



RECAP FROM MARKET DAY



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The following is a compilation of thoughts and information arising from ONESTEP's participation (Members, Directors and staff) in the market Day Exercise on May 15th, 2019. The intention is to share any insights that arose from the day with any Members who did not participate and to support those who have their 1-on1 sessions with the Ministry today, May 16th.

OVERVIEW OF THE DAY

The day was structured as follows:

- opening remarks (given by DM George Zegarac)
- a morning presentation by [Josh Hjartarson](#) – a consultant with KPMG who is advising the Ministry on this process
- the Ministry around their current thinking with regards to an SMM and some Q&A's from the participants (both in the room and online).
- an afternoon session consisting of 5 minute presentations by participants that focussed on their organizations and (if they chose to/had time) their thoughts on one of the key themes for the day.
- 1-on-1 sessions with Ministry representatives (for those who asked for one and were scheduled on the first day)

In general, Members I spoke with felt the day was a good experience. For those not in attendance, my own take is that (unless you are interested in bidding on an SSM, you made the right call in not prioritizing the time out your busy schedules. Information wise, there is nothing we can not convey back to ensure everyone has access to the same information. The Ministry will be sharing the decks that were using during the day in the morning and afternoon sessions. Presentations made/submitted to the Ministry during 1-on-1's will not be shared however answers to any questions asked by participants (and related Ministry answers) will be compiled and distributed for everyone to have access to.

Additional input opportunity: The Ministry is accepting further input around the Market Day themes until May 22nd, 2019. A post Market Day follow-up will go out to participants for their additional feedback and the email address (estransformation@ontario.on.ca) will also remain active. Please let us know if there is anything ONESTEP can do to provide input as a collective voice throughout this process or support you in an individual submission.

KPMG PRESENTATION

Josh spent about 5 minutes providing an overview and context to the exercise and why the Government is engaging in commissioning to role out this new model. It was pretty standard content on why the approach is used in social services procurement – available in short video forms [HERE](#) and [HERE](#)). One of the pieces of note however that he mentioned in his presentation (as well as during a side conversation at the beginning of the day) was they are really interested in understanding what is needed to support a fair and competitive process – including capacity building and support for potential vendors/participants in the process. He was looking forward to having the opportunity over the course of the day to hear from those in the room to identify ways the Government can engage and support potential vendors through the process and what is needed to do that.

MINISTRY PRESENTATION

The Ministry indicated that the slide deck will be circulated after the event. In the meantime, we capture the slides in photo format and have compiled them into the accompanying PowerPoint deck. They aren't great quality, but you can see the content and I will circulate the formal deck once we have it and post it as a link from the Members' database.

Overall, there was really nothing new in the content that was delivered in the Ministry's presentation. And at one point they even indicated that the material in the slide was all taken from the Market Day Summary document that had been circulated (posted [HERE](#)). What was new was the framing of how they are beginning to think about/speak to the new model and some of the language that was used around that.

This deck is the first time we've seen the Ministry put a presentation forward that shows them thinking about the SSM in the context of a 'model' - with structured, interconnected components. They presented it as a "Preliminary Operating Model" with 6 layers:

- Governance
- Delivery Model
- Services and Processes
- Data and Information
- Funding Model
- Technology

While some time was spent at the front end outlining the identified concerns with the existing model – and the outcomes that are expected from the new one (slides 5 and 6 in the 'captured deck' – the bulk of the presentation was spent on walking through these layers. You can go through the deck to see the content of those specifically (again, nothing we haven't seen before really). Some points of note that came out of the presentation for me are outlined below.

Focus on 3 levels of participants: The language used in yesterday's presentation outlined the Ministry, the SSM and local service delivery organizations. While there has always been references to the notion of a delivery network who would work with the SSM in local communities, yesterday's presentation was the first time we saw it articulated under a Governance context – as well as overtly present across all aspects of the model suggesting that this may be clarifying for them as the thinking evolves and the idea of 'sole provider' across one catchment area (such as is seen in BC) may not be a preferred model.

SSM as designer: This is not the first time we have seen the concept introduced that the SSM will have the responsibility to design/tailor delivery approaches and models across their region. But it is the first time that we saw it used consistently and frequently when presenting the roles and responsibilities of the SSM. This suggests that the questions they are asking around flexibility and requirements for the SSM to ensure local level responsibility is balanced with accountability and outcomes are an opportunity for key input around what the relationship between the SSM and the network of providers can/should look like.

