There are ~34,000 people receiving DS supports in Ontario.

- 16,105 in supportive living.
- 13,085 in CPS.
- 3,153 in Respite.

There are 50,823 Ontarians waiting…

- 28,941 are waiting for a place to call home.
- 32,370 are waiting for inclusion in community.
- 21,385 people and families need a break.

Last year 31% of TPRs in Ontario reported a deficit.

46% of them said they be in a deficit position this year (even higher for larger organizations supporting more people).

44% of organizations reported a third-party independent review raised concerns about risk to service delivery.

A quarter of TPRs believe they will barely survive DS reform (over 30% for those less than $5M in annual revenue).

In addition to everything TPRs have historically done, they now have to increasingly (and frequently support):

- People with addictions.
- People who are living in deplorable conditions because it's the only housing they can afford.
- The Child Welfare system to take children away.

One manager called it "Drugs, Bugs and Babies"

And then there's also Human Trafficking. The aging of our population. Dual diagnosis…

67% of TPRs agree or strongly agree that:

“Organizations will have to get into clinical and complex care as the need is growing and local families will look to us to to support them either at your facilities, in community or at home.”

But only 42% of organizations believe that they are capable or highly capable of providing them.

One-third to one-half of TPR leaders and their collective experience and wisdom, will retire in the next 7 years.

But only roughly half of TPRs say they can find quality leaders.

Only 44% of TPRs have a good relationship with their unions.

Only 27% of TPRs have healthy staffing levels; 81% are still facing recruiting and retention challenges.

Only 27% think their staff are open to reform; only 34% believe their culture supports becoming more business-like.

Wow.

(Deep breath in.)

We don’t need to wait for someone else to read our fortune to us.

Provincial Network on Developmental Services

We believe we can do better.

Envision...

- A DS Sector in the driver's seat. Together, we co-define a Vision for reform, co-design solutions, and support TPRs to build the capacity and capabilities to get there.
- Our customers, the peoples and families who we support that use our services, are adequately funded to have a good inclusive life anywhere in Ontario.
- We provide services that build on our strengths and values for people who need and value them (including some without intellectual disabilities).
- We make money to re-invest in our organizations and the people who need supports beyond their funding.

Provincial Network on Developmental Services

Want to know how we've started down this road?


F
F
F

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What size is your organization (or the organization that supports you)?

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Our organization:

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Before we begin, how optimistic are you about your organization successfully being able to transition through the reform?

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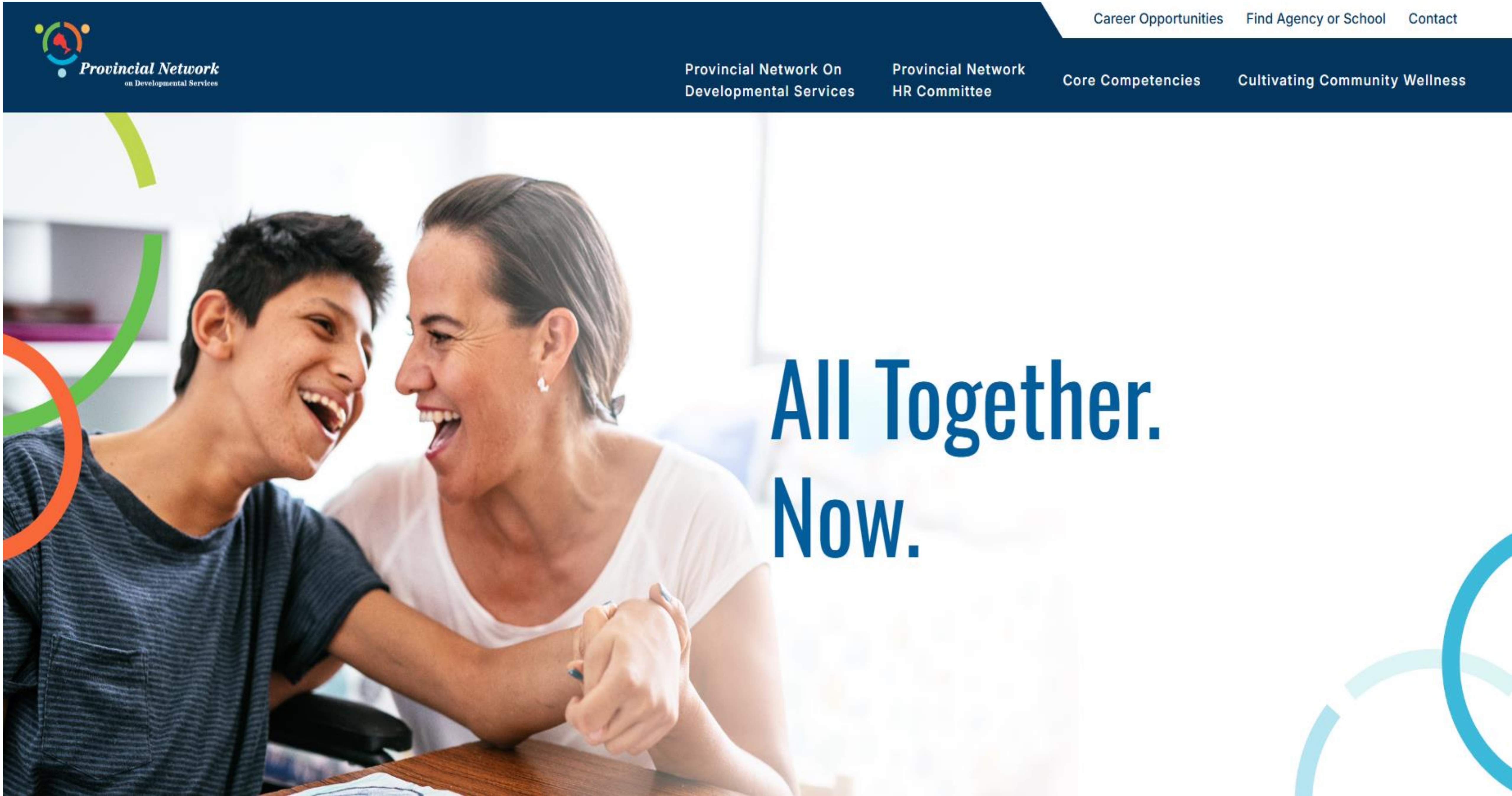

Career Opportunities
Find Agency or School
Contact
Provincial Network on Developmental Services
Provincial Network On Developmental Services
Provincial Network HR Committee
Core Competencies
Cultivating Community Wellness
All Together.
Now.

Consortium vs Organization/Member Group

Together we are Stronger

Partners gather to pool their resources, expertise and efforts to accomplish something that might be beyond the capabilities of a single entity

Each Partner maintains their independence and is only responsible for the obligations as outlined in our purpose statement

PN Partners

OASIS

Ontario Agencies Supporting Individuals with Special Needs
Members: Agencies.

Committees: Government Relations, Children's Committee, Education, Communications, Housing, Labour Relations, OASIS Business Resource , Provincial Network , Sector Compensation, Sensory Partners.

DSOPN

DSO Provincial Network
Members: Senior Leaders from 9 Regional DSOs.

