



The District of Thunder Bay Social Services Advisory Board

Employment Program Planning Working Session Results



January 9, 2012

Introduction

- The Steering Committee leading the evaluation of Ontario Works Employment Programs participated in a planning session following presentation of the evaluation results
- The focus of the planning session was on opportunities for employment programs
- Deloitte developed a planning model that was used to facilitate the session
- The following slides include the planning model and a summary of the Steering Committee's discussion

Table of Contents

	<u>Page #</u>
• Guiding Principles	3
• Planning Framework	5
• Program and Support Continuum	7
• System Service Framework	10
• Gaps and Priorities	12
• Program Planning and Delivery	14
• Working Session Summary	18
• Evaluation	26

Guiding Principles

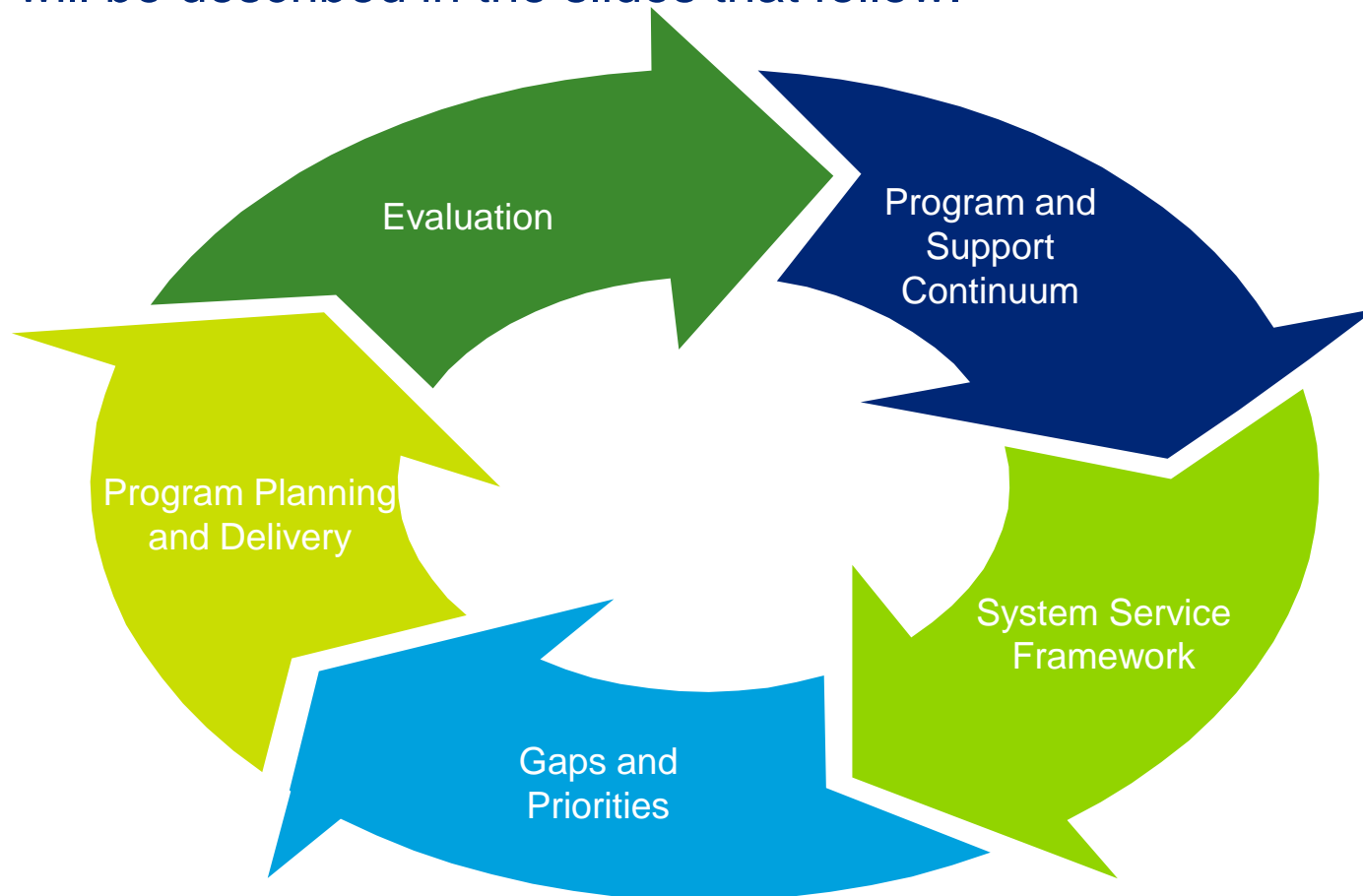
Guiding Principles for Employment Programs

- Develop and support client self-sufficiency (where possible)
- Address gaps in services through partnerships or agreements with external service providers where capability already exist or falls outside the scope or mandate of TBDSSAB
- Create capacity and capability internally to address gaps that cannot be filled through existing service delivery agencies and that fall within the scope or mandate of TBDSSAB
- Focus time and resources where you will have the largest number of clients with the greatest opportunity to achieve employment

