



The vision of the Special Needs Strategy is an Ontario where children and youth with special needs get the timely and effective services they need to participate fully at home, at school, in the community, and as they prepare to achieve their goals for adulthood.

Ministries of Children and Youth Services, Community and Social Services, Education and Health and Long Term Care – Coordinated Service Planning Policy and Program Guidelines, June 2017

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Toronto Coordinated Service Planning (CSP) has continued to move forward toward implementation under the leadership of the members of the Core Service Group which includes, Surrey Place Centre, (as lead agency) Community Living Toronto, Family Service Toronto, Toronto Central LHIN, Skylark Children Youth & Families and YouthLink. Program and Executive Leadership of these organizations have been meeting as a group, monthly at a minimum, to work on all aspects of the strategy. In addition, the leadership of Surrey Place Centre have participated in the Provincial Coordinated Service Planning Network and related activities since June of 2017.

1. Community Outreach and Engagement

During the previous year (2016/17) and the earlier part of the 2017/18 year, the focus of the Toronto Coordinated Service Planning Core Service Group was on engaging members of the broader community to share information regarding Coordinated Service Planning and to establish the relationships and connections that would be important in implementing this strategy. Toronto's community of interest for this strategy, called the System Management Group, includes over thirty-eight organizations representing a range of children's service providers (health and social services) and four school boards. Our efforts in this area included:

- ▶ A full sector meeting with over forty participants in February of 2017;
- ▶ Obtaining commitment from the members of the System Management Group through the signing of the Coordinated Service Planning Partnership Agreement (MOU);
- ▶ A meeting with the Special Education leadership of the two French Language School Boards and the Ministry of Education;
- ▶ A presentation to over 150 special education staff of the Toronto District School Board;
- ▶ Several meetings with the special education department leadership of the Toronto District School Board and the Toronto Catholic District School Board;
- ▶ Presentations to the SEACs (Special Education Advisory Committees) for both Toronto District School Board and the Toronto Catholic District School Board School Boards;
- ▶ Meetings with the executive and program leadership of the four Child Welfare organizations in Toronto;
- ▶ A meeting with the executive leads of the five Infant Development Programs in Toronto;
- ▶ Several presentations to the membership of the Toronto Child and Family Network;
- ▶ Individual meetings with program and executive leadership of a number of organizations that are important partners in implementing this strategy in Toronto including:
 - Holland Bloorview Kids Rehabilitation
 - Griffin Centre
 - Geneva Centre for Autism
 - East Metro Youth Services (lead agency in Toronto for Moving on Mental Health)
 - Anishnawbe Health
 - SickKids Hospital – Complex Care Kids Ontario
 - Developmental Services Ontario Toronto

These meetings and presentations provided an important opportunity to share with community partners information about the strategy in general, work being undertaken at the provincial level, the emerging model design in Toronto and how they as organizations may be involved in referring families to Coordinated Service Planning and participating in the Coordinated Service Planning process.

As of the fall of 2017 our focus shifted internally to work on strengthening our program design for this strategy and fulfilling other aspects of the required MCYS Implementation Markers such as, beginning the orientation and training process with the front-line staff across the Core Service Group that would be responsible for taking on the work of a Service Planning Coordinator. This ground work was essential to our being ready to begin a phased-in implementation as of this fiscal year.

2. Establishment of the Family Engagement Council

Through the summer and fall of 2017 we sought input from all our partner organizations for names of parents who would be interested in participating in our Family Engagement Council. The Council will provide input to the design, implementation and evaluation of Coordinated Service Planning and the Integrated Delivery of Rehabilitation Services, at such time as that prong of the Special Needs Strategy becomes reactivated.

