Innovations in External Public Service Delivery

A Study of Innovative Public Sector
Service Delivery Practices in Canada's
Provinces & Territories

Treasury Board of Canada Secretariat
Research and Analysis
Service Sector

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" Thoughts on innovation...

"There is no doubt that creativity is the most important human resource of all. Without creativity, there would be no progress, and we would be forever repeating the same patterns."

— Edward de Bono

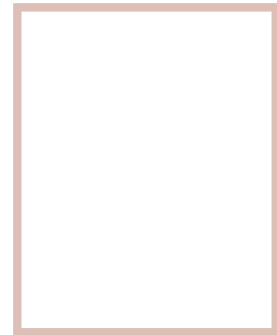"Genius is one percent inspiration, and ninety-nine percent perspiration."

— Thomas Edison

"Some men look at things the way they are and ask why? I dream of things that are not and ask why not?"

— Robert Kennedy

"Creativity can solve almost any problem. The creative act, the defeat of habit by originality, overcomes everything."

— George Lois

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EXECUTIVE SUMMARY

In order to prepare to maximize opportunities associated with the next generation of external service delivery it is useful to examine current services that are breaking new ground and applying new, innovative approaches. This paper supports this examination through a review of innovations in external public service delivery.

This study is unique in that it provides a snapshot of innovation in external service delivery at the Provincial and Territorial level of government across Canada in the Fall of 2009. Key informants in each jurisdiction were invited to provide information on ground-breaking projects by describing the service, the innovation, the challenges faced, what the innovation has achieved, and key aspects of service management including the important area of performance measurement. The call for input resulted in 31 written descriptions of public sector external service innovations. These submissions were augmented with information on 35 other innovations (identified from award programs, news releases, and other online sources). These 66 services represent a broad array of public sector offerings spanning regulatory and voluntary services and moving beyond simple transactions to new approaches to complex health care and social services.

This report starts by describing how the input was collected and then analyzes it by examining the types of services reported (alternative and innovative models and methods of external service delivery (ASD) as well as integrated service delivery, including Service Partnerships between departments, between governments, and between governments and the private and non-profit sectors), how channels are used (innovation in the use and integration of delivery channels, including electronic channels, and the migration of clients to lower-cost channels) and key aspects of service management (including performance measurement, benchmarking and results-based accountability as well as central government policies and award systems).

The major findings of this study highlight the following:

- With the exception of use of the mobile channel, innovation in Canada's Provinces and Territories is active and emphasizes similar themes as are seen in the public sector internationally.

- While innovation challenges what is and finds new approaches it also can be successful within existing service mandates – innovation does not necessarily require big budgets or a great range of program flexibility.

- Innovation does require: keeping an eye on the prizes of client as well as citizen/taxpayer satisfaction, working 'out of the box', focusing on both the human and business sides of service delivery, leveraging the presence of new possibilities (such as IT but also extending to opportunities presented by government interests, the need to save money, etc.), generating commitment to the change, and carefully attending to management practices that support and advance change.

- Innovation also requires patience, passion and persistence as it often comes with governance and organizational challenges, work culture challenges, and operational challenges

- It's about service that simultaneously meets the needs of clients and citizens/taxpayers! A citizen/client-centred approach that focuses on finding effective new approaches dominates Canada's innovations in external service delivery.

Faye Schmidt, Ph.D. - Schmidt and Carbol Consulting Group, Inc.
December 16th, 2009

Innovations in External Public Service Delivery

A Study of Innovative Public Sector Service Delivery Practices in Canada's Provinces & Territories

Service delivery in the public sector is a broad and ever changing field with advances that happen so rapidly it can be challenging to keep abreast of new developments. Yet, in order to continue to provide high quality service to Canadians, it is essential for public servants to be aware of transformational ground-breaking changes taking place elsewhere as these advances provide an important source of new ideas and information.

The need for this type of information was recognized by the Treasury Board of Canada Secretariat (TBS). TBS commissioned this study to examine leading external service delivery innovations within Canadian Provinces and Territories in order to inform, from a practical perspective, the go-forward service strategy for the Government of Canada. More specifically, the objective of this study is to document service delivery trends and innovations in each Province and Territory including:

- Alternative and innovative models and methods of external service delivery (ASD);
- Integrated service delivery, including Service Partnerships between departments, between governments, and between governments and the private and non-profit sectors;
- Innovation in the use and integration of delivery channels, including electronic channels, and the migration of clients to lower-cost channels;
- Performance measurement, benchmarking and results-based accountability; and
- Central government policies and award systems.

A second objective is to gather information on innovations in a way that facilitates sharing of the results with public jurisdictions across Canada in order to contribute to the enhancement of service at all levels of government.

Faye Schmidt, Ph.D. of the Schmidt and Carbol Consulting Group, Inc. was retained to conduct the study in collaboration with Brian Marson and Cathy Ladds, both senior members of the Treasury Board of Canada Secretariat, Research and Analysis Service Sector.

BACKGROUND ON PUBLIC SECTOR INNOVATION

Innovation is a desired goal across the public sector but, while it is a label that is often used, it is not an easy concept to define. In this study, innovation is approached broadly as service transformation that defines new, ground-breaking service delivery models and/or service management techniques. The focus is on leading-edge, pioneering practices applied to externally oriented services or services which are delivered to citizens/clients excluding all services provided internally (e.g., back office, in-house support or corporate services, etc. are excluded).

As a starting point, this study considered the types or categories of public sector innovations taking place internationally that were recently identified by Joan McCalla[1,2]. Her research described a number of themes that define the nature of external service delivery innovation:

- **Access** to service continues to be a focal point (e.g., one-stop delivery approaches are being renewed and extended to more services in more areas, the focus on the telephone channel has been renewed, more multilingual services are being developed).

- Service delivery is increasingly **comprehensive, collaborative and integrated** (e.g., new possibilities for partnerships and competition are emerging, services are integrated more broadly including cross sector integration).

- Services are becoming more **personalized/unique and proactive** (e.g., personal web pages for one-stop access, forms with the client's information pre-entered) – services are moving from "service delivery "agent" to self-directed services and personal budgets"and from being "reactive to responsive to proactive".

- Services are more **transparent/open** (e.g., more performance information is provided publicly on a regular basis, posting political decisions are posted online, software driven access to government information is becoming available) - McCalla noted a trend called "sousveillance" (surveillance from below).

> **"The changing service paradigm is supported by anytime/anywhere connectivity and virtually unlimited access to information and advice tailored to individual preferences, needs and location".**
> *- J. McCalla, 2008*

- The use of **channels** is becoming more innovative - technology is supporting increased use of mobile applications (e.g., services are delivered via cell phones, iPhone apps, Twitter, etc.) and online services are moving from the use of the web to provide information to techno-social collaborations that connect intelligence in an interactive way

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[1] McCalla, J. (2009). <u>Service Delivery Trends: Opportunities for Canada</u>. Power Point presentation prepared for the June 25th, 2009 meeting of the FPT Deputy Ministers' of Service Delivery Table held in Halifax, Nova Scotia. Unpublished presentation by Joan McCalla, Internet Business Solutions Group, Cisco Systems.

[2] McCalla, J. (2008). <u>The Emerging Global Service Agenda: Some Observations – Next-Generation Public Sector Service Delivery and Research: Where Next?</u> PSSDC – PSCIOC Research Committee Workshop, September 9th, 2008. Unpublished presentation by Joan McCalla, Internet Business Solutions Group, Cisco Systems.

(e.g., mash-ups, multi-channel integration, online communities, real time intelligence) – services are moving from "one way delivery to collaboration and co-production".

- **Citizen and community engagement** is gaining more prominence (e.g., online participation in discussions leading to government decisions, collaboration with clients to create and/or manage services).

The factors suggested by McCalla as the drivers of these new directions in service delivery are: "(1) broadband enabled networks – ubiquitous and decent, (2) next generation online tools – pervasive and adopted, (3) networks & tools enable new modes of organisation, [and] (4) the rise of the "Netizen": self-empowered 'users' of government".   In other words, the key factors driving innovation internationally are related to advances in service delivery options mainly from IT based improvements and the ways in which the expectations of users of external public services are changing.

Another perspective on international public sector service transformation themes is provided by Deloitte[3] who observed that "Leading organizations are delivering an improved end-to-end experience to their customers—an experience that is:

- **Personalized**—Customer insight is used to deliver valuable outcomes tailored to unique customer segments.

- **User-friendly**—Products and services are within easy reach of customers, meaning they are provided by an organization (or partner of the organization providing the product or service) the customer knows and has a trusted relationship with, and can be acquired through the customer's preferred channel—online, telephone, over the counter, mail, mobile, kiosks, pod casts—at a time most convenient for the customer.

- **Interactive**—Customers are engaged in helping to develop and refine new products and services throughout the development life-cycle".

Finally, there is the work by the UK Cabinet Office that studied international public sector innovations (in 15 nations) and concluded that the following five elements define the most successful undertakings:

- "Empowering citizens through **stronger entitlements**;
- Empowering citizens through **better information** on services;
- Developing more **personalised** services;
- Working with people to deliver more **preventative** services; and
- The **new professionalism** required to deliver these changes within services"[4].

The extent to which these international themes and motivating factors are aspects of external service delivery innovation in Canadian Provinces and Territories is explored in this report.

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[3] Deloitte (2008). One Size Fits Few: Using Customer Insight to Transform Government, p. 6. Accessed online on November 9th, 2009 at: http://www2.deloitte.com/assets/Dcom-Global/Local%20Assets/Documents/dtt_ps_onesizefitsfew_040908(1).pdf.
[4] Cabinet Office (2009). Power in People's Hands: Learning from the World's Best Public Services, p. 8. Accessed online on November 9th, 2009 at: http://www.cabinetoffice.gov.uk/media/224869/world-class.pdf.

APPROACH TO THE STUDY

This study employed a collaborative approach with all Canadian Provinces and Territories invited to submit information on their external service delivery innovations. A common submission form was used to gather consistent information and facilitate sharing of the responses (an electronic copy of submissions approved for release will be made available so that information on pioneering advances in external public service delivery can be broadly available). The form used to gather information for this study is presented in Appendix A. It was sent by officials in the Treasury Board of Canada Secretariat to contacts in each Province and Territory in September, 2009.

One of the key challenges in this project was identifying informants from each Province and Territory. As innovation happens at many levels and in many places there was no obvious single list to turn to that would reach those responsible for innovations in line/program service delivery areas. To achieve the necessary breadth of responses, all Provincial and Territorial members of the Public Sector Service Delivery Council (PSSDC) and the Public Sector Chief Information Officers Council (PSCIOC) were contacted and asked to respond directly and also solicit input from others in their jurisdiction responsible for service innovations. In addition, the secretariat supports to the FPT Deputy Ministers' Table on Service Delivery Collaboration were asked to forward the input form to their members for information and as an invitation to contribute descriptions of external service delivery innovations. These general requests were complemented with specific requests for input sent to areas where known innovations have been implemented (e.g., Provincial and Territorial news releases were scanned for innovations).

Significant time and effort went into gathering input on innovations as the task proved more demanding than anticipated. While a good level of response was ultimately obtained it is not as extensive as was hoped in spite of many repeated attempts to secure submissions (while 31 written submissions were obtained they did not provide examples from all Provinces and Territories and some did not contain complete information – see Appendix B). As a result, to augment the information from the submissions an online search was completed to investigate examples of innovation documented in award submissions including submissions to the Institute of Public Administration of Canada (IPAC) Innovative Management Award[5] over the past seven years and the CAPAM International Innovations Awards[6]. In addition, Regional IPAC organizations with contacts listed online were approached with a request to provide information on local awards that recognize external service delivery. This call to Regional IPAC groups did not produce additional input as at this level of IPAC the focus is mainly on recognizing individual public servants for their career contributions with some also offering student and/or academic awards.

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[5] All IPAC award submissions referenced throughout this report were taken from online award summary information accessed during August and September, 2009 at http://ipac.ca/InnovationAwards.
[6] All CAPAM award submissions referenced throughout this report were taken from online award summary information accessed during August and September, 2009 at http://www.capam.org/awards/.

Finally, other online sources of information (reports, news items, etc.) were used to gather additional examples of innovations. All of the projects described in this report that were drawn from sources other than direct written submissions are listed in Appendix C.

Unless otherwise indicated, the information from all of these sources (completed submissions as well as those identified in other materials) are presented in a blended manner as they all provide important insights into leading edge external service delivery innovations.

In spite of all of the efforts made to obtain broad input, it will never be possible to know how comprehensive or representative this study truly is. However, what is reported appears to offer a rich source of information.   In total, 35 innovations were found through online sources and 31 submissions were received representing at total of 66 descriptions of innovations in external service delivery. Together, the examples found in these various ways identify new approaches that span all Canadian Provinces and Territories.

The range of innovations reported here is testimony to the scope of service excellence that exists across the Canadian public sector at the Provincial/Territorial level. But what is even more impressive than the types and number of innovations is their quality. The results paint a rich picture of dedication to service excellence and provide indications of where the next generation of external service delivery improvements is heading.

Once the input for this study was in hand, the next challenge was finding a way to do justice to the quality of the information in a summary, analytical format. The reader is encouraged to visit the electronic record of actual submissions for further details on all of the service innovations described by respondents and the other references noted in Appendix C that were used as source material. The descriptions of the innovations used in this paper are limited to highlights of key trends and examples of pioneering work in external service delivery at the Provincial and Territorial levels in Canada.

The analysis of this information is presented in two parts: the "what" and the "how". The first section on the "what" provides an overview of the types of innovation at play in the delivery of external services, what has motivated them, and an analysis of the main benefits Canadian Provinces and Territories have realized through their external service delivery transformation efforts.   Next, this report considers factors related to "how" the innovations were achieved highlighting several aspects of service management including performance measurement and the key challenges and success factors associated with service transformation.

RESULTS AND DISCUSSION PART ONE –
TYPES OF INNOVATION: THE "WHAT"

To understand external service delivery innovation it is useful to first examine the types of innovation taking place, the factors that motivated them, and the impacts they have had.

Types or Focus of External Service Delivery Innovations

The submissions received and other materials reviewed capture a broad array of innovations in the delivery of external public services. Services that have new, innovative approaches cover the full spectrum from regulatory services (such as the regulation of water supplies, tax collection, border crossings, etc.) to the delivery of products (such as the production of wind power and the building of schools) to the delivery of voluntary services (such as the provision of information for new immigrants, support and information for elders, training programs for community governments, information on road conditions, tourism bookings, etc.). Of the 31 innovations described by respondents using the input form, 18 are voluntary services with eight described as regulatory/mandatory and five "other" descriptions reported (which typically described the service as opposed to its type along this voluntary – regulatory definition). From the information collected it is not possible to know if this means more innovation takes place in voluntary services or if this is purely coincidental given that responses were not systematically collected.

It is also of note that the submissions cover transactional as well as complex service offerings. While all forms of innovation are important, it is interesting to note that innovation is not limited to simple services such as paying a fee, applying for a licence, etc. The examples discussed in this report highlight a number of innovations in the provision of health care and social services where it is common to find multiple service providers and complicated client needs.

The analysis of the 66 innovations examined in the current analysis reveal that the international service delivery trends identified in the McCalla review (cited previously) are at work within Canada's Provinces and Territories. Specifically, examples were found that illustrate innovations in: access to service; comprehensive, collaborative, integrated service delivery; more personalized, proactive services; more transparent, open, accountable services; more innovative use of channels and technology; and citizen and community engagement.

It is interesting to note that while acknowledged as an element in international innovation, the use of new service delivery organizational arrangements was not identified as a separate category by McCalla. A possible explanation for this may be that to a certain extent this can be seen to be an enabling element within the other categories (e.g., organizational structure changes may be used to create new approaches to access, etc.). In the analysis reported here it is presented as a separate category due both to the prominence this theme has had across Canada (e.g., through initiatives such as Alternative Service Delivery or ASD) and as there were some submissions that specifically highlighted this aspect of innovation.

At the outset of this work it was anticipated that there may be other themes at work in Canada but the results do not support them.   For example, there are only a small number of projects identified which highlight innovation arising from changes in program/service mandate in response to legislative change, policy change, or new political directions. Elements of this did appear and these factors are noted by some as motivators for change, but this area is not presented as the key focal point in any of the innovations reviewed. As such, this topic is not presented as a separate theme in this report.

In addition, an a priori assumption about the importance of recent efforts related to environmental or "green" initiatives gave rise to the view that this too may emerge as a theme in this study. Indeed, in 2008 the IPAC Innovative Management Award's theme focused on environmental or "green" initiatives. This assumption is not supported in the findings. Why might this be? It is evident from the winning submissions in the IPAC award that, at least to a small degree, environmental sustainability is an impetus for service innovation across the public sector in Canada. However, at this point the focus of this type of innovation appears to centre primarily on internal operations (e.g., reducing the carbon footprint of government operations, educating staff, etc.) rather than on changes to external service delivery. It is possible that environmental goals may increase as a factor motivating external service delivery innovations when the country returns to a stronger base of economic performance. However, at this time it is not a strong factor within the majority of external service delivery innovations that were reviewed.

A number of the themes that do emerge have been elements of service improvement and transformation in Canada for many years. This is not surprising given that the core nature of what the public service exists to do and the orientation within Canada on service excellence is substantially unchanged when viewed from the perspective of overall principles. However, while the themes have been in play for some time there are still many new innovations in how they are being applied particularly as new technologies and approaches to service delivery mechanisms are created. In other cases, it is the level of complexity or the scope of innovation that has changed over time. So while many of the themes may not appear to be new, the way they are being realized continues to create new approaches to the delivery of external services.

In the following material, all of the innovations identified are presented grouped according to the themes discussed above with observations on the nature of the services discussed at the end of this section. In many cases, the complex nature of the work that has been undertaken means that the innovations demonstrate more than one theme. This reflects the reality of external service delivery as well as the scope of the opportunities and challenges that drive innovation. However, for simplicity, each innovation is reported only once within the theme with which it appears to be *most* strongly aligned although in some instances innovations are positioned based on a unique element especially when the work is particularly groundbreaking. The themes (and associated sub-themes) used are:

> *Access to Service*
> > One-Stop Services
> > Telephone Services
> > Multilingual Services
> > Other Access Innovations
>
> *Comprehensive, Collaborative, Integrated Service Delivery*
>
> *More Personalized, Proactive Services*
> > Personalization of Service Delivery
> > Making Services More Proactive
>
> *More Innovative Use of Channels and Technology*
> > Emerging Use of the Mobile Smart Phone Channel
> > Innovative Use of the Online Channel
> > Integrating Channels
> > Leveraging Other Technology
>
> *Citizen and Community Engagement*
>
> *New Service Delivery Organizational Arrangements*

Access to Service

Access to service by citizens and clients is a challenging topic for the Canadian public sector. The needs and expectations of those receiving service continue to evolve as do service access options and possibilities. Within the innovations reviewed, there were several sub-themes within the topic of access each of which is discussed in turn: one-stop access, telephone service and multilingual services. In addition, there was one outstanding example of innovation in how services are accessed that did not fit these three categories. It is reported at the end of this section.

