The Path Forward:

Integrated Transition Plan
October 2015

Ontario

Table of Contents

The Plan **5**

Transitioning to a Modern System 5

PwC: 19 Recommendations 6

Validation Process 6

Value for Money 9

Looking to the Future: New Possibilities for Service Delivery 10

The Workstreams **13**

Progress at a Glance 14

Progress Detail: Key Deliverables 16

Engagement + planning 16

People 31

Process 36

Technology 40

Transition to operations 48

Appendix **56**

PWC Recommendations: Detail 53

Milestones 56

Progress Detail: Key Deliverables 58

Glossary 86

The Plan

Transitioning to a Modern System

The Ministry of Community and Social Services (MCSS) is leading a comprehensive, multi-year reform of social assistance to ensure that vulnerable citizens are getting the services and supports they need. Reform will affect all aspects of these programs, and requires the foundation of a new generation of **service delivery technology**.

In November 2014, MCSS launched the Social Assistance Management System (SAMS) to administer Ontario Works (OW), the Ontario Disability Support Program (ODSP) and Assistance for Children with Severe Disabilities (ACSD). SAMS replaced the Service Delivery Model Technology (SDMT) system, an aging technology introduced over a decade ago. As the ministry's operational and client service needs evolved, SDMT was stretched beyond its functional limits. Repairs and changes to SDMT became difficult to **implement** as most service providers no longer supported the old technology. In his **2009 report**, the auditor general concluded that the technology was outdated and created difficulties in implementing policy changes such as increases to benefit rates. He also noted that the system was inflexible, had serious integrity issues and did not have the ability to manage the rules that are part of Ontario's social assistance programs. The system was at risk of failure.

Drawing on the experiences of other public sector organizations that implemented similar IT solutions, the ministry prepared for key challenges. This included resolving system **defects**, providing ongoing support and training to staff and **delivery partners**, and maintaining service levels for clients. During the initial months after SAMS went live, it became clear that the **transition** posed a much greater challenge than the ministry anticipated. To help minimize impacts on staff and clients, in March, 2015, MCSS retained PwC to conduct an independent review of the ministry's pre-existing Transition Plan.

PwC: 19 Recommendations

PwC released its **final report** on April 30, 2015, incorporating two months of research and input from **frontline workers**, delivery partners and other stakeholders. PwC noted that moving from SDMT is not a "like for like" change in technology platforms:

> "The **implementation** represents a fundamental change in how delivery partners use the enabling technology tool to manage client cases, specifically in the level and amount of information collected and retained."
> PwC SAMS Transition Review, April 30, 2015

SDMT was used by staff to process case-specific financial management *transactions*. SAMS is a comprehensive *case management* tool, with enabling functionality that makes it possible to support clients' complex and changing needs over time. It was this fundamental difference between SDMT and SAMS that significantly changed two things: how staff use technology to manage cases, and the underlying business processes that support service delivery.

The final report outlined 19 recommendations which offered tangible, clear direction on the transition issues. This included changing the governance structure of the project, increasing engagement with delivery partners, and improving training for frontline staff. The ministry accepted all 19 recommendations, creating a new **Integrated Transition Plan** (ITP or "Plan"). This report outlines the ministry's Integrated Transition Plan, including work completed and underway, as well as work that will be part of later stages.

Validation Process

While PwC's recommendations form the foundation of the Plan, continuous input from frontline staff, service delivery and union partners has significantly enriched the Plan's development and expanded work into new areas. Through a series of ongoing collaboration and engagement activities, outlined below, MCSS continues to research, validate and address both immediate and long-term priorities. The ministry's validation process includes regular opportunities to reassess plans and **metrics** and make course corrections, as is necessary with any technology transition of this magnitude.

Working Groups: Staff and Delivery Partner Collaboration

In addition to informal feedback channels, MCSS partnered with its stakeholders to form working groups. This formalized and added structure to collaborations between the ministry, service delivery and union partners and staff. It also enabled the ministry to collect critical first-hand insights efficiently, so that issues could be identified early and responded to quickly. Working groups included representation by both OW and ODSP staff and 26 municipal and provincial representatives from 22 communities:

Group	Members	Mandate
Director-Administrator Reference Group (DARG)	**Ontario Works Administrators** Senior Ministry Staff Service Delivery Partners	Provide practical input on policy, operations and technical issues in OW
Technical Working Group	Municipal representatives Ontario Works Delivery Partners ODSP frontline staff Ministry staff	Prioritize and suggest technical improvements to SAMS functionality
Frontline Staff Working Group	Field office staff Delivery partners OPSEU and CUPE representatives	Provide advice and expertise for the 'on-the-ground' frontline experience
Ontario Municipal Social Services Association (OMSSA) **Business Recovery** Working Group	Service delivery partners	Identify **key performance indicators** and training needs
SAMS Transition OW Executive Committee	Social Service Commissioners Ontario Works General Managers Ontario Works Executives Senior Ministry Staff	Provide strategic advice on transition planning and business recovery

Executive Ministry Staff Visits to Field Offices

To fully understand the challenges and frustrations staff and delivery partners faced, over a period of four months, **Minister Jaczek, Minister of Community and Social Services** visited 13 social assistance delivery offices **across the province** and met with representatives from 18 municipalities. Hearing directly from frontline staff, the minister gathered essential advice and feedback to improve the SAMS transition for staff and clients. Interim Deputy Minister Rubashewsky and other **senior ministry officials** also had face-to-face visits with local staff and managers across Ontario. Feedback from these visits, along with the various working groups, drove the development of key technology **enhancements**, support processes and communications materials that would meet the needs of delivery partners, staff and clients through the transition period and beyond.

Surveys, Monitoring, Assessments and Reviews

In addition to working groups and staff engagements, other validation activities include:

- Gathering feedback from staff training sessions,
- Surveying staff on customizing training tools, resources and methods,
- Identifying trends and defects by analyzing issues reported to SAMS support helplines,
- Monitoring SAMS' overall performance,
- Analyzing capacity requirements and resource gaps, and
- Weekly **governance committee reviews** of key deliverables and risks.

PwC SAMS Transition Health Check

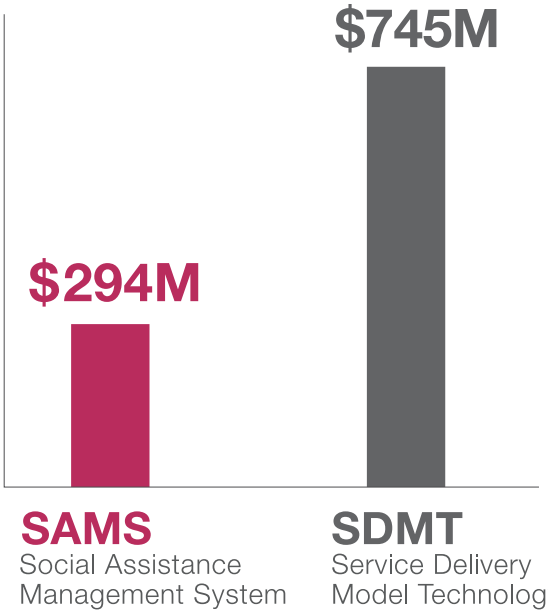
PwC recently provided a follow-up assessment, SAMS Transition Health Check, confirming the ministry's plan. The assessment was based on a review of SAMS transition planning documents against PwC's 19 recommendations. PwC also consulted with staff, OMSSA, and stakeholders from OW and ODSP offices.

Consistent with our dedication to reassessment and course correction, we have incorporated suggestions from PwC into our plan in addition to the 19 recommendations. These additions will not delay the initial Transition Plan target date of March 2016.

Value for Money

One of the most tangible benefits of moving from an aging technology to a more advanced platform is the value for money that SAMS brings to the province. The project cost to develop SAMS was **$242**[1] **million**, including over $12 million for training costs. Transition costs to fully implement SAMS will be approximately $52 million, with $15 million for service delivery partners. The province continues to work with its delivery partners to assess and meet their needs.

Total Costs



SDMT cost the province nearly $580 million when it was developed in 2001/2. In addition, SDMT cost $165 million to transition, including $47 million for service delivery partners. This makes the total development and transition cost of SAMS, including the development of the Integrated Transition Plan, $294 million. That's **$451 million lower** than the costs for developing and implementing the previous SDMT system.

Breakdown	SAMS	SDMT*
Initial Project Costs	$242M	$580M
Transition Costs	$37M	$118M (may include some maintenance costs)
Support for delivery partners/ municipalities	$15M	$47M
Project and transition costs	$294M	$745M

* All SDMT figures are 2015 dollar equivalents

SAMS costs $451M less than SDMT

[1] All figures are in 2015 dollars

The new computer system is now how the ministry delivers social assistance, making it integral to the operation of the program and a component of its operational budget line. Even with the transition challenges, SAMS will still cost less to operate than SDMT. Based on the best available information and depending on the scope of any future policy reforms and service delivery improvements, the ministry estimates the annual operational costs for SAMS in future years will be approximately $55 million, compared to the nearly $60 million required to operate the SDMT system at maturity. **This will save the province almost $5 million each year**.

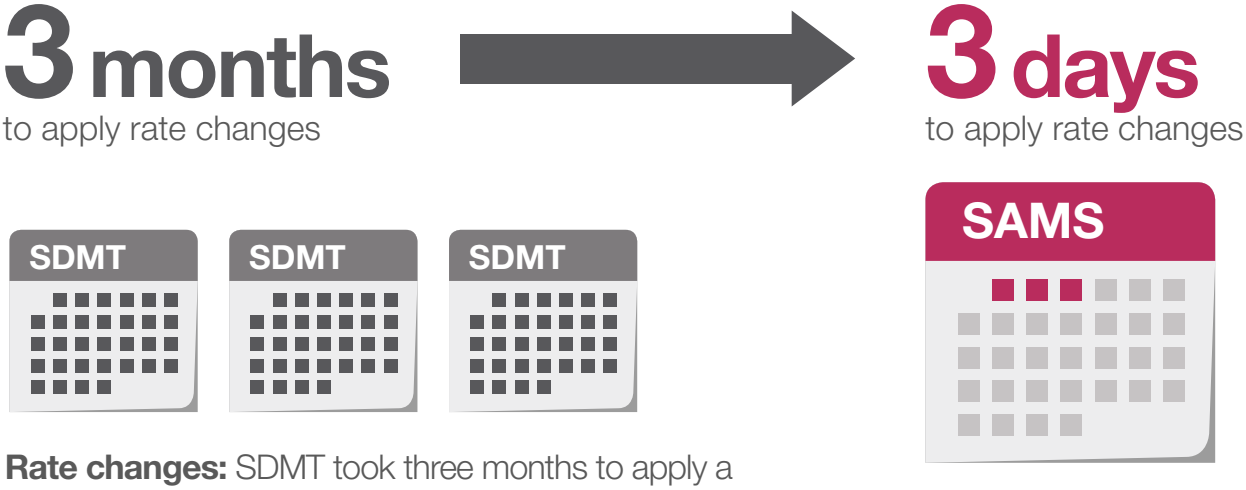
Estimated Operational Costs (Yearly)

Looking to the Future: New Possibilities for Service Delivery

SAMS is built on a modern, flexible **platform** that can be updated to keep pace with technology development over time. The transition to SAMS, though challenging, serves to advance both immediate and long-term priorities for the modernization of service delivery and the reform of social assistance in Ontario. While the ministry acknowledges the delays in the initial implementation and the need for ongoing efforts, once the technology and related business processes are fully **implemented**, SAMS will provide a foundation that will make important social assistance service delivery improvements possible for the first time. Its true potential lies in what the technology enables, such as:

- **Automating benefit calculations, improving accuracy and efficiency:** SAMS automatically calculates a number of benefits that had to be calculated manually by caseworkers in SDMT.
- **Reducing paper use:** SAMS stores electronic copies of correspondence sent to clients, eliminating the need to store and retrieve paper.

- **Easier and faster implementation of policy and program changes:** Following a standard testing phase, SAMS will be able to apply rate changes in three days compared to the three months it took to complete this task in SDMT. This will enable staff to focus on other core activities. SAMS is also enabling the ministry to introduce reloadable payment cards to replace paper cheques.



Rate changes: SDMT took three months to apply a social assistance rate change, while SAMS takes just three days.

- **An online self-service platform:** where clients can access their case information, receive correspondence and report changes. SDMT could not provide clients with any online self-service options.

The ministry is aiming to fully address all 19 recommendations by March 2016, but that will not mark the end of progress. Looking to the future, replacing the underlying technology used to deliver social services is part of a larger goal for transformation. Lessons and insights from this transition will continue to guide ongoing work to improve SAMS for frontline staff, and to build a modernized system that will provide enhanced services for clients in the years to come. While technology is an important driver of change, people transform organizations, and the ministry is committed to working with staff and stakeholders to realize SAMS' full potential.

