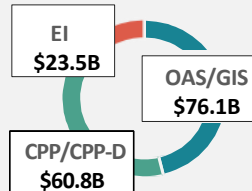




# TRANSFORMING SERVICE DELIVERY WHILE RENEWING TECHNOLOGY

## Canadians Rely on ESDC's Services...

- 3.1M EI claims
- 6.6M CPP beneficiaries (including CPP-Disability)
- The OAS program (including GIS) provided benefits to 7.3M clients.



For 2022-23, **\$167.7B** directly benefited Canadians through statutory transfer payment programs. These include **Employment Insurance**, the **Canada Pension Plan, Old Age Security (OAS)**, the **Canada Student Grants and Loans** and **Canada Apprentice Loans**, the **Canada Education Savings Program**, the **Canada Disability Savings Program** and other smaller transfer payments.

Source: ESDC Departmental Results Report for fiscal year 2022-2023

## But Decades of Under-Investment Have Put the Services We Deliver at Risk...

**Chronic underinvestment** has created technical debt leading to:

- Outdated technologies – only **38%** of applications are considered healthy
- Core systems well beyond expected life
- Increased outages – now at more than 400 per year
- Inadequate protection against cybersecurity threats and fraud.



## Limiting Our Ability to Serve Canadians Effectively

- Reduced ability to implement policy and legislative policy quickly; EI takes 4-18 months to prepare, test and launch.
- Maintenance and upgrade costs are now unsustainable.
- Client experience is fragmented, and service delivery is jeopardized.
- Opportunities for processing efficiencies are limited.

## Advancing our Integrated Plan – Remediating Technical Debt and Implementing Benefits Delivery Modernization (BDM)

### Technical Debt Remediation

The **Technical Debt Remediation Initiative** aims to improve network performance, establish disaster recovery solutions for critical applications and stabilize aging and unhealthy applications, to minimize service disruptions that negatively impact Canadians.

### Benefits Delivery Modernization (BDM)

**BDM** is a multi-year transformation that implements modern technology designed to streamline benefits processing, offer new digital services and enhanced service management capabilities. It offers an enterprise platform and service delivery continuity for OAS, EI and CPP.

### Actions Taken

- ✓ Investment in BDM and Tech Debt started in 2017 and 2019 respectively; funding is in place until 2028 and 2024, respectively.
- ✓ Detailed planning around remediation, enterprise platform and the incremental onboarding of benefits to BDM is complete and the core technology has been selected.
- ✓ Execution has been initiated in collaboration with the private sector.
- ✓ Went live with the first OAS release in June 2023.
- ✓ Released the My Service Canada Account dashboard and the OAS Benefits Estimator in June 2023.
- ✓ Initiated new technologies and enhance operational efficiency.
- ✓ Implemented an innovative tool to collect, analyze, and action employee feedback to optimize experiences and drive efficiencies.

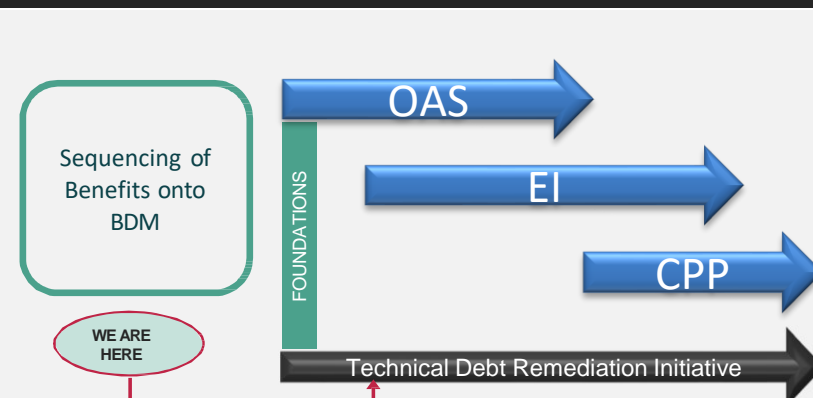
### Making Progress

- ✓ Stabilized aging IT systems with initial focus on core benefits (OAS, EI and CPP) continuity.
- ✓ Leveraged the expertise of a network of globally-recognized systems integrators.
- ✓ Completed the required technical elements and readiness of the Common Benefits Delivery platform, which will be used to onboard core benefits and future benefits enacted by Parliament.
- ✓ Initiated EI Planning, Design, and Proofs of Concept Phase in January 2024.

### Next Steps

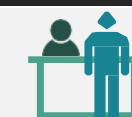
- ✓ Continue to address tech debt, including root causes, and remediate business systems more broadly.
- ✓ Continue to operate existing benefit systems until the BDM platform is implemented.
- ✓ [Redacted]
- ✓ [Redacted]
- ✓ OAS on BDM is currently on track to go live in December 2024.

## What BDM Means for our Clients, Our Employees, and the Government of Canada



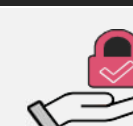
### Improved Client Satisfaction:

- ✓ Ability for all clients to self-serve in a way that is easy and intuitive
- ✓ Single sign-in with a "tell us once" principle (potential expansion to GC)
- ✓ Digital identity with enhanced security features
- ✓ Digital assistance



### More Flexible Delivery:

- ✓ Increased delivery flexibility enabling Service Canada to deliver more services on behalf of other GC departments (e.g.: Digital ID, Digital Services, Call Centre Support)
- ✓ Improved omnichannel integration - no wrong door



### Enhanced Security:

- ✓ Better protection against fraud and cyber threats



### Increased Responsiveness:

- ✓ Increased policy agility
- ✓ Faster implementation of new policies and legislation
- ✓ Enterprise platform to deliver our statutory programs

**BDM: a once in a generation opportunity to continue the transformation journey on how the Government delivers services to Canadians.**