

Question # 1 What efficiencies can you identify in government operations that could save money while ensuring the protection of front-line services and those who deliver them? Which programs do you believe are no longer delivering results efficiently and what changes could be made to improve them?

Responses

Combine health authorities under one authority - or under a department of health and eliminate the overlap and duplication of administrations. Eliminate the salary differential between the civil service and health authorities - in the area of 15-20 higher in RHAs and standardize the range and scope of services in health.

Make salary scales consistent across all large fully funded institutions and stop the poaching and brain drain - civil service to health and civil service to RRCC and community colleges.

Combine the Emergency Measures Organization and the Office of Disaster management as they overlap in so many ways and it fragments response capabilities and chains of command as well as duplicate administrative burden.

Place CLdS clients in services in a process similar to home care paneling and based on a hard funding formula with an provincial admissions panel that does all testing and eligibility assessments.

Look at all new policy analyst positions created in the past 15 years and rationalize against a fiscal score sheet.

Mandatory unpaid days for Civil Service - 10-20 year

MPI needs to have competition, to ensure best value. Liquor sales should be private.

Re-assign certain workers in Management i.e. Home Care and supply scheduling of client services, via email printout, to Home Care service staff subordinates and eliminate Supervisory positions for those, who no longer do scheduling assignment duties for their subordinates. Scheduling clerks have replaced Supervisory staff therefore, making Supervisory positions unnecessary ! Savings would be enormous in hourly wages, benefits and reassignment to more needed services apart from Home Care.

I feel more has to come from the so called front line. Production on many situation I have personally seen by trying to get information or by trying to call a department has been with great pains. I think that if we keep the heads of departments protected they never seem to find out what is really wrong. Kind of a Cushy job syndrome. Perhaps they need to do the Boss in Disguise OR silent shopping concept to know what is really happening with their staff. Having a Head of Dept, and a Manager and a Supervisor is just wrong business efficiency. All departments are trying to justify their jobs and they are spending more time doing that rather than the job. And what is up with over expenditures, doesn't anyone in the government know how to get a good quote and do a good contract and keep the signed service company to their duties and not making millions of overruns? That needs to be fixed dramatically. One more thing, On the public website you can see what doctors are paid, does anyone realize that these doctors are only pumping people through and not healing them, I for one know this by my experience, I finally went to a Naturopath DR. Paid all my fees to get better and it worked. The Medical system sucks almost 40% of the money the Government has and yet is so terribly abused by the Doctors who want to abuse it, and the Doctors who care are so tired. Get people healthy would be a great way to save money. Not keep them on drugs or let the Food companies poison us all and then the doctors put us on drugs. Drugs do no heal, they add to the problem, and it take years to figure it out, because the doctors do not all care. That would be a huge efficient change if that system was seriously looked at and changed and Why does Manitoba not respect a Naturopath Doctor, what is up with that? If they send me for a blood test I end up paying for that blood test. I for one fee!

I that is very wrong considering my MD's have not been reading my blood tests correctly.

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Drop RHA upper management salaries to \$100k/year with no expenses allowed. Eliminate the VP and President positions, and have only board members responsible for various areas in the RHA.

Lower MLA salaries by 30%.

Cancel all consultation contracts and use in-house experts for all capital-cost expenditures and projects.

Eliminate 40% of upper management jobs at Manitoba Hydro, and lower the salary for remaining management jobs by 35% (75% reduction in salary for board members) while eliminating all expense accounts for board members and upper management.

Remove all provincial funding for the Canadian Museum For Human Rights.

Reduce all contract payments to ALL contractors by an amount equal to the cost over-runs on all capital projects plus 10% as a penalty for going over initial projected costs.

Tax foreign corporations monthly based on income from each source of income in the province, instead of yearly, and force them to provide notarized copies of income and expenses FROM EACH SOURCE. Stop giving tax incentives to foreign corporations and give incentives to Manitoban companies first, and Canadian companies second. Foreign corporations should ALWAYS come last, and receive no special incentives whatsoever.

Review the levels of management staff within health care facilities and Manitoba eHealth, managers with less than 10 staff reporting to them should be eliminated and rolled under other managers.

Please reduce the number of school districts and regional health authorities. There is a lot (too much) duplication of costs. We can do better with less. Until recently we did fine without regional health authorities at all. I have family members who work in health care in Winnipeg, and they insist the WRHA has only added bureaucrats and red tape with no real value to front line service. So do we really need more than a couple in the province. One for Winnipeg, Brandon, Plp and Steinbach area and one the rest of the province.

Allow employees a more flexible working schedule like nurses have (ie: .5, .8 out of a 10 day work schedule). More productivity, less sick time. Encourage the employment of young adults and young professionals. Encourage those who have served for a minimum of 30 years to retire with a full pension, regardless of age.

All management union workers should be on a matched rrsp pension plan. The current plan should be faded out.

Health and Health Authorities are not providing value for the dollar with too many high paid executives, too many health authorities, too much duplication of non-front-line departments such as purchasing and decision making. Lack of information sharing amongst departments, too much red tape in procurement, elongated decision making processes that can be just as secure but more streamlined to reduce or prevent budget overruns in capital projects. Devolution has severely damaged effectiveness and accountability in social services care and functions, particularly with young children and prevented coordination of service other provinces have which means a higher percentage of children removed from their homes. It's a waste of money in cost of caring for the children removed as well as the workers' time in apprehension which steals time from doing what needs to be done to improve family situations in Manitoba.

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Long term efficiency. End fossil fuel development, tax the ongoing use of existing fossil fuels, funnel massive investment in subsidizing the creation of decentralized (ie neighbourhood) power grids & getting natural gas (& diesel) OUT of existing structures. There is no economy, and no society, if we don't take drastic action now for future generations of Manitobans.

Any services that are already provided efficiently and competitively by the private sector should be encouraged to give more choices to Manitobans about where & how they get their services. You do not need to privatize MLLC, simply allow more competition, subject tot he same regulation framework to ensure consumer protection. Front-line services people are the first who will know how to improve delivery of services; let them loose and support their initiative and innovation.

1. I live in St. Adolphe, when there is a threat of high water (2014 was the last year), the provincial government (contractors) spends days hauling in clay/dirt to build up the dike, then when the threat of high water is over, the government (contractors) spends days removing all the clay/dirt which they just places a few days earlier. I asked the RM why don't they leave the clay/dirt on the dirk, answer, government red tape.

2. Check how much Manitoba hydro pays for wind power in this province? (buying wholesale power at residential rates)

The problem with raising Minimum Wage is that prices increase and those of us on a fixed income (OAS/ CPP) do not get an increase and our quality of life goes down every time. If the minimum wage is increase the OAS/ CPP should increase an equivalent amount. Our income has not increased in years - yet the COL has gone up substantially.

Cut subsidized government parking Cut the size of the civil service - e.g., the policy unit in Sustainable Resource Development if roughly the same size as the federal government's Environment department; same with Green Manitoba - what do these units do? They are still managed and staffed by senior staff with strong affiliations to the previous government.

Cut severance pay

Cut sick time

Introduce mandatory closure days (10/year) Review # of government vehicles - rental vehicles an option instead of government owning fleet of vehicles

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Managers should be evaluated, most are not qualified to manage their staff...Team building does not exist therefore you have a work force that is bullied, intimidated, harassed and belittled by these unqualified managers. Productivity and job gratification is at an all time low. Managers should be trained to build a relationship between the employer and the workers. It costs the government millions of dollars in lost man hours because of the lack of moral building by the employer and management. Employees need to be treated with respect and it would yield huge dividends, this works both ways and is a win win situation. Building relationships with the workers and allowing them to work as a cohesive unit with the managers and allowed to be part of the planning process. It's obvious there is not a business plan and if there is it would be beneficial if all the players were on the same page and new what budgetary constraints they had to work within. By having so many layers of bureaucracy micro managing handcuffs everyone because one persons priority is not necessarily the others. A team concept where everyone has a vested interest in achieving the the same end result would also save thousands of dollars. The staff in the field is the pulse and eyes of what's going on, they deserve an opportunity to express concerns and recommendations. The utilization of staff is not in the least efficient and in some areas farming out some of the time sensitive jobs would prove to be much more efficient that overworking existing staff and not finishing projects to completion.

Why are there 4 school divisions in Winnipeg... Calgary has 1! The cost to run 4 school divisions with too many over-paid Superintendents takes money away from the front line services (classroom teachers). Why do we have government-run liquor stores? There is no difference between a WalMart employee 's skill set and an MLCC employee except one make \$24 / hour and gets provincial benefits. MLCC employees stock shelves and operate a till! They should be getting unskilled labor wages.... Its is outrageous!

Get the sheriffs to be doing highway patrol which works so well in Alberta. Sheriffs could start making money for the province by giving out tickets.

the office of the Public Guardian and Trustee. We serve the most vulnerable people in the province and we are barely able to keep our heads above water. We are in crisis mode 24-7 with the hiring freeze. Employee health is rapidly becoming a big factor and caseloads are unmanageable. We are all terrified that a client's life is going to be irreparably impacted when something "falls through the cracks" and the story is going to end up on the front page of the newspaper. Help us. Lift the hiring freeze. We are truly front line services and we are desperate.

It is not necessary to have multiple school divisions in this province. Every school division requires staff from the supt. down. This is very costly. We should have one school div. in Wpg. based on the Calgary model. The remainder of the province could be organized in a different fashion. The cost and organization of the health care system should be looked at and refined.

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I feel that to many jobs are made for executives, and all of their little helpers, there is always six people to do one job when front line services are being cut and never changing to accomodate the change in life. For example health care , take away 20 positions in administration put back the systems that work and open up more for the front line workers. Same as the police to many cut backs and look at what our world is coming to.

the health care system is in dire straights. It needs a total revamp and it is a big undertaking and figuring out where to start will be difficult. Health care has become more specialized which has made it difficult for rural facilities to stay afloat. Completely closing down small facilities is not the answer but having centres turn into specialized units may be helpful. Rehab, psych, transitional care. Having rural docs with their current on call schedule for some of these small rural hospitals is no longer feasible and desired.

Foster Care has become a big financial burden on the province. I understand that currently the Manitoba child care benefits and the Federal child benefits remains with the birth mother or parents regardless if a child is at home or in foster care. The intent of these benefits is for the care of the child/children. Thus, I think these benefits should follow the child, the foster parent should receive these benefits while fostering the children in their care.

Get rid of all the managers that were hired when the health care system was changed to PMH. I think there is a lot of waste in the whole system with the change over. Think a lot of schools are being kept open with not enough students in them for the money it costs.

Government could eliminate the Manitoba scholarship and bursary initiative a savings of \$5.0 million dollars. The post secondary institutions have huge endowments that students do not benefit from

The government should look at the current structure of public sector pension plans and find an alternative that shares the risk better with the employees. Longer lifespans and low interest rates mean cost of traditional DB pension plans have skyrocketed. DC pension plans have been the trend in private industry but they do not provide security for employees and often result in staff sticking around longer than they are effective. Some alternative which shares the risk between the employer and employee should be considered so the taxpayer is not on the hook for large and increasing liabilities. There are alternatives out there, but it would require creativity and potentially some regulatory changes to bring them about.