Part 2: The Workstreams

The ministry's transition efforts are organized into five "workstreams" which expand on the areas of focus outlined by PwC. Linking to PwC's 19 recommendations, each workstream involves a series of integrated activities, deliverables and timelines:

- **Engagement and Planning** Engaging delivery partners to help ensure the ministry is taking meaningful and appropriate action toward enhanced operations
- **People** Supporting frontline staff through effective communication and training, to help develop confidence and comfort with the new system
- **Process** Reviewing and modifying business processes to optimize case management and service delivery
- **Technology** Continuing to improve the system by addressing defects, implementing enhancements and tailoring functionality to different user groups
- **Transition to Operations** Transferring system knowledge and management from dedicated SAMS staff to ministry branches and project teams

This section provides an overview of progress on each recommendation, followed by a brief summary of activities.

Progress: At a Glance

	PwC Recommendations	Engaging	Planning	In Progress	Complete	Timing
1	Governance structure realignment	○	○	○	○	June
2	Integrated Transition Plan	○	○	○	○	July
3	Define Business Acceptance Criteria	○	○	○		Oct
4	Appoint a Program Manager	○	○	○	○	May
5	Identify Transition Specific Metrics-Measures	○	○	○		Mar 2016
6	Enhance the stakeholder management and engagement strategy	○	○	○		Ongoing
7	Enhance Organizational Impact Assessment	○	○	○		Complete in Oct
8	Integrated Change and Communications Plan	○	○	○		Oct
9	Refine SAMS training approach and materials with a focus on front line staff needs	○	○	○		Mar 2016
10	Review knowledge transfer plan	○	○	○		Mar 2016
11	Release management	○	○	○	○	Ongoing
12	Develop a complete set of automated use cases for regression testing	○	○	○		Mar 2016

- Engagement and planning
- People
- Process
- Technology
- Transition to operations

	PwC Recommendations	Engaging	Planning	In Progress	Complete	Timing
13	Ensure key technical environments are synchronized to the same version of SAMS					Mar 2016
14	Capacity planning specific to infrastructure; confirm all infrastructure components are fully supported by vendor					Ongoing
15	Balance defect resolution with planned enhancements, and Cúram upgrade plan					Mar 2016
16	Create responsive, simplified end-user support strategy					Mar 2016
17	Identify and document workarounds					Sep
18	Leverage, expand business process documentation; approach from provincial level - create standard baseline					Ongoing
19	Assess data quality & address gaps, focus on areas needing workarounds or manual database clean-up					Dec

KEY: ENGAGING: consulting with stakeholders PLANNING: Updating Organizational Impact Assessments, developing plans, products IN PROGRESS: Activities underway
TIMING: Target completion date

Progress Detail: Key Deliverables

Engagement and Planning

Engagement and Planning | People | Process | Technology | Transition to Operations

1. Governance structure realignment

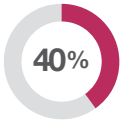
Support the adoption of a governance structure with consideration for transition, business as usual and an Integrated Transition Plan and Program Manager.

Key Activities	Start Date	End Date	Percent Complete*	Status Notes
Establish Social Assistance Management System (SAMS) Transition Plan Management Committee to oversee Transition Plan	12-Jun-15	15-Jun-15	100%	Oversight Committee in place and functioning
Reinstate Social Assistance Technology Planning (SATP) and Policy/Program Alignment (PPA) committees	1-May-16	29-May-15	100%	Governance structure in place and functioning
Plan to move from Transition Governance Model to a Corporate Governance Model as part of regular business	1-Feb-16	31-Mar-16		Will transfer to Corporate model toward end of fiscal

PwC Health Check Consideration	Ministry Action
Confirm long-term (post March 2016) operational groups/ committees, supporting roles and responsibilities	Moving to a corporate governance model is planned for a later stage in the transition plan. The ministry will continue to engage with stakeholders throughout transition and consider which committees need to be modified as part of ongoing operations.
Document all governance structures & committees • Focus on roles & responsibilities for ministry branches • Assessment of capacity & resources to support these roles & responsibilities	All governance structures and committees in place for transition are documented and have formal Terms of Reference to clarify roles and responsibilities.

2. Integrated transition plan

Enhance and strengthen the on-going planning through an integrated approach to transition that will provide a holistic view of the continued effort and interactions required to achieve identified outcomes.

Key Activities	Start Date	End Date	Percent Complete*	Status Notes
Define the Transition Program	17-Apr-15	31-May-15		Results Chain developed and detailed PowerPoint summary of the 17 projects
Develop Project Profiles	17-May-15	10-Jul-15		Projects have been defined
Review Project Schedules	2-Jul-15	31-Aug-15		Integrated project schedule created
Implement new status process	12-Jun-15	15-Jun-15		New status reporting is in place
Develop Consolidated Deliverables List and Tracking Tool	11-Jun-16	10-Jul-15		Tracking tool used for reporting progress and project ‘health’
Issue Final Report on Transition Progress	1-Mar-16	30-Mar-16		Later stage
Review Program Deliverables	12-Jun-15	31-Mar-16		Ongoing activity

PwC Health Check Consideration	Ministry Action
Clearly identify and track dependencies between the 17 project portfolios and key milestones and deliverables	Complete. Key dependencies and milestones have been identified.
Conduct ongoing risk assessment of resourcing related to the transition to operations and implement mitigation strategies	Risks and resource gaps are assessed weekly at SAMS Transition Progam Management Committee (TPMC) meetings.
Proactively identify where stakeholder engagement will be solicited	An integrated Communications Plan and calendar for engagement are being developed as part of the Integrated Transition Plan.
Complete a detailed assessment of status specific to selected projects	The Project Management Office is establishing a process to review projects and deliverables to assess and confirm quality.
Continue communicating interim outcomes across stakeholder groups to highlight progress (e.g. improvements as a result of transition efforts)	The ministry will continue to communicate progress with staff and delivery partners.
Identify and track dependencies / projects parallel to SAMS to understand capacity both from a Ministry and Municipal perspective.	The ministry works with delivery partners to review SAMS and other initiatives which may affect social assistance service delivery from a broad perspective through established governance and other committees. Dependencies or risks associated with various initiatives are considered on an ongoing basis.

Summary

One of PwC's central recommendations was for the ministry to expand its transition plan to take a more integrated, user-focused approach. All workstreams incorporate input from frontline workers, delivery partners and stakeholders. A unifying thread in each workstream is to shift the focus from the technology to the process --- putting the work, and people that do the work, at the centre of the transition plan. This shift in focus ensures that each team within each workstream is attentive to the connections and dependencies between projects, people, milestones and deliverables.

The ministry's Integrated Transition Plan consists of 17 Projects, each clearly mapped to one or more of PwC's 19 recommendations. Each Project has a profile document that summarizes the identified project leads, key milestones, deliverables and dependencies between projects and workstream. As the transition progresses, profiles are being refined to more clearly detail dependencies between projects, deliverables and activities.

To track the Plan's progress against the recommendations, a deliverables chart has been developed [see **Progress: Detail** in Appendix]. It lists each of PwC's recommendations and the specific activities and deliverables planned to address them. The chart references the workstream that each deliverable falls under.

3. SAMS Business Recovery Metrics

Confirm and communicate business recovery metrics for the SAMS Transition to business as usual. This will provide greater clarity to key stakeholders within the project and operations teams in terms of on-going operational responsibilities of SAMS. Business recovery metrics are conditions that must be satisfied before moving to business as usual. These criteria will also provide greater insight into the prioritization and sustainability of decisions that are being made as the transition continues.

Key Activities	Start Date	End Date	Percent Complete*	Status Notes
Define Measurement Framework	25-May-15	30-Jun-15	100%	Completed
Develop Business Recovery Metrics	25-May-15	21-Oct-15	95%	Drafted and pending approval

PwC Health Check Consideration	Ministry Action
Identify interim measures that track progress from go-live through to transition to operations.	The ministry has worked with stakeholders to identify interim measures to track progress throughout the transition as part of the integrated transition plan. Once confirmed, these measures will be reported on regularly.
Interim measures to support transition may focus on specific processes with agreement from stakeholders on the percentage change from go-live required to support transition to operations.	Measures to monitor progress through the transition period have been reviewed with delivery partners. A process to track business recovery specific to the identified metrics is in development. The ministry is also leveraging existing operational indicator reports to track progress.

4. Transition program manager

Support the Ministry's decision to engage a Program Manager to own the integrated transition plan – plan, manage, monitor and report on transition progress and outcomes.

Key Activities	Start Date	End Date	Percent Complete*	Status Notes
Appoint Transition Program Manager	11-May-15	25-May-15	100%	Transition Program Manager in place and tracking progress

PwC Health Check Consideration	Ministry Action
None	

Summary

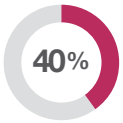
The ministry developed a refined, flexible and responsive governance structure that clarifies who is responsible for what, and how transition to full operations will occur. This includes oversight that takes a holistic approach, ensuring the right connections between workstream activities are made, and efforts are aligned and synchronized. The new governance structure includes a new Transition Program Director assigned as the single point of accountability to oversee all elements of the transition. The Director plans, manages, monitors and regularly reports on progress and outcomes. Project Leads for each workstream have been identified. The ministry established both provincial and municipal executive committees to ensure that the Plan is meeting its commitments and continues to reflect the needs of its delivery partners:

- **SAMS Transition Executive Committee:** chaired by Deputy Minister Menard with representatives from across the ministry and other government partners, the committee provides strategic advice to the Transition team and monitors overall transition progress.
- **Bi-Weekly Executive Sponsors:** led by the Transition Program Director and includes the Assistant Deputy Minister (ADM) of the ministry's Social Assistance Operations Division, and the Chief Information Officer of the Children, Youth and Social Services I&IT Cluster. This committee identifies key deliverables and reviews risks, issues and status.
- **SAMS Transition Plan Management Committee:** chaired by the Transition Program Director, this committee reviews Transition Plan projects, monitors associated risks and interdependencies to ensure transition progress.
- **SAMS Operations Management Committee:** Director-level committee reviews operations metrics, SAMS system performance and infrastructure initiatives.

Governance bodies and ministry management meet regularly to review progress made in all workstreams. At a later stage, the ministry will consult with all stakeholders to document and communicate how interim governance structures and working groups (e.g. Frontline Staff Working Group, Technical Working Group, SAMS OW Executive Committee) will change once transition is complete.

5. Transition-specific metrics and measures

Leverage current performance measures and metrics to develop a consolidated dashboard that measures and tracks metrics related to program benefits, system performance and usage.

Key Activities	Start Date	End Date	Percent Complete*	Status Notes
Issue local operational indicator reports (monthly - ongoing)	15-Jun-15	31-Mar-16		Monthly operational reports are being issued
Prepare and issue monthly status reports for each delivery site incorporating operational indicators	1-Nov-15	31-Mar-16		Later stage

PwC Health Check Consideration	Ministry Action
Quantify & track benefits of enhancements to SAMS and any opportunities to offset areas within SAMS that still require more time than expected to complete.	Review of ODSP business processes and productivity studies in OW planned for later this year will identify opportunities for improvements and associated benefits related to enhancements or other system changes.
To support reporting needs, additional guidance & communication to managers should be continued. Continue to prioritize reports through release process & share / track list as part of integrated plan.	The joint provincial/delivery partner Technical Working Group prioritizes reports and considers potential issues with the release plan. The ministry will continue to support managers in the reporting process, and also consider how support may be enhanced going forward.
The Ministry worked with stakeholders to define a new, more comprehensive dashboard which considers quantitative and objectives measures. The new dashboard to be released in the near term.	The new site status dashboard will incorporate operational indicators for OW and ODSP on a site-by-site basis. It will be released in November.

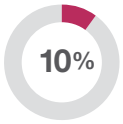
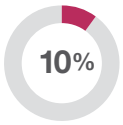
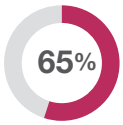
Summary

PwC provided the ministry with clear recommendations to define and communicate **business acceptance criteria** to measure progress towards full operations. The ministry is working closely with its service delivery partners to jointly identify meaningful, reliable measures. Factors impacting the interpretation of data are being carefully considered. For example, the fundamental differences between SAMS and SDMT and the changes to business processes impact how data is interpreted or whether new baselines are required. While it is possible to use pre-SAMS performance data as a benchmark for some measures, it is challenging to draw "like for like" comparisons. Examples of interim measures include how long it takes to process applications (intake) and payment accuracy. Through the transition period, the ministry will continue to work with its partners to agree on the right measures of progress and to implement a plan to communicate the findings.

6. Enhance the stakeholder management and engagement strategy with municipal delivery agents and other stakeholders

Leverage current performance measures and metrics to develop a consolidated dashboard that measures and tracks metrics related to program benefits, system performance and usage.

