxiliaries averaging 5% of the workforce annually.	

Auxiliary employees as a percentage of the workforce	11.5%	**Diversity Goals:** Ministries to set specific objectives and strategies on how they plan to perform against the three corporate diversity goals	

Attrition
  Regular
  Auxiliary
	6%
	4%
	2%		

*Data shown is for sample purposes only.

Subject:	FW: July 12 Telus Demo - Home Health Monitoring
Attachments:	936610 - Agenda.docx

From: Whitmarsh, Graham HLTH:EX
Sent: Monday, July 9, 2012 8:59 AM
To: Dyble, John C PREM:EX
Subject: July 12 Telus Demo - Home Health Monitoring

John,

As follow up to our discussion on the TELUS Home Health Monitoring project, we are inviting the members of the DMCTT subcommittee to view the demonstration of TELUS' home health monitoring platform at their Innovation Center July 12 in Vancouver. We have already had a session with Health Authority Executive and CEOs (June 27), and have extended the invite to those CEOs/Exec who could not make the previous session to attend July 12. This is a unique experience to see firsthand what TELUS has to offer, and see how it has been deployed in other Provinces. It will be a case based demonstration of a newly admitted patient and the steps the care provider and themselves undertake to complete a home health monitoring program. It is important for Executive to see the demo so we can accelerate the work with health authorities and TELUS on configuring this platform for expansion in the Province. Attached is the July 12 Agenda.

Thank you.

Graham

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July 12, 2012
9:00am – 11:00am
555 Robson Street, Vancouver

ATTENDEES: DMCTT Representatives, Telus Business and Clinical Reps, Ministry of Health Home Health Monitoring Project Team

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1. **Introductions/Meeting Objective**   9:00 – 9:05

2. **Overview of Home Health Monitoring Expansion**   9:05 – 9:15
   Phases 1-3

3. **Demonstration of Telus' Central Patient**   9:15 - 10:25
   Monitoring Platform
   - *Case based approach to demonstrate*
     patient and care provider experience

4. **Lessons Learned and Future Capabilities**   10:25 – 10:35

5. **Questions/Discussion**   10:35 – 10:55

6. **Wrap up and Next Steps**   10:55 – 11:00

Memorandum

Date: July 20, 2012

To: All Deputy Ministers

Re: Corporate Executive Holdback Criteria for Fiscal Year 2012/13

I am writing to confirm the holdback criteria for executives in fiscal year 2012/13.   Holdbacks form an important part of our executive performance management framework and are reported publicly in the annual Executive Compensation Report.

The executive holdback measures support our corporate goals of modernizing government and service delivery by leveraging efficiency tools through LEAN initiatives and advancing our vision of innovation and transformation, support *Being the Best*, and successfully discharge our strategic and business plans at the ministry level.

Based on our recent discussion at Deputy Ministers' Council, the following four measures are approved. All four measures are weighted equally at 25%.

s. 22

s.22

Thank you for your continuing commitment to excellence in the BC Public Service.

John Dyble
Deputy Minister to the Premier
 Cabinet Secretary and Head of the Public Service

Memorandum

BRITISH COLUMBIA

To: Deputy Ministers

Date: January 24, 2013

Re: Launch of the 2013 Premier's Innovation and Excellence Awards

I am pleased to announce the launch of the 2013 Premier's Innovation and Excellence Awards. The nomination period for this year's Awards will run from January 25th to February 19th. The regional award webcasts and the provincial awards ceremony will be held in the fall of 2013.

The deadline for nominations is Tuesday, **February 19th, 2013**. Please bring this to the attention of your executive and management teams as soon as possible with the request that they consult their staff and give serious consideration to identifying worthy nominees in the different award categories: *Cross-Government Integration, Innovation, Leadership*, Legacy*, Organizational Excellence, Partnership, and Emerging Leader**. (Categories with asterisks are limited to nominations for individual employees).

I would ask that all ministries and eligible organizations entitled to 8 or 12 nominations submit at least one nomination for:

- Leadership, Legacy and Emerging Leader categories; and
- Interior and North regions.

For your information, I am attaching an overview of the program and some helpful tips for nominators.

Thank you for supporting this important initiative.

John Dyble
Deputy Minister to the Premier,
Cabinet Secretary and Head of the Public Service

Attachments

PREMIER'S AWARDS

IMPORTANT TIPS FOR NOMINATORS

1. In order to submit a nomination nominators must contact their Premier's Awards Ministry Contacts. Premier's Awards Contacts will be able to help move potential nominations forward through the internal Ministry process to be approved by the Deputy Minister.

2. Address each of the criteria elements for the category to which your nomination is being submitted.
   o Nominations are initially rated by the adjudicators based on the criteria elements.
   o Points cannot be allocated to an element that has not been addressed.

3. Write for a general audience. Use plain language, avoiding jargon and technical terms.

4. Tell a story and make it interesting.
   o Place the accomplishment or work performance in its broader context to aid the reader's understanding.
   o Explain why the accomplishment or work performance is especially significant.
   o Describe problems, barriers and constraints that had to be overcome.
   o If applicable, clearly describe the *before* and *after* states.

5. Include appropriate testimonials, endorsements or quotations, e.g. from clients, service recipients, co-workers, etc.
   o Attachments are permitted, provided they are electronic and do not exceed a total of five pages, e.g. one five-page attachment or five one-page testimonials, etc. (*Note: Attachments are not formally rated. Video attachments are* not *accepted*)

6. Do not exceed the 1,500 word limit. This is strictly enforced. (The limit refers only to the Detailed Submission portion of the nomination. It does *not* include the Summary Statement or any attachments.) The Summary statement will be used for all @work finalists summaries and for video production.

7. Review the sample nomination(s) at: https://gww.gov.bc.ca/career/premiers-awards (located on the right hand side) for the award category or categories in which you are considering making a submission.

8. Most importantly, **emphasize impact and results.** Impact and results will ultimately determine the difference between a Premier's Award recipient, a finalist (provincial or regional), and a nominee.
   o Nominations should have a track record. Use statistics, trend-lines and other metrics.
   o Premature nominations are discouraged. These are nominations that have recently been implemented or are only partially implemented and cannot yet demonstrate a track record using statistics and other data.

Remember: Eligible organizations are limited as to the number of nominations they can submit. Nominations must be approved by the deputy minister or equivalent before they will be registered by the program.

PREMIER'S AWARDS

Premier's Innovation and Excellence Awards

The key components of the program for 2013 are:

- As in the past, there is a limit on the number of nominations eligible organizations may submit. Organizations are permitted 4 or 8 nominations based on their employee population, plus an additional 4 nominations if they have regional staff. These latter nominations must be used in support of regional nominations. The list of eligible organizations and their nomination entitlements can be found here: https://gww.gov.bc.ca/sites/default/files/pdf/pa/Eligible-Orgs-2012-13.pdf

- Given the above limits, you may need an internal submission and selection process to determine which nominations will go forward for consideration. Options for this process are discussed on the @ *Work* site - Premier's Awards - Frequently Asked Questions: https://gww.gov.bc.ca/sites/default/files/pdf/pa/FAQs_2013_PA.pdf

- Regional Awards:
    - Regional nominations must be focused on a specific region.
    - "Grassroots" nominations pertaining to initiatives that started within a particular region but were subsequently adopted more widely should still be submitted as a regional nomination.
    - All nominations will be considered at a provincial level however any regional nominations that are larger in scope and mandated or corporately supported will only be considered at the Provincial level.
    - Ministries are responsible for identifying what region they want the nomination competing in by considering where in the province the project had the most impact instead of where the majority of employees are located.

- Provincial Awards:
    - All nominations will be considered at the provincial level.
    - (Note: Legacy nominations will only be considered at the provincial level.)

- Award Categories:
    - Award categories are the same as last year. The categories include: Cross Government Integration, Emerging Leader, Leadership, Legacy, Innovation, Organizational Excellence and Partnership.

BRITISH
COLUMBIA

February 5, 2013

Mr. John Dyble
Deputy Minister to the Premier,
 Cabinet Secretary and Head of the Public Service
PO Box 9041 Stn Prov Govt
Victoria BC V8W 9E1

Dear Mr. Dyble:

Please find attached the document, *Maximizing the Impact of Health Research in BC:
Considerations for Government,* prepared by the Michael Smith Foundation for Health Research
(MSFHR), as requested by the Ministry of Health (the Ministry).

The Ministry required this framework document be submitted prior to MSFHR's development
of the Provincial Health Research Strategy which is due to government by June 2013. This
framework is accompanied by Attachment A: Research in BC's Health Authorities, prepared by
the Ministry which describes what is currently known about health research expenditures and
activities within Health Authorities.