I think changing over the MDC to a long term care facility for dementia patients and utilizing the buildings, staff, and infrastructure we have would be a great way to help preserve trained jobs and also ease the load on over full long term care facilities and hospital beds. It is unfair for patients and their families to wait years for a safe place for their elderly relatives. I think we should make our MLAs work for minimum wage since they don't seem to think we need to increase it. Not only would we save thousands, but then our government might actually do something to help the lower income earners in our province. Increasing the minimum wage would help families have more disposable income, meaning more spending, meaning more taxes, meaning good for the government.

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People will tend to identify areas that do not affect them personally. As such, decisions are usually influenced by political expediency to a greater extent than by actual need. I wish you wisdom and true dedication to genuine public needs as you embark on this process. One front line service that needs attention is available health care in rural areas.we had to travel from Lac du Bonnet to Selkirk for emergency medical assistance. Three closer hospitals, Beausejour, Pinawa and Pine Falls had no doctor on duty. That is not performance!

Reduce the number of employees who do not provide service to the public including: administrators, communications staff, policy analysts and especially managers

The Commercialization Support for Business Program has been somewhat effective. Some of the shortfalls included: it was arduous to apply for funding, there have been delays in response and certain rules that were put in place that excluded businesses and not for profit organizations from taking advantage of the program even though they fit within the intention of the program.

Moving away from a crisis driven approach within the field of disAbilities would create a stronger more improved system. Community development and proactive approaches are recommended. Prevention approaches will create stronger communities thus save dollars. Providing choices such as independent funding models (example, ICOF) is an excellent approach to building stronger citizens.

Employment Manitoba offices are over staffed and it is very top heavy. Most of the services can be amalgamed and in rural offices have itinerant service provided perhaps at Employment & Income Assistance offices. Some have very few clients and do nothing all day but play on computers and work on personal matters. This is a complete waste of time and resources. Close some of the offices that are close to Winnipeg, in particular the Selkirk office and provide once or twice a week service at another location. They are still issuing cheques to clients. Why can't these clients have direct deposit to make their payments in a more timely manner and save the postage fees. This system is very old and should be updated and reviewed. In an age of computers and technology, there is no reason for issuing cheques.

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Winnipeg has never tried to give the tax payers better value for their education tax dollars. When unicity was created they amalgamated all political, emergency services, municipal services, but never school boards, they are the number one bureaucratic waste of tax payers money. How can a city the size of Winnipeg justify the number of school boards that exist. A comparison of the Ottawa Carlton public education to Winnipeg, Ottawa has two school boards, the biggest encompasses 2760 square kilometers, has 150 schools and 70,000 students.

All students and schools receive the same funding per student, one area of the city is not paying different more for per student than another, there is one budget, teachers cannot use wage settlements in one division to leverage poorer areas for more tax increases. The bureaucratic waste and duplication has to be massive.

This year we received a 16.9% increase in school property tax. The administrator said "we are just catching up", too bad, no attempt to phase in the massive increase, I did ask what part of my 75 cent increase in my pension would he like to share!

I read an article in the paper quoting him as saying if you reduce the school boards, you would just create another layer of bureaucracy similar to WHRA!! It is that type of thinking that will doom the taxpayer to mediocracy indefinitely if something is not done and at the very least create one school board, one budget and one mill rate for all with the ultimate goal of removing school tax from property tax,

There are too many supervisors/managers and too few laborers to do the work. Front line workers are held back from doing their jobs by people who have no clue of what is required.

child benefit from my opinion is waste of money and encouraging the population in procreation and depriving them from the interest of finding a job

I cannot think of a program that is not needed at this time. However I do feel some workers are very busy and we see an avoidable burn out rate in some areas with front line workers (ex. Department of Families, CFS). An improvement could be reinstating Voluntary Reduced workweeks and having this opportunity consistent province wide. Even though VRWs currently exist, there are diminished by regional and departmental limitations on the lower level. Some employees get 5, some get 20.

I would ALSO extend the reduced workweek for new parents (male, female and adopted) to two years. This would allow for supporting employees with families, reducing high costs of hiring and training costs, create long term experienced employees and ultimately save money in wages - without layoffs.

There should be a two tiered system of bureaucracy in the north and south of the 53rd. Too many decisions are made in Winnipeg that are not applicable in smaller and isolated northern regions. This would result in decentralization and cost economies.

Reduce red tape for business, less regulations in general, make it easier for non profits to access grants which allows leverage good work of volunteers.

Buy government supplies from outside businesses only and not from internal sources that buy in volume at a reduced price. There are more benefits by spreading gov't purchases from healthy local business suppliers.

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I think that the structure of how the budget is delegated should be changed. Currently the budget is based on previous years expenditures.

That way of producing a budget has/is causing a severe waste of money in all budgeted aspects of government services. At end of year or season, the factions are using as much left over money as possible to carry a maintained budget for the following year. I propose that budgets should be frozen for four years, but with a option of carry over. Example, hypothetically the budget for a certain faction is \$100 for the year. And that faction only uses \$75, carry over the remaining \$25 to the next year while maintaining a \$100 budget for the next year. That faction, could within four years, be able to cover its own budget without needing a funded budget. I'm well aware these numbers are small in reality, but the premise is the same.

Cut some staff in departments by cutting at the top... Those are the positions that are costing the most.. One bighead costs more than 3 little guys..

When Manitobans first agreed to build the casinos in Winnipeg, it was on the proviso that all revenue generated after standard operating expenses would be directed to health and education. Over the years millions of dollars have been redirected to sponsorships of various orgs. including professional sports that is taking away dollars from the 2 most important portfolios.

The bureaucracy in Health Service delivery can be streamlined. At one time we had a Mb Health Services Commission that was mandated to coordinate all health service delivery for all Manitobans. Rather than a fragmented service delivered through a myriad of health authorities. For example all ambulance service, ground and air, was coordinated by MHSC and delivered in the most efficient manner.

Working in IT, I wonder about the state of IT projects and the number of them that are being farmed out to third-parties and consultants.

We no longer seem to be working towards building projects in-house and paying large sums for off-the-shelf software solutions which would require more money to support long-term.

As well, some investigation should be put into streamlining the process for business to request enhancements to applications and new projects.

Currently the process seems to treat even small projects and enhancements as large multi-million dollar projects making it extremely hard for business to make requests and in some cases they will not even bother asking as it is too much effort.

Consider maybe leaving the IT project request process for large projects and creating a simplified version for smaller enhancements/projects.

Maybe a look into returning AMS staff back to their departments should be looked at as the only savings would appear to be in centralizing It infrastructure and returning the business-specific IT knowledge back to the departments. It is rare to see all the cross-cluster (department) IT support happen.

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Winnipeg Transit receives funding from the provincial government to provide public transportation, under which supports for Handi Transit are assigned. It should fall onto the Provincial government to ensure that funding is allocated to Handi Transit in a transparent and sufficient manner. As outlined in the recent complaint under consideration by the Manitoba Ombudsman, Handi Transit is failing the community of persons with disabilities by failing to uphold its express commitment to ensure equitable access to mobility through universal access to the transportation system including courteous, safe and reliable Handi-Transit services which are reasonably equivalent public transportation services.

NO TO CARBON TAX - Why is Pallister not standing with Brad Wall on this?

I think you are on track and whole-heartedly agree with your efforts to keep front-line services and cut elsewhere. I think administrative combinations should always be looked at. In theory, it should cost less to run one larger administrative centre than multiple centres doing the same job. Whether this is on a departmental or regional level, the theory is the same. Your best example was the cabinet combinations. You started at the top and set the tone for the rest of the Province. Every region and agency downward should be looking to do the same.

I do not have a lot of knowledge with our Aboriginal funding models, but I am aware that a great deal of funding for Education and Health is at the Federal level. Are we being efficient in duplication of resources and facilities? For example: In the North where we have a First Nation and a Community Council: are we efficient and cost-effective with our user agreements and sharing of resources? I would not be in support of funding a facility build if we can implement a solid user agreement for an existing facility on First Nation land (or vice versa)

Government should be looking to maximize the opportunities for trained and qualified health care team members to work to the full extent of their competencies. Investing in teams and supporting all providers to work to full scope will provide Manitobans value for their money. I've heard that the new Regulated Health Professions Act will restrict current scope and increase physician authority over other professions. This is the wrong direction and will contribute to continuing uncontrolled health care costs. I hope Manitoba's new government is wise enough go to see the value associated with investing in lower paid but highly qualified teams members.

The credit agencies are way behind. Our debt is unpayable. The time for "efficiencies" is over. The solution is to default on the debt and restructure quickly, rather than drawing out the misery. Then eliminate gov't so the same problem doesn't happen again. The free market will provide all "front-line services" far better than gov't will.

We need to consider letting private companies operate to deliver additional specific health care services. Like MRI clinics. The wait for an MRI is so long, because of the limited number of machines. If we have an inadequate service, there is nothing wrong with letting a company help provide it.

I believe you should only fund programs that have valid research studies showing that the program really does help individuals receiving the services.

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When one considers the total number of grant funding across government departments, it accounts for one of the largest financial allocations in government's overall budget, other than salaries. There is no "one stop shop" for grants available to the public. There is also no "one stop shop" for grants available within departments. In order to provide better, more accessible information to the public and decrease government red tape, an idea might be to establish a granting authority that could manage and administer all the grant funds available from government. If government wanted to reduce grant funding by 2% across the board, contacting one organization would be more effective and efficient. Currently, the public does not have access to grant information from all departments, grant applications are different, grant approvals among departments are different. Having a one stop grant management and administration unit would demonstrate government is transparent related to the grants available, application procedures would be consistent as would grant approval processes. More access (from a public perspective), more consistency (applications), more efficient management, administration (less staff, less financial officers, less red tape attempting to get grants approved from diverse branches/departments. Reporting and reporting of funds would be managed particularly if a good tracking tool was utilized. Costs to government (staff, operations, wasted time) would be reduced. Departments would be involved in grant application review process (for those grants that align with their department's mandate) and ensure that deliverables have been met.

eliminate the tuition tax rebate

Innovative changes in health care by allowing health care professionals to practice to their full scope. NP, PA and pharmacists can give more in rural and remote areas. E-Prescribing and echarting in health care needs to be investigated.
Hunting licences and fishing licenses should be available online.
Less rules on liquor laws as long as they do no Jeopardize safety.

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Recommendations to improve efficiencies and expenses in Health: Health Authorities: Currently each health authority is composed of their own board of directors, senior management team, IT operations and support teams and medical/clinical resources. Each health region is autonomous and maintains many of their own payroll systems, clinical systems, and payroll and maintains the hardware infrastructure to support these systems.

