Shared Services Transformation in Nova Scotia
Financial Management Institute of Canada
Institut de la Gestion Financière du Canada

Kerry MacLean
Senior Corporate Strategy Executive
Finance and Treasury Board

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Agenda

- Context
- Considerations
- Project Scope
- Next Steps
- Lessons Learned Discussion
Context
Shared Services

What are Shared Services?
• Shared Services are quality, customer-focused administrative or support services that are used by multiple divisions or organizations.

Why are Shared Services implemented?
• Shared Services are implemented to deliver efficient and sustainable administrative and support services for client organizations.
Shared Services Review

- **Participants**
  - 20+ Departments and Agencies
  - 5 Crown Corporations
  - 11 District Health Authorities (amalgamation to 2 in progress)
  - 8 School Boards

- **Services**
  - Financial
  - Building Management
  - Human Resources
  - Information Technology
  - Supply Chain/Procurement
  - Major construction projects
Review Process

- Dedicated staff team
- Engaged consulting agency
- Multi-year initiative (2011 – 2013)
- Comprehensive approach
  - Best practice review
  - Benchmarking
  - Data collection
  - Participant Engagement
  - Multi-sector governance
Findings

• Structural inefficiencies
  • 1,700+ computer applications supported
  • 31 ways to pay a bill
  • 14 different IT Help Desks
• Supply chain savings opportunities
• Many organizations are performing administrative/non-core services separately and in different ways
• Savings to be re-deployed to front line health care, the classroom, and government programs
Decision Background

- Provincial election October 2013
  - New Liberal government
- Growing fiscal pressures
  - Deficit $679M, debt 14.8B
- Other related initiatives
  - OneNovaScotia report
  - Review of economic development mechanisms
  - Government restructuring Spring 2014
Considerations
Quality Drivers
(from the Institute for Citizen Centered Services)

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Vision

To improve citizen services through the delivery of high quality, efficient, and sustainable administrative and support services
Service Focus

- Create a client-centric culture with a clear understanding of client needs, Key Performance Indicators and performance tracking
- Introduce greater commonality of jobs and organizational design through role standardization
- Ensure that leadership teams within each functional area are focused on consistent service objectives
- Develop Service that meets expectations from the provider and client perspectives
Efficiency

• Ensure scalability and flexibility of the model to enable future growth and development
• Eliminate unnecessary duplication within and across the services
• Organized to deliver benefits across government; rather than any particular entity
• Leverage investments and assets where appropriate
• Simplify management structure / reporting lines
Quality

- Invest in continuous improvement and change management
- Design and service performance measurement decisions will be unbiased and evidence-based
- Leverage leading practices and technologies to support current and future business needs
- Core function of individual organizations are respected / maintained
Sustainability

• Use evidence-based decision making to guide the evolution of the organization
• Invest in people to enhance skill over time
• Allocate resources and services based on needs of clients
• Consider the cumulative impact of change and restructuring
• Leverage and invest in technology that will enable effective delivery of service
Project Scope
Decision

- Shared Services for all sectors:
  - Supply Chain
  - Information Technology (not clinical applications)
  - Major Construction Projects
- Health Authorities (under amalgamation model):
  - Finance, Human Resources, Buildings and Facilities, IT Clinical Applications
- Provincial Departments and Crown Corps
  - Finance, Human Resources, Buildings and Facilities
- School Boards
  - Individual delivery except sector wide shared services
project scope

- Financial Services
- Buildings and Facilities
- HR
- IT Clinical apps
- Supply Chain Logistics

Health

No change for Finance, HR and Buildings and Facilities

School Boards

- Financial Services
- HR
- Building and Facilities

Province and ERDT Crowns

sector-wide shared services
(housed in internal services & transportation and infrastructure renewal)

- Supply Chain
- Information Technology (excluding Health Clinical applications)
- Building Infrastructure Project Services (major construction projects)
Shared Services Project Structure

Internal Services Project Secretariat

- Project Leads
  - Project Manager
  - Project Coordinator
  - Analysts

Change Management and Communications
Human Resources and Labour Relations
Training
Organizational Readiness

Stakeholder Advisory Committee
- CIO
- Procurement
- Public Service Commission
- Financial Services
- Public Works
- DHA Transition
- SB Superintendents
- ERDT Crown Corp CEO

Finance
Supply Chain
IT & Technology Enablement
Buildings and Facilities
Human Resources
Building Infrastructure Project Services

Change Management and Communications
Human Resources and Labour Relations
Training
Organizational Readiness

IT Advisory Panel
Quality Council
Next Steps
Next Steps

• Staffing information collection and analysis
• Refine the design and implementation plan (one health authority and other Provincial initiatives):
  – Operating model
  – Team sizing
  – Organizational designs
  – Implementation plans
• Refine the enabling technology requirements
• Prepare for change management activity
• Begin Supply Chain implementation
Lessons Learned Discussion