Sincerely,

Graham Whitmarsh
Deputy Minister

Attachments

Attachment A: Research in BC's Health Authorities

The development of a clear and shared health research strategy is an important step towards aligning research with the health systems need for improved outcomes and sustainability. Consultations that will be undertaken as part of the development of the strategy provide an opportunity to better understand health authority research activities, expenditures, and impacts.

Understanding health authority research investments and priorities is one important element of many required to support a more coherent, strategic approach to health research provincially.

1.   Will the funding help to develop standards – Clinical and Practice Standards?
2.   Is there a component of comparative assessment in the research?
3.   How will they support transparency for outcomes?
4.   Has the investment been leveraged?

It has been estimated that 85 percent of the federally funded research takes place in the health authorities. Historically, health authority research activity has been focused in the teaching hospitals associated with the Provincial Health Services Authority (PHSA) and Vancouver Coastal Health Authority (VCHA) which includes Providence Health Care. According to the Auditor General of British Columbia's recent report, *Health Funding Explained*, VCHA and PHSA received almost $100M in research contributions in 2011/2012 and approximately $360M over the last four years (based on financial information reported by health authorities). In partnership with their primary academic partner, the University of British Columbia (UBC), these two health authorities provide the province's most highly specialized and acute care, they provide clinical training for physicians, nurses, and other health professionals and they conduct health research that drives innovation and break through discoveries. Two well known examples are the BC Cancer Agency which through its network of lab-based and clinical researchers, have enabled BC to have the best survival rates from cancer in Canada. Similarly, Providence's Centre of Excellence in HIV/AIDS integrates clinical research and treatment in one centre with the result being the lowest rate of HIV/AIDs in the country.

With the expansion of the UBC Medical School, all of the health authorities now play a role in providing clinical training to medical students and other health professionals. Research is a key requirement and supporting structure to the educational requirements for training health professionals. This and a growing focus on evidence-based decision making in health care has resulted growing interest in health research beyond the lower mainland and beyond the acute care hospital.

All of the health authorities are working to expand their organizational research capacity in partnership with the UBC medical school and other regional universities. Fraser Health has, for example, established a Department of Evaluation and Research Services with 15 full and part time researchers[1] with a focus on clinical, health services and population health research and rapid translation of research into practice. Vancouver Island Health Authority has a small Research Department supporting hospital based clinical trials and is building connections with community partners to enhance the role of research in the delivery of high quality health services across and at all levels of Vancouver Island's health system. Northern Health in partnership with the University of Northern BC has established an Innovation and Development Commons to

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[1] This compares to an estimated 2700 researchers and staff working in PHSA and VCHA.

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connect research, practice and policy with a focus on the unique challenges of delivering health care in the north.

The evolving role of health research in the health authorities creates both a challenge and an opportunity for the province. A stronger focus on research across the continuum of care and across the diversity of communities in BC has the potential to improve patient outcomes and enhance sustainability of the health care system. It has been well demonstrated that evidence based practice can improve patient outcomes and can also result in significant cost savings. For example, preliminary results from BC's Surgical Quality Improvement project being led by the BC Patient Safety and Quality Council shows that reductions in surgical complication rates based on evidence based best practices (e.g., surgical checklists) could result in savings of 5,500 to 21,900 patient days/year. Integration of research and clinical practice can help ensure that research is focused on areas of clinical priority and ensure the rapid translation of innovative diagnostic and therapeutic approaches to the point of care. Given that 40 percent of the provincial budget is spent on health, research that supports better patient outcomes and reduced costs is as important to the province's economic well being as research that leads to development of commercial products and new technologies.

The province will be challenged, however to ensure that expanded health authority research activities are coordinated towards addressing health system priorities and that supporting administrative infrastructures are efficient and non-duplicative. Even within the well established academic health centres in the Lower Mainland, the health authorities have never tracked, planned, coordinated or reported on these activities or their impacts. Indirect costs of clinical academic and research activities are not well understood, even by the health authorities.

To this end, the Ministry has committed to collect more detailed information on health authority expenditures on research including the following:

- Total health authority revenue collected in support of research activities (and priority areas of research):
  - Grants from foundations or other external Government Reporting Entities
  - Products provided free of charge or in-kind services
- Total annual operating expenditures in support of research activities (and priority areas of research):
  - Physician compensation
  - Support staff compensation
  - Supplies
  - Education, training

This information request underpins a new dialogue and planning between the Ministry and health authorities about the health research activities in hospitals and health authority facilities.

2

Maximizing the Impact of Health Research in BC: Considerations for Government

Version11: November 30, 2012

Executive Summary

Background

The purpose of health research is to generate high quality knowledge that can be used to promote, restore, and maintain our health. Health research is also an important catalyst for economic development – creating jobs, attracting investments to BC, and keeping our families and our communities healthy and productive.

Recognizing the need for a more coherent, strategic approach to health research across the province, the BC government asked the Michael Smith Foundation for Health Research to facilitate the development of a provincial health research strategy.

Investments and Impact

The BC government has invested more than $900M in health research since 2001. These investments have translated into a significant growth in health research in BC, with excellent researchers choosing to make BC their home, more post-secondary students pursuing advanced degrees, and hundreds of high quality knowledge economy jobs for skilled research personnel. The increase in health research has generated new knowledge that is improving the health of British Columbians and the cost effectiveness of their healthcare system.

Where to from here?

BC government funding and the additional dollars it has leveraged have provided a critical foundation for health research in our province. While there is much to celebrate, we need to do more to take full advantage of research knowledge generated in BC and beyond.

To maximize impact, we need to focus on the needs of knowledge users such as government, health system decision makers, practitioners, private sector, patients, populations and communities. With this vast array of knowledge users and a large number of stakeholders in the public and private sector including non-profit organizations, academic institutions, private companies and our health care system, a coherent strategy is needed to maximize the impact on health and the broad social and economic outcomes from health research.

Five strategic directions have been identified that will enhance informed decision-making across the range of knowledge users interested in health.

1. *Support the integration of research, care and education*
2. *Strengthen linkages between researchers and health system decision-makers*
3. *Strengthen the commercialization continuum*
4. *Build capacity for patient-centred research*
5. *Enhance support for health research*

These directions frame suggested possible actions by government. The directions will also be used as a framework for a broader provincial consultation and the development of a more detailed plan with possible actions for other sectors and organizations.

Why do we need health research?

The purpose of health research is to generate high quality knowledge that can be used to promote, restore, and maintain our health.[1] Health research takes place in many locations — from post-secondary institutions to health-care industry and community settings — and requires the expertise and engagement of the public and private sectors as well as civil society.

In practical terms, health research underpins innovation in:

- Effective health promotion and disease prevention.
- The discovery of new treatments and cures.
- Uptake of new tests, technologies and products.
- Improvements in our health care system.

Health research is also an important catalyst for economic development, creating high-quality knowledge economy jobs, attracting investments to BC, and keeping our families and our communities healthy and productive.

What is our health research system?

The people, organizations and activities that generate and apply high quality knowledge define a *health research system*.[2] BC's health research system includes:

- Those who **develop research capacity** within learning institutions, laboratories, health-care settings and in the community.

- Those who **fund research**, including government, the non-profit sector, funding agencies and industry.

- Those who **produce research.**

- Those who **use research evidence** to make decisions that improve health; lead to better programs, policies, technologies and products; or increase efficiency in our health care system.

- Those who **benefit from** research.

Many organizations and individuals play more than one of these roles. For example government funds and uses health research. The public uses and benefits from research, as well as funding it through their tax dollars. Even organizations whose primary role is funder also build capacity for and produce health research.

The diversity within the system makes for a rich research enterprise. It also means that effort is needed to meet individual and collective needs, align priorities and share resources where appropriate, and collaborate towards common goals.

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[1] Hanney et al. Health Research Policy and Systems 2010, 8:11
[2] Ibid.

Purpose of this document

Recognizing the need for a more coherent, strategic approach to health research across the province, the BC government asked the Michael Smith Foundation for Health Research (MSFHR) to facilitate the development of a provincial health research strategy. The strategy will be aimed at improving the health of British Columbians, contributing to global health, and maximizing health research as an economic driver.

The planning phase for the provincial strategy took place in the summer and fall of 2012 and included the establishment of an advisory board and a reference group, and 60 key informant interviews.[3]

As the next step, this document has been developed for the BC government. It presents:

- An overview of government's investments as a catalyst for other contributions to health research in BC.

- Some of the impacts arising from these investments, and areas that need improvement.

- Five strategic directions for increasing the impact of health research in BC, with actions for government's consideration under each.

