



THE REGIONAL MUNICIPALITY OF PEEL

REGIONAL COUNCIL

ADDITIONAL AGENDA

February 12, 2015

7. **ITEMS RELATED TO ENTERPRISE PROGRAMS AND SERVICES**

Chaired by Councillor C. Fonseca or Vice-Chair Councillor M. Medeiros

With respect to Items Related to Enterprise Programs and Services – Item 7.3, titled “Region of Peel Digital Strategy”, the following appendix was unavailable at the time of agenda production and is now provided for your review. The report was distributed with the agenda package.

7.3 Appendix I – Region of Peel Digital Strategy

Please note that Appendix II – Analysis of Customer Relationship Management (CRM) Platform Technology is a presentation to be provided by the Commissioner of Service Innovation, Information and Technology at the February 12, 2015 Regional Council meeting.

10. **ITEMS RELATED TO HEALTH**

Chaired by Councillor E. Moore or Vice-Chair Councillor G. Gibson

10.1 Update on Measles in the Region of Peel (Oral)
Presentation by Dr. Eileen de Villa, Acting Medical Officer of Health

10.2 Human Papillomavirus (HPV) Immunization (For information)

11. **OTHER BUSINESS**

11.1 **Request from Michelle DiEmanuele, President & CEO, Trillium Health Partners and Edward Sellers, Chair, Board of Directors, Trillium Health Partners** to Delegate to the March 12, 2015 Regional Council Meeting to Provide an Update on the Hospital's Plan to Address the Growing Demands and Challenges to Meet the Needs of a Changing and Diverse Community for the Next 20 Years (Direction required)

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Region of Peel Digital Strategy

Fiscal Years 2015-2017

About this Strategic Plan

This document presents the Region of Peel’s Digital Strategy. It provides background on current state, objectives and strategic initiatives.

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Introduction

In 2015, the Region of Peel will serve 1.4 million residents and approximately 104,500 businesses in Brampton, Caledon and Mississauga. This population will continue to grow and become more technically savvy over the course of the next decade.

In consultation with Council and our stakeholders, residents, businesses and employees, we challenged our thinking on digital strategies and how best to communicate and interact with all stakeholders in an increasingly digital world.

The past 20 years have seen the Region's menu of services to residents and businesses grow along with society's increasing reliance on and expectations of digital and online services. The Region's Strategic Plan focuses on ensuring the best services for our residents and stakeholders. A renewed digital strategy will help accomplish this.

The digital strategy must take into account the need to deliver the services that residents and businesses require, and how and when they want them. With that, there are a number of considerations including aligning with the needs of our stakeholders, the Regional priorities and the positive impact on service delivery and the workplace.

With that in mind, the Region's digital strategy takes into account residents, businesses and employees and is based on five key themes:

1. Excellent customer service
2. Improved and secure technology
3. Managing and using the information
4. Agile and responsive systems
5. Cost-effective implementation

Given the speed at which technology is evolving, this three-year strategy will be updated annually to reflect emerging technologies that will help deliver further improvements. Resulting outcomes will be published and updated quarterly.

The Challenge

The Region of Peel currently manages and operates a large number of systems using a diverse mix of technologies, standards and protocols that have been deployed over decades. These systems have served a valuable purpose, but are no longer agile and robust enough to support the increasing demand for services and greater employee productivity.

Regional residential and business services teamed with department-to-department interaction require the collection and storage of information in a multitude of different manners and systems. As the data collected becomes more sophisticated, the current approach can no longer keep pace and new data architecture is required.

Our residents and employees continue to become more technology savvy and increasingly preferring to consume services digitally. Currently our services are offered on multiple channels, including telephone, in person, YouTube and email.

There is now a need to have all of the regional services offered on multiple channels including digital.

Our digital strategy, systems and architecture must keep pace.

Theme 1 – Excellent Customer Service

Residents & Businesses

The Region is looking to develop digital services that will assist us in providing excellent customer services to our employees, residents and businesses. Services that are straightforward and convenient for all who choose to use them. Digital services are intended to supplement current channels of service by offering yet another way to access service

People will only use digital services if they are more straightforward and convenient compared to existing service methods.

