Ministry of Community and Social Services
&
Ministry of Energy

Joint Treasury Board Submission

Increasing Social Assistance Clients' Enrolment into the Ontario Electricity Support Program

July 25, 2017

1. Purpose of Request

The Ministry of Community and Social Services (MCSS) and the Ministry of Energy (ENE) jointly request that Treasury Board/ Management Board of Cabinet (TB/MBC) approve the following to support increasing the enrolment of Social Assistance clients into the Ontario Electricity Support Program (OESP):

- Approve an increase of $3.5M, including $1.7M in Salaries and Wages in 2017-18 in Direct Operating Expenses - Financial and Employment Supports (Vote/Item 702-03), fully offset by a decrease of $3.5M in the transfer payment line “Ontario Electricity Support Program” under Vote/Item 2905-01 Electricity Price Mitigation Programs to support the enrolment of Social Assistance clients into the Ontario Electricity Support Program;

- Note that MCSS will request, as part of 2018-19 PRRT, approval for an increase of $2.8M, including $1.5M 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 $2.8M in the transfer payment line “Ontario Electricity Support Program” under Vote/Item 2905-01 Electricity Price Mitigation Programs to support the enrolment of Social Assistance clients into the Ontario Electricity Support Program;

- Approve an increase of 50 Temporary FTEs in MCSS in 2017-18 and 2018-19 for a Dedicated Team and local office supports for the enrolment of Social Assistance clients into the Ontario Electricity Support Program;

- Note that MCSS will report back, as part of Q3 Reporting, on any changes required to project resources, as well as any ongoing resource requirements, including FTEs, to support the Ontario Electricity Support Program enrollment as part of the ongoing Social Assistance case management; and

- Note that MCSS will report back to TB/MBC for approvals if an increase to the Ministry of Infrastructure space baseline is required to accommodate new staff.

2. Need for Government Action at This Time

OESP is one of many low-income programs that can improve Ontarians’ financial and overall well-being by reducing their utility costs. This is especially true of individuals receiving Social Assistance whose overall household budget may be negatively impacted by hydro costs. However, Social Assistance clients may not be accessing OESP due to lack of awareness of the program and barriers to accessing and completing OESP applications (for example, lack of computer literacy or Internet access, separate application process, or requirement to print and mail consent forms)

Effective May 1, 2017, OESP credits increased by 50% and eligibility criteria have been expanded as part of Ontario’s Fair Hydro Plan, with the goal of increasing program participation and providing additional support to more Ontarians. These measures were approved in a March 1, 2017 Treasury Board Submission, which also provided for “additional measures to substantially increase take-up” of the OESP.

In support of this goal, MCSS is moving forward to improve co-ordination across provincial programs by streamlining the OESP application process for Social Assistance clients and actively supporting their access to OESP.

The approach to increase the Social Assistance clients' enrollment into OESP supports Human Services Integration objectives by promoting greater system and service delivery coordination, as well as aligns with the Poverty Reduction Strategy and supports the Premier's commitment to reduce hydro expenses, especially for the vulnerable populations.

MCSS is in the process of implementing a longer-term strategy which would enable electronic/automatic enrollment of Social Assistance clients into OESP beginning in Summer 2018. However, to ensure that the eligible Social Assistance clients start receiving OESP credits as quickly as possible, MCSS has developed an interim strategy with accelerated implementation timelines to enable MCSS staff to begin reaching out to the Ontario Works (OW) and the Ontario Disability Support Program (ODSP) recipients to support their enrollment.

Accelerated project timelines also allow MCSS to benefit from the momentum generated by recent public communications and ENE announcements regarding the Ontario Fair Hydro Plan and changes made to the OESP to increase credit amounts by 50% and expand program eligibility.

Amendments to *the Ontario Energy Board Act, 1998* and to the OESP regulation (O. Reg. 314/15) were made to enable MCSS to implement the strategy. These amendments will ensure MCSS processes for administering Social Assistance programs are sufficient for OESP purposes, and to ensure that Social Assistance clients (including members of benefit unit) with utility expenses who are financially eligible for Social Assistance are also deemed eligible for OESP.

3. Background

<u>OESP Overview</u>

OESP was implemented January 1, 2016, and is administered by the Ontario Energy Board (OEB). ICF Consulting Canada Inc. (ICF) is the third-party technology services provider the OEB has contracted to process OESP applications.

As part of Ontario's Fair Hydro Plan, effective May 1, 2017 OESP credits were enhanced by 50%. Additionally, income eligibility thresholds for some household sizes have been expanded. With the 50% increase, OESP now provides a monthly credit of up to $75 on eligible low-income households' monthly electricity bills. The maximum monthly credit can be increased to $113 for those ratepayers who have unique needs and special electricity requirements (e.g. Indigenous peoples and people using certain medical equipment or who use electric heat as primary source of energy).

Statistics Canada's Low Income Measure was used to determine the income eligibility requirements for the OESP. The eligible amount depends on the applicant's total after-tax household income and number of people in the house.

Eligible consumers need to re-qualify every two years, while CPP permanent disability pension recipients have an eligibility period of five years.

