

PROGRAM

SHIFTING GEARS

2019 POLICY CONFERENCE

DECEMBER 3-4

Holiday Inn International Airport Hotel
970 Dixon Road, Toronto

 **MSSA**
ONTARIO MUNICIPAL SOCIAL
SERVICES ASSOCIATION

NOTE FROM OMSSA'S PRESIDENT



OMSSA's Board and staff selected the theme of **Shifting Gears** for our 2019 Policy Conference, recognizing the **rapid pace of change** we've been seeing in provincial policy, and the need for our sector to **stay ahead of the curve**.

In collaboration with our conference planning committee, OMSSA's Education team has taken an innovative and refreshed approach to developing this year's program, and we're excited to share the details with you.

Ontario's 47 CMSMs and DSSABs are all facing similar challenges – and there's no sense in going it alone. The value of exchanging knowledge and learning from each other cannot be overstated.

On top of delivering the updates that Ontario's human services leaders need, our program features valuable, dedicated **opportunities to take stock and engage** with other human service leaders. These "think tank" discussions will be **professionally facilitated**, with defined goals and follow-up reporting on key takeaways, allowing us to set shared priorities and learn from other's approaches in the midst of our changing environment.

We're looking forward to being able to dive in with you on key issues like **creating efficiencies, budget planning**, strategies for serving **hard-to-reach clients**, and **managing human resources** in times of stress and change.

Back by popular demand, we're also pleased to be welcoming a number of **key ADMs** for a **fireside chat with human services leaders**. A panel on the **changing directions of social policy**, as well as in-depth breakouts on emerging issues like **commissioning in human services, integrated technology**, and **shifting to data-driven services** are just a few more of the highlights our two-day program has to offer.

As the dust settles after the Federal election, and Ontario's legislature resumes with a commitment to strike a new tone, **there's never been a more opportune time to come together, problem-solve and build consensus among Ontario's human services leaders**.

This conference is our chance to connect and take stock – it's a critical opportunity, at a critical time for our sector. I encourage you to take a closer look at the program in the pages below, and I look forward to welcoming you on December 3-4 in Toronto.

A handwritten signature in black ink, appearing to read 'Dan McCormick'.

Dan McCormick
OMSSA President

SCHEDULE-AT-A-GLANCE | TUESDAY, DECEMBER 3

8:00 AM – 9:00 AM	BREAKFAST & REGISTRATION <i>Trillium Foyer</i>			
9:00 AM – 9:15 AM	ENSURING STRONG, SUSTAINABLE COMMUNITY HOUSING Steve Clark, Ontario Minister of Municipal Affairs and Housing <i>Trillium BC</i>			
9:15 AM – 10:30 AM	FIRESIDE CHAT WITH ASSISTANT DEPUTY MINISTERS <i>Trillium BC</i>			
10:30 AM – 10:45 AM	REFRESHMENT & NETWORKING BREAK <i>Trillium Foyer</i>			
10:45 AM – 12:15 PM	1.1 THINK TANK Budget Planning <i>Trillium A</i>	1.2 Innovative Partnerships for Inclusive Communities <i>Algonquin AB</i>	1.3 Commissioning for Service-Focused Outcomes <i>Algonquin CD</i>	1.4 Provincial Centre of Excellence for Early Years and Child Care <i>MacDonald</i>
12:15 PM – 1:15 PM	LUNCH & NETWORKING <i>Trillium BC</i>			
1:15 PM – 2:45 PM	2.1 THINK TANK Finding Efficiencies <i>Trillium A</i>	2.2 Take a Look into Digital Space <i>MacDonald</i>	2.3 Commissioning for Service-Focused Outcomes <i>Algonquin ABCD</i>	
2:45 PM – 3:00 PM	REFRESHMENT & NETWORKING BREAK <i>Trillium Foyer</i>			
3:00 PM – 4:00 PM	MOVING FORWARD ON MENTAL HEALTH AND ADDICTIONS IN ONTARIO <i>Trillium BC</i> Karen Glass, Assistant Deputy Minister, Mental Health and Addictions, Ontario Ministry of Health			

