



# 2014/2015 Community Shared Services Annual Report



**reconnect**  
COMMUNITY SHARED SERVICES

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# Community Shared Services

## Background

In the winter of 2013 the Toronto Central Local Health Integration Network (TC LHIN) supported an initiative to investigate the development of a shared service model to support the Community Sector, including Community Mental Health, Community Addictions, Community Support Services and Community Health Centres. Starting in the spring, a sector working group was formed to lead this discussion with the goal of determining a collaborative approach to purchasing, procurement and back-office support.

The Shared Service working group discussed and developed a community based model. The goal of the agreed model is to build capacity within the community sector to support a shared services, while partnering with existing Shared Service Organizations (SSO'S) to leverage their experience and benefit from their vendor relations where possible.

### VISION

**Community Shared Services** will create efficiencies through collaboration and knowledge exchange

### MISION

**Community Shared Services** offers a suite of services that support community health service providers with sourcing strategy and execution

# Community Shared Services

## Guiding Principles

**Customer Service** – We will consistently work to go above and beyond to satisfy the customers’ needs and seek creative solutions

**Trust** – We will foster a trusting relationship with all stakeholders involved by providing transparent, consistent and quality service.

**Results Based** – We will drive outcomes through results based initiatives continually proving value to HSPs, LHIN and sector as a whole

**Collaboration** – We will work collaboratively in a relationship-centred environment acknowledging that success is achieved together

**Innovation/Leading Edge** – We will continually work to innovate and lead the sector towards a better future

## Community Investment

Community Shared Services is for the community, by the community.

A critical component of the Community Shared Services is investing in the community to build capacity for future endeavors. Over its first year of operation the Community Shared Services team was built from the ground up. This included:

- **Sourcing Advisors** - Staff situated within the community sector to support the community with any procurement need. The goal of the staff is to provide administrative and coordination services to save HSPs time and effort.
- **Customer Relationship Management Software** - Development and execution of a database to track all community providers, vendors, and shared service requests. This database includes comprehensive reporting at both the LHIN and HSP level. Every year, HSPs will receive an individualized report that outlines past requests, total cost, and overall time/effort savings.

# Community Shared Services



Relieve  
Administrative  
Burden



More Time for  
Client Care



Increase Capacity  
for Core Business

- Provides price comparisons and ways to reduce costs
- Establishes relationships with vendors that understand the unique constraints of not-for-profits in the community health sector
- Provides a central point of contact for all purchasing needs
- Saves **TIME** and **EFFORT**

## The Model

*Advisors leverage Partners, Subject Matter Experts, and Vendors to research and find the best price for value*



*Sourcing Advisors work with HSPs to identify needs and gather requirements*



**PARTNERS**



**EXPERTS**



**VENDORS**

For the *COMMUNITY*, by the *COMMUNITY*

# Services



## Source

*Sourcing services* allows you to dictate your level of involvement. Simply request a quote, or ask an advisor to research the best option for your particular need. We will provide a *customized* approach to support HSPs - even before we go to market.

Areas of expertise:

- Broader Public Sector— Knowledge and guidelines
- Request for Quote—Requirement and quote gathering
- Request for Proposal— Templates and Support with development and execution



## Research

*Research Services* ensures HSPs have access to a wealth of knowledge and expertise. Through our knowledge bank and *subject matter experts* HSPs will be able to expand their knowledge on a variety of subjects.

Areas of expertise:

- Request for Information—Development and execution
- Internal and External Subject Matter Experts
- Community Focused Knowledge Bank



## Plan

*Planning services* opens doors for HSPs to collaboratively build procurement strategies, plans, and concepts. These *ideas* can then be actively exchanged and implemented as part of HSPs business infrastructure.

Areas of expertise:

- Strategic Planning—Information Technology Assessments
- Planning Tools
- Project Scoping
- Forum for Innovation—Collaborative knowledge exchange of products/services, policies, etc.

# Relationships

As part of the successful implementation of the operational model, Community Shared Services has established a number of relationships with key partners which allow for the leveraging of invaluable healthcare and procurement expertise. These partners include:

## Ontario Education Collaborative Marketplace (OECM)

OECM is a Broader Public Sector (BPS), not-for-profit group procurement organization, offering a Marketplace of competitively-sourced and priced products and services through collaborative sourcing agreements. Buying through their Marketplace helps Ontario's publicly funded education institutions and other publicly funded organizations achieve savings and increase efficiencies. Community Shared Services has developed a relationship with OECM that allows HSPs to access and benefit from provincial cost savings across many categories including, technology, office supplies, accessibility supports and many more.

