TREASURY BOARD / MANAGEMENT BOARD OF CABINET REQUEST ASSESSMENT NOTE

Ministry:	Community and Social Services (MCSS) & Energy (ENE)
Meeting Date:	December 19, 2017
Agenda Class:	Discussion
Last reviewed by:	**Tracking to:** Cabinet, January 17, 2017

SUBMISSION TITLE:	Increasing Social Assistance (SA) clients Enrolment in the Ontario Electricity Support Program (OESP) – Phase II

I. DECISION BEFORE THE BOARD

- MCSS and ENE are reporting back to provide an update on the implementation status of the strategy for increasing enrolment of SA clients in the OESP; and requesting additional resources to expand staffing capacity and, to develop a strategy to enrol First Nations Ontario Works clients in the OESP.

II. RECOMMENDATIONS:

Receive the report back with updated information on the implementation status of the strategy for increasing enrolment of SA clients in the OESP (Phase I); and proposal for Phase II including resource requirements to further support the enrolment of SA clients in the OESP.	*Receive*
Approve an increase of $1,046,100, including $145,400 in Salaries and Wages, in 2017-18 to support the enrolment of SA clients in the OESP, fully offset by a corresponding decrease in ENE's allocation for OESP.	*Approve*
Approve an increase of $283,300 in 2017-18 to support the enrolment of First Nations Ontario Works clients in the OESP, fully offset by a corresponding decrease in ENE's allocation for OESP.	*Approve*
Approve an increase of 10 temporary FTEs in 2017-18 only, to expand staffing capacity to support increasing enrolment of SA clients in the OESP.	*Approve*
Note that through the preliminary allocations, MCSS has received an increase of $1,557,700, including $655,000 in Salaries and Wages in 2018-19 to support the enrolment of SA clients in the OESP, fully offset by a corresponding decrease in ENE's allocation for OESP.	*Note*
Note that MCSS will report back in the 2019-20 PRRT on annualized base requirements to support the ongoing integration of OESP enrolment into the SA intake and case management process.	*Note*
Direct the Ministry to seek appropriate I&IT project and related procurement approvals to support the electronic enrolment in the OESP.	*Direct*
Direct MCSS to report back through the quarterly reporting process with updated information on the status of the implementation, number of SA clients that have been enrolled in the OESP, barriers to enrolment, and spending to date.	*Direct*
Direct the Ministry to work with Treasury Board Secretariat (Behavioural Insights Unit, Centre of Excellence for Evidence-Based Decision Making) to accelerate/maximize program uptake and report back to TB/MBC with progress updates and resource requirements in the 2019-20 PRRT.	*Direct*

III. Financial Summary

$ Millions	2017-18	2018-19	2019-20
Initiative cost requested	1.3	1.6	TBD
Initiative cost recommended	1.3	0.0	TBD
Recommended program base	12,418.9	12,734.6	12,857.4
Offset Recommended	(1.3)	0.0	TBD
Total Fiscal Impact	0.0	0.0	TBD

IV. Key Comments and Considerations

Background

Information on OESP

OESP was implemented on January 1, 2016 and is administered by Ontario Energy Board (OEB). The objective of the program is to reduce electricity bills for lower-income households by providing a monthly credit to eligible customers based on after-tax household income and household size. (Details on the OESP support levels and eligibility criteria can be found in Appendix C).

Effective May 1, 2017, OESP credits were increased by 50% and eligibility criteria was expanded as part of Ontario's Fair Hydro Plan, with the goal of increasing program participation and providing support to more Ontarians. SA clients, like all applicants, currently may apply for OESP using one of three methods:

- Online Self-Serve Application,
- Assisted Online Application or Manual Application through over 170 social agency partners contracted across the province, or
- Self-Serve Paper Application.

Currently, OESP applications are processed through ICF Consulting Canada Inc., the third-party technology service provider.

When OESP was launched in January 2016, SA clients received cheque inserts about OESP. The ministry also provided a memo, Qs and As, training and an OEB digital toolkit (including brochures, backgrounders, office posters, etc.) to support staff in local offices to enrol SA clients in the OESP.

As of May 31, 2017, almost 200,000 Ontarians have been enrolled in the OESP, representing 35% of the total potentially eligible population.

