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Withheld pursuant to/removed as

s.13 ; s.16

INFORMATION NOTE

Advice to Minister Beare

Date: March 9, 2021

CLIFF#: 114807

ISSUE: TELUS contract for future Ministry of Health COVID vaccination contact centre.

BACKGROUND:

TELUS has been engaged by the Health Authorities and Ministry of Health through the Information Communication Technologies' (ICT) Telecom Deal to provide temporary infrastructure and agents to support British Columbia's vaccination roll out.

The 12-year, \$1.6 billion Telecom Deal (the Deal) was directly awarded to TELUS and provides mission critical telecommunications services to the Province of BC, all health authorities, BC Hydro, BC Lotteries, ICBC and WorkSafe BC. While the Deal is managed by the Information Communication Technologies division in the Office of the Chief Information Officer, the service provision and operational portions are managed by each of the signatories directly.

On Monday March 8, the Province of British Columbia opened registration for the over 90's and First Nations over 65's for Phase 2 of the COVID-19 Vaccination roll out. The registration of this cohort was to be managed directly by the Health Authorities and almost exclusively via telephone. All Health Authorities engaged TELUS to provide contact centre services to enhance their existing capacity.

On the first day of registration for the vaccination program call volumes significantly exceeded forecasts, which lead to long wait times and difficulties completing vaccination bookings. The experience differed significantly between each of the Health Authorities. Across all Health Authorities the expected cohort volume was approximately 112k; however, the call volume the Health Authorities received was more than 1.4 million. The number of agents TELUS provided was also well short of their original commitment, contributing further to the negative launch.

To remedy these issues, TELUS has hired additional agents and is working to improve training for their call centre staff. TELUS committed to 156 agents answering calls and have now expanded to 191 agents and expects to increase significantly in the coming days.

DISCUSSION:

The Ministry of Health planned to leverage Telus to provide contact centre capacity to enhance the Service BC Maximus contact centre which is supporting phase 3 and 4 of the vaccination roll out.

The contract itself is being administered by Citizens Services as the ministry is the ordering entity under the Telecom Deal on behalf of core government. However, the business ownership and service delivery are entirely the domain of Health, and they will work directly with Telus to identify business requirements for the resulting service. Service BC is providing advice on the citizen experience and integration with the Maximus contact centre.

OCIO-ES is assisting the Ministry of Health to make contractual arrangements with TELUS to provide a contact centre starting on March 22, 2021. A statement of work has been drafted and the Ministry of Health needs to finalize business requirements before the order can be submitted to TELUS. OCIO-ES

has provided advice on the technical design of the call centre, capacity reviews of the phone system, and input into contractual details, but does not have direct oversight of either the technical or contractual business decisions.

Service BC (SBC) and OCIO Enterprise Services Division (OCIO-ES) were readying for implementation of Phase 3 when TELUS was asked by Ministry of Health to focus efforts on supporting the Phase 2 roll out with the health authorities. This reprioritization, coupled with the overwhelming response to phase 2, has impacted the ability of Telus to engage with the Province on planning for Phase 3.

TELUS plans to pivot contact centre agents from the current contact centres managed by the Health Authorities over to the Ministry of Health contact centre supporting the SBC launch at end of March or beginning of April.

s.13

Online Registration Preparations

OCIO-ES, Government Digital Experience Division (GDX), Digital Platforms and Data (DPD) Division, Data BC and Service BC have all been working closely to review the design of the online registration system. All teams have mapped the Citizen journey and the required technical infrastructure.

The complex nature of the systems combined with the projected volume (and lessons learned from other provinces before us) has reinforced the requirement for robust testing with all entities before the Online Registration is live.

At this time end to end testing cannot be fully mapped nor tested as Deloitte/PHSA are still finalizing the technical solution. Once the system design is complete the CITZ teams will be able to schedule testing that will provide confirmation of system capacity and inform any required mitigation strategies.

OCIO-ES and Service BC will continue to co-ordinate all parties and work to have the service functional and available on the agreed to timeline. Currently, conducting the appropriate due diligence to ensure a successful launch is a top priority, and will require full engagement from all parties.

