

## GETTING TO THE DEVELOPMENTAL SERVICES TRANSFORMATION PLAN: AN OVERVIEW OF THE PROCESS

Submitted by the Ministry of Community and Social Services

PRESIDENT'S MESSAGE

2005 OASIS CONFERENCE AND ANNUAL MEETING

OASIS CONFERENCE SESSION INFORMATION

SUCCESSION PLANNING AND MANAGEMENT

EXECUTIVE SEARCH SUPPORT UPDATE

ABCETC... WHMIS ONLINE

### What's it all about?

"We need to plan for the future - not just five years but 25 years from now."

[Minister Sandra Pupatello - OASIS

Annual General Meeting and Conference, North Bay - May 2004].

In the 2004 Ontario Budget, the government announced that the province will be transforming services for people who have a developmental disability in order to create an accessible, fair and sustainable system of community-based supports.

On September 9, 2004, Minister Sandra Pupatello reiterated MCSS' intention to transform Ontario's developmental services system by working with stakeholders to create a plan that will result in more self-reliant individuals and families



The Honourable Sandra Pupatello, Minister of Community and Social Services

supported by coordinated information, planning and services in their local communities. The government wants advice from everyone who has an interest in the developmental services system. Everyone will have the opportunity to participate.

The transformation plan includes the closure by March 31, 2009 of the ministry's three remaining facilities for adults who have a developmental disability. Over the next four years, the residents of the Southwestern Regional Centre in Chatham-Kent, the Huronia Regional Centre in Orillia, and the Rideau Regional Centre in Smiths Falls will move into community settings.

The plan is supported by an investment of up to \$110 million over the next four years to strengthen community-based services, including nearly \$70 million to create new places to live for adults who have a developmental disability and who will be leaving provincially-operated institutions.

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## PRESIDENT'S MESSAGE

**A**s I write this, I am anxiously awaiting the full onset of Spring, and the lift in one's spirit that the warmth of the sun seems to impart.



**GEORGE  
BRAITHWAITE,  
PRESIDENT,  
OASIS**

Things are heating up in a variety of other ways as well. Firstly, you will be pleased to know that the November consultation period on Transformation produced more than 100 written submissions. Those were analyzed by a combined Ministry team led by Dr. John Lord. That work was designed to assist the Partnership Table (PT) in gaining an over-all sense of what informed opinion believes to be the optimum paths to change. You will not be surprised to learn that while diversity of opinion exist within the sector, a healthy majority subscribe to some common themes like increased funding to agencies, elimination of waiting lists, inequalities in service delivery, inflexible service models, portability and individualization of funding, community capacity, etc..

Secondly, other elements of DS Sector Transformation have moved briskly forward. The expert fora on Citizenship/Advocacy and Quality Assurance, Funding Models and Supporting and Strengthening Families are now complete. All fora have involved considerable planning in order to provide the best possible opportunity for participants to focus upon the issues that need to be addressed. The PT has met to consider the findings of each forum and to reach consensus to the extent possible.

There are a wide variety of other inputs to Transformation; including the Parliamentary Assistant's meetings across the Province, Cross-Jurisdictional Research and Policy Development and Research; all of which will be integrated to produce a draft DS Transformation Plan (DSTP). The latter will be shopped around Ontario for the broadest possible public input. That input, studies, research and the results of the fora will be integrated to produce a Policy Framework/Blueprint for consideration by the Government and the 'House' in the Fall of this year. My final recommendation to you is to be ready to engage in the Public Consultation process which should start in June.

Transformation is not the sole concentration of OASIS; the Labour Relations Committee continues it's excellent work, the Board has recently approved the formation of the Business Resources Committee, headed up by Barbara Feyko, the Salary Survey has been completed and the results distributed to name just a few of the most visible items of our busy agenda.

In closing, may I say on behalf of everyone, that the accomplishments of OASIS continue to astonish! Meanwhile, while our membership has grown to 106, we accomplish so much with volunteer energy; just how much longer that can be sustained is a question that the Board has under consideration. See you at the AGM in Oakville in May.