One-Stop Services

Improving service access through one-stop service and other ground-breaking delivery approaches continues to be a focal point of external service delivery in Canada with many of the innovations examined providing examples of improvements in this area. These innovations look for new ways to enhance the experience of clients by making the service more accessible (e.g., making it easier to obtain, making it more broadly available, bringing individual service providers and/or services together, etc.).

In many cases, improved access is achieved through cooperative or collaborative arrangements commonly referred to as Integrated Service Delivery or ISD. ISD has been defined by Ken Kernaghan[7] as follows:

> "Increasingly, the term single-window service (or one-stop shopping) is giving way to the term *Integrated Service Delivery* (ISD) defined as bringing together — and fitting together — related government services so that citizens can access them in a single seamless experience based on their wants and needs (Kernaghan, 2007: 103). This term captures the collaborative or 'joined-up' emphasis of current innovations in government service delivery".

As ISD can accomplish goals other than access it also appears as a separate theme later in this report (entitled Comprehensive, Collaborative, Integrated Services). The examples reported here focus primarily on ways one-stop approaches can make services more accessible or available whereas those in the later collaboration category primarily address other purposes (e.g., the use of integration to achieve operational efficiencies, cost savings, etc.). In some instances, the decision on whether to place the innovation here in the discussion on access or later in the collaboration section was difficult to make.

Examples of the use of one-stop access to improve external service delivery include the following:

- The **Province of Ontario Newborn Registration Service (NRS)** bundles three services together: birth registration, birth certificates and Social Insurance Number (SIN) cards. Parents of infants under one year of age can use this "3-in-1" service to register their infant using a fast, easy, online system that allows them to simultaneously obtain a combination of provincial and federal services. In addition, the birth information that medical practitioners are required to provide can now also be submitted online through a secure form setup within birthing facilities. Registration services are now accessed easily, parents no longer pay a birth registration fee, services are provided much more quickly (e.g., turnaround time for birth registrations has gone from 16 weeks to a few days; birth certifications and SIN cards can be processed and issued in approximately 10 business days), fewer errors are made in the applications, some of government's administrative load is reduced, and users consistently give the service a satisfaction rating of 98-99%. Similarly, the **Province of Nova Scotia** announced its **Integrated Birth Registration Service (aka Birth Bundling)** which, like the Ontario service, is based on a federal-provincial partnership (between the Provincial Government and Service Canada as well as the Canada Revenue Agency). Through this service parents of newborn infants in Nova Scotia can complete one application form and receive their child's birth registration, SIN card and Canada Child Tax Benefits. This work is an example of Nova Scotia's Better Regulation Initiative which focuses on making it easier to do business with the Provincial Government while sustaining the benefits and protection that flow from regulations.

- In the **Province of Saskatchewan** citizens who are moving can notify multiple service providers online via one website: **https://www.expressaddress.com/**. Users select the organizations they wish to notify in order to start, stop or transfer a service and/or change their address. After

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[7] Kernaghan, K. (2009). *Moving towards integrated public governance: improving service delivery through community engagement.* International Review of Administrative Sciences, Vol. 25(2), 239 -254. Page 240.

entering their information once multiple organizations can be notified spanning municipal and provincial services as well as utilities and the Shaw cable/satellite television service. As the submission noted, "Using **Express**Address, people living in or moving to Saskatchewan can connect, transfer or disconnect their residential services for telephone, electricity, natural gas, cable T.V. and water online at ExpressAddress.com. As well, they can update their address for everything from their driver's licence, health cards, to their pet's licences. There is no cost to the user, it is available 24 hours a day 7 days a week and it is secure." While it is presented here as an example of an access innovation, this project also involved innovation in its online form. Some fields in the form are automatically filled (e.g., if the user does not know their postal code a pop up box tells them that if they have entered an address to which there is mail delivery they can enter the letter "S" in the postal code field and the application will provide the correct code. Alternatively, the pop up box also provides a link to a Canada Post site where the user can look up their postal code). In addition, this innovation provides an interesting example of the importance and role of service integration in that it brought together six organizations from two levels of government and, over time, expanded to include private sector partners. In fact, it was "the first service of eSask - a Saskatchewan coalition of organizations that are cooperating to pool expertise and financial resources toward developing web-based customer service solutions. The eSask members are SaskEnergy, SaskTel, SaskPower, Saskatchewan Government Insurance, City of Regina and City of Saskatoon."

- In the **Northwest Territories** the territorial government provides a training service to community governments through the **School of Community Government** using an approach that addresses community needs and occupational standards. What is most innovative in this service is: (1) the way in which training, development, tools and resources are provided using both online and in-person channels, (2) the linkage that is made to the completion of occupational certification (i.e., training and certification are more integrated), and (3) the extent to which the services of an array of associations and educational institutions are brought together. These changes are resulting in lower costs and an improved training presence in many communities. It is further anticipated this innovation will result in faster responses to community government training needs and Human Resources development.

- In the **Province of Manitoba** the **Winnipeg Regional Health Authority (WRHA)** is providing improved access to health services. The WRHA operates or funds over 200 service facilities and programs including hospitals, long-term care centres, and community health operations with partners who include CancerCare Manitoba, the University of Manitoba, and Diagnostic Services Manitoba. The focus of this innovation is on patient safety, improving wait times and access, aboriginal health programs, and workforce wellness and safety. The approach aims to create an inclusive health care culture with partnerships across services and care providers aimed at improving health service delivery with many aspects of improved service access (although this project clearly goes beyond access in the types of innovations it offers). The WHRA has achieved many successful improvements including examples such as the creation of the first aboriginal personal care home in Winnipeg, a four-year program to help inner city students explore career options in health care (the Children of the Earth High School's Medical Career Exploration Program), a treatment program that brings together treatment staff with researchers and patient educators to expand care while improving research and education capabilities (the Concordia Hip and Knee Institute), plans for the establishment of Canada's first stand-alone integrated mental health crisis

response centre (that will redirect patients with mental health emergencies away from hospital emergency departments and into a specialized response centre), a one-stop health centre for seniors that bridges between home care and placement in a personal care home by providing the services of a team of professionals from 11 different specialities (e.g., nurses, a doctor, pharmacist, occupational therapist, recreation facilitator, etc.), and many other examples.

- In the **Province of Saskatchewan** there are additional examples of services focused on improving public access to health services by integrating and bringing services to clients rather than having them access them in more traditional government settings:

  - The **School Wellness Team** brings holistic primary health services to children aged 3-8 and their families in three inner city schools. This helps break down some of the social, economic and cultural barriers to access to health services these clients have experienced by bringing an array of health professionals right into the school (including "a Nurse Practitioner, Occupational Therapist, Speech and Language Pathologist, Mental Health Counsellor and a Community Program Builder"). The School Wellness Team represents a partnership involving the Saskatoon Health Region, Greater Saskatoon Catholic Schools, Saskatoon Public Schools, and the Saskatchewan Ministry of Health.

  - The **AIM 4 Health Team** provides "holistic, comprehensive and culturally appropriate services for the prevention, detection, treatment and self-management of diabetes". The clients (First Nation, Métis, and other ethnic/cultural groups) receive integrated health services in a mall in the community and a community facility rather than a hospital.

  In addition to these services that illustrate innovation in access, there are other new integrated health services in the Province of Saskatchewan discussed later in the section on services involving various forms of collaboration and partnership.

- In the **Province of New Brunswick** four new **early childhood development centres** are being established in Saint John, Moncton, Robertville and Bath as part of the Province's new strategy entitled *Be Ready for Success: A 10 year Early Childhood Strategy for New Brunswick*. These four centres will serve as three-year demonstration projects on the integration of services for parents and young children. While many services for these clients exist, this approach is innovative in the emphasis it places on the integration of services so that multiple offerings can all be easily accessed in each location. The press release announcing the centres noted that this is an example of a partnership between government and community-based organizations and that "The centres will be operated by non-profit boards of directors with support from the provincial government. They will serve as neighbourhood hubs within local schools where parents and their children will acquire a diverse range of programs"[8].

- An example of service integration that brings together all three levels of government to improve access and service quality is found in the **Province of Ontario**. The award winning **Government Service Centre in Ottawa** provides over 130 in-person over-the-counter services. It is designed to improve the quality and seamlessness of services from the federal, provincial and municipal

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[8] Quote taken from: http://www.gnb.ca/cnb/news/fcs/2009e0311sd.htm

governments. The result is improved access to information and services, more sustainable and efficient service delivery for all three governments, and greater service efficiency through the use of a shared location. The complexity of this innovation is seen in the large number of project partners who include: (1) City of Ottawa: Client Services and Public Information, (2) Province of Ontario: Ministry of Government and Consumer Services (ServiceOntario), Ministry of Health and Long-term Care, Ministry of Labour, Ministry Transportation, Ministry of Finance, and (3) Government of Canada: Service Canada, Human Resources and Skills Development Canada, and Social Development Canada.

- In the **Province of Manitoba** a great deal of information on social programs has been brought together in an online service. As part of its "ALL Aboard: Manitoba's Poverty Reduction Strategy", **ServiceLink** helps clients determine their eligibility for social services and provides information on the types of services that are available along with information on how/where to get them (including Google Map information on service outlets). By providing information on an interactive website clients can find out not only if they are eligible for services but, for financial support, but how much they might receive. The service provides improved access to information on financial assistance, subsidized housing, support for homeowners, help for persons with disabilities, and information for parents (the service is information based only – clients still need to make a formal application to obtain the services). Like many of the innovations discussed in this section on access, ServiceLink is also an example of service integration. Creating this service required the documentation of numerous services and the resolution of questions such as how income is defined in different programs. Not only did service requirements and definitions need to be examined, this innovation required multiple service providers to work together in spite of different approaches and technological platforms.

Telephone Services

Telephone services have a prominent place among Canadians with evidence from the *Citizens First* study showing it is the channel preferred by many. As such, it is considered here as a special sub-section of the discussion on improvements to service access.

The telephone service innovations found tend to capture two approaches: (1) those that use the telephone to provide service in a new way (e.g., moving services from other channels to the telephone or creating new services using the telephone as the delivery channel), and (2) those that focus on improving how the telephone channel is being used.

It was hoped that the importance of this channel and the need for its improvement (as shown in the *Citizens First* and *Answering the Call* studies) would have led to a large number of innovations in the second of these two approaches (i.e., in improvements in existing telephone services). This is not the case. While it is encouraging to see innovation in telephone services and new services using this channel, relatively little was found that addresses many of the challenges that exist within this channel (as compared to other areas of innovation where larger numbers of examples were identified)[9].

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[9] Readers are reminded that the way in which input was gathered for this report did not produce an exhaustive catalogue of innovations. As such, the relative amount of work reported in each category cannot be taken as a

Examples of innovations that use the telephone to provide service in a new way or offer new services include the following:

- In **Nunavut** a new **Elders' Support Phone Line** has been established. Not only is this an example of access to important services using the telephone, it is provided in the Inuktitut language (which is used by the vast majority of seniors in Nunavat) and employs a senior's peer to peer counselling approach. As a result, seniors can turn to other seniors who speak their language and who can, over the telephone, provide support for topics such as elder abuse, financial abuse, etc.
- The designation by the CRTC of **811 for non-emergency health services** has led several provinces to establish **HealthLink** as a new telehealth care service. The **Provinces of British Columbia, Nova Scotia, and Quebec** are all examples of locations where the public has improved access to health information over the telephone on a 24/7 basis 365 days of the year. This professional, free service (provided by nurses) is available in alternative languages on request and callers can be directed to online health information to support their service needs.

- Similar to the above, the CRTC assigned **511 for road and weather information**. In January, 2008 the **Province of Nova Scotia** was the first to launch this bilingual service (for road conditions only) and included a TTY/TDD number for deaf and hearing impaired clients. This service is now appearing elsewhere including in the **Province of Quebec** where clients can enter any highway number and receive up to date road information. In addition, in both Quebec and Nova Scotia **511 Mobile** provides drivers with a text-only version of road condition information and advisories.

- In the **Province of British Columbia** the **Virtual Office** used in the Ministry of Housing and Social Development offers a new way of delivering income and disability assistance. In the past it was necessary for clients to receive these services using the in-person channel. The submission describes the new approach as follows: "Call center and electronic document management tools have provided greater opportunities for citizens to have services provided by telephone without the requirement for travel to an office. Virtual service capability adds the ability to assign staff from any physical workspace to provide services to clients anywhere in the Region (or Province if required) and to quickly move staff resources to where they [are] best utilized. The Virtual Office has spearheaded the development of work processes that enable efficient client centered service for what can be complicated interactions with citizens from their homes or in locations of government or community social service organizations". Other innovative aspects of the Virtual Office include fax technology that automatically converts hard copy documents into electronic documents, electronic messaging (i.e., call centres or offices can take messages electronically that are addressed by Virtual Office staff), and the development of ways of enabling client access to their information using secure PIN numbers rather than talking to service agents.

Examples of innovations that focus on improving how the telephone channel is being used include the following:

- In the **Province of Alberta** there are two call centre projects of note:

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conclusive statement. Instead, the basis of this is report is in the submissions voluntarily completed by the Provinces and Territories and the materials reviewed from online sources.

- The **Citizen Services Call Centre** provides toll-free access (using the telephone number 310-0000) to government services and information (including referrals to the appropriate program or specialist). It is a first point of contact for all Albertans that provides transparent access and also provides temporary support to ministries requiring short-term call centre services (e.g., to support the launch of a new program, deal with an emergency, etc.). In addition to staff centres in Edmonton and Calgary arrangements have been made with Telus that make it possible for staff to pick up calls from any telephone. As the submission on this innovation noted, "Staff are supplied with a government-owned telephone and laptop, which is set up in their homes. This allows them to leave the office and work from home when needed, if working the late shift (until 6:00 pm) or to manage their personal lives, e.g. caring for a sick child, scheduling medical/school appointments. The contact centre supervisor can also log on remotely to manage call volumes". The result is extended hours and improved work-life balance for staff.

- In a similar vein, the **Call/Contact Centre Remote Staffing Initiative** has found a win-win in the form of improved working conditions for Employment and Immigration staff that also realizes improved service to clients. Through this undertaking 30% of the call/contact centre staff (21 individuals) are able to work from home (including three in rural locations). This has reduced infrastructure costs for the Province of Alberta and has resulted in less travel time and higher levels of staff satisfaction. For clients, overall satisfaction continues to be high (over 85%). For low-income clients an automated speech application has been implemented. These clients must complete a monthly report and can now call the new automated line and record the required information. Staff working from home pick the information up and enter it into the system.

- In the **Province of Prince Edward Island** the **Tourism PEI Vacation Planning Centre** is an example of innovation in call centre services. While some organizations look to outsourcing as an avenue to innovation, this service was moved in-house from an external contractor so that it is able to do more than provide information. Telephone agents can now secure accommodation reservations and make sales on behalf of participating operators. The submission noted that "The reservation system is unique as it has the ability to encompass all of Prince Edward Island's tourism operators (big and small)". The call centre is located in two gateway visitor information centres supplemented by a home-based location.

Multilingual Services

Another important aspect of access to public services is language. While English and French are Canada's official languages the need to serve clients challenges service providers to respond in a multitude of languages. This will likely continue given immigration trends, ongoing globalization, etc.

Examples of services that are able to address the multilingual needs of clients include the following:

- In the 2009 IPAC Innovative Management Award an example of innovation to improve service to immigrants arriving in the **Province of British Columbia** received a Bronze award. Through a one-stop online window called **WelcomeBC.ca** information for immigrants has been brought together from 16 Provincial ministries, four federal websites and numerous local government and NGO sources.   While the creation of one-stop centres and/or online services for immigrants is widespread there is a special feature that makes this example particularly innovative. Through the segmentation of clients designers of the service were helped to better understand the unique

information needs of different types of immigrants including their language needs. The new Welcoming Communities website will be available in English, French, Punjabi, traditional Chinese, simplified Chinese, and Korean and will use multilingual task wizards.

- In the **Province of Alberta** great strides have been made in the **Government of Alberta Programs and Services Website** (used for all government programs and services). This work is innovative in many ways and is an example of a project that could also be discussed within the section of this report that looks at online services. Specifically, this website has been redesigned to take advantage of new web technology (e.g., Google Search, Google Maps); it is more user friendly (e.g., the submission notes that Web 2.0 enables "a rich, user-friendly interface such as keyword clouds and assisted-search tools); it provides one-stop access for services, resources, forms, publications, licences, etc. organized around specific topics, audiences and life events rather than ministries; and it ensures consistent information and services regardless of the channel the client uses. Why this work is presented here in this discussion of access is that one element of the redesigned website is a multilingual search feature. As the submission notes, "Newcomers to Alberta have easier access to locate information through a new multi-language search feature (e.g., Chinese-Simplified, Chinese-Traditional, Dutch, French, German, Italian, Japanese, Korean, Polish, Portuguese, Russian, Spanish, Ukrainian, and Vietnamese)".

Other Access Innovations

There is one innovation that has had a dramatic impact on access that does not fit in any of the above discussion categories:

- In the **Province of British Columbia** a service referred to as **Cheque Day** is an example of a grass roots innovation that did not involve a lot of bells and whistles but had a tremendous impact on access. In the Downtown Eastside of Vancouver (Canada's poorest postal code) there are three Income Assistance Offices where once every month thousands of clients pick up their welfare cheque. This was not a positive environment for staff and turnover was high (47% in the year prior to the implementation of the innovation). Nor was picking up a monthly cheque a pleasant experience for clients who often had to wait up to three days in line. The situation was so extreme it was not uncommon for bus loads of school children or tourists to come by to see the spectacle the line created.