Key Activities	Start Date	End Date	Percent Complete*	Status Notes
Provide Business Priority Input to Release Planning (Ongoing)	1-Jan-15	31-Mar-16	60%	Input to priorities via ongoing engagement
Develop Integrated Transition Plan "Progress Update"	29-Jun-15	17-Sep-15	100%	Completed
Inventory municipal engagement tables	24-May-15	5-Jun-15	100%	Completed
Inventory communications products and channels	11-May-15	22-May-15	100%	Completed
Provide Transition Plan Update to Field	1-Jun-15	12-Jun-15	100%	Completed

Key Activities	Start Date	End Date	Percent Complete*	Status Notes
Provide Transition Plan Update to Field	1-Jun-15	12-Jun-15		Completed
Enhance Municipal Engagement Strategy for Transition	24-Jun-15	30-Jul-15		Completed
Review long-term strategy for municipal engagement	15-Aug-15	30-Nov-15		In progress
Develop Engagement Strategy (Roadmap)	11-Sep-15	30-Oct-15		In progress, but tracking behind schedule
Issue ongoing Communications	1-May-15	31-Dec-15		In progress
Transition Social Assistance (SA) communications to regular operations	31-Dec-15	31-Mar-16		Later stage
Select Initial First Nation Pilot Sites through engagement with Ontario Native Welfare Administrator's Association (ONWAA)	1-Jun-15	23-Jul-15		Completed
Conduct Final Integration Test (including unique requirements for First Nations; technical setups)	1-Sep-15	2-Oct-15		Completed
Establish Implementation Workplans for next phase of First Nations sites	1-Sep-15	15-Dec-15		In progress
Engage with First Nations to implement SAMS	1-Jun-15	31-Jan-16		In progress

PwC Health Check Consideration	Ministry Action
Continue to engage with municipal stakeholders & involve them in the decision making	The ministry will continue to engage with service delivery partners and staff.

Summary

As mentioned in **Part 1**, the ministry is collaborating with frontline staff, municipalities and service delivery partners through **working groups**. Monthly meetings have been held since each group was formed. Concerns raised during through these engagements have been compiled, prioritized and validated. In its SAMS Transition Health Check report, PwC confirmed the progress made in the ministry's engagement strategy:

> "The steps the Ministry has taken to date have had a positive impact on the SAMS transition. Positive feedback was received from stakeholders regarding the new engagement model and their ability to help inform the transition and help the Ministry understand the municipal perspective."

7. Enhance organizational impact assessment

Strengthen insight into SAMS-related changes and people-related impact by expanding the level of detail in the Organizational Impact Assessment. Insights should continue to be refined and validated with front line staff on an on-going basis.

Key Activities	Start Date	End Date	Percent Complete*	Status Notes
Communicate Organizational Impact survey results to Ontario Works (OW) sites	8-Jul-15	25-Sep-15	100%	Completed
Prepare Organization Impact Assessment (OIA) Update workplan/ gap analysis for top 3 priority areas to be updated based on Survey findings	24-Jun-15	1-Aug-15	100%	Completed
Complete gap analysis for remaining priority areas	4-Aug-15	10-Aug-15	100%	Completed

Key Activities	Start Date	End Date	Percent Complete*	Status Notes
Review and revise Organizational Impact Analysis for top 3 Case Management priorities	22-Jul-15	30-Jul-15	100%	Completed
Validate Case Management Assessment through Technical Working Group	1-Sep-15	30-Sep-15	100%	Completed
Review and Revise remaining Case Management Priorities of OIA	4-Aug-15	31-Aug-15	100%	Completed
Review and revise Organizational Impact Analysis for top 3 Intake priorities	22-Jul-15	30-Jul-15	100%	Completed
Validate Intake Assessment through Technical Working Group	1-Sep-15	30-Sep-15	100%	Completed
Review and revise remaining Intake Priorities of OIA	4-Aug-15	31-Aug-15	100%	Completed
Review and revise Organizational Impact Analysis for top 3 Financials priorities	22-Jul-15	30-Jul-15	100%	Completed
Validate Financials Assessment through Technical Working Group	1-Sep-15	30-Sep-15	100%	Completed
Review and revise remaining Financials Priorities of OIA	4-Aug-15	31-Aug-15	100%	Completed
Complete OIA for SA Online	1-Sep-15	30-Sep-15	100%	Completed
Complete OIA for Supervisor Workspace and Outcome Plans	1-Sep-15	30-Sep-15	100%	Completed
Conduct follow up Survey to measure progress	1-Nov-15	30-Nov-15		Starting soon

PwC Health Check Consideration	Ministry Action
Continue to examine value of expanding and reassessing organizational impact at appropriate intervals to inform change & communications strategy	The Organizational Impact Assessments (OIA) are being enhanced in priority sequence based on feedback from staff and delivery partners. Once complete, the ministry will consider the best approach and interval for assessing organizational impacts on an ongoing basis.

Summary

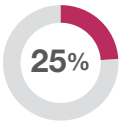
The Organizational Impact Assessment (OIA) documents the operational impact that SAMS has had on staff, business processes and programs and supports training, change initiatives and communications strategies. To help isolate gaps and prioritize areas of focus, the ministry asked staff from ODSP, ACSD and OW to identify priorities for training and support, based on specific job functions. Feedback from surveying staff was used to tailor activities to specific stakeholder needs across multiple, integrated areas of focus:

- Training approach and curriculum, audiences and materials
- Change and communications
- Functional enhancements
- Business process documentation

The ministry will provide staff with additional opportunities to provide feedback through follow-up engagements.

8. Integrated change and communications plan

Using the Organizational Impact Assessment as a foundational document, design and deliver an Integrated Change and Communications Plan with tailored change interventions (training, communication, engagement) to address specific stakeholder needs.

Key Activities	Start Date	End Date	Percent Complete*	Status Notes
Develop Integrated Communications and Change Management Plan	1-Jun-15	16-Nov-15		In progress

PwC Health Check Consideration	Ministry Action
Identify dependencies between key milestones & deliverables across all projects and consider impacts to communications and change management	An integrated change and communications plan is in development as part of the ITP. Once complete it will reflect dependencies, key milestones and deliverables to ensure staff and stakeholders are kept informed of transition activities and progress.
Refine approach to communications & identify opportunities for efficiencies	An integrated communications plan and engagement calendar are in development. These documents will outline our approach to keeping staff and delivery partners informed on the transition plan, progress to date, and upcoming engagement activity.

Summary

The ministry's Communications Branch is working to ensure that all communications make clear to staff and stakeholders what is happening, when, and why. Activities, plans and products are being coordinated, aligned and integrated around our staff and their experience, as it relates to their job function, knowledge, skills and environment. Communications products are developed to adhere to established user-experience principles; they are clear, relevant, consistent and audience-specific. Communication activities and products include:

- **"What We Heard" reports** summarized feedback from **site visits** by executive ministry staff
- **Weekly SAMS Communications updates** a digest of information distributed to frontline staff
- **WebEx sessions** provide opportunities to engage with frontline staff, answer questions related to defect **fixes**, changes and enhancements, and refresher training sessions
- **Local Office Reports and Provincial Summaries** outline achievements and measures
- **Reorganized extranet** (SAMO site) with easier access to better staff resources and new search functionality; additional changes are being planned for the extranet
- **Sharing information** with municipal partners through **working groups**
- **Updated, consolidated help documents** such as user guides and "tips and tricks" for frontline staff
- **"What's New in SAMS"** document outlines fixes and enhancements being made and impacts to frontline staff and service delivery partners

The ministry is developing an integrated change management and communications strategy so staff and delivery partners will continue to receive valuable SAMS information and are kept up to date on progress in a coordinated fashion.

Successful change management actively involves those most impacted by change. Recognizing this, the ministry's various formal and informal **engagement activities** with staff and service delivery partners aim to:

- ensure that staff and service delivery partner experiences and priorities are clearly understood,
- involve staff and service delivery partners in the decision-making processes, and
- provide them with the opportunity to validate that the plan is working to meet their needs.

PwC's recent review of the ministry's Integrated Transition Plan found that

> "Stakeholders have noted an improvement overall with communications and change management. Stakeholders indicated they feel they are now a part of the process and a part of decision making."

Over 900,000 Ontarians rely on social assistance programs every month. More than 11,000 staff across 257 offices use SAMS to deliver OW, ODSP and ACSD. Promoting a common understanding of what is happening, why, and how it impacts people and process is essential for effective change management. To achieve this alignment, the ministry has invested considerable efforts in communicating in an organized, synchronized, open and transparent way. Processes and products have been established to better target and streamline communications so that audiences get the information they need, when they need it.

Managers play a crucial role in the change process. Managers are best able to facilitate change through thoughtful planning and sensitive implementation approaches that consider the individual needs and experiences of their teams. Responding to feedback, the ministry is providing enhanced supports through learning opportunities and reference materials for both staff and managers. The ministry is planning to develop additional change management initiatives tailored to support managers.

People

9. Refine SAMS training approach and materials

Based on insights from the Organizational Impact Assessment, continue to refine the training approach, curriculum, audiences, and materials with a focus on both new and existing front line staff needs.

Key Activities	Start Date	End Date	Percent Complete*	Status Notes
Draft Short Term Training Strategy	1-Mar-15	17-Jul-15	100%	Completed
Finalize Short Term Training Strategy	17-Jul-15	30-Jul-15	100%	Completed
Determine immediate training needs through staff surveys and engagement with delivery partners	1-May-15	30-Jun-15	100%	Completed
Secure Implementation Lead support for short term training - ODSP implementation lead	1-Jun-15	30-Jun-15	100%	Completed
Document Learning Session Topics	1-Mar-15	30-Jun-15	100%	Completed
Conduct continuous learning sessions for OW, Ontario Disability Support Program (ODSP) and ACSD	1-Jun-15	31-Aug-15	100%	Completed
Deliver enhanced training for First Nations	28-Aug-15	18-Sep-15	100%	Completed
Develop training materials to support SA Online	26-Jan-15	22-Apr-15	100%	Completed
Adjust Training Material (from evaluation of ODSP Pilot Feedback) - for OW Pilot	15-Oct-15	30-Nov-15		Later stage
Provide Change Management and SA Online Training to OW pilot sites	7-Nov-15	30-Nov-15		Later stage

Key Activities	Start Date	End Date	Percent Complete*	Status Notes
Deliver prioritized courses from the long term training SAMS curriculum - for OW (five courses)	1-Sep-15	30-Nov-15	85%	In progress
Develop/pilot training on ODSP specific process coordinated with on-site support	1-Jun-15	31-Aug-15	100%	Completed
Develop training approach for ODSP new hires	1-Jun-15	30-Jul-15	100%	Completed
Conduct continuous learning sessions for OW, ODSP and ACSD - based on OIA gap analysis	1-Sep-15	30-Nov-15	60%	In progress
Create Longer Term - Core Curriculum Training Strategy	1-Mar-15	30-Jun-15	100%	Completed
Create Longer Term (Steady State) Training Curriculum	1-Apr-15	13-Aug-15	100%	Completed
Finalize training priorities	31-Jul-15	31-Aug-15	100%	Completed
Launch longer term training development for OW	30-Oct-15	30-Oct-15		Later stage
Launch longer term training development for ODSP	31-Dec-15	31-Dec-15		Later stage
Launch longer term training development for ACSD	29-Jan-16	29-Jan-16		Later stage
Develop training material update and maintenance strategy	21-Oct-15	31-Jan-16		Later stage
Conduct evaluation of steady state training content	1-Jan-16	31-Mar-16		Later stage

PwC Health Check Consideration	Ministry Action
Review communications & engagement specific to end to end training to inform all stakeholders of the approach and timeline	Service delivery partners have endorsed the training strategy and approach through established engagement committees. Work is underway to develop the long-term training curriculum. The ministry will consider the best approach for communicating the strategy with staff and stakeholders.
Consider the medium through which training is delivered; determine how end-to-end training will be supported when SAMS has transitioned to operations	Service delivery partners have endorsed the training strategy and approach through established engagement committees. Work is underway to develop the long-term training curriculum.

Summary

Feedback was gathered through surveys to develop specialized WebEx training sessions and resources that staff needed most. Sessions are tailored to the specific roles and experiences of staff delivering ODSP, OW and ACSD programs. Training materials and delivery uses an end-to-end view of the system, rather than training on discrete SAMS systems transactions. Scenario-based “real-life” exercises are used, based on the current version of SAMS. Plans are in place to continue these sessions through late November. In addition to specialized training, WebEx sessions are being combined with in-person support from Implementation Leads, on hand to provide staff with policy and local business context as they go through the session. After the WebEx, Leads help staff apply what they learned to their own caseloads.

The ministry is drawing on insights from the Organizational Impact Assessments to develop a long-term training strategy, using a phased approach. The long-term strategy focuses on producing end-to-end training materials for new employees, according to key job functions in OW, ODSP and ACSD.

To eliminate the need to refer to multiple documents, key support materials (user guides, job aids and helpful hints) are being consolidated and simplified. A new manual on the most commonly accessed SAMS functions (Desk Side Reference Tool) has also been created for staff. All materials are posted on the ministry’s internal extranet and are updated after each

SAMS **release**. To make it easier for staff to find what they need quickly, the extranet has been reorganized and optimized with a new search feature. Plans are underway to redesign the extranet in a more robust way over the long term, to improve the overall functionality and user-experience. Resources are being customized for and shared with delivery partners to help support all staff consistently across programs.

