

For Information Only

Human Services Integration Update

Presented To: Community Services Committee

Presented: Monday, Apr 16, 2018

Report Date: Wednesday, Mar 28, 2018

Type: Correspondence for Information Only

Resolution

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Relationship to the Strategic Plan / Health Impact Assessment

This report supports the Strategic Plan adopted by the City of Greater Sudbury, as it aligns with the Quality of Life and Place pillar, by improving access to services across the City of Greater Sudbury that benefit the health and well-being of youth, families and seniors.

The report will have a positive impact on the Social Determinants of Health in the area of Health/Well-being as the Human Services Integration initiative will provide access to streamlined services within their neighbourhoods.

In addition, this initiative aims to improve the quality of life and place for citizens of Greater Sudbury as it will promote Population Health in the areas of Investing in Families and Build Resiliency.

Report Summary

In 2016, the Ministry of Community and Social Services (MCSS) established the Human Services Integration Office (HSIO) to support integrated system management and service delivery.

The HSIO is working across ministries and collaborating with municipal partners to determine ways that the province can better enable integrated service system management across the following programs: social assistance, child care/early years, social housing and homelessness prevention. Within the City of Greater Sudbury, these programs are within

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Health Impact Review

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Division Review

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Financial Implications

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the Community Development Department.

This report will provide an update to the Human Services Integration initiative and highlight the Ministry information provided to date.

Financial Implications

There are no financial implications at this time. Any budget implications will be brought forward as a business case for the 2019 budget.

Background

In 2016, the Ministry of Community and Social Services (MCSS) established the Human Services Integration Office (HSIO) to support integrated system management and service delivery.

Integrated human services are a system of services which are effectively coordinated, seamless and tailored to the needs of people so that they can maximize potential, enhance quality of life and contribute to the community.

The HSIO is working across ministries and collaborating with municipal partners to determine ways that the province can better enable an integrated service system management across the following programs: social assistance, child care/early years, social housing and homelessness prevention. Within the City of Greater Sudbury, these programs are within the Community Development Department.

The HSIO has defined the overarching goals of integration as follows:

- Simplify the service experience for clients
- Enhance capacity to deliver through innovative, responsive services and more efficient use of resources
- Strengthen accountability while delivering better outcomes for people

Human Service Integration Initiative

While human services cross over a broad spectrum, a focused and coordinated approach is key to successfully achieving positive change within a reasonable time frame.

Current State

In order to develop any recommendations, in 2017 the HSIO conducted eleven workshops across Ontario with all 47 Consolidated Municipal Service Managers (CMSM) and District Social Services Administration Boards (DSSAB) beginning in May through to the end of June 2017 as a starting point in the following locations:

Greater Sudbury	Thunder Bay	North Bay
Guelph	Newmarket	Toronto
London	Stratford	Woodstock
Perth	Kingston	

In December 2017, the HSIO released the report entitled The Current State of Human Services Integration in CMSMs and DSSABs: Report Back on Current State Workshops, which included the findings from the workshops conducted. A summary of highlights is found in Appendix A – The Current State of Human Services Integration in CMSMs and DSSABs.

The report includes 14 high-level findings, including common service management activities, integration efforts underway, identified challenges and opportunities as well as important areas for improvement. Across all the eleven workshops held the most common barriers to integration that were identified are as follows:

- Legislation and policy
- Technology
- Capacity
- Communication
- Information sharing
- Program administration and reporting

The HSIO has indicated that as a starting point, they will explore the following areas:

- Policy alignment
- Information sharing
- Technology
- Administration and reporting

Future State

The HSIO will continue to work closely with all 47 CMSMs/DSSABs and Ministry partners to establish a plan on how to advance the work on addressing the key areas identified above.

Locally, the Director of Children and Citizen Services will be the project manager for the initiative, working with a cross functional team of stakeholders, including individuals from the following areas within Community Development Department:

- Libraries and Citizen Services Section
- Children Services Section
- Social Services Division
- Housing Services Division
- Community Initiatives, Performance Support Quality Improvement Section

The following list represents the items that will be completed over the next several months which includes, but is not limited to:

- An environmental scan of the current systems will be conducted in the Children Services, Social Services and Housing Services areas
- A survey will be conducted of the best practices across the 47 Municipalities/DSSABs
- Complete an inventory of current infrastructure within the City of Greater Sudbury buildings
- Complete an inventory of the Citizen Service Centres and the ability to accommodate the new service
- Analysis of the key findings identified in the report
- Continue to engage with the Human Services Integration Office at the Ministry level
- Using GIS data, identify critical area for the pilot
- Implement the pilot September 2018
- Review the pilot in December 2018 against Human Service Integration Office goals

The Community Development Department has established key strategies, such as the Population Health Strategy and the Community Hubs Strategy that will be supported with the Human Services Integration initiative.