  The solution came through a variety of "low-tech" remedies. Managers were sent out to triage the line to find out why people were there (e.g., get people whose cheques had been mailed out of the line so they could go home, make sure clients have the right paper work before they get to the front of the line, etc.). They gave out 3 colours of "stickies" and organized lines based on the colours which let those with simple, quick transactions get in and out faster. They also gave out candy to those in the line as a way of increasing their attentiveness. Staff are easily identified by jackets and name tags and have laminated materials for reports they need to reference while working the line. In addition, a mental health worker was brought in (full-time) to connect with people in the line regarding mental health problems. These improvements resulted in the line being done by 10:30 on the first day. But this was not all that was done. To support staff and create a better workplace some new employees were brought in and an incentive program was developed and implemented for one year (staff lunches, wellness activities, etc.). In addition, changes were made to the physical location with building renovations, new furniture, a bed bug infestation education and mitigation

strategy, and collaboration with the City to put in place a garbage can where the lines are. Clients are happier, the number of critical incidents has decreased, staff do not want to leave, and many other visible changes have all been realized for this area and the other locations across the Province where this innovation is now being copied. Improving access can have very real impacts on staff and clients.

Comprehensive, Collaborative, Integrated Service Delivery

The international review of service delivery trends by McCalla (noted previously) highlighted ways in which external service delivery is becoming more comprehensive and integrated. This is seen in several ways across Canada. Service innovations were found that involve different types of integration and build on coordination, cooperation and/or collaboration within a jurisdiction and/or across jurisdictional boundaries (including initiatives that extend to partnerships with NGOs and community groups). The complexity of what has been undertaken shows that new approaches are integrating service delivery not only based on linkages across providers but across interests and types of services resulting in complex delivery situations that offer a comprehensive experience for the client.

In many instances this type of innovation results in improved access (such as a one-stop service experience where integration results in services being co-located or delivered in a more holistic manner). Where the emphasis is mainly on access the innovations involving integrated service delivery or ISD are reported previously under the Access to Service theme. Those that are discussed here highlight integration through various forms of collaboration, partnership, and horizontal arrangements that focus on improved services (e.g., efficiencies, improved quality, etc.). However, it is evident there are some services that demonstrate all of these things and hence that the categorization used in this report is somewhat arbitrary. Nonetheless, the separation of these innovations into these categories does help focus the work that is underway and so is used as a way of organizing the innovations examined in this report.

Interest in this service delivery theme is reflected in recent IPAC Innovative Management Awards where it has been highlighted several times: in 2004 the award theme was "Pulling Against Gravity: Horizontal Collaboration", the 2005 theme was "Public Service Without Borders", and the 2006 award addressed "Sharing Governance: Citizens, Partners and Networks". Within each of these awards are many examples of external service innovations at the Provincial and Territorial levels (e.g., while not all of them addressed external service delivery, there were 65 Provincial and Territorial submissions to the 2004 IPAC award alone).

Innovations involving ISD have created new, more effective approaches that cross many different types of external services and involve an array of complex partnerships. Examples that demonstrate innovative approaches to ISD include the following:

- External service delivery has been strengthened through collaboration that brings together those responsible for policy with those delivering the service. In the **Province of Ontario the Maternal Newborn Access to Care Strategy** brings together "a wide cross section of leaders in maternal, child, youth health and various ministries of the provincial government. An innovative, effective and transparent partnership between government policy makers and the clinical community has ensured the most desirable health outcomes for expectant mothers and their babies while ensuring maximal return on investment by forcing and privileging "out-of-the-box" thinking around increased

capacity. The partnership is governed through an arm's length body, the Provincial Council for Maternal, Child Health".

- Another innovation that addresses health services was submitted by the **Province of Ontario** where the **Paediatric Complex Care Coordination Model (PCCCM)** integrates previous diverse services for children with complex care conditions. In order to create a more coordinated and effective approach the PCCCM involved an interdisciplinary expert panel that brought the voice of clinicians, administrators and parents together to make recommendations. One of the recommendations was to establish "a "Key Worker", who will improve service delivery by working with the child and family to help access, navigate, and coordinate services for the child, advocating on behalf of the child and family, maintaining a comprehensive care plan, and addressing the child's future resource needs". It is expected that this approach will not only result in improved care though integrated seamless services; it will also reduce the costs of care.

- The **Government of the Northwest Territories** was a silver award finalist in the 2006 IPAC award for the **Tlicho Community Services Agency (TCSA)**. Their submission describes the delivery of education, health and social services using an integrated management model that facilitates the inclusion of traditional culture into public service delivery. Bringing local culture into external services greatly enhances the service experience and ensures a range of perspectives are directly involved in the design and delivery of the service.

- An example of complex integration in a very different type of service is seen in the procurement of public services undertaken by the **Province of Alberta** which was honoured with a Bronze medal in the 2009 IPAC Innovative Management Award. To address the need for greater flexibility in school construction (in order to meet a shortage of school facilities in neighbourhoods with changing needs), the **Alberta Schools Alternative Procurement Project (ASAP)** introduced core school designs and re-locatable modular classrooms that achieved a LEED Silver level of environmental quality and will realize $118 Million in savings. This was accomplished using a P3 approach to procurement spanning all phases of designing, building, financing and maintaining the schools. The partnership involved the government, school boards and contractors and involved many elements: "extensive collaboration between five Ministries, four school boards, two municipalities, and multiple consultants and advisors; extensive needs assessment and cost-benefit analysis; incorporation of high-performance modular classrooms into the core design; tight deadlines – 16 months to financial close; school board participation in the RFP process; [and] competitive dialogue with proponents to ensure optimal contractual obligations"[10]. This example illustrates that complex partnerships do not need to take a lot of time or challenge public sector procurement requirements and that they can simultaneously meet an array of goals (in this case the approach ensured the needs of communities were quickly addressed while meeting government environmental and cost saving goals).

- Another complex partnership is seen in the **Province of Ontario** Bronze medal submission to the 2002 IPAC Award – the **Ontario Strategic Partnership Against Cross Border Consumer Scams**. Through this project cross border consumer scams were decreased through the coordination of information and law enforcement resources involving a partnership between three levels of

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[10] Alberta Schools Alternative Procurement Project accessed via the IPAC Innovative Management Award website on August 26th, 2009 at: http://ipac.ca/09imawardpr.

government and two countries. This shows that integration can be highly effective in regulatory services and in situations involving partners that span national borders.

- In the **Province of Prince Edward Island** a province-wide model of integrated health care has been created called the **Collaborative Care Team Project.** To improve service delivery and maximize the skills and expertise available, a "Model of Care Design Team will look at clarifying the roles of Island health care providers and support staff, and improving the interactions between these roles so that all members of the health care team are empowered to work to their full potential"[11]. The result should be more interdisciplinary, collaborative health care delivery with fewer barriers.

- A unique twist on improved access is seen in the **Province of Saskatchewan** where a one-stop service travels to where clients are. The **Primary Health Bus** takes an array of basic health services into the inner city area in Saskatoon providing citizens with one-stop services from nurse practitioners and paramedics. The bus parks in a different spot each day of the week and operates from 1:00 – 9:00 pm. The service is a public-private partnership (P3) between the Saskatoon Regional Health Authority, MD Ambulance (private) in Saskatoon and the Ministry of Health.

- Further examples of innovative services and partnership in the delivery of health services in the **Province of Saskatchewan** include the following:

  - The **Regina Community Clinic/Open Door Society** strives to meet the health care needs of refugees who often have multiple serious health challenges as a result of living in refugee camps. The service addresses wellness, health promotion and disease prevention through a partnership that brings together nurses, physicians, lab/x-ray services, pharmacy services, a nutritionist, a social worker and, when needed, an interpreter who provide an integrated team approach to health care that is culturally sensitive. Supporting this integrated approach to care is a partnership involving funding from the Government of Canada and the provincial Immigration Services Division. The partnership also involves the Regina Qu'Appelle Health Region, the Regina Open Door Society, and the Regina Community Clinic.

  - The **Yorkton Womens' Wellness Centre** brings together many different types of health care providers to offer a broad array of holistic health services in a clinic serving girls and women from five area reserves. The service is described in the submission as "an inter-sectoral partnership within the community and the Primary Health Care Branch. There was support in the planning stages and continued support through the dedication of support services workers (Social Workers/Addictions Counsellor) within this Clinic [and] financial support for Registered Nurse Practitioners".

  - The **Student Wellness Initiative Toward Community Health (SWITCH)** also involves an interdisciplinary team to deliver health care but, in this service, the care is provided by a team of students from the University of Saskatchewan, the University of Regina, and the Saskatchewan Institute of Applied Science and Technology. The students operate a health clinic that provides many different health services to "under-served residents on Saskatoon's west side" while

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[11] Quote taken from:
http://www.peigov.ca/health/index.php3?number=news&dept=&newsnumber=6373&lang=E

offering educational experience for the student service providers. The service is operated as a registered charity and is only one of four student run clinics in Canada. There are many different partnerships involved in this service that go beyond the traditional student – professional mentor partnership. The partners include "the University of Saskatchewan, Community Health Services (Saskatoon) Association, Saskatoon RHA Primary Health Services and White Buffalo Youth Lodge. It is also linked to the University of Regina, SIAST, First Nations University of Canada and the University of Saskatchewan Health Science Deans committee".

These examples show that external service delivery challenges public organizations to go well beyond breaking down internal silos. Silo busting has advanced and innovations now simultaneously blast through numerous traditional boundaries in order to meet external service delivery requirements.

At the outset of this study a fair question was, is partnership/collaboration/integration in external service delivery passé? This question arose as partnering, horizontality and collaboration have been themes within the service community for many years with considerable attention paid to them through the Crossing Boundaries project, activities within the PSSDC and PSCIOC, and other undertakings.   What is clear as a result of this study is that service integration continues to be a key focal point for innovation. It appears there is still a need to break down traditional boundaries in order to integrate and match services and delivery approaches with the needs of Canadians.

Over time more multifaceted partnerships have emerged in Canada's Provinces and Territories. Theses external service delivery arrangements continue to require new levels of innovation given the complexities they entail.

While ISD is an area where good progress appears to have been made, the recent writings of Dr. Kenneth Kernaghan suggest there is more that might be explored. Dr. Kernaghan offered a set of specific definitions for the types of relationships that are created within ISD arrangements[12]:

> *Cooperation* refers to informal relationships that do not involve the sharing of such elements as objective setting, structures, planning, risks or rewards. *Coordination* is a more formal process than cooperation in that it does or can involve the sharing of these elements as well as the sharing of work and resources. *Collaboration* is an even more formal process that involves the sharing of *authority*, rather than just work or resources. Collaboration not only *brings* together policies, programs, services, structures, processes and systems but also is more likely than coordination to enable political actors to *fit* these elements together. Moreover, since collaboration involves the sharing of decision-making authority across departments, governments or sectors, it raises concerns about where accountability for results lies.

> Coordination and collaboration are closely related to the concept of *partnership*. Coordination through *sharing work* is often described as an operational partnership whereas collaboration through *sharing power* is commonly described as a collaborative or "real" partnership.

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[12] Kernaghan, K. (2008). <u>Integrating Service Delivery: Benchmarks and Barriers.</u> Institute for Citizen-Centred Service, page 6.

From the material reviewed it appears that these definitions are not yet being applied by practitioners and that all of these labels are used interchangeably. As work in this area progresses, it is anticipated that applying more precise definitions such as was developed by Dr. Kernaghan will help clarify the nature of service innovations thereby advancing both the practice and understanding of ISD innovations.

More Personalized, Proactive Services

Personalization of Service Delivery

One of the challenges of providing service is the need to balance many different and occasionally conflicting issues and needs. One area in which this is particularly prominent is in the personalization of services where the protection and security of clients' personal information needs to be balanced with their desire to have their services personalized for them. Clients can become frustrated when they are asked to provide personal information repeatedly yet they are not always comfortable with requests to have their information shared between service providers. As a result, the personalization of service delivery can be a challenging task. However, it is also an area where good effort is being made. For example:

- Through its **Mon dossier** program the **Province of Quebec** provides business and citizens with opportunities to access the personal information government holds about them and allows them to shape or customize their online service experience. There are many benefits to this approach to secured personalized web access: integrated forms mean clients are able to avoid entering information more than once, clients can access online services and information from multiple departments and agencies, businesses can complete a questionnaire that shapes their online access to forms and other services, citizens can complete questionnaires that customize their profile and subsequent access to online materials, and individual files will automatically contain information relevant to the user. The submission on Dossier citoyen described it as follows: "Dossier citoyen will simplify procedures for individuals going through a life event or fulfilling a government requirement, using, for example, questionnaires that generate a personalized list of services required when a life event occurs". At present the business portal (called *My File*) is available and the citizen portal (**Dossier citoyen**) is under construction.

- Across the nation there is a move to establish electronic health records. An example in the **Province of British Columbia** is called the **eHealth** initiative. Citizens can create a disclosure directive that sets up password protection for any information they wish to protect. This creates a more personalized health record as it gives the individual control over access to their personal information as the patient must provide the password that gives a healthcare provider temporary access to the record (with the exception of emergency situations).

Making Services More Proactive

Many of the innovations that focus on improving external service delivery have an element of being more proactive in that they often try to better anticipate and meet the needs of clients/citizens. This is certainly the case in the discussion above regarding the personalization of service. However, there are some examples where being proactive holds a more prominent place in innovations that do not address ways of making service more personal. For example:

- In the **Province of Ontario** the failure to sustain water quality in Walkerton in 2000 motivated innovation with improvements that were so significant they resulted in a Silver medal in the IPAC 2009 Innovative Management Award. The Ontario Ministry of the Environment's **Drinking Water Safety Net** project is an example of a positive response to a tragedy that focuses on making the regulation of water more proactive. The innovative approach created a new service vision that moved from a command and control approach to the use of a strong framework that creates a "water safety net". Water safety is viewed as a shared responsibility and, as a result, the new framework fosters collaboration in the regulatory world of water quality where the need to ensure safe drinking water now brings together "municipalities, owners and operators, local health units, the Walkerton Clean Water Centre and stakeholder associations"[13]. Through this and other steps (e.g., a compliance toolkit, standards, training, etc.) the result of this innovation is a service that operates more effectively to proactively ensure high quality, safe water for the citizens of Ontario.

- In the **Province of New Brunswick** another approach to being proactive is seen in the recent announcement of plans to establish **multifunctional centres** within communities hard hit by the recent economic situation. Two examples include the Village of Blackville and St. Joseph's Parish both of which are now building new facilities designed to unite the local community, improve self-sufficiency, and enhance quality of life by providing space that will support business and recreational activities. This is viewed as an example of a proactive service in that it brings together different orders of government to address emerging problems through an approach that positions community members to work together to revitalize their local economy.

More Transparent, Open, Accountable Services

Citizen expectations for openness, transparency and accountability are high. To meet these expectations managers responsible for external services need to find new approaches to external service delivery. While this is an important area it is not one where many examples were found. In fact, in the research for this paper only one innovation was identified that clearly addressed this category:

- The **Province of Ontario** in its **Online Service Guarantee** initiative described an interesting approach to service delivery that puts a new twist on accountability. ServiceOntario offers online certification services (for births, marriages and deaths) with a guarantee that the service will be delivered within the promised time frame or it is free (15 days for regular applications and 5 days for premium applications which have a higher fee). Not only is the concept of a public service guarantee innovative, it is interesting to note that the guarantee is extended beyond the online service portion of the clients' experience to the actual receipt of the certificate (i.e., it covers the period from "desktop to doorstep" by working collaborative with a private sector courier company). The system employs an online status tracking feature so that clients can check the status of their application. Another innovative feature is that "wherever possible, data is table driven, e.g. population of address fields through ServiceOntario's postal code look up function, reducing the risk of errors, which avoids the cost and time of re-submitting applications".

More Innovative Use of Channels and Technology

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[13] Ontario's Drinking Water Safety Net website accessed online on August 27th, 2009 at http://www.ontario.ca/ONT/portal51/drinkingwater/General?docId=STEL01_046719&lang=en.

IT and other technological advances continue to serve as the foundation for many service delivery innovations. The extent to which this is the case is seen in the number of projects that fall into this category. While the placement of projects into the categories used in this report is clearly arbitrary, it is interesting nonetheless to observe that this section contains the second largest number of examples (following innovations focused on improving access). Technology and external service delivery innovation appear to go hand in hand. But it is important to note once again that many of the innovations reviewed can easily been seen to fit into more than one category. This is particularly the case with those discussed here as the way in which channels are used often has a strong impact on access in that channel innovation is one way of empowering clients and citizens in their use of government information and their ability to obtain the services they need.

The discussion of international innovations highlighted earlier and the innovations reviewed in this report underscore the emergence of service delivery using the mobile channel via smart phone technology, new approaches to use of the online channel, channel integration, and innovations that arise from other forms of technology. Each of these topics is discussed in turn.

Emerging Use of the Mobile Smart Phone Channel

On October 30th, 2009 a writer in Australia posted an online article titled "The growing mobile internet landscape – but where's government?"[14]. The writer observed a gap between the extremely rapid growth of mobile smart phone usage (described as "faster than any digital platform in history") and the extent to which governments in Australia have moved to use it. This writer could have been describing the situation in Canada. While Web 2.0 applications are being used (described below) and telephone services are advancing (described previously), no examples of use of mobile smart phones were submitted by respondents or identified in any other source materials.   While there appears to be significant potential in this area, it is one that is awaiting implementation within Canada's Provinces and Territories. The **BookPEI** service may be one of the early adopters as its submission noted that "all channels have been fully integrated with a mobile device component to be rolled out in the upcoming months".

Innovative Use of the Online Channel

As technology evolves new service delivery options emerge and become increasingly more cost effective. The result has been a move from web and online services limited to the provision of information (one-way systems) to highly interactive, collaborative approaches that support the delivery of services in pioneering ways.

Web and online technologies have long served as a platform for innovation and continue unabated today as important enablers of transformation.

Some of the innovations in this area have been possible through the emergence of Web 2.0 applications and the growth in popularity of social networking. As technology has advanced new tools for collaboration with the users of services are being brought into the delivery of public services and are having an impact on the nature of the relationship between citizens and service providers. In other innovations different forms of new technology and/or applications of older or existing approaches used in new ways have spurred innovation.

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[14] Thomler, C. (2009). The growing mobile internet landscape – but where's government? eGov AU. Accessed online on October 30th at http://egovau.blogspot.com/2009/10/growing-mobile-internet-landscape-but.html.