George Braithwaite,  
President,  
OASIS.

### Upcoming OASIS Board Meetings

Tuesday,  
May 3, 2005  
7:00pm -  
9:00pm and  
Wednesday,  
May 4, 2005  
9:00am -  
11:00am  
Holiday Inn  
Express,  
Wyecroft  
Road,  
Oakville

All

Invited

To Attend

OASIS  
Annual  
General  
Meeting

Wednesday  
May 4, 2005  
8:00pm  
Oakville  
Convention  
Centre

## GETTING TO THE DEVELOPMENTAL SERVICES TRANSFORMATIONAL PLAN

(Continued from page 1)

On September 9, 2004, Minister Sandra Pupatello reiterated MCSS' intention to transform Ontario's developmental services system by working with stakeholders to create a plan that will result in more self-reliant individuals and families, supported by coordinated information, planning and services in their local communities.

### What's happened so far?

As part of its commitment to build a more inclusive province, the Ontario government is working with individuals who have a developmental disability, families, and community organizations to build the foundation for the next generation of services for people who have a developmental disability. To seek input from the people of Ontario, the ministry:

- ✓ created a Joint Developmental Services Sector Partnership Table, including representation from associations of self-advocates and families, service provider associations (including OASIS) and the Ministry of Community and Social Services and the Ministry of Children and Youth Services.
- ✓ worked with the Partnership Table to develop a preliminary discussion paper – the paper proposed a vision and principles for developmental services. Partnership Table members held meetings with their memberships in the fall of 2004 to discuss the document and developed position papers. Over 100 responses were received from individuals and families, agencies, family networks and provincial organizations.
- ✓ held expert policy forums (Specialized Resources, Residential Options, Citizenship and Advocacy, Quality Assurance, Funding Approaches, and Strengthening and Supporting Families) to provide the ministry with advice and ideas from experts in the field.

- ✓ held nine meetings with the parliamentary assistant. Ernie Parsons, Parliamentary Assistant (Disabilities) to Minister Pupatello, met with individuals and families across the province to hear thoughts, ideas and concerns about developmental services. Meetings were held in Mississauga, Hamilton, Chatham, Ottawa (English and French), Thunder Bay, Sudbury, Peterborough and Barrie. Mr. Parsons spoke with over 145 people, most of whom were not affiliated with one of the Partnership Table member organizations or a local service provider. The feedback from these meetings will help inform the development of the draft ministry long-term plan for developmental services.
- ✓ undertook research and analysis of developmental services approaches in other jurisdictions.

### What's next ?

The feedback the ministry received from the expert policy forums, Parliamentary Assistant's meetings and the Partnership Table Paper, as well as information gathered from cross-jurisdictional research, will contribute to the creation of a draft transformation plan that will be subject to a broader public consultation later this year. It is anticipated that a policy framework will be introduced in the fall of 2005.

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"We know we're going to have to put more supports in communities for these individuals as they move out of the facilities and we know we're going to have to put more supports into communities for individuals and families who are already waiting for services. That is where we will invest our resources over the next four years," said Minister Sandra Pupatello on September 9, 2004.

## GETTING TO THE DEVELOPMENTAL SERVICES TRANSFORMATIONAL PLAN

(Continued from page 3)

### What lies ahead ?

"A significant part of the ministry's transformation has to include enhancing specialized resources for individuals with higher needs, and getting those services into our communities," said Lynn MacDonald, Assistant Deputy Minister, Social Policy Development at the October 19, 2004 Expert Policy Forum on Specialized Resources.

For example, on January 19, 2005, Minister Pupatello announced that an innovative new program is enhancing access to specialized clinical services. The partnership between Dryden and District Association for Community Living, Sioux Lookout and Hudson Association for Community Living, Surrey Place Centre, and the Centre for Addiction and Mental Health will provide access to specialized clinical services through video-conferencing technology for adults who have a developmental disability and mental health issues or challenging behaviour living in northwestern Ontario.