Planning Framework

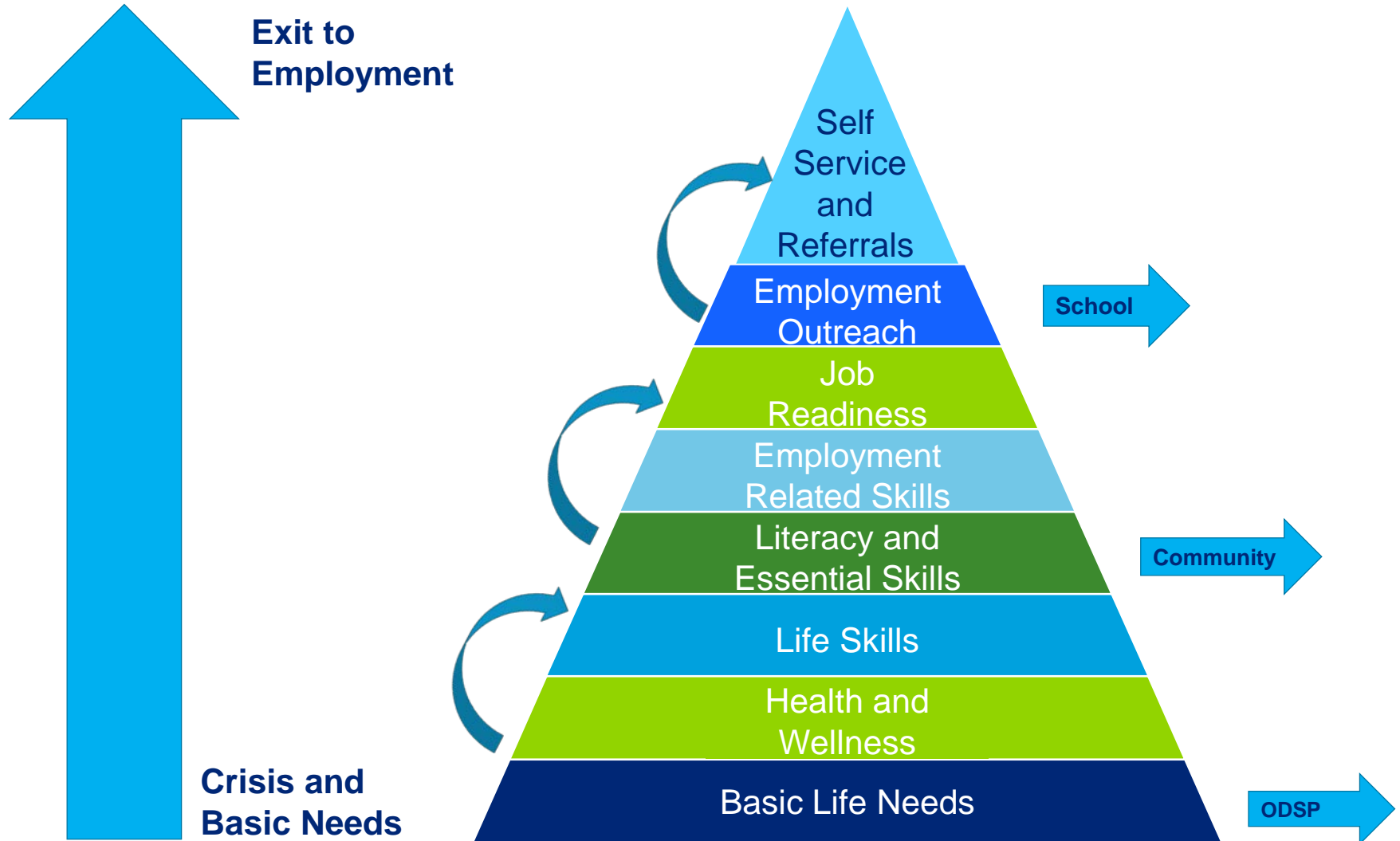
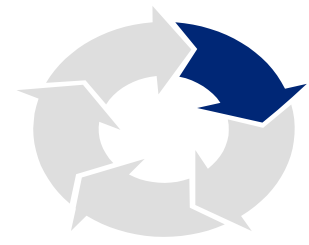
Employment Program Planning Framework

The framework used by Deloitte to develop a plan for the TBDSSAB employment programs is illustrated below. Evaluation findings and recommendations were presented in another document. The remaining phases will be described in the slides that follow.



Program and Support Continuum

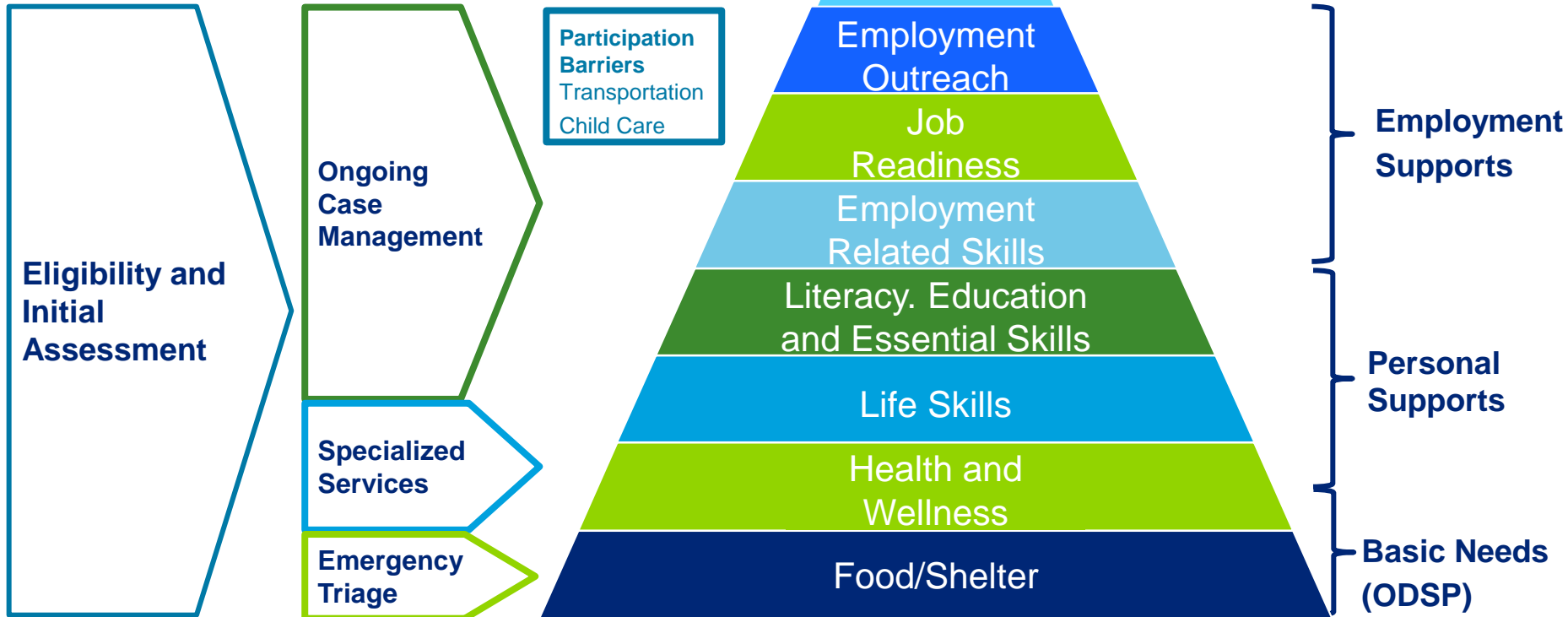
Continuum



Client Flow and Needs Hierarchy

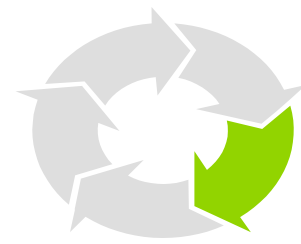


Ontario Works clients will be assessed and assigned to appropriate caseworker. In the case of emergency triage this will occur at initial assessment.

