

The image shows the cover of a spiral-bound notebook. The cover is a light beige or cream color with a subtle, repeating pattern of the word "LIFE" in a light brown font. The spiral binding is on the left side. The text is centered on the cover.

DEVELOPMENTAL SERVICES NIAGARA COMMUNITY SERVICE PLAN

Hamilton/Niagara Regional Office
Response to the Niagara Community

February 2005

Community Service Plan

Preamble

- ☞ In December 2001, the Hamilton/Niagara Regional Office asked the CONTACT agencies to facilitate the development of Community Service Plans in consultation with service providers, related service sectors and consumers.
- ☞ Community Service Plans were received by the Regional Office in September 2004.
- ☞ The Plans contain service provider and consumer input, and insight regarding system strengths, shortcomings and opportunities.
- ☞ This information was incorporated into the Community Service Plan Strategic Directions, Goal Areas and Goals.
- ☞ The Regional Office recognizes and appreciates the collaborative effort and time commitment put forth by all participants in this process.

Regional Office Response

📄 Purpose of Today's Meeting:

- ⌚ provide specific feedback on the Strategic Directions, Goal Areas and Goals
- ⌚ identify priority focus areas

📄 We are committed to ongoing discussion regarding the Plan and its implementation.

📄 In January 2006, we will undergo a full review of the Year One priorities with a view to evaluating:

- ⌚ what has changed
- ⌚ how the service system has been demonstrably enhanced or improved.

Key Considerations

📄 Key Considerations guided the Regional Office response. Preference was given to Strategic Directions that:

- ⌚ focused on demonstrable positive outcomes for individuals and families;
- ⌚ adopted a systems-oriented approach;
- ⌚ demonstrated collaborative efforts which maximize limited resources;
- ⌚ provide effective/efficient residential and non-residential options that address priority service needs;
- ⌚ are supported by evidence and/or best practice;
- ⌚ enhance transparency and accountability in the service delivery system;
- ⌚ address relevant cultural issues;
- ⌚ demonstrate an improved quality and/or quantity of critical services and;
- ⌚ work within available resources.

Developmental Services in Niagara

- ☞ Receive 39% of the Hamilton/Niagara Regional Office DS funding (\$39,995,760 out of \$100,990,779)
- ☞ Include adult services (94% of the funds) and children's services (6% of the funds)
- ☞ Are delivered by 16 agencies
- ☞ 38% of the DS TPAO's in the Region operate in Niagara (16 out of 42 DS agencies)
- ☞ Provide service in 12 municipalities

COMMUNITY SERVICE PLAN

| Strategic Direction | Goal Area | Goals |
|--|------------------|--------------|
| A) Life Long Planning | 4 | 6 |
| B) Access to a range of services (to support Life Long Planning) | 1 | 2 |
| C) Human Resources Strategies (to support Life Long Planning) | 1 | 4 |
| D) Staff Retention & Recruitment | 1 | 1 |
| E) Data Management Systems | 1 | 2 |
| F) MSWP System Feature Clarification | 1 | 1 |
| G) Community Awareness & Understanding | 1 | 1 |
| Totals | 10 | 17 |

Strategic Direction "A"

People with Developmental Disabilities living in Niagara Region have Individual Life Plans

Goal Area A1 - Individual Life Plans in Place (Goals 1 - 2)

1. Develop and Implement Individual Life Plans (ILP's) for people with developmental disabilities
2. Develop an ILP framework that is consistent with an accreditation model and recognises/addresses all major aspects/milestones of a person's life...

Encourage/Support: The Making Services Work policy framework supports Individual Life Planning. The above goals build on this concept and introduce the notion of life **long** planning within an accreditation context.

Year One Priority - Community Responsibility

Strategic Direction "A"

People with Developmental Disabilities living in Niagara Region have Individual Life Plans

Goal Area A2– Funding Guided by Individual Plans (Goal 3)

3. Negotiate a process with MCSS/MCYS to reallocate existing funds globally under residential services, community based support services, and specifically for specialised services, based on the needs identified in ILP's.