For example:

- In the **Province of Quebec** improvements to Revenu Québec through the **Wealth Indicators Project** were motivated by the need to ensure all taxpayers pay their fair share of the tax burden. Traditional approaches to tax audits have been replaced with a complex expert system that compares wealth indicators (i.e., social and financial information on expenditures made by citizens) with reports of income submitted to Revenu Québec. This sophisticated application of artificial intelligence won the Gold Medal in the IPAC Innovative Management Award for bringing together, analyzing and storing a great deal of information while ensuring high levels of privacy and security. The improved effectiveness of the revenue audit service is demonstrated in the $189 million of additional revenue that was recovered between 2003 and 2008. The new system not only ensures a higher level of tax fairness through more effective auditing, it has easily covered its project and operating costs (the net revenues are estimated to be $157 million).

- A **Province of British Columbia** submission to the 2007 IPAC Innovative Management Award describes a **Mineral Titles Online** service which "enables an interested person to view the titles mapping anywhere in British Columbia from any computer, identify the area of interest and electronically create mineral claims. The selection is transmitted via the Internet to the ministry's database and fees are submitted by credit card. E-mail confirmation of title is issued within seconds of completion of the transaction". The result is a greatly improved service with significant cost savings to both government and the mining industry. A similar innovation is underway in the **Province of New Brunswick** with the goal of having an online claim-staking system – **New Brunswick e-CLAIMS** – fully in place in January 2010. Similarly, in the **Province of Newfoundland and Labrador** the **Mineral Rights Administration Database (MIRIAD)** has been offering online mineral claim staking and real-time access to claims information since 2006. Through these systems clients can stake a mineral claim and view the status of claims online from anywhere in the world.

- The move to online service transactions often must accommodate online financial transaction in order for the service to be completed. In the **Province of British Columbia** the **BC Express Pay** system is an example of how this need is being addressed. As described in the submission on this innovation, BC Express Pay is an award winning e-payment solution that provides the ability to process credit card transactions so that citizens can pay for goods and services electronically. It was developed as "a corporate online payment facility, that allows citizens to transact with government in a more convenient, personalized, accessible, secure and cost-effective manner – not only at government counters, but through other electronic channels (i.e., kiosks and personal computers)". This innovation is an important enabling component of many external service innovations including the above mentioned Mineral Titles Online service.

- In the **Province of Alberta** Land Titles uses an Internet based approach, **SPIN 2**, to support a range of land related search services and products. The submission on this service described it as providing "real time access to some five terabytes of land related data meeting 85% of all Land Titles data requests from its cross sector public/private client base" with an array of services provided from within one client friendly interface (client satisfaction has been measured at 92%). There are many special features of this system including is its ability to allow custom access (e.g., based on a client's requirement or privilege level), the fact it does not require use of any specific spatial vendor technology, its ability to replace an entirely hardcopy process with Digital Document Registration

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December 16th, 2009

requests and online submissions, and the way in which SPIN 2 lets other parts of the Alberta government re-use system components (e.g., map searching) in their own applications. The submission noted that "All front end Land Titles data search and access services have been consolidated onto one multi-use web site and three corresponding legacy systems shut-down as a result" all of which has resulted in numerous benefits to government and to clients.

- The 2007 IPAC Innovative Management Award profiled Provincial and Territorial examples of innovations that leverage web/online systems through applications received for the "New Service Breakthroughs with Technology" award. The award finalists demonstrated that technology has been used to improve the delivery of many different types of external public services. For example, it has improved education in the **Province of British Columbia** (**Learn Now BC** supports the delivery of courses, helps with homework, etc.), reduced wait times for surgery in the **Province of Ontario** (a **Wait Times Information System (WTIS)** standardizes the management of waiting lists, provides better information, etc.), and has supported employment and training needs in the **Territory of Nunavut** (the **Community Skills Information System** matches job seekers with opportunities, identifies training needs, provides labour market information, etc.).

- An online search found a good example of how the culture surrounding the use of technology is changing. While most government pages take a serious tone, **http://www.obviously.ca/** provided by the **Province of Ontario Ministry of the Environment** instead presents an upbeat, fun site that encourages positive environmental action. The site contains movie reviews, green fashion tips, a staff blog, an opportunity to personalize the page based on where the user lives, and many other novel features. It also utilizes RSS feeds which allow users to subscribe and automatically have new information downloaded to their computer.

- **Apprenticeship Manitoba** provides another example of how the culture of external service delivery is changing in the online world. Its webpage (http://www.apprenticemanitoba.ca/) contains blogs created by current apprentices who share information about the kinds of experiences they are having.   But this is not all. This program has stepped further in the world of Web 2.0 and has a presence on Facebook (http://www.facebook.com/home.php?ref=home#/pages/Apprenticeship-Manitoba/112962012637) which contains a great deal of information, allows users to become fans of the program, participate in online discussions, view photos, etc. (although the wall function is disabled). Other aspects of this service transformation (which is targeted for completion in November, 2010) include: a client support desk using single window offices, implementation of computer based exams, online technical training delivery, online registration, E-forms, E-commerce, and a new graphic identity to support a two-year multi-phase public information campaign.

- The **Province of Alberta** provides another example of how governments are using new **web-based social media** to connect with clients and citizens.   On its homepage at http://alberta.ca/home/index.cfm the Province offers the following ways of staying connected: Twitter, You Tube, Flickr, Your Alberta Blog, a list of RSS feeds, and an opportunity to subscribe to Your Alberta newsletter. The submission on this work noted that these applications offer innovative ways of helping to "meet the increasing expectations of citizens for 'instant' dissemination of information".

> **"Internal collaboration will only get you so far. A prerequisite for delivering the outcomes customers are seeking is an understanding of what outcomes are important to them. Thanks to new collaborative technologies, getting inside the heads of customers is getting easier".**
>
> Deliotte (2008). One Size Fits Few: Using Customer Insight to Transform Government, page 26

- In the **Yukon Territory** the Women's Directorate developed a 28-minute You Tube video entitled **Getting Real.** This video offers a new way of sharing information on the warning signs of violence against women. The four part video can be accessed through the Women's Directorate website or online at You Tube.

Integrating Channels

While the above discussion focuses on innovations specific to the online channel and a previous discussion examines the telephone channel, there is yet another aspect of the use of technology and channels that warrants exploration. While transforming individual channels is essential, it is also important to look for ways of bringing delivery channels together so that they work harmoniously to enhance the service itself and the access experience of the client. Across all of the services examined there are many that address the need to integrate service delivery channels. Those reported here are ones where integration is a key component or focal point of the innovation:

- In the **Province of Ontario the Traveller's Road Information Portal (TRIP)** won the Gold medal in the CAPAM International Innovations Award for a project that uses voice recognition as well as text-to-speech technologies to provide easy access to road information in both French and English on a 24/7 basis. In addition to these technological solutions, users can press "0" for assistance from a person. To create the voice recognition system volunteers recorded over 2,500 place names using over 50,000 utterances in English and French. Approximately 500,000 users annually access the various channels used to provide this service resulting a more efficient and safer road system.

- In the **Province of Prince Edward Island** a new industry wide commission-based central reservation system for tourism, **BookPEI**, provides an innovative solution to booking all types of accommodations, tours, activities and attractions. Specifically, the website describing this project notes "Although being young of age, this Central Reservation System will be able to sell the PEI tourism product anywhere, anytime through any channel:

  1. The Call Centre is now making reservations
  2. The Visitor Information Centres and Destination Centres will be able to book rooms right at their desks
  3. Visitors are now able to book rooms and activities over the Internet.
  4. PEI packages will be able to be sold through online travel retainers such as Expedia or Travelocity.

5. Affiliate partnerships will offer online reservations to any partnering website"[15].

The submission received on this service noted that "Book PEI provides a 1 stop shopping tool for the consumer and a reservation/inventory management system for industry which includes free accounting, reporting and CRM capabilities".

This is an exciting example of integration that brings together different channels as well as different service providers (including a public – private partnership) and extends to client self-service.

Leveraging Other Technology

One of the interesting findings to emerge in this study is that not all technologically-based innovations rely on computer systems or web/online solutions. Public servants look to an array of opportunities to be innovative as is seen in the following examples:

- The **Province of Saskatchewan** described an innovative approach to the use of technology in its submission to the 2007 IPAC Award. The **Centennial Wind Power Facility** uses 83 turbines to generate the same amount of electricity consumed annually by more than 64,000 homes. In addition to the innovation in the generation of power, this project demanded innovative solutions to transport and set up the turbines (given their size) and integrate the wind power into the provincial electrical system (given the variable nature of this source of power).

- As was discussed in the section on telephone access, telehealth services are now in place in several provinces. In the **Province of Alberta** the concept of **Telehealth** has taken a slightly different direction by employing another technology solution. Videoconferencing is used to serve clients who might otherwise be unable to access needed services (e.g., those in remote locations, unable to travel, etc.).   The submission on this service noted that Alberta has one of the "largest and best integrated telehealth networks in North America". This service "connects patients and health care providers securely and confidentially by carrying pictures, voices and information so that effective decisions about health care can be made...The vision of the Alberta Telehealth initiative is that telehealth will be an integral part of ensuring all Albertans have equitable access to effective, efficient and timely health services. The mission is connecting people with the health system and improving service by using technology to deliver health, education and administrative activities at a distance". A similar service is also provided in the **Province of Manitoba** through the **MBTelehealth Network** in which northern, remote communities are connected to an array of health specialists using satellite videoconferencing links.

- The **Territory of Nunavat** recently won an international award for its new **Driver's Licence** – the Award for Best Design in the Identification Card category at the International Card Manufacturers Association's annual Élan Award ceremony. This card uses innovative technology to ensure security while highlighting the culture and identify of the region.   To meet high security standards the card

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[15] Quote taken from: http://www.bookpei.com/bookpei_overview.php

uses "laser engraving, rainbow printing, microprint, UV fluorescent images, and a Multiple Laser Image that displays a secondary photo and other data when tilted".

Many of these examples of innovation show that external service delivery is pushing ahead not only in the use of the online channel and other forms of technology but are also challenging ways in which information is handled. In other words, both the 'I' and the 'T' in IT are being explored in new ways. One of the conclusions of the ICCS Workshop[16] on the next-generation service agenda was that "liberating government information can create new possibilities".   Clearly, Provincial and Territorial public sector managers have taken this to heart and are implementing creative new approaches to information and to many forms of technology.

Citizen and Community Engagement

Ensuring citizens/clients have a voice is one approach the public sector is using to help design services so that what is offered best meets the needs of users. But engagement goes further than the initial design of services to situations and/or feedback on service performance and, in some cases, extends to the provision of opportunities for citizens, communities and clients to have a voice in setting service directions and making tough service decisions.

Indeed, engagement can take many different forms such as those identified by Dr. Kenneth Kernaghan[17]: "For most ISD organizations, community engagement is interpreted largely as *partnerships* with one of more community actors. Some ISD organizations view community engagement even more narrowly as involving primarily *consultation* with various community actors affected by the organizations' decisions. Still other ISD organizations see community engagement simply as receiving feedback on service performance by such means as citizen satisfaction surveys. A few ISD organizations pursue all three of these approaches". While presented by Dr. Kernaghan in the context of ISD, this view on citizen and community engagement can be easily extended to other forms or models of external service delivery.

Examples of innovations that focus on citizen and community engagement include the following:

- In the **Province of Ontario** the Ministry of Health and Long-Term Care created the **Ontario Citizens' Council** in 2008 as a way of bringing the voice of Ontarians into prescription drug funding policy decisions (modelling a similar approach used in the United Kingdom). A council of 25 diverse individuals from across the Province meet twice per year (for approximately three days per meeting) to advise the government on drug policy matters. The Council reports directly to the Minister of Health and Long-Term Care and the Executive Officer of the Ontario Public Drug Programs. Members are recruited for a three-year term through a public campaign.

- In the **Province of New Brunswick** a **Public Engagement Initiative** has been undertaken with five pilot projects used to study and test aspects of a new public engagement model. This model

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[16] PSSDC – PSCIOC Research Committee (2008). Research Priorities for the Next-Generation Service Agenda. PSSDC – PSCIOC Research Committee Workshop Report. Unpublished presentation from the workshop held by ICCS in Toronto on September 9th, 2008.

[17] Kernaghan, K. (2009). *Moving towards integrated public governance: improving service delivery through community engagement.* International Review of Administrative Sciences, Vol. 25(2), 239 -254. Page 245-6.

proposes that engagement needs to create open dialogue among individuals with varied interests and positions (as opposed to consultation in which input is received but not necessarily discussed). As such, it is similar in its approach to the work described above in the Province of Ontario. The projects underway in New Brunswick span an array of services and types of engagement approaches which were described in a report of the initiative as follows[18]:

1. **"Skills Development: Reckoning with the New Economy** - The skills development project initiated what has evolved into an ongoing dialogue, beginning with 35 people drawn from government and provincial stakeholders. Its purpose is to enable participants to work collaboratively as they evaluate the makeup of New Brunswick's labour force, and consider how to equip both existing and future workers with the education, skills and training they will require.

2. **Wellness -** The wellness project is engaging ordinary residents and community organization stakeholders in a dialogue about their readiness to take a more active role in promoting wellness activities within their families and communities.

3. **The Climate Change Action Plan Initiative -** The project will engage 15 opinion leaders in a dialogue about the public's role in reducing greenhouse gases.

4. **Imagining Miramichi 10 Years Out -** In 2007, Miramichi lost about 750 jobs when mills owned by forestry companies UPM-Kymmene and Weyerhaeuser closed. This had a devastating impact on the Miramichi region and in response, the Government of New Brunswick created the Miramichi Action Committee to help the community consider its options and develop a long-term plan. A smaller group, known as the long-term subcommittee and drawn from the action committee's members, oversaw the pilot project. It brought together 35 people from across the region to discuss what role ordinary residents can play in a community's renewal.

5. **Sustainable Communities in a Self-Sufficient Province: Planning Our Future Together -** For this pilot project we [government officials] went to Saint John to consider how the region could build upon the strengths of a well-established cooperative effort between the communities of Grand Bay-Westfield, Quispamsis, Rothesay, Saint John and St. Martins. We [government officials] worked with 35 stakeholders who are involved in existing community development initiatives, most notably a multi-year project known as True Growth. ... Using the Saint John experience as a template, the pilot project will make recommendations as to how to foster and support sustainable communities in other parts of the province."

All of these projects in the Province of New Brunswick provide new ways for citizens and communities to engage with their Provincial Government.

• The main webpage for the **Province of Alberta** contains a **"Participate in Public Consultations"** link that takes the reader to a page containing all currently active public consultations. For example, when viewed on October 21st, 2009 there were three open consultations: (1) Alberta Child

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[18] Lenihan, D. (2008). It's More Than Talk. Listen, Learn and Act: A New Model for Public Engagement. The Final Report of the Public Engagement Initiative, Province of New Brunswick, pages 4 - 5.

Intervention Review, (2) the Groat Creek, Hoodoos and Horseshoe Canyon Provincial Recreation Areas (seeking feedback on a proposal to transfer these sites to local authorities), and (3) Inspiring Education: A dialogue with Albertans providing an opportunity to join a conversation on the future of education. These consultations employ a variety of mechanisms to involve communities and citizens. For example, the first has a panel of specialists seeking input from the public through a survey and/or written input in response to questions outlined in a discussion guide. The second consultation provides citizens with the opportunity to review a proposal and comment online or by mail. The third offers an online discussion forum, a series of full-day public meetings across the province, and an opportunity for citizens to host or attend a meeting in their community (supported with a Community Conversation Kit) with all of the input ultimately discussed at a large, two-day public event.

It is interesting to see this number of examples of innovation that focus on community and/or citizen engagement. This is a surprising result as in a recent report Dr. Kenneth Kernaghan[19] observed that at least for ISD services "The experience of most ISD organizations with community engagement is quite limited or relatively unsophisticated, or both" and that "Community engagement is an emergent area in ISD. Most ISD organizations are at an early stage in their use of innovative approaches in this sphere".

While there clearly is room for growth and further development of community and citizen engagement, the examples found in this study show that engagement is an aspect of service innovation that is not going unnoticed in Canada's Provinces and Territories.   Given these examples and the extent to which this topic is receiving attention in the literature it is anticipated it is an approach that is ripe for further advancement as work on external service delivery innovation continues.

New Service Delivery Organizational Arrangements

Governments have explored new organizational arrangements for service delivery for many years through activities such as Alternative Service Delivery (ASD), privatization, outsourcing, etc. In some instances the focus is mainly on savings while in others service innovation or improvement is the focal point. While new organizational arrangements are part of many innovations there are some that place a more central focus on this topic. Examples include the following:

- The **Province of Ontario** divested Provincial Psychiatric Hospitals (PPH) from direct government operation to the public hospital sector. This means these services are now part of a broader continuum of health services, the stigma of being cared for in a PPH is removed, and services can be integrated and accountable through Local Health Integration Networks. Through this change the Ministry of Health will be able to focus more on its stewardship role leaving direct service provision to the system designed for this purpose. The submission on this innovation provided details on the transfer of governance, management and operation of the last PPH, the **Ontario Mental Health Centre Penetaguishene** (providing services that include maximum security forensic psychiatric care), to a free standing public hospital corporation.

- Whereas the undertaking described above moved the delivery of service from direct government operations to the broader public sector, the approach underway in the **Province of Alberta** for the

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[19] Kernaghan, K. (2009). *Moving towards integrated public governance: improving service delivery through community engagement.* International Review of Administrative Sciences, Vol. 25(2), 239 -254, pages 241 and 250.

delivery of **Registry Services** involved a transition from government delivery to a province-wide network of private sector registry agents. In the new model over 200 community-based service centres offer one-stop access to many services including: motor vehicle registration, driver licensing and testing, personal property (lien) searches and registrations, land title searches, corporate registry searches, vital statistics services (birth, marriage and death certificates, marriage licences, etc.), and Health Care Insurance Plan Registration services. Through outsourcing, the number of service agents has increased and locations not previously serviced by government now have offices.

In addition to services through the network of agents, registry services can be completed online through the Service Alberta website (at www.servicealberta.gov.ab.ca). This provision of online service came with the added complexity of the private sector delivery network along with the aging nature of the legacy system and the lack of funds for an upgrade. To meet these challenges an innovative approach was employed. Working with a private sector partner, EDS, the Province of Alberta was able to reuse 40% of the development code on another application and, using a Microsoft's BizTalk[TM] server, was able to quickly move to web based services while planning the redevelopment of the existing legacy systems. As such, this service demonstrates both the use of an alternative delivery model (the private sector registry agents) as well as an innovative approach to use of the online channel.