16. End user support strategy

Develop an end user support strategy that is responsive, simplified and supported by a knowledge database which is accessible by end users. The user support strategy should provide for access, as appropriate, to experts who can support tickets that are escalated.

Key Activities	Start Date	End Date	Percent Complete*	Status Notes
Increase Help Line capacity	1-Jun-15	24-Jul-15	100%	Additional help line staff in place
Lead, facilitate and provide support to SAMS Technical Working Group	12-Jan-15	31-Mar-16	60%	Ongoing
Conduct user support (training) sessions and provide on-site support, as needed	1-Mar-15	1-Dec-15	80%	In progress
Ramp up Incident management capacity	1-Apr-15	19-Jun-15	100%	Completed
Triage Incident Management - Legacy Tickets	22-Oct-15	31-Mar-16		Later stage
Adopt Cluster Incident Management Process	1-Jul-16	30-Nov-15	65%	Ongoing
Adopt Cluster Problem Management Process	1-Apr-16	29-Feb-16	60%	Ongoing
Adopt Cluster Change Management Process	1-Apr-15	30-Nov-16	80%	Ongoing

Key Activities	Start Date	End Date	Percent Complete*	Status Notes
Respond to Ad-Hoc Requests	2-Jul-15	30-Nov-15		In progress
Develop User Acceptance Testing (UAT) Strategy	1-Oct-15	31-Mar-16		In progress

PwC Health Check Consideration	Ministry Action
Document the process of transitioning calls from helplines to IT service desk and communicate process to stakeholders	Documenting this process is planned for a later stage of the integrated transtiion plan.
Communication between the Ministry and municipal stakeholders should be considered to inform all groups of the **vendor**'s efforts regarding incident management, and any requirements on the part of front line staff	Staff and stakeholders will continue to be informed of transition progress, including incident management.
Proactively manage resource risks related to helplines (resources may not be available until transition to IT service desk).	Key resources have been extended until March 31, 2016 to support the transition to IT service desk
Clearly identify and communicate operational end user support strategy to inform stakeholders & gain agreement on the structure and related support.	The operational end user support strategy will be informed by feedback from staff and delivery partners through the appropriate engagement committees.

Summary

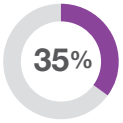
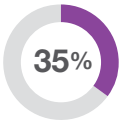
The ministry's Help Lines have been expanded with more experts available to answer calls from frontline staff. The Help Lines provide immediate, live access to experts to walk through SAMS step-by-step, or escalate issues to be addressed. To improve response times for incident tickets, extra supports have been added to MCSS's Service Desk. The Ministry is also reviewing the current incident management process and developing a plan to make improvements.

Process

18. Business process documentation

Leverage and expand on the business process documentation developed prior to go live to continue to support front line staff.

Key Activities	Start Date	End Date	Percent Complete*	Status Notes
Provide Desk Side Reference Tool for ODSP Staff	15-Mar-15	15-May-15	100%	Desktop Reference Tool available
Provide Desk Side Reference Tool for Ontario Works Staff	1-Jun-15	30-Jun-15	100%	Desktop Reference Tool available
Re-organize information on Social Assistance and Municipal Operations Branch (SAMO) Extranet	10-Mar-15	9-Jun-15	100%	Positive feed-back on reorganization of information on SAMO Extranet
Redesign and Consolidate Information on Social Assistance Extranet	4-Aug-16	31-Mar-16	5%	Ongoing activity
Review ODSP Intake Process	15-Mar-15	30-Jun-15	100%	Lean Six Sigma review complete
Document Recommendations from Intake review	15-Mar-15	30-Jun-15	100%	Completed

Key Activities	Start Date	End Date	Percent Complete*	Status Notes
Work with delivery partners to identify opportunities for business process improvement	22-Oct-15	31-Mar-15		Later stage
Complete Lean Six Sigma reviews of ODSP Self Referrals Process	13-Jul-15	30-Dec-15		In progress
Complete Lean Six Sigma reviews of OW Self Referrals	15-Oct-15	31-Mar-16		In progress
Adapt ODSP process improvements and best practice recommendations for Ontario Works delivery partners	22-Oct-15	31-Mar-15		Later stage

PwC Health Check Consideration	Ministry Action
Prioritize communication around timeline & progress of business process documentation; indicate that focus of this effort is to identify potential process efficiencies	The ministry will continue to inform staff and delivery partners of all transition plan activities, including the ODSP business process review and the OW productivity assessment.
Allocate time & resources to assess operating model changes as a result of revised business processes. The structure that was in place with SDMT will likely need to adjust, given the differences with SAMS.	The business process review and productivity assessment will inform potential changes to the operating model.
Continue working with municipal partners to engage frontline staff in documentation of business processes	The ministry will continue to engage with service delivery partners and staff.

19. Data quality assessment

Perform a data quality assessment and develop a plan to address identified gaps, focusing on areas that are necessitating workarounds and may require manual database clean-up.

Key Activities	Start Date	End Date	Percent Complete*	Status Notes
Issue Data Quality Reports to Field Offices	1-Jun-15	20-Jun-15	100%	Completed
Review outstanding defects to assess possible data implications	13-Jun-15	15-Nov-15	70%	In progress
Review Helpline calls to identify/ determine any data issue trends	22-Jun-15	24-Jun-15	100%	Completed
Develop defect fix schedule for addressing data issues	1-Nov-15	30-Nov-15		Later stage
Follow up with Field Offices	1-Dec-15	15-Dec-15		Later stage

PwC Health Check Consideration	Ministry Action
Continue with approach and plan to address data quality	The ministry will continue to address data quality (to be completed by December 2015).
Share, more widely, the communications to stakeholder groups around approach and plan to address data quality, specifically the timing around fixes	The approach for addressing data quality will include engagement and communications with staff and delivery partners. Results and other activities will be shared with the field for data clean-up.

Summary

Business processes document the step-by-step processes caseworkers use to manage case files. They are updated to reflect any changes to the underlying technology used for service delivery. The ministry will work with frontline staff to complete a detailed review of ODSP business processes most impacted by SAMS. A similar review of Ontario Works business processes is planned. A Field Usability Study was also completed to better understand how Ontario Works and ODSP staff interact with SAMS during the intake process. Findings from this study will help identify system or process challenges staff may be experiencing so the ministry can take the right steps to address them.

Technology

12. Regression testing and automated use cases

Continue to develop a complete set of automated use cases that exercise the application on an end-to-end basis and use this for regression testing. Components that do not successfully execute the regression test suite may not be promoted into the production environment.

Key Activities	Start Date	End Date	Percent Complete*	Status Notes
Develop Systems Test Strategy	20-Apr-15	30-Sep-15	90%	Draft is complete, awaiting signoff
Document plan to use a tool to take a subset of data and mask it for testing purposes (to protect privacy)	14-Jul-15	21-Aug-15	100%	Completed
Conduct Data extraction and Masking Proof of Concept	14-Jul-15	11-Aug-15	100%	Completed
Complete development and testing of data subsetting/ masking process	8-Sep-15	31-Dec-15	5%	In progress
Document Test Data Management Plan	1-Dec-15	31-Dec-15		Later stage
Develop Test Automation Suite - Phase 1 (end to end scenarios)	1-Feb-15	30-Sep-15	100%	Completed

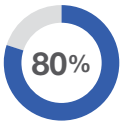
Key Activities	Start Date	End Date	Percent Complete*	Status Notes
Develop Test Automation Suite – Phase 2 (modular automated scripts)	6-Nov-16	31-Mar-16		Second phase of automation to follow
Complete development of automated test suite - Interface Compares	26-Oct-15	31-Jan-16		Later stage
Develop Performance Testing Strategy (options analysis)	31-Aug-15	30-Oct-15		In progress
Document performance testing plan	1-Nov-15	18-Dec-15		Later stage

PwC Health Check Consideration	Ministry Action
Automate all **regression test** scripts to meet quarterly releases and support patches, as needed.	Partial regression test automation is in place for the first quarterly release in November 2015, with full regression automation planned for February 2016.

14. Capacity planning specific to infrastructure

Repeat the capacity planning exercise based on feedback and metrics and confirm the infrastructure (servers, storage, network) are adequate to support expected application performance.

Key Activities	Start Date	End Date	Percent Complete*	Status Notes
Prepare Technical Readiness Assessment (bandwidth, print solution, access to SAMS) for First Nations site	18-Jun-15	15-Oct-15		Completed
Updated Plan for Technical Implementations (needed for First Nations implementation)	13-Jul-15	31-Aug-15		Completed
Complete set up of Ministry technology needed to communicate with First Nations sites	18-Jul-15	2-Oct-15		Completed
Review Database Storage Capacity Needs and Uplift (Production Environment)	24-Apr-16	10-Aug-15		Completed
Add Database Storage Capacity (Production Environment)	1-Oct-15	10-Dec-15		In progress
Implement two Application Servers to Pre-Prod and Prod	4-May-15	30-Nov-15		In progress
Decommission UATP Environment	1-Nov-15	31-Jan-16		Later stage

Key Activities	Start Date	End Date	Percent Complete*	Status Notes
Develop Database Maintenance Plan (Final)	31-Jul-15	18-Oct-15		In progress, but tracking behind schedule
Identify Environment Capacity Needs – Pre-Production (storage, memory, Central Processing Unit (CPU), sizing)	1-May-15	21-Sep-15		Completed
Identify Environment Capacity Needs – Production (storage, memory, CPU, sizing)	1-May-15	31-Aug-15		Completed
Identify Environment Capacity Needs – Development/Test (storage, memory, CPU, sizing)	1-May-15	1-Dec-15		In progress
Optimize batch processes that are used for overnight processing (e.g. pay run, printing, etc)	1-Jun-15	31-Mar-15		Ongoing activity

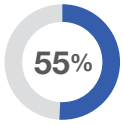
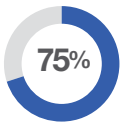
PwC Health Check Consideration	Ministry Action
Continue to assess capacity, leveraging capacity planning approach that is in place.	Capacity planning will continue.

Summary

The **training environment** has been upgraded to the most current version of SAMS and will continue to be kept up to date with each subsequent release. In the new training environment, staff can practice using SAMS in a separate space that does not impact the "live" (production) application. **Production** and **pre-production environments** are regularly synchronized to validate application changes and overall system performance. This enables the ministry to conduct mock pay runs and testing. Automated alerts are built in to notify support staff to processing delays or errors. Changes are being made to improve overall performance of the system.

15. Balance defect resolution with planned enhancements, and Cúram upgrade plan

Balance defect resolution with planned enhancements, as well as Cúram upgrades, based on value to the business and front line staff impact. The governance process supported by a clear prioritization framework should be followed to guide and confirm the prioritization of enhancements over defects.

Key Activities	Start Date	End Date	Percent Complete*	Status Notes
Plan November Quarterly Release	1-Jun-15	17-Sep-15		Completed
Plan February Quarterly Release	12-Aug-15	9-Oct-15		Need to review February release options roadmap
Implement April Monthly Release	1-Mar-15	11-Apr-15		Completed
Implement May Monthly Release	1-Apr-15	11-May-15		Completed
Implement June Monthly Release	1-May-15	13-Jun-15		Completed
Implement July Monthly Release	1-Jun-15	11-Jul-15		Completed
Implement August Monthly Release	1-Jun-15	7-Aug-16		Completed
Implement September Rate Change Release	1-Jul-15	11-Sep-15		Completed
Implement November Quarterly Release	1-Sep-15	7-Nov-15		Development and testing delays

Key Activities	Start Date	End Date	Percent Complete*	Status Notes
Implement February Quarterly Release	15-Aug-15	13-Feb-16	30%	In progress
Implement SAMS in one First Nations community	1-Nov-15	18-Nov-15		Later stage
Establish Go / No Go Criteria for SA Online pilot	3-Mar-15	1-May-15	100%	Completed
Develop automated dashboard to track SA Online usage	22-Jun-15	31-Oct-15		In progress
Implement key defect fixes (from evaluation of ODSP SA Online Pilot Feedback)	15-Jun-15	10-Jul-15	100%	Completed
Assess timing for further expansion of ODSP SA Online pilot or start of OW Pilot	7-Nov-15	30-Nov-15		Later stage
Develop fixes required for SA Online pilot	1-Aug-15	30-Sep-15	100%	Additional fixes scheduled for Nov. release
Communicate with Stakeholders result of first Pilot and request OW offices for participation in SA Online pilot	31-Jul-15	30-Sep-15		Completed
Develop Final Evaluation and Recommendations for Provincial SA Online Rollout	1-Feb-16	31-Mar-16		Later stage
Deliver Landing Page for Client Enrolment in provincial rollout	1-Aug-15	15-Oct-15	60%	In progress
Develop fixes required for OW SA Online Pilot	15-Sep-15	16-Nov-15	10%	Continue to monitor and determine project impacts

PwC Health Check Consideration	Ministry Action
Include prioritization framework and related governance structure in transition to operations structure (see recommendation 1.)	The prioritization framework and governance will continue beyond the transition period.
Consider additional communication to front line staff about defect resolution & enhancements.	The "What's New" communication and conference calls following the releases have received good feedback from the stakeholders. Key enhancements and fixes are also profiled through the SAMS Weekly Update.
Consider how to share info about known defects more widely	

Summary

The ministry has reinstated regular testing and defect management processes to validate SAMS **release** changes. The development of a SAMS **automated test suite** is in progress and on target to complete March 2016.

