



SERVICE COORDINATION SUPPORT  
FOR PEOPLE WITH DEVELOPMENTAL DISABILITIES

SERVICE COORDINATION SOUTIEN  
POUR LES PERSONNES AYANT UNE DÉFICIENCE INTELLECTUELLE

# ANNUAL REPORT 2021-2022

## GROWING STRONGER





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# ABOUT SCS

Service Coordination Support (SCS) is the initial contact for people who have a developmental disability or autism in Ottawa and the Eastern Region. We help people find available resources in the community that are needed to assist them in their daily lives. One of our important goals is to empower families/individuals to make informed choices about the supports they seek.

## MISSION

SCS supports people with developmental disabilities and children with autism in finding available resources and planning for the future of their choice.

## VISION

People we support belong and are empowered.

## OUR VALUES

**Advocacy** — We believe in acting 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 and build their support networks.

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

**Equity** — We believe in fair opportunities to access supports and services in our community.

**Transparency** — We believe in acting in an open and transparent manner.

**Diversity** — We believe in sensitivity to and respect for the differences and cultural needs within our community.

## OUR SERVICES

- Children’s and Adult Case Management
- Developmental Services Ontario Eastern Region
- Residential and Community Services
- [respiteservices.com](http://respiteservices.com) in Ottawa

More information on our services appears later in this report.

## MESSAGE FROM THE CHAIR OF THE BOARD OF DIRECTORS



The 2021–2022 year has seen SCS, as well as all other organizations, continue to face the challenges brought about by a global pandemic. In last year’s message, my parting idea was around the thought of looking forward to the end of the pandemic and a post-pandemic recovery. While I may have been overly optimistic in forecasting the end of our pandemic challenges, the last year has allowed the Board of Directors and staff of SCS to continue to demonstrate the necessary commitment, adaptability and dedication that our participants have come to expect and deserve.

In 2021–2022, after an extensive search for the right candidate to guide SCS into the future, the Board of Directors was pleased to welcome Mitchell Bellman as the new Executive Director of SCS. Mitchell started in the fall of 2021 and quickly demonstrated his skills in establishing a professional and positive relationship with the staff, the Board and our various partners. I look forward to continuing to work with him as we endeavour to further the organization’s mission, build new and productive partnerships, and establish a renewed strategic plan. Mitchell’s enthusiasm, forward thinking and managerial skills bode well for the future of SCS.

The theme of this year's Annual Report is "Growing Stronger." As the number of participants we need to serve continues to grow, SCS will continue to be looking for innovative ways to use technology, build our partnerships with like-minded organizations, and demonstrate the agility and dedication that has served the organization so well since its inception.

I cannot close my message without expressing a heartfelt thank you to the amazing staff of SCS. The last two years have seen us face pandemics, lockdowns, convoy demonstrations and power outages; through it all, SCS staff have continued to provide thoughtful, caring and dedicated support to our participants. I could not be prouder of them when I see how they have risen to every occasion and challenge. Finally, I want to note that the Board is losing some individuals who have made an outstanding contribution to SCS and really embody the essence of volunteerism and dedication to their community. These folks will be missed, but I look forward to welcoming a new slate of Board members who will bring their enthusiasm, insight and advice to SCS.

### **André Lagacé**

Chair of the Board,  
Service Coordination Support (SCS)  
For People with Developmental Disabilities

## **MESSAGE FROM THE EXECUTIVE DIRECTOR**



Last August, I was very excited to join the SCS team as Executive Director. Like many others, I have family and close friends who have a developmental disability or severe autism. I have seen the challenges they face, but also their satisfaction in solving them, even exceeding the limits of what was thought possible. I want to make this achievable for as many people as possible, and I believe there is no better organization than SCS to do that.

I gained confidence when I met with the SCS team. I am incredibly impressed with their knowledge and dedication to support our participants on a daily basis. Each employee brings their creativity and enthusiasm in solving problems, as well as in identifying and helping to achieve the participants' personal goals.

I am now happy to report on our progress over the past year. At SCS, we always want to make our services more efficient, as we continue our journey to adopt the best Person-Centred practices. Part of our focus is on our case management services, but we are also making changes to other SCS services. We are launching a new online portal to speed up payment for our participant services and to give participants greater access to their files and Individual Support Plans. Keeping the people we support at the centre of our decisions, we examine our collaboration and the way we work with our partner agencies that provide direct services.

One of our goals is to make it easier to navigate and access resources, which is an important and ongoing challenge for the people we support. Developmental Services Ontario Eastern Region (DSOER) will help us reach that goal. Because DSOER is hosted at SCS, we are considering how to better use the information in the assessments, as well as how to further enhance our service navigation functions and incorporate our new housing navigation team. You will find more information about these in this report.

