

Ministry of Children, Community and Social Services

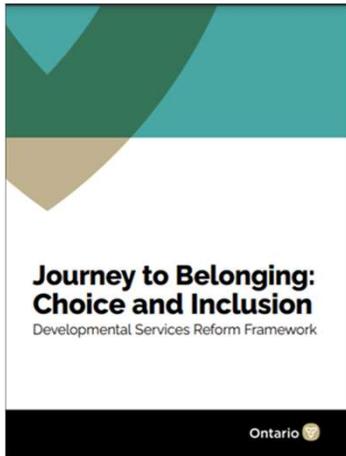
# Journey to Belonging: Choice and Inclusion

Steps Towards the Development of a Person-  
Centred Funding Approach

OASIS Conference, April 28, 2023

# Journey to Belonging: Choice and Inclusion

**Vision:** People with developmental disabilities are supported by their communities, support networks and government to belong and live inclusive lives. People are empowered to make choices and live as independently as possible through supports that are person-directed, equitable and sustainable.



The plan sets out guiding principles for reform, immediate actions to improve current services and supports, and long-term reform commitments under three pillars:

## Putting People First

- ✓ A person-centred funding model to enable more choice and flexibility
- ✓ Better planning and earlier intervention for people, more culturally relevant supports, and reducing barriers to mainstream services

## Improving Service Experience

- ✓ Improvements to the application and assessment process
- ✓ Supporting the DS sector to share and adopt best practices and innovations

## Improving Quality and Accountability

- ✓ Introducing a performance measurement approach and service quality framework
- ✓ Collaborating with the sector on a workforce strategy to support a more skilled, diverse and professional workforce

2021

### Design and Build 2021-2023

Develop and design elements to deliver on key commitments.

2024

### Implementation and Transition 2024-2027

Begin to test new approaches and help people and providers transition

2027

### Provincial Roll-Out 2027-2031

Roll out changes provincially, with ongoing support for people, families and sector

Achieving the vision of Journey to belonging will take change within the adult DS system, as well as across other sectors, community and society.

# Progress Updates

## Journey to Belonging Pillars

Putting People First

Improving Service Experience

Improving Quality and Accountability



Direct **communication** about DS reform to the sector to continue to build knowledge and awareness



Introducing amendments to **SIPDDA** intended to align timing with *Journey to Belonging* and to enable gradual system changes that minimize potential disruption for people and service agencies



Sharing results from the **DS Costing Study** with service providers (Spring 2023)



Changes to **Passport Program** guidelines that offer more choice and flexibility for people to purchase services and supports that meet their unique needs



Developing the next phase of the **Education and Awareness** social media campaign, to promote more welcoming attitudes and communities



Engagement with municipal partners to advance our shared responsibilities to provide better access to appropriate and affordable **supportive housing options** for people with developmental disabilities



Continuing partnership with DS sector on early initiatives to **support the workforce**, while developing the multi-year workforce strategy, and enabling capacity building and sharing best practices through the Knowledge Translation & Transfer (KTT) Initiative



Piloting a DSO Experience Survey, part of the **Performance Measurement Framework** prototype, to gather insights to inform continuous quality improvement in the application and assessment processes

# Moving Forward: Short-Term Tactics in a Collaborative Approach

- While the long-term DS Workforce Strategy is being developed, MCCSS is working with the sector to help address current workforce challenges, by moving forward on the implementation of short-term tactics.
- This demonstrates commitment to advancing the sector workforce, while the ministry works on finalizing the long-term strategy in the fall.

Continuing the **collaborative ministry-sector approach** enables:

- Operational focus and drives ownership at the sector level
- Making quick progress where we can while we work on longer-term pieces
- Co-creation and collaboration to sustain the outcomes



Grow and Stabilize the Workforce



Enhance Skills and Training



Advance Professionalization



Modernize Employment and Workforce Landscape



# Poll Opportunity

Based on what you just heard about progress to date, were you:

- Already aware of most of this work
- Aware of some of this work, but learned something new
- I was not aware of most of this work

If you received the email update about DS reform in March, did you share it with anyone?

