



ANNUAL REPORT

2009 - 2010

ONE COMMUNITY MANY OPPORTUNITIES



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Members of Staff during the year of 2009 - 2010

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Service Coordination des services (SCS) is a non-profit, bilingual agency in the Ottawa region that has been helping people with developmental disabilities and/or autism since 1995.

We empower individuals and families so that they can make informed choices about the support and services they need.

We take a person-centered approach that means we help figure out how the system can work best for that person, rather than how that person fits into the system. We work together with other agencies to address the special needs of each individual. If there are no existing resources within the community to address an individual's special needs, then we will make every effort to find a solution.

helping
people with
developmental
disabilities and/
or autism in
Ottawa



MESSAGE FROM THE CHAIR OF THE BOARD

This past year at Service Coordination des services (SCS) has been a year of many changes, challenges and opportunities. Special efforts were made to implement recommendations on the books from the client survey the organization had undertaken as well as issues and recommendations identified in the last two years, aimed at improving the process of access to services for adults with a developmental disability in Ottawa.

Staff have received training in case management, including all the specific expectations required of them as we work to support individuals and their families. We have also been involved in activities associated with the implementation of DS Transformation, including the implementation of the newly developed Application for Developmental Services and Supports for adults. Three staff members have received specific training to carry out this work across the eastern region.

The organization has redesigned its overall approach to managing the purchase of services and supports on behalf of individuals to clarify its role, the role of the individuals being supported and those who are directly responsible for service delivery. This has resulted in the creation of two new service divisions:

The Residential and Community Services Division (RCSD) within SCS. This new division will ensure both consistency and high standards in the delivery of case management services for the many individuals we support on a daily basis.

The Case Management Service Division (CMSD) comprised of the adult and children's teams. This division will ensure both consistency and high standards in the delivery of case management services for the many individuals we support on a daily basis.

As a Board we have made (and continue to make) concerted efforts to actively recruit people whose skills will drive us to provide the direction of the organization. It has been an honour for me to work with the Board of Directors, with the former Executive Director, Stephen Novosedlik (who recently moved over to join the Ontario Ministry of Children and Youth, and the Interim Executive Director (a former President of SCS) who as Interim Executive Director has been in the office everyday "Making it Happen", as well as the staff, all of whom are passionately striving to provide the highest service possible to our clients.

Our key responsibility as a Board is to ensure that the organization works smoothly and the entire Board has contributed to our success. I would like to take the opportunity to thank the Board Members who give of their time and talent to ensuring that client needs are met.

Louise Holmes
Chair of the Board of Directors



MESSAGE FROM THE EXECUTIVE DIRECTOR

During the 2008 - 2009 year we laid down the foundation to achieve greater clarity in our role allowing us over the 2009 - 2010 year to continue to press forward in four key areas: *case management*, *'supports intensity scale' implementation*, *purchased services* and, *re-design of our infrastructure*.

Our primary goal with case management has been to ensure that the major activities our staff carry out on a daily basis are well understood and delivered consistently. Having developed a core curriculum in the previous year, this past year we concentrated efforts on training all staff on both the broad framework and the specific expectations required of them as we work to support individuals and their families. Over this new year our intent is to continue to develop service delivery standards in keeping with the framework. We imagine that this body of work will continue well into the future as best practices in case management emerge from across the system.

SCS has also been directly involved in activities associated with the implementation of DS Transformation. During the 2009 - 2010 year, SCS housed and implemented, on an interim basis, the newly developed 'Application for Developmental Services and Supports' (adult). This approach to intake is comprised of two primary tools – the 'application' itself, and the 'supports intensity scale'. Three individuals received specific training to carry out this work and did so across the eastern region. In future, this activity will become the responsibility of the 'Application Entity' once designated by the Ministry of Community and Social Services.

SCS has a variety of financial responsibilities within the context of purchasing services and supports on behalf of individuals. Over time these have grown to include residential supports within the outside paid resource system, community supports through, for example, the City of Ottawa and oversight for respite funding such as the Autism Spectrum Disorder Direct Funding Initiative. These responsibilities prompted us over the 2009 - 10 year to re-visit and ultimately re-design our overall approach to managing this work with the view of ensuring we are clear on our role, the role of individuals being supported and those who are directly responsible for service delivery. This review culminated in the creation of the *Residential and Community Services Division (RCSD)* within SCS. This new division brings structure, focus and clarity to the work SCS has been entrusted to carry out and manage.

In concert with the establishment of the RCSD, a second division was created comprised of the adult and children's teams. Known as the *Case Management Services Division (CMSD)* this structure represented the next step along a path of ensuring both consistency and high standards in the delivery of case management services for the many individuals we support on a daily basis.