LMTA contribution to EO: it was quick bullet point in the presentation, but the deck referenced the Labour Market Transfer Agreement's amount at +\$1B. Prior to re-signing these agreements last May, that number had traditionally been presented as \$800-900M. It will be interesting to see how that increase plays out in budget allocations and overall funding dollars (e.g., same amount with a reduction in provincial contribution, increase funding envelope overall).

Strong focus on service targeting and common assessment: This was a slightly more detailed presentation to aspects around delivery that the Ministry is seeing as key to ensuring outcomes in the new system. The streaming of clients into levels of service that are appropriate for their level of need – in a clear, consistent, and reliable manner – was a point that was reiterated frequently yesterday. This is still a very high-level statement however and the details of how that gets implemented will be important suggesting that the Network has a strong role to play around informing what those approaches ultimately look like.

Where is LBS in transformation: The Ministry very clearly stated that LBS is definitely a part of the discussion and has not been identified as out of scope. Something that was said more quickly however – and interestingly wasn't followed up on by LBS in the room – was that part of this discussion includes whether they would fold LBS into the responsibilities of the SSM. This would mean the dissolution of the 16 learning networks and (likely) the related umbrella organizations funded under EO to support them (CLO, DLI, ONLC, COFA).

A viable market: A competitive and contestable market was reference repeatedly yesterday and is clearly a priority for this Government. In the Q&A this was elaborated on to mean: "can the SSM operate and achieve outcomes under the funding that is allotted to them?". This is another place where the Network has a strong role to play in informing what that means/looks like since it is your on the ground expertise that will best define what it really costs to serve clients.

"We're interested in your feedback...": The only thing heard more frequently than viable market across the morning session, were these words. The Ministry is providing significant opportunity to inform their thinking and (in my assessment) are truly interested in hearing from the Network to design approaches that will work. The challenge here is that for the past 10 years, you have been operating in a model where you wait to be told what the structure will be, then you figure out how to operate within it. The dynamic that exists between the Ministry and the network right now is one of you seeking instruction and clarification rather than you bringing solutions or being regarded as experts. If these consultations are to be productive, the Network needs to start seeing themselves as an equal in this process and bring forward your ideas and requirements of a new system.

Q&A's

What is meant by flow through funding to clients and/or providers?

This could be a range of things but refers to covering costs that are specific to a local level delivery need (e.g., work boots for a client).

Will we be using a modified CaMS or a new system?

At the moment, they are working to connect that back-end of the data systems and – at least for prototypes – will likely be using a modified CaMS

Can you describe what is meant by a 'strategic lever' when the Ministry talks about their role as system steward?

There are a number of pieces that the Government currently has responsibility for that – from a systems level – they could envision wanting to retain under a new model. The example given was rapid re-employment.

Can you expand on the factors that will be considered in selecting the 3 prototypes and the timeline around that? (asked twice – answers consolidated)

Those discussions are still ongoing within Government and there's not much more that can be expanded on at this point. And they will let the community know as soon as they can around nay decisions. (As a sideline in another question, the Ministry clearly stated that the 3 prototypes have not yet been decided).

How will they build in local market considerations/realities in the new outcomes-based model?

An important feature will bet he market viability of the region.

Would be interested in the Network's input around how this should be considered and the flexibility that will be required at the SSM level to manage it.

Where do employers fit in to the new model?

Employers are a key client in this system since they are the only ones who actually create jobs. Interested in the Network's thoughts around employer engagement.

Can you provide more clarity around your definition of high, medium, and low level needs clients?

These details are still being considered and we welcome your input on them.

Will there be an opportunity to revisit guidelines around eligibility for serving international students looking to stay and work in Ontario?

This level of detail is further downstream than where we are at this point, but certainly recognize that this is an important topic and welcome the Network's input on it.

Where do clients with episodic illnesses fall in this new system (particularly in light of Minister MacLeod's paper released in November 2018)

Again, this is a level of detail that will need to be considered but they are aware of the importance of it and recognize the broad range of needs clients are going to reflect.

Where is LBS in this new model?

LBS is definitely on the table for discussion and no decisions have been made around

Would the Ministry consider using the health unit boundaries as catchment areas?

There has been a lot of discussion around boundaries and they would welcome additional input on what boundaries should be considered and why they might consider them.

How is the Ministry considering service issues related to the far North, remote communities (e.g., First Nations)?

Service provision in First Nations communities is being treated as a separate, parallel, process and is not in scope for the first 3 prototypes

You referenced the use of a common assessment tool – can you elaborate on that in terms of what it is, how it will be used, etc?

The Ministry is aware that there are lots of existing tools and approaches out there and are interested in hearing about those options that already in use and working well.

