NOVA Updates

General Rate Application 2021 Hearing

October 22, 2020
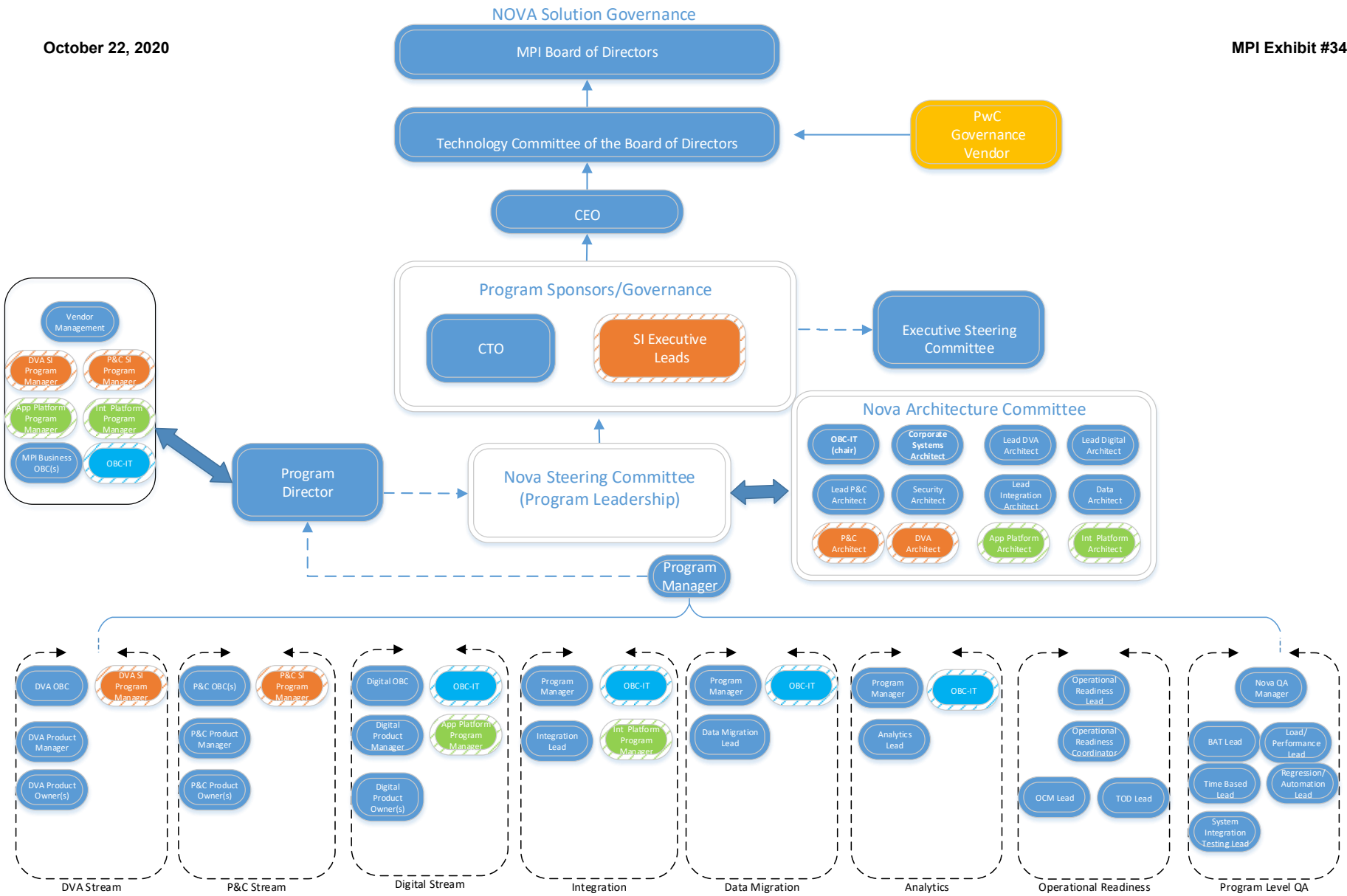
**MANITOBA
PUBLIC INSURANCE**

