



**Service Coordination** for People  
with Developmental Disabilities

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

# Annual Report 2015 – 2016



# Message from the Chair of the Board of Directors



The Board of Directors of Service Coordination for People with Developmental Disabilities (SCS) ensures that SCS' operating structures and processes are effective in promoting and achieving the Corporation's vision, mission and values while remaining compliant and consistent with governing legislation and MCSS and MCYS policies and regulations. The Board of Directors of SCS provides leadership and strategic direction for management and is responsible and accountable for stewardship and oversight of the Corporation's activities, functions and appropriate utilization of human and financial resources.

A main responsibility of the Board of Directors is to review, assess and determine the strategic direction for the Corporation. This year, the

Board made a significant investment, in terms of time and effort, in establishing the strategic direction for 2016-2018. In addition to two major follow-on projects from previous years, the Board has identified three key strategic initiatives for the forthcoming years. These important initiatives are:

- SCS will develop an access to services strategy that will result in greater connection to services and supports for the clientele of SCS, both from the developmental services and non-developmental services sectors.
- SCS will use its IT system to collect and analyze meaningful data, to evaluate performance and outcomes and make evidence-based decisions when setting realistic targets in all areas (e.g. client service, financial performance, internal processes, learning and development).
- SCS will develop meaningful partnerships / protocol (provincially or regionally) to provide measurable outcomes with resources on how to plan and support people with developmental disabilities across sectors.

## Board Committees

The governance structure for the Board of Directors of the Corporation includes four committees: Governance, Quality and Risk Management, Audit and Finance, and French Language Services. Each committee has a work plan to guide its efforts throughout the year which is reviewed and approved by the Board at the beginning of each fiscal year.

### Audit & Finance – Dawn Kelly Bertrand, Treasurer of the Corporation

This Committee oversees the general financial operations of the Corporation and is responsible for ensuring that accurate accounts are kept, stewardship of all Corporation funds, and for seeing that regular budgets are prepared for consideration by the Executive Committee and the Board.

In addition to these responsibilities, Audit & Finance has provided detailed board oversight on IT/IM projects. Over the course of the year, the first phase of SCS' IT/IM integration project was completed on budget at a cost of \$330,613. This is a major investment undertaken by SCS, which will provide detailed information for planning in the future and serve to provide more cost effective services to our clients. A client portal is also under development which will allow the clients we serve to have access to their data, billing and manage their funding.

### **French Language Services Committee – Maurice Glaude, Chair**

This Committee has the mandate to monitor the Corporation's ability to provide French language services to clients in accordance with the French Language Services Act. In August 2014, SCS' French Language Designation Plan was approved by MCSS officials. In May 2015, SCS submitted the required annual Self-Assessment of French Language Services Delivery for designated Transfer Payment Agencies form.

### **Governance Committee – Shirley Siegel, Chair**

This Committee provides critical support to the Board in fulfilling its legal, ethical, and functional roles. Some of its principal responsibilities include developing and reviewing governance policies (e.g., conflict of interest), recruiting and training Board members, assessing Board effectiveness and monitoring Board activities (e.g., compliance on government-mandated quality assurance measures).

Specifically, on the recruitment front, the Governance Committee carried out a successful recruitment campaign providing interesting and rewarding opportunities for three new members from the Ottawa Region to get involved in the important work of SCS.

### **Quality and Risk Management Committee – Helen Zipes, Chair**

This Committee reports to the Board quarterly on its monitoring of quality and risk management issues including the overall quality of services provided by SCS and risk position with reference to appropriate data as follows:

- Performance indicators used to measure quality and risk;
- Reports received from Ministry of Community and Social Services and Ministry of Children and Youth Services;
- Critical incidents and sentinel event reports;
- Balanced scorecard Report, Risk Report and Accountability Framework Reports.

As Chair of the Board, I am very proud to say that the Board of Directors, Management and Staff have worked hard and well in building and improving SCS' performance while never losing sight of SCS' purpose and the people we serve.

The Board of Directors thanks SCS Management and Staff for their dedication, collaboration, caring and commitment which drives them every day.

