

From Call to Service

A One Stop Shop Solution for New Brunswickers



Ensemble  pour vaincre la pauvreté
Overcoming Poverty  Together

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1. Executive Summary

Participants at the public dialogues were very clear why a One Stop Shop service was needed for New Brunswick. 880 comments were received about the challenge, almost 1 in 5 of all the comments was about a One Stop Shop service for NB.

Participants acknowledged the great number of programs, services and supports that exist in their communities. There are many government, non-profit and business programs that exist, however there is not one easy way to access them all. This was especially difficult if you were in the middle of the crisis that you were trying to get help with.

The lack of connection between the existing government and community services and the various databases or toll free lines makes it very complicated for anyone to find their way and figure out who does what and who is offering what services or program. The “One Stop Shop idea” was not about a brick and mortar solution or a service center, it was about having someone that is aware and connected to all of the existing information that can and will inform and guide anyone through the maze of services, answer their questions and connect them with the an existing program and or service in a timely, professional and caring manner.

So The New Brunswick Economic and Social Inclusion Corporation (ESIC) began assessing One Stop Shop (OSS) options in November 2015.

A One Stop Shop Working Group (OSS-WG) was formally set up in April 2017.

A Working Group Chair was identified by the Co-Chairs of the ESIC Board of Directors. The remaining members of the Working Group were appointed by the Board from business, government, non-profit organizations, and citizens. Members were selected based on their ability to share information on their understanding of the communication challenges faced by those living in poverty in New Brunswick.

“The mandate of the Advisory Working Group on One Stop Shop is to:

- Research and document the various ways and methods that information about government and non-profit programs and services is made available to the public.
- Recommend a strategy that supports the creation of a one-stop shop that provides updated information about government and non-profit programs. The strategy will also include a detailed implementation plan.” *OSS-WG Terms of Reference Document, April 2017*



In April of 2017 the OSS-WG began research on identifying One Stop Shop options. The OSS-WG research effort clearly demonstrated that 211 service is accepted in North America as a standard and sustainable service (70% of Canadians and 90% of Americans have access to a 211 service).

The OSS-WG recommendation is to implement a provincial fully bilingual 211 service for New Brunswick. This document provides four options for ESIC Board of Directors to assess and recommend for implementation.

“Having a 'one stop shop' model of a place that families can go for help, guidance, information, etc. will allow for all gov't services for children & families to be used more efficiently.” —

Public Dialogue Participant in Saint John

2. Introduction

The New Brunswick Economic and Social Inclusion Corporation (ESIC) second economic and social inclusion plan *Overcoming Poverty Together: The New Brunswick Economic and Social Inclusion Plan, 2014-2019* is based on information gathered during the Overcoming Poverty Together 2 (OPT2) public engagement. This process provided an opportunity for New Brunswickers to come together to discuss issues surrounding economic and social inclusion. These discussions led to the five year action plan for the province to pursue.

The pillars and the corresponding priority action items were developed from over 5500 comments from 750 New Brunswickers and approximately 50 organizations.

The plan identifies 28 priority actions for reducing poverty, promoting economic and social inclusion for the next generations. These priority actions are listed under four pillars:

1. **Community Empowerment**
2. **Learning**
3. **Economic Inclusion**
4. **Social Inclusion**

**“Need a better communication system so people know about various programs and services available in the community.” —
Public Dialogue Participant in Moncton**

Priority action #4 which was developed from over 880 individual comments is listed under Pillar 1 (Community Empowerment).

Communication is an essential component of community development. Various communication methods can be used to help people become better aware of their community life. Through effective communication, people learn about available programs, services and events in their community. They also develop a better understanding of emerging issues and acquire the knowledge needed to address these issues.

**“Support creation of a “one-stop shop” (OSS) to inform people about government and non-profit organization programs related to economic and social inclusion.” —
Public Dialogue Participant in Florenceville**

The opportunity to better communicate and share information about community activities was highlighted throughout the OPT2 process. Participants recognized that many programs and services aimed at improving economic and social conditions for people living in poverty exist in their communities. However, the information must be available, accessible and understandable for all. Also identified was the opportunity of using communication tools to reinforce the role played by everyone in the community.