- Yes, with 1-5 people
- Yes, with many people
- No, I didn't share it
- No, I didn't receive it



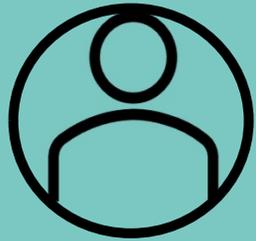
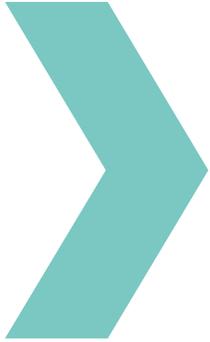
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# Person-Centred Funding

Steps towards the development  
of a person-centred funding  
approach

# What are we working towards?

A new person-centered funding approach, where funding is **directly linked to people's needs** and people have options for **greater choice and flexibility**.



## Future State

People receive support based on their needs - greater equity through individualized funding and budgets tied to people's assessed needs.

There are a variety of ways to reach this future state.

## Where Are We Now: Design and Build

**J2B** is a long-term **vision** for reform, not an implementation plan. It takes time to re-design a system that meets people's needs.

- We are conducting research and analysis to inform the future funding approach. This includes:
  - The KPMG Costing Study to help understand the costs of service delivery.
  - Learning from experiences in other jurisdictions, talking to stakeholders, and framing different options.
- The government is proposing to amend the SIPDDA to change the date on which un-proclaimed provisions come into force and to amend and add new regulation-making authority. If passed, these amendments are intended to give the ministry time to continue necessary research and consultations with sector partners and flexibility in implementing key aspects of DS reform.
- We will need to assess the impact of all these changes on people, families, providers and other parts of the system.



## Questions we've heard

People, families and service providers want to know how change will impact them. Today, we are in the design and build stage of a long-term project and there are many decisions to make as we continue.



### Examples of questions we've heard

- What steps can we take to be ready for change?
- When is the ministry engaging with us before making decisions?
- How can we influence the design?
- Where do we fit in the future system?
- Why can't this happen more quickly or slowly?
- Is there anything we can do to prepare for the future?

# Key Components of a Person-Centred Funding Approach



Individualized  
Budgets



Policy and  
Process



Timing and  
Transition

## How will we get there?

### Develop a way to calculate how much funding an individual gets

- Understand current service delivery costs (KPMG costing study)
- Translate assessment results into support amounts
- Determine which services the government will fund and at what price

### Create the structures and guidelines for how funding is distributed and managed

- Develop policies and supports for people and service providers
- Determine how payments take place
- Design or upgrade financial, data, and IT systems

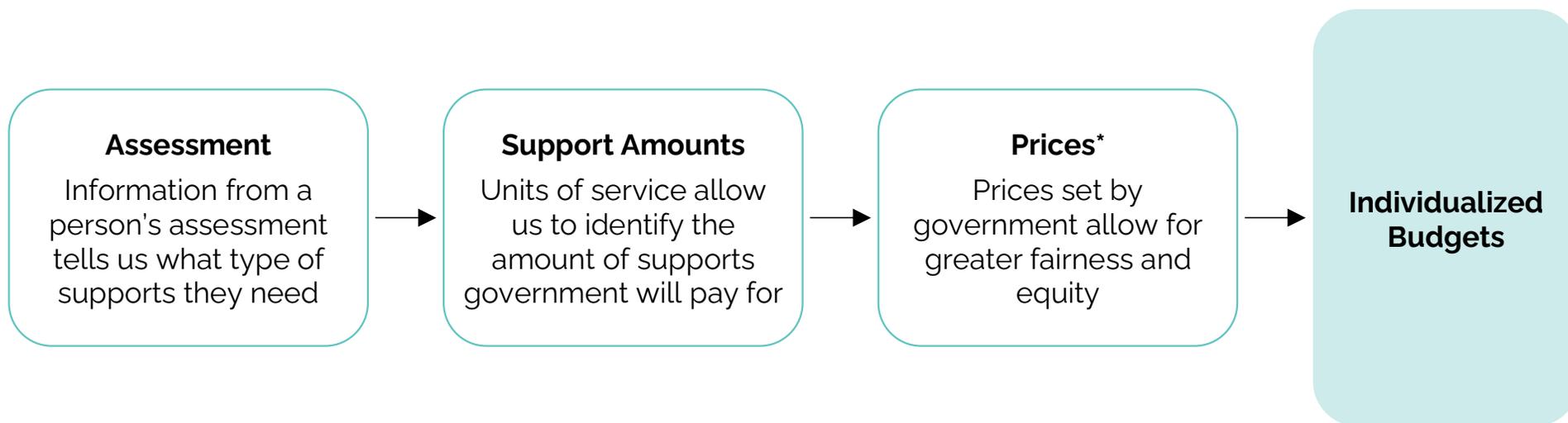
### Determine when and how changes will roll out

