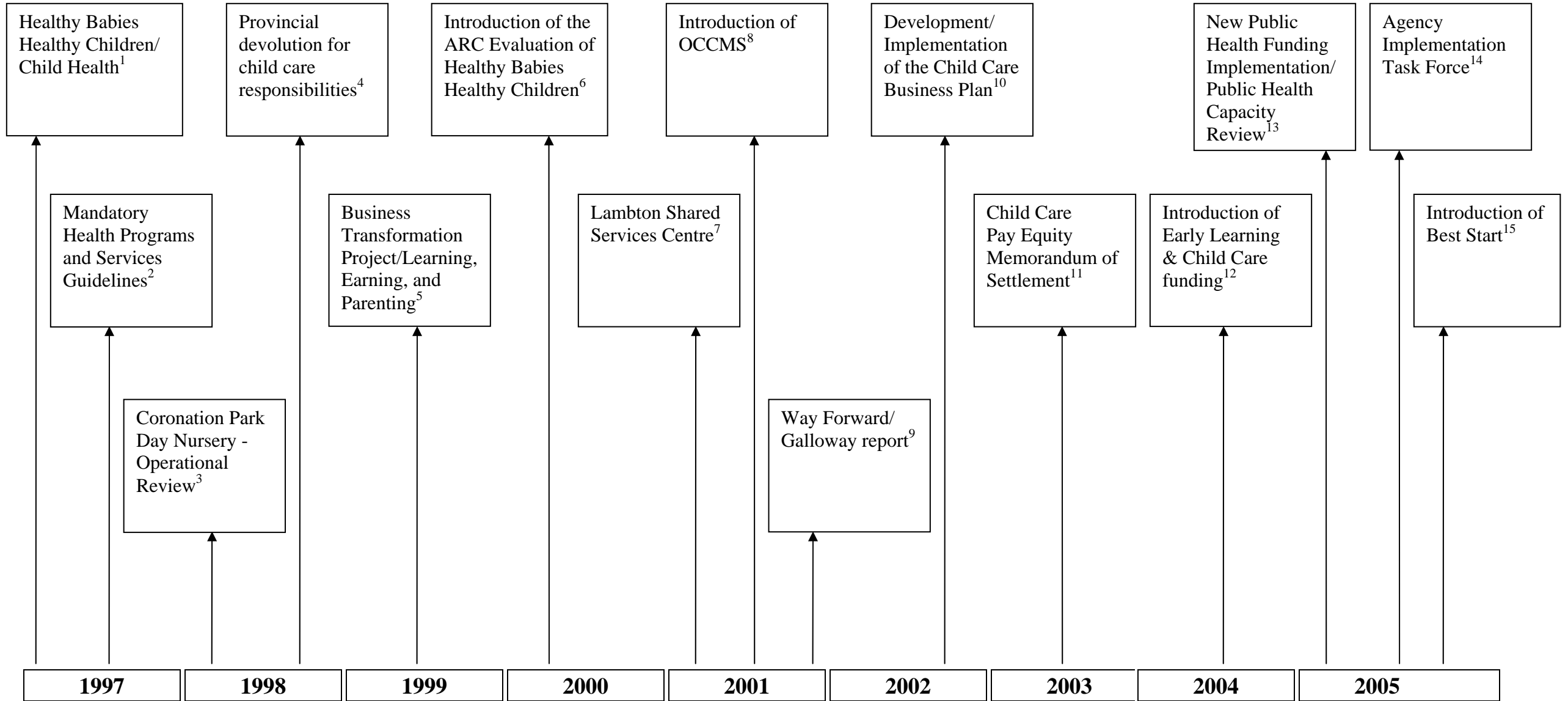


**SOCIAL & HEALTH SERVICES DIVISION  
CHILDREN'S SERVICES DEPARTMENT**

**HISTORICAL IMPACTS TIMELINES**



**SOCIAL & HEALTH SERVICES DIVISION  
CHILDREN'S SERVICES DEPARTMENT**

**HISTORICAL IMPACTS BACKGROUND**

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**Healthy Babies Healthy Children/Child Health<sup>1</sup>**

- The death of Jordon Heikamp, a one month old infant, initiated the creation of the Healthy Babies Healthy Children programs across the province. This program is one hundred percent funded under the Ministry of Health & Long-Term Care.

