Citizens @ the Centre

Transformation and Technology
Social Sector Plan 2012/2013

Vision, Business Context and Alignment to the Shifts

BRITISH
COLUMBIA

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Introduction

This year's Transformation and Technology (T&T) Planning Instructions focus on specific actions in support of the *Citizens @ the Centre* strategic shifts of citizen participation, self-service and business innovation. For the *Vision, Business Context and Alignment to the Strategic Shifts*, sectors and ministries are requested to submit the following:

- An update regarding last year's T&T submission and identify any significant changes resulting from changes in the business environment and transformational priorities;

- Plans for supporting the four corporate priorities of: Open Data, Open Information, the Internet Strategy and the Leading Workplace Strategy; and

- A response to ministry instructions that is specific to their respective visions, business contexts, and alignments to the three strategic shifts.

This year a mixed model of stand-alone ministries and organized sectors was endorsed by Deputy Ministers Council on Transformation and Technology (DMCTT). The Ministry of Children and Family Development (MCFD) and the Ministry of Social Development (MSD) were once again requested to work together to develop a T&T Plan for the Social Sector.

The Social Sector submission on the vision, business context and alignment to the strategic shifts will begin with a general description of the Social Sector and then will discuss its common vision for Technology and Transformation Planning. In the Business Context section, changes in transformational priorities will be identified, followed by a brief update on progress made towards the actions identified in last year's T&T submission. An overview of the corporate priorities will follow and this submission will conclude with a response to the ministry-specific instructions.

The Social Sector

Together, MCFD and MSD serve over 200,000 individuals and families in British Columbia through key social programs. Combined, the two ministries include over 4,000 front-line workers and 12,000 contracted service providers, including foster parents, Delegated Aboriginal Agencies, employment service providers and labour market partners.

The two ministries share a number of common elements. They each provide important social services to some of the most vulnerable populations through a combination of direct service delivery and contracted services. Both have regional structures, organized by geographic boundaries, to provide better support to meet varying needs of regions, communities and clients. Each ministry delivers a mix of transactional and support services. Some programs and services are delivered by staff working directly with clients, through local offices, in people's homes, and in communities all across the province; other programs and services are administered centrally through call-centres or over the internet.

Information Box 1: Overview of the Social Sector

Children and Family Development	Social Development
MCFD strives to maximize the potential of children and youth and achieve meaningful outcomes for children, youth and families, and is committed to delivering its services in a respectful, compassionate, strengths-based, and culturally appropriate way.	MSD aspires to ensure that everyone can participate in the economic, social and cultural opportunities of British Columbia, and is responsible for delivering an integrated continuum of programs and supports to those in need.
The major service delivery areas for MCFD include: • Early Childhood Development and Child Care Services • Children and Youth with Special Needs Services • Child and Youth Mental Health Services • Child Welfare and Protection Services • Adoption Services • Youth Justice Services	The major service delivery areas for MSD include: • Income Assistance • Community Living Services for Adults with Developmental Disabilities • Employment Programs and Services for unemployed and underemployed citizens

Vision

The recently released *IM/IT Enablers Strategy v1.5 for Citizens @ the Centre: B.C. Government 2.0* identified Government's IM/IT Vision and noted that success will come through acknowledging the need for cultural change and embracing innovative ways of delivering services.

> ## IM/IT Vision
>
> *Technology: delivering the power of information of a modern government*

In support of the strategic shifts of *Citizens @ the Centre* and the IM/IT Vision and Enablers, T&T Planning for the Social Sector is guided by three focus areas:

1. **Technology supports improved outcomes:** There are complex relationships between factors, such as educational attainment, employment, economic stability, and physical and mental health. Improving outcomes for many of B.C.'s most vulnerable requires coordination across the various ministries, across levels of government, and with citizens and community partners.

2. **Technology contributes to achieving operational excellence**: The Social Sector seeks to provide quality services as efficiently as possible. Citizens should receive consistent, timely, client-centred, culturally appropriate services delivered as seamlessly as possible.

3. **Citizens are @ the Centre of Social Services:** Programs and services offered by the ministries are responsive to the people being served. Traditional barriers between different ministries and between individuals and government are broken down and individuals, groups and government will collaborate to transform the services and service delivery to meeting current and future needs.

Both ministries recognize that existing and emerging technology generates new opportunities for transforming the relationship between citizens and social services. The ministries are working collaboratively to build meaningful linkages across the broader social sector, including health, justice and education.

Business Context

This year's T&T Plan is being developed within the context of a number of key issues, some of which are impacting all government ministries, and some of which are specific to the social sector and/or the individual ministries. These issues influence both the direction and scope of the activities each ministry is undertaking.

Strategic Direction and Priorities:

Both MCFD and MSD are continuously looking for ways to provide better service, find efficiencies and improve client outcomes. This year, both ministries are undertaking some new strategic directions.

At the end of June 2011, MCFD launched a new strategic action plan identifying nine core service delivery systems for the ministry that build on and expand the focus of *Strong, Safe and Supported: A Commitment to B.C.'s Children and Youth*. The new plan details 17 key actions aimed at strengthening core service delivery systems, improving supports to staff and improving services at the provincial, regional, and local levels. Over the course of 2011/12, MCFD is also conducting a review and analysis of its overall performance to develop a new three year strategic plan for 2012/13 – 2014/15.

MSD's current strategic focus is developing a strategy to optimize the use of available service delivery channels with consideration of different client and service needs and expectations. Channels include web service, self-service, by phone, by mail, in person, fax and email. The strategy consists of five pillars: Information Management; Standardization; Performance Measurement; Integrated Planning; and Engagement. Over the course of the next fiscal year, MSD expects to be able to provide regular reports of service volumes through the various service channels, increase the consistency of data, and establish a baseline to set long-term goals for service channel volumes. There will also be a focus on setting priorities for channel focus and adapting the strategy as channels evolve (e.g. expansion of self-service channel via Integrated Case Management). This strategy will be developed through consultation, communication and engagement with clients, front-line staff, supervisors and the ministry's management team.

Both MCFD and MSD share a common strategic focus on standardization of policy, practice and service delivery. Standardization brings clarity of roles and responsibilities and improves efficiency, predictability and reliability of services to clients across the province. The ministries see technology and transformations in business practices as having a key role in both driving and supporting this shift.

The two ministries also share a common focus on implementation of incremental changes in service delivery models in response to shifting concepts of social welfare in the western world. For MSD, there is a change from income assistance models to models of employment and empowerment. For MCFD, there is a move from a narrow scope of child protection to a broader focus on overall child well-being.

Meeting the Demand for Services:

Both ministries are pursuing their strategic direction and priorities against a backdrop of challenges to their capacity to meet the current and future demand for services. Citizens' expectations around technology are changing; these changes are marked by a need for immediacy, interactivity, and transparency. Clients increasingly demand that services be delivered where and when it is most convenient for them.

Responding to the demand for service and program delivery models that are highly mobile, online and supported 24/7 is complicated by the fact that a significant proportion of social services are delivered through non-profit and community organizations. In terms of technology, these organizations often lag behind government. MCFD and MSD are building strong partnerships and working collaboratively with community partners so that new and existing public services are responsive to the needs of citizens.

The ministries are also challenged to identify how the demands for service can be met by a substantially reduced provincial public service. It is expected that over the next five years, many workers will retire and the workforce will shrink by 30 per cent. MCFD and MSD recognize that technology presents opportunities for business and service innovations to address the challenges and issues. However, these opportunities are not without cost.

Since 2009, the British Columbia economy has suffered great pressure from the worldwide financial crisis. Not only does this pressure impact the province's revenue, but it increases the demand for social services as citizens' deal with unemployment, underemployment, increasing poverty and social issues that accompany poverty. Going forward, the Province will need to carefully balance investments in planning and developing technological infrastructure for future service improvements against the need for present day services. This balance will impact the funds MSD and MCFD can expect to acquire for key projects.

A key technology priority for the two ministries is the Integrated Case Management (ICM) system, which will replace a 30-year old information system that no longer meets today's standards and expectations. The ICM system will introduce effective tools for front-line workers and service delivery partners, and support the business changes needed in service delivery in both ministries. This is a complex undertaking with significant challenges to changing organizational cultures. There is also the additional challenge of maintaining legacy systems to continue to deliver services while implementing this new system.

Substantial resources are currently invested in this initiative both financially and in staffing allocation.

Many other social sector technology initiatives are dependent on the IM/IT Enabler Strategy and central government coordination of a related project. This dependency adds a level of complexity and expands the scope of some projects. Although the end result is expected to be more collaborative, these changes have delayed projects and increased costs. For example, the telephony project now encompasses all of government and a new agreement with TELUS. Additional shifts and changes are expected with other initiatives mentioned in this update.

Progress Update

Although the current business context presents a number of pressures and challenges, both ministries have embraced the task of finding ways to use technology to increase citizen engagement, business innovation, and service innovation. A high level overview of the activities undertaken by the ministries following last year's T&T planning process is presented below.

Ministry of Social Development

In last year's plan, MSD identified several areas of focus for fiscal year 2011/12 to contribute to *Citizens @ the Centre*. These included continuing to develop and implement the Employment Program of BC business transformation for launch on April 1, 2012; utilizing existing and emerging technology to support service delivery in the ministry (e.g. enhancing call-centre technology) and continuing to explore, develop and implement business innovations and client-centred service solutions. Significant accomplishments are:

Service Innovation

- **Employment Program of BC**: The integration of former federal programs with provincial employment services set the foundation to enhance the employment and labour market system so it can better meet the needs of citizens, while building efficiencies. A one-stop approach ensures that all British Columbians will be able to access the full suite of employment programs regardless of where they live. The new integrated employment program will be implemented across B.C. in April 2012.

- **Telephony:** In the past year, MSD engaged Deloitte to provide consultative services. On March 9, 2011, Deloitte tabled an assessment of the MSD contact center environment and relevant future state service delivery options. In response to recommendations included in the assessment, the ministry addressed some issues through organizational changes. For the upcoming year, there are two key shifts in direction. First, a consultant will be procured to help identify the best solutions to maximize client outcome while addressing the service delivery demands. Second, MSD will participate in a cross-ministry initiative to maximize call center services. MSD will work with the Ministry of Labour, Citizens' Services and Open Government (LCSOG) to continue developing the high level integrated, shared telephony strategy leveraging the new agreement with TELUS wherever possible and will work with LCSOG to create a community of knowledge around telephony within government.

Business Innovation

- **Paperless Correspondence Approval:** Each year, MSD processes anywhere from 3,500-5,000 pieces of correspondence, 70 per cent of which require a response from the Minister, Deputy Minister, or ministry executive. The ministry implemented an electronic approval system that eliminated paper usage and securely houses and processes sensitive documents across the organization. The ministry will continue to refine the tool and intends to make the architecture and supporting documentation to other ministries who may want to consider a similar system.

- **DMO/MO iPad Utilization Project**: MSD leveraged the iProductivity pilot by developing new processes and existing iPad applications. All transition materials for the ministry's new Minister and UBCM information materials were converted to an electronic format to allow the DM to instantly and remotely syncronise his iPad. This initiative increased the DM's ability to review documents while away from the office. For the upcoming year it is anticipated that the scope of this project will be expanded, as the Minister's Office has requested the same service. The ministry will work to develop a process that allows iPad users to easily navigate large volumes of information including Estimate notes, and will explore options to syncronise the Minister's Office with key documents and information.

