



SERVICE COORDINATION SUPPORT  
FOR PEOPLE WITH DEVELOPMENTAL DISABILITIES

SERVICE COORDINATION SOUTIEN  
POUR LES PERSONNES AYANT UNE DÉFICIENCE INTELLECTUELLE

# Annual Report 2020–2021

**A Year of Resilience**



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# About SCS

**S**ervice **C**oordination **S**upport (SCS) is the initial contact for people who have a developmental disability or autism in Ottawa and the Eastern Region. We help people find available resources in the community that are needed to assist them in their daily lives. One of our important goals is to empower families/individuals to make informed choices about the supports they seek.

## Mission

SCS supports people with developmental disabilities and children with autism in finding available resources and planning for the future of their choice.

## Vision

People we support belong and are empowered.

## Our Values

- **Advocacy** – We believe in acting on behalf of the persons we serve for the development of services in the community.
- **Empowerment** – We believe in the potential of individuals to achieve their goals and build their support networks.
- **Partnerships** – We believe in collaborating with individuals, families and the community to develop relationships to achieve our vision.
- **Equity** – We believe in fair opportunities to access supports and services in our community.
- **Transparency** – We believe in acting in an open and transparent manner.
- **Diversity** – We believe in sensitivity to and respect for the differences and cultural needs within our community.

## Our Services

- **Children's and Adult Case Management**
- **Developmental Services Ontario Eastern Region**
- **Residential and Community Services**
- **respiteservices.com in Ottawa**

More information on our services appears later in this report.

# Message from the Chair of the Board of Directors

Resilience is defined by the Merriam Webster dictionary as “...an ability to recover or adjust easily to misfortune or change.” While the SCS Board of Directors has been called upon in the past to assist the organization in navigating changes, the year 2020-2021 has been unprecedented in the volume and complexity of the hurdles the organization has faced. The global pandemic has challenged both the Board of Directors and SCS to find ways to maintain links with each other and continue serving our clientele in a virtual manner, having the ability to meet face to face with clients only in exceptional circumstances. The loss of daily routines, confinement, new procedures, and lack of contact has made the lives of the people we support much more difficult. SCS employees have also had to adapt in order to continue to provide the services and support the people we serve expect and require, while addressing the day-to-day obstacles of the pandemic.

The last year has also seen a change in the senior leadership cadre of SCS. The previous Executive Director left the organization in January 2021 and the Board has been working with a well-respected executive recruitment firm to find the next Executive Director. As a Board of Directors, we are confident that we will find an excellent manager who will bring to the organization the appropriate mix of subject matter expertise, interpersonal skills and strategic thinking. Our recruitment process should be completed by June 2021. We look forward to working with the new Executive Director to further the organization’s mission.

I am so very impressed with the initiative and speed with which the staff at SCS has been able to pivot and increase the pace of virtual interactions with individuals supported. This has allowed the Board to continue making progress on its SCS’s Strategic Plan 2020-2023; the main imperative of this plan is our commitment to our person-centred approach that empowers the persons we support to plan for the future of their choice. The pandemic, and our response to it, has indeed accelerated our progress in realigning our processes, systems and services to ensure the integration of person-centred services for our clients and their support circle.

There are also a few important highlights I want to specifically note when considering the work of the Board of Directors in 2020-2021. These highlights include the online electronic training program for Board members, which was a joint initiative between the staff and Board members to capture important information on the organization, its mandate and operations, how it is financed, key governance documents as well as enabling pieces of legislation. For the first time, all of this information is available in a standard format for reference by Board and staff members alike. As well, the Board has made significant progress on the identification and introduction of key performance indicators (KPIs) to allow us to clearly and succinctly monitor the performance of the organization and progress on our strategic plan objectives. None of this would have been possible without the dedication and support of the exceptional staff of SCS.

As we optimistically look forward to the end of the pandemic and the post-pandemic recovery, the Board is very grateful for the support, engagement and innovative spirit of our amazing staff. It is a considerable honour and responsibility to serve SCS and its community.

