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The goal of Coordinated Service Planning (CSP) is to improve service experiences and outcomes for children and youth with multiple and/or complex special needs and their families through the support of a Service Planning Coordinator who will connect them to the multiple, cross-sectoral services they need as early as possible, and monitor their needs and progress through a coordinated service plan.

Coordinated Service Planning in Toronto is comprised of Family Service Toronto, Community Living Toronto, Youthlink and the Toronto Central LHIN.; the lead agency being Surrey Place.

Services under CSP are delivered in three levels of service intensity: 1. Capacity Building, involving training offered to community partners; 2. Consultative Service, involving a professional to professional consultations; and 3. Direct Service, involving a full assessment and the assignment of a CSP Service Coordinator.

## 1. Coordinated Service Planning Clients

The soft launch for CSP was from June 2018 – December 2018 and it was for Direct Service and Capacity Building only. During this time, we initiated CSP for the families that our respective agencies were currently supporting. The soft launch provided the opportunity for us to test our CSP processes and refine them. The full launch was initiated in January 2019 to March 2019.

Type of CSP	Soft launch June 18-Dec 18	Full Launch Jan 1 to Mar 31	Total Clients
<b>Direct Service</b> <i>CSP Service Coordinator Assigned, Intake is done</i>	49 clients	23 clients	72 clients
<b>Consultative Service</b> <i>Mentoring to other professionals, intake is not required</i>		37 hours	37 hours
<b>Capacity Building</b> <i>Training on the principals of CSP to community partners</i>	275 people	120 people	395 people

## 2. SERVICE COORDINATORS

**SERVICE COORDINATORS:** Staff who provide Coordinated Service Planning are called Service Coordinators. Surrey Place is a multi agency model. The chart below illustrates this through a breakdown of the staff compliment according to agency and funding.

	Funded through CSP	Funding through another program
Surrey Place	2 intake staff	6.5
Family Services Toronto	.5	3.5
Youthlink		1.6
Community Living Toronto	.7	1.3
LHIN – Toronto Central		8
<b>Total</b>	<b>3.2</b>	<b>20.9</b>
<b>Total Service Coordinators</b>	<b>24.2</b>	

*Note: 20.9 of the staff have other responsibilities within their organization and do not solely provide CSP*

**INTAKE COORDINATED SERVICE PLANNING:** All clients that want CSP call Surrey Place intake line, Surrey Place completes intake assessments for all partner agencies that provide Coordinated Service Planning in Toronto. If there are language barriers, interpretation services are provided to clients/families.

Once intake is completed, clients are triaged to one of the agencies providing Coordinated Service Planning. Surrey Place has two Service Coordinators whose primary focus is intake for Coordinated Service Planning. The intake process is a comprehensive process which involves completing the Child and Adolescent Needs and Strengths assessment (CANS). At times the intake process is broken into two meetings.

### 3. Coordinated Service Planning Steering Committees

**COMMUNITY OF PRACTICE:** The Community of Practice committee is comprised of service coordinators from Family Service Toronto, Community Living Toronto, Youthlink and the Toronto Central LHIN. The Director of Coordinated Service Planning meets with each agency regularly to ensure the program is being implemented consistently throughout the city. In addition, monthly meetings are held with all the Service Coordinators. During these meetings, the Service Coordinators bring up questions or provide input about the process and efficiency of Coordinated Service Planning.

**THE PARENT ADVISORY COUNCIL FOR COORDINATED SERVICE:** The Family Advisory Council had its initial meeting in the summer of 2017 with the goal of providing feedback regarding Coordinated Service Planning. In January of 2019, Surrey Place changed the focus of the committee to provide counsel to all of Surrey Place's programs, including Coordinated Service Planning. Members of this advisory committee are a committed group of parents who provide consultation on the following topics: communication, consent, CSP team planning, family brochures, annual reviews and the planned website known as this point as the family portal.

The transition was seamless involving three members of the Family Advisory Council for Coordinated Service Planning moving to the Parent Advisory Council for Surrey Place.

**CHILDREN AND YOUTH COUNCIL:** We officially launched Coordinated Service Planning in January of 2019. We have yet to develop a process to receive feedback from children and youth who have been supported through Coordinated Service Planning. Within the upcoming fiscal year, we will put measures into place to

seek input from the children and youth who have received our services.

