

# Joint Social and Housing Services Advisory Committee

## REPORT JAC2025-02

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**Meeting Date:** February 19, 2025

**Meeting Time:** 1:30 p.m.

**Meeting Place:** County of Haliburton Council Chambers, 11 Newcastle Street, Minden and Electronic Video Meeting

**Subject:** Social Services Service Plan

**Author Name and Title:** Janine Mitchell, Human Services Manager,  
Social Services

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### **Recommendation(s):**

**Resolved That** Report JAC2025-02, "Social Services Service Plan", be received;

**That** the report be recommended for submission to the Ministry of Children, Community and Social Services; and

**That** staff present the Social Services Service Plan to the City of Kawartha Lakes Council at the next Council meeting on March 18, 2025.

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Director

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Other

## **Background:**

The Social Services Service Plan is an objective of the City's Social Services Division within the Human Services Department. Completion of this plan is a requirement of a Consolidated Municipal Service Manager (CMSM) under the Ministry of Children, Community and Social Services (Ministry).

In 2024, the Ministry has made several changes to the service planning requirements, with the intent of providing a more structured, streamlined, and consistent service planning process across the province. Service Plans now run on a four-year cycle and includes the completion of an addendum at year two. The process is meant to provide both the Ministry and Social Assistance (SA) delivery sites with meaningful information directly linking service strategies and the achievement of performance outcomes.

The Ministry has provided a template and a number of mandatory tools to be included and that service plans should clearly reflect:

- The needs of the community, including service gaps that may impact the achievement of performance outcomes;
- The structured approach to identify high risk areas that may impact achievement of performance outcomes; and
- The strategies that SA delivery sites (e.g. Ontario Works program) will undertake to achieve performance outcomes and should consider the internal resources, community needs, caseload demographics, and high-risk areas.

### Social Assistance Vision:

The Ministry's vision for Social Assistance is to create an efficient, effective, streamlined social services system that focuses on people, providing them with a range of services and supports to respond to their unique needs and address barriers so they can move towards employment readiness and independence, where possible.

### Mandate:

To provide employment assistance and financial assistance, including person-centred supports and services to those in financial need. The provincial Ontario Works program:

- Recognizes individual responsibility and promotes self-reliance through employment;
- Provides financial assistance to those most in need, while they meet obligations to become and stay employed;
- Effectively serves people needing assistance; and

- Is accountable to the taxpayers of Ontario.

Ministry approved plans become the Service Description of the Service Contract between the province and the CMSMs. As CMSMs, municipalities are accountable for delivering the provincial mandated program in alignment with the Ministry's Social Assistance Vision, Mandate and Priorities.

This completed plan and 2025 Budget submission is due to the province in February however the proroguing of the provincial has delayed the requirement to submit until after the election.

**Rationale:**

Initially, it was understood the four year cycle for the Service Plan would be from 2024-2028, however the province has indicated that the four year cycle will now be from 2025-2029. The data and caseload information in the plan has been amended however there were no significant changes to the general content and service provision as the plan was fully updated in April 2024.

The Social Services Service Plan 2025 - 2029 (Attachment A) has been developed to describe the context in which local services will be delivered to meet the priorities as defined by the Ministry. The actual program delivery and meeting needs at the local level continues to align with the changes as a result of Social Assistance Modernization. Funding decisions and allocations are determined through the annual budget process or as required throughout the year by Council, if there are provincial program changes.

The programs and services described in the Service Plan primarily highlight caseload characteristics and life stabilization strategies and influences. The Ministry sets performance outcomes targets. The targets are set significantly above our 2023 performance outcome actuals and are above the provincial average. Staff have the ability to re-negotiate these targets at the year two mark in 2027. Strategies are in place to best meet service and performance expectations.

**Financial/Operation Impacts:**

The Service Plan does not include specific financial decisions related to the delivery of Social Services.

Staff will submit a draft Service Plan to the Ministry until the plan has been received by City of Kawartha Lakes Council on March 18, 2025.

**Consultations:**

Human Services Staff  
Ministry of Children, Community and Social Services

**Attachments:**

Attachment A – Social Services Service Plan

Appendix A – Community Services Inventory

Appendix B – Performance Outcomes Risk

Appendix C – Privacy Risk Assessment

Appendix D – Privacy Maturity Self-Reporting

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# WELCOME

## HUMAN SERVICES DEPARTMENT

Children's Services - Social Assistance  
Housing Services - KLH Housing Corporation



### Social Services Service Plan 2025 - 2029

Kawartha Lakes Human Services Department

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# Section 1 – Community Analysis

## 1.1 Key Caseload Demographics – 2024 Caseload Analysis

- Total caseload numbers have increased by 5% over 2023 totals and are up 7% from 2022
  - The County of Haliburton caseload is growing at a higher rate than the City of Kawartha Lakes caseload, 6% and 5% respectively.
  - Caseload numbers are 1% lower than pre-pandemic levels in 2019
- Caseload composition has remained consistent year over year (2023 to 2024) and is predominantly trending with:
  - Singles at 69.2%;
  - Sole support parents at 23.4%;
  - Couples with dependents at 3.9%; and
  - Couples at 3.4%.
- Looking at time on assistance:
  - Couples continue to remain on assistance the longest with an average of 9.0 years;
  - Couples with dependents remain on for 7.3 years;
  - Singles for 3.2 years; and
  - Sole support parents for 3.9 years.
- Female participants, the average number of years on assistance increases as their age increases.
- Since the pandemic (2020), there has been a drastic increase in the average number of months on assistance. Couples and couples with dependents have the highest increase with average months on assistance.
  - Looking back, time on assistance for couples has more than doubled since 2017 from 49 months (4.08 years) to 106 months (8.83 years) in 2024
- From an age and gender perspective:
  - Over half of all participants are under the age of 40.
  - The highest number of participants are in the 30-34 range.
  - This is the same for both males and females.
  - The second highest age group for male participants is 35 to 39.99 year olds.
  - 50% of female participants are single and 41% are sole supports.
  - 88% of male participants are single with sole supports next at 6.0%
- Caseload Projection for 2025: Based on the Ministry of Children, Community and Social Services (MCCSS) demographic predictions and analysis, the total Ontario Works caseload for the province is to increase by 16.3%, reaching 1,649 cases locally which surpasses pre-pandemic numbers. Our prediction is lower than the provincial predictions as historically we have not increased by those amounts.
- MCCSS predicts that the influx of refugees will impact the caseload across the province. Approximately 20 refugees were sponsored to settle in Kawartha Lakes in 2023. This number doesn't seem significant, yet prior to 2022 there were no refugees sponsored in our service manager areas.

- Intake Numbers from January 1<sup>st</sup> to September 30<sup>th</sup>, 2024:
  - 9% of intake requests for services were for Emergency Assistance
  - Our Application Stream completed an average of 196 applications for assistance each month in 2024.
  - 42 auto grant files are received each month, up from 33 in 2023. On average, 54 files each month are transferred from Ontario Works Intake Unit (OWIU), up from 47 files in 2023. These files require immediate review and adjustments that effect client eligibility.
- Intake Numbers from October 1<sup>st</sup> to December 31<sup>st</sup>, 2024:
  - With the advent of Centralized Intake expansion, effective in our region as of October 1<sup>st</sup>, 2024, the workload for our Application Stream workers was as follows;
    - 60% of local intake requests for services were for Emergency Assistance
    - Application Stream CSW's completed 129 applications for Emergency Assistance, Under 18 Assistance or Reactivated Files (closed less than 4 months)
    - 240 auto grant files were received in the last quarter and were reviewed by the Application Stream Workers for completeness and accuracy

## 1.2 Service Needs

- Staffing: Caseload Numbers: Human Service Analysis indicates Client Services Worker (CSW) caseload capacity would be between 65 and 75 cases each. Currently, caseload numbers per CSW providing ongoing service is between 90 – 105,
- Administrative Burden of Intake: Three full-time CSW's process Emergency Assistance applications, reactivations (files reapplying within 3 months of closure), under 18 applications and complete the application process on all OWIU-granted files. Additionally, one specialized CSW completes all temp care applications and Non-Disabled Adult intakes. OWIU.
- Stability Support Requests:
  - 32% of requests for services for stability support (SS) were from low income and Ontario Disability Support Program (ODSP) households, 68% of requests from those in receipt of Ontario Works
  - 91% of SS requests were related to housing stability, leaving little funds to address other needs in order to progress toward being employment ready
- Lack of Child Care Spaces for Families:
  - There is a 4.2-year wait for licensed centre or home based childcare, adding additional barriers for sole support parent, of which impact over 23% of our caseload.
- Increasing Costs for Housing:
  - The average cost to rent a room only in our service area continues to rise year over year to \$810 a month, which is \$77.00 more per month than the monthly OW amount (\$733.00) for a single person.
  - The average cost of a one-bedroom apartment is \$1,629 per month.
- Referrals to Employment Ontario:



- Referral numbers to the Service System Manager (SSM) remain consistent to other SSM Consolidated Municipal Service Manager's (CMSMs) at 29% of total caseload.
- The return rate to OW in 2024 decreased by 5% from 2023.
- Stability Support Needs by Priority in Action Plans:
  - Of the total caseload, 16% of participants identified housing stability and 26% food security as a critical need;
  - 45% of the caseload identifying that their physical and mental health issues are a barrier to stabilizing their life or to even imagine holding down a job;
  - Transportation and lack there of at 38%;
  - Activity limitations at 18%;
  - Education at 22%;
  - Addictions and substance use at 12%; and
  - Caregiving at 16%.
- Transportation:
  - According to the 2021 Census, 46.2% of commuters travelled outside of Kawartha Lakes and 47.7% travel 30 minutes or more from home to work.
  - In our urban region, there is one source of public transportation within the boundaries of Lindsay.
  - The majority of communities do not have access to taxi services, let alone the ability to pay for the high costs of these services.
  - Due to the rurality of the service area, nearly 95% of commuters rely on a personal vehicle to get to work.
- Labour Force:
  - In 2021 there were 32.5 people entering the labour force for 100 leaving the labour force, compared to the province with 51 workers entering.
  - The labour participation rate was an average of was 50.7% locally and 62.8% provincially.
  - The local unemployment rate as of October 2024, is 5.7% in Kawartha Lakes and slightly higher in Haliburton at 6.6%.
  - 42% of all employment postings in the service area required no formal education or a minimum of a grade 12 education.
- All of the factors outlined in the Service Needs section constrict and threaten the ability to achieve the Service Performance targets set by MCCSS. The ability to meet performance expectations is dependent on factors outside of the municipality's control, such as the rate of inflation, the economic climate and timely access to stability supports offered through other services like mental health and health care programs.

### 1.3 Community Needs Assessment

The full Community Needs Assessment is attached as Appendix A. Highlights of the Community Needs Assessment are detailed in Table One below:

Table One: Community Needs Assessment

## Community Needs Assessment

### Strengths:

- 1.3.1 There are currently five agencies with a variety of programs to support employment success
- 1.3.2 There are currently eight programs and services to support financial education and offer support
- 1.3.3 Communities support Food Security Programs
- 1.3.4 There are five harm reduction programs and services available in our community
- 1.3.5 There are 22 programs and services to support health, mental health and well-being across the service area
- 1.3.6 There are a number of programs and services to support children and adults with special needs

### Gaps:

- 1.3.1 The programs are available in four larger communities
- 1.3.2 Programs are not well known in the community
- 1.3.3 Programs are not available in all communities, access is limited to number of visits
- 1.3.4 Programs are available in larger communities, limited availability of programs and services
- 1.3.5 Services are not available in all communities, not all programs and services are well known

### Challenges:

- 1.3.1 Funding is limited in program to sufficiently meet the need; verification is required for each expense increasing the burden on people served, there are waitlists for some of the services
- 1.3.2 Programs support education but do not have sufficient funding to fully meet needs, there are waitlists for services
- 1.3.3 Programs are not funded, need is high and is continuing to grow
- 1.3.4 Programs have limited funded, need is high
- 1.3.5 Waitlist for services are extensive, access to programs and services may be limited
- 1.3.6 Funding in programs is insufficient to meet the need, need is high and continuing to grow

### Opportunities

- 1.3.1 Programs may be delivered in smaller communities and our community housing programs, opportunity to community caseload demographics to meet needs of SA recipients
- 1.3.2 Support financial viability, support education to make most of restricted budget, crisis support is available
- 1.3.4 Great partnerships with most service providers, work is completed collaboratively, work together to meet the need
- 1.3.5 Services are available for all ages, opportunity to learn more about services available
- 1.3.6 Opportunity to learn more about programs and services available

## Section 2 - Performance Outcome Targets

The Ministry assigned performance targets for 2024. Table Two below includes a brief description of each performance outcome, the 2025 targets, 2024 actuals and a brief note on expected performance for 2025. In each performance area, the provincial expectations are that we not only exceed our previous years' performance, but that we also perform above/below the provincial average.

Table Two: Performance Outcomes

Performance Outcomes	Provincially Assigned Target	2023 Actuals	Notes
Ontario Works adults and ODSP non-disabled adults with participation requirements have an Action Plan	100%	92.9%	Consistent performance year over year – Provincial average 77.8%
Ontario Works adults and ODSP non-disable adults with participation requirements are referred to Employment Ontario (EO)	43%	20.2%	Our continue to be lower than previous years - Provincial Average 27.3%
Ontario Works cases exit to employment	10%	5.9%	Consistent performance year over year - Provincial average 8.6%
Cases that exit Ontario Works to not return to the program within one year	20%	41.9%	Increase of 2.8% over 2024 Provincial average 32.7%

## Section 3 – Service Strategies

### 3.1 Risk Assessment

An analysis of the risks in meeting the provincial performance outcomes was completed based on the specific questions and information provided by the province. Additional risk levels and descriptions were included to both inform and support the development of service strategies. The provincial risk assessment is attached as Appendix B.

Table Three: Risk Assessment

<b>Risk Assessment</b>	
<b>Performance Outcome:</b>	
1.0	Ontario Works adults and ODSP non-disabled adults with participation requirements have an Action Plan (AP)
2.0	Ontario Works adults and ODSP non-disabled adult with participation requirements are referred to Employment Ontario (EO)
<b>Risk Level and Description:</b>	
1.0.0	High – Expectation to have 100% of all OW adults and NDA's with an Action Plan
2.0.0	Medium - Participant's barriers/needs have not been addressed prior to referral to Employment Ontario Participants may agree to Action Plan goals and activities in order to maintain eligibility for assistance Review and participant assessments require time to build relationships and learn about needs Gaps in Community Resources and supports available and accessed Increase in return rates from EO due to lack of contact SSM process and requirements to approve and issue support to benefits puts those most vulnerable at risk
<b>Description of Controls in Place:</b>	
1.0.1	The first meeting with people we serve can be 1.5 to 2.0 hours in length and includes significant time to fulfill mandatory eligibility requirements (review and analysis of eligibility requirements, completion of Common Assessment - CA). If the needs of the person are known and immediate during the first meeting, staff will complete AP and do so in 89.1% of all cases. Staff will address immediate needs of the person and will schedule a follow up appointment within 30 days to complete the full CA and complete an AP if one is not completed in the first visit. This provides the opportunity for staff to better develop the relationship and best determine the supports and services that could be made available.
2.0.1.	Staff connect with EO in advance of any referral that may be considered multi-barriered and if the person has barriers that make contact difficult, especially if the person is highly motivated to connect with EO. Each person is one crisis/event away from connecting and making continued participation difficult. A process has been established to have EO connect

with our staff if they have been unable to connect. Monthly meetings with EO have been established to address any service issues, concerns including reducing the returned referral percentage. Monthly meetings have been established with SSM to support system level issues, concerns and successes. EO staff in Haliburton are located in the same building to facilitate partnerships. EO partner in Lindsay attends our building weekly to meet with staff to support connections and services

### Opportunities:

- 1.0.2 SSM and CMSM are continuing to work together to refine work flow and communication issues to ensure that referrals are completed and clients are contacted. Improvements to EO provider connecting with our CSW's for no contact will be addressed by EO. As of 2024 and moving forward, the CMSM will continue to fund Community Counselling Resource Centre to provide non-crisis related counselling to meet the needs of those in receipt of OW. This program has proven successful and will be reassessed in 2028. Additionally we will be supporting those we serve who are not recommended at this time for referral to EO and without a doctor with paying for assessments to determine full needs which may lead to a referral to ODSP, other community supports.
- We are working with our SSM to do a deeper dive and analysis into the returns and successful referrals. We would be looking at trends to determine if there is a correlation between a number of factors related to successful referrals including client specific data, time of the month, year, location of client's home and service delivery site, etc.

## 3.2 Equity, Diversity and Inclusion Strategy

- Locally the City has an established Inclusion, Diversity, Equity, Accessibility and Belonging (IDEA) team, of which Human Services Department staff are members of and have opportunities to be consulted and provide feedback on initiatives that support the corporation and the community we serve
- City policies and procedures have been reviewed, including references to language and use of legacy language in order to update and align with the local strategy and approach.
- Monthly knowledge sharing and information on a variety of topics related to IDEA are available to staff and management.
- Translation services are shared corporately to support serving people with English as a second language in a better manner.
- Partnership with the City's Economic Development Department, Employment Ontario Provider and the New Canadians Centre located in Peterborough have enabled the improvement and service offerings locally within our community.
- Staff knowledge and awareness is garnered through staff training and education programs and resources (both mandatory and voluntary opportunity).
- We are tracking and analyzing data and using GIS to look at a variety of factors year over year related to diversity, indigenous population, migration, immigration, racialized populations, youth racial identity, ethnic identity, language spoken most often at home.

