



# OASIS

## focus

A PUBLICATION OF ONTARIO AGENCIES SUPPORTING INDIVIDUALS WITH SPECIAL NEEDS · MAY 2010

## PRESIDENT'S MESSAGE



The 2007 Provincial budget announced a four-year plan to increase Developmental Service Agency budgets. The Developmental Services Sector received this announcement with glowing praise for the Liberal Government. It seemed that finally Developmental Service Agencies would have much needed resources to plan their operations effectively.

The final increase of the multi-year plan would have been realized in the 2010/2011 budget. An increase of 2% of the funding was expected, translating to about \$22 million.

In March the Minister of Finance delivered the 2010/2011 budget, which showed restraint in light of a \$20 plus billion dollar deficit, yet attempted not to overly constrict Provincial initiatives and programs.

In the budget details, the Ministry of Community and Social Services announced that there would be no increases to agency base budgets. The fourth year of the commitment would not be honoured. Simultaneously, it was also announced that \$20 million would be earmarked for Transformation, with no indication as to how this allocation would be spent. The amount slated for transformation is very close to the amount that has been cut from the four-year commitment.

Agencies that made commitments based on the 2007 budget are scrambling to find alternative ways to fund increases negotiated with their unions and other spending plans that were based on the four-year promise. Will this result in reductions in services and employee lay-offs? Probably – but only time will tell.

The budget tabled proposed legislation, known as the 'Public Sector Compensation Restraint to Protect Public Services Act', which was designed to freeze the pay of all non-bargaining employees in the Ontario Public Service and the broader public sector. This will further compress the wage difference between all levels of management and bargained workers. It also affects the wages of front line staff that currently do not belong to a union, thereby exacerbating the wage gap that has characterized the Developmental Services Sector.

The budget message included a commitment that "the government will work with transfer payment partners and bargaining agents to seek agreements of at least two years in duration that do not include net compensation increases". What does that mean? Is the next step central bargaining? Will the Ministry now sit at bargaining tables? How does this change the role of Volunteer Boards?

There are gross implications from the 2010/2011 budget. Once again, budget decisions will severely restrict the ability of agencies to provide effective services for people with developmental disabilities across the Province.

And so, as my term comes to an end following the May 2010 Conference and AGM, this is my last message as President. There will be a new face on this page and I wish my successor well. It is truly interesting times in the Developmental Services Sector. Thanks for a great two years.

**Brian Young**  
*OASIS President*



## TRENDS TOWARDS ACCREDITATION

In January of this year, the Council on Quality and Leadership (CQL) Canada (formerly Accreditation Ontario) was forced to declare bankruptcy. The Council had been providing quality assurance training and accreditation services for Developmental Service agencies in Ontario since 1996 and it is important to highlight their role in creating an awareness of accreditation. More importantly, the work of CQL was instrumental in expanding the culture of person-centered and outcomes-driven services for persons receiving supports from Developmental Service agencies in Ontario.

Currently in Ontario, there are two organizations offering accreditation services to Developmental Service agencies: CARF Canada and Focus on Accreditation. Focus, established in 2004, is a made-in-Ontario accrediting organization. According to their website they were "...established because people said there was a need for an accreditation system that reflects the way community and social services are provided in Canada." CARF Canada, which is closely affiliated with CARF International, a US based organization, has been providing accreditation services in Canada since 2002 and in the United States since 1966. The missions of both organizations speak directly to quality of services and outcomes of persons served.

Accreditation is essentially a third party review of the operations of your organization; it examines your quality management standards and how they are oriented to ensuring outcomes for persons receiving services. Where compliance or licensing reviews speak to minimum standards, accreditation speaks to best practices. In many jurisdictions in Canada and the US, funding is dependent on a satisfactory accreditation review from an approved accreditation body. In effect, the accreditation process has replaced government inspection as a way to hold agencies accountable for the tax dollars they receive, and more importantly, that these dollars are being utilized to enhance the quality of life of those receiving support. Accreditation is a way to ensure not only quality service, but accountability to stakeholders as well.

In Ontario, the government has softly encouraged agencies to look at accreditation. It is not a legal requirement, however, nor does it appear to be on the government's agenda to make accreditation a legal requirement. In spite of this, a number of Developmental Service agencies have become accredited or are in the process of preparing for accreditation. This number, admittedly, is quite low. With nearly four hundred Developmental Service agencies in Ontario there are still less than twenty who are accredited and possibly another twenty more who are actively seeking accreditation. Accreditation is often regarded as quite expensive; those who have been through the process realize that the true cost is in creating a culture of continuous improvement and implementing the outcomes evaluation process. Perhaps the biggest stumbling block to accreditation is agency capacity; both financial and human. A study in the American Journal of Evaluation observed that,

"...although there is an awareness of the importance of outcomes evaluation, most agencies lack the resources for its systematic implementation."