- **The Loop**: In June 2011, MSD employees saw a brand new intranet when they signed on to their web browsers. Built on the SharePoint 2010 platform, The Loop puts countless time-saving and exciting features at their fingertips, including a quick and easy forms finder, quick links to resources, ministry events calendar, a jaw-dropping search engine, and more.

Ministry of Children and Family Development

MCFD's areas of focus for the 2011/12 fiscal year included improving access to information online through audio and video feeds, assessing a range of approaches to increase accessibility of services, and pursuing flexible and mobile service delivery options to allow front-line service workers to spend more time working in the community. The development a Family Friendly website has been initiated, and is detailed as part of the internet strategy. Other specific activities that were undertaken are:

Service Innovation

- **Improving access to psychiatric services for children and youth:** MCFD Child and Youth Mental Health Services has partnered with the Northern Health Authority, and the Provincial Health Services Authority to provide children and youth in Prince Rupert and Smithers with improved access to psychiatric services. Using technology and infrastructure already in place in the Northern Health Authority, a secure video conferencing link is connecting child and adolescent psychiatrists located at BC Children's Hospital with children, youth and their families in their own communities. While this pilot just commenced in September 2011, the feedback thus far from children, youth, families and practitioners, has been positive. This is an example of how technology can be used to improve the services available to children and youth and their families across the province.

- **Improving the quality of specialized mental health services to children and youth with complex challenges:** Research demonstrates that telehealth can enhance the quality of care by supporting dissemination of best practices, improving care coordination, and fostering knowledge and skill development in practitioners. MCFD Child and Youth Mental Health and Learning, Education and Development are partnering to use telehealth/videoconferencing to support the dissemination of best practices to child youth and mental health practitioners providing specialized mental health services to children and youth with complex challenges and their families. During the past year, MCFD practitioners from every region of B.C. participated in these advanced clinical education sessions. This educational application of telehealth demonstrates how clinical staff, including those in remote and rural locations, can be supported to deliver high quality care through cost effective technology.

- **Enhancing the capacity to locate Early Years services:** MCFD Provincial Office is working with LCSOG to create an online interactive map of ECD services in B.C. An initial map was generated and is currently in the testing phase. There is also a complementary mapping exercise underway for licensed child care facilities. These tools will make it easier for B.C. families to find and access appropriate ECD and child care programs and services in communities across the province.

- **Use of video feeds to improve awareness and understanding of MCFD programs and services:** A series of videos feeds were put on the MCFD website regarding the Maples Adolescent Treatment Centre. These videos provide information about a range of topics, including an overview of the Maples, descriptions of the different programs, and answers to frequently asked questions. Other videos include a tour of the different programs in Child Care Services, a child abuse prevention day video with information about the role of the community in preventing and reporting child abuse.

Business Innovation

- **Exploring social media as a tool for adoption services:** Over the past year work was done to identify opportunities for using different social media tools in adoption services. MCFD partnered with Adoptive Families Association of BC to conduct research and develop options for utilizing social media and other online resources for recruitment, education, training and support networks. The possibility of utilizing video, audio, or other interactive online mediums to build connections between approved adoptive families and children and youth available for adoption is also being explored.

- **Improving our understanding of children and youth with special needs who are eligible for, but not yet receiving services:** Work is underway to develop a priority for service list management tool using Microsoft SharePoint. This tool is intended to consolidate information about priority for service lists for Family Support Services offered through both MCFD and Child Development Centres.

- **Improving accessibility of services through co-location:** Construction began on the Family Place in Parksville. This project was initiated through an ongoing partnership between MCFD the Vancouver Island Health Authority and the Parksville-Qualicum School District. Family Place will be a community hub that will draw people of all ages for public health services, and will be a venue where small children can attend early learning programs, First Nations students can learn more about their heritage and youth can access and contribute to programs and services.

Alignment to the Shifts: Corporate Initiatives

Citizens @ the Centre outlines a number of key corporate initiatives that are priorities for government:

Shift 1: Citizen Engagement	1. Open Data **- establish a single point of access to data released by government** 2. Open Information – **proactively share more information with citizens**
Shift 2: Self Service	3. **Internet Strategy** – move our online presence to a citizen and user-centric model
Shift 3: Business Innovation	4. **Leading Work Place Strategies** – make the workplace more flexible for public servants

Shift 1: Citizen Engagement

Open Data

The Social Sector provides supports to some of the most vulnerable populations in B.C. As noted in the Business Context section of the submission, there are a number of external pressures creating challenges in meeting the demand for social services. As well, the individuals supported by the social sector ministries often face complex challenges and complex needs which cannot be addressed by a single ministry, or by the social sector working in isolation. MCFD and MSD recognize that the most effective responses to complex issues will come from collective approaches that include the best ideas and practices of governments, businesses, non-profit organizations and most importantly, the people we serve.

Open data represents an important opportunity for the social sector ministries to provide access to meaningful data, so that others can engage in dialogue and participate as co-creators of effective social policy. It also provides an opportunity for ministry staff in MSD and MCFD to streamline the flow of information and reduce the need for staff and resources to process external data requests.

The social sector ministries have developed action plans to provide increased access to data regarding their programs and services. The priorities reflect the ministries' commitments to providing citizens with meaningful and accessible data. In addition to meeting the requirements contained in the T&T Planning Instructions, MSD is currently developing a web-based application that will replace its legacy reporting system. The application is being developed with in-house resources and as the application is refined it is intended that data elements from MCFD will be incorporated.

Open Information

Providing citizens with information about government contributes to greater transparency and accountability. It also creates opportunities for increased participation and collaboration between citizens and government. As previously noted, responses to the complex social issues impacting clients of the social sector ministries will be improved and enhanced through meaningful participation of others.

In developing priorities for increasing the proactive and routine disclosure of information the ministries considered the types of information that would be meaningful and relevant to the public. They also identified opportunities where proactive release of information could contribute to organizational and operational efficiencies.

While further discussion is needed in order to develop a comprehensive sector based approach to open information, the work done in developing this year's submission provides a strong foundation to build from.

Shift 2: Self Service and Service Innovation

Internet Strategy

Online services are currently organized by ministry, making it difficult for citizens to intuitively find information about government services. In July 2011, a new website for government was launched. The goal is to make services easy to find, understand and use; as well as continue to communicate government's direction, priorities and actions.

As part of the government internet strategy and the T&T Planning process, ministries were requested to review their own websites and align to government's new approach and web presence. This includes adopting user-experience design principles and approaches outlined by Shared Services BC.

For the Social Sector, research is being undertaken to better understand user's experience with their existing websites. By the summer of 2012, ministries should have implemented changes to their websites to improve citizen's access to services and information and to ensure the content meets the needs of citizens. Both ministries are also improving the governance of their websites and looking to put in place stronger processes to ensure the content is maintained and regularly updated.

> **Social Sector View Point**
>
> Social sector clients encompass a wide span of demographics – from the temporarily unemployed to homeless families struggling with addictions to immigrants with vastly different language and cultural backgrounds. Many vulnerable individuals in this wide span often lack access to technology and/or lack the knowledge, education, training, or skills to participate as a digital citizen. The social service sector is challenged to ensure fair and accessible distribution of e-opportunities and services.

Activities being undertaken by the Social Sector in 2012/13 are:

- Establishing internet governance structures in each ministry;
- Taking steps to update content and strengthen linkages to the main government webpage;
- Completing user research;
- Improving organization and navigation of websites based on user research; and
- Developing and/or enhancing self-serve options.

Shift 2: Business Innovation

Leading Workplace Strategy

The Leading Workplace Strategy (LWS) is about identifying how workplace planning, information technology and performance management can come together to maximize productivity and efficiency.

The social sector ministries share similar service delivery models, have significant workforce pressures, and are managing a rising demand for service. Through LWS, the ministries have identified opportunities to address these challenges, as well as opportunities to improve service delivery. Both ministries recognize the importance of maximizing the ability of front line staff to meet the needs of the clients they serve; however, the analysis of the current and future demands for services in the two ministries, combined with an assessment of the opportunities generated by the available tools and technology, have resulted in separate and unique priorities for MCFD and MSD with regards to LWS.

Although the ministries are pursuing different strategies, the approaches taken by each ministry reflects two common themes:

- Changing how we work; and

- Changing where we work.

Examples of opportunities to change how and where the social sector works include:

- Increasing mobility of front-line workers and flexibility of office staff in order to increase effectiveness and efficiency of the workforce;

- Optimizing space through mobility-enabling workspace layouts;

- Aligning LWS with a new channel strategy for MSD services;

- Establishing workplace location principles to realize real estate cost savings; and

- Increasing the co-location of services and promoting client-centred (family hubs) for service.

Ministry Specific Instructions

This year, individualized instructions were provided to each ministry and sector for open government and transformational projects. The instructions identify five deliverables per ministry for the purpose of Executive holdbacks with regards to specific elements of the T&T Planning process. MCFD and MSD have met, or are on track to meet, all the Ministry Specific Deliverables detailed in the T&T Planning Instructions.

Social Sector

The instructions to MCFD and MSD for this year's submissions included a request for increased linkages between the two ministries with respect to the transformational initiatives that are not related to ICM. The ministries worked together to improve these linkages in the current plan.

Ministry of Children and Family Development

Many of the deliverables set out in MCFD's Ministry Specific Instructions are addressed in detail in other documents that submitted were as part of the Transformation and Technology Planning process. The following is a status update that includes references to other specific submissions where appropriate.

1. Implement ICM Phase 2 in April 2012:

   - Deploy the components of the new system scheduled to be deployed in Phase 2;

   - Replace the Intake and Child Service (I&CS) functionality in MIS; and

   - Establish and implement the elements of the Child Care Subsidy, Autism and Medical Benefits programs scheduled to be implemented in ICM phase 2.

Status: This deliverable is on track to implement Phase 2 of ICM in April 2012, including all specifics referenced above. Implementation of ICM Phase 2 was identified as a key action within MCFD's new strategic plan. Currently, a new accountability function tracks progress on a monthly basis on the completion of deliverables for each of the 17 key actions. For the period of July 2011 to September 2011, 11 major deliverables were completed related to implementing Phase 2, including: completing the design requirements; rolling out Leadership Action Plans across the ministry; and developing an enhanced training approach for deployment.

For further information see "**Update for current IM/IT capital projects: Integrated Case Management**", submitted in September 2011.

2. Make four new and additional comprehensive data sets available in a user friendly (open data) format by March 2012.

Status: On Track, the data sets are identified in the Social Sector submission on Open Data.

3. Improve the ministry's Internet presence and make it more family friendly:

   - In cooperation with and conditional on continued financial support from Shared Services BC, implement a family friendly website focused on the "early years" (early childhood education, child care, etc).

