

Leveraging digital solutions to enable residents' easier access to information, self-serve options and improved opportunities to engage with the Region:			
Project Name	Project Description	Project Outcome	Time or \$ Savings?
Chatbot and Interactive Virtual Agent for resident service requests and interactions	Deploy a natural language chatbot that can be programmed to provide automated answers to commonly asked questions from residents online and without needing to call the Service First Contact Centre (SFCC), increasing options for service.	The SFCC receives 350,000 calls annually. The Region deployed a chatbot and Interactive Virtual Agent, coupled with state-of-the-art queue management technology and programmed responses for common questions in three high volume departments. In addition to saving staff time so they can respond to calls that need the most support, residents now enjoy enhanced accessibility and responsiveness, significantly reduced wait times and increased overall service satisfaction.	Time - reduced number of calls to SFCC that require human interaction.
Digital forms	Deploy an online form software solution to allow the Region to replace paper-based forms or fillable PDF forms with fillable online forms that have full logic capability, reporting, the ability to take payments and to assign actions internally.	The Region implemented FormBuilder, a tool that allows staff in business units to create, update and maintain their own web-based forms. New forms allowed for more guidance to those filling them out, validation of entries for more accurate data, and allowed us to retire other online payment solutions.	Cost - Eliminated the cost and maintenance effort of additional online payment solutions. Time - Reduced the processing time for submitted forms.

<p>Deploy a new Development Application Tracking solution for community planning</p>	<p>Will replace a number of existing ad hoc point technology systems used to manage development applications with a single master solution to manage the end-to-end processes involved with development applications.</p>	<p>Intended outcomes:</p> <ul style="list-style-type: none"> • Reduce average elapsed time to process applications by 25%. • Reduce time staff spend processing planning applications by 50% • Reduce planning status inquiries / contacts by applicant or agent to Planner by 50%. • Reduce paper storage costs by 20% and paper use / costs by 50%. • Increase customer/applicant satisfaction by 50%. • Move from 6 monthly status reporting to near real time. • Reduce number of delayed responses from application reviewers by 75%. 	<p>Project is still underway and intended to save both time and costs.</p>
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Adoption and utilization of business solutions that optimize business processes and workflows:

Project Name	Project Description	Project Outcome	Time or \$ Savings?
<p>Work shift management and scheduling improvements for road maintenance personnel</p>	<p>Building from existing bespoke software, create a system that can be used to send automated messages to road maintenance personnel to staff peak demand events (e.g.: plow drivers for winter storms)</p>	<p>We deployed a system that replaces manual telephone calls to staff with automated messages to fill shifts, reducing the amount of time and effort that activity takes, and improving the accuracy of the callouts.</p>	<p>Time - reduce effort required to staff road maintenance shifts</p>
<p>Ocean Add-On application for EMR used in Public Health (PH) -PS Suite</p>	<p>Ocean implementation creates efficiencies across all aspects of client referral processes, appointment booking, and secure communications through:</p> <ul style="list-style-type: none"> • auto population of PH client charts from referral forms, replacing manual transcription by PH staff. • secure communication pathway with clients reducing postage costs and 	<ul style="list-style-type: none"> • 67% reduction in staff time taken to process referrals in one program • 75% reduction in mailing costs across two program programs (\$4000 per year) and 50% of staff time saved on preparing/printing mailing labels • Elimination of all staff time spent on appointment reminders (1600 appts @ 5 mins each=133 hrs) • 133% reduction in staff time (500 hrs down to 	<p>Time and cost savings.</p>