**“Having access to have a one-stop-shop access, but to also have the most up-to-date information as programs and services change all the same.” —
Public Dialogue Participant in Bathurst**

3. OSS Research

In the search for suitable One Stop Shop solutions for New Brunswick ESIC conducted significant research on many types of government and community programs along with how these programs and services provided support to their clients. The results of this successful journey along with recommendations are provided in the following documentation.

ESIC Summit on Poverty Feb 27, 2017

ESIC hosted a summit on reducing poverty as part of the development of the New Brunswick Family Plan Feb. 27, 2017 in Saint John.

As background for the conversation on a NB One Stop Shop, NS211 and the Human Development Council presented information on their respective efforts.

After these presentations a workshop followed to address “What does it take to develop a One Stop Shop service for NB?”

To facilitate the discussion participants were asked to address these four questions:

1. When you hear “One Stop Shop” (OSS) what does that make you think about / look like to you in your mind?
2. What Information, programs or services would you like to see offered at a “One Stop Shop”
3. How do you currently get information about the programs and services? Does that work for you? How would you prefer to get information about programs and services
4. How could we promote the idea of a one stop shop to the people in our communities that could use it most?”

“Discussions focused on what is needed to improve access to government and non-profit programs and services. The ideas that came out will help the corporation, the government and community organizations in the design of a comprehensive system that will help connect New Brunswickers with their services and programs.” —

ESIC News Release Feb 28, 2017

The majority of the comments from this summit fall under one of the two following headings:

1. 211 deliverables and their value.
2. Requirements that a 211 Service provides.

Examples:

211 deliverables and their value	Requirements that a 211 Service provides
<ul style="list-style-type: none"> • Linking 211 with infrastructure, local information with local people. • Ideal – 211 with infrastructure with local knowledgeable people. • Great wheel in NS – do not reinvent it • NS=95% government funded but 90% of services are NGO, they have funding issues • NS defaults to Toronto after hours Develop database provincially Should jump on board the research being done on 211 across the country • Social media – to promote, Facebook etc. • 211 systems would streamline services and weed out duplication of services • Volunteer organizations or members of organizations trained as ambassadors of 211 like One Stop Shop • Challenges with 211- fewer points of contact • Challenges with accuracy of info – 211 would then take pressure off of SP from trying to find an answer and then providing false information. • Access to 211 through ambassadors agencies • 211 Not only poverty 	<ul style="list-style-type: none"> • Streamline programs nationally • Right information, right people • Needs to be 24/7 • Pack up – One centralized data based holder (with local decision makers and participants) • Marketing and promotional material would be needed (Must be simple, meet your clientele) Challenges: <ul style="list-style-type: none"> • Having all agencies on board • Duplication of services • Loss of ownership of services • Important to be able to call toll free number and use web • Simplify the information gathering process for agencies • Agencies need to be confident in the system before it's rolled out to the public. (Agency buy-in) • Able to access to various angles (phone, web, apps) • Integrated services delivery • Facilitating connections • Easy problem solving • Info should come directly from the source • Local management piece database – quality of the service is only as good as the data • Access must be 24/7/365 • Call centre based • One Stop Shop acts as the referral

One Stop Shop - Working Group (OSS-WG)

ESIC started assessing OSS options in November of 2015 and the One Stop Shop Working Group (OSS-WG) was formally set up under Terms of Reference developed between November 2016 and April 2017.

The first (OSS-WG) meeting was held on April 26, 2017. In the terms of reference:

“The mandate of the Advisory Working Group on One Stop Shop is to:

1. Research and document the various ways and methods that information about government and non-profit programs and services is made available to the public.
2. Recommend a strategy that supports the creation of a one-stop shop that provides updated information about government and non-profit programs. The strategy will also include a detailed implementation plan.”
OSS-WG Terms of Reference Document, April 2017

In April of 2017 the OSS-WG began the process of identifying One Stop Shop options. Based on the presentations from NS211 and HDC along with the stakeholder comments referenced in the preceding summary of the February 27th, 2017 Summit on Poverty the OSS-WG decided to assess if a 211 service is an option for delivering a One Stop Shop solution for New Brunswick.