Project Nova - Governance

- Program Advisor with Property & Casualty insurance software domain and system integrator management experience hired on 1-year contract in July 2019

- Chief Transformation Officer position created and appointment announced September 2019

- Project Director appointment announced September 2019

- Program RACI and Decision Making Matrix finalized and implemented in October 2019

- Program Governance Vendor retained on 3-year contract by Technology Committee as of October 2019

- Nova Program Management Office (nPMO) positions filled

- Operational Business Champions appointed on January 6, 2020

- Program Manager hired as of March 21, 2020

- Product Managers and Product Owners positions filled

- Solution Governance Model finalized – October 2020

NOVA Solution Governance

MPI Board of Directors

Technology Committee of the Board of Directors

PwC Governance Vendor

CEO

Program Sponsors/Governance

CTO

SI Executive Leads

Executive Steering Committee

Vendor Management

DVA SI Program Manager

P&C SI Program Manager

App Platform Program Manager

Int. Platform Program Manager

MPI Business OBC(s)

OBC-IT

Program Director

Nova Steering Committee (Program Leadership)

Nova Architecture Committee

OBC-IT (chair)

Corporate Systems Architect

Lead DVA Architect

Lead Digital Architect

Lead P&C Architect

Security Architect

Lead Integration Architect

Data Architect

P&C Architect

DVA Architect

App Platform Architect

Int. Platform Architect

Program Manager

DVA Stream
- DVA OBC
- DVA SI Program Manager
- DVA Product Manager
- DVA Product Owner(s)

P&C Stream
- P&C OBC(s)
- P&C SI Program Manager
- P&C Product Manager
- P&C Product Owner(s)

Digital Stream
- Digital OBC
- OBC-IT
- Digital Product Manager
- App Platform Program Manager
- Digital Product Owner(s)

Integration
- Program Manager
- OBC-IT
- Integration Lead
- Int. Platform Program Manager

Data Migration
- Program Manager
- OBC-IT
- Data Migration Lead

Analytics
- Program Manager
- OBC-IT
- Analytics Lead

Operational Readiness
- Operational Readiness Lead
- Operational Readiness Coordinator
- OCM Lead
- TOD Lead

Program Level QA
- Nova QA Manager
- BAT Lead
- Load/Performance Lead
- Time Based Lead
- Regression/Automation Lead
- System Integration Testing Lead

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Project Nova

Modernizing Our Systems

Technology Risk

Customer Self-Service

Cost Savings & Efficiency

Information Security

Future Business Agility

Project Nova is transforming our business by empowering our people and partners with new technology and processes that are responsive and efficient, giving customers more choice and a better experience.

Why is Nova at the Centre of Everything

New tech + new processes + new skills

More service offerings

Customer convenience
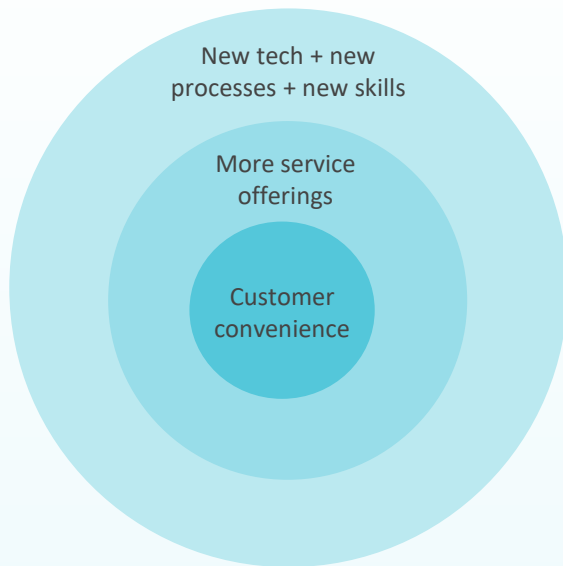
Why: We're making life more convenient for our customers.

How: By enhancing the customer experience and offering them more ways to interact with MPI.

- Continuing to offer services in person through service centres and brokers.

- Creating more online service options to meet their needs where, when and how they want them.

What: New technology + new processes + new skills.