Committees: Information Management, Best Practices, Assessor Supervisor.

OPAN

Ontario Passport Agencies Network
Members: DS Passport Agencies

SCDSN

Specialized Clinical DS Network

Members: Agencies providing specialized supports

Provincial Network

Partners: Representatives from CLO, CNSC-O, KARIS, DSO, Faith and Culture Inclusion Network, GLS, OADD, OASIS, PEDG, Provincial Network HR Committee, TDSA.

Committees & Initiatives: Provincial Network HR Committee, Developmental Services Work Initiative, Collaboration Committee, OnTrac, Cultivating Community Wellness.

CL Ontario

Community Living Ontario
Members: People, Families, Agencies.

Committees: Provincial Executive Directors Group, Provincial Executive Directors Coordinating Committee, Family Steering Committee, Council, Diversity, Equity & Inclusion, Youth Advisory Committee, Board Engagement, Board Development, Finance, Nominations, Inspired by our Grassroots.

CNSC - O

Community Networks of Specialized Care - Ontario
Members: 8 Agencies across the province.
Committees: CNSC Managers Committee.

TDSA

Toronto Developmental Services Alliance
Members: Network of not-for-profit organizations & Agencies.

Committees: Housing, HR.

FCIN

Faith and Culture Inclusion Networks
Members: Leaders of Faith-based and Culture Agencies.

OADD

Ontario Association on Developmental Disabilities
Members: Agencies providing and using specialized supports.

Committees: Conference, Publications.

Regional Planning Tables

Members: Chairs of Local Tables, MCCSS and DS Agency Co-Chairs.

Includes West, Central, South, East and North Tables.

Local Planning Tables

Members: Leaders of DS Agencies within each of the 5 Regions.

ICC

Intentional Community Consortium
Members: 24 Agencies in Ontario and Quebec.

Provincial Network Partner

The Opportunities We're Working On. For you.

Microcredentials

Sector Information Sharing & Communication (i.e., Regional/Local Tables)

SPARC: Building DS Capacity and Capabilities

Provincial Network on Developmental Services

Need for Transformation

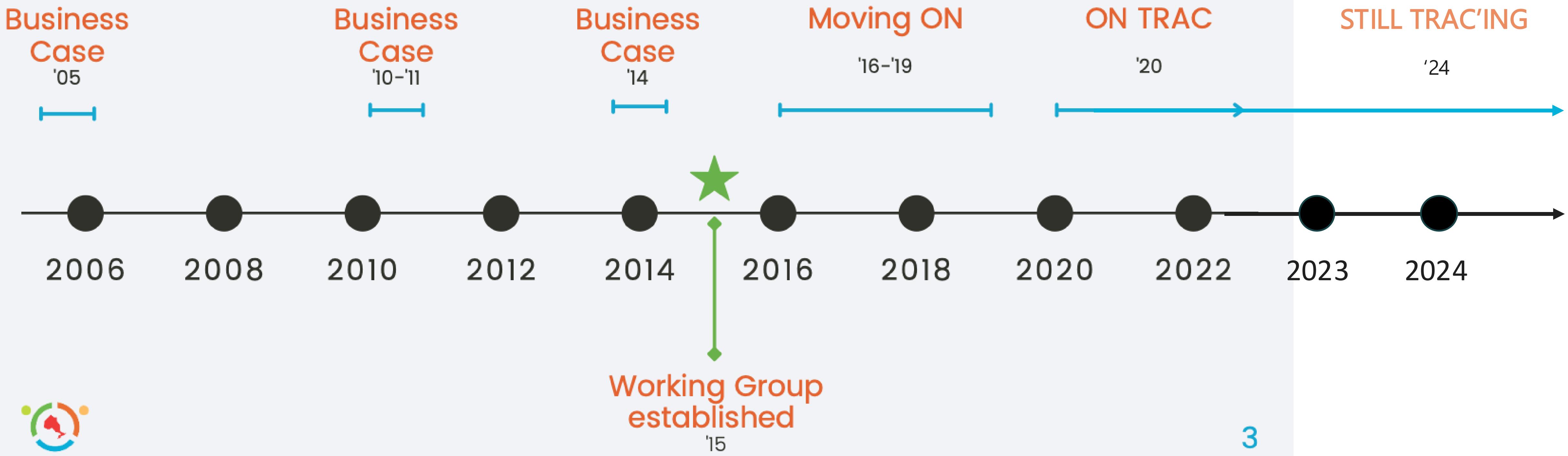
2005 → 2010 → 2014

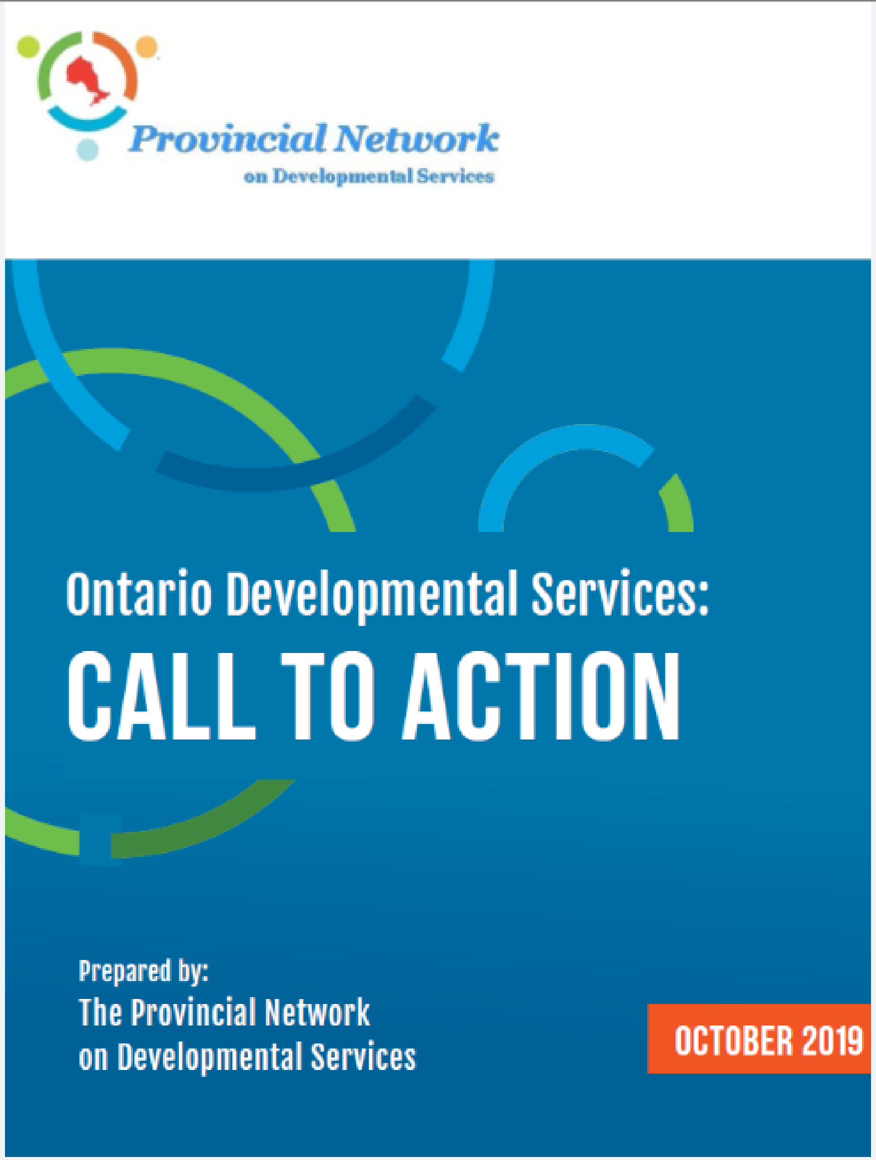
- **Capacity.** Inequity due to insufficient capacity to provide services for everyone who needs.