On March 16, 2019, we met with the Youth Council at Holland Bloorview. Although the members had yet to receive services through CSP, (they had received services from many of our partner agencies), they had valuable recommendations about how to provide service. Some of the recommendations included, having counselling or peer support available, ensuring staff are at eye level, having a written plan left with the client, as well as building a relationship with the client before using remote forms of communication.

**EXECUTIVE COUNCIL:** For much of 2018- 19, the Executive Council met bi-monthly to discuss CSP and its progress. This group was instrumental in building the foundation of CSP. Moving forward, we will be sending out quarterly updates about CSP.

**PROVINCIAL COMMUNITY OF PRACTICE:** Surrey Place has played an instrumental role in ensuring the provincial community of practice has been maintained. In the past year, Surrey Place hosted two provincial CSP conferences. We have also funded a consultant to co-lead the provincial group. In addition, we have attended bi-monthly provincial teleconferences. The work that has been completed by this group assists in providing consistency across the province and a forum for service providers to trouble shoot issues and share resources developed.

## 4. Performance Management

The main mechanism for tracking performance is in the form of family feedback through the Measure of Processes of Care (MPOC). The MPOC is a self-report measure of parent's experience with coordinated service planning. The MPOC is sent to families after they have been in service for six months. To date we have sent out 6 requests for families to complete an MPOC and have received one back. We will work with the team to develop strategies to increase our return rate of the MPOC survey. Once we have 10 surveys returned, we will submit an individualized report on the MPOC findings.

## 5. Building Awareness

During the past year, Surrey Place has developed trainings on the principles of Coordinated Service Planning for the CSP partners to attend. These trainings are available to other social service agencies to build capacity within the community. The goal of these trainings are to inform other agencies about the Coordinated Service Planning process and how to access services.

From September 2018 to April 2019, Surrey Place presented at 19 different community tables/agencies and to 411 staff. We also presented to the health sector, the education sector and the developmental disability sector. During these presentations, we gathered email addresses which became Coordinated Service Planning's distribution list. Bi-Monthly, we email individuals on the distribution list about upcoming trainings and provide updates with regards to Coordinated Service Planning.

We are strengthening our accessibility to Francophone families in several ways. We have translated our CSP forms into French, hired three bilingual service coordinators and in the coming year, there will be training opportunities offered in French. We are also going out to French Advisory at TCFN to speak about CSP and seek counsel on how to ensure we are reaching the French community.

CSP has been working with The Indigenous Children's Gifts Project to ensure we are developing a program which will meet the needs of Indigenous Children. This project consists of a group of professionals who meet with Indigenous and non-Indigenous people across Toronto. They are working on a "Strategic Advancement Plan to Meet the Needs of Indigenous Children". Some of the feedback gathered includes, providing services that are affordable, flexible, family focused and specific to children's needs. The final recommendations will be presented in late spring of 2019. CSP will use the information gathered from the final report to inform how we move forward with provision of services for Indigenous people.

To build cultural awareness we have ran nine Indigenous Awareness trainings. This is a full day training which all CSP staff have attended. In addition, all of Surrey Place staff have attended the trainings. Additionally, we have offered access to our community partners.

We have made a concerted effort to reach out to communities that do not typically access our services. Toronto Public Health provided Neighborhood Summary Charts which outline communities that have families which require social services. To date, we have visited three of the neighborhoods to provide information about CSP and other programs offered by Surrey Place.

## 6. Cross-Sectoral Partnerships

Wider, cross-sectoral partnerships ensure that Coordinated Service Planning benefits other social service programs within Toronto. This is particularly relevant for programs which support people who could potentially become clients of Coordinated Service Planning. The main goal in developing service pathways is to ensure that we are not duplicating services and that all families are getting the support they need in a seamless manner.

### Service Pathways

- A CHILD WELFARE:** Child Welfare and CSP have had five meetings to discuss how we will work together since we often share the same clients. We have built great relationships with the four Toronto based Child Welfare agencies and we are currently developing the service pathways for collaboration. Skylark is also contributing to this process since they need to determine how Child Welfare will fit into the work of the Special Needs Team.
- B MOVING ON MENTAL HEALTH (MOTH):** MOTH is led by East Metro Youth Services. We have presented to our partner agencies about these services. In March we developed a pathway whereby our agencies can work collaboratively in supporting families. Some of our families will require both of our services or will call one agency but should be serviced by the other agency. Systems have been developed to ensure that a warm transfer is conducted when referrals are made from one agency to another. As this is a newly developed, we will assess and modify it as necessary in the coming year.
- C SKYLARK – SPECIAL NEEDS TEAM:** Preliminary discussions have been conducted with Skylark. Both agencies have determined that we need to develop pathways between CSP and Skylark's special needs team. We have a meeting scheduled in April to develop a pathway for this purpose. Both agencies have determined that discussions can begin once the program is up and running and cases can be brought forward.