All of this is happening in a context where we are emerging from the worst of the COVID-19 pandemic. We are finding ways to grow, improve and work together to continue our mission to support people with developmental disabilities and children with autism in finding available resources and planning for the future of their choice. After two years, we have found many ways to connect and work together that we previously never imagined.

I am inspired by the words of Helen Keller: “Although the world is full of suffering, it is full also of the overcoming of it.” SCS’s team is proud to support so many people to overcome their greatest challenges and strive to achieve their ambitious goals.

We welcome the community’s input and suggestions. If you have a comment about how SCS can improve or how we can better serve your needs, please let us know.

**Mitchell Bellman**

Executive Director,  
Service Coordination Support (SCS)  
For People with Developmental Disabilities

## SCS’S STRATEGIC PLAN (2020-2023)

Our Strategic Plan’s main imperative is to re-commit to our Person-Centred Approach at SCS over three years. Our services are provided in a way to build on the strengths, skills and goals of the persons we support, along with the contribution of their support circle. In turn, this will empower the persons that we support to plan for the future of their choice.

Following our Strategic Plan, we will implement and keep our Person-Centred Approach in all programs and levels of SCS. It will ensure the persons in all programs and levels of SCS benefit from the approach. To do this, we have three other imperatives detailed below on this page: Measure Outcomes, Invest in Meaningful Partnerships, and Build an Agile Operations Infrastructure.

| Deliver Person-Centred Services  |   |  |  |
|--|---|--|--|
| <ul style="list-style-type: none"> <li>● Build common understanding of person-centred thinking &amp; perform impact analysis for what it means for SCS</li> </ul>  | <ul style="list-style-type: none"> <li>● Implement a person-centred thinking mindset across SCS &amp; promote externally</li> </ul>   | <ul style="list-style-type: none"> <li>● Realign processes, systems &amp; services to ensure integration of person-centred services</li> </ul>   | <ul style="list-style-type: none"> <li>● Foster confidence &amp; trust in SCS with diversity, awareness &amp; knowledge</li> </ul> |
| Measure Outcomes to Optimize Performance   | Invest in Meaningful Partnerships   | Build an Agile Operations Infrastructure   |  |
| <ul style="list-style-type: none"> <li>● Assess &amp; align defined outcomes to community needs, resource requirements &amp; service offerings</li> <li>● Develop a performance measurement strategy to strengthen evidence-based decision-making</li> </ul> | <ul style="list-style-type: none"> <li>● Define SCS’s partnering value proposition &amp; determine criteria for partnering options</li> <li>● Build / enhance partnerships across multiple sectors</li> </ul> | <ul style="list-style-type: none"> <li>● Align infrastructure to support person-centred services &amp; continually drive operational efficiencies</li> <li>● Explore business partnerships that strengthen SCS’s operational infrastructure</li> <li>● Explore new revenue-generation models &amp; assess impact on program performance</li> </ul> |  |

# EMPLOYEE COMMITTEES

## TRANSITION AWARENESS GROUP

The Transition Awareness Group (TAG) aims to stimulate community participation and inspire new opportunities that are needed to prepare youth for life's transitions. TAG assists people and families to gain knowledge, tools and awareness of resources in their communities.

- **Conference**

The annual Coming Together conference focuses on topics relevant to people who are experiencing life transitions. The 2021 edition, which offered virtual activities on Saturday, November 6, was themed "My Voice, My Future!"

During the morning session, "This Is Me! Escape Room," participants travelled back in time together to help Sam learn to express themselves in different ways and actively be part of decisions that are important to them. This game was based on the "escape room" format, in which participants explore their surroundings, share ideas, and try options in order to find solutions and overcome challenges. In the afternoon session, "Making Your Voice Heard," keynote speaker Michael Jacques, advocate and author, shared how he found his voice to encourage inclusion. Person-Centred Thinking (PCT) activities followed.

For more information, you can read the conference program at: <https://scsonline.ca/coming-together-2021/program/>

- **Information Sessions**

On April 8, 2021, families were invited to a workshop hosted by ABLE2 to explore how to develop a circle of people for their loved ones who genuinely care about them and who will take an active role in their lives.

On June 2, 2021, families were invited to a session hosted by Developmental Services Ontario (DSO) to learn about the benefits of having a Microboard, which is a group of committed family and friends who join together with a person who has a disability to create a supportive not-for-profit corporation.

In January 2022, TAG hosted a workshop series in partnership with DSO. Participants began creating an individualized housing and support plan for themselves or a family member with a developmental disability.

## DIVERSITY, EQUITY AND INCLUSION

SCS believes that the values that guide our work with the people we support must also guide our employees. This committee was established to ensure that equity, diversity and inclusion are appropriately reflected and respected throughout our policies and processes. Within the last year, the committee offered awareness sessions of DEI issues at SCS and within the community it serves, and it invited our employees to engage in important conversations. To ensure SCS's ongoing commitment to DEI, we have hired a consultant to develop a plan that will guide SCS in building a more inclusive and equitable culture.