- **Funding framework.** Inadequate due to increasing costs, without increases in funding.

- **Workforce stabilization.** Recruitment & retention strategy is needed to ensure a qualified workforce who are compensated fairly.

Provincial Network's Journey

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Ontario Developmental Services:
CALL TO ACTION

Prepared by:
The Provincial Network
on Developmental Services

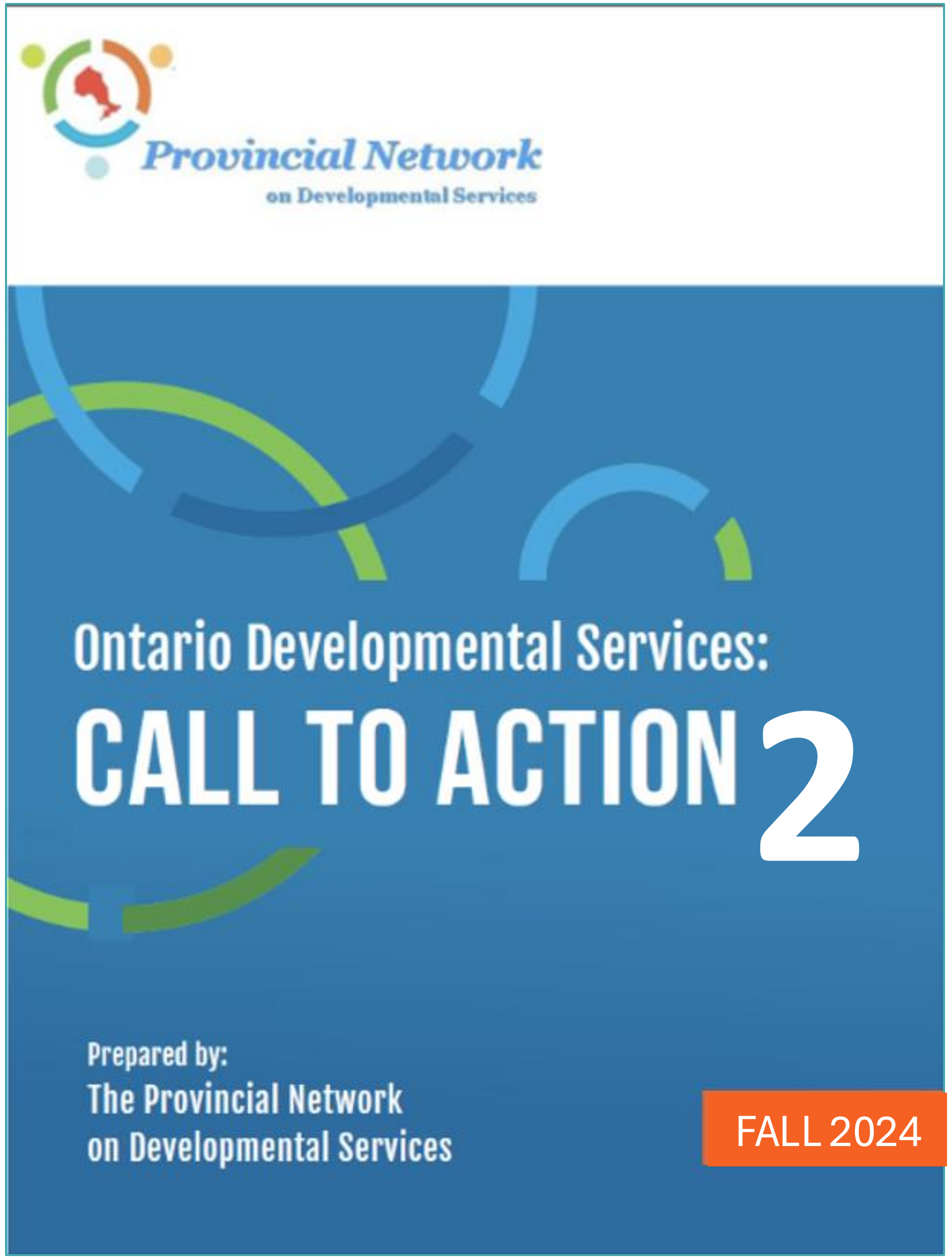
OCTOBER 2019

Moving ON, 2019

- A Call to Action was released In 2019.
- It was shared during a sector consultation meeting.
- We invited input from agencies into the future activities of Moving ON.
- MCCSS acknowledged that this was instrumental in the development of Journey to Belonging.

A Call to Action | 8 Objectives

- Governments are responsive to the MOVING ON Strategy
- Ontario communities are welcoming
- All stakeholders advance with a shared vision
- Service providers work collaboratively
- Sustainable funding & infrastructure
- Ample professional and skilled workers
- People are involved in directing their supports
- Sector invests in innovation, research and quality outcome measures



Maybe it's time…

SPARC Project

10 SPARC Takeaways

1. More clarity and guidance (policies, timelines, expectations).
2. Concern about balancing business / market organizations with high-quality person-centred supports.
3. Smaller agencies (<$10M) and Northern/rural/remote face the most challenges and risk. Need for targeted supports to help them.
4. Opportunities for collaborating and sharing, including mergers and amalgamations.
5. Leadership development and succession planning needs attention as long-time leaders retire and there's a lack of quality candidates.

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10 SPARC Takeaways

6. Desire for standardized tools, training and resources for the sector to support the transition.
7. Engaging key constituents (people supported, families, boards, communities) is critical but challenging.
8. Working successfully with labour will be key to a successful transition, but a big concern for TPRs.
9. Technology and data gathering are a major gap to make data-driven decisions, but money and resources are a challenge to implementing.
10. Worries that DS reform will compromise local responsiveness and community relationships.

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Building Capacity and Capabilities (C&C)

CAPACITY:

- Do we have the bandwidth to handle / manage the load? TPRs working on many things off the sides of their desks. "We need to find dedicated time to work on DS Reform, possibly through 2iC or help of a consultant."
- Do we need to shift our Value Proposition to build capacity to create more housing, support complex needs, provide CPS & respite?

CAPABILITY:

- The ability / knowledge / skillset to do something.
- We need to put a price on our supports and services and begin to market them, but we lack the expertise to do this and do it well.

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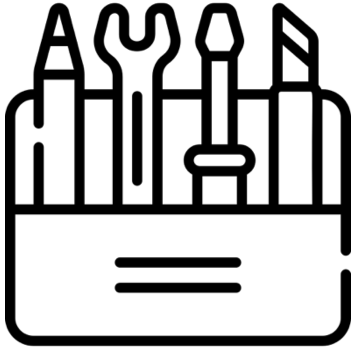
4 Things That OnTrac/PN Can Do For TPRs.