Recommendation: Maintain individual boards, my experience indicated the demographics are in fact specific to each region. Standardize on one pay roll system across all regions; Standardize on common clinical systems across all regions; Consolidate all regional server infrastructures to ne central data center location.

Savings: Savings will be realized in leveraging one payroll or clinical systems, minimizing the requirement for supporting multiple systems. This approach will also afford Manitoba Health / Health Regions to share resources since they are all trained on the same systems. Savings will also be realized by consolidating the infrastructure to one central location. Maintenance, support and operational costs will be reduced.

Currently Manitoba eHealth is an entity under the Winnipeg Regional Health Authority and does not have a provincial mandate, hence each health authority has their own operational and support structure, plus are autonomous to standardizing support systems (payroll, clinical etc.) Manitoba should be removed from the Winnipeg Regional Health Authority and should be set up as a Crown Corporation that provides IT support services to all health regions and Manitoba Health. This will impose a board of directors who will ensure the mandate is followed and performance is reported against this mandate. Manitoba eHealth will then have the mandate to standardize systems, procedures and processes that will result in significant operational savings. Manitoba eHealth currently offers higher the market rates for their consultants. These rates MUST be reviewed and rate ceilings must be imposed to ensure they align with the market. One example is that the local market rate for a senior project manager is \$120 - \$130 / hour. Manitoba eHealth offers \$135 - \$160. Adjusting these rates will save millions of delivering projects. Replace your senior management team from the CIO and up.

administration staff need to be cut in half including mla office staff and nonessential service staff need to be given filmon fridays as they used to be called

School Divisions need to be told how much they can go to the general public for to balance their budget. It isn't right that they are allowed to ask for what ever they need. Also, in at least one school division (Beautiful Plains), they run their buses for Elementary Classes, not high school or vise versus on their in-service days. The gov't is paying for more travel days than what is necessary. If there are no elementary days, their should be no high school days either. Other school divisions do it by have no buses on in-service days. Get the School Divisions to be more fiscally responsible.

Cut down unneeded benefits. Businesses don't offer paid sick leave and government motivate employees to abuse system and claim falsified sick leave. UNIONS need to understand, what's going on here.

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Far too many children in care. Need to address issues of prevention rather than Believe those in foster care would be better served if adoption or perm inner residence be established Help those adopting those in need with financial incentive to do so

Child and Family Services requires careful consideration. If agencies get paid for the number of children in care they have an inherent conflict of interest. It may not be in the best interest of a child to be taken into care, yet that is what agencies get paid for, so that will be their tendency. Manitoba's treatment of the oil and gas industry seems to be to forego potential tax revenue and royalties in order to spur resource extraction. While not a major part of Manitoba's economy, there could still be an important signal sent to the oil and gas industry by a Manitoba government decision to remove tax breaks and subsidies to this industry. Part of the international climate change agreement in Paris was for all nations to reduce oil and gas subsidies. Government staff, especially in rural areas, could be given support to telecommute, i.e. work from home. This could possibly save government money by reducing the amount of office space it requires. It could also reduce greenhouse gas emissions from driving. Related to this, government could save money by reducing the amount of money paid to staff for use of private vehicles. This could be done by having a new strategy on the government vehicle fleet, including the use of electric vehicles.

Roll back Provincial government employees wages by 5% annually. Especially management. Hydro workers, Educators, etc.

Pharmacists in other provinces can prescribe products for minor ailments. Manitoba needs to start covering these services too. Let's make better use of our limited health resources.

Liquor/Lotteries is spending in excess of \$10M in sponsorships. Also, the manner in which they report those sponsorships is questionable as sponsorship monies that they deem are "advertising related" are not reported as part of the sponsorships but under "Marketing and Public Awareness - almost \$12M. Another \$3.8M is spend on Community Support. Also, the salaries and infrastructure to support these activities is many millions more, largely through layers of unnesassary middle management and "spokespeople" like

The Quick Care Clinics are not working and will never take sufficient pressure off of the ER departments. The Government should close the Quick Care Clinics and reallocate the funding to create clinics in every ER department at General Hospitals, Community Hospitals and Tertiary Hospitals. Manitobans will continue to use ERs for less urgent clinical services because they are the only option that is consistently open 24/7/365, and specifically open during evenings/weekends when most ERs experience a surge in volume. Also Manitobans know that even though the wait may be long in ERs, they will eventually be seen. The same is not true of walk-in or quick care clinics. It would be more useful to have a clinic in every large ER department that would be staffed 24/7/365 with an NP, PA and/or physician. The clinic would take pressure off the ER physicians and avoid hospital admissions. This would allow the ER physicians to focus on more critical patients. The triage nurse/desk could send patients to the clinic if they are assessed as less urgent (CTAS 4 or 5) OR admit them to hospital if they are of higher acuity (CTAS 1-3). This would likely reduce ER wait times as well. The Quick Care Clinics are not meeting the needs of Manitobans because they are not widely available and their hours are not sufficient to take pressure off the ERs. Also NPs were not trained to provide

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episodic care and do not like providing this type of care. NPs would be better suited to work in Primary Care clinics, not walk-in style Quick Care Clinics, which is what they clinics are becoming, which is further degrading their original purpose of taking pressure off ERs. Also, I would bet that the Quick Care Clinics are significantly more costly then medical fee-for-service walk-in clinics are on a per patient basis. In these clinics, RHAs pay the overhead, support staff, salaries and benefits of the providers, OT, etc VS a single FFS payment to a physician. This may be something worth confirming. 2) Close the birthing centre in St. Vital. This program/building has been a total failure. The small group of midwives that are in Winnipeg can deliver babies at hospitals in the city, where only 1 midwife is required at the delivery (vs 2 at the birthing centre or at home deliveries), which is expensive and inefficient. 3) Midwifery does not offer good value for the \$. Physicians are still required when issues arise, which only causes duplication of services. Family physicians in rural/northern Manitoba are better suited to performing obstetrics and should be supported in doing so. Family Physicians are required to keep the ERs open and are there anyway so making sure that there are enough of them that are trained to do obstetrics only makes sense. This has been happening for years and needs to continue to be supported. Also more family physicians in Winnipeg should be encouraged to deliver their patient's babies at Winnipeg hospitals. If it happens in rural Manitoba, there is no reason why it can't happen in Winnipeg. Obstetricians should only be seeing patients with complex needs or be called in for surgical interventions.

A comprehensive poverty reduction plan that includes an increase to the basic needs benefits of the poor and the disabled will prevent many poverty-induced problems at its source and save the government money in healthcare and justice costs. The biggest determinant of poverty right now is the affordability of housing, and the simplest way to reduce poverty is to keep benefits in step with whatever their housing costs happen to be, and right now those costs are on the rise. There would also be important non-monetary benefits since a less impoverished society is one that is healthier, more just, and happier too.

The Residential Tenancies Branch needs some improvement in their front line workers or at least some remedial education. In place of some of the front line workers (i.e. the people who will answer general questions in their office on Edmonton), a website with about 200 tutorials of 10 minutes each could suffice. Our building has a no smoking policy with an addendum to the contract (i.e. lease). I did not understand why it could not be enforced. Having spoken with lawyers on other contractual issues in my past, I understand the basics of contract law. The workers were not clear. Even with evidence of violations, the hearing officer will not evict. The answer was simple: there is no EXPLICIT legislation to this effect in the laws and regulations covering the residential tenancies department. Therefore, either further educate these workers (probably an additional expense) or use the government website as an information access portal by providing lawyer-vetted tutorials (probably cost neutral the first couple of years and some savings in later years.)

Provide the mechanism for the recipients of government services to provide feed back on the services received, to a central government evaluation authority. A running tally can be kept to identify what corrective action is required.

Question # 1 What efficiencies can you identify in government operations that could save money while ensuring the protection of front-line services and those who deliver them? Which programs do you believe are no longer delivering results efficiently and what changes could be made to improve them?

Responses

This do more with less is not the answer here. It creates a bigger problem in service delivery and front-line workers and the people of Manitoba are being affected. Front line workers and office support staff are working their butts off and upper management is trying to figure out ...Why so many managers, directors, and ADMS. etc. Cutting out some of the upper Management positions will definitely eliminate some delays in the decision making process, increase efficiency and save money. The current processes are too time consuming and complicated. Too often upper Management is busy attending meetings and some are overburdened by the paperwork and the need to consult "Policy or civil legal" before they think. In addition, they are burdened with making sure all the right boxes are ticked, their signature is on the right line/box when signing those authority seeking documents and there is a new form created every week. Those upper Managers are not prepared to observe the important things that managers should be concerned about. The middle managers are the ones paying attention to the way work is done, their programs, and knowing what their staff are responsible for and how staff go about their work and the challenges they face. They are the ones directly managing staff and should be accountable in getting the best value for dollar and lead their programs effectively and efficiently. The current inefficient service delivery is partially due to upper/senior management and the long awaited decisions that must come from DMC, EMC, etc. One way to measure program delivery and increase efficiency is to hire a efficiency expert for each department. This will evaluate and measure program/service delivery, including how productive staff are such as what are they doing from day to day and what if anything can be improved to increase efficiency.

Workers being required to be on call with no compensation, unless called. Companies should be at least pay a stand by fee. Example: company expects one weekend and evening for week, 12 times per year Manitoba is known as a low wage province

Accountability by all departments to come up with concrete ways to reduce spending and still remain viable. Time management parameters and accountability benchmarks for efficiency, thereby reducing the number of people required to do the work would go a long way in reducing spending. Even your questionair lacks insight. There are no questions about areas of growth....just where to cut....In a normal household, if expenses need to increase,so does revenue. Aside from increasing taxes, which is a very close minded thought process in my opinion, you are not offering any alternatives. Get yourself some advisors with building business knowledge! They will find ways to bring initiatives to the table that will benefit everyone. Stop looking at a one year plan....look at a sustainable ten year plan....even five year with a ten year benchmark. Quit putting the onus on the common people. You were elected....hopefully with some smarts to guide the ship in the right direction. I would challenge you to put the entire budget on the table....not just piece meal parts you don't wish to take ownership for making hard choices.that just political garbage.

Question # 1 What efficiencies can you identify in government operations that could save money while ensuring the protection of front-line services and those who deliver them? Which programs do you believe are no longer delivering results efficiently and what changes could be made to improve them?

Responses

The education system in Manitoba needs a major overhaul. We spend half the amount of Alberta in education for only 28% of the students they have. We still have way to many divisions which all have their own superintendent, and all the administration that goes along with it. Alberta's results were #1 in the country and Manitoba ranked #10. There student to teacher ratio is 5 less than in Manitoba. The kids are graduating with dismal reading, writing and math skills. Just check some of the resumes the kids are writing in order to acquire a job.

The teachers union have to be held accountable. The fact that a negotiated settlement that a teacher could not being fired in a collective agreement is gross negligence regarding the delivery of good education to the kids. It means that even if we have a pedophile amongst the teachers or someone who is totally incompetent, they are to be protected by the union. Simply disgusting when you think of it. It is time their salaries come in check with the results. They work substantially less hours as compared to the nurses, don't work evenings or weekends and get more pay.