**André Lagacé**

Chair of the Board,  
Service Coordination Support (SCS)  
For People with Developmental Disabilities

# Message from the Interim Executive Director

As Interim Executive Director, I want to take the opportunity to publicly express sincere and heartfelt thanks to all of our amazing staff for their remarkable adaptability, dedication and support throughout the major transitions we confronted as an agency. The worldwide impact of the COVID-19 pandemic is unparalleled, and it was difficult to watch the abrupt closure of the limited services and resources the persons we support rely on, with no clear timelines for reopening. On top of having to handle the pandemic's effect on their personal lives, our staff managed to continue to serve the persons we support and advance the operational projects that will move our organization forward.

This past year, we built upon our person-centred commitment by enhancing and testing our case management tools and processes in an effort to better communicate how case management can help support people in living lives of their choosing within their communities.

Significant investment and progress was also made toward our agency's modernization strategy, most notably:

- My Search Tool, a search tool to enable families to independently explore available resources in their community (<https://search.scsonline.ca/>).
- We started developing a self-serve website where the people we support can access and update information and documents in their SCS file.
- We partially implemented our mobile workforce strategy, to increase our presence and visibility in the community.

To the persons we support, our Ministry funders, and our community partners, I also wish to express sincere thanks and gratitude for the patience, support and understanding you have all extended to our agency.

Sincerely,  
Janet

**Janet Babalola**

Interim Executive Director  
Service Coordination Support (SCS)  
For People with Developmental Disabilities

# SCS's Strategic Plan (2020-2023)

Our Strategic Plan's main imperative is to re-commit to our person-centred approach at SCS between now and 2023. Our services are evolving to build upon the strengths, skills and goals of the persons we support, along with the contributions of their support circle. Our aim is to empower the persons we support to plan for the future of their choice.

Following our Strategic Plan, we will implement and keep our person-centred approach in all programs and levels of SCS. This will ensure that persons in all programs and levels of SCS benefit from the approach. To do this, we have three other imperatives detailed below on this page: Measure Outcomes, Invest in Meaningful Partnerships and Build an Agile Operations Infrastructure.

Deliver Person-Centred Services			
<ul style="list-style-type: none"> <li>● Build common understanding of person-centred thinking and perform impact analysis for what it means for SCS</li> </ul>	<ul style="list-style-type: none"> <li>● Implement a person-centred thinking mindset across SCS and promote externally</li> </ul>	<ul style="list-style-type: none"> <li>● Realign processes, systems and services to ensure integration of person-centred services</li> </ul>	<ul style="list-style-type: none"> <li>● Foster confidence and trust in SCS with diversity, awareness and knowledge</li> </ul>
Measure Outcomes to Optimize Performance	Invest in Meaningful Partnerships that Respond to Community Needs	Build an Agile Operations Infrastructure	
<ul style="list-style-type: none"> <li>● Assess and align defined outcomes to community needs, resource requirements and service offerings</li> <li>● Develop a performance measurement strategy to strengthen evidence-based decision-making</li> </ul>	<ul style="list-style-type: none"> <li>● Define SCS's partnering value proposition and determine criteria for partnering options</li> <li>● Build / enhance partnerships across multiple sectors</li> </ul>	<ul style="list-style-type: none"> <li>● Align infrastructure to support person-centred services and achieve operational efficiencies</li> <li>● Explore business partnerships that strengthen SCS's operational infrastructure</li> <li>● Explore new revenue generation models and assess impact on program performance</li> </ul>	

# Transition Awareness Group

The Transition Awareness Group (TAG) aims to stimulate community participation, inspire new opportunities, and raise the profile of developmental services for transitional-age youth in our community. TAG helps people and families gain knowledge, tools and awareness of resources in the Ottawa area.

## Conference

The annual Coming Together conference focuses on topics relevant to young people 14 years of age and older who are experiencing a life transition. The 2020 edition, themed “25th Anniversary of SCS,” featured a series of virtual activities over four Saturdays in November. These interactive sessions were based on feedback from families and addressed Mental Health, Housing, Relationships, and Employment. In addition to the conference sessions, youth and young adults of all abilities were invited to join the Virtual Youth Track and participate in fun skills-development activities, which have been created and implemented by Recreational Respite.

After each conference, we send a feedback survey to include topic ideas for the next conference.

Approximately 180 people participated in all four virtual conference sessions, and approximately 57 youth and young adults participated in one or more of the four Virtual Youth Track sessions.

We received 16 messages of praise and four suggestions after the series.

