

For Information

DATE: January 28, 2011

REPORT TITLE: **IPAC/DELOITTE PUBLIC SECTOR LEADERSHIP AWARDS**

FROM: Janet Menard, Commissioner of Human Services

**OBJECTIVE**

To advise Council that the Human Services Transition and Integration Project has been recognized by the Institute of Public Administration (IPAC) with a Bronze Award in the municipal category of the 2010 IPAC/Deloitte Public Sector Leadership Awards.

**REPORT HIGHLIGHTS**

- On November 4, 2010, Institute of Public Administration (IPAC) announced that the Region of Peel won the Bronze Award in the municipal category of the IPAC/Deloitte Public Sector Leadership Awards.
- The IPAC/Deloitte Public Sector Leadership Awards program recognizes and rewards organizations that have shown outstanding leadership and excellence by demonstrating the vision, commitment and capacity to set a new course in the pursuit of better outcomes.
- Winning projects reflect the importance of innovation, strategic thinking, trust and team building, sharing vision, and effective collaboration and partnerships.
- The Region of Peel has been recognized for their ongoing journey towards the implementation of an integrated Human Services delivery model. Thirty initiatives were considered in the municipal category measured against seven criteria.

**DISCUSSION****1. Background**

The Institute of Public Administration of Canada (IPAC) is a national association with a mission to promote excellence in public service. The IPAC/Deloitte Public Sector Leadership Awards program recognizes and rewards organizations that have shown outstanding leadership and excellence by demonstrating vision, commitment and capacity to set a new course in the pursuit of better public sector outcomes. Winning projects reflect the importance of innovation, strategic thinking, trust and team building, sharing vision, and effective collaboration and partnerships.

The Region of Peel has been recognized for their ongoing journey towards the implementation of an integrated service delivery model. The Human Service Transition and Integration project was considered in the municipal category and measured against seven criteria:

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1. **Bold** - Did leadership demonstrate the courage to challenge conventional wisdom and set new course?
2. **Execution** - How did the idea or policy go from the conceptual stage to the implementation/delivery stage and how did organizational leadership play a role in the successful execution/implementation?
3. **Impact** - What are the benefits to the organization's clients and to citizens of that jurisdiction in general from the project/program?
4. **Collaboration** - Was collaborative leadership required within the organization and/or between organizations for the achievement of the objective?
5. **Innovation** - Does the initiative demonstrate innovation within the public sector and how was organizational leadership integral to that innovation?
6. **Replicability** - Can the project/program be replicated in other jurisdictions, areas of public sector endeavour, etc?
7. **Result** - What is the result of this initiative, what has it accomplished and is it measurable?

### 2. Human Services Transition and Integration Project

The Region of Peel has embarked on a path to provide holistic services that address client needs through a fully integrated Human Services department. Peel is one of Canada's first municipalities to bring its human services into a single department. These services include child care, financial assistance, housing, and community and employment supports, among others.

The Ontario Municipal Social Services Association (OMSSA) defines human services integration as "a system of services which are effectively coordinated, seamless and tailored to the needs of people so that they can maximize their potential, enhance their quality of life and contribute to their community." Such integration requires a shift in culture that views the client as a person and not simply a receiver of a single service.

In Peel, this shift mandated an approach and structure that enables the municipality to provide services in ways that meet client needs and builds trust and confidence among citizens. The dedication demonstrated by staff to human services integration in Peel is impressive given the comprehensive array of human services provided and the complex needs of Peel's diverse and growing population.

#### a) First Steps

In June 2007, the Region of Peel reorganized to align its corporate services, public programs, and supports to better serve a Common Purpose: to enhance the trust and confidence of citizens in their regional government.

This reorganization included consolidating key divisions of the Social Services and Housing and Property departments into a new Human Services department responsible for children's services; employment, financial and homelessness services; and, social housing, including Peel Living.

A project team - the Human Services Transition and Integration Project Team, was formed to plan and implement the integration of these important social programs and services as well as the diverse internal supports required to sustain them.

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### b) Planning for Success

Peel's holistic, client-focused vision required rethinking and challenging complex systems and relationships between clients, service providers, funders (e.g. provincial and federal ministries), and the community. To support the success of integration, the Project Team developed five departmental priorities:

1. Human Services Leadership Team (HSLT) Planning
2. Change Management
3. Culture
4. Knowledge and Relationships
5. Labour Relations

The Region's Common Purpose philosophy focuses on promoting employee engagement and investment, increasing client satisfaction, and instilling trust and confidence. The Project embraced and recognized the importance of these drivers.

### c) The People Side of Change

Employee consultation has consistently been a hallmark of the Project's design. A committee of frontline employees was established and employee ideas were gathered at every step of the planning and implementation process. Employee participation rates were very high and annual employee satisfaction surveys, undertaken since the Project began in 2007, continue to show very positive and improved levels of satisfaction among the majority of employees.

