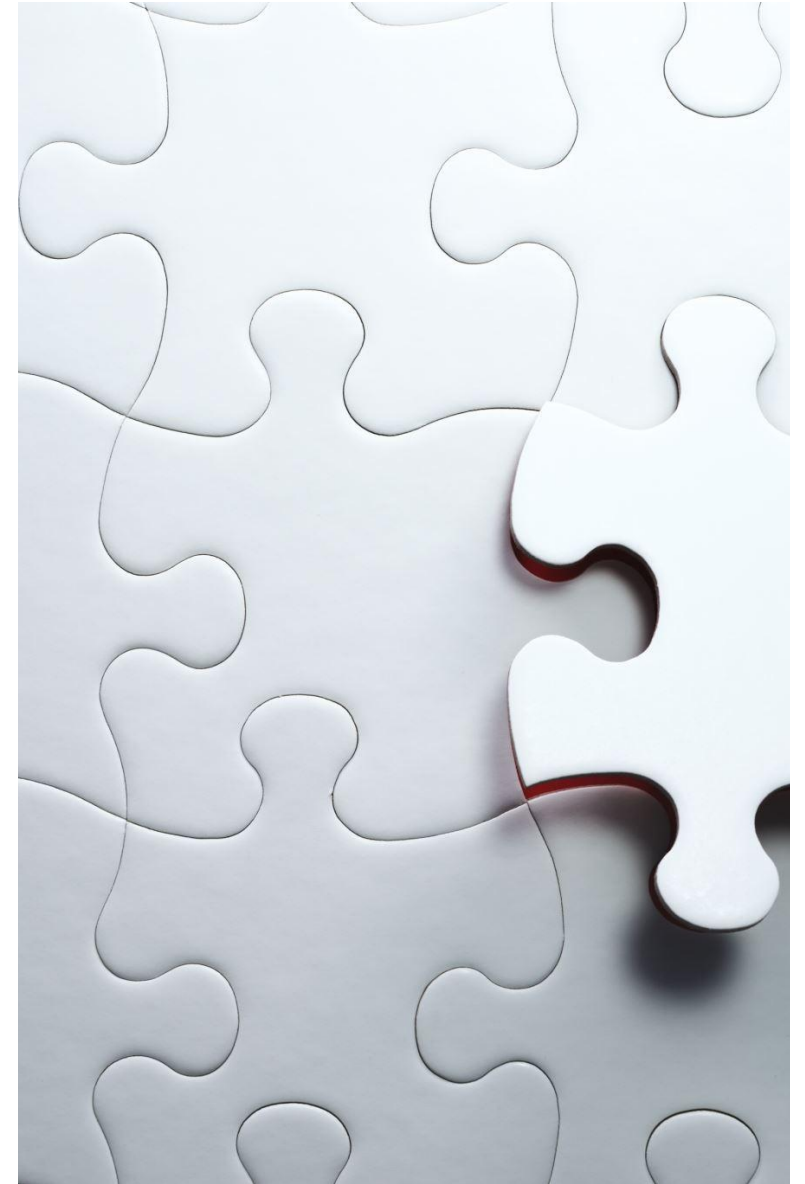


# Engagement with ONN and Member Organizations

June 2021

# **Transfer Payment Ontario Implementation Activities (MGCS)**



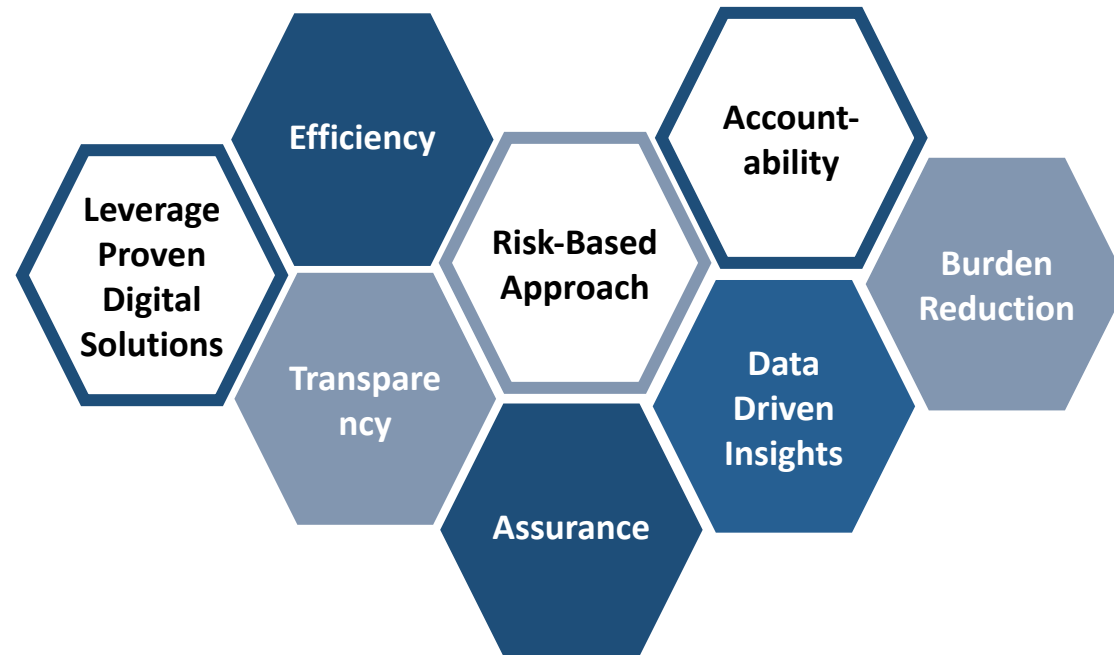
# Purpose

- To provide an overview of the Transfer Payment Ontario system (TPON) and how it is enabling the Transfer Payment (TP) Consolidation and Human and Social Services (HSS) TP initiatives.
- To highlight achievements to date with TPON implementation.