These strategic directions both build on investments to date and address gaps based on the needs of health research system stakeholders. The directions may be seen as guiding principles to enable government decision-making about research investment. Moving forward, the five directions will also serve as a framework for engagement toward developing a provincial health research strategy.
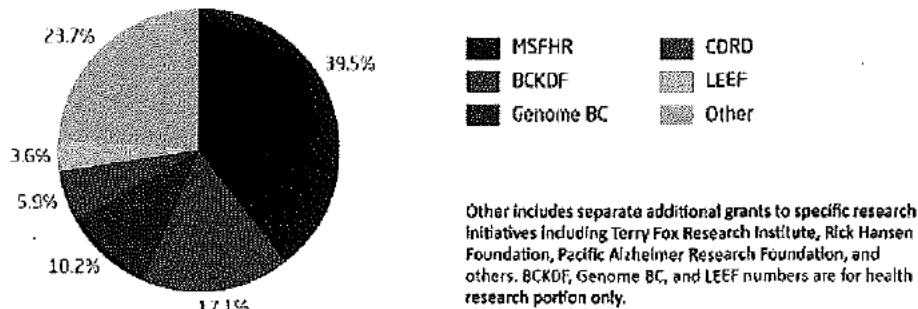
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[3] BC Health Research Strategy Key Informant Interview Report, October 2012

Background

What has the BC government invested in health research?

The BC government has invested more than $900M in health research since 2001. See Figure 1.

Figure 1: Major health R&D investments by BC government since 2001 (%)*

Other includes separate additional grants to specific research initiatives including Terry Fox Research Institute, Rick Hansen Foundation, Pacific Alzheimer Research Foundation, and others. BCKDF, Genome BC, and LEEF numbers are for health research portion only.

Total health research funding = $917M

*British Columbia Ministry of Jobs, Tourism and Skills Training, November 2012

MSFHR was established in 2001 to build capacity for health research and to advance knowledge creation across the range of health research that occurs in BC. MSFHR is funded primarily by the Ministry of Health.

The BC Knowledge Development Fund (BCKDF), funded through the Ministry of Advanced Education, Innovation and Technology, matches investments (primarily from the federal government's Canada Foundation for Innovation programs and the private sector) to help public post-secondary institutions, teaching hospitals and affiliated non-profit research agencies leverage funding for infrastructure.

Genome BC was established in 2000 to invest in and manage large-scale genomics and proteomics research projects, and to support enabling technologies in human health, forestry, fisheries, bioenergy, mining, agriculture and the environment. Genome BC is a member of a national consortium of regional organizations also supported by Genome Canada. Genome BC receives part of its funding from the BC government.

The Centre for Drug Research and Development (CDRD) is a national not-for-profit drug development and commercialization centre headquartered in BC that provides expertise and infrastructure to enable researchers from leading health research institutions to advance promising early-stage drug candidates. CDRD has received funding from several organizations including the BC government.

The Leading Edge Endowment Fund (LEEF) was established in 2002 to encourage social and economic development in BC. LEEF leveraged private sector funds to establish Leadership Research Chairs at post-secondary institutions across the province in the areas of medical, social, environmental and technological research. (Note: The LEEF Society has fulfilled its mandate and is winding down.)

Government investments in these organizations — as well as government funding for higher education and for health care through health authorities — have had a substantial impact on BC's health research enterprise, enabling our province to recover from a decreasing percentage of federal health research dollars coming to BC in the 1990s. For example, direct investments by the provincial government have helped bring in an additional $300 million to BC from the Canadian Institutes of Health Research (CIHR – Medical Research Council of Canada prior to 2000 — Figure 2), and an additional $140 million in federal funds from Genome Canada. BC's rate of growth in CIHR funding per capita is over twice that of Alberta and over 55 percent greater than Quebec and Ontario (Figure 3).
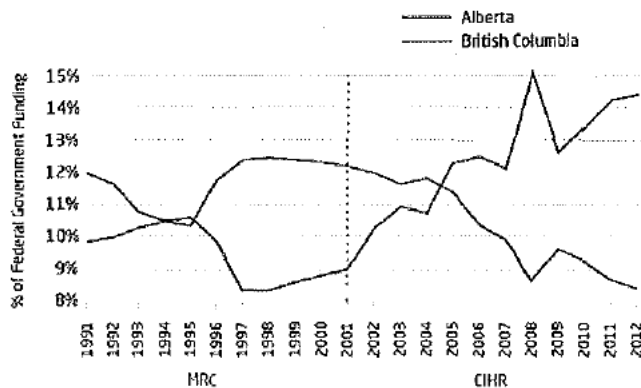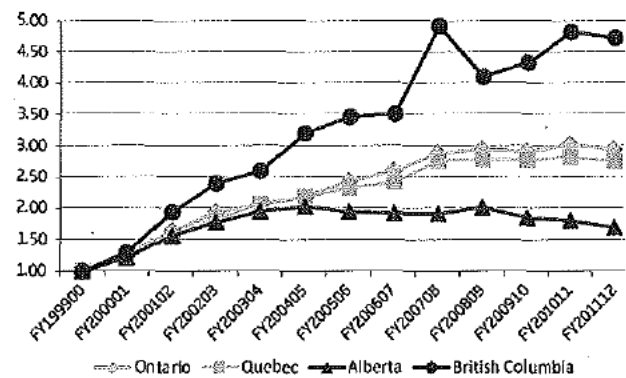
Figure 2: Percentage of CIHR funding

Figure 3: Growth in CIHR funding per capita, BC vs. other provinces.
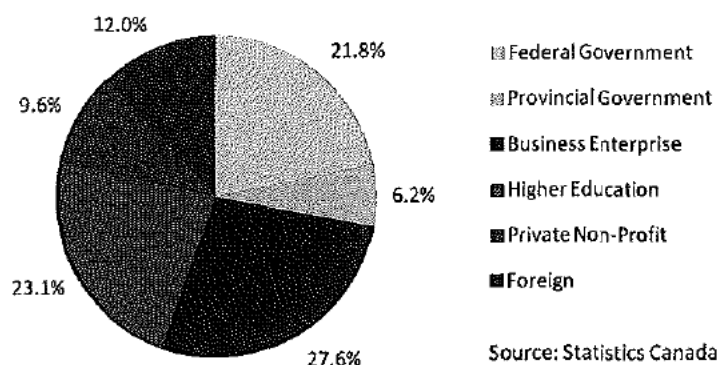
Who else invests in health research in BC?

In addition to funding directly from the BC government, health research is funded by a variety of other organizations in a range of sectors (Figure 4).[4] These include federal granting agencies as described above; for example, CIHR, Genome Canada, Canada Foundation for Innovation, and Networks of Centres of Excellence. In turn, federal infrastructure investments have stimulated philanthropic support — through hospital and health-care foundations — for health authority-based research institutes. Non-profit organizations such as the Heart and Stroke Foundation of Canada and the Canadian Cancer Society also invest heavily in health research.

The private sector is another key supporter of health research. There are more than 100 biopharmaceutical and medical device companies in BC, many of which began at our universities. UBC has spun-off more than 100 life sciences companies, raising more than $2 billion in private investments.

Overall, direct investments by the provincial government are leveraged greater than 10-fold by dollars from foreign, non-profit, federal government and private sector sources. This investment has translated into a significant growth in health research in BC, with excellent researchers choosing to make BC their home, more positions for post-secondary students to pursue advanced degrees, and hundreds of high quality jobs for skilled research support personnel.

Figure 4: Sources of health research funding in British Columbia in 2006

12.0%
21.8%
9.6%
6.2%
23.1%
27.6%

🔲 Federal Government
🔲 Provincial Government
⬛ Business Enterprise
🔲 Higher Education
🔲 Private Non-Profit
🔲 Foreign

Source: Statistics Canada

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[4] StatsCan produces a Gross Expenditure on Research and Development (GERD) report every year. The last time GERD was published specifically for health research funding was in 2006. Since then, the methodology used to calculate GERD has been updated, so these percentages may alter in the next version of Health Research GERD.
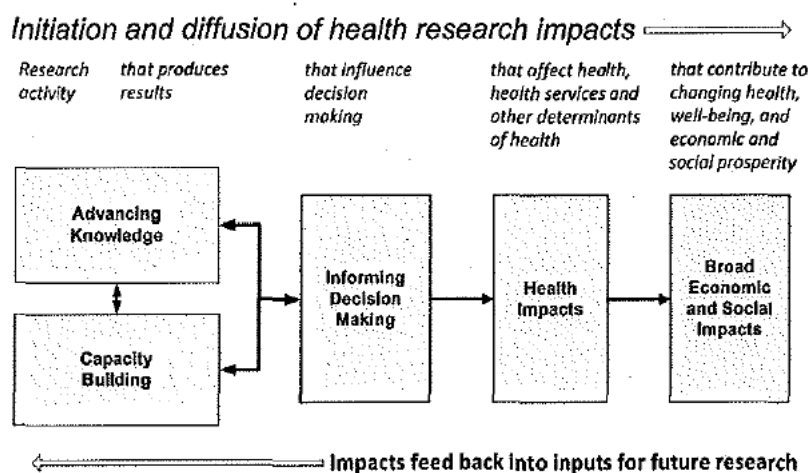
How can we assess the impacts of investments in health research?