A similar video-conferencing pilot project is underway in southwestern Ontario. In January 2004, Regional Support Associates, based in Woodstock, was chosen to lead a pilot project to enhance access and specialized clinical services in 11 counties across southwestern Ontario.

## 2005 OASIS CONFERENCE AND ANNUAL MEETING, HALTON REGION "WORKING TOGETHER" MAY 4 - 6, 2005

### Conference Schedule

Wednesday May 4, 2005

9:00am - 12:00pm OASIS Board Meeting  
1:00pm - 6:00pm Golf - Glen Abbey  
7:00pm - 8:00pm Buffet Dinner  
8:00pm - 9:00pm Annual General Meeting  
9:00pm ⇌ Entertainment, Silent Auction

Thursday May 5, 2005

9:00am - 12:00pm Opening and Conference Sessions  
12:00pm- 1:15pm Lunch and Speaker, Geoffrey Stevens  
1:30pm - 5:00pm Conference Sessions  
7:00pm Silent Auction closes  
7:00pm -9:00pm Banquet and Speaker, Maureen McTeer

Friday May 6, 2005

9:00am - 10:00am The Work of OASIS  
10:00am-12:00pm Bear Bit Session with MPPs from all 3 parties

### MAUREEN McTEER

BANQUET GUEST  
SPEAKER



A well known advocate for equality in Canada, Maureen McTeer is an outstanding presenter. Her topic, at the OASIS Conference banquet on Thursday evening will be "A Vision of Change: What will Our Future Be?"

2005 OASIS  
Conference  
Planning  
Committee

Andy Rotsma

Dianne  
Garrels-  
Munro

Darlene  
McLean

*CL Oakville;*

Sheila  
Masters

Karen Hunter

*Oaklands;*

Judy Pryde

*Burlington  
Association  
for the  
Intellectually  
Handicapped;*

John Bedell

Greg  
Edmiston

Heather  
Major

*CL North  
Halton.*

## OASIS CONFERENCE SESSION INFORMATION THURSDAY, MAY 5, 2005

10:30am to 12:00pm

**Session 1 Working with your Local MPP with Cam Jackson, MPP.**

The advantages of keeping your MPP informed on important issues.

**Session 2 Evaluating the Executive Director with Dianne Garrels - Munro.**

This session will reflect on how to assess strengths and weaknesses of the ED and signals that the Board is not receiving information it needs.

**Session 3 Aging and Developmental Disabilities with Ron W. Coristine.**

Participants will learn how care givers and managers in the developmental and senior services sectors are collaborating to exchange knowledge, and develop transition planning processes.

1:30pm - 3:00 pm

**Session 1 Human Resource Issues with Shamial Sheikh. Wentworth Financial/Ceridian.**

Learn about attendance, disability, and "presenteeism".

**Session 2 Board Accountability with Bonnie Yagar, President of CL Mississauga, Paul Boniferno, Partner, McCarthy and Tetrault, LLB and Janice May, Manager of Developmental Services, Central West.**

Board accountability issues including the service contract.

**Session 3 Employers' Perspective: Human Rights and the Human Rights Code with Raj Anand, LLB.**

This session will concentrate on human rights and the Human Rights Code.

3:30pm -5:00pm

**Session 1 In and Outs of Working with the Provincial Government with Graham Murray, Lobbyist.**

**Session 2 Executive Recruitment with Roger Oxemham, Oxamham Consultants Inc..**

Succession planning and your agency.

**Session 3 How to Apply for Grants with Sue Ashworth , Metasoft Systems.**

Learn how to analyse data and trends in granting.

**All sessions will be held at the Oakville Convention Centre.**

**Sessions are organized with the following audiences in mind:**

**Sessions 1: Management and / or Board Members**

**Sessions 2: Board Members**

**Sessions 3: Management**

### Where should one start?

A simple starting point for the identification of succession needs is an organization chart that includes key staff and their expected retirement dates.

