



## **Executive Director's Report**

**Annual General Meeting 2021/2022:**

**September 22, 2022**

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## Message from the Executive Director

I present to you my Executive Director's Report for the fiscal year 2021-2022. This report contains a snap shot of key activities undertaken throughout the year.

In 2021-2022, Contact Hamilton began an internal reorganization following reflection on lessons learned during the pandemic to date, and the needs of the organization. We learned that the bulk of our work can be done well remotely, allowing us over time to lessen our physical footprint and reinvest resources into critical infrastructure and program support. To this end, we developed and formalized a Work from Home Program and supporting practices to ensure quality and consistency.

During this year, we undertook an external 3<sup>rd</sup> party audit of our DEI (diversity, equity and inclusion) practices and policies. We did this to demonstrate our commitment to be as inclusive and responsive as possible to all who seek their services from us, and all those who work for us. Contact Hamilton is deeply committed to enhancing its DEI awareness and actions and imbedding these into the fabric of our work, and to continuously reviewing our work in order to identify and address barriers.

Contact Hamilton is supported by dedicated and caring employees who believe in the work they do, and in providing the best possible services to people and their families that they can. I am indebted to them for their commitment and ongoing perseverance. Contact Hamilton is also supported by an incredible Board of Directors who are steadfast in their commitment to the critically important work of this organization, the employees who provide it, and the people and community it serves.

Without any doubt, our most important reason for being is the honour of caring for and serving children, youth, adults with developmental disabilities, their families and support networks, and our community of service providers from across sectors. We are humbled by your trust in us. While we strive to provide the best care, we know we have more to learn and do and we are truly committed to being the best we can be.

Lea Pollard, Executive Director

## Commitment to Diversity, Equity and Inclusion (DEI)

### Key Organizational Activities in 2021-2022

- 3<sup>rd</sup> party external review of Contact Hamilton's DEI practices and policies. Particular attention was paid to auditing HR policies and providing training. The DEI audit measured Contact Hamilton's performance in the following domains: leadership and inclusivity; transparent policies and practices; representation and advancement; inclusion and belonging; focus and commitment; and knowledge and skills.
- Contact Hamilton's DEI Committee was engaged in this audit process and in 2022/2023 will be reviewing the recommendations and identifying plans of action.

### Key Goals for 2022-2023

- Review of the third-party external DEI audit results and development of action plans
- Continued organizational training in DEI
- Continued implementation of an Equity Lens Framework to guide decision making

## COVID-19 Response

### Key Organizational Activities in 2021-2022

- Ongoing review and adaptation of Contact Hamilton's comprehensive COVID-19 Response Plan based on the most current information available
- Gradual resumption of in-person services (in-office and in-home)
- Promotion of COVID-19 specific services and supports to promote health and wellbeing for people with intellectual disabilities (MCCSS initiative)
- Continued posting on Contact Hamilton's website of relevant and credible COVID-19 resource information, and links to free mental health services and supports
- Continued internal posting of resources for Contact Hamilton employees specific to COVID-19, inclusive of free mental health services and supports

- Used learnings and experience with COVID-19 to support Contact Hamilton's internal reorganization

#### Key Goals for 2022-2023

- Continued update and revision to Contact Hamilton's COVID-19 Response Plan
- Informed by lessons learned (and learning) with COVID-19, continued review of Contact Hamilton's strategic, longer-term organizational planning

## French Language Services

#### Key activities in 2021-22:

- Continued assessment of Contact Hamilton's ability to address expectations related to French Language Services

#### Key Goals for 2022-23:

- Continued FLS work plan development, and implementation

## IT Security

#### Key activities in 2021-22:

- Implementation of a 3<sup>rd</sup> party external audit to assess the organization's vulnerability to cyber attacks, and the initial implementation of audit recommendations

#### Key Goals for 2022-23:

- Ongoing implementation of the third-party external IT audit recommendations
- Reassess need for a subsequent IT audit to test corrections made

## Social Media Presence

### Key activities in 2021-22:

- Began development of a social media policy and program; however ongoing development was paused in order to redeploy efforts to responding to the COVID-19 pandemic