## Testimonials

*“Great conference!”*

*“Thank you for providing parallel tracks tailored to special needs individuals.”*

*“A presentation about wait lists and wait times would be nice so folks have real expectations of how long it will take. A lady had an 18 year old who was expecting to live outside the family home in a year, but did not have the financial allowance to fully support their 18 year old. This is not realistic and the family may go through crisis when they realize this.”*

*“Please circulate the material in advance, there is a lot to review and it would be helpful to study beforehand.”*

## Information Sessions

TAG continued to organize evening information sessions for people between the ages of 16 and 21, as well as for adults in life transition.

The June 2020 session, “Technology Solutions for Your Housing Plan,” helped the participants discover technology solutions that are right for them and their housing plan.



The September 2020 session, “Planning and Decision-Making for Parents of Adult Children with Disabilities,” provided an overview on:

- Who can make decisions for adult children with disabilities
- How parents can gain authority to make decisions for their adult children (including a discussion of both Powers of Attorney and being appointed as a Guardian through the Courts)
- What a parent’s duties and responsibilities are as a Guardian or Power of Attorney
- Planning for your adult child’s future care through your Will

## Projects and Initiatives

SCS runs projects and initiatives to meet our strategic goals and objectives, which we develop based on emerging needs of the individuals that we support in our community. SCS employees lead our projects and initiatives, in collaboration with other organizations, experts in specific areas, and members of the community.

To learn more about how the main imperatives of SCS’s Strategic Plan will enable the people we support to plan for the future of their choice, please see SCS’s Strategic Plan (2020–2023) in this report.

### Imperative 1: Deliver Person-Centred Services

- **Case Management at SCS**

SCS is continuously improving our case management services to ensure that the people we support are engaged in planning for the future of their choice.

We listened to ideas, comments and feedback from individuals we support, their families and community partners. One of our goals is to better communicate how our case management services can support people. Essentially, people need to know what to expect from receiving our services. Once implemented, our case management will focus on what is important to people, what their strengths are, and what support they need in order to succeed.

- **Person-Centred Thinking**

SCS recognizes people’s strengths and takes action according to the support they require to be successful. At SCS, “person-centred” means supporting people who choose the lives that they want, as an included member of their community, with them being at the centre of all our efforts.

We help people create a plan that addresses what is important to them, how they want to be supported, and how they want to live. We use person-centred thinking tools to gather meaningful information and facilitate important conversations to help people set goals and enact their plan, building on their strengths, gifts, talents and skills.

## Imperative 2: Measure Outcomes to Optimize Performance

- **Performance Measurement Framework**

SCS is developing a performance measurement strategy to gauge the effectiveness of our services and effectively communicate the value of our services to the persons we support, our funders, and our community stakeholders.

In 2020, SCS identified measures to inform us if our services are helpful and if we bring value to the people we support. We also reviewed how to better identify and support individuals' achievement of personal outcomes.

Our focus for the next year is to validate with our stakeholders that what we are measuring is meaningful to them, and to implement our performance measurement approach.

The importance of measuring the value of our work was also noted in the Office of the Auditor General of Ontario's *Value-for-Money Audit: Supportive Services for Adults with Developmental Disabilities* (December 2020). This confirms our decision to develop program outcomes based on this report.

## Imperative 3: Invest in Meaningful Partnerships that Respond to Community Needs

- **Community Engagement / Partnerships**

It is well known that resources and services are limited, and that we must avoid service duplication so we can serve more people who are facing challenges and barriers, with less resources. To achieve this, agencies in the community that share objectives need to work together to support individuals and their caregivers. Each organization and community member must have a specific role in supporting people with developmental disabilities.

We have existing partnerships in the developmental sector. However, our goal is to strengthen our community engagement efforts by expanding our influence and outreach to connect with other sectors to eliminate service duplication and better support people. We have begun by evaluating our current partnerships. We will expand this approach by measuring and evaluating the value of potential future partnerships for our agency and the people who we support.

## Additional Operational Activities

- **My Portal**

We are developing a self-serve portal where people can access and update information and documents in their file at SCS. We hope this will help individuals better manage their information and resources whenever and from wherever they want.

This work involves identifying requirements for the functionality and design of the system. It also involves developing a plan to pilot the newly designed system and onboard new and existing participants of SCS. We are underway, with a launch expected in fall 2021.

- **My Search Tool (Resource Portal)**

On April 1, 2021, we launched My Search Tool, an online library of local resources and services for children and adults with developmental disabilities or autism. Users can search by topic, location, age, or distance from their home.