The Canadian Academy of Health Sciences (CAHS) framework,[5] developed to measure the return on investment in health research, includes five impact areas (Figure 5) that can also guide future investments to accelerate progress in improving health and wealth in BC.

Advancing knowledge and building capacity

BC government funding and the additional dollars it has leveraged have played a central role in advancing knowledge and building capacity. Traditional indicators for advancing knowledge are based on research metrics, for example the average citation score of publications. In this regard, **BC researchers rank number one in Canada**. Other measures of advancing knowledge include research quality and research activity. Capacity building measures include numbers of personnel, additional research activity funding, and infrastructure.

Figure 5: Framework for health research progression to impact

Initiation and diffusion of health research impacts ⟹

| Research activity | that produces results | that influence decision making | that affect health, health services and other determinants of health | that contribute to changing health, well-being, and economic and social prosperity |

⟸ Impacts feed back into inputs for future research

The BC government has built capacity in BC by funding organizations like MSFHR, part of whose mandate is to support the establishment, development and retention of investigators through salary contributions. Since 2001, MSFHR has granted 315 scholar awards worth $109 million.[6] The awards contribute significantly to additional funding success, and support the training and mentorship of hundreds of students.[7]

Capacity for health research is also strengthened by non-profit organizations, working in partnership with universities and research institutes. For example:

- The Heart and Stroke Foundation partners with research institutions to fund large-scale, multi-year research chairs and professorships. The foundation also offers career investigator and new

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[5] Diagram adapted from Canadian Academy of Health Sciences (2009). *Making an Impact: A preferred framework and indicators to measure returns on investment in health research: Report of the Panel on Return on Investment in Health Research.* Ottawa: CAHS
[6] MSFHR records as of March 31, 2012.
[7] MSFHR Career Investigator Program Analysis, March 2001. Taken from:
www.msfhr.org/resources/public/Reports/Career_Investigator_Program_Analysis.pdf

investigator awards.

- The Canadian Cancer Society has invested in 36 BC-based research projects worth more than $19 million that involve multiple research sites.[8]

- The Alzheimer's Society of BC, Alzheimer Society of Canada's research program (ASRP) funds doctoral and post-doctoral awards as well as young investigator and regular grants. The society has also established a professorship in Alzheimer's research at UBC.

The results of these and many other investments in advancing knowledge and capacity building have helped establish leading research programs and teams. For example:

- The BC Centre of Excellence in HIV/AIDs studies the mechanisms of the disease, providing care and treatment, educating health-care professionals and promoting evidence-based policy. The centre has improved outcomes and reduced the chances of HIV transmission by more than 95 percent[9] through the use of HAART (highly active anti-retroviral therapy) and routine testing.

- The BC Cancer Agency, an agency of the Provincial Health Services Authority, is another world class resource for British Columbians, home to the work of leading investigators. In 2003, a team of researchers at the agency's Genome Sciences Centre sequenced the SARS genome in six days. The information was used to develop three SARS vaccine candidates in less than a year, a process that typically can take 10 years.

- BC is home to several federally funded Centres of Excellence for Commercialization of Research (CECRs), which bridge the gap between innovation and commercialization, generate multi-million dollar contributions annually both in cash and in-kind, and advance new knowledge. BC-based CECRs include Advanced Applied Physics Solutions, Centre for Drug Research and Development, Centre of Excellence for the Prevention of Organ Failure, and the Prostate Centre's Translational Research Initiative for Accelerated Discovery and Development. The CECRs are also supported directly or indirectly by the BC government.

- Boreal Genomics, a company founded by UBC researchers, is developing much-needed approaches for non-invasive detection and monitoring of tumor mutation profiles.

These and many other examples demonstrate how a decade of focused investments has built capacity for world-class research programs that are advancing knowledge to improve the health of British Columbians, contribute to global health, and maximize health research as an economic driver.

Informing decision-making: Toward improving health and achieving broad social and economic impacts

While some of the biggest gains of the past decade have been made in capacity building and advancing knowledge, BC is also making significant progress on informed decision-making, which represents the pathway from research to its outcomes.

Those whose decisions must be informed by research, and whose experiences must in turn inform

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[8] www.cancer.ca/British%20Columbia-Yukon/Cancer%20research/BC-Provincial%20highlights.aspx?sc_lang=en#ixzz2DjXxU6Re
[9] Hogg RS, Heath K, Lima VD, Nosyk B, Kanters S, et al. (2012) Disparities in the Burden of HIV/AIDS in Canada. PLoS ONE 7(11): e47260. doi:10.1371/journal.pone.0047260

research, are widely distributed. They include government, health system decision-makers and practitioners, the private sector, patients and the public, and researchers themselves.

Good decision-making necessitates close collaboration between researchers and research users, to ensure the right questions are being asked in the right way. In this way, the results of researh can be translated into better health and health care. BC has many examples of collaboration between researchers and research users, including the research programs described in the previous section.

The province's health authorities are also increasingly focused on strengthening connections between research and health care to improve patient outcomes and health system efficiency. Recent investments — not only in research, but in our distributed medical program and academic institutions — have supported these developments.

- The **Provincial Health Services Authority**'s research enterprise has a strong focus on implementing findings to improve patient care and system efficiency. More than 600 researchers and 1,000 trainees conduct research through the Child & Family Research Institute, the BC Cancer Agency, the Women's Health Research Institute, the BC Mental Health & Addictions Research Institute, and the BC Centre for Disease Control.

- **Vancouver Coastal Health** has a well-established research institute that connects health professionals, scientists and trainees to work on novel and advanced treatment and prevention options for a wide range of health challenges.

- **Providence Health Care's** research institute is focused on finding solutions to questions that arise from the organization's care settings.

- **Fraser Health's** emerging "research-to-practice hubs" have generated substantial provincial, national and/or industry funding in the areas of cardiac sciences, critical care, end of life, older adult, residential care, and workplace health.

- **Northern Health** and UNBC have connected research, practice and policy through the new Innovation and Development Commons, and by working with the Northern Medical Program.

- Research is a vital contributor to **Interior Health's** goal to ensure sustainable health care by improving innovation, productivity, and efficiency, and **Vancouver Island Health Authority** is developing connections with community partners to enhance the role of research in the delivery of high quality health services across and at all levels of Vancouver Island's health system.

- The newly created **First Nations Health Authority** (FNHA) is just starting to develop the relevant infrastructure to support informed decision-making for all their stakeholders. It aims to promote and support collaborative research that benefits First Nations in BC, as well as to support First Nations in conducting and owning their own health research.

Separate from but supporting health authorities and government with informed decision-making are many research centres and platforms in BC. For example:

- UBC's **Centre for Health Services and Policy Research** is focused on population health and the ways in which health services can best be organized, funded and delivered.

- SFU's **Centre for Applied Research in Mental Health and Addiction** examines province-wide trends in related service delivery and uptake, creating evidence-based recommendations that

inform decision-making at all levels of service delivery.

- Centres such as **CanAssist,** at the University of Victoria, focus on patients as decision-makers. CanAssist develops innovative technologies and programs to help people with disabilities improve the quality of their lives.

- A new Monitoring, Evaluation and Learning System (MELS) being designed by **MSFHR** will support the continuous learning, improvement and decision-making required for evaluating the BC Ministry of Health's plan to integrate primary and community care across the province.

Informed decision-making as supported by these and many other examples leads to better health outcomes (measured by health status, determinants of health and health system changes) and broad social and economic impacts (measured by, for example, commercialization, wellbeing, and social-benefit indicators).

Improved health and broad social and economic impacts

Better health outcomes as well as social and economic impacts are being realized as a result of evidence-informed decisions across the province, including:

- A Vitamin D protocol implemented in Fraser Health residential care facilities could potentially reduce the rate of fractures as well as lead to health system cost savings. The protocol costs less than $20,000 per year (less than $2 per month per patient). By contrast, the cost of treating a single hip fracture from a fall ranges from $18,000 to $30,000.