## STAFF FOCUS

Our Staff Focus Committee was created in 2000 to give a voice to employee concerns and collaborate on outcomes with our Executive Director and Human Resources. Representatives from all SCS departments are invited to participate in meetings to raise and discuss items that pertain to their well-being and to initiatives that contribute to developing a positive culture at the agency level.

## EMERGENCY RESPONSE TEAM

SCS is committed to providing a safe environment for all staff, people supported, and visitors. Our Emergency Response Team (ERT) is responsible for updating, applying and enforcing the Emergency Response Plan to ensure human safety; minimize damages to property; assure rapid and responsive communication to all parties involved; and keep the organization compliant with Ontario Regulation 191/11 Accessibility for Ontarians with Disabilities Act, 2005 and Ontario Regulation 299/10 Quality Assurance Measures.

In 2021–2022, ERT continued to work with governments and follow their guidance regarding the COVID-19 pandemic to ensure a safe environment for staff, people supported, and visitors.



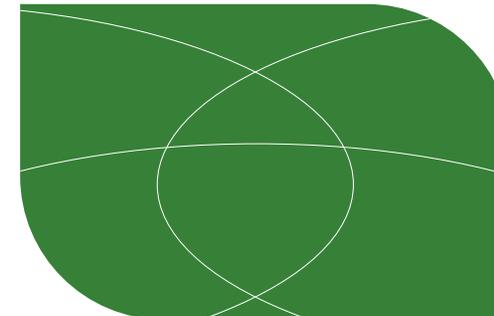
## PROJECTS AND INITIATIVES

SCS conducts projects and initiatives to meet our strategic goals and objectives, which we develop based on emerging needs of the individuals that we support in our community. SCS employees lead our projects and initiatives, in collaboration with other organizations, experts in specific areas, and members of the community.

To learn more about how the main imperatives of SCS's Strategic Plan will enable the people we support to plan for the future of their choice, please see SCS's Strategic Plan (2020–2023) in this report.

## CASE MANAGEMENT UPDATE

We want our case management services to focus on what is important to people, their strengths, and the support needed for people to succeed. Part of our work in 2021–2022 has been to update the definition of case management services and prepare a video explaining to families what the suggested value is for them. Based on this progress, we are evaluating the work we have done on case management to date, which may lead to further changes.



## HOUSING NAVIGATION AND ADULT PROTECTIVE SERVICE WORKERS

We have started the steps to add Housing Navigation and Adult Protective Service Workers (APSWs) to our services at SCS. Working with ABLE2 and INSPIRE, we will assist adults with a developmental disability who are in a position to explore possibilities for independent residential options in their community. We invite you to learn more through these links:

- Learn more about the services provided by the Housing Navigators: <https://www.dsontario.ca/resources/housing>
- Learn more about Adult Protective Services in Ontario: <https://www.ontario.ca/page/programs-and-services-adults-developmental-disabilities-ontario#apsw>

## PERFORMANCE MANAGEMENT

SCS is developing a performance management framework to support individual, team and organizational performance, in addition to client outcomes.

In 2021–2022, we held interviews with key stakeholders to identify themes, which were followed by presentations and a survey to gather the input of all employees. We have selected the LEADS, a Canadian evidence-based leadership framework, as it builds nicely from the previous core competency program. Next steps include the development of documentation, training for all leaders in the agency, and establishment of Key Performance Indicators (how we will measure our success) to track implementation of and compliance with this Framework.

## TECHNOLOGICAL SOLUTIONS

Our strategy for technological solutions at SCS is to make information easier to access and manage, for our participants and employees. We also aim to automate many of our processes, which will increase the speed of our work and thus free up employees' time to better support those we serve and offer more service delivery options. We are also considering additional measures to protect personal information, as well as options to make the information accessible to people of all abilities.

Among the solutions we have in place are a client management system to store information about our participants and a financial portal to process payments online. We are currently creating a self-serve portal where participants can access and manage their information.



## SUPPORTING OUR WORKFORCE

We continue to do our best to assist our employees in meeting the challenges of the COVID-19 pandemic. In the last year, we focused on supporting their mental health in these ways:

- engaging our employees in sessions on mental health and psychological safety
- promoting work–life balance by offering the flexibility to work from outside the traditional office setting when possible
- making meaningful efforts to enhance diversity, equity and inclusion in our practices

We recognize that we still have much work to do to enhance the well-being of our employees. We are committed to continuing our efforts to increase the support to our employees, in order promote a healthy and pleasant work environment.