- **Compensation, Retention and Performance Management Framework**

We are currently reviewing our agency's compensation practices. This involves reviewing and updating job descriptions, developing a grading tool, and conducting a compensation survey of similar jobs in the sector. Next, we will develop a new compensation system linked to a performance management system that meets SCS's needs. This will include a retention strategy.

The performance management system will be connected to the development of our performance measurement framework. We plan to complete this framework in 2021–2022.

- **Mobile Workforce Strategy**

This strategy will give SCS employees access to all their work tools and files when outside of our office, so that they can be more present and visible in the community. The goal is to increase productivity and get tasks completed more quickly to support individuals and their support network.

This work involves reviewing and updating our policies and procedures that would be affected by a full transition to a mobile workforce.

We expect to fully implement this initiative after the COVID-19 pandemic has passed.

- **Evaluation of respiteservice.com in Ottawa**

We are evaluating the impact of respiteservices.com in Ottawa. This includes a review of the impact of reducing this service, or of expanding it across the Eastern Region.

Potential expansion communities include the United Counties of Stormont, Dundas and Glengarry; the United Counties of Prescott and Russell; and Renfrew County. This evaluation involves the following activities:

- Comprehensive program review
- Identification of the demand for direct support workers in potential communities across the Eastern Region
- Proposition of new strategies to recruit Direct Support Providers
- Review of SCS's capacity to expand this service to the Eastern Region
- Review of the impact of reducing or discontinuing the service

We plan to complete this evaluation during the 2021–2022 fiscal year.

- **SCS Instructional Videos**

SCS continues to develop videos on how to complete applications for services, supports, funding and more. We select topics based on users' most frequently asked questions. We published these videos in 2020–2021:

- How to complete your application form for Special Services at Home (SSAH)
- How to complete your application form for Assistance for Children with Severe Disabilities (ACSD)

## Impact of COVID-19

The impact of the COVID-19 pandemic was devastating for some of the individuals and families that we support. As a result, we have had to readjust some of our priorities this year.

We needed to quickly implement many new directives related to COVID-19 from the Ministry of Health and the Ministry of Children, Community and Social Services. We have had to shift to a virtual way of connecting with people, which was a significant adjustment for everyone. We have been ensuring that all private residential service providers with whom SCS has an agreement have been receiving and implementing all new or updated government directives related to COVID-19. We have reviewed their COVID-19 business continuity plans in the interest of the people we support. We also supported those private residential service providers in securing and delivering appropriate personal protective equipment to their group living residences.

SCS was part of the group of service providers from the developmental sector that met regularly with politicians, and we participated in numerous planning committees to discuss challenges and barriers that COVID-19 posed to people with developmental disabilities and their support networks. Those challenges included reduced access to respite services, an increase in mental health difficulties, and the need to advocate for people with developmental disabilities to be one of the priority groups to receive the COVID-19 vaccine.

We are very hopeful for next year. With increased access to vaccines, we are looking forward to returning to some sense of normalcy, and finally meeting with people in person again.

# Services Offered at SCS

## Support Services

### Children's and Adult Case Management

Case management at SCS is a collaborative, inclusive, and individualized process. We work towards goal setting, planning, advocating, and exploring available community resources to support the achievement of personal outcomes. This service is offered in Ottawa.

A case manager will help you:

- Focus on goals that are important to you
- Include the people who are important to you
- Identify your strengths and interests
- Build and strengthen your relationships and support network
- Plan for life transitions
- Coordinate meetings with other service providers by:
  - Assisting you with preparing for the meeting
  - Supporting you at the meeting
  - Understanding roles and responsibilities
- Support problem solving and group facilitation
- Coordinate community resources, such as:
  - Skills development or education programs
  - Social and recreational programs
  - Child care programs
  - Support workers or respite programs
  - Volunteering or work opportunities
  - Support groups
  - Financial programs
  - Housing services
  - Transportation services
  - Specialized services, such as counselling, behaviour management, medical, therapy, equipment ...

Your relationship with your case manager is voluntary, based on your active participation in your plan. The case manager facilitates goal oriented planning with time defined supports. The person / family is always an active participant in all decisions.

### Residential and Community Services

If you are a youth in extended care with the Children's Aid Society transitioning to adult services, a Resource Coordinator can work with you to develop a plan to meet your goals and monitor the quality of your services.