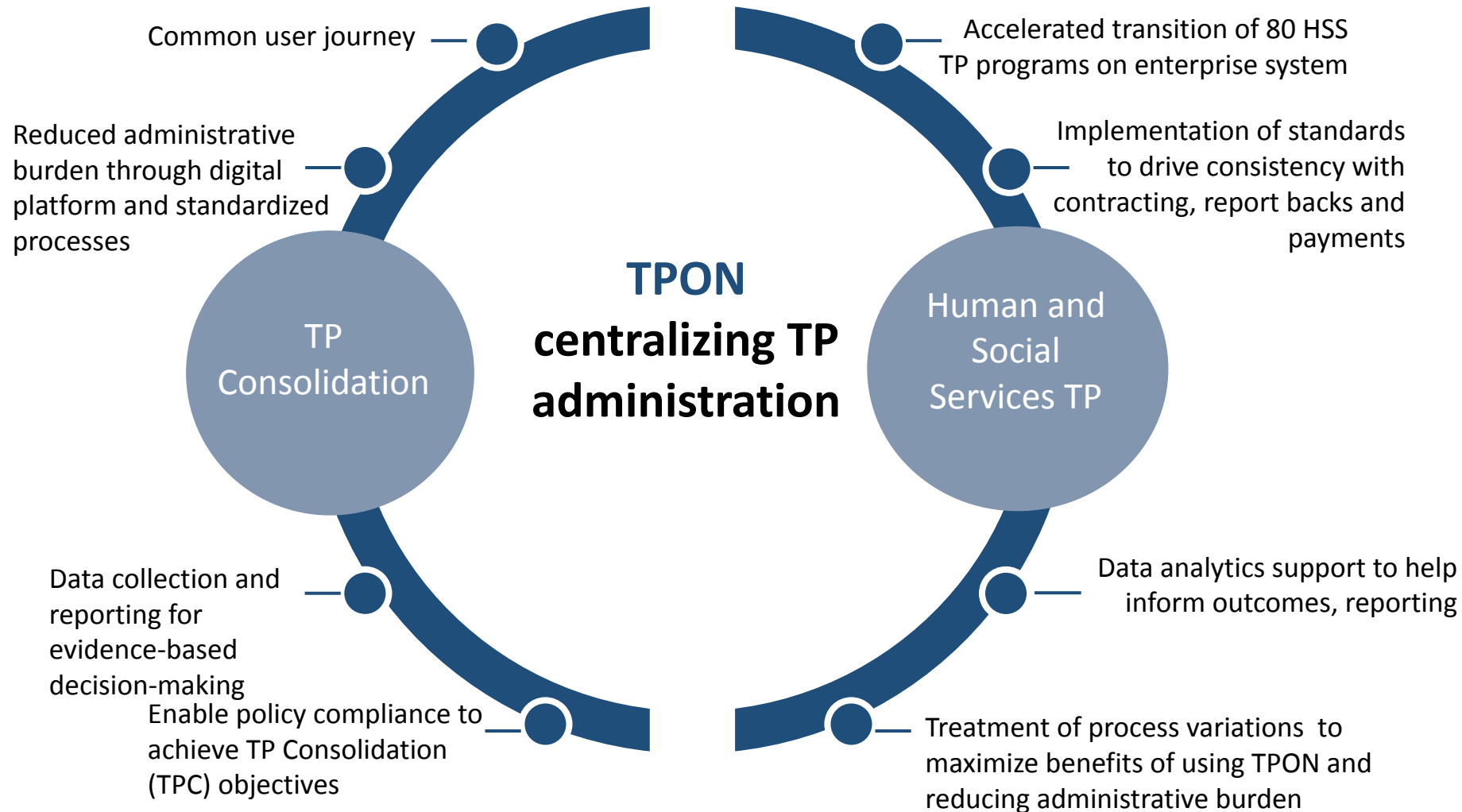
# Enterprise Transfer Payment Ontario System

TPON is the centralized, integrated digital solution that can enable TP transformation activities at both ministry and enterprise levels.

- Citizen-centered and “digital first”
- Standardized and streamlined business processes
- Rationalization of data
- Consolidation of tools
- Alignment to government policy direction

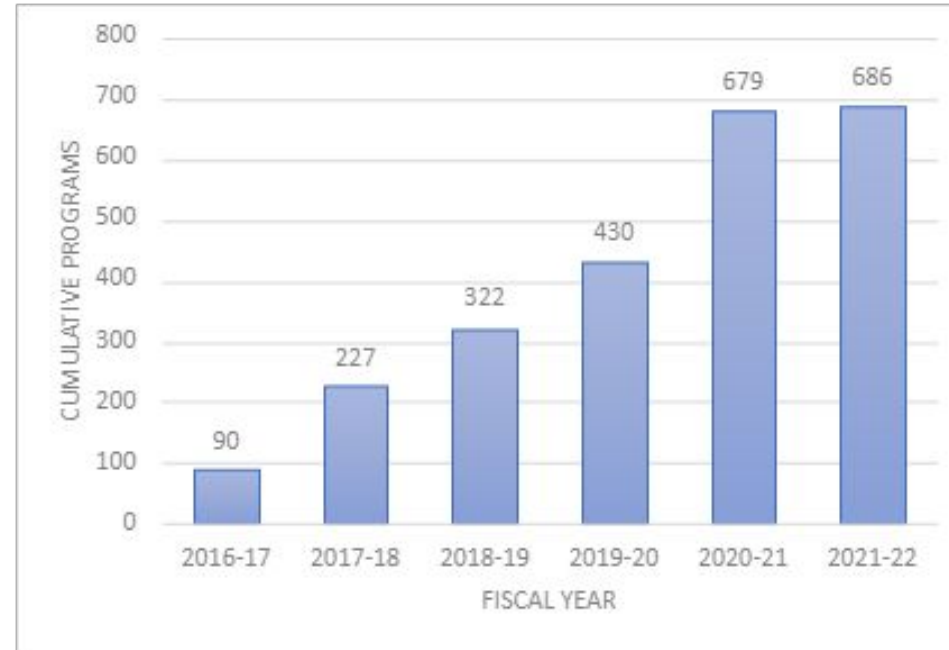


# Enabling TP Consolidation and HSS TP



# Increasing Uptake of TPON

- Since 2016-17, there has been an increase of 596 unique TP program categories on TPON.
- Further, the TPC Operational Directive, effective January 1, 2021, establishes "TPON by default," requiring all new, time-limited and ongoing TP programs approved by TB/MBC to be administered through TPON.