In a model where the SSM delivers services as well as manages them, how is the Ministry looking at addressing issue of parking and creaming?

In the new model, the common assessment process and service targeting approach will be the primary mechanisms that address these concerns but welcome the Network's input on other considerations/approaches.

Which OW clients will be moving over to EO?

It is really still early days to anticipate this level of detail or meaningfully comment on that.

What will be the Ministry's role in ensuring transparency and sharing of best practices across the province/SSM's?

A good question and interested in hearing the Network's thoughts on systems-level approaches to this.

Can you elaborate on the funding model in terms of transition funding, length of contracts, inflationary increases, etc?

Transition funding is something they are certainly aware will be important and are looking for input on what that looks like from the Network. They are committed to ensuring as smooth and seamless a transition as possible for clients and are interested in hearing the needs around how to make that happen. The specifics around contracting are another area they would like input on – e.g., how long does a contract need to be to make it attractive to you to apply as an SSM?

How many SSM's are you envisioning in each catchment area (in particular the North where the geographies are so large)?

1 SSM will be placed within each catchment area

Are they consulting with Health around how they could integrate aspects of clinical assessments into our service delivery model?

Hadn't really incorporated that into the current thinking but would be interested in hearing more around why and how you think it could/should be done?

Will the SSM be responsible for distributing funds prior to receiving money from the Ministry (e.g., performance or milestone payments) and will they receive ramp-up payments to support the front-end of that during transition?

The SSM will be responsible for distributing the funding to local providers as necessary and is committed to ensuring as minimal disruption as possible during the transition. There is a three part funding model that will support the performance based, versus operational and general ES related costs.

Can you provide more clarity around what is meant by a commercially viable market and how you will incentivize partnerships in this new model?

They define a viable market as one where the SSM operate and achieve outcomes under the funding that is allotted to them. The Ministry has always been interested in partnerships and would welcome input on how to foster those in this new model.

How will you ensure that – in such large catchment areas – rural and low-density areas are provided with equitable access?

Interested in hearing more input on what the considerations are to ensure that the SSM has the flexibility to ensure local level needs are met.

Can you provide clarity around which ODSP clients will be moving over and how they will fit – for example, those on 3 year plans?

The system is moving towards a streamlined, integrated approach to employment services where all clients are served under the EO umbrella. Service targeting and common assessment tool are intended to support that transition and delivery of service but there are a lot of details still to be designed and they welcome the Network's input on this – particularly around how we effectively support the harder to serve clients.

Are we taking all OW and ODSP clients regardless of income and/or assistance level?

Pointed out that we already serve all clients regardless of income level and that yes, further integration of the OW and ODSP ES components will bring all clients under one umbrella.

Have we thought about what tools there will be around training and using the SSM's as an opportunity to develop Centres of Excellence style models?

They are still looking at what tools the SSM's will need in their toolbox to deliver on outcome and welcome more input on that.

Has the Ministry looked at the Black Youth Action plan and the recommendations that were made in that?

The Ministry is committed to ensuring that the new model ensures that groups or individuals with high needs are matched effectively with the services they need.

Will outcome measures differ for agencies serving different client types?

See previous answer.

NETWORKING PRESENTATIONS

As mentioned earlier, the presentations will be circulated and I will post them for everyone to review once we receive them. ONESTEP's presentation was previously circulated and is available via the database [HERE](#). My 1-on-1 was concurrent with the session so I was unable to attend that many. Of those I saw, and based on input for others, it was an opportunity to learn about the different entities that are interested in either leading, or partnering on, an SSM. Everyone who had indicated they wanted an opportunity was provided with one (is my understanding). Many organizations who had originally indicated they wanted to present, later changed their mind once they had more clarity around the session and other opportunities during the day. In the end, there were 26 presentations provided.

1-ON-1 SESSIONS

One of the main intentions from the day was to consult with potential vendors and knowledgeable parties around the 4 key themes of Market Day and the 8 priority topics:

THEMES	TOPICS
<ul style="list-style-type: none"> - Catchment areas - Definition of an SSM - Selection process for SSM's - Service delivery model and service provider management 	<ul style="list-style-type: none"> - the redefined roles of the Ministry, the SSM and social assistance delivery partners - the integration of employment-related program elements from the social assistance system - service targeting approaches that support efficient resource usage via the appropriate streaming of high and low needs jobseekers - improved access to services by offering a single client-centered online channel to support job seekers - outcomes-based funding models that ensure cost effective, results driven and effective service delivery - catchment areas – currently defined as the Statistics Canada Economic Regions (with exception of the GTA) - scope of authority to ensure that SSM's can effectively oversee locally responsive and competitive employment and training systems - scope of transformation (e.g., programs integration) and how that could impact interest, overall commercial viability and ability to succeed within the mode

In the 1-on-1's we were told there is an option to come with a presentation and then for an informal discussion with Ministry representatives around these key themes. Based on the 5 Members I spoke with (and my own experience) who had 1-on-1's the first day, below are some points around what to expect and how to get the most out of your time (if you are attending one on the second day).