Ministry's Request – July 2017 TB/MBC Submission (Phase I)

In the first submission that was presented to TB/MBC in July 2017, MCSS had requested 50 temporary FTEs to staff the dedicated team to enrol eligible SA clients in the OESP, until the expected implementation of the automated enrolment system can be completed in summer 2018.

TB/MBC approved 20 temporary FTEs and funding of $2.2 million in 2017-18, which was fully offset by a corresponding decrease in ENE's allocation for OESP; and noted that MCSS and ENE may report back in Fall 2017 with updated information on outcomes of the Phase I of enrolment activities and a proposal for Phase II that would include resource requirements. TB/MBC also noted that MCSS and ENE would report back in the 2018-19 PRRT process to request for an extension of these staffing resources into 2018-19. (Details on the TB/MBC Minute from July 2017 TB/MBC Submission can be found in Appendix D).

Update on the Implementation Status related to July 2017 TB/MBC Submission (Phase I)

The ministry has indicated that the **recruitment for the dedicated team of 20 FTEs was completed in early October**. The team's initial outreach to existing SA clients focused on the Toronto Region which had the lowest percentage of OESP uptake (approximately 18 percent of the region's cases with utility expenses reported in SAMS are enrolled in the OESP); and expanded the outreach province-wide at the end of October. (Appendix E provides details on the distribution of SA clients with utility expenses by region, including the number of SA clients that have been enrolled in the OESP).

The ministry has also employed several outreach methods to increase OESP enrolment of existing SA clients, including cheque inserts, targeted letters and outbound/inbound calls.

In addition, the ministry has implemented strategies to make it easier for SA clients to provide information to the dedicated team (e.g., verbally or electronically by taking a picture of the utility bill with a smartphone and emailing it to the dedicated team). Similarly, client consent can be given verbally over the phone or in the local office, or in writing for the purposes of OESP enrolment.

Based on the data match between SAMS and OEB ICF System, there are approximately **113,600 SA clients who are eligible for OESP however, only 20% have been enrolled in the OESP** (e.g., approximately 90,400 individuals receiving SA are not in receipt of OESP credits).

The ministry has identified the following **barriers that may explain the low enrolment numbers** of SA clients in the OESP:

- SA clients have to go through a separate application and eligibility determination, for OESP,
- OESP application process considers the household and not the individual/family unit (e.g., SA client who shares accommodation would be required to provide the personal information of their roommate), and
- The channels to apply for OESP were perceived as a barrier (e.g., focus on online applications, intake sites that were unfamiliar to SA clients, negative client experience with having to identify themselves on social assistance to someone outside of Ontario Works Ontario Disability Support Program office, client barriers in navigating through the portals independently without the assistance of their caseworkers).

Recent enrolment activities: As of November 10th, the dedicated team has enrolled a total of 1,798 SA clients in the OESP, with an additional 1,066 in progress (e.g., represent a combined total of 39 percent of SA clients that the dedicated team spoke with). Based on the OESP credit matrix, this translates to approximately $1.5 million to $4.9 million in OESP rebates over two years (OESP eligibility period) for individuals on SA.

In addition, based on the average ODSP and Ontario Works intake, the ministry is forecasting approximately 138 new client referrals per day from local offices for enrolment, as the referral process gets fully underway.

MCSS has indicated that **the existing staffing capacity is not adequate to allow the ministry to reach out to all existing SA clients and help them enrol in the OESP.**

MCSS has requested in the 2018-19 PRRT submission to extend the 20 temporary FTEs to 2018-19 to continue OESP implementation. TBS is recommending approval-in-principle.

Ministry's Request - December 2017 TB/MBC Submission (Phase II)

FTEs Request

MCSS is requesting an increase of 10 temporary FTEs in 2017-18 and noting a request as part of the 2018-19 PRRT wrap-up for 30 temporary FTEs in 2018-19 to increase the capacity of the dedicated team in order to further support outreach efforts, back office enrolment activities, and implementation of the automatic enrolment system (expected completion in summer 2018).

These FTEs are anticipated to be phased in starting in January 2018, with the full complement (30 FTEs) in April 2018. The dedicated team will continue to work with local ODSP and OW offices to: effectively integrate OESP enrolment into the intake process for new clients (interim measure); collect the required utility information from existing SA clients; and help them enroll into the program. The dedicated team is expected to wind down in Q2 2018-19 as the SAMS/OESP interface is established to allow for automatic enrolment of SA clients in the OESP.