Observations on the Types of Services

The previous review of the innovations identified for this study highlights a number of observations about the types of innovations that are underway in external service delivery across Canada's Provinces and Territories. There are additional features worthy of note. They are discussed here through an analysis of: the services delivery models that have been used, the types of channels employed, and the extent to which clients are being migrated to lower cost channels.

Service Delivery Models

As noted earlier and demonstrated in the previous descriptions, external service innovation is taking place across the nation in a broad array of types of services. It is interesting to examine the trends and commonalities that exist in these examples.

Respondents[20] who completed the input form describing their innovation were asked to identify the single best way of describing the service delivery model being used. With seven respondents selecting more than one model[21] a total of 43 models were identified:

Service Delivery Model	Times Reported
Integrated Service Delivery (ISD)	13
Single Window / One-stop Shopping	11
Multi-party Partnership: Simultaneously crossing internal, external, and cross	6

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[20] A total of 31 input forms were obtained of which 26 provided more or less complete information. This discussion draws exclusively on the input from these 26 projects (i.e., innovations identified elsewhere are not included).

[21] One picked five service delivery models, two selected two, and four reported three models.

sector boundaries	
Alternative Service Delivery (ASD)	4
Service Utility (Front-end service integration)	2
External Horizontal Partnership: Crossing boundaries with other levels of government and/or the non-profit sector	2
Public-Private Partnership (P3)	1
Internal Horizontal Partnership: Crossing boundaries within my Province/Territory	1
Other:	
• Service Guarantee	1
• Various forms of health services	1
• Counter service	1

The most common model is the use of Integrated Service Delivery or ISD with Single Window / One-stop Shopping a close second. Given that ISD often involves integrating previously separate services into a single window or one-stop service counter there are many commonalities between these two labels – so much that, practically, many see them to be one and the same.

The numbers selecting the various forms of partnership models is also noteworthy. Taken together, multiparty partnerships, P3s and internal horizontal partnerships account for almost 25% of the total responses (ten of 43 selected these options). However, while a great number of interesting partnerships are described, it is interesting to note that only one of the submissions saw their *main* model as falling into the Public-Private Partnership (P3) model. However, in the written submissions and the innovations drown from other sources there are several that include P3 elements. Overall, this data shows that ISD, Single Window and partnership based approaches are commonly used and service innovation is taking place through a wide range of types of approaches.

Channel Utilization

Services are being delivered in complex ways with many channels being employed. In fact, 13 of the 26 who responded to a question on channel use reported employing more than one channel and two (BookPEI and Apprenticeship Manitoba) noted that all of the channels listed on the input form are used (with BookPEI also using text messaging and Apprenticeship Manitoba using mail). As such, these two programs each employ a total of seven channels which highlights how complex service delivery can be and suggests that channel integration will continue to be an area of high priority as experience in using multiple channels simultaneously grows. Clearly, in many services, clients and citizens are being given considerable choice in how they access services.

The online channel is used more than any other in the innovative services that were reported although the in-person or counter service and the telephone channels are also widely used:

Channel(s) Used to Deliver the Service	Times Reported
Online	14
In-person / counter service	12
Phone	9
Fax	6

Email	6
Kiosk	3
Other:	
• Promotional materials (mugs, posters)	1
• Paper	1
• Electronic back office	1
• Text messages	1
• Mail	1
• Regularly scheduled monthly meetings with all stakeholders and interested groups	1

In examining use of the online channel it is evident that public servants are looking for ways of embracing new technology with applications that involve Twitter, Facebook, YouTube, blogs, videoconferencing, RSS feeds, text messaging, etc. As noted previously, the only area where no usage was reported is in the use of mobile smart phone applications. Whether this is due to the way in which examples were identified or to an absence in the use of this channel is not known. However, it appears that, to date, the mobile channel has not received the attention given to other channels. How/when this might change is hard to predict but it may come soon given the advances in this channel and the mobile channel innovations being reported by governments worldwide.

Use of Lower Cost Channels

Seventeen of the 24 who answered the submission form question on lower cost channels said they currently utilize strategies/tactics to migrate their clients to lower cost service delivery channels while seven indicated they do not. This highlights the role and importance of cost savings in many (although not all) innovations.

Among those who are attempting to use lower cost channels many do so through an online channel or some form of automated, IT based solution (e.g., online banking, call automation, electronic back office automation, etc.). In some services, where IT is helping to reduce costs, it is in combination with savings from other aspects of the service such as reduced advertising costs (e.g., BookPEI), information sharing and fewer errors (e.g., ExpressAddress.com), etc.

Those innovations that do not use online or automated, IT solutions to lower costs appear to be mainly centered in health care services (seven submissions). In this type of service cost savings are found by diverting clients to less expensive service settings (e.g., away from hospital Emergency Departments and into a clinic), by providing services with less expensive staff (e.g., by caregivers other than physicians), and by being more proactive (e.g., using preventative services to avoid problems and reduce risk factors, providing education, identifying problems early, etc.).

Factors Motivating Innovation

Innovation often comes with significant requirements (time, resources, oversight, etc.).   This raises the question, why do it? Respondent submissions on the input form indicated all of the factors that

motivated their innovation. The results show there are many things at play within organizations engaged in innovation. The following is a tally of the responses received[22]:

Factors Motivating Innovation	Times Reported
Desire to improve client satisfaction	25
Opportunity to streamline processes in order to make the service operate more effectively	19
Need to achieve cost savings	12
Desire to achieve public policy goals	12
Changes in client needs or requirements	11
Opportunity to leverage new technologies	11
Need to deliver service with fewer staff	6
New political direction	3
Reorganization	2
Desire to achieve environmental goals (e.g., Green Agenda)	2
Desire to become an employer of choice	1
Legislative change(s)	1
Other:	
• Finding a new way of improving delivery	1
• Need to improve the work environment for staff	1
• Opportunity to grow business for industry	1
• Provision of clinical experience in an inter-professional environment, team setting in the community	1

Most submissions reported multiple motivators for their innovation. Of the 26 who answered this question, only two cited a single motivator and, in these cases, it was the desire to improve client satisfaction. Interestingly, only one respondent did <u>not</u> report a desire to improve client satisfaction as a motivating factor. However, this service (the Province of Quebec Dossier entreprise and Dossier citoyen) did identify a desire to respond to changes in client needs or requirements suggesting that in all of the

What motivates external service delivery innovation?
1. **Client focused factors are the most common motivators of innovation in external service delivery.**
2. **Finding new ways of delivering services is a very close second (streamlining and using new technology).**
3. **Cost savings and delivering services with fewer staff are the third most common motivators.**

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[22] The total number of responses far exceeds the number of submissions as most reported several motivators for a single service.

submissions there is some form of client-centred element behind the innovation. Taken together, the two client-centred motivators in the checklist (i.e., the desire to improve client satisfaction and changes in client needs or requirements) were selected 36 times.

Another strong theme that emerges is the desire to do things in better ways. This spans two areas: (1) opportunities to streamline processes and make things operate more effective (which is the motivator with the second highest number of hits) and (2) the desire to leverage new technologies (selected 11 times). When combined, these motivators are a close second to the client-centred motivation (together they were selected 30 times).

The third most common theme covers motivators directed at savings either in the form of cost savings (which was selected 12 times) or in the need to deliver services with fewer staff (which was picked 6 times). Together, these factors total 18 selections as a motivator of innovation.

Taken together, these top three themes paint an interesting, but not surprising, picture. They show that external service delivery innovation is centered on doing things in new, better ways in order to simultaneously meet the needs of both clients and citizens/taxpayers - service needs and client satisfaction are being addressed within a climate that calls for the achievement of affordability.

The desire to become an employer of choice was selected by only one respondent. From the information in the submissions it appears this should not be taken to reflect a lack of interest in this but rather suggests that becoming an employer of choice is not seen to be a key reason why innovations in external service are done. In looking further into the responses, it is evident that many innovations have a positive impact on the workplace and indeed, one submission specifically highlighted workplace improvement as an important motivator for innovation even though the desire to become an employer of choice was not selected as a motivator. In this case, the Province of British Columbia Cheque Day initiative, there were challenges related to the service that impacted both staff and clients and the innovation that was implemented resulted in very significant changes for both groups (e.g., staff turnover went from 47% one year to 5% the next, short term illness and injury program utilization dropped by 22% during the same period, etc.).

It is interesting to note that while the desire to achieve public policy goals was selected 12 times, 5 of these came from one Province (the Province of Saskatchewan). Why this factor is more prominent in this Province cannot be discerned from the submissions although it is possible there is a link between this motivator and the fact the submissions from Saskatchewan focused on health care which is a key public policy area.

 It is also interesting to observe that while public policy goals appear to be a motivator for innovation, the somewhat related factors of legislative change(s) and new political direction are reported very infrequently (only one respondent selected legislative change and three selected new political directions as factors motivating innovation). Going into this study it was anticipated that these factors may play a more prominent role as the impetus for innovation. The results obtained suggest, to a large degree, that public servants are finding their own motivation for change at the program level and are responding to their desire to be client-centred, effective and affordable to a much greater degree than being driven toward change by other forces within the system.

There is an important caveat to note in this ranking of the motivators of innovation. These results are based solely on the number of times each motivator was selected - respondents were not asked to weight or rank them. From the general descriptive information that was received this ranking seems logical although the overall impression in the submissions is that striving to be client-centred is a much more dominant theme than anything else and that it is even more important than the tally of the results seems to suggest (i.e., if asked to weight the motivators it is anticipated that the being client-centred would lead the list by an even greater margin).

Impact of the Innovations

As they respond to the issues or factors that motivated the change (described above), it is evident the transformations external public services have been subjected to are making a real difference on many fronts including client/citizen service and satisfaction, benefits to taxpayers, and cost savings[23].

Impact on Client/Citizen Service and Satisfaction

A client or citizen-centred philosophy has long been a defining element in the delivery of public services in Canada. This approach clearly continues to be strong with outstanding examples of innovation motivated by a desire to better understand and respond to the needs of those receiving public services.

The innovations studied are finding ways of reducing the burden associated with getting a service (e.g., shorter and better managed line ups), reducing costs to the client (e.g., through toll-free telephone lines, removal of fees, online rather than hardcopies of information, real time access to information, etc.), making access to service easier and/or quicker (e.g., putting it online, making it available 24/7, bringing offices/services to more locations and/or directly to where clients are, organizing online information in better ways, resolving client problems faster, etc.), or even bringing a service to clients who might not otherwise be able to obtain it (e.g., video-conferenced services, private sector agents providing offices in remote locations, delivering health care on a bus, etc.).   It is encouraging to see the number of innovations that focus on being proactive and/or personalizing services and those that combine previously separate transactions into one in order to simplify things for clients (e.g., services bundling transactions for newborns in Ontario and Nova Scotia, **Express**Address.com in the Province of Saskatchewan, etc.) or make the service more effective and efficient (e.g., BookPEI which is able to increase "industry efficiency in obtaining customer share").

Some of the benefits to clients are hard to quantify but extremely important nonetheless. The reduction in stress and anxiety that can arise due to medical issues associated with childbirth is an important benefit of the Ontario Maternal Newborn Access to Care Strategy. In the Province of Saskatchewan the numerous innovations reported in the way in which health services are delivered mean that more people are accessing needed health care services, there are greater opportunities to

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[23] The innovations discussed in this section draw on information from both the submissions and the information found from other sources describing additional examples.

focus on wellness and prevention, and many services are now offered in a more holistic and thereby effective and cost effective manner. Another example from the Province of Ontario comes from the Complex Care Coordination program which reduces the fragmentation of care, improves communication from and between care providers, and improves system navigation. And the increased dignity for welfare recipients in Vancouver's Downtown Eastside who no longer have to wait in extreme line ups is another noteworthy benefit for clients.

Benefit to Taxpayers/Citizens

Across the projects documented in this project are strong examples of improved client service and client satisfaction. But the benefits do not just extent to the direct client. There is clear evidence of benefits flowing to the citizen/taxpayer level as well.

Innovations in the regulatory world can help those who need the service but can also benefit the broader community by way of ensuring the regulations are applied as and when they should be. In addition, when complying with a regulation is difficult, it is logical to assume that compliance levels will fall and this too can motivate innovation. While it is dangerous to single out innovations given the quality seen in all of them, the work in the Province of Quebec on the Wealth Indicators Project does an excellent job of highlighting how service innovation benefits taxpayers. By utilizing new, advanced technologies this innovation has found ways of ensuring more individuals pay their fair share of the tax burden which clearly benefits the greater public good.

Another benefit to taxpayers and citizens occurs when innovations reduce the cost of the service as is discussed in the next section.

Cost Savings

Over time the requirement to reduce costs has often served as an impetus for innovation – budget pressures and constraints frequently foster new, ground-breaking solutions. In other situations the need to achieve savings might not have been the defining reason for the change but is realized as an outcome. As such, this theme is both a motivator and a benefit of innovation. There appear to be three main types of cost savings associated with service innovation: direct savings to government, indirect government savings, and savings to clients.

In the examples of innovation that were examined, some of the direct cost savings realized by government include $118 million in savings from the Alberta Schools Alternative Procurement Project (ASAP) and $189 million in additional revenue recovered between 2003 and 2008 through improvements to the tax system in Quebec.   Another example of savings comes in the form of cost avoidance as, for example, in the Province of Prince Edward Island where BookPEI has been established on a cost recovery basis. The result is a service that increases revenue growth and industry sales with no cost to the Province.

Some savings are small on a per transaction basis but have a considerable impact when taken together. For example, in the Province of Saskatchewan **Express**Address.com has dramatically streamlined the processing of address change requests: clients entering their information online saves staff time, built in accuracy checks and verifications reduce the number of errors, and as more services receive updated client contact information the costs associated with mailings to the wrong address are reduced.

Another similar example is seen in the Province of Ontario Service Guarantee where processing time efficiencies have freed staff to work on other service improvements.

While some savings flow from the implementation of new approaches, others come from helping clients avoid the need to use expensive channels (e.g., several health innovations in the Province of Saskatchewan reduce the use of emergency department services in favour of lower cost clinic settings) or the innovation helps clients avoid the use of government services altogether (e.g., the Ontario Complex Care Coordination model reduces costs by improving health outcomes, increasing system efficiencies and reducing hospital visits and medical errors).

Finally, there are innovations with internal savings such as those that allow technological solutions to be re-used in other places and those that have eliminated the need to enter and/or process information. These are all examples of indirect savings with impacts in many areas.

Given the importance of cost savings and delivering services with fewer staff (discussed previously as a motivator for innovation), it is interesting to see that 17 out of 24 respondents said that they do currently utilize innovative strategies/tactics to migrate clients to lower cost service delivery channels.

Clearly, when there is an opportunity to reduce costs - be it through process simplification, using less expensive channels, etc. – Provincial and Territorial public servants in Canada are quick to try to find ways of taking advantage of the opportunity. Most commonly, the channel the lower cost services are migrated to utilize an online solution or some form of automation.   In one case the move to a lower cost automated channel was achieved in an unusual manner. In the Province of British Columbia work to improve the distribution of income assistance cheques (Cheque Day) includes efforts to help clients set up bank accounts so they can get their cheque electronically. A very high level of pick-up has been achieved (68 – 70%) which helps reduce the load on the in-person offices on the monthly "Welfare Wednesday" when all of the cheques go out.

All of this discussion on cost savings has focused on savings to government. This is not the full story. There are also innovations that have sought to offer cost savings to clients. For example, it is anticipated that businesses using the Province of Quebec Dossier entreprise will save time which, for business, can translate into dollar savings. And in Ontario parents registering their newborn infants using the new bundled service no longer pay a municipal fee for the registration.

While all types of cost savings are an important benefit of innovation (particularly given the current economic situation) and many innovations have documented savings, it is important to note that not all innovations necessarily produce savings. However, where cost savings are reported it is not uncommon to see significant amounts realized. Clearly, innovations in external service delivery can make a real difference to the public sector's bottom line and to the costs incurred by clients.

Other Benefits

While service, satisfaction and cost savings emerged as the most common benefits of innovation, other benefits are also being realized. For example, the Province of Ontario won the Gold medal in the CAPAM International Innovations Award for a project whose main benefit is road safety (the Traveller's Road Information Portal or TRIP project). And by supporting online payments, the BC Express Pay system reduces the use of paper and transportation to and from offices thereby supporting more

sustainable environmental management. Indeed, there are numerous innovations noted in this report which have similar environmental benefits when a service can be done by clients without the need to get to a government office. While environmental goals may not be a common dominant motivator of innovation and were not sufficiently highlighted to warrant a separate category or type of innovation, it is clear many innovations do achieve benefits in this area.

Within some innovations it is apparent there are benefits to the staff delivering the service. For example, employees are being given flexibility to work from home (e.g., the Province of Alberta Call/Contact Centre Remote Staffing Initiative, the Province of British Columbia Virtual Office project) and incentive programs have been used (e.g., the Province of British Columbia Cheque Day program). The specific benefits identified include increased employee engagement scores, reductions in the number critical incidents, and lower levels of turnover and utilization of short-term illness and injury programs.

RESULTS AND DISCUSSION PART TWO –
INNOVATIVE ASPECTS OF SERVICE MANAGEMENT: THE "HOW"

Respondents who submitted information using the input form were asked to describe innovative elements in the management of external service innovations in areas such as performance measurement, central policies, awards and recognition, etc. In addition, the challenges they have confronted and the factors that have contributed the most to the success of the innovation were explored. In total, 31 written submissions were received with 26 providing information describing these aspects of innovation. The following discussion draws solely on the information from these 26 submissions.

The importance of the "how" of innovation was summed up effectively in a paper prepared by the UK government[24]:

> "The source of much improvement in public services around the world over the last 30 years has been better management. Services have been set clearer objectives. Accountability has been clarified. Scrutiny has been formalised".

Managers are at the helm of innovations in external service delivery and the kinds of practices they employ play a vital role in the success of the examples that have been examined.

Service Management - Performance Measurement

Measuring performance is the avenue through which the results of innovation can be demonstrated and data to drive further innovations can be produced. As such, for many it is an important element of innovation. Respondents were asked to describe the measures in use to assess/track service performance such as results based accountability, benchmarking, assessments of client satisfaction, tracking of service standards, etc.

Of the 26 submissions received that provide full information (using the input form in Appendix A), 21 included information on their approach to performance measurement. Of those who did not respond one indicated that measures are under development, one that they are not used, and the others left this question unanswered for unknown reasons.