The OSS-WG completed substantial research with the assistance of United Way Centraide Canada, and NS211. This included two tours of the NS211 operation in Nova Scotia to see a 211 service in operation and to complete further research. In addition, valuable insights were provided through participation in a webinar provided by Karen Milligan, the Executive Director for Ontario 211 Services, the governance organization for 211 services in Ontario that researches how 211 is increasingly being leveraged by a wide range of stakeholders – people with lived experience, social service agencies, researchers and social planners, governments and other funders – to effectively address poverty. While doing this research both Prince Edward Island and Newfoundland representatives confirmed that their respective provinces are also interested in developing a 211 service for their respective provinces.

Research Results

The OSS-WG research effort supported the decision to both recommend and develop 211 options for delivering a NB211 service to be considered by the Government of New Brunswick for implementation. The research clearly demonstrated that 211 service has gained acceptance across North America because 211 service is standards based and has a governance structure that ensures it will continue to be a sustainable One Stop Shop solution. This document provides the data supporting this decision.

211 Options Identified

Option 1:

Non-profit 100% 211 operated in NB

1. In this option a non-profit association would be responsible for the OSS.
2. The total operation would be in New Brunswick.

Option 2:

GNB 100% 211 operated in NB

1. In this option a GNB Department would be responsible for the OSS.
2. The total operation would be in New Brunswick.

Option 3:

(Non-profit): NB211 Calls Contracted to NS211

1. In this option a non-profit association would be responsible for the OSS.
2. The NB 211 calls would be processed by NS211 in Nova Scotia.
3. NS211 would supply the Information and Referral (I&R) specialists, the management, the site, the call centre and any other requirements for processing NB211 calls.
4. NB211 provides an Executive Director, a Communications resource, two database resources and an administration resource. NS211 required that NB211 be responsible for the NB211 database and this is why two database resources are included in the staffing.

Option 4:

(GNB): NB211 Calls Contracted to NS211

1. In this option a GNB department would be responsible for the OSS.
2. The NB 211 calls would be processed by NS211 in Nova Scotia.
3. NS211 would supply the Information and Referral (I&R) specialists, the management, the site, the call centre and any other requirements for processing NB211 calls.
4. NB211 provides an Executive Director, a Communications resource, two database resources and an administration resource. NS211 required that NB211 be responsible for the NB211 database and this is why two database resources are included in the staffing.

4. Recommendation

Based on the OSS-WG research completed over the past several months ESIC concluded that a fully bilingual 211 service similar to the NS211 Service in Nova Scotia best met the OSS-WG Terms of Reference mandate to “Recommend a strategy that supports the creation of a one-stop shop that provides updated information about government and non-profit programs.”

ESIC is recommending implementation of a provincial 211 Service for delivering a standards based sustainable One Stop Shop solution to New Brunswick.

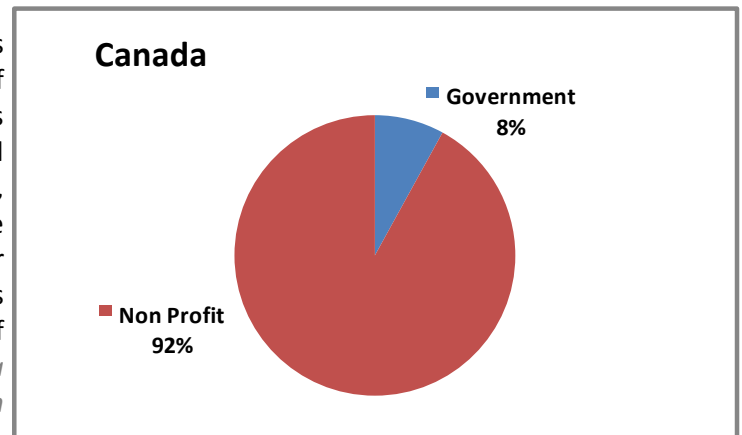
211 Operation Models in North America

Nonprofit providers of 2-1-1 service are most often the preferred provider because of their service quality, cost competitiveness and commitment to mission. *TRANSITIONING 2-1-1 FOR A SUSTAINABLE FUTURE, 211US Steering Committee, http://www.airs.org/files/public/211US_Transition_2013.pdf*

Non-Profits have to maintain a high level of accountability in order to support continued funding from government and private sector sources. The majority of 211 Services in Canada and the USA are non-profits. The United Way in the USA and United Way Centraide Canada are major supporters of 211 Service. In Canada the CRTC approved the United Way Centraide Canada Application for 211 Service. United Way Centraide Canada sponsors and licenses 211 Service across Canada.