Change appears to be a constant at SCS. We continue to embrace it and are proud of our accomplishments. It has been an honor for me to work with the Board of Directors and all staff as they passionately strive each day to help individuals, children and their families.

Stephen Novosedlik
Executive Director

MESSAGE FROM THE FRENCH LANGUAGE SERVICES COMMITTEE

The French Language Services Act guarantees the right to receive provincial government services in French from the head office of any ministry, agency, board and commission of the Government and its offices located in 25 designated areas of the province.

Agencies that are provincially-funded such as hospitals, children's aid societies and homes for seniors, are not automatically covered by the Act. However, Cabinet may designate them as providers of services in French through a regulation. Once designated, these agencies must provide services in French to the same standards as ministries. Service Coordination is a designated Agency under the Act.

Service Coordination has recently completed the Self-Assessment of French Language Services Delivery required by the Ministries of Children and Youth Service and Community and Social Services. The self-assessment covered the following areas:

Permanency and quality of service. Permanency is reflected in the goals/objectives of the agency's service plan/agreement with the ministry. Quality of service is based on perceived qualities of practices and standards of competence, as recognized by the regional office. Three elements crucial to quality of service are: service providers must be professionally competent, the service must be linguistically and culturally appropriate, and the service must be based on an understanding of French-speaking clients' needs.

Adequacy of access to services is considered from two perspectives: availability of the service itself, and physical aspects of service delivery (e.g., location, signage).

Effective representation of Francophones on agency board of directors

Effective representation of Francophones at management levels within the agency

The results of the self-assessment indicate that Service Coordination is highly compliant in all areas, however, two human resources policies that relate to the number of French speaking employees required and staffing policy on French language proficiency will be reviewed.

Service provided is linguistically appropriate and based on an understanding of French-speaking clients' needs; Francophones are well represented on the Board of Directors and its committees, and at management levels. Accountability for French language services is stated in the by-laws and administrative policies and procedures, and is reflected in its management practices.

At its upcoming retreat, the Board will ensure that the provision of quality French language services is reflected in its mission and vision statement.

Luc Presseau
Chair, French Language Services Committee

REPORT FROM THE ADVISORY COMMITTEE



FOURTH ANNUAL REPORT OF THE ADVISORY COMMITTEE OF SERVICE COORDINATION

The year 2009 - 2010 has not been as active a year for the Committee as years past. A number of meetings were not held due to lack of quorum and, in addition, the Committee lost a number of members over the past year. Finally, in June 2010, the Chairperson tendered his resignation.

Nonetheless, the Committee was active in a number of areas. While no new reports, to follow those on Transition and Service Delivery, were submitted to the Board, the Committee did provide input and advice to management on a number of important issues including follow up to the Client Survey and the content of a new brochure describing SCS's role in the community together with other communication and outreach related subjects.

The Committee continued to undertake activities in support of its mandate to build relationships with other family groups through members' involvement with other organizations as well as the Committee's continued support of United Families of Eastern Ontario.

The Committee faces a real challenge with the loss of a significant number of members, some of whom have been with the Committee since its inception. It is hoped that new members will join the Committee and continue to discharge its mandate. The Committee can be an important source of advice and information for both the Board and the management of the organization.

John Barker
Chair of the Advisory Committee

WHAT WE DO

HELPING CHILDREN AND ADULTS

Taking a person-centered approach, we work together with other agencies to address the special needs of each individual.

For adults, we are the “central point of access” in Ottawa. Adults with developmental disabilities and autism and their families come to us initially to access services and programs funded by the Ministry of Community and Social Services.

For children, we help their parents and caregivers navigate the system of programs and services. Parents and caregivers don't have to come to us to access these services and programs. But if they do, we can assist the family and child to have access to the program or services that best suits their needs.

Excerpts from the Client Satisfaction Survey 2009

- 1. I did not wait too long to see a case manager for the first time.**
 - 82% agreed
 - 33% strongly agreed
- 2. I am satisfied with how often I speak with my SCS case manager**
 - 81% agreed
 - 40% strongly agreed
- 3. I get the services I need from my SCS case manager.**
 - 76% agreed
 - 35% strongly agreed
- 4. My case manager speaks in a way that I can easily understand**
 - 94% agreed
 - 60% strongly agreed
- 5. My SCS case manager is helping/helped me reach my goals**
 - 74% agreed
 - 33% strongly agreed



SERVICES AND PROGRAMS

Responding to Requests

We respond to telephone requests for such things as general information concerning services in the community, services and supports provided directly by us, or intake into the adult developmental services system or other SCS services. Each telephone request is responded to by our staff and recorded. This is both an information management and routing function.