**- Adrian Foster, Chair**





# Message from the Executive Director

On September 19, 2015, we invited our community to celebrate the 20<sup>th</sup> anniversary of Service Coordination for People with Developmental Disabilities (SCS). We had the privilege of celebrating our work with over 200 individuals, families and community partners who support our work.

The expansion of SCS' services over the past 20 years is noticeable. When launched, the purpose of SCS was to offer Case Management Services for children and adults. In the following years, SCS added the Residential and Community Services (RCS), RespiteServices.com and Developmental Services Ontario Eastern Region (DSOER) to its scope of activities.

In 2015 – 2016, SCS provided 4,665 services to individuals and families. This work was performed and supported by our dedicated group of employees. We take pride in our performance and we are measuring our work through a new accountability process.

We implemented three new technology systems, after successful implementation of a Lean review of program processes and efficiencies.

We replaced our client information management system, financial system and human resources system. These systems will help provide reliable information that is useful for planning within the organization and the community.

The Board of Directors and some staff representatives developed a three to five year strategy that aligns with our mission and vision. The strategy takes into consideration the objectives of both the Ministry of Children and Youth Services and the Ministry of Community and Social Services. We will be operationalizing the plan next year.



We continue to be involved in the Special Needs Strategy of the Ministry of Children and Youth Services. This strategy will improve how families of children and youth with multiple complex special needs access the services they need. We participated as a signatory for a coordinated planning process with a number of our community partners. This community service will help children and youth with multiple and/or complex special needs navigate services among health, social services and the education system.

We also submitted a proposal to become the Regional Service Resolution Agency, under the Special Needs Strategy. If chosen, Service Coordination will work with organizations to solve challenges experienced by a small group of children and youth with multiple and/or complex special needs, where services do not exist in the community. This activity is central to the services we currently provide.

This message only captures some of the highlights of our performance. Throughout the report, you will learn more on our activities supporting the people we serve.

Thank you for your continued support.

**- Anna Lacelle, Executive Director**



# Case Management (CM)

Service Coordination offers Case Management (CM) services to adults with developmental disabilities and to children with developmental disabilities and/or autism. Case Managers develop an individual support plan to identify goals and actions to facilitate access to available opportunities and resources in the community to meet the needs of the child, youth or adult in collaboration with their support network.

The CM Teams are continuously monitoring the quality of our supports and welcome feedback from the individuals and families we support.

In the course of the 2015 – 2016 fiscal year, CM 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.

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

In 2015 – 2016, a total of 1,262 children received support from our Children CM Team.

The 2015 – 2016 Autism Spectrum Disorder (ASD) initiative served a total of 125 children (24 Francophones and 101 Anglophones). This initiative aims to expand access to respite services for children with Autism Spectrum Disorder (ASD).

Our Adult CM Team provided CM services to 956 individuals.



# Residential and Community Services (RCS)

The Residential and Community Services (RCS) program facilitates resources for children with complex special needs and the transition of youth from child welfare to adult developmental services. Resource Coordinators participate in the development of an individual support plan to identify appropriate resources that meet the needs and goals of youth as they transition to adulthood. RCS ensures the compliance of private operators within the provision of their services mitigating risk and responding to changing needs of children and youth in their care.

In the 2015 – 2016 fiscal year, RCS 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.

RCS provided support to 162 children and adults and facilitated the transition of one youth from the private sector to adult developmental services.

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

## List of Presentations Offered by SCS in the Community

- La Cité (April 14, 2015)
- Clifford Bowey School (May 6, 2015)
- Sir Guy Carleton Secondary School (November 5, 2015)
- Conseil des écoles catholiques du Centre-Est (February 4, 2016)
- Le Regroupement des partenaires francophones (March 5, 2016)
- Carrefour booth (March 8, 2016)
- City of Ottawa Summer camp fair (March 12, 2016)

Please note that SCS also provides information sessions every two weeks in partnership with the Ottawa Children's Treatment Centre (OCTC). Contact [admin@scsottawa.on.ca](mailto:admin@scsottawa.on.ca) today to join our next session!