- Grade six girls now receive only two doses of the human papillomavirus (HPV) vaccine after a study determined that two doses provide the same protection from HPV as three doses (the previously recommended dosage).

- A strategy to identify BC kidney patients before their symptoms develop has led to a slowing of disease progression and less need for dialysis. BC's annual dialysis growth rate is now 3 percent, the lowest in the country. Over the past two years, reduction in the growth of end-stage kidney disease has avoided $5.5 million in provincial dialysis costs and improved patient quality of life.

- More than 1,000 BC family physicians are now providing evidence-based mental health care to patients after training developed by a research team for the BC Ministry of Health – BC Medical Association's General Practice Services Committee.

- Ovarian cancer related deaths may be reduced by up to 50 percent over the next two decades thanks to a discovery that the majority of a specific type of cancers arise in the fallopian tubes, not the ovaries as previously thought. The discovery is expected to lead to surgeons now removing fallopian tubes during gynecological surgeries such as hysterectomies.

Where to from here?

The ultimate goal of health research is to maintain and improve people's health while enhancing economic and social prosperity. As the CAHS framework suggests, the path to these outcomes starts with building health research capacity and advancing knowledge, which in turn improves evidence-informed decision-making to maximize health, social and economic impacts.

BC has made significant gains in building capacity and advancing knowledge and, as a result, informed decision-making. **Although there are many examples of success stories, there is still much to be done to make the most of research knowledge generated in BC and beyond.** While some new knowledge gets translated into innovative technologies — products, tools and procedures that make a difference in people's lives — more could be done to ensure the application of research evidence to clinical, population health, management, and policy decisions. What's required is a concerted approach that sees continued investment in the foundations for health research — the systems for learning and knowledge generation — and also pays attention to stakeholder needs (Table 1).

Table 1: Stakeholder Needs

Research user	Examples of what they need
Government	• Information on health research impacts to inform future investments and policies • Improved effectiveness and efficiency of the health care system • Better health for individuals and communities • Health research maximized as an economic driver
Health system decision-makers	• Research to support policy development • Research on specific health system questions • Mechanisms to maximize uptake of research evidence • Help to assess, implement and evaluate technologies and best/promising practices
Practitioners	• Research that informs clinical practice and community care • Support to incorporate evidence into practice • Access to investigators to help answer research questions
Private sector	• Flow of findings from discovery research • Collaboration between academia and industry that supports applied research • Environment conducive to establishment and success of private enterprise
Patients and public	• Evidence-based information and care • Access to research evidence and the capacity to interpret it in context • Research to address questions of importance to individuals, families and communities
Researchers	• Understanding of health system and public health challenges • Resources to do research • Mechanisms that match research users questions to the resources and expertise among BC researchers • Mechanisms to help translate research evidence into practice, policy or further research

The following five strategic directions build on the investments to date and the existing foundation we have built, but move BC toward achieving maximum impact of the health research system. Actions under each of the five directions have been developed for the BC government's consideration.

While these strategic directions can be seen as guide for government decision-making, they will also serve as a framework for stakeholder engagement on a provincial health research strategy.

1. Support the integration of research, care and education

Integration of patient care, teaching and research will drive needs-based research and innovation, support timely and informed decision-making among research users, enable the delivery of evidence-informed care in our health system, and promote better health and prevent disease in our communities.

Possible actions under this direction include:

- Capitalize on government's investment in BC's distributed medical school by supporting collaborations among medical programs and their local universities and health authorities. Strategic investment in capacity building and research, appropriate for each context, will enable each site to advance informed decision-making.

- Continue early efforts (e.g. the BC Nursing Research Initiative) to build research capacity and a culture of inquiry among practitioners at the point of care.

- Enhance support and infrastructure for patient-oriented research and care through the submission of a BC-based SUPPORT Unit application to CIHR's Strategy for Patient Oriented Research.

- Accelerate the implementation of clinical care and prevention best practices through the creation of networked centres for research, care and education in specific high priority disease areas.

2. Strengthen linkages between researchers and health system decision-makers

The production of research evidence is just the first step along the path to adoption, adaption and action that will transform our health system. Capacity to use research knowledge is needed at the individual, organizational and system levels. Success factors range from policies and processes to leadership and partnership.

Possible actions under this direction include:

- Create research funding mechanisms that better match government's priority research questions with the expertise and innovative capacity in our academic institutions. Specific mechanisms are needed that link immediate, intermediate and long-term evidence needs to the research expertise and methodology available in BC and beyond.

- Build upon current efforts that enable research users and researchers to work together to develop relevant research questions, conduct research, and implement findings.

- Link researchers to current efforts within government to advance health technology assessment so that government can make informed decisions and learn from the implementation of policy decisions.

- Create opportunities for collaborative research priority-setting among investigators, practitioners, and community leaders from the various sectors that impact on the health of individuals and communities.

3.   Strengthen the commercialization continuum

Informed decision-making about investments by the private sector depends on a strong definition of needs from the health system and communities, and a pipeline of related ideas and research emanating from the academic sector.

Possible actions under this direction include:

- Build on the assets available in the public and private sectors through support for public-private health research partnerships.

- Continue to train researchers who become the highly qualified personnel needed by the private sector.

- Maintain the pipeline of innovative ideas by supporting "discovery" research in our academic institutions.

- Further cross sector, cross ministry dialogues that lead to a deeper understanding of the needs, gaps and opportunities to strengthen the commercialization continuum.

4.   Build capacity for patient-centred research

Health authorities, as the organizations responsible for health-care delivery in the province, are well-positioned to support patient-centred research. This includes the new First Nations Health Authority, which is uniquely positioned to address the cultural safety and relevance of the health care system serving First Nations people across the province. Collaborations with non-profit agencies such as the BC Healthy Living Alliance and its members can help enhance the impact of research on the prevention of disease and the patient experience.

Possible actions under this direction include:

- Build on mechanisms in health authorities and among non-profit agencies and provincial patient networks to develop a deeper understanding of "patient-centred."

- Support FNHA in the development of their health research strategy and its alignment with their patient-centred care objectives.

- Use the opportunity provided by CIHR's Strategy for Patient Oriented Research to enhance the infrastructure and expertise that supports patient-centred research and evaluation.

5. Enhance support for health research

The directions suggested above relate to enhancing informed decision-making for the range of health research users. To enable these directions, it is critical that the health research infrastructure in BC is maintained and, in some areas, enhanced. Future planning for the health and health research systems would also benefit from the implementation of methods for measuring progress towards improved health outcomes and economic and social benefits.

Possible actions under this direction include:

- Maintain support for capacity building and advancing knowledge as the foundation of evidence informed decision-making.

- Capitalize on federal government and private sector opportunities by maintaining sources of matching funds.

- Capitalize on the rich administrative databases available in BC by improving access by researchers working within an appropriate privacy framework.

- Develop innovative trainee programs that enhance capacity of students, practitioners and decision-makers to plan, do and interpret research.

- Develop a comprehensive approach to the measurement of health research impacts across all CAHS framework impact areas.

- Create opportunities to strengthen health research through links with research in other sectors, including from cultural, social and environmental studies, to advance knowledge about health promotion and disease prevention.

Conclusion

Investments in health research over the past decade have built capacity, advanced knowledge and informed decision-making for improved health, social and economic outcomes, ultimately establishing BC as a leader in health research excellence worldwide.

The five high level directions in this document build on this foundation, addressing the needs of stakeholders who contribute to a robust research system, to ensure a more coherent, strategic and high impact approach to health research across the province.

This document focuses on how government can support a more effective health research system through its levers in health authorities, health research enterprises and advanced education. Other stakeholders, including communities, non-profit organizations and the private sector, as well as individuals working in health care and universities, must be engaged in a dialogue to collectively develop further actions to address our most pressing health issues through a strong health research system. To that end, broad consultation, using these five directions as a framework, will begin in early 2013.

This document was prepared by the Michael Smith Foundation for Health Research, with input from the BC Health Research Strategy Advisory Board (see below) and a Planning Team.