This is especially important given the experience of the Health authorities who saw orders of magnitude more calls than the actual cohort of people eligible to register. A similar response from the public on phase 3 will test the capacity of systems and human resources regardless of what steps are taken.

NEXT STEPS:

- OCIO-ES/ ICT to work with TELUS / SBC and Maximus on the contact Centre contract and associated orders are entered appropriately.
- OCIO-ES / GDX / DPD / Data BC and SBC to continue to collaborate on all facets of this IT provision and push for critical path testing prior to go live.
- OCIO-ES to monitor via the IT Operations Centre, the stakeholder interactions for 'go live and beyond' regarding support for the technologies, service desks, on-call and expedited response to incidents and outages. (Escalation and protocols in place).

Contact: Natalie Branch, Executive Director, Service Management Branch, 250 818-5763
James Shypitka, Senior Executive Director, Information Communication Technologies,

INFORMATION NOTE

Advice to Minister Lisa Beare

Date: March 10, 2021

CLIFF#: 114812

ISSUE: TELUS Contract for Health Authorities' COVID Vaccination Contact Centre

BACKGROUND:

The 12-year \$1.6 billion Telecom Deal (the Deal) was awarded to TELUS and provides mission critical telecommunications services to the Province of BC, all health authorities, BC Hydro, BC Lotteries, ICBC and WorkSafe BC. The Deal is managed by the Information Communication Technologies division in the Office of the Chief Information Officer. The Information Communication Technologies division is responsible for the contract management and governance of the deal on behalf of the signatories. The Health Authorities, as signatories, are responsible for the provision, management, and negotiation of the services they order from TELUS through the Deal.

TELUS has been engaged by all five Health Authorities and the Ministry of Health through the Deal to provide temporary infrastructure and agents to support British Columbia's vaccination rollout for a period of up to one year. Although the services are similar (i.e. same call center technology), the configurations, number of agents, and call queue sizes are different and negotiated by each Health Authority based on their estimated requirements and call volumes.

On the first day of registration for phase 2 of the vaccination program, significant and unexpected call volumes occurred, leading to long wait times and difficulties in registering British Columbians for their vaccinations. The experience differed significantly between each of the Health Authorities.

DISCUSSION:

The Information Communication Technologies division has been working with the Ministry of Health to identify the specific services, pricing and contractual terms negotiated by the Health Authorities for the phase 2 COVID-19 vaccination contact centre. The attached note (page 3) was developed in cooperation with the Ministry of Health to provide necessary information.

The infrastructure was co-designed by TELUS and the Health Authorities and is operating as expected and service levels are being met. Due to the risks associated with forecasting call center volumes, the service levels are typically best effort until normalization of operations (i.e. predictably can be accurately forecasted).

Financial information is based on forecasts from the beginning of the operation. Additional negotiation will be required for the additional capacity that has been added.

NEXT STEPS:

TELUS is working with the Health Authorities to increase capacity. The Health Authorities initially contracted 156 agents. As of 9 AM on March 10, TELUS has increased the active agents to 450. Pricing for an additional 294 agents has yet to be negotiated.

Phase 3 and 4 of the vaccine rollouts will be managed through Service BC's Maximus Contact Centre and a secondary contractor for Health s.13

The Ministry of Health is preparing an online scheduling platform for Phase 3 and 4.

Attachment(s): Overview of TELUS Services to the Health Authorities

Contact: James Shypitka, Senior Executive Director, Information Communication Technologies

Appendix 1

Overview of TELUS Services to the Health Authorities:

- TELUS is providing managed call center services to all five Health Authorities (VIHA, FHA, NHA, IHA, and VCHA) for vaccination scheduling including call center technology and call center agents.
- The services were negotiated separately by each Health Authority with TELUS under the Telecommunications Service Master Agreement (TSMA) with CITZ. Each of the Health Authorities are signatories to the TSMA Deal.
- Although the services are similar (i.e. same call center technology), the configurations and number of agents, and call queue sizes are different based on each Health Authorities requirements and estimated call volumes.
- TELUS agents provide voice-only interactions.
- Due to the risks associated with forecasting call center volumes, the service levels are typically best effort until normalization of operations (i.e. predictably can be accurately forecasted).
- Service Levels do exist for the call platform and the platform is performing as designed.
- Health Authorities can terminate their agreements with TELUS on 30 days notice.
- Health Authorities initially contracted 156 agents. As of 9 AM on March 10, TELUS has increased the active agents to 450. Pricing for an additional 294 agents has yet to be negotiated.