# 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.

In 2015 – 2016, DSOER participated in many initiatives from MCSS that are aiming to improve and increase access to adult developmental services. In collaboration with Citizen Advocacy of Ottawa, DSOER completed a second phase for the Independent Facilitation Demonstration Project (IFDP) that will occur over the next two years. By March 2017, DSOER will have referred 325 individuals from the Eastern Region to the IFDP. DSOER also collaborated with the regional working group to advance the work of the MCSS Multi-Year Residential Planning.

## ***DSOER established and maintained linkages with all Case Management Services and the Urgent Response Mechanism in the Eastern Region.***

To support our urgent response function, DSOER participated in the creation of a protocol with the Ottawa General Hospital and SCS' Adult Case Management Team to rapidly identify individuals in need of developmental services who are admitted to the hospital.

DSOER provided reports on a monthly basis to all the community planning tables to support their work. We generated various other reports for community partners and MCSS – including the number of individuals residing in hospital facilities, individuals in urgent response and data on requests about the waiting list.

Provincially, DSOER continued its work on the Consistency Committee and the Information Management Committee of the Developmental Services

Ontario Network (DSO Network). DSOER collaborates with the DSO Network and its Communication Steering Committee to maintain consistency among the services provided by all DSO agencies. Consistency is the cornerstone of fairness and equity for accessing developmental services. We reviewed the steps that DSO must follow to determine applicants' eligibility. We also prepared the DSO provincial database to obtain information that we will use for matching and linking individuals to available funded services provided by our partners. The DSO Network also launched a consultation to update and enhance communications for all the DSO agencies. This year, all the DSO agencies underwent a privacy and security audit.

The DSOER team has 15 Assessors, one Matching & Linking Coordinator, two Intake Workers, one Supervisor and one Director. Five new Assessors were certified and ten Assessors have successfully been recertified by the provincial trainer. This certification occurs every 18 months and supports the quality of our work. From January to April, DSOER had an intern from the Community Integration through Co-operative Education program at La Cité. We completed our year with the creation of new communication tools aimed at providing a quick reference to the steps for application of services. The DSOER Team is well prepared and ready to continue to improve our service and increase the quality and quantity of the services we offer in the Eastern Region.

## **List of Presentations Offered by DSOER in the Community**

- Clifford Bowey Public School (May 6, 2015)
- Local Health Integration Network (June 30, 2015)
- Sir Guy Carleton Secondary School (November 5, 2015)
- SCS (November 17, 2015)
- Ontario Disability Support Program, East Region (December 3, 2016)
- Sacred Heart School (February 9, 2016)
- Le Regroupement des partenaires francophones (March 5, 2016)
- L'Arche Ottawa (March 14, 2016)
- Children's Aid Society of Ottawa (March 21, 2016)
- Children's Hospital of Eastern Ontario (March 30, 2016)

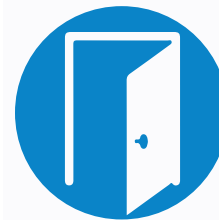
If you would like to request a presentation in your community, please contact DSOER by email [admin@dsoer.on.ca](mailto:admin@dsoer.on.ca) or call 855-376-3737.





*In 2015 – 2016, DSOER participated in many initiatives from the Ministry of Community and Social Services (MCSS) that are aiming to improve and increase access to adult developmental services*

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



### Intake

2012-2013	1,022	85/month
2013-2014	436	36/month
2014-2015	432	36/month
2015-2016	478	40/month



### Urgent

2012-2013	66	5.5/month
2013-2014	21	1.75/month
2014-2015	121	10/month
2015-2016	171	14.25/month



### Eligibility Determined (includes ineligible)

2012-2013	1,081	85/month
2013-2014	394	32.8/month
2014-2015	332	28/month
2015-2016	302	25/month



### Assessments completed

2012-2013	378	31.5/month
2013-2014	402	33.5/month
2014-2015	628	52/month
2015-2016	883	74/month



### Withdrew

2012-2013	0	0/month
2013-2014	0	0/month
2014-2015	104	8.6/month
2015-2016	103	8.6/month

# RespiteServices.com

RespiteServices.com is part of a provincial secure website that helps families and other caregivers find respite providers and connect with Special Needs Workers who provide respite care or developmental programming. In the Ottawa region, this service is hosted by Service Coordination.