The education system has become a babysitting centre. Why not solve the child care problem by having the teachers put in 8 hours a day and keep the kids in school longer until the working parents can pick them up.

The government needs to make serious changes such as amalgamating divisions to cut the bureaucracy in each one. Imagine the cost savings by eliminating 20-25 Superintendents, their assistant Superintendents, the administrative personnel, amalgamating maintenance contracts, busing contracts, etc. etc.

It would be different if we would get better results however we are far from getting our money's worth on results.

It always amazes me that the teachers union (and numerous other unions) have to run radio ads to tell the general public how good they are doing their job. Shouldn't this show in the delivery of the results? Changes are seriously needed.

I see efficiencies in the proposed bike infrastructure downtown. This should continue.

I appreciate the Manitoba tuition rebate. This should continue!!

I think highways funding is not used efficiently enough. Fixing potholes is a rediculus spending of money. They will never go away. Put the money into bikes and transit to get cars off the road to reduce wear on roads. But I like the speeding going to clover leaves as oppose to lights on freeways such as lagamodier. Spending money on underpasses for trains is silly as well. Move all the trains outside Winnipeg and convert old tracks to rapid transit or something of the like.

I don't see any movement on environmentalism. Implement a carbon tax. This would create revenue while hopefully reducing carbon emissions moving towards a cleaner province. Invest some of this revenue into green energy; solar and wind.

Tax cigarettes and unhealthy foods more to be invested into health care and promote healthy living. Health workers such nurses are over worked and understaffed. Implement programs to encourage more doctors to come to Manitoba and to reduce tuition to encourage health care education education. RCMP and police seem efficient.

Question # 1 What efficiencies can you identify in government operations that could save money while ensuring the protection of front-line services and those who deliver them? Which programs do you believe are no longer delivering results efficiently and what changes could be made to improve them?

Responses

Amalgamate school divisions!
Get rid of the top heavy board offices- put supports back in the schools as opposed to division "consultants."
REQUIRE board personnel to actually have the qualifications- eg, experience AND credentials to be in the positions they are in!
You have professional development for education staff occurring in the USA where there system is in very poor condition. Why is this happening? Great holidays?

I would love to see construction times extended so that crews could work 24/7. I believe this would help ease traffic congestion as the projects would be completed faster. I also think it would be incredibly beneficial to the province if some research and testing was put into developing a material for our roads that didn't need constant repair; something that was durable, could work with our varied climate and a bit more environmentally friendly. More efficient and environmentally sound practices need to be taken in terms of our infrastructure.

Reduction in government employees

We need to focus on green initiatives and protect the environment. Our children and grandchildren depend on it! Encourage businesses that promote sustainability

I believe that the government should support the new entrepreneurs to build their business strong and stable by reducing taxes on the first five years and giving some part of employers share of cpp ang ei. Until a business surpass the first 5 years.

2) To improve medical services in Manitoba, there should be financial support for new immigrants who were doctors & nurses back home who wish to complete their credits to continue their practice & render service to people.

This question is ridiculous because most of the public is going to be largely unaware of all of the programs available in the province and who these programs serve. By asking, it appears that the current government is looking to deflect blame when some crappy decisions are made based on ignorance. Why not ask instead what programs are working and should be saved?

Investing in Early Childhood Care and Education will save you \$7 for every \$1 you invest. Our child care centre alone services over 7 different foster families, caring for the children and supporting the families both biological and foster helps those children get a stronger start in life.

CFS

More investment on prevention plan will reduce the cost

I believe a tax break for Manitoba owned and operated mining contractors would enable us to spend less on tax breaks for people traveling in and out of the province. Also in health care would like to see a more seamless and automated way for nurses to be scheduled for shifts with agencies. This would allow for more private investment in the health are industry.

Hire less bureaucrats in admin positions.

Question # 1 What efficiencies can you identify in government operations that could save money while ensuring the protection of front-line services and those who deliver them? Which programs do you believe are no longer delivering results efficiently and what changes could be made to improve them?

Responses

I am not aware of any provincially run programs that are not delivering results efficiently. One thing that caused the previous government to spend excessively was floods. If this government could ensure that neither the Assiniboine nor Red rivers flood, that would be a big money-saver!

To much waste, dealing with the same people in each of all the big public sectors, (hospital, courts) go stand at the reman center for a week, same people going in and out!

Devote real funding to our youth, That is how you build a healthy economy. Stop allowing Manitoba to be the child poverty capital of Canada.

Water stewardship has become a rubber stamp because of lack of resources coupled with increased responsibility. Could municipalities handle this if given proper training and resources? Capital spending on recreation has to stop until our core infrastructure has been reclaimed.

Hospitals are top heavy in administration. Ruthlessly cut administration and not the services.

drivers licensing. There needs to be a serious overhaul. When doing road tests they need to not just take a test in the city, there should be a highway test too. So many city people moving out to the country can not judge a vehicsl coming at 100km & pull out in front of them. This happens constantly. Fixing the root of this dangerous driving problem should save all kinds of money down the road. People need to start using their brains again. Sometimes too much technology is a bad thing.

My daughter has a minor learning disability and was put into a modified class with no funding for special education tools and I find this heart breaking because she since has dropped out of school and was hoping to go back and was told that because she was in that class that there is no place for her in adult education or collage I feel this needs to change PLEASE PUT FUNDS BACK IN THE SPECIAL EDUCATION SYSTEM

I really think that our government is too top heavy. Too many managers of managers. Also I feel all politicians should get the same wage as our elderly. Also too many highly funded studies on issues that people are already getting paid to do. Another issue is the cost of anything medical is way too high.

Dept of Families example: Manitoba Housing spends a fortune on their own offices on Donald Street and very little on rental properties for low income tenants. Do employees need a gym? Do they need food services to provide shrimp, sushi, bacon wrapped dates, etc for their parties? They have a bloated bureaucracy in head office that can easily be trimmed.

Merging departments from different parts of province to streamline management of services and eliminate positions the managers that become obsoleted

Private public partnerships

In some instances you just got to privatize, the liquor board for example. Why are we paying wages and pensions to Clerk's?

Question # 1 What efficiencies can you identify in government operations that could save money while ensuring the protection of front-line services and those who deliver them? Which programs do you believe are no longer delivering results efficiently and what changes could be made to improve them?

Responses

A better structured funding system for our public education system is vital. The current school tax is not equitable and not as effective as could be. A system of deduction from income would be far more equal and allow a broader span of the population than just homeowners. Funding to schools for the vast needs of today's children need to go up not down.

Having people who are paralysed for home care living in hospitals is a huge waste of money. Convert surplus or empty buildings into multi unit housing. Have home care workers in those buildings as transitional housing.

The welfare program is one of the most abused systems we have in place. There is a lack of structure when it comes to the program, the longevity of a person's claim should be one of the first elements changed.. in accordance with providing resources to the applicants in regards to finding jobs and sustaining themselves. Welfare should be a temporary resource just like Employment Insurance - mind you, to acquire employment insurance you must have a job for a certain period of time. Welfare deters applicants from acquiring other means of funding themselves.

WCB clean up this whole department. Instead of hiring consulting firms cut the CEOs jobs. MB Hydro workers can retire yet keep working however Corrections can not. That needs to be looked at ASAP.

Pay cuts for all government members. Premier and down.

Well that's easy, healthcare has way too many administration workers. It's absolutely shameful. You could likely cut 30% of the administration in healthcare easy. When DSM was created no administration jobs were cut, so now you have all these unnecessary workers.....

As we can see with the administration at the UofM, paper pushers are out of control. There are too many rules, too many people demanding more and more paperwork. Administrative bureaucracy needs cutting.

The amalgamation of Thompson Flin Flon/the Pas to become NRHA was the worst decision the NDP made. Thompson has lost many very good Doctors and Nurses due to extra travel time, which I can not see how this is saving any money. They are away from family and inconsistent care of clients due to absence traveling all over the north. In the north More community services are needed such as homecare and palliative care and more part time positions for nurses created. More long term care housing needed for our seniors.

...homecare as a front line worker. The offices are bloated, more office staff than front line workers and there is a big lack of communications between us and and them. As front line workers, we usually access the situation before office staff to people we are assigned to once they are discharged from the hospital. There are changes in the system yet again, and I don't anything happening but now the office is hiring more staff to manage these changes. Who is the uppercrust bureacrat the comes up with this garbage. Home care worked better when it was just Nurses and Health Care Aides working together. WRHA has to many office staff and not enough front line workers. Get rid of the pencil pusher at the top that have bloated wages and from what I can see don't do much of anything but cut our task time so they get paid more!

Question # 1 What efficiencies can you identify in government operations that could save money while ensuring the protection of front-line services and those who deliver them? Which programs do you believe are no longer delivering results efficiently and what changes could be made to improve them?

Responses

Manitoba Hydro,
Wage freeze and hiring freeze. Layoff if required Close down the locations originally targeted when the new high rise was built in Winnipeg. Stop shuttling around employees. City bus is available. No where else does this happen.
Stop all hydro, alcohol and insurance advertising in the province. Waste of money when it's the only option in the province.

I'm not sure is the grand scheme of things how big these issues are, but I think it's time the government start looking at smaller expenditure. EMO needs a review. I'm confused how they use Stantec to look at bridges to determine what kind of action it requires and then allow Stantec to contract with the RM to do the work. For example, Stantec says a bridge needs to be replaced and its cost will be 2 million. EMO approves the bridge replacement based on Stantecs recommendation. I me its a conflict that Stantwc can then go to the RM and contract with them to build the bridge. To me, the firm that makes the recommendation should not be allowed to do the work. Secondly, MASC s loans need to be reviewed. While I don't know for sure, I have heard on numerous occasions that MASC is a great place to get a loan, never repay it, and it will never hit your credit report. I would be interested in knowing what the loan write offs are, what collection efforts have been made and if!

Provincial parks are in bad shape. Oversight and review of operations and spending is required. A provincial review from the perspective of what is working and what isn't , what services are provided at what level and if they meet expectations. More parks are not the answer when they can not be maintained.

Cut MLA expense and travel budgets by75%. A pending ATI request will reveal how tis new governments IBE voted to increase their expense budgets within their first month in office. Watch the CBC for the report

Health care program. Huge amounts can be saved by making family physicians follow more efficient clinical practice. They should rely more on clinical skills rather than ordering tests at random. At least 50% less tests can be ordered without compromising patient safety.