SCHEDULE-AT-A-GLANCE | WEDNESDAY, DECEMBER 4

8:00 AM – 9:00 AM	BREAKFAST & REGISTRATION <i>Trillium Foyer</i>			
9:00 AM – 10:00 AM	PANEL: THE STATE OF SOCIAL POLICY <i>Trillium BC</i> <ul style="list-style-type: none"> ▪ Garima Talwar Kapoor, Policy Director, Maytree ▪ Monika Turner, Policy Director, Association of Municipalities of Ontario ▪ Gary Bloch, Family Physician, St. Michael's Hospital and Inner City Health Associates ▪ Petr Varmuza, PhD Candidate, Ontario Institute for Studies in Education, University of Toronto 			
10:00 AM – 10:30 AM	REFRESHMENT & NETWORKING BREAK <i>Trillium Foyer</i>			
10:30 AM – 12:00 PM	3.1 THINK TANK Proactive Human Resources <i>Trillium A</i>	3.2 THINK TANK Children's Services <i>MacDonald</i>	3.3 Community Safety and Well-Being Planning: A Practice Perspective <i>Algonquin AB</i>	3.4 Home for Good: Partnerships in Housing and Mental Health <i>Algonquin CD</i>
12:00 PM – 1:00 PM	LUNCH & NETWORKING <i>Trillium BC</i>			
1:00 PM – 2:30 PM	4.1 THINK TANK Strategies for Serving Hard-to-Reach Clients <i>Trillium A</i>	4.2 Human Services Integration Best Practices <i>Algonquin ABCD</i>	4.3 Shifting to Data-Driven Social Services <i>MacDonald</i>	

SESSION DESCRIPTIONS | TUESDAY, DECEMBER 3

9:00 AM – 9:15 AM

OPENING PLENARY | TRILLIUM BC

Ensuring Strong, Sustainable Community Housing: Helping Everyone Find a Home That Meets Their Needs and Budget

Speaker: The Honourable Steve Clark, Ontario's Minister of Municipal Affairs and Housing

9:15 AM – 10:30 AM

OPENING PLENARY | TRILLIUM BC

Fireside Chat with Assistant Deputy Ministers

Back by popular demand, a panel of Assistant Deputy Ministers will join us to discuss changing policy priorities and their implications for Ontario's CMSMs and DSSABs. Moderated by OMSSA Board Member and CAO of Kenora District Services Board Henry Wall, the panel discussion will aim to define the Province's vision for modernization, and explore how each ministries' initiatives contribute to this broader vision. Panelists will also explore what changes may be needed and how we can work together and do things differently to ensure we achieve better outcomes for the people we serve.

Panelists:

- **Noah Morris**, ADM, Enterprise Financial Services Division, Ministry of Government and Consumer Services
- **Erin McGinn**, ADM, Workforce Policy and Innovation Division, Ministry of Labour, Training and Skills Development
- **Shannon Fuller**, ADM, Strategic Policy and Planning Division, Ministry of Education
- **Richard Steele**, ADM, Social Assistance Programs Division, Ministry of Children, Community and Social Services
- **Jill Vienneau**, ADM, Strategic Policy Division, Ministry of Children, Community and Social Services
- **Peter Kiatipis**, Director, Community Housing Policy Branch, Housing Division, Ministry of Municipal Affairs and Housing

10:45 AM – 12:15 AM

BREAKOUT SESSIONS

1.1 THINK TANK Budget Planning | Trillium A

During this interactive session, delegates will work with a professional facilitator and an OMSSA member with subject matter experience to delve into the challenges and opportunities in the budgeting process. Specifically, delegates will work together to discuss what the ideal funding model would look like in various sector areas, how we can leverage innovation to create maximum impact of available resources and how to implement activity-based costing and other tools to better understand the true cost of delivering services.

Facilitators:

- **Bill Bradica**, CAO, Thunder Bay District Social Services Administration Board
- **Robert Siddall**, Consultant, Barnes Management Group

1.2 Innovative Partnerships for Inclusive Communities | Algonquin AB

Through supportive housing, shelter provision and more, Friendship Centres, Ontario Aboriginal Housing Services (OAHS) and service managers have been working together to develop culturally-appropriate housing with measurable positive impacts in the community. This panel will share information on wise practices underway in communities across Ontario, diving deeper into challenges such as NIMBY-ism and harm reduction, and identify opportunities for other service providers interested in pursuing culturally-appropriate housing.