The government's compliance review process and the draft regulations on quality assurance measures seek to ensure agencies supporting persons with developmental disabilities have individual support plans in place for people receiving services. There is nothing in the regulations, however, with regards to how these plans measure an individual's progress towards their stated goals or the quality of services they receive. In addition, the current compliance review checklist does not adequately measure that support plans are truly reflective of the needs of individuals. It is a common observation that the draft regulations seem to be focused on compliance rather than quality.

Accreditation, as represented by Focus and CARF, takes a holistic approach to quality assurance. Issues specific to compliance, such as safe and secure facilities, health and safety and minimum training and educational standards, are addressed within a framework of person-centered planning. With this approach, the over-all goal is to enhance the quality of life for people receiving services. There are costs associated with implementing a culture of continuous quality improvement and accreditation, but as one agency observed, these costs represented less than one percent of their entire yearly budget; a small investment with huge dividends for persons supported by the agency.

Government, as we know, has many stakeholders and many priorities. Even within a branch specifically dedicated to Developmental Services, there are many competing demands. Maybe our government should consider leaving the business of compliance and quality assurance to the accrediting bodies who can dedicate their entire focus to measuring the quality of services. Other jurisdictions, such as British Columbia, have made this transition with great success. Perhaps, it is our time.

Don Seymour, MBA

Executive Director

Lambton County Developmental Services

## UPCOMING OASIS BOARD MEETINGS:

May 12th and 14th in **Collingwood**

**AGM – May 14th**

June 16-17 in **Niagara Falls**

FOCUS is published quarterly. Ideas and articles are welcomed.

Please contact **Corey Allison callison@lcds.on.ca**

## OASIS BOARD OF DIRECTORS

Brian Young, President

Gerald Sutton, Past President

Judy Reid, Vice President  
Volunteer

Ann Kenney, Vice President

Executive Director

John Bedell, Treasurer

Jane Joris, Secretary

Bonnie Dinning, Director at Large

Donna Britten

Brian Dunne

Michael Humes

Denis McClelland

Jocelyne Paul

## OASIS

To facilitate the sharing of ideas, resources, systems and information, OASIS will liaise with government on behalf of member organizations with the goal of improving the development of cost effective quality supports for individuals with developmental disabilities.

## HR STRATEGY

On February 23rd, 2010, the Core Competencies Pilot Project was launched. We are pleased with the excellent response we received from across the sector and we are confident that the agencies selected represent the diversity of agency characteristics within our sector.

We are also pleased that the core competencies which have been developed for seven (7) key agency positions have been endorsed by the Provincial Network for Developmental Services as well as the Boards of Directors of Community Living Ontario and OASIS.

The Shared Interests Committee, a subcommittee of the Developmental Services Human Resource Strategy and comprised of both union and management representatives of both union and non union agencies, has developed the document

“The Intention of Core Competencies”, which describes the principles which we believe should guide the understanding and implementation of core competencies across the sector. This document reflects the fact that the Developmental Services Human Resource Strategy is committed to ensuring that the concerns and interests of all stakeholders are respected, thus enabling the eventual implementation of core competencies on a province wide basis. For a copy of the “The Intention of Core Competencies” document, please contact the Project Coordinator, Holly Duff (hollyduff@sympatico.ca).

The Awareness and Marketing sub-committee has begun their work with a marketing firm to develop an awareness and marketing strategy and tools to promote Developmental Services as a “career of choice” at both local and provincial levels.

The Agency Based Training Committee and the Program Standards Committee have been working collaboratively towards having agency based training recognized for credit at a college level. The Agency Based Training Committee continues to examine the results of their extensive province wide survey on current agency training practices in Ontario, with the objective of making recommendations for future competency based agency training across the sector. The Steering Committee was able to provide the Ministry of Training, College and Universities (MTCU) with a Gap Analysis Report comparing the core competencies with the DSW Diploma Program Standards and the Apprenticeship Program’s Learning Outcomes, in anticipation of the program standards and learning outcomes review by MTCU to commence later this year.