Status: LCSOG has initiated user experience research to obtain feedback from families on how information on government programs and services can be best presented to ensure optimal usability. The tentative time frame to complete research was October 28, 2011, but this has now been revised to end of November 2011. Based on the research, MCFD will begin implementing changes to its website to make it more family friendly in April 2012. For further detail, refer to "**Social Sector Internet Strategy**"

4. Develop a two-year strategy to increase staff mobility, improve connectivity and enhance both productivity and engagement, which includes:

   - Collaborate with LCSOG in 2011/12 to identify worker profiles within the ministry (i.e. internal mobile, external mobile & resident) and determine broad technology requirements for each profile; and,

   - Develop plan, contingent on available capital, to provide wireless connectivity within all identified offices by the end of 2012/13

Status: Underway, refer to "**MCFD Workplace Strategy**" that is part of the Social Sector's LWS submission.

5. Ensure the ministry's 2012/13 transformation and technology plan better reflects staff input:

   - Administer a Technology Innovation Survey in 2011 to staff and use the results of that survey to inform the development of the ministry's 2012/13 transformation and technology plan.

Status: Complete. A 2011 Technology Innovation Survey was distributed to MCFD staff in October 2011. The survey included questions relating to the four corporate priorities for Transformation and Technology planning for 2012/13. The results were used to inform the development of this plan.

Ministry of Social Development

1. In conjunction with Shared Service BC, develop a Ministry of Social Development telephone strategy, based on current call centre operations, that:

   - Identifies areas of practice for improvement;

   - Identifies anticipated case flows through the call centre service stream; and

   - Identifies opportunities for cross government work to maximize call centre services in B.C. which benefits ministry service recipients.

   Status: Complete. See "**Ministry of Social Development Call Center Strategy"** submitted September 2011 for details.

2. Continue the implementation of Integrated Case Management Phase 2. Critical milestones include:

   - System is fully built and implemented in a test environment;

   - Users have completed necessary training; and

   - Full testing cycle is completed (Unit, Systems Integration and User Acceptance testing).

   Status: Currently on track to implement Phase 2 of ICM in April 2012, including all specifics referenced. For further information see "**Update for current IM/IT capital projects: Integrated Case Management**", Ministries of Children & Family Development and Social Development, submitted in September 2011.

3. Support government's DataBC initiative by building a process that ensures community and regional caseload and caseload flow (starts and stops) data for the ministry is transferred monthly to the DataBC environment.

   Status: On track for completion in 2011/12. The ministry completed work converting all of its existing publically accessible data into a machine readable format. This information is currently sent to Data BC on a monthly basis. In early 2012 the ministry will complete work that will make data available to citizens through a customizable web tool.

4. Support government's citizen-centric web strategy by developing an internal plan to integrate the ministry's website with the design, content and service strategies supporting the new government web platform utilizing user-experience design principles and approaches.

   Status: Complete. For details see **"Social Sector Internet Strategy Submission"**

5. Support e-Government principles by developing and implementing a paperless correspondence approval process.

> **Status:** On track for completion in 2011/12. For details of the project see "**e-Information Services SharePoint Approval System**", Ministry of Social Development, submitted September 2011. The tool is currently being refined and when this process is complete the Ministry will assemble a package including the architecture, training and other information that can be shared with other ministries and organizations interested in implementing a similar process.

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Priority Corporate Initiatives:

Internet Strategy

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Introduction

Online services are currently organized by ministry, making it difficult for citizens to intuitively find even basic government services. In July 2011, a new B.C. Government Internet portal (www.gov.bc.ca) was launched with a strong focus on improving service delivery to citizens. The goal is to make services easy to find, understand and use; as well as continue to communicate government's direction, priorities and actions. Specifically, government's user-centred approach is focused on improving citizen's access to services through enhanced accessibility and usability.

> *"The BC Public Service is committed to transforming its services by delivering an exceptional citizen experience through the web, and to optimize Government's efficiency, credibility, and transparency. Government must take a balanced approach to services and messaging, and move from an online service presence defined by organizational structure, to a more citizen and user-centric model.*
>
> — IM/IT Enablers Strategy v1.5

As part of the government internet strategy and the T&T Planning process, ministries are being requested to review their own websites and align with government's new approach and web presence. This includes adopting the user-experience design principles and approaches outlined by Shared Services BC (SSBC).

The social sector internet strategy submission was developed to support the corporate initiative to evolve the B.C. Government's online presence into a more user-friendly experience. The goals of the corporate internet strategy are: to increase public trust and to improve the connection and interaction that people have with government. Overall, for the social sector, this submission aims to enhance the look and usability of the Ministry of Children and Family Development's (MCFD) and the Ministry of Social Development's (MSD) web presence and, most importantly, improve the service experience for citizens.

The objectives of the social sector internet submissions are to:

1. Establish a baseline and rational behind each ministry's web properties by completing the internet strategy templates, which are: the Web Properties Template; the Online Transactional Services Template; and the Technology Footprint Template.

2. Develop strategies for the social sector to render its web presence more citizen-centric and service focused; and

3. Present ministry-specific action plans.

Establishing the Baseline

To support government's commitment to evolve its web presence, each Social Sector ministry completed a separate template to guide the review of its specific ministry web properties and their management. The purpose of these reviews is to engage the Ministry of Labour, Citizens' Services and Open Government (LCSOG) in specific social sector web properties to support planning for broad adoption of the cross-government Internet Strategy. The templates are organized based on three theme areas:

- web properties, management and governance;
- online transactional services; and
- technology footprint.

Ministry of Children and Family Development

a)   Web Properties

MCFD's website template provided the following technical and content based-information which informed the development of the ministry's Internet strategy.

Technology

The ministry's website contains over **1,500** webpages linked to **27** directory pages:

- **Six** focus on the services delivery areas (early childhood development and child care services, children and youth with special needs services, child and youth mental health, child welfare and protection services, adoption services and youth justice services),
- **13** focus on specialised services (i.e. autism, Fetal Alcohol Spectrum Disorder, deaf and hard of hearing children and youth, youth forensic and psychiatric services), and
- **Eight** focus on other administrative ministry information (i.e. regional, service plan, and accountability information).

The number of web pages linked to a directory page ranges from a minimum of seven to a maximum of 174. Similarly, the number of linked attachments also varies greatly from seven to 361 per directory page.

Content and Management

In order to gain a better understanding of the MCFD's web properties, various ministry areas provided information on webpage content such as web property purpose, audience and challenges. The content of the majority of webpages included information targeted towards all British Columbians on ministry programs and services. Almost all pages also included links to relevant legislation, publications and contact information. Website content is updated on a yearly basis by three individuals from MCFD's Web Services Branch, who edit the web pages based on information provided to them by program area contacts. In addition, the ministry designates one individual (from web services) who is responsible for ensuring that all website content is accurate. This individual works with various business owners from each program.

Analytics

Each directory was analyzed based on usage using Webtrends, the ministry's statistical software program. Webtrends is a private company which provides web analytics and other software programs to measure aspects of website statistics, web traffic analysis and website visitor behaviour.

The analytics review provided a range of findings that were used to inform MCFD's action plan to support government's strategy of rendering its web presence more citizen-centric and service focused. For example a small number of high-use pages were identified as receiving the majority of hits and visits[1] per month (see figure 1).

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[1] Hits were defined as the number of times a webpage was clicked on and viewed whereas visits were defined as a series of actions when a visitor views the first page from the service and ends when the visitor leaves the site.

Figure 1

a) Online Transaction Services

Currently MCFD does not provide any online transaction services. There is potential for self-service options to be developed during Phase 5 implementation of the Integrated Case Management (ICM) system.

a) Technology Footprint

Information on the web technologies which are used to manage, host and deliver the ministry's web presence is outlined on the template and organized by service line. This information includes specific website characteristics such as the name of the technology, html address, functions and purpose, and webhosting properties. Other information focuses on the website's infrastructure which is service-based and supported by SSBC. The website is supported by one server which occupies less than one gigabyte digital information storage.

Ministry of Social Development

a) Web Properties

MSD's public web presence includes the main ministry site, as well as a number of independent sites with distinct URL addresses that contain content about programs, services and initiatives for which the ministry is responsible:

- Ministry main site (http://www.gov.bc.ca/hsd/)

    o Online Resource (http://www.gov.bc.ca/meia/online_resource/)

    o Integrated Case Management (ICM) (launching November 2011)

    o 10by10 Challenge (http://www.10by10challenge.gov.bc.ca/)

    o Employment and Labour Market Services (http://www.labourmarketservices.gov.bc.ca/)

    o Government Non-Profit Initiative (http://www.nonprofitinitiative.gov.bc.ca/)

Technology

The ministry's main website contains over **2,200** web pages linked to **12** directory pages with approximately 20 sub-directories and 88 sub-sub directories:

- **15** sub directories provide an overview of the ministry's responsibilities, service plan legislation, contacts, etc.

- **Seven** focus on applying for income assistance (e.g. process, cheque issue dates, frequently used forms, etc.)

- **Eight** provide information for persons with disabilities (e.g. application process, assistance, services, adjudication guidelines, etc.)

- **10** focus on Employment and Labour Market Services (e.g. labour market information, apprenticeship, resources for job seekers, employers, and service providers)

- **Seven** focus on programs and services (e.g. Bus Pass Program, BC Family Bonus, Child Care subsidy, Family Maintenance Program, Healthy Kids, Seniors' Supplement, etc.)

Content and Management

Website content is updated on an as-needed basis by the corporate web units (six FTEs – three corporate; three Employment and Labour Market Services Division) in co-operation with the program areas responsible for the content. New content is developed by and approved by program areas and by Government Communication and Public Engagement, before being uploaded by corporate web units. There is no current governance model in place that determines schedule of updates, content ownership or audit responsibility.

Analytics

The MSD's homepage was analyzed using WebTrends statistical software program. WebTrends is a private company which provides web analytics and other software programs which measure all aspects of website statistics, web traffic analysis and website visitor behaviour.

The analytics review indicates the main ministry site receives more than two million hits or 476,075 unique visits per year. The remaining sites add another 455,000 hits per year. Links to the ministry's most popular content (i.e. online application for income assistance, info on employment/training programs, and income assistance eligibility information) are already accessible through the new B.C. Government portal homepage. As indicated in Figure 2, the top five areas that received the most visits on the MSD homepage over the past six months include:

- Applying for Income Assistance (107,441)
- Cheque Issue dates (70,498)
- Information for Persons with Disabilities (42,727)
- Self-Serve Assessment and Application (39,622)
- Additional Assistance (29,691)

Figure 2

Ministry of Social Development

www.sd.gov.bc.ca
Top five site visits: Apr 25 - Oct 24, 2011

5 29,691 visits
/programs/other.htm

* Photo Gallery
* Popular Topics
▼ Programs and Services
* Additional Assistance
* Child Care Subsidies
* Electronic Services
* Government, Non-Profit, and Volunteer Secretariat
▶ Learning Centre
* Other Assistance
* Vendor Complaint Review Process
▶ Rate Tables
▶ Related Links
▶ Research and Statistics
* Service Code with Translations
* Services Plans
* Site Index
* Vision, Mission and Principles
* Wordmarks

1 107,441 visits
/bcea.htm

2 70,498 visits
/publicat/bcea/Cheqissu.htm

▼ Applying for Income Assistance
* Application Process
* Cheque Issue Dates
* Enquirer's Checklist
* Frequently Used Forms
▶ Ministry Fact Sheets
* Self Serve Assessment and Application
▶ Your Job Search

4 39,622 visits
www.iaselfserve.gov.bc.ca

3 42,727 visits
/pwd.htm

▼ Information for People with Disabilities
* Application Process
* Disability Assistance

More user research is planned to augment current analytics and inform MSD's action plan by determining how citizens currently use the ministry's sites and what challenges they face when trying to access information about programs and services.

a) Online Transactional Services

Currently, MSD offers an online self-serve assessment and application tool that enables citizens to determine if they are eligible for income assistance, the amount they may qualify for, and to submit Part I of the income assistance application. This tool is accessible 24/7 from any computer with internet access, so provides convenience and confidentiality for those citizens unable or reluctant to visit a government office.

