



Business Plans 2002



Business Plan 2002

Health and Social Services

July 2002

The City of Greater Sudbury is a growing, world-class community bringing talent, technology and a great northern lifestyle together.

La Ville du Grand Sudbury est une communauté croissante de calibre international qui rassemble les talents, les technologies et le style de vie exceptionnel du Nord.





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Executive Summary Vision and Mission Statement

After a successful transitional year from the Regional Municipality of Sudbury to the City of Greater Sudbury, the Health and Social Services Department is eager to continue to share in the responsibility of fulfilling our City's vision.

The Healthy Communities Model entails the inclusion of community involvement, government commitment and healthy public policy for success. The Health and Social Services Department reflected on these characteristics while developing the 2002 Business Plan to ensure that the Department's objectives remain focussed on the needs of our citizens. Consideration into the factors that affect health and quality of life were given priority.

As the Health and Social Services Department is a human service provider, communication with local service agencies and provincial and federal departments is the key to understanding developments from a broad perspective. Our local connection to the grassroots providers is essential since a healthy community is dependent on the strength of its people and the services they provide.

The Health and Social Services Department has outlined ambitious goals for 2002. The Divisions and Section throughout the Department will actively be involved in assisting our community to attain the highest level of health and social well-being possible. Together, with the support and leadership of our Mayor, Council and dedicated employees, the City of Greater Sudbury will be recognized as a "growing, world-class community bringing talent, technology and a great northern lifestyle together".

Vision

The vision of the Health and Social Services Department is to promote community wellness by:

- providing services which enhance the capacity of our community to meet its health and social needs;
- building and fostering strong, collaborative relationships with community agencies; and
- coordinating, expanding and improving access to general and specialized health programs and initiatives

Mission

The mission of the Health and Social Services Department is to foster a healthy community through a practical and proactive approach to delivery, planning and funding of Health and Social Services in the City of Greater Sudbury.

The Health and Social Services Department is committed to ensuring that our goals are consistent with those of our leaders. As such, the initiatives chosen for this year are in keeping with the Council Priorities. The goals of the Health and Social Services Department include:

Adopting and implementing the principles of the healthy community movement

Ensuring that citizens have access to health services in our community

Focussing on the Information and Communication Technology Sector

The Health and Social Services Department is comprised of five core services: Children Services, Social Services, Employment Support Services, Pioneer Manor Long-Term Care, and Health Initiatives. The services under our umbrella work cooperatively in ensuring that the health and social issues of our community are addressed in order to enhance the well-being of citizens living within our City. Although the services provided through our Department are unique from each other, all have a common goal in fulfilling our City's vision.

Children Services

The Children Services Division provides one point access to the public for information about child care, related children services and subsidized care. The Division administers programs mandated under the Day Nurseries Act such as the child care subsidy, and wage subsidy for child care workers programs; funds family resource centres and special needs resourcing for children.

Additionally, Children Services takes an active leadership role in the planning, integration and funding of services for children in the City of Greater Sudbury in partnership with funders, providers and users of children's services to use available resources to respond to identified needs and to educate the public about community resources and children's issues.

The principal functions of the Children Services Division are to:

- co-ordinate the activities of the Mayor and Council's Children First Roundtable;
- work with community partners to provide funding for children's programs through the Children First Initiatives (ex. Breakfast Program, Vitamins for Pregnant Moms, Infant Food Bank);
- provide ongoing leadership in the planning of integrated children services to coordinate the funding and delivery of children's programs;
- promote continuous improvement and evaluation of programs through quality performance tools;
- provide overall system management to ensure appropriate allocation and maximization of in-year budget spending within the four major programs (child care subsidy, wage subsidy, family resource programs and special needs resourcing);

- manage purchase of service agreements with licensed, quality child care centres and agencies which serve the needs of both subsidized clients and full fee paying clients;
- ensure the continuous improvement of the National Child Benefit (NCB) reinvestment fund planning and implementation process to respond to identified needs and local priorities;
- manage the Day Nurseries Act mandated programs including reporting protocols to ensure funding is spent as per program mandate;
- provide and coordinate City owned child care programs including pilot and implement new ways of doing business i.e. evening child care; and
- work in collaboration with community agencies to support the development of innovative local solutions to meet service priorities.