Our first meeting, held in November 2017 was attended by eight parents, six of whom made the commitment to be actively involved in supporting this work. The children of these families reflect the full age span and range of special needs, including complex medical, developmental disability and autism spectrum disorder, that we might expect to seek support from Coordinated Service Planning. They are a committed group of parents whose activities to date have included:

- ▶ Raising important questions about all aspects of the strategy that have helped guide the work of the staff in developing the model;
- ▶ Reviewing and providing input on the design of forms and tools that will be used to support Coordinated Service Planning;
- ▶ Offering direction on skills needed by Service Planning Coordinators which helped inform the training schedule;
- ▶ Volunteering to participate in staff training; two parents were engaged in two of the training sessions: Solution Focussed Coaching and Family Centred Care;
- ▶ Discussing and providing direction on consent from a parental perspective;
- ▶ Reviewing provincial performance measures and providing direction on additional performance measures to be gathered to aid in the evaluation of Coordinated Service Planning in Toronto;
- ▶ Writing to the MCYS Regional Office to indicate their support for discussions taking place in the community (see Cross Sector Dialogue below) which were exploring how to make it easier for families of children with special needs, to find their entry point to the service system in Toronto.

We are excited to work with this group of thoughtful parents who have demonstrated a powerful ability to draw from their own very unique and personal experiences and offer excellent advice on the development of the strategy at a system level.

3. Model Development

The members of the Core Service Group have focussed on strengthening the original conceptual design for the Toronto CSP model and developing the operational tools and procedures that are needed to support implementation. The original concept of a multi-tiered model continued to make sense and includes:

- ▶ A commitment to dedicate some resource time to education and training with the intention of helping all organizations in the region to adopt a more family centred approach in their work with families. While this work would not be considered “direct work with families” as defined by the MCYS Program and Policy Guidelines (of June 2017) it was identified by the members as an important commitment to an overall change strategy and should be maintained in the model.
- ▶ Direct work with families including instances where another professional can be coached and supported by a Service Planning Coordinator, to take on the longer-term support role with a family and those where the Service Planning Coordinator assumes the main role with the family.

Through various discussions that took place early in 2017/18, members of the broader community identified the need for a clear point of contact for families who have questions about their child’s development and do not know which “single or central access or contact point” to connect with and, who may only need some brief support to help them get linked. This was seen as a service that would be an important addition to the various transformations that were taking place simultaneously in mental health, autism and special needs. These concepts lead to the creation of the Cross-Sector reference group in April of 2017 which met over the last year to develop the vision further. More information on this work is provided below.

A number of tools are under development to support implementation. These include:

- ▶ An information document which would go to all agencies to assist them in determining whether a family is appropriate for CSP and how to make the referral;
- ▶ A service provider referral document; the design of this tool was based on work undertaken in Toronto several years ago under the title of the Common Intake Project. This form was also designed to capture the performance measure information that the lead agency is required to report to MCYS;
- ▶ An Initial Planning Meeting tool which is to be used to document a family and child/youth interests/priorities in preparation for a Coordinated Service Planning team meeting;
- ▶ A Coordinated Service Plan Team Meeting tool to document the shared goals, actions and responsibilities arising from the team meeting discussion;
- ▶ A Screening Tool which would be used at intake to help assess which families are appropriate for Coordinated Service Planning; the work on this tool was undertaken jointly with the Children’s Treatment Network of Simcoe York (CTNSY) and was shared with all members of the Coordinated Service Planning Provincial Network; several regions around the province are now piloting this tool and Toronto and CTNSY have committed to further work together on refining this tool. Dr. John Lyons of the Praed Foundation at the University of Chicago (the creator of the CANS tool) has agreed to help us in our work.
- ▶ A general information document for families about Coordinated Service Planning.
- ▶ A document for families explaining consent in the context of Coordinated Service Planning.

Access to Coordinated Service Planning had only been considered briefly in the initial model design. After discussion with the Core Service Partners it was agreed that all referrals would go through Surrey Place Centre only; families would then be assigned to Surrey Place Centre or one of the service partners based on a range of factors including but limited to:

- ▶ Case load availability;
- ▶ Special skills/knowledge of the Service Planning Coordinator (such as linguistic/cultural);
- ▶ Existing relationships.

In addition to their role in Coordinated Service Planning, Surrey Place Centre is also the lead agency for the Ontario Autism Program in Toronto and is also in the process of implementing a new IT platform for all aspects of their system including client records. This has provided a unique opportunity for Surrey Place to examine its intake process and move toward an integrated intake for all children's programs. Making this shift will further the commitment to simplify the "access process" for families by having them go through one intake, whether their service needs are ultimately address by the Autism Service, Coordinated Service Planning or other clinical services. The new integrated intake incorporates the Child and Adolescent Needs and Strengths (CANS) tool directly into the intake process. The CANS has been required by the Ontario Autism Program and has been found to be a very useful, family centred tool for service planning in other regions that have already implemented Coordinated Service Planning. This work is going on in parallel to Coordinated Service Planning and will help make the contact/intake process more seamless.