Coordinate and communicate...

Advocating for Specific Needs (e.g., policy changes, targeted funding)



Creating / Sourcing Training and Toolkits

Navigating / Guiding Professional Support for Individual TPRs

Participating in Co-Designing Policy

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Top 10 List: Building Capacity & Capability

1. From Survive to Thrive. Building Financially Sustainable DS Non-Profits.
2. Values-Based Value Propositions (That Customers Want).
3. Creating Strong Fee-For-Service Organizations.
4. Getting the Word Out and People In (Sales and Marketing).
5. Right-Sizing for Your Market.
6. The Data-Driven Non-Profit.
7. Successful Succession.
8. Good Governance For a Changing DS World.
9. Supporting The Changing DS Customer.
10. Managing The Change. Mindsets, Labour and Getting It Done.

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Org Size and Outlook

The smaller you are, the less optimistic you are about your future.

38%

Of TPRs believe they will collapse, merge or barely survive.

	Collapse.	Continue on status quo.	Merge with another organization.	Survive (but barely).	Thrive.
0 to 5M	0%	31%	20%	31%	17%
10 to 15	9%	50%	0%	18%	23%
15 to 25	0%	33%	10%	24%	33%
25 to 50	0%	12%	0%	29%	59%
5 to 10	7%	31%	14%	24%	24%
50 to 100	0%	50%	0%	17%	33%
> 100	0%	0%	0%	0%	100%
Provincial Avg.	3%	33%	10%	25%	30%

Provincial Network on Developmental Services

Small Orgs Regional Distribution

There is significantly higher representation of smaller organizations in the Northern Regions of the province.

Ontario DS Orgs: Region by Size								Total % of Orgs in Province by Region
	0-5	5-10	10-15	15-25	25-50	50-100	>100	
Central East	11%	32%	14%	21%	14%	7%	0%	12%
Central West	14%	14%	14%	32%	18%	5%	5%	10%
Eastern	32%	32%	18%	18%	0%	0%	0%	10%
Hamilton-Niagara	36%	8%	24%	28%	4%	0%	0%	11%
North East	41%	35%	6%	12%	6%	0%	0%	8%
Northern	47%	0%	21%	26%	5%	0%	0%	8%
South East	38%	33%	8%	13%	4%	4%	0%	11%
South West	38%	24%	18%	9%	11%	0%	0%	20%
Toronto	29%	13%	8%	13%	8%	13%	17%	11%

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Cash Reserves.

Provincially	
Amount of cash reserves available to cover ____ months of revenue generation	Provincial Percentage
3+	13%
1-3	13%
<1	74%
***** Risk Identifier*****	

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Revenues

Provincially	
Percent of total revenue from non-MCCSS direct sources	Provincial Percentage
0%	16%
1-5%	42%
6-10%	16%
11-15%	3%
15-25%	10%
26-35%	8%
35%+	5%

By Region	
	Average % of total revenue from non-MCCSS direct sources
Central East	13%
Central West	4%
Eastern	7%
Hamilton-Niagara	11%
North East	4%
Northern	9%
South East	12%
South West	13%
Toronto	17%
Provincial Average	**10%**

- 58% of orgs get less than 5% of their revenues from non-MCCSS sources.
- Northern orgs more reliant on MCCSS than others (Central West and Eastern as well)
- Other sources:
  - Fundraising/Donations: 55%
  - Grants (OTF, CSJ, March of Dimes, etc): 32%
  - Rental income: 20%
  - Fee-for-service: 18%

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Costs

By Organization Size				
(M)	Has identified and captured all current and anticipated costs (direct and indirect) and can produce a per-unit service delivery cost.	Could develop, if needed, an individual budget based on your current costs of delivering services and supports to a specific person.	Has begun to analyze costs to set prices for supports and services for person-directed contracted services.	Has had discussions with potential and current consumers to analyze what customers might be willing to pay for supports.
0 to 5	27%	81%	50%	19%
0 to 10	39%	78%	56%	6%
10 to 15	25%	94%	44%	0%
15 to 25	33%	87%	47%	7%
25 to 50	15%	100%	62%	31%
50 to 100	25%	75%	100%	25%
> 100	100%	100%	100%	0%
Provincial	**29%**	**86%**	**54%**	**13%**

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1. Financially Sustainable DS Non-Profits.

Training and Knowledge Sharing in:

- Financial management skills across all levels, particularly in costing, pricing, and financial decision-making (Finance for Non-Financial Managers)
- Costing. Activity Based Costing – figuring out your unit costs. (Can we incorporate KPMG cost analysis?)
- Pricing. Setting market-based pricing.
- Revenue stream analysis. Potential impact of IF.
- Pursuing additional funding: Fundraising and grant writing training.
- ODSP/Rental income optimization (best practices)
- Zero based budgeting.
- Setting up for profit entities. Optimizing your non-profit corporate structure.
- Building cash reserves – assets, FFS revenues.
- Asset optimization / leveraging to invest in reform.

Additional Ideas/Solutions

- Create a financial modeling toolkit to help organizations set pricing.
- Create a template database for financial reporting templates and KPI development.
- Establish a community of practice for financial leaders to share best practices and create mentorship opportunities with financial experts to guide organizations in financial planning, revenue diversification, and cost management.
- Collective advocacy efforts to address systemic issues:
  - Adequate funding for people
  - Social policy change.
  - Using overages to building cash reserves.
  - Allowing assets to be sold, loaned against.
  - Establishing realistic pricing (with differences for rural/remote)
- Co-design new policies with government, through regular workshops and consultations where organizations can share their insights and experiences directly with policymakers.
- Contract for a DS Sector CFO to guide the financial change and be a mentor.

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Competition

69%

Believe there will be more competition.

41%

Say that other community organizations offer the same services as they do.

If a customer directed, market-driven DS sector happened tomorrow we would have ______ direct competitors in the community we serve (these could be private providers, other DS agencies, OPRs, etc.)

- Unknown: 28%
- None: 4%
- 1-5: 33%
- 6-10: 22%
- 11-15: 4%
- 16-20: 2%
- 21+: 6%

Provincial Network on Developmental Services

Competitor Types

By Organization Size		
(M)	Non-profit	For-profit
0 to 5	45%	55%
5 to 10	48%	52%
10 to 15	56%	44%
15 to 25	52%	48%
25 to 50	52%	48%
50 to 100	50%	50%
> 100	67%	33%
Provincial	**51%**	**49%**

What competitors do you have now and which ones you're most worried about and why?