### 3.3 Logic Model

Performance Outcome 1: % of OW adult caseload with an Action Plan created		
Inputs	Operational and Strategic Activities	Expected Outputs
Invest in Staff	<ol style="list-style-type: none"> <li>1. Staff capacity and pressures address to support service to people we serve.</li> <li>2. Temporary and full-time vacancies to be filled in a timely fashion.</li> <li>3. Succession planning updated in 2024 and to be updated annually.</li> <li>4. A full training calendar will be prepared in 2025 that will be interactive, set training details and schedules for multiple years.</li> <li>5. Staff Demand to be updated to staffing levels required to meet desired performance expectations.</li> </ol>	<p>Staff will have sufficient time to support appropriate and timely case management.</p> <p>Participants understand their expectation to participate once referred to EO.</p> <p>Long term planning to support capacity completed.</p>
Direction and Policies and Procedures	<ol style="list-style-type: none"> <li>1. Expectation to complete Action Plans at first visit, in first month, will be supported. If needs of participant are great, staff may complete an initial high level an Action Plan and will complete and update AP at next appointment.</li> <li>2. This direction will be communicated at CSW Team Meetings.</li> <li>3. The Program Integrity Team will develop an AP resource will be developed and shared with staff.</li> <li>4. Management will update procedures and staff will be informed of requirement to complete initial high level AP at first meeting.</li> </ol>	<p>Staff will have sufficient resources and clear direction to support case management and help to meet performance expectations.</p> <p>Participants understand their expectation to participate once referred to EO</p>
Participant understanding of program expectations, AP requirements	<ol style="list-style-type: none"> <li>1. Tools and resources to assist with key messaging and ensure language used is at grade 4 level will be updated/developed SAIL training will be offered to those in receipt of OW by end of 4<sup>th</sup> quarter.</li> </ol>	<p>Staff will have sufficient resources available to support participant understanding of AP requirements.</p> <p>Participants understand their expectation to participate once referred to EO.</p>
<p><b>Highest Risk from Risk Assessment Template</b></p> <p>Risk 1: Low – SA staff and participants are not aligned with the goals/support services that will support the participant towards employment readiness.</p>		

**Performance Outcome 2: Percentage of Ontario Works adults and ODSP non-disabled adults with participation requirements who are referred to EO**

Inputs	Operational and Strategic Activities	Expected Outputs
Partnership with SSM	<ol style="list-style-type: none"> <li>1. Working with SSM on development of Shared Calendar.</li> <li>2. Review additional day for EO staff to work/connect on site.</li> <li>3. Continued monthly sessions with management team.</li> <li>4. Monthly opportunity to connect with EO staff, alternating sites.</li> <li>5. EO and CMSM to review and connect about referral process – ensure practice matches with referrals.</li> <li>6. CMSM to schedule community meeting to present environmental scan and factors that inform our service – by end of 2024.</li> <li>7. Working group established in 2024 to review and address health and safety and its connections to the provision of service.</li> <li>8. Participant Pathway to be reviewed and updated in 2024 and into 2025.</li> </ol>	<p>Staff will have ability to schedule appointments in real time, reducing returned referrals.</p> <p>Increased community engagement and relationships.</p> <p>Increased knowledge of services and supports between both EO and CMSM.</p> <p>Refined referral process to better align services.</p>
Direction and Policies and Procedures	<ol style="list-style-type: none"> <li>1. Expectation to complete Action Plans at first visit, in first month, will be supported. If needs of Participant are great, staff may complete an initial high level an Action Plan and will complete and update AP at next appointment.</li> <li>2. This direction will be communicated at CSW Team Meetings.</li> <li>3. The Program Integrity Team will develop an AP resource will be developed and shared with staff.</li> <li>4. Management will update procedures and staff will be informed of requirement to complete initial high level AP at first meeting.</li> </ol>	<p>Staff will have sufficient time to support appropriate and timely case management.</p> <p>Participants understand their expectation to participate once referred to EO.</p>
Participant understanding of program expectations, AP requirements	<ol style="list-style-type: none"> <li>1. Tools and resources to assist with key messaging and ensure language used is at grade 4 level will be updated/developed.</li> <li>2. SAIL training will be offered to those in receipt of OW by end of 4<sup>th</sup> quarter.</li> </ol>	<p>Staff will have sufficient time to support appropriate and timely case management.</p>

**Performance Outcome 2: Percentage of Ontario Works adults and ODSP non-disabled adults with participation requirements who are referred to EO**

Inputs	Operational and Strategic Activities	Expected Outputs
	<p>3. Funding to support Psychological and Vocational Assessment for up to 30 of highest needs clients (currently without a connection to a health care professional and formal diagnosis).</p>	<p>Participants understand their expectation to participate once referred to EO.</p> <p>Determine most appropriate path towards self-sufficiency, longer-term supports for clients that are distant from the labour force and to support accessing the appropriate SA program.</p>

**Highest Risk from Risk Assessment Template**  
 Risk 1: Medium - Participant’s barriers/needs have not been addressed prior to referral to Employment Ontario.



# Section 4 – Program Delivery

## 4.1 Service Delivery Expectations

### Overall Readiness

Resources are dedicated to ensure programs and services are delivered in accordance to legislative and policy requirements including:

- Program and Service Audits are completed including annual full file reviews and topic specific reviews (i.e. review of assignments of benefits, evidence verification, etc.) on a monthly basis.
- Financial re-assessments are scheduled and completed every 24 months on all cases which included full reviews and all required third-party checks.
- Third Party Checks are completed as required.
- Checklists and Job Aids have been developed and available for all staff for a number of activities including: intake and application, third party checks, file transfers, file transfers to ODSP. Checklists are reviewed and completed by CSW's.
- All deferrals from participation in an action plan are reviewed as the expectation is to have over 95% participants with action plans.
- Requirements for participation is expected in all cases except where the CSW has determined that participation may be deferred. The expectation is for the AP to meet the participant where they are and therefore it is expected that an AP can be created to support the participant. If a deferral is granted, the details on the follow up will be included in the notes detailing reason for the deferral and providing milestones that will support the removal of the deferral and will include a date for follow up. The CSW will continue to work with the participant to support their ability to participate and offer resources and supports.
- Expectation that 100% of all Eligibility Verification Process cases are assigned within 15 days and 90% of their cases are completed within 60 days.
- Eligibility Verification Process is currently assigned to a single staff member.
- All cases are reviewed to determine that the appropriate overpayment rate is applied
- Each overpayment is reviewed by each CSW to determine suitability for the application of the 10% recovery rate. For all overpayments that were a result of any fraudulent activity, as a result of reimbursements or income received, the standard rate will apply. CSW's have the discretion to apply the 5% rate if the overpayment meets the definition of undue hardship. The 5% rate is also applied to all overpayments as a result of administrative errors.

### Financial Assistance expenditures are accurate and meet ministry expectations

- Policies and procedures are in place for:
  - Data and evidence verification for all costs
  - Monthly reconciliation of all general ledger accounts to the applicable Social Assistance Management System (SAMS) reports
  - Quarterly analysis and audit of expenditures

- Annual audit completed for each third party provider
- Review and the completion of any follow up from SAMS generated and Ad-Hoc Reports as appropriate
- All subsidy claims are completed by a position within the City's Finance Department.
- All Subsidy Claims are reviewed and approved by the OW Administrator and the Director of Human Services.
- Subsidy claims are completed and submitted on a monthly basis within the timeframes required to support the continued review and flow of funding.
- All expenditures and payments made outside of SAMS are tracked and reported to the province with each subsidy claim. This would include Family Responsibility payments prior to 2013, Dental Administration and payments, and Gift Cards provided on a case by case basis for urgent needs.
- Finance Staff complete an annual review and reconciliation of all expenditures and payments outside of SAMS.
- The City adheres to all legislated and generally accepted auditing standards.

## 4.2 Resource Analysis

### Reception Stream

- Service starts with our team of reception staff – people are welcomed into a warm space and offered a place to warm up, cool down, rest and are offered nourishing snacks. With the change in behaviours and activities seen in our reception area, we maintain 3 full-time staff in reception at all times and have a detailed process for ensuring sufficient coverage is available.
- We have standard training that is offered to all staff working in reception that includes trauma informed care, health and safety training, self-defence training, etc.
- We have implemented a system that would immediately notify the management team when assistance is needed in the reception area.
- To better serve participants all reception stream staff have an awareness of the services and programs offered throughout the Human Services Department.
- To ensure continuity in supervision, all reception staff report to one supervisor.
- All phones lines into reception are answered live by reception staff.
- Reception team members are also part of our payment functions stream.
- Staffing must be maintained during identified peak times when service requests are increased. Data and analysis completed identified staffing complement required and identifies peak periods for time of day, day of week, week of month and month of the year.

### Application and Intake Clerical Stream

- We have four full-time staff in this stream.
- Provides coverage for the reception team on a daily basis.
- Staffing must be maintained during identified peak times when service requests are increased. Data and analysis completed identified staffing complement required and identifies peak periods for time of day, day of week, week of month and month of the year.

- Staff are required to upload data from all applicable reports to our monitoring and tracking systems.
- Third Party Checks and Logs, as directed by the CSW, are completed by this team.

### **Payment Functions Stream**

- One full-time staff in this stream however is assisted by other clerical staff.
- Processes monthly and daily financial assistance payments – through various technologies.
- Day to day management of clerical functions for overpayments including 30, 60, 90 and annual communications.
- Annual review of overpayments and makes recommendations for write-offs or cases to go to collections.
- Clerical support for Eligibility Review Officer and Program Integrity Officer.