## Ministry of Government and Consumer Services - Supply Chain Ontario

The Supply Chain Ontario (SCO) division develops and implements an integrated corporate procurement strategy to:

- Leverage and optimize government procurement of goods and services.
- Identify and implement procurement process improvements.
- Enhance procurement controllership.
- Provide strategic advice to Management Board of Cabinet on large scale procurements.

Their primary objective is to meet the government's goal to manage public funds efficiently and effectively and to ensure value for money for the goods and services that are purchased by the government. Community Shared Services has developed a relationship, allowing HSPs to access the Vendor of Record (VOR) list.

## Healthcare Supply Chain Network (HSCN)

HSCN is an industry association of supplier and provider professionals with the goal of improving the effectiveness of Canada's healthcare supply chain. HSCN has since developed into a national, volunteer-based, not-for-profit network of Providers and Suppliers dedicated to:

- Identifying and implementing leading practices
- Enhancing members' efficiency and effectiveness through professional development programs
- Providing networking opportunities where supply chain professionals can share experiences and solutions to common challenges

Community Shared Services has developed a relationship with HSCN that allows HSPs to access standard request templates, procurement best practices and trends and innovation in health care procurement from across Canada.

# 14/15 Accomplishments

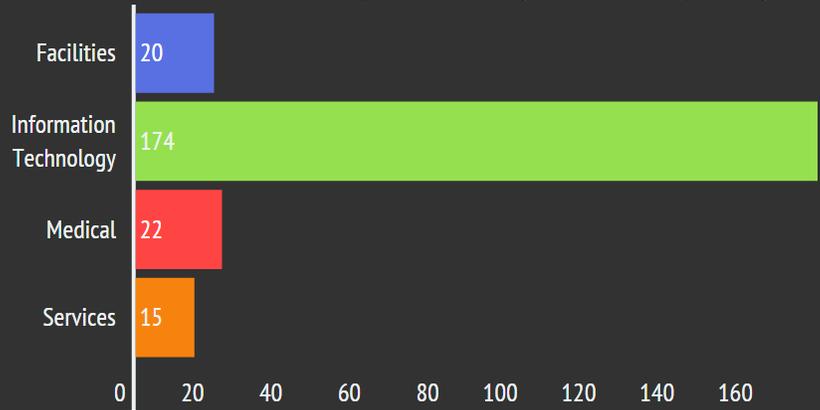
**231**

Total number of requests in 2014/2015

**75%**

Percentage of IT requests processed by Community Shared Services

## Request by Category



**57%**

Percentage of TC LHIN HSPs supported by Community Shared Services



**54%**

Percentage of clients that were repeat users of Community Shared Services

0 requests | 1 request | 2 requests | 3-5 requests | 6 or more requests



**1.6 Million Dollars**

Total value of the goods purchased through Community Shared Services



**\$317,073.25**

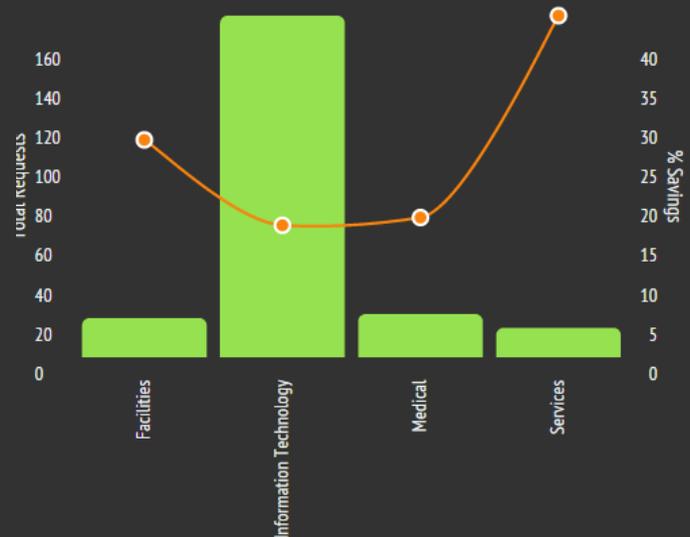
Dollars saved through group purchasing



**17%**

Average savings from market value

## % Savings by Category



● Total Requests ● % Savings

# 14/15 Accomplishments

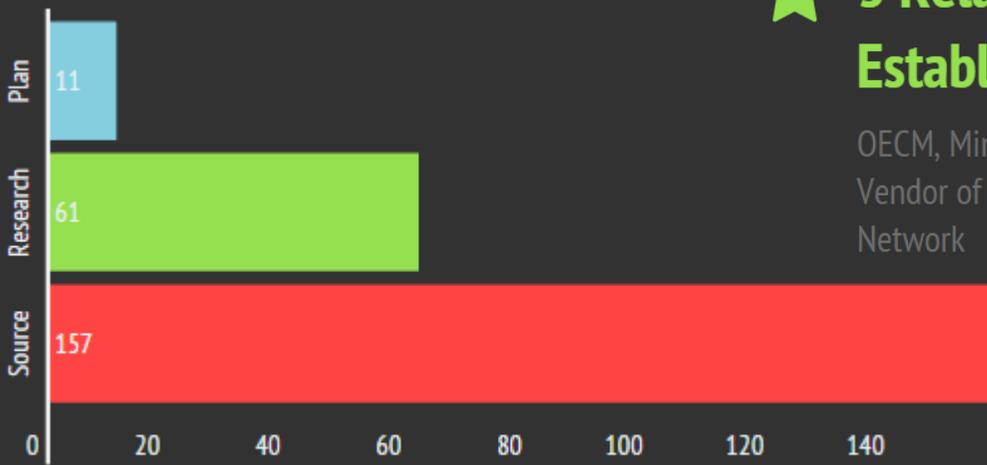
★ **30+ Vendors Engaged**

