

# Private Bar Billing Modernization Report Implementation

**Information Session – Private Bar**

**LegalAid**  
EST. 1974 SASKATCHEWAN

December  
15, 2022

# Purpose of Meeting

To share information with you regarding the Private Bar Billing Modernization Report – findings, recommendations

To seek your input and support regarding the changes that are coming

To answer any questions that you might have, including “how will the change affect me”

To provide you with a snapshot of the future of LAS private bar billing and payments – how will it change, what might it look like?

# Organizational Readiness



LAS can only achieve a successful implementation if those affected by the change are *fully engaged* in the process from beginning to end



LAS will hold virtual information sessions with the following groups once every 3 months:  
→ Senior Management, Legal directors, staff  
→ Private Bar  
→ Key external stakeholders



The info sessions will provide updates, solicit feedback/input, address concerns, and outline next steps



Monthly communications by email/website will keep you informed

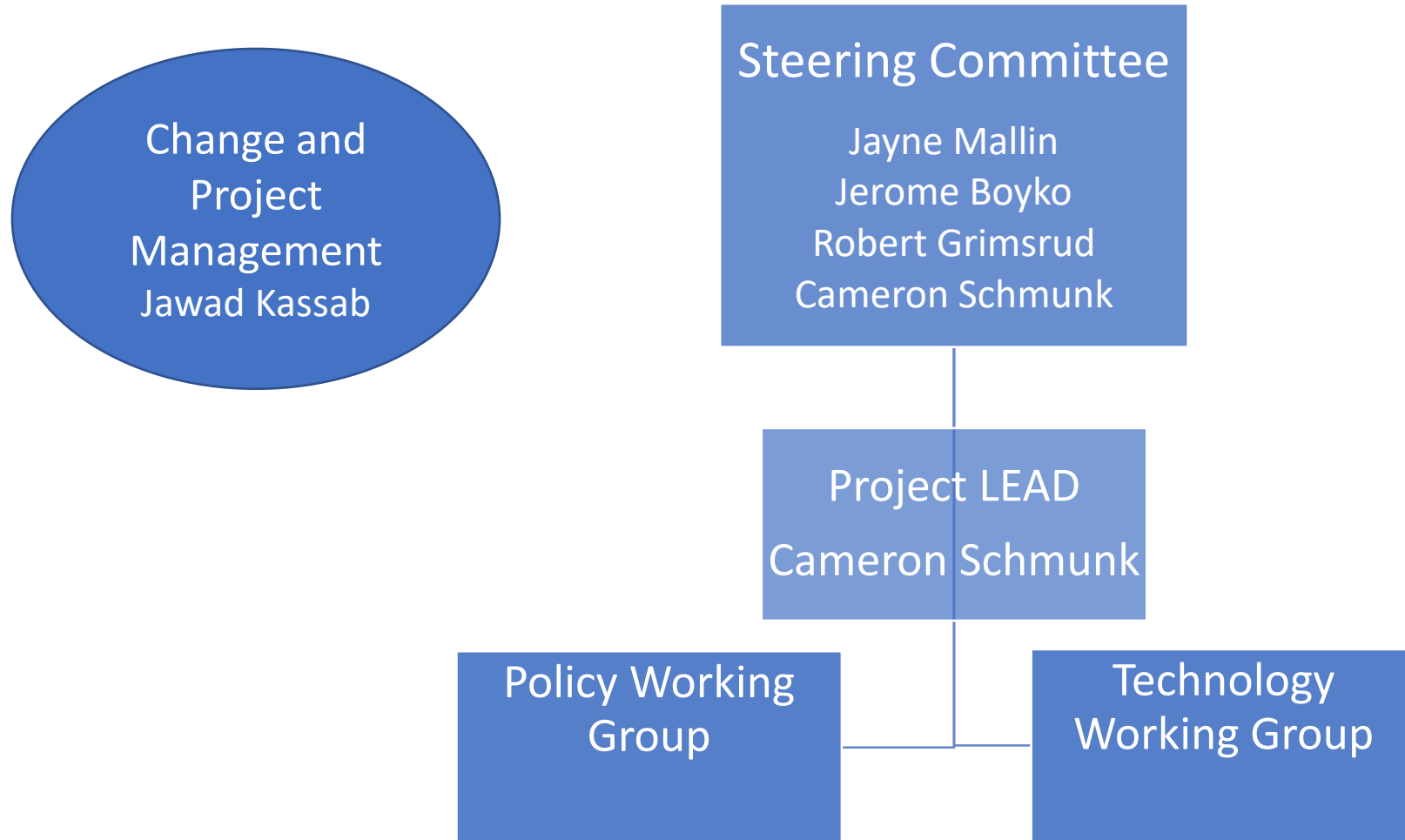


Working Groups will involve some of you on policy and IT changes



Q's & A's will respond to concerns

# Implementation Team



# Why are we modernizing private bar billing?

Feedback from Private Bar – what we heard.

Additional hours requests take too long to approve

Account payments take too long

Inadequate communication regarding taxed accounts

Tariff unreasonable and unclear – prep time, bail, charter applications

Need for complex case budgets

Interim accounts policy unfair

Scope of appointments unclear and narrow

Inconsistency of application of rules

Information, orientation, training needed

Ease of access to staff when needed

What is required on billing form, challenges with excel

Appointments, duty counsel, ADR confusing

Confident in getting paid

Proud to play a role in LAS access to justice mission

Good working relationship with LAS

Why are we  
modernizing  
private bar  
billing?

Sustaining  
Access to  
Justice

The private bar billing process has not changed for several years, while the number of accounts has increased.

- LAS wants to serve our private bar lawyers better. Some lawyers are frustrated by the lack of clear, standardized billing and payment policies and procedures related to ‘exceptional circumstances’, the slowness at times of payments, and the cut to accounts reduced to tariff. The bar would like timely and consistent decision-making. **Without this change, LAS runs the risk of losing members of the private bar panel**
- LAS wants to support our staff better. Staff are finding it difficult to keep up with the increase in private bar billing based on paper, manual processing; e-billings system can be more cost-effective and efficient, reducing staff time spent. **Without this change, LAS runs the risk of staff recruitment and retention challenges**
- LAS wants to be more accountable. Management would like to ensure better oversight of private bar billings and reporting to the government and taxpayer. **Without this change, LAS runs the risk of reputational damage and diminishing public support.**