The ministry anticipates that the additional capacity would allow the dedicated team to achieve the following outcomes (see Appendix E for more details):

- Complete outreach (inbound/outbound calls) to all existing SA clients (current capacity would allow the ministry to reach out to only 42% of existing SA clients),
- Enrol up to 37,200 existing SA clients by June 2018 (vs. 23,600 under current capacity), and
- Enrol up to 19,500 new referrals from local offices.

The ministry has also indicated that the increased capacity of the dedicated team would allow the ministry to complete OESP applications for as many SA clients as possible, and minimize front line workload impact after the wind down of the strategy (dedicated team) in summer 2018. After the temporary dedicated team terminates operations in summer 2018, the remaining existing SA clients wishing to enrol in the OESP would be managed by SA staff at local offices through regular case management.

Strategy for Increasing Enrolment of First Nations Ontario Works Clients in the OESP

The ministry is also requesting an increase of $0.28 million in 2017-18 and $0.27 million in 2018-19 to develop a strategy for increasing enrolment SA clients residing in First Nations communities. The ministry has engaged the Ontario Native Welfare Administrators Association (ONWAA) to potentially provide supports to Ontario Works delivery partners and clients for the OESP enrolment. The estimates are based on an initial discussion with ONWAA and include resources for additional ONWAA staff that would conduct intake sessions for First Nations Ontario Works clients, as well as provide information sessions and training support to the First Nations Delivery partners. The ministry will report back on the final approach once the strategy has been finalized (next discussion with ONWAA is being held in late November).

Financial Request/Analysis

The ministry has identified new resource requirements of $1.3 million in 2017-18 and $1.6 million in 2018-19; which would be fully offset by a corresponding decrease in ENE's allocation for OESP.

ENE has confirmed that none of this allocation has been spent on administration to date. The request by MCSS is the second draw down of funding allocated for this initiative. (TBC)

The table below provides revised costing details for FTEs and other operating expenditures.

Costing ($000's)	Original Approval		Revised		Additional Requirements	
	2017-18	2018-19	2017-18	2018-19	2017-18	2018-19
Salaries & Wages	**741.9**	**655.0**	**887.2**	**1,501.2**	**145.4**	**846.2**
ODOE - FTE Related:						
ODOE (13%)	96.4	85.1	115.3	195.2	18.9	110.0
Accommodations (LHI and CFA)	65.0		296.3	125.0	231.3	125.0
I&IT User Seat	91.2	79.6	136.8	206.8	45.6	127.2
ODOE - Project Related:						
SAMS Interface	300.0	300.0	523.0	342.0	223.0	42.0
Database / Electronic Referrals	250.0	250.0	597.0	197.1	347.0	(52.9)
Telephony System	278.1	138.0	278.1	138.0	-	-
Project Costs	353.1	50.0	388.1	176.8	35.0	126.8
ODOE Sub Total	**1,433.9**	**902.7**	**2,334.6**	**1,380.8**	**900.8**	**478.1**
Transfer Payment:						
First Nations strategy/supports			283.3	274.0	283.3	274.0
TOTAL	**2,175.8**	**1,557.7**	**3,505.2**	**3,156.1**	**1,329.4**	**1,598.4**

Note: Salaries & Wages includes 6% in lieu of benefits. Costing is based on the assumption of 30 FTEs including 28 FTEs for dedicated team (08OAD), and 2 Manager with annual salaries of $52,947 and $99,025, respectively.

Note: Accommodations estimates are $200,000 LHI and $125,000 CFA (prorated from January 2018 in 2017-18)..

Note: Project costs include staggered mailing of 3,500 letters per week, posters/brochures and integrated project management.

<u>I&IT Request</u>

MCSS is working with the OEB, ICF (third party service provider) and I&IT Cluster to develop an interface between SAMS and the OESP technology system to allow for the automatic enrolment of SA clients in the OESP. The project is currently in the business requirements and design specification development stage, with targeted completion date for summer 2018.

MCSS has noted that any long-term needs for the database will have to be re-assessed once the SAMS enhancements are implemented. (TBC)

The ministry will need to seek appropriate project and related procurement approval for the SAMS enhancements.

The telephony component will be integrated with the SAMS telephony and will leverage the MGCS Enterprise Contact Centre. (TBC)

The table below provides revised costing details related to the I&IT requirements in 2017-18 and 2018-19.