Canada

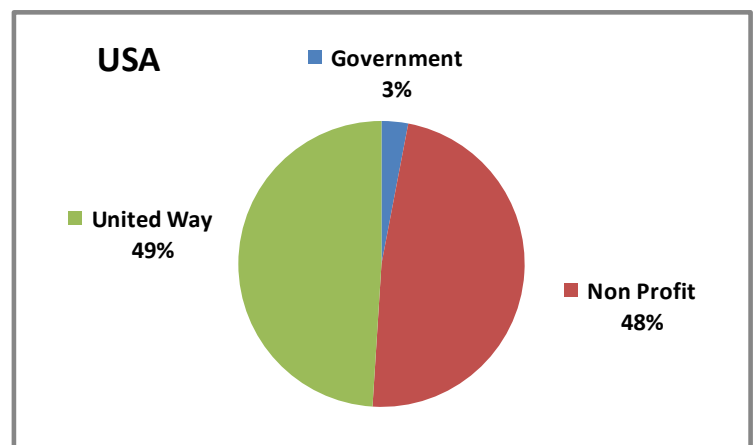
In Canada eleven of the twelve 211 Service providers are non-profits. The municipality of the City of Windsor is the only exception. When 211 Service was first introduced for the residents of the Regional Municipality Peel, and Regional Municipality Halton, both municipalities became licensed 211 Service providers (leveraging their existing 311 contact center capacity). In both communities, the municipalities eventually transferred delivery of 211 to one of Ontario's existing non-profit 211 providers. *Data provided from United Way Centraide Canada, March 16, 2018*



USA

“2-1-1 is a national partnership between AIRS, 211US, the United Way Worldwide and the organizations and programs that manage and deliver the 2-1-1 services at the state and local levels.” AIRS Web Site: <https://www.airs.org/i4a/pages/index.cfm?pageid=3379>.

- As of 2013 there were 243 2-1-1 Centers in the United States.
- 49% operated by local or state United Ways.
- 48% are operated by independent nonprofit organizations.
- 3% are operated by units of government.



5. What is 211 Service?

211 is a standards based, sustainable service that helps Canadians navigate the complex network of human services quickly and easily, 24 hours a day, 7 days a week, in more than 150 languages. 211 Service is accessed by dialing an easy-to-remember three-digit phone number.

All 211 user calls are cost free and confidential.

Notes:

1. *The language support service is provided through LanguageLine Solutions® <https://www.language.com/>*
2. *This company provides access to highly trained and professional linguists in more than 240 languages 24 hours a day, 7 days a week.*

211 Statistics

Canada

“The Canadian Radio-television and Telecommunications Commission (CRTC) approved the use of 2-1-1 throughout Canada on August 9, 2001. The first Canadian 2-1-1 service opened in Toronto on June 13, 2002. 2-1-1 services are free of charge and multilingual in Canada.” <https://en.wikipedia.org/wiki/2-1-1>.

“Every province in Canada with the exception of New Brunswick, Prince Edward Island and Newfoundland and Labrador has 211 service. In 2018 five million additional Canadians gained access to the 211 health and social services information network. “Expansion of the award-winning multi-channel service to Greater Montreal and across Saskatchewan increases 211’s reach to more than 26 million Canadians.” (70% of the population). “ United Way Centraide Canada News Release January 30, 2018. <http://211.ca/news/help-starts-here/>

There are 211 service gaps in some provinces.

New Brunswick, Prince Edward Island and Newfoundland and Labrador are discussing the possibility for an Atlantic Provinces 211 service. Prince Edward Island and Newfoundland and Labrador participated in an OSS-WG meeting and ESIC shared research on the development of an NB211 service.

Canadian 211 Service Statistics

- 89% of Canadian 211 Service callers report that they received the help they needed.
- 575,000 Canadians on average each year call a 211 Service.
- 1.5 Million Visitors access 211’s online database.