Those who provided this information report an array of performance measures that can be seen to fall into the following categories:

Client Satisfaction Surveys

Client satisfaction surveys and/or general mentions of the assessment of client satisfaction were highlighted in nine services: Alberta Programs and Services Website, **Express**Address.com, Ontario's Service Guarantee, Ontario's Newborn Registration Service, Alberta's SPIN 2, Apprenticeship Manitoba,

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[24] Cabinet Office (2009). Power in People's Hands: Learning from the World's Best Public Services, p. 7. Accessed online on November 9th, 2009 at: http://www.cabinetoffice.gov.uk/media/224869/world-class.pdf.

Saskatchewan's Primary Health Bus, Saskatchewan's AIM 4 Health Team, and Saskatchewan's Yorkton Womens' Wellness Centre.

The use of this type of measurement in almost half of the submissions is not a surprising finding given the focus respondents place on the desire to increase client satisfaction and its role as a motivator for service transformation. A few respondents noted the type of survey scores they are obtaining (all achieving levels that exceeded 90% satisfied). It appears that, in addition to overall satisfaction, measures of satisfaction with specific aspects of clients' experiences are also being obtained (e.g., satisfaction with access, timeliness, etc.).

There is no clear trend in the frequency of client satisfaction surveys with use varying from assessments every two years, annual assessments, daily data collection, and the collection of input at the end of each user experience. For example, the Province of Alberta website reports "implementing an on-line survey to collect 'instant' client feedback on website usage" but also uses an annual satisfaction survey. In addition, the Province of Saskatchewan **Express**Address.com submission notes several measures that vary in frequency but satisfaction data is collected at the point of service: "The user survey is given as an option at the completion of a user session. The survey gathers information on ease of use of site, satisfaction with the site, what subscribers the users would like to see on the site and open comments from users. This information is used in the recruitment of subscribers and in determining upgrades to the site".

Details on the types of surveys used and the way the survey information is analyzed were not part of the input requested from respondents.

Service Standards

The use of service standards has long been advocated in the world of service improvement as a way to build strong service delivery, communicate with clients about the service, manage service expectations, and track performance. In light of this focus on service standards it is interesting to note that only four of the respondents who provided information on their performance measures specifically described the use of service standards. In the Province of British Columbia the Virtual Office project reports on performance against its response time service standard on a quarterly basis and the Birth Bundling service in Nova Scotia does weekly measures of performance on its 10 business day service standard and tracks performance on the standards defined in its MOU (e.g., system downtimes). Service standards were also reported in the Service Guarantee innovation (Province of Ontario) and the Ontario Newborn Registration Service.

Operational/Performance Data

The greatest number of performance measures appears to be linked to the assessment of operational performance. These measures vary widely depending on the nature of the service. For example:

- In the Province of Ontario the Maternal Newborn Access to Care Strategy uses a range of specific measures of performance such as percentage decreases in unnecessary transport for threatened preterm births, percent increases in births in appropriate care settings (for gestational age), etc.
- Also in the Province of Ontario the Service Guarantee program tracks things such as the number of refunds issued (reported as only 188 out of 1,066,032 eligible online applications indicating that

99.98% of clients "are receiving their documents within 5 or 15 business days based on the type of service guarantee selected").

- The Province of Saskatchewan's **Express**Address.com program issues monthly WebTrends reports described in their submission as providing "a full breakdown of website use. This report is very extensive and includes sourcing websites, most used time of day and unique visitors to name a few. These numbers are used in quarterly reporting of the website, analyzing the effectiveness of the current advertising campaign and where our subscribers rank as a referencing website".

- The Northwest Territories' School of Community Government also uses an array of measures that assess specific performance elements such as pre and post course assessments, evaluations of instructors, etc.

- The Province of Ontario Newborn Registration Service produces "backend automated reports" that provide information on the percentage of online versus paper applications for birth registrations applications. This information is analyzed regionally so that areas with lower levels of online utilization can be investigated. This service also tracks customer uptake of the new bundled service monthly.

- In the Province of Nova Scotia the Birth Bundling service has several measures in place including the tracking of take up of non mandatory services.

- The Book PEI program has daily tracking of data on things such as sales results and industry participation.

- Also in the Province of Prince Edward Island the Tourism PEI Vacation Planning Centre issues daily reports on call types, volumes, etc.

- Apprenticeship Manitoba annually measures the percentage increase in three areas: the total number of active apprentices, the increase in the total number of Journeyperson Certifications issued, and the increase in the number of apprentices attending in-school technical training.

- In the Province of Saskatchewan there are many examples of the use of operational/performance data to assess the effectiveness of innovative health services such as measures of the number of new clients, number of client visits, clinical hours, number of referrals to specialists, etc.

Other Measures

A few measures that do not fit in the above main categories were also reported:

Measures Flowing from Agreements and Partner Relationships

Innovations that rely on partnerships and other forms of collaboration usually have a need to measure aspects of their agreements. Some of this is more informal (e.g., the Province of Saskatchewan's **Express**Address.com program uses ongoing feedback from participating organizations). In other innovations the measures are more structured such as is seen in the Province of Ontario where the submission on the Provincial Psychiatric Hospital: Mental Health Centre Peretanguishene described the use of a Hospital Services Accountability Agreement (a annual measure with quarterly updates), a Transfer Agreement (annual with a final review after three years), and a Human Resources Framework Agreement (done immediately following the transfer). In another case, Book PEI, ongoing industry feedback is also used.

Employee Engagement Assessment

In light of the emphasis that has been placed on the Service Value Chain it was surprising to find that only one submission discussed the use of an employee engagement survey as one of the measures used

to assess the performance of the service (the Province of British Columbia Cheque Day project).   This innovation also tracks short term illness and injury program utilization and staff turnover as key performance measures and, in addition, tracks the number of critical incidents and wait-in-line time for clients thereby achieving a broad range of measures that address areas of importance for both staff and clients.

Logic Evaluation Model

In the Province of Saskatchewan ongoing performance measurement using a Logic Evaluation Model was reported for three services: AIM 4 Health Team, Primary Health Bus, and the School Wellness Team. No information describing this approach was provided for any of these services.

Client Complaints Analysis

One of the interesting omissions in the submissions is reliance on the systematic collection and analysis of information contained in client complaints. This information usually offers rich insight into issues and concerns and can serve to motivate strong client-centred improvements. The only references to this type of input are in the **Express**Address.com submission from the Province of SK where email "customer inquiries" are used as a form of measurement on an ongoing basis (the nature of this data is not described) and Alberta's SPIN 2 where feedback is obtained from the help desk: "The dynamic feedback received through SPIN 2 Help Desk allows Land Titles to immediately react to identified issues with new enhancements and releases to the application functionality thereby consistently maintaining this high satisfaction rating from our client community".   A related but slightly different orientation is taken in the Province of New Brunswick where its e-CLAIMS program is being created in part from feedback gleaned from the introduction of the program at a mining conference and from training sessions with clients. While not a direct form of client complaints this is an example of using feedback and the identification of issues by users.

Overall Observations on the Use of Performance Measures

It is evident that many different types of performance measures are used in innovative external service delivery in Canada's Provinces and Territories.   Within these measures the focus appears to be on approaches that have been employed for some time with a mix of both qualitative and quantitative measures (although more quantitative measures are in use which is not surprising given the difficulty of collecting, analyzing and tracking qualitative information).

The measures employed typically are tailored to meet the specific nature of the service being provided and support program delivery by providing a range of types of information designed to track performance and position service providers to respond to issues.

The analysis of the submissions gives rise to three main types or categories of performance measures: client satisfaction surveys, service standards, and operational/performance data. It is interesting to note that these categories are exactly the same as those discussed in a 2001 presentation prepared by Brian Marson[25]. While the services reviewed are examples of current innovations it appears the measures they employ have not changed a great deal over the past eight years. There are, however, some observations on the categories that are worth mentioning.

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[25] Marson, B. (2001). Improving Service Satisfaction: Canada's Citizen-Centred Approach. Unpublished power point presentation prepared for the Treasury Board of Canada Secretariat.

Faye Schmidt, Ph.D. - Schmidt and Carbol Consulting Group, Inc.
December 16th, 2009
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First, given the strong emphasis that is placed on client-centricity, it is interesting to note the greater emphasis on operational/performance measures as compared to client satisfaction surveys. This does not mean that clients are not a focal point in the measurements. Indeed, on closer examination, it is apparent that several of the operational measures assess aspects of the service that are important to clients (including but extending beyond the use of service standards). So, while the category names may not directly reveal it, there is a client-centred element to many (but certainly not all) of the measures reported.

Secondly, it should be noted that all of the submissions that describe the use of performance measures describe two or more measures that, in some cases, span across the categories reported here. This means that some innovations are being subjected to comprehensive measurement strategies that draw on a range of types of input.

All of this discussion on performance measurement is based on the information in the submissions from respondents who described their innovations.   While the innovations drawn from other sources generally did not describe their performance measures it is clear they too have measures in place as is evidenced in the above discussion of the benefits of innovation where there are examples of cost savings, etc.

Deputy Minister Accountability

Respondents were asked if performance measures are used to hold Deputy Ministers (DM) accountable. Of the 23 who answered this question, 10 said yes (13 said no). Those responding positively were asked to "please explain how the measures are used (i.e., how accountability is upheld, implications of meeting or not meeting the performance target, who oversees the accountability process, etc.)". Very little input addressing these issues was obtained with responses mainly offering general observations on linkages between performance measures and overall program responsibility and reporting. As it is not possible to offer insights into DM accountability from the information received this may be an area where further investigation is warranted.

Policies, Awards and Recognition

As is the case for the above exploration of DM accountability, relatively little input was obtained regarding central government policies, award or recognition programs that celebrate innovation, cooperative management arrangements, etc. In hindsight, this likely arises from the wording of the question on the submission form which put an emphasis on innovative management of the service with policies, awards and recognition used only as examples. The item asked the following: "Describe any elements of the management of this service that are innovative (central government policies, award or recognition programs that celebrate innovation, cooperative management arrangements, etc.). How did they improve service delivery?"[26].

While it was hoped information would be obtained that looks at ways of managing innovative services and using central policies, awards and recognition as elements to encourage and build innovation, this

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[26] This question is presented exactly as it appeared on the input form with the underlined text appearing as presented here.

clearly was not how the question was interpreted by respondents. Most of the responses to this item restate innovative elements of the service which have been discussed elsewhere in this report.

One submission does provide good insight into several management techniques that have been successful in supporting the innovation. In the Province of British Columbia work to improve Cheque Day places a heavy emphasis on making things better for both staff and clients. An example of an effective management practice aimed at staff is the creation of an incentive program that drew on a Strategic Initiatives Fund the ADM had created (for one year staff were supported with special lunches, gym passes, etc.). In addition, directed efforts were placed on bringing in new staff so that there was a fresh mix of attitudes in the workplace. Steps were taken to bring managers onside and support them through the changes and the innovation was started in one place and gradually rolled out across the province as evidence of its success became available. An interesting aspect of this work is the way executive buy-in was approached. Rather than presenting a number of specific changes, executives were given a vision of the problems and asked to support changes in principal including doing "really weird stuff". Then, as performance data became available, the specifics of the innovation were reported to the executive.

Unfortunately, none of the submissions discuss other examples of internal use of awards and recognition, no mention of central policies is made, and only four respondents note awards their work has received. In spite of this lack of input regarding these aspects of service management, it is clear that awards and recognition do play a role in many of the innovations. There are international, national and local award programs that recognize service innovation and, through these vehicles, information about innovation is made visible to others. The extent to which this report was able to identify strong examples of innovation from award programs (i.e., many of the services listed in Appendix C) is testimony of the extent to which service innovation is being highlighted in this way.

Service Management - Challenges and Key Success Factors

The old adage that innovation requires patience, passion and persistence was clearly demonstrated in this study. Breaking new ground can be risky but it clearly can also be an opportunity to realize new possibilities, respond to new realities, and leverage contextual forces and opportunities in new ways.

What are the main challenges associated with innovation?

To a large degree the types of challenges faced today are not new. For example, the challenges noted by McCalla[27] likely resonate, to varying degrees, with those who have managed service improvement and transformation over the past decade or more: "not all clients are the same; rising expectations; competition; identify management; pressure on government policies; alignment and decision-making across "silos" within and across governments; redesigning end-to-end processes opens up new risks: loss of control; costs and benefits don't align: new financial models required; new or strengthened skills required; [and] ongoing communications, education and involvement of staff, stakeholders and clients".

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[27] McCalla, J. (2009). Service Delivery Trends: Opportunities for Canada. Power Point presentation prepared for the June 25th, 2009 meeting of the FPT Deputy Ministers' of Service Delivery Table held in Halifax, Nova Scotia. Unpublished presentation by Joan McCalla, Internet Business Solutions Group, Cisco Systems.

While McCalla based her list on an examination of service transformation internationally, the same types of issues were reported by managers in Canada's Provinces and Territories. This was seen in 2008 when the PSSDC – PSCIOC Research Committee held a workshop on next-generation service delivery[28]. At this session a long list of challenges (comprising over 20 items) was identified with participants agreeing that the top issues are: "leadership and whole-of-government culture for results; proactive service delivery; migrating clients to the on-line channel; connecting security and identity management with trust and confidence in government; connecting the service agenda with policy outcomes; [and] developing a common understanding of citizens' needs from an inter-jurisdictional perspective".

> **The report from a PSSDC – PSCIOC workshop on next generation service concluded that "A perfect storm is driving change in government– demographics, constituent pressures, IT advances, funding pressures, environmental pressures, globalization and flattening, internal pressures, infrastructure and processes".**

The input received from the submissions in this project underscores many of the same issues. While two respondents (Nunavut's Elders' Support Phone Line and Saskatchewan's School Wellness Team) reported no major challenges, most identified a range of key issues. These issues seem to fall into three broad categories: governance and organizational challenges, work culture and human resource challenges, and operational challenges.

The greatest number of challenges falls into the last category. This may be a surprising result for some as when undertaking change (particularly change that is significant or transformative) it is often common for cultural or people/human resource related issues to dominate. Why this is not the case in the services examined here cannot be determined, but perhaps it is a reflection of the breadth of the last category and/or the extent to which innovations are engaging in approaches that challenge existing operational practices and procedures.

> **"Innovation by definition will not be accepted at first. It takes repeated attempts, endless demonstrations, monotonous rehearsals before innovation can be accepted and internalized by an organization. This requires 'courageous patience'."**
> *-Warren Bennis*

As the comments made in response to this question paint a good picture of what innovation requires, the following highlights present a quote from each of the respondents who identified challenges:

Governance and Organizational Challenges
- "Cooperation among government entities is, without a doubt, the greatest challenge" (Province of Quebec Dossier citoyen)
- "Establishing governance around maintaining the information" (Province of Alberta Service Website)
- "...initially creating the governance for ExpressAddress including the reporting structure, ongoing ooperating and maintenance of the website and the legal agreements that all six eSask members would sign" (Province of Saskatchewan ExpressAddress.com)

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[28] PSSDC – PSCIOC (2008). Next Generation Public Sector Service Delivery Research Workshop: Summary Report. Unpublished report from the session held in Toronto on September 9th, 2008.

- "Managing a budget with two partners" (Province of Saskatchewan Primary Health Bus)

Work Culture and Human Resource Challenges
- "...managing staff through the changing service paradigm and working in an environment where work was shared" (Province of British Columbia Virtual Office)
- "Maintaining open and clear communication that contributes to achieving common goals and desired outcomes" (Province of Nova Scotia Birth Bundling)
- "Selling system to operators. Informing them of the benefits and seeking out 100% participation. Addressing the varied business needs of our industry and the fear of technology/change" (Province of Prince Edward Island BookPEI)
- "HR, to transition staff from face to face service only to telephone" (Province of Prince Edward Island Tourism PEI Vacation Planning Centre)
- "Getting people's mindset focused on doing things differently – convincing people that they needed to change" (Province of British Columbia Cheque Day)
- "...the inability to meet the current demand of the service with the current human resources" (Province of Saskatchewan Yorkton Womens' Wellness Centre)
- "Recruitment of culturally competent staff" (Province of Saskatchewan AIM 4 Health Team)

Operational Challenges
- "Compiling all the obligations and services associated with situations stemming from business and life experiences. Keeping the information up to date" (Province of Quebec Dossier entreprise (déjà réalisé) et Dossier citoyen (en cours de développement))
- "...the time required to travel to over 150 hospitals with birthing facilities as well as midwife practice groups to introduce the electronic process to medical practitioners and train them on the changes to the newborn registration service" (Province of Ontario Newborn Registration Service)
- "Multiple, concurrent e-payment projects add to the degree of complexity and the planning required on several fronts. For example: Business complexity...Technical complexity...Management complexity" (Province of British Columbia Express Pay)
- "Lack of resources" (Province of Ontario Complex Care Coordination)
- "Budget funding and leading edge technology implementation into a government IT environment more suited to long term, proven, solutions" (Province of Alberta SPIN 2)
- "The time frames available to implement following a final decision by the government made ensuring that all of the needed infrastructure for a free standing corporation were in place (e.g. a payroll system) proved to be the greatest challenge" (Province of Ontario Provincial Psychiatric Hospital: Mental Health Centre Peretanguishene)
- "Technology and making three levels understand and use the same systems" (Province of Nova Scotia Birth Bundling)
- "It is no easy task to commit to change a process that has been in place for over 100 years and replace it with an online application and automated processing, in addition to providing a service guarantee (Province of Ontario Service Guarantee)
- "Technology, with locations in rural areas of the province, delays in implementation as a result of high speed internet access, etc." (Province of Prince Edward Island Tourism PEI Vacation Planning Centre)

- "Aggressive deadlines to complete the project while we have a limited number of resources to work with" (Province of New Brunswick e-CLAIMS)
- "Fundraising and establishing partnerships with the various Colleges in order for the students to receive credit for the time spent and to ensure that SWITCH is a consistent budget item in each of the health science colleges" (Province of Saskatchewan Student Wellness Initiative Toward Community Health)
- "...managing all of the aspects of care delivery that [are] required for clients who [are] unfamiliar with our system...transportation...interpretation...navigation through a complicated medical system if clients' health needs require access to the greater system beyond our office" (Province of Saskatchewan Regina Community Clinic/Open Door Society Partnership)

What are the key success factors in innovation?