Explore: Funds are allocated under provincially defined Detail Codes. As such the Ministry does not have the authority to allocate funds globally. The Regional office is committed to working with individual agencies to maximise opportunities for flexibility in funding within the scope of the existing funding guidelines.

Year One Priority - Community and Ministry Responsibility

Strategic Direction "A"

People with Developmental Disabilities living in Niagara Region have Individual Life Plans

Goal Area A3 - Funding Addresses Community Pressures (Goal 4)

4. Collaboratively develop a process with MCSS/MCYS to ensure that a percentage of new funding is allocated toward community pressures identified through the local planning process and toward community support services.

Explore: This Goal underscores the community's sense of responsibility for over committed services. The Ministry supports this Goal to the degree possible, notwithstanding that some new funding is "targeted" in nature and would not lend itself to this proposed application.

Year One Priority - Ministry Responsibility with Community Input

Strategic Direction "A"

People with Developmental Disabilities living in Niagara Region have Individual Life Plans

Goal Area A4 – Cross Sectoral Protocols/Service Coordination (Goals 5 & 6)

5. Ensure the development and use of community based protocols between all sectors that interface with the Niagara Developmental Service System.
6. Develop an implementation process for service coordination considering at minimum:
 -  Cross-Sector protocols
 -  An accepted model of service coordination (roles, responsibilities), system coordination and staff training
 -  A process whereby ILP is an accepted standard among all Niagara service providers

Encourage/Support: The Ministry supports the proposed capacity development activities and acknowledges the system level thinking evident in the above goals.

Year Two Priority-Community Responsibility with Ministry Support

Summary: Strategic Direction "A"

People with Developmental Disabilities living in Niagara Region have Individual Life Plans

- ☞ The six Goals under Strategic Direction "A" include a concentrated focus on systems level thinking and interaction.
- ☞ The development of the proposed systems features will be of benefit to people receiving support, their families, provider agencies and the community at large.
- ☞ The introduction of these features facilitate the development of a DS "system" in Niagara as opposed to a collection of independent agencies.

Strategic Direction "B"

Children and Adults with Complex Needs and their Families have Access to the Range of Services and Funding Required to support Individual Lifelong Planning

Goal Area B – Support for Service Coordination (Goals 7 & 8)

7. CONTACT Niagara will assume responsibility for facilitating service coordination and securing funding across ministries based on ILP's for children and adults with complex needs.
8. Based on information, issues and insights gained as a result of system coordination activities (related to complex cases), identify and/or influence changes to ministry policy that will facilitate coordination at a local and ministerial level.

Explore: The nature of the work of CONTACT is premised on networking and provides numerous venues to receive/disseminate information. The Reference Group recognised, as does the Ministry, that CONTACT is not be able to secure funds. CONTACT could however be in a position to identify where such opportunities exist and establish a range of connections in other sectors which would be of value to the system.

Year One and Two Priority - Community Responsibility with Regional Office Assistance

Strategic Direction "C"

Human Resource Strategies that support Individual Life Planning and implications of Individualised funding

Goal Area-Human Resource Management and Training (Goals 9-12)

9. Identify and address human resource issues related to Individual Life Plans.
10. Identify strategies to increase the capacity of agency infrastructures to support/supervise staff recognising the need for additional resources.
11. Using orientation and training requirements, ensure that MCSS/MCYS recognises additional funding is required to cover mandatory training, orientation, backfill, site specific training, management training, life plan training.
12. Identify requirements for grads through College Advisory Committee representative and/or specific program coordinators, and negotiate baseline educational content.

Encourage/Support: The Regional Office supports efforts by agencies to further develop the capacity/skill set of their staff within existing resources and to identify these training requirements to local academia.