United Way Centraide Canada Web Site : <http://www.unitedway.ca/how-we-help/211-2/> March 30, 2018



NS211 Service Statistics

90% plus of Nova Scotian callers report that they received the help they needed.

39,000 Nova Scotians contacted NS211 in 2018

175,000 plus Nova Scotians Visited the NS 211 online database

The costing for a NB211 service is based on the NS211 call growth over a 5 year period. The following table provides both the NS211 growth and how this was used for the calculation of 211 call volumes for a New Brunswick 211 service.

NS211 Call Growth	2013	2014	2015	2016	2017
Population	948,000	948,000	948,000	948,000	948,000
Call Growth as a percentage of Population	1.69%	2.20%	3.06%	3.85%	4.11%
211 Calls	16,000	20,867	29,037	36,500	39000

New Brunswick Estimated Call Volume	Y1	Y2	Y3	Y4	Y5
Population	759,000	759,000	759,000	759,000	759,000
Estimated Percentage of Calls	1.69%	2.20%	3.06%	3.85%	4.11%
NB Projected Calls	12,810	16,707	23,248	29,223	31,225
NB211 Direct Answer	10,248	13,365	18,598	23,378	24,980
After hours Toronto 20% of calls	2,562	3,341	4,650	5,845	6,245
Cost After Hours Toronto Calls @ \$9.61 per call	\$24,621	\$32,110	\$44,683	\$56,167	\$60,014

USA

“United Way of Metropolitan Atlanta was the first to introduce a 2-1-1 service in 1997. Many states began implementation plans soon after, aided by the United Way of America in partnership with the Alliance of Information and Referral Systems (AIRS). On July 20, 2000, the Federal Communications Commission (FCC) approved 2-1-1 for nationwide use as a short number in the United States”
<https://en.wikipedia.org/wiki/2-1-1>, April 2, 2018.

In the USA as of 2017, 211 is available to 94% of the U.S. population.
USA 211 Web Site: <http://www.211.org/pages/about> March 29, 2018



How 211 Works

211 works a bit like 911. Calls to 211 are routed by the local telephone company to a local or regional calling center. The 211 Information and Referral Specialists receive requests from callers, access databases of resources available from private and public health and human service agencies, match the callers' needs to available resources, and link or refer them directly to an agency or organization that can help.

Types of Referrals Offered by 211

Basic Human Needs Resources – including food and clothing banks, shelters, rent assistance, and utility assistance.

Physical and Mental Health Resources – including health insurance programs, maternal health resources, health insurance programs for children, medical information lines, crisis intervention services, support groups, counseling, and drug and alcohol intervention and rehabilitation.

Work Support – including financial assistance, job training, and transportation assistance and education programs.

Support for the Elderly and Persons with Disabilities – including adult day care, community meals, respite care, home health care, transportation and homemaker services.

Children, Youth and Family Support – including child care, after-school programs, educational programs for low-income families, family resource centers, summer camps and recreation programs, mentoring, tutoring and protective services.

Suicide Prevention – referral to suicide prevention help organizations.

Emergency Services Support- a NB211 service would also be beneficial in the event of an emergency in New Brunswick to act as an information resource focal point instead of 911 or other emergency services. For example, NS211 provided information and referral support for Nova Scotians during the Fort McMurray fire.

Access to Services in Non-Official Languages - including language translation and interpretation services to help non English or French speaking people find public resources.

211 Service Standards

“The Alliance of Information & Referral Systems (AIRS) is the international voice of Information and Referral (I&R), the driving force behind the delivery of high quality I&R services, and the sole source for standards, accreditations and certifications for the community information and referral sector.”

AIRS Website <https://www.airs.org/i4a/pages/index.cfm?pageid=3285> March 29, 2018

AIRS Standards and 211 Services in Canada:

“Inform Canada represents the Alliance of Information and Referral Systems in Canada and is responsible for ensuring Canadian content in standards materials. In this capacity, Inform Canada also provides: bilingual editorial support (French-English), training, promotion, administration and outreach. The taxonomy is free for all organization members.”