### **Client Services Worker – Application Stream**

- We continue to have 4 full-time staff on this team. Initially we had planned for the number of staff dedicated to this team could be reduced however analysis of the work required to support applications indicates 4 staff are required.
- This team processes the OWIU completed application for financial assistance and follows up as required for signing of forms, completing AOB, complete the first high level Action Plan.
- This team receives applications and makes the determination for eligibility for emergency assistance or temporary care applications.
- Third Party Checks are requested and reviewed by this team.

### **Client Services Worker**

- Current staff complement of 17 full-time staff.
- Responsible for the ongoing service management for all in receipt of Ontario Works and NDA's.
- Financial Updates and Reviews are required every 24 months.
- Staff have the discretion to determine the best schedule for connecting with participants – the needs and plans of the participants informs that decision. Some participants are connected with weekly, monthly or every other month. Staff are to connect a minimum of once every three months and to meet in person once annually. Staff have developed processes to ensure that virtual and phone meetings can be supported.
- We currently have one dedicated CSW to complete EVP requirements however we are looking to review this practice to determine if we can maintain consistent completion of EVP if all staff complete a portion of the assigned files.
- A buddy system has been established to support staff out of office to ensure continued support is available to people we serve. Standards and priorities have been set to support this coverage.
- Additional funding is needed to continue to support this level of service delivery, should improvements to eligibility and workflow not progress at OWIU to offset the administrative burden it is costing at the local level.

## **Program Integrity Team**

- Two full-time staff are responsible for daily activities that support program integrity.
- Staff are responsible for file audits and reviews, processing and following up on all investigations of fraud, any identified misuse or misrepresentation of funds.
- Staff are responsible for coordinating and/or leading staff training on Ministry and local policies and procedures, service expectations and technologies.
- Staff review policies and procedures, legislation and complete audits to ensure consistent application.

## **Management Team**

- 3.32 FTE including supervisors, Manager (OW Administrator) and Director.
- Direct supervision of all staff, participation in community, regional and province-wide committees, working groups and associations.
- Review policies, procedures, data analysis, SAMS reports, and tasks.
- Direct relationship with community partners, EO providers.
- With the increased acuity and need of participants, supervisor involvement with day to day participant interactions is increasing and affecting capacity for overall system management.

## **4.3 Monitoring Activities**

### **Overall Readiness**

Resources are dedicated to ensure programs and services are delivered in accordance to legislative and policy requirements including:

- Program and Service Audits are completed including annual full file reviews and topic specific reviews (i.e. review of assignments of benefits, evidence verification, etc.) on a monthly basis.
- Financial re-assessments are completed every 24 months on all cases.
- Third Party Checks are completed as required.
- All deferrals from participation in an action plan are reviewed as the expectation is to have over 95% participants with action plans.
- Expectation that 100% of all Eligibility Verification Process cases are assigned within 15 days and 90% of their cases are completed within 60 days. We are currently meeting this expectation with one dedicated CSW completing all EVP audits.
- All cases are reviewed to determine that the appropriate overpayment rate is applied.
- Supervisors review files and performance reports on a monthly basis and provides direction as required.
- Manager reviews and analyzes performance reports and provides direction as required.
- Annual review of policies and procedures to ensure compliance with ministry and local direction, service plans and legislation.

### **Submission of Actual Expenditures**

Financial Assistance expenditures are accurate and meet ministry expectations

- Policies and procedures for
  - Data and evidence verification for all costs
  - Monthly reconciliation of all general ledger accounts to the applicable Social Assistance Management System (SAMS) reports
  - Quarterly analysis and audit of expenditures
  - Annual audit completed for each third party provider
  - Review and the completion of any follow up from SAMS generated and Ad-Hoc Reports as appropriate
- All subsidy claims are completed by a position within the City's Finance Department.
- All Subsidy Claims are reviewed by the OW Administrator and the Director of Human Services.
- The City adheres to all legislated and generally accepted auditing standards.
- The City processes payments that are process outside of SAMS and provides supporting documentation through secure email with each monthly subsidy claim. The payments are reviewed as above, and may include the following:
  - Payments made directly to Revenue Canada for a Service Provider as required by Revenue Canada
  - Payments processed related to Family Responsibility payments received that apply to time periods prior to 2013
  - Payments related to Dental Services managed by a Third Party
- All reports to authorities including local and provincial are based on actual expenditures and submitted through appropriate sources.

### **Submission of Outcomes Achieved**

- Performance reports are reviewed on a monthly basis.
- Reports are reviewed for current year, past year and compared with communities within our service area.
- Service analysis is completed and updated monthly.
- Data is collected and stored in one location. Data Analysis Coordinator and Financial Coordinator work together to provide up to date and current performance related reports.
- Management and the Program Integrity Team work to identify and implement mitigation strategies as necessary.
- Our review indicates that we will not be able to meet all Ministry set targets for the 2054.

### **Performance Reports**

- We have a detailed process for reviewing performance related reports.
- We have a central location for all data related reports and information.
- Report tracking is set to show current year performance, year over year performance, trending data and identify any outliers.
- A Report Matrix is used to identify the purpose of the report, the intended audience and identify actions required as part of the review of the results.
- Majority of reports are available for all staff to review – these are stored in a central location
- Supervisory level reports are reviewed by the management team.

## Quality Assurance (QA)

- Program Integrity Team regularly meets and prepares training for all staff.
- Data, Reports and Analysis centrally stored in and kept up to date weekly, monthly, quarterly as appropriate.
- A single source for final data is maintained that includes analysis that is available to the entire department and all staff to ensure consistency of information shared and that we are all working from the same place.
- Management Team provides direction to Program Integrity Team on file audit requests that will be both quantity and quality based, will ensure adherence to provincial and local policies and procedures, legislation and meet our service expectations and goals.
- Completed audits include observations, data and recommendations which are submitted to the Management Team.
- Management Team provides direction on individual or group training needs, will update policies and procedures as appropriate.

## Risk Mitigation Testing

- The Management Team will be responsible for reviewing any risk mitigation questions and will assign work to the Program Integrity as appropriate.
- The test scripts will be completed as required and returned to the Ministry for appropriate review.

## 4.4 Privacy

The Privacy Risk Assessment was completed and will be submitted as a part of the Service Plan and is included below as Appendix C. Human Services has developed department policies and procedures incorporating all relevant legislation and working in partnership with the City's Clerk's Division. Staff are required to review and confirm understanding of and adherence to, policies and procedures annually.

During orientation and onboarding, staff meet with supervisors to review and understand the obligation to having access to confidential, personal information. During onboarding training, our Program Integrity Coordinator incorporates this understand as they train new staff on legislation, local policies and procedures, Directives and the Ontario Works Program.

The Program Integrity Team completes an annual privacy and third party access review and submits observations and recommendations to the Management Team. The Management Team then provides direction, performance guidance and training requirements for individuals and/or groups of staff.

The Privacy Maturity Self-Reporting Tool and has been completed and it attached as Appendix D.