Total # of TP Program Categories  
on TPON (cumulative)  
(as of May 14th, 2021)

# Supporting Social Recovery and TP Transformation



22 Ministries using TPON to administer TP programs

~17,000 TP Organizations registered



691 programs transitioned on to TPON, totaling ~\$20B in funding

Over 30 **Covid-19 emergency response** programs (\$5B) administered through TPON including.....



\$460M to Personal Support Workers (TP organizations, individuals and families)

\$40M to Residential Relief Fund



Ontario Small Business Support Grant - \$2.9B+ paid to over 110K applicants to date

Ontario Tourism and Hospitality Small Business Support Grant



*Upcoming in June/July:*  
Private Career College PSW Program  
Ontario Tourism Recovery Program

- Engaged over 1,200 Transfer Payment Recipients (TPRs) in TPON implementation.
- Consolidated TP Agreements (TPAs) from an average of 3-to-1 contract per TPR, reducing the overall number of contracts by 60%.
- Reduced unnecessary and duplicative reporting frequency by 50% as well as administrative burden for Ministry staff and TPRs.
- Increased financial flexibility to ensure client needs are met based on actual need.
- Streamlined business process and roles across the ministry to ensure that TPs are managed consistently.

**Ministry of Children, Community and Social Services' TP Modernization**

## Case Study: Christian Horizons

Christian Horizons is a non-profit organization that receives approximately \$150M to deliver services for 17 different programs across the province for MCCSS.

### Before

- Submit 1 budget package for each of the 5 ministry regions - executing 5 different TP Agreements (1 for each region).
- Submit a total of 20 reports (i.e. 1 report quarterly for each region)
- All activities performed using through manual, excel-based processes



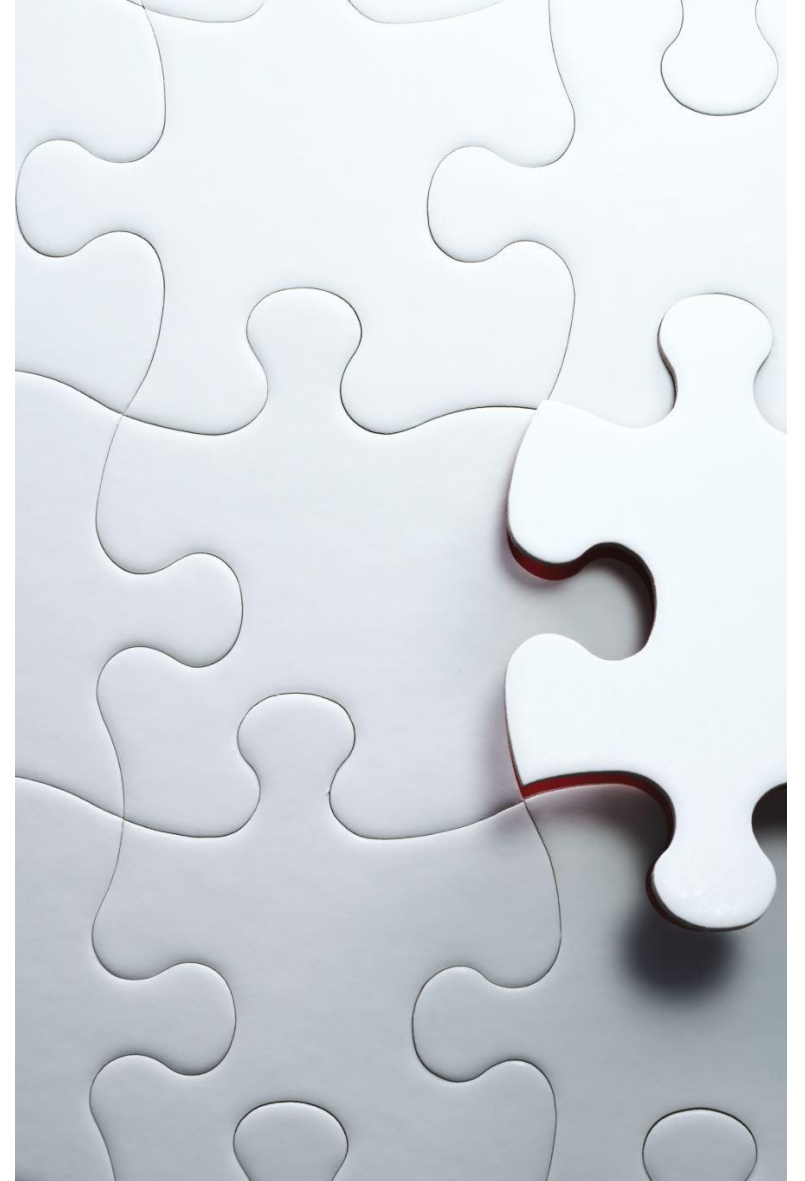
### After

- Digitally **submit 1 consolidated budget package and 1 TP agreement across the ministry using TPON.**
- MCCSS staff collaborate to electronically review the submission and execute **a single integrated contract.**
- MCCSS **reduced the number of reports to only 2** (an interim and final report), added **greater financial flexibility** and **reduced the data elements collected by 30%.**

