

SOCIAL SERVICES

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A. Background

A.1 Preparing the Service Strategy Business Plan (SSBP)

The SSBP was created by a Project Team comprised of the combined Departmental and Divisional Management Teams of Social Services with support from the Administrative Coordinator.

Project Team members included:

The Commissioner of Social Services, Director of Ontario Works (OW), Director of Children's Services; the following Managers: TransHelp, Strategic Social Policy, Finance, Community Service Funding, Client Services (OW), Operational Support (OW), Revenues (OW), Community Programs (OW), Program Support (OW), Employment Services (OW), Directly Operated Centres Children's Services (CS), Child Care Service System (CS), and Service Access (CS), Administration Office (CS).

A.2 Key Contact

David Szwarc, Commissioner of Social Services
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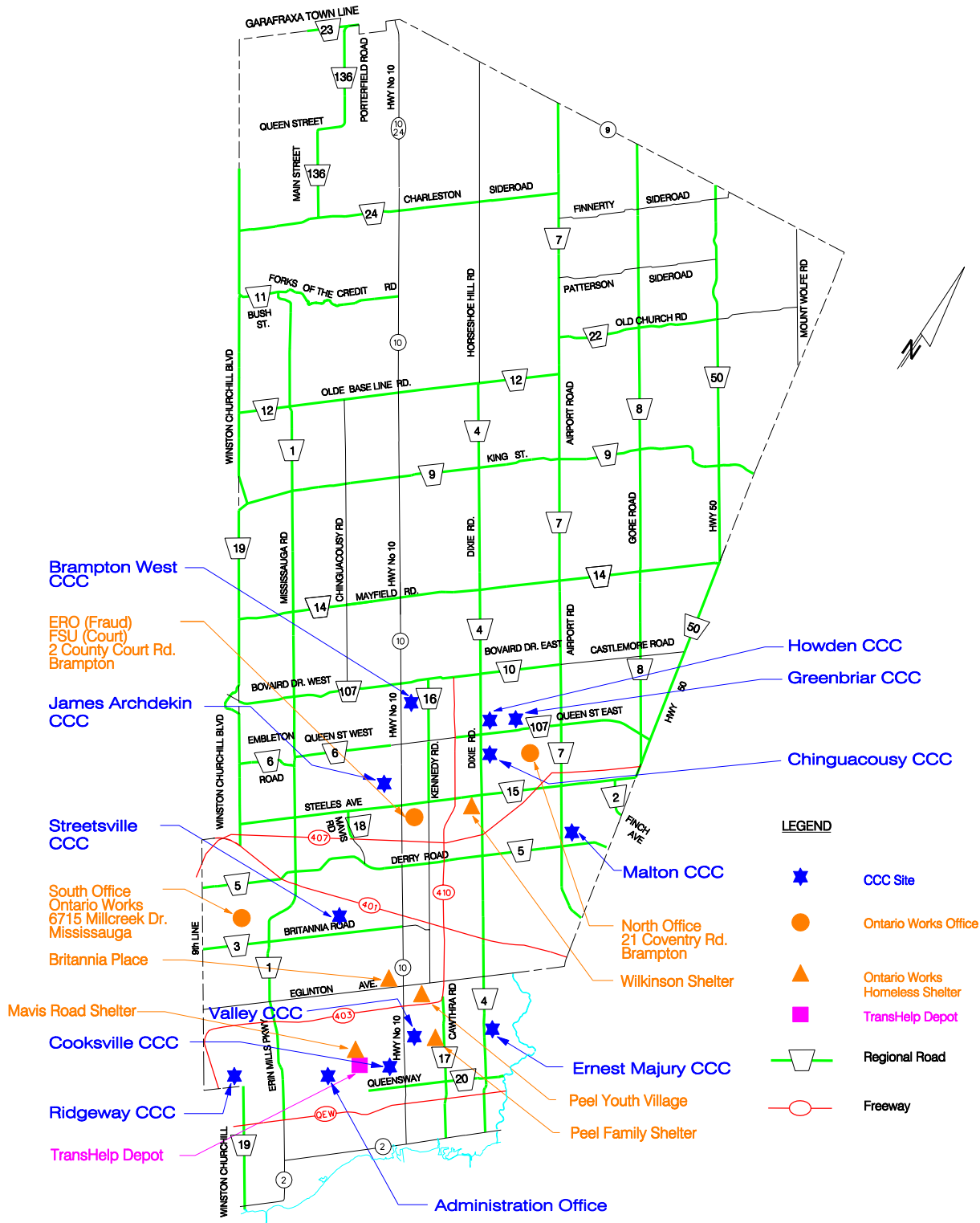
A.3 Additional Information

This is the second SSBP developed by the Social Services Department.

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B. Description of Current Services

B.1 Program Location Map



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B.2 Profile of Current Services

Social Services provide a range of services aimed at promoting the conditions for healthy, self-supporting individuals, families and communities in Peel.

Labour Market Attachment

Programs enable individuals to improve their competitive position in the job market. These include employment services, child care supports, employment related expenses, and transportation to work for low income clients and persons with disabilities.