Social Services

The Social Services Division is responsible to administer two acts. The Ontario Works Act and the Homemakers and Nurses Service Act. It is anticipated that the Province of Ontario may phase out the services provided under the Homemakers and Nurses Service Act in the future. The Homemakers and Nurses Service Act is used to fund Maison La Paix.

The Ontario Works Act provides financial assistance and employment assistance to citizens within the City of Greater Sudbury who meet eligibility criteria set out by the Province.

Financial Assistance provides coverage for monthly costs associated with food, shelter and drug formulary. In addition the Act allows for mandatory coverage of some items while allowing individual delivery agents the discretion to provide for items within its area.

Within the Act there are provisions for the assistance with obtaining all available income including Spousal and Child support. The Family Support Unit works to reduce or eliminate barriers to financial independence by providing assistance to Ontario Works clients to obtain any support to which they are legally entitled. Cognizant of the time and financial cost associated with obtaining support through the court system the Unit works pro-actively with the family to secure support via mediation. As well as representing the City of Greater Sudbury and the client, the unit is an active participant in trials and pre-trials. Trained in court rules and protocol including examination, cross examination, making submissions and conducting court proceedings.

The Act also provides for the Division to establish an Eligibility Review Unit to ensure that individuals are not fraudulently receiving assistance. Tasked with the responsibility to investigate allegations, presenting information as required to appropriate authorities; and to assess if individuals are required to repay assistance this Unit works to reduce outstanding referrals in a timely fashion.

The Division is also responsible to ensure that the health and care of children and youth as defined within the Ontario Works Act be supported. The Division works to ensure that decisions reflect the priorities of the City of Greater Sudbury Council. Temporary Care assistance, Children First, Opportunities for Parents program (also referred to as LEAP) and many supports through the National Child Benefit fund have enabled the Division to foster programs unique to the City of Greater Sudbury.

Employment assistance ensures that Participants are assessed to determine what barriers may be contributing to the delay towards self reliance through the shortest route to employment philosophy. Opportunities for enhanced departmental funding occur as Participants move through a level of service model with Caseworkers and Team Employment Counsellors providing increased support and direction. Recently the Province has introduced mandatory literacy screening to assist in the identification of this as a barrier towards employment.

Identified as a chronic issue within the City of Greater Sudbury over ten years ago the homeless issue has been provided a venue to co-ordinate funding through Federal, Provincial and local levels of government. Through the local task force and dedication of staff to the daily, weekly and monthly administration and facilitation of financial and expert support, the Division has provided a bedrock for future development.

Employment Support Services

The Employment Support Services Section assists Ontario Works participants with preparing for and obtaining employment, and co-ordinates the development and delivery of community placements and employment initiatives. The Section works collaboratively with the Social Services Division, Children Services Division, the Economic Development and Planning Department, City of Greater Sudbury Police Service and the community to develop and provide employment assistance activities to Ontario Works participants.

Community-based organizations, such as YMCA Employment and Career Services, Ontario March of Dimes, Les Entreprises Boréal, and the Sudbury Vocational Resource Centre are contracted to deliver some elements of the employment assistance component of Ontario Works.

Employment Counsellors of the Employment Support Services provide employment preparation workshops and services to Ontario Works participants.

The Section researches the need for specific skills training programs and develops training opportunities according to labour market need. Community trainers are contracted to deliver training programs.

The Employment Resource Centre provides Ontario Works participants with the following services to assist them with their job searches: computers and printers for the preparation of résumés and cover letters; internet access to employment related web sites; resource library containing information regarding résumé and cover letter preparation and job search techniques; job postings; and information about community placement volunteer opportunities.

Pioneer Manor Long-Term Care Facility

Providing long term health care to frail elderly and adults with physical disabilities over the age of 18 years is the legislated mandate of Pioneer Manor. Pioneer Manor via the Homes for the Aged & Rest Homes Act and Bill 101 has legislative responsibility to provide facility based services to those adults whose needs cannot be met through in-home services.