Speakers:

- **Justin Marchand**, Executive Director, Ontario Aboriginal Housing Services (OAHS)
- **Jennifer Thomas**, Executive Director, Nishnawbe Gamik Friendship Centre
- **Henry Wall**, Chief Administrative Officer, Kenora District Services Board

1.3 Commissioning for Service-Focused Outcomes | Algonquin CD

Commissioning is a principal means by which many jurisdictions are reorganizing and redesigning their human service delivery models to meet growing demands within a context of fiscal restraint. The most common definition of commissioning, coined by the Institute for Government, has three components: assessing the needs of people or users in an area; designing and specifying services to meet those goals; and choosing the delivery mechanism to secure appropriate services. A nuance emerging out of Canada and Australia specifies a fourth component: deciding the role of each actor in the service delivery value chain by relative value proposition.

Commissioning involves active management of public, private and non-profit service providers who are focused on delivering agreed-upon outcomes. This approach represents a significant change for many governments, requiring new partnerships and a collaborative approach. Under a commissioning framework, public sector managers will need to engage differently with system users to understand their needs and goals and to determine the key enablers of successful delivery. This approach can also lead to service providers leveraging demonstrated results to compete for funding. Using real world examples from Ontario, Canada and other countries, presenters will provide insight into the following questions:

- What is meant by “commissioning” and how does it work in practice?
- What challenges does it present for public sector managers and service users?
- How can governments incentivize the right types of behaviours, recognizing that some outcomes are not within the service provider’s control?
- How can all parties build trust to create a more collaborative culture, support new efforts and enable the risk-taking required to make this approach a success?
- How can we ensure that providers don’t focus resources on ‘easier’ cases at the expense of more challenging ones? (sometimes referred to as “parking” and “creaming”)

Moderator: Janet Menard, Deputy Minister, Ontario Ministry of Children, Community and Social Services and Deputy Minister Responsible for Women’s Issues

Speakers:

- **Jason Hastings**, Director, Strategic Initiatives, Human Services, Region of Peel
- **Josh Hjartarson**, Partner, Public Sector, KPMG Canada
- **David Szwarc**, Senior Advisor, Strategy Corp; Distinguished Fellow, School of Policy Studies, Queen’s University; and former Chief Administrative Officer, Region of Peel

1.4 Provincial Centre of Excellence for Early Years and Child Care | *MacDonald*

This session will provide information on the mandate of the Provincial Centre of Excellence and the role of Pedagogists. Together, the Provincial Centre of Excellence and Early Years' Service System Managers will work towards a common understanding and framework/pathway for ongoing engagement to help leverage each other's work in building the capacity of the early years sector. This session will also help shape strategies to enhance engagement with the Francophone and Indigenous Centres of Excellence.

Speakers:

- **Nicole Land**, Provincial Centre of Excellence Curriculum Coordinator
- **Cristina Delgado Vintimilla**, Provincial Centre of Excellence Pedagogista
- **Brooke Richardson**, President, AECEO
- **Louise Piercey**, Manager, Child Care Early Years Programs, The District of Thunder Bay Social Services Administration Board

1:15 PM – 2:45 PM

BREAKOUT SESSIONS

2.1 THINK TANK Finding Efficiencies | *Trillium A*

During this interactive session, delegates will work with a professional facilitator and an OMSSA member with subject matter experience to delve into the challenges and opportunities related to finding efficiencies in our workforce and service delivery. Specifically, delegates will work together to discuss the difference between savings and efficiencies, sharing best practices on what has worked in the past and what could be done differently, strategies to manage the messages of change with clients and others in the organization, and how to manage client expectations (service level standards, best practice metrics, etc.).

Facilitators:

- **Ellen Armstrong**, Social Services Division Manager, City of Peterborough
- **Michael Schiel**, Consultant, Barnes Management Group

2.2 Take a Look into Digital Space | *MacDonald*

MyBenefits and Electronic Document Management are coming to your community soon. Don't miss this exclusive sneak peek for Policy Conference delegates. Come see and feel what it's like for clients who are empowered with the MyBenefits Online Service to update case file information, report income, upload documents, and more – anytime, on any device, from any location. Learn about upcoming MyBenefits features, and immerse yourself in Electronic Document Management, a whole new staff experience that enables easy digital access to case file documents, brought to you by Toronto Employment and Social Services (TESS) in partnership with MCCSS.