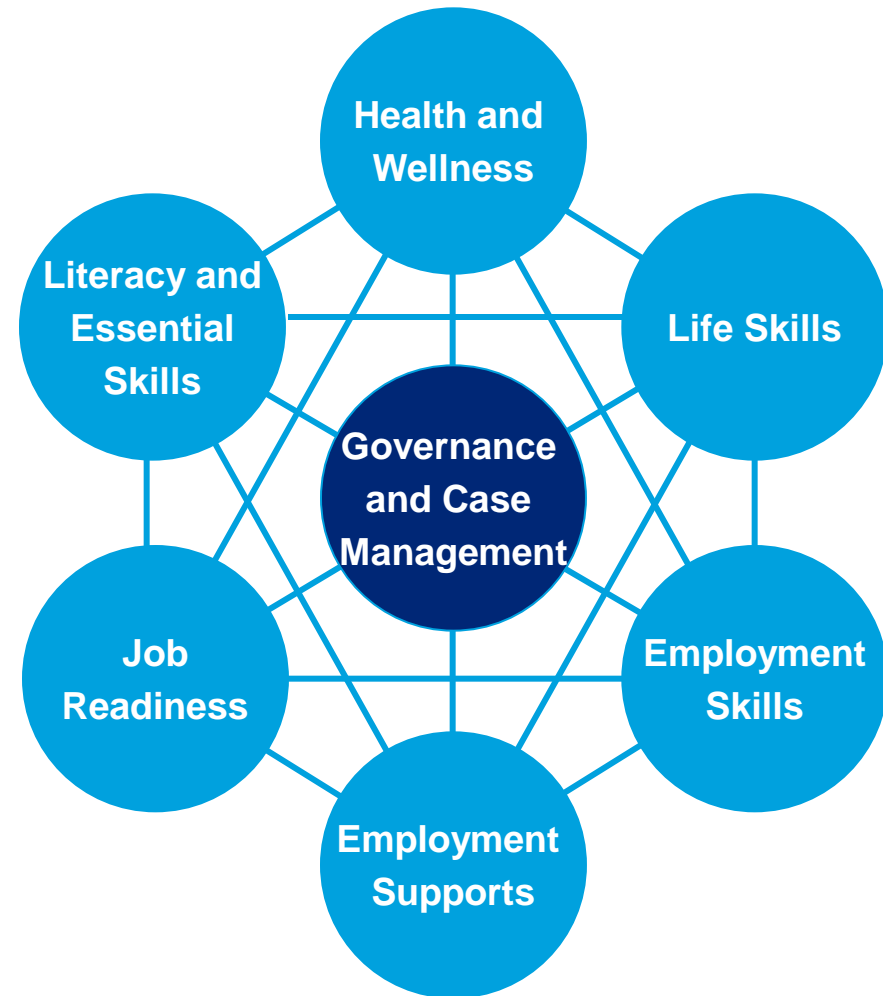


System Service Framework

Service System Framework

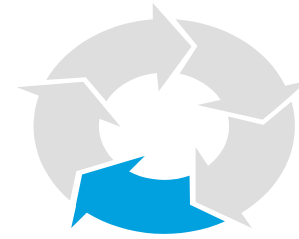


- The delivery of services and supports needs to be integrated, with governance and primary relationship held centrally
- Mechanism for central governance could be an interagency committee
- Programs and services are also delivered by funded agencies or system partners
- Need to consider role of other funders and service providers in system such as HRSDC, Ontario Training Colleges and Universities, Ontario Ministry of Health and Long Term Care, and First Nation communities



Gaps and Priorities

Priorities and Service Delivery

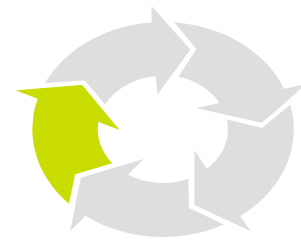


Priorities	Gaps
<ul style="list-style-type: none"> • Build system communication and coordination 	<ul style="list-style-type: none"> • Effective referral process • Continuum of support
<ul style="list-style-type: none"> • Increase sustainable employment 	<ul style="list-style-type: none"> • Linkage to job market • Support for transition to sustainable employment
<ul style="list-style-type: none"> • Build relevant employment skills and opportunities 	<ul style="list-style-type: none"> • Awareness of relevant employer skills demands • Access to job market • Access to training for specific employment skills
<ul style="list-style-type: none"> • Facilitate participation 	<ul style="list-style-type: none"> • Transportation • Childcare
<ul style="list-style-type: none"> • Build relevant life skills and essential skills 	<ul style="list-style-type: none"> • Northern transition support • Grade 12 and essential skills
<ul style="list-style-type: none"> • Provide required health and wellness supports 	<ul style="list-style-type: none"> • Access to mental health services • Access to addictions services and programs • Access to health professionals • Specialized case workers

Service Delivery Options
<ul style="list-style-type: none"> • Access existing capacity (internal and external) • Increase internal capacity (existing) • Increase capacity of service providers (existing) • Build internal capacity (new) • Build capacity of service providers (new)
Service Delivery Criteria
Funding Capability Capacity Referral process Governance: <ul style="list-style-type: none"> • Contract • Service agreement • Interagency committee Reporting <ul style="list-style-type: none"> • Relevance indicators • Performance indicators