Intake and Case Management

Our case managers work with child and adult clients and their families to determine what services and programs they already have, what they currently need and what they may need in the future.

Respiteservices.com

2009 - 2010 has been a year of transformation and consolidation of the Worker Bank network in the community. We became the local hosts of the provincial network **respiteservices.com** which allows us to deliver services faster to families and provide a modern way of to recruit workers. We continued recruiting in the local colleges and combined efforts in the **Partners' in Autism Community Education** project.

Community Services Planning Table

As part of our person-centered approach, we facilitate a collaborative process with all service providers funded by the Ministry of Community and Social Services, to ensure that the individual needs of our clients are met.

Vacancy Management

For adult clients, we manage a registry system that matches clients with residential options and day support programs.

Fund Management

We are responsible for administering funds to assist clients in getting immediate support (for example, ASD respite).

Outside Paid Resources

We work with individuals who are placed in what are referred to as "outside paid resources." This work involves the two primary activities of administering funds and maintaining a current understanding of the needs of these individuals to ensure the responsiveness and relevance of these placements.



2009-2010 HIGHLIGHTS

This year, we are celebrating our 15th anniversary and we are pleased that our plans and initiatives to improve our service to clients are moving forward.

ACCESS TO SERVICES

ASD Respite Plus Funding

2009 – 2010 was our third year at successfully managing the allocations of Autism Spectrum Disorder respite funding. This is a fund for families in Ottawa who have a child diagnosed with autism and who are in need of respite. Over 90 families were assisted.

Partnership Development

One of our principal partners with our Children's Case Management Division is the Ottawa Children's Treatment Center (OCTC). With the team of social workers at OCTC, we developed an innovative service approach to improve the service to families. Each case manager at SCS is teamed up with a social worker at OCTC and both services are presented to the family at the beginning of the service.

Website

2009 - 2010 has been another year of development for our website which is becoming an increasingly useful tool for families and other agencies seeking resources. We embarked on an ambitious project to catalogue children's resources by diagnosis, age group, category of service, language of service and fee or no-fee. This will be launched on our website in 2010 – 2011 and the adult version has begun to be compiled.

Supports Intensity Scale (SIS)

Supports Intensity Scale is the assessment tool that the Ministry of Community and Social Services will be implementing across the province for adults with developmental disabilities. SCS took on a pilot project in 2009 - 2010 to hire, and train SIS assessors and to complete SIS assessments in the Eastern Ottawa region. A provincial database of the SIS and the ADSS (Application for Developmental Services and Supports) was also tested.

Respiteservices.com

We officially launched our respiteservices.com website in the fall of 2009. This website replaces our former Worker Bank and continues to offer families, trained and qualified workers for their respite and programming needs.



SUPPORTING COMMUNITY PROCESSES

Community Service Planning Table (CSPT)

This year the Community Services Planning Table/ has had a variety of reports created to support it in the work it has to accomplish and to assist the table in monitoring its effectiveness.

Labour Market Agreement (LMA)

SCS participated in the Labor Market Agreement initiative (Federal government) by referring clients for planning in education and job readiness skills.

Transition Aged Youth (TAY) Project

In 2008 - 2009, a group of individuals, in residential placement under the care of the Children's Aid Society and who are now adults, were identified to be transferred to the adult developmental services sector. For each individual, a personalized plan was created to identify the best resources to meet their needs. This project will continue through 2010 – 2011.

Multiple Complex Special Needs Process (MCSN)

The Multiple Complex Special Needs process was developed with our community partners to serve children who meet the eligibility criteria for this process. This is a partnership between agencies funded by the Ministry of Health and the Ministry of Child and Youth Services and the Ministry of Community and Social Services to provide a rapid response for families living these complex situations.

INFRASTRUCTURE AT SCS

Division Model

In 2009 - 2010 we started the work to re-organize in two divisions: The Children's Case Management Team and the Adult Case Management Team were joined to form the Case Management Division. A newly formed Residential and Community Services Division was created out of our existing 'OPR – Outside Paid Resources' to enhance our service to the persons receiving care from the private sector.

Staff Recognition

In 2009 - 2010 we embarked on a staff recognition program to celebrate and offer recognition to those of us who 'go that extra mile' in finding solutions and providing support and service to our clients.