ODSP and OW recipients, like all applicants, currently may apply for OESP using one of three methods:

- Online Self-Serve Application
- Assisted Online Application or Manual Application (with the help of OESP intake agency, e.g. Community Centres)
- Self-Serve Paper Application

<u>Social Assistance Clients' Uptake of OESP</u>

Under ODSP and OW, OESP credits are exempt as income. The amount of a Social Assistance recipient's electricity bill prior to the application of the OESP credit is applied to the shelter allowance; hence the shelter allowance is not reduced as a result of the credit.

When OESP was launched in January 2016, Social Assistance clients received cheque inserts about OESP. Social Assistance offices were provided with a memo, Qs and As, webinar training for OW/ODSP staff and an OEB digital toolkit (including brochures, backgrounders, office posters, etc.) to explain and help promote OESP to clients.

As per the OESP guidelines, the eligibility period for OESP credit is two years. Therefore, once a person is accepted the client can receive OESP credit for up to two years without the need to renew eligibility information. The client would need to re-apply at the end of this period in order to continue receiving the benefit and their eligibility for OESP will be re-assessed at that time.

As of May 31, 2017, almost 200,000 applications have been accepted into the program representing 35% of the total potentially eligible population.

Based on Social Assistance Management System (SAMS) data, there are an estimated 43,000 OW cases and 65,000 ODSP cases where household expenses include utility costs. Currently, it is not known how many Social Assistance clients have enrolled in OESP. However, based on input from client advisory groups and random sampling of cases from the local ODSP office, the OESP uptake by current Social Assistance clients is anticipated to be low.

4. Proposed Course of Action

The strategy endorsed by the Ministers of MCSS and ENE, as well as senior representatives of the OEB is organised under three key steps as follows (see **Appendix I and II** for Critical Path details):

Step 1- Raising Awareness: 2-4 months Implementation

This step aims to raise awareness of OESP for Social Assistance clients, as well as Social Assistance staff over a 2-4 month period so they can effectively support potential applicants and includes:

- Undertaking MCSS communication outreach to current Social Assistance clients, including broadly to all clients and targeted to clients that pay hydro, to ensure awareness of the program. This outreach would entail communication material such as letters/mailings, cheque inserts, etc.
- Fostering Social Assistance staff awareness of OESP through memos, Qs and As, business processes, process maps, and additional training for front line staff.

Step 2 - Increasing Uptake: 4-6 months implementation

Interim approach to supporting Social Assistance client enrolment in the OESP includes:

- Establishing a Dedicated Team that will enrol existing and newly-granted ODSP and OW clients into OESP.
- Integrating OESP enrolment into the intake process. At intake, caseworkers will communicate the OESP enrollment process to the new applicant, complete an OESP Referral Form and provide it to the Dedicated Team to complete client enrolment.
- Undertaking a data match between SAMS and ICF MCSS to determine whether an individual who is currently enrolled in ODSP or OW is also enrolled in OESP.

Step 3 - Increasing uptake through SAMS Data Exchange – 12 month Implementation

Modified eligibility criteria for Social Assistance clients and a Memorandum of Understanding (MOU) to support data exchange between MCSS and OEB will enable Social Assistance clients' electronic/automatic enrolment into OESP through SAMS and provide a more 'seamless' client experience including:

- Aligning MCSS eligibility criteria to the OESP credit matrix for the purposes of calculating credit amounts with respect to: "household" under OESP having the same meaning as the "benefit unit" under Social Assistance.
- Including a minimum credit amount where a Social Assistance client is above the OESP income scale in the credit matrix.
- Ensuring that all Social Assistance recipients are deemed eligible for OESP and enabling the Dedicated Team to capture Social Assistance income as they apply to OESP on behalf of eligible Social Assistance clients.
- Completing the design, coding and testing and roll-out of interface between SAMS and ICF system for implementation by Q1 2018-19.

Note that as per the OESP program guidelines, all clients need to re-apply to OESP after 2 years, or after 5 years in cases of extended program eligibility (if they are 65 or over and receiving a CPP disability pension). The same OESP eligibility rules would apply to social assistance clients as well. There are no re-assessments of client's circumstances while the eligibility period is in effect (2 or 5 years). The OESP credit amount would continue for the duration of the term based on their approval at the time of application. However, if there is a change in a client's personal circumstance (i.e. income levels, moves, additional members, etc.), the client would need to re-apply to OESP and the credit amount would be adjusted at that time, as appropriate. This would essentially be treated as a new application, and the eligibility period would re-start.

5. Financial Analysis

The table below provides an analysis of the project requirements in 2017-18 and 2018-19.

$M	2017-18	2018-19
Salaries & Wages	1.6953	1.4967
Benefits[1]		
ODOE[2]	1.8505	1.2810
Total	**3.5458**	**2.7777**

Notes

1 Salaries & Wages includes 6% in lieu of insured benefits

2 Includes accommodations expenditures of $0.377M in 2017-18 and $0.177M in 2018-19; and I&IT expenditures $0.9001M in 2017-18 and $0.8594M in 2018-19

The following are assumptions used in calculating FTE and funding requirements. See Appendix III for staffing details:

- Existing cases - approximately 43,000 OW clients and 65,000 ODSP clients who receive hydro bills directly. Extending the eligibility to include social assistance clients' benefit unit may increase the number of eligible clients eligible for OESP.

