

Lessons Learned: Results from a Cross-Jurisdictional Review of Human Services Integration Practices

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1:00pm-2:30pm

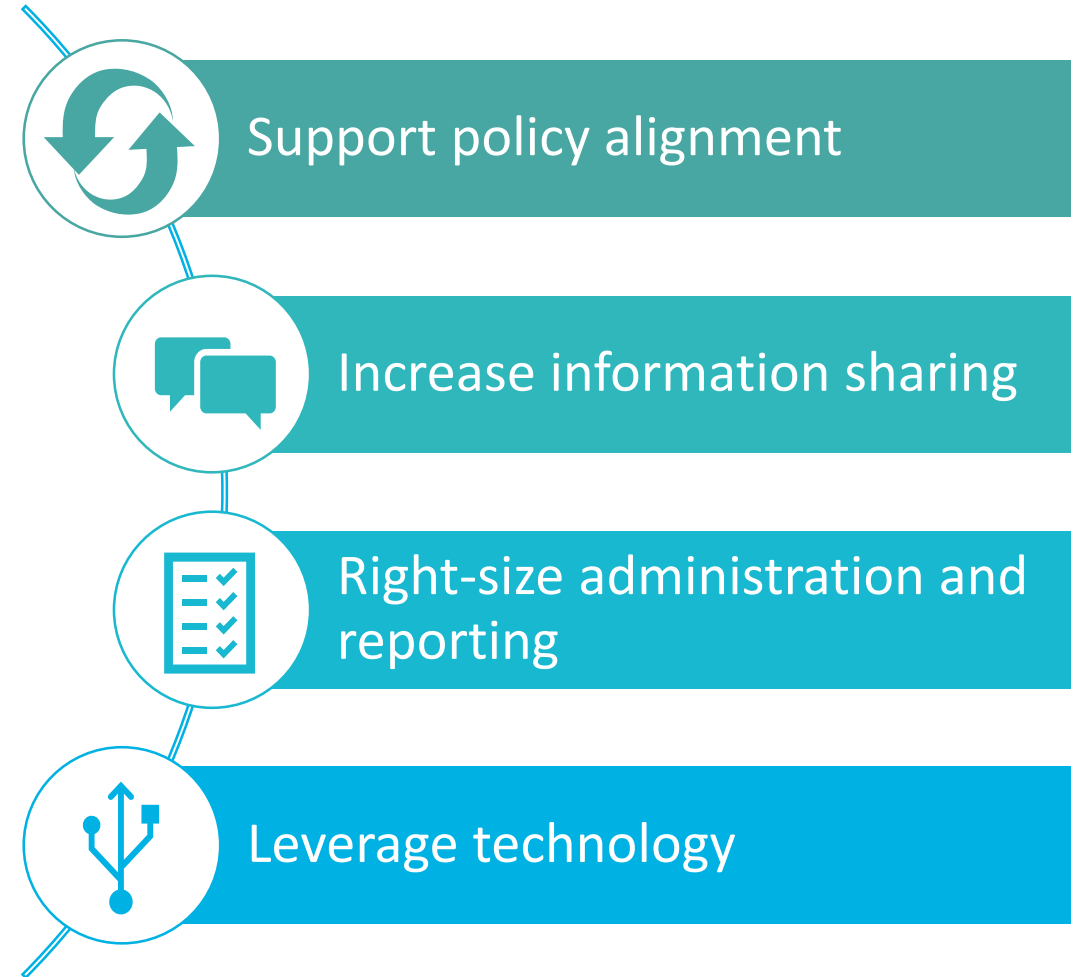
Agenda

1. HSIO
2. Current State
3. Scope
4. Common Approaches
5. Case Studies
6. Key Enablers and Challenges
7. Final Thoughts

Human Services Integration Office

In 2016, HSIO was established to work across the ministries of Children, Community and Social Services, Municipal Affairs and Housing, and Education, and with all 47 service system managers (SSMs) to further integration efforts in three program areas:

1. social assistance
2. affordable housing and homelessness prevention
3. early years and child care



The Current State: *What we've Heard*

Each person has a piece of information, but we don't have a centralized place where we keep it so we're constantly asking people for the same information when it already could be floating around. Or it's overwhelming for people when they have three different people from different departments... I imagine they feel almost attacked sometimes and probably shut down. Everybody's looking for something then they almost disappear, I've noticed.