Reimagining Customer Experience

PRODUCTS

PEOPLE

CUSTOMER
EXPERIENCE

PLATFORMS
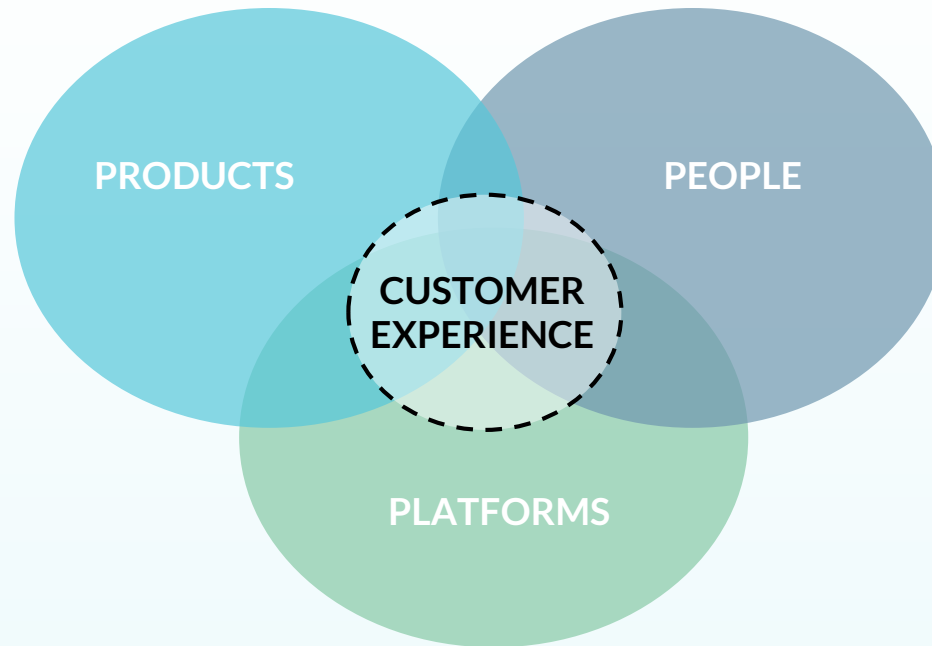
Business Process Management (BPM)

What is a Value Stream?

"A value stream is the sequence of steps required to produce value for the end consumer of a product ". In simpler words – "Customer wants …Customer gets"

Value stream based view enables business process alignment and makes flow of value visible across operational divisions of an enterprise.

High Level Value Streams

- Facilitate visioning exercises
- High level process view for technical solution discussions
- Align with Agile (product streams)
- Clarify ownership and control of flow

STRATEGIC

Detailed Value Streams

- Make the customer value visible
- Engage frontline staff
- Understand process and issues in detail to uncover root causes for high level issues

TACTICAL

Detail Value Stream Mapping

MPI needs to understand how we currently do business and what should be retained / changed / removed.