### Key Goals for 2022-23:

- Resume implementation of a social media program for Contact Hamilton programs

## Children and Youth Services Program

### Key activities in 2021-22:

- Provision of the following core services: Access and Service Coordination; Coordinated Service Planning; FASD Consultation; facilitation and leadership to critical community processes for children and youth (i.e. Case Resolution / Complex Special Needs, Transitional Aged Youth, Residential Placement Advisory Committee, Violence-Threat Risk Assessment)
- Continued expedited response to highly urgent presentations requiring Access Services, inclusive of urgent consultation protocols with Hamilton Health Sciences, Lynwood Charlton Centre, and Child and Adolescent Services
- Continued implementation of a family-engagement-expert led “comfort call” process to: reassure people that their referrals were received; share approximate time for response; and to share interim services that can be used during the waiting period. Began implementing two comfort calls as wait times increased due to increasing demand and increasing highly urgent presentations requiring expedited response.
- Continued participation on various Child and Youth Mental Health Lead Agency initiatives

- Continued family engagement representation on all recruitment activities for the Child and Youth Services Program
- Continued coordination, support, and management of the Hamilton FASD Collaborative including management of social media presence and leadership with respect to development of FASD resources and events
- Finalized Lynwood Charlton Centre Guided Partnerships and Solutions as a Coordinated Service Planning provider in Hamilton (effective April 1, 2022)
- Continued leadership with respect to the management of complex needs situations involving children and youth with multiple, complex special needs. We note a significant increase in the number of community consultation and planning meetings facilitated by Contact Hamilton to address system barriers and gaps.
- Through participation on a working group, supported the planning and proposal development of the Hamilton-Niagara OAP-URS service (Ontario Autism Program – Urgent Response Service)
- Continued quality assurance activities including outreach to consumers about their service experience
- Continued active participation on all relevant local, regional and provincial tables

### Quick Stats for 2021-2022:

#### ACCESS AND SERVICE COORDINATION

- ✓ The **Children and Youth Services Program** had 26,578 contacts on behalf of 3,342 unique children and youth:
  - ✓ 3,136 children and youth presenting with mental health needs
  - ✓ 136 children and youth presenting with developmental disabilities
  - ✓ 70 children and youth presenting with mental health and developmental needs
- ✓ 5,613 children and youth were open to the **Access and Service Coordination Program**
  - ✓ 4,976 children and youth presenting with mental health needs
  - ✓ 386 children and youth presenting with developmental needs
  - ✓ 251 children and youth presenting with mental health and developmental needs
- ✓ The **Access and Service Coordination Program** made the following referrals:
  - ✓ 1,349 referrals to Ministry funded child and youth mental health programs, on behalf of 1,152 children and youth



- ✓ 130 referrals to Ministry funded child and youth developmental programs, on behalf of 107 children and youth

### COORDINATED SERVICE PLANNING

- ✓ There were 5,495 contacts made on behalf of children, youth, and families by **Coordinated Service Planners**
  - ✓ 2,246 of those contacts were directly with the parent/guardian or youth
  - ✓ The remainder of the contacts were with involved providers for the purposes of coordination and access
- ✓ 60 children and youth were involved with **Coordinated Service Planning** and had active coordinated service plans.

### FASD CONSULTATION SERVICE

- ✓ 41 new client specific referrals
- ✓ 60 anonymous enquiries
- ✓ Participated in 8 case resolution meetings
- ✓ Supported the Hamilton FASD Collaborative with the coordination of and support to
  - ✓ 26 case conferences involving 116 participants
  - ✓ 15 in-services involving 200 participants
  - ✓ 6 community education training sessions to 79 caregivers, 1 person with FASD, and 324 service providers (total of 405 trainees)

### Key Goals for 2022-23:

- Continued focus on improving response times in the Access Program for non-highly urgent presentations through collaborative efforts with core service providers
- Continued implementation of the “comfort calls process”
- Continued collaboration with the Child and Youth Mental Health Lead Agency
- Development of clearer pathways for children aged under 6 years presenting with mental health concerns
- Continued collaboration and development with Hamilton, and West Region partners to enhance and coordinate access, case resolution, complex special needs, and coordinated service planning delivery across the West Region
- Continued quality assurance activities including outreach to consumers about their service experience
- Contribute to the regional implementation of the West Region OAP – URS