# Appendix

**Appendix A: Community Services Inventory**

**Appendix B: Performance Outcomes Risk Assessment**

**Appendix C: Privacy Risk Assessment**

**Appendix D: Privacy Maturity Self-Reporting**

# Appendix A

**Instructions:**

Community Service Inventory													
	Name of organization, project, initiative, agency, service provider	Service Type	Category (Program Name)	Description of Services, supports, resources provided)	Service Eligibility/ Target Populations for Service	Service Delivery Instructions	Nature of Your Relationship	Strengths/ Resources for SA Clients	Opportunities to Leverage	Gaps Categories	Gaps in services or required resources	Challenges / Implications for Social Assistance	Other (including partnering organizations)
1	SIRCH Community Services	Early Learning and Child Care	School's Cool Online	For children entering Kindergarten - 6 weeks, 4 days a week, 2 hours/day	All		Collaboration	Successful award winning program to help prepare children for Kindergarten	It's free - Foundation to support success in school	Funding	Short term program, no ongoing funding	Can only offer in a number of locations each year	
2	Nogojwanong Friendship Centre	Early Learning and Child Care	Indigenous Family Support	Focuses on strengthening parenting and caregiving skills thought support the spiritual, emotional & intellectual needs of urban Aboriginal children and their families.	All		Communication	Supports IDEA, many programs and services		Transportation	Not delivered directly in our communities, must travel	As numbers rise, importance increases to offer these supports	
3	Community Living Trent Highlands	Early Learning and Child Care	Early Learning Quality Initiative	Promotes development and high quality early learning programs within CKL and COH	Children under 12		Collaboration	Supports quality service for all children who participate in our licenced child care system, sets them up for success	We are funders of this program	Staffing Resources	Funding is limited however program itself is extremely successful. Recruitment for RECE is critical at this time		
1	Community Living Trent Highlands	Employment	Job Quest	Employment centre that offers specialized supports and services. They help find and keep good jobs while assisting employers to find, train and keep reliable and skilled workers	Adults		Collaboration	Programming and services are successful in supporting employment for high acuity participants	Yes, include them as a stronger partner with the SSM, concentrate internally on referrals there	Waitlist for services	Limited in number of referrals to the program	Limited referrals now with SSM however we had significant partnership in the past	
2	Nogojwanong Friendship Centre	Employment	Apatiswin Employment Training Program	one-to-one supports and resources and can assist urban Indigenous individuals to access a range of training, education and skills development opportunities.	Adults		Communication	Meet cultural and spiritual needs, offer support and training and education	Services to be provided in our service area	Outside of Service Area	No service available in our area	Have to travel significant distance to receive support and services	
3	VCCS	Employment	Job Search and Job Search supports - Resource Room, access to computers, copiers/fax machines.	Help job seekers with their employment needs, Employment counselling, resume cover letter development, assist with financial supports to provide on the job training, plans, life skills coaching	Adults		Convergence	Wide range of job search supports and access to Employment Counselling. VCCS allows for an accessible location for clients. Some services available remotely.	Yes, Referral to VCCS are completed by clients Action plans	Funding	Service provider may have constraints such as budget, lack of client attendance or appropriate referrals	Transportation to group programs however some remote services are available	Employment Ontario
4	VCCS	Employment	D4 (dream, Discover, Dare, Do)	5 week program that opens doors to opportunities for employment-workshops, employment experience, training, team building, create resume and practice for interviews, paid on the job experience	Adults		Convergence	Participants can find information on jobs, careers and labour market.	offers community based placements for participants	Funding	Service provider may have constraints such as budget, lack of client attendance or appropriate referrals	Transportation to group programs however some remote services are available	Adult Education, OW
5	VCCS	Employment	Youth Success Thought Employment Practices (YSTEP)	for youth between 15-30, out of school, out of work, needing extra help to find work.	Adults		Convergence	Connects youth to other resources and educational resources		Funding	Service provider may have constraints such as budget, lack of client attendance or appropriate referrals	Transportation to group programs however some remote services are available	Youth related organizations, Boys and Girls club, CHIMO, Trillium Lakelands School Board
1	Salvation Army	Financial		Free income tax clinics during tax filing season. For Individuals-earning less than \$35,000 and families earning less than \$45,000	Adults		Communication	Excellent resource for low income, OW and ODSP Free service - mostly in urban location of Lindsay some outlying areas offer similar	increase funding to other agencies to offer this same program - will allow clients to meet Fed demands of completing taxes each year		urban location	Transportation to urban area often an issue.	
2	Credit Counselling	Financial		review finances, make a budget, deal with creditors	All		No Relationship	Provides support to those with financial issues	Limited referrals	Little is known about services	Unsure if located in CKL	If referred - typically outside of CKL/Haliburton	
3	Heat Bank - Haliburton	Financial	Heat- LEAP -Low Income Energy Assistance Program	For low and modest-income households who are struggling with managing their hydro or heating costs or heating or hydro emergency	All		Convergence	Program is successful in supporting families / individuals with financial support in dire situations	Funding through United Way? Extremely helpful, supportive and widely used in Haliburton County	Funding	CKL should have the same strong relationship with a service like this	Increasing costs of fuel and stagnate SA rates will exacerbate need for this program	
4	Victim Services	Financial	Victim Crisis Assistance	Provides support for individuals affected by crime and tragic circumstance. Staff work with Police, emergency services and other community providers to meet the needs of individuals who have been victimized	All		Communication	Provides fast support to tragic situations wrap around services through their connections with other services	Connect those seeking emergency assistance as appropriate, at time of intake	Increased need of service	More communication with this support and OW to assist with non duplication of referrals	Develop stronger relationship with VS and SSM	
5	Natural Springs	Financial	Mattresses	Designed to make the purchasing process go as far as possible to provide easy service for Social Service agencies.	All		Convergence	Fast affordable high need	Mostly out of Peterborough, however will service Lindsay and Haliburton	Outside of Service Area	Located in Peterborough, transportation of mattresses	Mostly out of Pto however will service CKL and Haliburton County	



6	Salvation Army	Financial	Set up Packages	Mattresses, frames bed set up and delivery	All		Collaboration	high demand for this resource	located in Lindsay and Fenelon Only		often looking to community for donations to meet demands of homeless population getting housed with no household goods	funding	
7	Victim Services	Financial	Tragic Circumstance Assistance	helps with the costs of clean up in the immediate aftermath of a suicide. Emotional support and assistance following the suicide will also be provided.	All		No Relationship	limited contact with this very specific program	education around situations that may occur	Little is known about services	little known information about this resource	little known service - not often shared or promoted	
8	A Place Called Home	Financial	Youth Trustee Program	Available for youth 15-25	Youth		Convergence	great support and resource for SA Youth	increase availability to those not living in urban area	Transportation	often limited to those in urban area	transportation to attend APCH in person to obtain monthly funds	
1	Kawartha Lakes Food Source	Food and Nutrition	Open Gardens Program	free to pick fresh vegetables	All		Communication	Allows recipients to participate in community resource program and then reap rewards of their effort	Increase shared locations and create more space and opportunity for the program to support more recipients	Funding	limited space for program, limited staff to support it, need more funding to support program	limited funding available, staff time commitment	
2	Community Care	Food and Nutrition	Food	Good Food Box- monthly - 25 boxes for clients who need extra help. Pick up is the 3rd Tuesday of the month.	All		Convergence	very successful program - fresh produce - items that are often unaffordable	Increase funding to allow for SSM to support more individuals being able to obtain this resource - opportunity for community to "sponsor" a box for community member and receive Tax Donation receipt	Transportation	Transportation / delivery?	Many clients have difficulty with transportation to pick up Box or travel home with it	
3	Nogojwanong Friendship Centre	Food and Nutrition		Cooking with Kids, Family & Well Baby clinics, Educational workshops, Literacy programs, Parent's circle, parenting classes, drop-in, clothing exchange. Court workers program. Mental Health & well being, Reaching home, Addictions & Mental Health	All		No Relationship	Not in this area?? we know nothing	We know nothing	Little is known about services	We know no details or have lived experiences with this provider	Services are not available in our community	
4	Salvation Army	Food and Nutrition	Food Bank	Wed 930-1, Fri 11-12pm by appointment only	All		Cooperation	Very well used resource	If they had increased budget they could provide more options, days available and times	Access - program availability	Limited days and time to gains supports, can only access 1 time per month - needs is greater than that Transportation. Only in urban area of CKL	Transportation, limited funding to increase the program to support more individuals and high needs situations ID required to access program	
5	Centre of Hope	Food and Nutrition	Food Bank	Tue, Wed, Thu 10am-2pm - Centre offers food, clothing and household goods to those in need. Food bank is by appointment only.	All		Communication	Very well used resource	If they had increased budget they could provide more options, days available and times	Access - program availability	Limited days and time to gains supports, can only access 1 time per month - needs is greater than that Transportation. Only in urban area of CKL	Transportation, limited funding to increase the program to support more individuals and high needs situations ID required to access program	
1	John Howard Society	Harm Reduction	Crisis and Harm Reduction Programs	One on one harm reduction psychoeducational to clients, Peer support groups and Family Support Groups	Adults		Communication	Allows for participants to complete surveys which in turn helps staff to understand complexities of addiction in the community	Referrals to program to support stability	Increased need of service	Knowledge of program and services consistent with all staff, funding to support		Community Outreach supports, A place called home, paramedics and nurse practitioner
2	John Howard Society	Harm Reduction	Crisis and Harm Reduction Programs	Staff will attend with client to medical appts in hospital or doctors office. Assist with connecting with doctors, counsellor & community agencies. Advocacy when attending appts with clients.	Adults		Communication	Advocates for clients in community settings	Referrals to program to support stability	Offered in limited communities	Knowledge of program and services consistent with all staff, funding to support	Stigma for participants. Advocacy aims to remove stigma and help clients with attendance to medical appointments	Referring agencies such as OW, A Place called Home, CMHA.
3	FOURCAST	Harm Reduction	Addiction Treatment Provider	counselling-individual and group, family programs, parents, pregnant women, gambling, alcohol, opioid services, harm reduction	Adults		Communication	Allows participants to learn techniques in harm reduction. Offers alternative therapies such as Acupuncture.	Opportunities to share knowledge and train staff and participants	Increased need of service		Office is in Lindsay. However participants can access services by phone.	OW, OATC, John Howard, APCH
4	PARN	Harm Reduction	Community Based agency providing support and health promotion for people who are HIV infected and HIV affected.	HIV Support Services, Hep C, Harm Reduction, education and prevention	Adults		No Relationship	Access to information and harm reduction	Opportunities to share knowledge and train staff and participants	Increased need of service		Unknown	John Howard society, Elizabeth Fry, Fourcast Addiction Services, RMH
5	Kawartha Haliburton Children's Aid Society	Harm Reduction	Foster Care & Alternative care for Children	protect children from harm or the risk of harm due to neglect and physical, sexual or emotional abuse. - children may need the support and safety of another family-temporary or can be longer term.	Children under 17		Cooperation	Provides financial support to Kith and Kin situations	Strengthen relationship between Agencies \$274 per month is too low should be increased	Funding	Discretionary benefits are limited to address extra support often needed by caregivers CCTB not available if caregiver income too high	Limited government supports beyond \$274 per month -	