- D WHATEVER IT TAKES (WIT):** WIT is another program that we need to develop service pathways, since we support similar families. We have contacted WIT to set up a preliminary meeting.
- E SCHOOL BOARDS:** Service Pathways have been determined for both the Francophone boards; Conseil Scolaire de District Catholique Centre-Sud and Conseil Scolaire Viamonde. We are midway in the process of developing the service pathway for the Toronto Catholic School Board. Another meeting is coming up in April to work on this pathway. The service pathways with the Toronto District School Board will be completed this coming year.

## 7. Progress Report On Csp Implementation Or Service Delivery

From June 2018 to December 2018, Coordinated Service Planning soft launched. During this time, we brought 35 clients into service. The clients were chosen from families who were already supported by Surrey Place, Family Services Toronto, Community Living Toronto, Youth link and the Toronto Central LHIN. In the soft launch phase, we were able to test the tools that had been developed and modify them as necessary. This also allowed us to have a preliminary assessment of service delivery and what needed to be modified to ensure the process is always family centered.

On January 1, 2019, we launched our Coordinated Service Planning service to Toronto. We partnered with 211 to answer all calls that came in through Surrey Place. The call centre answers the phone with, “Surrey Place”, ensuring that families receive seamless services. Using the 211 service enables that phone calls are answered 24 hours a day and in any language. We have received feedback that families feel that Surrey Place is more responsive to their needs because they talk to a live person rather than leaving a message on a voicemail service.

Since we launched in January 2019, 24 families have started Coordinated Service Planning. Nineteen of those required direct service from a consultant and 5 professionals called in to receive counsel from one of our Service Coordinators seeking support for complex clients.

We have received feedback from some of our initial clients that they found the Coordinated Service Planning service instrumental in supporting their child and that the process was appropriately family centered. The families we are supporting with the Toronto Central LHIN have been very appreciative regarding the collaboration between health and MCCSS.

## 8. Next Steps for Partnership and/or Service System Improvement

- 1** After service pathways are established with child welfare, WIT and Skylark – Special Needs Team, we will continue to develop service pathways with the two service resolution tables for children services: The Children’s Services System Review and Consultation forum(CSSRC) and Special Needs Advisory Group (SNAG). Through these discussions, we will determine if there is going to be any process put into place at CSP to prioritize families.
- 2** We will continue to work on developing a system in Toronto where all children and youth intakes and inquiries are processed through a single contact phone number and triage intakes to the appropriate

agency. We began to develop this system when Surrey Place worked with 211/ Telehealth. In the coming year, we will expand on this model and create a system where there is one number to access all children services within Toronto.

- 3 Within the next year we will adapt our intake system to ensure we meet the needs of our Indigenous community. Currently our intake system involves a series of questions. We have heard from the Indigenous Gift Advisory Committee that we need to develop a relationship with a family prior to asking the questions that are needed to access clinical services.
- 4 We will continue our work in developing a secure virtual platform that would house client/family information necessary for the provision of services. The platform would permit all authorized children's service providers timely access to needed information to offer services to families. Ultimately, the goal of this platform is so families will not have to repeat their story to multiple service providers.

## 9. Outstanding Provincial Issue

The criteria for CSP are very broad and many people under the age of 18 are eligible. The criteria are problematic for several reasons. Firstly, not everyone that meets the criteria requires CSP services. These clients' needs can be met within the regular service coordination stream of services or within other programs in Toronto. Secondly, CSP should be utilized for a fraction of the clients since there are not enough resources to support all the clients who meet CSP service provision criteria. Lastly, the eligibility criteria for CSP puts the lead agency in a precarious position. We are not able to bring everyone into the program that is referred, yet clients and professionals feel they are eligible due to the broad eligibility criteria. One proposed solution is to change the eligibility criteria to become more stringent.

In response to the above issue, the Toronto model has two levels of service to build community capacity.

- A The Consultative Service is a level of service whereby social service professionals can make a referral to have a consultation with a CSP Service Coordinator regarding strategies on how to meet the needs of a complex client. Through the consultative process, we are building the capacity of our community partners to meet the needs of clients who have complex needs.
- B We also provide training to social service agency staff in order to build capacity in the community.