  It is not known how many clients are already enrolled in OESP, however, initial manual assessments indicate the percentage to be relatively low. This will be confirmed through data match with OEB. MCSS will report back in Q3 to confirm resource requirements;

- New intakes - approximately 6,100 ODSP cases and 18,000 OW cases a year, of which 21% would have utility expenses;

- Average of 20 minutes per case for Dedicated Team (contact the recipient, discuss the OESP supports available, collect the client information, obtain consent, and process the OESP application);

- Average of 15 minutes per case for local office support FTEs to support new intakes (provide information on the OESP supports, obtain client consent, complete the referral form);

- Average of 7-8 minutes per case for local office support FTEs for existing case management (answer inquiries from existing recipients who may have heard about the OESP and contact their local office with questions, or have received a call from the Dedicated Team and ask for clarifications); and

- Costs have been prorated to reflect project period September 2017 to September 2018. MCSS will reportback on any ongoing requirements as OESP enrolment is integrated into the Social Assistance intake process as part of the 2018-19 PRRT.

<u>Analysis</u>

- FTEs – 50 temporary FTEs (48 staff, 2 management)

  MCSS is requesting 50 FTEs on a temporary basis for two years – 2017-18 and 2018-19. These FTEs will be used to staff positions in a Dedicated Team and to provide local office supports. This includes 2 Managers, 39 Program Support Clerks, 1 Administrative Assistant (Dedicated Team) and 8 caseworkers (local office supports). See details in Appendix III.

  MCSS continues to face FTE pressures and will not be able to accommodate 50 additional FTEs from within its current FTE Cap.

  Staffing of these positions will be filled in accordance with *OPSEU Article 6 – "Posting and Filling of Vacancies or New Positions"*. The Recruitment plan will be implemented in a phased approach:

    - <u>Phase 1 August</u>: Hire first wave of a Dedicated Team (5-9 FTEs), depending on space availability;

    - <u>Phase 2 September</u>: Hire the majority of Dedicated Team (30-34 FTEs);

    - <u>Phase 3 October</u>: Implement full Dedicated Team.

- I&IT Costs

  I&IT costs include the following:

$M	**2017-18**	**2018-19**
IT Costs - one-time user seat	0.0484	0.0077
IT Costs - ongoing user seat	0.1797	0.1797
System Enhancement - Data Sharing	0.3000	0.3000
Interim Database	0.2500	0.2500
Call Centre - telephone system	0.1220	0.1220
Total	**0.9001**	**0.8594**

  Note: Costs are preliminary estimates and are subject to change based on detailed assessment of the specific requirements.

- Lease and Accommodation

  The dedicated team will be located in North Bay – 23 staff at the local ODSP office and the remaining 19 staff at 200 First St North. Cost estimates are $200,000 for one-time office set-up (furniture, electrical, etc.) and $177,000 for ongoing lease costs (5900 rentable square feet at $30 per sq. ft.)

  MCSS will work with IO/MOI on its accommodation requirements and report back with details as part of MCSS Q3 Reporting.

6. Implementation Plan

MCSS and OEB will enter into an MOU which sets out an administrative framework for the exchange of personal information for the purposes of:

- OEB sharing the base data list of OESP clients with MCSS; and
- MCSS transferring individuals' personal information to OEB through SAMS.

The initial data exchange as per the MOU will enable MCSS to determine whether an individual who is currently enrolled in ODSP or OW is also enrolled in the OESP.

The proposal is to start implementation in August 2017 (See **Appendix IV** for implementation details).

The Dedicated Team will function similar to existing OESP Intake Agencies to process OESP applications:

1. The Dedicated Team will contact Social Assistance clients who may be eligible for OESP through two streams:

    - Contact centre telephone calls to existing clients who have been identified as possibly eligible for an OESP credit (supported by the list generated through the initial data match); and

    - New Social Assistance applicants who have been found financially eligible and have had referrals to the Dedicated Team sent by their caseworker.

2. The Dedicated Team will then complete the Manual Income Verification (MIV) required by OESP and will submit the application for processing with applicant's consent.

Furthermore, additional local office support FTEs would provide front-line assistance to mitigate the increased work effort at local ODSP offices associated with:

- Incorporating the OESP enrolment process into the Social Assistance intake process for new grants by capturing information required to apply for OESP and providing it to the Dedicated Team to complete the application on behalf of the client.

See **Appendix V and VI** for business process maps for new and existing clients.

For the longer-term approach, the enrollment of Social Assistance clients will be automated through an interface between the SAMS and ICF system. The interface is planned for SAMS 18.2 release. The interface development will include the following activities:

- High-level scoping – August 2017
- Business requirement gathering starts - August 2017
- Business requirements gathering complete – September 2017
- Start of detailed business design - September 2017
- Code development - October 2017
- System Testing Start - January 2018
- Regression testing and TP governance - April 2018
- Production deployment - June 2018
- Implementation to be complete in Q1 2018/19

Note: Further assessments will be required to ensure there are no conflicts with other components of 18.2 Release, including assessing infrastructure requirements that may potentially impact schedule.