SAMS in First Nations Communities

First Nations communities use various stand-alone technologies to deliver social assistance. Since First Nations did not use SDMT, transition to a new technology requires different **data conversion** and business processes. The ministry has been working with Ontario's First Nations communities in partnership with the Ontario Native Welfare Administrators' Association to determine the most effective approach for implementing SAMS in First Nations. Consultations are ongoing and collaborative planning is underway with ONWAA and the initial pilot sites.

PwC Health Check Consideration	Ministry Action
Pilot approach to First Nations & SA Online (Client Portal) projects	SAMS will be piloted in one First Nations site in November 2015, followed by 3 additional sites in Spring 2016. SA Online is currently being piloted with a small number of ODSP clients. A pilot with OW clients is planned for late 2015.
Detailed planning, including a specific change, communications and training approach is required for the Pilots (e.g. identify dependencies among other integrated projects, specifically fixes and enhancements; consider change capacity, etc.)	Customized training and communication approaches have been developed for both the First Nation pilot and the SA Online pilot. Fixes and enhancements are prioritized through regular governance.

Summary

Social Assistance Online

We are piloting Social Assistance Online with 27 clients in St. Catharines and Mississauga. With this tool, clients can access their case information and provide updates online. Through the pilot we are identifying and addressing system issues and getting feedback on the usability and functionality of the tool from the client's point of view. Over the next several months, the ministry is planning to gradually add more participants to the pilot.

The ministry implemented a number of fixes which have drastically improved SAMS functionality, addressing more than 90 per cent of priority issues identified in the early phase of implementation. The remaining priority issues are being scheduled within the next several quarterly releases. A new "Case Information Tab" was added to provide caseworkers with 'case at a glance' details. More enhancements are also scheduled for the November release and an early 2016 release.

A usability assessment on processing client applications in SAMS was completed with frontline staff. This assessment focuses on how well users can learn and use a product to achieve their goals. Results are currently being reviewed to identify opportunities to incorporate further improvements into the SAMS technology, business processes and training strategies. Building on the usability assessment, plans have been developed to conduct two targeted studies:

- a **productivity study** to identify gaps in process and areas that can be streamlined
- a **time study** to measure how long processes take

Transition to Operations

10. Knowledge transfer for Cúram resources

Review the knowledge transfer plan and incorporate into the integrated project plan, recognizing the impact on resources if they are shadowing vendors and may not be able to perform other planned activities.

Key Activities	Start Date	End Date	Percent Complete*	Status Notes
Develop approach to measure technical staff	1-Jan-15	30-May-15	100%	Completed
Complete Knowledge Transfer for Technical Resources	1-Apr-15	30-Jun-16	40%	Ongoing
Review Operational Documentation Library Structures (incl. SharePoint)	2-Jul-15	30-Jul-15	100%	Completed
Validate and transfer project and operating documentation to operational repository	30-Jul-15	31-Mar-16	30%	In progress
Draft SAMS Support Model	1-Apr-15	13-Jul-15	100%	Completed
Finalize SAMS Support Model	13-Jul-15	30-Oct-15	70%	In progress

PwC Health Check Consideration	Ministry Action
Develop plan to support knowledge transfer through the transition to operations.	A knowledge transfer plan and tracking tool have been developed as part of the transition to operations workstream.
Closely monitor & track resource risks related to knowledge transfer and assess potential mitigation strategies	Risks for knowledge transfer activities are monitored through ongoing governance. Mitigation strategies are in place.

Summary

To provide continuity in service delivery, operations and ensure support is in place to assist staff and delivery partners after the transition period, the ministry is planning a multi-year knowledge transfer process. To transfer knowledge from the technical SAMS maintenance and support team to the organization, the ministry is applying information sharing and knowledge-transfer best practices and tools. Business ownership of SAMS is transitioning from the SAMS project team to the Social Assistance and Municipal Operations Branch (SAMO). Representing the interests of both municipal and provincial users relating to social assistance delivery, SAMO is prepared to leverage the expertise built on working with the SAMS vendor since implementation.

11. Release management

Continue to move to an ITIL compliant industry standard release management process for introducing change into the SAMS application. Differentiate between changes that are unit tested, changes that have been validated through some level of User Acceptance Test and changes that have been fully regression tested prior to implementation in production.

Key Activities	Start Date	End Date	Percent Complete*	Status Notes
Refine criteria for prioritizing defect fixes, enhancements and technical upgrades	7-May-15	1-Nov-15	30%	Prioritization criteria is being refined
Document Post-Release Lessons Learned (November release)	11-Nov-15	4-Dec-15		Later stage
Update models used to estimate release development effort	15-Aug-15	30-Nov-15	20%	In progress, but tracking behind schedule
Document Post-Release Lessons Learned (February release)	13-Feb-16	10-Mar-16		Later stage

PwC Health Check Consideration	Ministry Action
Communication to front line staff about process to address critical fixes between releases and document approach to manage these situations	The ministry communicates release content several weeks in advance of the release so staff are aware of SAMS changes which are planned.
Consider the following, which impact first few quarterly releases: • Identify potential strategies (short term) to mitigate risk of all regression tests not being automated (recommendation 12.) • Testing will be challenged if data is not available in testing environments (recommendation 13.)	Partial regression test automation is in place for the first quarterly release in November 2015, with full regression automation planned for February 2016.

Summary

SAMS releases will be moving to a quarterly schedule in November. This is an **ITIL**-compliant industry standard for incident, change and release management processes. It allows the necessary time to finalize scope, confirm resourcing and finalize release plans.

APPENDIX

PWC Recommendations: Detail 53

Milestones 56

Progress Detail: Key Deliverables 58

Glossary 86

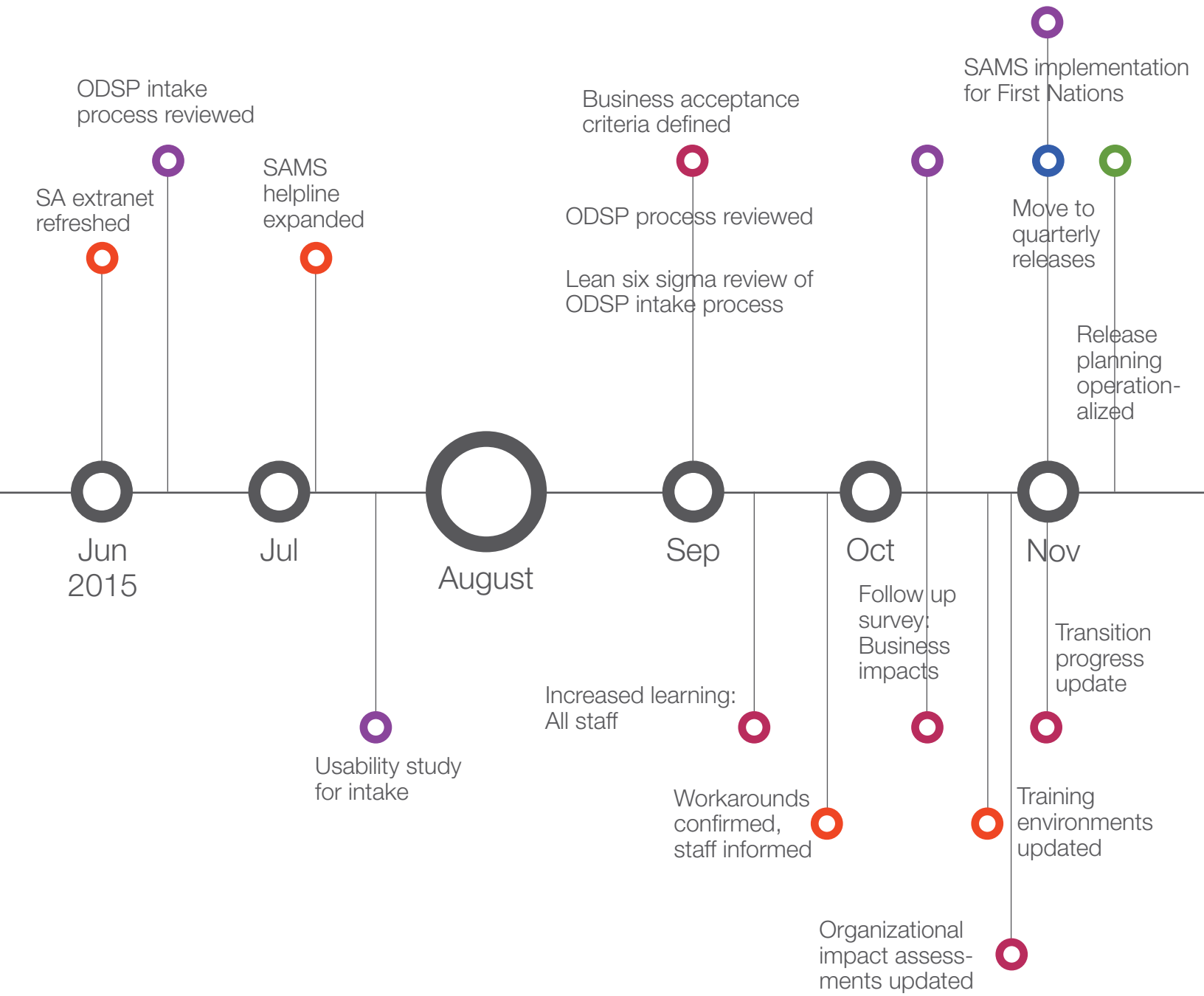
PwC Recommendations: Detail[8]

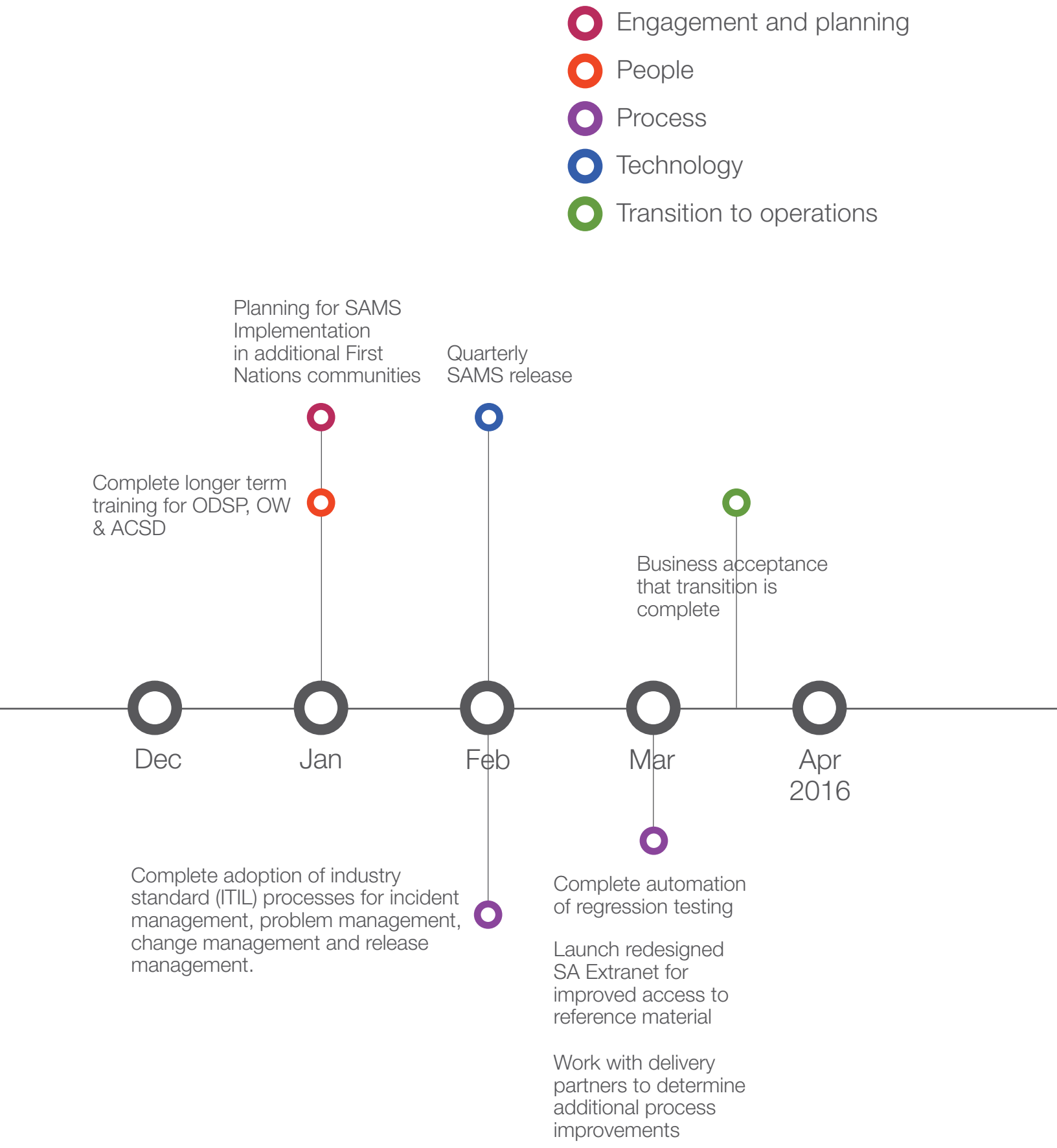
1	**Governance structure realignment** Support the adoption of a governance structure with consideration for transition, business as usual and an Integrated Transition Plan and Program Manager.
2	**Integrated transition plan** Enhance and strengthen the ongoing planning through an integrated approach to transition that will provide a holistic view of the continued efforts and interactions required to achieve identified outcomes.
3	**SAMS business acceptance criteria** Confirm and communicate business acceptance criteria for the SAMS transition to business as usual. This will provide greater clarity to key stakeholders within the project and operations teams in terms of the ongoing operational responsibilities of SAMS. Business acceptance criteria are conditions that must be satisfied before moving to business as usual. These criteria will also provide greater insight into the prioritization and sustainability of decisions that are being made as the transition continues.
4	**Transition program manager** Support the Ministry's decision to engage a Program Manager to own the Integrated Transition Plan (i.e. plan, manage, monitor and report on transition progress and outcomes).
5	**Transition-specific metrics and measures** Leverage current performance measures and metrics to develop a consolidated dashboard that measures and tracks metrics related to program benefits, system performance and usage.
6	**Stakeholder management and engagement strategy** Enhance the stakeholder management and engagement strategy with municipal delivery agents and other stakeholders to enable transition objectives and align outcome expectations.
7	**Enhance organizational impact assessment** Strengthen insight into SAMS-related changes and people-related impact by expanding the level of detail in the Organizational Impact Assessment. Insights should continue to be refined and validated with front-line staff on an ongoing basis.