Other self-serve options for clients are planned as part of the transformation of the Employment Program of BC and other options will be explored by the MSD to determine feasibility and cost-effectiveness.

b) Technology Footprint

Information on the web technologies which are used to manage, host and deliver the ministry's web presence is outlined on the template. This information includes specific website characteristics such as the name of the technology, its purpose and function. Other information focuses on the websites' infrastructure which is service-based and supported by SSBC. The ministry websites are supported by seven servers, occupying approximately four gigabytes digital information storage.

Strategies for the Social Sector

Activities to connect existing resources to the new government home page

I.   Children & Families Web Property

This web property provides an opportunity to create a single point of access for online information for families, which was highlighted as a central need in MCFD's user research. This site could be used as a central location for additional information regarding children and families. In addition, one of the ministry's website highest used pages, Children and Youth with Special Needs: Autism, could be linked.

II. Healthy Families Web Property

This web property provides information for families with children who have special needs. However, this information is challenging to find as it is linked to social assistance. Because families from all income levels may have children with special needs this information should be more centrally located for easier access for families.

This web property could also enable a central location for broader cross-ministry information on programs and services for children with special needs. For example this link could provide diagnostic information on autism and Fetal Alcohol Spectrum Disorder (FASD) from the Ministry of Health as well as information programs and services from Ministry of Education and MCFD.

Other links could be added to connect to information on the early years from the Ministry of Education on the transition to all day kindergarten and from the Ministry of Health regarding childcare licensing requirements. Recent improvements to the housing allowance for mothers with children in foster care could also be included under the Healthy Families Web Property.

III. MSD link to Bus Pass Program

The Bus Pass Program issues bus passes to 80,000 eligible B.C. residents. During the annual renewal period (Fall) MSD's Provincial Contact Centre receives a dramatic increase in the number of calls per day. Callers often have questions that could very easily be answered with clearer, more accessible communications on government websites.

More visible and easier access through a prominently displayed button on the ministry's home page as well as a direct link to program information from the government's main portal (www.gov.bc.ca) would help to alleviate the volume of calls received in MSD's

Contact Centre while assisting clients in getting the information they need quickly and conveniently rather than waiting in the phone queue. These links will lead to a reduction in the wait time for callers who need to speak with an Employment and Assistance Worker and reduce the number of complaints received.

Strategies to improve the social sector's web presence

Strategy 1: Improve Processes – focus on governance and identifying clear lines of accountability

To ensure effective web management and participation in strategic web governance, the social sector ministries have developed similar plans to establishment of the following central functions.

Ministry Specific Activities		Responsibility	Timelines
Ministry of Social Development			
Governance model for online service delivery	Establish a Web Advisory Council that includes the CIO and Communications Director and representation of business content owners and front-line service delivery staff in order to: ▪ Develop the vision, strategy, budget and policy and planning for online service delivery. ▪ Create a ministry governance structure to identify roles and responsibilities; responsibility assignment matrix (RACI); develop metrics and performance indicators, create service life-cycle processes; assess the need for new services; and design and management (e.g. regular service audit, web inventory, and retiring of outdated content). ▪ Create a governance document that outlines the vision for online service delivery	DM Web Advisory Council	Fall 2011

Ministry Specific Activities		Responsibility	Timelines
Ministry of Children and Family Development			
Approval and Content Process	Develop a streamlined approval process to improve the currency and maintenance of information. Develop a consistent, regular process for reviewing and updating website content to: ▪ Establish accountability and governance for website content; and ▪ Retire out-of-date and unnecessary sites.	Strategic Operational Coordination (SOC) Executive Director	Winter 2011

Strategy 2: Improve Content

There are similar actions occurring in both ministries to increase citizen's access to services and improve their website's search functions and usability.

Timelines	MCFD	MSD
Fall 2011	Send out web inventory findings to relevant business leads and content stewards	Retire 10 by 10 Challenge (relevant areas archived)
Winter 2011	Compile findings and implement website updates.	
Spring/Summer 2012	Update website on a regular basis, based on newly established processes	Use findings to improve accessibility and functionality of existing site through redesign of existing sites and for development of new sites
Summer/Fall 2012	Collaborate with the ministries of Social Development, Education, Health, Public Safety and Solicitor General, Alternative Dispute Resolution, Youth Justice, Domestic Violence, and the Attorney General to co-locate information for families	Collaborate with non-government agencies (contracted services, non-profits) to co-locate information

Strategy 3: Undertake User Research

The social sector internet strategies are informed by various research findings. In 2010, Ipsos Reid conducted focus groups in four locations across the province to assess British Columbians' thoughts and opinions on areas ranging from common issues for the typical B.C. family to awareness of current provincial programs and services. Of particular importance were the responses regarding government communications including online services and ministry websites. Specific suggestions included co-location of online information related to children and families and improvements to online search functions.

In addition, MCFD staff members were surveyed to get their perspectives on website improvements. Suggestions included development of on-line services and improved functionality of search functions. The importance of organizing information by client need rather than program area was highlighted.

Both ministries are undertaking the following additional user research in order to identify audiences, their needs and the challenges they face in accessing current online content:

Ministry	Activities	Responsibility	Timeline
MCFD	MCFD staff survey results	Strategic Policy and Planning	Completed
	Analysis of the research that Labour, Citizen's Services and Open Government (LCSOG) is completing on the behaviours of MCFD service users.	LCSOG	Winter 2012
MSD	Conduct short, online and in-person/office surveys that include questions that identify who is using site; for what purpose(s); how we sites can be made more client-centric/user friendly; more accessible	TBD	Winter 2012
	Conduct focus groups/user testing on main ministry site to determine success rates in navigation/access of information they are looking for	TBD	Winter 2012
	Work with LCSOG to conduct user research on current OLR site to see where it can be improved to assist clients and stakeholders in finding info required	RSD Regional Operations, LCSOG	Winter 2012

Action Plans

The Social Sector internet strategy is a collaborative strategy for MCFD and MSD however the following plans outline the specific ministry actions needed for implementation.

MCFD Action Plan

When families search for information, they have to navigate across a variety of websites depending on their needs, from child care to health or housing and education. The development of a family friendly website will help B.C. families save time, access more information about available programs, as well as connect with government, their community and other families.

The ministry's action plan is informed by the following research findings. As referenced above, the Ipsos Reid research highlighted the importance of co-location of online information related to children and families and improvements to online search functions. The social sector staff member research suggestions also included improved functionality of search functions as well as development of on-line services. Organization of information on client need rather than program areas was also highlighted.

In addition, the improvements to the ministry's website will be guided by the current user research being completed by LCSOG on the behaviours of ministry service users. The goal of the research is exploratory to gain information on families and how they use ministry services.

The improvements to the ministry's website will:

- Present an easy to navigate interface that allows for efficient information searches.
- Provide increased access to information from across ministries.
- Save citizens' time, organize information from the citizen-centred perspective, offer self-service options and the opportunity for community discussion.

Phase 1 – Design a welcoming family friendly website with an interface that allows for efficient information and searches.		
Action	**Responsibility**	**Timeline**
1. Reorder links and webpages based on high-use	Stakeholder Relations and Internal Communications (SRIC)	Fall 2011
2. In collaboration with LCSOG ,work to improve search function	SRIC	Fall 2011
3. Analysis of Staff User Survey	SPP	Fall 2011
4. Analysis of LCSOG User Research	SRIC	Fall 2011
5. Send out web inventory findings to relevant business leads and content stewards	SRIC	Fall 2011
Phase 2 – Save families time, organize information from the families' perspective, offer self-serve options and the opportunity for community discussion.		
6. Develop a stream-lined process for reviewing, approving and posting information online	SRIC	Winter 2012
7. Develop a web advisory council comprising program area representatives responsible for content	Program areas and SRIC	Winter 2012
8. Update and organize content based on results from LCSOG and MCFD user research	Program areas and SRIC	Winter - Fall 2012
9. Update content on youth focused pages based on feedback from youth initiative	SRIC and Advocacy, Integrated Quality Assurance	Fall 2012
10. Develop web content guidelines and tip sheets	SRIC	Winter 2012
11. Develop a training module for web advisory council representatives	SRIC	Winter 2012

12. Develop an Extranet for contracted service providers	SRIC	Summer/Fall 2012
13. Collaborate with the ministries of Social Development, Education, Health, Public Safety and Solicitor General, ADR, Youth Justice, Domestic Violence, and the Attorney General to co-locate information for families	SRIC	Summer/Fall 2012

MSD Action Plan

Action	Responsibility	Timeline
1. Identify all ministry's current web properties and technology footprint used to manage, host and deliver web presence and online services	EWD Web Unit, ELMSD Web Unit	Fall 2011
2. Establish web governance and advisory councils; assign responsibilities; develop vision, governance document and full strategy for online service delivery	DM, Web Governance and Advisory Councils; program area representatives	Fall 2011
3. Conduct short, online and in-person/office surveys that include questions that identify who is using site; for what purpose(s); how we sites can be made more client-centric/user friendly; more accessible	TBD	Winter 2012
4. Conduct focus groups/user testing on main ministry site to determine success rate in navigation/access of information	TBD	Winter 2012
5. Work with LCSOG to conduct user research on OLR site	Regional Services Division (RSD) Regional Operations, Citizens' Services	Winter 2012

Action	Responsibility	Timeline
6. Ensure each program area with content on sites has a business owner and content steward designated to monitor, review, supply and approve content.	Program areas, Web Governance Council	Winter 2012
7. Set up regular content review schedule as part of governance model to ensure currency/accuracy/need	Program areas, Web Governance Council, Employee and Workforce Development(EWD) Web Unit	Winter 2012
8. Consolidate and/or co-locate info from variety of sources (i.e. other ministries, levels of government, non-profit agencies, etc.) for clients where more than one organization is providing programs and services (e.g. disability services, children in transition, homeless, etc.)	Program areas	Summer – Fall 2012
9. Determine if further enhancements are necessary to Self-Service Assessment and Application (SSAA) tool by developing exit survey/follow-up with clients to receive feedback on use	RSD Regional Operations/IMB	Spring – Summer 2012
10. Determine feasibility of development of other online services	RSD Regional Operations/ ICM/Multichannel service Delivery strategy	Summer – Fall 2012
11. Development of new public web properties: • Extranet for Employment Program Service Providers • Integrated Case Management	Employment and Labour Market Services (ELMSD)/contractor ICM/EWD	Fall 2011 – Winter 2012 Fall 2011

Action	Responsibility	Timeline
12. Ensure all program areas have reviewed current content and contact EWD Web Unit to advise of any sites that need to be retired	Program areas, Web Advisory Council	Winter - Spring 2012
a. 10 by 10 Challenge will be retired with relevant areas archived	Disability Services, EWD	Fall 2011
13. Use research findings and LCSOG tool kits to improve accessibility and functionality of existing site through redesign of existing sites and for development of new sites	EWD/ELMSD web units in collaboration with Web Governance Council, Web Advisory Council, Program Areas	Fall 2012

GOV 2.0

Citizens @ the Centre

**Transformation and Technology
Social Sector Plan 2012/2013**

Priority Corporate Initiatives:
Leading Workplace Strategy

BRITISH
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Table of Contents

Introduction

This is the first year of including Leading Workplace Strategies (LWS) in Transformation and Technology (T&T) Planning. The aim is to develop a shared understanding of what LWS means for each ministry and collectively for the social sector. LWS also encourages ministries to consider how they will optimize the use of existing space over the next few years.