The focus of RespiteServices.com for 2015 – 2016 has been on recruiting more Special Needs Workers from different cultural backgrounds. To do so, we participated in career fairs and classroom presentations, in addition to other community events. RespiteServices.com also explored new ways to reach out to more workers, such as posting job opportunities on recruitment websites. As a result, we have successfully recruited more workers who spoke minority languages, in particular Arabic, Farsi, and Mandarin.

SCS is interested in expanding the catchment area of RespiteServices.com to the Eastern Region. We noticed that families and Special Needs Workers in the surrounding counties of Ottawa are registered on RespiteServices.com and we have received several requests to expand our services to the Eastern Region. This expansion would have many advantages for families; they will have access to a larger bank of Special Needs Workers and will have more opportunities to participate in their communities.

## Growth in Demand for Special Needs Workers

Total workers registered in Ottawa	203
New Special Needs Workers	71
Total families registered in Ottawa	1,395
Workers hired by families	210
Worker referrals to families	3,969
Family requests	211
New family registrations	236

**i** The Special Needs Workers promote active living for children and adults with developmental disabilities including autism and/or physical disabilities in their own home or in the community, while providing parent relief. Workers registered with the Worker Bank are connected with families looking for support and relief.

# Transition Awareness Group (TAG)

The Transition Awareness Group (TAG) aims to stimulate community participation, inspire new opportunities and raise the profile of developmental services in our community for transition age youth. Our goal is to help individuals and families gain knowledge, tools, and awareness of resources in the Ottawa area.

In 2015 – 2016, TAG continued to organize evening information sessions for individuals transitioning into adulthood. These information sessions were well attended by parents and caregivers. The topics of these sessions included: Ontario Disability Support Program, OC Transpo/Para Transpo, and the Registered Disability Savings Plan.

On May 30, 2015, TAG organized Coming Together 2015, the 3<sup>rd</sup> annual conference of SCS. Under the theme Growing My Network, this conference provided ideas, experiences and resources to help participants build a network of support. In addition to a keynote by Families Matter Co-op on the launch of their social networking site Socialhood, the participants had the opportunity to attend workshops, meet Special Needs Workers, and learn more about community programs through agency info booths.



Sincere thanks to everyone who made Coming Together 2015 such a success and to our Partners: Families Matter Co-op, RespiteServices.com, Partners for Planning, Christian Horizons, LiveWorkPlay, Citizen Advocacy of Ottawa.

Each year, Coming Together focuses on a topic relevant to any youth transitioning to adulthood tailored for youth with Developmental Disabilities and Autism Syndrome Disorders. Previous topics have been transition planning and alternative housing options. The theme for the 2016 conference is 'Raising Awareness: Healthy Boundaries and Safeguards.'



# Information Management Project (IT/IM project)

A key component of SCS' vision recognizes that in order to maintain its relevancy, the agency must remain an innovative knowledge-based organization.

This focus has led to a multi-year redevelopment of SCS' IT infrastructure. The expected result from this redevelopment includes the automation of the majority of our manual and administrative processes which will enable our staff to provide more client service and a greater breadth of service delivery options. This project will also result in the creation of a dynamic and modern technological infrastructure to facilitate planning for services and people.

The 2015 – 2016 fiscal year saw the completion of the implementation phase of our multi-year IT/IM project. Three core systems – Case Management, Accounting and Human Resources – were deployed by year end. With a tremendous amount of effort put forth from staff, and with the guidance of a senior project manager, all systems were implemented on time.

2016 – 2017 will be the year upon which we commence integrating our newly implemented systems to enable workflow automation between departments.

# Quality Assurance (QA)

**Compliance:** SCS continues to meet compliance with all relevant regulatory bodies to ensure an ongoing maintenance of quality and privacy standards. In June 2015, Developmental Service Ontario agencies underwent a Privacy and Security Audit by the Ministry of Community and Social Services. DSOER received a rating of MEDIUM and recommendations to improve compliance were planned for and implemented by December 2015.