The Best HR Practices Committee continues to work on delivering a catalogue of the best HR practices and tools, both in our sector and the corporate world, for implementation by agencies at the local level.

Presentations by representatives of the Steering Committee were well received at OADD and the Alberta Community Disability Services Conferences in April. Representatives will also be doing presentations at a number of conferences in the near future for a variety of organizations including OASIS and American Association of People with Intellectual and Developmental Disabilities.

In summary, we are very pleased with the sector support and participation this initiative has received thus far from across the province. To date, we have established a foundational partnership with the Ministry of Community and Social Services, and subsequent partnerships with Queen’s University, MTCU and the Bargaining Agents representing many of our employees across the sector. We have 5,336 employees who will be directly impacted by the Core Competencies Pilot Project, 69 employees from across the province participating on

various committees and 167 agencies who have donated time and resources to this initiative. We look forward to further support and progress as we continue our work in 2010.

Steven Finlay, MSW  
Co-Chair,  
Developmental Services Human Resource Steering Committee  
Executive Director,  
Community Living Oshawa Clarington

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## TRADESHOW VENDOR LIST

The 2010 OASIS Conference and AGM Planning Committee invite you to visit the following companies at the 2010 Conference and AGM Tradeshow!

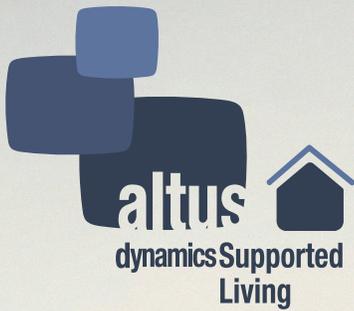
1. Wentworth Financial Services Inc.
2. ShareVision
3. Stevenson & Hunt Insurance Brokers Ltd.
4. Community Services Benefits Trust
5. MedPro Direct
6. Altus Dynamics
7. Rogers Communications Inc.
8. MEDiChair Barrie & Creative Carriage
9. Industrial Alliance
10. TriOS College
11. Cowan Insurance Group
12. Piper, Barber Consulting Inc.
13. BMO
14. Tax Wise Inc.
15. Com Vida Corporation
16. Charity Village
17. Marathon Learning Materials Ltd.
18. CARF Canada
19. Safe @ Home
20. Advanced Tracker Technologies Inc
21. Pendylum Inc
22. Best Buddies Canada
23. Smart Meds Pharmacy
24. Bala Learning Centre
25. FOCUS Accreditation
26. Evoke Performace Consultants

27. I.T.I Marketing
28. HKMB HUB International Ltd.
29. Reena
30. Mutual Synergy Group Inc.
31. Buchwald Services Consulting Inc.
32. HR Systems Strategies
33. Softrak Systems Inc
34. dgs Group
35. Stief Group
36. ARX business Solutions Inc
37. Health & Safety Association for Government Services
38. Safe Management Group Inc.
39. Friendship Ministries Canada
40. Chubb Edwards
41. Toughchair
42. AccountAbility
43. Nestle Healthcare Nutrition
44. Classic Care Pharmacy
45. Training Resources

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## ADVERTISING OPPORTUNITY

OASIS is now offering one advertising opportunity per issue for businesses and organizations that target the Developmental Services sector. If you are interested in purchasing advertising space in the OASIS Focus Newsletter, please contact **Corey** at **519.882.0933 ext. 40** or through email at **callison@lcids.on.ca**.



# Community Living Agency Gains Efficiencies with Integrated Finance, Payroll and Scheduling Solution

"Previously, the attendance information had to be manually re-typed into our financial system from a spreadsheet. Now that we have Dynamics NAV those spreadsheets are directly integrated with accounts receivables, allowing billing to proceed automatically."

Sandra Buosi, Director of Finance  
Community Living Thunder Bay



In 2006, Community Living Thunder Bay (CLTB), a non-profit organization, spent 90% of their payroll administration time in Excel spreadsheets. All these manual financial transactions were done using different applications that did not integrate. The inefficiencies siphoned off precious time needed for ministry reporting and serving their hundreds of clients. After a thorough evaluation process, CLTB selected Altus Dynamics – Supported & Assisted Living, powered by Microsoft Dynamics® NAV to provide an efficient, single-solution platform for back office operations management.