Currently, Social Assistance client information contained in SAMS is exchanged with a number of other applications and programs, such as the Healthy Smiles Ontario (HSO) administered by the Ministry of Health and Long-Term Care. However, the interface design to support the data exchange in each case may differ depending on the technology/ systems in use and the data element requirements.

The system used for enrolling clients to OESP is provided by ICF. The ICF system is more narrowly focused on application processing, while SAMS supports the complex information needs for case-management. Since the two systems have different data requirements, development efforts are needed to properly interface them.

Comprehensive business processes are in progress to support the following core operations:

- Establishing a link between frontline Social Assistance staff and the Dedicated Team to process new referrals.
- Establishing and supporting the call centre’s operational requirements for:
  - Contact management
  - Completing the ICF OESP online application
  - Tracking OESP enrolment and call outcomes

Training will support on-boarding at each wave of recruitment (training on processes, system, SAMS, technology including telephone system).

Based on updated requirements and costing, the MCSS may be required to seek approval from ITPAC and SCLC to meet the requirement of electronic forms, including one time and ongoing maintenance and support.

7. Stakeholder Analysis

There are no impacts on other jurisdictions or programs. There will be a small impact on OW delivery agents and ODSP local office staff as they communicate OESP to clients and collect information for those who want to apply. However, the Dedicated Team is being established to shift the impact of reaching out to all currently eligible Social Assistance individuals away from local office staff. In addition, the MCSS is exploring other ways to further reduce any impacts to the front line workload (for example, automating the transmission of information between the local office staff and the Dedicated Team).

Local staff are already aware of OESP, as MCSS worked with the OEB in 2015-16 to ensure staff were aware of the program when it was launched and to ensure they can articulate its benefit and application process to clients as appropriate.

This year, MCSS has outlined its approach and received feedback from the Social Assistance Management Network (comprised of Social Assistance regional managers), Directors Administrators Reference Group (comprised of municipal OW delivery partners), and the Ontario Native Welfare Administrators Association (ONWAA), which already supports First Nations OESP applications. The MCSS has provided a letter to the appropriate bargaining agent on June 22nd and will outline the approach at the Ministry Employee Relations Committee (MERC).

Stakeholders are supportive of the need to increase Social Assistance clients' uptake into OESP and support a Dedicated Team to conduct outreach to and enrolment of the over 100,000 Social Assistance clients currently eligible for OESP.

There may be concerns focused on minor workload added to local office staff in capturing information needed by Social Assistance grants who wish to enrol into OESP. This will be mitigated by a streamlined OESP referral form, and by reiterating in communications that the Dedicated Team is established to reduce or eliminate the increases to Social Assistance staff workload in conducting outreach and enrolment to Social Assistance clients currently eligible for OESP. The MCSS will also articulate that the Dedicated Team and revised intake process is a temporary measure until automatic enrolment can be completed through the SAMS in summer 2018. Social Assistance staff will also be supported by communication material and business processes to manage changes.

8. Risk Assessment and Mitigation Strategies

Risk	Mitigation
Dedicated Team needs consent from Social Assistance clients to enrol on their behalf.	In the circumstances oral consent where documented would be sufficient. This will be built into business processes and training. Strategy has been reviewed and endorsed by the Office of the Information and Privacy Commissioner of Ontario.
Management of labour relations issues (e.g. the appearance that some aspects of Social Assistance staff duties are	Letter to relevant bargaining agent and communication to MERC that the Dedicated Team is temporary and do not

being granted to temporary staff).	perform functions outside those already expected (e.g., to refer clients to existing non-MCSS programs). The function of the Dedicated Team will be narrowly focused to conduct outreach to existing Social Assistance clients and complete OESP applications on their behalf, if required. Dedicated Team efforts will not duplicate or compete with current Social Assistance staff, as team will not be determining ODSP or OW eligibility; case-managing; or assessing a client's employability, job readiness and other needs.
Accelerated timelines for establishing the Dedicated Team's contact centre.	Site visits will determine if any modifications to existing physical space are needed. Steps needed to order/build office equipment, toll-free# and business processes are underway. Business requirements of some technology and toll free # will reflect project limitations but maximize outcomes.
Unknown call volumes for the Dedicated Team as the number of existing Social Assistance clients currently enrolled in OESP is unknown. May also be impacted by the clients who are currently enrolled in OESP, but who are close to their OESP renewal period, or clients who are calling in due to a change in circumstance.	Calls volumes for the Dedicated Team are estimated based on current SAMS data and estimated new Social Assistance intakes. The initial data match will enable MCSS to determine how many ODSP and OW clients are enrolled in OESP. MCSS will report back on any changes in project requirements, as well as any ongoing supports required.

9. Performance Measures

This proposal is designed to support the Fair Hydro Plan objective of substantially increasing uptake of OESP. Performance measures related to this objective will be discussed in a separate Fair Hydro Plan reportback to be scheduled at a later date, which will include consideration of metrics to evaluate the effectiveness of this proposal.