Vendor database grows everyday

★ **3 Relationships Established**

OECM, Ministry of Government Services -  
Vendor of Record, Healthcare Supply Chain  
Network

## Requests by Service Type



## Request Breakdown by Category

Facilities	
Appliances	3
Building Infrastructure	5
Furniture	3
Other	9

Services	
Clinical Training	6
Operational Enhancement	2
Operational Training	3
Other	4

Information Technology	
Hardware	90
Mobile Hardware	3
Networking	6
Software	15
Telecom	1
Virtual Architecture	2
Other	57

Medical	
Clinical/Laboratory	8
Emergency Equipment	1
Exam Equipment	8
Mobility/Accessibility	4
Other	1

# IT Managed Services

## Current State of IT Infrastructure in TC LHIN

The requirements for technology and infrastructure have been continually evolving due to changing service delivery models and an increased emphasis on information and reporting.

In the Winter of fiscal year 13/14 the TC LHIN offered community HSPs the opportunity to receive an IT-IM Assessment. The assessment provided HSPs an in depth look into their current infrastructure, while painting a picture of the current landscape. The IT-IM Assessment provides an overview of how HSPs' IT infrastructure is performing compared to standards established by the Assessment Team. The assessment found common challenges, including:

- Aging/outdated hardware equipment
- Need for reliable and robust internet connectivity
- Centralized management of IT related policies and procedures
- Limited internal IT support
- Access to knowledge and expertise on technology innovation and best practices



## Request for Information (RFI)

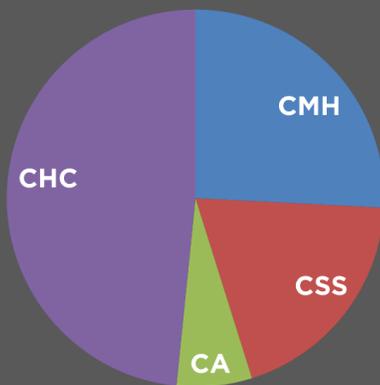
The findings from the IT-IM Assessment report identified the need to explore IT Managed Services and other potential centralized supports for the community health sector. The TC LHIN endorsed the execution of a Request for Information (RFI) to better understand the current vendor environment. Community Shared Services led this activity. Once complete, a recommendation will be made to the TC LHIN on how to proceed.

# 14/15 Bulk Purchase

In the winter of 2015 the Toronto Central Local Health Integration Network (TC LHIN) completed a one-time funding investment of technology hardware for thirty-one community health service providers (HSPs). The TC LHIN asked the Community Shared Services to coordinate this process, maximizing savings through group purchase.