**Risk Mitigation Plan:** SCS received a risk rating of LOW following a Risk Assessment conducted by MCSS in February 2015. Subsequently, SCS had no significant measures to put into place; however, it continues to approach planning using the Risk Management Framework adopted in 2014. An internal Risk Assessment is anticipated for the summer of 2016.

**Lean Management and IT/IM:** In May 2015, SCS embarked on the Integrated Information Management System (IIMS) Project, which involved the selection of and transition to a new database. The integration of SCS processes into a centralized system initiated the final stages of our project to create more value for participants with fewer resources at all levels of the organization.

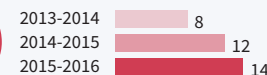
## Client Feedback:

SCS collects feedback from its participants and analyzes trends on a regular basis. Results demonstrated that feedback received has consistently been more positive than negative over the past 3 years. SCS is committed to high quality service and will continue to respond to complaints and concerns to improve customer satisfaction.

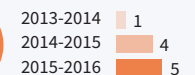
### Praise



### Complaint



### Concern



Please share your feedback with us at [www.scsottawa.on.ca/feedback](http://www.scsottawa.on.ca/feedback)



# WATCH OUR VIDEO The Good Life

[www.scsottawa.on.ca/the-good-life](http://www.scsottawa.on.ca/the-good-life)

“ It’s like a family  
to be here ”

**Donna Lee**  
Office Cleaner at SCS  
Supported employment  
with OCAPDD



The Good Life is a journey, not a destination, where we connect with our community, our passions and our values through the pursuit of our goals. Having a job plays an important role in this journey; it helps us meet new people, develop skills and find fulfillment in meaningful activities.

In this video, we invited Donna Lee to talk about The Good Life. Through an employment program of the Ottawa-Carleton Association for Persons with Developmental Disabilities, Donna has been our Office Cleaner and valued colleague for the past 14 years. She continuously strives towards her goals and pursuit of The Good Life.

We also invited employees of Service Coordination to talk about The Good Life. Our mission is to help individuals of all ages with developmental disabilities and their families, connect with community resources that meet their individual needs.

## What you have to say

“ Our son was diagnosed with high functioning autism spectrum disorder (ASD) at 12 years old, after multiple assessments and requests for support. It was a late diagnosis and even upon receipt our family was not linked to, or aware of, many supports and services available in the community. We heard of SCS through a friend and it has been life changing for all of us. Our Case Manager at SCS helped us become familiar with a variety of supports and services available within the community. Our son now has a social worker and participates in various programs and activities, including a recreation therapy program. We learned about and received funding that has allowed us to hire a Special Needs Worker as well as other supports to alleviate stress and strain. Recently, our son was accepted in the Citizen Advocacy: Everyday Champions program (another program we learned about through SCS) and he is very excited! ”

**A participant of Children Case Management at SCS**

“ The Assessor was very helpful and certainly knew what she was about. She was very skilled in her interview techniques. She was punctual at all times and ensured that we were comfortable throughout the entire interview. She used practical examples and approaches to clarify issues and solicit information from us. ”

This is a very useful needs assessment process, and the sharing of the feedback and questionnaire makes it even more transparent. Thus this document and summary report becomes a useful tool to parents / caregivers as they try to match the needs of their child to the services available.

**A participant of Developmental Services Ontario Eastern Region (DSOER)**





## Get social with SCS Ottawa



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



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

## Board of Directors

Established in 1995 by SCS, our Board of Directors consists of volunteers from our community. The Board governs our agency by providing leadership and direction to our Executive Director.

The Board is responsible for providing oversight and accountability for:

- The mission, vision and future direction of SCS;
- Quality of services;
- Management performance;
- Financial stewardship; and
- Communications with stakeholders.

