

# Annual Report 2013-2014

**Service Coordination is your pathway  
to developmental services  
in your community**





# About us

## Our mission

Service Coordination for people with developmental disabilities helps individuals of all ages with developmental disabilities and their families connect with community resources that meet their individual needs.

## Our vision

Service Coordination for People with Developmental Disabilities is an innovative knowledge based organisation, recognized as a leader by working in collaboration with our community to deliver high quality services to individuals with a developmental disability in our region.

## Our values

**Advocacy:** We believe in advocating 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 as well as to empower their family and their support networks.

**Partnerships:** We believe in collaborating with individuals, families and the community to develop partnerships to achieve our vision.

**Choice:** We believe in supporting the right to self-determination for the individual in their choices and preferences for quality of life.

**Equity:** We believe in equal opportunities to access supports and services in our community.

**Recognition:** We believe in recognizing the valuable contribution of our staff and volunteers to lead, plan and provide access to information and resources in our community.

**Diversity:** We believe in sensitivity and respect of the cultural needs and diversities within our community.

**Language:** We believe in providing supports and services in both official languages.

**Trust:** We believe in trust that is built through honesty, respect and confidentiality.



# Message from the Chair

On behalf of the Board of Directors, I am pleased to present to you the 2013-2014 Annual Report for Services Coordination for People with Developmental Disabilities (SCS). The past year has been very productive for SCS, which has continued to improve the services provided by Developmental Services Ontario Eastern Region (DSOER) and all the services provided to the community.

The past year has been one of ongoing consolidation and improvement for the Board. Through constant effort, we have reviewed and completed all the required amendments to SCS by-laws to ensure full compliance with the Canada Not-for-Profit Corporations Act. The Board also identified and evaluated the governance risks associated with its operations. This work will improve the accountability of the Board and complement SCS's efforts toward improved risk management.

The Board of Directors also finalized and adopted a Governance Manual and an information kit to be used in recruiting future Board members. Now that all the governance tools are well in place, the Board will direct its focus to strategic planning, performance evaluation and accountability issues in the coming months.

Despite regional expansion and the continuous growth in the needs of our clients and the community, SCS strived to provide services of the highest quality and to communicate effectively with Government of Ontario ministries, its clients, its partners and all other stakeholders. The Board is determined to ensure that SCS maintains and improves all aspects of its operations and services.

On behalf of the Board of Directors, I would like to thank our employees, who are essential partners in achieving our goals and whose dedication and relentless efforts ensure that SCS successfully meets all the challenges we must face. As this year concludes my second term on SCS's Board of Directors, I would like to thank the Executive Director and all our employees for their support as well as all the Board members who have consistently supported me over the past two years as Board Chair.

Gilles Vézina, Chair

# Message from the Executive Director



2013-2014 was another year of tremendous activity for Service Coordination for People with Developmental Disabilities (SCS). We established plans associated with communications, a performance framework and an information management strategy to implement the Board's strategic directions. We provided more than 3016 services across all of our program areas. We are always focusing on ways to develop and continuously improve our service. A highlight of our work done this year was our focus on improving the quality of our performance.

Developmental Services Ontario Eastern Region (DSOER) continues to evolve and mature while assuming additional responsibilities. This year we focused on redeveloping a "Matching and Linking" function. We started gathering community feedback on this process and with partnership support we intend to decrease the time it takes to identify someone who could be served in a vacancy.

We were identified as a lead agency to implement the "Integrated Transition Planning Protocol and Procedures" of the Eastern Region signed by the Ministry of Children and Youth Services, Ministry of Community and Social Services and the Ministry of Education in February 2014. The intent of this protocol is to improve transition planning for young people with developmental disabilities. Our role is to be a referral source and participate in transition plans with youth transitioning to the adult system.

All of the program areas went through a business process review to improve productivity, to identify opportunities for improvement and to develop standard work practices. Mainly front-line staff with support from management reviewed processes that directly impact the outcome for the individual served. Once the efficiencies are implemented, we hope to increase our direct time with service users by 30% and to identify areas that could be standardized across the organization.

As challenging as our work is at SCS, on a daily basis I am privileged to witness the commitment, leadership and perseverance of our staff. We are dedicated to finding solutions to meet the needs of the people we exist to serve.