Outputs

- Detailed process steps with cycle times and, customer value

- Points of cause and root cause analysis

- Value graph

- Feature sheet

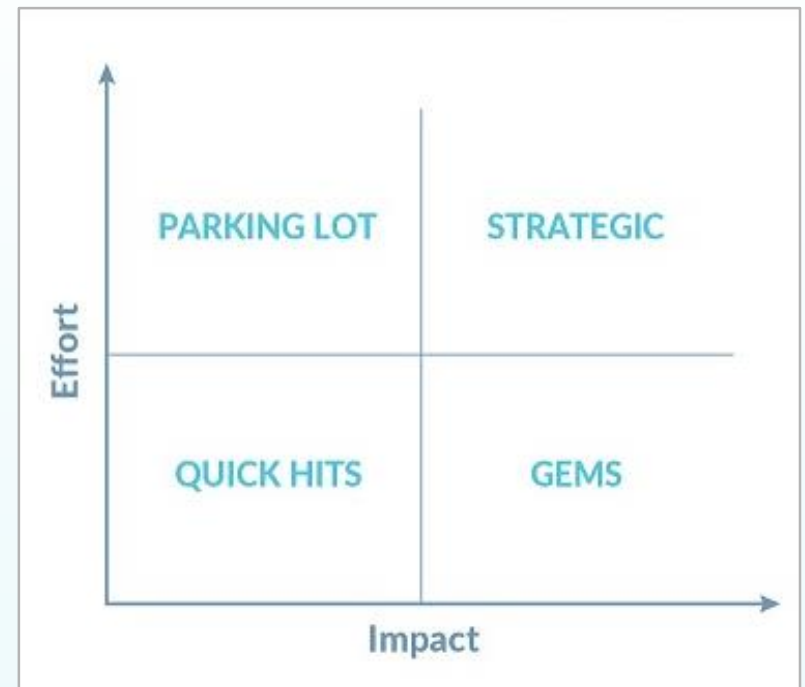**10**
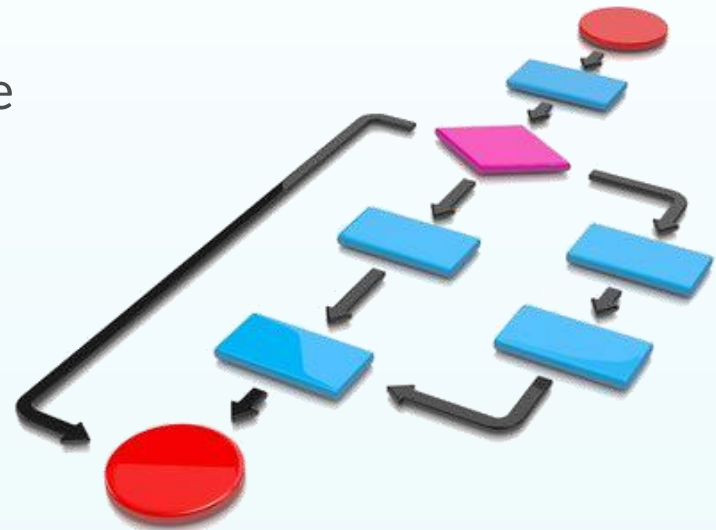
Detailed Value Stream Mapping (cont.)

Feature Sheets

Value Graph

Features are groups of functionality that delivers business value to customers.

Feature sheets contain:

- Problem statement
- SMEs
- Actors
- Key features (phases)
- Customer value (value added steps)

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Current State

Documentation & Analysis

MPI needs to understand how we currently do business, what are the issues, potential solutions and what should be retained / changed / removed.

Applying Lean Knowledge

Value Stream Map (VSM) is a lean tool used to analyze a process in detail from a customer's perspective. VSMs focus problem solving efforts in areas that would be most beneficial to improve flow from MPI to customers.

OBSTACLE

Current State (cont'd)

Why do this?

Utilizing VSMs enables MPI to:

- Focus on customer needs when assessing areas of focus

- Engage frontline staff – understand process from those who do it and get their ideas and input

- Identify low lying fruit to be addressed near term and strategic solutions for future-state discussions

- Document our processes for vendors

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Where Are We Now?

Final Stage of Planning Phase

Verifying what customers and business partners want.

Researching what other jurisdictions are offering.

Seeing what's available on the market.

Bringing everything together in a way that achieves our vision.

Project Nova – Procurement Update

Property & Casualty (P&C) Insurance Platform

- Duck Creek OnDemand selected as our P&C Solution
- SaaS solution as originally planned
- Duck Creek Architecture fits with MPI's
- Preferred vendor for P&C system integrator has been identified and in final stages of contract negotiations

Driver & Vehicle Administration Platform

- On Premise solution as originally planned
- In final stages of contract terms finalization
- Top ranked vendor aligns to our expected architecture

Application Platform

- Preferred vendor and software has been identified and solution is SaaS as originally planned
- In final stages of contract terms finalization

Integration Platform

- Preferred vendor and software has been identified and just starting contract negotiations

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Project Nova Delivery Roadmap   -
Original LMA Business Case (January 2019)