Process: On the first day, the Ministry was running meetings across 3 locations with up to 3 concurrent sessions at each location. Ministry representatives included Manager to Director level individuals from the employment and training division (David Carter-Whitney's group) as well as the strategic policy division

(Erin McGinn's group). There are 2 panelists and a notetaker in the session with you. The intention of the sessions is clearly to solicit information around the 4 themes and 8 priority topics.

Keep presentations short: If you are coming with a deck, plan for 5-10 minutes. These are not 'pitches' or an opportunity to influence how the Ministry will see you as a potential bidder (at least not in a direct way). They are looking to you for info and everyone who participated indicated that they genuinely felt it was a real opportunity for consultation. In some cases, the Ministry had structured questions they had prepared to ask of us and in 1 case, they cut the presentation time shorter to make sure they had a chance to ask them and get responses. So be prepared for that possibility. The structured questions people received were around:

- given everything you've now heard today, are you still interested in bidding (why or why not)?
- if you hadn't indicated you were interested in bidding, what are the primary barriers to you doing so?
- what advice or input do you have for us when considering service delivery models/considerations around targeted populations (e.g., indigenous, francophone, newcomers, persons with disabilities, youth)
- what are specific concerns/unique considerations for your proposed catchment area and how will we address them?
- what do you think needs to be present to ensure that SSM's have a high enough level of flexibility to address local level needs across their catchment areas?

Ask questions strategically: 45 minutes will go fast and many of the session started late today. Spend some time looking at the Q&A's already distributed from the [info webinars](#), the formal [MDE](#), and the ones above. If the answer has not been provided, it is because they do not have them. Repeating the questions will not elicit more information. Rather, ask yourself what you would want the answer to that question to be and then reformulate your discussion point around it with the Ministry from the perspective of: "This is what I want to see in our new model" – and why. They are looking for input and ideas so come prepared to offer those.

Include the details: We are having conversations at a 30K foot level and it can make it difficult to get to the details. But we still need to try – even if it's to make sure we are speaking the same language. When putting forward a recommendation, ask yourself: do I trust the Ministry to design a solution from what I am providing them? If the answer is no, give more detail. For example, I keep hearing the issue around conflict of interest with SSM's as deliverers. Given that we are hearing pretty clearly this will be the case, then let's think about flipping that around. The issue isn't that they deliver – it's what we expect will be the problems arising from that (i.e., creaming and parking). But telling the Ministry COI and creaming are concerns/considerations isn't all that helpful for them. How do you think they should structure contracts/requirements to ensure those things aren't present in the new model? Do we mandate that greater than 50% of delivery must be outsourced? Do we mandate that governance structures of SSM's represent the local network? Those are the pieces that will give the Ministry something more tangible to work with as they move forward. They are also the expertise and insights that only you – as on the ground providers – can offer them.

Give solutions not issues: On the same theme, focus on what you want to see and how they would operationalize it. Without trivializing what the sector has gone through over the past decade, rehashing that isn't helpful. We're rebuilding – so let's learn from what didn't work and identify what we need in the new system to make sure it's better. No laundry lists. No historical references. For example, zero increase in operating funds for the past 8 years has been a tremendous pain point for service providers. Everyone knows that (the Ministry included) but let's shift the discussion to what you want moving forward. They're asking you what they need to do to make this attractive for you to bid on. Is it guaranteed inflationary increases? Adherence to the decent work charter? Longer contractual change notification periods? Take the issues you've had in the past and use them to identify the mandatory contract and management pieces that you want in the new system.

This is your meeting: While they have a general structure they are trying to follow, and even questions they may want to ask, at the end of the day it is your right to make sure you get the most out of that meeting that you can from your perspective. So think about what that means for you, what your objectives are, and don't be shy about directing the meeting. If they are asking a question you don't want to focus on, you can say: that's not an issue I really want to spend time on today, can we go back to....

Overall, those who participate in 1-on-1's the first day felt as though there was genuine engagement and interest on the part of the Ministry and that it was a meaningful consultative process. So let's leverage that opportunity to feed in as much as we can into their design process.