Program Planning and Delivery

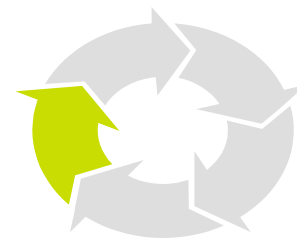
Program Planning



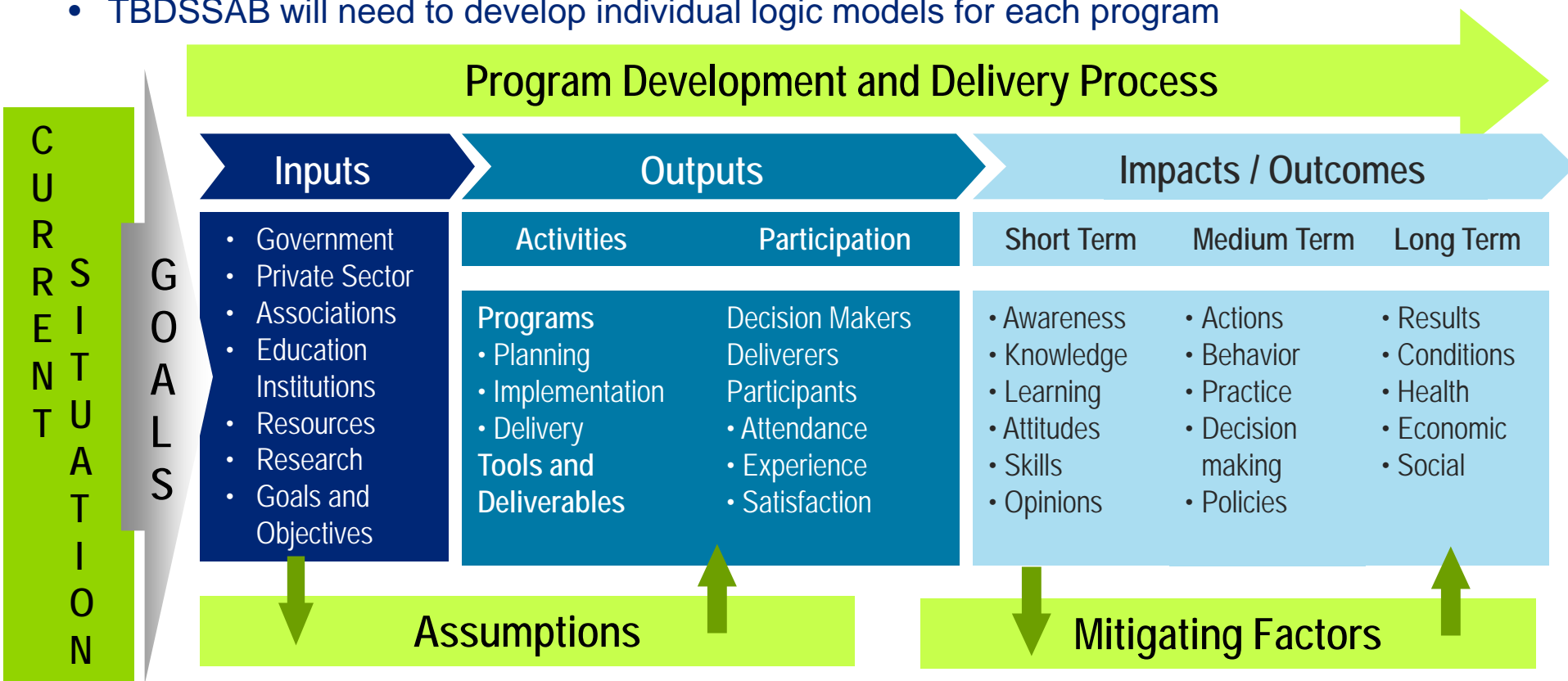
To successfully plan and implement an employment program, TBDSSAB will need to undertake specific activities which can be summarized as follows:

- Complete overarching and program specific logic models
- Complete program design and detailed work plans
- Develop mechanisms for continuous measurement and reporting
 - Employment program evaluation plan
 - Program performance reporting templates
 - Service agreements for external service delivery

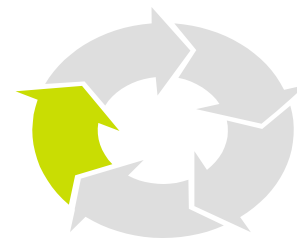
Program Logic Model



- A logic model is a systematic and visual way to present an understanding of the relationships amongst the resources that operate a program, the planned activities of the program, and the expected changes or results – it represents how the program will work
- TBDSSAB will need to develop individual logic models for each program