Managed Contact Centre Description (TELUS “language”):

- “The Managed Contact Centre (MCC) provides COVID-19 Vaccination Registration and Scheduling through Element Contact Cloud Service infrastructure and TELUS AgentAnywhere remote agents.” All agents are located in Canada.
- “The MCC provides first contact call resolution for the BC COVID-19 Vaccination Program’s registration and scheduling, proper call routing of inquiries and escalations, and provides callers with accurate information in a professional, timely and courteous manner. The project will provide voice only interaction with the citizens.”

Elements Contact Cloud Service Description (TELUS “language”):

- “Elements Contact Cloud Service is a customer relationship management platform that provides end-to-end management of support inquiries to contact centres.”
- “Elements Contact Cloud Service provides the functionality for unifying communications through various channels such as web browser, telephone, live chat, and email with a weighted skills-based routing discipline.”
- The cloud platform is hosted in TELUS Tier III data centres in Calgary and Toronto.

Service Levels are Addressed in the TSMA as Follows:

- TELUS will provide Service Level Objectives to measure TELUS agent performance. Normal measurements for performance are Average Speed of Answer (ASA) and/or Average Call Handle Time (ACHT). Given the expected call volumes and call handle times are unknown, these are typically assessed after normalization of operations.
- From there, TELUS and the Health Authorities will agree to appropriate performance measures for the remaining term of the project.
- The Elements cloud platform has operated within service levels.

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Telecommunications Service Master Agreement Background:

- The 12-year \$1.6 billion TSMA was awarded to TELUS and provides mission critical telecommunications services to the Province of BC, all health authorities, BC Hydro, BC Lotteries, ICBC and WorkSafe BC. While the Deal is managed by the Information Communication Technologies division in the Office of the Chief Information Officer, the service provision and operational portions are managed by each of the signatories.

DECISION NOTE

Advice to Deputy Minister

DATE: March 1, 2021

CLIFF#: 114737

ISSUE: Freedom of Information Requests for Lists of Files on Electronic Devices

BACKGROUND:

On December 15, 2017, all ministries received identical access to information requests for *"a list of all file names and folder names located on the desktop, my downloads, my documents, and my favourites folders from all electronic devices used by the Premier/Minister/Minister of State."*

Lists of files located in these locations do not exist. The *Freedom of Information and Protection of Privacy Act* (the Act) requires a ministry to take all reasonable steps to respond to an applicant, fully, accurately, and without delay. In certain situations, the Act's duty to assist requires a ministry to create a record for an applicant.

On January 31, 2018, ministries responded that records did not exist and would not be created to respond to these requests. This was consistent with responses to several other similar requests.

On March 27, 2018, the applicant complained to the Office of the Information and Privacy Commissioner (OIPC). Mediation attempts were unsuccessful, so the matter proceeded to a formal Inquiry. The resulting OIPC order, issued February 17, 2021, requires all ministries to create the records requested by the applicant.

DISCUSSION:

s.14

s.13; s.14

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s.13; s.14

s.13

OPTIONS:

Option 1: Charge a fee as permitted by the Act and the requests will be put on-hold while the applicant considers whether to pay, ask for a fee waiver in the public interest, or complain to the OIPC.

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RECOMMENDATION:

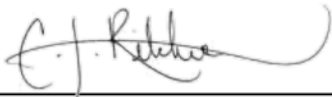
Option 1: IAO will charge a fee as permitted by the Act and the requests will be put on-hold while the applicant considers whether to pay, ask for a fee waiver in the public interest, or complain to the OIPC

(please circle)

APPROVED

NOT APPROVED

OPTION 1



CJ Ritchie
A/Deputy Minister

March 4, 2021

Date

Attachment: OIPC Order F21-07
Contact: Kerry Pridmore, Assistant Deputy Minister and Chief Records Officer, 778-698-1591



