

Advancing client outcomes in digital service delivery

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Stein Monteiro

Lead Research Associate, Immigration, Conference Board of Canada
Research Affiliate, CERC Migration, Toronto Metropolitan University

@steinmonteiro | steim@torontomu.ca | monteiro@conferenceboard.ca

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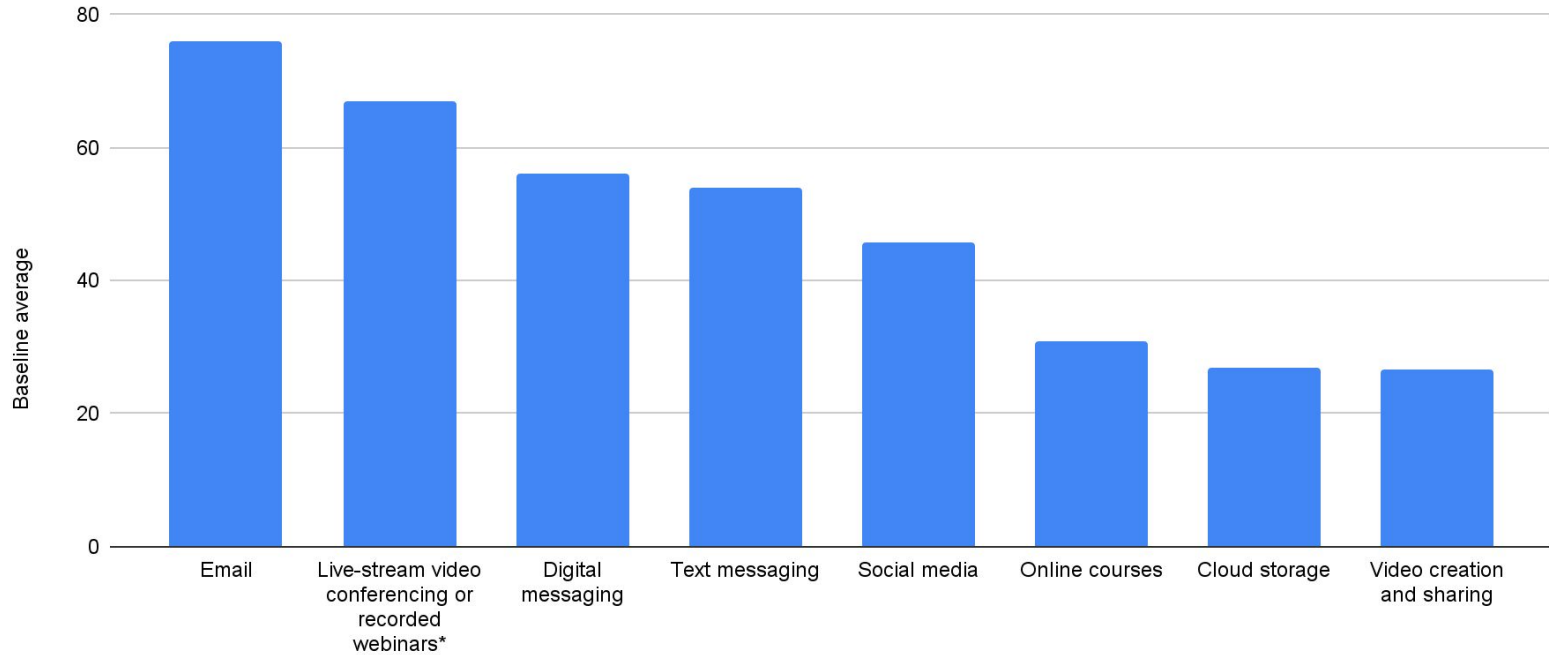
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Context