Purpose

LWS considers new ways of accommodating office work that can realize both human resource and financial benefits for government. As a starting point for LWS for the social sector, this submission addresses the following:

- A description of the social sector workforce functions and workforce projections that could potentially impact work styles;
- A summary of business transformations where program and service delivery changes could modify the ratios of work styles; and
- Ministry LWS perspectives and ministry specific initiatives. Included is Appendix 1: MCFD's Workplace Strategy, which responds to MCFD's ministry specific T&T instructions.

Opportunities

LWS creates opportunities to dramatically improve how and where the Social Sector performs its work and delivers services. Examples of opportunities for the social sector are:

- Increasing mobility of front-line workers and flexibility of office staff in order to increase effectiveness and efficiency of the workforce;
- Optimizing space through mobility-enabling workspace layouts;
- Establishing workplace location principles to realize real estate cost savings;
- Increasing the co-location of services and promoting client-centred (family hubs) for service; and
- Aligning LWS with a new channel strategy for MSD services.

Challenges

Challenge 1: In order for LWS to be implemented effectively, it will be necessary to have funds available to invest in the tools and technology required to implement changes that will reduce the need for leased space. The investments required include: infrastructure to support a revised approach to telephony; hardware, such as laptops, tablets, iPads and smartphones, to support an externally mobile workforce; and infrastructure, such as wireless networks in offices, to promote internal mobility and reduce the need for individually dedicated workspace. Neither ministry currently has the right tools and technology available to implement significant change, nor do they have the capital dollars available to invest in these tools. Government will need to invest in tools and infrastructure first so that future savings can be realized.

Challenge 2: The current economic climate poses a risk to successfully implementing LWS strategies. LWS is not a one-time approach to workspace management. It is anticipated that there will be a continued need to evaluate and invest in new and emerging technologies. There is a risk that budget pressures to provide mandated and core services in the social sector will result in any savings associated with realigning real-estate demands being absorbed into the regular operating budget, and that down the road the social sector will again find itself with systems and technology that are as out of date as the current legacy systems being replaced with ICM. Both ministries are reliant on Shared Services BC (SSBC), as government infrastructure leaders and central planners/providers, to facilitate workplace changes through increased provision of mobile technology and ensuring that both ministries can reinvest workplace strategy related savings (e.g. real estate cost savings) into meeting ongoing technology needs.

Challenge 3: Successful implementation of LWS initiatives in the social sector will require a culture change. Both ministries have older workforces, with MSD having an average age of 47.7 years and MCFD at 45.2 years. Research indicates that the workers from the baby boom generation regard space as an integral part of their work experience. Engagement and education strategies will be needed to generate the required support of the organizations and their leaders for alternative workspaces, mobility and tele-work. Options such as launching and evaluating early implementation sites may be required in order to shift the workforce culture.
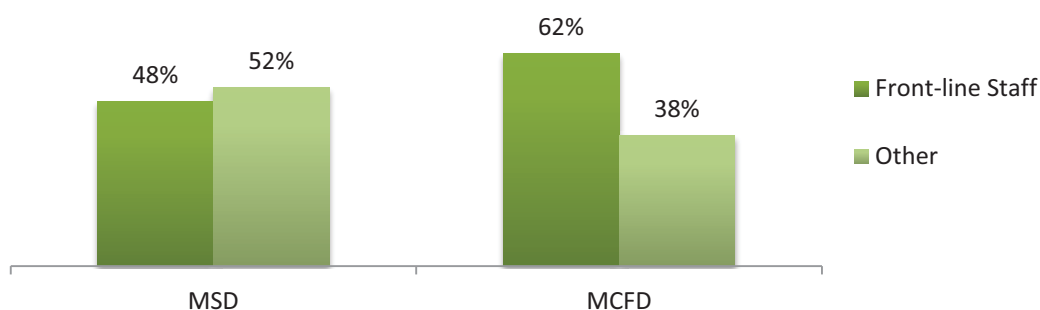
Challenge 4: Differences in ministry service models require ministry-specific strategies. A sector wide approach to LWS will be difficult as the service delivery models are not entirely consistent. For example, a significant proportion of MCFD's services, such as Child and Youth Mental Health and child protection, require direct interaction between staff and clients so that staff are able to exercise sound clinical judgement. As a result strategies that maximize capacity for front-line staff to maximize direct interaction are a priority for MCFD. MSD, on the other hand, is exploring options that could decrease reliance on face-to-face services and increase reliance on alternatives such as call-centres, web-based and mobile services, and self-serve options. Although there is potential to work jointly on options for co-location of some services, the most effective LWS strategies to meet the needs of each ministry do not present significant opportunities for sector investments and jointly shared savings.

Challenge 5: As demographics shift, vacancies will be filled by employees that are more familiar with mobile technology due to their age cohort. If these new employees are not adequately equipped with available and appropriate tools and technology, there will be challenges in recruiting and retaining younger, technologically savvy staff. This will limit the ability of the social sector to capitalize on the opportunity to draw on the knowledge, skills and ideas that these new workers would bring.

Social Sector Workforce

The Social Sector provides front-line service delivery to vulnerable citizens in British Columbia. As such, a large percentage of each ministry's staff provides front-line service delivery to citizens. For MCFD, 62 per cent are estimated to be front-line workers in the Health, Education and Social Work (HESW) field and for MSD 48 per cent staff are estimated to be front-line workers.

Percentage of front-line staff in each ministry

Workforce Context for next 3 to 5 years

Both ministries estimate that significant portions of their front-line staff (MCFD 19 per cent and MSD 25 per cent) will be eligible for retirement in the near future. Projections indicate that MCFD can expect to lose approximately 300 staff over the coming year. As well, despite increasing their front-line staff by 120 in 2011/12, MSD also expects their staff to decrease over the next few years. With the implementation of the Integrated Case Management (ICM) system, both ministries expect to gain efficiencies that will reduce workload pressures on staff. Staff will be working smarter, not harder, and productivity will increase.

Although both ministries deliver services directly to clients through front-line workers, there are significant differences between the necessary qualifications of staff that deliver those services. The majority of HESW front-line staff in MCFD are required to have, at minimum, a relevant post-secondary degree from an accredited institution, whereas the front-line workers in MSD are not. This means there are different staffing pressures between ministries as MCFD has a dependency on getting qualified staff from the education system.

LWS offers opportunities for both ministries to address workforce challenges, enhance front-line service delivery, and support front-line service staff to work the way they want to. For MSD, how and where programs are delivered is changing. For MCFD, a focus on making front-line workers mobile coupled with the implementation of ICM could offer both efficiencies and effectiveness in service delivery.

Business Transformations and LWS

The social sector is reliant on SSBC, as government's infrastructure leaders and central planners/providers, to facilitate both ministries workplace changes through increased provision of mobile technology and to ensure that the social sector can reinvest workplace strategies and other savings (e.g. real estate cost savings) into, for example, mobile technology provisioning. The Social Sector will be working closely with SSBC to transform where and how it works to better meet the needs of citizens.

Changing How We Work

The social sector is changing how it works to better support the services it delivers. Different services provided by the sector require varying degrees of flexibility to best meet the demands of citizens. By changing how it works, the social sector will realize efficiency gains that will allow for improvements to service delivery overall.

ICM is a five year, large scale, highly complex business transformation project enabled by technology. It will provide staff with better tools and assist with simplification and standardization of processes resulting in better integration of services and information sharing and case file management across social sector ministries. The project started in late 2010 and is forecast to be complete in late 2014. The impact on the workforce and space needs will not be fully understood until implementation is complete. The ministry is monitoring and analysing the impact of the new system throughout the implementation process.

MSD is shifting service delivery to centralized and independent channels like call centers. The Service Delivery Channel Strategy is looking at changes which may result in increased reliance on call-centres, web-based and mobile services, as well as a range of self-service options. These may result in a reduction in space dedicated to face-to-face client service and an increase in call-centre type space.

In addition, MSD's ELMSD Business Transformation Project may potentially impact lease space and equipment requirements. While services continue to be delivered through contracted service providers, the consolidation of services and programs mean that it is anticipated that the workforce will be reduced by 30% over time, through retirements and attrition. As a result the office space needs associated with this program area will also change over time.

For MCFD, incremental practice changes currently being implemented require social workers and other ministry practitioners to work with others in different ways. Research indicates that best practices in child well-being require collaborative practice approaches. In order for MCFD staff to work successfully in collaboration with other ministry service areas, government programs, community agencies and families the staff must be able to conduct their work where their clients and partners are. The collaborative practice approaches being pursued will not be effective if staff mobility is not enabled and employees remain resident workers, tied to a dedicated workstation, in order to complete necessary record keeping and other administrative functions.

Changing Where We Work

Space optimization means that, over time, the social sector will see changes to the amount of physical space it requires, as well as changes to infrastructure requirements like device support, IT operations, facilities design, computer applications and information and document management.

MSD is expecting the ICM project and the channel strategy to reduce the amount of leased spaced required, but the need for a physical office location will not be eliminated completely as some services will always be provided face-to-face. As well, MSD is interested in promoting space optimization by further exploring options for the co-location of services.

With implementation of ICM and the upcoming refresh in the spring of 2012, MCFD is focused on improving mobility and workplace design to incrementally change leased space requirements over time. MCFD has identified a set of location and real estate principles and an associated decision making and planning structure to ensure that the best advantage is taken for opportunities to improve service location arrangements (Refer to Appendix 1).

MCFD is also moving towards co-locating services (family hubs) as an ideal model for service delivery with the sharing of space with related services and service partners. Family hubs aim to be a one-stop- shop for service and to ensure services are: located near clients; accessible; and designed with family friendly furnishings and office layouts. As more family hubs are created, there is the potential to integrate with MSD services and other public services as and when appropriate.

Due to the large amount and type of current face to face service delivery MSD has been limited in co-location options. Currently, the majority of co-located spaces are with MCFD and with Service BC. There are some informal arrangements with local non-profit organizations to utilize space in their centres where staff can perform some client service functions (Mobile Workers). MSD anticipates that partnerships can be expanded and developed once the transformation of service delivery is complete, and staff are more mobile and provided with the necessary tools.

A challenge to be overcome is the ability to access funding for items such as monetary payments to non-profit organizations for the use of their space prior to savings being realized in reduction of leased space. Investments up front are needed to realize future savings.