I&IT Costs ($000's)	Original Approval		Revised		Additional Requirements	
	2017-18	2018-19	2017-18	2018-19	2017-18	2018-19
I&IT User Seat (ongoing)	71.9	71.9	107.8	179.7	35.9	107.8
I&IT User Seat (one-time)	19.3	7.7	29.0	27.1	9.7	19.3
SAMS Interface	300.0	300.0	523.0	342.0	223.0	42.0
Interim Database / Electronic Referrals	250.0	250.0	597.0	197.1	347.0	(52.9)
Telephony System	278.1	138.0	278.1	138.0	-	-
TOTAL	**919.4**	**767.6**	**1,535.0**	**883.9**	**615.6**	**116.3**

Note: In July 2017, MCSS had indicated that costs are preliminary estimates and are subject to change based on detailed assessment of requirements.

<u>Lease and Accommodation Request</u>

As a result of the increased number of FTEs proposed (see FTEs Request section above), the Ministry's accommodations requirements have increased accordingly.

MCYS has identified a government-owned leased space in North Bay, with an operating lease cost of $125,000 per year. A Real Estate Options Analysis (REOA) has been completed, and the request would not result in an increase to the government's space baseline.

The Ministry's request also includes $55,000 in leasehold improvements and the purchase of $145,000 in furniture and office chairs for the leased space. Leasehold improvements would be treated as operating expense as the request is below the capitalization threshold.

[Placeholder: TBS OPCD analysis of whether furniture / chair costs >$100K should be capitalized, with asset owned by MCSS]

Communications Plan

The ministry has developed a communications plan to increase awareness of the program among SA clients as well as, provide resources (e.g., OESP posters/brochures, Qs&As, job aids) to staff at local Ontario Works and ODSP offices to enroll SA clients in the OESP.

In August 2017, the ministry had reached out to all SA clients through cheque inserts.

In addition, the ministry is implementing a staggered mailing of targeted letters to SA clients. As of November 16, 11,300 letters have been mailed to SA clients. The ministry will be increasing the mail-outs from 1,800 to 3,500 letters per week starting in December 2017, to be able to reach out to all SA clients by June 2018.

Also, a 1-800 number has been deployed to allow existing SA clients wishing to enrol in the OESP to contact the dedicated team directly.

The ministry will also be using social media (Twitter, Facebook, MCSS Website) to continue to raise awareness of OESP.

Furthermore, the ministry has actively engaged with its municipal partners including Consolidated Municipal Service Managers (CMSMs) and District Social Services Administration Boards (DSSABs) across the province to promote client awareness, as well as to support staff in providing program information and enrollment processes. (TBC)

Performance Measures

This initiative is designed to support the Fair Hydro Plan objective of substantially increasing uptake of OESP. In addition to the objective of the Fair Hydro Plan, the ministries are encouraged to measure outcomes related to:

- Raising awareness of OESP for Social Assistance clients,
- Increasing uptake of OESP amongst Social Assistance clients, and
- Providing a more 'seamless' client experience.

While the ministry has employed several methods for active outreach to SA clients and support their enrolment into OESP, it is important to note that 100% client enrolment outcome would be difficult to achieve.The success rate is dependent on individuals responding to the ministry's outreach activities and/or consenting to enrol in the OESP.

The ministries may consider engaging with TBS's Behavioural Insights Unit, who can provide expert advice and offer support conducting trials related to opportunities for increasing enrolment in government programs (e.g. scripting of calls, developing mail outs, etc.).

MCSS has committed to conducting issues management to ensure implementation challenges are addressed and do not impact the desired outcomes.

Risks/Considerations

It is recommended that MCSS work with the Behavioural Insights Unit in Treasury Board Secretariat's Centre for Evidence-Based Decision Making to explore innovative approaches to increase OESP take-up. The Behavioural Insights Unit may be able to work with the ministry to design and evaluate tailored interventions. Potential options identified by the Behavioural Insights Unit include:

- Using existing SA notification channels to notify SA clients know about the program, with behaviourally informed action prompts ("nudges") and information on how to apply;
- Sending behaviourally informed text messages to SA clients to let them know about the program and how to apply;
- Having the case workers be the conduit to increase awareness of the program and helping the SA clients get started with the application process;
- Reaching out to low income Ontarians through non-traditional means, such as behaviourally informed information posted on food banks, etc. to increase awareness of the program and take-up.

