
For Information

DATE: November 4, 2019

REPORT TITLE: **CONTINUOUS IMPROVEMENT PROGRAM UPDATE**

FROM: Catherine Matheson, Commissioner of Corporate Services

OBJECTIVE

To provide an update on the service improvements and efficiencies gained through the Region of Peel's Continuous Improvement Program.

REPORT HIGHLIGHTS

- The Continuous Improvement Program enables the Region to deliver improved service outcomes that provide value for tax dollars, contributing to advancements of the Region's Strategic Plan.
- As part of the Continuous Improvement Program, efforts are regularly undertaken to identify efficiencies and improve the quality and effectiveness of services through such methods as Lean Six Sigma, digital enhancements and service evaluations.
- In 2019, a total of 47 continuous improvement initiatives were completed that contributed to \$2.58M in cost savings, \$1.89M in cost avoidance, improved service quality and process efficiencies.
- Through the implementation of the Cash Management Strategy, improvements to 2019's annual investment income are expected to yield incremental earnings of approximately \$6M, helping to reduce Peel's infrastructure gap.
- All benefits achieved through the Continuous Improvement Program will continue to be reported to Council prior to the annual budget process.

DISCUSSION
1. Background

The Region of Peel continues to demonstrate its commitment to delivering services that are effective and efficient as well as provide value for tax dollars. This commitment drives the Region's culture of continuous improvement, advancements of the Region's Strategic Plan and ongoing capacity to strengthen the Continuous Improvement Program across the organization. The Continuous Improvement Program is aligned with the Region's annual planning and budgeting process. Benefits, including cost savings and avoidance, achieved from continuous improvement initiatives are reported to Council prior to the annual budget process.

Depending on the type of service enhancement opportunity, several methods are applied including digital self-service, service reviews, program evaluations, alternative service delivery and Lean Six Sigma. These approaches also yield benefits that go beyond cost

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savings and efficiencies. Examples of these additional benefits include decreasing errors or delays in service delivery, improving the ease of access to services as well as environmental benefits such as lower energy and resource usage.

2. Findings

a) Continuous Improvement Program – 2019 Results

In 2019, 47 continuous improvement initiatives were completed amounting to \$2.58M in cost savings and \$1.89M in cost avoidance (refer to Table 1). Notable initiatives include:

- Converting existing street lighting for roadways and/or intersections to energy efficient LED lighting, resulting in reduced energy costs of \$400K.
- Piloting lower-carbon fuel alternatives and vehicle technologies as part of the Green Fleet Strategy with a current annual projection of 580 tonnes of reduced greenhouse gas emissions.
- Implementing a digital menu solution in Long Term Care Centres, reducing delays in updating dietary information for residents and reducing food waste and paper use with \$41K cost savings and \$10K annual cost savings respectively.
- Improving the functionality of the Regional call centre to better manage calls, resulting in an improved service experience and cost avoidance of \$175K.
- Implementing the Cash Management Strategy which resulted in an improvement to 2019's annual investment income, yielding incremental earnings of approximately \$6M helping to reduce Peel's infrastructure gap.

Table 1: 2019 Cost Savings and Cost Avoidance

	Service	# of CIP Initiatives	Cost Savings (\$1,000's)	Cost Avoidance (\$1,000's)
Living	Adult Day	2	-	\$165
	Child Care	1	-	-
	Early Growth and Development	2	-	\$1,013
	Housing Support	1	-	\$28
	Income Support	3	\$3	\$121
	Long Term Care	4	-	\$106
	Paramedics	2	-	\$3
	TransHelp	2	\$210	\$100
Thriving	Public Health	1	\$130	-
	Infectious Disease Prevention	1	-	-
	Roads and Transportation	4	\$400	-
	Water Supply	4	\$900	-
	Waste	2	\$181	-
Leading	Asset Management	2	-	\$6
	Corporate Governance	3	\$45	\$35
	Financial Management	6	-	\$29
	Information and Technology	2	\$720	\$175
	Workforce	5	-	\$114
	Total	47	\$2,589	\$1,895

Further information on benefits achieved from each continuous improvement initiative can be found in Appendix I.

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b) Provincial Audit and Accountability Fund

In addition to the Continuous Improvement Program, on June 13, 2019, Council endorsed the Region's application to the Provincial Audit and Accountability Fund to assist in finding additional efficiencies in services directly impacted by provincial funding reductions (Resolution 2019-617).

Four applications were submitted, of which the Early Years and Child Care Services Fee Subsidy Program review was successful in receiving \$250,000 in provincial funding. The scope of the review will be the identification of program efficiencies to help offset funding reductions and sustain service levels. As part of the requirements set out in the Provincial Audit and Accountability Fund a report will be brought to Council when the work is completed.

FINANCIAL IMPLICATIONS

Cost savings and cost avoidance achieved in the Continuous Improvement Program will be reflected in the 2020 budget report to Council. Reporting on the Continuous Improvement Program will also continue to be provided to Council on an annual basis.