Ministry Actions for 2012/13

Both ministries aim to establish Leading Workplace Strategies to improve service delivery and to increase employee engagement; along with providing the right infrastructure to support future business needs. Given differences in service models, each ministry has different priorities.

Ministry of Social Development

As noted above, business transformations, such as the Service Delivery Channel Strategy, will provide a foundation for a more mobile work force and support options on how and where staff does their work. When looking at existing space, the ministry has 127 leases in various urban and rural locations throughout the province (this includes nine offices in buildings owned by the provincial government).

Number of MSD Leases and Leases per square meter – 2011/12 to 2019/20

The majority of MSD's lease is space used for current service delivery, which is done through face-to-face contact with clients. Figure 2 identifies that the expiration of leases diminishes over the next decade and a majority of leases will expire in the next four years. Based on the high percentage of space dedicated to face-to-face service delivery it may take some time to see MSD's need for office space change and timing with current lease expirations may be challenging. ICM, the Employment Program of BC Business Transformation Project and the MSD's Service Delivery Channel Strategy will have an impact on how clients are served in the future and may contribute towards a more mobile

workforce. This could result in requiring less leased space but will also likely alter the type and location of the leased space required by MSD. Funding challenges, including capital investments, will also need to be addressed to complete required furniture purchases and tenant improvement to more open environments. In order to effectively implement LWS, it will be crucial to make decisions around lease reductions with leases expirations.

The key to a successful Leading Workplace Strategy in MSD will be in **culture change and initiating, monitoring and evaluating pilots**. To bring our organization and our leaders to the point of understanding the benefits and supporting mobility in the workplace will take concentrated engagement and education strategies.

MSD strategies for 2012/13 will include:	
Engaging Employees and leaders	Dedicated education sessions with leaders at all levels across the organization to understand concerns and debunk myths related to mobile workforces.
	Highlight both ministry and government LWS success stories and use interactive social media tools to engage all staff in what LWS means and seek feedback through these channels.
	Develop key messaging for leaders that can be incorporated into ongoing communications that support LWS.
Gathering Information	Conduct surveys of employees to assess the work styles of employees and their jobs whether: Resident, Internally Mobile, Externally Mobile, or Teleworker using the Shared Services BC survey as a guide.
	Pilot key groups such as: Policy Analysts, selected financial positions, frontline Outreach Workers in the ministry to adopt mobility/telework.
	Pilot various technological tools to determine what is required to support a more mobile workforce.
Aligning LWS with Business Transformations	Continue to build a telephony strategy in partnership with other ministries recognizing that an integrated telephone service delivery model will be a key component of the government and ministry's service delivery strategy.
	Incorporate LWS into the Service Delivery Channel Strategy and ELMSD Business Transformation Project.
	Engage the Union through Article 29 committee.

Ministry of Children and Family Development

The ministry's LWS will serve as ongoing guide for the MCFD workplace related planning decisions over the next three years. For full details, refer to Appendix 1: MCFD's Workplace Strategy. The key components of the strategy are listed below.

Key Components of MCFD's LWS		Responsibility
Incorporating work style profiles into decision making:	▪ Complete an annual update of general worker profile. (**Completed for 2011/12**) ▪ Through consultation with SSBC, use work style profiling whenever considering an office move, consolidation, or re-design.	Transformation, Technology and Innovation Branch
Adopting mobility as the default assumption	▪ Shift from the existing standard of offering a desktop computer and wired phone to offering a laptop computer and mobile phone, unless circumstances suggest the position is better suited to a stationary workstation	
Increasing smart phone devices available to direct service workers	▪ Review MCFD voice strategy and work with SSBC to develop solutions to budget trade-offs or generate other savings in order to swap landlines with smart phones	
Providing hardware and software to support mobility	▪ Provide Wi-Fi and other wireless connectivity, applications, document management systems, electronic documents and communication, etc.	
Applying new workplace planning principles and new workplace designs	▪ Negotiating service location changes using planning principles as tentatively approved by SSBC	

Appendix 1

Citizens @ the Centre

**Transformation and Technology
Social Sector Plan 2012/2013**

Priority Corporate Initiatives:
Open Information Strategy

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Background

Open information is one of the components of the government's broader strategy on open government. It is strategic approach to the proactive and routine disclosure of information that emphasizes releasing information and making it easily accessible to the public. The goals of open information include making it easier for members of the B.C. public service to share information with citizens and promoting a culture shift toward greater openness.

Open information generally fits into two categories:

1. Routine Release: the publication of specific categories of information about government on a regular basis without any formal requests through the Freedom of Information process.

2. Proactive Disclosure: the publication of information that has been requested and actively released through the Freedom of Information process.

The *Freedom of information and Protection of Privacy* Act (FOIPPA) contains provisions that allow for proactive and routine release of information. Historically, these provisions were applied on a limited case-by-case basis. With the open information initiative, government is pursuing a strategic approach to disclosure of information.

On July 19, 2011, the province launched an Open Information BC website where citizens can currently find monthly summaries of travel expenses for ministers and deputy ministers, as well as copies of all processed responses to Freedom of Information (FOI) requests across government. It is not yet determined what additional ministry, sector or government wide information will be published on the Open Information website.

As part of the 2012/13 Transformation & Technology Planning process, ministries are required to submit templates detailing information already routinely released, categories of information released in response to access requests made under FOIPPA and a plan for what information, specific to the sector, can be routinely released in the future.

This document sets out a plan for open information for the Social Sector, which is currently defined as the Ministry of Children and Family Development (MCFD) and the Ministry of Social Development (MSD).

Problem Statement

In this era of technological advances, modern governments are dealing with a fundamental shift in societal attitudes with respect to transparency and accessibility of information. Moving towards a requirement of Open Information in British Columbia requires each sector to assess and determine what additional information can and should be proactively released to the public.

Challenges

There are several challenges to consider regarding open information in the Social Sector.

Challenge 1: Many people have access to technology that outperforms the technology being used by government, particularly in relation to many of the legacy systems used by the Social Sector. Citizens' expectations for transparency and immediacy cannot always be met, and these expectations need to be managed.

Challenge 2: There is disparity between MCFD and MSD with respect to the types of information that is currently made available, as well as with respect to the kinds of information that is or could be made more easily accessible. Implementing a single coherent approach that provides citizens with meaningful and relevant information about the entire Social Sector will require the development of additional strategies.

Challenge 3: Privacy is of particular importance to individuals accessing services from the Social Sector. In making information available, it will be important to establish safeguards that ensure that personal privacy rights are adequately protected and are not compromised either directly or inadvertently.

Challenge 4: MCFD faces a number of challenges with public perceptions regarding transparency and accountability. There are risks that sector based approaches, rather than government-wide approaches, to open information may increase the level of distrust, particularly if other sectors are proactively disclosing more information than MCFD and/or the Social Sector.

Challenge 5: A significant proportion of social services are delivered through non-profit, community organizations and contracted service providers. The ministries will need to work with these partners to promote a culture of open information with service providers that encourages increased transparency and openness.

Methodology

In developing a plan for routine release of information MCFD and MSD analysed the current accessibility and availability of information, and identified gaps where the public may benefit from increased access to particular types of information. This analysis was informed by the attached templates regarding information already routinely released and categories of FOI requests in the two ministries. Each ministry also reviewed aspects of open information practices in other jurisdictions and MCFD surveyed staff to identify types of information about the ministry that staff thought the public would find useful.

Following the analysis, stakeholders in each ministry were consulted and preliminary priorities for action in 2012/13 were developed.

Key Actions:

Sector Overview:

The Social Sector identified specific some common categories of information for routine and proactive disclosure by the individual ministries. In particular, each ministry action plan addresses the following topics:

1. Minister transition materials and UBCM briefing documents;

2. Minister, Ministerial Assistant, Deputy Minister, Assistant Deputy Minister Outlook calendars;

3. Contract information; and

4. Vendor complaints.

At this time the ministries have not developed a standardized cycle or format for release of information regarding this common topics. Further discussion between the ministries will be required to successfully align priorities into a long term cohesive Social Sector action plan. The ministry action plans are detailed below.

Ministry of Social Development:

MSD stakeholders have recommended the following as priorities options for 2012/13. Each of these initiatives is easily accomplished and the information is readily available.

1. **Correspondence - FAQs for common questions.**

   A FAQ summary format template for common questions will be created with input from program areas and to ensure that information is current. The content owner would review prior to a legislative session and or on a quarterly schedule. This FAQ summary will be a printable PDF web page with hard copies available at each of the ministry's regional offices. A FAQ summary of common questions assists citizens and ties in with the Internet strategy of the T&T Social Sector plan.

2. **Reports, research papers, white papers commissioned or written by the ministry.**

   A ministry perspective executive summary would provide detail to researchers and citizens on how and why the report/research/white paper is relevant to current policy. This summary would be released within six months of receipt to the ministry as a printable PDF with any of the relevant supporting documents. The six month window provides time for the ministry to review, determine if any action is required, consult with stakeholders for any policy changes and then implement any policy adjustments. This type of supporting documentation assists with how ministry rationale for policy is developed and how it evolves over time. For reports written by the ministry a PDF version will be released as soon as it has been approved by the ministry.

3. **Inter-jurisdictional scan results.**

    A ministry perspective Executive summary provides citizens and researchers with an understanding of how and why the inter-jurisdictional scan is relevant to current ministry policy or service delivery. Where cross-jurisdictional information is not released due to lack of permissions, links to the relevant articles can be developed within the summary document. This summary would be released as a printable PDF with the relevant supporting documents.

MSD has also determined a list of information that should be proactively released as they are consistently requested through FOI. This includes the following:

-   **Contract and Request for Proposal (RFP) details: includes contractor name, description of service, dollar value, contract duration and expenses.**

    Contract and RFP summaries that clearly detail the contractor name, a description of services, contract length and the dollar value would be released quarterly as a printable PDF with the relevant document embedded. The Contract Manager is responsible to ensure that details are correct and current. This is an initiative that the UK government and BC Bid has successfully launched. An expanded release of contact and RFP details will reduce the number of speculative FOI requests and make details available to all citizens.

-   **Minister transition materials and UBCM briefing documents.**

    Providing Minister transition materials and UBCM briefing document summaries will ensure that these documents are readily available to citizens. These summary documents would be released within six weeks of any these documents being produced. They would be available on the Ministry and the government Open information site as printable PDFs. Proactive release of these details will reduce the number of speculative FOI requests coming to the ministries.

-   **Minister, Ministerial Assistant, Deputy Minister, Assistant Deputy Minister Outlook calendars.**

    A printable PDF of Minister, Ministerial Assistant, Deputy Minister, Assistant Deputy Minister monthly Outlook calendars will reduce the number of FOI requests for these details. FOI rules will apply regarding redacted information. It is recommended that calendars be made available on either ministry websites or the government Open Information website.

-   **Reviews/complaints from vendors.**

    A summary of reviews/complaints from vendors will provide a context for the issue and the decision rationale when this issue occurs. It would be released quarterly as a printable PDF with the relevant document embedded. Including this idea as a proactive release of contact details will reduce the number of speculative Media/Opposition Party FOI requests to the ministries.