	<p>eliminating need for staff to individually provide appointment reminders.</p> <ul style="list-style-type: none"> Replacing multiple appointment booking systems with one system and supporting clients with online appointment scheduling, reducing reliance on phone-based support from PH staff. 	<p>100 hrs per year) dedicated to manual entry of client screening information.</p>	
<p>Digitize the collection of staff shift availability at Sunnyside Home</p>	<p>Building from the existing bespoke software for a similar function in Paramedic Services, the Region created an online application where Sunnyside Home staff can submit their shift availability online instead of using a paper form.</p>	<p>The Sunnyside Home availability app takes in to account staff shift scheduling rules specific to the applicable collective bargaining units and allows staff to submit their availability online. Time to submit has been reduced for staff, and time to enter the information from paper forms has been reduced for scheduling staff. Reports on who has submitted make it easier to understand compliance.</p>	<p>Time - effort to submit and enter shift availability data.</p>
<p>MCAD solution</p>	<p>Approved in the 2024 budget and in the process of being implemented. Creates a digital interface from the CACC to the ambulance / paramedics to notify and assign them to a 911 call.</p>	<p>Reduction in dispatch radio air traffic and improves information flow and accuracy for 911 responses.</p>	<p>Time Savings during assignment of 911 responses.</p>
<p>Ministry of Health CAD5 solution</p>	<p>Digitally connects Cambridge CACC to ROWPS Electronic Patient Care Record system.</p>	<p>Result is more accurate time stamps, addresses, and other data fields as paramedics no longer have to manually enter the information into the EPCR.</p>	<p>Time savings for paramedics when completing documentation.</p>
<p>Implement DocuSign to enable digital signatures</p>	<p>Implement the DocuSign solution and transition Region processes that would have required a wet signature to use digital signatures.</p>	<p>Since implementing DocuSign, online document packages are automatically routed to multiple signatures to be electronically signed. Typical response times for getting documents signed has gone from weeks to days (or less). Previous costs of sending physical documents (courier) have been reduced.</p>	<p>Time - elapsed time to execute documents Cost - print and courier costs</p>

Maximizing Creative Multimedia Services operating model	Realignment of creative and multimedia services and corporate services for printer and mail services.	The re-structuring of the MFD printer contract to Corporate Services is ongoing and has already resulted in increased staff capacity in other areas. The move also aligns with other complementary service provisions currently provided by ITS. The mail services component of this realignment is in progress. Once completed, this move will result in increased capacity for staff to focus on program specific outcomes.	Time- Resulted in freed up staff time, and increased capacity.
Automated digital solution to process Accounts Payable invoices	Deployed a software solution that will scan invoices the Region receives and automatically enter them into the Region's financial systems and route them for approval and payment.	The Oracle WebCentre solution allows the Region to more efficiently store, upload, and process approx. 60,000 invoices each year.	Time and cost - Reduced effort for AP clerks to process invoices and faster turnaround for invoice payment, reducing late fees.
Software license reclamation	Evaluated the usage of specific software products to see whether our license counts could be reduced by finding users that no longer require use of the software (i.e., left the Region, changed roles, etc.).	In the past 12 months, the license counts for three significant enterprise software tools has been reduced by 50%.	Cost - license costs of unused/underused licenses reduced.

Technologies that improve employee collaboration, streamline processes for Councillor business, meetings and information flow:			
Project Name	Project Description	Project Outcome	Time or \$ Savings?
Web conferencing	Implemented the ability for Region staff to host online meetings with staff and external parties.	Using Microsoft Teams and Zoom, the Region has transformed our culture to embrace online meetings. In 2Q 2024, across the Region we hosted roughly 27K online meetings with totals of approximately 3.6M minutes of audio meetings, 3.2M minutes of video meetings with 2.3M minutes of screen sharing time. We also use Zoom to host frequent Region Town Hall meetings which replaced annual in person gatherings.	Time and cost - Reduced time and mileage benefits getting to and from meetings. Reduced planning effort and costs of large Region meetings.

eScribe implementation	Implemented a digital, end to end Council meeting management solution.	The eScribe system allows the Region to provide council packages in a consistent digital format, removing the requirement to create different packages. It also enables electronic voting functionality for both in-person and remote council meetings.	Time - reduced effort to create council packages.
Project Management Office - Centre of Excellence	The planned implementation of a Project Management Office Centre of Excellence (PM CoE) aims to establish a centralized unit within the organization dedicated to enhancing project management practices – driving consistency, providing governance, supporting and ensuring the successful delivery of projects across the organization, and fostering a culture of continuous improvement.	Once implemented, the PMO will ensure consistency across all capital projects, and provide standardized and streamlined project management templates, practices, and procedures. It aims to streamline project execution, reduce redundancies, and minimize work. It will provide clarity on roles and responsibilities, improve decision-making, improve budgeting, and promote a culture of learning and continuous improvement.	Time and cost -(TIME) uniformed procedures, streamlined workflows, consistent reporting, clear roles & responsibilities, reduced rework. (COST) optimized resource use, cost efficiency, early identification of risk, efficient budget management.