## Ministry of Education's Priorities & Partnerships Fund (PPF)

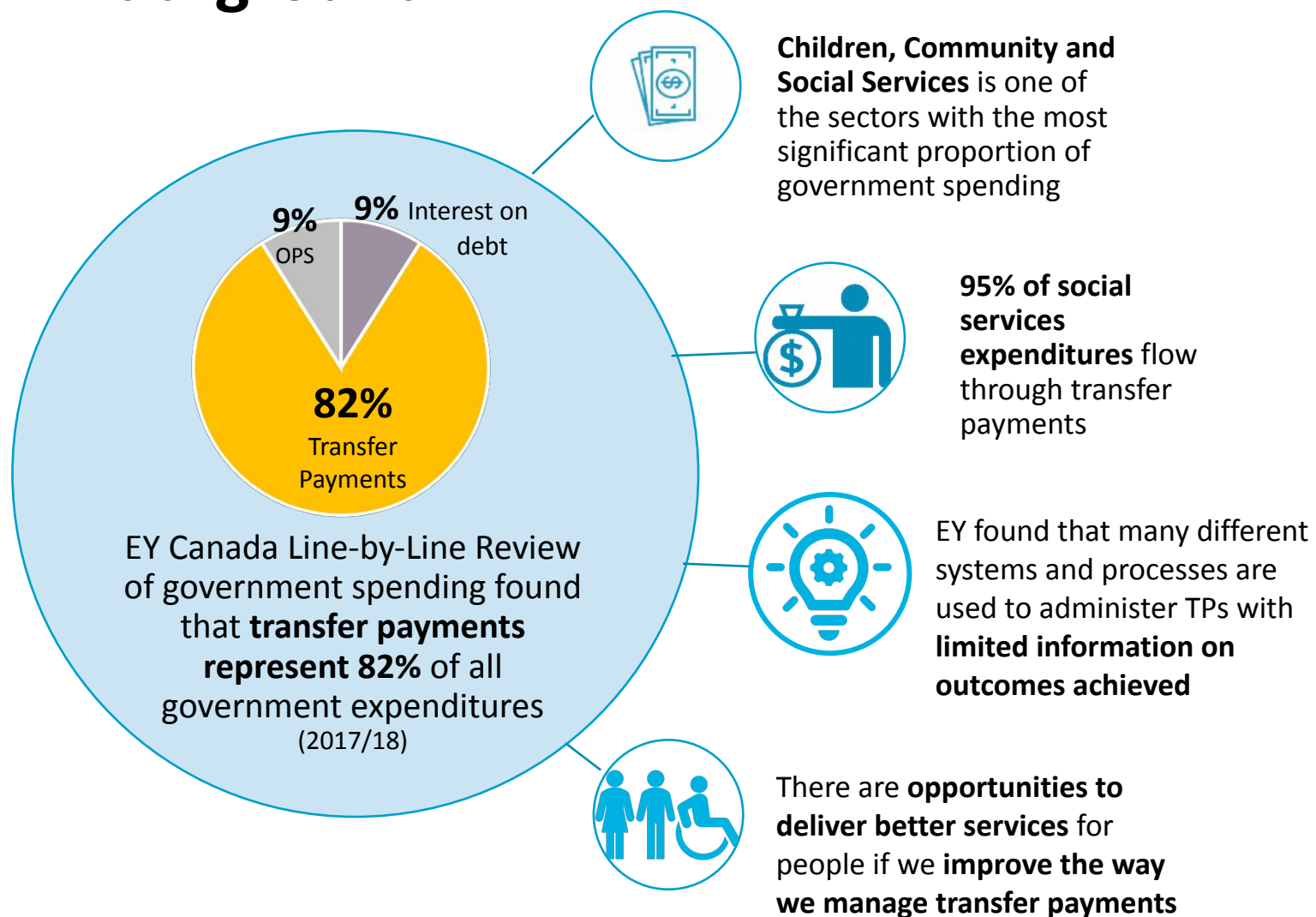
- Consolidated TP agreements across 17 programs for PPF, reducing the number of contracts by ~85% (483 agreements to 76)
- \$0 net new cost for the ministry
- Decommissioned an IT system in EDU that cost \$4 million to build and saved on future costs of building and sustainment for the ministry

# **Human and Social Services Transfer Payment Initiative (MCCSS)**





# Background



The **Human and Social Services Transfer Payment (HSS TP) Initiative** was created to act on these findings and create an efficient and coordinated approach to administering human and social service transfer payments.

The HSS TP **vision** is to create an efficient, effective and accountable human and social services system providing Ontarians with the right services at the right time.

The HSS TP Initiative is being led by the Ministry of Children, Community and Social Services and includes over **80 programs** from **10 ministries\*** and represents over \$8.6B in annual funding.

**Scope includes** human and social services programs funded through transfer payments by multiple ministries to support children, families and adults.