Make RHAs more accountable for their spending! The WRHA has built large Access Centers that go unused, their billings from patient visits cannot support these clinics. Why are they allowed to keep building them? They should not be allowed to compete with fee for service GPs! The RHAs have failed to provide good healthcare, get rid of them and put control of healthcare control closer to the end users as they were before..... RHA's. Their indifference has led to a second and third tier of rural healthcare by thinking MDs from the 3rd World are acceptable...their training, attitudes towards mental health, women are unacceptable and even when such candidates are rejected by first world trained MDs the RHAs force them into Communities...unacceptable!!!! They have even put nurses into clinical practice, of course they cannot be on call after hours so they are almost useless. We need Canadian GPs. The U of M needs to be forced to accept local applicants into our med school who are prepared to work in rural Mb....if it means we accept a student with a 90% grade avg instead of a 99% we should do it.

do the same reduction in management in WRHA that you did to the rest of the province

Question # 1 What efficiencies can you identify in government operations that could save money while ensuring the protection of front-line services and those who deliver them? Which programs do you believe are no longer delivering results efficiently and what changes could be made to improve them?

Responses

Manitoba needs an educated work force with a focus on jobs for the future economy. I have identified savings available in post-secondary education that could be had by eliminating the staff at universities and colleges who administrate student tuition, and offer students free tuition if they reside in Manitoba.

There are many people who don't work an honest days work but hire an assistant anyway. Find them, and let them go.

Veh insurance is not less expensive then other provinces. Back in 2006 when you took out a Sun add showing comparisons,...paid 50 per car more then Alberta. Privatize it. This is just two of an easy 50 ways to cut costs.

1. Get rid of school boards.
2. Get rid of "standardized testing".

Make roads that last longer than a political term. Use pay as you go to subsidize. Tole roads.

Reduce the number of school boards in the province.

Gain share: incentivize each department to save money and share a predetermined % of the savings back to the source of savings.

Hospital emergency rooms should have 24 hour walk in clinics beside them where admissions nurses can likely refer the vast majority of ambulatory cases that make their way to an ER every day

Manitoba will save a lot of money on healthcare costs if our urban homeless population can move from streets and shelters into more "Housing first" models of housing provision. The stats have shown the economic benefits of this model across Canada. Time to pay attention to the successes and do more of what works.

Most of my friends that hold public sector jobs make around 1.5x the amount that their equal position in the private sector pays, this is on the base salary and does not include the pension/benefits we give to them. This hurts the ability for small business to be able to employ people as we have to competed with bloated government salaries and benefit packages, all while paying higher taxes to make our own competition!

I think the pst should be raised and a tax placed on new housing developments to aid in infrastructure financing. Also stop lowering tax as incentives to corporations to locate here, or not leave.

U of M is at the bottom of the McLean's graduate school list, and this government is perceived to be meddling in the collective bargaining process. Start by turffing who ever let the proff's walk. The equipment available to students in some departments belongs in a museum. Why are we letting this institution fail? Shame!Who is saving anything with this strike?

Health care.

Stop cutting back on front-line services and start cutting MLA's spending, wages and perks.

I have studied that for some people, offering free housing can reduce hospital costs. I've also studied restorative programs for offenders that can reduce their risk of re-offending/cut down on jail time that would save money for the police/prison system.

Question # 1 What efficiencies can you identify in government operations that could save money while ensuring the protection of front-line services and those who deliver them? Which programs do you believe are no longer delivering results efficiently and what changes could be made to improve them?

Responses

Have government departments and arms-length organizations (including universities) move away from their ever-increasing "corporate" management approach, which dis-enfranchises and discourages the workers and leads to ever more "managers".

The public healthcare system should be dismantled, and replaced by private healthcare

We spend way too much money chasing money I mean there are far many layers in the beurocrcy
Shed some of those layers

I don't believe we should be advertising to ourselves. I see billboards, I hear ads on the radio as well as on television promoting Manitoba - to those who already live here. I understand advertising outside of Manitoba to bring in tourists/potential citizens - but why spend money on telling ourselves we live in a good province... especially when provincial debt is so high.

PROPOSAL FOR A COMPREHENSIVE, COST-EFFECTIVE PROVINCIAL EPILEPSY PROGRAM
Introduction. Epilepsy is defined as a chronic condition of persistent, recurrent and often medically-refractory seizure events. Patients with epilepsy pose a significant cost burden on health care in our province. Of note, there are approximately 19,000 Manitobans (children and adults) affected by epilepsy, many of whom are underserved due to the lack of a formal Epilepsy Monitoring Unit in the Province. Of relevance, these patients pose a significant burden on health care systems owing to multiple repeat visits to the emergency room (ER); continuous in-hospital admissions for recurrent seizure events; costly electroencephalographic (EEG) studies; a multitude of repeat imaging studies (most notably MRI, which poses a significant economic burden in Manitoba due to long wait lists and high case volumes); expensive anti-epileptic medications (many of which are not on formulary); and a high incidence of mental health-related disabilities (such as depression, anxiety and suicidality, which are well-established in the epilepsy community). **Conclusion.** This proposal seeks to capture the tremendous potential of an epilepsy build, namely in the form of 2 epilepsy monitoring units (one each for adult and pediatric patients at HSC and Children's Hospital, respectively). This project would fill a large deficiency in the substandard epilepsy care in our Province. With time, we anticipate surgically treating upwards of 40-50 adult and pediatric Manitobans per year, who would otherwise continue untreated or possibly be referred out-of-province. This project would also deliver a substantial cost-savings advantage to the Province for these patients, in addition to alleviating emergency room wait times, improving hospital bed occupancy rates, reducing hospital-to-hospital transfers, shortening MR imaging queues, cutting back medication-related costs, improving the state of mental health care for these patients, and ultimately improving yearly productivity losses stemming from epilepsy. For these and so many other reasons, this proposal seeks to justify investing in epilepsy care as a low-cost opportunity for high-level innovation in Manitoba.

I don't know enough about government programs to comment. I think there need to be incentive for employers to hire new graduates so they are able to gain the experience they need to be successful. There are lots of jobs for students, but none for new grads.

Cut budgets 5% across the board for everything. Inefficiencies automatically go away. Continue this every year. This is what top publicly owned companies are expected to do to stay on top. If these departments are properly managed, they should easily achieve.

Question # 1 What efficiencies can you identify in government operations that could save money while ensuring the protection of front-line services and those who deliver them? Which programs do you believe are no longer delivering results efficiently and what changes could be made to improve them?

Responses

Health care. Doctors don't seem to care anymore. It's like they are running an amusement park trying to get people in and out of the door as fast as possible.

Get rid of duplicate positions. Offer early retirement. taxes are too high

Welfare offices do not need a fleet of brand new vehicles. CFS should be putting more effort into prevention instead of crisis response.

Lower politicians salaries and cap the amounts that can be spent on food and accommodation. Hydro Electronic billing is a disaster.

In general there needs to be an overhaul of how government employees are able to be promoted. It needs to be performance based, and not based on seniority or competencies. Reward those who work hard. The government should also be able to fire employees who make unacceptable mistakes...The government also needs to work with other jurisdictions. I was shocked to find out that many northern communities have separate Water and wastewater treatment facilities from the federal reserves across the road.

I am concerned with the term front line workers. I am a teacher and I suspect I would be considered a front line teacher but would the literacy specialist, school counsellor, educational assistant and bus driver? I look at our schools in the North and I don't see many areas that we can safely cut without impacting students. I also drive the roads, use the medical facilities and spend time on many of the lakes and rivers. All I see is where more can be done. I don't know where you save money without hurting an industry that already appears underfunded up here.

Workplace health and safety is out of control. We are being forced to follow rules that are designed to prevent accidents that never happen. This increases all costs, including construction costs, enormously.

There are engineers at MIT that have trucks that they drive. These trucks are taken home every night. MIT subsidizes the downtown parking spot for them. They are given a set amount of discretionary kms a month. When they do pay for kms they pay less than 25 cents a km. That hardly covers the gas the truck burns let alone all the other costs..... it really bothers me that we are in a race to the bottom for getting work from the government and my company can't even afford to supply us or pay our cell phone bills yet the same department is very generous with their money. An engineer doesn't need a truck to go to site. An engineer doesn't need to take their truck home at the end of the day. If there's a need for a vehicle there should be a pool of them to use but employees should be responsible for their office to home commute. It bothers me that large chunk of my taxes go to paying for someone to have a truck that they can use as they please. This includes camping trips on the weekend etc. Please I implore you. Look into this. Our public sector should be matching our private sector in terms of entitlements. There isn't one consulting company that outfits their engineers with trucks.

Question # 1 What efficiencies can you identify in government operations that could save money while ensuring the protection of front-line services and those who deliver them? Which programs do you believe are no longer delivering results efficiently and what changes could be made to improve them?

Responses

Implementing patient-centred care where the patient has to more involved in their own healthcare and to (pay) provide a nominal fee for each health interaction would ultimately save millions through the culture change it launches. Also start pilot health projects to treat whole humans (I.e mental and physical health at the same time) - this orientation will save millions by reducing the bouncing around that occurs today where each specific health interaction fights with the other. Th Mayo Clinic already does this - so it is not new.

I think we need to adapt our economy so rather than protecting the stagnant jobs of people who's jobs ar relatively not needed anymore just for the sake of keeping them in a job, train them for a new job that is needed and will advance the province.

Efficiencies....I can not see any LOL Inefficiencies would be to much going on in MB roads and not being finished. Focus on small sections and finish them fast and promote shutdowns during peak traffic times

Child and Family Services - Disaster.

Manitoba Infrastructure - Disaster.

Both departments seriously need to be overhauled or scrapped with New Programs.

Seperate Liquor and Lotteries and privatize the Liquor Control Commission. Today. Privatize anything non-essential and get rid of all the government unions. Stop robbing Manitoba Hydro to pay bills. While on that subject; it's time for Manitoba Hydro to devolve into regional electric companies without hiring big buck beauracrats like the Regional Health Authorities.....

Question # 1 What efficiencies can you identify in government operations that could save money while ensuring the protection of front-line services and those who deliver them? Which programs do you believe are no longer delivering results efficiently and what changes could be made to improve them?

Responses

Spend the money on Manitobans. Especially young people in our province. There is all kinds of savings that could be done. Health care. Cutting management bonuses at Winnipeg regional health authority. Cutting government departments such as the healthy living ministry.... Cutting the civil service. There are too many people employed by government...Cut at MPIC.... Your government promised this in the election campaign. Now you are allowing the PUB to raise our rates again. If you rely on electric baseboards to for heat it is too expensive.... Cuts a hydro are in order.... Cut those wages or cut those jobs. Force people who can retire from the civil service to retire. The Manitoba government has thousands eligible for retirement... Plenty can be done to spend in the right places and stop spending in the wrong places. Cuts at MPIC and Hydro have to be done. We cannot afford either of these places anymore with too many employees. If possible sell that new hydro building on portage and move the employees back on taylor ave. From what I know is Manitoba hydro still owns a ton of land in that old building and area. Move them back and sell that building on portage for as much as you can get for it. Get rid of the president of Manitoba hydro.... Lotteries seems to be on sound footing financially... Metis aboriginal and in uit only make up 7 percent of new hires while visible minorities make up 40 percent. Something wrong with that. The casinos do not offer up enough full time employment. The money is there start creating the work... I voted your government to do this. But from what I see right now that is not happening. Your government ... about the 400 communications specialist the NDP had. Cut those jobs.I have seen nothing done on that front yet. Too much talk and not enough walk.Do not go by polls.They are never right. Right now if I was voting today I would not vote for your government because not enough is being done to change. Some how some way cutting jobs in certain areas is going to have to occur. like it or not.You could save all Manitobans money by leaving daylight savings time in affect. Stop moving the clocks back an hour in the fall. That will make it daylight one more hour every day. We would use less electricity. Good savings for us. Maybe not for hydro but for us it would be good. Cut jobs at EIA... I have heard that they have people telling people in orientation meetings what they have to do. Not necessary. Cut those jobs spend the money on training or on higher social assistance rates. Centralize programs at social services. Why do we need a office to hand out rent assistance cheques. Can this not be done at some office that already exist. With less employees. Efficiency comes in many forms. The bottom is job cuts are inevitable . If not now I doubt very much our deficit will ever go away. Too much driftwood sitting around offices doing nothing.