8	**Integrated change and communications plan** Using the Organizational Impact Assessment as a foundational document, design and deliver an Integrated Change and Communications Plan with tailored change interventions (training, communication, engagement) to address specific stakeholder needs.
9	**Refine SAMS training approach and materials** Based on insights from the Organizational Impact Assessment, continue to refine the training approach, curriculum, audiences and materials, with a focus on both new and existing user needs.
10	**Knowledge transfer for Cúram resources** Review the knowledge transfer plan and incorporate it into the integrated project plan, recognizing the impact on resources if they are shadowing vendors and that they may not be able to perform other planned activities.
11	**Release management** Continue to move to an ITIL-compliant industry-standard release management process for introducing change into the SAMS application. Differentiate between changes that are unit tested, changes that have been validated through some level of user acceptance test and changes that have been fully regression tested prior to implementation in production.
12	**Regression testing and automated use cases MCSS – SAMS Transition Review PwC 25** Continue to develop a complete set of automated use cases that exercise the application on an end-to-end basis and use this for regression testing. Components that do not successfully execute the regression test suite may not be promoted into the production environment.
13	**Environment synchronization** Ensure that key environments are synchronized to the same level of code in a timely manner. Consider using advanced vendor cloning aids to assist in a refresh of key environments, with a target objective of having these environments synchronized within a one-week time frame.
14	**Capacity planning specific to infrastructure** Repeat the capacity planning exercise based on feedback and metrics and confirm that the infrastructure (servers, storage, network) is adequate to support expected application performance.

15	**Balance defect resolution with planned enhancements, and Cúram upgrade plan** Balance defect resolution with planned enhancements, as well as Cúram upgrades, based on value to the business and front line staff impact. The governance process supported by a clear prioritization framework should be followed to guide and confirm the prioritization of enhancements over defects.
16	**End user support strategy** Develop an end user support strategy that is responsive, simplified and supported by a knowledge database that is accessible by end users. The user support strategy should provide for access, as appropriate, to experts who can support tickets that are escalated.
17	**Identify and document workarounds** Develop an approach to catalogue and document workarounds in SAMS to reduce downstream risk and potential challenges with system validity.
18	**Business process documentation** Leverage and expand on the business process documentation developed prior to go-live to continue to support front-line staff.
19	**Data quality assessment** Perform data quality assessment and develop a plan to address identified gaps focusing on areas that necessitate workarounds and require manual database cleanup.

Milestones:
June- 2015 to April 2016




Engagement and planning
People
Process
Technology
Transition to operations
Planning for SAMS Implementation in additional First Nations communities
Quarterly SAMS release
Complete longer term training for ODSP, OW & ACSD
Business acceptance that transition is complete
Dec
Jan
Feb
Mar
Apr 2016
Complete adoption of industry standard (ITIL) processes for incident management, problem management, change management and release management.
Complete automation of regression testing
Launch redesigned SA Extranet for improved access to reference material
Work with delivery partners to determine additional process improvements

Progress Detail: Key Deliverables

Engagement and Planning | People | Process | Technology | Transition to Operations

1. Governance structure realignment

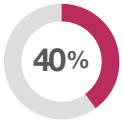
Support the adoption of a governance structure with consideration for transition, business as usual and an Integrated Transition Plan and Program Manager.

Key Activities	Start Date	End Date	Percent Complete*	Status Notes
Establish Social Assistance Management System (SAMS) Transition Plan Management Committee to oversee Transition Plan	12-Jun-15	15-Jun-15	100%	Oversight Committee in place and functioning
Reinstate Social Assistance Technology Planning (SATP) and Policy/Program Alignment (PPA) committees	1-May-16	29-May-15	100%	Governance structure in place and functioning
Plan to move from Transition Governance Model to a Corporate Governance Model as part of regular business	1-Feb-16	31-Mar-16		Will transfer to Corporate model toward end of fiscal

PwC Health Check Consideration	Ministry Action
Confirm long-term (post March 2016) operational groups/ committees, supporting roles and responsibilities	Moving to a corporate governance model is planned for a later stage in the transition plan. The ministry will continue to engage with stakeholders throughout transition and consider which committees need to be modified as part of ongoing operations.
Document all governance structures & committees • Focus on roles & responsibilities for ministry branches • Assessment of capacity & resources to support these roles & responsibilities	All governance structures and committees in place for transition are documented and have formal Terms of Reference to clarify roles and responsibilities.

2. Integrated transition plan

Enhance and strengthen the on-going planning through an integrated approach to transition that will provide a holistic view of the continued effort and interactions required to achieve identified outcomes.

Key Activities	Start Date	End Date	Percent Complete*	Status Notes
Define the Transition Program	17-Apr-15	31-May-15		Results Chain developed and detailed PowerPoint summary of the 17 projects
Develop Project Profiles	17-May-15	10-Jul-15		Projects have been defined
Review Project Schedules	2-Jul-15	31-Aug-15		Integrated project schedule created
Implement new status process	12-Jun-15	15-Jun-15		New status reporting is in place
Develop Consolidated Deliverables List and Tracking Tool	11-Jun-16	10-Jul-15		Tracking tool used for reporting progress and project ‘health’
Issue Final Report on Transition Progress	1-Mar-16	30-Mar-16		Later stage
Review Program Deliverables	12-Jun-15	31-Mar-16		Ongoing activity

PwC Health Check Consideration	Ministry Action
Clearly identify and track dependencies between the 17 project portfolios and key milestones and deliverables	Complete. Key dependencies and milestones have been identified.
Conduct ongoing risk assessment of resourcing related to the transition to operations and implement mitigation strategies	Risks and resource gaps are assessed weekly at SAMS Transition Progam Management Committee (TPMC) meetings.
Proactively identify where stakeholder engagement will be solicited	An integrated Communications Plan and calendar for engagement are being developed as part of the Integrated Transition Plan.
Complete a detailed assessment of status specific to selected projects	The Project Management Office is establishing a process to review projects and deliverables to assess and confirm quality.
Continue communicating interim outcomes across stakeholder groups to highlight progress (e.g. improvements as a result of transition efforts)	The ministry will continue to communicate progress with staff and delivery partners.
Identify and track dependencies / projects parallel to SAMS to understand capacity both from a Ministry and Municipal perspective.	The ministry works with delivery partners to review SAMS and other initiatives which may affect social assistance service delivery from a broad perspective through established governance and other committees. Dependencies or risks associated with various initiatives are considered on an ongoing basis.

3. SAMS Business Recovery Metrics

Confirm and communicate business recovery metrics for the SAMS Transition to business as usual. This will provide greater clarity to key stakeholders within the project and operations teams in terms of on-going operational responsibilities of SAMS. Business recovery metrics are conditions that must be satisfied before moving to business as usual. These criteria will also provide greater insight into the prioritization and sustainability of decisions that are being made as the transition continues.

Key Activities	Start Date	End Date	Percent Complete*	Status Notes
Define Measurement Framework	25-May-15	30-Jun-15		Completed
Develop Business Recovery Metrics	25-May-15	21-Oct-15		Drafted and pending approval

PwC Health Check Consideration	Ministry Action
Identify interim measures that track progress from go-live through to transition to operations.	The ministry has worked with stakeholders to identify interim measures to track progress throughout the transition as part of the integrated transition plan. Once confirmed, these measures will be reported on regularly.
Interim measures to support transition may focus on specific processes with agreement from stakeholders on the percentage change from go-live required to support transition to operations.	Measures to monitor progress through the transition period have been reviewed with delivery partners. A process to track business recovery specific to the identified metrics is in development. The ministry is also leveraging existing operational indicator reports to track progress.

4. Transition program manager

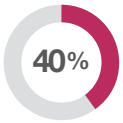
Support the Ministry's decision to engage a Program Manager to own the integrated transition plan – plan, manage, monitor and report on transition progress and outcomes.

Key Activities	Start Date	End Date	Percent Complete*	Status Notes
Appoint Transition Program Manager	11-May-15	25-May-15		Transition Program Manager in place and tracking progress

PwC Health Check Consideration	Ministry Action
None	

5. Transition-specific metrics and measures

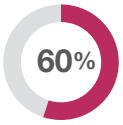
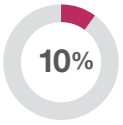
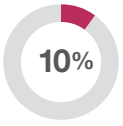
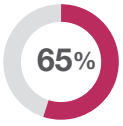
Leverage current performance measures and metrics to develop a consolidated dashboard that measures and tracks metrics related to program benefits, system performance and usage.

Key Activities	Start Date	End Date	Percent Complete*	Status Notes
Issue local operational indicator reports (monthly - ongoing)	15-Jun-15	31-Mar-16		Monthly operational reports are being issued
Prepare and issue monthly status reports for each delivery site incorporating operational indicators	1-Nov-15	31-Mar-16		Later stage

PwC Health Check Consideration	Ministry Action
Quantify & track benefits of enhancements to SAMS and any opportunities to offset areas within SAMS that still require more time than expected to complete.	Review of ODSP business processes and productivity studies in OW planned for later this year will identify opportunities for improvements and associated benefits related to enhancements or other system changes.
To support reporting needs, additional guidance & communication to managers should be continued. Continue to prioritize reports through release process & share / track list as part of integrated plan.	The joint provincial/delivery partner Technical Working Group prioritizes reports and considers potential issues with the release plan. The ministry will continue to support managers in the reporting process, and also consider how support may be enhanced going forward.
The Ministry worked with stakeholders to define a new, more comprehensive dashboard which considers quantitative and objectives measures. The new dashboard to be released in the near term.	The new site status dashboard will incorporate operational indicators for OW and ODSP on a site-by-site basis. It will be released in November.

6. Enhance the stakeholder management and engagement strategy with municipal delivery agents and other stakeholders

Leverage current performance measures and metrics to develop a consolidated dashboard that measures and tracks metrics related to program benefits, system performance and usage.

