

# Growing a Resilient Economy

From Disruption to Resilience

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With you today are senior members  
of our national public sector team



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# Today's agenda



## BC Experience

What the new normal may mean for BC



## Global Disruption

Rising to meet local and global challenges



## Building Resilience

Framework for resilient programs and practical examples



## Group activity

Breakout scenario: Social Determinants of Health



# Pandemic 'Positives' - Public Sector Executive Perspective



## Governance & Decision Making

The pandemic required government to make decisions at unprecedented speeds with limited and ever-changing information. This challenge required fundamental change to the ways in which we worked.



## Financial Controls & Management

In a time of great uncertainty we had to quickly direct investments towards initiatives and programs to benefit citizens with a focus on delivering outcomes to those most vulnerable.



## How We Worked Together

The size and scope of the challenges meant no ministry could address an issue in isolation. The collaborative working groups and initiatives brought together "One Government" like never before.



## Risk Management Culture

While government tends toward risk aversion, we were faced with a huge, unknown risk profile requiring swift and bold action to mitigate. We rose to this challenge and the skill sets developed and program delivery approaches should be maintained and honed.

# Urgent global crises and their strategic solutions

## 4 Crises:



### Prosperity

Housing affordability; unemployment; cost of living; retirement



### Institutional Legitimacy

Many not kept pace with society



### Impacts of Technology

Unintended consequences drive negative impacts



### Leadership

Local concerns impairing global leadership

## Solutions:



### Rethinking Economic Growth

Successful local economies over globalization



### Reimagining Success

An inclusive definition of success that looks beyond GDP



### Repairing Failing Institutions

Institutions must be re-designed to meet their core role in society



### Refreshing Technology

Design for social good with unintended consequences in mind



### Massive and Fast

The need for fundamental, systemic change is urgent

# Program Resiliency Framework - Reimagining Gov't Programs

**Good costs** are vital to future growth

**Bad costs** divert resources from critical capabilities

*Connect cost and capability improvement from strategy to implementation*

**Government Direction**  
Ex. "Clean & Inclusive Growth"

*Optimize as we move into a post- COVID recovery phase*

## Take a Zero-Based Budget approach - Cut Costs to Grow Stronger

A

### 'Invest'

Invest in Preparedness

- Invest in the right capabilities at the right time

*Identify higher value-added priorities for investments*

B

### 'Exit'

Transform  
For Affordability

- Eliminate low productivity investments and operating costs to free up cash for mission critical capability investments

*Enable and sustain*

C

### 'Improve'

Reorganize for  
Sustainability

- Establish a fit for purpose operating model with enabling decision rights and incentives

**Enable change and cultural evolution**

Create an environment and culture that embraces change and creates space for new ways of thinking and working



## INVEST

### Innovation in Manufacturing: Strategic industry supply chain analysis



**Challenge:** As part of delivering StrongerBC, the Ministry of Jobs, Economic Recovery and Innovation ('the Ministry') is supporting industrial development help people, businesses and communities recover and emerge from COVID-19, stronger and more resilient.

Comprehensive strategic supply chain opportunity analysis focused on key BC manufacturing sectors

**Result:** Data driven analysis that identified manufacturing sector opportunities and made actionable recommendations to the Ministry on how to address challenges and capitalize on opportunities



Relevant data  
based insights



Tangible and  
implementable  
opportunities



Growth focused  
policy



**Challenge:** A critical call centre serving citizens needed to fundamentally reimagine its business due to changing demographic pressures, increasing demand, changes in the labour market, stakeholder pressures, and funding shortfalls that have contributed to degrading service quality.

A few factor in which was to focus on core capabilities and deliver those to the highest service levels.

**Result:** Complete assessment of capability gaps and the required maturity to best address stakeholder needs, along with recommended capability improvements and divestitures with operating cost projections.



Divestiture  
Opportunities



Implementation  
Roadmap



Future State  
Operating Model



**EXIT**

**Strategic Target Operating  
Model: Rationalization of Call  
Centre Services**





**Challenge:** The NDIS is a significant and critically important scheme to deliver on a multi-billion annual commitment to support those with disabilities.

Analysis has shown that by 2024, an additional 83,000 staff are needed to be recruited over the current workforce where there is expected to be a loss of 213,000 staff meaning a total recruitment target of ~300,000.

This required fundamental change and redesign of service delivery

**IMPROVE**

**Rethinking a sector: Enabling a healthy and sustainable wellbeing for our most vulnerable citizens**

**Result:** Development of disability services microcredentials and training curriculum to address the urgent skilled workforce gap in the sector. This fundamental change delivered Micro - credentials that offer:



More efficient and targeted delivery



Improved industry alignment & affordability



Faster time to market

# Breakout Activity - Social and Economic Influences on Health

**Social Determinants of Health** have an important influence on the overall health of citizens and their opportunities to contribute to society and the economy. Preventative measures and programs are needed to reduce inequalities and to increase access for all citizens to opportunities and conditions of health for a healthy lifestyle.

## Exercise

To drive maximum impact the Province would like to take a preventative approach but realize this cannot be accomplished in isolation, as such they have allocated 720 million of their budget for cross-ministry grants that will be awarded in alignment with the Social Determinants of Health.

**Your task:** At your table: (10 mins)

1. Allocate the envelope of funds to to the social determinants of health based on perceived impact.
2. Highest budgeted amount = highest priority (Any determinants not receiving funds should be prioritized at the end)
3. Have 1 team member enter your tables prioritization at [www.pollev.com/pwcfmi](http://www.pollev.com/pwcfmi)



**Hunger**  
Food safety and security



**Access to Care**  
Equitable access to health services



**Language Literacy**  
Race, culture and ethnicity



**Housing**  
Safe and affordable housing



**Transportation**  
Social status and physical environment



**Education**  
Child development and literacy



**Income & Jobs**  
Income distribution, employment and job security



**Isolation**  
Community and social supports, inclusivity, loneliness



**Environment & Safety**  
Living and working conditions



## Rank the social determinants of health in terms of impact/budget allocation

Hunger

Access to Care

Language Literacy

Housing

Transportation

Education

Income & Jobs

Isolation

Environment & Safety



The New Equation  
is a community  
of solvers  
coming together  
in unexpected ways.

Learn more





# Thank you!



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