Improved data integration, visualization and analytics for decision support:			
Project Name	Project Description	Project Outcome	Time or \$ Savings?
New Growing with Care (i.e., ABP) monitoring and reporting system	Implementation of a new performance management process and dashboard to automate project updates and improve access to data and information, freeing up staff time. Includes in house development of a Growing with Care Dashboard and report submission process using existing software including Smartsheet and PowerBI.	Efficiencies and improvements made through the new Growing with Care monitoring and reporting system include: improved automation; clear reporting questions and expectations; pre-set reporting timelines; tracking of learnings and insights in addition to project status and progress; increased employee access to the dashboard to enhance strategy awareness and learning; streamlining of ABP, Equity Funding, and Truth and Reconciliation Calls to Action reporting into one form and process. Collectively these efficiencies and improvements reduce the amount of time employees spend reporting or revising their ABP reports.	Time- More streamlined reporting process with clearer guidelines and reduced duplication in reporting. Cost- Savings from cost avoidance for a project management and performance measurement tool for our growing with care strategy.

<p>Implementing a centralized asset management system</p>	<p>Consolidated many distinct and disparate asset management systems in use across the Region into one single system, with accompanying common governance like policy and process.</p>	<p>The Region implemented Lucity, created the Asset Management Office team, and continues to manage our most significant assets accurately, consistently, and in a single system. The Region's 10-Year Capital Program is approaching \$7B; to fund growth-related projects and the maintenance and renewal of the Region's portfolio of existing infrastructure assets, valued at over \$10B.</p>	<p>Time and cost - cost and effort to run and support multiple solutions; maximize the usable life of assets and minimize the number of maintenance events through centralized management.</p>
<p>Paramedic Services (PSV) Operational and Data Analysis Dashboards</p>	<p>EHA Team from Public Health supporting PSV by creating Power BI Dashboards to analyze data to support operational planning and real time decision making.</p>	<p>Power BI Dashboards provide accessible data re: Offload delays, end of shift overtime, missed meal breaks, unit utilization, high utilization addresses etc. that allows PSV Command to make real time decisions and forward thinking changes to Response Time Performance Plan and deployment plans. Also allows for better planning to support those addresses that are high users of 911 services.</p>	<p>Saves time and better optimizes PSV resources to improve availability for 911 responses</p>
<p>Project Portfolio Management Software</p>	<p>Launch a Project and Portfolio Management (PPM) system that centralizes management of the work processes, data, and technologies used to plan, initiate, execute, prioritize, analyze, and close projects with a reflection of lessons learned. A PPM supports the full project lifecycle, is designed to address the needs of both project managers and stakeholders, and promotes continuous improvement.</p>	<p>The PPM Software will provide consistent KPIs and reporting tools, with timely and accurate reporting, reduction of manual and duplicate processes, improve accuracy and efficiency of data transfer between regional systems (Tams, Oracle Financials, Lucity, Docs, Etc.) It will automate the preparation of project documentation, transfer asset data electronically instead of manually, provide regular cash flow forecasts to finance, and create accurate resource management tools.</p>	<p>Time and cost -(Time) Eliminates manual input of data, centralized management of projects, efficient resource allocation, improved project planning, and enhanced collaboration. (Cost) optimized budget management, reduced project overlaps and duplications, enhanced risk management, improved invested decisions, and efficient project execution.</p>

New service delivery models that maximize existing staff capacity, curtail future costs to respond effectively to increasing service demands:

Project Name	Project Description	Project Outcome	Time or \$ Savings?
Space Optimization	Reducing the amount of office space the Region owns/leases and maintains by supporting some Region employees to work remotely and by creating shared workspaces to maximize office density, thereby saving costs and time.	Successfully vacated a \$1M/year lease and avoided entering into new leases to house staff. By optimizing office space, we are postponing the need to purchase, lease or build new offices, saving millions of dollars. Ex., 2021 forecasting predicted that by 2024 we would require an additional 116,000 ² ft of office space, on top of keeping the lease at 235 King, costing \$3.5 million per year for the new space, and \$1.1 million annually for 235 King. An initial capital cost of \$19 million to renovate the leased space to suit our business functions would also have been required. Annual building operating costs (ex., janitorial services, security services etc.) is \$250,000 for leased spaces. For owned spaces it is approx. \$2.2 million annually (for a building like AHQ) including energy and utility costs, maintenance, security services, parking expenses, etc.	Time and cost - building leases and maintenance costs
Alternative Care Pathways for 911 Patients	<p>Paramedic Services (PSV) continues to prepare for the Alternate Destination program, which will enable paramedics who respond to 911 calls to bring eligible mental health and addictions patients to a community clinic instead of taking them to the Emergency Department</p> <p>As of December 1, 2023, Region of Waterloo Paramedics can treat patients on-scene for certain conditions. Paramedics who have received special treat and discharge training can use this new patient care model in appropriate situations when responding to seizures, hypoglycemia (low blood sugar) and tachydysrhythmia</p>	These programs support patients to get the right level and type of care they need, keeping lower-risk patients and patients who would be better served by other providers out of the hospital and allowing paramedics to return to the road to serve the next person.	Time- Helps paramedics to get on the road and to their next call quicker.