Key Activities	Start Date	End Date	Percent Complete*	Status Notes
Provide Business Priority Input to Release Planning (Ongoing)	1-Jan-15	31-Mar-16		Input to priorities via ongoing engagement
Develop Integrated Transition Plan "Progress Update"	29-Jun-15	17-Sep-15		Completed
Inventory municipal engagement tables	24-May-15	5-Jun-15		Completed
Inventory communications products and channels	11-May-15	22-May-15		Completed
Provide Transition Plan Update to Field	1-Jun-15	12-Jun-15		Completed
Provide Transition Plan Update to Field	1-Jun-15	12-Jun-15		Completed
Enhance Municipal Engagement Strategy for Transition	24-Jun-15	30-Jul-15		Completed
Review long-term strategy for municipal engagement	15-Aug-15	30-Nov-15		In progress
Develop Engagement Strategy (Roadmap)	11-Sep-15	30-Oct-15		In progress, but tracking behind schedule
Issue ongoing Communications	1-May-15	31-Dec-15		In progress

Key Activities	Start Date	End Date	Percent Complete*	Status Notes
Transition Social Assistance (SA) communications to regular operations	31-Dec-15	31-Mar-16		Later stage
Select Initial First Nation Pilot Sites through engagement with Ontario Native Welfare Administrator's Association (ONWAA)	1-Jun-15	23-Jul-15		Completed
Conduct Final Integration Test (including unique requirements for First Nations; technical setups)	1-Sep-15	2-Oct-15		Completed
Establish Implementation Workplans for next phase of First Nations sites	1-Sep-15	15-Dec-15		In progress
Engage with First Nations to implement SAMS	1-Jun-15	31-Jan-16		In progress

PwC Health Check Consideration	Ministry Action
Continue to engage with municipal stakeholders & involve them in the decision making	The ministry will continue to engage with service delivery partners and staff.

7. Enhance organizational impact assessment

Strengthen insight into SAMS-related changes and people-related impact by expanding the level of detail in the Organizational Impact Assessment. Insights should continue to be refined and validated with front line staff on an on-going basis.

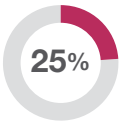
Key Activities	Start Date	End Date	Percent Complete*	Status Notes
Communicate Organizational Impact survey results to Ontario Works (OW) sites	8-Jul-15	25-Sep-15	100%	Completed
Prepare Organization Impact Assessment (OIA) Update workplan/ gap analysis for top 3 priority areas to be updated based on Survey findings	24-Jun-15	1-Aug-15	100%	Completed
Complete gap analysis for remaining priority areas	4-Aug-15	10-Aug-15	100%	Completed
Review and revise Organizational Impact Analysis for top 3 Case Management priorities	22-Jul-15	30-Jul-15	100%	Completed
Validate Case Management Assessment through Technical Working Group	1-Sep-15	30-Sep-15	100%	Completed
Review and Revise remaining Case Management Priorities of OIA	4-Aug-15	31-Aug-15	100%	Completed
Review and revise Organizational Impact Analysis for top 3 Intake priorities	22-Jul-15	30-Jul-15	100%	Completed
Validate Intake Assessment through Technical Working Group	1-Sep-15	30-Sep-15	100%	Completed
Review and revise remaining Intake Priorities of OIA	4-Aug-15	31-Aug-15	100%	Completed
Review and revise Organizational Impact Analysis for top 3 Financials priorities	22-Jul-15	30-Jul-15	100%	Completed

Key Activities	Start Date	End Date	Percent Complete*	Status Notes
Validate Financials Assessment through Technical Working Group	1-Sep-15	30-Sep-15	100%	Completed
Review and revise remaining Financials Priorities of OIA	4-Aug-15	31-Aug-15	100%	Completed
Complete OIA for SA Online	1-Sep-15	30-Sep-15	100%	Completed
Complete OIA for Supervisor Workspace and Outcome Plans	1-Sep-15	30-Sep-15	100%	Completed
Conduct follow up Survey to measure progress	1-Nov-15	30-Nov-15		Starting soon

PwC Health Check Consideration	Ministry Action
Continue to examine value of expanding and reassessing organizational impact at appropriate intervals to inform change & communications strategy	The Organizational Impact Assessments (OIA) are being enhanced in priority sequence based on feedback from staff and delivery partners. Once complete, the ministry will consider the best approach and interval for assessing organizational impacts on an ongoing basis.

8. Integrated change and communications plan

Using the Organizational Impact Assessment as a foundational document, design and deliver an Integrated Change and Communications Plan with tailored change interventions (training, communication, engagement) to address specific stakeholder needs.

Key Activities	Start Date	End Date	Percent Complete*	Status Notes
Develop Integrated Communications and Change Management Plan	1-Jun-15	16-Nov-15		In progress

PwC Health Check Consideration	Ministry Action
Identify dependencies between key milestones & deliverables across all projects and consider impacts to communications and change management	An integrated change and communications plan is in development as part of the ITP. Once complete it will reflect dependencies, key milestones and deliverables to ensure staff and stakeholders are kept informed of transition activities and progress.
Refine approach to communications & identify opportunities for efficiencies	An integrated communications plan and engagement calendar are in development. These documents will outline our approach to keeping staff and delivery partners informed on the transition plan, progress to date, and upcoming engagement activity.

9. Refine SAMS training approach and materials

Based on insights from the Organizational Impact Assessment, continue to refine the training approach, curriculum, audiences, and materials with a focus on both new and existing front line staff needs.

Key Activities	Start Date	End Date	Percent Complete*	Status Notes
Draft Short Term Training Strategy	1-Mar-15	17-Jul-15		Completed
Finalize Short Term Training Strategy	17-Jul-15	30-Jul-15		Completed
Determine immediate training needs through staff surveys and engagement with delivery partners	1-May-15	30-Jun-15		Completed
Secure Implementation Lead support for short term training - ODSP implementation lead	1-Jun-15	30-Jun-15		Completed
Document Learning Session Topics	1-Mar-15	30-Jun-15		Completed
Conduct continuous learning sessions for OW, Ontario Disability Support Program (ODSP) and ACSD	1-Jun-15	31-Aug-15		Completed
Deliver enhanced training for First Nations	28-Aug-15	18-Sep-15		Completed
Develop training materials to support SA Online	26-Jan-15	22-Apr-15		Completed
Adjust Training Material (from evaluation of ODSP Pilot Feedback) - for OW Pilot	15-Oct-15	30-Nov-15		Later stage
Provide Change Management and SA Online Training to OW pilot sites	7-Nov-15	30-Nov-15		Later stage

Key Activities	Start Date	End Date	Percent Complete*	Status Notes
Deliver prioritized courses from the long term training SAMS curriculum - for OW (five courses)	1-Sep-15	30-Nov-15	85%	In progress
Develop/pilot training on ODSP specific process coordinated with on-site support	1-Jun-15	31-Aug-15	100%	Completed
Develop training approach for ODSP new hires	1-Jun-15	30-Jul-15	100%	Completed
Conduct continuous learning sessions for OW, ODSP and ACSD - based on OIA gap analysis	1-Sep-15	30-Nov-15	60%	In progress
Create Longer Term - Core Curriculum Training Strategy	1-Mar-15	30-Jun-15	100%	Completed
Create Longer Term (Steady State) Training Curriculum	1-Apr-15	13-Aug-15	100%	Completed
Finalize training priorities	31-Jul-15	31-Aug-15	100%	Completed
Launch longer term training development for OW	30-Oct-15	30-Oct-15		Later stage
Launch longer term training development for ODSP	31-Dec-15	31-Dec-15		Later stage
Launch longer term training development for ACSD	29-Jan-16	29-Jan-16		Later stage
Develop training material update and maintenance strategy	21-Oct-15	31-Jan-16		Later stage
Conduct evaluation of steady state training content	1-Jan-16	31-Mar-16		Later stage

PwC Health Check Consideration	Ministry Action
Review communications & engagement specific to end to end training to inform all stakeholders of the approach and timeline	Service delivery partners have endorsed the training strategy and approach through established engagement committees. Work is underway to develop the long-term training curriculum. The ministry will consider the best approach for communicating the strategy with staff and stakeholders.
Consider the medium through which training is delivered; determine how end-to-end training will be supported when SAMS has transitioned to operations	Service delivery partners have endorsed the training strategy and approach through established engagement committees. Work is underway to develop the long-term training curriculum.

10. Knowledge transfer for Cúram resources

Review the knowledge transfer plan and incorporate into the integrated project plan, recognizing the impact on resources if they are shadowing vendors and may not be able to perform other planned activities.

Key Activities	Start Date	End Date	Percent Complete*	Status Notes
Develop approach to measure technical staff	1-Jan-15	30-May-15		Completed
Complete Knowledge Transfer for Technical Resources	1-Apr-15	30-Jun-16		Ongoing
Review Operational Documentation Library Structures (incl. SharePoint)	2-Jul-15	30-Jul-15		Completed
Validate and transfer project and operating documentation to operational repository	30-Jul-15	31-Mar-16		In progress
Draft SAMS Support Model	1-Apr-15	13-Jul-15		Completed
Finalize SAMS Support Model	13-Jul-15	30-Oct-15		In progress

PwC Health Check Consideration	Ministry Action
Develop plan to support knowledge transfer through the transition to operations.	A knowledge transfer plan and tracking tool have been developed as part of the transition to operations workstream.
Closely monitor & track resource risks related to knowledge transfer and assess potential mitigation strategies	Risks for knowledge transfer activities are monitored through ongoing governance. Mitigation strategies are in place.

11. Release management

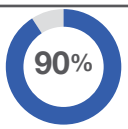
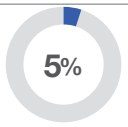
Continue to move to an ITIL compliant industry standard release management process for introducing change into the SAMS application. Differentiate between changes that are unit tested, changes that have been validated through some level of User Acceptance Test and changes that have been fully regression tested prior to implementation in production.

Key Activities	Start Date	End Date	Percent Complete*	Status Notes
Refine criteria for prioritizing defect fixes, enhancements and technical upgrades	7-May-15	1-Nov-15		Prioritization criteria is being refined
Document Post-Release Lessons Learned (November release)	11-Nov-15	4-Dec-15		Later stage
Update models used to estimate release development effort	15-Aug-15	30-Nov-15		In progress, but tracking behind schedule
Document Post-Release Lessons Learned (February release)	13-Feb-16	10-Mar-16		Later stage

PwC Health Check Consideration	Ministry Action
Communication to front line staff about process to address critical fixes between releases and document approach to manage these situations	The ministry communicates release content several weeks in advance of the release so staff are aware of SAMS changes which are planned.
Consider the following, which impact first few quarterly releases: • Identify potential strategies (short term) to mitigate risk of all regression tests not being automated (recommendation 12.) • Testing will be challenged if data is not available in testing environments (recommendation 13.)	Partial regression test automation is in place for the first quarterly release in November 2015, with full regression automation planned for February 2016.

12. Regression testing and automated use cases

Continue to develop a complete set of automated use cases that exercise the application on an end-to-end basis and use this for regression testing. Components that do not successfully execute the regression test suite may not be promoted into the production environment.

Key Activities	Start Date	End Date	Percent Complete*	Status Notes
Develop Systems Test Strategy	20-Apr-15	30-Sep-15		Draft is complete, awaiting signoff
Document plan to use a tool to take a subset of data and mask it for testing purposes (to protect privacy)	14-Jul-15	21-Aug-15		Completed
Conduct Data extraction and Masking Proof of Concept	14-Jul-15	11-Aug-15		Completed
Complete development and testing of data subsetting/ masking process	8-Sep-15	31-Dec-15		In progress
Document Test Data Management Plan	1-Dec-15	31-Dec-15		Later stage
Develop Test Automation Suite - Phase 1 (end to end scenarios)	1-Feb-15	30-Sep-15		Completed

Key Activities	Start Date	End Date	Percent Complete*	Status Notes
Develop Test Automation Suite – Phase 2 (modular automated scripts)	6-Nov-16	31-Mar-16		Second phase of automation to follow
Complete development of automated test suite - Interface Compares	26-Oct-15	31-Jan-16		Later stage
Develop Performance Testing Strategy (options analysis)	31-Aug-15	30-Oct-15		In progress
Document performance testing plan	1-Nov-15	18-Dec-15		Later stage

PwC Health Check Consideration	Ministry Action
Automate all **regression test** scripts to meet quarterly releases and support patches, as needed.	Partial regression test automation is in place for the first quarterly release in November 2015, with full regression automation planned for February 2016.

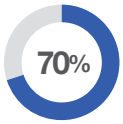
13. Environment synchronization

Ensure key environments are synchronized to the same level of code in a timely manner. Consider using more advanced vendor cloning aids to assist in refresh of key environments with a target objective of having these environments synchronized within a one week timeframe.

Key Activities	Start Date	End Date	Percent Complete*	Status Notes
Prepare Synchronization Plan for Environments, PROD, PPE, PPE2, UATP	1-Apr-15	31-Mar-16		Ongoing

14. Capacity planning specific to infrastructure

Repeat the capacity planning exercise based on feedback and metrics and confirm the infrastructure (servers, storage, network) are adequate to support expected application performance.