There are time, labor and cost efficiencies available by moving from manually intensive, offline services (such as telephone services) to digital services. Transactional services present the biggest opportunity to save people time and lower operating costs.

Employees

Workforces today are required to be responsive to the changing business practices of the people they serve, and this requires mobility and flexibility. The Region is no different. Employees are required to access information through a variety of channels. Through workplace enablement/empowerment initiatives, employees can use the best tool for the best job and optimize their time. An engaged and supported workforce is one that delivers the highest level of service satisfaction and productivity.

The same holds true for activities between departments within the Region. Digital services can only replace other methods if they are more efficient. The foundation for building a high-quality, responsive and up-to-date digital system is the integration of digital services for all: residents businesses, and department-to-department/employees.

Theme 2 – Improved and Secure Technology

The most sustainable and effective digital system is born out of an organization-wide approach with architecture focusing on:

- integration of all stakeholders and breaking down of silos
- standardization of technologies and security
- aligning current and legacy systems to a standardized approach where applicable

In order to do this, the Region will invest in infrastructure that promotes organization-wide accessible, secure and cost-effective way of managing information. This will be accomplished using a platform approach. A platform is a group of technologies, used as a base, upon which other applications, processes or technologies are developed

The platforms required are:

Customer Relationship Management

- *A means of collecting, tracking, measuring and improving interaction with stakeholders providing a complete view of regional services and interaction with residents and businesses.*

Enterprise Content Management

- *Integrated systems that serve to capture, manage, store, preserve and deliver content and documents for the Region. Content and documents used by residents, businesses and staff will be in a secure and structured technology environment that meets all regulatory requirements.*

Data Warehouse Business Intelligence

- *A platform to consolidate multiple systems and provide analytical and statistical capabilities to assist in decision making.*

Theme 3 – Managing and Using the Information

The information and services that are used by residents, businesses and employees are only as good as the information that is collected. The Region’s digital strategy includes a focus on the collection of data and how to understand it.

Data Analytics

Turning data into information and presenting it in a way that makes it easier to understand as well as see trends, will inform decision making and drive better outcomes. Data analytics will give the Region the ability to improve policy, decision making and business strategies while measuring, analyzing and improving performance.

Centralizing and ensuring the consistency of practice, data analysis, processes and systems will provide critical information on the services that residents, businesses and staff rely on. This, in turn, provides the Region the opportunity to adapt more quickly and implement timely, effective plans to better serve our residents and businesses.

Business Process Management

An organization cannot manage or change what it does not understand. Optimizing and managing business processes through design, automation and business activity monitoring allow the organization to embrace and manage change successfully. Business process management is a continuous evaluation of processes leading to evaluating and improving the organization.

Theme 4 – Agile and Responsive Systems

The success of the digital strategy will largely be based on the systems that are developed and used to support it. In order to ensure the most effective, sustainable and adaptable system, the Region will implement a two-tiered, or bi-modal, approach to IT organization.

The Region will rely both on applications with sector-specific capabilities and applications that are built to address new requirements or opportunities

This bi-modal approach will allow the Region to:

- Adapt quickly to changes in business and service needs
- Accommodate new technology
- Detect and correct flaws
- Increase collaboration among the project teams

Theme 5 – Cost-Effective Implementation

Meeting the need for a renewed digital strategy and investing in infrastructure in the most cost-effective manner are challenges that all organizations face, particularly those in the public sector. There are a number of different options ranging from purchasing to leasing to buying.

More organizations are working with cloud-based computing, which enables convenient, on-demand network access to a shared pool of resources. By using Software as a Service (SaaS), users are provided access to application software and databases through a web browser. Cloud providers manage the infrastructure and platforms that run the applications.

This SaaS model allows an organization to reduce its IT operation costs by outsourcing hardware and software maintenance and support to a cloud provider. This will allow the Region to reallocate hardware and software costs, meeting its strategic objective through planning and implementation and the expansion of platforms, as required.

Conclusion

The world is changing quickly and the way people access services and information is changing along with it. It is incumbent upon the Region to ensure that we are delivering services to our residents, businesses and employees in the most effective manner, when and how they want or need the services.