- Support implementation of the Smart Start Hub in Hamilton (provincial initiative)
- Continue to contribute to the Early Intervention and Special Needs Modernization initiative led by the Ministry of Children, Community and Social Services
- Planning and implementation of the transfer of Brokerage functions from Hamilton Health Sciences to Contact Hamilton effective October 1, 2022
- Continued participation at local, regional, and provincial tables

## Developmental Services Ontario Hamilton Niagara Region (DSO HNR)

### Key activities in 2021-22:

- Provision of the following core services: standardized eligibility confirmation process; standardized provincial application process (including reapplication when required); service navigation including application updates, referrals and registrations; coordination of local/regional housing information; and linkage and support to the Urgent Response Process and the Service Solutions Process
- Internal review of assessment processes, and continued focus on increasing the number of applications completed during the year, including reducing the number of appointment cancellations
- Continued work and coordination with MCCSS and the DSO Provincial Network (and its committees) in response to the Auditor General's audit recommendations, and to address common matters and processes for example: assessment wait times, assessment completion targets, and consistency in using the provincial client information database
- Implementation of the fiscal Housing Navigation Initiative (ending March 2023) for specific cohorts of individuals as identified by MCCSS, and the development of local information tools and workshops
- Continued collaboration with hospitals in the Hamilton-Niagara Region regarding streamlined and coordinated referral and planning activities

- Continued community outreach such as the delivery of virtual information sessions to various stakeholders (within and outside of MCCSS funded partners) and families
- Continued quality assurance activities including outreach to consumers about their service experience
- Continued participation at local, regional and provincial tables

### Quick Stats for 2021-22:

#### ELIGIBILITY CONFIRMATION

- ✓ The DSO HNR completed 516 eligibility confirmation decisions
  - ✓ 62% of people were confirmed eligible for adult developmental services
  - ✓ 38% of people were confirmed ineligible for adult developmental services
- ✓ An additional 244 people were waiting for eligibility confirmation (i.e. outstanding eligibility information)

#### APPLICATION COMPLETION

- ✓ A total of 551 **applications** for adult developmental services were completed
  - ✓ 68% of applications were on behalf of NEW people (not already receiving services)
  - ✓ 16% of applications were on behalf of people currently receiving some services, needing more/different services
  - ✓ 16% of applications were on behalf of people who needed a re-application as their needs had changed significantly since the last application

#### LINKAGE TO URGENT RESPONSE PROCESS

- ✓ DSO HNR linked 51 unique people to the **Urgent Response process** in their community, and supported them through the process
- ✓ There were 96 Urgent Response Meetings

#### LINKAGE TO SERVICE SOLUTIONS PROCESS

- ✓ 2 referrals were made to 2 communities for the Service Solutions process
- ✓ 40 people were waiting to be referred when there is planning capacity

### Key Goals for 2022-23:

- Continued implementation of recommendations arising from the internal review of the DSO HNR program with respect to application completion, and the intake and eligibility processes

- Continued interface with hospitals to ensure seamless referral for people in hospital requiring discharge
- Continued collaboration with MCCSS and other DSO providers to enhance and coordinate activities to ensure consistency where required, including with respect consistency in the use of the provincial client database (DSCIS)
- Focused outreach to Indigenous communities, notably: Six Nations of the Grand River First Nations, Mississaugas of the Credit First Nation, and Indigenous service providers off-reserve
- Focussed outreach to key referents and groups to raise awareness about DSO HNR services
- Continued quality assurance activities including outreach to consumers about their service experience
- Further develop consumer and family engagement initiatives that will inform the DSO HNR
- Continued participation at local, regional and provincial tables
- With the MCCSS, contribute to processes related to Developmental Services Reform, and response to the Ontario Auditor General's audit of DSO organizations

## Passport Hamilton-Niagara Region

### Key activities in 2021-22:

- Provision of the following core services: funding approvals and onboarding; provision of virtual information and education; claims review and resolution; transfer processes for people moving out of region; management of changes with respect to a Passport recipient's funding administration options
- Management of the temporary wage increase for Passport Support Workers (COVID-19)
- Management of the Temporary Expanded Passport Guidelines (COVID-19)
- Ongoing participation at various regional and provincial tables

