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| | REPORT No.: 2021-42 |
| MEETING DATE: SEPTEMBER 16, 2021 | DATE PREPARED: SEPTEMBER 1, 2021 |
| SUBJECT: PROCESS REVIEWS UPDATE | |

RECOMMENDATION

For information only.

REPORT SUMMARY

To present The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) with an update on process reviews.

BACKGROUND

The Board approved Strategic Plan 2023 (the Plan) on October 17, 2019 by Resolution 19/94. Improve processes for change was identified as a Strategic Direction in the Plan.

Process reviews are conducted to review an existing process to gain insight on potential efficiencies and/or in preparation for an incoming, known change. Process reviews serve all areas of the organization and rely on internal knowledge, industry best practice (from both public and private sector), performance data (created internally and externally) and performance criteria and metrics.

COMMENTS

Process Review Lead

The non-union position of Process Review Lead was included in the year 2020 budget and filled in July 2020. The Process Review Lead is responsible for facilitating process reviews and championing continuous improvement principles and practices across the organization. The Process Review Lead works with process review teams to lead process optimization and continuous improvement projects by analyzing processes and practices, developing strategies, leading activities, monitoring progress, and coordinating team training across all social service programs.

Policy, Procedure and Request Form

A Process Review Policy, Procedure and Request Form were developed in 2020 to ensure a clear process exists relating to the development, implementation, and evaluation of process reviews.

Priorities Framework

A priorities framework was developed in 2021 to ensure a consistent and equitable evaluation of process review requests. The evaluation matrix consists of the following factors: strategic direction impact; legislative compliance; urgency/timing constraints; efficiencies and effectiveness; organizational engagement and impact; and evidence-based practice of other service managers, service providers and/or comparable private sector organizations.

Process Reviews

As of August 31, 2021, 8 process reviews have been completed and 4 process reviews are in-progress. The majority of process review teams are comprised of cross-departmental frontline and management staff. A high-level summary of the completed and in-progress process reviews are outlined below.

Completed

| Title | Description | Lead Division | Type (Project, Process Review) |
|--------------------------------------|-------------------------------------------------------------------------------------------------------|---------------------------------------------------|-------------------------------------------|
| Supervisor File Review | Formalize a monthly file review for Ontario Works | Integrated Social Services | Process Review |
| Employment Outcomes | Document and identify efficiencies in employment program delivery | Integrated Social Services | Process Review |
| Ontario Works Overpayment Review | Document and understand cause of overpayments, find efficiencies | Integrated Social Services and Corporate Services | Process Review |
| Digitize OCCMS Files | Implement digital files for OCCMS | Integrated Social Services | Project - implementation |
| Overpayment Advocacy Project Request | Advocacy for participation in Overpayment Recovery Unit for Ontario Works inactive/aging overpayments | Integrated Social Services and Corporate Services | Project - Advocacy Coordination |

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|----------------------------------------------|----------------------------------------------------------------------------------------|---------------------------------------------------|------------------|
| Caseworker Activity Report Caseload Analysis | Understand conditions, actual and best practices for caseload establishment | Integrated Social Services | Analysis Project |
| Emergency Response Procedures and Scheduling | Review procedure and schedule to find efficiencies | Integrated Social Services and Corporate Services | Process Review |
| Housing Safety, Security and Structure | Understand best practices relating to Housing Safety, Security and Reporting Structure | Integrated Social Services | Analysis Project |

In order to demonstrate the effectiveness of process reviews, below are examples of achieved outcomes from 2 completed process reviews.

| Title | Outcomes |
|------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Supervisor File Review | <ul style="list-style-type: none"> • Meetings with and survey of other sites to understand best practices for file reviews process and tools • Formalized 'file review' process and defined it as the review of open, active files related to Ontario Works recipients • Created a new monthly file review tool for Supervisors based on resources from other sites/best practices • Launched pilot project from January to February 2021, results refined tool; added measures for reporting and integrated Electronic Data Management (EDM) and Guiding Employment Resources Efficiently (GERE) • Supervisors noted follow-up actions, reviewed with Caseworkers as appropriate to address concerns and/or issues and added content to regular Caseworker meetings for education and training • Monthly file review tool was officially launched in March 2021 • Monthly file review results are reviewed monthly in Supervisor meetings • Positive response and results from impacted staff • Tool is slated for review after 12 months of use to confirm measures are meaningful to improving completeness and usefulness |

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| <p>Ontario Works Overpayment Process</p> | <ul style="list-style-type: none"> • Completed summary of root cause of Ontario Works overpayments (analysis of 1,100+ transactions) • Provided training and education with Caseworker team regarding administrative elements of overpayments as part of regular Caseworker meetings • Connected with sites across Ontario to understand processes surrounding and perspective on overpayments as a result of the review • Identified SAMS technology data deficiencies, submitted product enhancement requests • Recommended payment options expansions to include e-transfer • Updated Revenue and Accounts Receivable procedure to reference job aid for collection rates and update • Analysis and recommendation regarding collection and collectability of inactive client accounts • Requested reports from the Ontario Public Service (OPS) to allow comparison, analysis and use to find future efficiencies. • Advocated for operational engagement of the Overpayment Recovery Unit • Initiated subsequent Overpayment Advocacy Project Request to engage with Overpayment Recovery Unit |
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In progress

| Title | Description | Department | Type (Project, Process Review) |
|------------------------------------------------------------|-----------------------------------------------------------------------------------------------|---------------------------------------------------|-------------------------------------------|
| Digitize Housing Applications | Investigate options for digital housing application | Integrated Social Services | Process Review |
| Caseworker Activity Report Appointment Completion Analysis | Understand appointment completion conditions for Ontario Works caseworkers and best practices | Integrated Social Services | Analysis Project |
| Business Expense Claim Process Review | Investigate ability to digitize business expense claim procedure | Corporate Services and CAO | Process Review |
| Signing Authority | Review authority for appropriateness, fit with legislation and best practices | Corporate Services and Integrated Social Services | Process Review |

FINANCIAL IMPLICATIONS



There are no financial implications resulting from this report.

CONCLUSION

It is concluded that there has been considerable progress made on the “Improve processes for change” Strategic Direction.

REFERENCE MATERIALS ATTACHED

None

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