**Does not include** direct funding to individuals, capital funding or funding for First Nation-specific programming.

# Current Transfer Payment Environment is Complex



There is an absence of an overarching transfer payment administration strategy and governance framework



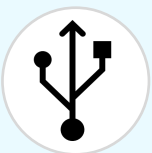
Roles and responsibilities for transfer payment management vary across programs and ministries creating potential inconsistency and inefficiencies



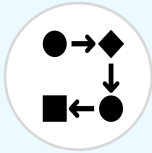
The capture, management, and sharing of internal transfer payment data is inconsistent and varies in quality and granularity impacting intelligence



Delivery models are highly decentralized and unstandardized which creates duplication and inconsistency

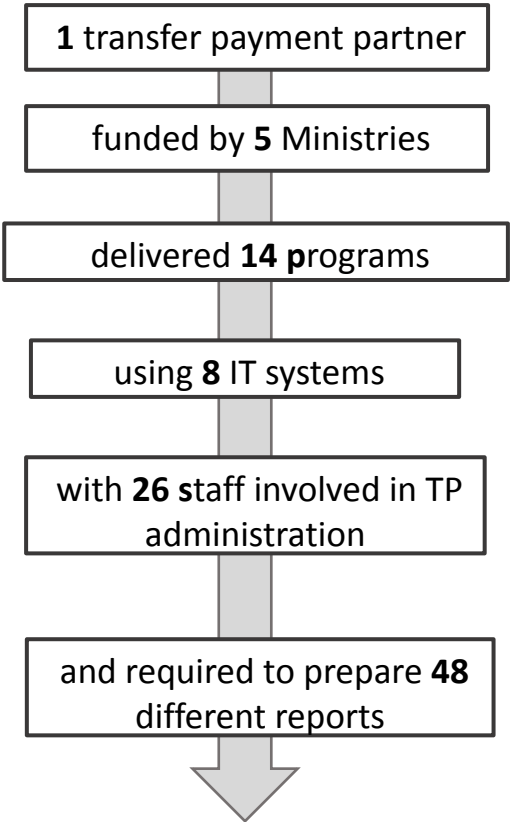
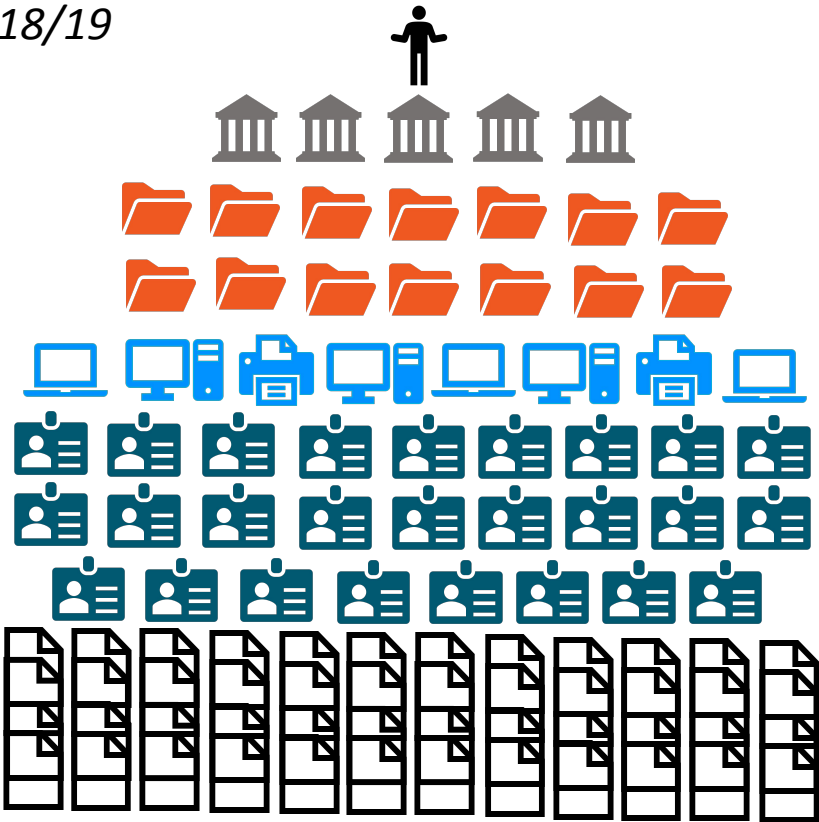


Technologies are siloed, underutilized, and inconsistent across the transfer payment system

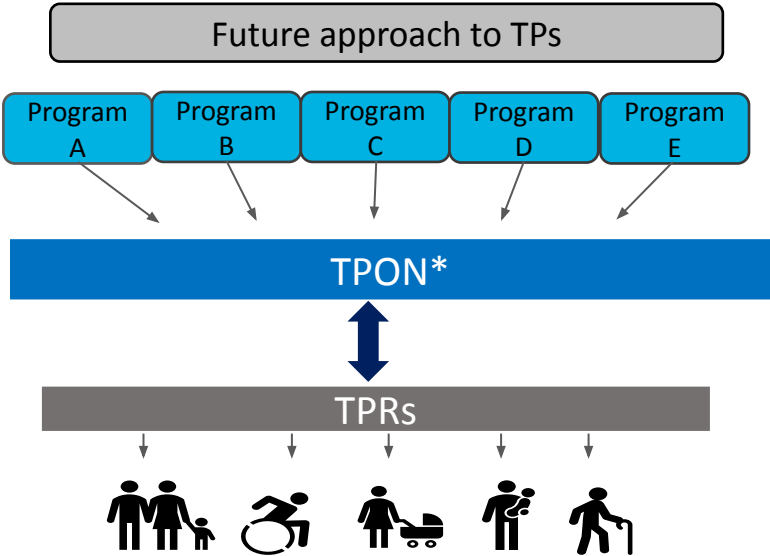
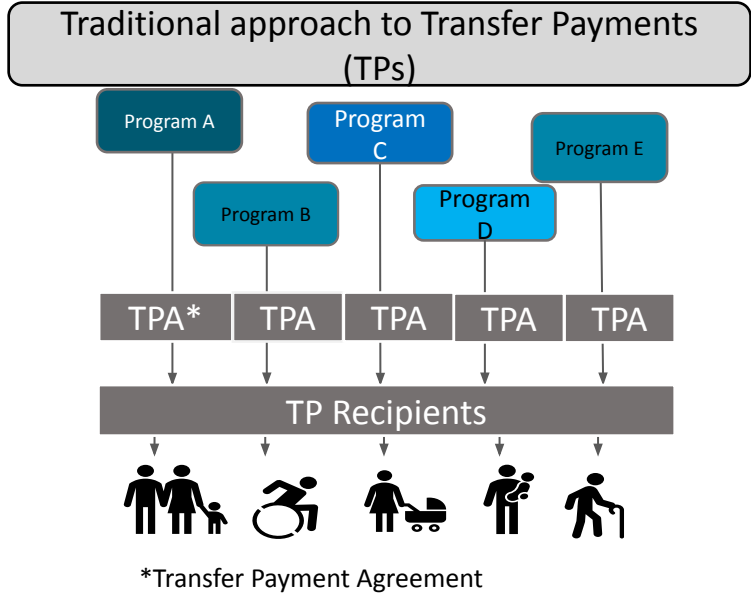