## TRANSITION PLANNING TIPS SHEETS

A transition is a situation in which a person experiences or makes a change in their life, such as starting or leaving school, learning a new skill, getting a job, or finding a place to live. Based on the responses to our transition survey, we developed and published Transition Planning Tips Sheets with information to prepare for life's transitions. You can find them at <https://scsonline.ca/transition-planning-tips-sheets/>

## SERVICES OFFERED AT SCS

### SUPPORT SERVICES

#### CHILDREN'S AND ADULT CASE MANAGEMENT

Case management at SCS is a collaborative, inclusive and individualized process. We work toward goal setting, planning, advocating, and exploring available community resources to support the achievement of personal outcomes. This service is offered in Ottawa.

A case manager will work with you to:

- Focus on goals that are important to you
- Include the people who are important to you
- Identify your strengths and interests
- Build and strengthen your relationships and support network
- Plan for life transitions
- Coordinate meetings with other service providers by:
  - Assisting you with preparing for the meeting
  - Supporting you at the meeting
  - Understanding roles and responsibilities
- Support problem solving and group facilitation
- Coordinate community resources, such as:
  - Skills development or education programs
  - Social and recreational programs
  - Child care programs
  - Support workers or respite programs
  - Volunteering or work opportunities
  - Support groups
  - Financial programs
  - Housing services
  - Transportation services
  - Specialized services, such as counselling, behaviour management, medical, therapy and equipment ...

Your relationship with your case manager is voluntary, based on your active participation in your plan. The case manager facilitates goal-oriented planning with time-defined supports. The person/family is always an active participant in all decisions.

### **RESIDENTIAL AND COMMUNITY SERVICES**

Resource Coordinators work with youth who are in extended care with the Children's Aid Society and are transitioning to adult services, to develop a plan to meet their goals and to monitor the quality of the services they receive.

In 2021–2022, Resource Coordinators supported eight new Transition Aged Youth from the Children's Aid Society through a structured planning process.

Residential and Community Services supported 41 children and 250 adults.

### **OUTSIDE PAID RESOURCES COMPLIANCE**

A Compliance Officer at SCS conducts assessments with Outside Paid Resources (OPRs) to ensure that they comply with all items of the Ontario Regulation 299/10 on Quality Assurance Measures (QAM). These assessments include a review of individual records, staff and volunteer records, and organizational records and documentation, along with a site inspection of the physical location.

SCS completed 66 compliance reviews in 2021–2022.

### **AUTISM SPECTRUM DISORDER INITIATIVE 2021–2022**

The Autism Spectrum Disorder (ASD) Initiative provides direct funding to families to purchase respite for children under the age of 18 with autism spectrum disorder. Families are invited to apply for the Initiative each year during February and March. The 2021–2022 Initiative received 675 eligible applications and was able to support 288 families. SCS acknowledges that the funding allocation is not sufficient to support every applicant each year.

### **KEY PERFORMANCE INDICATORS FOR SUPPORT SERVICES**

SCS continues to hold a waitlist for our case management services, due to the continued demand for our services.

In 2021–2022, children's case management served 2,938 children. Adult case management served 1,881 adults.

On April 1, 2021, 196 children were on the waitlist for children's case management. By March 31, 2022, the waitlist had increased by 43%, to 342 children. Our target was to decrease that waitlist by 15%, which we were not able to accomplish.

On April 1, 2021, 204 adults were on the waitlist for adult case management. By March 31, 2022, the waitlist had increased by 38%, to 331 adults. Our target was to decrease that waitlist by 15%, which we were not able to accomplish.

We were unable to decrease the number of people waiting for case management services due to:

- cases and situations being increasingly more complex (exacerbated by COVID-19), with the involvement of other service providers, which requires more intensive case management and typically requires a longer involvement
- significant staffing challenges at the front-line level in Support Services
- staffing challenges across all services in the community, which reduces our ability to resolve the situation of our existing participants and limits our staff's ability to take on new participants

While facing these challenges, we continue our recruitment efforts to ensure that we have the necessary staff to support our participants and their families.

Both case management teams continue to provide outreach to those families waiting and to respond to information requests. We responded to 430 information provision requests in Support Services between April 1, 2021, and March 31, 2022.

