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FINAL REPORT ON THE REVIEW AND EVALUATION OF THE HUMAN SERVICES PLANNING COALITION

The Planning and Economic Development Committee recommends the following:

- 1. The recommendations contained in the following report, December 8, 2004, from the Commissioner of Planning and Development Services be adopted subject to adding to recommendation 2 the words “subject to the approval of the 2005 budget”; and**
- 2. Staff make a presentation to the next Committee meeting on the history of the formation of the Human Services Planning Coalition and provide an outline of the projects completed to date and the successes of those projects.**

1. RECOMMENDATIONS

It is recommended that:

1. Regional Council receive the final report of the review and evaluation of the Human Services Planning Coalition (HSPC).
2. Regional staff and HSPC proceed with implementing the recommendations contained in the final report of the review and evaluation.

2. PURPOSE

The purpose of this report is to inform Regional Council of the results and to advise staff and the HSPC to proceed with the recommendations of the review and evaluation of the HSPC.

3. BACKGROUND

A long-range *Human Services Strategy* was adopted by Regional Council in October of 2000. One of the key recommendations of the strategy was the establishment of a planning and advisory body, comprised of representatives from all human service sectors, levels of government and residents. The strategy also recommended, once established, the planning and advisory body be reviewed and evaluated after several years of operation.

In keeping with the recommendations of the *Human Services Strategy*, the HSPC was established in February 2001. Its Charter, formally adopted in May 2001, and revised in January 2004, defines the HSPC’s purpose, principles, organizational structure, accountability, membership, roles and responsibilities, and channels of communication.

4. ANALYSIS AND OPTIONS

4.1 Human Services Planning Coalition Evaluation Task Group

On January 21, 2004 the HSPC passed a motion to establish a task group to scope a review of its purpose and organizational structure. Membership of the task group included the following HSPC representatives:

- HSPC Co-Chair, Regional Councillor Joyce Frustaglio
- HSPC Co-Chair, Bill Hogarth, Director of Education York Region District School Board
- Bill Innes, Chief Executive Officer, Community Care Access Centre
- Martin McNamara, Executive Director, York Region Children's Aid Society
- Bob McCulloch, HSPC Community Member
- Tessa Benn-Ireland, HSPC Community Member
- Bryan Tuckey, Commissioner, Planning and Development Services
- Staff support provided by Susan Taylor and Dina Riccardi of the Human Services Planning Branch.

In June, following an RFP, Western Management Consultants were retained to undertake an evaluation. The terms of reference for the review included:

- A review of the purpose and organizational structure of the HSPC as defined in its Charter.
- Report and recommendations.

4.2 Progress To-date

The consultant conducted an on-line survey in August, using a questionnaire developed by the task group, of internal stakeholders (all HSPC representatives) and external stakeholders (i.e. Regional and Municipal Councillors), a cross-section of human services providers. The survey was followed by individual and focus group interviews with:

- The Regional Chair, Chief Administrative Officer, both HSPC Co-Chairs, Bryan Tuckey (Commissioner of Planning and Development Services), Joann Simmons (Commissioner of Community Services and Housing) and Helena Jaczek (Commissioner of Health Services and Medical Officer of Health)
- Advisory Committee members
- A cross-section of human service providers
- Residents from across York Region

On September 8, 2004, Planning and Economic Development Committee received an update on the review and evaluation of the HSPC.

The consultant's final report was presented to the Advisory Committee in October and approved by HSPC at its November 17, 2004 meeting. The report and recommendations were presented to senior management on December 7, 2004.

4.3 Report Conclusions and Recommendations

The consultants concluded that there is broad support for the Coalition, its purposes, its structure and its activities. On the purpose of acting as a conduit of information, nearly 90% of all respondents rated the HSPC as effective or highly effective. On the purpose of identifying on-going needs and long-term solutions, over 75% of all respondents indicated that the HSPC was effective or very effective. On the purpose of co-ordinating funding and planning efforts, over 60% rated the HSPC as effective or very effective. On the purpose of marshalling resources, over 60% rated the HSPC as effective or very effective.

Those surveyed who had a working knowledge of the HSPC believe it delivers value for money for people of York Region. There is also broad agreement that there is a need for better communication from HSPC representatives back to their organizations and sectors they represent. Finally, the Coalition needs to refine its strategic vision and articulate particular priorities with specific, concrete targets.

The consultants made the following recommendations based on their findings:

- Ensure the current model is protected.
- Do not compromise the governance or structure.
- Seek out opportunities for partnership with other initiatives.
- Consider rewording of some principles to accurately reflect HSPC's capability.
- Enhance communication to stakeholder groups.
- Maintain the Task and Action Groups.
- Use the forum of the larger Coalition to set priorities and monitor progress.
- Maintain the reporting relationship with Regional Council.
- Identify alternative sources of resource support.
- Develop and use concrete measures of success.

Attachment 1 is the Final Report of the HSPC Review and Evaluation.

4.4 Next Steps/Implementation

Each year the HSPC sets priorities and develops a workplan. Many recommendations from the review and evaluation could be achieved through a refreshment of the existing strategic planning process.

As the first step in implementation of the recommendations, it is proposed that a strategic planning process be held in the first quarter of 2005 and that it be enhanced to narrow the focus of the Coalition's initiatives, to set targets, milestones and measurable outcomes.

It is also proposed that the HSPC review its long term vision, taking into consideration the necessary elements of a model of an integrated, cross-sectoral coalition at maturity. This vision should also consider the longer term accountability and relationship of the HSPC with Regional Council and with other stakeholders.

4.5 Relationship to Vision 2026

Human services planning and the HSPC meet a number of goals in Vision 2026. The most compelling is goal 6 which states “York Region will grow at a pace that supports healthy communities, economic vitality, sustainable natural environments and effective human services”.

5. FINANCIAL IMPLICATIONS

The costs of the evaluation were approved in the 2004 budget. There are no other direct financial implications at this time.

6. LOCAL MUNICIPAL IMPACT

Local municipalities are important partners in the provision of human services in York Region. Programs and services provided by the Human Services Planning Branch continually and consistently include representation of the interests of area municipalities.

The survey will be sent to all area municipal Councillors. In addition, a selection of representatives from area municipalities will be interviewed by the consultants.

7. CONCLUSION

Regional Council’s bold leadership and innovative approach to the provision of human services in a Region of rapidly growing population and changing demographics has received high marks from both internal and external stakeholders.

The evaluation of the HSPC indicates that it has progressed from a start-up phase and, with its energy more narrowly focussed, it is poised to be “a catalyst of change and success for York Region’s human services, [it] will become more well established and thus provide the requisite influence and leadership to truly achieve the vision of a sustainable, long-term, integrated planning framework for human services in York Region”.

The Senior Management Group has reviewed this report.

(The attachment referred to in this clause was included in the Agenda for the January 5, 2005 Committee meeting.)