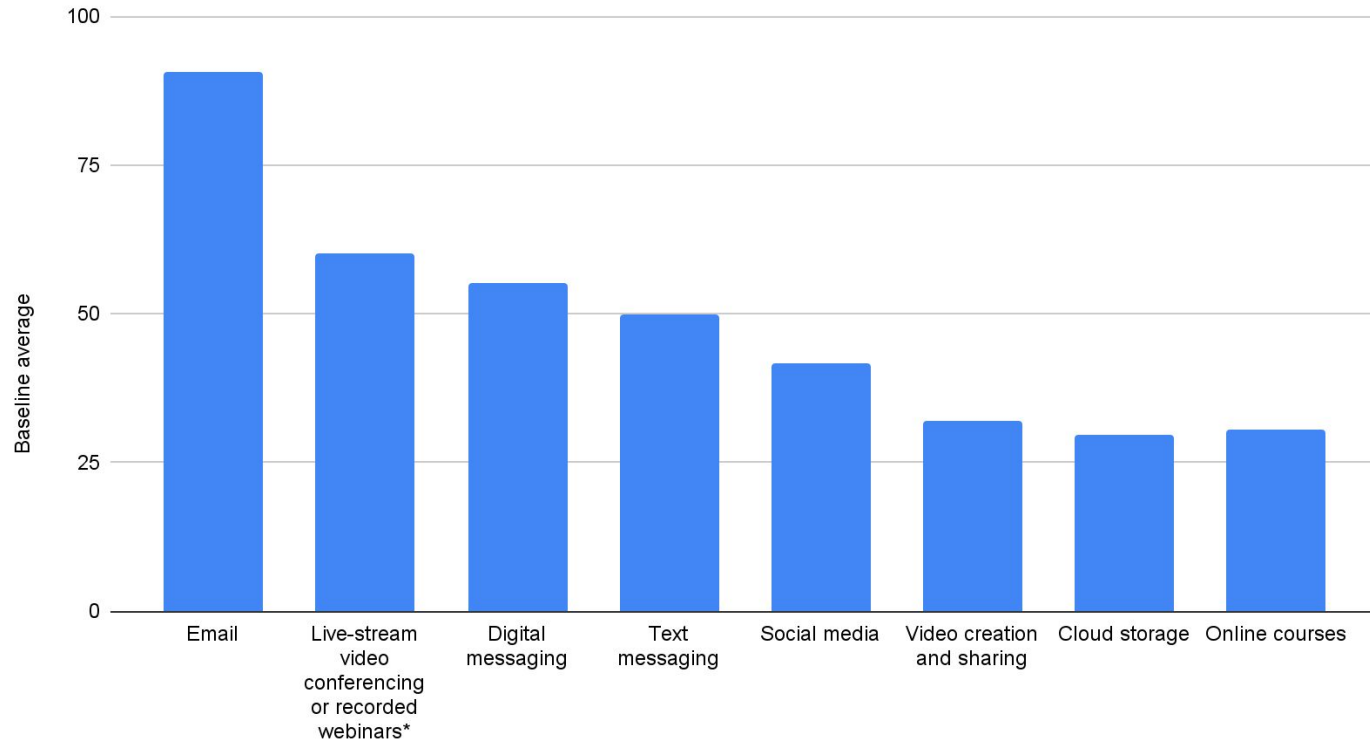
- The sector has been rapidly transforming over the last 4 years ([Kazemi, Gonzalez Benson, Palova, Matharu 2024](#))
- Some SSPOs have done well to adapt to the introduction of new technologies, while others are struggling because they were already facing barriers ([Monteiro, Pillai & Kianpour 2023](#)) such as
 - Not enough staff
 - Not the right fit of skills
 - Uncertainty around the tools
- Most SSPOs are surviving on allocations of capital spending, publicity costs and delivery assistance tools that are too low

Platform usage rates (%) by frontline and management staff



Source: [Monteiro, Pillai & Kianpour \(2023\)](#)