Speakers and Facilitators:

- **Greg Walden**, Senior Program Analyst, Ontario Ministry of Children, Community and Social Services
- **Noraz Chandani**, Senior Program Analyst, Ontario Ministry of Children, Community and Social Services
- **Claire Tsolkas**, Senior Program Analyst, Ontario Ministry of Children, Community and Social Services
- **Robert Laws**, Manager, Program Support, Toronto Employment & Social Services
- **Matthew Keech**, Program Manager, Employment and Social Services, Municipality of Chatham-Kent

2.3 Commissioning for Service-Focused Outcomes | *Algonquin ABCD*

This session is being offered in both the morning and afternoon time slots. [Please see page 5](#) for the full session description.

3:00 PM – 4:00 PM

CLOSING PLENARY | *TRILLIUM BC*

Moving Forward on Mental Health and Addictions in Ontario

In this special session, Assistant Deputy Minister Karen Glass will provide delegates with an update on mental health and addictions in Ontario, as well as share insights on collaborative partnerships that will enable our sectors to move forward.

Speaker: Karen Glass, Assistant Deputy Minister, Mental Health and Addictions, Ministry of Health

SESSION DESCRIPTIONS | WEDNESDAY, DECEMBER 4

9:00 AM – 10:00 AM OPENING PLENARY | TRILLIUM BC

Panel: The State of Social Policy

OMSSA Board Secretary Grace Mater will moderate a discussion with policy experts on the changing directions of social policy in Ontario, its impacts on service managers, communities and clients, and what we can do to evolve, problem-solve, seize opportunities, and mitigate potential challenges.

Panelists:

- **Garima Talwar Kapoor**, Director of Policy and Research, Maytree
- **Monika Turner**, Policy Director, Association of Municipalities of Ontario (AMO)
- **Dr. Gary Bloch**, Family Physician, St. Michael's Hospital and Inner City Health Associates
- **Petr Varmuza**, PhD Candidate, Ontario Institute for Studies in Education, University of Toronto

10:30 AM – 12:00 PM BREAKOUT SESSIONS

3.1 THINK TANK Proactive Human Resources | Trillium A

During this interactive session, participants will work with an OMSSA member, professional facilitator, and subject matter expert to brainstorm and discuss how to proactively address critical human resources issues within social services. Specifically, delegates will work together to discuss effective employee engagement, wellness programs that matter to employees during times of uncertainty, managerial supports through times of change, and different approaches to attendance support programs.

Facilitators:

- **Kevin Dickins**, OMSSA Board Member and Manager of Employment and Income Supports, City of London
- **Steve Fletcher**, Human Resources, Health, Safety and Wellness Professional, City of Hamilton
- **David Barnes**, Consultant, Barnes Management Group

3.2 THINK TANK Children's Services | MacDonald

During this interactive sessions, participants will engage in dialogue on policy-related items in the midst of significant budgetary and administrative changes in the area of children's services. Participants will hear from various service system managers about their work in the areas of quality, early years and child care workforce development, finding efficiencies, and managing provincial guideline changes, with an opportunity to engage collectively as a group. An opportunity to share and discuss other policy-related topics will be welcomed as part of this session.

Facilitator:

- **Luisa Artuso**, OMSSA Board Member and Director, Children's Services, County of Wellington

3.3 Community Safety and Well-Being Planning: A Practice Perspective

Algonquin AB

By January 2021, Ontario municipalities are mandated to prepare and adopt a Community Safety and Well-Being (CSWB) Plan based on requirements under the *Police Services Act*. CSWB planning is a proactive, multi-sector approach to identify and respond to local priority risks to safety and well-being. As key partners in the human services sector, it is important for Consolidated Municipal Services Managers and District Social Services Administration Boards to be aware of the emergence and importance of CSWB planning. The session will begin with an overview of the new legislative requirements and CSWB Planning Framework from the Ministry of the Solicitor General. Next, representatives from Halton Region and the Halton Regional Police Service will share perspectives and insights as early adopters of CSWB planning.