...Government is inefficient in many areas and could do more with less should investment in efficiency take place. Have a vision for growth. Freeze political salaries.

Review the amount of middle management in the healthcare system. 10 years ago, there were two layers of management between front line workers and senior managers, now there are FOUR layers of management. Layers of management not only add cost, but they create a buffer whereby the managers who can truly influence and lead change become out of touch with what the front line really needs to be more effective. In some departments, openings are being left vacant or shifts left uncovered due to budgetary concerns.

Finding "efficiencies" often means leaving positions unfilled and overworking the lucky few who keep their jobs. I certainly hope this is not the case.

Question # 1 What efficiencies can you identify in government operations that could save money while ensuring the protection of front-line services and those who deliver them? Which programs do you believe are no longer delivering results efficiently and what changes could be made to improve them?

Responses

Sick leave, Jets tickets, MB Hydro, MB Hydro, MB Hydro, MB Hydro, MB Hydro, MB Hydro, ...

Bust the unions.

Education taxes should be charged to the masses and not only property owners. Shrink public sector through attrition, while encouraging small and micro business start ups.

Esl programs for newcomers

Send inspectors and engineers at every part of the building sites in the north to make sure the builds and sites are good. Right now you have houses being put in without weeping tile on lands that have basements that look like swimming pools...spending money bringing these people back to the city because their homes will be full of mold before they ever get to move in. Do it right and quit spending millions keeping them on welfare in the city indefinitely. Medical waiting times need to be improved. Walk in clinics need to be monitored for the prescriptions. Your doctors in walk in clinics are flooding patients with narcotics they don't need and patients are selling them for resale, Increase beds in drug/alcohol/gambling treatment centers and length of treatment. 30 days is a waste of government money...does not stop after 30 days. It is a start that helps get the chemicals out of your system where psychiatrists don't want to treat you and then you need at least 2 months more to continue the psychological work. This will cut crime, emergency room visits, free up ambulances and fire departments from over doses... hire more police officers to answer crime calls as they come in. Response time is ridiculous and if you tell the police officer you are standing outside of the house of the people who beat you and stole your phone. They shouldn't tell you they cant respond right now. Now the police have to take a report later, go to a home where the people are no longer there, take time to find them and do photo lineups when the victim can ID them on the spot. Shorten down 5 or 6 times police are taking time to make an arrest to one...you need more people to teach community involvement in reporting crime in high crime areas... if you call the gambling hot line for help you can be told all lines are full and try again later message.... Emergency rooms wait times are ridiculous and you need more nurse practitioners to clear out the easier cases saving Doctors for emergency cases. Mental health needs to be a priority. Sending people home before they are ready is killing them and lengthening their mental illness. Home care should be provided if hospitals need to let people go before they are ready because of bed shortage. A public health psychiatric nurse needs to follow up with home checks for at least a month to make sure the people are really ok and as it takes a month to six weeks for antidepressant meds to kick on, sending them home is actually irresponsible. Especially if the decision is to take them off of one to try another...These people are at home withdrawing from one med with no help of another and no one checking on them for 2 weeks or a month...There is a town in Saskatchewan who has rid itself of homelessness by 100% and their savings in crime, emergency room visits, medical care, drug problems and police involvement has more than paid for what they have done to house these people. Try looking at their model...

Help government employees to see the value in the services they provide, rather than just as a means to get a paycheque. Then the employees will do better work and will be more creative in order to find their own "efficiencies."

Question # 1 What efficiencies can you identify in government operations that could save money while ensuring the protection of front-line services and those who deliver them? Which programs do you believe are no longer delivering results efficiently and what changes could be made to improve them?

Responses

We need to ramp up technology adoption within Health and Education (our two biggest items). As a former ICT specialist in Healthcare I am appalled at the slow pace and the missed opportunities for efficiency...the barrier continues to be bureaucracy and job protection across govt departments.

wait and see how what you have done already works out...give it a little time

There is far too many agencies basically providing the same services of which the waiting lists are far too long thus resulting in failing Manitobans all around in providing any actual real services & help that is much needed as well each seems to have their own mandate, operating & doing things in their own way with no actual interaction with the other agencies providing similar services for example the Crisis Stabilization Unit for those with mental health issues...given that they only house one in a mental crisis for only a period of 5-7 days, then releases the individual...mentally stable enough to be released YET it is NOT within their mandate to refer the individual to a long term mental health care facility so that their needs are being met while working towards their recovery and mental stability...another area in which is FAR from delivering results efficiently is the EIA/Social Assistance programs...there is NOT NEARLY ENOUGH monies provided to recipients in their monthly budgets to adequately make ends meet every single month...Having to get permission from ones case worker to go back to school or find a job FIRST makes absolutely NO SENSE AT ALL as one is more often than not left in limbo WAITING for permission to be granted for one to do so while the paperwork is passed from the case worker to individual who is responsible for approving such...the entire process now in place only serves to hinder ones progress from improving their lives resulting in increased frustration & anxiety levels with the end result being they simply begin to think it is just easier and less stressful to just not bother improving themselves at all and just stay on full EIA/social assistance...As it stands and has been for far too many years already the design of the EIA/Social Services programs is set up in which keeps one living in perpetual poverty with practically NO HOPE to get out of that situation towards a better and more self sufficient life in the future as well those funds provided in the monthly budgets is well below the acceptable poverty level of today! Changes need to be made in the entire application process as well as to have to wait for at times 2 full weeks to learn if ones application for EIA has been accepted serves no real purpose...to call and be given an appointment date 2 weeks away just to come in an apply for EIA/Social Assistance...all the running around to obtain all the paperwork that is required BEFORE ones application is even looked at such as bank statements...if one does NOT have an existing and does NOT have the required Identification to OPEN up a bank account...needs to be changed is case workers returning phone calls...Child & Family Services...yet one more area in which there are far too many agencies operating under this umbrella which have their own mandate...Far too many families have in fact suffered far too much stress, emotional & mental turmoil and disruption to the family unit...

Work on capping salaries and streamlining bureaucracy...As our population grows this province needs major work on education and mental health programs. Focusing on making sure people can read, write, and just fend for themselves is what makes any community strong. Get people up north. Work on ways to make food affordable and those communities safe.

Question # 1 What efficiencies can you identify in government operations that could save money while ensuring the protection of front-line services and those who deliver them? Which programs do you believe are no longer delivering results efficiently and what changes could be made to improve them?

Responses

1. The Provincial government is loaded with layers of top and middle management and these are supplemented by positions like consultants, analysts, facilitators, almost always concentrated in the head offices.
2. Regionalize the top management of departments to places outside Winnipeg. Why couldn't Agriculture be headquartered in Brandon or Portage or Dauphin? Why can't northern affairs be headquartered in the North? These are just a few examples.
3. We have a plethora of prevention programs across many departments with no measurable results to evaluate them.
4. Stop funding the Winnipeg Police so lavishly. Winnipeg mayor and council seem to have no appetite to tackle the single-most budget sensitive areas; salaries, benefits and staffing levels...Why do we not allocate special Police who simply enforce traffic laws (they can be paid less than a full-function officer)? Why are there so many desk-bound Police? Are we paying them full wages for less work?
5. Simplify the child welfare system so that social workers can actually do social work and not spend ten minutes documenting five minutes work. Decentralize this system to regions even more so than they are now. Fund innovative approaches with measurable results like initiatives already existing in some northern communities.
6. Get government departments to compare our methods and approaches to the best practices of other governments. Ensure that there are outside participants in such surveys so that results aren't skewed toward the status quo.
7. Make greater use of outside consultants to examine staffing levels, particularly in departments with significant staffing. Examine shift scheduling, the cost-benefit of part-time or sessional staffing.
8. Eliminate the existing sick leave plan for government employees and replace it with short and long term disability plans. If necessary phase it in starting with new hires.
9. Decrease the size of human resource departments among the various government departments. They are staffed to cover their own and management behinds and deliver little in the way of useful or productive assistance. Delegate greater staffing authority to line managers.
10. Examine the number of deputy ministers and particularly associate and assistant deputy ministers . Most of these are creations less than ten years old and they create with them numerous assistants and helpers. Management has not improved with more top managers and in fact the work of the department is slowed down.

the welfare program, and food banks, I personally know of people getting welfare, working under the table or living with partners that work without reporting this. hampers going out without validating the need, and these people are doing drugs, smoking and the welfare does not reach the intended children, there needs to be more accountability, you don't get welfare just because you decide you do, or have a baby for a meal ticket.

Stop ALL government funding of political parties!

Premier's salary

Question # 1 What efficiencies can you identify in government operations that could save money while ensuring the protection of front-line services and those who deliver them? Which programs do you believe are no longer delivering results efficiently and what changes could be made to improve them?

Responses

To stop denying release for minor breach violations. If the Crown and the defense can come to an agreement, even if it is on the weekend or at night..A magistrate should be able to release within 24 hours, saving a trip out to Headingley. The current system is quite expensive. If a prisoner needs to see their lawyer, corrections has to drive them into Winnipeg and then drive them out and drive them in again to be released. The automatic apprehension of kids that have using mothers/parents. A case worker could be assigned to monitor the situation, preferably one who has addictions training and experience.

Upload all programs relating to First Nations Health and Education, as it is a responsibility of the Federal Government. Any programs not able to be uploaded should be billed to the feds.

Please rebuild the St. Ambroise Campground.

...there is opportunity to reduce costs by eliminating bottlenecks into home care and long term care. For WRHA I'd calculated approx \$35 million annual hospital stay costs associated with waiting for a LTC bed in hospital. By prioritizing LTC beds to those waiting in hospital we have forced people to stay in hospital to access a bed with no option to obtain care when needed if one chooses to go home. The bureaucracy of getting HC or LTC fills our hospitals and worse our ER beds which block access to urgent care for those who need it and cause ambulances to be stuck waiting in ERs instead of responding to emergencies..Higher education...This is an area that has never considered the need to be efficient and in many cases believes that efficiency and learning are in opposition. We owe students in Manitoba great educational value for the fees they pay. There is much opportunity to provide better more flexible access to education, evolve beyond traditional learning with a lecturer at a chalkboard. Lastly our primary school system could benefit from being more efficient again by getting creative on how we deliver learning.