Anna Lacelle, Executive Director

# Our Service Approach

We have all been asked to think about our hopes and dreams for the future. Everyone has a different answer that is shaped by our interests and values. It is our ability to choose and have control over our decisions that allow us to move forward. A good life is different for everyone and Service Coordination for People with Developmental Disabilities is devoted to making sure that the people we work with have the opportunity to share and move their hopes, goals and dreams for the future from ideas to actions.

Service Coordination for People with Developmental Disabilities has adopted a person centered planning approach which allows us to work with people on planning actions that will assist them in achieving their personal goals. By using this type of approach in building trusting relationships with people served, we are able to develop a personalized and uniquely crafted vision for a more socially inclusive life based on the client's desires and strengths. The person centered planning approach is also an invitation to commitment where all those involved in the planning process carry out actions that will help achieve the client's vision. We also put great value in each client's capacity to actively contribute in their own planning process and their right to self-determination.

At the heart of the person centered planning approach lays the principle of community inclusion. Service Coordination for People with Developmental Disabilities encourages people to actively participate in their communities. Social inclusion for the people we serve is reflected by having full access to activities, social roles, relationships, a valued presence and engaging actively in society. Service Coordination supports its clients in using their skills and abilities at home, at work and in other places within their community.

People have, talents, knowledge and contributions to make and share. Service Coordination's service delivery model is based on understanding what is of value to people and how we can help them participate in their community.

**“Not being able to speak is not the same as  
not having anything to say.”**

**Jordan's T-shirt**

# We are here for you

## **Board of Directors**

Gilles Vézina, Chair  
Nicole Ouellette-Hughes, Vice Chair  
Adrian Foster, Treasurer  
André Dulude, Director  
Maurice Glaude, Director  
Colette Grant, Director  
Salwa Khouzam, Director  
Larry Ostler, Director  
Alan Roberts, Director  
Shirley Siegel, Director  
Walter Strelbisky, Client Representative  
William Sullivan, Director  
Kathleen Tonkin, Director

## **General Administration**

Anna Lacelle, Executive Director  
Suzanne Legault, Executive Assistant  
Shannon Grant-Drummond, Human Resources  
Advisor  
Aldo Staltari, Information Technology/Information  
Management  
Jolyne Pepe, Quality Assurance Officer

## **Corporate Services**

Janet Babalola, Director

## **Finance**

Shengjia Hu, Finance Officer  
Laetitia Ngaleu Enga

## **Administrative Staff**

Christiane Philion, Supervisor  
Cassandra Joseph  
Manon Leclerc  
Stephanie Montgomery

## **Case Management Services**

Francine Groulx, Director

## **Case Management, Children Services**

Sherry Bodkin, Supervisor  
Josée Chalifoux  
Nina Charlebois  
Céliane Dussault

Antonietta Ferraiuolo  
Yasmine Ismally  
Emily Newman  
Amelie Parenteau-Comfort  
Jonathan Ranney  
Mélanie Young

## **Case Management, Adult Services**

Jacynthe Clement, Supervisor  
Daniela Bara, respiteservices.com  
Crystal Betton-Janes  
Janine Bourgeois  
Melanie Doiron  
Susan Gomez-Duran  
Angela Henderson  
Mignon Mildenberger  
Annie-Pier Miron  
Marisabelle Terriault-Élibani  
Heather Williams

## **Residential and Community Services**

Karen Niman, Director  
Natalie Tardif, Clinical Coordinator  
Josée Brisebois  
Rena Eland  
Amy Schultz  
Shana Torchinsky  
Tessa Tucker  
Lori Weinstein

## **DSOER**

Renée Belanger, Director  
Christine Gougeon, Regional Coordinator  
Anne Borbey-Schwartz  
Phillip Brindle  
Kim Covell-Hammel  
Aminata Diallo  
Helene Dubois  
Marie-Josée Gagnon  
Pierre Gravel  
Leila Karam  
Linda Lefils  
Carol Seguin  
Mary Lee Weimer

# What you have to say

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“ I just wanted to say that we have been required to access your staff to help us find locate clients who have moved, etc, for updated information. They have been a tremendous help! I have used a case manager countless times and she has always responded so quickly. Also-I just wanted to relay a telephone call I received from one of your case managers. She was so happy for one of her assigned clients who is just newly funded, and she expressed all of her ideas and options for programs for that client. Her energy about it was really wonderful. Since running this program in 2006, hers has been the most wonderful reaction! It is so nice to see such energy and enthusiasm.”