Speakers:

- **Christina Gallimore**, Manager, Human Services Planning and Program Support, Halton Region
- **John Versluis**, Community Partnerships Advisor, Human Services Planning and Program Support, Halton Region
- **Tiana Biordi**, Community Safety Analyst, Ministry of the Solicitor General
- **Kendra Habing**, Epidemiologist, Halton Region Public Health Department
- **Constable Kristopher Elliott**, Halton Regional Police Service

3.4 Home for Good: Partnerships in Housing and Mental Health

Algonquin CD

There is a growing recognition in community housing of the need for a variety of supports to ensure successful tenancies, prevent evictions, and end the cycle of homelessness, but housing professionals may be ill-equipped to address these needs alone. Partnerships with mental health and addictions service providers are one way to address these gaps.

This session will explore the District of Thunder Bay Social Services Administration Board's (TBDSSAB) experiences in working with Dilico Anishinabek Family Care and St. Joseph Health Care to address homelessness coupled with mental health and addiction issues through their **Home for Good** program. With support from the Province, the initiative has committed multi-year funding to help service managers house homeless individuals and connect them with the right supports.

Through Home for Good, TBDSSAB works with partners to identify individuals who are homeless or at risk of homelessness, determine their individual needs for housing and supports, and address the unique needs of this population. The program accesses a variety of housing models, including independent living with basic supports, independent living with in-depth supports, transitional supportive housing arrangements and long term live-in supports for those with the greatest need.

Participants will hear about the program's promising results over the past two years and the case for expanding the initiative. The speaker will also explore how further collaboration and service delivery between housing service managers and mental health and addictions providers, supported by the Ministry of Municipal Affairs and Housing and the Ministry of Health and Long-Term Care, could lead to a stronger support system with additional resources committed to the elimination of chronic homelessness.

Speakers:

- **Ken Ranta**, Director, Housing Services Division, Thunder Bay District Social Services Administration Board
- **Tina Bobinski**, Assistant Director, Mental Health and Addictions, Dilico Anishinabek Family Care

1:00 PM – 2:30 PM

BREAKOUT SESSIONS

4.1 THINK TANK Strategies for Serving Hard-to-Reach Clients | *Trillium A*

In this interactive session, facilitators will use the case study below to explore the complicated problem of how to assist clients with very violent and destructive behaviours to achieve stability. During six table discussions, participants will discuss barriers preventing clients from achieving desired outcomes; resources needed to proactively manage cases from a short-term and long-term perspective; gaps in services and ways to fill those gaps; how to measure success; and how OMSSA can provide support, advocacy and policy development.

Billy is a 41-year-old man who was living in an RGI unit. He has been diagnosed with a concurrent disorder and has a history of violent and theft related crimes. Billy recently destroyed the property at his RGI unit while using crystal meth. Billy frequently terrorizes other residents who complain to the Property Manager, who refuses to file formal complaints with Police. Billy recently assaulted a visitor to the complex, which led to criminal charges and a brief stay in jail. During this time, Billy was evicted from his unit. Under new social housing legislation, the provider has exercised their right to not allow him back into his unit or on the list for a vacancy in the foreseeable future. You have tried to get him a secure bed in a shelter, but he was banned from all local shelters due to theft and assaults. He now mostly lives on the street. Complaints about his behaviour have been forwarded by businesses to the Mayor and Regional Councillors, and your CAO has asked for your assistance. After making a few calls, you learn he has essentially taken over his former neighbour's social housing unit. His former neighbour claims that Billy is a guest but it's clear she is too intimidated to resist because she fears for her safety.

Facilitators:

- **David Thomas**, OMSSA Facilitator
- **Joseph Bradbury**, CAO, District of Parry Sound Social Services Administration Board
- **Ken Ranta**, Director, Housing Services Division, Thunder Bay District Social Services Administration Board
- **Constable Kristopher Elliott**, Halton Regional Police Service

4.2 Human Services Integration Best Practices | *Algonquin ABCD*

This session delves into the successes, unexpected challenges, and lessons learned by jurisdictions that have moved forward with ambitious human services integration reforms. Attendees will hear about the fascinating evolution of the United Counties of Leeds and Grenville's current approach to integration and what they learned along the way. Next, speakers from Waterloo Region's Community Services Department will discuss their four-year path toward integration, culminating in the recent launch of integrated reception and an integrated team service delivery approach. Along the way, Community Services redesigned its physical space, rolled out a new shared scheduling tool, overcame policy misalignments, and improved relations with the union representing staff members. Attendees will also learn about international best practices – what works and key criteria – and have lots of opportunity to engage in dialogue with the speakers.