## TESTIMONIALS

*"Our family's needs were put first. Our case workers have always done mental health checks with our family. We are so grateful for the services we have received."*

*"I wanted to write to you about how helpful my case manager was in my disputes with my son's residential service provider. She is a very empathetic person and that was evident from the first five minutes after we first spoke."*

*"We just met my daughter's case worker and felt very comfortable with her and she was very knowledgeable and accommodating to my daughter's needs. I liked the fact that the case worker took all notes and we received an email with the information talked about and services and links were sent in an expedited fashion."*

*"My son was diagnosed at CHEO. We then had 1 appointment at 150 Montreal Rd, where I was given a folder with numerous pages. I went home lost and discouraged, as it was too much information to retain in one meeting for myself. Since then, I have called numerous times over the last few years to ask for help with my son's Individual Education Plan. I still have not received help (difficulties filling forms)."*

Response: We understand that there is a lot of information to learn in the beginning, and that it can be very overwhelming and discouraging to navigate. To help with this, we are looking to redesign and reorganize the resource information on our website, to make information and forms easier to find and navigate. We are also looking to increase our library of instructional videos, to assist individuals and families filling in important forms without a case manager. Finally, we have been developing a self-serve portal, where individuals and their families can access and update information in their file whenever and wherever they want. We aim to launch this portal in 2022–2023.

## **DEVELOPMENTAL SERVICES ONTARIO EASTERN REGION**

Developmental Services Ontario Eastern Region (DSOER) is the access point for adult services funded by the Ministry of Children, Community and Social Services. DSOER is also a department of SCS.

Individuals apply through DSOER in order to request adult ministry-funded services and supports. DSOER assists applicants in:

- understanding and completing the application process
- determining the kind of services and supports that are appropriate for them
- making requests for funded services and supports
- accessing available and appropriate funded services and supports
- finding information about private and community-based services

### **THESE ARE DSOER'S MAIN FUNCTIONS:**

#### **1. SERVICE NAVIGATION**

The role of a Service Navigator is to:

- assist with starting an application
- confirm eligibility
- refer to urgent mechanisms as needed
- refer to Passport program for basic \$5,000 fund
- inform individuals, families and community partners on the DSO process
- prepare individuals for assessment stage

#### **2. SCHEDULING**

The role of a Scheduler is to:

- book assessments and other meetings
- give pre-assessment information packages to participants
- manage meeting cancellations and rescheduling needs

#### **3. DSO ASSESSMENT**

The role of a DSO Assessor is to:

- meet and maintain provincial certification criteria
- facilitate group interviews with the individual and their support network
- complete Support Needs assessments
- refer to requested funded services and to request registry
- provide coaching/mentoring for new assessors

#### **4. MATCHING AND LINKING**

The role of a Matching and Linking Coordinator is to:

- receive all vacancy declarations from funded service providers
- triage participant requests to match with appropriate and available services
- collaborate with urgent mechanisms and community service planning groups

## KEY PERFORMANCE INDICATORS FOR DSOER

In 2021–2022, DSOER served 3,900 individuals through its services and completed 601 assessments. The organization was unable to meet its target of 700 assessments for the fiscal year.

Due to the continued impact of COVID-19 throughout 2021–2022 (and enhanced provincial measures), DSOER staff were at times unable to meet with individuals to complete assessments in person. Many individuals preferred to wait for their assessments to be in person, or they did not have access to the technology to participate in a virtual assessment. This is one of the reasons why DSOER did not meet its target. DSOER also did not have a full complement of assessors throughout the year, which also significantly impeded its ability to meet its target.

All DSOER staff require longer-than-usual completion times to provide the many types of support that our participants require. They continue to provide this support in a person-centred approach and with great compassion.

## TESTIMONIALS

*“The support provided during the assessments that were done with 2 residents were handled professionally and were individually geared for person-centered care.”*

*“The only supports I am talking about today is the application process I did with my assessor. She did not wait for me to contact her. This is necessary because I did not know I needed to do more applications. She was very understanding of how taxing this process can be, and was very good about making it not take too long, but also getting through it. She also was very good about explaining why some of the values (number assigned, not morality) to certain things mean something different than I thought they may.”*

*“I felt that the assessor was understanding and thorough, while being compassionate. She was spectacular with my child in her questioning and created a good atmosphere. Very impressed.”*

## RESPIRESERVICES.COM IN OTTAWA

Respite is a “break” that lets families and caregivers take time off from caregiving for a short period. This allows them to spend their time on other important needs, such as rest, relaxation and rejuvenation.

Respite also provides an opportunity for a person who has a developmental disability or autism to meet new people, have fun, and learn new skills. In short, respite can improve the quality of life of both the caregivers and their loved ones.

respiteservices.com in Ottawa is a secure website with tools that match applicants with Direct Support Providers (DSPs) who can provide respite or support the individual in developing new skills and exploring new interests. This service is available to children and adults with developmental disabilities or autism in Ottawa.

### KEY PERFORMANCE INDICATORS FOR RESPITESERVICES.COM

In 2021–2022, 47 DSPs registered with respiteservices.com in Ottawa, which correspond to a decrease of one DSP from 2020–2021. We had 159 active and available DSPs with respiteservices.com by the end of 2021–2022.

COVID-19 significantly reduced our ability to recruit new DSPs during this fiscal year.