BC Health Research Strategy Advisory Board*

Name	Title	Organization
Stirling Bryan	Director	Centre for Clinical Epidemiology & Evaluation, Vancouver Coastal Health
Robin Ciceri	President	The Research Universities' Council of BC
Mary Collins	Director of the Secretariat	BC Healthy Living Alliance
Heather Davidson	Assistant Deputy Minister	Planning Innovation Division, BC Ministry of Health
Howard Feldman	Executive Associate Dean, Research	Faculty of Medicine, UBC
Brett Finlay	Professor	Michael Smith Laboratories, UBC
Robert Halpenny	President & CEO	Interior Health
Martha MacLeod	Chair, School of Nursing	University of Northern BC
David Ostrow	President & CEO	Vancouver Coastal Health
Simon Pimstone	President & CEO	Xenon Pharmaceuticals Inc.
Carl Roy	Executive Vice President & Chief Administrative Officer	Provincial Health Services Authority
Sonia Singh	Medical Director, Research and Development	Fraser Health
Lynn Stevenson	Executive Vice President, People and Organizational Development; Practice and Chief Nurse	Vancouver Island Health Authority
Alan Winter	President & CEO	Genome BC

* This group provides advice on the development of the provincial health research strategy. Members do not represent their organizations or sectors, but rather bring a provincial and sector-informed perspective to the advisory board table.

Contacts:
Diane Finegood: dfinegood@msfhr.org
Bev Holmes: bholmes@msfhr.org

Memorandum

BRITISH COLUMBIA

Date: March 11, 2013

To: All Deputy Ministers

Re: 2012/13 Holdback Measures

As we approach the end of the fiscal year, I would like to provide you with some information on the process and timelines associated with reporting on your fiscal 2012/2013 holdback measures.

s.22

Attached is a template for information regarding the report's format and content. Please submit your progress reports to Jay Schlosar, Assistant Deputy Minister at the Ministry of Citizens Services and Open Government, no later than April 2, 2013. Submissions received after that date will not be accepted. You are encouraged to submit your information as early as possible in order to facilitate timely assessment and release of holdbacks.

If you have any questions regarding the holdback evaluation process, please contact Jay at 250 953-3470 or Jay.Schlosar@gov.bc.ca.

John Dyble
Deputy Minister to the Premier
Cabinet Secretary and Head of the Public Service

cc: Jay Schlosar, Assistant Deputy Minister, Ministry of Citizens' Services and Open Government

Attachment

Ministry Progress Report Template
2012/13

Please use the format below to describe your progress as of March 31, 2013, with respect to:
- Specific stretch deliverables as established with the Deputy Minister to the Premier

Note that there is a MAXIMUM OF TWO PAGES for each holdback measure.

Measure/Action

Activities Completed
A description of the activities undertaken to meet the deliverable, including any quantitative data available to indicate progress and results achieved as a result of the actions taken.
 	
For example:
   • *If the deliverable required the development and implementation of a plan or strategy, activities could include:*
       ○ *Date the plan was released/strategy was launched, description of who the plan was released to*
       ○ *Brief description of the key components of the plan and indicators of performance*
   • *If the deliverable required undertaking a forum or workshop, activities could include:*
       ○ *Date and location the workshop was held*
       ○ *Number of people included in the workshop*
   • *If the deliverable required furthering a goal outlined in previous holdbacks activities should include:*
       ○ *Dates of key deliverables (ie fiscal year/month)*
       ○ *Progress specifically achieved this fiscal*

Reference Documents
The titles of any documents that support the information provided above. Hyperlinks or the attachment of these documents are not necessary. If further information is required to assess the completion of the holdback measure, the Ministry may be requested to provide any or all of these reference documents.
 	
Documents could include but are not limited to:
   • *Name of strategy documents*
   • *Cabinet submissions*
   • *Web URLs*
   • *Press releases*

Memorandum

BRITISH COLUMBIA

Date: April 15, 2013

To: All Deputy Ministers, Assistant Deputy Ministers of Corporate Services and Ministry Chief Information Officers

Re: IM/IT Capital Investment Management Framework

As you are aware, Treasury Board has delegated authority to the Deputy Ministers' Committee on Transformation and Technology for management of IM/IT capital as an envelope.

DMCTT has developed an IM/IT Capital Investment Framework in support of this direction. This framework is attached. As with IM/IT transformation initiatives funded through the transformation fund since 2011/2012, all IM/IT investments will now be submitted through the annual Transformation Planning Process. Further details of the different capital categories and annual funding cycle are outlined in the framework.

This is another positive step forward in ensuring our IM/IT investments are coordinated across government and aligned with the vision of *Citizens @ the Centre: BC Government 2.0.*
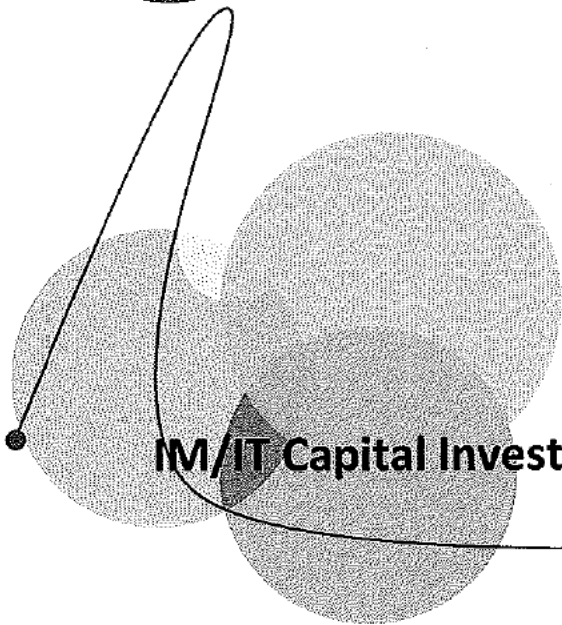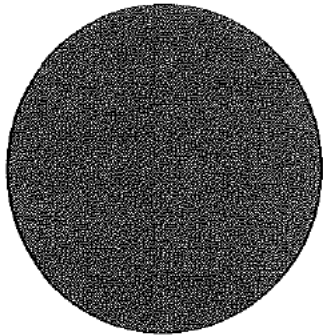
For any specific questions regarding this framework, please contact Bette-Jo Hughes, A/Government Chief Information Officer.

John Dyble
Deputy Minister to the Premier
 Cabinet Secretary and Head of the Public Service

cc: Bette-Jo Hughes, Acting Associate Deputy Minister and Chief Information Office

Gary Cooney, Executive Director, Strategic Initiatives Division, Office of the Chief Information Office

Attachment

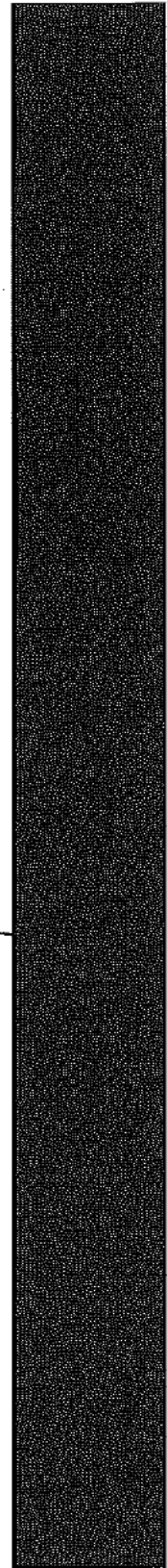# IM/IT Capital Investment Management

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IM/IT Capital Investment

Intention

Government will manage IM/IT capital investments as an envelope. The envelope approach is based on a model where the Deputy Minister's Committee on Transformation and Technology (DMCTT) provides recommendations to government on all IM/IT Consolidated Revenue Fund (CRF) capital investments, and Treasury Board approves the overall envelope size. To manage within the envelope, the Government Chief Information Officer (GCIO) develops a detailed three-year, with 10 year outlook, investment plan that includes infrastructure and line of business initiatives that require capital. This plan will be updated on an annual basis to incorporate the latest strategic thinking on what the information technology environment should be, and to ensure that government does not miss opportunities presented by emerging technologies.

Financial and performance oversight has been consolidated within the IM/IT Capital Investment program, and the IM/IT Governance Framework.
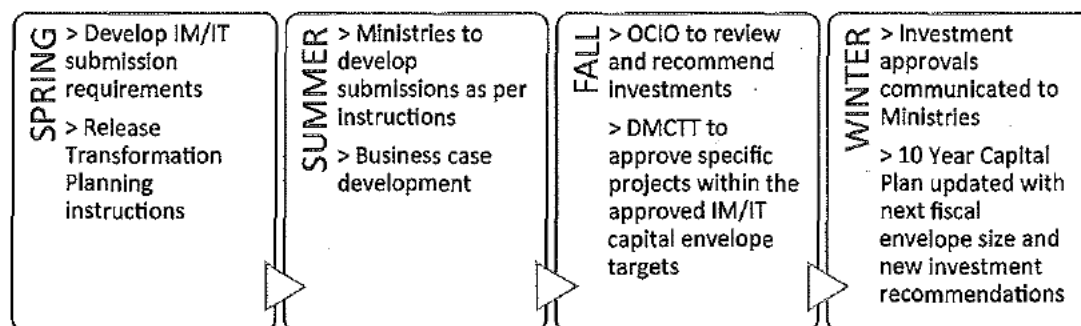
Principles

Principles and criteria for IM/IT investments are set annually as part of the Transformation Planning Instructions issued by DMCTT. Selection of appropriate IM/IT investments results from a number of factors: environmental, economic, societal, technological, and cultural, as well as, the perceived risk to government. Some investments are strategic and some more tactical; all contribute to ensure that IM/IT sustainment of core systems support business and mission-critical services for government.