Year One/Two Priority - Community Responsibility

Strategic Direction "D"

The Developmental Services System is Positioned to Attract and Retain Staff

Goal Area - Recruitment and Retention Strategy (Goal 13)

13. Develop and implement a recruitment and retention strategy for Niagara's developmental services system that will address issues including: Discrepancies in salaries between service systems, Working Hours, Working Conditions, benefits, Societal attitudes toward Developmental Services, Not an attractive field to work, Curriculum.

Encourage/Support: The Ministry is aware of the recruitment and retention issues challenging agencies and encourages the development of a collaborative plan to address this issue.

Year One Priority - Community Responsibility

Strategic Direction "E"

A Data Management System that supports Service Delivery and Service Planning



Goal Area – Data Requirements (Goal 14-15)

14. Develop and implement a process to define data requirements to support service delivery, service planning and funding decisions
15. Incorporate ISCIS database features (or actual software) into Information Technology (IT) business practices for the benefits of provider agencies i.e. facilitate provider access to data and history for each person (a related objective includes to re-inventory agencies IT capacity and to develop IT to support this use).

Encourage/Support: The value of information/data in capacity building for individual agencies and the system as a whole is recognised. Web tracker will assist in data management. The Regional office is unable to commit to ISCIS as a specific software program however is supportive of the database features of this software.

Year Two & Three Priority - Community Responsibility

Strategic Direction "F"

Clarify the Implementation of *Making Services Work for People*
System Features

Goal Area – Contact Niagara’s Role (Goal 16)

16. CONTACT Niagara will use their strategic planning process as a vehicle to develop a strategy for accessing agency/community input regarding key functions performed by Contact Niagara.

Explore: CONTACT Niagara’s Strategic Planning process falls under the jurisdiction of its Board of Directors. In recognition of five years of service to the community, the agency has indicated its intention to embark on such a planning exercise in the near future. In addition to the system features outlined in CONTACT’s mandate, other services which add value to the system may be considered. Goal 7 of the CSP proposes CONTACT assuming a “cross sectoral connector” type function as an example.

To be forwarded to the CONTACT Board of Directors for consideration in the course of their planning activities

Strategic Direction "G"

Community Awareness and Understanding

Goal Area – Education and Awareness Strategy (Goal 17)

17. Build an education and awareness strategy that informs families, agencies and staff of our community based system of service provision

Encourage/Support: Transportation issues, lower education levels and lower family incomes will need to be considered when planning and promoting services. The Ministry supports the community's efforts toward this end.

Year Three Priority-Community Responsibility

GENERAL IMPRESSIONS

This Plan appears to advance **three primary themes** as follows:

- 📄 **Individualise approaches to planning and delivering services. Make the planning life long.**
- 📄 **Use data and information to augment the consumer, provider and community understanding of the “system”. (We need this information to perform like a system).**
- 📄 **Use this “system” thinking to “work” the system. Attempt to influence/lobby using this information/data such that policy is less limiting and more enabling in nature.**

Year 1 Priorities

| Year 1 Priority Goals | Community Responsibility | Shared Responsibility | Ministry Responsibility | Overview |
|---|--------------------------|-----------------------|-------------------------|--|
| Goals 1 & 2: Individual Life Planning (ILP) Framework | X | | | Developing a standardised ILP framework which is consistent with an accreditation model. |
| Goal 3: Funding guided by Individual Life Plans | | X | | During budget negotiations, maximise funding flexibility to meet needs. |
| Goal 4: Funding addresses Community Pressures | Provide Input | | X | Direct a % of new (non-targeted) funding to pressures. |
| Goal 13: Recruitment and Retention Issues | X | | | Develop strategies to overcome recruitment & retention issues. |

Next Steps

- CONTACT will facilitate the development of a Work Plan and co-ordinate the implementation of this Plan.
- Implement Priority Goals identified for Year 1
- Community may choose to act on additional goals.
- Community to determine best way to move forward
- Evaluate progress toward achieving those goals in January 2006