There are risks associated with the release of the above suggestions. However, these details are consistently requested through FOI and citizens are aware that government should provide information regularly. Proactively releasing this information avoids any perception that ministries are actively evading their obligations.
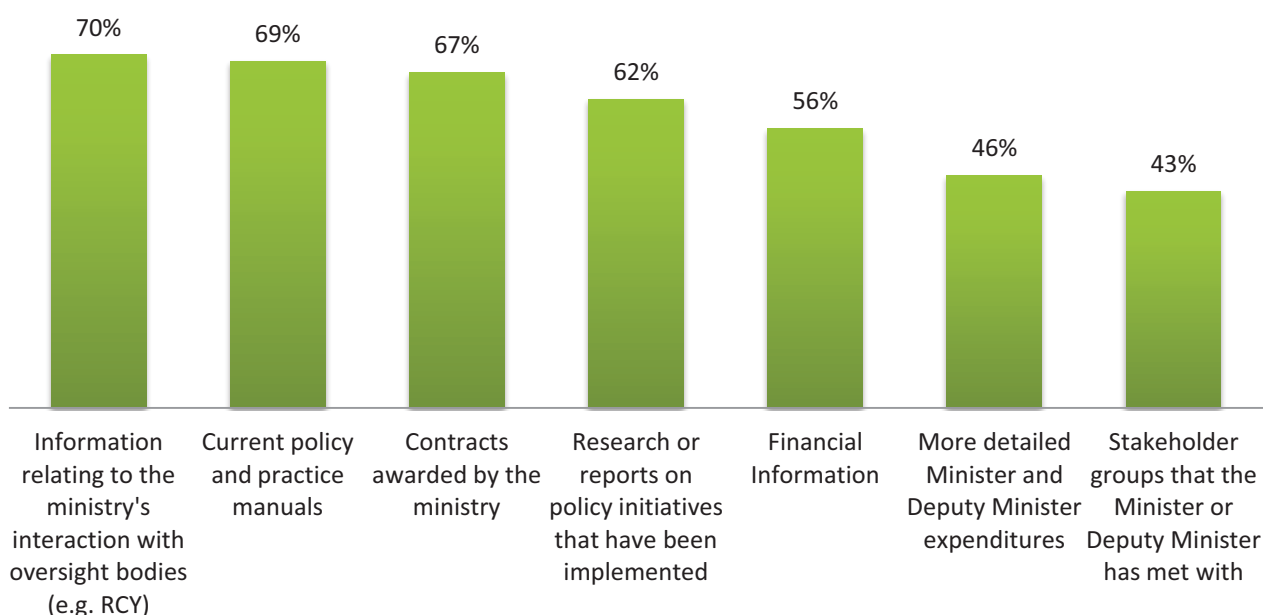
The timing for release of information is detailed in the table below:

Timing	Activities	Responsibility
Fall 2011	1. Monthly release of calendar information of Deputy Minister and ADMs.	Deputy Minister's Office
Winter 2012	2. Initial release of executive summaries of ministry perspective on research papers commission or written by the ministry.	Research Branch
Winter 2012	3. Initial release of Contract and Request for Proposal summaries that clearly detail the contractor name, a description of services, contract length and the dollar value would be released quarterly as a printable PDF with the relevant document embedded.	Employment and Labour Market Services Division (ELMSD)
Spring 2012	4. Initial release of FAQ's for commonly asked questions and implementation of quarterly review process.	Government Communications and Public Engagement
Fall 2012	5. Initial release of inter-jurisdictional scan of welfare statistics and implementation of annual review process.	Policy and Research Division
Fall/Winter 2012/13	6. Decisions and implementation regarding timing and process for routine disclosure of fact sheets developed for briefing purposes such as transition binders, UBCM, estimates.	Deputy Minister's Office
Winter 2013	7. Initial release of a summary of reviews/complaints from vendors will provide a context for the issue and the decision rationale when this issue occurs. It would be released quarterly as a printable PDF with the relevant document embedded.	ELMSD

Ministry of Children and Family Development:

As a starting point MCFD asked for staff input on what information they think the public would find useful to have proactively released. The results are presented in the figure below:

What information about our ministry do you think the public would find useful to have routinely or proactively released?

This information was considered, in conjunction with the open information templates, the jurisdictional review and stakeholder consultations. Consideration was also given to existing strategic goals and objectives. The following action areas were selected as priorities for 2012/13:

1. **Performance Management Report.**

    A Performance Management Report will increase transparency and accountability and provide the public with information that demonstrates that there are credible performance management measures in place.

2. **Quality Assurance/Internal Review Information.**

    Currently, executive summaries of case reviews and copies of audit reports are posted online. Additional information regarding internal quality assurance processes and practices will increase citizen knowledge and understanding of how issues are identified and/or responded to.

3. **MCFD Interactions with Oversight Bodies and/or Partner Agencies.**

Information regarding MCFD's interactions with the various oversight bodies and/or partner agencies can improve public understanding and awareness of the roles and relationships between the ministry and various external stakeholders.

4. **Fact Sheets.**

Fact sheets prepared for various purposes such as UBCM, Estimates, and leadership transitions contain important information about the different services areas that MCFD is responsible for. Routine proactive disclosure of this information will provide the public with up to date information that gives a broad overview of key aspects of MCFD's business.

5. **Calendar Information (Minister, MA, DM, COO and ADMs).**

This information is routinely requested, and could be more efficiently managed if a system was put in place where the calendars were collected, screened/redacted for FOIPPA, and then routinely released.

6. **Contracts Information:**

Routine release of information to the public regarding contracts will increase public knowledge of ministry expenditures and financial controls.

The timing for release of information is detailed in the table below:

Timing	Activities	Responsibility
Spring 2012	1. Initial release of the performance management report, with quarterly reports thereafter.	Strategic and Operational Coordination Branch Modeling, Evaluation and Analysis Branch
	2. Monthly release of calendar information of Minister, Ministerial Assistant(s), Deputy Minister, COO and ADMs.	Executive Operations Branch
Summer 2012	3. Decisions and implementation regarding timing and process for routine disclosure of fact sheets developed for briefing purposes such as transition binders, UBCM, estimates.	Executive Operations Branch

Timing	Activities	Responsibility
Fall 2012	4. Decisions and implementation regarding content, process, and timing of regular release of information regarding MCFD interactions with oversight bodies and/or partner agencies.	Provincial Interface and Partnerships Team
	5. Decisions and implementation regarding content, process, and timing of regular release of information regarding quality assurance and/or internal reviews.	Practice Support & Advocacy Team Office of the Provincial Director of Child Welfare
Winter/Spring 2013	6. Decisions and implementation regarding content, process, and timing of regular release of vendor complaint information, summaries of direct award contracts and other contract details relating to services to government STOB 60, 61 and 63.	Financial Services Branch

Open Information Next Steps

The work from this year's T&T Planning process provides a solid foundation for the development of a cohesive plan for Open Information over the next few years. The priorities selected for the upcoming year reflect a commitment to providing the public with meaningful, relevant information that will contribute to a culture of participation and collaboration between citizens and government.

Additional opportunities for proactive and routine disclosure of information will need to be reviewed and considered by the ministries. As well, discussion within the individual ministries and across the Social Sector will be needed in order to integrate the principles of open information into everyday processes and develop mechanisms for standardization of similar information released on the same cycle.

Citizens @ the Centre

**Transformation and Technology
Social Sector Plan 2012/2013**

Priority Corporate Initiatives:
Open Data Strategy

BRITISH
COLUMBIA

Background

The Ministry of Children and Families (MCFD) and the Ministry of Social Development (MSD) are responsible for delivering services to the most vulnerable people in the province, those living in low income, many who have significant barriers and disabilities, and to children at risk of neglect or abuse. The fact that these ministries provide supports to the most vulnerable population in B.C., and that their business is so closely related to poverty, means that their statistics are closely monitored by the public and independent advocacy and research organizations.

B.C. is a leader in Canada for providing public access to key data in the social sector. MSD, for example, has been providing detailed caseload and recipient counts monthly for over a decade. Several other provinces are just starting to provide comparable information. While MSD and MCFD have long provided public access to very detailed information, the demands for information are increasing.

Providing more detailed information to the public through the DataBC Strategy will benefit the public and the sector. Individuals supported by the social sector ministries often face complex challenges and complex needs which cannot be addressed by a single ministry, or by the social sector working in isolation. Both ministries recognize that the most effective responses to complex issues will come from collective approaches that include the best ideas and practices of governments, businesses, non-profit organizations and most importantly, the people we serve.

Open Data represents an important opportunity for the social sector ministries to provide access to meaningful data, so that others can engage in dialogue and participate as co-creators of effective social policy. The value of the data being released can be enhanced by providing additional explanatory information about the data, such as descriptions of what the data fields mean. This will reduce the likelihood of misinterpretation of data, and will improve how the data is used. Communities will be better able to monitor the well-being of citizens and plan for needed social services and supports. Organizations will be able to produce more accurate analysis and reports.

Open data also provides an opportunity for ministry staff in MSD and MCFD to streamline the flow of information and reduce the need for staff and resources to process external data requests.

Critical to the success of DataBC are the availability and accessibility of ministry data. The sector has existing data management systems and strategies that will support DataBC, and as both ministries work together towards implementing the Integrated Case Management (ICM) system, work will be undertaken to strengthen and improve the both the quality and quantity of data that could be made available in future.

Problem Statement

Government is shifting away from the historical practice of releasing data in locked report formats (PDF files, word documents, etc.). For external parties, tedious, time consuming, and error-prone processes were necessary to access data from locked documents. Through the Open Data initiative and DataBC, data is now being released in machine-readable raw formats so that the public can add value.

The social sector has already made some raw data available. However, the type and range of data currently provided is limited and should be expanded upon to provide a more complete picture to citizens. The release of additional social sector data is a key component of an open, transparent and connected government. A major omission is geographic information. Other information that could be provided includes flows (starts, stops), and more detailed client demographics. The ability to cross-tabulate data – for example to look at the number of children or families with specific characteristics in a specific location – would be well-received by the public.

Challenges

There are challenges to overcoming the problems described above. The sector is currently implementing ICM. The previously established data management processes and systems used by the ministries need to be modified and refined in response to the new case management system. Some of the data housed in existing legacy systems will not be loaded into ICM.

The sector needs to ensure that it has adequate data management strategies in place to effectively manage the data as the transition to ICM takes place. In addition, the sector also needs to ensure that data management strategies reflect the shift to open data.

Data Management

Effective internal data management is foundational to being able to provide the public with access to credible, meaningful data. Decisions about rationalizing and prioritizing data take place within the context of the broader data management strategies adopted by the social sector, and detailed below.

Data – A Strategic Asset

Through the implementation of ICM, the sector is moving incrementally to achieve an information enterprise where all data assets, services and information sharing solutions will be

visible, accessible, understandable and trusted by all authorized users, except where limited by legislation, policy or security data classifications. Making information an asset means that the management of data needs to be formalized to improve data quality, integration, transparency and sharing. Once this is achieved, workers, management and leadership will have the critical information that they need to make timely decisions affecting clients, service delivery, policy development and operations. The robust data strategies being implemented will provide the ministries and service provider partners' access to authoritative, relevant, trusted and actionable information to enable effective service delivery and decisions for success.