Annual Process

IM/IT capital investments align with the annual budget process. The Transformation Planning Process is the primary path for IM/IT investments. Instructions, including principles and criteria, are issued to ministries in the spring of each year. Ministries develop plans and business cases that reflect their IM/IT priorities and readiness. These business cases are assessed by the Office of the Chief Information

Officer (OCIO) and presented to DMCTT for direction and decision. DMCTT determines the priority ranking of the initiatives, which in turn, informs the annual IM/IT investment plan. This plan is presented in the fall to Treasury Board, who decide on the size of the IM/IT envelope.

Timeline

SPRING	SUMMER	FALL	WINTER
> Develop IM/IT submission requirements > Release Transformation Planning instructions	> Ministries to develop submissions as per instructions > Business case development	> OCIO to review and recommend investments > DMCTT to approve specific projects within the approved IM/IT capital envelope targets	> Investment approvals communicated to Ministries > 10 Year Capital Plan updated with next fiscal envelope size and new investment recommendations

Governance & Accountabilities

Body	Role
Treasury Board	■ Approves annual overall capital targets ■ Makes decisions on major IM/IT projects (e.g., ICM-class projects)
DMCC	■ Reviews capital priorities and the DMCTT 10 Year IM/IT Capital Investment Management Plan
DMCTT	■ Sets IM/IT priorities against corporate direction within the approved envelope ■ Oversight to the annual Transformation Planning Process with Ministries ■ Makes trade-offs as required to stay within the envelope and other corporate priorities ■ Endorses the annual 10 Year IM/IT Investment Plan ■ Endorses annual IM/IT capital, including any new projects
GCIO	■ Develops the 10 year IM/IT Capital Investment Management Plan ■ Recommends IM/IT projects to DMCTT ■ Manages the annual Transformation Planning Process for IM/IT investments ■ Makes trade-offs as required to stay within the categories ■ Reports back to DMCTT regarding performance against plans/approvals
Ministry of Finance/TBS	■ Work with the OCIO to review IM/IT proposals/funding recommendations to determine fiscal plan impacts (impacts on corporate capital and operating plans) and providing analysis/advice to FIN and CITZ executive, as appropriate. ■ Integrates this process into the annual budget process ■ Takes the recommendations from DMCTT to DMCC which informs TB on the overall IM/IT capital process
Ministry	■ Develops plans and business cases ■ Responsible to GCIO for financial reporting and investment outcomes on IM/IT capital ■ Signs-off on operational funding ■ Has enhanced accountability to the GCIO for DMCTT-endorsed projects
SSBC	■ Manages rehab/maintenance/infrastructure upgrade capital

Policy Review

To execute on IM/IT Investment Management, the following areas must be addressed:

- Chapter 5 in the Core Policy and Procedures Manual, specific to delegation authority, will be reviewed to reflect the IM/IT Governance Framework.
- Chapter 12 in the Core Policy and Procedures Manual must be updated to reflect the IM/IT Governance Framework.

Categories of Capital

IM/IT Capital

IM/IT capital will be allocated as either major or minor.

Major Capital

A major capital IM/IT initiative is defined as one that is more than $10 million capital in one fiscal year and/or more than $20 million capital for the initiative (multiple years).

Minor Capital

Minor capital is for all other initiatives and projects that are not major. IM/IT capital funds corporate infrastructure, ministry small line of business purchases, and minor projects. Projects can be categorized as transformational, if the business case meets the criteria. Minor capital is identified as:

- *Transformation Capital*
  Criteria for this category considers innovative approaches to changing services offerings, leaning or eliminating business processes, and adopting new technology solutions.

- *Minor Upgrades & Renos*
  IM/IT asset improvements undertaken primarily to maintain or improve the useful life of the asset, functionality, efficiency, or for policy changes. Includes replacing specialized equipment and IM/IT infrastructure for reasons of obsolescence.

- *Rehab and Maintenance*
  Primary capital required or provided by Shared Services to ensure corporate infrastructure is maintained and ministry capital purchases such as software licenses and hosting that are procured throughout the year.

Hybrid Capital Projects

There can be broad projects and initiatives are not solely IM/IT but that that include a component of IM/IT. These projects may primarily leverage a different capital category such as facilities; however,

require technology systems or infrastructure; it is expected that they are reviewed by OCIO and meet the same standards and conditions as all IM/IT projects.

Funding & Approval Processes

IM/IT Investment Target

Part of the IM/IT Governance Framework is the concept of a sustainable IM/IT capital envelope for core government. Included in the FY2012/2013 10 Year Capital Investment Plan was the request for Treasury Board to support a base funding commitment (approval-in-principle of the CRF IM/IT capital envelope approach, funding level decision deferred). The table below shows current investments (in blue) and proposed budget for planning (in red). Funding levels will grow to historical levels with government's affordability.

IM/IT Capital Envelope
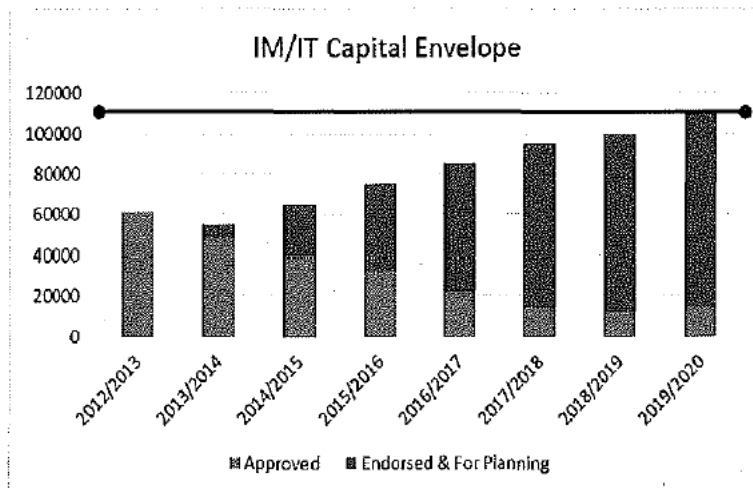
Envelope Management

The OCIO manages investments within the Treasury Board approved envelope, and the DMCTT approves the annual IM/IT Capital Investment plan. Initiative funding requirements often change during the year, or require access to approved funding in different years than originally planned. All ministry requests are managed within the prescribed and accepted thresholds, consideration of risk to government (micro and macro), and impact to the envelope. Other direct project criteria, such as the relative size of the request to the project, will be considered.

The GCIO will manage, as directed, protected sub categories. Sub-category capital for transformation or infrastructure will only be spent on projects that meet the agreed-to criteria and definitions.

The GCIO and the OCIO work within the minor capital category, the approved initiatives, and funding thresholds. The following thresholds can be confirmed annually or as required:

- DMCTT approves the IM/IT plan annually
  - o An approved list of minor initiatives/projects is developed from the Transformation Planning Process intake
  - o Upcoming major initiatives are included in IM/IT plan
- TB approves the IM/IT envelope and major initiatives list
- GCIO manages the annual minor capital category (cash flow) within 15 per cent of approved initiative budgets
  - o Regular reports on project budgets and accelerations and decelerations will be reviewed by the core government Ministry CIOs Council.
  - o Requests to re-profile funds to future years will be assessed against other projects approved for that ministry and the ability to afford the request within the envelope
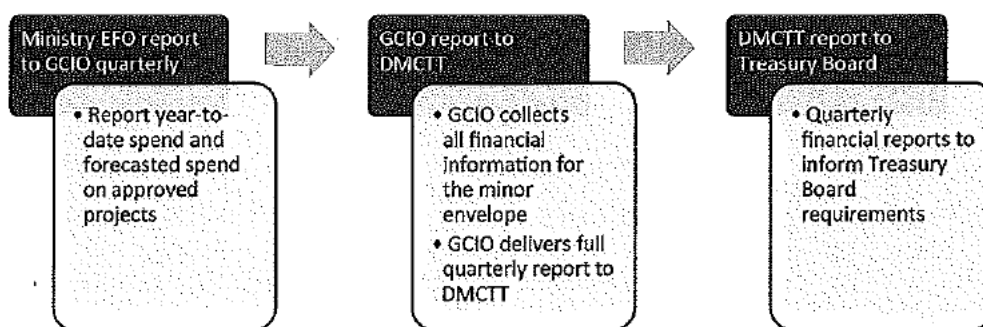- Exceptions go to DMCTT

Reporting

GCIO delivers reports to DMCTT and Treasury Board staff detailing the financial and performance targets as scheduled.