Order F21-07

**ALL MINISTRIES OF THE GOVERNMENT OF BRITISH COLUMBIA
AND
OFFICE OF THE PREMIER**

Ian C. Davis
Adjudicator

February 17, 2021

CanLII Cite: 2021 BCIPC 08
Quicklaw Cite: [2021] B.C.I.P.C.D. No. 08

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February 17, 2021

ORIGINAL SIGNED BY

Ian C. Davis, Adjudicator

OIPC File No.: F18-74068
F18-74411—74430

INFORMATION NOTE

Advice to Minister Beare

Date: April 1, 2021

CLIFF#: 114882

ISSUE: Proactive Disclosure Compliance

BACKGROUND:

Proactive Disclosure is the proactive or routine release of government information to the public without the need for a formal Freedom of Information request. A significant component of improving access to government information in a consistent manner is increasing the amount of information being made available through proactive disclosure.

Section 71.1 of the Freedom of Information and Protection of Privacy Act (FOIPPA) allows the minister responsible for the Act to establish categories of records that ministries must disclose and to issue directions that detail those disclosures.

DISCUSSION:

Since 2011, government has been proactively disclosing records categories such as Minister and Deputy Minister travel expense summaries and records released in response to FOI requests. Records are posted to the Open Information website.

In 2016, several new categories were announced including the publication of Ministers' calendars, Deputy Ministers' calendars, and Ministers' receipted travel expenses. In December 2020, government's Open Information program was expanded to include the corporate transition binder, ministry transition binders and ministry estimates notes. Overall, government has now established 13 proactive disclosure categories, resulting in over 5,000 information releases per year.

Establishing proactive disclosure categories under FOIPPA is intended to relieve some strain on the FOI system by making commonly requested records available by default, eliminating the need to individually request and process these types of records and setting consistent timelines for their disclosure. Established categories also provide an opportunity to release information in a consistent way across government.

Unless specifically exempted in the Ministerial Directive, records must be produced and provided to Information Access Operations in the Corporate Information and Records Management Office within the timeframes outlined in each directive. Further, government is required to comply with the legislated due dates outlined in each directive. Compliance with the ministerial directives is also tracked by Information Access Operations, who follow up directly with ministries to ensure that timelines are met.

While formal penalties for non-compliance are not established, compliance with the directives confirms government's commitment to openness and transparency. Proactively releasing information further supports the Minister's mandate points relating to timely access to information and providing greater public accountability.

SUMMARY:

Categories of records identified for Proactive Disclosure through Ministerial Directive increase the amount of information available to the public, promoting transparency and government accountability. Records must be disclosed in the manner and by the timelines set out in each directive.

Attachment(s): N/A

Contact: Chad Hoskins, 250-356-7343

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INFORMATION NOTE

Advice to Minister Beare

Date: March 22, 2021

CLIFF#: 114848

ISSUE: The Government of British Columbia's Digital Framework

BACKGROUND:

On March 8, 2021, Minister Beare requested additional information regarding the Government of BC's Digital Framework. While a briefing is planned for March 29, the Office of the Chief Information Officer (OCIO) committed to providing the Minister a summary note on the framework in the interim.

Digital tools are critical to providing modern government services.

- Governments around the world are becoming digital to better serve people of British Columbia. A digital government uses modern technology, as well as the culture and practices of the modern age, to deliver services that are deserving of peoples' trust.
- Technology is critical to the success of every government initiative. These initiatives include back office applications that ensure child protection workers have the right information or that allow mine inspectors to upload compliance data. They also include digital services that allow people to access to COVID-19 test results or apply for the B.C. Recovery Benefit.

B.C. has made some progress in embracing digital government.

- The Government of B.C. has consistently made strong commitments to delivering the services that matter most to people. In the Internet age, delivering such services requires government to embrace new tools and technologies.
- With support and leadership from the Ministry of Citizens' Services (CITZ), government has made progress in modernizing in certain areas. For example, it has accelerated digital projects through the BC Exchange Lab. It has improved online services, making them better customized to the needs of users. Through the BC Services Card it has established itself as a recognized leader in digital identity. It has adopted an ambitious procurement strategy, creating a basis for B.C. businesses to win more contracts and help quickly deliver technology solutions.
- Government also provided a suite of digital services in response to COVID-19. Examples:
 1. COVID-19 Self-Assessment – The Ministry of Health launched a self-serve application for information on COVID-19 symptoms; and
 2. Supply Hub – Emergency Management BC created a platform to enable critical sectors to purchase surplus Personal Protective Equipment from core government.