-Staff Participant

I know this [feedback] is a lot about how this impacts the client and streamlined services for the client, but from my end, it's more about risk management. I see that integrated service would assist in a lot less work then, say, it come to a client getting to the point of eviction and then OW having to reimburse for that. If it was more communication back and forth, things like that could be prevented.

-Staff Participant

They just don't want to communicate it seems between the departments[s]. Housing goes 'I don't deal with OW' and you know, then OW goes 'I don't deal with housing' and [...] they'll say here's the card or the extension, [...] and they'll send you back out into the lobby to pick up the phone to talk to the housing side upstairs, instead of relaying information or papers. [...] It gets frustrating sometimes.

-Client Participant

It has to be [an] original copy. That's why I can't just email them or anything. I have to send the original. It would be nice just to have that option for, say, email so that we can get the process going and then bring the actual documents in at a later time? I don't know, an option would be nice.

- Client Participant



- 1. **Scope:** Human services integration and horizontal policy initiatives
- 2. **Sectors:** Public and non-profit sectors, or crossing multiple sectors
- 3. **Jurisdictions:** 90 outside of Ontario

Scope of Jurisdictional Review

Common Approaches to Integration

Process Changes

(1) Integrated Intake

(2) Back- end
Integration

(3) Organizational
Collaboration

Structural Changes

(1) Governmental
reform & horizontal
policy development

(2) Target
population or place-
based interventions

(3) Accountability

(4) Human
resources or
employee structure

Case Study: Live Well San Diego

Process Change: Organizational Collaboration

- In response to high levels of chronic disease and high health care costs, San Diego County introduced a vision to align the efforts of government, health care, the private sector, the community sector, and individuals.
- Activities included staff retraining to adopt a trauma-informed approach, community health events, workplace wellness programs, and literacy programs.
- Results have shown:
 - 1.5% increase in high school graduation since 2010.
 - life expectancy has increased by 2%.
 - unemployment has declined by 3%.
 - the number of people spending less than 1/3 income on housing has risen by 2%.
- The initiative received a 2016 achievement award and an award for the deployment of an application to capture collective impact.

Collective Goals

Building Better Health
Living Safely
Thriving

Priority Areas

1. Health
2. Knowledge
3. Standard of living
4. Community
5. Social

Approach

1. service system change
2. policy change
3. culture change

Case Study: Community Links New Zealand

Structural Change: Target Population or Place-based Intervention

- Community Links are places where people can get help with a range of needs by a variety of social services and agencies.
- Sites act as ‘one-stop centres’ with housing, health, financial assistance, and legal and family services, provided by governmental and nongovernmental organizations, for job seekers with barriers.
- Community Links developed out of an Integrated Service Response initiative operated by the Ministry of Social Development.
- Applied a joined-up approach to deal with problems affecting at-risk individuals and families.
- Provides agencies with a common view of client’s requirements, avoiding duplication and increasing intervention effectiveness.
- It has led to improvements in efficiency and coordination in service delivery, leading the Ministry to commit to establishing more Community Link centres.



“At a Community Link, clients come away with a plan to get back on their feet with immediate practical solutions and longer-term support as required.”

Key Enablers and Challenges

Enablers

1. Clearly defined strategic frameworks
 - Outcomes-focused approach
2. Executive leadership
 - Support culture change and change management
3. Right-sized, risk-based approach to working with service partners
4. Blended/dedicated budgets

Challenges

1. Upfront investment and unrealistic expectations on cost-savings
2. Barriers to information sharing
3. Siloed funding approaches
4. Strong strategy and accountability
5. Change management

Final Thoughts