There is a lot of process complexity and variability across the business processes that support transfer payment administration

*Our transfer payment partners agree that the burden is real. Here is a example of what one transfer payment partner reported in FY 2018/19*



# Reducing Burden for TP Partners



\*TPON is an enterprise-wide, web-based case management system for all of Ontario's TP programs.

**Who are the external stakeholders impacted by this change?**

**What is the current situation?**

**What is the solution?**

**How is this change helping TP partners?**

**What does this change mean for TP partners?**

**What benefits will TP partners gain from this change?**

**What will help us change?**

\*Many TPRs are already using TPON

\*\* Efficiencies realized are intended to support more effective service delivery/focus on value-added activities. changes to funding allocations are not intended.

**3200 distinct TP partners**, including municipalities, non-governmental organizations and umbrella organizations are estimated to be positively impacted by the HSS TP Initiative.

TP partners receive funding from multiple ministries, with different processes and requirements, increasing duplication and administrative burden. This burden may impact the services delivered to end beneficiaries.

Part of the solution lies in moving towards a more integrated and standardized approach to TP administration across ministries to improve consistency and reduce administrative burden for TPRs and government staff.

By reducing administrative burden for TP partners so they can commit more time and resources to value added activities that will improve the delivery of human and social services for end beneficiaries.

TP partners will need to use a centralized IT system (TPON)\* and modify current business processes to align with standard business processes across all human and social service programs. We anticipate these changes will ultimately benefit TPRs.

Reduced administrative burden; improved data quality; improved user experience, and increased savings and efficiencies.\*\*

TP partners will be provided with tools and resources to manage any changes, including access to information, training and a customer support line for any technical questions.

# Phase 1 Goals and Successes

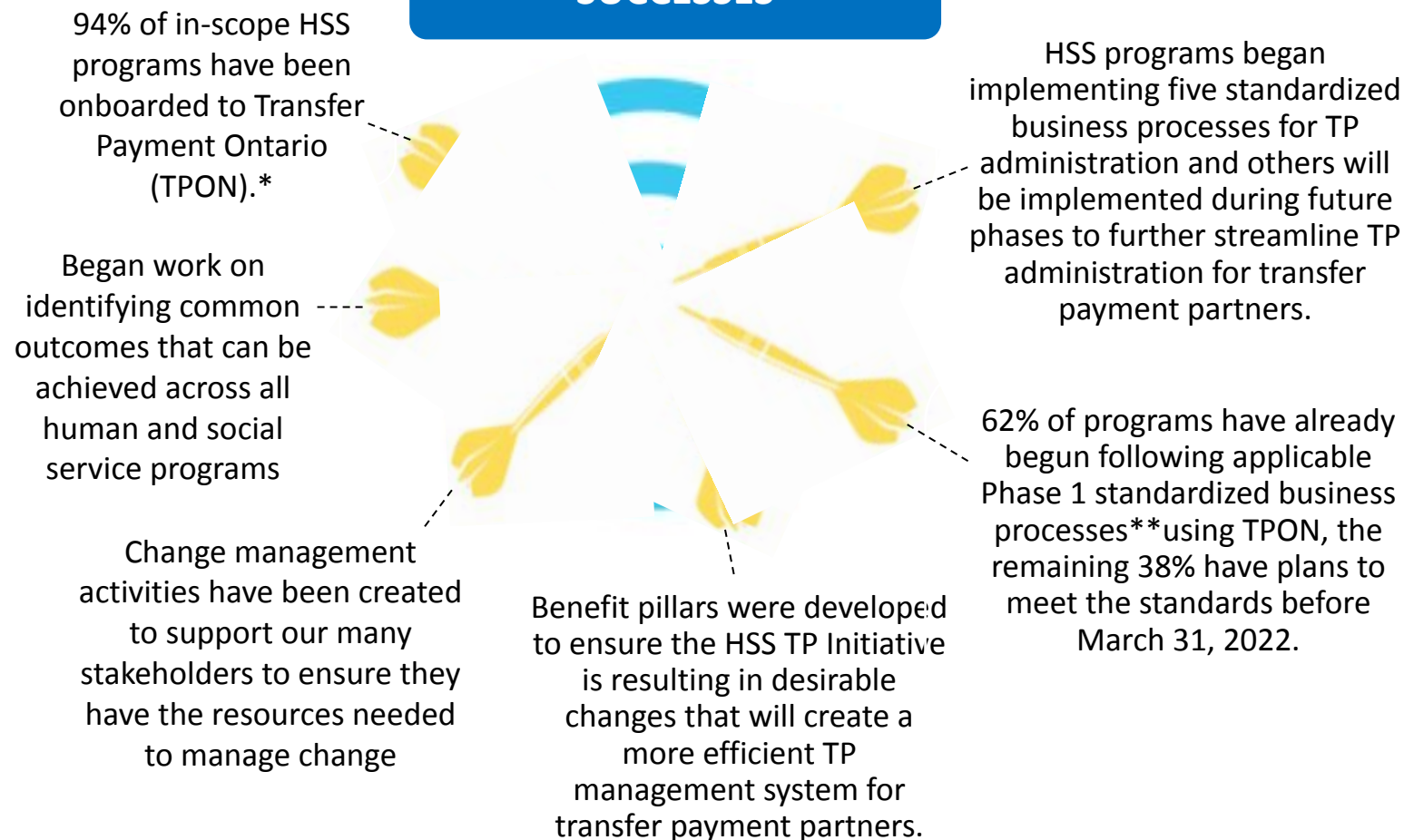
*A phased approach was taken to begin making progress towards the vision of achieving a more efficient human and social services system.*