Resource Coordinators supported four new Transition Aged Youth from the Children's Aid Society through a structured planning process.

Residential and Community Services supported 34 children and 230 adults.

## Outside Paid Resources (OPRs) Compliance

A Compliance Officer at SCS conducts assessments with Outside Paid Resources (OPRs) to ensure they are in compliance with all items of the Ontario Regulation 299/10 on Quality Assurance Measures (QAM). These assessments include a review of individual and client records, staff and volunteer records, organizational records and documentation, along with a site inspection of the physical location.

SCS completed 35 compliance reviews in 2020-2021.

## Key Performance Indicators for Support Services

SCS continues to hold a waitlist for our case management services, due to a continued increase in the number of individuals, along with their support network, requesting our services.

In 2020-2021, children's case management served 2737 children, and adult case management served 809 adults.

On April 1, 2020, we had 406 children on our waitlist for children's case management. By March 31, 2021, we were able to decrease our waitlist for case management by 52%, with 196 children on that list. Our target was to decrease that waitlist by 15%, which we accomplished.

On April 1, 2020, we had 240 adults on our waitlist for adult case management. By March 31, 2021, we were able to decrease our waitlist for case management by 15%, with 204 adults on that list. This corresponds to our 15% decrease target.

We were able to decrease the number of people waiting for case management services by implementing a new waitlist callback strategy. This included improving our messaging to families, providing short-term outreach support when appropriate instead of waiting for case management support, and prioritizing requests based on risks.

Both case management teams continue to provide outreach to those families waiting and to respond to information requests.

## Testimonials

*“Over the years I have received services from a number of case workers from Service Coordination. Our new caseworker was incredible. She was able to present and explain multiple resources related to transition supports. She followed up with emails and responded quickly to questions.”*

*“Our case manager was supportive, kept us well informed, prompt and clear with information, listened to and appreciated our concerns and was always there to facilitate in discussions and meetings. She was very understanding of the emotional impact of our situation and patient as we worked on finding the appropriate supports for our daughter.”*

*“The services and programs that are suggested to us are all full. So, what is the point of suggesting them. We have been on a wait list for accommodation for over 6 years and there is nothing available (He is supposed to be a high need for accommodation). So why do assessments that tell us he should be a good fit in a group home? We know that but there are no spots.”*

Response: With our commitment to a person-centred approach, we are looking to engage differently with individuals, focusing on what is important to them, their strengths, and what support is required for them to be successful. This may help us better connect individuals to non-traditional services and resources within their community that are more accessible. We are also looking at enhancing our partnerships and strengthening our community engagement efforts by expanding our influence and outreach to become better connected to other sectors to better support people with increased and complex needs.

## Developmental Services Ontario Eastern Region

Developmental Services Ontario Eastern Region (DSOER) is the access point for adult services funded by the Ministry of Children, Community and Social Services. DSOER is also a department of SCS.

Individuals apply through DSOER in order to request adult Ministry-funded services and supports. DSOER helps applicants:

- Understand and complete the application process
- Determine the kind of services and supports that are appropriate for them
- Make requests for funded services and supports
- Access available and appropriate funded services and supports
- Find information about private and community based services

### **These are DSOER's main functions:**

#### 1. Service Navigation

The role of a Service Navigator is to:

- Assist with starting an application
- Confirm eligibility
- Refer to urgent mechanisms as needed
- Refer to Passport program for basic \$5,000 fund
- Inform individuals, families and community partners on the DSO process
- Prepare individuals for assessment stage

#### 2. Scheduling

The role of a Scheduler is to:

- Book assessments and other meetings
- Give pre-assessment information packages to clients
- Manage meeting cancellations and rescheduling needs

### 3. DSO Assessment

The role of a DSO Assessor is to:

- Meet and maintain provincial certification criteria
- Facilitate group interviews with the individual and their support network
- Complete Support Needs assessments
- Refer to requested funded services and to request registry
- Provide coaching/mentoring for new assessors

### 4. Matching and Linking

The role of a Matching and Linking Coordinator is to:

- Receive all vacancy declarations from funded service providers
- Triage client requests to match with appropriate and available services
- Collaborate with urgent mechanisms and community service planning groups

## **Performance Indicator(s) and Target(s)**

In 2020–2021, DSOER served 3,094 individuals through its services and completed 692 assessments. This surpassed our modified target for this fiscal year of 650 assessments.