Also consider future needs and your strategic needs. When a talent pool has been identified, determine how the talent pool can be supported. Training, job rotation, and mentors are just a few of the ways to develop and retain the talent pool.

## Succession Planning and Management

By Terry Howe, CHRP

**M**any organizations define "succession" as the grooming of a small number of replacements for top executives, typically with one replacement per position. An executive director of a not-for-profit, with the help of the board of directors, would choose a successor, and be comfortable with a one-to-one mapping of talent and position. But it is much more than that, especially when we consider the importance of planning for the future continuity of an organization.

In a nutshell, succession management is the **development of a pool of talent with the skills, attributes, and experiences to fill specific, often high-level positions.**

Organizations start with a thorough assessment and planning process to forecast business and leadership needs of the future. In this way, they identify the type of talent they will need for the organization of tomorrow.

### The Realities of Today's Talent Pool

**Reality #1** - Unfortunately, these high-level or key positions are occurring at the same time as there are statistically fewer people to fill the jobs. "Over the next 15 years, there will be a 15% decline in the number of 35- to 44-year-olds," explains Tom Saporito, RHR International in Chicago. "This means there will be fewer people available for the top management slots."

**Reality #2** - Widespread retirements of the baby boom generation are also appearing at a time when the demand for executives is actually on the increase because of ongoing economic growth.

**Reality #3** - Furthermore, there are no significant countervailing trends on the horizon. As a report by McKinsey and Company explains, women are no longer surging into the workforce. White-collar productivity improvements have flattened, immigration levels are stable, and executives, at this point, are not prolonging their careers.

**Reality #4** - Sadly, younger or newer managers who are available and eager for more responsibility are not, in many cases, prepared to take on that responsibility. This is because downsizing caused many organizations to eliminate the middle managers who were the traditional source of executive talent, leaving younger managers without mentors.

**Reality #5** - Hiring external candidates is not only costly, but studies conducted by the Center for Creative Leadership reveal that a staggering 66% of senior managers hired from the outside usually fail within the first 18 months.

The reality, then, is to start planning and preparing for the future now, before retirements, terminations, or unexpected illnesses create a staffing crisis.

The bottom line is that **identifying and retaining talent** is the **KEY** to the continued growth of any organization.

Large or small, an effective succession planning and management process can be designed for seamless continuity.

Reprinted and adapted from [www.charityvillage.com](http://www.charityvillage.com)

## Executive Search Support Update

Running a not for profit agency has become a big business. While most agencies now have an Executive Director (CEO), the responsibility and authority for the agency still rests with a volunteer Board of Directors. Due to the demands of today's not for profit organization, and the complexities involved in successfully fulfilling the ED role, more and more Boards are finding that the challenge involved with hiring a new Executive Director may require professional help.

For this reason, the OASIS Labour Relations Committee contacted a number of professionals in the field of Executive Recruitment with the goal of obtaining a firm that would provide this expertise for a special rate for OASIS members. Representatives from the OASIS Labour Committee solicited and reviewed Requests of Interest from a number of companies that are providing this service across Ontario. The following were some of the considerations;

- Has the firm had any experience in executive recruitment in the non profit sector;
- Does the firm have an understanding of the nature of the business we provide;
- Is the firm interested in developing their knowledge about our sector so they can be presented as a preferred recruitment firm for OASIS members;
- Would the firm be prepared to maintain regular contact with OASIS to stay current concerning issues impacting our sector;
- Would the firm consider providing a special rate for OASIS members.

The Labour Relations Committee was very impressed by the high caliber of agencies that are available to provide this support to non profit agencies, and the quality of the proposals received. However, using the above noted criteria as a guideline, the Committee was able to select one firm from the five finalists.

