



**Service Coordination** for People  
with Developmental Disabilities

**Coordination des services** pour les  
personnes ayant une déficience intellectuelle

## **Annual Report 2014 – 2015**

# Message from the Chair of the Board of Directors

---



On behalf of the Board of Directors, I am pleased to present you the 2014 – 2015 Annual Report for Service Coordination for People with Developmental Disabilities (SCS).

Over the past year the Board of Directors has grown due to the recruitment of new members. We are pleased to have such talented and diverse individuals on our Board, whose expertise and experience are vital elements in assuring a vibrant mix of dynamism for our governance model.

This past year has seen many changes and much progress in the world of developmental services in Ontario. SCS has continued to consolidate its efforts in many different areas, in particular with regard to its strategic operational directions. Steps to improve our partnership relations have been taken and will become more important in the years ahead as the sector responds to increased demand for services and financial and human resource pressures.

Again SCS continues with an ambitious work plan comprising the development of a performance framework to measure both the compliance and the quality of the services it provides. SCS is working to create a framework to identify feedback and measure the quality and efficiency of its services, including identifying opportunities for collaboration with our community partners, which is due to be in place by the end of 2017. The stakeholder feedback process is established and a results-based accountability system is in place.

Furthermore, moving forward, SCS has developed an information management strategy and project plan leading to a fully integrated information system including CRM to support Case Management, Human Resources and Finance along with an effective user interface. This is a major effort for SCS and the



*SCS continues with an ambitious work plan comprising the development of a performance framework to measure both the compliance and the quality of the services it provides.*

Board continues to pay close attention to development, progress and risk management to ensure that SCS can provide accurate information efficiently to meet service and business commitments. This integrated information system will provide ease of access for the people SCS serves as well as high-quality information to plan for the future. Planning is currently ongoing and it is expected that the system will be fully implemented by March 2017.

In addition, SCS has established a comprehensive communications strategy, which is also ongoing, the aim of which is to strengthen internal and external communications, aligning these with the mission, vision, values and strategic plan. The communications strategy aims to define the information our stakeholders require, building on and strengthening existing collaborative relationships as well as identifying key stakeholders to advance a regional approach across service systems.

On behalf of the Board of Directors, our sincere thanks to the employees for their dedication to the organization and the individuals and families they serve and to the Executive Director for her continued support over the past year, as well as her commitment to advancing excellence in the services we provide.

**- Adrian Foster, Chair**

# Message from the Executive Director

---

2014 – 2015 was characterized again by intense activity at Service Coordination for People with Developmental Disabilities (SCS). Our work plan advanced in many fields and we hired more staff, especially in Developmental Services Ontario Eastern Region (DSOER) and Case Management, to cope with the increased demand for assessments and service requests.

Building exceptional customer service one competency at a time is the slogan we chose for our Human Resources Core Competencies focus. SCS strives to offer exceptional customer service, which lies at the foundation of our staff retention program. We believe strongly in our staff and it is our philosophy to equip our team to grow and maximize their professionalism.

SCS underwent an Agency Risk Assessment by the Ministry of Community and Social Services (MCSS) and the Ministry of Children and Youth Services (MCYS) in the latter half of 2014. The outcome of this risk assessment was that the agency was categorized as low risk. SCS received recognition by the program supervisor for its internal risk management process that has been developed and implemented.



SCS continues to implement a lean model of management, a process that was initiated some years ago and continues to be implemented. Lean is a culture of continuous improvement at all levels and the elimination of waste in all forms. In a spirit of continuous improvement SCS will continue to advance its lean management practices, which will have a focus on corporate service functions. The priorities in the past year included a review of practices in both the Human Resources and the Finance departments. Furthermore, the implementation of projects via the lean management process will provide a platform for change in the new information management system.

In early 2015, SCS performed a review of the data that will be required for the information management project (IT/IM) to link the client management and finance systems. This review comprised consultations with both community stakeholders and internal departments and will equip SCS for the next phase of its development. The IT/IM project will remain a priority for the coming year, as it is rolled out progressively.

A further priority remains implementation of SCS's comprehensive communications strategy to establish processes and share messages with stakeholders and ministries. The internal process to develop key messaging has been implemented and the strategy to provide effective stakeholder communications is being advanced.

Developmental Services Ontario Eastern Region (DSOER) continued to excel and surpassed its targets for year-end 2014, completing 628 assessments, 432 intakes and 540 eligibility determinations.