Pioneer Manor, the only municipally operated facility in the City, has received national recognition through the Canadian Council on Health Services Accreditation for three years. Pioneer Manor has a clear emphasis towards high quality long term care services for the citizens of the City of Greater Sudbury. Services are provided by 286 staff, 175 volunteers 24 hours per day and 365 days per year. Pioneer Manor is more than just health care it is a home for 342 residents, a welcoming place to visit for over 1030 families and it is a professional environment for staff, students and volunteers to learn, grow and contribute to the lives of vulnerable people.

Core Business: The core business component at Pioneer Manor is resident care. Resident care is the service which is provided by Registered Nurses, Registered Practical Nurses, Health Care Aides, Activation Workers, and Resident Services Aides (front line meal service providers). Resident care is the direct front line care provided to the residents. It is one of the fundamental beliefs of the organization that the residents number one concern is their personal care, and for that reason continuous effort is made to ensure that the resources of the facility are targeted to that area.



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Overview of Department Services and Functions

Ancillary Services: Pioneer Manor is home to 342 individuals. All of the needs of the residents are conveniently provided for within the facility. The ancillary services necessary for the residents of Pioneer Manor include: health and safety through building services; cleanliness through housekeeping services and laundry services; nutritional needs through dietary services; planning and management through administrative services. The ancillary services are necessary to ensure that the residents at Pioneer Manor can be proud of their environment which is both conducive to comfort for themselves and their visitors.

Professional Services: Professional Services are organized so residents can conveniently have all of their health care needs provided under one roof. Professional contracted services include: audiology, optometry, dentistry, podiatry, psychiatry, medical, occupational therapy, physiotherapy, and pharmacy. The majority of the residents' professional services are covered through OHIP, with some provincial or professional billing charges directly applied to the residents.

At Pioneer Manor a significant undertaking with community partners is the development of a Seniors Campus. Components of the campus currently underway include: a \$22 million capital redevelopment of Pioneer Manor, relocation of the Alzheimer Society into the Long-Term Care Facility, an investment of \$2 million into the permanent structure, the implementation of a Memory Assessment Network for Northeastern Ontario, research initiatives, and the development of supportive housing. The capital redevelopment project will commence in September 2002, while the Memory Assessment, research and supportive housing components are now underway. The Senior's Campus will greatly enhance services to seniors within the City of Greater Sudbury.

Health Initiatives

The Health and Social Services Department is pro-actively interested in the health of our community. Several initiatives are being pursued at this time, including: the Implementation Phase of the Northern Ontario Medical School, physician recruitment and retention, and the development of turn key physician offices in Valley East, Rayside Balfour, and Nickel Centre. The Health and Social Services Department also assumes the administrative responsibilities of Community Sponsored Clinics in Capreol and Onaping Falls.

In order to achieve City Council's Vision for our city, the Health and Social Services Department has to be pro-active. It is not enough that we respond to problems as they arise, but rather, we must anticipate and actively pursue positive health outcomes for our citizens. Presently, several health initiatives are going forward which include:

- ongoing physician recruitment and retention which is being done in conjunction with community members from the Mayor and Council's Roundtable, and personnel from NOMEK and the hospital.
- the development of turn key office space for family physicians. These offices will be located in Valley East, Rayside Balfour, and Nickel Centre.
- the administration of two medical clinics (Community Sponsored Contracts) located in Onaping Falls and in Capreol.
- the Implementation Phase of the Northern Ontario Medical School, which when operational, will assist in raising the level of health care in our community to an even higher level of expertise.
- pursuit of medical research opportunities

Developing and maintaining a healthy and vigorous community is a priority for the Health and Social Services Department. The 2002 Provincial Budget outlines several health initiatives that will undoubtedly impact the well-being of citizens within our community. As such, the Health and Social Services Department will be monitoring the allocation of funds to ensure that available dollars are accessed.

