Ministry of Community and Social Services
&
Ministry of Energy

Joint Treasury Board Submission

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

December 12, 2017

1. PROPOSAL

1.1. PURPOSE OF THE REQUEST

The Ministry of Community and Social Services (MCSS) and the Ministry of Energy (ENE) are reporting back to Treasury Board/ Management Board of Cabinet (TB/MBC) on the implementation status and updated resource requirements for the strategy to increase social assistance clients' enrolment into the Ontario Electricity Support Program (OESP).

Through this report back and update, the Ministries are seeking approval for additional resources in 2017-18 and 2018-19 to increase social assistance clients' enrolment into the OESP by further expanding application capacity and actively supporting their access to the program. The Ministries are also seeking resources related to the enrolment of First Nations Ontario Works clients into the OESP.

- 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 social assistance intake and case management process.

2. CONTEXT

2.1. APPROVED IMPLEMENTATION PLAN

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. Based on limited data, MCSS estimated that the number of social assistance clients enrolled into OESP was low due to potential barriers, including separate application channels unfamiliar to clients (i.e. online or intake agency) and eligibility determination processes that applied different criteria and terminology.

In support of the Fair Hydro Plan announcements and to address potential barriers to enrolment, MCSS and ENE received TB/MBC approval in July 2017 to proceed with the implementation of a joint strategy aimed at streamlining the enrolment of social assistance recipients into the OESP and improving coordination across provincial programs.

The final strategy is a seamless, automated enrolment process through an interface between the Social Assistance Management System (SAMS) and the Ontario Energy Board (OEB) technology. A data exchange between these systems will support automatic enrolment of eligible social assistance clients into OESP as part of their intake into Social Assistance. The expected implementation of the automated enrolment system is in Summer 2018.

In the interim, the ministries have developed immediate measures to increase enrolment of social assistance clients into OESP while minimizing administrative workload in local offices by:

1) Raising awareness through broad communication to social assistance recipients, including targeted letters to clients with utility expenses, as well as communications and supports to social assistance local office staff.

2) Establishing a temporary dedicated team to support both new and existing social assistance clients' enrolment into the OESP.

    i. The team is proactively reaching out to existing clients with utility expenses and well as responding to inbound calls from clients wishing to enrol into the OESP.

    ii. For new clients, the OESP enrolment process has been incorporated into the social assistance intake process with social assistance staff capturing information required to apply for OESP and providing it to the dedicated team to complete the application on behalf of the client.

In addition, MCSS and ENE received approval to modify the OESP eligibility criteria to ensure MCSS processes for administering social assistance are sufficient for OESP purposes. This ensures that clients (including members of benefit unit) with utility expenses who are financially eligible for social assistance are also deemed eligible for OESP.

As part of the initial submission in July 2017, MCSS requested 50 temporary FTEs to staff the dedicated team to enrol eligible SA recipients until the SAMS data exchange interface is established.

TB/MBC approval was received for a reduced team of 20 temporary FTEs and funding of $2,175,800 in 2017-18 and $1,557,700 in 2018-19 (fully offset by ENE). The TB/MBC minute noted that the ministries may report back in Fall 2017 with updated information on outcomes of the first phase of enrolment activities and a proposal for Phase Two that would include resource requirements.

2.2. PHASE ONE UPDATE

2.2.1. Implementation Status

MCSS completed a data match between the social assistance clients in SAMS and the OESP client database in August 2017. Based on the data match, out of approximately 113,600 social assistance recipients with utility expenses recorded in SAMS, only 20% had enrolled into OESP. Therefore, there are approximately 90,400 individuals receiving social assistance not in receipt of OESP credits.

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.

Interim Approach - Social Assistance Team for OESP

MCSS has established the temporary dedicated team (the Social Assistance Team for OESP) to support the enrolment of new and existing social assistance recipients into the OESP.

The dedicated team commenced operations on August 21 with the first wave of staff centralized within the North Bay local ODSP office. Recruitment for the team was completed in phases between August and September, with the full team being operational by October 2.