1	CMHA	Health	The Road Ahead	Mobile Wellness Clinic Counseling and therapy, support with addictions and substance use, medication support and other supports.	Adults		Communication	Can support individuals in rural areas. Will meet with individuals in their community or in their home	increase government funding to support those outside urban centres who have numerous supports to access	Little is known about services	limited referrals as little is known about it	we know very little about the service or program	OW and ODSP
2	Community Care	Health	Dental	Dental clinic is available for everyone-low income families, or those with no insurance, OW, ODSP, Senior Dental care program	All		Cooperation	Serves individuals with issues with no other coverage	Lower eligibility criteria - increase federal funding for all	Funding	High need resource - long wait lists - eligibility can be complex at times and individuals denied supports (Fed. Seniors dental program confusion)	need more funding - Transportation as it is located only in urban centre - often cannot serve complex needs	
3	Community Care	Health	Community Health Centre	health services delivered by doctors, nurse practioners, nurses, a social worker, dietician and others.	All		Communication	Home visits, Hospice supports, works urban and rural areas	Increase number of staff - more funding due to increased health complexities and senior population in CKL / Haliburton	Waitlist for services	limited staff to support it, need more funding to support program - in home care needs are increasing due to aging populations	Transportation to urban area often an issue.	
4	Community Care	Health	Transportation	offer affordable, dependable and safe transportation for people of CKL to attend medical appts social activities and errands.	All		Collaboration	Very widely used across OW clients as transportation is a barrier for most	increase funding to allow for CC to gain more drivers - increased financial compensation for their drivers	Funding	increase in available staff	Very high need program - complex clients can present difficult situation for drivers	
5	CKL Family Health Team	Health	Local family Doctors, nurse practioners, dieticians, pharmacist, psychologist, social workers, occupational therapist & respiratory therapist.	The team works with your family doctor to provide complete health care. Offer a variety of health programs for the specific needs of the patients in the the community.	All		Communication	Is available to help with medical issues for those without medical support due to doctor shortage	Lack of available doctors, many in community without a family doctor or nurse practioner	Waitlist for services	Can help with lack of family doctors in CKL/Haliburton -	Transportation to urban area is often an issue for participants., delays for DAU packages and eligibility, impact on physical and mental health	
6	HKPR Health Unit	Health	Classes, clinics and supports	For children- Dental Health, Food and Nutrition, Immunization clinics, Mental Health support, Needle exchange & safe supplies, Pregnancy & Infant Feeding supports, quitting smoking, Rabies clinics, Sexual Health, Water Quality & testing, Youth & teen services	All		Communication	Large number of free programs and supports offered	??	Offered in limited communities	Located in central urban area	Transportation to urban area often an issue.	
1	John Howard Society	Homeless Prevention and Support	ReSet Supportive Housing	provides counselling and supports to individuals housed through KL and Haliburton.	Adults		Convergence		Opportunities for participants , JHS staff and OW staff to help participants maintain their housing	Waitlist for services	waitlist for services	Waitlist for services	KL Housing, CMHA, APCH
2	A Place Called Home	Homeless Prevention and Support	Supporting homeless men, women and families with children	Emergency shelter for families and individuals, showers & meals, laundry facilities	All		Collaboration	promotes participants to look for housing solutions and seek other community supports		Funding	APCH services may be limited by their budget	Shelter is limited in size. Waitlist for shelter.	OW, ODSP, John Howard Society, CMHA
3	CMHA	Housing	Community Homes for Opportunity CHO	supportive housing program for people with serious mental illness	Adults		Communication	limited contact with this very specific program	increase sharing of information on the criteria and programming	Little is known about services	limited knowledge of the program	limited knowledge of the program	Housing providers, KLH Housing, WR, JHS
1	Community Legal Clinic	Legal	Debt & Consumer Rights, Employment & work, Income assistance, health & disability, tribunals & courts, Housing law, Human rights.	Abuse & family violence, criminal law, family law, french language rights, wills & powers of attorney	Adults		Collaboration	Great support and resource for SA recipients	Numerous referrals - housing, LL/Tenant issues, ODSP appeals etc - high demand and high needs clients and issues	Staffing Resources	need increase in funding and staff - small staff in urban area - limited staff in rural areas - transportation barriers for clients trying to access support	Transportation to urban area often an issue. Often high demand for paperwork - literacy issues with clients - access to printers computers and online technology	
1	CMHA	Mental Health	Brief mental health services	ages 16 or over connect to appropriate longer term supports, brief interventions to stabilize crisis and reduce mental health symptoms. Digital self referral is available for clients.	Adults		Cooperation		Yes, Counsellors are known to OW staff, OW staff can complete online referral with participant	Access - program availability	Some mobile services are not available in rural areas.	There may be high demand for services. Clients need diagnostic services however access to qualified staff who can diagnose may be limited	Four counties crisis, Ross Memorial hospital
2	CMHA	Mental Health	Community Engagement and Education	offers presentations, workshops and training on Mental Health first aid, ASIST, safe TALK, Psychological first aid	Adults		Cooperation		Opportunities exist for OW staff to receive training that is local and affordable	Access - program availability	Some clients may not have access to digital resources or transportation.	Need for training is constant	Four counties crisis, Ross Memorial hospital, APCH, WR, JHS
3	CMHA	Mental Health	HOPE Learning Centre	Provides courses about mental health and well-being that promote recovery, hope, empowerment, possibility	Adults		Communication		promotes healthy living skills and adds to clients sense of community inclusion	Funding	May be limited by lack of funding, getting volunteers and donations	Demand for service is high.	Community Mobile Outreach, OW, APCH, JHS
4	CMHA	Mental Health	Justice Services	Assists individuals with mental health or addiction concerns who are involved with the criminal justice system.	Adults		Cooperation		Assists participants with staying in community and not being incarcerated	Transportation	Transportation to where justice system is located	Connecting to Workers who are working under work load and time constraints	John Howard society, Elizabeth Fry, Victim Services, Community Mobile outreach
5	Community Counselling & Resource Centre	Mental Health	Counselling	Referrals come from Human Services CSW, CHW and OHAW staff direct to CCRC, sessions determined by CCRC. Not for crisis	Adults		Collaboration	Provides collaboration with OW staff and Certified Social Workers	Participants gain knowledge in times of need	Waitlist for services	CCRC staff may have to limit referrals	Services are waitlisted.	CMHA

6	Womens Resources	Mental Health	Counselling, Anti Human Trafficking	Provide safe place & secure for women, support for women who are seeking help from abusive relationships	Adults		Communication			Waitlist for services	waitlist for services	Supports may not always be available when needed by participants	Victims Services, OW and ODSP
7	Kawartha Haliburton Children's Aid Society	Mental Health	Counselling, Support services	information, referrals to other community agencies, counselling, support & assistance to families and children. - The goal is to assist parents solve problems and eliminate the risk of harm to their children	Adults		Communication	KHCAS is excellent at referring to outside agencies and supports	improve relationships between wrap around services	Funding	all services require more funding to meet increased complex needs of families due to global changes - poverty, addictions, homelessness, cost of living	need more funding	
8	CMHA	Mental Health	Mental Health	9-8-8 Suicide Crisis Helpline	All		Communication		Participants may be able to gain immediate assistance when in crisis	Little is known about services	Unknown at this time	Participants need device to stay connected	Four counties crisis, Ross Memorial hospital
9	CMHA	Mental Health	Hospital to Home H2H	Attached to RMH - provides short-term follow up to individuals who visit the hospital emerg. 2 or more times in 30 days for mental health reasons.	All		Communication		Participants can be assured that services can help them with transition to other mental health services or RMH mental health services	Staffing Resources	May help participants to stay where they are housed and not lose their housing	Lack of space on RMH mental health floor.	OW, ODSP, John Howard Society, Community mobile outreach
10	Canopy Support Services	Mental Health	Counselling, Adult Programs	Goal setting, planning, advocating and exploring available community resources. Regular check in meetings, financial oversight, submitting service user invoices & expenses. Referral from Ministry of Children, Community & Social Services or be a youth transitioning to adult services with an adult budget.	All		Communication			Little is known about services	Unknown at this time	Waitlist for services	Adult Protective Services, Community Living
11	Victim Services	Mental Health	Counselling, Works in collaboration with emergency services	Provides immediate emotional and practical support to victims of crime and resources to cope with the impact of victimization. In person or by phone	All		Communication	Offers 24/7 services for victims of crime	Opportunities exist for OW staff to learn more about victim services in regards to Human trafficking	Little is known about services	Unknown	Clients who need services may be transient	Lindsay Police Service, OPP, Womens Resources, JHS
12	Kawartha Lakes Community Clinic - Ontario Shores	Mental Health	Counselling, Support for Families	Provides services for participants who are diagnosed with psychiatric conditions	All		No Relationship	Referrals to Ontario Shores are received from CMHA and other similar agencies	Counselling may take place in Kawartha Lakes. Participants may have more support with ODSP application and necessary medical information	Little is known about services	Unknown	Waitlist for services	CMHA, Ross Memorial Hospital
13	Kawartha Lakes Community Clinic - Ontario Shores	Mental Health	Counselling Anxiety, Bipolar Disorder, Borderline Personality Disorder, Concurrent Disorder/Addictions, Depression, Dual Diagnosis, Eating Disorders, Psychosis or Schizophrenia, Trauma, Women's Health	Individual therapy, Group therapy, and or online programming, setting realistic goals, creating a plan that involve dealing with triggers, using healthy coping strategies	All		No Relationship	Assists clients who have been institutionalized and incarcerated	Counselling for participants may take place in Kawartha Lakes	Little is known about services	How many participants receive services from Central East Correctional/probation and Parole is unknown	Ontario Shores facility is located outside of Kawartha Lakes, Haliburton.	CMHA, Ross Memorial Hospital, Central East Correctional Centre
14	One Stop Talk	Mental Health	Mental Health help for children 0-17	online chat or phone 1 hour sessions	Children under 17		Communication	Services available to young members of participants		Little is known about services		Unknown	Youth related organizations, Boys and Girls club, CHIMO
15	Womens Resources	Mental Health	Counselling - Support groups for Children & youth	Group sessions for children 4-12 yrs old, who have witnessed or experienced abuse in the home, school or community - healthy conflict resolution, emotions management, self regulation & safety	Children under 17		Communication			Little is known about services	Unknown at this time	Supports may not be available when needed by participants	CAS, CHIMO, Boys and Girls Club
16	Boys & Girls Club	Mental Health	Counselling, Youth Outreach	Assist youth who are experiencing difficulty in coping with various life issues.	Youth		Collaboration	Access to community inclusion, supports those in receipt under 18, centrally located in Lindsay, site is amazing, welcoming, support LGBTQ2S+, provide transportation, meals included in evening programs	Foundation to support subsidies to participate	Funding	They don't have government funding to sufficiently support all programs and services	Centrally located, programs concentrated in largest urban community	
1	John Howard Society	Rehabilitation	Rehabilitation Programs and Services	Pre-Charge Division, Community Service Order, Direct Accountability Program, Skills Development Dept, Institutional Services Program, Men's Transitional Housing, Phoenix House Residence, Partner Assault Response, Anger Management, Caring Dads, ReSet Supports	All		Communication	offers wide range of services	OW staff can make referrals to wide range of services at JHS	Waitlist for services	waitlist for services for transitional housing	unknown	CMHA, Ross Memorial Hospital
1	Humane Society of Kawartha Lakes	Resources	Animal Care	Protection and provision of humane care and treatment of all animals, enforcement of protection laws and public education. Also houses stray dogs and cats for up to 3 days before they can be adopted.	All		No Relationship	SA clients can contact for supports if needed to address crisis situation relating to	increase funding for high needs clients with family pets	Staffing Resources	Accessing space for family pets while addressing homelessness	Accessing housing with animals - resorting to living in a car with pets	