Overall savings of **\$252,580.87** from market value

## Bulk Purchase HSPs by Sector

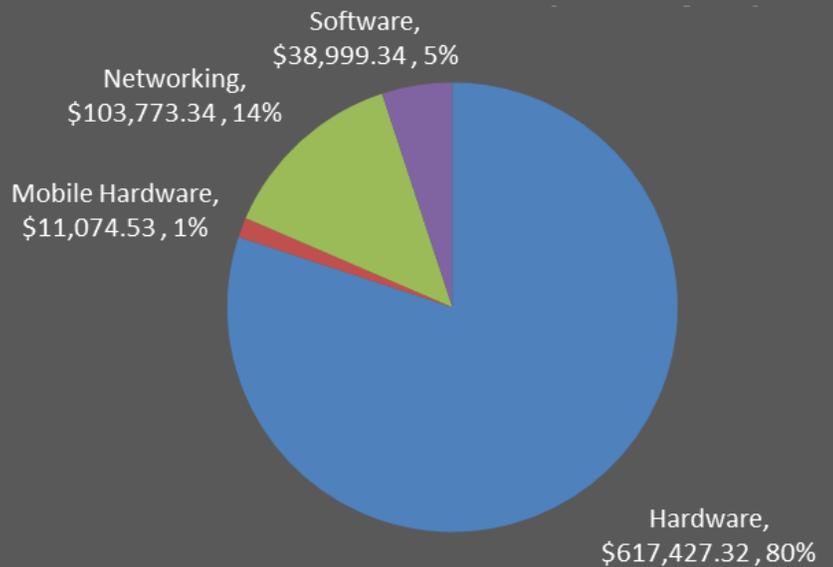


## 25% Overall Savings

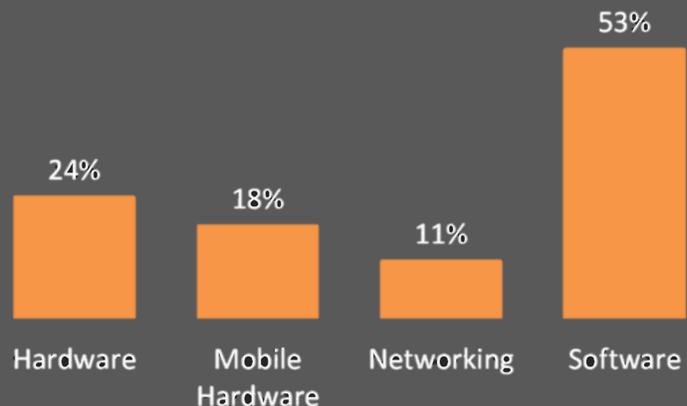
Cost savings were realized due to:

- Vendor and manufacturer quantity discounts
- Hardware standardization
- OCEM standardized contracts
- MGS vendor of record

## Expenditure by category



## % Saved by Category



# Testimonials

“Shared Services provided a consistent point of contact for us. We knew who to deal with and could go back to him as much as we wanted. The experience has led us to the right vendors for our needs.”

“They were in constant touch with us and had our interests at heart. “

“The assessment of our IT Systems done in late 2013 was fantastic. It allowed us to move our IT systems forward strategically and cost effectively. The bulk purchase in late March 2015 will allow us to move forward with reliable hardware.”

“Staff of CSS were able to comprehend what our organization was looking for and also went above and beyond to provide information in a clear manner as well as suggestions to IT software/ programs that would enhance our services. “

“Saving me time and frustration by doing the investigating of possible hardware. “

 **76%**

Clients satisfied working with Community Shared Services

 **77%**

Clients that are likely to recommend Community Shared Service to a colleague or other HSP



# 15/16 Goals

2014/2015 was a significant year for Community Shared Services. Growing the services from the ground-up, while providing quality support to community HSPs was no small task. We are proud to say we supported more than half of the community HSPs in TC LHIN completing more than 230 requests, surpassing our goal of 200. However, the work does not stop here. With a strong foundation Community Shared Services is poised to expand and grow our services encouraging collaboration and capacity building as we go. As dreamers and innovators we have many big plans, but we started by listening to our clients and what they felt we could do to better meet their needs.