During the enhanced measures throughout the last year, family requests for a DSP have decreased. Many families and caregivers did not feel comfortable inviting new DSPs into their homes during certain periods of the pandemic.

Emergency orders due to the pandemic also restricted some DSPs from working in more than one location, depending on their vaccination status. This resulted in some DSPs choosing to work with only one family or one employer throughout the first part of 2021–2022.

## RISKS AND MITIGATION

SCS conducts an annual risk assessment of its operations and activities. This helps us identify in advance situations that would affect our agency and the people who we support. We identify risks based on local and provincial data, trends and reports.

We start by identifying potential risks, and then we assess the likelihood of these situations happening and the effects they would have. Through this assessment, we prioritize our efforts on the most important risks.

These are the most important risks that we continued to identify in 2021–2022:



***The possibility of SCS not being able to fulfill its function of connecting people to services, due to low availability of services in the community provided by our partners.***



SCS is looking into alternative services and opportunities, which are available in the community outside the developmental services sector and can meet the needs of a person with a developmental disability. We follow a person-centred approach to assist the person in finding these services and opportunities.



It has been difficult to assess the outcome of our person-centred approach, due to the continued impact of COVID-19.



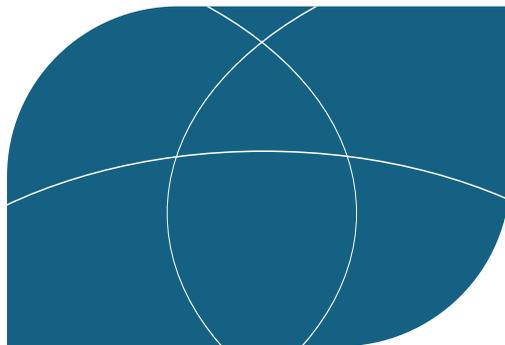
***The possibility of SCS having increased challenges in connecting individuals to resources and services, due to the changing landscape and complexity of individual profiles and needs.***



We are looking to better identify trends and gaps in services by collecting meaningful information. We want to focus our advocacy efforts for more services on a higher scale, involving groups of individuals with similar needs, instead of advocating on an individual level. We believe this will have a greater impact on our system and lead to change with positive outcomes for the people we support.



The pandemic situation has affected the landscape and needs of our participants. We are supporting more individuals and families with complex situations, which often requires specialized services and programming to meet their needs. Yet these services are very limited or non-existent.



***The possibility of SCS having significant challenges in staff recruitment and retention, due to an outdated compensation mechanism.***



SCS continues to review opportunities to implement a new compensation system to ensure that employees feel valued by receiving fair compensation for their services, even given the limitations of Bill 124. In addition to solutions for compensation, SCS wants to offer additional incentives, such as personal and professional development opportunities and recruitment incentives. We are also looking to implement recommendations to encourage diversity, equity and inclusion within SCS.



2021–2022 was marked by a higher-than-usual employee turnover rate, during which we had to focus on maintaining our day-to-day operations while training a continuous wave of new employees.



## 2021-2022 BOARD OF DIRECTORS AND COMMITTEES

Established in 1995, our Board of Directors consists of volunteers from our community. The Board governs our agency by providing leadership and direction to our Executive Director.

### BOARD MEMBERS

|                                |  |
|--------------------------------|--|
| <b>Lagacé, André</b> .....     | <b>Chair of the Board</b>                    |
| <b>Pambrun, Chantale</b> ..... | <b>Vice-Chair of the Board</b>               |
| Stevens, Gregory.....          | Treasurer                                    |
| Murphy-Walsh, Elizabeth.....   | Secretary                                    |
| Anderson, Ian .....            | Director                                     |
| Benjamin, Tamra.....           | Chair, Governance Committee                  |
| Ellis, Jennifer .....          | Director                                     |
| Evrard, Audrey.....            | Non-voting Director                          |
| Ford, Glen T. ....             | Director                                     |
| Gurnani, Neeta.....            | Non-voting Director                          |
| Hamdani, Al.....               | Director                                     |
| Nye, Andrei.....               | Director                                     |
| Presseau, Luc.....             | Director                                     |
| Reed, Brian .....              | Director                                     |
| Strelbisky, Walter .....       | Client Representative                        |
| Wilson, Kody .....             | Chair, Quality and Risk Management Committee |

### BOARD COMMITTEES

#### AUDIT AND FINANCE COMMITTEE

|                               |                   |
|-------------------------------|-------------------|
| <b>Stevens, Gregory</b> ..... | <b>Treasurer</b>  |
| <b>Nye, Andrei</b> .....      | <b>Vice-Chair</b> |
| Ford, Glen .....              | Director          |
| Hamdani, Al .....             | Director          |
| Presseau, Luc .....           | Director          |
| Reed, Brian .....             | Director          |
| Wilson, Kody .....            | Director          |
| Babalola, Janet .....         | Ex-Officio        |
| Bellman, Mitchell .....       | Ex-Officio        |