Key Activities	Start Date	End Date	Percent Complete*	Status Notes
Prepare Technical Readiness Assessment (bandwidth, print solution, access to SAMS) for First Nations site	18-Jun-15	15-Oct-15		Completed
Updated Plan for Technical Implementations (needed for First Nations implementation)	13-Jul-15	31-Aug-15		Completed
Complete set up of Ministry technology needed to communicate with First Nations sites	18-Jul-15	2-Oct-15		Completed
Review Database Storage Capacity Needs and Uplift (Production Environment)	24-Apr-16	10-Aug-15		Completed
Add Database Storage Capacity (Production Environment)	1-Oct-15	10-Dec-15		In progress
Implement two Application Servers to Pre-Prod and Prod	4-May-15	30-Nov-15		In progress
Decommission UATP Environment	1-Nov-15	31-Jan-16		Later stage

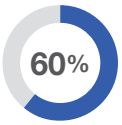
Key Activities	Start Date	End Date	Percent Complete*	Status Notes
Develop Database Maintenance Plan (Final)	31-Jul-15	18-Oct-15	80%	In progress, but tracking behind schedule
Identify Environment Capacity Needs – Pre-Production (storage, memory, Central Processing Unit (CPU), sizing)	1-May-15	21-Sep-15	100%	Completed
Identify Environment Capacity Needs – Production (storage, memory, CPU, sizing)	1-May-15	31-Aug-15	100%	Completed
Identify Environment Capacity Needs – Development/Test (storage, memory, CPU, sizing)	1-May-15	1-Dec-15	30%	In progress
Optimize batch processes that are used for overnight processing (e.g. pay run, printing, etc)	1-Jun-15	31-Mar-15	40%	Ongoing activity

PwC Health Check Consideration	Ministry Action
Continue to assess capacity, leveraging capacity planning approach that is in place.	Capacity planning will continue.

15. Balance defect resolution with planned enhancements, and Cúram upgrade plan

Balance defect resolution with planned enhancements, as well as Cúram upgrades, based on value to the business and front line staff impact. The governance process supported by a clear prioritization framework should be followed to guide and confirm the prioritization of enhancements over defects.

Key Activities	Start Date	End Date	Percent Complete*	Status Notes
Plan November Quarterly Release	1-Jun-15	17-Sep-15	100%	Completed
Plan February Quarterly Release	12-Aug-15	9-Oct-15	55%	Need to review February release options roadmap
Implement April Monthly Release	1-Mar-15	11-Apr-15	100%	Completed
Implement May Monthly Release	1-Apr-15	11-May-15	100%	Completed
Implement June Monthly Release	1-May-15	13-Jun-15	100%	Completed
Implement July Monthly Release	1-Jun-15	11-Jul-15	100%	Completed
Implement August Monthly Release	1-Jun-15	7-Aug-16	100%	Completed
Implement September Rate Change Release	1-Jul-15	11-Sep-15	100%	Completed
Implement November Quarterly Release	1-Sep-15	7-Nov-15	75%	Development and testing delays

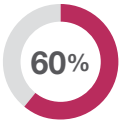
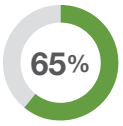
Key Activities	Start Date	End Date	Percent Complete*	Status Notes
Implement February Quarterly Release	15-Aug-15	13-Feb-16		In progress
Implement SAMS in one First Nations community	1-Nov-15	18-Nov-15		Later stage
Establish Go / No Go Criteria for SA Online pilot	3-Mar-15	1-May-15		Completed
Develop automated dashboard to track SA Online usage	22-Jun-15	31-Oct-15		In progress
Implement key defect fixes (from evaluation of ODSP SA Online Pilot Feedback)	15-Jun-15	10-Jul-15		Completed
Assess timing for further expansion of ODSP SA Online pilot or start of OW Pilot	7-Nov-15	30-Nov-15		Later stage
Develop fixes required for SA Online pilot	1-Aug-15	30-Sep-15		Additional fixes scheduled for Nov. release
Communicate with Stakeholders result of first Pilot and request OW offices for participation in SA Online pilot	31-Jul-15	30-Sep-15		Completed
Develop Final Evaluation and Recommendations for Provincial SA Online Rollout	1-Feb-16	31-Mar-16		Later stage
Deliver Landing Page for Client Enrolment in provincial rollout	1-Aug-15	15-Oct-15		In progress
Develop fixes required for OW SA Online Pilot	15-Sep-15	16-Nov-15		Continue to monitor and determine project impacts

PwC Health Check Consideration	Ministry Action
Include prioritization framework and related governance structure in transition to operations structure (see recommendation 1.)	The prioritization framework and governance will continue beyond the transition period.
Consider additional communication to front line staff about defect resolution & enhancements.	The "What's New" communication and conference calls following the releases have received good feedback from the stakeholders. Key enhancements and fixes are also profiled through the SAMS Weekly Update.
Consider how to share info about known defects more widely	

PwC Health Check Consideration	Ministry Action
Pilot approach to First Nations & SA Online (Client Portal) projects	SAMS will be piloted in one First Nations site in November 2015, followed by 3 additional sites in Spring 2016. SA Online is currently being piloted with a small number of ODSP clients. A pilot with OW clients is planned for late 2015.
Detailed planning, including a specific change, communications and training approach is required for the Pilots (e.g. identify dependencies among other integrated projects, specifically fixes and enhancements; consider change capacity, etc.)	Customized training and communication approaches have been developed for both the First Nation pilot and the SA Online pilot. Fixes and enhancements are prioritized through regular governance.

16. End user support strategy

Develop an end user support strategy that is responsive, simplified and supported by a knowledge database which is accessible by end users. The user support strategy should provide for access, as appropriate, to experts who can support tickets that are escalated.

Key Activities	Start Date	End Date	Percent Complete*	Status Notes
Increase Help Line capacity	1-Jun-15	24-Jul-15		Additional help line staff in place
Lead, facilitate and provide support to SAMS Technical Working Group	12-Jan-15	31-Mar-16		Ongoing
Conduct user support (training) sessions and provide on-site support, as needed	1-Mar-15	1-Dec-15		In progress
Ramp up Incident management capacity	1-Apr-15	19-Jun-15		Completed
Triage Incident Management - Legacy Tickets	22-Oct-15	31-Mar-16		Later stage
Adopt Cluster Incident Management Process	1-Jul-16	30-Nov-15		Ongoing
Adopt Cluster Problem Management Process	1-Apr-16	29-Feb-16		Ongoing
Adopt Cluster Change Management Process	1-Apr-15	30-Nov-16		Ongoing

Key Activities	Start Date	End Date	Percent Complete*	Status Notes
Respond to Ad-Hoc Requests	2-Jul-15	30-Nov-15		In progress
Develop User Acceptance Testing (UAT) Strategy	1-Oct-15	31-Mar-16		In progress

PwC Health Check Consideration	Ministry Action
Document the process of transitioning calls from helplines to IT service desk and communicate process to stakeholders	Documenting this process is planned for a later stage of the integrated transition plan.
Communication between the Ministry and municipal stakeholders should be considered to inform all groups of the **vendor**'s efforts regarding incident management, and any requirements on the part of front line staff	Staff and stakeholders will continue to be informed of transition progress, including incident management.
Proactively manage resource risks related to helplines (resources may not be available until transition to IT service desk).	Key resources have been extended until March 31, 2016 to support the transition to IT service desk
Clearly identify and communicate operational end user support strategy to inform stakeholders & gain agreement on the structure and related support.	The operational end user support strategy will be informed by feedback from staff and delivery partners through the appropriate engagement committees.

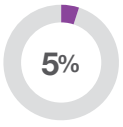
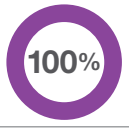
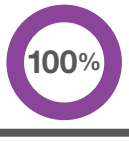
17. Identify and document workarounds

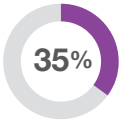
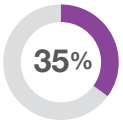
Develop an approach to catalogue and document workarounds in SAMS to reduce downstream risks and potential challenges with system validity.

Key Activities	Start Date	End Date	Percent Complete*	Status Notes
Document workarounds and advise staff of those no longer needed	1-Jul-15	30-Sep-15		Documentation is complete

18. Business process documentation

Leverage and expand on the business process documentation developed prior to go live to continue to support front line staff.

Key Activities	Start Date	End Date	Percent Complete*	Status Notes
Provide Desk Side Reference Tool for ODSP Staff	15-Mar-15	15-May-15		Desktop Reference Tool available
Provide Desk Side Reference Tool for Ontario Works Staff	1-Jun-15	30-Jun-15		Desktop Reference Tool available
Re-organize information on Social Assistance and Municipal Operations Branch (SAMO) Extranet	10-Mar-15	9-Jun-15		Positive feed-back on reorganization of information on SAMO Extranet
Redesign and Consolidate Information on Social Assistance Extranet	4-Aug-16	31-Mar-16		Ongoing activity
Review ODSP Intake Process	15-Mar-15	30-Jun-15		Lean Six Sigma review complete
Document Recommendations from Intake review	15-Mar-15	30-Jun-15		Completed

Key Activities	Start Date	End Date	Percent Complete*	Status Notes
Work with delivery partners to identify opportunities for business process improvement	22-Oct-15	31-Mar-15		Later stage
Complete Lean Six Sigma reviews of ODSP Self Referrals Process	13-Jul-15	30-Dec-15		In progress
Complete Lean Six Sigma reviews of OW Self Referrals	15-Oct-15	31-Mar-16		In progress
Adapt ODSP process improvements and best practice recommendations for Ontario Works delivery partners	22-Oct-15	31-Mar-15		Later stage

PwC Health Check Consideration	Ministry Action
Prioritize communication around timeline & progress of business process documentation; indicate that focus of this effort is to identify potential process efficiencies	The ministry will continue to inform staff and delivery partners of all transition plan activities, including the ODSP business process review and the OW productivity assessment.
Allocate time & resources to assess operating model changes as a result of revised business processes. The structure that was in place with SDMT will likely need to adjust, given the differences with SAMS.	The business process review and productivity assessment will inform potential changes to the operating model.
Continue working with municipal partners to engage frontline staff in documentation of business processes	The ministry will continue to engage with service delivery partners and staff.

19. Data quality assessment

Perform a data quality assessment and develop a plan to address identified gaps, focusing on areas that are necessitating workarounds and may require manual database clean-up.

Key Activities	Start Date	End Date	Percent Complete*	Status Notes
Issue Data Quality Reports to Field Offices	1-Jun-15	20-Jun-15	100%	Completed
Review outstanding defects to assess possible data implications	13-Jun-15	15-Nov-15	70%	In progress
Review Helpline calls to identify/ determine any data issue trends	22-Jun-15	24-Jun-15	100%	Completed
Develop defect fix schedule for addressing data issues	1-Nov-15	30-Nov-15		Later stage
Follow up with Field Offices	1-Dec-15	15-Dec-15		Later stage

PwC Health Check Consideration	Ministry Action
Continue with approach and plan to address data quality	The ministry will continue to address data quality (to be completed by December 2015).
Share, more widely, the communications to stakeholder groups around approach and plan to address data quality, specifically the timing around fixes	The approach for addressing data quality will include engagement and communications with staff and delivery partners. Results and other activities will be shared with the field for data clean-up.

Glossary

Business acceptance criteria	Conditions that must be met before moving to regular business operations
Business recovery	Improving service levels and productivity to pre-SAMS-implementation levels
Data conversion	Changing data from one format to another
Defect	A flaw the causes a system to malfunction or to produce incorrect or unexpected results
Delivery partners	Agents designated by the ministry (e.g. District Socials Services Boards) to deliver the Ontario Works program on behalf of the province.
Enhancement	A change or upgrade that increases a system's capabilities beyond original specifications
Extranet	An intranet that can be accessed by authorized outside users (e.g. an MCSS intranet that is accessible to staff in municipalities who deliver social assistance programs)
Fix	A change to system that resolves a defect
Frontline workers	ODSP, OW and ACSD staff who work directly with clients, applicants and their families
Implement or Implementation	When a final product or change to a product is put in place for use. In an information technology (IT) context, software or hardware implementation includes all processes involved in something operating properly in its environment, including analyzing requirements, installation, configuration, customization, running, testing, systems integrations, user training, delivery and making necessary changes. The word "deployment" is sometimes used to mean the same thing[1].
Key performance indicators	A measurable value that is tracked to assess the success of a project and that reflects organizational goals

[1] http://searchcrm.techtarget.com/definition/implementation

Metric	A measurable value that is tracked to assess the progress of a process or activity
Ontario Works Administrators	Staff responsible for administering and delivering OW programs in municipalities and DSSABs
Pre-production environment	The environment (server) where the system is tested before being made available to users
Production environment	The environment (server) that is made available to users to access a system
PwC	A professional services firm that the ministry brought in as an independent third-party advisor, to evaluate, advise on and assist with the implementation of SAMS.
Regression testing	Testing a system for defects following fixes and enhancements
Release	Software that is ready for implementation, following successful regression testing
Service Delivery Technology	A computer program or system that enables a service to be delivered (in our case, SAMS is the technology that enables the delivery of social assistance).
Training environment	The environment (server) that can be used to train people on a system before it's implemented for use
Transition	The adjustment period following the implementation of SAMS, during which unexpected issues are discovered and resolved with system or business-process updates.
Vendor	The manufacturer that produces the software used to build a system
WebEx	An online collaboration tool that facilities web and video conferencing