## How can we do better.....

“We had a good experience working with Shared Services. A good online database of 'vetted' vendors would be useful. I want to express my appreciation to you for all the help you gave us. Faced by a somewhat daunting project, you provided information and support to help us along our knowledge acquisition path, then also provided us with a set of vendor possibilities that were well suited to our organizational culture and environment. Thank you!”

“More online services may be useful, including a HSP 'blog' where info could be shared on vendors, prices, services etc.”

“Negotiating and purchasing bulk data /internet IDSL and providing consistent internet services at a bulk rate discount for HSP's that receive no funding for services even though all reports etc are web based. This is not logical to expect. If reports and data is required by any/all funders , they should also fund the ability to transmit the required data. This is a large necessary expense in today's Non Profit Charitable sector and no one is currently offering any consistent options.”

“Procurement, IT Business Continuity / Disaster Recovery planning, Short assignments e.g. deployment of equipment or systems, Helpdesk best practices, Technical Backup, IT Operational Review and Improvement”

“Shared Services is a needed support and its off to a good start “

# 15/16 Goals

The primary goal of the Community Shared Services is to continue to provide excellent service to all of the TC LHIN community HSPs. This will be achieved by focusing on quality interactions with the team providing research and source services. In order to continue to achieve this the following goals have been identified for 2015/2016:

## Expand and Enhance Partnerships and Strategic Relationships

Relationships with existing Shared Service Organizations (SSOs) and other Subject Matter Experts (SMEs) is a critical component to success. The goal is to enhance the relationships that currently exist and look for additional opportunities.

## Community Shared Services Website

Release of Reconnect Project Management Services website, highlighting Community Shared Services. The website will act as a resource to inform HSPs, Vendors, SMEs, LHINs and other stakeholders of our services, past client experience, and how we can support them with their procurement needs.

## Community Shared Services Portal

Release of Community Shared Services portal, allowing HSPs to access information related to their Community Shared Service requests.

### Request Status

- Sourcing Advisors have relied on email to update HSPs on the status of their request. With access to the Community Shared Service Portal, HSPs will have access to all of the details related to their request, including specification details, Advisor activity history, quotes, time saved, overall savings, etc.

### Request Submission

- HSPs will be able to submit requests directly from the portal.

### Knowledge Article Database

- A key function of the Community Shared Service Portal is the knowledge article database. As requests are completed, the Sourcing Advisors will write knowledge articles around the product/service overview, features, considerations etc.

### Collaboration Forum

- The Community Shared Services portal will enable collaboration across HSPs. The feature acts like a forum, allowing Advisors/HSPs to post announcements/questions with others able to comment.

### Dashboard Reporting

- The Community Shared Services portal will allow HSPs to see reporting on the number of requests submitted, total hours saved, total dollars saved, etc.

# 15/16 Goals

## Collaboration Events

Community Shared Services focused primarily on Research/Source requests in 2014/2015. The goal of 2015 /2016 is to expand services and provide Collaboration Events. These events may include:

- Vendor/Product Showcase
- Knowledge Exchange Sessions
- Best Practice/Policy Template Development
- Coordinated Education Sessions

## One-on-One Client Meetings

It is critical to the success of Community Shared Services to ensure HSPs are continuing to find value in the services provided. The Community Shared Services team will make it a priority to meet with HSPs face-to-face to better understand their individual needs and find innovative opportunities to work together

## Community Information Management

The Community Information Management project came to a close at the development and execution of the RFP for a client management system for community HSPs. Once complete, the outcome from the RFP will be an overarching agreement and governance structure for the new software. Community Shared Services will be responsible for the following:

- Management of Master Agreement and Participatory Agreements
- Coordination of Software Governance and Sub-Committees
- Coordination of any participating HSP implementations

## IT Managed Services

Based on the findings and recommendations from the RFI on IT Managed Services, Community Shared Services may be responsible for actioning the outcomes and supporting the next steps.



Mohamed Badsha  
Chief Operating Officer

416-558-6892

[mbadsha@reconnect.on.ca](mailto:mbadsha@reconnect.on.ca)

Jennifer Wilkie  
Director of IT and  
Shared Services

416-738-6815

[jwilkie@reconnect.on.ca](mailto:jwilkie@reconnect.on.ca)

*Contact Us*

[sharedservices@reconnect.on.ca](mailto:sharedservices@reconnect.on.ca)

647-461-2729



For the *Community* by the *Community*