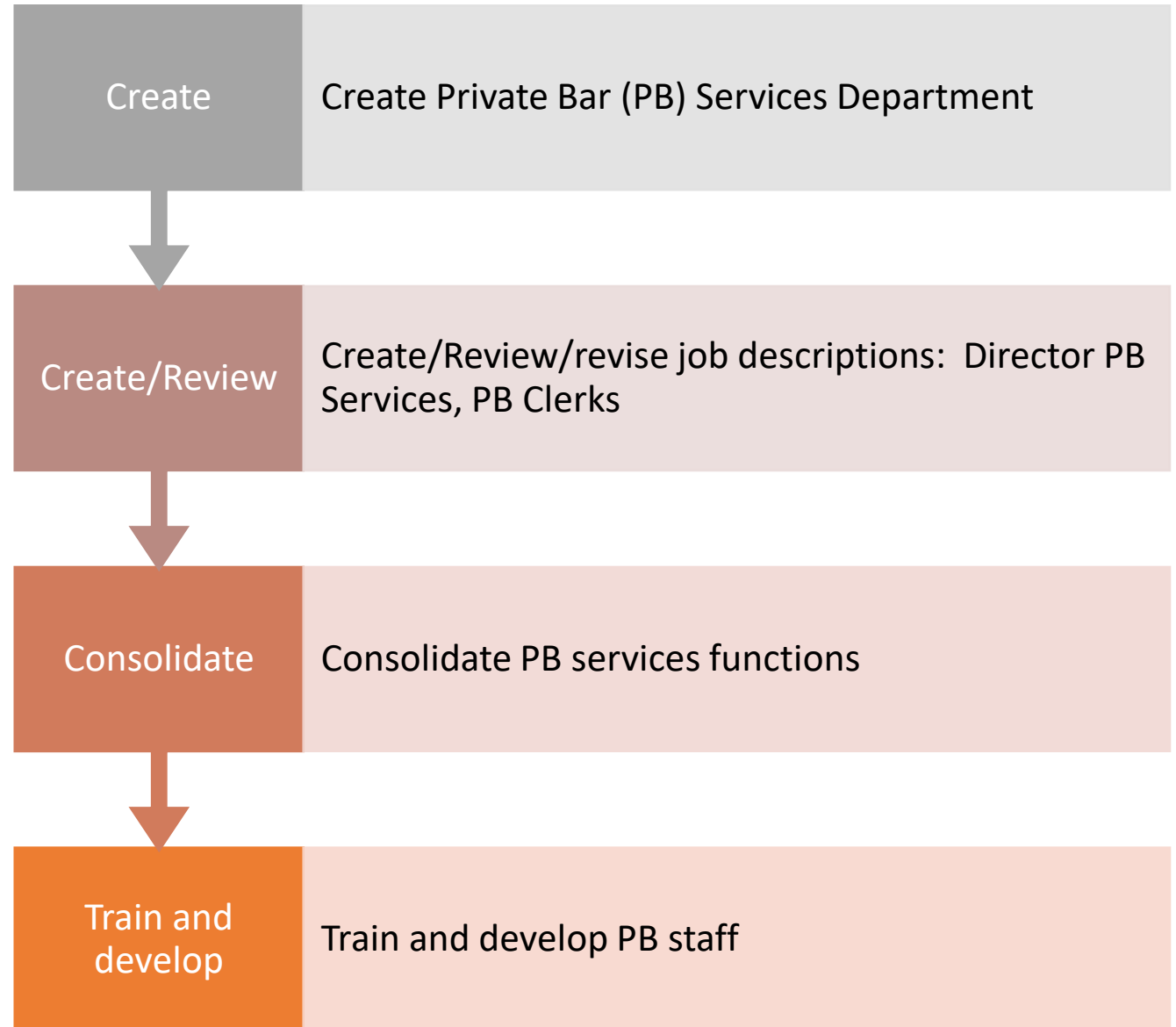
# Reflective Questions

How will this change affect me?

How will this change affect my office/firm?

