



SERVICE COORDINATION SUPPORT
FOR PEOPLE WITH DEVELOPMENTAL DISABILITIES
SERVICE COORDINATION SOUTIEN
POUR LES PERSONNES AYANT UNE DÉFICIENCE INTELLECTUELLE

SCS Strategic Plan 2023–2026



Paving the way for a more inclusive future

Approved by the Board of Directors
September 26, 2023



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MESSAGE FROM THE EXECUTIVE DIRECTOR

Dear Service Coordination Support Stakeholders,

Throughout our journey, Service Coordination Support (SCS) has been steadfast in its commitment to empowering individuals and families living with a developmental disability, guiding them toward their aspirations and providing advice and guidance as well as access to essential services and supports. As we stand at the precipice of transformative reforms by the Ontario government, this strategic plan positions SCS as a trailblazer, championing the realization of individual potential within the Ontario government's vision of a framework that is based on individualized funding.

Our ambition at SCS is to address the present and imminent requirements of those we serve, while extending our reach, ensuring that more individuals access the services they rightfully deserve. By aligning our efforts with the pulse of change, we intend to carve a path toward a more inclusive future.

Your voices, insights, and perspectives will guide us in our journey. Your invaluable feedback shapes our course and fuels our determination to continuously improve. I extend a heartfelt invitation to each of you to engage with us, share your thoughts, and collaborate as we embark on this transformative journey together.

With gratitude and anticipation,

Mitchell Bellman
Executive Director

MESSAGE FROM THE CHAIRMAN OF THE BOARD

Esteemed Stakeholders,

As Chairman of the Board, I echo the sentiments shared by our Executive Director, Mitchell Bellman. The pursuit of excellence and positive change has always been at the heart of Service Coordination Support (SCS). Our shared vision embraces a future where everyone's unique journey is celebrated, and their aspirations are honored.

This strategic plan is more than a roadmap; it's our collective commitment to meet the needs of our clients as their needs evolve and change over time. By fostering inclusivity and harnessing innovation, we will be ready to respond to the evolving landscape of developmental services that is underway in Ontario.

Your engagement is pivotal to our collective success. We value your insights and partnership as we work towards a bright future. Let us, together, propel SCS to continue in its role of leadership, compassion, and lasting impact.

With utmost enthusiasm,

Andrei Nye
Chairman of the Board

THE PLANNING PROCESS

Beginning in the fall of 2022, Service Coordination Support (SCS), supported by People Minded Business (PMB) a consulting firm with extensive experience working in Developmental Services, undertook a strategic planning process to help prioritize our focus into 2026. PMB researched the environment in which SCS operates including local, regional, and provincial trends. Using an inclusive process of consultation, collaboration, and co-creation, SCS learned first-hand about what matters most to over 150 people representing all the key stakeholder groups.



SCS's strategic plan is based on what we learned during our consultation process, and helped shape our priorities going forward over the next three years.

INSIGHTS FROM THOSE WE ASSIST

Central to SCS's mission is the empowerment of individuals with developmental disabilities and children with autism, aiding them in accessing resources and services that help them shape a future of their choosing.

The moment a family member receives a diagnosis of an Intellectual or Developmental Disability or Autism is laden with emotional weight, often triggering more questions than answers. A recurring sentiment among family members is their deep appreciation for the compassionate disposition of SCS's staff, recognizing their unwavering dedication in supporting families. The availability of SCS's staff, armed with their wealth of information and resources, emerges as a guiding light, addressing families' queries and uncertainties. SCS's staff's adeptness in assisting clients with paperwork to access financial aid, navigating complex service systems, and advocating on their behalf is consistently hailed as an invaluable service.

While the support from SCS resonates positively, families frequently express challenges. Prolonged wait times for services, a sense of being overwhelmed by information rather than guided direction, instances of irrelevant information, and a lack of available services, particularly respite care, stand as sources of continued challenges for families. Families expressed a yearning for enhanced support that aligns more closely with their evolving needs. Overall, however, families continually convey gratitude for the assistance and support extended to them by SCS.

ORGANIZATIONAL STRENGTHS AND ASSETS

Within the organization, a diverse palette of resources and strengths is interwoven across dimensions encompassing areas such as personnel, finance, technology, operations, and services. These attributes collectively support SCS's organizational capacity and ability to confront existing challenges while embracing prospects and opportunities. This strong organizational foundation converges to fortify our ongoing evolution and resilience of SCS.

The bedrock of our endeavor lies in the unwavering commitment and compassion radiated by our staff. Across the landscape of consultations, families and community stakeholders resoundingly acknowledge the profound dedication exhibited by our team. Such commitment is amplified by the innate compassion, empathy, and professionalism they bring, serving as the cornerstone of our accumulated expertise. This shared ethos of collaboration and mutual support further cements our organizational potency.