- Planning for development of joint work plan with Passport Agencies and PassportONE on key focus areas including but not limited to: provincial website development; review/revision of the provincial Passport Service Agreement; and ensuring commonality/consistency in key Passport Coordinator duties across all Passport Agencies

### Stats for 2021-22:

- ✓ 6,234 unique individuals were already receiving or newly approved for Passport funding as of March 31 2021 (\$65.1M annualized funding)
  - ✓ 4,100 people were self-directing their funding
  - ✓ 1,967 people were supported through Agency Services
  - ✓ 167 people did a combination of self-directing their funding and having an Agency Services arrangement
- ✓ The Passport Program made 681 Passport funding approvals in 2021-22:
  - ✓ 515 approvals (75%) for new people, and 172 approvals (25%) for people who were already receiving some Passport funding

### Key Goals for 2022-23:

- Implementation of the MCCSS' strategy with respect to the permanent wage increase
- Continued implementation of the MCCSS' temporary changes to the Passport Guidelines to support Passport funding recipients during the COVID-19 pandemic
- Enhance outreach to consumers, and service providers
- Enhanced implementation of mass communication technology to reach Passport recipients in a timely manner
- Quality assurance activities
- Implementation of recommendations arising from the internal review of the Passport Program
- With the Ministry, contribute to processes related to Developmental Services Reform, and in response to the Ontario Auditor General's audit of Passport organizations
- Continued participation at regional and provincial Passport planning tables

## Consumer Satisfaction Surveys for 2021-22

### Children and Youth Services Program

Number of respondents: 120

Area Measured	Agree Strongly Agree %	Neutral %	Disagree Strongly Disagree %
It was easy for me to find out about Contact Hamilton	67	27	7
Greater understanding of Contact Hamilton services	90	5	5
I felt listened to by the Contact Hamilton staff	96	1	3
I felt that what was important to me was understood by Contact Hamilton staff	93	3	3
I now have a greater awareness of community services available to me	82	12	6
I felt Contact Hamilton staff provided me with clear and helpful information related to my situation	92	5	3
I would call Contact Hamilton again	91	5	4
I feel the next steps in getting service are clear to me	91	5	4
I felt Contact Hamilton was flexible in my meeting time	93	3	3
Overall I am satisfied with the help that Contact Hamilton has provided me	92	4	4
<b>Average</b>	<b>89</b>	<b>7</b>	<b>4</b>

## DSO HNR Program

Number of respondents: 69

Area Measured	Agree Strongly Agree %	Neutral %	Disagree Strongly Disagree %
It was easy for me to find out about DSO HNR	73	16	12
Now that I have talked to a DSO HNR staff I have greater understanding of what services the DSO HNR provides	97	1.5	1.5
I felt listened to by the DSO HNR staff	96	3	1.5
I felt that what was important to me was understood by DSO HNR staff	99	0	1.5
I now have a greater awareness of community services available to me	81	17	1.5
I felt DSO HNR staff provided me with clear and helpful information related to my situation	90	9	1.5
I would call DSO HNR again	98.5	0	1.5
I feel the next steps in getting service are clear to me	84	13	3
I felt DSO HNR was flexible in my meeting time	96	4	0
Overall I am satisfied with the help that DSO HNR has provided me	93	6	1.5
<b>Average %</b>	<b>91</b>	<b>7</b>	<b>2.5</b>

## Passport Hamilton-Niagara Program

Number of respondents: 4

Area Measured	Excellent%	Good %	Poor %
My phone calls/enquires were responded to in a timely manner	100	0	0
The information presented was clear and helpful	75	25	0
The staff member I spoke to was courteous, helpful and professional	100	0	0
With the information I received, I now have a better understanding of how to use Passport funding	75	25	0
My questions or issues were resolved after speaking with a Passport staff member	100	0	0
Overall, how satisfied were you with your recent experience with Passport HN?	75	25	0
<b>Average</b>	<b>88</b>	<b>13</b>	<b>0</b>