Performance Measurement

Ministries are required to have GCIO-approved investment outcomes complete with performance measures and targets by initiative. Bi-annually, ministries must provide the GCIO with a status update on results achieved to date, and expected progress within next reporting period.

Financial Reporting

As per Core Policy and Procedures Manual (CPPM), ministry EFO's must report to GCIO financial management branch for routine reporting on planned versus actual initiative capital spending.

Ministry EFO report to GCIO quarterly
- Report year-to-date spend and forecasted spend on approved projects

GCIO report to DMCTT
- GCIO collects all financial information for the minor envelope
- GCIO delivers full quarterly report to DMCTT

DMCTT report to Treasury Board
- Quarterly financial reports to inform Treasury Board requirements

Memorandum

BRITISH COLUMBIA

Date: April 22, 2013

To: All Deputy Ministers

Re: Lean BC – Moving Towards a Common Approach

As we wrap up year one of the Lean BC initiative, I want to thank you and your staff for their contribution to meeting our Lean goals. As you know, the Lean philosophy uses a proven methodology and tools to understand client needs and expectations, the root cause of problems and to engage employees in the creation and implementation of solutions.

After just one year of Lean implementation, we can be proud of the successes, learn from the experience, and move forward with confidence. With this in mind, attached are the 2013/14 Lean Initiative instructions.

As leaders of the BC Public Service, we will achieve true success when Public Service employees are engaged, empowered, supported and held accountable to continually improve what they do to deliver true-value to British Columbians.

Again, thank you for your valued contribution to building a better BC Public Service and a brighter future for all British Columbians.

John Dyble
Deputy Minister to the Premier
   Cabinet Secretary and Head of the Public Service

Attachment

BC Lean – Moving Toward a Common Approach

Public service employees are engaged, empowered, supported and held accountable to continually improve processes to deliver true-value to customers.

Year-two Instructions

Background

In April 2012, the Lean program was established and each ministry was asked to meet two key deliverables:
1. Implement two lean projects prior to March 31, 2013; and
2. Develop a Lean Culture Change Strategy to support the growth of the lean culture across their ministry.

Results

Between April 2012 and March 2013 the following was achieved under the Lean Initiative:
- The Lean Program Management Office (Lean office) was created to foster a Lean culture across the Public Service;
- Ministries met Lean Holdback Requirements;
- Training and awareness building was delivered to over 6000 public servants;
- Four original Lean training courses have been developed and a train the trainer model is being deployed;
- A communication strategy has been rolled out; and
- Lean projects and adoption of the Lean culture is evident across the public service.

Strategic Context

The results in year-one of the initiative are considerable, demonstrating the capacity for innovation across the BC Public Service. Year-one was about introducing the *Lean Philosophy* of employee and customer focused continuous improvement. The initiative allowed public servants to experience the *Lean Define, Measure, Analyze, Innovate/Implement and Control/Celebrate (DMAIC) methodology* and appreciate the process improvement and change management benefits of this structured approach. Ministries have repeatedly expressed the value they found after spending the time necessary to follow the Lean methodology and many have demonstrated that it is beneficial to dedicate full-time resources to supporting Lean. Supervisors are seeing that Lean offers them an opportunity to free up staff time for higher value work in the short, medium and long-term and are beginning to prioritize process improvements to ensure successful project implementation.

As we move forward, in order to embed the Lean Philosophy and get to a place where staff are engaged, empowered, supported and accountable to continually improve processes to deliver true-value to customers, it is critical that the Lean initiative continue to support and celebrate a variety of project sizes. Where large

projects are considered – linkages to corporate priorities must be fully explored and the Lean office will coordinate with the Transformation Planning Office to ensure expectations regarding linkages are clear.
Operational Context

The Lean Office is fully staffed and will continue with a budget of $2.138 million in order to:
- ➢ Develop awareness and build capacity through a communications, engagement and training program;
- ➢ Evaluate and properly scope projects as well as identify and source required resources;
- ➢ Create a "Lean where you work first" methodology and toolkit to support small scope projects; and
- ➢ Support the roll-out of corporate projects that were delivered successfully in 2012/13 – including FOI and Contracts.

In addition, the Lean office will support large sector-wide projects in the economy, finance, justice, natural resource, social and service sectors. For example, the Lean office will collaborate with the social sector ministries to create a Lean initiative for organizations that deliver important social services in collaboration with the Community Social Services Employers Association.

Lean Initiative Ministry Guidelines for Fiscal 2013/14:

Deliverable 1: Lean Culture Deployment Strategy

i. Ministries must continue efforts to foster a Lean culture as evidenced through a three-year Lean Culture Deployment Strategy due on June 3, 2013, outlining the following:
- ➢ A very clear Lean Leadership team including an Executive Sponsor and a Lean Lead to ensure delivery of the culture deployment strategy;
- ➢ Alignment with the Lean office's Communication and Engagement efforts to ensure a coordinated and consistent message across the public service, e.g.,
  - Broad posting of project documents, highlights and results where possible, and
  - Promotion of centrally developed tools and resources where appropriate;
- ➢ Regular, corporately aligned and visible communication strategies at the ministry level, focused on Lean successes, challenges, project status and performance measurement;
- ➢ Training and capacity building plans in alignment with the Lean office training program and sufficient to reach a minimum of 60 percent of staff at a basic awareness level and a minimum of 1.5 percent of staff at a supervisory or beginning practitioner level by February 28, 2014; and
- ➢ Engagement approaches to involve and empower staff to participate in the Lean initiative and support them through change at the project and cultural level.

ii. Submission of a brief summary of Lean Culture deployment efforts and results, on November 1, 2013 and March 15, 2014 (format to be provided).

Deliverable 2: Projects

i. All ministries are required to follow through on year-one projects until implementation plans are complete and they can verify project goals are in control and being sustained.
- ➢ Ministries will be required to report to DMC Lean on a regular basis until this time as follows:
  - November 1, 2013 and March 15, 2014.

ii. Ministries will be required to identify and select year-two projects no later than June 3, 2013.

> Ministries will be required to submit projects, selection process and criteria to DMC Lean for information; and

> Staff engagement in the selection process is encouraged.

iii.   By February 28, 2014, Ministries are required to complete* and report to DMC Lean as follows:

> Two projects for smaller Ministries (base salary threshold under 65,000,000); and

> Four projects for larger Ministries (base salary threshold over 65,000,000) – two of which must be new projects and two that may build on year-one projects (e.g., identifying further opportunities and/or supporting central projects such as the roll-out of FOI or Contract Management).

*Complete: For projects to be complete, they must have followed the DMAIC methodology including up-front data collection, measurement and analysis, improvement workshops are held where appropriate, stage-gate reviews occur and executive have been debriefed. Implementation plans must demonstrate the project will be complete by June 30, 2014 and projects will be in control and closed by September 30, 2014. If, in a unique situation, a ministry would like to implement on a different schedule, they must discuss this with the Lean office and provide a rationale. The Lean office will support ministries in choosing and scoping projects accordingly.

Funding: Ministries will continue to have access to limited external contract resources and internal consultant support through the Lean office. Funding will be apportioned in accordance with overall program strategy and Ministry capacity.

Small Projects: In addition to the required projects, ministries are encouraged to support small "Lean where you work" projects.

Timeline

Date   **Deliverable**
June 3/13   Three-year Lean Culture Deployment Strategy
June 3/13   Year-two Project Selection complete and project selection process submitted
Nov.1/13   High-level Project Status and Culture Change Status Report (form of report to be provided)
Feb. 28/14   Completion of Year-two projects and training goals
Mar. 15/14   Reporting – Year-one Status and Year-two Project and Culture Change Results

Lean Office Support

As noted above – the Lean office will support ministries in meeting these deliverables. Specific to these guidelines the Lean office will provide:

1. High-level Outline of Culture Deployment Strategy minimum requirements and strategy building support;
2. Assistance in project criteria identification and project selection (via your Lean Consultant);
3. Ongoing project and culture deployment coaching, support and resources;
4. Creation and delivery of training to assist ministries in meeting capacity building targets; and
5. Resources, guidelines, tools and templates.

Questions may be addressed to:
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BC Public Service Agency
Colleen.Sparks@gov.bc.ca or 250-507-9391