While in service to our clients, our work environment epitomizes adaptability, nurturing a delicate equilibrium between professional duties and personal well-being. The endorsement of hybrid work models, encompassing remote arrangements, has emerged as a pivotal factor underpinning this

balance and fostering employee satisfaction. Strengthening our human resources is key to ensuring great care to our clients.

The essence of innovation and a desire for innovative problem-solving is the collective spirit driving both our staff and management. Anchored in adaptability, we approach change with a resolute determination, consistently devising pioneering solutions to surmount the hurdles that present themselves.

In the role of an integral gateway, SCS stands as a pillar of unwavering support within the broader community landscape. Our presence offers a guiding beacon, leading families through the complex landscape of assistance, connections, and intricate decisions. Our comprehensive "one-stop shop" resonates with families' expressed aspirations, reinforcing our ability to serve and to advocate.

With our strong networks, both internal and external, SCS plays a key role within Ottawa's services sector. Our connectivity to available support services allows us to work with partners to shape a robust framework. Our role as a sector coordinator assumes renewed importance as we endeavor to reignite this function with renewed vigor.

Our distinct perspective, straddling the dual roles of a regional Developmental Services Ontario (DSO) office and Service Coordination provider, provides a strategic vantage point. This panoramic insight into regional dynamics allows us the opportunity to play a leadership role as we navigate the transformative currents of sector reform together with our partners, the regional Transfer Payment Agencies, that also support the needs of the community we all serve.

EMBRACING OPPORTUNITIES AMIDST CHALLENGES

Our strategic plan acknowledges the dynamic landscape and the opportunities inherent in the challenges we face. Guided by Ontario's "Journey to Belonging" framework, we envision an inclusive future for individuals with developmental disabilities, emphasizing person-directed, equitable, and sustainable support to foster vibrant communities. Individualized funding models offer self-direction and autonomy, enhancing overall quality of life. Collaborative efforts with governmental enhancements aim to address income disparities, reflecting our commitment to building an equitable future.

While we address the impact of inflation on wages with innovative strategies, our sector's resilience during economic shifts underscores our commitment to retaining skilled staff. By embracing flexible work arrangements and competitive compensation, we attract and retain dedicated professionals vital to our mission. Amid shifting societal dynamics, we champion inclusivity, honoring cultural diversity as a cornerstone.

Our strategies align with societal trends, ensuring our services resonate with diverse populations. As our population expands, we remain adaptable and forward-looking, ready to welcome more individuals into our services and recognizing the challenges and opportunities this growth brings. The enduring relevance of hybrid service models leverages technology to enhance engagement and well-being, and digital inclusion remains a priority. Amidst evolution in disability composition, including mental health complexities and aging-related conditions, our investments in training, resources, and comprehensive care respond adeptly to complex needs.

Committed to streamlining processes and expanding resources, we will look to address waitlists efficiently, ensuring timely access to essential services. In navigating these key themes, we pave the way towards a stronger, inclusive, and impactful Service Coordination Support system, embracing the opportunities that arise from the challenges we encounter.

STRATEGIC OBJECTIVES FOR SCS STRATEGIC PLAN

In March 2023, the Board of Directors and Senior Leadership assessed the operating environment, the opportunities, and carefully reviewed the stakeholder consultation feedback. These deliberations led to the articulation of SCS's strategic priorities for the period 2023-2026:



1. ELEVATE CLIENT EXPERIENCE

Central to our vision is the creation of an exceptional, client-centric journey for both individuals and families. Through concerted efforts, we aim to:

- enhance the capabilities of our online platforms to better serve our clients;
- harness data for improving service quality and client experience while respecting privacy;
- curtail service waitlists while introducing interim support mechanisms;
- optimize processes across all service domains (aided by technology where relevant and feasible);
- synergize with the Ministry of Children, Community and Social Services (MCCSS) and community partners for effective service recipient placements; and
- heighten client engagement through effective feedback channels.

2. CULTIVATE A WORKPLACE OF CHOICE

Recognizing our employees as the bedrock of SCS, our endeavor is to nurture an environment that equips staff to provide exemplary support to individuals and families. This includes:

- formulating a comprehensive succession plan for key roles;
- fostering an organizational ethos conducive to superior service provision;
- propagating a shared value proposition within SCS;
- deeply integrating Diversity, Equity, Inclusion, and Belonging as intrinsic to our identity and culture;
- delineating clear expectations and growth paths for leadership roles; and
- sustaining competitive compensation aided by a robust performance management framework.

3. BECOME A REGIONAL LEADER IN THE JOURNEY TO INDIVIDUALIZED FUNDING

In anticipation of the transformative potential within the developmental services sector brought forth by the Ontario government's Journey to Belonging, SCS aspires to be a regional pioneer. We are committed to:

- refining our understanding of the unique needs, desires, and capabilities of the individuals and families we support;
- positioning ourselves as strategic leaders in catalyzing enhanced service availability in the broader Ottawa region;
- researching case management models in other regions to enhance our own services; and
- facilitating collaboration that empowers others to seize opportunities presented by the evolving landscape and explain the changing landscape to our clients.