***Tina Paradis, Passport Program Manager, Ontario March of Dimes.***

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“My sister and I would like to thank you for everything you have done for L. I heard you weren't feeling well but you still attended the meeting this morning and did a wonderful job being an advocate for L. My sister told me that if it weren't for you, L might not be getting an opportunity to move to the Kanata Residence. Thank-you so much. You don't know how much of a relief it is not only for L but for our family too. Again, thank you for all of your help, we couldn't have done this without your hardwork and support.”

***Sister of L.***

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“ I would like to take this opportunity to let you know how impressed I was with our DSOER assessor's professionalism during the intake assessment with myself and S.S. We were welcomed in the Pembroke office and immediately felt comfortable with our assessor throughout the assessment. I had told S.S. to answer the questions as best as he could, so this helped when he showed interest in participating while trying to react the questions with assistance. He is fully enjoying the Community Living Day program in Arnprior and meeting new people while the staff did an excellent job with the transition. At first, S.S. was shy and did not communicate, but with everyone's help, he is now comfortable with his new friends and workers while showing improvements them speaking to others. After going through the intake assessment process, I can now appreciate and understand why the process is important to take the time needed to assess every client's individual needs and assisting when clarifying the questions. Many thanks to your team on helping S.S. summarize his needs so that he can achieve his full potential in the future.”

***Diane S.***

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# Oscar's Story

## **An example of collaboration initiated by the case manager and Oscar's family.**

Oscar is a 3 year old boy who suffered neonatal brain injury from E-coli Sepsis and Meningoencephalitis resulting in neonatal seizures, quadriplegic cerebral palsy, hypotonia, cortical visual impairment, and right sensorinural hearing loss.

Oscar's parents and older brother are permanent residents of Ottawa, Canada since 2007; however, Oscar was born in 2011 while his family was temporarily in Washington DC. Oscar had no status beyond his visitor's visa and could not access affordable health care in any country. To support his family, Oscar's father returned to China where he had the best employment option while Oscar, his brother and his mother remained in Ottawa.

Oscar and his family has faced some extreme challenges over the past couple years, but getting basic developmental pediatric health services was nearly impossible. Many services and programs require an OHIP number and to get OHIP Oscar needed Canadian Permanent Resident status. Oscar had applied for Permanent Residency in 2012 and in January 2014 Canada still considered Oscar a visitor in his family's home.

Oscar's story inspired The Ottawa Children's Treatment Centre and The Children's Hospital of Eastern Ontario to offer what services they could deferring payment until he had an OHIP number.

Oscar desperately needed a Developmental Pediatrician, a service that required OHIP. Oscar had been working with his local Members of Federal and Provincial Parliaments to guide him through the immigration and OHIP processes. After working with MP's for nearly a year, it was expected to take a further 18 months (mitigating factors included: needing to reapply for residency, the longest federal public service strike since the start of collective bargaining in 1967, OHIP having a mandatory 3 months wait for every new resident).

Oscar and the community brought Oscar's challenges to the attention of The Honourable Chris Alexander, Citizenship and Immigration Canada, as well as The Honourable Deborah Mathews Health and Long-Term Care. Both Ministers acted quickly.





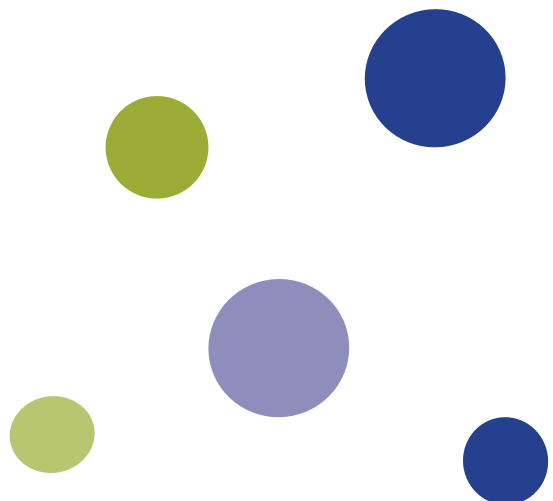
# Core Competencies

Our Retention Strategy at Service Coordination for People with Developmental Disabilities (SCS) is to encourage our employees to stay and grow by focusing on valuing people, promoting work-life balance, having a competitive compensation and benefit package and encouraging the development of our people.

As part of this strategy, in 2013-2014, SCS started implementing a Core Competencies Model. Throughout the year, all employees were trained on the introduction to core competencies, and managers have received training on coaching and have training on behavioural based interviewing planned.

