



SERVICE COORDINATION SUPPORT
FOR PEOPLE WITH DEVELOPMENTAL DISABILITIES
SERVICE COORDINATION SOUTIEN
POUR LES PERSONNES AYANT UNE DÉFICIENCE INTELLECTUELLE

SCS Strategic Plan 2023-2028

*Re-Approved by the Board of Directors
January 28, 2025*



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MESSAGE FROM THE EXECUTIVE DIRECTOR

Dear Service Coordination Support Stakeholders,

Throughout our journey, Service Coordination Support (SCS) has been steadfast in its commitment to empowering individuals and families living with a developmental disability, guiding them toward their aspirations and providing advice and guidance as well as access to essential services and supports. As we stand at the precipice of transformative reforms by the Ontario government, this strategic plan positions SCS as a trailblazer, championing the realization of individual potential within the Ontario government's vision of a framework that is based on individualized funding.

Our ambition at SCS is to address the present and imminent requirements of those we serve, while extending our reach, ensuring that more individuals access the services they rightfully deserve. By aligning our efforts with the pulse of change, we intend to carve a path towards a more inclusive future.

Your voices, insights, and perspectives will guide us in our journey. Your invaluable feedback shapes our course and fuels our determination to continuously improve. I extend a heartfelt invitation to each of you to engage with us, share your thoughts, and collaborate as we embark on this transformative journey together.

With gratitude and anticipation,

Mitchell Bellman
Executive Director

MESSAGE FROM THE BOARD OF DIRECTORS

As your Board of Directors, we are excited to share our recently updated and approved five-year strategic plan. This plan is built upon a thorough analysis of the changing landscape of developmental services. Our plan identifies opportunities to foster inclusivity and harness innovation to best service the needs of our clients, families and caregivers while working in collaboration with partners and the regional Transfer Payment Recipients that also support the needs of the community that we all serve.

As a Board we are dedicated to creating a future where individuals with developmental disabilities are fully valued and empowered to live meaningful lives in their communities. Our strategic plan is aligned with the Ministry of Community and Social Services 'Journey to Belonging' initiative, prioritizing person-centered supports, active family engagement, and a skilled workforce focused on providing high-quality, individualized services. We are committed to ongoing collaboration with clients, families, partners, and all stakeholders to ensure all individuals we serve have access to the choices and opportunities they need to thrive.

We are confident that by working together, we will achieve our goals. Each member of our team plays a critical role in executing this plan, and the staff will continue to actively contribute their expertise and dedication to achieving our shared vision. As a Board, we will regularly monitor progress and hold ourselves accountable for delivering results. We encourage open communication and collaboration with all our clients, families, and stakeholders as we embark on this exciting journey towards our collective future.

Sincerely,

Michele Brenning
Chair, Board of Directors

THE PLANNING PROCESS

Beginning in the fall of 2022, Service Coordination Support (SCS), supported by People Minded Business (PMB) a consulting firm with extensive experience working in Developmental Services, undertook a strategic planning process to help prioritize our focus into the future. PMB researched the environment in which SCS operates including local, regional, and provincial trends. Using an inclusive process of consultation, collaboration, and co-creation, SCS learned first-hand about what matters most to over 150 people representing all the key stakeholder groups.



In December 2024, the Board of Directors and SCS senior staff held a retreat to learn about how the external environment is changing. What follows is a summary of what we learned in 2022 and that remains valid today. This knowledge has informed what our priorities will be going forward.

Insights from Those We Assist

Central to SCS's mission is the empowerment of individuals with developmental disabilities and children with autism, aiding them in accessing resources and services that help them shape a future of their choosing.

The moment a family member receives a diagnosis of an Intellectual or Developmental Disability or Autism is laden with emotional weight, often triggering more questions than answers. A recurring sentiment among family members is their deep appreciation for the compassionate disposition of SCS's staff, recognizing their unwavering dedication in supporting families. The availability of SCS staff, armed with their wealth of information and resources, emerges as a guiding light, addressing families' queries and uncertainties. The SCS staff adeptness in assisting clients with paperwork to access financial aid, navigating complex service systems, and advocating on their behalf is consistently hailed as an invaluable service.

While the support from SCS resonates positively, families frequently express challenges. Prolonged wait times for services, a sense of being overwhelmed by information rather than guided direction, instances of irrelevant information, and a lack of available services, particularly respite care, stand as sources of continued challenge for families. Families expressed a yearning for enhanced support that aligns more closely with their evolving needs. Overall, however, families continually convey gratitude for the assistance and support extended to them by SCS.

Organizational Strengths and Assets

Within the organization, a diverse palette of resources and strengths is interwoven across dimensions encompassing areas such as personnel, finance, technology, operations, and services. These attributes collectively support SCS's organizational capacity and ability to confront existing challenges while embracing prospects and opportunities. This strong organizational foundation converges to fortify our ongoing evolution and resilience of SCS.

The bedrock of our endeavor lies in the unwavering commitment and compassion radiated by our staff. Across the landscape of consultations, families and community stakeholders resoundingly acknowledge the profound dedication exhibited by our team. Such commitment is amplified by the innate compassion, empathy, and professionalism they bring, serving as the cornerstone of our accumulated expertise. This shared ethos of collaboration and mutual support further cements our organizational potency.