	(heartbeat rate of more than 100 best per minute).		
Designated offload nursing program	In partnership with the region’s three hospitals, Region of Waterloo Paramedics was awarded \$1,694,000 in provincial funding to continue to grow and implement the Designated Offload Nursing Programs. Designated offload nurses focus on the successful transfer of patients from paramedics to the hospital emergency departments. The program is intended to free up ambulances and paramedics to return to communities as soon as possible to provide more people with access to timely emergency care.	This one-time funding supported an increase of designated offload nurse coverage in each of the three regional hospital’s emergency departments to 24 hours a day, seven days a week until March 31, 2024.	Time- Helps paramedics to get on the road and to their next call quicker.
Fit2Sit	A Fit2Sit program was implemented in partnership with local hospitals in fall 2023. Fit2Sit places eligible patients directly in emergency room waiting rooms after paramedics have determined their condition is stable enough that they can wait for hospital care without paramedic assistance. Once the patient has been designated as Fit2Sit, the paramedics can then return to the road for their next call.	As of February 2023, approx. 555 patients qualified for Fit2Sit since the program was implemented on September 15, 2023.	Time- Helps paramedics to get on the road and to their next call quicker.
Community paramedicine	The community paramedicine program assists people living with chronic illness or ongoing health needs, who may otherwise not have easy access to health care support. The program helps to address the health needs of residents in their homes, outside of the emergency system.	In 2023, we served 230 Community Paramedicine clients in their homes.	Time- Helps paramedics to get on the road and to their next call quicker.
Respiratory Outbreak Management in congregate settings	Integrated and operationalized additional provincial requirements, with respect to respiratory outbreak management responsibilities, into existing business operations without additional provincial	Implemented a complete review of outbreak response from intake to investigation, to reporting. Streamlined processes, integrated new respiratory outbreak response requirements with existing business processes	Time and Cost savings: Reduction of staff time required for each outbreak investigation.

	<p>funding. These additional responsibilities resulted in the necessary re-prioritization of other mandated work. In July 2023 Public Health combined all existing and new respiratory and enteric outbreak management responsibilities for congregate settings within one division, creating efficiencies.</p>	<p>and data systems, and automated reporting to save approximately 3500 hours (the equivalent of approximately 2.0 FTE). While a risk-based approach and re-prioritization of all work is still required, these efficiencies have allowed Public Health staff to manage the increased responsibilities and ensure prioritization of high risk work within existing resources.</p>	
<p>New Waterloo Region Housing (WRH) rent framework for community partner spaces</p>	<p>To increase the long-term financial sustainability of new and existing WRH, Council approved a new rent framework for not-for-profit organizations using WRH community partner spaces to provide community programming.</p>	<p>This will increase WRH's financial sustainability through revenue generation while also improving tenants' quality of life through access to community and support services, and recreational and cultural programs.</p>	<p>Cost savings for WRH.</p>
<p>Integrated communications Model</p>	<p>Implementation of new integrated communications model (ongoing), eliminating duplication and enhancing service within existing resources (PDLS/CSD/PHE/REDI)</p>	<p>Integrating communications functions into a hybrid centralized model is allowing for increased capacity to better inform and engage with the community within existing resources.</p>	<p>Time and Cost: Increased output within same costs, cost avoidance through reduced need to hire/contract additional resources.</p>

Focus on energy efficiency			
Project Name	Project Description	Project Outcome	Time or \$ Savings?
<p>Corporate Energy Plan</p>	<p>Since 2019, the Region has implemented 210 energy conservation projects towards its goal of 350 projects by 2028 resulting in a number of cost savings.</p>	<ul style="list-style-type: none"> o \$2.2 million in utility costs saved o leveraged over \$8 million of incentives and grants including CMHC funding o 11,500 MWh of electricity saved (equivalent of 1,280 homes) o 1,340,000 m3 of natural gas reduced (equivalent to 550 homes) o 3,700 tonnes of GHG emissions prevented (equivalent to 800 vehicles) 	<p>Cost savings through reduced utility fees and the use of grants and incentives.</p>