The creation of core competencies for the Developmental Services Sector has been a provincial initiative supported by the Ministry of Community and Social Services (MCSS). By implementing this model, SCS is demonstrating its ongoing willingness to invest in its workforce and support their professional development.

Competencies are a way to really identify what makes a difference in performance on the job, as well as being a tool for SCS to know what areas we should include in our corporate training program. Competencies for all positions at SCS have been identified and will be communicated to all staff. This will help in regards to succession planning, as staff will know what competencies they may need to develop to move into a new role with SCS. This will also help the effectiveness of recruitment, as prospective employees will be assessed using the identified competencies for the position they are applying for.



# Transition Planning

Improving transition planning for young people aged 14 and older with developmental disabilities is a priority area of collaboration for the ministries of Children and Youth Services, Community and Social Services and Education.

A Tri-Ministry protocol agreement was signed and has been in effect since February 2014. Service Coordination for People with Developmental Disabilities (SCS) is the lead children's planning agency to initiate the development of an integrated transition plan for the young person. The process can be in conjunction with the school and the development or review of the young person's Individual Education Plan (IEP).

In 2013 – 2014 SCS has increased its connections with schools. SCS continuously provides information to teachers and families of its role and responsibilities and how they can help students transition from youth to adult hood.

We have modified our current planning tools to ensure that goals related to transition are identified to assist the young person to attain these goals from the present until the anticipated time of leaving school.

SCS will endeavor to have all the significant people and agencies involved and contributing in the planning process. At the age of 16 a referral to Developmental Services Ontario Eastern Region (DSOER) is made to prepare for the Ministry of Community and Social Services (MCSS) funded adult developmental services at age 18 or older.

SCS will continue to participate in the working group of the lead agencies to look at potential tools or resources to assist with the planning process.



# respiteservices.com

Respiteservices.com is part of a network that operates a secure website that families and individuals can use to find Special Needs Workers. Respiteservices.com had a dynamic year continuing to nourish some areas and develop new growth in others.

Our Worker Bank Coordinator continues to do presentations in our community and post-secondary institutions and recruit new Special Needs Workers (SNW) at Algonquin College as well Herzing College.

We have a long-lasting relationship with Algonquin College being part of the Advisory Committee of the Developmental Service Worker program, presenter for first and second year students, and a participant to the Job Fair.

From the infrastructure point of view, 2013-2014 was a planning year. SCS hosted the first Provincial Strategic Planning Meeting. As a Provincial Network, members have decided to have a facilitated process on what respiteservices.com accomplished as well as what we want to achieve for the future. Objectives and strategic working groups were established for the next five years.

From the local point of view, we created The Worker's Orientation Manual in order to have set expectations that are consistent to all workers. As a strategic goal for 2013 we hoped to speed up the matching process between families and workers. In May we had the first Meet and Greet Families meeting Workers we also added an innovative feature to our online system. Families have now the option to be contacted by the workers if they wish. Ottawa is the only chapter in Ontario that offers this choice. As a result, we noticed faster matching and reporting processes. The feedback from both family and workers is extremely positive.



The following table identifies the number of people/families seeking respite services and the number of people registered as special needs workers for 2013 - 2014.

Statistics for Ottawa	
Domains	2013-2014
Individuals/Families registered	<b>895</b>
* SNW registered	<b>266</b>
SNW profiles referred to families	<b>2604</b>
SNW hired by families	<b>115</b>

\* Special Needs Workers

# Case Management

Case Management services for both children and adults are supporting families in accessing available resources in Ottawa. In an effort to increase capacity, Case Management has been engaged in several Community Development Projects. This has involved our partners in many service streams not only the developmental services stream. We continue our efforts to increase community awareness about the needs of people who have a developmental disability and children with autism and to create opportunities for the people we serve. This is done through community presentations, info sessions and family conferences. We are active members of many planning tables.

Our protocols with our key partners were reviewed and updated to reflect current community needs.

The demands on the work we do in both numbers and intensity continue to rise and our dedicated staff are available to offer their support. Case Management does not have a wait list.

Over the course of the 2013 - 2014 fiscal year, a total of 1138 children were served by our Children's Case Management services, 820 of these children have an autism spectrum disorder. We see a continued increase in the number of references for children with autism spectrum disorder.

Our Adult Case Management team provided case management services to 685 individuals 38 were supported through our Urgent Response services.

The 2013-2014 Autism Spectrum Disorder (ASD)-initiative served a total of 115 children : 22 francophone and 93 Anglophone children. This initiative is designed to expand access to Respite Services for children with Autism Spectrum Disorder (ASD).