Financial Support

Programs provide or supplement income, or offset costs. These include basic financial assistance; employment related expenses; medical, shelter, and transportation supplements; child care fee assistance; and child care wage subsidy.

Supports for Daily Living

Services enable individuals and families to participate in the community and economy; examples include transportation for persons with severe mobility disabilities or on dialysis; daily child care services, including supports for children with disabilities and children with challenging behaviours.

Skills Development

Services enhance the skills and abilities of adults and children. Examples include: educational upgrading; work experience, life skills, literacy and language; parenting; and job placement training for adults on social assistance, and a comprehensive child development curriculum.

Supports for Family Well-being

Programs enable and enhance healthy and supportive family functioning. Examples include parenting and family support programs, TransHelp transportation to community programs, and funding of a range of community services through non-profit agencies.

Supports for Community Well-being

Programs enable and enhance healthy and supportive community interaction and organization. Examples include purchase of services with community agencies; provision of information, policy leadership and program management; and training for non-profit agencies and private service providers.

Advocacy

Act to influence decisions of other public and private bodies to further advance the quality of life and support the needs of individuals, families, children and communities in Peel. Activities include collaboration with municipalities, other levels of government, stakeholders and community organizations, and support to Regional Council in its advocacy role.

Crisis Intervention and Emergency Response

Interventions that support individuals, families and children in emergency situations including the provision of basic needs, protection, referral, and the alleviation of trauma associated with the situation. These include emergency hostels and homelessness prevention assistance; outreach and transitional programs for homeless persons, or families threatened with homelessness.

B.3 Description of Clients/Customers

Children, Youths, Adults, and Families

Children, youth, adults and families who live or work in Peel.

Community Organizations and Agencies

Community-based non-profit and for profit service agencies and community planning bodies.

Provincial Government and Service Delivery Agencies in Other Communities

Ontario Disability Support Program (ODSP), and OW delivery agents

Regional Departments

Internal examples include Housing and Property, Health, People, Information and Technology, Finance. An external example is the Peel regional Police

B.4 Description of Suppliers, Partners and Stakeholders

Suppliers

- Providers of products, including food, fuel and office supplies, equipment, vehicles and facilities
- Providers of support services, examples include communication and information, training and consulting, collections, janitorial and repair services
- Providers of direct services to clients, such as for profit and not-for-profit child care, transportation, homeless shelters, and employment training and placement services. Some community agencies are both suppliers of direct service to clients, and partners in larger endeavours.

Partners

- Community agencies, private sector organizations, other governments, other funders, other Regional Departments, service clubs and educational institutions involved in collaborative service delivery endeavours
- Community organizations, professional and industry associations engaged in joint advocacy initiatives on behalf of client groups

Stakeholders

- Regional Council
- Provincial Ministries
- Federal Departments
- Other funders, such as foundations and United Way
- Community advisory groups, such as the TransHelp Advisory Committee, and the Homelessness Advisory Committee

B.5 Significant Recent Accomplishments

- Implemented evening care pilot project at one child care centre
- Implemented early childhood program for children who are living in shelters; entered into collaboration with Rotary Club of Mississauga Lakeshore in building a family resource centre at Peel Family Shelter
- Technological innovations including Children's Services intranet, telephony, fibre optics cable
- Received numerous awards including the Pen Award, the Prime Minister's Award for Excellence for one of our Resource Teachers, and the 2003 Association of Early Childhood Educators, Ontario (AECEO) Award for a retired staff member
- Hosted the 2003 Ontario Municipal Social Services Association (OMSSA) Learning Symposium
- Entered partnership with Sheridan College in building a new child care centre and a High Scope training centre on Davis Campus
- Successfully led many pilots including diversity strategy, Corporate Planning Process, Citizen/Client/Customer Focus and Process Management
- Achieved or exceeded funding level targets successfully generating additional Provincial and Federal revenues and successfully advocating Children's Aid Society (CAS) to increase their contribution funding for CAS clients
- Successfully responded to two Regional emergencies, Severe Acute Respiratory Syndrome (SARS) and the summer 2003 blackout
- Many collaborative successes including joint Departmental Homelessness SSBP, Transportation for Persons with Disabilities Study
- Transfer of TransHelp's dialysis Clients to Red Cross dialysis
- Successfully responded to the Building Employee Satisfaction Together (B.E.S.T.) with numerous workload reduction actions

C. Trends and Issues

C.1 Emerging Trends

- The challenges that clientele face are changing and there are an increased number of people at risk and in crisis with a range of complex issues,
- Staff are facing similar societal issues as the clients they serve
- There is evidence of increased expectations from clients about our services, especially that the Department will find jobs and housing for people
- There are increasing requirements for continuous improvement and public sector accountability.
- Due to the rapid change in technology, staff and clients both need to be able to adapt to technical system changes
- Emerging trends toward family centred, individual case management or plans
- Pace of change and pace of readiness for change are not equal, often requiring additional skills training for staff
- Services are not keeping pace with growth and change in the population e.g. increase in child poverty, non-English speaking clients, increase in number of persons with disabilities
- Housing affordability is a growing issue and undermines people's efforts to become self-supporting.
- Funding issues for government and not-for-profit organizations impact responsiveness.
- Complexity of issues and clients served necessitates an individualized approach to service
- Increase in troubled youth with diverse needs who are difficult to engage in traditional services
- Declining connectiveness in families reduces incidences of natural support groups.
- Growing recognition of the importance of addressing homelessness