In addition, there is a risk associated with potential variability in anticipated outcomes (e.g., projected number of completed applications) primarily due to the requirement for client consent and for clients to provide additional information to complete OESP enrolment (e.g., utility bill).

Mitigation strategy identified by MCSS:

- The ministry will closely monitor the progress of the dedicated team and uptake in the program, and
- The ministry has introduced strategies to make it easier to capture utility bill information by the dedicated team (e.g., verbally or electronically such as a picture of the utility bill with a smartphone and email it to the team). Similarly, client consent can be given verbally over the phone or in the local office, or in writing for the purposes of OESP enrolment.

(More detailed description of the ministry's assessment of risks can be found in Appendix G)

Name of analyst:	Ather Saeed	**Phone number:**	(416) 327-2181
Date:	December 13, 2017	**Log number:**	
Branch / Division:	Health, Social and General Government Branch / Education, Resources and Economic Development Branch, OEMD, with input from the Centre of Excellence		

APPENDIX A: PROPOSED MINUTE

Approve the ministries request for resources to support increasing the enrolment of Social Assistance clients' in the Ontario Electricity Support Program (OESP).

In this regard, the Board:

i. Approve an increase of $1,046,100, including $145,400 in Salaries and Wages, in 2017-18 in Direct Operating Expenses – Adult Services Program – Financial and Employment Supports – Ministry of Community and Social Services (Vote/Item 702-03) fully offset by a corresponding decrease in Ontario Electricity Support Program Transfer Payment – Electricity Price Mitigation – Ministry of Energy (Vote/Item 2905-01).

ii. Approve an increase of $283,300 in 2017-18 in the Ontario Works Financial Assistance Transfer Payment – Adult Services Program – Financial and Employment Supports – Ministry of Community and Social Services (Vote/Item 702-03) fully offset by a corresponding decrease in Ontario Electricity Support Program Transfer Payment – Electricity Price Mitigation – Ministry of Energy (Vote/Item 2905-01).

iii. Approve an increase of 10 FTEs in 2017-18 in the Ministry of Community and Social Services for the increased capacity of the Social Assistance Team for OESP to support enrolment of social assistance recipients into OESP.

iv. Direct the Ministry to seek appropriate I&IT project and related procurement approvals to support the electronic enrollment into the OESP.

v. Direct the Ministry to report back through the quarterly reporting process with updated information on the status of the implementation, number of SA clients that have been enrolled in the OESP, barriers to registering in the OESP, and spending to date.

vi. Direct the Ministry to work with Treasury Board Secretariat (Behavioural Insights Unit, Centre of Excellence for Evidence-Based Decision Making) to accelerate/maximize program uptake and report back to TB/MBC with progress updates and resource requirements in the 2019-20 PRRT.

APPENDIX B: FINANCIAL TABLE

FINANCIAL IMPACTS: CHANGES TO EXPENSE AND REVENUE				TABLE B1
		Fiscal Plan Basis		*Voted Appropriations Basis*
$ Millions	**2017-18**	**2018-19**	**2019-20**	**2017-18**
Initiative cost recommended	1.3294	0.0000	0.0000	1.3294
Expense changes:				
Financial and Employment Supports (Vote/Item 702-03)	1.3294	0.0000	0.0000	1.3294
Ontario Electricity Support Program (Vote/Item 2905-01)	(1.3294)	0.0000	0.0000	(1.3294)
Total Fiscal Impact	**0.0000**	**0.0000**	**0.0000**	**0.0000**

APPENDIX C: OESP AMOUNTS AND ELIGIBILITY CRITERIA (PHASE I)

OESP Monthly Credit Amounts by Household Income Level[1] (Effective May 1, 2017)

Household Income (After Tax)	Household Size (Number of people living in household)						
	1	2	3	4	5	6	7+
$28,000 or less	$45	$45	$51	$57	$63	$75	$75
$28,001 – $39,000		$40	$45	$51	$57	$63	$75
$39,001 – $48,000			$35	$40	$45	$51	$57
$48,001 – $52,000					$35	$40	$45

1) The OESP on-bill credit amount will depend on how many people live in the house and the combined household income after tax.