Next Steps

A report will be presented to the Community Services Committee in the spring of 2019 to provide recommendations and an update on the project.

Any budget implications will be brought forward as a business case for the 2019 Budget.

The Current State of Human Services Integration in CMSMs and DSSABs:

Highlights from Current State Workshops

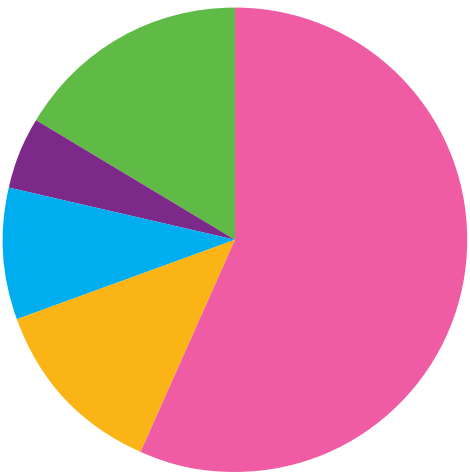


- 11 workshops
- All 47 CMSMs/DSSABs
- 167 Municipal Staff Attendees from 4 ministries.
- What are CMSMs/ DSSABs currently doing to integrate: childcare and early years, affordable housing and homelessness prevention, and municipally-delivered social assistance?
- What are the challenges and opportunities for integration?

Programs are often managed in **siloes** that mirror provincial ministry/ program structure

Most CMSMs and DSSABs are moving towards service integration, driven by a desire to be more **client-focused**

Workshop Participants’ Perception of their Own Human Service System



- 88 IMPLEMENTED SOME
- 20 INTEGRATED
- 14 HAVE PLAN TO INTEGRATE
- 8 DEPENDS
- 25 NOT INTEGRATED

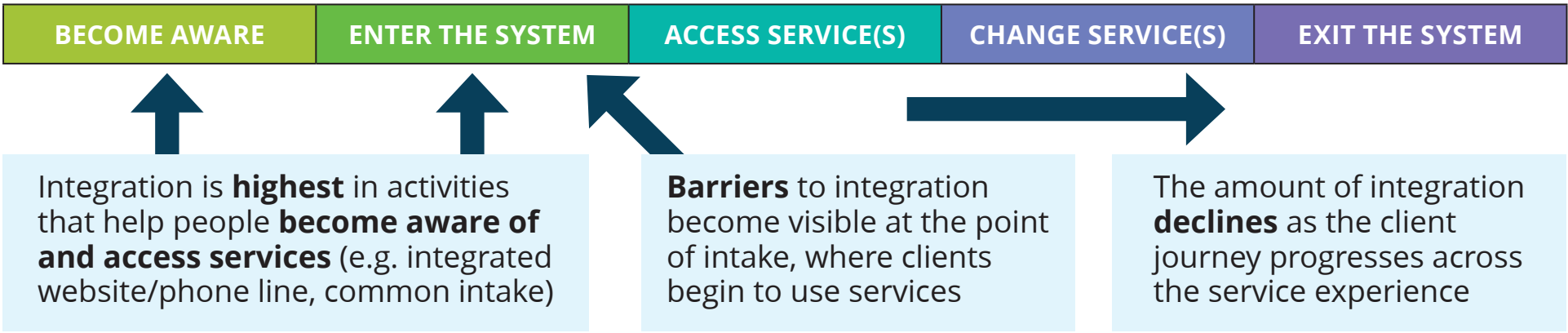
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Key Barriers

1. Policy and legislative ‘misalignments’
2. Technology
3. Communication and information sharing
4. Administration and reporting

Things to Build On

1. Current CMSM/DSSAB integration initiatives
2. Technological improvements and innovations
3. Movement towards a client focus
4. Harmonization of provincial policy
5. Strengthened collaboration and planning



Next Steps

- With municipal and provincial partners, better understand the experience of clients and front-line staff
- Explore opportunities to make improvements in priority areas such as:
(A) policy alignment (B) information sharing (C) administration and reporting (D) technology