1	CMHA	Special Needs	Dual Diagnosis Case Management	Supports adults living with developmental disability and mental health issues through a Supported Independent Living program	Adults		Communication	limited contact with this very specific program	increase sharing of information on the criteria and programming, very successful programs and services	Waitlist for services	Program works in partnership with CLTH, Housing Services	Lack of available units, waitlist for supports	
2	Community Living Trent Highlands	Special Needs	Connex - Service for purchase	A day program offering participants of all skills and ability levels the opportunity to access social, recreational and leisure activities within a safe staff supported environment.	All		Collaboration		Referrals for people in receipt of SA	Offered in limited communities	Program is delivered in central areas		
3	Community Living Trent Highlands	Special Needs	Respite Now	Mobile app designed to connect families to respite care providers in CKL, COH Ptbo & Northumberland	All		Cooperation		Referrals for people in receipt of SA, grandparents/caregivers caring for young children	Funding	Not well known and yet need is high for program, strains on funding to support		
4	Community Living Trent Highlands	Special Needs	Provides a range of services to people living with a developmental disability and their families	Offer a number of programs and services including day programs for people of all ages	Children under 17		Convergence		increase sharing of information on the criteria and programming, very successful programs and services	Funding	Programs are delivered in central area, transportation costs are high, tight funding		
5	Community Living Trent Highlands	Special Needs	Family Support	Helps the families of children and young people who live with a developmental disability.	Children under 17		Convergence		Funded Program, supports children in receipt of fee subsidy and all children in need of support	Funding	Funding limitations as both needs and costs increase		
1	New Canadian Centre	Accessibility	The New Canadians Centre provides services and information to refugees, immigrants, and new Canadians.	Provides free and confidential services to immigrants and refugees living in the Peterborough, Kawartha Lakes, Haliburton or Northumberland regions.	All		Cooperation	Some services are available on line for Refugees and New Canadians	Possible link to English as a Second Language in KL	Increased need of service	Influx of refugees in rural areas may be hindered by transportation to services	Offering of programs may be sporadic	Educational sectors, OW and ODSF, APCH, VCCS/EO
	Five Counties Children's Centre- Haliburton County	Children's special needs	Support children and families	To help children reach their full potential. Speaking or walking.			Cooperation	Closer for services need in the Haliburton area	Less transportation is require for children attending for treatment	Funding	Haliburton County is a large area. Transportation may be a issue to receive care.	Demand for service is high. Due to program closing in 2020 and funding is required.	Health Services. Educational sectors.
	The H.C Cafe	Human Connections	Meet or make friends	To feel a sense of belonging and connection.	Anyone who feels the need for a sense of belonging and connection.		Communication	Closer for services in the Wiberforce area.	promotes healthy living skills and adds to clients sense of community inclusion	Transportation	Clients that live just outside of the main area	Need more options then just every other Friday	0

**Highest Inherent Risks**

Develop Mitigation Strategies for 'High' risks from the Risk Assessment (Tab 1)

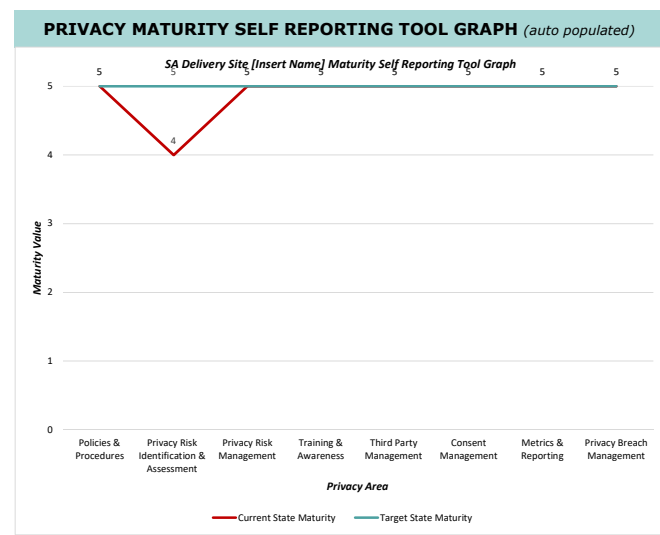
A	B	C	D	E	F
Risk Number	Risk Descriptions	Inherent Risk Level (Tab 1)	Risk Owner	Description of Controls/Processes Already in Place or None ?	If nothing in place, develop a mitigation plan and provide details including dates:
1.1	Policies and procedures in place to create an action plan with a client not easily understood by staff.	Low	Management		
1.2	SA staff and clients are not aligned with the goals/support services that will support the client towards employment readiness.	Low	Management		
1.3	Action plan discussion (i.e. goals/support services) is not easily understood by clients.	Low	Management		
2.1	Inconsistent understanding between SA staff and client on their readiness to be referred to Employment Ontario.	Low	Management		
2.2	Determination of client's readiness for employment services by SA staff differs from SSM's assessment.	Low	Management		
2.3	Client's barriers/needs have not been addressed prior to referral to Employment Ontario.	Medium	Client Services Workers	Staff connect with EO office in advance of any referral that may be considered multi-barriered however the person is supportive of the referral. Action Plans may be updated and adjusted at any time should a person's readiness or capacity to meet shorter term goals are affected.	
2.4	Clients may agree to Action Plan goals and activities as they know it's how they get to receive funds	Low	Client Services Workers		
2.5	Referrals take considerable time to be made.	High	Client Services Workers	People served are multi-barriered, people on caseload are high acuity and need significant time before referrals can reasonably be made.	Calendar system - discussion, book appointments by our CSW, better to get process in place to work, this is a mitigation as system in place isn't followed, issue is with SSM and EO
	Referral Return rates from EO due to lack of contact higher than expected average	Medium-High	Service System Manager	Process set up for SSM to connect with CSW after three attempts and there is no contact  CSW connects in advance with EO about any person who has multiple barriers	Monthly meetings have been set up with the EO provider to address lack of contact from EO staff to CSW's for lack of contact - we have not been contacted prior to returning referral Calendar process to be developed, implemented and reviewed by end of third quarter.
2.7	SSM process to receive benefits isn't timely, efficient, supportive, responsive, streamlined to support clients referred to EO	High	Service System Manager	Coordination of benefits with EO Partner whenever possible - Staff referring to the EAP notes	small amount of funding OEEAAB
	Community Resources and Supports are not sufficient to effectively meet the needs of people served to support referrals to EO	High	Community		CCRC support, under stability support, sit on committees, CSWB, meet and communicate needs and gaps, keep our resources update in SP, share info about services Pull and Push, CSW's have own systems for knowing services, change in interview rooms

