

Appendix VII
Written-In Survey Responses from Internal Stakeholders

Internal Respondents

Do you believe improvements could be made to the structure?	
1.	I feel that the breath/ variety of stakeholder members at the HSPC table is appropriate, but sometimes the structure does seem unwieldy. I wonder is some sort of Executive Committee (more than the Co-chairs and the Director of Human Services Planning) might be one way to go. One improvement may be the way in which the actual meetings are conducted. Some of the agendas are so long/large and have too many topics on them - all that could benefit from good discussion. I think that people are very conscious about the number of items that need to be dealt with for that particular meeting and so they do not contribute as much as they could "in the interest of time" and getting through the agenda. Therefore, the discussion is truncated. I sometimes walk out of the meetings feeling that people had so much to contribute but never said anything. This results in a number of items just being "passed through" when really they need to be fully dissected. Perhaps the number of people at the table is also intimidating for some to speak. Perhaps some meetings where the HSPC breaks into smaller groups to discuss some key items or a key report would work better for some people and some items. I also think that at times participants have just not had adequate time to prepare and to read all the documentation that it sent to them. A lot is also provided at eth meetings, with no real time to read, reflect and then comment at a further meeting. It is also hard to get agendas and meeting items out long before the meeting, but the more lead time people have - I think the better the discussion would be.
2.	- expand focus of communication and activities beyond the core members of the coalition - host regional planning forums or education sessions to include a broader representation of stakeholders - establish human service providers as membership base
3.	Local (Municipal) committees that closely works with the existing regional one will help in better planning and information gathering.
4.	Somehow demonstrate to the elected officials and the community the added value of this coalition and operation structure. Demonstrate the value for money which is difficult when the change suggested is systemic in nature and will take along time to effect. Assistance to do the legwork of advocating and getting the sector information. Very high level people and their time is often at a premium.
5.	Encourage and follow up flow of information from individuals involved at HSPC table to others in the sectors and on all levels. Hold reps more accountable for this flow.
6.	It would make sense at this point to consider how the HSPC could become more independent and to consider if it belongs within the Region of York structure or could be more successful if independent.
7.	Make it less formal and invite participation from a broader base. Ensure that it is much more action-oriented and results-based structure.
8.	a more visible outreach program outside those members of the coalition who make up the "board". The community at large and municipal partners are in my opinion, not familiar with the work, accomplishments or future programs of the HSPC.
9.	We could always improve. We must become a household word. Unless the residents of YR understand our goal and support us, it will be a long ride.
10.	An annual general meeting with the stakeholders who are not at the table although they are represented
11.	More involvement of HSPC members especially community members in the working groups/action groups instead of the same few core members. Regular attendance of representatives, especially the ex-officio members.
12.	To obtain the required authority to put 'teeth' into the structure beyond local authorities.
13.	Sorry to be ambiguous, there can always be improvements but given the progress made I can't offer any suggestions.

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14.	We could use lobbyist and public relations people from York Region to help take the messages forward, to stay on top of them and to keep the information updated.
15.	Develop tasks for to move from discussion to implementation of resolution on some issues

To whom, in your mind, has the HSPC been accountable (Additional written in names)	
1.	I would qualify the second item to say " some" Human Service providers in York Region. I still don't think the message is out enough about the HSPC and what it is doing; what items an individual organization can bring forward for discussion and how it can ask for assistance, etc. Don't know if the HSPC has been " accountable " to York Region residents. I would really need to know what the definition of " accountable " is in this question.
2.	I don't believe there is direct accountability to any organization.
3.	indirectly, to the residents
4.	Municipalities should be more involved in human service planning and issues affecting residents.
5.	Its own membership

Is there any reason to change the accountability relationships of the Coalition?	
1.	Need stronger balance to bring in community voice to add to providers and governments
2.	see comment above
3.	See above comments
4.	Transparency and visibility on the ground are very much part of credibility and accountability
5.	the accountability is fine - but we need to have broader communication to allow for input from those that are not on the 'routine' email and mailing lists. It is this complete communicative network that will ensure the survival and success of the HSPC in the future. Also, each individual member who sits at the council must be reminded regularly that they are there to represent their sectors, not just themselves, or their own employers.
6.	Should be accountable to the residents since they are ultimately footing the bill for all services.
7.	HSPC is a club and as such serves a purpose to a point. As presently constituted it cannot have attainable annual goals that be accounted for. The secretariat is funded by the Regional Council and, therefore, should be accountable to it whatever that means.
8.	Accountability is also about transparency, and I think the coalition has to have more of an outreach and PR community program, over and above the actual partners on the coalition.
9.	We need to communicate more effectively with the general public and local politicians. (not regional council members)

Should the roles and responsibilities of members be changed?	
1.	It is very difficult to represent a complete sector particularly when it is one that contains so many interested parties and professional groups. You can never really say that you are "the" rep for that entire sector. I think somehow the expectation that HSPC members are really representing an entire sector should be changed to something like "a" representative of that sector.
2.	Members should be contributors in dollar support and in work product support.
3.	to include more communication both ways with sector and HSPC. (more formalized)

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4.	Depends on what changes the HSPC structure might undergo.
5.	Maybe for some
6.	Roles of HSPC Community Members should be clearly spelt out.

Please feel free to give us any other comments or suggestions that will make the HSPC more effective:	
1.	First, I think the HSPC should be commended on the work it has achieved in its first few years. It is a very exciting model which requires ongoing improvement and tailoring. I think that more needs to be done regarding communication and marketing. I also think that the HSPC has not effectively addressed the "resource" part of the statement above. The InFORUM sessions have been very well done but I am not sure how much take up there has been for them. How are we reaching out to the small health and social service agencies in York Region? What are we doing to help them? Do they know about us and do they feel that they could approach the HSPC as they might have done with the former Social Planning Council? Perhaps the HSPC needs to be providing more specific workshops, etc., e.g. funding proposal writing, etc.
2.	- integration with existing planning bodies including the district health council and other region of York mandates may be more effective
3.	The organization has matured under the Region's umbrella but should now be at the stage where it may be more effective to become its own entity as an independent organization.
4.	Meeting times and location is a problem for me.
5.	It was premature to conduct the evaluation of HSPC at this stage. Almost all its initiatives are work in progress with no certainty as to when tangible outcomes will be realized that could be directly attributed to the work of its Task Groups. The evaluation team should seriously look at the costs and benefits of HSPC activities. The costs should include the cost of all shadow costs of the time dedicated to HSPC meetings by the participants. The role of community members should be carefully assessed. As presently constituted it is not clear who they represent and who they are accountable to, and to what effect.
6.	The effort must be sustained to have any significant systemic change realized.
7.	Recognition should be given by the Regional Council and the Municipalities. There should be more support from other departments and the chief administrator. Additional resources should be given to the Human Service Planning Branch in view of increasing responsibilities and activities.
8.	Difficult for me to comment on question 13 as I am the member and am not involved in any governmental capacity.

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