CITZ supports digital modernization across government.

- The OCIO in CITZ offers credible leadership on digital change, bolstered by modern digital principles and growing engagement across Ministries.
- The OCIO launched a Digital Framework in July 2019, laying the groundwork for modernizing government. It outlined 17 actions under four pillars:
 1. Digital services;
 2. Data and information;
 3. Becoming digital inside; and
 4. Connecting to communities.

- OCIO has delivered on the commitments made in the initial Digital Framework. That said, government continues to face active technology risks and missed opportunities for service excellence. CITZ is well placed to lead efforts across government to address these challenges.
- In April 2020, the Chair of Treasury Board directed CITZ to conduct a review and provide recommendations on the BC Public Service's information management/information technology (IM/IT) Operating Model. CITZ has assessed the operating model for IM/IT and developed recommendations to support internal operations, deliver public services, and facilitate the delivery of government priorities.

DISCUSSION:

Although government has made good progress in delivering the Digital Framework, it has also faced significant IT failures in recent years. These failures can be costly and undermine public trust in government. Such challenges are not unique to B.C.; many governments have faced significant IT failures. Some have responded by creating dedicated digital units and investing in government-wide strategies and leadership.

The significant upside of providing strong digital services, combined with enduring risks associated with outdated technology, suggests that government has an opportunity to more consistently pursue modernization efforts. Public servants expect digital tools to do their jobs. British Columbians expect easy access to simple online government services.

Opportunities for leadership

The Government of B.C. continues to have opportunities for more systematic, government-wide digital change. This kind of ambitious modernization is also expected to help mitigate active delivery risks associated with large technology projects and address inefficiencies in the allocation of technology resources. Potential benefits of modernization include:

- **Improve British Columbians' experience** – 77 per cent of British Columbians already access government services online. People expect public services to be simple, fast and accessible. Consistent, easy access to simple online services can improve efficiencies and over time, improve trust in the public sector.
- **Reduce costs** – Teams working in B.C.'s Exchange Lab have reduced their time and cost of developing modern services. Coherent governance for digital investments can also create efficiencies, including by investing just once in key enablers (e.g., verifying identity, paying government) rather than multiple times.
- **Support the B.C. economy** – A single made-in-B.C. technology procurement innovation, Sprint With Us, has awarded over \$17 million in contracts to local technology companies.
- **Derisk major IT projects** – Like other governments, B.C. has grappled with IT failures. The Natural Resources Permitting Project is a recent example of an IT project that incurred significant costs without creating the expected benefits. Adopting best practices in digital government could make it easier to identify and address IT risks.

NEXT STEPS:

The OCIO proposes to publicly release a new Digital Plan for government by summer 2021. Goals for this plan include mainstreaming digital excellence, integrating digital priorities from across government, aligning with service needs being identified by British Columbians, and achieving a strong and measurable impact.

Contact: Jaimie Boyd, Chief Digital Officer; 250-888-3354

MEETING NOTE

Advice to Minister Beare

MEETING WITH MINISTER EBY AND HUMAN RIGHTS COMMISSIONER

MEETING DATE: March 25, 2021

CLIFF#: 114866

ATTENDEES:

Minister Beare

Minister Eby

BC Human Rights Commissioner,

Kasari Govender

Parliamentary Secretary Singh

Ministry staff

CJ Ritchie, Associate DM, CITZ

Cheryl May, Associate DM, AG

Kathleen Assaf, Executive Director, CITZ

ISSUE: Anti-Racism Initiatives and Race-based Data

BACKGROUND:

Anti-Indigenous and anti-Asian racism have increased in B.C. during COVID-19. In the summer of 2020 during international focus on Black Lives Matter, Premier Horgan asked B.C.'s Human Rights Commissioner Kasari Govender and Information and Privacy Commissioner Michael McEvoy to provide recommendations to government regarding the collection of race-based data and disaggregated data.

The Human Rights Commissioner responded with a report entitled *Disaggregated demographic data collection in British Columbia: The grandmother perspective*. This report contained more than 20 recommendations, including calling for new legislation on disaggregated demographic data.