## Residential and Community Services

The Residential and Community Services (RCS) program manages all third party contracts and Service Agreements within private residential, day and community services. We work with the Children's Aid Society and transition aged youth with crown ward status to develop transition plans to adult services. We promote a person-centered approach throughout the process. We engage our community partners in the developmental services sector to provide opportunities and choice for the youth in transition within available resources.

We supported 164 children and adults in 2013-2014. We facilitated the transition of 5 youth from the private sector to new homes in the region.

As a fully engaged Regional partner we have shared our best practices in planning, tools and compliance processes across the Eastern Region.

RCS participates in an individual support plan with each person we support. In 2014-2015 we are planning to develop a measure of personal outcomes related to the goals in the plan.

# Developmental Services Ontario Eastern Region (DSOER)

Your access point for adult developmental services - Consistency, fairness and choice

Eastern Region: Renfrew County, United Counties of Stormont, Dundas and Glengarry, United Counties of Prescott-Russell and the City of Ottawa

The year 2013 - 2014, saw the DSOER team all successfully complete their first re-certification. This process ensures that they maintain their skill level and knowledge and that DSOER can continue to ensure the quality of assessments they complete. Our assessors also participated in the development of the new summary report which is now launched and used across the province.

A cornerstone of the DSO's in the province is the DSCIS database, which is beginning the first comprehensive database in Ontario of all adults who are in an MCSS funded service. Every day, DSOER adds new applicants to this database to include all eligible adults who are requesting MCSS funded services. For families who move, one of the features of this database is the automatic electronic transfer of their application for services. This is a faster, more efficient and accurate service for families.

The demand for our services continues to grow. We are continuing our work to increase the number of assessments that we complete. We have also worked diligently on the regional registry and the matching and linking process. The following table identifies our progress since our start on July 1, 2011:

Number of People served by DSOER by function per year of operation				
	July 01, 2011 to March 31, 2012	April 2012 to March 2013	April 2013 to March 2014	Total
Intake	897 = 99 per month	1022 = 85 per month	436 = 36 per month	2355
Urgent	37 = 4 per month	66 = 5.5 per month	21 = 1.75 per month	124
Eligibility determined	260 = 28 per month	1081 = 90 per month	394 = 32.8 per month	1735
Assessments completed	150 = 16 per month	378 = 31.5 per month	402 = 33.5 per month	930
Number of assessments to complete				1425

We look forward to continuing to improve our work in 2014 - 2015 and to continue receiving feedback on how we can improve the efficiency and effectiveness of the service.

# Quality Assurance

Quality Assurance acts as a support to the functioning of various departments across the organization, with an aim to be a central hub for identification of inefficiencies, process related errors and for the coordination of quality across the organization.

Service Coordination for People with Developmental Disabilities (SCS) worked towards achieving compliance for all mandatory areas reflected in Regulation 299/10. A booklet was created to facilitate the process of providing mandatory orientations to all individuals 18 and up receiving services and supports through SCS. Mandatory topics covered in the booklet include; Social Inclusion reflected in SCS mission, Statement of Rights, Service Principles and Standards, SCS Feedback process, Abuse Prevention, Awareness and Reporting, Privacy and Confidentiality.

SCS embarked on a process of defining the framework for Risk Management. This included defining a project scope beginning with the development of the SCS Risk Management Framework.

A Business Process review was launched in October of 2013 focusing on reducing and increasing value added time spent with individuals we serve. A Lean Management approach was selected for the review.

## Thank you

Every year, we meet countless families and individuals, both children and adults, who have a developmental disability who need our support in navigating through the services that are available to them. Every day, we encounter individuals and families with different needs and every employee at Service Coordination for People with Developmental Disabilities (SCS) works tirelessly to try and meet the needs of everyone. SCS wants to thank the individuals we served and their families for working with us to focus on the well being of those we serve. We also want to thank our community partners for collaborating with us to empower individuals with a developmental disability to engage and participate in community services and supports. Finally SCS thanks every staff member who works hard to ensure that every individual's needs are met in the best available way.

All of you have made 2013-2014 a year marked by change and a year that served as a platform to providing better quality services to individuals with a developmental disability.





Service Coordination for People  
with Developmental Disabilities

Coordination des services pour les  
personnes ayant une déficience intellectuelle

Service Coordination for People with  
Developmental Disabilities

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