OESP Monthly Credit Amounts by Household Income Level – Energy Intensive[1] (Effective May 1, 2017)

Household Income (After Tax)	Household Size (Number of people living in household)						
	1	2	3	4	5	6	7+
$28,000 or less	$68	$68	$75	$83	$90	$113	$113
$28,001-$39,000		$60	$68	$75	$83	$90	$113
$39,001-$48,000			$52	$60	$68	$75	$83
$48,001-$52,000					$52	$60	$68

1) The OESP offers a higher level of assistance for customers who need to use more power because their home is electrically heated, or they rely on an approved medical device requiring a lot of electricity.

OESP Eligibility Criteria

Who can apply?	The OESP is available to all lower-income customers who have accounts with electricity distributors or unit sub-meter providers. The Ontario Native Welfare Administrators Association (ONWAA) is available to assist Indigenous households with their applications. Eligibility for applicants is based on household income and household size.
Which medical devices qualify for a higher level of assistance?	The following medical devices will qualify an applicant for higher level of assistance: • Kidney Dialysis Machine • Mechanical Ventilators (invasive and non-invasive) • Oxygen Concentrator
How long is the OESP eligibility period?	Eligible consumers need to re-qualify every 2 years (or whenever their personal circumstances change), while CPP permanent disability pension recipients have an eligibility period of 5 years.
Other considerations	To be counted in customer’s household total, residents must reside in the home for 6 months or more per year. The OESP is for the primary residence only, the one that customer lives in for more than 6 months of the year.

APPENDIX D: PROPOSED MINUTE - JULY 2017 SUBMISSION (PHASE I)

Approved resources to support increasing the enrolment of Social Assistance clients onto the Ontario Electricity Support Program (OESP).

In this regard, the Board:

- Approved a Treasury Board Order, under the authority of the Financial Administration Act, in the amount of $2,175,800, including $741,900 Salaries and Wages in 2017-18 in Direct Operating Expenses – Financial and Employment Supports (Vote/Item 702-03), offset from the Ministry of Energy, Ontario Electricity Support Program Transfer Payment (Vote/Item 2905-01), to support the enrolment of Social Assistance clients in the OESP.

- Approved 20 temporary FTEs in MCSS in 2017-18 only to support the regional and centralized activities to enroll Social Assistance clients into the OESP.

- Noted that the Ministry of Community and Social Services will request, as part of 2018-19 PRRT, approval for an increase of $1,557,700, including $655,000 in Salaries and Wages in 2018-19 in Direct Operating Expenses – Financial and Employment Supports (Vote/Item 702-03) fully offset by a decrease of $1,557,700 in the Ontario Electricity Support Program transfer payment (Vote/Item 2905-01) to support the enrolment of Social Assistance clients into the OESP.

- Noted that MCSS and ENERGY will work together to confirm the number of SA clients not enrolled in OESP and other information related to the barriers to registering for OESP.

- Noted that depending on outcomes in Phase One of the enrollment plan MCSS may report back in Fall 2017 with updated information on outcomes of the first phase of enrollment activities, proposal for Phase Two that would include resource requirements including FTEs to support the enrolment of Social Assistance clients in the OESP.

- Noted that MCSS will report back to TB/MBC for approvals if an increase to the government's existing realty footprint is required to accommodate additional staff beyond the current approval of 20 FTEs, and for any capital accommodations costs.

- Directed the Ministry to seek appropriate I&IT project and related procurement approvals to support the electronic enrollment in the OESP.

- Directed the Ministry to report back through the quarterly reporting process with updated information on the status of the implementation plan, number of SA clients that have been enrolled in the OESP, barriers to registering in the OESP, spending to date, and resource requirements.

APPENDIX E: DISTRIBUTION OF SA CLIENTS BY REGION (PHASE II)

In the following table, the ministry has provided a distribution of SA clients with utility expenses by region, including the number of SA clients that have enrolled in the OESP (prior to the implementation of the strategy):

Region	Clients Enrolled into OESP*	Total Clients with Utility Expenses
Central East	2,115	11,201
Central West	2,196	11,691
Eastern	2,978	16,873
Hamilton Niagara	4,838	19,244
North East	992	4,330
Northern	1,507	7,438
South East	1,499	7,924
South West	4,414	19,725
Toronto	2,746	15,212
Total	**23,285**	**113,638**

*Enrolled into OESP as per data match (July 2017)