**Mandatory Health Programs and Services Guidelines<sup>2</sup>**

- In 1989, the Minister of Health published standards for fundamental program and services targeted at prevention of disease, health promotion, and health protection. The guidelines required all Boards of Health to provide as a minimum, various programs and services to address aspirations for health of all Ontarians.
- Boards of Health plan for and deliver a variety of health programs and services pertinent to local circumstances and needs. However, only the minimum standards for public health programs and services that all Boards of Health must meet are included in this document. Currently, the Children's Services Department delivers 10 of the mandatory programs through Child Health, Healthy Babies Healthy Children, and Dental Services.
- The Mandatory Health Program and Services Guidelines were revised in December 1997 for the main purposes of updating outdated protocols, objectives and outcomes. Recent announcements from the Public Health Division suggest that this critical review is scheduled to be undertaken throughout 2005/2006.

**Coronation Park Day Nursery - Operational Review<sup>3</sup>**

- An operational review was conducted to identify cost effective efficiencies. This resulted in the development of a marketing strategy as well as reduction in previous staffing complement. A clerk's position was reduced from full-time to part-time, and a part time cook position was eliminated.

**Devolution of Child Care Administration and Public Health to Municipalities<sup>4</sup>**

- The realignment of local services was announced by the Provincial government in January 1997. Consolidated Municipal Service Managers (CMSMs) were approved for Child Care, Ontario Works, Social Housing, Land Ambulance and Public Health. Beginning January 1, 1998, the delivery of Child Care Services became mandatory. CMSMs were designated by Regulation to assume responsibility for the management and delivery of Child Care Fee Subsidies, Wage Subsidies, Resource Centres, and Special Need Resourcing for all municipalities within their boundaries. Funding is cost shared 80% provincial and 20% municipal. CMSMs operate within a framework of comprehensive provincial standards.
- In 1999 the implementation took place and responsibility for funding Public Health programs became a municipal responsibility.
- Prior to municipal downloading the provincial share of Public Health funding was 75%. In addition, the province paid 100% for selected programs including Healthy Babies Healthy Children. In 2000 the Ministry of Health committed to 50% of each local Health Unit's cost up to a maximum of 50% of the Health Units locally approved budget for providing the mandatory programs and services detailed in the Ministry's guidelines.
- A recent analysis performed by the Ministry identified that significant variation in per capita funding for the Mandatory programs still exists among local Health Departments/Units.
- Funding for the Public Health programs continues to be a shared provincial-municipal responsibility. Currently funding is cost shared with the province in 2006 at 65% and up to 75% in 2007. There is ongoing work done by the Ministry of Health to examine if the current and projected funding model will sustain the efficacy of Ontario's Public Health infrastructure in the future.

### **Business Transformation Project/Learning Earning and Parenting<sup>5</sup>**

- Provincial Policy initiative required the development of a business plan which included implementation of additional subsidized Child Care spaces to accommodate Ontario Works clients involved in participation or employment activities as well as to accommodate young parents (16-21 yrs) to complete their education.

### **Applied Research Consultants Evaluation of Healthy Babies Healthy Children<sup>6</sup>**

- Community input and evaluation of the Healthy Babies Healthy Children program identified deficiencies and successes which resulted in the creation of a new business plan.
- Introduction of Integrated Services for Children Information System. A provincial data system was implemented and Public Health Nurses and program support staff were trained to enter all charting and information electronically.

### **Lambton Shared Services Centre<sup>7</sup>**

- Child Care Administration re-located services to the Lambton Shared Services Centre in June, 2001. Clerical staff responsibilities reassigned to minimize duplication of efforts (e.g. provide facility reception in addition to divisional support).

### **Ontario Child Care Management System<sup>8</sup>**

- Creation of a provincial data system to track children/families receiving subsidy, budgetary management for child care agencies, special needs funding, wage subsidy, resource centre funding.
- Management and staff participate in provincial user group meetings to ensure system is supporting local municipalities.