#### EXECUTIVE COMMITTEE

|                                |  |
|--------------------------------|--|
| <b>Lagacé, André</b> .....     | <b>Chair</b>                                 |
| <b>Pambrun, Chantale</b> ..... | <b>Vice-Chair</b>                            |
| Stevens, Gregory .....         | Treasurer                                    |
| Murphy-Walsh, Elizabeth.....   | Secretary                                    |
| Benjamin, Tamra .....          | Chair, Governance Committee                  |
| Hamdani, Al .....              | Chair, External Relations                    |
| Wilson, Kody.....              | Chair, Quality and Risk Management Committee |
| Bellman, Mitchell .....        | Ex-Officio                                   |

#### FRENCH LANGUAGE SERVICES COMMITTEE

|                                |                    |
|--------------------------------|--------------------|
| <b>Pambrun, Chantale</b> ..... | <b>Chair</b>       |
| Evrard, Audrey.....            | Non-voting member  |
| Lagacé, André.....             | Chair of the Board |
| Presseau, Luc .....            | Director           |
| Bellman, Mitchell .....        | Ex-Officio         |

## GOVERNANCE COMMITTEE

|                              |                   |
|------------------------------|-------------------|
| <b>Benjamin, Tamra</b> ..... | <b>Chair</b>      |
| <b>Vacant</b> .....          | <b>Vice-Chair</b> |
| Anderson, Ian .....          | Director          |
| Evrard, Audrey .....         | Non-voting member |
| Ford, Glen .....             | Director          |
| Gurnani, Neeta .....         | Non-voting member |
| Hamdani, Al.....             | Director          |
| Nye, Andrei.....             | Director          |
| Pambrun, Chantale .....      | Director          |
| Presseau, Luc .....          | Director          |
| Stevens, Gregory .....       | Treasurer         |
| Strelbisky, Walter .....     | Ex-Officio        |
| Bellman, Mitchell .....      | Ex-Officio        |

## EXTERNAL RELATIONS COMMITTEE

|                              |                  |
|------------------------------|------------------|
| <b>Hamdani, Al</b> .....     | <b>Chair</b>     |
| Benjamin, Tamra .....        | Director         |
| Evrard, Audrey.....          | Director         |
| Murphy-Walsh, Elizabeth..... | Director         |
| Pambrun, Chantale .....      | Board Vice-Chair |
| Stevens, Gregory .....       | Treasurer        |
| Bellman, Mitchell.....       | Ex-Officio       |

## QUALITY AND RISK MANAGEMENT COMMITTEE

|                           |                   |
|---------------------------|-------------------|
| <b>Wilson, Kody</b> ..... | <b>Chair</b>      |
| <b>Vacant</b> .....       | <b>Vice-Chair</b> |
| Ellis, Jennifer .....     | Director          |
| Gurnani, Neeta .....      | Non-voting member |
| Pambrun, Chantale .....   | Director          |
| Stevens, Gregory .....    | Director          |
| Bellman, Mitchell .....   | Ex-Officio        |
| Tardif, Natalie .....     | Ex-Officio        |

## FINANCIAL OVERVIEW

Summarized financial information for the year ended March 31, 2022.

| <b>Statement of Operations: March 31, 2022</b>      |                     |
|---|---------------------|
| Revenue   | \$53,031,736        |
| Expenditures  |                     |
| Individual Program Expenses                         | \$45,656,015        |
| Salaries & Benefits                                 | \$5,871,227         |
| Other Expenses                                      | \$1,287,229         |
| <b>Total Expenditures</b>                           | <b>\$52,814,471</b> |
| <b>Excess (Deficiency) of Revenue over Expenses</b> |                     |
|   | <b>\$217,265</b>    |

| <b>Statement of Financial Position: March 31, 2022</b> |                    |
|--|--------------------|
| Assets   |                    |
| Current Assets   | \$6,140,740        |
| Net Capital Assets                                     | \$114,179          |
| Net Intangible Assets                                  | \$227,811          |
| <b>Total Assets</b>                                    | <b>\$6,482,730</b> |
| Liabilities  |                    |
| Current Liabilities                                    | \$6,371,462        |
| Net Assets   | \$111,268          |
| <b>Total Liabilities &amp; Net Assets</b>              |                    |
|  | <b>\$6,482,730</b> |