In addition, a database will be built for the Dedicated Team to capture call volumes, client interactions, enrolment statistics, and client information. Additional performance measures and sources include ongoing feedback from clients to Social Assistance office staff and stakeholders.

MCSS Social Assistance Municipal Operations Branch (SAMO) will conduct issues management between the Dedicated Team, local offices, MCSS corporate branches and

OEB to ensure implementation challenges are addressed and do not impact positive outcomes.

10. Communication Plan

A detailed Communication Plan is being developed to support:
- increasing awareness of the OESP among Social Assistance recipients and how it can help them save money on their monthly electricity bill; and
- providing Social Assistance delivery staff with the communications tools they need to answer questions from clients about the OESP.

The communications approach will include:
- broad communications to all Social Assistance recipients (e.g. through Social Assistance cheque inserts);
- targeted letters to Social Assistance recipients who pay hydro costs;
- communications to Social Assistance delivery staff on the overall implementation strategy and to provide them with appropriate support tools; and
- positioning these changes as part of ongoing efforts to reduce electricity bills as outlined in Fair Hydro Plan.

The implementation strategy will be announced to Social Assistance staff following the period of confidential disclosure to bargaining agents.

MCSS will continue to engage with key stakeholders to share information on progress, to seek feedback where appropriate, and to respond to any concerns.

11. Recommendation

The Ministries recommend proceeding with the following three-step approach aimed at

- Step 1 - raising awareness of OESP for Social Assistance clients
- Step 2 – supporting increased Social Assistance client enrolment in the OESP by way of a dedicated team
- Step 3 - enabling Social Assistance clients' electronic/automatic enrolment into OESP through SAMS.

12. Timing

The Ministries request consideration of the proposal at the July 2017 TB/MBC meeting so that the dedicated team can be established as soon as possible. The accelerated implementation timelines will enable MCSS staff to begin reaching out to Social Assistance clients to support their enrollment and will allow MCSS to benefit from the momentum generated by recent public communications and ENE announcements regarding the Ontario Fair Hydro Plan and changes made to the OESP to increase credit amounts by 50% and expand program eligibility.

13. Proposed Minute

The Ministry of Community and Social Services and the Ministry of Energy request that Treasury Board/ Management Board of Cabinet approve the following to support increasing the enrolment of Social Assistance clients' into the Ontario Electricity Support Program:

- Approve an increase of $3,545,800, including $1,695,300 in Salaries and Wages in 2017-18 in Direct Operating Expenses – Financial and Employment Supports (Vote/Item 702-03), fully offset by a decrease of $3,545,800 in the transfer payment line "Ontario Electricity Support Program" under Vote/Item 2905-01 Electricity Price Mitigation Programs to support the enrolment of Social Assistance clients into the Ontario Electricity Support Program;

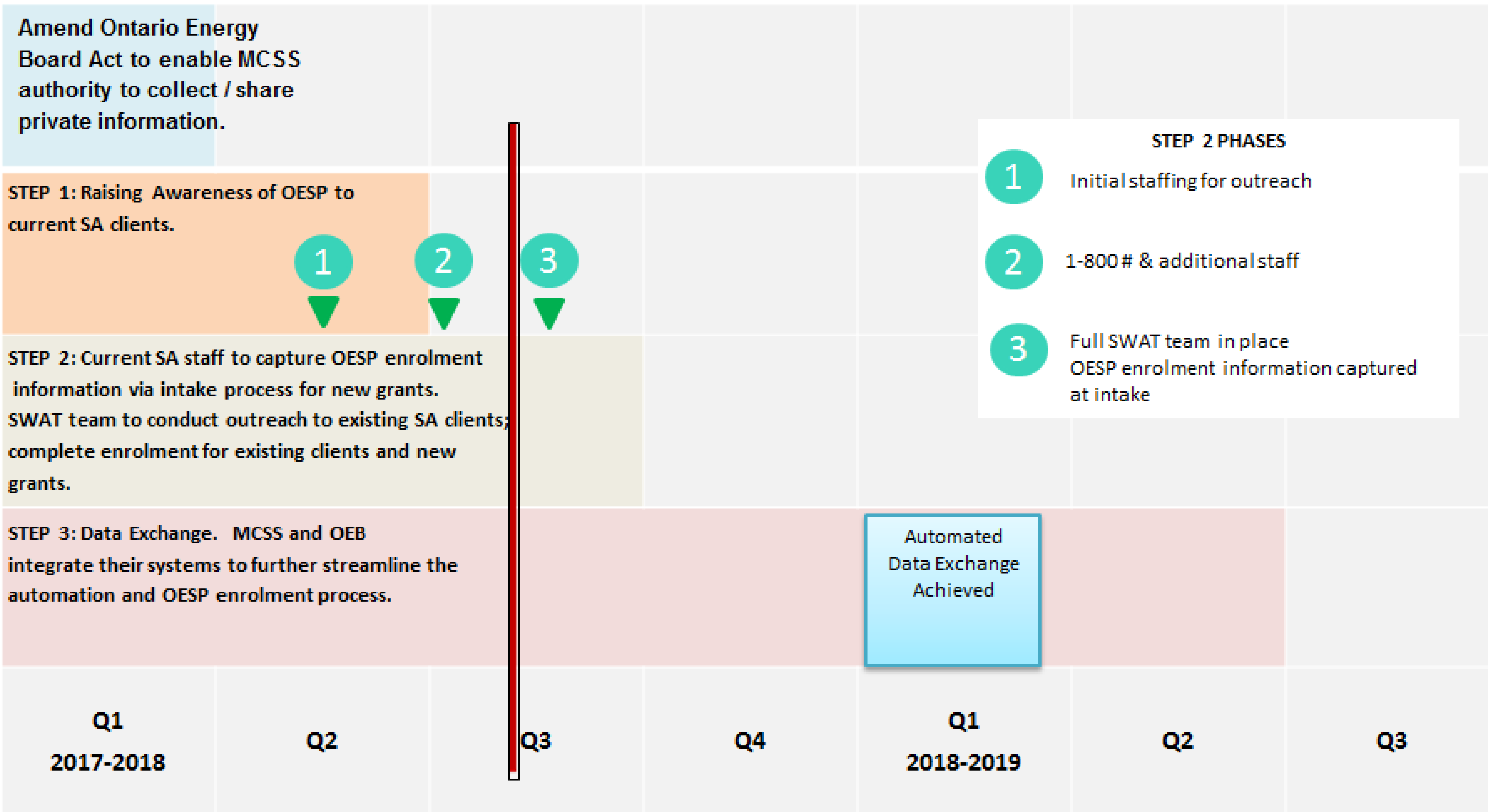
- Note that the Ministry of Community and Social Services will request, as part of 2018-19 PRRT, approval for an increase of $2,777,700, including $1,496,700 in Salaries and Wages in 2018-19 in Direct Operating Expenses – Financial and Employment Supports (Vote/Item 702-03) fully offset by a decrease of $2,777,700 in the transfer payment line "Ontario Electricity Support Program" under Vote/Item 2905-01 Electricity Price Mitigation Programs to support the enrolment of Social Assistance clients into the Ontario Electricity Support Program;