- Plan how to phase in changes
- Develop ways to support people and providers through a gradual transition

The next three slides will explain each component further

# Individualized Budgets

The ministry is designing a way to calculate how much funding an individual gets based on their assessment results. These individualized budgets would include three key components.



Future Decision (example)

How would a person's current supports change when they shift to individualized budgets?

# Policy and Process

The ministry is researching what structures, policies and processes will be needed to distribute and manage individualized budgets.

## Oversight

A system for monitoring and reporting

## Business Processes

Guidelines and processes for distributing and managing funding

## System Infrastructure

IT and data systems

## Planning and Navigation

Supports to help people spend and manage their budgets and services



Future Decision (example)

What guidelines will be in place for how a person selects or makes changes to their services?

## Timing and Transition

The ministry is considering how to take a gradual and phased approach to these changes. Some early thinking includes:

### Phasing

- Determine which changes should be rolled out when
- Consider what parts of the system might be ready to change before others

### Transition Supports

- Identify and understand supports that people, families and providers will need
- Plan how to minimize disruption throughout the change process

### Timelines

- Identify the steps required before changes are made
- Determine how to communicate changes to people, families, providers and other stakeholders

Future  
Decision  
(example)

**What do service providers need to do to transition to the new funding approach?**

# Jurisdictional Examples: Lessons Learned

Early research highlights experiences of other jurisdictions in person-centred funding

## Individualized budgets based on need can lead to better outcomes

- Several jurisdictions including Manitoba, Australia, New Zealand and the UK fund services based on a needs assessment and individualized budgets.
- While implementing changes can be challenging, it can lead to better outcomes.

## Supports are critical for people to manage their budgets

- Many jurisdictions have supports in place for people managing individualized budgets that are critical for their success.

## Pricing for services shapes the market

- Australia's pricing guide lists the maximum rate government will pay for different services.
- Pricing is critical to how the service provider market adapts to changes.

## Phased implementation is commonly adopted

- New Zealand phased in funding reform through small scale pilots with selected groups (e.g., transition-aged youth) and regions before national implementation.
- Phasing is common but can look different in every jurisdiction.

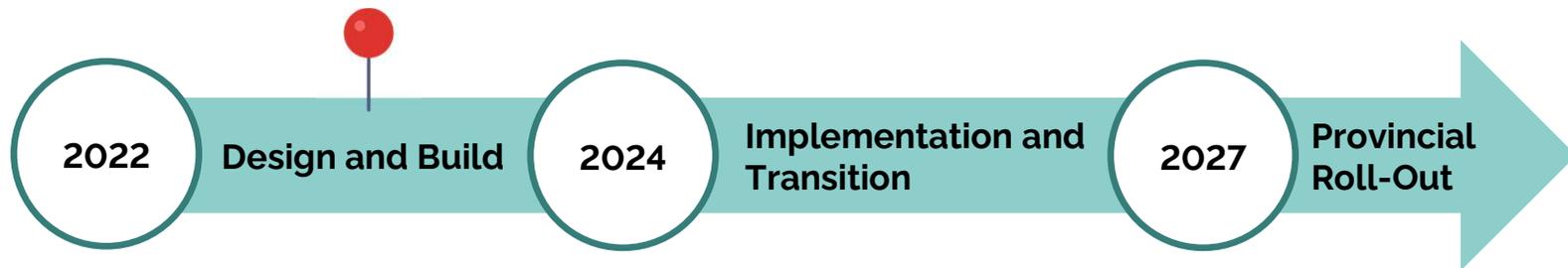
## Important Decisions Ahead

People, families and service providers want to know how change will impact them. Today, we are in the design and build stage of a long-term project and there are many decisions to make as we continue.