Key Initiatives and Milestones (calendar year)	2019	2020	2021	2022	2023
	J F M A M J J A S O N D	J F M A M J J A S O N D	J F M A M J J A S O N D	J F M A M J J A S O N D	J F M A M J J A S O N D
Project Nova Planning & Readiness					
Program Planning & Readiness	████████████				
DVA					
Release 1 - DVA Modernization		████████	████████ ★		
Customer Transition				████████████	
P&C Insurance					
Release 1 - Commercial Auto & Billing Pilot		████████	★		
Release 2 - Commercial Insurance			██████ ★		
Commercial Customer Transition				████████	
Release 3 - Personal Auto & Billing			██████ ★		
Personal Customer Transition				████████████	
Release 4 - Claims				████████████ ████████████ ★	
Customer Self-Service					
Release #1 - Technology Stand-up		████ ★			
Release #2 - Online Supported Services (e-communications)		██████ ★			
Insurance/DVA txns roll-out			████████	★ ████████	████████████

★ Denotes Release Go-Live Dates

⭐ Insurance/DVA txns Customer Self-Service Service roll-out listing				
Renew Insurance	Obtain Driver Abstract	Obtain Claims Experience Letter	Driver Education Registration	Check status of claim
Class 1-4 knowledge & road test appointments	Driver Instructor related road tests	Replace Driver Licence/Identity Card	Issue replacement vehicle registration/insurance certificate	Driver Licensing Testing Appointments Book/Pay

* Note – no transaction priority/release schedule was produced, only assumption was that broker commission savings would begin in FY23/24

Project Nova Delivery Roadmap - Sept 2020

October 22, 2020
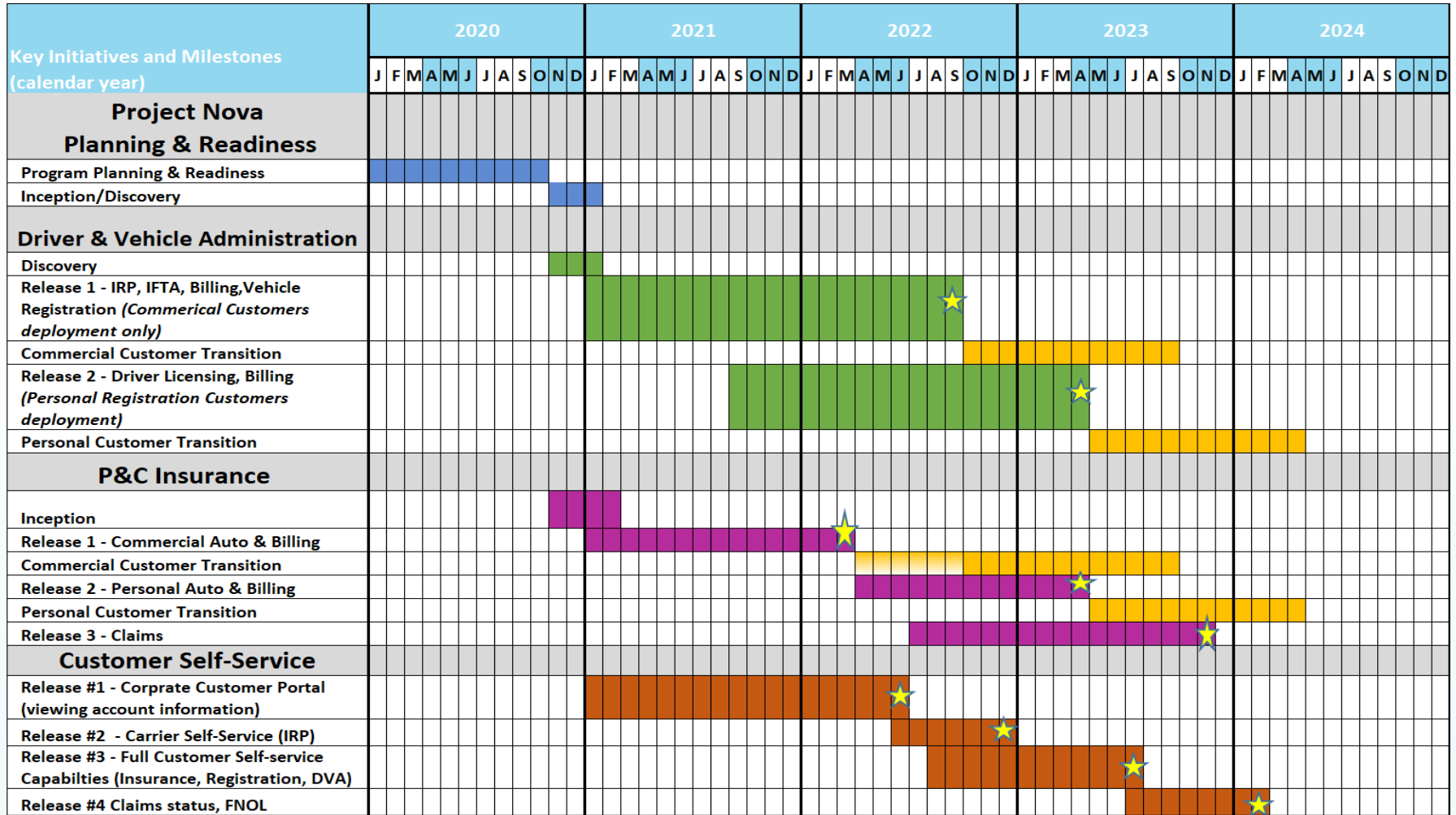
Denotes Release Go-Live Dates