UTILIZATION INFORMATION for the 2009 - 2010

The information (data) to follow is high level in nature and reflective of the main service functions of managing requests for information, obtaining sufficient information to identify necessary supports (intake), facilitating connections to supports (case management) and managing the worker bank. In addition, data is presented regarding the Resource Room and the Registry. While SCS staff carry out other work, these functions are most central to the mandate and purpose of the organization. It is meant to provide only a general sense of the level of activity SCS staff had with individuals over the 2009 - 2010 year. Accordingly, it has been organized into the following main groups: Children's Services; Adult Services; respiteservices.com; Information/Resource Room; and, Registry.

Understanding the Information: **Some Basics**

In order to understand the utilization data presented it is important to provide a basic description of the approach used by SCS. Like many organizations, SCS has implemented an information system that is based on the individual. Generally referred to as a client record system, for each person that is served a single 'master' record is created. Regardless of how many times that individual may connect with SCS or for how many different types of services / functions, the record originally created would house all of these interactions. Viewed another way, the system is capable of telling us that one person has had a variety of interactions or services for the duration of their involvement. What this allows us to do is to identify the actual number of 'people' (referred to as 'unique individuals') we have worked with over a period of time as well as the number of services they have received. Both types of information are important to collect for purposes of managing the resources SCS has available to assist individuals.

Information **Services**

SCS provides information to families/individuals in several ways:

- by telephone or drop in our case managers can provide general information
- on the SCS Website where families/individuals can acquire pertinent information about SCS
- on the SCS/Community Information Ottawa partnered database Website where families/individuals can search for pertinent information about community resources.

Children's & Adult **Services**

The information presented for Children's and Adult services is based on the extent of 'service activity' related to the 1429 unique individuals served. If an individual had an intake completed and then proceeded to benefit from case management, he would be counted once in each of these two categories.

Children's SERVICES

Intake Activity

Over the course of the 2009 - 2010 fiscal year, SCS staff completed 387 intakes for children's services. Over 66% (256) of these intakes were on behalf of new individuals with remaining 34% related to people already identified with SCS.

Table 1: Intake Activity

| | English | | French | | TOTAL | | Variance | |
|----------------------|------------|------------|-----------|-----------|------------|------------|---------------|--------------|
| | 08/09 | 09/10 | 08/09 | 09/10 | 08/09 | 09/10 | 09/10 - 08/09 | |
| New Individuals | 324 | 227 | 36 | 29 | 360 | 256 | (104) | (28)% |
| Existing Individuals | 98 | 114 | 10 | 17 | 108 | 131 | 23 | 21% |
| TOTAL Intakes | 422 | 341 | 46 | 46 | 468 | 387 | 81 | (17)% |

Case Management

Case Management continues to be a great resource for families. The numbers for children's services have leveled off after several years of increases.

Table 2: Case Management: Ongoing

| | English | | French | | TOTAL | | Variance | |
|---------------------------------|------------|------------|------------|-----------|------------|------------|---------------|--------------|
| | 08/09 | 09/10 | 08/09 | 09/10 | 08/09 | 09/10 | 09/10 - 08/09 | |
| Open at Start | 347 | 283 | 65 | 56 | 412 | 339 | (73) | (17)% |
| New Individuals | 399 | 354 | 55 | 41 | 454 | 395 | 59 | 13% |
| TOTAL Active during Year | 746 | 637 | 120 | 97 | 866 | 734 | (132) | (15)% |

Adult SERVICES

Intake Activity

Through the 2009 - 2010 year, SCS staff completed 248 intakes for adult services. Approximately 57% (142) of these intakes were on behalf of new individuals.

Table 3: Intake Activity

| | English | | French | | TOTAL | | Variance | |
|----------------------|------------|------------|-----------|-----------|------------|------------|---------------|-----------|
| | 08/09 | 09/10 | 08/09 | 09/10 | 08/09 | 09/10 | 09/10 - 08/09 | |
| New Individuals | 127 | 116 | 18 | 26 | 145 | 142 | (3) | (<1)% |
| Existing Individuals | 87 | 90 | 16 | 16 | 103 | 106 | 3 | <1% |
| TOTAL Intakes | 214 | 206 | 34 | 42 | 248 | 248 | 0 | 0% |

Case Management: Ongoing

The total number of individuals served through ongoing case management support by the adult services team declined by approximately 14% in 2009 - 2010 as compared to 2008 - 2009. To this end, SCS worked with virtually the same number of new clients as it did the previous year.

| | English | | French | | TOTAL | | Variance | |
|---------------------------------|---------|-------|--------|-------|-------|-------|---------------|--------|
| | 08/09 | 09/10 | 08/09 | 09/10 | 08/09 | 09/10 | 09/10 - 08/09 | |
| Open at Start | 496 | 407 | 103 | 74 | 599 | 481 | -118 | (20%) |
| New Individuals | 182 | 185 | 40 | 36 | 222 | 221 | -1 | NC |
| TOTAL Active during Year | 678 | 592 | 143 | 110 | 821 | 702 | -119 | (14%) |

Respiteservices.com

Respiteservices.com has 2 major components. Information on respite services and the Special Services Worker Bank. (SSWB)

The (SSWB) is designed to assist families who are receiving funding from Special Services at Home (SSAH), Assistance for Children with Severe Disabilities (ACSD), the Autism Spectrum Disorder (ASD) Respite Initiative and/or the Passport Initiative by providing potential workers for families to hire and carry out family relief and / or developmental programming.

