

For Information

DATE: December 17, 2012

REPORT TITLE: **MOWAT CENTRE REPORT ON REGION OF PEEL HUMAN SERVICES ENTITLED "INTEGRATING HUMAN SERVICES IN AN AGE OF FISCAL RESTRAINT"**

FROM: Janet Menard, Commissioner of Human Services

OBJECTIVE

To inform of the release of – *Integrating Human Services in an Age of Fiscal Restraint: A Shifting Gears Report*, completed by the Mowat Centre, that highlights the integration of Human Services in the Region of Peel.

REPORT HIGHLIGHTS

- In early 2012, the Mowat Centre approached the Commissioner of Human Services for the purpose of studying the integration work undertaken in Peel.
- The Region of Peel is identified as one of Canada's largest integration efforts and this report offers an in-depth evaluation of the integration efforts.
- Key lessons and best practices are not routinely shared and it is the intent of this report to share Peel's experiences with other government organizations.
- The benefits of integrated planning, policy, budget, upfront Human Resources involvement, change management, strong leadership as well as the challenges of Information Technology (legacy systems) and information sharing are documented.
- Potential risks are clearly noted with the tactics used in Peel to mitigate those risks.
- The report was released December 12, 2012.

DISCUSSION

1. Background

The Mowat Centre is an independent public policy research centre located at the School of Public Policy & Governance at the University of Toronto. The Mowat Centre undertakes collaborative applied policy research and engages in public dialogue on Canada's most important national issues, and proposes innovative research-driven public policy recommendations, informed by Ontario's reality (www.mowatcentre.ca).

This study was undertaken to better understand the challenges governments face and strategies that can be taken to deliver high quality services in times of fiscal constraint and increased need.

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The report was authored by Jennifer Gold from the Mowat Centre and the University of Toronto's School of Public Policy and Governance, supported by KPMG.

The Human Services Leadership Team was approached in March 2012 for the purpose of informing the following questions:

- What global lessons can other governments draw from a public sector organization that has successfully introduced an integrated delivery model for human services?
- What were the barriers to change and how were they overcome?
- What performance metrics and feedback loops were used?
- In what ways can human services integration projects deliver better services at a lower cost?

The study is a collection of information and data from Region of Peel employees, community agencies, research and review of practical tools and resources that was gathered from May to July, 2012.

Individual interviews were conducted with David Szwarc, Chief Administrative Officer, the Human Services Commissioner and members of the Human Services Leadership Team.

Focus groups included members of the Human Services Transition and Integration Project team, Strategic Planning, Policy and Partnership – Performance Measurement team, and members of the Leadership team.

External agencies were approached to provide input and feedback on the integration of Human Services and the impacts to their service delivery and clients and Human Service client satisfaction results were analyzed.

Contributing agencies include:

- United Way of Peel
- North Peel Community Legal Services
- Dufferin Community Legal Services
- Mississauga Community Legal Services

Research incorporated findings from numerous papers published throughout the world including research from Australia, Ireland, United Kingdom, United States and Canada (Alberta and Ontario).

Project documents provided further detailed information specific to change management tactics, communication efforts, employee engagement opportunities, leadership development, culture change and process best practices and the tools and resources developed throughout the stages of the Transition and Integration Project.

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CONCLUSION

This report documents the strategies and tactics implemented by the Region of Peel to develop key lessons for other governments to address human services integration.

The Human Services department's experience demonstrates that service integration initiatives can deliver better outcomes at less cost, streamlined access, faster response times, individually tailored support, improved client satisfaction and a more agile workforce.

The integration of services has positioned the Human Services department to seek further efficiencies with cost savings with minimal impact to client service. Human Services is in a better position to align resources, identify future priorities, plan proactively based upon trends and community issues and adapt to provincial legislative and regulatory changes.



Janet Menard
Commissioner of Human Services

Approved for Submission:



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D. Szwarc, Chief Administrative Officer

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c. Legislative Services