C.2 Key Strategic Issues

- Poverty and the widening gap between high and low income earners put growing pressures on services. Services cannot meet the needs of many "non-clients" affected by poverty
- Diversity in Peel's growing population is increasing and presenting new challenges
- There is an acute and growing gap between social service needs and funding due to the rapid growth in Peel's population which has not been met with matching provincial funding
- Challenges to identify service delivery efficiencies within the Department to address increasing needs with diminishing resources

- Potential for change in service delivery culture and expectations resulting from the changes in Provincial and Federal governments

D. Mandate, Objectives and Actions

D.1 Mandate and Objectives

Mandate:

The Social Services Department will plan, manage and deliver quality integrated services that invest in people to enable participation in the community and the economy.

Objectives:

1. To develop and provide services responsive to the changing, growing and complex needs of the diverse communities of Peel.
2. To influence policy and services to improve the lives of children and adults in Peel and across the Province.
3. To balance fiscal and social responsibilities.
4. To create a departmental culture that fosters excellence in human services delivery.
5. To maintain a progressive continuous improvement process.

D.2 Objectives and Actions

1. **To develop and provide services responsive to the changing, growing and complex needs of the diverse communities served by Peel.**
 - 1.1 Provide a range of child care, financial, employment, social, transportation and support services
 - 1.2 Provide programs that recognize the early years of child development
 - 1.3 Develop departmental strategies to remove barriers and improve access to services
 - 1.4 Support implementation of the objectives and actions of the Homelessness SSBP
2. **To influence policy and services to improve the lives of children and adults in Peel and across the Province.**
 - 2.1 Advocate for a fair share of federal and provincial funding for programs and services in Peel
 - 2.2 Develop and articulate departmental positions on identified key strategic issues
 - 2.3 Participate in the development of a children's and youth service strategy for the Region of Peel
 - 2.4 Establish best practices, share resources, and advocate for change, as needed, in provincial programs

- 3. To balance fiscal and social responsibilities.**
 - 3.1 Develop a series of frameworks to ensure financial, economic and social analysis is incorporated into program planning and management
 - 3.2 Generate and maximize revenue opportunities

- 4. To create a Departmental culture that fosters excellence in human services delivery.**
 - 4.1 Share resources and best practices across the Department
 - 4.2 Attract, retain, develop and deploy the right people
 - 4.3 Create a departmental communication plan
 - 4.4 Implement the departmental B.E.S.T. actions

- 5. To maintain a progressive continuous improvement process.**
 - 5.1 Use technology to enable our service strategies
 - 5.2 Develop and improve business practices and processes
 - 5.3 Develop centralized administration of standardized contract management for the Social Services Department
 - 5.4 Develop processes to obtain input from staff, clients and communities

D.3 Strategic Plan Connection

The objectives and actions in the Social Services Department Service Strategy Business Plan are consistent with, and support, the following goals in the Region of Peel's Strategic Plan, *Fast Forward Peel: Building a Strong Community Together*.

- Goal 1:** Improve the community's health, social well-being and safety
- Goal 2:** Assess and manage all aspects of growth that affect Peel services to ensure a more liveable region
- Goal 4:** Contribute to a strong regional economy
- Goal 5:** Be a citizen-focused Regional government

D.4 Service Principles (Optional)

The Regional Values function as the service principles for the Social Services Department.

E. *Monitoring and Measuring the Service Strategy Business Plan*

E.1 Objectives and Outcomes

- 1. To develop and provide services responsive to the changing, growing and complex needs of the diverse communities served by Peel.**
 - Improved relationships with multicultural community agencies
 - Timely proactive program delivery
 - Services reflect community profile needs
 - Improved awareness of our programs and services in the community
 - Broad support and involvement of all stakeholders

- 2. To influence policy and services to improve the lives of children and adults in Peel and across the Province.**
 - Reduction in poverty
 - Community is more inclusive with diverse groups
 - Improved quality of life
 - Integrated funding and planning by all governments
 - People's service needs are met

- 3. To balance fiscal and social responsibilities.**
 - Public acceptance and support for investment in social programs
 - Comprehensive and affordable social service delivery network

- 4. To create a departmental culture that fosters excellence in human services delivery.**
 - Recognized as a leader in service delivery
 - Staff recognize their contribution to the Strategic Plan
 - Pride in high quality service
 - Client, staff and community input is integral to the planning process

- 5. To maintain a progressive continuous improvement process.**
 - The practice of continuous improvement is an integral part of our culture
 - Performance outcomes will continue to improve