The Committee was unanimous in their recommendation to the OASIS Board of Directors on February 25, 2005 that ***Oxenham Consultants Inc.*** be selected as the Executive Search Firm that we recommend to OASIS members.

The OASIS Labour Relations Committee is pleased to inform you of this selection, and that representatives of ***Oxenham***



Roger Oxenham,  
Oxenham  
Consultants  
Inc.

***Consultants Inc.*** will be making a presentation at the OASIS Annual Meeting & Conference on May 5, 2005 (3:30-5:00). We encourage all member agencies to have Board representation at this session. We are confident that you will share our enthusiasm and the support available for a Board of Directors that are seeking an Executive Director.

If your organization intends to approach ***Oxenham Consultants Inc.*** concerning their services, please ensure that you identify your agency as a current OASIS member.

OASIS Labour Relations Committee

"Over the next 15 years, there will be a 15% decline in the number of 35 to 44 year-olds," explains Tom Saporito, senior vice president, RHR International in Chicago.

"This means there will be fewer people available for the top management slots and high-performance executive talent will be in demand."

For Information:  
Oxenham  
Consultants  
Inc.

[www.oxenham.com](http://www.oxenham.com)

## ABCetc... WHMIS ON-LINE

### Check Us Out

OASIS website  
[www.oasisonline.ca](http://www.oasisonline.ca)  
 OASIS email  
[oasis@oasisonline.ca](mailto:oasis@oasisonline.ca)

### OASIS mission:

To facilitate the sharing of ideas, resources, systems and information, OASIS will liaise with government on behalf of member organizations with the goal of improving the development of cost effective quality supports for individuals with developmental disabilities.

FOCUS is published quarterly by Ontario Agencies Supporting Individuals with Special Needs

Ideas and articles are welcomed for FOCUS. Contact the Editorial Committee.

Look for the next issue of FOCUS in June 2005.



Judy Vellinga,  
 ABCetc...

**A**BCetc... Adult Based Continuing Education and Training Corporation is a non-profit corporation that specializes in the development and administration of adult training.

In this age of accountability and compliance, ABCetc... has developed a WHMIS on-line programme. This programme is an effective tool in not only meeting legislative requirements but also in providing instant computer records for each of your employees.

In the WHMIS on-line programme your employees will review a series of 11 lessons. The programme concludes with an assessment that will ensure their knowledge of the material.

The on-line training programme allows you to maximize your existing resources by offering the following advantages:

- AVAILABLE 24/7 with internet access
- REDUCED administrative and training time
- AUTOMATIC and comprehensive records management
- RECORDS archived on-line for 5 years
- COST EFFECTIVE— no added cost of staff replacement, travel, meals
- TIME EFFICIENT- average time 45 minutes to completion.

- COMPLIANT with federal and provincial regulations
- AFFORDABLE—significantly less than usual training costs.

Several OASIS member organizations are successfully using the programme to meet the legislated requirements. Liz Sloan, the Director of Human Resources of Community Living Cambridge says: "I have found the WHMIS on-line program to be a very easy to manage and a way of providing consistent training to our employees. Employees have liked the flexibility of being able to complete their training at their convenience. The program itself is easy to use. Technical support from ABCetc... has been prompt, responsive and receptive to feedback. Overall, we are very happy that we chose this route to meet our obligations in maintaining WHMIS certification for the employees of Community Living Cambridge."

With limited resources many organizations feel the strain of meeting compliance requirements and risk management. ABCetc... looks forward to supporting your organization.

Contact ABCetc today to LEARN more about ABCetc... WHMIS On-line:

- Visit their website at [www.abcwhmis.ca](http://www.abcwhmis.ca) and [www.abcetc.ca](http://www.abcetc.ca)
- Visit ABCetc at the OASIS AGM and Conference, May/05 in Oakville
- Arrange for a demonstration by emailing Judy Vellinga at [jvelling@abcetc.ca](mailto:jvelling@abcetc.ca).

Judy Vellinga, ABCetc