1. For-Profits: 37%
2. Not worried about any of them: 18%
3. Larger, neighbouring TPRs with more resources: 17%

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Value Proposition

By Organization Size					
(M)	Is currently re-evaluating your business model/value proposition to ensure its relevance for a more competitive future.	Anticipates having to add or cut supports and services to be more competitive.	Is committed to ensuring all services and supports reflect your mission /vision/values.	Does not anticipate changing your mission, vision, or values because of J2B.	Understands the most important key capabilities and activities needed to deliver on your value proposition to customers and consumers and is actively working to strengthen them.
0 to 5	60%	57%	75%	46%	46%
5 to 10	60%	55%	90%	65%	50%
10 to 15	56%	44%	89%	56%	44%
15 to 25	67%	47%	93%	60%	40%
25 to 50	50%	57%	100%	57%	79%
50 to 100	75%	50%	100%	100%	75%
> 100	100%	50%	100%	100%	100%
Provincial	**60%**	**55%**	**93%**	**61%**	**55%**

What supports would we get out of?

Provincially									
If you were given a choice and you knew you could successfully transition people receiving these services from your organization to others, which of these services would you stop or reduce?									
Learning supports	Recreation / activities (PassportOne, Community Participation)	Employment supports	In-Home supports	Residential accommodation	In-home respite	Out of home respite	Host Family supports	Clinical care or specialized services including psychological, speech / language, counselling, and behavioural	Case management and support coordination
17%	8%	20%	10%	10%	13%	20%	30%	17%	13%

Provincial Network on Developmental Services

2. Values-Based Value Propositions

Training and Knowledge Sharing in:

- Market analysis (size $ and #, demographics, etc.) toolkit.
- Developing a data-driven customer understanding
- Understanding customer wants and needs
- Improving customer touchpoints.
- How to co-design services that customers want.
- Values-based decisions on service offerings.
- Considering re-balancing your service portfolio through swapping with other TPRs.
- How to introduce choice in choice constrained resources (e.g., accommodation).
- Consistent rules and quality metrics – apples to apples.

Provincially	
Amount ($) charged per hour of fee-for-service supports?	Provincial Percentage
$5-$10	4%
$11-$15	3%
$16-$20	5%
$21-$25	1%
$26-$30	10%
$31-$35	25%
$36-$40	18%
$41-$45	21%
$46-$50	8%
$51+	5%

$36.31

Average per hour fee-for-service supports (most common is $40 or $42/hr.)

Fee For Service

By Organization Size						
(M)	Is knowledgeable and comfortable offering fee-for-service options.	Has customers that pay privately (e.g., not Passport or any other MCCSS funded) for services.	Actively pursues potential customers that have private dollars to spend.	Has dedicated fee-for-service workers.	Offers fee-for-service case management, planning, care coordination or financial management/ admin services.	Lists some/all of your services on mycommunityhub.ca.
0 to 5	85%	55%	20%	30%	30%	15%
5 to 10	100%	33%	0%	13%	47%	7%
10 to 15	92%	67%	25%	50%	33%	8%
15 to 25	77%	46%	15%	38%	31%	8%
25 to 50	90%	90%	30%	40%	40%	20%
50 to 100	75%	75%	75%	50%	50%	50%
> 100	100%	100%	0%	0%	0%	50%
Provincial	**88%**	**58%**	**20%**	**33%**	**36%**	**14%**

13%

Have begun to analyze what customers might be willing to pay for services.

88%

Feel knowledgeable and comfortable offering fee for service supports.

46%

Could produce a per-unit service delivery cost.

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Fee For Service

Provincially	
Percentage of total revenue is from fee-for-service programs	Provincial Percentage
0%	14%
1-3%	38%
4-6%	11%
6-10%	18%
11-15%	10%
15%+	8%

By Organization Size	
(M)	Average % of our total revenue from fee-for-service programs
0 to 5	10%
5 to 10	4%
10 to 15	5%
15 to 25	3%
25 to 50	4%
50 to 100	5%
> 100	4%
Provincial	**6%**

Passport – Annual Budgets

By Organization Size						
($M)	Average amount of $ in Passport annually	Average amount of people served	Average per person	Average % of the Passport budgets for people administered to used annually.	Average unused per person	Average unused per TPR
0 to 5	$235K	31	$ 7,581	71%	$ 2,198	$ 68,150
5 to 10	$287K	40	$ 7,175	63%	$ 2,655	$ 106,190
10 to 15	$2.0M	117	$ 17,094	79%	$ 3,590	$ 420,000
15 to 25	$618K	79	$ 7,823	54%	$ 3,598	$ 284,280
25 to 50	$2.8M	286	$ 9,790	81%	$ 1,860	$ 532,000
50 to 100	$1.1M	115	$ 9,565	78%	$ 2,104	$ 242,000
> 100	$3.3M	650	$ 5,077	88%	$ 609	$ 396,000
Provincial	**$1.5M**	**145**	**$ 10,345**	**70%**	**$ 3,103**	**$ 450,000**

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3. Strong Fee-For-Service Organizations.

Training and Knowledge Sharing in:

- Leading an FFS Focused Org.
- Outcome Measures – using them to ensure customer satisfaction and continuous improvement. Integrating them into plans.
- Customer driven/directed planning and its role in FFS
- FFS – policies, processes, and documents. Templates, toolkits.
- FFS friendly labour agreements. What they are, what to ask for and how to get them (legal)
- Out-of-pocket spending – how to attract and work with families and people who have more to spend then Passport.
- Creating FFS navigation and coordination services.
- Right-sizing your FFS team.
- Change – communicating and supporting your team to transition to a FFS organization/mindset.
- PASSPORT Utilization
- Evaluating, creating and managing Social Enterprises

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Additional Ideas/Solutions

- Create:
  - FFS Readiness Assessment
  - A FFS toolkit to help organizations set pricing.
  - Passport Utilization Toolkit.
- Create a template database for financial reporting templates and KPI development.
- Establish a community of practice for financial leaders to share best practices and create mentorship opportunities with financial experts to guide organizations in financial planning, revenue diversification, and cost management.
- Advocacy for:
  - Fully assessed Passport allocations.
  - Allowing transportation time/expenses to be covered (important in rural/remote)
  - Advocate for ensuring people have adequate funding.

Provincial Network on Developmental Services

Sales and Marketing

#1

Sales and marketing resources, skills and training was the #1 thing that was requested by survey respondents.

By Organization Size		
(M)	Yes	No
0 to 5	28%	72%
5 to 10	20%	80%
10 to 15	18%	82%
15 to 25	43%	57%
25 to 50	50%	50%
50 to 100	75%	25%
> 100	100%	0%
Provincial	**33%**	**67%**

67%

Don't believe they have the skills or dedicated resources necessary.