## GOALS:

*The following goals were identified to create consistency and streamline transfer payment management for transfer payment partners and government staff.*

1. **Onboard 80 in-scope programs** to a single, digital technology platform - Transfer Payment Ontario (TPON) – for transfer payment (TP) administration.
2. **Implement initial phase of standardized business processes** for TP administration.
3. **Developing an HSS Common Outcomes Framework** as a foundational tool and a single measurement framework that will outline priority areas for the HSS sector.
4. **Provide Change Management tools** to support transfer payment partners with the transformation underway across the sector.

## SUCCESSES








\*Programs were onboarded to TPON as a result of the HSS TP Initiative and other related TP modernization initiatives underway within government

\*\*Not all programs aligned to all five standards by March 31, 2021; some had business rationale requiring flexible implementation to respect the integrity of the initiative as well as partner needs (e.g. deferral, principled variation)

# Developing Standard Business Processes

*Standards are repeatable and consistent ways of working to simplify processes and reduce variation. For Phase 1 of this Initiative, five standards were co-designed across provincial ministries and reflect important considerations that have been raised by transfer payment partners. Each standard is anticipated to result in benefits for both the government and transfer payment partners.*

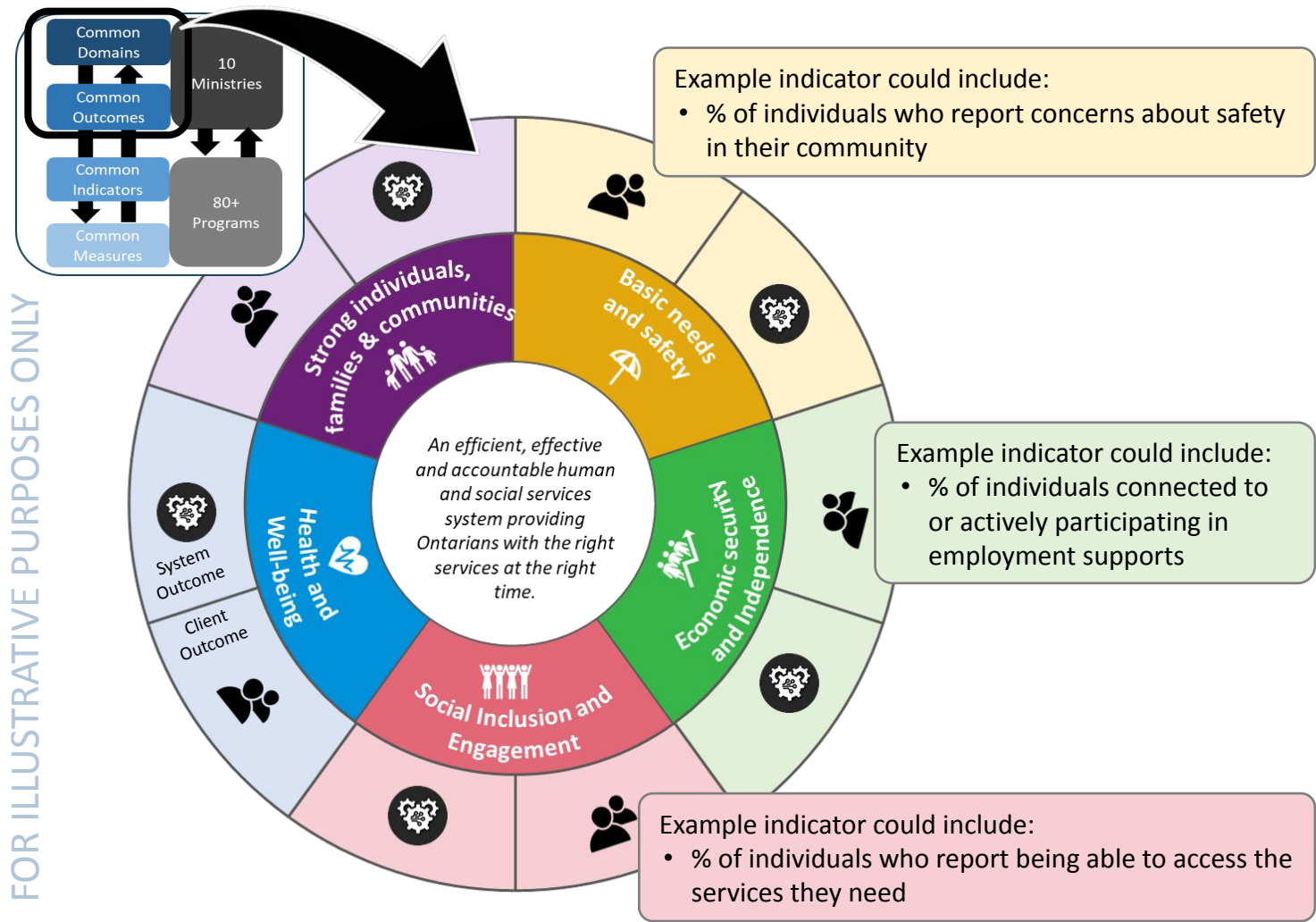
Overarching Benefits Pillars	Phase 1 Standards	Expected Benefits for TP partners
Reduced administrative burden	1) Transfer payment agreement contracting will be done on TPON.	 Reduction in process time and manual process steps so that less time is spent on administrative activities.
Increased savings and efficiencies	2) TPR partners are to electronically approve their HSS contracts using TPON. This will reduce time and effort spent obtaining approval for contracts.	 Cost savings associated with improvements made to TP administrative processes.*
Improved data quality and visibility	3) TPON will be used by ministries to disburse funding to TP partners offering TP partners better visibility of all their HSS program funding in one place.	 Reduction in number of IT systems to manage transfer payment agreements.
Improved user experience	4) TP partners will upload report-back documents through TPON to reduce time spent sharing documents with the province in different formats using different channels i.e. e-mail, fax.	 Improved user experience.
Improved line of sight between investments and outcomes	5) TPR partners will submit business documents in TPON allowing HSS ministries to access them in one place, preventing TP partners from submitting the same documents to different ministries.	 Better line of sight between investments and outcomes, improves access and visibility of data which can be leveraged to support evidence-based decision making.