Inform Canada Web site: <http://www.informcanada.ca/taxonomy/> March 29, 2018



“People don’t know what number or where to call. They don’t know the system. Dealing with personal problems you need to talk to a person. Low literacy causes problems that they do not understand.” —

Public Dialogue Participant in Miramichi

Certification

InformCanada is responsible for:

1. Developing Minimum Standards for Operating a 211 Service in Canada.
2. The certification process for the Information & Referral Specialists and the Resource Specialists.

Certified Information & Referral Specialists(CIRS),

Specific responsibilities include:

1. Answering phones, emails or chats to assess the needs of clients
2. Responding to inquiries in a professional, non-judgmental and culturally-appropriate manner.
3. Providing the clients with the most appropriate resources to fill their needs.

Certified Resource Specialists (CRS)

Primarily responsible for entering, managing and maintaining a resource database.

Specific responsibilities include:

1. Researching, gathering and analyzing information about human services.
2. Updating and maintaining a community resource database.
3. Ensuring accuracy of information.
4. Ensuring quality of written material in records.

Licensing

There are currently twelve providers of 211 telephone services in Canada United Way Centraide Canada oversees the 211 licensing agreements required in order to operate a 211 Service. There is no charge for the license. The license enables use of the 211 trademarks and logo and the process is designed to ensure the orderly and collaborative development of a national integrated 211 system, adherence to services standards, and a reasonably consistent brand experience for consumers.



6. Cost /Benefit Assessment 211 Service

“Comprehensive research on the costs and benefits of 211 has been conducted in both Canada and the United States. United Way organizations in Saskatchewan, Manitoba, British Columbia and Ontario have worked with a number of organizations, including Deloitte, to develop specific business cases and identify the potential of a 211 service. These studies confirmed the strength of the 211 business cases and the inherent value of the service.

Each of the studies concluded that the measurable benefits of a national system outweigh the costs by a significant margin. Everyone—public, governments and service providers—stand to realize substantial benefits from the time and cost savings that 211 provides.” *From Alberta 211 WebSite: http://www.ab.211.ca/why_211 March 16, 2018*

Major Benefits to providers of Human Services

The University of Nebraska – Lincoln, publication titled: **SURVEY OF EXISTING I&R SERVICES AND A NEBRASKA 211 SYSTEM COST/BENEFIT ANALYSIS, Spring 2000**. This report defines, describes, and calculates the anticipated quantifiable and non-quantifiable costs and benefits of implementing a 211 system. Several major benefits identified in this publication are summarized in the following material.

The following material is a summary of benefits derived from the: "SURVEY OF EXISTING I&R SERVICES AND A NEBRASKA 211 SYSTEM COST/BENEFIT ANALYSIS" (2000). Publications of the University of Nebraska Public Policy Center. 76. <http://digitalcommons.unl.edu/publicpolicypublications/76>

Significant Information and Referral Cost Reduction:

The major benefit realized is in the reduction costs for I&R services by government and non-profit human resource agencies. 47% of the cost benefit identified in the Nebraska publication was based on the value delivered through the I&R component of a 211 Service.

Most agencies offer I&R on an uncoordinated basis. “According to this report, the most costly of these is in the time and effort required to keep duplicate resource files complete and up to date. In addition, I&R agencies duplicate the staff time needed to answer I&R calls, administrative and clerical efforts supporting I&R, and publicity efforts to reach overlapping target groups. Reducing this activity has the potential to free up personnel resources for additional direct services to citizens.”

Provides Excellent Data to Support Future Community Planning

211 collects valuable social data that helps everyone by identifying service gaps and emerging trends that can influence future community service planning. A province wide NB211 Service “ database of human services would provide an accurate and up to date picture of what services are currently available and what services are missing in any given geographic region. When proposals are made to fund additional services, accurate and timely information would be available about service gaps.”

Significantly Better Referrals to the Service that Meets Client Needs

211 benefits community, health and government service organizations by providing access to a database of resources to assist them in better supporting and servicing their clients’ needs and also decrease incorrect referrals to them.

Significant Improvement in Utilization of Available Services

211 increases awareness of their services to those in need of them and offers a platform on which changes to service details can be communicated quickly.

Reduces Service Provider Information and Referral Resource Time

Service providers can rely on 211 to reduce the amount of time they spend looking for resources for clients, to increase the accuracy and appropriateness of their referrals, and to learn about services they might not have been aware of.