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Customer Experience/Understanding

By Organization Size					
(M)	Understand the difference between sales, communications and marketing and have a plan in place to resource and support these areas.	Have begun proactively communicating with customers and consumers, current and potential, and are educating them on upcoming changes to the DS sector.	Have a good understanding of what channels (e.g., traditional media, social media, etc.) our customers use to research/connect.	Have a good understanding of how applicable privacy laws govern marketing and communications and their impact on our plans	Understand what our customers expect their customer experience to be like.
0 to 5	16%	24%	36%	32%	64%
5 to 10	26%	21%	42%	47%	68%
10 to 15	29%	24%	65%	29%	41%
15 to 25	33%	40%	73%	40%	60%
25 to 50	50%	29%	71%	64%	64%
50 to 100	25%	0%	50%	75%	25%
> 100	50%	50%	50%	50%	100%
Provincial	**30%**	**27%**	**55%**	**44%**	**61%**

By Organization Size Cont'd				
(M)	We have a process in place to measure customer satisfaction with our services.	We have an easy way for customers to provide feedback, including an objective process to address complaints and concerns, and capture them for future reflection and product design.	All customer feedback, positive or negative, is seen by the CEO/ED.	We have a dedicated Marketing position.
0 to 5	40%	52%	76%	20%
5 to 10	42%	74%	79%	11%
10 to 15	71%	59%	76%	24%
15 to 25	60%	67%	60%	33%
25 to 50	71%	79%	71%	50%
50 to 100	50%	50%	50%	50%
> 100	100%	100%	0%	50%
Provincial	**56%**	**66%**	**72%**	**28%**

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Customer Understanding

Provincially				
What Customers Value. As an organization we... (select all that apply):				
Understand how we are different than potential ‘competitors’	Possess a data-driven understanding of what our customers value, and which guides our decision-making process	From consulting with them, we have a good understanding of the pain our customers feel and what they hope to gain when they use our services	Have a plan to help our customers and consumers build choice & decision-making capacity	Are already working on building more trust with our customers so that we will be the first organization they approach when Individual Budgets happen
86%	22%	63%	52%	50%

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4. Getting the Word Out and People In

Training and Knowledge Sharing in:

- Mission Driven Marketing
- Marketing and Fundraising Integration
- Ethics and Branding
- Target Audience and Market Segmentation.
- Leveraging Limited Resources: Optimizing Marketing Spend
- Digital Marketing for Non-Profits
- Multichannel marketing.
- Storytelling and Impact Communications.
- Data-driven marketing and decision making
- Sales 101
- Customer and donor relationship management.

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Additional Ideas/Solutions

- Conduct a sector-wide market research initiative to identify service gaps and opportunities, pricing strategies, and opportunities in fee-for-service models.
- Develop family education programs to help families understand the benefits and value of outcome-based services and how to manage individualized budgets.
- Provide toolkits and training on how to start and manage social enterprises, including business planning, marketing, and legal structures.
- Create a shared marketing campaign for DS sector orgs.
- Establish a mentorship program pairing organizations with marketing experts.

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Data Driven Orgs

Provincially		
Data Driven. As an organization, we...(choose all that apply).		
Currently have access to data from MCCSS (including the DSO) that provides detailed information about waitlists (including data on support needs) in our community.	Understand the likely size and demographic information (e.g., ages, location, budgets) of the potential market for DS supports and services so that we can effectively plan.	Have a system to track potential/prospective sales including prospect information, supports they're interested in, communications history and stage of sale.
79%	58%	14%

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What metrics are you using?

Provincially								
Which of the following metrics do you know/track/use in your operational decision making?								
	Cost per unit of delivering service (fully allocated):	Revenue by source:	Government Reliance ratio:	Revenue per employee:	Expense to revenue ratio:	Return on assets:	Operating expense ratio:	Administrative expense ratio:
Know	50%	31%	90%	92%	39%	74%	49%	40%
Track	32%	78%	30%	19%	57%	36%	51%	58%
Use	18%	69%	33%	12%	54%	18%	56%	80%

Provincially							
Which of the following metrics do you know/track/use in your operational decision making?							
	Cash flow analysis:	Service/Program Efficiency ratio:	Current ratio:	Board turnover rate:	Employee turnover rate:	Website and social media/traffic engagement:	Impact/Outcomes Metrics:
Know	27%	49%	65%	75%	45%	43%	38%
Track	63%	40%	30%	55%	63%	77%	46%
Use	79%	31%	30%	30%	61%	49%	64%

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Outcome Measures

37%

Believe they are strong in outcome measures and reporting.

By Organization Size				
(M)	Is strong in outcome measures and reporting.	Actively identifies and addresses the challenges of balancing service demand, client choices and outcomes.	Has established service policies for continuous improvement and processes to monitor and identify risks related to the service standards.	Has policies and procedures that support continuous improvement of client outcomes to protect the health, safety, and well-being of clients.
0 to 5	23%	81%	62%	81%
5 to 10	32%	84%	89%	84%
10 to 15	41%	53%	76%	88%
15 to 25	33%	67%	60%	73%
25 to 50	71%	93%	86%	100%
50 to 100	25%	100%	100%	100%
> 100	50%	100%	100%	100%
Provincial	**37%**	**77%**	**75%**	**86%**

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Financial Metrics

Provincially			
Financial Information. Our organization... (check all that apply):			
Shares financial information (e.g., budgets) with your staff that is relevant to their position so that they understand how they fit into the organization and its budgets.	Has developed a comprehensive set of your own Key Performance Indicators (KPIs) that we track and report on to the Board and leadership team.	Shares relevant KPIs with the staff so that they understand how we are doing.	As ED/CEO, I use company financial analysis (including KPIs) to make operational decisions.
82%	52%	43%	83%

By Organization Size				
(M)	Shares financial information (e.g., budgets) with your staff that is relevant to their position so that they understand how they fit into the organization and its budgets.	Has developed a comprehensive set of your own Key Performance Indicators (KPIs) that we track and report on to the Board and leadership team.	Shares relevant KPIs with the staff so that they understand how we are doing.	As ED/CEO, I use company financial analysis (including KPIs) to make operational decisions.
0 to 5	82%	39%	36%	79%
5 to 10	83%	39%	22%	72%
10 to 15	88%	65%	53%	88%
15 to 25	85%	62%	46%	92%
25 to 50	67%	75%	75%	92%
50 to 100	75%	50%	50%	75%
> 100	100%	50%	0%	100%
Provincial	**82%**	**52%**	**43%**	**83%**

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Systems (Financial)

By Organization Size							
(M)	Has (or has a current plan to acquire) a robust accounting/finance system to manage AR/AP, bookkeeping, forecasting, reporting and other financial elements.	Has the financial and resource management skills, systems, and practices necessary to support data driven decision making when Individual Budgets and customer-directed contracted services happen.	Can easily generate reports about the financial performance of the organization and individual service types.	Has evaluated your financial readiness for Individual Budgets and customer-directed contracted services.	Can take and process in-person and/or online payments (e.g., POS terminal, web payments, etc.)	Can provide customers with reports detailing purchase histories, account balances, etc.	Can reconcile payments to individual customer files.
0 to 5M	72%	52%	79%	17%	66%	69%	69%
05 to 10	70%	55%	85%	15%	80%	95%	100%
10 to 15	82%	65%	88%	29%	71%	65%	76%
15 to 25	93%	67%	73%	47%	73%	87%	93%
25 to 50	92%	77%	69%	69%	69%	77%	85%
50 to 100	75%	100%	50%	0%	100%	75%	100%
> 100	100%	100%	100%	100%	100%	100%	100%
Provincial	**80%**	**63%**	**79%**	**31%**	**73%**	**78%**	**84%**

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Systems (Management)

By Organization Size				
(M)	Has a system in place (e.g., a CRM) to capture, process and track all aspects of your relationship with your customers.	Has an HRIS to manage all aspects of your employee relationships efficiently and effectively.	Uses a scheduling system.	Uses a robust suite of productivity and communications apps (e.g., Microsoft Outlook 365).
0 to 5	41%	52%	67%	89%
5 to 10	45%	60%	75%	75%
10 to 15	63%	63%	81%	88%
15 to 25	40%	73%	87%	87%
25 to 50	71%	86%	64%	86%
50 to 100	25%	75%	100%	100%
> 100	100%	100%	50%	100%
Provincial	**50%**	**65%**	**74%**	**86%**