Highest Inherent Risks					
Develop Mitigation Strategies for 'High' risks from the Risk Assessment (Tab 1)					
A	B	C	D	E	F
Risk Numbers	Risk Descriptions	Inherent Risk Level (Tab 1)	Risk Owner	Description of Controls/Processes Already in Place or None ?	If nothing in place, develop a mitigation plan and provide details including dates:
1.1.1	Social Assistance privacy practices not being defined and documented.	Low			
1.1.2	SA staff not understanding privacy practices.	Low			
1.1.3	SA staff not adhering to privacy practices.	Low			
1.1.4	SA management not monitoring and enforcing privacy practices.	Low			
1.2.1	SA staff are not aware of consequences of noncompliance to privacy policies.	Medium	Management	We feel staff are aware of consequences, it's just that if it happens, the impact is serious so happening even once a year is too often. We review privacy policy with staff annually, we complete a privacy audit annually. We review during orientation and onboarding with staff.	
1.2.2	Changes to privacy policies not being communicated in a timely manner.	Low			
1.2.3	Changes to privacy policies not being understood by SA staff.	Low			
1.3.1	Unclear accountability for updating privacy policies.	Low			
1.3.2	Changes made to privacy policies and procedures are not aligned with SA delivery expectations.	Low			
1.3.3	Inaccurate changes are made to privacy policies and procedures.	Low			
1.4.1	Privacy policies become outdated and not being consistent with applicable laws and regulations.	Low			
1.5.1	Unawareness of new/emerging risks to personal information.	Low			
1.5.2	Unawareness of severity of new/changed risks to personal information to determine whether action is needed.	Low			
2.1.1	SA staff not obtaining consent when required.	Low			
2.1.2	SA clients are not informed on what personal information and how it will be used.	Low			
2.1.3	SA clients are not informed in advance (timely) of the use of their personal information.	Low			
2.2.1	SA clients not being provided with the choices available to them regarding their personal information.	Low			
3.1.1	SA clients not being aware of how personal information is collected.	Low			
3.2.1	SA client personal information beyond what is required was collected in error.	Low			
3.3.1	SA client personal information was collected in a manner unsupported by related laws.	Low			
3.3.2	Unfairly collecting personal information.	Low			
4.1.1	Use of personal information for purposes other than what SA client consented.	Low			
4.2.1	SA clients not being aware of the purposes for which their personal information is being used.	Low			
4.3.1	SA client personal information continues to be retained for longer than necessary.	Low			
4.4.1	Personal information to be disposed continues to be accessible by staff.	Low			
4.4.2	Personal information to be disposed accessed by unauthorized individuals within and/or external to the organization.	Low			
5.1.1	SA clients not being able to request access to their personal information.	Low			
5.2.1	SA clients not being able to update and correct their personal information.	Low			
6.1.1	SA staff disclose client personal information to third parties without consent.	Medium	Management	If this happens, it is serious so impact is rated high. We have policies and procedures and have an intake job aid to ensure consent has been provided. These policies and procedures include any legal authorities and they must go through our Clerk's department. We work closely with the City's Clerks Department	
6.2.1	Sharing of client personal information with third parties which may not have appropriate processes to maintain privacy controls/safeguards over the personal information.	Medium	Management	This has not happened however if it did, the impact would be serious. All above controls would apply in addition to requirement attestation from third party about controls and safeguards for personal information.	
7.1.1	SA client personal information in physical form access by unauthorized individuals.	Low			
7.2.1	SA client personal information in any form access by unauthorized individuals.	Medium	Management	This would be high impact if it happens. We do complete audits on this and will also make requests to the province to review staff access. We are strict and clear about access and no sharing of passwords. We review these requirements annually and have staff sign forms to confirm they abide by these principles. We have processes to follow up with staff for any breach of any kind - this would include reporting to the province and to our Clerk's department - who may in turn report breaches to the privacy commission.	
7.2.2	SA staff saving client personal information on drives /external devices that can easily be subject to unauthorized access.	Low			
8.1.1	SA client information maintained is not accurate and/or complete.	Low			
8.2.1	Noncompliance with privacy policy documents is not identified in a timely manner.	Low			
8.2.2	Noncompliance with privacy policy documents not being remedied in a timely manner.	Low			
9.1.1	Privacy incidents and breaches occur undetected.	Medium	Management	If this happens, it would have high impact. We review SAMS reports, Ad-Hoc Ministry reports, complete audits on all third party accessed information on all staff who has access to this information. After receiving provincial notification for an incident back in 2017, we are diligent in our monitoring of third party access. We restrict access and keep logs and have one management supervisor who monitors third party information monthly.	
9.1.2	Privacy incidents and breaches that are detected are not documented.	Medium	Management	If this happened, it would be serious. We do report all breaches to both the province and the City's Clerk's office and follow and implement any direction. If the breach is with an individual, we would follow up with a performance meeting with that staff member, working with our Human Resources Department	
9.1.3	Causes for privacy incidents and breaches are not explored and understood.	Low			
9.1.4	Lack of awareness of severity and frequency of privacy incidents and privacy.	Low			
10.1.1	SA delivery staff not knowing their obligations towards handling personal information.	Medium	Management	If this were to occur it would have serious impact. We are confident our staff are fully aware of the obligations toward handling personal information and have all policies and procedures listed above to ensure this would not be the case	

Auto populated. Please Keep Intact!

MATURITY RATINGS					
0 Non-existent	1 Initial	2 Repeatable	3 Defined	4 Managed	5 Optimized
Processes at this level are non-existent. Nothing has been done or is planned.	Processes at this level are typically undocumented and in a state of dynamic change, tending to be driven in an ad hoc, uncontrolled and reactive manner.	Processes are repeatable, possibly with consistent results. Process discipline is unlikely to be rigorous.	Sets of defined and documented standard processes established, subject to some degree of improvement over time.	Using process metrics, management can effectively control the processes.	The focus is on continually improving process performance through both incremental and innovative technological changes or improvements.

PRIVACY MATURITY SELF REPORTING TOOL					
SA Delivery Site	Region	Privacy Area	Privacy Area Description	Current State Maturity	Target State Maturity
City of Kawartha Lakes	East Program Office 2 (South East)	Policies & Procedures	Writing and developing privacy documents (such as policies, procedures, standards, protocols) to outline privacy requirements, embed privacy controls within initiatives and manage privacy risks.	5	5
			For example, having formally written privacy documents that are easily accessible to employees and frequently reviewed by management for consistency, currency comprehensiveness would demonstrate a higher maturity state.		
City of Kawartha Lakes	East Program Office 2 (South East)	Privacy Risk Identification & Assessment	Developing ongoing privacy risk identification documentation and completing Privacy Impact Assessments (PIAs) and Privacy Audits to identify privacy risk and implement necessary recommendations.	4	5
			For example, having repeatable proactive processes and controls enforced that identify and accurately evaluate privacy risks would demonstrate a higher maturity state.		
City of Kawartha Lakes	East Program Office 2 (South East)	Privacy Risk Management	Documenting privacy risks and developing remediation plans to address these risks.	5	5
			For example, having formally defined processes and controls enforced that track, manage and mitigate privacy risks to experience minimal to no impact consistently would demonstrate a higher maturity state.		
City of Kawartha Lakes	East Program Office 2 (South East)	Training & Awareness	Developing and facilitating trainings for employees to educate on privacy process, documents and best practices to ensure they understand how to handle and protect personal information (PI).	5	5
			For example, having a high rate of completion for role-specific and leading practice based privacy training that provides employees with core competencies and additional reference resources would demonstrate a higher maturity state.		



City of Kawartha Lakes	East Program Office 2 (South East)	<b>Third Party Management</b>	<p>Managing risks associated with service provider engagement and information-sharing stakeholders, as well as liaising with them to maintain the relationship and monitor compliance.</p> <p>For example, having consistent and comprehensive contractual controls enforced with external individuals who support PI handling activities, which includes necessary communication obligations where appropriate, would demonstrate a higher state maturity.</p>	5	5
City of Kawartha Lakes	East Program Office 2 (South East)	<b>Consent Management</b>	<p>Managing consent for the collection, use, and disclosure of sensitive information, including Personal Information (PI) and Personal Health Information (PHI).</p> <p>For example, having frequently validated privacy-by-design processes and controls that ensure appropriate levels of notice and consent (e.g., express or implied) are obtained and documented would demonstrate a higher state maturity.</p>	5	5
City of Kawartha Lakes	East Program Office 2 (South East)	<b>Metrics &amp; Reporting</b>	<p>Developing and reporting key privacy indicators (KPI) and performing root cause analysis for continuous improvement.</p> <p>For example, having formally defined and periodically reviewed measurable standards that enable ongoing operational analysis (e.g., possibly through the use of data governance and automation technology) would demonstrate a higher state maturity.</p>	5	5
City of Kawartha Lakes	East Program Office 2 (South East)	<b>Privacy Breach Management</b>	<p>Monitoring, reporting, and consulting with the legal team to manage privacy related issues and breaches.</p> <p>For example, having robust, repeatable and vigilant privacy risk identification processes that enable immediate notification and legal management when appropriate would demonstrate a higher state maturity.</p>	5	5