4. System Design/Performance Measures

Surrey Place Centre has remained committed to supporting Coordinated Service Planning through the development of a "shared electronic client record" which will facilitate the fast, effective exchange of information amongst all parties who are members of the family's team, and ultimately, the family themselves, through the creation of a family portal. The IT system design work noted above is on-going and Coordinated Service Planning is targeted to be the first program to be brought on line.

Over the last few months MCYS has worked with a number of lead agencies from across the province, including Surrey Place Centre, to refine the performance measure reporting process. Performance measures will be gathered in two ways:

- ▶ Surrey Place Centre and partner Core Service Provider agencies will gather data on the process including a range of items such as: wait time from referral to the implementation of the Coordinated Service Planning process, age ranges of children involved in Coordinated Service Planning, and staff time spent in direct and indirect activities.
- ▶ MCYS has also been working with CanChild to have them adapt the Measure of Process of Care Tool (MPOC) for Coordinated Service Planning. This tool will be given to parents annually and data will be compiled by CanChild with regional reports being made available. The focus of the MPOC tool is on assessing the extent to which the family feels their CSP process has been family centred.

As the new data system is not yet up and running, Surrey Place Centre has developed an interim IT platform in Microsoft Teams for the staff of the Core Service Partner agencies to access forms and document the information required for performance measure reporting.

5. Training

It has been clear from the outset that to create the seamless consistent approach to Coordinated Service Planning that has been articulated by MCYS, considerable time would need to be devoted to working with the staff across the five organizations that would do this work. The leadership developed a training agenda to be implemented over five months that would provide the staff with a common set of tools and strategies and develop the shared understanding of the approach to Coordinated Service Planning that would be essential for success. The following provides an overview of the training that was provided.

TOPIC	PRESENTER	DATE	ATTENDANCE
Initial Orientation to Coordinated Service Planning	Project Coordinator	November 1 2017	21
Indigenous Cultural Competency Training	Native Canadian Centre of Toronto	January 19 2018	24
CSP Screen Tool Training	Project Coordinator	February 1 2018	24
Solution Focussed Coaching	Patricia Baldwin – certified SFC Instructor	February 20/21 2018	81*
Family Centred Care	Holland Bloorview	February 27 2018	24
CANS Training	Dr Suzanne Button, University of Chicago	February 28 2018	24
Preparation for Implementation	Project Coordinator	March 27/28 2018	27
Privacy, Custody and assessing Youth Capacity for Consent - webinar	Lonny Rosen, lawyer-sponsored by CTNSY	March 28 2018	

**Attended by Family Support Staff of the Ontario Autism Program in Toronto*

We will continue to build on this investment with staff by establishing a Community of Practice (CoP) through which staff will continue to meet on a monthly basis at minimum through the first year of implementation, to share experiences, build common strategies, review and refine operational procedures and identify new areas of skill/knowledge that need to be addressed through training.

6. Unique Communities

Almost one year ago we began the process of dialogue with Indigenous organizations and those who work within the Indigenous community. In November of 2017 we received a positive response to our request to MCYS to conduct a more in-depth and time sensitive conversation with the Indigenous community – both service providers and families of children with special needs. This community engagement is to be led by the Toronto Aboriginal Social Services Council in coordination with Surrey Place Centre as the lead agency for Coordinated Service Planning and will be supported by an Advisory Committee of other key representatives from within the Indigenous community and others with expert knowledge in the area of children with special needs. This engagement process is intended to explore the service needs and experiences of Indigenous children who may have one or more special needs including physical, developmental, mental health and/or medical complex needs, ASD and FASD. This process will get underway in the very near future and more information will be forthcoming around activities on this project.

Toronto has many other cultural-specific organizations that are natural places for families who are new to the region and/or have limited English capacity, to connect for support. We are currently identifying these organizations so that we can begin this next phase of community development and outreach.