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Technology Management

By Organization Size			
(M)	A staff member with no formal training in technology infrastructure.	A third-party provider.	An IT professional (with skills and experience) employed by the organization.
0 to 5M	4%	86%	4%
05 to 10	10%	62%	10%
10 to 15	6%	59%	18%
15 to 25	7%	53%	27%
25 to 50	0%	21%	57%
50 to 100	0%	0%	75%
> 100	0%	0%	50%
Provincial	**5%**	**57%**	**22%**

5. The Data-Driven Non-Profit.

Training and Knowledge Sharing in:

- Developing, reporting and using KPIs and other metrics to make decisions.
- Technology assessment.
- Implementing a HRIS, CRM, Finance, etc. Toolkit and training.
- Offer training on data analysis and visualization tools.
- Data-driven decision-making: better data collection, analysis, reporting, data visualization, and informing decision-making and improve organizational efficiency.
- Enhancing quality measurement beyond compliance, regulatory or legal requirements, adopting best practices, using advanced technologies, focusing on customer satisfaction and continuous improvement.
- Process mapping for efficiency, effectiveness and common sense.
- Staff training in new technologies, customer service, and business practices.

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Additional Ideas/Solutions

- Develop a sector-wide technology audit (who is using what, for what, and rating) and needs assessment/improvement plan led by professional.
- Promote the creation of shared technology resources or platforms that multiple organizations can use, reducing costs and improving access to advanced systems.
- Put together a preferred/recommended vendor list.
- Advocate for funding and support to help organizations invest in technology platforms to modernize TPR operations.
- Create a DS organizational performance scorecard template.

Other Areas

6. Right-Sizing for Your Market.

Training and Knowledge Sharing in:

- Right-sizing Analysis: What is the right size for my market?
- Finding the right dance partner: The roles of organizational culture, strengths, skills and other key areas.
- Preparing to dance. How to get your organization ready.
- SSO, SMO or Merger/Amalgamation Checklist
- SSO, SMO and Merger Toolits
- Peer Support Groups
- Tinder/Speed Dating for interested parties – go beyond the names you know.
- How to keep local services in larger, intra-city orgs.
- Advocate for funding to support consolidations.

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Additional Ideas/Solutions

- Facilitate networking events (speed-dating) for organizations to explore partnerships.
- Create case studies of successful collaborations and mergers in the sector.
- Work with Workforce Initiative for staff retention and recruitment, including competitive compensation, professional development opportunities, and a supportive work environment.
- Provide due diligence checklists and toolkits for potential partnerships and mergers.
- Offer workshops focused on optimizing resource allocation, teaching organizations how to make the most of their existing resources while planning for future needs.
- Establish peer support groups for those working on partnerships.
- Advocate for funding for those groups partnering or amalgamating.

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7. Successful Succession.

Training and Knowledge Sharing in:

- Organization wide succession planning.
  - Defining key positions, talent assessment, competency mapping, leadership skill development plans, mentorship programs, and knowledge transfer.
  - Performance metrics.
- DS Sector leadership development program focuses on the unique challenges of the sector, including business acumen, change management, succession planning, union management, and maintaining organizational values.
- Help new leaders understand the sector's history, values, and mission, ensuring these are preserved during leadership transitions.

Additional Ideas/Solutions

- Knowledge management toolkits to help organizations capture institutional memory.
- Custom AI Coach – capture the wisdom and experience of today's DS leaders in a private GPT so that future gens can ask questions.
- Succession planning toolkit.
- Implement mentorship programs that connect emerging leaders with seasoned professionals to transfer knowledge and experience.
- Is there an opportunity for a DS Leaders shared recruiting program?

8. Good Governance

Training and Knowledge Sharing in:

- Building good governance models.
- Recruiting the right board (who you need and how to find them)
- Developing a strategic, FFS board.
- Board level data-driven decision making and reporting.
- Board training – risk identification and management.
- Legal obligations for FFS providers.

Additional Ideas

- Create a series of DS Board workshops/conferences.
- Moving to FFS toolkit.

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9. Supporting The Changing DS Customer.

Training and Knowledge Sharing in:

- Budgeting for urgent cases – best practices workshop.
- Developing multi-sector partnerships for complex care.

Additional Ideas

- Advocate for:
  - Mental health, addictions funding for people supported
  - Complex supports training.
  - Policies to support cross-sector / ministry collaboration. Improved mental health supports.
- Research and document case studies.
- Work with specialized umbrella groups to develop training.

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10. Managing The Change.

Training and Knowledge Sharing in:

- Change Management 101
- Understanding the need for change.
- Leading change.
- Creating change visions, strategies and a plan.
- Co-designing change.
- Communicating change.
- Managing resistance to change.
- Building organizational readiness.
- Implementing change.
- Measuring change effectiveness.
- Sustaining change.

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Additional Ideas/Solutions

- Facilitate provincial and regional reform forums to improve collaboration and communication with Labour.
- Develop toolkit for local union briefings with specific impacts on local orgs.
- Advocate for:
  - Sector wide briefing of provincial labour orgs.
  - Sector wide negotiations.
  - Competitive wages supports for the transition
- Communications and capability building toolkit for families and people with Individualized Funding.
- Develop a set of DS change management case studies and best practices.

Co-Design – NDIS Lessons

ndis 1800 800 110

Understanding the NDIS Applying For parti

Home > Community > Making the NDIS stronger togethe

Co-designing reform

How we co-design

We use various co-design, consultation and engagement activities to reach participants, families, car and supporters, as well as the public, including:

- focus groups, interviews and engagement with participants, families and carers.
- co-design workshops on specific issues, processes or products.
- engagement events with members of the public and stakeholders, including webinars, information sessions and community updates.
- surveys, discussion papers and submissions.
- research and partnerships with disability organisations and experts.
- targeted approaches to hear from under-represented participants and groups.

Co-design topics

We are prioritising co-design, consultation and engagement activities on the following topics:

- participant pathway experience
- assessments and budgeting
- navigator functions
- participant services
- psychosocial disability
- home and living
- integrity and fraud prevention
- workforce capability and culture
- participant safety
- supporting children and young people in the NDIS.

Ministers for the Department of Social Services

The Hon Amanda Rishworth MP The Hon Bill Shorten MP The Hon Clare O'Neil MP The Hon Justine Elliot MP The Hon Kate Thwaites MP

The Hon Bill Shorten MP
Media Releases

NDIS reforms boosted by greater involvement in co-design with disability representative organisations

6 June 2024

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Co-Designing Policy

- "Nothing about us without us." DS organizations should be involved in designing policy – TPRs and people with lived experience (and their families) know the sector best.
- Possible areas:
  - Individualized funding (amount, allowable expenses, etc.)
  - Transition funding.
  - Specific funding – e.g., modernization, amalgamations, etc.
  - Pricing.
  - Outcome measures.
  - Piloting and roll-out.
- Ensure diverse representation in policy co-design groups.