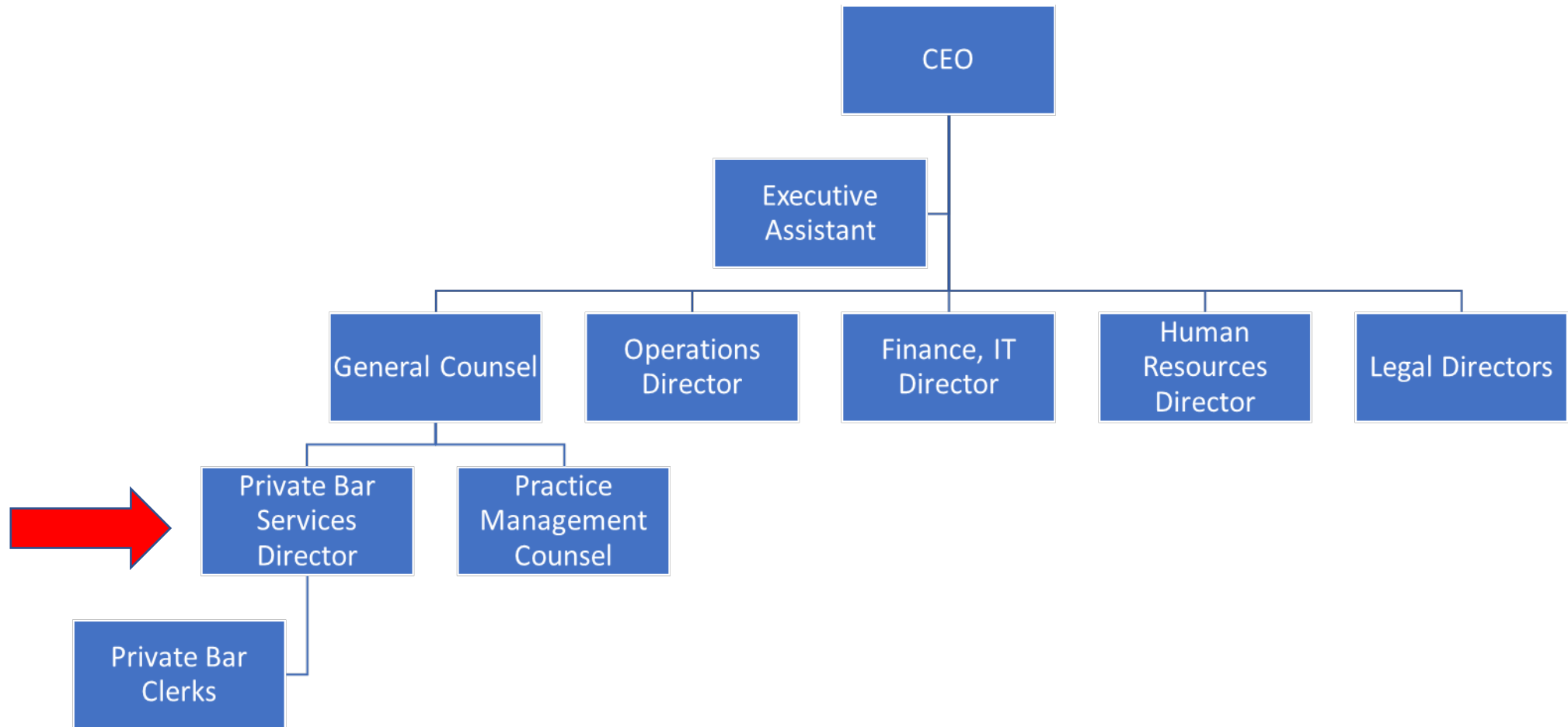
How can I contribute to the success of this change?

# Recommendations: 1.0 Organization Design & People





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## Recommendations: 2.0 Policies

Review, revise, develop and consolidate PB billing policies

- Review, revise, develop and consolidate private bar (PB) policies with private bar input (e.g., exceptional circumstances, big case management)

Recommendations:  
3.0 Processes

Develop and standardize all private bar (PB) processes (eg. forms, billing, points of contacts)

Eliminate manual, paper PB services & processes

# Recommendations: 4.0 Technology - Systems

Define	Define PB billing services, business and technical requirements
Develop and implement	Develop and implement PB online platform
Integrate	Integrate PB online platform with LAS payment systems
Develop and implement	Develop and implement training manuals, guides and demo days

Recommendations:  
5.0 Accountability

Align PB roles and responsibilities with new org design

Delegate specific authority to PB clerks re: additional hours

## Recommendations: 6.0 Performance Measurement

### Develop

- Develop private bar (PB) service standards, PB staff performance measures

### Communicate/Implement

- Communicate/Implement PB service standards

### Communicate/Implement

- Communicate/Implement staff performance measures

### Produce

- Produce reports based on data collection plan

## Recommendations: 7.0 Private Bar Satisfaction

### Develop and provide

- Develop and provide PB policy/process/systems training/orientation

### Survey

- Survey private bar (PB) service providers annually

### Develop

- Develop PB supports, recognition/acknowledgement initiative

# Report Recommendations



**People and Org Design** – ensuring LAS has dedicated and adequate resources to support the private bar



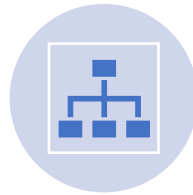
**Policies** – ensuring clarity and understanding of LAS private bar policies by management, staff and private bar