- How does this affect people who have not been assessed yet, need a new assessment, or are waiting for services?
- What will this mean for the current supports that people have?
- What services might continue to be base-funded through agencies?
- How can we account for the needs of rural, remote and Indigenous communities?
- How can we manage the disruption of the changes?

**Next Steps:** Provincial-level results from the KPMG costing study will be shared with providers in Spring 2023. Overall study will be completed by Summer 2023.



# Poll opportunity

**Did this presentation help you better understand the future funding approach and the steps that will be taken to develop it?**

1. Yes - I have a much better understanding now
2. Mostly - I still have a few unanswered questions
3. Somewhat - most of my questions have not been addressed
4. Not really - this presentation was not helpful for me

**Which aspect of the funding approach are you most interested in learning more about?**

1. Individualized budgets
2. Policy and process
3. Timing and transition



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# Change Management

Let's talk about change

# Change Management: Challenges and Opportunities

## Lack of Clarity of Future State and Timelines

- The phased approach means that the impacts and end state is unclear.
- Leads to lack of confidence that change will happen and fear of unknown.

## Eagerness to Change Now

- People are eager to make changes and are impatient with the pace of change.
- Risk of making changes that are based on assumptions about decisions that have yet to be made.

## Stakeholder Communication

- Multiple audiences with competing interests and gaps in information dissemination.
- No direct channels to front-line staff, individuals and families.

## Fatigue and Reduced Bandwidth

- Pre-existing service pressures combined with workforce challenges mean everyone is doing double duty.



There are opportunities to navigate the uncertainty:

- Empower communities, organizations and people to work together to share knowledge and best practices aligned with vision and principles
- Build trust through open engagement and communication, channeling efforts effectively, and iteratively determining program details to ensure everyone understands and is ready for the changes.

# J2B: VISION IN ACTION

Spotlight on local sector led initiatives that demonstrate progress for Journey To Belonging.

## Journey to Belonging Pillars

Putting People First

Improving Service Delivery

Improving Quality and Accountability

## Initiative



### Micro-credentials Pilot:

- ✓ DS sector staff attend and review micro-credential courses created for health sector professionals
- ✓ Conduct analysis and recommend applicability of the curriculum to the DS sector for mental health micro-credentials training
- ✓ Recommendations to inform future mental health upskilling/reskilling training opportunities for the sector



### The SHIFT Toolkit

- ✓ Focused on non-judgement and inclusive care that is culturally sensitive, evidence-based, accessible and more than anything, individual-led and based on incremental gains.



### Cultivating Community Wellness Initiative

- ✓ Champions mental health and wellness in developmental services
- ✓ Recognizes the unique conditions and needs of staff in the developmental services sector
- ✓ Focuses on reaching direct support professionals



### Strengthening local Housing partnerships

Local activities in Kingston are resulting in, for example:

- ✓ 21 people getting access to portal housing benefits (i.e., Canada-Ontario Housing Benefit)
- ✓ 3 dedicated 'tiny' rental homes for people with a developmental disability

# Resources

**REAL Xchange**

## Knowledge Translation and Transfer (KTT Hub)

- KTT is a key component of change management that promotes a shared understanding of the change mandate, its drivers, and a shared commitment in achieving change-related outcomes for DS Sector .
- KTT supports the sector to stay informed, strengthen skills and knowledge, collaborate and champion through meaningful and sustained dialogue
- The [REAL Xchange](#) is an online hub for resources, knowledge exchange and learning - a site where products, tools and services are available to assist organizations to improve services



[Home | DS Workforce Initiative \(dscorecomp.com\)](#)

[Recruitment Based Marketing Resources - Provincial Network](#)

# Poll opportunity

In your organization, how well understood is the vision of J2B?

What are your top priorities for capacity-building?



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# Appendix – Journey to Belonging – Timeline and Accomplishments