## FINANCIAL PROJECTIONS

|   | Ministry Service Contract | Passport     | Total         |
|---|---------------------------|--------------|---------------|
| <b>2021-22 Forecasted Revenue</b>           | \$ 49,323,602             | \$ 1,992,793 | \$ 51,316,395 |
| <b>2021-22 Expense Forecast</b>             | \$ 49,644,481             | \$ 1,992,793 | \$ 51,637,275 |
| <b>2021-22 Projected Year End Variance</b>  | -\$ 320,879               | \$ -         | -\$ 320,879   |
| <b>2021-22 Actuals as of March 31, 2022</b> | \$ 49,288,491             | \$ 1,791,934 | \$ 51,080,425 |
| <b>2021-22 Actual Variance</b>              | \$ 35,099                 | \$ 200,860   | \$ 235,958    |
| <b>% of 2021-22 Expense Forecast Spent</b>  | 99.28%                    | 89.92%       |               |

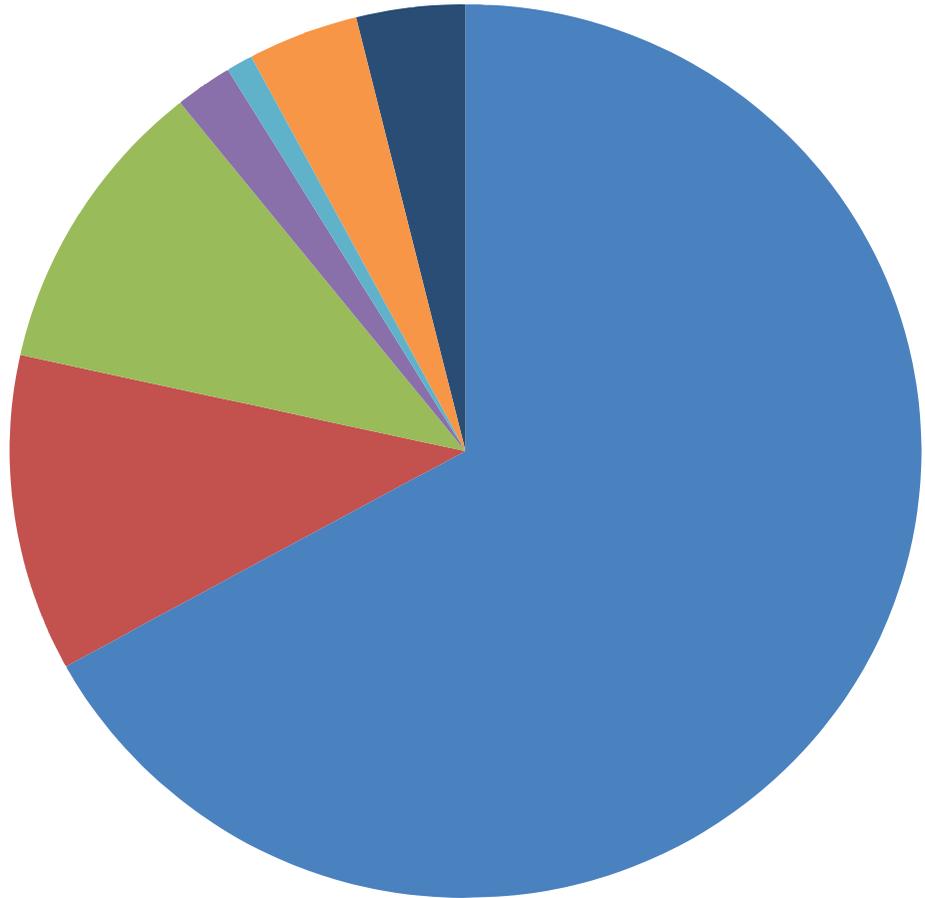
## Comments on Financial Projections (See previous page)

- The pandemic and its accompanying regulatory changes had a more moderate impact on SCS's finances, operations and administration, as SCS had gained experience in adapting to working remotely. 2021-22 saw more resources open than the prior fiscal year, yet the sector continues to be plagued with acute personal care staffing shortages.
- SCS continued to receive pandemic-related funding that was passed on directly to third-party service providers. It is this revenue that is driving the 2021-22 excess of revenue over expenses. The excess was caused by timing differences between when cash flow was received from the Ministry versus when revenue was recognized; these practices led to an understatement of revenue in 2020-21 which has led to an overstatement of revenue of 2021-22.



## 2021-2022 INDIVIDUALIZED PROGRAM EXPENSES

- Flexible Funding - Children (1%)
- Flexible Funding - Adult (2%)
- Individualized Passport Allocations (4%)
- Pandemic-Related Pass Through (4%)
- Individualized Community Participation (11%)
- Individualized Residential Placements - Children (11%)
- Individualized Residential Placements - Adult (67%)



# CONTACT US

## **Service Coordination Support (SCS) For People with Developmental Disabilities**

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Email: [admin@scsonline.ca](mailto:admin@scsonline.ca)

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200 - 150 Montreal Rd., Ottawa, ON K1L 8H2

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**Hours of operation: 8:30 to 4:30, Monday to Friday**

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