### **Way Forward/Galloway Report Implementation<sup>9</sup>**

- Way Forward Report released fall 2001; implementation January 2002.
- March 1, 2002 the Lambton Health Unit was renamed the Community Health Services Department.
- Restructuring of the Community Health Services Department saw the management team reduced by two positions.
- Five management positions (Child Health, Family Health, Preventative Services, Environmental Health, and Business Administration) were reduced to three teams: Environmental Health & Prevention Services, Health Promotion & Program Support team,

and the Children's Service Department. Business functions including Human Resources, Information and Technology and Finance were moved to Corporate Services Division.

- Child Care Administration, Coronation Park Day Nursery, Healthy Babies Healthy Children, Child Health and Dental consolidated under the Children's Services Department.
- The Children's Services Department was restructured under a new Manager and one new Supervisor. Manager relocated to the CHSD facility, from Lambton Shared Services Centre.

### **Development & Implementation of the Child Care Business Plan<sup>10</sup>**

- As part of the County's new responsibilities for the delivery of Child Care services, the Ministry required a local child care service plan be developed and implemented.
- The service plan enabled the County to plan and manage delivery of child care services within provincial legislation, regulations, standards, policies and implemented on an annual basis.
- Child Care objectives focus on supporting economic and social development in Lambton supporting parents in financial need who are employed, in training, or involved in other employment activities.
- The plan includes environmental scan, analysis of service gaps/overlaps, service priorities, service management strategies, analysis of fiscal impact.
- A broad community consultation assisted in the development of the plan which resulted in a single service provider for special needs resourcing.

### **Child Care Pay Equity - Memorandum of Settlement<sup>11</sup>**

- Funding was identified to assist eligible not-for-profit child care proxy agencies with their pay equity obligations as a result of the settlement that was reached between the Government of Ontario and five unions.
- The Ministry met with the Association of Municipalities of Ontario to develop implementation strategies on how best to support the CMSMs in their role of service system manager for child care programs.
- A child care questionnaire process was developed and the amount and time for distribution of funding was determined based on the results of the questionnaires.
- Payments were initiated in December 2003.
- Distributed \$25,575 in Pay Equity payments.

### **Introduction of Early Learning and Child Care Funding<sup>12</sup>**

- \$615,525 gross expenditures for fee subsidies were implemented creating 127 new child care spaces and 9,000 full day equivalents.

### **New Public Health Funding Implementation/Public Health Capacity Review<sup>13</sup>**

- One of the key activities under Operation Health Protection is the Public Health Capacity Review. The goal of the review is to assess the capacity of local health departments to deliver public health programs. The Capacity Review Committee advises Ontario's Chief Medical Officer of Health and through her, the Ministry of Health and Long Term-Care on options to improve the function and configuration of the local Public Health Unit system.
- The Capacity Review Committee released an Interim Report in November, 2005 and is expected to deliver a final report in February, 2006.

### **Agency Implementation Task Force<sup>14</sup>**

- The MOHLTC has established the Agency Implementation Task Force to provide technical advice on the development and implementation of Ontario's Health Protection and Promotion Agency. Specifically, the task force will confirm the mandate, core activities, structure, and governance of the Agency. The task force will recommend operational responsibilities for the Agency in relation to the Ministry, academia, the broader public health system, the Public Health Agency of Canada, and other potential partners. In addition the Task Force will provide advice on short-term and long-term facility requirements.

### **Introduction/Implementation of Best Start<sup>15</sup>**

- The Province of Ontario through the Ministry of Children & Youth Services (MCYS) is dedicated to building a seamless, rational system of services for children and youth. Its agenda is to develop programs that will support families and help children and youth reach their full potential. In its efforts to meet this goal, the Ministry has placed a focus on services for young children.
- Best Start is a comprehensive, evidence-based early learning and care strategy designed to give all children the best possible start in life and help them achieve success. It is a comprehensive and ambitious strategy built on partnerships among ministries and among different levels of government (Federal, Provincial and Municipal) to provide the services and supports to help children succeed. It is a partnership with parents that recognizes the key role they play in preparing their children for school.
- The result of Best Start will be to create a comprehensive system of services that supports children from birth through the transition into school. Services will be provided at specific ages and stages of young children's lives.
- It is an approach that requires partners at all levels to work together to address the factors that put children at risk, and to create communities that support healthy child development and learning.
- The Municipality of Chatham-Kent and the County of Lambton were selected to be one of the three rural demonstration communities for the province's Best Start Plan in March, 2005.
- Chatham-Kent and Lambton is well placed for rapid expansion of the Best Start vision and is also in an excellent position to help guide and inform development in the rest of the province.
- The creation of the Best Start vision and plan has resulted in an integrated approach for children through the Child Health and Healthy Babies Healthy Children programs providing services at the hub locations.
- The three year vision will result in the creation of 675 child care spaces.