The Region's digital systems were developed over a number of decades and were, at the time, modern and effective. As technology evolves, so too must the Region's digital strategy and infrastructure to support that technology.

The digital strategy must be planned, focused and always take into account the five themes:

1. Excellent customer service
2. Improved and secure technology
3. Managing and using the information
4. Agile and responsive systems
5. Cost-effective implementation

No one can predict the future and where digital strategies will lead for the municipal sector. However, the Region must ensure that we are able to use digital channel to help ensure service to our residents and businesses

As the Region begins to execute the digital strategy, the residents, businesses and employees will benefit and see tangible results in the services that are delivered to them.

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For Information

DATE: February 10, 2015

REPORT TITLE: **HUMAN PAPILLOMAVIRUS (HPV) IMMUNIZATION**

FROM: Janette Smith, Commissioner of Health Services
 Eileen de Villa, MD MBA MHSc CCFP FRCPC, Acting Medical Officer of Health

OBJECTIVE

To provide an update following recent media coverage on the Human Papillomavirus Vaccine (HPV) program, and provide information about the safety of the vaccine and the vaccine safety surveillance program.

REPORT HIGHLIGHTS

- On February 5, 2015, the Toronto Star published an article on the HPV vaccine and concerns that some parents have about the vaccine.
- Since 2007, HPV vaccine has been publicly funded for Grade 8 girls and delivered through school-based programs by public health staff across Ontario.
- In Peel, there have been 130,335 doses of Gardasil® HPV vaccine given in the school-based program since the inception of the program in 2007.
- Peel Public Health is mandated under the Ontario Public Health Standards to monitor, investigate, and document adverse events following immunization.
- In Peel, between 2007 and 2015, 49 (0.03%) adverse events following immunization were reported, the vast majority of which were mild and self-limiting such as a rash, diarrhea or dizziness; while these events occurred sometime after HPV vaccination, they were not necessarily caused by the vaccine.
- This month, the National Advisory Committee on Immunization has identified that two doses of the vaccine provides similar protection to the current three-dose schedule. Given the new evidence, it is anticipated that the Ministry of Health and Long-Term Care will change the school-based program accordingly.

DISCUSSION
1. Background

On February 5, 2015 an article about Human Papillomavirus vaccine was published in the Toronto Star. The article described medical concerns experienced by some women who had received HPV vaccine.

Human papillomaviruses (HPV) cause almost all cervical cancers, are a leading cause of other genital cancers and warts, and contribute to cancers of the head and neck. The

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National Advisory Committee on Immunization recommends the use of HPV vaccine for females nine to 45 years of age to prevent cervical cancer and genital warts.

According to the Public Health Agency of Canada's Canadian Immunization Guide, in women 16 to 26 years of age, studies have demonstrated Gardasil® HPV vaccine to be nearly 100% effective in preventing HPV types 16 and 18-related cervical disease; and 95% to 99% effective against genital warts from HPV types 6 and 11.

Since 2007, the Gardasil® HPV vaccine has been publicly funded for grade 8 girls and delivered by local public health through school-based programs across Ontario. In September 2012, the Ontario Ministry of Health and Long-Term Care (MOHLTC) funded a catch-up program to vaccinate high school females who had missed doses of HPV vaccine in grade 8.

Peel Public Health has administered 130,335 doses of Gardasil® HPV vaccine in the school-based program since the inception of the program in 2007.

2. The Vaccine Safety System

In Canada, the Public Health Agency of Canada and Health Canada coordinate post-marketing vaccine safety surveillance nationally. The provinces coordinate surveillance of adverse events following immunization that occurs within the jurisdiction.

The Health Protection and Promotion Act requires health professionals to report adverse events following immunization to their local Medical Officer of Health (MOH). Local MOHs, in turn, monitor, investigate and document adverse events following immunization and report on these incidents to Public Health Ontario and the Public Health Agency of Canada.

Adverse events following immunization are defined as any untoward medical occurrences that occur at a time after immunization. They are not necessarily caused by the vaccine. Reporting of all untoward events, however, ensures that unusual occurrences as well as those that are common are reviewed and reported.