SCS continues to work with and lead a variety of community committees at local, regional and provincial levels, which form the basis for our commitment to providing solutions for service needs in the community.

Thank you for your continued support.

**- Anna Lacelle, Executive Director**



# Case Management

---

Case Management services for both children and adults have focused on improving the customer experience by promoting our feedback process for individuals and families. We review and revise our processes on a continuous basis to ensure that the services we provide are both efficient and effective for all who access them.

*In the course of the 2014 – 2015 fiscal year, a total of 1170 children received support from our Children’s Case Management team.*

Case Management continued to promote visibility in the community by attending and participating in a wide range of events, workshops and presentations.

In the course of the 2014 – 2015 fiscal year, a total of 1170 children received support from our Children’s Case Management team.

The 2014 – 2015 Autism Spectrum Disorder (ASD) initiative served a total of 111 children (21 Francophone and 90 Anglophone). This initiative aims to expand access to respite services for children with Autism Spectrum Disorder (ASD).

Our Adult Case Management team provided case management services to 703 individuals.

SCS is a member of the Regional Case Management Steering Committee, which exists to share best practices and provide feedback to MCSS on existing case management and urgent response supports.

# Residential and Community Services

---

The Residential and Community Services (RCS) program participated in a continuous improvement practice aiming to streamline and enhance our planning processes and working relationships with the Children's Aid Society, private operators and our community partners.

In the 2014 – 2015 fiscal year RCS provided support to 158 children and adults and facilitated the transition of seven youths from the private sector to new services in the region.

We continue to collaborate with our regional partners in order to plan for the present and future needs of our service users.



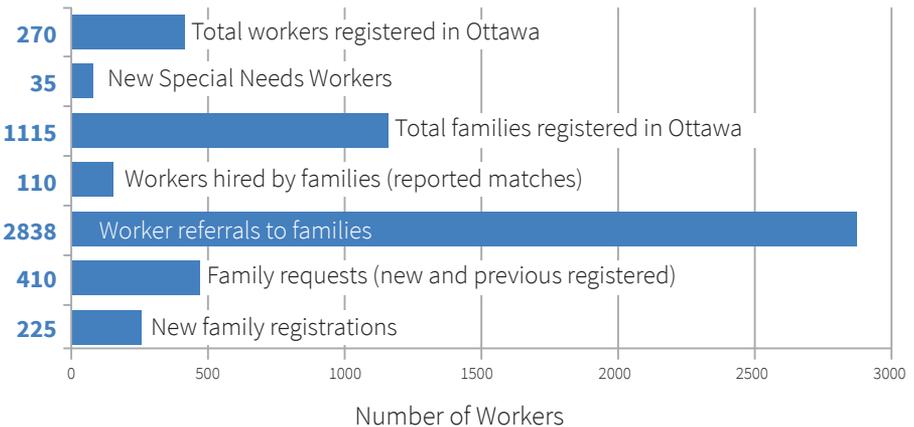
# respiteservices.com

respiteservices.com had a very busy year on many levels in 2014 – 2015.

Our main efforts in the past year have been devoted to family registrations. As a direct result of the increase in funding for the Special Services at Home (SSAH) and Passport programs, families made increased use of respiteservices.com to find and hire Special Needs Workers.

This growth in demand for Special Needs Workers meant that our next priority was to recruit Special Needs Workers with different cultural backgrounds in order to better support the individuals and families that we serve. We focussed on hiring workers speaking minority languages, in particular Arabic, Farsi and Mandarin. In addition, respiteservices.com launched a new partnership with YMCA and actively participated in several YMCA job fairs.

## Growth in Demand for Special Needs workers





# Transition Awareness Group (TAG)

---

The Transition Awareness Group, continued to organize evening information sessions for individuals between the ages of 16 and 21, as well as, for adults in life transition. These information sessions were generally well attended. One of the sessions on Public Guardianship and Trustees marked a record of 55 participants.

In addition, we embarked in a collaboration with “Families Matter Cooperative” and had our first joint presentation entitled “How to hire and Keep a Worker.”

We organized our 2nd annual conference “Coming Together” the theme for this year was “Turn on LIGHTS” in Ottawa; looking at innovative housing models. We were able to attract six subject experts and in excess of 50 participants to this event.

The main speaker of “LIGHTS”, a program supported by Community Living Toronto, presented a hybrid housing program that involves collaboration between families and a funded agency. This session sparked considerable interest from families on how to network and approach Ottawa-based agencies to create similar programs. The families present were able to network among themselves and connect with local agencies.