- Approve an increase of 50 Temporary FTEs in MCSS in 2017-18 and 2018-19 for a Dedicated Team and local office supports for the enrolment of Social Assistance clients into the Ontario Electricity Support Program;

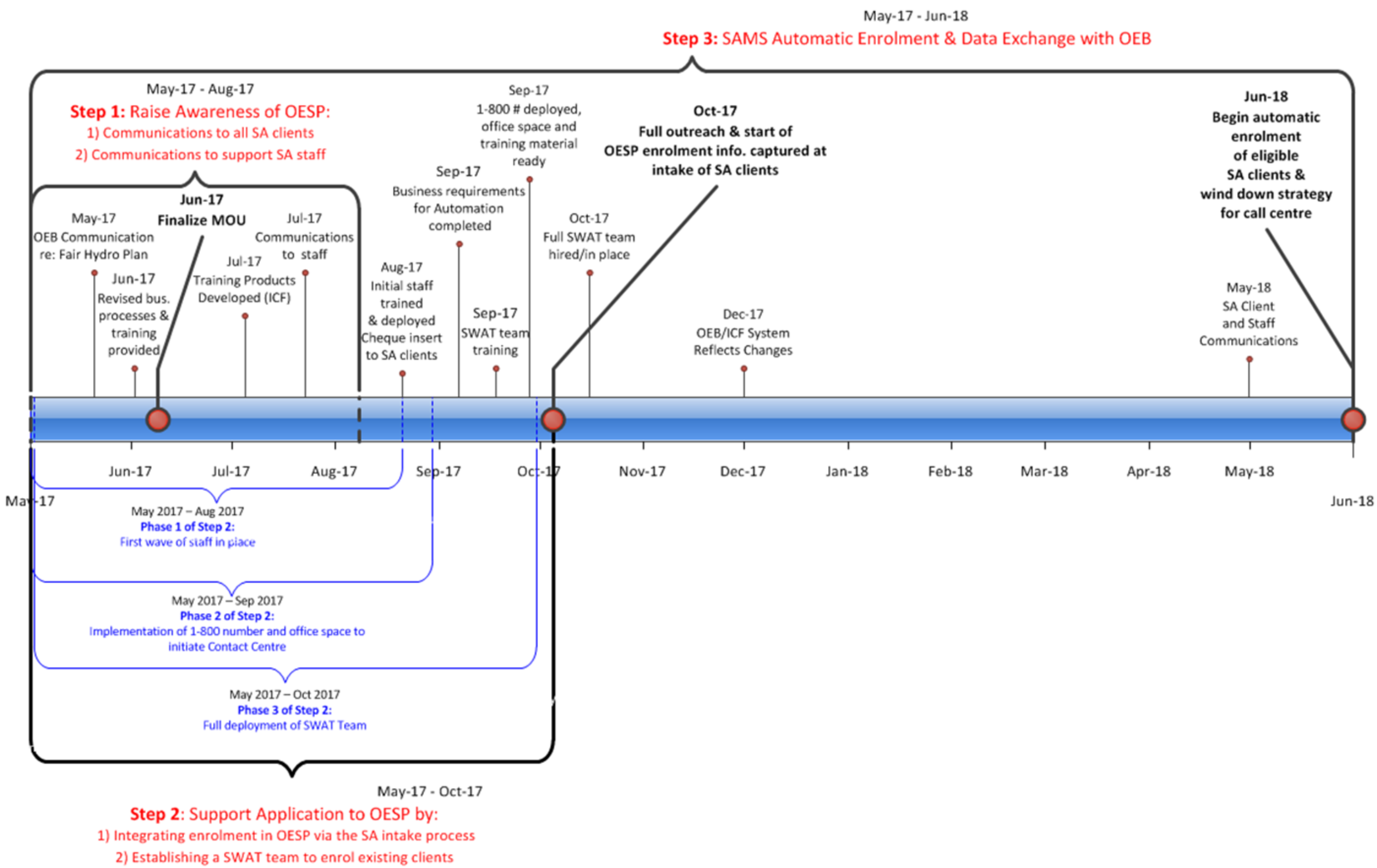
- Note that the Ministry of Community and Social Services will report back, as part of Q3 Reporting, on any changes required to project resources, as well as any ongoing resource requirements, including FTEs, to support the Ontario Electricity Support Program enrollment as part of the ongoing Social Assistance case management; and