"Involving service providers, in conjunction with professionals, in the co-design of policies, with standardized tools and educational items, will help ensure practicality and relevance."

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Professional Support

- Create a vetted list of sector-specific consultants and experts.
- Develop standardized scopes of work for common consulting needs.
- Establish clear metrics for measuring the impact of professional support.
- Legal assistance for mergers and new service models.
- Financial consulting for budgeting and forecasting.
- Organizational development consultants for change management.
- IT experts for systems integration.
- Marketing professionals for branding and communications.

"We need legal support, especially if there are negotiations between organizations, to ensure everything is handled correctly."

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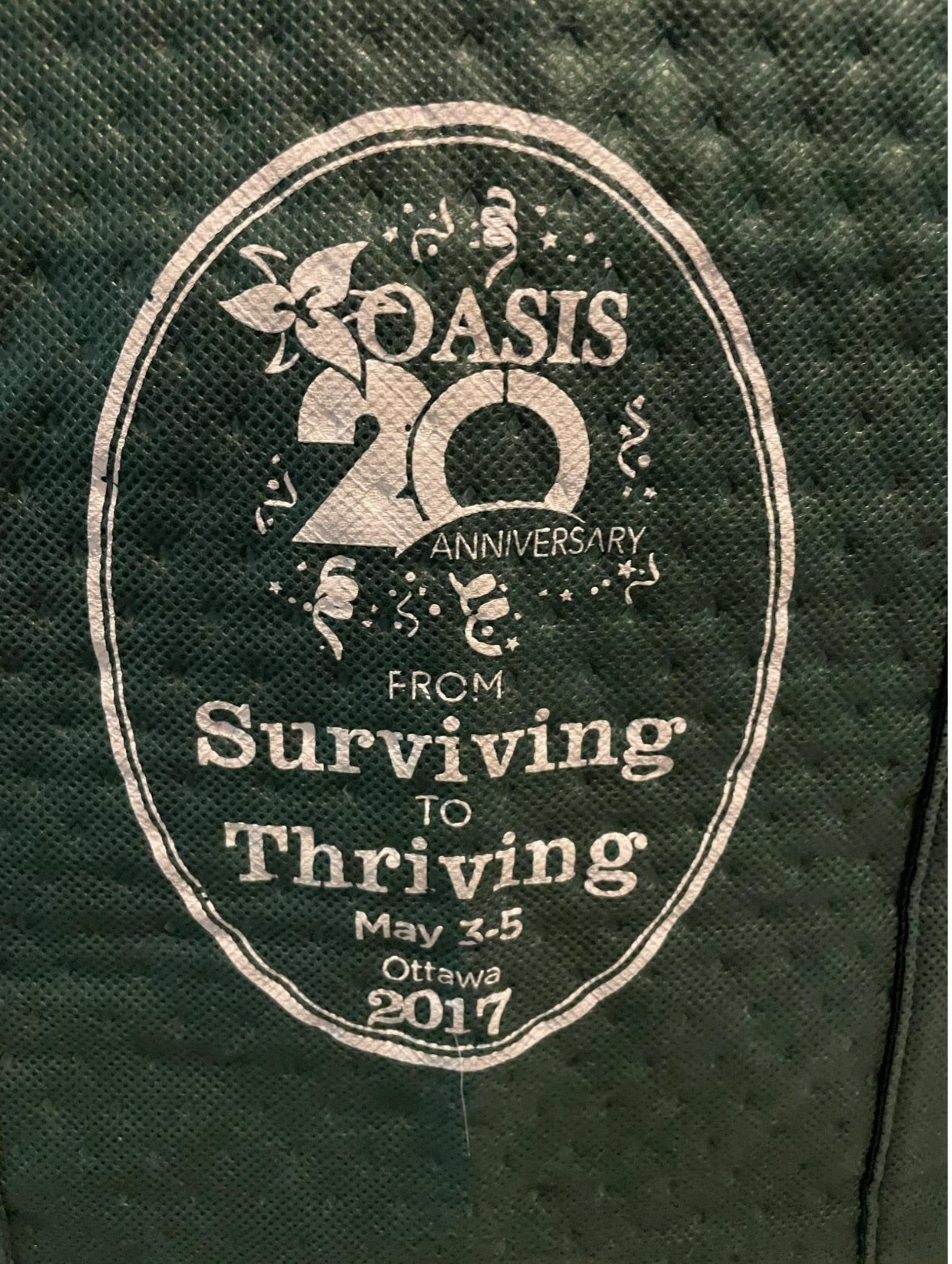
DS Reform Transition Challenges

- DS may not get the same $$$ as OAP Transition
- DS has more organizations than OAP, HomeCare, PHU – prohibitive to cost and time.
- Build once, use often. Templates (legal), toolkits, training (experience vetted with best practices), large peer group work.
- Reliance on mentors, train-the-trainer cohorts.
- Micro-credential for specific skills.
- Look for opportunities to support the whole; e.g., software solutions for a sector, not an organization.
- Phased approach? Initial focus on survival skills (80/20)
- Small org, rural and remote need specialized supports/focus.

Sources

- Publicly available free or low charge (e.g., Coursera, ONN, Charity Village)
- Available at cost (e.g., Finance for Non-Financial Managers, Schulich)
- Custom designed training/toolkits: Peer experiences + best practices.
- Topic focused organization-building cohorts: Learn one, do one, teach one:
  - Training, go away and apply (homework), come back and discuss, peer and professional coach/consultant support.
  - After successfully done, the participant can help teach/mentor future cohorts.



We’ve been surviving for awhile now…

Bigger than reform.

Need to Succeed with DS Reform

Need to Survive and Thrive as an Organization.

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Bigger than reform.

- Financially Sustainable DS Non-Profits.
- Values-Based Value Propositions
- Creating Strong Fee-For-Service Organizations.
- Getting the Word Out and People In (Sales and Marketing).
- Right-Sizing for Your Market.
- The Data-Driven Non-Profit.
- Successful Succession.
- Good Governance For a Changing DS World.
- Supporting The Changing DS Customer.
- Managing The Change. Mindsets, Labour and Getting It Done.

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Next Steps

- Drafting recommendations for capacity and capability building.
- Sharing out for feedback at:
    - ~~PEDG~~
    - ~~CLO Conference~~
    - ~~OBRC~~
- Draft report to On Trac for revisions.
- Prepare and share final report/ recommendations.

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Your Voice Matters.

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How much time would you be able to devote on a monthly basis to building your capacity and capabilities?

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What is your role AND what topics would you personally like to take?

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What topics would you delegate to someone else? What role do they have?

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Are you most interested in virtual, in-person, hybrid learning?

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Are you interested in particpating in peer cohorts where you would learn and work on specific capability building in your TPR together with your peers?

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Roughly how much annually could your TPR invest into building capacity and capabilities?

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Are this anything we missed that you want to make sure we hear?

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What are you doing to build your capacity and capabilities?

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Nothing is guaranteed but if TPRs get support in these areas, how optimistic are you about your organization successfully transition through the reform?

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Q&A

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thank you

Merci!

Miigwech

Nya:Wen

Ekosani

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