Rural CAP site programming is essentially useless. Although this is largely federally funded, the infrastructure and people tied up in prolonging these outdated programs (often kids playing computer games afterschool) would be better used as daycare centres or youth drop-in centres and should be repurposed for these means.

LOWER TAXES

I believe that the WRHA and Manitoba Health could be examined in more detail. We need more caregivers, facility upgrades and they could be completed more efficiently if better centralized.

Get rid of dyed fuel, neither Alberta or Saskatchewan have dyed fuel, this would get rid of the need for enforcement and policing costs.

Please ensure we have enough health care workers. Nurse Practitioners, Case co-ordinators, Resource co-ordinators, Home Care Nurses, Home Care workers, PHNs, Mental Health workers, Proctors, BNs, RNS, LPNs, Dietary, Housekeepers, Maintenance staff. I see there is a great inefficiency when Agency staff are hired to fill in any of these positions, This needs to be dealt with immediately.

Question # 1 What efficiencies can you identify in government operations that could save money while ensuring the protection of front-line services and those who deliver them? Which programs do you believe are no longer delivering results efficiently and what changes could be made to improve them?

Responses

I would like to see a lot more transparency in construction budgets for infrastructure such as roads repair, bridges, etc. There seems to be a disconnect between the costs for some of these projects and the amount of time it takes to complete them.

In the education sector, a review of school trustees could be an area to divert more money back in to the schools instead of trustee salaries. There could be a scale back of those roles and where certain managerial or administrative positions may be redundant.

Too many management layers in education, and health care. We have the best nurses, doctors and teachers but it seems like the system beats them down and makes their jobs incredibly difficult.

The recent Clinical and Preventive Services Environmental Scan conducted by Dr. Peachey for the province makes special note of ongoing underfunding of public and population health, including the fact that Manitoba is surpassed on public health percentage of total government spending on health care by six provinces and territories. It makes good common sense that prevention is fiscally prudent. Evidence supports cost saving efficiencies gained by prevention programming, even though monetizing the longer-term positive societal impacts of socioeconomic determinants of health work can be difficult. Particularly given our high rates of chronic disease and their cost to the health care system, setting a goal of 8% of health program funding for proven preventive population and public health efforts would be a good start. There is also opportunity for Population and Public Health to support a Whole of Government approach to prevention by providing valuable evidence-based input to public policy. Specific areas of opportunity within the healthcare system to shift resources towards prevention for cost-savings include the following:

- Better integration of provincial data systems (patient care as well as surveillance) would greatly improve efficiencies within the system
- Significant cost-savings could be gained by expanding the “Chronic Disease Management” model to a “Health Management” model, targeting both individuals (e.g. Primary Care individual preventive health counseling) and communities (e.g. healthier public policies and built environments) through primary prevention/health promotion as well as secondary prevention (e.g. early disease detection) and tertiary prevention (e.g. preventing complications for those living with chronic disease, such as strokes and renal disease). Specific areas of opportunity include:
 - o Mental health
 - o Addictions
 - o Oral Health
 - o Renal disease/DM (e.g. early detection, diabetic footwear and foot care)
 - o Vascular disease/ tobacco control

I think that the Government as a whole is greatly behind in technology. Just tracking inquiries and complaints is a huge process, that takes lots of man power. It could be handled better with an updated system.

Question # 1 What efficiencies can you identify in government operations that could save money while ensuring the protection of front-line services and those who deliver them? Which programs do you believe are no longer delivering results efficiently and what changes could be made to improve them?

Responses

We need to create more co-ops , where people can swap services such as child care,instead of having to use cash transactions for things they may never afford. Also, instead of paying city workers an overinflated wage to clean streets, put out more disposal receptacles in better places, like near crosswalks and bus shelters, not randomly placed in locations that are obscure.

Bring in HST (13% and configured identical to ON) and close the PST department. Huge cost savings.
2- Reform labour laws. Bring back PPP for infrastructure.
3- Restrict the right of all public sector unions to strike.
4- Encourage economic growth policies among all Manitobans especially First Nations.
5- Sell 20% of MB Hydro.
6- Sell 100% of MLCC. Introduce straight forward tax and regulation on Liquor and Casinos.

Post secondary institutions from my experience are grossly inefficient, administration particularly are not taking advantage of technological advancement to streamline their jobs and therefor there is a huge waste of resources. The same can be said for libraries, hospitals and other public works. Its time to move these organizations into the 21st century

I believe that Manitoba housing needs to be overhauled and that once a person or couple meets the threshold of no longer needing to live in Manitoba housing they should be shifted out in order to help other people and families who are below the poverty line. It doesn't make sense for someone making 50,000+/year to be living in Manitoba housing Invest in childcare. All daycares in Manitoba should be licensed as well as encouraging daycares and giving them incentives to be open 24 hours/day for shift workers because 7am to 5pm doesn't work for all families and parents especially single parents. Invest in affordable housing for families not on assistance and encourage and assist existing families to get off of welfare. Welfare should be a last resort, by providing programs for single parents and low income families assistance in going to school getting better jobs child poverty will decline. Invest in health care build more personal care home to decrease the pressures on hospitals majority of hospital patients are elderly waiting for personal care home placements they are taking up much needed beds for long term basis. As well as build another children's hospital and a mental health hospital

The WRHA is a giant money pit. Every project is over budget and late. They make design changes a year after the bid has been accepted and there is continuous interference by upper management on projects and timelines. Contractors are walking away from jobs they won because they can't complete anything. Whole imaging areas sitting empty because equipment hasn't been ordered. The contractors can't finish the area because they didn't order the equipment and it takes a year to get it. So now HSC has really expensive storage rooms and the contractors can't get paid because the area isn't finished. Unbelievable

My suggestion on saving money for the province of Manitoba is by decreasing the number of school divisions/districts from 39 to, at least, 10 or fewer. The reason I am suggesting this is because the school divisions are no longer delivering results efficiently; in particular, when dealing with teacher discipline. The government recently amalgamated municipalities to save costs, so why not do the same with school divisions/districts?

Question # 1 What efficiencies can you identify in government operations that could save money while ensuring the protection of front-line services and those who deliver them? Which programs do you believe are no longer delivering results efficiently and what changes could be made to improve them?

Responses

Efficiencies that could be implemented to reduce costs and increase savings:

Expand and enhance Supportive Housing: Admit clients receiving Home Care earlier and keep them longer. This will assist with the sustainability of Home Care and delay placement in the more costly PCH.

Cover all Pharmacare costs in Supportive Housing as is done in PCH. Add medication reviews to reduce medications and enhance preventative care. This will ensure more clients can access Supportive Housing and medication reviews will ensure a reduction in medications and emergency room visits from polypharmacy.

Create transitional beds for those seniors leaving hospital. This will provide the ability to truly assess what level of care seniors need and provide rehabilitation services. It is estimated that 15% of admissions to PCH are found to be inappropriate once the senior has had a chance to recover from the acute care setting.

Provide "home teams" to assist seniors with their transition from hospital. ON is saving millions using this strategy.

Use financial AND care "triggers" or assessments to determine when clients should be encouraged to transition from home care services to an alternate care level.

Currently the Private Personal Care Home owners are not permitted to participate in the RFP process for new PCH beds. Allowing this participating would alleviate some of the tax payer burden and give MB the opportunities to grow the PCH bed base.

Amalgamation of provincial government offices.

Question # 1 What efficiencies can you identify in government operations that could save money while ensuring the protection of front-line services and those who deliver them? Which programs do you believe are no longer delivering results efficiently and what changes could be made to improve them?

Responses

There is incredible inefficiencies with mental health clients diverted into the criminal justice system and the criminal justice systems inability to work with this population. One of the primary routes into our mental health system is through the criminal justice system. This process of criminalizing mental illness is resulting in hundreds of mental health patients receiving care in corrections setting that uses control and coercion to manage the behavior associated with those illness rather than a therapeutic approach...I believe it is very unfortunate that our government has chosen to increase funding to corrections to address our overflowing jails. Despite no change or decreases in the rate of violent criminal offending in all developed countries, Manitoba continues to pour money into the justice system at an alarming rate. We have the highest rate of incarceration than any other province, and jail Manitobans at 3 times the national average. And at the same time have the fewest Forensic Psychiatry beds per capita than any other province. the rate of pre-trial custody is an alarming 70%, despite living in a country where an accused is supposed to be innocent until proven guilty. And despite Indigenous citizens making up approximately 15% of the population they are dramatically over-represented in our jails at approximately 70%. Although the rate of isolation of mentally ill accused is a secret, my experience is that this is a common solution that also is extremely inefficient compared to treatment. It is unclear to me how the government has allowed the budget of the criminal justice system to soar, rather than support initiatives to address some of the social determinants of crime such as severe and persistent mental illness. The forensic unit...accepts patients from corrections facilities all over the province for treatment of acute illness and for the purpose of completing court ordered assessments. While increasing the numbers of accused that we have assessed and treated, we have also decreased our rate of seclusion and restraint by 90%. These mental health clients deserve an appropriate setting for treatment. It should be from mental health professionals. The costs are unnecessary and inhumane.

Why do we need so many school boards. Could we not further consolidate and reduce duplication?
Could manitoba utilize the procurement service of the federal government to reduce admin costs, standardize competition processes, and further interprovincial trade.

All public sector departments, including Manitoba Hydro and the Legislative Building MUST eliminate all expense accounts. Millions of dollars are spent on 'perks'. No more free lunches, free soda, free cake, free dinners. I am talking about management, supervisors, members of the Legislation. All employees who get these free perks need to BRING THEIR OWN LUNCH!! BRING YOUR OWN SODA!! PAY FOR YOUR OWN DINNER!! All these meetings that these people attend all though the government departments add up. Meetings are held EVERY DAY! FREE food, free snacks, free beverages (both non-alcoholic and ALCOHOLIC). This sounds menial, but add it up! Everyday for hundreds of people!! The key to saving money is too stop the free stuff, NOT TO CUT WAGES. Wages ARE NOT the problem. Government employees are paid fairly. The expenses that they claim are NOT required. The employees make enough money that they can buy their own food and drink. That is why they work, to earn money to eat and put a roof over their heads. STOP WITH THE FREE STUFF!!!!!!

Question # 1 What efficiencies can you identify in government operations that could save money while ensuring the protection of front-line services and those who deliver them? Which programs do you believe are no longer delivering results efficiently and what changes could be made to improve them?

Responses

Elimination of duplicate services (e.g. Screening, Prevention programs, etc. They should be housed under one entity that already exists called "Healthy Living Manitoba".

Limit of use of expensive contracting services for hiring personnel to run projects (e.g. eHealth and project managers). In addition, private industry reduces or eliminates all external contracting where possible before looking at wage freezes or job eliminations.

Reduction of management - many agencies such as eHealth, CCMB, DSM are middle and senior management heavy. Focus should be in front line staffing to reduce overtime.