- Note that MCSS will report back to TB/MBC for approvals if an increase to the Ministry of Infrastructure space baseline is required to accommodate new staff.

Appendix I – High Level Critical Path



Appendix II – Detailed Critical Path



Appendix III – Staffing Details

1.Dedicated Team serving both OW and OSDP Clients

		Avg # of Individuals Per Month [1]	Time per client (hr) [3]	Required # of hours per month	Staff hrs per month [4]	Adjustment Factor [5]	# of Staff required
Existing Clients							
OW	43,000	3,583	0.33	1,194.33	145	1.23	10
ODSP	65,000	5,417	0.33	1,805.67	145	1.23	15
New Clients [2]							
OW	-	3,780	0.33	1,260.00	145	1.23	11
ODSP	-	1,281	0.33	427.00	145	1.23	4
						Total Staff	**40**
						Manager	**2**
						Total FTE	**42**

Notes

1 Assuming 12 months to complete enrolment by dedicated Team

2 Current intake for OW and ODSP is 18,000 and 6,100 respectively. About 21% assumed to be eligible for OESP

3 Estimated 20 minutes per client

4 Assumed 7.25 per day for an average 20 days

5 Vacation, holidays and sick days

2. Local Office for ODSP Clients

		Avg # of Individuals Per Month [1]	Time per client (hr) [2]	Required # of hours per month	Staff hrs per month	Adjustment Factor	# of Staff required
Existing Clients	65,000	5,417	0.12	631.98	145	1.23	5
New Clients	-	1,281	0.25	320.25	145	1.23	3
			Total				**8**

Notes

1 Assuming 12 months to complete enrolment by dedicated Team

2 Estimated 15 per new client and approx half the time for existing clients

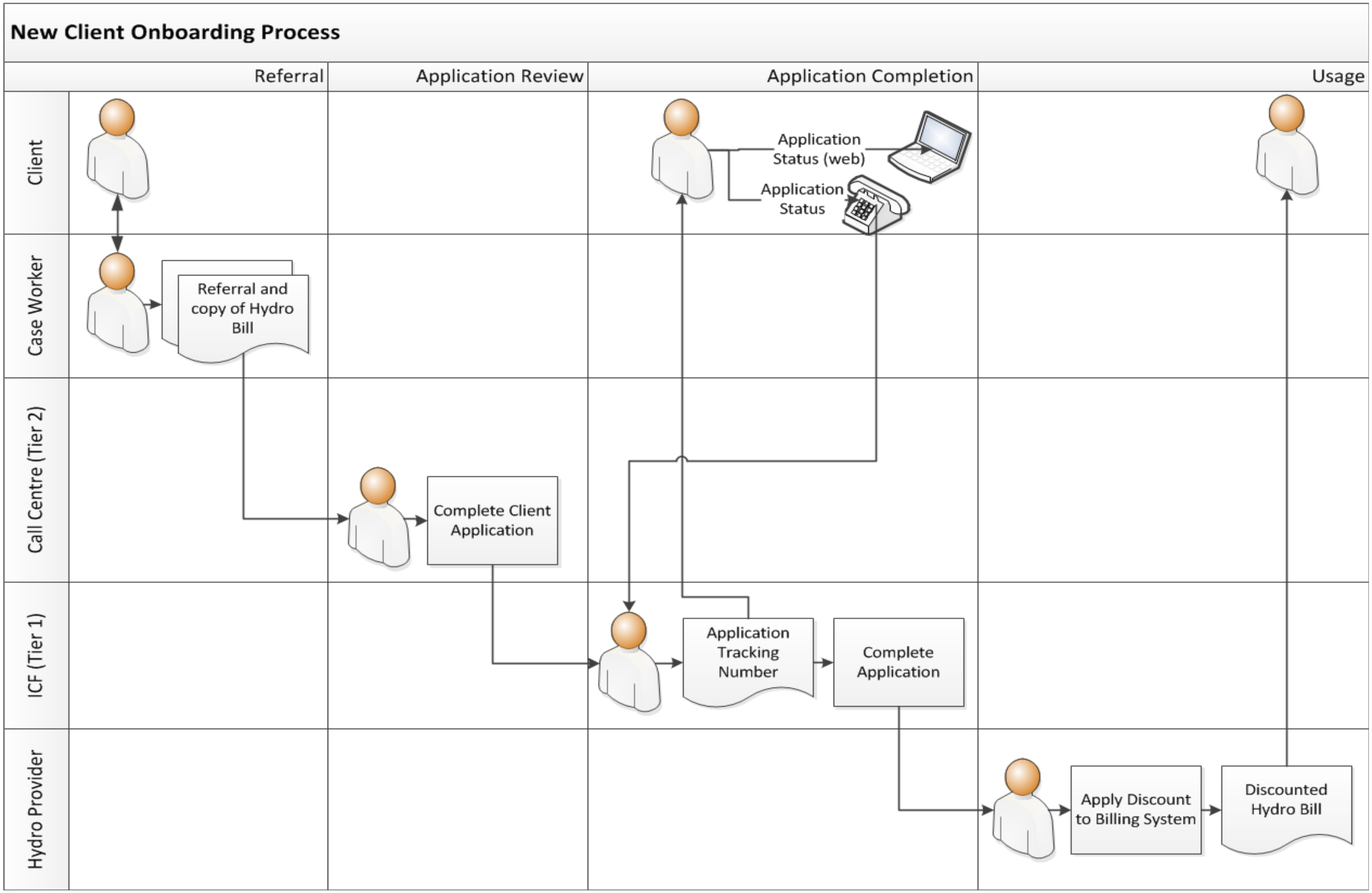
3. FTE Staffing and Compensation Details