In November 2012, Public Health Ontario released a report on adverse events following immunization in Ontario's school-based HPV immunization program. Overall, the findings were consistent with the pre-licensure clinical trials and post-marketing surveillance reports and no new safety signals were identified.

In Peel, between 2007 and 2015, 49 (0.03%) medical concerns were reported out of a total of 130,335 doses of Gardasil® HPV vaccine given in the school-based program. Most of the concerns (96%) were mild and self-limiting such as a rash, diarrhea or dizziness; while these events occurred sometime after HPV vaccination, they were not necessarily caused by the vaccine.

3. Ontario's HPV Program

In February 2015, after review of new evidence, Canada's National Advisory Committee on Immunization released a new statement on the human papillomavirus vaccine. The new

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IMMUNIZATION**

evidence identifies that a two-dose HPV immunization schedule is expected to provide similar protection against disease compared to the current three-dose schedule.

The Ministry of Health and Long-Term Care is anticipated to revise the publicly-funded program accordingly.

CONCLUSION

The HPV vaccine continues to be the most effective way to prevent cervical cancer, anogenital cancer and genital warts. Peel Public Health routinely monitors the safety of HPV vaccine and investigates all reports of medical concerns. To date, tens of millions of HPV vaccine doses have been administered worldwide and it has been shown to be a safe vaccine.

The most recent National Advisory Committee on Immunization Statement reflects current evidence and illustrates the close monitoring and ongoing surveillance regarding the vaccine.



Janette Smith, Commissioner of Health Services



Eileen de Villa, MD MBA MHSc CCFP FRCPC, Acting Medical Officer of Health

Approved for Submission:



D. Szwarc, Chief Administrative Officer

For further information regarding this report, please contact Dr. Eileen de Villa, Acting Medical Officer of Health.

Authored By: Loretta Rowan & Isabelle Mogck

Request for Delegation

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MEETING DATE YYYY/MM/DD	MEETING NAME
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Attention: Regional Clerk
Regional Municipality of Peel
10 Peel Centre Drive, Suite A
Brampton, ON L6T 4B9

Phone: 905-791-7800 ext. 4582 Fax: 905-791-1693
E-mail: council@peelregion.ca

REQUEST DATE YYYY/MM/DD

NAME OF INDIVIDUAL(S)

Michelle DiEmanuele and Edward Sellers

POSITION/TITLE

President & CEO and Chair, Board of Directors

NAME OF ORGANIZATION

Trillium Health Partners

E-MAIL

TELEPHONE NUMBER

EXTENSION

FAX NUMBER

NAME OF INDIVIDUAL(S)

POSITION/TITLE

NAME OF ORGANIZATION

E-MAIL

TELEPHONE NUMBER

EXTENSION

FAX NUMBER

REASON(S) FOR DELEGATION REQUEST (SUBJECT MATTER TO BE DISCUSSED)

Trillium Health Partners request the opportunity to share with Peel Regional Council a presentation about the health care needs of our changing and diverse community, and provide an update on the Hospital's plan to address the growing demands and challenges to meet the needs of our community for the next 20 years.

I AM SUBMITTING A FORMAL PRESENTATION TO ACCOMPANY MY DELEGATION

YES NO

I WILL REQUIRE THE FOLLOWING AUDIO-VISUAL EQUIPMENT / SOFTWARE FOR MY PRESENTATION

DOCUMENT CAMERA / OVERHEAD PROJECTOR

LCD PROJECTOR

POWERPOINT

Note:

Delegates are requested to provide 45 copies of all background material / presentations to the Clerk's Division at least seven (7) business days prior to the meeting date so that it can be included with the agenda package. In accordance with Procedure By-law 100-2012 as amended. Delegates appearing before Regional Council or Committee are requested to limit their remarks to 5 minutes and 10 minutes respectively (approximately 5/10 slides).

Once the above information is received in the Clerk's Division, you will be contacted by Legislative Services staff to confirm your placement on the appropriate agenda. Thank you

REFERRAL TO _____
RECOMMENDED _____
DIRECTION REQUIRED _____
RECEIPT RECOMMENDED _____

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