While in service to our clients, our work environment epitomizes adaptability, nurturing a delicate equilibrium between professional duties and personal well-being. The endorsement of hybrid work models, encompassing remote arrangements, has emerged as a pivotal factor underpinning this balance and fostering employee satisfaction. Strengthening our human resources is key to ensuring great care to our clients.

The essence of innovation and a desire for innovative problem-solving is the collective spirit driving both our staff and management. Anchored in adaptability, we approach change with a resolute resolve, consistently devising pioneering solutions to surmount the hurdles that present themselves.

In the role of an integral gateway, SCS stands as a pillar of unwavering support within the broader community landscape. Our presence offers a guiding beacon, leading families through the complex landscape of assistance, connections, and intricate decisions. Our comprehensive "one-stop shop" resonates with families' expressed aspirations, reinforcing our ability to serve and to advocate.

With our strong networks, both internal and external, SCS plays a key role within Ottawa's services sector. Our connectivity to available support services allows us to work with partners to shape a robust framework. Our role as a sector coordinator assumes renewed importance as we endeavor to reignite this function with renewed vigor.

Our distinct perspective, straddling the dual roles of a regional Developmental Services Ontario (DSO) office and Service Coordination provider, provides a strategic vantage point. This panoramic insight into regional dynamics allows us the opportunity to play a leadership role as we navigate the transformative currents of sector reform together with our partners, the regional Transfer Payment Agencies, that also support the needs of the community we all serve.

Embracing Opportunities Amidst Challenges

Our strategic plan acknowledges the dynamic landscape and the opportunities inherent in the challenges we face. Guided by Ontario's "Journey to Belonging" framework, we envision an inclusive future for individuals with developmental disabilities, emphasizing person-directed, equitable, and sustainable support to foster vibrant communities. Individualized funding models offer self-direction and autonomy, enhancing overall quality of life. Collaborative efforts with governmental enhancements aim to address income disparities, reflecting our commitment to building an equitable future.

While we address the impact of inflation on wages with innovative strategies, our sector's resilience during economic shifts underscores our commitment to retaining skilled staff. By embracing flexible work arrangements and competitive compensation, we attract and retain dedicated professionals vital to our mission. Amid shifting societal dynamics, we champion inclusivity, honoring cultural diversity as a cornerstone.

Our strategies align with societal trends, ensuring our services resonate with diverse populations. As our population expands, we remain adaptable and forward-looking, ready to welcome more individuals into our services and recognizing the challenges and opportunities this growth brings. The enduring relevance of hybrid service models leverages technology to enhance engagement and well-being, and digital inclusion remains a priority. Amidst evolution in disability composition, including mental health complexities and aging-related conditions, our investments in training, resources, and comprehensive care respond adeptly to complex needs.

Committed to streamlining processes and expanding resources, we will look to address waitlists efficiently, ensuring timely access to essential services. In navigating these key themes, we pave the way towards a stronger, inclusive, and impactful Service Coordination Support system, embracing the opportunities that arise from the challenges we encounter.

Strategic Objectives for SCS Strategic Plan

In March 2023, the Board of Directors and Senior Leadership assessed the operating environment, the opportunities, and carefully reviewed the stakeholder consultation feedback. These deliberations led to the articulation of SCS's strategic priorities for the period 2023-2026:

In December 2024, the Board of Directors and Senior Leadership took a fresh look at the developmental services landscape and the progress the Ontario government has made on the Journey to Belonging transformation. These deliberations led to a decision to extend the existing strategic plan through 2028.

1. Elevate Client Experience

Central to our vision is the creation of an exceptional, client-centric journey for both individuals and families. Through concerted efforts, we aim to:

- enhance the capabilities of our online platforms to better serve our clients;
- harness data for improving service quality and client experience while respecting privacy;
- curtail service waitlists while introducing interim support mechanisms;
- optimize processes across all service domains (aided by technology where relevant and feasible);
- synergize with MCCSS and community partners for effective service recipient placements; and
- heighten client engagement through effective feedback channels.
- update our methods to better understand the objectives of the individuals and families we support.

2. Cultivate a Workplace of Choice

Recognizing our employees as the bedrock of SCS, our endeavor is to nurture an environment that equips staff to provide exemplary support to individuals and families. This includes:

- formulating a comprehensive succession plan for key roles;
- fostering an organizational ethos conducive to superior service provision;
- propagating a shared value proposition within SCS;
- deeply integrating Diversity, Equity, Inclusion, and Belonging as intrinsic to our identity and culture;
- delineating clear expectations and growth paths for leadership roles; and
- sustaining competitive compensation aided by a robust performance management framework.
- promote a culture of operational excellence and engage the entire staff in working toward a highly efficient workplace.

3. Become a Regional Leader in the Journey to Belonging

In anticipation of the transformative potential within the developmental services sector brought forth by the Ontario Government's Journey to Belonging, SCS aspires to be a regional pioneer. We are committed to:

- refining our understanding of the unique needs, desires, and capabilities of the individuals and families we support;
- positioning ourselves as strategic leaders in catalyzing enhanced service availability in the broader Ottawa region;
- researching case management models in other regions to enhance our own services;
- facilitating collaboration that empowers others to seize opportunities presented by the evolving landscape and explain the changing landscape to our clients.
- build awareness and trust with our customers.
- position SCS as the strategic innovation leader in supporting greater availability of services in the greater Ottawa region.