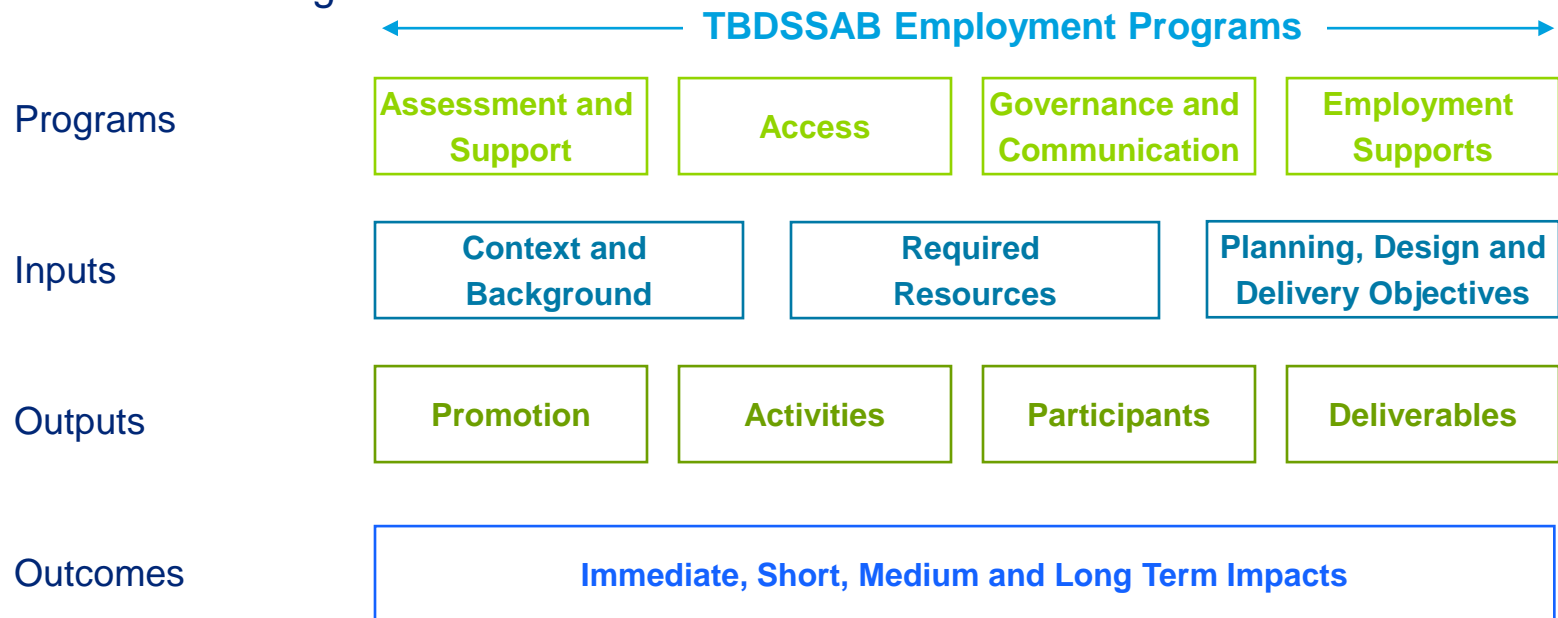


System Logic Model



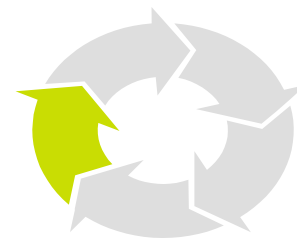
TBDSSAB will also need to build overarching perspective of how the programs work towards collective impacts and outcomes:

- **Inputs** are the knowledge, resources and delivery objectives and goals that drive program design and delivery
- **Outputs** are the activities and deliverables that occur as part of program delivery and would include type, levels, and targets for services to be delivered
- **Outcomes** are the specific changes in participant behaviour, knowledge, skills, status and level of functioning



Working Session Summary

Program Priorities – Planning and Design Communication and Coordination



Gaps identified through evaluation:

- Effective referral process
- Continuum of support

Description

1. Join Employment Resource Committee should it exist
2. Join Aboriginal Employment Resource Committee
3. Establish Interagency Committee(s) where there are gaps in Thunder Bay and validate with Terms of Reference
4. Re-confirm Interagency Committees in Districts
5. Develop formal referral process and required tools

Goal and Objectives

Goals:

- Build awareness
- Improve client access to existing services
- Improved employability

Objectives:

- Provide venue for communication and awareness building
- Include all funded and non-funded service providers along the continuum
- Formalize mandate, roles, responsibilities and process to improve longevity and participation

Service Delivery Approach

- Accessing existing capacity

Considerations

- Determine number and types of committees
- Determine committee mandate, membership, roles, and process
- Determine level of coordination between agencies
- Determine level of communication with District committees

Input(s)

- Staff time - TBDSSAB Planning Coordinator
- Time and effort for committee development coordination
- Meeting space

Output(s)

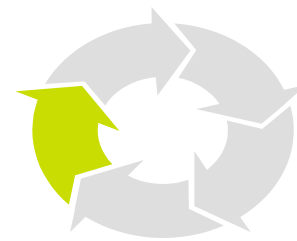
- Number of meetings
- Attendance at meetings
- Satisfaction with meetings

Impacts and Outcomes

- Increased awareness of available programs and services
- Increased number of referrals
- Increased successful referrals

Program Priorities – Planning and Design

Facilitate Participation – Transportation



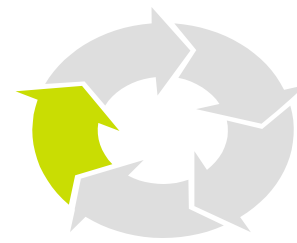
Gaps identified through evaluation:

- Participant transportation funding being spent on other needs
- High cost of taxi services in Districts
- Lack of public transportation within and between District communities

<p style="text-align: center;">Description</p> <p>Provide access to transportation for clients in Thunder Bay and Districts</p> <ol style="list-style-type: none"> 1. First option – provision of bus passes for areas with public transit 2. Second option – taxi chits for areas with no public transit but have access to taxi services 3. Public advocacy – access to transportation between communities for Ontario Works, health services, training, etc. 4. Take training out to communities 5. Video conferencing options 	<p style="text-align: center;">Service Delivery Approach</p> <ul style="list-style-type: none"> ▪ Increase existing capacity ▪ Service Delivery Agreement ▪ Outsource 	<p style="text-align: center;">Input(s)</p> <p>Option 1</p> <ul style="list-style-type: none"> • Bus vouchers/passes <p>Option 2</p> <ul style="list-style-type: none"> • Taxi chits
<p style="text-align: center;">Goal and Objectives</p> <p>Goal: Improved employability</p> <p>Objective:</p> <ul style="list-style-type: none"> • Provide access to relevant and reliable source of transportation for Ontario Works clients to improve participation rates 	<p style="text-align: center;">Considerations</p> <ul style="list-style-type: none"> ▪ Detailed policy and procedure design (if internal) ▪ Coordination with transportation service provider ▪ Would need to do feasibility assessment for alternate training delivery models 	<p style="text-align: center;">Output(s)</p> <ul style="list-style-type: none"> ▪ Numbers of clients transported ▪ Utilization of vouchers/chits/passes
<p style="text-align: center;">Impacts and Outcomes</p> <ul style="list-style-type: none"> ▪ Participation in training programs resulting from removal of barrier ▪ Transition to next level of employment program 		

Program priorities – Planning and Design

Facilitate Participation – Childcare



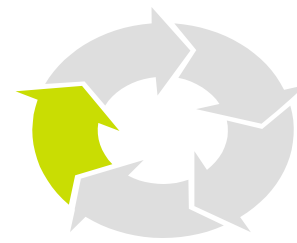
Gaps identified through evaluation:

- Shortage of child care spaces in Thunder Bay with a particular need for infant care

<p style="text-align: center;">Description</p> <ol style="list-style-type: none"> 1. Provide child minding services for clients that are participating in employment programming and are unable to access childcare 2. Provide on site training at childcare centres if demand is present 3. Identify opportunities to work with Children's Services to facilitate childcare 	<p style="text-align: center;">Service Delivery Approach</p> <ul style="list-style-type: none"> ▪ Service Delivery Agreement ▪ Outsource 	<p style="text-align: center;">Input(s)</p> <ul style="list-style-type: none"> ▪ Effort for issuance of RFP and award of contract ▪ Contract maintenance ▪ Performance management ▪ Contract costs
<p style="text-align: center;">Goal and Objectives</p> <p>Goal: Improved employability</p> <p>Objective:</p> <ul style="list-style-type: none"> ▪ Increase participation in employment activities by reducing barrier to participation 	<p style="text-align: center;">Considerations</p> <ul style="list-style-type: none"> ▪ Issue RFP (if external) ▪ Potential liability ▪ Lundrum Court – Have space for training and programs with childcare program upstairs ▪ Potentially offer training at Family Resource Centres ▪ Waiting list policy is to prioritize Ontario Works clients ▪ Infant care is an issue for all Thunder Bay area residents ▪ Licensed private home daycare ▪ Have funding available for informal childcare ▪ Less than 5 kids, can hire a child minder ▪ Online registry in April will help to coordinate access 	<p style="text-align: center;">Output(s)</p> <ul style="list-style-type: none"> ▪ Numbers of children in care ▪ Increased participation of parents in employment programming
<p style="text-align: center;">Impacts and Outcomes</p> <ul style="list-style-type: none"> ▪ Transition to next level of employment program 		

Program Priorities – Planning and Design

Relevant Life Skills



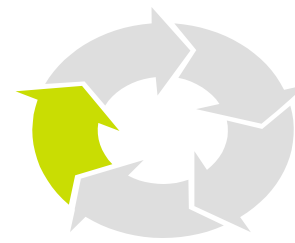
Gaps identified through evaluation:

- Northern transition support

<p style="text-align: center;">Description</p> <p>1. Facilitate access to culturally appropriate life skills programming targeted at clients transitioning from remote northern communities</p>	<p style="text-align: center;">Service Delivery Approach</p> <ul style="list-style-type: none"> ▪ Access external capacity 	<p style="text-align: center;">Input(s)</p> <ul style="list-style-type: none"> ▪ Refer to existing services where available ▪ Active involvement with aboriginal agency committees (if existing)
<p style="text-align: center;">Goal and Objectives</p> <p>Goal: Improved employability Objectives:</p> <ul style="list-style-type: none"> • Increase access to culturally appropriate life skills and training programs 	<p style="text-align: center;">Considerations</p> <ul style="list-style-type: none"> ▪ Availability, capacity and capability of current service providers ▪ Partnerships with other First Nation communities or organizations ▪ Community social reinvestment – need to improve conditions on reserves ▪ Future – formal participation and partnership with Urban Aboriginal Strategy ▪ Determine appropriate organization/department to address issues (e.g. Ontario Works/TBDSSAB or municipal government) ▪ Culturally appropriate life skills training – bring in outreach workers, review existing material 	<p style="text-align: center;">Output(s)</p> <ul style="list-style-type: none"> ▪ Numbers of participants referred, accepted, and completing programming
		<p style="text-align: center;">Impacts and Outcomes</p> <ul style="list-style-type: none"> ▪ Transition to next level of employment program

Program Priorities – Planning and Design

Relevant Essential Skills



Gaps identified through evaluation:

- GED or Grade 12 is increasingly a minimum requirement for entry level employment opportunities
- Essential skills

<p style="text-align: center;">Description</p> <ol style="list-style-type: none"> 1. Provide access to GED or Grade 12 in all areas serviced by TBDSSAB 2. Provide access to essential skills training in all areas serviced by TBDSSAB 	<p style="text-align: center;">Service Delivery Approach</p> <ul style="list-style-type: none"> ▪ Service Delivery Agreement ▪ Outsource 	<p style="text-align: center;">Input(s)</p> <ul style="list-style-type: none"> ▪ Resources required for assessments and programs ▪ Coordination of services if using alternate forms of delivery
<p style="text-align: center;">Goal and Objectives</p> <p>Goal: Improved employability</p> <p>Objective:</p> <ul style="list-style-type: none"> ▪ Ensure Ontario Works participants meet minimum employment skills requirements 	<p style="text-align: center;">Considerations</p> <ul style="list-style-type: none"> ▪ Issue RFP (if external) ▪ Availability, capacity and capability of current service providers ▪ Should sufficient capacity exist within Thunder Bay and District, may just need to formalize partnerships and referral process ▪ Participation Agreements should start with the requirement for achieving GED or Grade 12 ▪ Use of alternative methods of delivery for those areas that do not have services available within the community 	<p style="text-align: center;">Output(s)</p> <ul style="list-style-type: none"> ▪ Numbers of participants referred, accepted, and completing GED or Grade 12 <p style="text-align: center;">Impacts and Outcomes</p> <ul style="list-style-type: none"> ▪ Increased skills ▪ Increased employment opportunities ▪ Increased employment

Program Priorities – Planning and Design Required Health and Wellness Supports

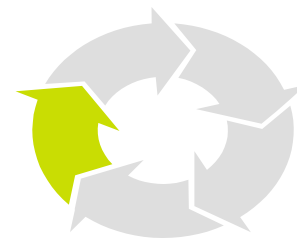


Gaps identified through evaluation:

- Specialized caseworkers cannot access the required medical assessments to support Ontario Works client applications to ODSP
- Waitlists for specialized caseworker