# Developmental Services Ontario Eastern Region (DSOER)

---

*Your access point for adult developmental services –  
Consistency, fairness and choice.*

DSOER provides a bilingual service to persons with intellectual disabilities and their families across the Eastern Region, which spans Renfrew County, the United Counties of Stormont, Dundas and Glengarry, the United Counties of Prescott-Russell and the City of Ottawa.

***As a result of this, DSOER now has the capacity to  
complete 75 assessments per month.***

In 2014 – 2015 DSOER participated in many Ministry of Community and Social Services (MCSS) initiatives launched to improve and increase access to services. Several hundred files were transferred to the Passport agency, the Ontario March of Dimes. Successful applicants were provided with Passport funding for the first time or received enhancements to their funding allocation, allowing them to purchase respite, community participation services or independent facilitation. A pilot project with Citizen Advocacy of Ottawa to provide 29 families with access to independent facilitation was also successfully completed. In addition, the regional wait list for residential services was verified and updated within the scope of a provincial process to bring the information on residential requests up to date.

DSOER's capacity to complete the required assessment for developmental services was enhanced due to the addition of five assessors, bringing our regional team up to 15 assessors. As a result of this, DSOER now has the capacity to complete 75 assessments per month.



There has also been a great deal of activity and work with the Ministry of Community and Social Services and the other eight DSOs across the province to ensure that all DSOs maintain consistency, which is the cornerstone of fairness and equity in the services provided by DSO.

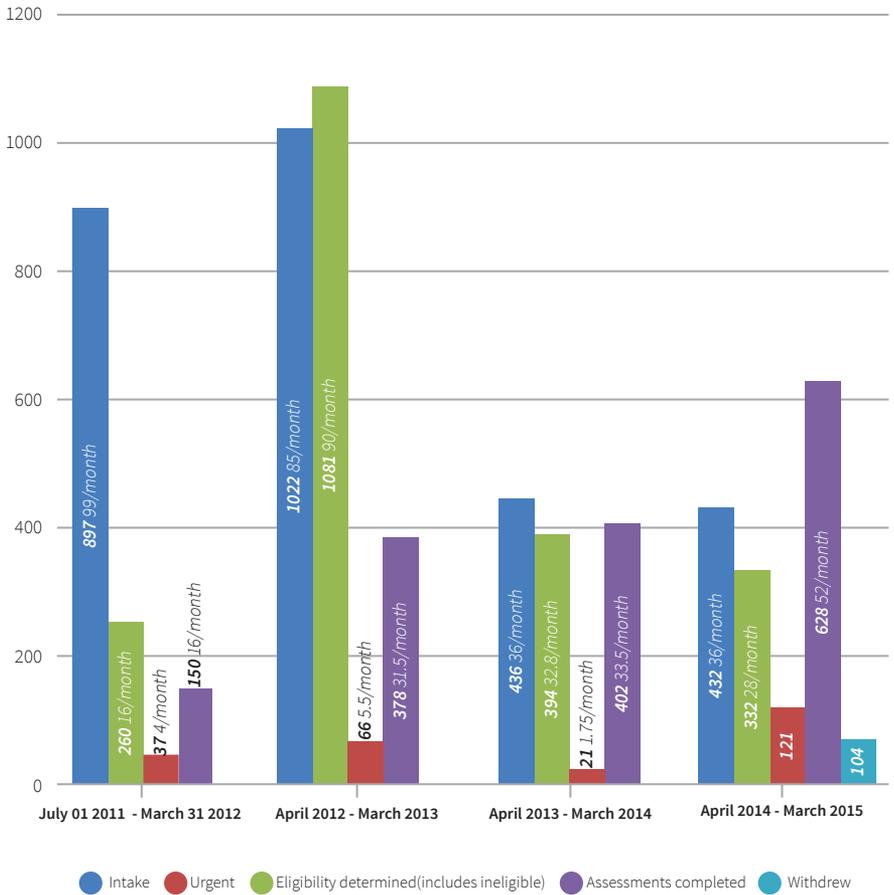
For 2014 – 2015 DSOER also participated with regional partners in implementing the new Urgent Response Guideline to ensure rapid access to services for those most in need. Close collaboration with case management services across the region was also enhanced by participation in a regional case management conference.

DSOER was also pleased to present to Assistant Deputy Minister Karen Chan and Regional Director David Remington the web-based vacancy declaration and matching and linking process, which has been developed and launched to assist agencies and MCSS to have rapid turnaround, quick access to information and timely data available on vacancies and the resulting matches for these vacancies.