APPENDIX F: PROJECTED OESP ENROLMENT EXISTING AND NEW CLIENTS (PHASE II)

Total existing clients with utility expenses	**113,638**	
Less: enrolled in OESP	23,285	SAMS/OESP data match
Existing Client Baseline - July 2017	**90,353**	Unmatched cases
Add: avg. monthly intake with utility expense	2,425	1 month average
Less: avg. attrition August 2017 to June 2018	25,982	Avg. attrition rates 5.4% for OW and 0.5% for ODSP
Existing Client Baseline - Adjusted to June 2018	**66,796**	Adjusted Baseline (existing clients)

Options	FTEs	New Intake (Referrals)*	Existing Cases			Total Potential OESP Enrolment
			Client Outreach (inbound/outbound calls) **	# of Completed Applications	% of Existing Clients baseline Adjusted	Existing Clients + New Intakes
Current	20 FTEs	19,459	116,152	23,613	35%	43,072
Proposed	50 FTEs	19,459	278,334	37,193	56%	56,653

Note:

* New intakes projected to SAMS automation

** Client outreach as per business process/service standards (i.e. three attempts to reach a client).

Planning Assumptions

Outcome projections are based on the capacity (time and available FTE resources) and workload assumptions mapped along the dedicated team's three key activities (processing OESP referrals from local offices, receiving inbound calls and placing outbound calls), as follows:

- Average call times with each caller (2.5 minutes for outbound calls and 9.7 minutes for inbound calls);
- Average number of new ODSP and OW client referrals from local offices (approximately 138 referrals per day based on 15% of financially eligible new intakes for ODSP and OW);
- Average number of inbound calls per day from clients responding to targeted mailing (approximately 140 calls per day based on a 20% response rate and mailing strategy of 3,500 letters per week); and
- Using the remaining time to actively outreach to existing clients for a total of over 258,000 outbound calls. This would result in maximum outreach as per the current service standards/business processes (i.e. three attempts to contact a client through outbound calls).

APPENDIX G: RISK ASSESSMENT CONDUCTED BY THE MINISTRY (PHASE II)

Risk	Mitigation
Variability in anticipated outcomes, i.e. projected number of completed applications: - As the project is in its early stage and the reporting capability of the database is not yet fully operational, there is limited data to draw projections regarding performance. - Requirement for client consent and for clients to provide additional information to complete OESP enrolment, i.e. utility bill.	The ministry will continue to monitor the progress of the dedicated team as the referral process is operational province-wide, and provide updates on the OESP enrolment metrics for social assistance clients. Client consent can be given verbally over the phone or in the local office, or in writing for the purposes of OESP enrolment. The ministry introduced strategies to make it easier to capture utility bill information by the dedicated team, such as taking utility information verbally or suggesting that clients take a picture of the utility bill with a smartphone and email it to the team.
Sufficient capacity to handle inbound calls to ensure positive client experience (i.e. dropped calls, queue times, etc.).	The planning assumptions used to derive resource requirements were developed with the aim to achieve optimal capacity to handle inbound calls from existing clients, as well as support anticipated number of new client referrals from local offices. The ministry is actively monitoring contact centre performance metrics to ensure that they are in line with general call centre performance benchmarks (i.e. average wait times - 80% of calls answered within 20 seconds, dropped calls 5-8%). As the inbound calls are likely resulting from targeted mailing, the mailing schedule will be adjusted, as required, to align with the SA Team for OESP's capacity to manage resulting incoming calls.
Enrolment of existing clients that were not able/willing to enrol through the dedicated team during the interim period.	The ministry has employed several outreach methods to maximize OESP enrolment of existing clients, including cheque inserts, targeted letters and outbound/inbound calls. The business process for the outbound calls allows for three call attempts per client. After the dedicated team terminates operations, the remaining existing clients would need to be managed by social assistance staff at local offices through regular case management.
Potential delays in supporting the enrolment of Ontario Works clients in First Nations, as the dedicated team is unable to access client income information through SAMS to complete OESP forms.	MCSS has engaged the Ontario Native Welfare Administrators Association (ONWAA) and ENE in developing collaborative options to support the First Nations Ontario Works delivery partners and the OESP enrolment in First Nations communities. Potential options include ONWAA acting as an intake agency for Ontario Works clients in First Nations as well as providing training and support to First Nations Ontario Works delivery partners.