The Information and Privacy Commissioner did not provide recommendations but stated publicly:

"A new statute governing the use of such data that is not addressed in existing access and privacy legislation may be beneficial and I look forward to working with the Human Rights Commissioner and providing guidance to government on this important matter."

In December 2020, government appointed Rachna Singh as Parliamentary Secretary for Anti-Racism Initiatives, and set the task of working:

"...with B.C.'s new Human Rights Commissioner and other stakeholders to introduce legislation that will help reduce systemic discrimination and pave the way for race-based data collection essential to modernizing sectors like policing, health care and education."

The Premier has publicly acknowledged the calls for more access to race-based data, noting there is also opposition to doing so:

"Historically, this is information that may well not have been advantageous to individuals to be shared with government and with others in society."

DISCUSSION:

Statistics Canada census data, including demographic data on race, is available to B.C. but cannot be disaggregated to a level useful for analysis of provincial policies and programs. New data would need to be collected to support the analyses being called for by racialized communities.

The Ministry of Citizens' Services has established a strong staff partnership with the Ministry of the Attorney General to support Parliamentary Secretary Singh. Indigenous leaders and racialized community organizations will be invited to meet with Parliamentary Secretary Singh in the coming weeks about what a good consultation process would be. Their input will shape public anti-racism consultations.

The Human Rights Commissioner held two public events at the beginning of March entitled *Using data for change: Dialogue on data collection and the grandmother perspective*, which ministry staff attended.

The Human Rights Commissioner report acknowledges that the process of collecting, storing and sharing data is of critical importance and also that there are significant dangers of individual and community harm. The report points to the Ministry of Citizens' Services Data Innovation Program and use of the Five Safes framework for data protection as strengths to leverage in disaggregated demographic data collection.

The report also calls for government to immediately start collecting disaggregated demographic data in health care, policing, corrections, poverty reduction/housing, education, children and family development at the same time as government is establishing the legislative framework and creating data standards. The call for immediate collection seems to disregard the dangers of harm that race-based data collection could cause without a strong framework for data collection, storage and sharing. Government needs to ensure any new data we collect, manage and use is done in a way that meets B.C.'s privacy laws and embodies best practices for data privacy and security.

NEXT STEPS:

Regular briefings of the offices of the Human Rights Commissioner and the Information and Privacy Commissioner would be helpful on disaggregated demographic data. These could be monthly staff-level briefings with quarterly meetings of the Commissioners, Ministers and Parliamentary Secretary.

SUGGESTED RESPONSE / KEY MESSAGES:

s.13; s.16

INFORMATION NOTE

Advice to the Deputy Minister

DATE: March 2, 2021

CLIFF: 114794

ISSUE: Update on *Declaration on the Rights of Indigenous Peoples Act* (DRIPA) Action Plan

In early April, the Ministry of Indigenous Relations and Reconciliation (MIRR) will take a Consultation Draft of the Action Plan (Action Plan) to the Cabinet Committee on Planning and Priorities. This note is to seek Deputy Minister approval of the ministry's contributions to date.

BACKGROUND:

On November 28, 2019, the *Declaration on the Rights of Indigenous Peoples Act* (Declaration Act) received Royal Assent. The legislation requires, in consultation and cooperation with Indigenous peoples, for the government to:

- Align B.C.'s laws with the United Nations Declaration on the Rights of Indigenous Peoples;
- Develop and implement an action plan to achieve the objectives of the United Nations Declaration; and,
- Prepare an annual report on progress made to align laws and achieve goals in the action plan.

Several committees provide process and governance for the work. The ADM Reconciliation Table guides the implementation of the Declaration Act across government and gives cross-sector leadership to the Champions' Table on Reconciliation.

The Champions' Table coordinates the work and provides the ADM Reconciliation Table with information and recommendations. Through the Champions' Table, each ministry/agency was asked to work with Indigenous partners to identify actions for inclusion in the Action Plan.

The Economy Sector subgroup provides a framework for the identification and strategic alignment of initiatives to put forward for consideration in the Action Plan.

DISCUSSION:

In early February 2021, actions were identified by ministry executive to put forward in to the Action Plan and submitted to MIRR through the Champions Table.

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