Platform usefulness (%) for communicating and delivering services to clients

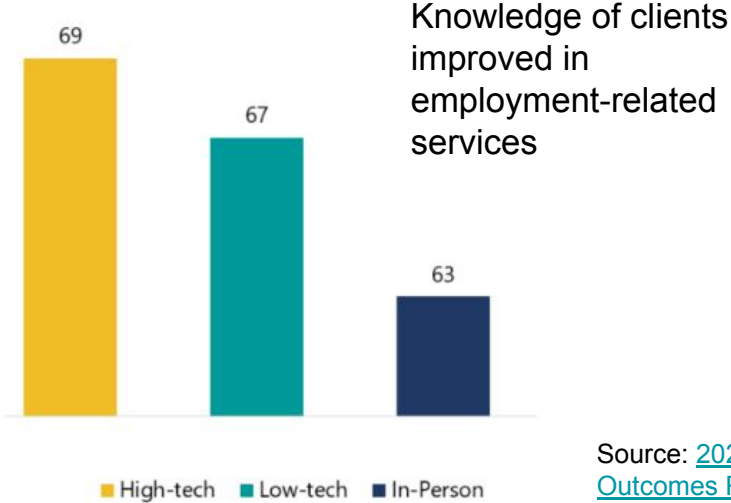


Source: [Monteiro, Pillai & Kianpour \(2023\)](#)

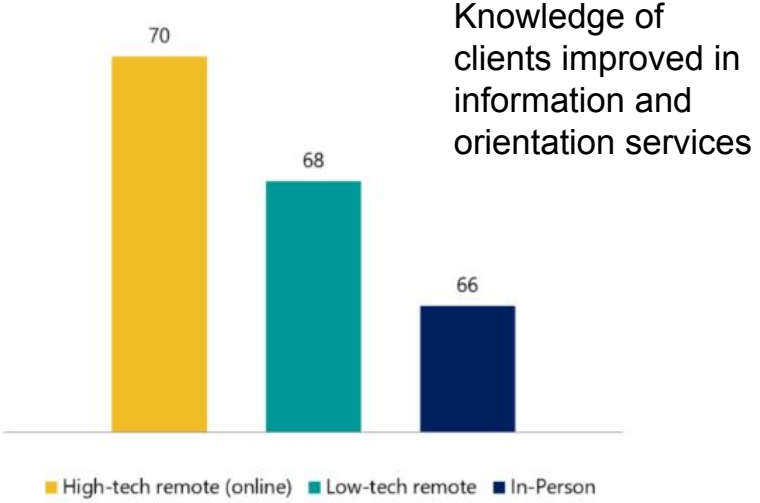
Recent policy responses

- Allowing for new capital spending expenses for laptops/cell phones/tablets for employees or to loan out to their clients
- Some of these things were helpful for remotely working staff, but no change in publicity and delivery assistance expenses
- 43% of Service Delivery Improvement (SDI) 2020 projects were focused on technology interventions in service delivery

Effectiveness of digitally-provided services



Source: [2023 Settlement Outcomes Report](#)



Many service providers and clients said it was convenient and improved access ([Kazemi, Gonzalez Benson, Palova, Matharu 2024](#))

Effectiveness of digitally-provided services

- Moving services online or remotely was mostly positive and there was no indication of a change in service quality, as reported by frontline staff ([Monteiro, Pillai & Kianpour 2023](#); [Campana & Liu 2022](#))
- The results are at best **mixed**
- Monteiro (unpublished manuscript)
 - Using iCare linked to T4 tax files
 - Remote and online employment-related service delivery is associated
 - A **1.3% decrease** in full-time employment earnings, and
 - A **3.5 percentage point increase** in full-time employment rates

Key takeaways

- Technology enhances the client experience, but
- We need a systematic way to accurately assess the service quality gains of those technology interventions on client outcomes, not just their experience
- And every service has a different set of outcomes under consideration, for example
 - Employment-related services → Earnings and employment outcomes
 - Information and Orientation, and Referral services → Knowledge and uptake of available services
 - Community connection and Mentoring services → Creating community and making friends

Thank you!

@steinmonteiro | steim@torontomu.ca | monteiro@conferenceboard.ca