### d) The Human Services Plan: A Voice for All

After a year of consultation and review, the Region of Peel released its first three-year Human Services Plan in February 2009. Built with the input of employees, stakeholders, Regional Councillors and residents who rely on services such as childcare, social assistance, employment services, and social housing, the plan was one of a kind in Ontario.

### e) On the Right Track

Although the Transition and Integration Project is not yet complete, Peel has already seen concrete examples of its benefits. For example, the first integrated Human Services Reception provides one-stop access to seamlessly delivered and integrated human services. Residents, clients, and visitors experience a client-centred approach to services focused on needs assessment and the provision of supports and programs to fulfill needs. Other positive outcomes include:

- Organizational commitment to integration;
- Development of an Integrated Service Delivery Model and functional organizational structure (Appendix I);
- Change Management is an integral component of every change in Human Services in Peel – big or small;
- Development of a Performance Measurement Framework to ensure objectives are met and outcomes align with the Human Services Plan and budget priorities;

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- Improved client experience and satisfaction;
- Accessible human services (one-stop shop with no wrong door); and
- An integrated approach to service planning and budgeting.

A 2009 Erin Research study of 1,238 clients found that:

- 7.2 out of 10 Human Services clients were very satisfied; and
- 7.1 to 8.3 out of 10 clients agreed that:
  - Staff were caring and compassionate;
  - Staff made a real effort to make sure I got what I needed;
  - Staff were knowledgeable and competent;
  - Procedures were easy to follow; and
  - This service is good value for tax dollars

### f) Our Experience Can Benefit Others

The Region of Peel's Human Services Transition and Integration Project has the potential to be replicated in municipalities and jurisdictions across Canada and the world. Peel has been asked by other municipalities (such as Ottawa and Hamilton) to share its best practices and lessons learned to support integration in other municipalities.

### 3. Outcome

On October 4, 2010, the Region of Peel was named to the "Winners Circle" for the 2010 IPAC/Deloitte Public Sector Leadership Awards. Regional Chair Emil Kolb and staff attended the awards dinner on November 4, 2010, where it was announced that the Region won the Bronze Award in the Municipal Category.

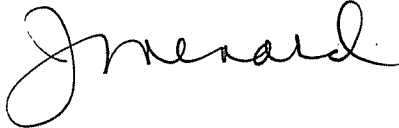
The Gold Award was awarded to The Regional Municipality of Niagara for its Protocol for Electronic Clinic Systems during H1N1, while the Silver Award was awarded to the South Coast British Columbia Transportation Authority for its 2010 Olympic transit project.

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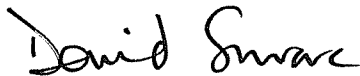
**CONCLUSION**

Peel's bold client-focused and holistic approach to service delivery is improving customer satisfaction, increasing employee engagement, and efficiently delivering services. The Region of Peel receiving the Bronze Award in the Municipal Category of the 2010 IPAC/Deloitte Public Sector Leadership Awards demonstrates that the Human Services Transition and Integration Project is an innovative and leading-edge initiative that showcases leadership in the public sector.



Janet Menard  
Commissioner of Human Services

**Approved for Submission:**



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D. Szwarc, Chief Administrative Officer

*For further information regarding this report, please contact Paul Lewkowicz at extension 4963 or via email at paul.lewkowicz@peelregion.ca.*

c. Legislative Services

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APPENDIX I



## Human Services Leadership Team

**Commissioner**  
Janet Menard  
Ext. 4939

Sonia Pace  
Director  
Ext. 3807



### **Children's Services Operations**

Provides child care services and programming for children and families.

Juliet Jackson  
Director  
Ext. 6741



### **Client and Community Access**

Provides access to subsidy programs and Human Services for Peel residents ensuring an integrated approach to service access from a client centered perspective.

Thomas Yoon  
Director  
Ext. 4092



### **Integrated Business Support**

Provides financial, IT, business and policy support, and document services for the delivery of Human Services programs.

Stella Danos-Papaconstantinou  
(A) Director  
Ext. 8300



### **Ontario Works and Early Learning Services (future Client Relationships)**

Provides income and social supports through integrated case management for subsidy and waitlist clients.

Muliwa Mwarigha  
Director & General  
Manager, Peel Living  
Ext. 3549



### **Residential Property Management/Peel Living**

Provides customer and facility services for Region residential properties, Peel Living and transitional housing, emergency shelters and supports the facilities needs of Human Services staff.

Joan Kaczmariski  
Director  
Ext. 7242



### **Service System Management**

Provides support and guidance to social housing, child care, homelessness and employment providers ensuring the provision of quality service and regulatory compliance. Ensures the appropriate allocation of subsidy for social housing, child care, and wage fee subsidy.

Gurpreet Malhotra  
Director  
Ext. 4862



### **Strategic Planning, Policy and Partnerships**

Lead and support the direction of the department from a strategic perspective recognizing the needs of staff and clients and building capacity internally and with Human Service partners to improve the continuum of supports and service for Peel's most vulnerable.

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APPENDIX II

# Final Service Delivery Model