Strengthens Community Networks

211 can support service providers in discovering and connecting with other service providers whose goals and mandates complement their own, resulting in stronger community networks.

7. Testimonials NS211

"I have never had experience with so beautiful and kind of a service ever in my entire country where I was before; and I really appreciate it and I'm happy to be in Nova Scotia with you kind of people around"
Quote from a recent immigrant caller

I'm so happy with 211. My background is in spiritual care and I always say that it would be nice to have a social worker on staff with us, I am so pleased that you guys are there to fill that gap." Quote a member of the clergy caller.

"I don't know where you get your people from but they're awesome!! The definition of customer service - you really don't experience that very often." Quote from a caller

"(The information & referral specialist) was able to help me with so many things at one time. I'm very pleased. I cannot say enough good about 211" Quote from a caller



Amazing, just amazing, she gave me what I called for and a hundred times more than I expected. Like we just started talking, I called about my power bill and we ended up gabbing a bit, I explained my son was autistic and she told me so many things I didn't know, that were available to him, I was "amazed when we got off of the phone"
Quote from a caller

"(The information & referral specialist) was a great help, she gave me the courage really, to make the calls myself"
Quote from a caller

"She referred me to the Metro Dispensary and gave me other options to help me with my low income, it was so nice to have someone take the time to listen to me" Quote from a caller

8. NS211 Evolution / Lessons Learned:

Lessons learned that resulted from reviewing the history of the evolution and implementation of the NS211 Service support the recommendation to assign a project manager well in advance of the start of the implementation and for the recruitment of a full time ED to be available at the start of the NB211 implementation.

Over about a 10 year time frame the Provincial Government became increasingly involved as the United Way sponsored NS211 committee worked on building support for and then establishing a NS211 Service. This journey included an extensive process of community consultations, a feasibility study and an independent business case assessment that was funded by the Province of Nova Scotia. In 2004 Service Nova Scotia was designated as the lead Provincial Government department for the NS211 initiative.

In 2007 the Province of Nova Scotia confirmed the funding would be made available in a future provincial budget for NS211. In addition, the Province of Nova Scotia also completed an assessment on whether to set up NS211 as a Province Of Nova Scotia entity using Access Nova Scotia or to provide a grant to an arm's length non-profit entity. A non-profit model was chosen and the United Way NS211 committee was asked to establish NS 211 as a non-profit society. In 2008, NS211 was incorporated under the Societies Act as the 211 Information and Referral Services Association. The newly formed inaugural board of directors for the 211 Information and Referral Services Association held its first meeting in 2008.

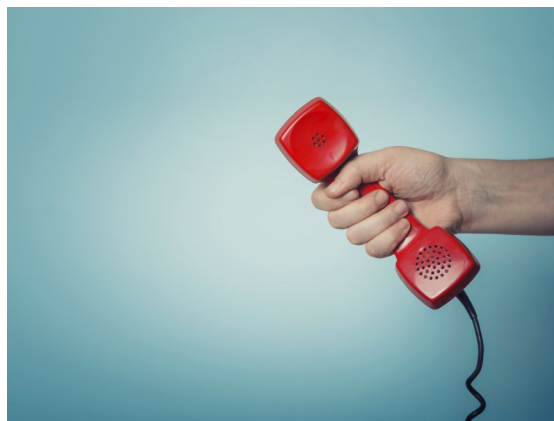
Approximately two years later the Province of Nova Scotia 2011 budget included start-up and five years of operational funding of up to \$945,000 which amounted to 95 per cent of NS 211's overall budget. Several private sector donors along with the United Way contributed additional start-up funding.

When the funding was provided in 2011, the NS211 start up effort went very well because the NS211 Board of Directors was established in 2008 and had already completed the research required to procure the human and related resources to get the NS211 startup process well on the way.

In July 2011 a temporary NS211 Executive Director was hired. The ED for NS211 was responsible for both the project management and the overall management responsibilities. In Nova Scotia the NS211 Board planned to hire a temporary ED to project manage and implement NS211 and then when NS211 was operational to open a competition to hire a full time operational ED previous to the NS211 launch.

Note: The temporary ED hired for NS211 was the successful candidate for the permanent ED position.