Perceived Strengths

The Health and Social Services Department provides diverse services to the citizens of our community. It is the responsibility of the Department as a whole to support people of all ages from various socioeconomic backgrounds who are vulnerable or at risk, including the chronically ill, those living in poverty and families with children. The greatest strength of the Health and Social Services Department is that it provides a Human Service; that is, our delivery system is client-centred, complementary, coordinated, accessible and flexible.

The goals of the Health and Social Services Department have been developed to ensure that the services provided are directly appropriate to the needs of the citizens of the City of Greater Sudbury. One method used to remain cognizant of the needs in our community is to work closely with community organizations, making certain that service providers are familiar with each other and further have an understanding of the services provided by our Department, a means of ensuring that service provisions are seamless. Health and Social Services administers and delivers interdependent support programs that have been developed based on the needs of our community. Having the ability to assist with the well-being of our clientele is our greatest strength.

Perceived Opportunities

In terms of opportunities, the success of the programs that are delivered by the Health and Social Services Department, and our staff's expertise, provide occasion for leadership and sharing best practices with other municipalities and community groups. Directly related, the programs implemented to date have been successful in meeting provincial targets and will continue to do so, which in turn, generate new dollars for the City of Greater Sudbury. The funds earned by the Health and Social Services Department are reinvested back into the community in order to serve our citizens in a more comprehensive way.

The development of the Northern Ontario Medical School will have a positive economic impact on the community, in addition to community health benefits; it is expected that between 1996 and 2016 the population over the age of 65 in Sudbury will double. The Health and Social Services Department continues to seek new opportunities and improve existing projects to ensure community needs are met. The 2002 Ontario Budget has increased their investment in health care and research providing our Department an opportunity to ameliorate the well-being citizens, not only within our community, but those of our nation.

Perceived Challenges

The clientele who access services provided by Health and Social Services are considered the “invisible” citizens in our community and, therefore, the recognition of the Department is internally more-so than externally. In fact, our Department is linked indirectly to agencies like, Geneva House, YMCA and Inner Site Educational Homes who are more commonly recognized by our community yet are also funded by Health and Social Services.

Secondly, it is challenging for Health and Social Services to predict economic changes in our community that may result in an increase in consumers. It is therefore important for the Department to build public awareness about the significance of investing in services that care for people who are vulnerable, ensuring that all measures will be in place in the event of significant job losses or illness epidemics.

Out-migration in Sudbury is also a worry for the City of Greater Sudbury, as a whole, and in particular to the Health and Social Services Department because of our reliance on professionals in the community to assist our clientele. The Toronto Star reported in March 2002 that Sudbury’s population declined from 165,618 in 1996 to 155,601 in 2001. In effect, Health and Social Services is challenged to ensure that the decline in our population in no way affects levels of service.

Fourthly, Health and Social Services further struggles to maintain and recruit health professionals to the City of Greater Sudbury. According to the June 2002 Maclean’s ranking of health-care services, Sudbury scored 52 out of a possible 54 communities across Canada with populations in excess of 125,000. Although the health care system is stressed, in general, strategies have been developed by Health and Social Services, in concert with community partners, to ensure that the level of service for our citizens is maintained.

Lastly, balancing cost efficiency goals with the goals of delivering high quality human services is an ongoing struggle. The social woes of any community are diverse and often rooted deeply in the fabric of our society. The Health and Social Services Department, along with community agencies, strives to address the ongoing and changing needs of our community.

The internal and external situation assessment overall goals of the Health and Social Services Department are to:

- maintain and improve relationships with community agencies, partners, and stakeholders;
- address the health and social service needs of our community;
- ensure that services are streamline, consumer driven, appropriately linked to other services and supports, and client-centred;
- develop training opportunities for staff to ensure they have the expertise to assist consumers with their needs;
- have resources available to staff as tools for developing and improving programming;
- develop and improve health initiatives to address the health needs of the community;
- collaborate internally with departments to share ideas and resources;
- maintain contact with government agencies to ensure that services are consistent with changing legislation;
- tap into new provincial and federal revenue streams related to health and social services; and
- assist our leaders in promoting the City of Greater Sudbury as a “growing, world-class community bringing talent, technology and a great northern lifestyle together”.

Goal

Adopting and implementing the principles of the healthy community movement.