Innovation can happen in response to many different factors ranging from the need to deal with problems to the presence of new opportunities. The analysis presented previously on the motivators for innovation and the general descriptions of the things that have been done show that new approaches can emerge in response to many different things: from the negatives of budget pressures, emergency situations, service failures, etc. to the positives of new possibilities associated with technological advances, a passion for client satisfaction, etc. But what helps to make the new approaches work?

An interesting technique has been implemented in the **Province of British Columbia** in a program known as **Spark**. Spark is an internal website used by employees for constructive collaboration that cuts across organizational lines. Using traditional and Web 2.0 design principles, the British Columbia Government has created a vehicle for employees to post and work together to build ideas. Ideas that are posted are voted on by employees with those receiving more than 100 votes reviewed by the Spark team. The exchange of ideas is supported by a monthly Hot Topic and the Spark Blog. The ideas addressed on Spark have spanned policy improvements, internal operational improvements as well as external service delivery improvements.

> **"Innovation is fostered by information gathered from new connections; from insights gained by journeys into other disciplines or places; from active, collegial networks and fluid, open boundaries. Innovation arises from ongoing circles of exchange, where information is not just accumulated or stored, but created. Knowledge is generated anew from connections that weren't there before."**
> *- Margaret Wheatley*

Another approach worthy of note is the way the **Northwest Territories** has used a **Board reform initiative** to improve external service delivery. Service delivery boards are working to identify barriers to service integration including policy and administrative changes that may be needed in order to enhance the use of community level inter-agency committees. In addition, steps are being taken to improve service delivery board accountability mechanisms (e.g., clarifying roles and responsibilities and standardizing board contribution agreements) and stronger community consultation approaches and materials are being created.

Respondents who prepared submissions on their innovations were asked to identify the most important factor(s) driving success. The responses show the spirit of those championing innovation by highlighting themes such as:

Keeping an Eye on the Prizes
- Keeping a strong focus on clients as the bottom line for what really matters is the most commonly mentioned success factor. As it is also the most common motivator for change there is an interesting link between what causes innovation to happen and what is needed for its success.
- Across many of the submissions there is also awareness of the need to achieve results for citizens/taxpayers. The value of gathering strong evidence of the benefits of the innovation, achieving financial savings, and enhancing compliance with regulations all emerge as important elements.
- Having a government commitment to citizen-centred service delivery and the support of a dedicated service delivery organization is one way of helping organizations achieve the 'prizes' of client and citizen/taxpayer satisfaction. While central government policies do not emerge in the submissions, in at least one case there is recognition of the role and importance of having a citizen/client-centred approach as a jurisdictional foundation for innovation (and, while not directly noted, a similar recognition is inherent in several submissions).

Working 'Out of the Box'
- Challenging known assumptions and ways of doing things helps advance innovation. The submissions describe the need to: be creative, present extreme ideas and work them into what is realistic, realize that innovation does not have to be "rocket science".
- Risk taking: trying new things and creating new opportunities is useful.
- Being flexible during implementation and finding ways of quickly responding to issues is also important.

Focusing on Both the Human and the Business Sides
- Building good stakeholder support and trust is essential to innovation – with senior management and executives as well as with partners.
- Building the participation, enthusiasm and involvement of expert leaders matters.
- Building a strong team whose "collective energy and creativity...[can be]...harnessed to build, implement, improve and evaluate the project" (Province of British Columbia Virtual Office) also drives success.

Having New Possibilities
- Leveraging off of opportunities is important: in IT, in opportunities to advance government interests, in the need to save money, etc.
- Client demands can also play a role.

Generating Commitment to the Change
- Ensuring the benefits of the change are clearly demonstrated is important in advancing innovation.
- Having a clear vision and turning that vision into action also matters. However, one submission noted that "Limited knowledge of what lay ahead was a blessing and perhaps another critical success factor".
- Developing alliances to advance the new direction provides needed support to innovation as does leveraging off of the enthusiasm of partners and service providers who want to ensure the innovation succeeds.

- Embarking on a marketing and communications campaign can assist.
- Realizing that change happens on many levels also drives success. This is demonstrated in the following observation: "The innovation behind the Virtual Office is as much about changing how we think about service to citizens as it is about the practices, tools and technology that make it possible".

Recognizing the Importance of Good Management Practices

- Investing in and insisting on good project management discipline to increase the odds of sustained success drives success.
- Using pilot and pathfinder projects to learn about what can be done and establish the credibility of the new approach is used by some.
- Working closely with advisory groups, inter-professional teams, and community representatives makes a difference.
- Capitalizing on lessons learned including lessons from past initiatives is also important.

It is interesting to note that some of the innovations found success by taking a more grass roots approach in which employees were involved in creating the change (sometimes by working closely with an external support or service provider). It is also of note that what was undertaken did not always need to involve large budgets and indeed, while budget requirements are frequently mentioned, only one of the submissions identified funding as one of their key success factors. While some of the innovations clearly required budgetary support for new technology, staff training, etc. there are also outstanding examples of innovations that have resulted in cost savings and many that are producing ongoing opportunities for cost avoidance (e.g., reduction in errors, etc. that save staff time and other resources, using less expensive channels and approaches, etc.).

The extent to which attention has been placed on client segmentation led to an a priori view that it would appear as a core element in external service delivery innovation. This is not the case. Only two of the innovations for which full information was received note strategies that involve segmenting clients. These examples are the WelcomeBC.ca web service and the Province of Alberta website. Whether it is coincidence that both are website approaches cannot be determined nor can a firm conclusion be drawn about the extent to which client segmentation is used as it is likely an element within other innovations that did not mention it in their submissions.

CONCLUSION

The most significant finding from this study is that external service delivery innovation is alive and flourishing across Provincial and Territorial governments in Canada and is occurring in a broad range of service areas spanning regulatory, voluntary, transactional, and complex health care and social services.

This is an interesting observation in light of the findings of two other studies: (1) the 2007 Accenture report that concluded that in Canada, "government's progress has been limited in terms of its ability to truly transform services across departments within the federal government and across other jurisdictions"[29], and (2) a 2008 report by Deloitte[30] noted that: "excitement about citizen-centric government has caught like wildfire in government circles over the past decade. Many governments have invested significant amounts of time and money trying to improve customer service. Despite all the enthusiasm, the results have fallen several orders of magnitude short of revolutionary".

In contrast, a conclusion more consistent with the present analysis emerged in Roy and Langford's[31] examination of integrated service delivery that looked at practices in Canada (federal and provincial levels) as well as those in Belgium, the United Kingdom, Denmark and Australia. This 2008 study shows that "When it comes to best practices, Canadians have been integrating service delivery longer than most governments, and they do it quite well"[32].

It is not possible to conclusively say why this difference in opinion exists. There are several possible explanations: it could be that in the past couple of years more innovation has taken place in Canada's Provinces and Territories, it could be due to differences in what is seen to be innovative, it could be due to differences in how the examples were obtained, or it could also be due to differences in how innovation and success are defined.

In many cases, the types of projects described in the present report offer new approaches using old techniques. One-stop access, partnerships, new approaches to online delivery, etc. are all things that have been the focus of service innovation in Canada for many years. As such, the impetus or opportunity used to drive change is often not new and, as a result, some may not view it as innovative. However, it seems evident that many of the results are indeed innovative. Putting new wine in an old

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[29] Accenture (2007). Leadership in Customer Service, p. 87.

[30] Deloitte (2008). One Size Fits Few: Using Customer Insight to Transform Government, p. 2. Accessed online on November 9th, 2009 at: http://www2.deloitte.com/assets/Dcom-Global/Local%20Assets/Documents/dtt_ps_onesizefitsfew_040908(1).pdf.

[31] Roy, J. & Langford, J. (2008). Integrating Service Delivery Across Levels of Government: Case Studies of Canada and Other Countries. IBM Centre for the Business of Government. Accessed online on December 8th, 2009 at: http://www.businessofgovernment.org/pdfs/RoyLangfordReport.pdf.

[32] Newcombe, T. (2008). Canada Tops at Integrated Service Delivery. Government Technology, October 16th. Accessed online on December 8th 2009 at: http://www.govtech.com/gt/articles/422274.

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skin is something the old adage suggests we avoid however, the results of this study show that old techniques and directions still have much to offer[33].

Innovation clearly can and does emerge in response to many different things some of which are based in the need to respond to challenges and others are opportunities to seize new options and service delivery possibilities (or a combination of both). While this report is not a systematic or exhaustive review of service innovations it nonetheless paints a picture of where the future lays for improvements and transformation in external service delivery.

Key Findings

From the information that was analyzed several key findings emerge:

First, it is evident that the direction of innovation in Canada at the Provincial and Territorial level is similar to that which is taking place internationally as the types of innovations identified address the same trends and directions noted in McCalla's summary from the global scene. Service improvement within Canada's Provinces and Territories takes many forms: strengthening telephone services, providing service in multiple languages, enhancing client experiences so services are faster and easier to receive, leveraging possibilities through the online channel, integrating channels, partnering, service integration, and on the list goes. Unlike what was observed by Deloitte in its international study of government service transformation, the undertakings that were studied did not put an overly strong emphasis on technology as the solution. While there are a great many innovations that take advantage of what IT and other technologies can offer, there are also many others that focus on other types of innovation.

The main difference in what was observed within Canada as compared to McCalla's international analysis is in the area of the mobile channel. While the use of smart phones has experienced high growth so far it has not been a focus of innovation by Canada's Provinces and Territories. This is an area where support by the PSSDC and PSCIOC may be useful to advance projects that can explore how this technology might be successfully used.

Summary of Key Findings:

- **With the exception of use of the mobile channel, innovation in Canada's Provinces and Territories is active and emphasizes similar themes as are seen in the public sector internationally.**

- **While innovation challenges what is and finds new approaches, it also can be successful within existing service mandates – innovation does not necessarily require big budgets or a great range of program flexibility.**

- **Innovation does require: keeping an eye on the prizes of client as well as citizen/taxpayer satisfaction, working 'out of the box', focusing on both the human and business sides of service delivery, leveraging the presence of new possibilities (such as IT but also extending to opportunities presented by government interests, the need to save money, etc.), generating commitment to the change, and carefully attending to management practices that support and advance change.**

- **Innovation also requires patience, passion and persistence as it often comes with governance and organizational challenges, work culture challenges, and operational challenges**

- **It's about both services and meeting the needs of clients and taxpayers! A citizen/client-centred approach that focuses on finding effective new approaches dominates Canada's innovations in external service delivery.**

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[33] It is important to note that the innovations reported here rely exclusively on input from program managers and other external sources. No efforts were made to verify the information or gather other measures of the success/benefits of the innovations.

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What is very evident is that Canadian Provinces and Territories are putting considerable effort into improving access as is seen in the large number of innovations that make it easier, faster and/or simpler to find and complete a service experience. There is also considerable work that uses IT and other technological solutions in ways that enhance the clients' experience. Efforts to personalize services and be more proactive are gaining in prominence suggesting this is an area where further growth may be seen. The most common service delivery models in the innovations reviewed are forms of service integration and single window/one-stop shopping approaches.

A good number of examples of citizen and community engagement were found which highlight this as another active area in Canada's Provinces and Territories. Finding and building new ways of involving citizens and communities is central to citizen-centred services and the examples of work in this area suggest this is widely understood.

Only a single example was found of innovation motivated by the desire to increase transparency, openness and accountability of external services. Once again it is important to note that it cannot be determined if this is due to the way in which the examples of innovation were collected or if it reflects a lack of focus on this area. However, the number of submissions received and the extent to which other materials were reviewed makes this an interesting finding.   Further exploration into this theme may be useful and the results here suggest that it may be another area where additional support by the PSSDC and PSCIOC may be beneficial.

Another key finding is that service innovation does not have to be expensive and can happen within the parameters of existing service mandates. While new technologies and approaches are often applied, innovation can also take place in grass roots ways when public servants see a problem and focus on finding a solution within existing boundaries. Creativity is truly at the heart of innovation and it is apparent that there are high levels of creativity at play.

In addition, opportunities and challenges to do things in a different way also help generate innovation. These include the need to reduce costs as well as leverage opportunities to streamline processes and/or implement new technologies. It is obvious that IT continues to be a key enabler of this. Public service managers across the nation are capitalizing on new technological solutions which improve service and increase operational effectiveness and efficiency. But IT is not the only factor that supports innovation. The analysis of success factors highlights several key elements: keeping an eye on the prizes of citizen/taxpayer and client satisfaction, working 'out of the box', focusing on both the human and business sides, leveraging new possibilities (such as IT but also extending to opportunities such as the potential to support government interests, save money, etc.), generating commitment to the change, and the role and importance of good management practices.

Not surprisingly, when asked about the challenges to innovation respondents who provided written submissions were able to identify several issues that focus mainly on: governance and organizational challenges, work culture challenges, and operational challenges. What is notable is the extent to which respondents focus on operational challenges when work culture and people related challenges are often given high ratings. While it is speculation only, this could be linked to the extent to which a citizen/client orientation dominates in the innovations reported. Perhaps the presence of a strong orientation that gives meaning and importance to the change helps address cultural and human challenges so that what

remains is the observed prominence of operational issues. This hypothesis may be interesting to explore in future work as part of Canada's service improvement and innovation agenda.

While all of the above are important findings, the strongest finding to emerge is: **It's about service that simultaneously meets the needs of clients and citizens/taxpayers!** This is not surprising in light of the high levels of attention all levels of Canada's public sector place on citizen/client-centred approaches and on balancing the needs of taxpayers and clients. In this study a focus on clients and citizens emerges as the strongest motivator of innovation. The same focus on citizens/taxpayers and clients is also identified as a key success factor driving innovation. Additionally, while client satisfaction was not the dominant form of performance measurement, it is clearly an element in the measurement of many of the innovations included in this report.

The extent to which a service orientation is found in the broad range of services studied shows it clearly continues to be a vital, important aspect of external public service delivery. This orientation is leading to service transformations that benefit not only the direct users of the service but, in many cases, also offers benefits for citizens and taxpayers through things such as enhanced fairness and cost savings. It is anticipated that this citizen/taxpayer/client focus will continue with an emphasis on cost effectiveness and affordability as governments at all levels in Canada address service needs and implement innovations in what will likely be a challenging fiscal climate over the next few years.

As has been noted several times, the main observation to emerge from this review is that there are many outstanding examples of innovation in all of Canada's Provinces and Territories and that this work is making a positive difference for citizens and clients. It seems that the quote from Mark Twain has been taken to heart by many dedicated public sector managers and that new external service delivery possibilities are being explored, dreamed and discovered:

"Twenty years from now you will be more disappointed by the things that you didn't do than by the ones you did. So throw off the bowlines. Sail away from the safe harbour. Catch the trade winds in your sails. Explore. Dream. Discover."
- Mark Twain

APPENDIX A – INPUT FORM

Innovative External Public Service Delivery Practices in Canadian Provinces and Territories

As a way of supporting the sharing of information on leading edge practices and to inform the Government of Canada's next generation of service transformation, the Treasury Board of Canada Secretariat wishes to gather information from all Canadian Provinces and Territories that highlights examples of innovative external public service delivery. In particular, external service transformations that define new, ground-breaking service delivery models and/or service management practices are of interest.

Your help in providing input on innovations that have taken place in your jurisdiction is greatly appreciated. As the innovations described will likely be of interest to many our plan is to share what is submitted with all who respond. At the end of this form you will be asked to indicate if the information you provide can be distributed. If you say yes, your response to this form will be added to those from others and sent out (using your exact input on this form so please do not include anything that is not public information). This way, all of the information will be presented in a consistent format which will help those who wish to review it access new ideas quickly and easily.

This form was sent to you as you are a member of the Public Sector Service Delivery Council or Public Sector Chief Information Officer Council or you were identified as having done innovative work. There will likely be other external service delivery innovations taking place across your jurisdiction that are outside of your mandate. We hope we can count on you to pass this form along to other service managers with the request that they describe their work so that a broad range of innovative practices from your jurisdiction can be included. The strength of what we will be able to share will depend on the quality and quantity of the input we receive.

In order to make the sharing of information on innovations as rich as possible this form asks about many aspects of the innovations you have done.   Please provide as much of this information as possible but if you are unable to answer all of the questions or are pressed for time please return the form with as much of it completed as you can.

If you have any questions about this project please contact Cathy Ladds, Senior Communications Strategist, Research and Analysis, Treasury Board of Canada, Secretariat, Ottawa (telephone: 613-946-3048; email: Ladds.Cathy@tbs-sct.gc.ca) or Brian Marson, Senior Advisor, Treasury Board of Canada, Secretariat, Ottawa (telephone: 613-946-9882; email: Marson.Brian@tbs-sct.gc.ca).

Please ensure all of the completed input forms from your jurisdiction are submitted by **September 18th, 2009** to Faye Schmidt Ph.D., Consultant, Schmidt and Carbol Consulting Group, Inc. by email at: schmidtconsulting@telus.net. Regrettably, due to the tight timelines on this project it will not be possible to incorporate late submissions.

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Thank you for participating in this important project.

Input Form: Innovative External Public Service Delivery

Name of Organization:

Province/Territory:

Contact for additional information:

    Name:

    Position:

    Phone:

    Email:

    Mailing address:

Name of the external service summarized here:

This service is (please check one): ____Voluntary   ____Regulatory/Mandatory

    ____Other (please describe):

Brief **summary of the external service and who it is delivered to:**

Brief **summary of what makes this external service innovative (i.e., what makes the delivery of this service transformational or ground-breaking, how is it different from how the service was previously delivered):**

The main factors that motivated this innovation were (please check all that apply):

_____ Desire to improve client satisfaction

_____ Need to achieve cost savings

_____Opportunity to streamline processes in order to make the service operate more effectively

_____Opportunity to leverage new technologies

_____ Need to deliver service with fewer staff

_____ Changes in client needs or requirements

_____Legislative change(s)

_____Desire to achieve public policy goals

_____New political direction

_____Reorganization

_____Desire to achieve environmental goals (e.g., Green Agenda)

_____Desire to become an employer of choice

_____Other (please describe):

The best way of describing the service delivery model used in this innovation is (please check one):

_____Alternative Service Delivery (ASD)

_____Integrated Service Delivery (ISD)

_____Single Window / One-stop Shopping

_____Service Utility (Front-end service integration)

_____Public-Private Partnership (P3)

_____Internal Horizontal Partnership: Crossing boundaries within my Province/Territory

_____External Horizontal Partnership: Crossing boundaries with other levels of government and/or the non-profit sector

_____Multi-party Partnership: Simultaneously crossing internal, external, and cross sector boundaries

_____Other (please describe):

If this external service is delivered through a partnership within your province/territory, with another level of government or with the private/not-for-profit sector, please briefly describe the partners, how the partnership is governed and what, if any, elements of the partnership are innovative. In addition, please explain why a collaborative arrangement was used and whether cost savings were a driver to the use of this arrangement.