	#	Classifications	Mid point Salary	ODOE	Benefits in lieu Stat. Holiday	Benefits in lieu Vacation	Benefits in lieu Ins. Benefits
Dedicated Team							
Staff	40	08OAD	$46,201	13%	4.6%	4.0%	6.0%
Manager	2		$86,409	13%	4.0%	6.0%	6.0%
Local Office							
Staff	8	WW2	$64,392	13%	4.0%	6.0%	6.0%

Appendix IV – Proposed Implementation Details

Steps	Approach and Deliverables	Timing
I. Raise awareness of OESP: • Communication to all Social Assistance clients; • Communications and supports to Social Assistance staff. • Engagement with ONWAA and the Ontario Energy Board to establish a longer-term strategy for First Nations.	• Communication outreach to Social Assistance clients (broadly to all SA clients and targeted to clients that pay hydro). • Aligned with broader announcements about the Fair Hydro Plan. • Letters/mailings, without the need for Social Assistance or OEB/ICF field staff involvement (ODSP). OW will do their client mailings based on ad hoc reports provided. • Foster Social Assistance staff awareness of OESP through memos, Qs & As, business processes, process maps, additional training on OESP for front line staff. • Updates to SAMN, DARG and other MCSS tables. • Social media and MCSS web content.	• Engagement with stakeholders – ongoing. • Disclosure to bargaining agents re Dedicated Team – June 22, 2017 • Initial communication to staff - July 7, 2017. • Cheque insert to SA clients - August/September 2017. • Targeted letters to clients who pay hydro – September 2017.
2. Support SA client enrolment in the OESP by: • Capturing information required to enrol in OESP during the SA intake process for new grants; • Establishing a Dedicated Team to enrol existing clients and new grants.	• Implement Step 2 in 3 phases starting August 21, 2017. • Phase 1: Hire first wave of Dedicated Team staff to conduct outreach for existing clients using existing infrastructure. Continue recruitment for full Dedicated Team. • Phase 2: Implement 1-800 # to initiate MCSS contact centre. Hire additional recruits and set up office space. • Phase 3: Implement full MCSS Dedicated Team. Dedicated Team will capture SA client enrolments in a database to support moving to automated data exchange. Integrate OESP enrolment into the SA intake process. • Training to support onboarding of staff at each wave of recruitment (training on processes, system, and technology including telephone system). • Intake caseworkers to complete a form to provide to Dedicated Team for completion of client enrolment into OEB/ICF system starting in October.	• Phase 1: August. • Phase 2: September. • Phase 3: October.
3. Enabling automated enrolment to OESP through a data exchange from SAMS.	• Implement SAMS changes to support OESP enrolment at intake. • Implement an automated data exchange between SAMS and OEB ICF system.	• High-level scope complete- August. • Business requirement gathering starts- August. • Business requirements gathering complete – September. • Start of detailed business design- September. • Code development- October. • System Testing Start- January 2018. • Regression testing and TP governance- April 2018. • Production deployment- June 2018. • To be implemented in Q1 2018/19.

Appendix V – Business Process for New Social Assistance Clients



Appendix VI – Business Process for Existing Social Assistance Clients