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TC LHIN CEO Quarterly Report
LSSO 2nd Quarter Report

INTRODUCTION

The second quarter has been a continuation of changes from the 2001-2012 1st quarter work. The LSSO has begun the transformation into a relationship management style organization.   These changes are will result in a relevant service to the LHINs.

This report is focusing on our governance changes, shared services project and several local initiatives.

Governance Update

The LSSO was historically governed by a management committee consisting of CEO representation. This committee vetted the LSSO operational, project and strategic direction. The LSSO executive director would report into this committee. The structure faced several challenges in understanding and addressing LHIN requirements.

At a March 2011 CEO retreat a decision was made to have a single LHIN be accountable for the LSSO, and report back to the other 13 LHINs. The TC-LHIN agreed and "accepted overall management and operational responsibility for delivering shared services to the LHINs across the province". The senior director of LSSO now reports directly to the TC-LHIN CEO.

Internally within the LSSO there has been a renewal of the governance process with our managed service provider (CGI) resulting in several changes and initiatives. The results have improved delivery services short-term, but also provide valuable information about our LHIN user communities.

STAFFING

The LSSO IT and HR staffing compliment currently consists of one senior director, two management personnel, three full-time and three contract staff.

The payroll and financial service group has three full time staff. These positions are now managed as part of the TC-LHIN finance team.

Included in the staff compliment is a shared admin assistant supporting the LSSO and LHINC organizations.

Ontario
Local Health Integration Network

LHIN Shared Services Project

Project Evolution and Next Steps

In March 2011, the LHINs agreed that under the leadership of the Toronto Central LHIN, they would commission a study to assess their collective needs and how best to provide shared services in the future. Over a 12 week period between May and August 2011, KPMG worked closely with the Task Force members, LSSO and the Toronto Central LHIN to develop a set of recommendations for the provision and delivery of shared service across the LHIN community.

On August 18, 2011 the CEOs signed off and provided approval of these recommendations under the four most pressing categories, namely IT, current outsourced Finance application needs, payroll processing and procurement.   The diagram below outlines the various steps in the evolution of the LHIN Shared Services project and their corresponding outcomes and deliverables.
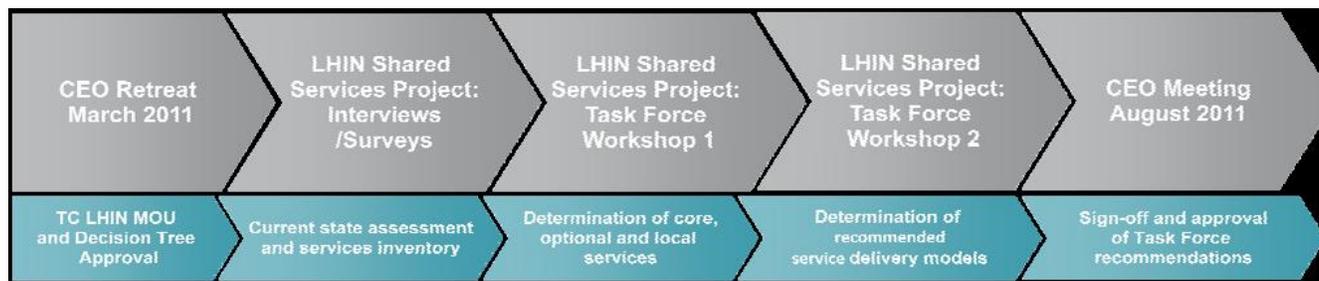
Shortly after August 18, 2011 the LSSO formed a Shared Service Implementation Committee. This group has membership from the LSSO, TC-LHIN and Legal Service Branch areas. The immediate goal is to successfully deliver solutions for the four CEO approved categories. During the 2nd quarter simultaneous discussions have been occurring with the applicable Ministry of Government Services (MGS) departments that could provide service to the LHINS. This direction was taken in accordance with the April 2011 Procurement directives. The LSSO has also been developing contingencies in case the MGS groups would not agree.

The LHINs have received preliminary approval from the MGS groups. The Finance and Payroll solutions are expected to be delivered by March 2012. The IT solution timelines are still in development at the time of this report.

Individual committees for the IT and Finance/payroll groups with broad representation from the LHINs are now being started.

LSSO Local initiatives

The following provides a brief status update on LSSO deliverables and project activities over the second quarter.