Planned Action:

- To act as a resource for community agencies that deliver health and social services
- Ensure National Child Benefit (NCB) funds are directed to support low income families through developing program areas, including: food security, direct supports, community recreation, school readiness and prenatal/ infant supports
- Monitoring projects funded by the federal Supporting Community Partnership Initiatives (SCPI) and assisting the corresponding agencies with project sustainability
- Preliminary statistical gathering for the Federation of Canadian Municipalities Quality of Life Report Card
- Involvement with the development of a local Community Report Card
- Develop a dementia network in cooperation with the Provincial Alzheimer Strategy Committee
- Continued involvement with the Community Alliance for Social Issues, Task Force on Emergency Shelter, Northern Ontario Suicide Prevention Network and the Social Planning Council

Performance Measures:

- Monitoring and tracking the partnerships with community groups through minutes of meetings, keeping record of progress and accomplishments
- Document the location and purpose of the NCB funds distributed throughout the community
- Maintain contact and request statistical documentation from SCPI funded agencies to ensure the needs of the community are being addressed
- Have available a resource guide for other municipalities to gain insight into dementia network development, challenges, opportunities, and strategies for success



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Goals, Planned Actions and Performance Measures

Outcomes:

- Increased communication and networking among community agencies
- Successfully addressing the vital needs of children and families in Sudbury
- Continued services and programming for the absolute homeless and those at-risk of homelessness
- Preliminary statistical information for the 2001-2002 Quality of Life Report
- A Resource Guide to be used to improve the system of care required by persons with dementia, their families and caregivers

Goal

Ensuring that citizens have access to health services in our community.

Planned Action:

- Completion of Phase I of the Northern Ontario Medical School and commencement of Phase II.
- Continued accessibility to health services in Capreol and Onaping Falls
- Development of turn key physician offices in Valley East, Rayside Balfour, and Nickel Centre
- Continued involvement in Hospital fundraising strategies with the Federation of Northern Ontario Municipalities
- Ongoing involvement with the Mayor and Council's Committee on Seniors' Issues
- Provide staff resourcing for the Mayor and Council's Roundtable for recruitment and retention of physicians and allied health care professionals
- Ongoing involvement with the Sudbury Health Roundtable that focuses on the education and health issues
- Unfolding of a Seniors Campus on the grounds of Pioneer Manor

Performance Measures:

- Tracking the implementation of the Northern Ontario Medical School
- Recording financial and statistical information pertaining to the number of clients served by the Capreol and Onaping Falls Community Sponsored Clinics
- Gaining funding for turn key physician offices in Valley East, Rayside Balfour, Nickel Centre
- Monitoring and tracking the partnerships with community groups through minutes of meetings, keeping record of progress and accomplishments
- Structural accommodation for the Seniors Campus at Pioneer Manor, commencing in 2002



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Goals, Planned Actions and Performance Measures

Outcomes:

- Northern Ontario Medical School implementation plan
- Successful operation of the Capreol and Onaping Falls Community Sponsored Clinics
- Physician recruitment to Valley East, Rayside Balfour, and Nickel Centre
- Completion of a ring road and paved walkway to be completed at Pioneer Manor in July 2002

Goal

Focussing on the Information and Communication Technology Sector

Planned Action:

- Support the creation of a link on the City of Greater Sudbury web site to link into a proposed promotional site featuring the aspects about Sudbury that would attract physicians and allied health professionals
- Keeping abreast of call centre activity for Ontario Works placement opportunities
- Creation of a comprehensive Health and Social Services web site linked through the City of Greater Sudbury
- Development of a Memory Assessment Network for Northeastern Ontario

Performance Measures:

- Development of a physician recruitment site to be linked to the City of Greater Sudbury web site
- Successfully connecting Ontario Works recipients to the call centre industry
- Operational web site
- Securing funding for a Northeastern Ontario Memory Assessment Network

Outcomes:

- Physician recruitment web site
- Employed Ontario Works recipients in the call centre industry
- A user-friendly, informative web site
- Support for a Northern Ontario Memory Assessment Network



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Resource and Financial Information

Please refer to the current budget for details.