The establishment of the dedicated team has generated positive community response and media attention in North Bay due to the added employment opportunities created in the region. In addition, some of the dedicated team members are former social assistance clients themselves and this work is providing an opportunity for their continued development of employable skills.

The team's initial outreach to existing clients focused on the Toronto Region which had the lowest percentage of OESP uptake (approximately 18% of the region's cases with utility expenses reported in SAMS are enrolled in the OESP); the team expanded the outreach province-wide at the end of October.

MCSS piloted the new referral process between October 2 and November 3 with five ODSP offices (Barrie, Brampton, Hamilton, Newmarket, North Bay) and Toronto OW office. The ministry provided comprehensive information sessions, communications materials, business processes and job aids on the OESP program and the new referral process to the ODSP and OW local office staff to support the roll-out. Feedback from the pilot sites has indicated that the electronic referral is easy to use. The electronic referral process was implemented province-wide on November 6.

As part of the communications strategy, the ministry started mailing out targeted letters to social assistance clients with utility costs. The first wave of 500 letters was mailed on October 2, followed by 1,800 letters each week thereafter (except pay-run weeks). As of November 10, 9,500 letters have been sent. In addition, a 1-800 number has been deployed to allow existing clients wishing to enrol into the OESP to contact the team directly.

The ministry is continuing to explore additional strategic communications tactics to promote awareness, including the use of Ontario 211 and ServiceOntario to communicate the benefits of the OESP, posting information at community events calendars, leveraging other existing ministry/agency/municipal partner networks, etc. The ministry is also planning to engage with the Digital Office to explore potential digital approaches to supporting social assistance client enrolment into the OESP.

<u>OESP Enrolment for First Nations Ontario Works Clients</u>

Even when the automatic enrolment is in place through the SAMS interface, a separate process will be needed to support the enrolment of First Nations Ontario Works clients into OESP as only one of the 101 First Nations Ontario Works delivery sites uses SAMS. Therefore, as the client information is not available through SAMS, the dedicated team cannot effectively support the OESP enrolment for Ontario Works clients in First Nations. Unlike other municipal delivery partners, there would be an added administrative effort for the First Nations Ontario Works administrators as they would need to manually complete the income calculations for the purposes of completing OESP enrolment forms for both current and new clients.

To this end, 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. ONWAA has acted as an OESP intake agency under a separate funding agreement with OEB since October 2015. MCSS also has a Multi-Year Partnership agreement with ONWAA that funds professional development and learning supports for First Nations Ontario Works delivery partners.

While the initial submission to TB/MBC in July 2017 did not include funding to support a First Nations strategy, MCSS is providing an estimate for the funding requirements based on options being considered on the overall First Nations approach and how best to include ONWAA as a partner. For example, the approach could include ONWAA conducting intake sessions for First Nations Ontario Works clients, providing specific training and learning supports on the OESP enrolment forms and processes, and as well as other supports/capacity building for the First Nations Ontario Works delivery partners. MCSS is currently in the process of engaging with ONWAA to review the options and finalize the approach by late December 2017/early January 2018. As part of the quarterly reporting, MCSS will provide an update on the finalized strategy to support the OESP enrolment of Ontario Works clients in First Nations communities.

SAMS Interface

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 social assistance recipients to OESP. The project is currently in the business requirements and design specification development stage.

The SAMS enhancement as part of the 18.2 release is targeted for summer 2018.

2.2.2. Uptake

The SA Team for OESP has been making steady progress in supporting the enrolment of existing social assistance clients and processing new client referrals from local offices.

As of November 10, a total of 1,798 social assistance clients have been enrolled in the OESP, with a further 1,066 in progress, representing a combined total of 39% of clients the team spoke with. Based on the OESP credit matrix, this translates to between $1.5 million to $4.9 million in OESP rebates over two years (OESP eligibility period) for individuals on social assistance.

While the ministry's overall objective is to complete the outreach and support all eligible social assistance clients' enrolment into the 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 (including the provision of required information, i.e. utility bills). In addition, based on observations to date:

- Approximately 20% response rate to targeted mailings;
- Approximately 37% of clients are successfully contacted by phone; and
- Approximately 22% of clients that are contacted by phone by the dedicated team have enrolled into the OESP, with a further 15% in progress (i.e. awaiting utility bill information).