Over a 20 month period a temporary site was selected, required resources were hired and trained, a permanent site selection was chosen, and the NS211 database build was 90% completed among many other deliverables. NS211 was successfully launched in February 2013.



Overall Implementation Recommendations:

The following implementation recommendations are derived from research on the evolution of the NS211 to its final launch in 2013 with the exception of Item 11.

1. Once GNB decides to establish a NB211 Service create a NB211 team similar to the one established to implement NS211.
2. Immediately contact United Way Centraide Canada to determine what notification and licensing requirements need to be covered off in order to allow for an NB211 Service.
3. Decide whether NB211 should be set up as a nonprofit or as part of GNB and then decide on whether to have NB211 100% NB based or to have the NB211 calls processed through NS211 (Executive Director, communication manager, data build resources and an administration resource in NB and the call centre staff provided by NS211 in NS).
4. Establishing the governance structure for the selected option is a priority whether NB211 is a standalone nonprofit or under GNB.
5. If the Government of New Brunswick wishes the implementation to be completed in as short a time frame as practically possible, funding will be required well in advance of hiring an ED, selection of a site and for the site build.
6. It is strongly recommended that a project manager be immediately assigned to develop and manage the NB211 project for the build components of a NB211 Service so that the site is ready for the arrival of the selected ED. This will result in the ED immediately focusing on selection and hiring of staff and managing the development of the administrative/operational components. It took 20 months from hiring the ED for NS211 to the launch of the service. The implementation of a NB211 Service could be kept within 20 months if the project management and ED responsibilities are clearly separated. The temporary ED for NS211 was responsible for both the project management and the overall management responsibilities. In Nova Scotia the NS211 Board planned to hire an implementation ED (someone with PM experience) and then open a competition to hire an operation ED previous to the NS211 launch. The implementation ED position description specified that this resource would be responsible for the planning, procurement, site acquisition, hiring of staff among many other deliverables required to launch the NS211 Service. The permanent operations ED would manage the operation.

Note:

1. *The 20 month implementation period is a reasonable time frame for implementation. The ED will need time to deal with promotion of the 211 service, hiring and training of staff among other items. The database build requires significant time in order to ensure a quality result.*
 2. *The assumption is that a project manager would be assigned by GNB and this resource is not included in the costing,*
 3. *If a private sector project manager is required the approximate cost range would be 80K to 100K.*
7. The incumbent and competitive local exchange carriers (ILEC/CLEC) require a minimum of 6 months' notice so that necessary translations and related 211 planning can be completed in time for the implementation date. Once this decision is made immediately proceed with this notification and complete research to determine if any additional notifications are required.

(Note: The carriers do not charge for the 211 translations work).

8. For NB211 Options 1 and 2 the database selected will have to be fully AIRS compliant. ICAROI is the database used by most 211 services in Canada. The OSS-WG has completed significant research on this which will assist in assessing database options during the implementation phase of a NB211 service.
9. If the NS211 proposal to process NB211 calls is accepted NS211 must be notified no later than 90 days previous to the desired launch date. It is recommended that NS211 should be immediately notified and the ground work started to deal with contractual negotiations, technical questions and implementation planning.
10. Locating the NB211 site for each of the options in an existing GNB or any other nonprofit or private sector call centre location is a logical option that should be considered. For example: The NS211 nonprofit service is located adjacent the Halifax Regional Municipality 311 Service. Consideration of this option when selecting a site will likely deliver infrastructure and lease savings among other advantages.
11. In Washington the state has legislated that “agencies and departments to consult with **Washington 211** about using the 2-1-1 system before creating any new public information telephone line or hotline for accessing health and human services information.” *Washington 211 Web Site: <https://win211.org/about/2-1-1-in-washington/> April 3, 2018.*

Given GNB funds many I&R costs and that major cost savings are available through avoiding adding additional I&R to human resource agencies GNB may wish to consider similar legislation.



Appendix

One Stop Shop—Members of the Working Group:

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- Juanita Black
- Heather Chase
- Robert Cormier
- Linda Dalpé
- Gail Farnsworth
- Randy Hatfield
- Rob Horwood
- Jennifer Melanson
- Jeff Richardson
- July Synnott
- Stéphane Leclair
- Althea Arsenault