Due to the impact of COVID-19, DSOER has adapted their approach and enhanced their skills at conducting support needs assessments virtually. As a result of this unforeseen situation, assessors continue to develop and surpass their original skill levels in group facilitation. They have continued to perform high-quality work despite unavoidable distractions such as children learning remotely, lack of childcare, the need to support loved ones in their care, and the mental and emotional stress due to the situation for clients, their families and themselves.

All DSOER staff provide additional support for many individuals and caregivers who have challenges with virtual meetings. Although the majority of virtual assessments are working, some individuals do not have sufficient access to the Internet or the needed technology. Others are not comfortable using technology to participate in virtual assessments. Currently, we are able to meet with individuals in person in only exceptional circumstances.

All DSOER staff require longer-than-usual completion times in order to provide the many types of support that our clients require. They continue to provide this support in a person-centred approach and with great compassion.

## **Testimonials**

*“The assessor took time to explain and did not rush the ADSS and SIS. She was engaging, used words that the client can understand and listened. The client did not have to wait long after turning 18 to be contacted by an assessor.”*

*“Our assessor was very patient. Very knowledgeable. At no time did my son feel pressured or uncomfortable. The process of the assessment was very easy. My son has not started to receive any support as of yet however we just completed the assessment.”*



*“The assessors were fine. It is the SIS scale that is so soul destroying on every level. There should be an automatic N/A reply that skips questions when an individual is total care, not independently mobile, medically complex, low vision, no hand function, and no speech.”*

Response: The Supports Intensity Scale (SIS) is the Ministry-mandated tool that is used provincially. Its purpose is to show which supports would help someone with a developmental disability be successful in their own life. Through our discussions, our goal is to help people identify these supports and to emphasize their importance. Often, we see that people find this approach very enlightening and helpful. However, sometimes, depending on a person’s situation, looking at all this information can indeed be daunting.

## respiteservices.com in Ottawa

Respite is a “break” that lets families and caregivers take time off from caregiving for a short period. This allows them to spend their time on other important needs, such as rest, relaxation and rejuvenation.

Respite also provides an opportunity for a person who has a developmental disability or autism to meet new people, have fun, and learn new skills. In short, respite can improve the quality of life of both the caregivers and their loved ones.

respiteservices.com in Ottawa is a secure website with tools that match applicants with Direct Support Providers (DSPs) who can provide respite or support the individual in developing new skills and exploring new interests. This service is available to children and adults with developmental disabilities or autism in Ottawa.

Visit [respiteservices.com/Ottawa](https://respiteservices.com/Ottawa) to find or become a DSP. You can also visit our instructional video library at [sconline.ca/instructional-videos](https://sconline.ca/instructional-videos) to learn about finding or becoming a DSP.

### **Key Performance Indicator(s) and Target(s)**

In 2020–2021, 48 DSPs registered with respiteservices.com in Ottawa, which is a decrease of 26 DSPs from 2019–2020. We had 128 active and available DSPs with respiteservices.com by the end of 2020–2021.

COVID-19 significantly reduced our ability to recruit new DSPs during this fiscal year.

During the lockdown and official stay-at-home orders during the last year, family requests for a DSP decreased by at least 40%. Many families and caregivers did not feel comfortable inviting new DSPs into their homes during certain periods of the pandemic.

The lockdown and official stay-at-home orders also affected DSPs’ ability to get their vulnerable sector checks, which is a requirement to register as a DSP on respiteservices.com. Once the lockdown and stay-at-home orders were lifted, there were delays in DSPs receiving their vulnerable sector checks, due to the significant backlogs with local police services.

Emergency orders due to the pandemic also restricted DSPs from working in more than one location. This resulted in some DSPs choosing to work with only one family or one employer.

# Risks and Mitigation

SCS conducts an annual risk assessment of its operations and activities. This helps us identify in advance situations that would affect our agency and the people who we support. We identify risks based on local and provincial data, trends and reports.

We start by identifying potential risks, and then we assess the likelihood of these situations happening and the effects they would have. Through this assessment, we prioritize our efforts on the most important risks.