MCFD's Information Enterprise refers to the information resources, assets, and processes required to achieve service delivery and support informed decision making across MCFD and sector partners. It includes:

- The information itself, and MCFD's management over the information life cycle;

- The processes, including risk and security management, associated with managing information to accomplish MCFD service delivery;

- Practices related to designing, building, populating, acquiring, managing, operating, and protecting the information enterprise; and

- Related information resources such as personnel, legislation, policy, operating procedures and information technology.

Information Box 1: Example: MCFD's Information Enterprise

Data Ownership and Stewardship

The Chief Information Officer in each ministry has ownership of the Information Architecture information (models, requirements etc), and has accountability for the data, application and technical architectures that house and support the data of the business. Each ministry will identify a data steward who will be accountable for the credibility and management of data. These responsibilities will include ensuring data integrity, accessibility and protection.

1. **Integrity** - Data will meet legislative requirements and business needs; data will be clearly defined and appropriately stored within systems architecture; and process will be implemented to monitor data and detect incomplete or inaccurate information

2. **Accessibility** – Data will be accessible both internally through applications and a corporate data warehouse and externally through the DataBC platform

3. **Protection** – Data will be secure and private where required, protection of sensitive information will be incorporated into the design and build of applications

Ultimately program areas within each ministry own the data pertaining to their program and have the ability to make decisions related to their data.
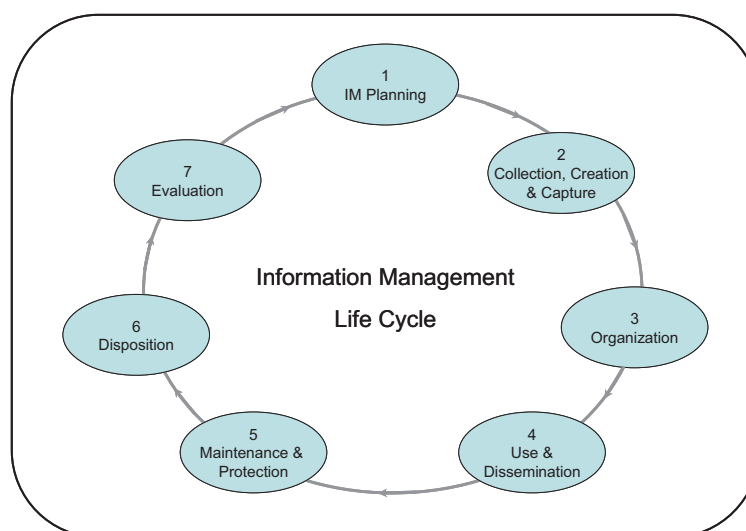
Principles and Approach to Data Management

The following five principles guide the sector's data management strategies:

1. **Accessibility** of Information - Information is easily accessible to those who have a need to use it and are authorized to access it.

2. **Usability** of Information - Information meets the needs of employees, clients, partners and stakeholders and is timely, relevant, accurate and useable.

3. **Information Sharing, Privacy & Accountability** for Information - Legislation, Policy and Accountability for information in the proprietary custody of each ministry is clearly defined, understood and accepted within the organization and social sector partners.

4. **Integrated Approach** to the Management of Information - Information assets are managed throughout their life-cycle (see diagram).

5. **Optimize the Value of data** - Data are managed as a corporate asset to optimize MCFD service delivery and MSD research and policy development.

The sector will manage its valuable information assets on a full life cycle basis as illustrated in the diagram below

The Information Management (IM) Life Cycle

1. **Information Management Planning** – Identifying information needs, and establishing a strategy to meet those needs.

2. **Collection, Creation and Capture** – Records and information are being received by the ministry. The most important aspect of this stage is to recognize that valuable information assets have been created. Employees must be familiar with ministry Information Management standards, policies and practices to ensure that the information is processed appropriately.

3. **Organization** – Information is organized according to a structured set of business rules and information technology requirements. These rules and requirements prescribe the way in which information must be stored and handled over time in order to support each ministry's programs and services.

4. **Use and Dissemination** – Ministry information is being actively accessed by staff for service planning and delivery, business intelligence and strategic planning, decision support and analysis, quality review and audits. The rules for who can access the information are determined in stages two and three, providing the right environment for easy access to timely, accurate and available information within security and privacy guidelines.

5. **Maintenance and Protection** – Information assets are managed to ensure that they are kept current and secure, and they are not accidentally disposed of.

6. **Disposition** – Information is deemed to be non-active and ready for a decision on its disposition path. This is a critical decision stage that is guided by legislation regarding information retention and disposal.

7. **Evaluation** – IM practitioners and management actively evaluate the effectiveness of each ministry's Information Management Strategy, policies, processes and practices. Weaknesses are identified and corrected.

Data Management Processes:

The ministries will maximize the value of the data through processes that ensure:

1. The right data is collected for business intelligence and legislative requirements;

2. Data is structured and stored in a manner that maximizes its value;

3. Data is accessible (e.g. through a warehouse) to appropriate users in a timely fashion;

4. Users have confidence in the data - data has integrity and is credible; and

5. Data is secure.

Joint Data Management

Both ministries in the sector have adopted data management strategies and processes that are consistent with the principles and approach set out above. This will enable them to provide credible, appropriate data that can be used confidently throughout each ministry to support decisions that will ultimately improve outcomes for clients and optimize ministry operations. As the sector moves forward with ICM some of the data within ICM from Phase 2 will be owned by both ministries, e.g. the address of a contact. These cases will require joint governance and stewardship with clear processes and procedures to manage duplicate records and data quality. These processes and procedures are currently being drafted.

ICM and Legacy Systems: Responding to the Challenges

The sector will be deploying phase two of the Integrated Case Management system on April 2, 2012. Data fields contained within ICM are the result of a thorough application design process with the business areas of both MCFD and MSD. Only limited essential data from legacy systems will be converted into ICM. As a result, the ministries need to make decisions regarding the use and dissemination of data that remains in the legacy systems, so that information assets are appropriately maintained and protected, and unnecessary or non-active data is disposed of.

The data remaining within legacy systems will be appropriately decommissioned over the next five years. MCFD is developing a detailed Legacy Application Decommissioning Plan that sets out the principles and the process that will be used to make decisions regarding decommissioning. This decommissioning plan will also provide for data retention in a cost effective manner, consistent with standards and with adequate accessibility for reporting and extracts as needed.

MSD is currently developing a web-based application that will replace many reports from its legacy reporting system. This application will provide access to information that will not be available through ICM, at least in the foreseeable future. The application is being developed with in-house resources.

A version of this application will be modified to support DataBC, something that can be done with few resources. The application will allow the public to select and view just the data fields they are interested in, as well as to download the raw data in a machine-readable format. This approach will adhere to one of the pillars of the open data philosophy that the raw data is available for the public to add value to in ways that the Government cannot or has not thought of yet. In addition, it will provide an interactive and visual application that will replace the static monthly reports that the ministry currently releases and demonstrate a simple application that respects the open data philosophy. It will also be easily scalable to allow new data fields to be
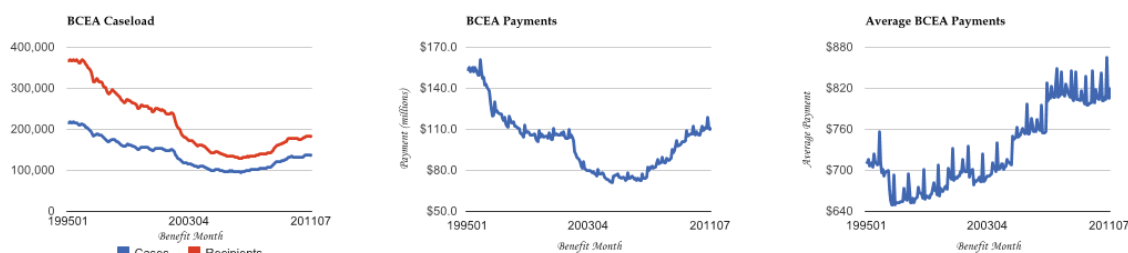
incorporated. This application will become MSD's platform for reporting data to the public, and will put B.C. in front of all other provinces in terms of public access to information.

Implementing this plan will require managing the current data system post ICM. The ministry is working to identify data elements that will be needed to ensure continuity of official caseload data after ICM Phase 2 is implemented in April 2012. Hardware requirements to store the legacy data are also being identified. The current five servers will be consolidated onto two servers, reducing the costs and maintenance requirements. Since these tasks are also required to manage internal reporting, supporting DataBC will require only a small increase in staff time to design the application and update the data. This time is likely offset by the savings from not having to create and verify electronic files each month for posting on the public web-site.

MSD's Online Data Platform

Sector Priorities

MSD is the lead for developing a web-based application for legacy data reporting for the sector, as such the immediate focus is developing materials that will enable MSD to provide DataBC with information that covers the following:

1. Income assistance caseload/recipient data by program and family type;

2. Caseload/recipient data by location – region, office and municipality;

3. Caseload flows – starts, stops, transitions between programs; and

4. As work progresses on the DataBC initiative the priorities for the sector will be expanded to include others parts of MSD, including metrics for the new Employment Program of BC.

For MCFD data provided to DataBC falls into two broad categories: how the ministry operates (e.g. geographic organization), and clients of the ministry. Over time, MCFD will be focusing on providing data to DataBC that:

*   Represents the range of MCFD funded services (i.e. all program areas with available data)

*   Describes the key elements of the caseload data, key dynamics of caseloads and duration of service. Client data will include the stock (caseloads at a point in time) and flows (aspects of cases over a period of time e.g. new cases); as well as indicators of the length of service provided.

*   Identifies client characteristics. MCFD will disaggregate data to describe key characteristics of its clients, e.g. age, gender, geographic location etc. while protecting the privacy of its clients.

*   Shows the time perspective. Wherever possible monthly data for a time period will be provided.

*   Presents outputs and outcomes. MCFD will describe both outputs (services, expenditures) and client outcomes.

As per the ministry specific instructions MCFD will provide updates and new data sets to DataBC on a quarterly basis and will also ensure that data is qualified through the provision of notes that describe data fields. Data sets MCFD will provide to DataBC by April 1, 2012 are:

1. MCFD office and region locations (geo-coded)

2. Panel data attributes (Aboriginal, legal category, placement type) of Child/Youth In Care (CYIC) by region, additional file of same by age category

3.   Provincial CYIC history by five year age categories, April 1979 to present

4.   Children and Youth with special needs, monthly case time series

5.   Number of child care operators receiving operating funds, monthly time series

6.   Number of licensed spaces receiving child care operating funds, monthly time series

7.   General Ledger summary 2001 – 2010

Open Data Next Steps

1.   Develop and test web-based application with various browsers and on different devices (computer, tablets, etc.)

2.   Work with IMB on a data management plan to ensure processes are in place to manage the data system after ICM Phase 2 is implemented

3.   Identify a server that can house the new application

4.   Develop a plan to introduce new data fields to the new application using a staged approach

5.   Continue to identify additional appropriate data sets to provide to DataBC, including analysis of the impact of implementation of ICM phases on the range of data sets available.