CONCLUSION

The Region remains committed to delivering services that provide value to taxpayers. Through the Continuous Improvement Program, the Region has actively developed a culture that supports continuous improvement at all levels of the organization, aligned with the Region's annual planning and budgeting process. The purposefulness of this approach has resulted in year over year cost savings, cost avoidance and other benefits that drive quality of service. Staff continue to generate new ideas to help make improvements each year which contributes to the Region's ability to be well managed and adaptable to best serve the residents and businesses of Peel.



Catherine Matheson, Commissioner of Corporate Services

Approved for Submission:



N. Polsinelli, Interim Chief Administrative Officer

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APPENDICES

Appendix I – 2019 Continuous Improvement Program Initiatives by Benefit Types

For further information regarding this report, please contact Steve Saric, Director, Corporate Strategy Office, ext. 4962 or Steve.Saric@peelregion.ca.

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*Reviewed in workflow by:
Financial Support Unit*

**APPENDIX I
CONTINUOUS IMPROVEMENT PROGRAM UPDATE**

2019 Continuous Improvement Program Initiatives by Benefit Types

	Service (Sub-Service)	Initiative Name	Primary Type of Improvement Benefits Achieved					
			Improv. Quality	Reduc. Wait time	Improv. Client Exper.	Improv. Employ. Engage.	Enviro. Benefit	Cost Savings / Avoid.
Strategic Plan Area of Focus: Living								
1	Adult Day	Implementation of Project Lifesaver Program Review Recommendations	✓	✓	✓			✓
2	Adult Day	Client and Caregiver Education	✓	✓	✓			
3	Child Care	Attendance Review	✓	✓				
4	Early Growth and Development	Family Literacy Program Review	✓		✓			✓
5	Early Growth and Development	Family Living in Shelters Program Review	✓		✓			✓
6	Housing Support	Biennial Tenant Annual Review	✓		✓			✓
7	Income Support	Bus Tickets Reconciliation Process	✓					✓
8	Income Support	OW File Scanning Phase 2		✓	✓			✓
9	Income Support	Legal Clinics Information Requests		✓	✓			✓
10	Long Term Care	Expansion of Butterfly Household Model of Care	✓	✓	✓	✓		
11	Long Term Care	Dietary and Menu Digital Solution	✓	✓	✓		✓	✓
12	Long Term Care	Food and Organic Waste Diversion	✓				✓	
13	Long Term Care	Resident and Family Satisfaction Survey			✓	✓		✓
14	Paramedics	Electronic Disclosures	✓	✓	✓	✓	✓	✓
15	Paramedics	Huddle Board Implementation	✓		✓	✓		
16	TransHelp	Electronic Passenger Update Project			✓		✓	✓
17	TransHelp	Scheduling Efficiencies			✓			✓
Strategic Plan Area of Focus: Thriving								
18	Public Health (applies to all services)	Process Improvement Reviews						✓
19	Infectious Disease Prevention	Technology upgrade to Hedgehog 5.3	✓		✓	✓		
20	Roads and Transportation	Traffic Engineering Streetlighting LED Upgrades	✓		✓		✓	✓
21	Roads and Transportation	Road Operations & Maintenance	✓					✓
22	Roads and Transportation	Roads Utility Relocates Process	✓	✓				
23	Roads and Transportation	Green Fleet Strategy Implementation	✓				✓	
24	Water Supply	Jim Tovey Lakeview Waterfront Connection					✓	
25	Water Supply	Burnhamthorpe Water Project Ambassador Program	✓		✓			

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26	Water Supply	Water Billing Collection Process	✓	✓	✓	✓		
27	Water Supply	Participation in Industrial Conservation Initiative						✓
28	Waste (Waste Management)	Caledon Compost Facility						✓
29	Waste (Waste Management)	Fewster Community Recycling Centre						✓
Strategic Plan Area of Focus: Leading								
30	Asset Management (Real Property and Asset Management)	Print Shop Review Implementation					✓	✓
31	Asset Management (Real Property and Asset Management)	Space Modernization				✓		✓
32	Corporate Governance (Climate Change and Energy Management)	Information Management		✓	✓			✓
33	Corporate Governance (Corporate Strategy)	CPMO Project Reporting Process	✓					✓
34	Corporate Governance (Legal)	Productivity Improvements						✓
35	Financial Management (Corporate Finance)	Accounts Payable Energy Billing Process	✓	✓				✓
36	Financial Management (Corporate Finance)	Accessing Rogers Wireless Billing Online			✓			✓
37	Financial Management (Treasury Services)	Cash Management Improvements	✓					
38	Financial Management (Treasury Services)	Cash Forecasting Process	✓					
39	Financial Management (Treasury Services)	Month-End Reconciliation Process						✓
40	Financial Management (Treasury Services)	Risk Management Processes	✓					✓
41	Information and Technology (Community Connections)	Five 9 Call Centre Technology		✓	✓			✓
42	Information and Technology (IT Operations)	Rogers Mobility						✓
43	Workforce (Human Resources)	Tuition Assistance Process				✓		✓
44	Workforce (Human Resources)	Performance Management Program Upload to HRMS						✓
45	Workforce (Human Resources)	Retirement Funding Process			✓			
46	Workforce (Human Resources)	Summer Student Recruitment Process			✓			✓
47	Workforce (Human Resources)	Talent Acquisition Program and Process			✓		✓	✓