Speakers:

- **Alison Tutak**, Director, Community and Social Services, United Counties of Leeds & Grenville
- **Arran Rowles**, Director, Strategic and Quality Initiatives, Community Services, Region of Waterloo
- **Tyla Fullerton**, Manager, Early Years Funding, Community Services, Region of Waterloo
- **Sheila DeCuyper**, Director, Integration and Business Improvement, Ontario Ministry of Children, Community and Social Services

4.3 Shifting to Data-Driven Social Services | *MacDonald*

In times of scarce resources, it's essential that social services providers use data to guide planning and service delivery, and to direct resources toward areas that provide the most return on investment and benefit to individuals and communities. Shifting toward "data-driven" social services reduces guesswork and also aligns with the Province's emerging Data Strategy, which identifies "better, smarter government" as one of its main goals. In this session, attendees will learn about leading practices from other jurisdictions on how to maximize benefits using data, as well as how municipal social service providers in Ontario are using data to guide planning and service delivery. They will also interact with panelists and discuss the possibility for a provincial social services data analysis event.

Speakers:

- **Ross Graham**, Manager, Operational Quality & Performance, Community Services Department, Regional Municipality of Waterloo
- **Ziba Saadati**, Supervisor, Data Service, Social Services Branch, Community & Health Services Department, Regional Municipality of York
- **Philip Hodgson**, Supervisor, Hostel Programs, Homelessness Community Programs, Social Services Branch, Community and Health Services Department, Regional Municipality of York
- **Karen Myers**, Founder and Chief Executive Officer, Blueprint
- **Max Palamar**, Director of Analytics and Evaluation, Blueprint
- **Thomas McManus**, Senior Researcher, Blueprint

CONFERENCE FEES

MEMBER RATES

Available to any staff member of an OMSSA member organization (one of the 47 CMSMs and DSSABs in Ontario).

	Member Early Bird Rate (By November 20)	Member Rate (After November 20)
Full Registration (December 3-4)	\$700 + HST	\$800 + HST
One-Day Registration (December 3 or 4)	\$400 + HST	\$500 + HST

NON-MEMBER RATES

	Non-Member Early Bird Rate (By November 20)	Non-Member Rate (After November 20)
Full Registration (December 3-4)	\$840 + HST	\$940 + HST
One-Day Registration (December 3 or 4)	\$450 + HST	\$550 + HST

NON-PROFIT AND STUDENT PASSES

For students or small, community-based agencies delivering human services. Student pass requires a current, valid student ID.

	NFP / Student Early Bird Rate (By November 20)	NFP / Student Rate (After November 20)
Full Registration (December 3-4)	\$325 + HST	\$425 + HST
One-Day Registration (December 3 or 4)	\$175 + HST	\$275 + HST

SPEAKER PASSES

Speakers may choose to purchase a pass to attend the full conference. Available only to those scheduled to speak at plenary or breakout sessions at the Conference.

	Speaker Flat Rate
Speaker Registration (December 3-4)	\$300 + HST

VENUE & ACCOMMODATION

VENUE

OMSSA's 2019 Policy Conference is taking place at:

Holiday Inn International Airport Hotel
970 Dixon Road
Toronto, Ontario
M9W 1J9



ACCOMMODATION

Book your room at the Holiday Inn International Airport Hotel by calling 416-674-4363, or emailing groups@yyzia.com.

If you have any questions about booking your hotel or about the Forum, please email education@omssa.com.

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CANCELLATION AND SHARING POLICY

Requests for refunds to the event will be honoured, less a \$50.00 administration fee, provided a written notice of cancellation and request for refund is received more than 10 business days prior to the event (on or before November 18, 2019). No refunds will be issued within nine business days of the first day of the event (on or after November 19, 2019). Conference registrations cannot be shared. A substitution will be accepted up to and including the first day of the event. OMSSA reserves the right to change or cancel the program without notice and will only be responsible for refunding the registration fee. OMSSA is not in any way responsible for travel or accommodation costs or losses related to the event.