The <u>service delivery channel(s)</u> used to deliver this service include (please check all that apply):

      ____ In-person / counter service   ____ Phone

      ____ Online   ____ Email

      ____ Fax   ____ Kiosk

      ____ Other (please describe):

If applicable, how have any external service delivery <u>channels been integrated</u>?

Do you currently utilize any innovative strategies/tactics to <u>migrate clients to lower cost service delivery channels</u>? ____ Yes ____ No

If yes, please briefly describe what is done and how it is innovative:

Describe any elements of the <u>management of this service that are innovative</u> (central government policies, award or recognition programs that celebrate innovation, cooperative management arrangements, etc.). How did they improve service delivery?

Describe the <u>measures</u> you use to assess/track the performance of this service (e.g., results based accountability, benchmarking, assessment of client satisfaction, tracking of service standards, etc.). Please expand the table below as needed.

Description of the Performance Measure	Frequency of Measurement
• •	• •

• •	• •

Note: If you would be willing to share copies of any client satisfaction instruments, service standard documents, service charters, etc – please submit them by email with this completed input form to Faye Schmidt at: SchmidtConsulting@telus.net.

Please elaborate on any <u>innovative aspects of the above performance measures</u> (i.e., type of measure, how the information is collected, how the information is used, etc.):

Are these performance measures used to hold Deputy Ministers accountable? ____Yes   ____No

> If yes, please explain how the measures are used (i.e., how accountability is upheld, implications of meeting or not meeting the performance target, who oversees the accountability process, etc.):

How has this innovation <u>improved the service experience</u> of your external clients?

What (if any) <u>cost savings</u> have been achieved through this innovation?

What other <u>benefits</u> have you realized through this innovation?

What has been the <u>greatest challenge</u> in implementing this innovation?

What has been the most important <u>factor(s) driving the success</u> of this innovation?

If you have any <u>plans to further develop this service</u> in innovative ways please briefly describe what you hope to accomplish:

Any <u>other comments</u> that help describe this external service delivery innovation:

Please indicate how the information reported on this input form can be used (check one):

_____I hereby give permission to the Government of Canada to use the information reported here internally AND share it with others in the public sector

_____The information reported here is for internal use by the Government of Canada only and is NOT to be shared with others

Name of individual authorizing the above:

APPENDIX B – RESPONDENTS

The following submitted a completed input form (see Appendix A) detailing external service delivery innovations in their Province/Territory (listed alphabetically by Province/Territory with projects within each jurisdiction presented in no particular order):

EXTERNAL SERVICE		RESPONDENT CONTACT INFORMATION
Province of Alberta	Spatial Information System – SPIN 2	Bill Elliott, Director, Business Support & Land Information Services Phone: (780) 422-8121 Email: Bill.Elliott@gov.ab.ca Mailing address: 3rd Floor, John E. Brownlee Building, 10365-97 Street, Edmonton, AB T5J 3W7
	Video Conferencing	Myrna Gosnell, Business Analyst Phone: (780) 427-7968 Email: myrna.gosnell@gov.ab.ca Mailing address: Fifth Floor 10365 - 97 Street Remand Ctr & John E. Brownlee Building, Edmonton AB T5J 3W7 OR Carolann Regular, Director, Citizen Services Initiative Phone: (780) 644-8536 Email carolann.regular@gov.ab.ca Mailing address: Fifth Floor 10365 - 97 Street Remand Ctr & John E. Brownlee Building, Edmonton AB T5J 3W7
	Government of Alberta Programs & Services Website	Myrna Gosnell, Business Analyst Phone: (780) 427-7968 Email: myrna.gosnell@gov.ab.ca Mailing address: Fifth Floor 10365 - 97 Street Remand Ctr & John E. Brownlee Building, Edmonton AB T5J 3W7 OR Carolann Regular, Director, Citizen Services Initiative Phone: (780) 644-8536 Email carolann.regular@gov.ab.ca Mailing address: Fifth Floor 10365 - 97 Street Remand Ctr & John E. Brownlee Building, Edmonton AB T5J 3W7
	Call/Contact Centre Remote Staffing Initiative	Myrna Gosnell, Business Analyst Phone: (780) 427-7968 Email: myrna.gosnell@gov.ab.ca Mailing address: Fifth Floor 10365 - 97 Street Remand Ctr & John E. Brownlee Building, Edmonton AB T5J 3W7 OR Carolann Regular, Director, Citizen Services Initiative Phone: (780) 644-8536 Email carolann.regular@gov.ab.ca

		Mailing address: Fifth Floor 10365 - 97 Street Remand Ctr & John E. Brownlee Building, Edmonton AB T5J 3W7
	Citizen Services Call Centre	Myrna Gosnell, Business Analyst Phone: (780) 427-7968 Email: myrna.gosnell@gov.ab.ca Mailing address: Fifth Floor 10365 - 97 Street Remand Ctr & John E. Brownlee Building, Edmonton AB T5J 3W7 OR Carolann Regular, Director, Citizen Services Initiative Phone: (780) 644-8536 Email carolann.regular@gov.ab.ca Mailing address: Fifth Floor 10365 - 97 Street Remand Ctr & John E. Brownlee Building, Edmonton AB T5J 3W7
	Registry Agents	Myrna Gosnell, Business Analyst Phone: (780) 427-7968 Email: myrna.gosnell@gov.ab.ca Mailing address: Fifth Floor 10365 - 97 Street Remand Ctr & John E. Brownlee Building, Edmonton AB T5J 3W7 OR Carolann Regular, Director, Citizen Services Initiative Phone: (780) 644-8536 Email carolann.regular@gov.ab.ca Mailing address: Fifth Floor 10365 - 97 Street Remand Ctr & John E. Brownlee Building, Edmonton AB T5J 3W7
	Social Media	Myrna Gosnell, Business Analyst Phone: (780) 427-7968 Email: myrna.gosnell@gov.ab.ca Mailing address: Fifth Floor 10365 - 97 Street Remand Ctr & John E. Brownlee Building, Edmonton AB T5J 3W7 OR Carolann Regular, Director, Citizen Services Initiative Phone: (780) 644-8536 Email carolann.regular@gov.ab.ca Mailing address: Fifth Floor 10365 - 97 Street Remand Ctr & John E. Brownlee Building, Edmonton AB T5J 3W7
Province of British Columbia	Virtual Office, Ministry of Housing and Social Development, Regional Services Division	Bruce Smith, Executive Director Phone: 250-828-4719 Email: Bruce.Smith@gov.bc.ca Mailing address: #300 – 619 Victoria Street, Kamloops, BC V2C 6W7
	BC Express Pay	Patrick Freeman, Senior Manager, Electronic Banking Services Phone: (250) 387-7122 Email: Patrick.Freeman@gov.bc.ca

		Mailing address: 620 Superior Street, PO Box 9414 Stn Prov Govt, Victoria, BC V8W 9V1
	Cheque Day	Lynda Cavanaugh, Executive Director Ministry of Housing and Social Development, Vancouver Coastal Region Phone: 604 660 2351 Email: Lynda.Cavanaugh@gov.bc.ca Mailing address: Suite 910, 360 West Georgia, Vancouver V6B 6B2
Province of Manitoba	Apprenticeship Manitoba	Scott Sinclair, Executive Director Phone: 204-945-3339 Email: Scott.Sinclair@gov.mb.ca Mailing address: 1010-401 York Ave, Winnipeg MB, R3C 0P8
Northwest Territories	School of Community Government, Department of Municipal and Community Affairs	Penny Johnson, Coordinator, Strategic Initiatives Phone: 867-920-6121 Email: Penny_Johnson@gov.nt.ca Mailing address: #500, 5201 – 50th Ave Yellowknife, NT X1A 2S9
Province of Nova Scotia	Integrated Birth Registration Service aka Birth Bundling	Michelle MacFarlane, A/Director Vital Statistics Phone: 902 424 5566 Email: mmacfarl@gov.ns.ca Mailing address: PO Box 157, Halifax, Nova Scotia, B3J 2M9
Nunavut	Nunavut Elders' Support Phone Line	Ashley Fleischer, Senior Policy Advisor Phone: 867-975-5533 Email: afleischer@gov.nu.ca Mailing address: Department of Culture, Language, Elders and Youth, Box 1000, Station 800, Iqaluit NU, X0A 0H0
Province of Ontario	Provincial Psychiatric Hospital: Mental Health Centre Peretanguishene	Coty Thompson, Team Lead, Health Capital Investment Branch Phone: (416) 326-1227 Email: coty.thompson@ontario.ca Mailing address: Ministry of Health and Long Term Care, Health Capital Investment Branch, 21st Floor, 5700 Yonge Street, Toronto, ON M2M 4K5
	Paediatric Complex Care Coordination (PCCCM)	Lyndsey Saunders, Senior Policy Advisor Phone: 416-327-0862 Email: lyndsey.saunders@ontario.ca

		Mailing address: Ministry of Health and Long Term Care, 8th Floor, Hepburn Block, 80 Grosvenor Street, Toronto, ON, M7A 1R3
	Maternal Newborn Access to Care Strategy	Sherina Macedo, Policy Analyst Phone: 416-327-7668 Email: Sherina.macedo@ontario.ca Mailing address: Ministry of Health and Long Term Care, 80 Grosvenor Street, Queens Park, Toronto
	Newborn Registration Service (NRS)	Amin Remtulla, Director, echannel Phone: 416 326 4897 Email: amin.remtulla@ontario.ca Mailing address: ServiceOntario, 777 Bay St. 7th Floor, Toronto, On M7A 2J3
	Service Guarantees for Online Certificate Applications	Amin Remtulla, Director, echannel Phone: 416 326 4897 Email: amin.remtulla@ontario.ca Mailing address: ServiceOntario, 777 Bay St. 7th Floor, Toronto, On M7A 2J3
Province of Prince Edward Island	BookPEI www.bookpei.com	Sebastian Manago, Director, CRM & Sales Phone: 902-368-6316 Email: srmanago@gov.pe.ca Mailing address: Tourism PEI, PO Box 2000, Charlottetown, PE C1A 7N8
	Tourism PEI Vacation Planning Centre (Call Centre)	Sebastian Manago, Director, CRM & Sales Phone: 902-368-6316 Email: srmanago@gov.pe.ca Mailing address: Tourism PEI, PO Box 2000, Charlottetown, PE C1A 7N8
Province of Quebec	Dossier entreprise (déjà réalisé) et Dossier citoyen (en cours de développement)	Réjeanne Lachance, Directrice de la planification, de la recherche et de la coordination intergouvernementale Phone: 418-646-0993 Email: rejeanne.lachance@servicesquebec.gouv.qc.ca Mailing address: Services Québec
	Dossier citoyen	Gérald Nadeau, Directeur de la vision gouvernementale et des orientations technologiques Phone : 418 646-0773 Email: gerald.nadeau@msg.gouv.qc.ca Mailing address: Services Québec
Province of Saskatchewan	ExpressAddress.com	Jacquie Kerr, Director, Customer Solutions Phone: 777-9049 Email: jkerr@saskenergy.com Mailing address: 800-1777 Broad St. Regina, SK S4P 4K5

	SWITCH – Student Wellness Initiative Toward Community Health	Donna Magnusson, Executive Director Phone: 787-0875 Email: dmagnusson@health.gov.sk.ca Mailing address: First Floor, T.C. Douglas Building, 3475 Albert St., Regina, SK S4S 6X6
	Yorkton Womens' Wellness Centre	Donna Magnusson, Executive Director Phone: 787-0875 Email: dmagnusson@health.gov.sk.ca Mailing address: First Floor, T.C. Douglas Building, 3475 Albert St., Regina, SK S4S 6X6
	AIM 4 Health Team	Donna Magnusson, Executive Director Phone: 787-0875 Email: dmagnusson@health.gov.sk.ca Mailing address: First Floor, T.C. Douglas Building, 3475 Albert St., Regina, SK S4S 6X6
	School Wellness Team	Donna Magnusson, Executive Director Phone: 787-0875 Email: dmagnusson@health.gov.sk.ca Mailing address: First Floor, T.C. Douglas Building, 3475 Albert St., Regina, SK S4S 6X6
	Primary Health Bus	Donna Magnusson, Executive Director Phone: 787-0875 Email: dmagnusson@health.gov.sk.ca Mailing address: First Floor, T.C. Douglas Building, 3475 Albert St., Regina, SK S4S 6X6
	Regina Community Clinic/Open Door Society	Donna Magnusson, Executive Director Phone: 787-0875 Email: dmagnusson@health.gov.sk.ca Mailing address: First Floor, T.C. Douglas Building, 3475 Albert St., Regina, SK S4S 6X6

APPENDIX C – PROJECTS IDENTIFIED IN ONLINE & OTHER MATERIALS

In addition to the projects described by respondents (using the input form in Appendix A) additional examples of innovative external service delivery were drawn from online and other sources. These include the following (listed alphabetically by Province/Territory with examples within each jurisdiction presented in no particular order):

EXTERNAL SERVICE		INFORMATION SOURCE
Province of Alberta	Alberta Schools Alternative Procurement Project (ASAP)	2009 IPAC Innovative Management Award: http://ipac.ca/InnovationAwards
	Registry Services	Case study: http://www.microsoft.com/canada/casestudies/alberta_egovt.mspx Online service: http://www.servicealberta.gov.ab.ca/Registries.cfm
	"Participate in Public Consultations" link	http://alberta.ca/home/consultations.cfm
Province of British Columbia	WelcomeBC.ca	2009 IPAC Innovative Management Award: http://ipac.ca/InnovationAwards Presentation available at http://www.ipac.ca/IMAwardPresentationsWinners
	Mineral Titles Online	2007 IPAC Innovative Management Award: http://ipac.ca/InnovationAwards
	Learn Now BC	2007 IPAC Innovative Management Award: http://ipac.ca/InnovationAwards
	HealthLink	http://www.healthlinkbc.ca/kbaltindex.asp
	Spark	Piercy, K. (2009). *Igniting innovation and collaboration.* Canadian Government Executive, June, 6 – 7. Accessed online: http://www.itincanada.ca/index.php?page=shop.product_details&flypage=shop.flypage&product_id=10242&category_id=314&manufacturer_id=0&option=com_virtuemart&Itemid=233
	eHealth	http://www.health.gov.bc.ca/ehealth/
Province of Manitoba	Winnipeg Regional Health Authority	http://www.wrha.mb.ca/about/aboutus.php
	MBTelehealth Network	http://www.mbtelehealth.ca/
	ServiceLink	New release: http://www.gov.mb.ca/chc/press/top/2009/12/2009-12-08-125600-7305.html Program website: www.manitoba.ca/servicelink

Province of New Brunswick	Public Engagement Initiative – Projects include: 1. Skills Development: Reckoning with the New Economy 2. Wellness 3. The Climate Change Action Plan Initiative - 4. Imagining Miramichi 10 Years Out 5. Sustainable Communities in a Self-Sufficient Province: Planning Our Future Together	Report by D. Lenihan (2008) accessed online at: http://www.gnb.ca/0012/PDF/LLA-e.pdf
	Multifunctional Centres	St. Joseph's Parish: http://mediaroom.acoa-apeca.gc.ca/e/media/press/press.shtml?4538 Village of Blackville: http://www.actionplan.gc.ca/eng/media.asp?id=1550
	Early Childhood Development Centres	http://www.gnb.ca/0017/Childcare/earlychildhoodcenters-e.asp
Province of Newfoundland and Labrador	Mineral Rights Administration Database (MIRIAD)	http://www.exec.gov.nl.ca/excellence/2006/miriad.html
Northwest Territories	The Tlicho Community Services Agency (TCSA)	2006 IPAC Innovative Management Award: http://ipac.ca/InnovationAwards
	GNWT Boards	http://www.exec.gov.nt.ca/currentnews/prDetails.asp?varPR_ID=1331
Province of Nova Scotia	HealthLink	http://www.gov.ns.ca/news/details.asp?id=20090729003
	511 Road Condition Information and 511 Mobile	http://www.itworldcanada.com/news/511-service-off-to-slow-start-in-canada/00008
Nunavut Territory	Nunavut Community Skills Information System	2007 IPAC Innovative Management Award: http://ipac.ca/InnovationAwards
	Driver's Licence	http://www.gov.nu.ca/news/2009/april/april23.pdf
Province of Ontario	Ontario Strategic Partnership Against Cross Border Consumer Scams	2002 IPAC Innovative Management Award: http://ipac.ca/InnovationAwards

	Drinking Water Safety Net	2009 IPAC Innovative Management Award http://ipac.ca/InnovationAwards
	Traveller's Road Information Portal (TRIP)	CAPAM International Innovations Award: http://www.capam.org/awards/. Also accessed online at: http://www.mto.gov.on.ca/english/traveller/trip/index.shtml
	Wait Times Information System (WTIS)	2007 IPAC Innovative Management Award: http://ipac.ca/InnovationAwards
	Obviously (Ministry of the Environment environmental/green webpage)	http://www.obviously.ca/
	The Government Service Centre in Ottawa	Unpublished power point presentation delivered to Queens University on March 25th, 2008 titled: *The Government Service Centre in Ottawa: Implementation Planning Process.*
	Ontario Citizens' Council	http://www.health.gov.on.ca/english/providers/program/drugs/council_ad/council_ad.html
Province of Prince Edward Island	Collaborative Care Team Project	http://www.peigov.ca/health/index.php3?number=news&dept=&newsnumber=6373&lang=E
Province of Quebec	Wealth Indicators Project	2009 IPAC Innovative Management Award: http://ipac.ca/InnovationAwards Presentation available at http://www.ipac.ca/IMAwardPresentationsWinners
	HealthLink	http://www.gouv.qc.ca/portail/quebec/pgs/commun/actualites/actualite/actualites_080520_infosante/?lang=en
	511 Road Condition Information and 511 Mobile	http://www.quebec511.gouv.qc.ca/en/
Province of Saskatchewan	Centennial Wind Power Facility	2007 IPAC Innovative Management Award: http://ipac.ca/InnovationAwards
Yukon Territory	Getting Real – A You Tube video on violence against women	http://www.youtube.com/watch?v=U4i1DEOTbz4 Further information is available at: http://www.womensdirectorate.gov.yk.ca/getting_real.html