<p style="text-align: center;">Description</p> <ol style="list-style-type: none"> 1. Increase number of specialized caseworkers 2. Purchase services of nurse practitioner, physician and psychologist to complete assessments of Ontario Works clients 	<p style="text-align: center;">Service Delivery Approach</p> <ul style="list-style-type: none"> ▪ Increase existing capacity ▪ Build Internal Capacity ▪ Contracts 	<p style="text-align: center;">Input(s)</p> <ul style="list-style-type: none"> ▪ Additional specialized caseworkers ▪ Contract costs for health professionals
<p style="text-align: center;">Goal and Objectives</p> <p>Goal: Improved employability</p> <p>Objectives:</p> <ul style="list-style-type: none"> ▪ Facilitate the transition of Ontario Works clients to ODSP ▪ Assist Ontario Works clients overcome barriers related to health and wellness (ex. addictions, mental health) 	<p style="text-align: center;">Considerations</p> <ul style="list-style-type: none"> ▪ Availability of health professionals ▪ Transportation to and from health professionals ▪ Determine backlog, waitlist for specialized caseworker in Thunder Bay and District ▪ Investment may move clients to ODSP quicker ▪ Not core mandate of TBDSSAB – clients should be able to access health professionals through health system 	<p style="text-align: center;">Output(s)</p> <ul style="list-style-type: none"> ▪ Numbers of clients accessing contracted health professionals ▪ Numbers of clients with specialized caseworker ▪ Numbers of clients transitioned to ODSP
		<p style="text-align: center;">Impacts and Outcomes</p> <ul style="list-style-type: none"> ▪ Improved access to mental health services ▪ Improved access to addictions services ▪ Reduced demand on Ontario Works

Program Priorities – Planning and Design Required Health and Wellness Supports



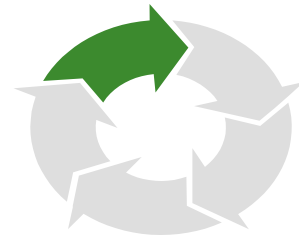
Gaps identified through evaluation:

- Waitlists for ASI and mental health services

<p style="text-align: center;">Description</p> <ol style="list-style-type: none"> 1. Increase access to addictions services through better referrals to existing service providers 2. Continue funding services through ASI at Thunder Bay Counseling 	<p style="text-align: center;">Service Delivery Approach</p> <ul style="list-style-type: none"> ▪ Referral model ▪ Service Delivery Agreement 	<p style="text-align: center;">Input(s)</p> <ul style="list-style-type: none"> ▪ Contract maintenance ▪ Performance management ▪ Contract costs ▪ Resource requirements ▪ Referral process
<p style="text-align: center;">Goal and Objectives</p> <p>Goal: Improved employability</p> <p>Objectives</p> <ul style="list-style-type: none"> ▪ Provide required supports for Ontario Works Clients to overcome barriers related to health and wellness 	<p style="text-align: center;">Considerations</p> <ul style="list-style-type: none"> • Update contract with consideration for District delivery • Develop realistic measures and indicators for success • Food and shelter needs to be provided prior to dealing with addictions and mental health • Availability of addiction treatment spots • Funding for Thunder Bay Counseling was reduced in 2010 • Work within existing Drug Strategy recommendations • Addictions is a Municipal priority • Not Ontario Works mandate to provide addictions or mental health services 	<p style="text-align: center;">Output(s)</p> <ul style="list-style-type: none"> ▪ Transition to next level of employment program
		<p style="text-align: center;">Impacts and Outcomes</p> <ul style="list-style-type: none"> ▪ Overcoming addictions ▪ Increased employability ▪ Employment

Evaluation

Continuous Measurement and Reporting



- Ensure the consistent measurement and reporting of relevant indicators that can be used to report to stakeholders and to inform future decisions
- The Treasury Board of Canada directive on the evaluation function (2009) uses the measures of Relevance and Performance:
 - Relevance: continued need for program, alignment with government priorities, and alignment with federal roles and responsibilities
 - Performance: achievement of expected outcomes, and demonstration of efficiency and economy
- Indicators for performance measures need to be SMART – Specific, Measureable, Achievable, Relevant and Timed
- Other considerations for indicators include:
 - Reliable
 - Comparable
 - Contextually appropriate
 - Cost effective to measure and report

Measures and Indicators



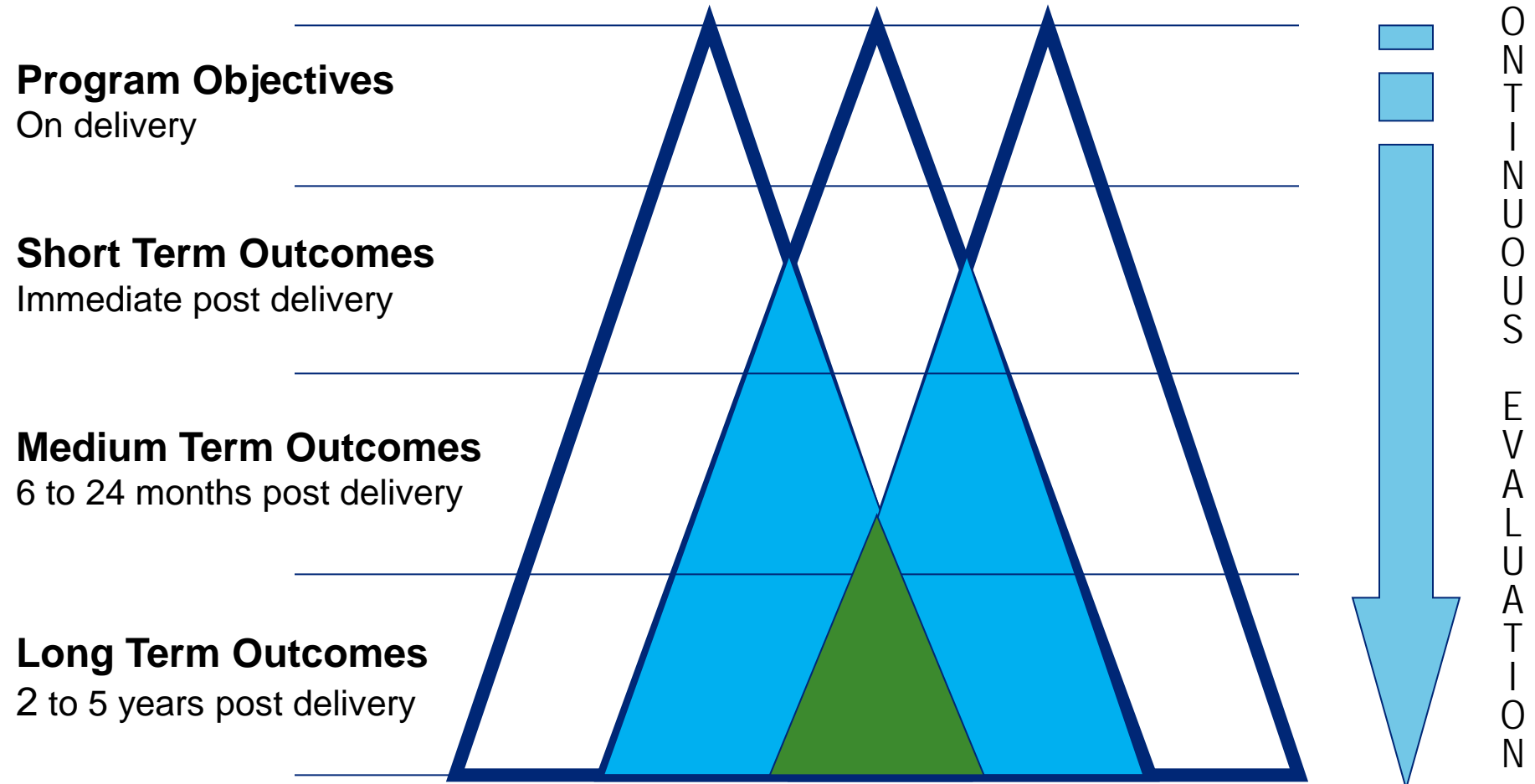
- Relevance
 - Aligned to client need
 - Aligned to organizational priorities and mandate
 - Aligned to employment program continuum (fills a gap, does not duplicate a service, etc.)
- Performance
 - Achievement of defined objectives and outcomes
 - Economy – cost for program delivery
 - Efficiency – cost per program participant
 - Effectiveness – cost per successful program participant