Customer Self-Service Release #3 Insurance, Registration, DVA transactions listing

Renew Driver's Licence	Address Change	Renew Insurance/Registration	Review Letters & Correspondence	Check status of driver's licence/account
Obtain Rental Vehicle Insurance	Obtain Driver's abstract	Replace Driver Licence/Identity Card	Partner Document Submission	Change/Cancel Insurance/Registration

Project Nova – Roadmap Summary

Release	Original Start Date	Original End Date	Revised Start Date	Revised End Date	Delta
Planning & Readiness	January 2019	March 2020	January 2019	January 2021	+ 10 months
DVA Modernization	July 2020	April 2022	January 2021	April 2023	+12 months
P&C Commercial Insurance Modernization	April 2020	November 2021	January 2021	March 2022	+ 4 months
Personal Insurance Modernization	December 2020	April 2022	April 2022	April 2023	+ 12 months
Claims Modernization	May 2022	December 2023	July 2022	November 2023	-1 month
Customer Self Service initial Launch (e-communications)	September 2020	October 2021	N/A	N/A	N/A
Customer Self-Service Insurance Renewal	November 2021	January 2023	January 2021	July 2023	+6 months
Customer Self-Service Insurance, Registration, DVA transactions	November 2021	December 2023	January 2021	July 2023	-6 months

Project Nova –Delivery Risks Mitigation

Project Nova leadership team is taking the following actions to mitigate delivery risks:

- Applying value management at critical times during the project *(as shared in VM Appendix 2)*

- A formal Project Nova Risk Management Plan has been established with monthly reviews/assessments of existing and new risks and ensuring traceability of risk mitigation actions to project plan tasks

- Formalized Solution Governance and Vendor Management Strategy to document governance and management of System Integrator partners

- Executing Discovery Phase to solidify System Integrator and MPI project plans and project inter-dependencies

- Application of Hybrid Agile delivery methodology to orchestrate the overall Project Nova program and utilizing Agile delivery sprints to effective manage program performance, completeness, quality and delivery risks

- Nova Project Management Office (nPMO) in place to ensure appropriate processes, controls and reporting is in place to have timely data and information to identify current forecasted issues and/or risks

MPI Board of Directors have engaged the Governance Vendor (PwC) to perform ongoing reviews of Project Nova performance and to identify observations in relation to current or future risks or issues that could be experienced if MPI management does not take appropriate actions.

Project Nova – Business Case Update

Business Case risk mitigation actions being taken:

- RFP contract negotiations being finalized:

    - All on a 'fixed price' model in relation to Professional Services to mitigate the risk of cost escalations

    - All software licensing, infrastructure and ongoing maintenance have been incorporated into business case re-baseline

- Impacts of broker commission to Nova business case will be updated post conciliation

- Intend to leverage COTS 'out of the box' functionality and apply Lean principles in non-system elements of customer experiences to maximize MPI efficiencies