## SOLUTION

CLTB was finding it difficult to manage nearly 500 employees, and provide support and services for hundreds of clients ranging from community living, child care, day service and social opportunity programs in over 74 different locations. The ever increasing customer demand and the government emphasis on accountability put a strain on their static budget and resources. Their DOS-based legacy accounting solution created issues like data duplication, additional manual processes, limiting reporting options and a lack of software support. When asked why they decided to upgrade their system, Sandra Buosi, Director of Finance, said "We considered upgrading our existing applications but we quickly came to the conclusion that what we really needed was a single, fully-integrated application to help us run our operations seamlessly from end to end."

Altus Dynamics was prepared to offer just that – unmatched flexibility and an integrated solution, from general ledger through to payroll, human resources and scheduling.

## RESULTS

CLTB deployed Altus Dynamics – Supported & Assisted Living powered by Microsoft Dynamics® NAV because it offered the flexibility, integration and stability the organization was looking for. Since completing the implementation, CLTB has gained significant tangible benefits for all their key business areas: Financial Management, Procurement, Payroll, Human Resources, Scheduling and Reporting. These benefits included real-time, on-demand data analysis and reporting, budget management control, simplified billing, and Improved staff communication.

## SEE IT FOR YOURSELF

Visit [www.altusdynamics.com](http://www.altusdynamics.com) to register for our upcoming webcast titled "Financials Made Simple for Social Services Organization" on May 27th 2010 at 2:30 pm ET.

## CONTACT US

Altus Dynamics  
2A-219 Dufferin St. Toronto ON M6K1Y9  
416-516-0050 or toll-free 1-866-878-5552  
[www.altusdynamics.com](http://www.altusdynamics.com)



# ROCK-ON



Ontario Agencies Supporting Individuals with Special Needs  
Agences ontariennes de soutien pour les personnes qui ont des besoins spéciaux

**13<sup>TH</sup> ANNUAL OASIS CONFERENCE**  
BLUE MOUNTAIN RESORT  
TOWN OF THE BLUE MOUNTAINS ONTARIO CANADA  
MAY 12 \* 13 \* 14 \* 2010

## AT A GLANCE

### CONFERENCE FEES:

*(includes meals)*

Full Conference Registration	\$365
Non-Member Registration	\$425
Golf at Monterra Golf Course	\$80
Le Scandinave Spa Baths Experience	\$40

### ACCOMMODATION: Village at Blue Suites

You are responsible for booking your accommodation directly with Blue Mountain Resorts - 1-877-445-0231 or (<http://groupreservations.bluemountain.ca>)

Group Name: OASIS

Group Reservation No.: 31Z0Y1

### WEDNESDAY, May 12, 2010

8:00 a.m. - 11:00 a.m.	OASIS Board Meeting
12:00 p.m. - 6:30 p.m.	Conference Registration
1:00 p.m. - 5:00 p.m.	Golf - Monterra Golf Course
	Le Scandinave Spa
	Shopping & Tour of Village
5:30 p.m. - 6:30 p.m.	Meet & Greet
7:00 p.m.	Welcome Dinner with Special Guest, The Honourable Madeleine Meilleur Entertainment

### THURSDAY, May 13, 2010

7:00 a.m. - 8:30 a.m.	Buffet Breakfast
8:30 a.m. - 9:45 a.m.	Opening Speaker-Warren Evans
9:45 a.m. - 10:45 a.m.	Opening of Exhibits
	Coffee Break
9:45 a.m. - 4:30 p.m.	Trade Show Exhibits
9:45 a.m. - 6:30 p.m.	Silent Auction
11:00 a.m. - 12:00 p.m.	Sessions
12:00 p.m. - 2:45 p.m.	Lunch Break
	Keynote-J.P. Pawliw-Fry
2:45 p.m. - 3:45 p.m.	Sessions
3:45 p.m. - 4:30 p.m.	Coffee Break/Exhibits
5:15 p.m. - 6:30 p.m.	Hospitality Suite - 2011 Dinner
7:00 p.m.	Time Capsule Entertainment

### FRIDAY, May 14, 2010

7:30 a.m. - 9:00 a.m.	Buffet Breakfast
9:00 a.m. - 10:30 a.m.	Presentation - Steven Finlay
10:30 a.m. - 10:45 a.m.	Coffee Break
10:45 a.m. - 11:45 a.m.	OASIS AGM

Inquiries to: [rock-on@simcoecommunityservices.ca](mailto:rock-on@simcoecommunityservices.ca)



SIMCOE COMMUNITY SERVICES  
Preschool Services Simcoe  
Community Living Simcoe



Enlightening Lives



Community Living Association for South Simcoe



serving the person with exceptional needs



Catulpa Community Support Services



educate • enable • empower