\* Efficiencies realized are intended to support more effective service delivery/focus on value-added activities, changes to funding allocations are not intended.



# Human & Social Services Sector Common Outcomes Framework (COF)

A single measurement framework and sector-wide tool all programs can integrate with and align against. It will provide a foundation and strategic-lens to achieve greater consistency in policy, program development and measurement.

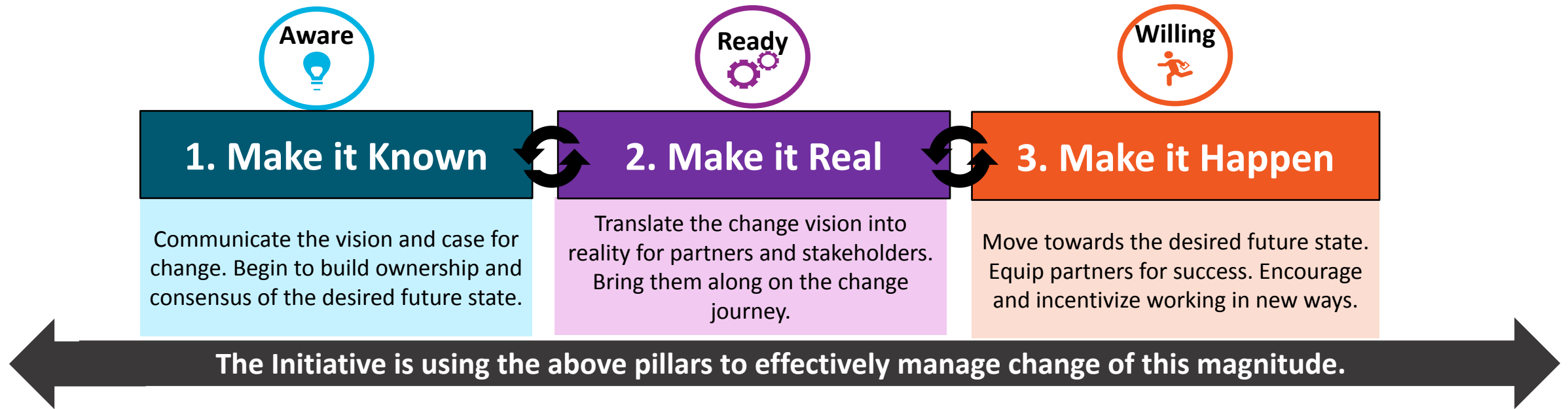


## Core Development Principles

- Focus on areas of maximum benefit for people, TPR partners, and government using a client-level and system-level lens.
- Engage and collaborate with partners
- Assess current state and identify opportunities for refinement by consulting end users.
- Recognize business requirements vary by program; understanding and managing variation is a requisite for standardization.
- Build and validate from what already exists; monitor and make required adjustments.
- Start small, set time for development, refine, and scale.

# Change Management

*The HSS TP Initiative is a complex project that requires changes to business practices and processes.*



## *Helping TP partners manage change*



**6500 funding relationships and 3200 distinct TPR partners** including Municipalities, NGOs and Umbrella Organizations are estimated to be impacted by the HSS TP Initiative

- ✓ Taking a phased approach to project implementation to prevent overburdening TP partners
- ✓ Developed an external communications toolkit for ministries to share with TPR partners including an HSS TP Stock deck and FAQs.
- ✓ Prepared a resource for TPR partners describing Phase 1 HSS TP standards and how to access [TPON change management/training resources](#) to support them with this change.
- ✓ Working with provincial colleagues to offer TPON training sessions for TPR partners.
- ✓ Arranging meetings with municipal partners, umbrella organizations, and several TP partners to inform them about work underway and seek their feedback on TP process improvements.

# Phase 2: Priority Areas Being Explored

Phase 2 of the HSS TP Initiative aims to further decrease the administrative burden for government and transfer payment partners by implementing efficient and standardized processes related to risk and accountability, data and information, contracting and payment processing.

## Emerging priorities for Phase 2

### Phase 1 Stabilization

- ★ Implement remaining Phase 1 standards.
- ★ Monitor and implement suggested improvements identified by partner ministries and transfer payment partners.

### Priority HSS TP Objectives



Reduce Administrative Burden for transfer payment partners



Reduce Administrative Burden for Ministries



Enhance Alignment in accountability practices across the Human and Social Service TP Sector

### Priority Standards and Themes



Outcomes and Performance Measurement



Risk and Oversight



Financial Processes



Contracting Alignment



# Moving Forward

*We are currently planning for longer-term opportunities by:*

- ❑ Continuing to work on advancing the **common outcomes framework** and identifying common outcomes that can be achieved across all human and social service programs
- ❑ Reviewing standardization opportunities to **implement during the next phase of the initiative (planning is underway and any feedback received from ONN members will help inform these activities)**
- ❑ **Continuing to engage** internally and externally to inform our many stakeholders about work underway and equip partners with necessary tools and resources to manage change