**SOCIAL & HEALTH SERVICES DIVISION  
CHILDREN'S SERVICES DEPARTMENT**

**EXECUTIVE SUMMARY**

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Over the past 10 years, the County of Lambton has developed an integrated Children's Department responsive to the community, parent, and children's needs, which meets the Ministries objectives, utilizes best practices, and takes a coordinated approach to planning. The accompanying *Historical Impacts Timelines* provides an overview of the major events that have impacted and subsequently governed the delivery of the Children's Services Department since 1997. Additional details regarding each event may be found in the footnotes contained in the accompanying *Historical Impacts Background* document.

Healthy Babies Healthy Children (HBHC)

In 1997, the death of infant Jordon Heikamp (as a result of starvation) was instrumental in the creation/development of the Healthy Babies Healthy Children program across the Province.

Child Health and Dental Programs

The Ministry of Health & Long-Term Care developed guidelines requiring all Boards of Health to provide as a minimum, various programs and services to address aspirations for health of all Ontario children, in 1997.

Devolution of Child Care Administration and Public Health to Municipalities

Consolidated Municipal Service Managers (CMSMs) were approved as the child care system services managers. Effective January 1, 1998 the delivery of Child Care Services became mandatory, and CMSM's were designated by Minister's regulation to assume responsibility for the management and delivery of Child Care Fee Subsidies, Wage Subsidies, Resource Centres, and Special Needs funding for all municipalities within their boundaries.

Through local Services Realignment, the Province announced that funding and responsibility for the delivery of mandatory Public Health programs, Child Health, Dental, and Healthy Babies Healthy Children (HBHC) was transferred to the County of Lambton. Child Health and Dental services were cost shared 50/50 and HBHC was funded 100%.

Coronation Park Day Nursery (CPDN)

An operational review was conducted to identify cost effective efficiencies. This review resulted in staff reduction as well as a marketing strategy to increase enrolment.

Evaluation of the Healthy Babies Healthy Children Program (HBHC)

Applied Research Consultants (ARC) conducted an evaluation of HBHC provincially as well as locally, to identify program deficiencies and successes; resulting in the development of a new business plan. The evaluation was also instrumental in the creation of a provincial information system (Integrated Services for Children Information System.)

Way Forward/Galloway Report

Restructuring of the Community Health Services Department and the Social Services Department resulted in the consolidation of Child Care Administration, Coronation Park Day Nursery, Healthy Babies Healthy Children, Child Health and Dental Services under the Children's Services Department. The Department was restructured to reflect one new Manager and Supervisor. Business functions such as HR, IT, and Finance were realigned within the Corporate Services Division.

Development of the Child Care Business Plan

The Children Services Department in cooperation with Social Planning developed a local child care service plan to effectively manage the delivery of child care services within provincial legislation, regulations, standards, policies and was implemented on an annual basis. The plan included an environmental scan, analysis of service gaps/overlaps, service priorities, service management strategies, and analysis of fiscal impact.

### New Public Funding Implementation/Public Health Capacity Review

One of the key activities of Operation Health Protection is the Public Health Capacity Review. The goal of the review is to assess the capacity of local health departments to deliver health programs and improve the function and configuration of the local Public Health Unit System. A final report is expected in February 2006.

### Introduction/Implementation of Best Start

The Province of Ontario is dedicated to building a more seamless rational system for service for children and youth. Its agenda is to develop programs that will support families and help children and youth reach their full potential.

Fraser Mustard's Early Learning Study has identified medical research that links brain development to children receiving a qualitative start in the early years. Best Start is a comprehensive, evidence-based learning and care strategy designed to give all children the best possible start in life and help them to achieve success. The system of services will support children from birth through the transition into school. Services will be provided at specific ages and stages of young children's lives.