The SSWB is based on a 'broker model'. It is parent driven. The parent / family is the employer while the SSWB program is the broker, linking potential workers with special needs families.

Resource ROOM

Available Monday to Friday from 8:30 a.m. to 3:30 p.m. on a drop-in basis, the Resource Room provides assistance to families/individuals in several ways:

- Workers on site can assist families in completing application forms such as Assistance for Children with Severe Disability and Special Services at Home;
- It is a venue where families/individuals can be guided by a worker to acquire pertinent information about community resources;
- It is also a point of access for families/individuals who would like to register with SCS;

Registry: RESIDENTIAL /HOUSING & DAY SUPPORTS

Community Registry

It is important to provide some background as to how the registry organizes its information. It begins with two very broad groups:

- individuals who are seeking supports at present
- individuals who will, at some future point, require supports

When a vacancy becomes available in the MCSS funded system, SCS is notified, the registry is searched for all appropriate individuals based on need and the general characteristics of the vacancy, and a list of potential candidates is compiled. This information is then presented to the Community Services Planning Table (CSPT) for review and consideration. It is important to note that waiting time is not necessarily a factor.

Residential/Housing Registry

Beginning with Table 5, the data is organized firstly into the two broad groups of ‘immediate’ and ‘future’ registrations. The next level down within ‘immediate’ are two further groups, simply noted as ‘1’ and ‘2’. Those in Group 1 are generally understood to have relatively risk in one or more of the areas of safety, housing, financial, health and other extenuating circumstances. On these same domains, Group 2 would be determined to be at a somewhat lower risk and characterized generally as relatively stable.

Table 5: Residential/Housing Registry

| Category | Immediate | | | | | Future | | | GRAND TOTAL |
|---------------|-----------|----|---------|----|-------|--------|----|-------|-------------|
| | Group 1 | | Group 2 | | | ENG | FR | TOTAL | |
| | ENG | FR | ENG | FR | TOTAL | | | | |
| 24 hour | 71 | 8 | 88 | 18 | 185 | 169 | 28 | 197 | 382 |
| 15 – 20 hours | 13 | 5 | 30 | 9 | 57 | 54 | 7 | 61 | 118 |
| 8 – 14 hours | 10 | 3 | 48 | 2 | 63 | 41 | 6 | 47 | 110 |
| Up to 8 hours | 5 | 1 | 25 | 8 | 39 | 17 | 4 | 21 | 60 |
| TOTAL | 99 | 17 | 191 | 37 | 344 | 281 | 45 | 326 | 670 |

Day Support Registry

By way of overview, there are a total of 702 people who have identified one or more day support requests. Six hundred and forty (640) have one request, 61 have 2 requests and two individuals have identified three requests bringing the total number of requests to 768. The vast majority of requests within the ‘immediate’ category rest in Group 2. At 389 requests, these constitute approximately 84% of the total. Also within this same category, 47% or 219 of the total number of requests (n=463) are for some type of work arrangement with 53% representing a non-work setting.

When reviewing ‘future’ requests, the percentages are almost in reverse. Requests related to work settings sits at 56% or 154 of a total of 276 while requests for non-work related settings is 122 or 44% of the total.

Table 6: Day Support Registry

| Category | Immediate | | | | | Future | | | GRAND TOTAL |
|----------------------|-----------|----|---------|----|-------|--------|----|-------|-------------|
| | Group 1 | | Group 2 | | | ENG | FR | TOTAL | |
| | ENG | FR | ENG | FR | TOTAL | | | | |
| Supported Employment | 6 | 3 | 122 | 23 | 154 | 104 | 14 | 118 | 272 |
| Work Options | 9 | 0 | 52 | 4 | 65 | 31 | 5 | 36 | 101 |
| Other than Work | 44 | 13 | 163 | 24 | 244 | 106 | 16 | 122 | 366 |
| TOTAL | 59 | 16 | 337 | 51 | 463 | 241 | 35 | 276 | 739 |



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