Program Outcomes

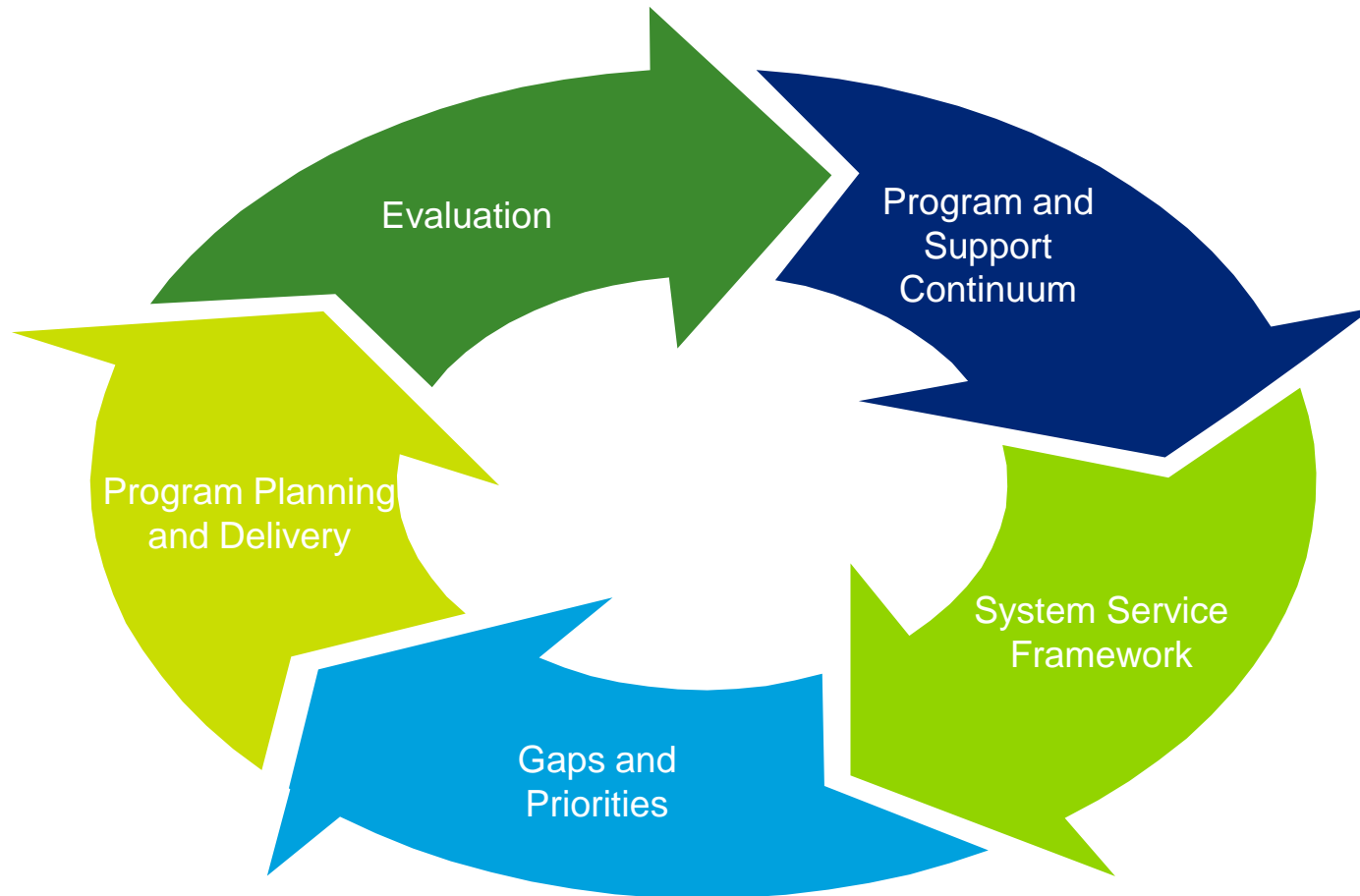


At the outset program objectives will be very specific to the program, however outcomes will begin to overlap.

Program 1 Program 2 Program 3



Employment Program Planning Framework



Deloitte.