These are the most important risks we identified this year:

- The possibility of SCS not being able to fulfill its function of connecting people to services, due to low availability of services in the community provided by our partners.
- The possibility of SCS having increased challenges in connecting individuals to resources and services, due to the changing landscape and complexity of individual profiles and needs.
- The possibility of SCS having significant challenges in staff recruitment and retention, due to an outdated compensation mechanism.

SCS's operational plan and activities have been developed to mitigate these risks. With our commitment to a person-centred approach, we will be able to engage differently with individuals, focusing on what is important to them, their strengths, and what support is required for them to succeed. This may help us better connect individuals to non-traditional services and resources within their community that are more accessible.

We are also implementing an approach that will help us evaluate the value of developing a partnership with a potential partner. This will focus our efforts on more meaningful partnerships that will benefit our agency and the people who we support. We are also looking to strengthen our community engagement by expanding our influence and outreach to become more connected to other sectors to better support people with increased and complex needs.

We are also assessing our agency's compensation practices. This involves reviewing and updating job descriptions, developing a grading tool, and conducting a compensation survey of similar jobs in the sector. We will then develop a new compensation system linked to a performance management system that meets SCS's needs. This will include a retention strategy.

# 2020-2021 Board of Directors and Committees

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

## EXECUTIVE COMMITTEE

- Lagacé, André** ..... **Chair**
- Pambrun, Chantale** ..... **Vice-Chair**
- Stevens, Gregory ..... Treasurer
- Murphy-Walsh, Elizabeth ..... Secretary
- Benjamin, Tamra..... Chair, Governance Committee
- Yan, Toby ..... Chair, Quality and Risk Management Committee
- Babalola, Janet ..... Ex-Officio

## AUDIT AND FINANCE COMMITTEE

- Stevens, Gregory** ..... **Treasurer**
- Murphy-Walsh, Elizabeth**..... **Vice-Chair**
- Hamdani, Al ..... Director
- Nye, Andrei CPA, CA ..... Director
- Reed, Brian..... Director
- Wilson, Kody ..... Director
- Babalola, Janet ..... Ex-Officio

## FRENCH LANGUAGE SERVICES COMMITTEE

- Pambrun, Chantale** ..... **Chair**
- Lagacé, André..... Chair of the Board
- Stevens, Gregory ..... Treasurer
- Babalola, Janet ..... Ex-Officio

**GOVERNANCE COMMITTEE**

- Benjamin, Tamra** ..... **Chair**
- Nye, Andrei** ..... **Vice-Chair**
- Anderson, Ian ..... Director
- Stevens, Gregory ..... Treasurer
- Strelbisky, Walter ..... Ex-Officio
- Babalola, Janet ..... Ex-Officio

**QUALITY AND RISK MANAGEMENT COMMITTEE**

- Yan, Toby** ..... **Chair**
- Wilson, Kody** ..... **Vice-Chair**
- Hamdani, Al ..... Director
- Murphy-Walsh, Elizabeth ..... Director
- Stevens, Gregory ..... Treasurer
- Babalola, Janet ..... Ex-Officio
- Natalie Tardif ..... Ex-Officio

# Financial Overview

Summarized financial information for the year ended March 31, 2021.

<b>Statement of Operations: March 31, 2021</b>	
Revenue	\$50,825,920
Expenditures	
Individual Program Expenses	\$44,159,375
Salaries & Benefits	\$5,617,567
Other Expenses	\$1,105,075
<b>Total Expenditures</b>	<b>\$50,882,017</b>
Excess (Deficiency) of Revenue over Expenses	- \$56,097

<b>Statement of Financial Position: March 31, 2021</b>	
Assets	
Current Assets	\$4,193,567
Net Capital Assets	\$110,454
Net Intangible Assets	\$65,138
<b>Total Assets</b>	<b>\$4,369,159</b>
Liabilities	
Current Liabilities	\$4,475,156
Net Assets	(\$105,997)
<b>Total Liabilities &amp; Net Assets</b>	<b>\$4,369,159</b>

# Contact Us

## **Service Coordination Support (SCS) for People with Developmental Disabilities**

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TTY: 1-855-777-5787

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## **Developmental Services Ontario Eastern Region (DSOER)**

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

Email: [admin@dsoer.ca](mailto:admin@dsoer.ca)

Telephone: 1-855-376-3737

TTY: 1-855-777-5787

Fax: 1-855-858-3737

**Hours of operation: 8:30 a.m. to 4:30 p.m., Monday to Friday**

## **Follow us**

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