

# **Review of ADS Programs & Services**

## **Simcoe Community Services**

### **Major Themes**

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# Purpose of the Review:

- ◆ Analyze the effectiveness of ADS programs & services both collectively and individually in terms of mandate, delivery model, responsiveness and impact on people supported.
- ◆ Develop a new vision for ADS services that will guide all programs and position the organization favourably with changing policy directions and with Council for Leadership (Accreditation) values.

# Process:

- ◆ Observe all programs in all nine locations plus the community based operations.
- ◆ Seek input from stakeholders including all staff members in ADS services (90-100), sample of families, senior staff, members of other relevant organizations, etc.
- ◆ Incorporate emerging family views and needs.
- ◆ Address infrastructure requirements including supervision, finances, buildings, etc.
- ◆ Recommend an organizational structure as needed.

# Principles Used as Benchmarks for Assessing Value:

- a) The use of Personal Outcome Measures as a vehicle for planning. The interaction with the larger community is the primary vehicle to achieve them in most cases.
- b) Belief that all people can play a valid social role as part of community inclusion and not solely attend community events/activities.
- c) Organizations and people should contribute to the community in their service approaches (social capital) as much as draw from them.

## Benchmarks Applied:

- d) All services offered must dignify people, must be as inclusive as possible and be current in their approach.
- e) Relationships with a variety of people are necessary in the lives of all people.
- f) Collaboration and systems thinking are essential to success in today's organizations.
- g) People supported are the primary stakeholders for decision making and support. Others are important as well.



## Benchmarks Applied:

- h) Safety and security are essential in supporting people as well as thoughtful and dignified risk taking and risk assessment.
- i) Where programs are not seen as being current or sufficiently value added, recommendations for change or retirement will be made.

## Key Findings:

- ◆ The philosophy of individualized support and the use of Personal Outcome Measures is taking root firmly in many ADS services. Awareness is growing.
- ◆ A mix of centre based and community based services exists and is valid. Centre based services are moving towards additional community involvement in most cases.

# Key Findings:

- ◆ Some ADS services are designed and operate as “programs” and are centre based vs. an individual support base. (39 Fraser, 129 Ferris, 6 Kitchener, 388 West, etc.)
- ◆ Others are designed from the core to be individually focused. (Employment, Foundations).
- ◆ The latter is the direction being articulated as desired and as most in demand.

# Findings:

- ◆ Many ADS services are primarily available only during the day and on weekdays only.
- ◆ Many support needs however occur during evenings and on weekends.
- ◆ Support capacity is very limited or not available to people accordingly.
- ◆ Planning capacity and output is very limited within ADS and it has impact.

# Key Findings:

- ◆ ADS lacks a common vision and mandate. (TOR's)
- ◆ ADS understands its strategic limitations but has not been able to address them as yet.
- ◆ Collaboration with other Divisions is underdeveloped, particularly with Accommodations.
- ◆ ADS programs tend to operate independently of each other. This is less apparent in Orillia where coordination is more apparent with a single Supervisor model.

# Collective Themes for Change:

- ◆ Adopt a vision of a new “Support Services Division” based on:
  - a) Flexible services that are responsive to individual preferences in relation to time, place, format of support.
  - b) Include in all cases opportunity for “purposeful” community involvement based on interest, contribution and relationships with others.
  - c) Establish planning capacity within the Division to ensure that meaningful support planning occurs.
  - d) Adjust staffing, resources and language accordingly.

# Key Themes for Change:

- ◆ Plan for more supports being shared over time with other community players located in the larger community.
- ◆ Partnerships must be created to meet this goal.
- ◆ Centre based programs have value but should be used for specific & specialized purposes and for a discrete amount of time by each person.

# Key Findings:

- ◆ Programs that can operate readily within this vision with some necessary adjustments are: Employment Supports, Community Skills, Community Supports, Foundations/TAY, CRC (Barrie), 39 Fraser Court, 129 Ferris Lane, 388 West St.
- ◆ Report offers suggestions in each of these program areas as appropriate for adjustments and change.

# Key Findings:

- ◆ Programs that are not meeting the core requirements of the vision and will require significant change or retirement include:
- ◆ Green Teams in both communities
- ◆ Cafeteria Program – Barrie
- ◆ 6 Kitchener St. – Orillia
- ◆ Springwater Day Program - Barrie

# Other Themes for Change:

- ◆ Building consolidation in Orillia at a new site.
- ◆ Retire the summer shutdown policy.
- ◆ Bring staff more closely together as a total Division (Barrie/Orillia) and work more closely with the Accommodations Division.
- ◆ Update the current role of the Manager.
- ◆ Consider possible resource transfers to new forms of support where appropriate.
- ◆ Consider an integrated supervisory model in Barrie.

## Next Steps:

- ◆ Further assessment of services should be done as indicated in specific areas.
- ◆ SCS will develop an Implementation Plan based on areas determined to be priorities for response.
- ◆ This will likely be a multi-year process.
- ◆ Communications with all stakeholders will take place regarding the outcomes and directions.