Based on early projections and trends, the current capacity within the dedicated team will enable the ministry to handle projected intake referrals from local offices and respond to inbound calls from clients resulting from the communications outreach (i.e. targeted letters).

However, existing capacity is not adequate to allow the ministry to reach out to all existing social assistance clients who may be eligible for the OESP credit and help them enrol into the program. It is forecasted that the dedicated team's current capacity will allow the team to contact approximately 42% of the existing social assistance clients who may be eligible for the OESP credit and enroll up to 23,600 existing social assistance recipients by June 2018. In addition, the team would support approximately 19,500 new referrals from local offices.

3. REQUEST

3.1. OVERVIEW OF RECOMMENDATIONS

The goal of MCSS' involvement is to ensure that eligible social assistance recipients can benefit from the OESP rebates as early as possible. To achieve this, MCSS recommends increasing the capacity of the SA Team for OESP by an additional 30 FTEs in order to complete outreach to all existing social assistance clients, complete OESP applications for new clients and ensure that financially vulnerable Ontarians have the opportunity to access needed supports as quickly as possible. This is especially important during the winter months as hydro consumption typically increases resulting in higher utility expenses.

In addition, by maximizing the capacity of the team to complete OESP applications for as many existing clients as possible, the ministry is seeking to minimize front line workload impacts. After the temporary dedicated team terminates operations in summer 2018, the remaining existing clients wishing to enrol into OESP would be managed by social assistance staff at local offices through regular case management.

Based on the recommended approach, the ministry anticipates that the additional capacity would allow the dedicated team to achieve the following (see Appendix A):

- Complete outreach (inbound/outbound calls) to all existing social assistance clients,
- Enrol up to 37,200 existing social assistance clients, and
- Enrol up to 19,500 new social assistance clients.

<u>Planning Assumptions</u>

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).

In addition, MCSS is requesting additional funding to proceed with the development of an approach to support the enrolment of First Nations social assistance recipients into the OESP and providing an update on the I&IT and project costs.

3.2. RESOURCE REQUIREMENTS

3.2.1. Financial

MCSS is requesting an increase of $1,329,400 in 2017-18 and $1,598,400 in 2018-19 related to the following:

- Additional FTEs - $441,100 (includes $145,400 in Salary and Wages) in 2017-18 and $1,208,400 (includes $846,200 in Salary and Wages) in 2018-19;
- First Nations strategy - $283,300 in 2017-18 and $274,000 in 2018-19;
- SAMS interface - $223,000 in 2017-18 and $42,000 in 2018-19;
- Database/electronic referrals - $347,000 in 2017-18; and
- Project costs (communications and integrated project management) - $35,000 in 2017-18 and $126,800 in 2018-19.

The current costing is based on the additional accommodations being available as of April 1. Efforts are being made to accelerate this and the ministry will report back as part of Q3 if there is an opportunity to bring on the additional staff earlier.

The detailed costing breakdown is as follows:

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 % in lieu of benefits.
- Accommodations estimates are $200,000 LHI and $125,000 CFA (prorated from January 2018 in 2017-18).
- Project costs include staggered mailing of 3,500 letters per week, posters/brochures and integrated project management.

3.2.2. FTE Impact

MCSS is requesting an increase of 30 temporary FTEs (10 to be on-boarded in 2017-18 and 20 in 2018-19) to provide additional capacity for the SA Team for OESP (2 managers at level M09, 28 staff at level 08OAD).

The recruitment will be completed in stages starting with 10 FTEs in January 2018 (based on infrastructure availability) with remaining staff on-boarded in April 2018. The dedicated team is scheduled to wind down operations in summer 2018, with a potential wind down contingency period until September 2018 to ensure SAMS interface is fully functional.

MCSS, through its Capital Planning Branch, is in the process of acquiring a vacant suite in North Bay for the program, with lease execution pending TBS approval. Cost estimates to accommodate the additional staff are $200,000 for one-time leasehold improvements in 2017-18 and $125,000 for ongoing lease costs.