**Processes** – simplifying and digitizing LAS billing and payment processes to create efficiency and effectiveness for management, staff, and private bar



**Technology** – using technology to increase speed and accuracy of billings and payments



**Accountability** – reducing risk by clear lines of accountability (who is responsible for what)



**Performance Measurement** – ensuring all LAS billing and payment activity is measured and reported on so that success can be celebrated, and improvements initiated



**Private Bar Satisfaction** – valuing and celebrating the lawyers who facilitate access to justice for the Saskatchewan's most vulnerable



# What we can achieve together

## Modernized private bar billing service:

- Meets the expectations and needs of the private bar ensuring access to legal services needed by vulnerable Saskatchewan clients
- Increases management and staff engagement and satisfaction with policies and processes that are easily understood and followed (less day to day headaches! Greater employee retention)
- Is cost-effective and efficient, saving money and time in the long run
- Limits risk and ensures adequate oversight and accountability, demonstrating stewardship for this essential public service in Saskatchewan

SUSTAINING ACCESS TO LEGAL AID SERVICES

# Private bar billing 2023

Adequacy of resources to  
deliver private bar  
billing/payment services

Timely, responsive service  
to private bar

Simplified processes  
driven by technology –  
online billing platform

Clarity of policy re.  
“exceptional  
circumstances”, big case  
budgets

Effective two-way  
communication – ease of  
contact and  
responsiveness

Simplification and ongoing  
training for bar and staff in  
billing and payment  
policies and process

Comprehensive reporting  
to support management  
oversight and  
accountability

Recognition of  
contribution of staff and  
private bar to access to  
justice

# Timelines

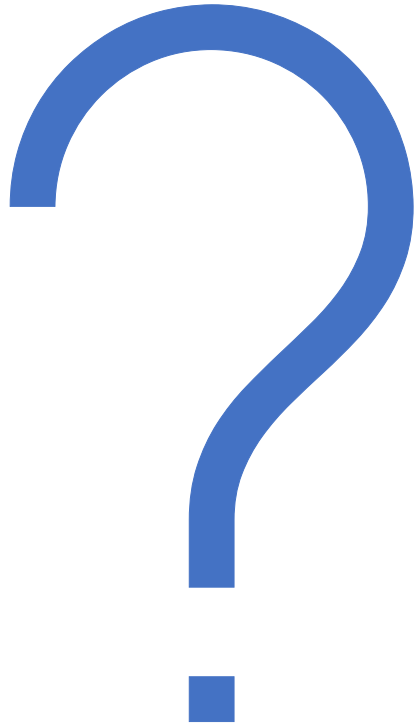
## PRIVATE BAR BILLING

### RECOMMENDATIONS IMPLEMENTATION

Start date: 10/1/2022

End date: 9/31/2023

TASK	START	END
INITIATION, PLANNING, MANAGEMENT	10/1/2022	9/31/2023
ORGANIZATIONAL READINESS - ENGAGEMENT	10/17/2022	9/31/2023
ORGANIZATION DESIGN & PEOPLE	10/17/2022	11/31/2022
POLICIES	11/2/2022	2/27/2023
PROCESSES	3/1/2023	9/31/2023
TECHNOLOGY - SYSTEMS	10/24/2022	9/31/2023
ACCOUNTABILITY	10/24/2022	10/31/2022
PERFORMANCE MEASUREMENT	12/12/2022	9/31/2023
PRIVATE BAR SATISFACTION	3/1/2023	9/31/2023



Questions?

How can I  
get in  
touch?

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