Elimination of CancerCare Manitoba with a model used in British Columbia or Alberta. It already has external entities (Regional Facilities) delivering delivering Chemotherapy and Radiation treatments (Western manitoba Cancer Center). As well, this would eliminate the need of a new CancerCare building.

Elimination of MPIC and Liquour stores to a model used by Alberta would create jobs in the private industry and lower budget costs in infrastructure and employee numbers.

Better hospital / healthcare in The Pas. It's a hub for the entire region but we spend millions sending Northerners to Winnipeg for care.

Need to take a serious look on how Manitoba Hydro operates. When staff are paid for a full two weeks and only work nine is wrong. Some of the wages should also be looked at when an Administrative Assistant makes over \$100,00. a year something is wrong. How about what they pay to rent a house in some communities to put up hydro workers and pay whether someone is there or not. \$2500 a month pays off someones mortgage quickly and they still have enough to rent a house for themselves at market rate. There is a lot of waste in Hydro.

EWIN is top heavy and likely isn't targeting the people it needs to for essential skills development

Its not just about efficiencies, its also about revenue.

1) Add a 1% lower rate corporate tax. Manitoba is currently 0% while most other provinces are 2% or more. No reason why smaller corporations don't pay their fair share into the tax base.

2) higher tax rate for the highest income earners (maybe a new bracket).

Efficiencies:

1) No more corporate handouts, incentives or subsidies, unless the corporation pays it back. Only incentive should be lower Hyrdo rates for business and industry (compared to other provinces).

2) Keep PowerSmart *within* MB Hydro. No point creating a separate agency when the work is already done in-house. PowerSmart within Hydro means streamlined communications and easier access to information.

3) Make social services efficient by actually investing in them, paying staff properly, and ensuring people with addictions etc. receive the care they need. Poverty is a huge drain on healthcare and the criminal justice system, so dealing with poverty is probably the best way to be efficient.

Question # 1 What efficiencies can you identify in government operations that could save money while ensuring the protection of front-line services and those who deliver them? Which programs do you believe are no longer delivering results efficiently and what changes could be made to improve them?

Responses

All public corporations and companies need to be weeded out at the senior management levels including government! If you are saying you are working for the people of Manitoba then work for our wages because we are working for Manitobans too. The corporate greed in this province is incredible, stop the blame game and get on point and do some good. Do not break the backs of the working poor to make it work.

Wrha top heavy, is where some cuts need to be made, we have manager that manage managers but do no front line work. Program directors to manage this managers and HRs inside and out

We probably dont need so many highly paid cabinet ministers.

You need to find a more efficient method of paying your bills. We have a hotel and rent you rooms. It's a ridiculous set up now.

I believe too many government departments are top heavy and need to trim the amount of administration. It seems like it is always the services, and front line people that are cut while the top end keep getting raises and departments hire even more administrators.

Streamline the administration and government from the top down.

Less bus drivers and police spending

Too high rent and not enough employment and income assistance. They need to increase EIA rates to match the current rent markets of 800 dollars the average cost of an apartment in Winnipeg.

Unfortunately I know it is hard to recruit in the North, but I do believe we as a province would benefit if we employed people to be seconded or contracted to the north to share the available wealth of knowledge and teach/mentor etc.

The Department of Justice has initiatives in place to improve communications and congruencies between the Corrections and Community Supervision (Probations). One example of this is having staff in both divisions trained to deliver the exact same case management strategies to offenders as they move from custody to the community.

Question # 1 What efficiencies can you identify in government operations that could save money while ensuring the protection of front-line services and those who deliver them? Which programs do you believe are no longer delivering results efficiently and what changes could be made to improve them?

Responses

I believe there isn't one program or service that contributed to this. Right now it is mostly a culture of blame (which is the messaging from the current government) , not my job etc that contributes to inefficiencies. Blaming the civil service and the union contracts is not the answer. Every workplace has its problems. It is a balance between respecting people, their skills, providing them with the tools needed etc that contributes to efficiencies. Utilizing best practices in health care for instance - not letting the physicians hold us hostage in MB. There are best practices not implemented because of physician preference. The utilization and real support of Allied Health better in terms of providing a value for dollar system. Yes there are many folks awaiting placement in acute care beds. - that's life right now. all care providers need to band together to provide quality care to these individuals. That is not happening. We also need to invest in more home care - not just dollars and people but make it more attractive for workers. There needs to be more affordable assistive living and supportive housing sites - to empty those beds. There needs to be some accountability in geriatric rehab...too many people are being paneled too quickly..And then they stay in acute care beds...current program exist to address this and any investment is not only effective but is value for dollar and efficiently deals with the problem of the so called "bed blockers" Acute care doesn't do a good job of looking after panelled people - we know that. It is ware-housing and do any of want to feel like that after a long and hopefully full-filling life. I think health care has also forgotten why we all have jobs and that is the care and safety of patients. Yes, worker safety is also paramount but also a balance. we know safe work procedures and investment in equipment and teaching lowers WCB costs. Health care is blamed for escalating costs. The population is aging and it is the baby boomers that are the biggest group. Prevention was not big for the baby boomers. And by virtue of numbers health care cost will continue to grow for awhile...Also accountability is one thing - but it has to follow the smart principle ie specific, measurable, achievable or assignable, realistic and time specific. This can be drilled down to most jobs. What can't be lost is also the intrinsic value of what we do - measuring is not always a number.

Government organizations are too top-heavy. Too much is spent on paper pushing at the expense of front line. Example too many admins in hospital not enough nurses and doctors. Wait times are unacceptable.

Province should convert to HST - reduce reporting requirements for business plus save on administration as the costs of administering the PST will be eliminated

How about putting a wage freeze on the out of scope government employees and not mess with the collective bargaining staff. This is what the NDP government in Alberta did when dealing with their deficit in the last year! Please remember collective bargaining is protected under the Canadian Charter of Rights.

Riverbank -Reinforcement (or Boat Launch on Pembina Hwy) Micro Brewery - focus on Export (we have the Water @ know how) Culinary Training -Fish Dishes Low Cost Safe- Secure Bicycle Parking

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Responses

reduce number of school divisions in the province - this results in a duplication of services - from bussing to senior administration to whatever. we need one school division for the city of Wpg, one francophone, one northern, one rural and one Indigenous; also implement unpaid days off (if unions won't agree to concessions (10 days minimum unpaid leave) - front line services can juggle their schedules (alternate Fridays/Mondays) so no service lost -

Private and Public partnerships that are performance based contracts for health care services, i.e. home health, Residential and Transitional Care - for greater accountability and cost sustainability. Accredited Agencies must be measured on the level of service provided and held to key performance metrics.

Currently, there are more than a 1,000 Manitobans on wait lists for personal care homes - which may be causing a strain on Alternative Level of Care Beds and or home care. Creating transitional care models, again that are measured on performance, at reduced per diems can help with the safe transition of patients back into the community - A strong public and private partnership.

Wait lists for surgeries (Hip and Knees) can be reduced by reducing the Alternative Level of Care problem with transitional care models. Work with Private agencies to invest the up front capital to develop solutions and improve access to care.

Question # 1 What efficiencies can you identify in government operations that could save money while ensuring the protection of front-line services and those who deliver them? Which programs do you believe are no longer delivering results efficiently and what changes could be made to improve them?

Responses

...So let's claw back that raise and freeze the salaries until the next election. Then, if you have achieved all your election promises, you have a continuing wage freeze. Secondly, you have a number of exempt staff in government. They are in the Professional Officer series and in the Executive Management Series and did not collectively bargain their salaries so I would like you to freeze their wages until the next election. This would amount to a large cost savings because 1% and 2% of their salaries are substantially larger than the front line employees of the Government of Manitoba. Why not take a line from the Alberta NDP government and freeze these salaries? Thirdly, I don't think that trying to open collective agreements that just got ratified in the Winter of 2016 should be undertaken. It will cost the government at least a \$1 billion to fight it in court and there is already a ruling by the Supreme Court of Canada. It is in the Charter of Right and Freedoms to collectively bargain and a deal is a deal. Instead sit down with the unions and ask their elected leaders where you can save money, because senior and executive managers look after their own best interests and will not rationalize or downsize their areas because they want to keep their jobs and their buddies working. The union members are the front line workers and they have lots of ideas and concrete efficiencies in their own area of expertise and responsibility.

What is the inventory of the current government owned buildings? What is the actual vacancy rate and what is the actual square footage that is vacant? Why aren't government staff located in government owned buildings? Why aren't we renovating our owned buildings and locating government staff in these buildings? How much leased space do we now rent and why are government employees located there? When does each lease expire and what government building are they re-locating to? Where is the plan or strategy to make government programs and staff be located in government owned buildings? Has all leases and planned moves of office workers in the last year been put on hold or are the powers that be forging ahead because they want an empire rather than a cost effective and efficient use of government owned space? Where is the value for money here? We should be moving to digital signatures to approve employee leaves, overtime and requests instead of using volumes of paper that can be and should be electronically prepared, digitally signed and filed. The Civil Service Commission and Human Resources were centralized to become more efficient and accountable. Why has a number of positions in Policy and Programs been established? What new policies have been developed? Why do they have Assistant Deputy Ministers when a director ran the whole operation five years ago. You should cut the Civil Service commission staff years in half and lay off the high paid staff that haven't produced anything in the last five years? ...Why isn't the government advertising positions to be filled from within the civil servant and fill front line positions? Why is the government still hiring exempt staff when they should be hiring front line workers to provide the services Manitobans want?

Question # 1 What efficiencies can you identify in government operations that could save money while ensuring the protection of front-line services and those who deliver them? Which programs do you believe are no longer delivering results efficiently and what changes could be made to improve them?

Responses

We clearly need a whole of government approach to prevention. We are paying exorbitant amounts for health, justice, education, child welfare and so on due to lack of investment in the actions that work to prevent an excessive drain on our finances when ignored. This includes actions on the social determinants of health, policies that more evenly distribute resources and opportunities across the whole of Manitoban society and reconciliation. Waiting until it is so late that costly solutions are needed for complex problems is like neglecting to buy a plane ticket for a flight you know you need to take until the last minute and then paying full fare. The main efficiency in terms of use of taxpayers dollars is to collaborate across all departments on policies that are known to be effective in reducing poverty and stabilizing lives allowing future and current generations to engage in the economy. Note that the reason to have efficient government operations is to best service all Manitobans, particularly those facing structural disadvantage, NOT to protect front line staff. Also, inquiry about programs shows that you are asking the wrong questions. Particularly potential efficiencies within the health sector in particular (highest cost) must be achieved through partnerships and engagement with all government departments, RHAs, health organizations and Indigenous leadership. EIA is not delivering results efficiently as there is a climate of restriction- trying to give people the least benefits they can. We should be trying to give them the best leg up possible so they can contribute positively to the economy along with children who would thrive under more favorable circumstances,. Child welfare and education desperately need more resources to invest in the potential of the next generation.