7. Cross-Sector Dialogue

As noted above under Model Development, a number of organizations including representatives from the City of Toronto (Public Health and Children’s Services), the Children’s Mental Health Sector (including the lead agency, East Metro Youth Services), along with the leadership of our Core Service Group continued to meet through 2017/18 to outline a vision for a clear, single point of contact for families who do not know where to connect and who may have needs for only brief service coordination support to get them linked to the right organization. The vision paper developed by this group was presented to the Toronto Child and Family Network in November 2017 and received full endorsement and support from this group. This vision paper was also shared with the representatives on our Family Engagement Council who chose to write a letter in support of the vision to the MCYS Toronto Regional Director. In February of this year the members of the Cross-Sector Vision group met with MCYS regional and corporate staff to discuss the paper and to talk about how we could move forward in Toronto, at minimum across the three MCYS-led transformation strategies (Special Needs, Autism and Mental Health), to create a more seamless system for families. This was a positive conversation and MCYS has agreed to host a subsequent conversation bringing together specifically those with responsibility for lead implementation of these transformation strategies along with representatives from the City of Toronto, Children’s Services and Toronto Public Health who have a shared interest in this strategy.

8. Implementation Strategy

Following the lead set by a number of other regions in the province who have begun their implementation of Coordinated Service Planning, the Toronto leadership has decided to move forward with a phased implementation approach beginning in this fiscal year which is expected to roll out as follows:

A. Initial Phase - Internal Launch

During February and March of this year the staff of the Core Service Group agencies used the Coordinated Service Planning Screening Tool to identify those families/children on their current caseloads who appear to match the target population for Coordinated Service Planning. Over the next month these families will be told about Coordinated Service Planning, asked if they are interested and are willing to consent to participate. We will then work initially with a small group of clients to test out our tools and protocols and make any refinements that will be helpful in our process before we extend the launch any further.

B. Initial Phase - External Launch

The next phase, which will likely begin in the fall with the implementation of the new integrated children's intake process at Surrey Place Centre, will be to screen those coming to the Centre for interest in and appropriate match for Coordinated Service Planning. This phase may also include closer client linkages with Autism Services.

C. Second Phase - External Launch

Our next effort, later this year and early next year will take us back to the service provider community to support them in identifying children and families who may need and be appropriate for this strategy. A particular area of focus will be on working with the Boards of Education to enable a smooth referral process for families

D. Third Phase - Broad External Launch

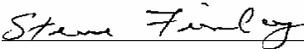
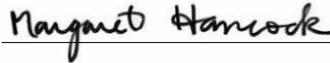
This phase of implementation will involve an extensive communication strategy reaching out to families directly and those outside of the education and social services systems who may want to refer families, such as primary care physicians. This phase will require the implementation of the "single phone number" element of this strategy and it is hoped that the Cross-Sector Vision discussions will be advanced enough that this can be done in concert with the other transformational strategy and result in a single Toronto phone number for questions about children with special needs.

9. Next Steps

Over the next few months we will be focussing on a number of activities including:

- ▶ Developing our Community of Practice involving staff and leadership across the Core Service Group and including the new FASD Coordinator position at Surrey Place Centre which is part of the FASD provincial strategy, and working more closely with the Family Support Workers of the Autism Program;
- ▶ Implementing the integrated intake approach at Surrey Place Centre;
- ▶ Further work on the IT system to support implementation of a shared electronic record;
- ▶ Launching the Indigenous community engagement in partnership with the Toronto Aboriginal Social Services Council;
- ▶ Reaching out to other unique population organizations;
- ▶ Further work with the Coordinated Service Planning Provincial Network including providing leadership to develop a comprehensive provincial training strategy for staff who will be doing this work.

Submitted by Surrey Place Centre and the members of the Core Service Group

Organization	Signature	Title
Surrey Place Centre		Chief Executive Officer
Community Living Toronto		Regional Executive Director
Family Service Toronto		Executive Director
Skylark Children Youth & Families		Co-Chief Executive Officer
Toronto Central LHIN		Director - Community Programs - Mid-East Sub Region
YouthLink		Director of Client Services