SharePoint Implementation

The focus of this project was to introduce a common Intranet and document management solutions for the LHINs. The project slowed down for approx 6 weeks while a contract staff position was backfilled. Four LHINS are now complete with another five now in progress. The remaining LHINS are scheduled for Q3 and Q4 timeframes.

Infrastructure Renewal Project

This project started in the 2010-2011 Q4 timeframe. The project completed in August on time and addressing all defined scope requirements.

Ten LHIN sites have been upgraded with new switches, print servers and in some cases new cabling. The last of these sites was completed on August 7th. LSSO has been addressing many network related issues as part of this deliverable.

Infrastructure Renewal Project Phase II

This project started in the Q2 timeframe, and is still underway. Expected completion is October 2011.

Several portions of the server and datacenter network environment have been found to be under stress v.v. capacity and utilization. The main issues are slow overall performance because of disk space issues and servers that are undersized for their intended needs. Investigations in Q1 determined two areas to address to improve overall performance and reliability. We were running out of disk space for our files. Additionally older servers are being asked to perform too many conflicting functions.

Starting in mid August CGI and LSSO coordinated the movement of LHIN shared files. The resulting solution will have significant growth included. We have also improved the redundancy and support options to reduce downtime. .

The cost for this work was covered as part of LSSO normal funding.

Implementation of Security Best Practices

As part of a change process vulnerabilities were discovered on our network folder securities. The individual securities associated which each folder were not consistently applied. This resulted in the potential for some LHIN staff to access folders to which they were not entitled. No actual breach of information was reported by any LHIN.

A thorough review of all folders was completed and all vulnerabilities were eliminated. A process review was undertaken with CGI to understand how the situation developed. Several control and process gaps were uncovered. Interim controls have been put into place while a permanent best practices implementation is completed.

CGI is providing an audited process and control report in Q3 in support of these improvements.

Service Catalog

An overall review of current service agreements and objectives was undertaken. The outcome of this review is a service catalog. The catalog defines each user facing service, the expected timeframes for delivery and any associated costs, as applicable. A predictable service offering with transparent roles for LSSO, CGI and other 3rd party providers is clearly articulated. The catalog was introduced in July 2011. This catalog will be used as a baseline during our transition to the new service provider from the Ministry of Government Services (MGS).

Service Metrics Reporting

In conjunction with the service catalog initiative a thorough review of all available reports was undertaken. The outcomes are user centric reporting against objectives, a financial analysis of how LSSO monies are spent, a common project reporting methodology and trending information capabilities. The requirements for this work were completed in Q1. A first version dashboard was delivered in August.

During the development and rollout of the service catalog and dashboard the LSSO has been actively monitor case activity. Based on this work overall ticket volumes have reduced by 60%. This change is based on resolving many stale service requests, and secondly by an active case management protocol. The result has been a predictable service model for our LHIN user communities.

RISKS/ISSUES

There are several risks and issues inherent with this period of change.

1) The current staff of LSSO is 50% contract. The staff is restless because of the uncertain nature of the LSSO accountabilities. This issue is being actively managed. The major risk will be around project deliverables. We are managing this risk through open communications with the staff.
2) Our current managed service provider will need to be actively governed. Service level performance has traditionally slipped in the final year of contracts. CGI performance has significantly improved in the last two quarters. The governance process is being used to mitigate this risk.
3) We did experience an issue in finding a procurement specialist skill-set, which is critical to our success. An extensive search was undertaken and a resource found.
4) The timeframes for renewing the IT, financial and payroll shared services is incredibly tight. The LSSO and TC-LHIN team need to ensure service disruption is avoided. If the MGS groups were to decline, the LSSO/LHINs would experience a technical and reputational risk. Remedial or interim solutions are being investigated as a risk mitigation strategy.
5) All the LHINs will need to provide staff in support of the upcoming changes. There are risks in ensuring the needed participation occurs for the finance, Payroll and IT changes. The changes are being managed through a formal project control office process, with regular reporting to the business and CEO leads.
6) The LSSO only has a limited capability to deliver other net new services during the 2011-2012 year. This risk will reduce once some of the projects complete later in the fiscal year.
7) The LHINs will be asked to embargo application and IT changes later in the fiscal year. Constant communication and collaboration with the 14 LHINs will be required to manage expectations.

Respectfully Submitted,
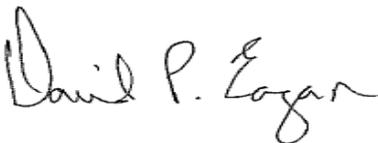
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