3.2.3. I&IT Requirements

The additional I&IT requirements include FTE-related costs (user seat) and updated costs for the SAMS interface, interim database, and the electronic referral process.

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**

3.3. STAKEHOLDER ANALYSIS

In developing the overall strategy, MCSS 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.

Stakeholders are supportive of the need to increase social assistance clients' uptake of the OESP and support a dedicated team to conduct outreach to and enrolment of social assistance clients currently eligible for OESP.

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

3.4. RISK ASSESSMENT AND MITIGATION STRATEGIES

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.

3.5. TIMING

The ministries request consideration of the proposal at the December 12, 2017 TB/MBC meeting so that there would be sufficient time for on-boarding of the additional FTEs (accommodations, recruitment and training) by April 2018 or earlier, as the delays would negatively impact the anticipated OESP enrolment outcomes. In addition, MCSS requires additional resources (fully offset by ENE for the development of an approach to support the OESP enrolment of Ontario Works clients in First Nations communities, and project costs related to the communications strategy and technology (SAMS interface, database and electronic referrals).

3.6. PERFORMANCE MEASURES

The overall objective of the strategy is to help eligible social assistance clients to benefit from the OESP credits and by extension support the Fair Hydro Plan objective of sustainably increasing uptake of OESP.

Based on the recommended approach, MCSS anticipates that the dedicated team will:

- Complete outreach (inbound/outbound calls) to all existing social assistance clients,
- Enrol up to 37,200 existing clients, and
- Enrol up to 19,500 new social assistance clients.

While the ministry has employed several methods to actively outreach to social assistance recipients 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 OESP (including the provision of required information, i.e. utility bills). In addition, based on the experience to date with outbound calls, several observed factors that impact outcomes include difficulty successfully connecting with clients (i.e. no answer/hang-ups, out of service phone numbers).

3.7. COMMUNICATION PLAN

The following activities have been undertaken as part of the communications strategy to increase social assistance clients’ awareness of the OESP and how it can help them save money on the monthly electricity bill:

August 2017	Cheque inserts released to all OW and ODSP clients
October 2017 to June 2018	Staggered mailing of targeted letters to social assistance clients with utility expenses: - The first wave of 500 letters was mailed on October 2, followed by 1,800 letters per week (except pay run week). As of November 16, 11,300 letters have been sent. - The ministry will be increasing the mail-outs to 3,500 letters per week starting in December 2017. Based on this schedule, mailing is planned to be completed by June 2018.
November 2017	Social media (Twitter, Facebook, MCSS Website) OESP content released OESP posters/brochures provided to local ODSP and OW offices

In conjunction with the communication to clients, MCSS is providing social assistance delivery staff with comprehensive communications tools and supports they need to answer questions from clients about the OESP (i.e. information sessions, Qs and As, job aids, business processes).

4. RECOMMENDATION

MCSS recommends increasing the capacity of the Social Assistance Team for OESP by an additional 30 temporary FTEs (10 to be on-boarded in 2017-18 and 20 in 2018-19) to ensure that individuals receiving social assistance begin to access needed supports with utility expenses as quickly as possible. In addition, MCSS recommends proceeding with the development of a strategy for supporting the enrolment of First Nations Ontario Works clients into the OESP.

5. BACKGROUND

5.1. OESP Overview

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).

The eligibility period for OESP credit is two years (customers over 65 years old or CPP permanent disability pension recipients have an eligibility period of five 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.

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.

6. PROPOSED MINUTE

The Ministry of Community and Social Services (MCSS) and the Ministry of Energy (ENE) request that Treasury Board/ Management Board of Cabinet (TB/MBC) approve the following:

- 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).

- 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).

- 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.

- Note an increase approval request through the 2018-19 PRRT Wrap-Up of $1,324,300 including $846,200 in Salaries and Wages, in 2018-19 in Direct Operating Expenditures - 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).

- Note an increase approval request through the 2018-19 PRRT Wrap-Up of $274,000 in 2018-19 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).

- Note an increase approval request of 30 FTEs in 2018-19 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.

- 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 social assistance intake and case management process.

Appendix A – Projected OESP Enrolment (Existing and New Clients)

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).