The 2015 – 2016 Board of Directors comprises:

- |  |                   |
|--|-------------------|
| • Adrian Foster - <b>Chair</b>                     | • Tamra Benjamin  |
| • Vacant - <b>Vice-Chair</b>                       | • André Dulude    |
| • Dawn Kelly-Bertrand - <b>Treasurer</b>           | • Maurice Glaude  |
| • Alan Roberts - <b>Secretary</b>                  | • Colette Grant   |
| • Walter Strelbisky - <b>Client Representative</b> | • Larry Ostler    |
|  | • Carole Sheppard |
|  | • Shirley Siegel  |
|  | • Toby Yan        |
|  | • Helen Zipes     |

To learn more about our Board of Directors, visit our website at:  
[www.scsottawa.on.ca/board-of-directors](http://www.scsottawa.on.ca/board-of-directors)

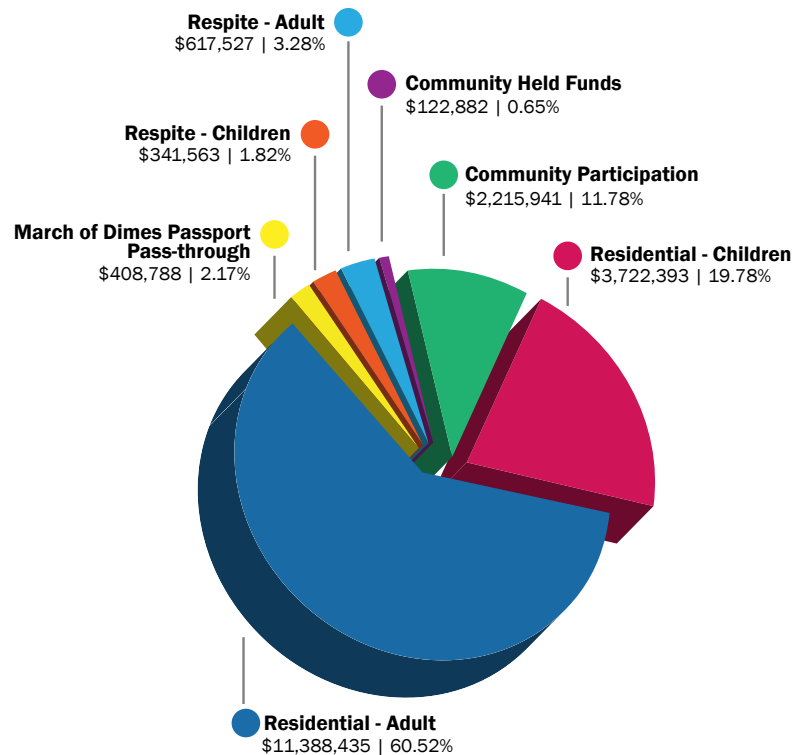


# Financial Statements

The financial statements of SCS are audited annually by an independent accounting firm. The purpose of the audit is to form an opinion on whether the information presented in the Management's Financial Report reflects the financial position of the Corporation at fiscal year-end. In this section, we present a summary of the financial statement audit of SCS for 2015 – 2016.



## Individual Program Expenses 2015 – 2016



## Statement of Operations: March 31, 2016

<b>Revenue</b>	<b>\$24,567,100</b>
<b>Expenditures:</b>	
Individual Program Expenses	\$18,817,530
Salaries & Benefits	\$4,450,779
Other Expenses	\$1,337,678
<b>Total Expenditures</b>	<b>\$24,605,986</b>
<b>Excess (Deficiency) of Revenue over Expenses</b>	
	<b>-\$38,887</b>

## Statement of Financial Position: March 31, 2016

<b>Assets:</b>	
Current Assets	\$2,646,883
Capital Assets	\$113,172
Intangible Assets	\$44,736
<b>Total Assets</b>	<b>\$2,804,791</b>
<b>Liabilities:</b>	
Current Liabilities	\$2,871,070
Net Assets	-\$66,279
<b>Total Liabilities &amp; Net Assets</b>	
	<b>\$2,804,791</b>



Share your feedback with us at [www.scsottawa.on.ca/feedback](http://www.scsottawa.on.ca/feedback)



**Service Coordination** for People  
with Developmental Disabilities

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

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