*For 2014 – 2015 DSOER also participated with regional partners in implementing the new Urgent Response Guideline to ensure rapid access to services for those most in need.*

# Number of persons served by DSOER by function per year of operation



# IT/IM Project

---

Over the past years, Service Coordination has faced challenges with increasing accountability and performance reporting demands from our stakeholders. This has resulted in the creation of manual workarounds, duplication of efforts and has increased our need for administrative personnel and temporary staff.

In view of the need to modernize and standardize many of our processes, as our current technological foundation consists of aging systems that are incapable of processing and providing the information we require as efficiently as possible, SCS plans to implement a consolidated information management system that meets current and future needs by replacing our client relationship management and financial systems with off-the-shelf software that meets our current and future requirements.

With a new information management system we plan to automate the majority of our manual processes, free our staff from less cumbersome and administrative tasks, increase the accuracy of our data, and build the technological foundation to create a more modern basis to provide services. The expected return will be realized by maximizing the efficiency and effectiveness of our services, as measured from a stakeholder perspective. In short, we plan to increase the time we spend with people that we exist to serve.



# Quality Assurance

---

SCS worked towards maintaining full compliance with all mandatory areas of Quality Assurance Measures 299/10 (ongoing adherence and compliance). This is also the case for the Accessibility for Ontarians with Disabilities Act (AODA), all items having been achieved prior to their expected completion date of January 1st, 2016. Likewise SCS is fully compliant with the Occupational Health and Safety Act having completed Worker Health and Safety Awareness and Supervisor Health and Safety Awareness training as well as De-escalating Potentially Violent Situations training.

The Risk Management Framework and Risk Assessment were finalized and completed in May 2014. A risk mitigation plan was developed for each of the areas reflected in this internal assessment and items are on track to be completed by September 2015.

Over the past year, SCS has worked diligently with all staff to complete implementation plans related to the 2013 Business Process Review using a lean management approach. This will serve as a platform for the implementation of the IT/IM system upgrade in the coming year.

SCS's Quality Assurance Officer initiated a pilot to centralize client feedback in 2013. SCS will continue to analyze trends and identify areas of improvement in developing its policies and practices. The main area of focus in the year ahead includes a greater attention and strategy to address complaints regarding response times.





# Core Competencies

---

The Core Competency Model for the Developmental Services Sector was a provincial initiative supported by the Ministry of Community and Social Services (MCSS). SCS is proud to have adopted this model for the benefit of the individuals we serve as well as the professional development of our valued staff members. Implementation of core competencies throughout 2014 – 2015 has been a change for all staff at SCS, and each day we continue to encourage each other, and to embed the intention of core competencies into our daily activities.



All staff completed self-assessment by December 2014, and the coaching process involving all employees and their supervisors began in January 2015. The coaching model helps to keep core competencies to the forefront of our minds and we continue along this path of change.

As our core competencies slogan states, we believe that we are: Building exceptional customer service one competency at a time.

# What you have to say

---

**January 25th, 2015**

*Last year was a long and difficult year for Barry. But, thanks to the caring and individual efforts of each and every one of you, Barry moved into his new home here in Ottawa in the beginning of December (2014), just in time for Christmas and the ever popular OCAPDD Christmas dance. I ask Barry from time to time what he thinks of his new home and being back in Ottawa and he gives me a very confident thumbs-up. He has made new friendships and finally has the chance he deserves to live his life to the fullest. I have never seen Barry look happier.*

*A very sincere thank you from Barry and his family for your work on his behalf.*

*- Ellen (his sister)*

**November 26th, 2014**

*I hope you are well. I would like to share with you one of the fruits of your hard work, energy and dedication: A. has received his Passport funding! You were so patient with me and my lack of knowledge and understanding of a complicated procedure. Thank you very much again. I was very lucky to have your assistance.*

*Sincerely yours,*

*- W.*



## Get social with SCS Ottawa



[facebook.com/scsott](https://facebook.com/scsott)



[twitter.com/scsott](https://twitter.com/scsott)



**Service Coordination** for People  
with Developmental Disabilities

**Coordination des services** pour les  
personnes ayant une déficience intellectuelle

200-150 Montreal Rd., Ottawa, ON, K1L 8H2

613-748-1788

[admin@scsottawa.on.ca](mailto:admin@scsottawa.on.ca)

[scsottawa.on.ca](http://scsottawa.on.ca)