

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

CORE SERVICES REVIEW

BENCH MARKING

The Municipal Performance Measurement Program (MPMP) has gathered information in 2004 for a number of programs, however there is no data available for the Children's Service Department. The OMBI (Ontario Municipal CAO's Benchmarking Initiative) is not applicable to the Children Services Department.

Children's Services (public health programs) is currently involved in the following measurement activities:

- Mandatory Programs Indicator Questions (MPIQ)
- Ontario Public Health Benchmarking Partnership (OPHBP)
- Rapid Risk Factor Surveillance Survey (RRFSS)
- Program – Based Budgeting Submission to the Ministry of Health and Long Term Care

Mandatory Programs Indicator Questions (MPIQ): All Ontario health units are required to report these results annually to the Ministry of Health and Long-Term Care (MOHLTC). MPIQs include basic questions regarding whether mandatory program requirements are, or are not being met. These results can be compared between health units. The Department continues to collect data; however the Province has discontinued publication of province – wide data. The Public Health Branch determined that that data is not reliable and is not comparable between health units/departments. Pilot testing of a new system is currently underway in four health units.

The most recent MPIQ results available are for 2002. Overall compliance levels across the Province in 2002 were 84%, with CHSD achieving 80%.

Child Health

The Provincial compliance rate for Child Programs in 2002 was 82.4%, with Lambton achieving 70.3%. Lambton compliance rate has remained relatively stable for the past 3 years.

Health Babies Healthy Children (HBHC)

In 2004 there were 1,186 live births in Lambton. There is a requirement that every parent be contacted within 48 hours of leaving the hospital.

Post Partum Contact

1,028 – Contacted (88.5%)
923 – within 48% hours (89.8%)
105 – after 48 hours (10.2%)
96 – unable to contact (8.3)

There is a requirement that every family contacted be offered a home visit by a public health nurse.

Post Partum Home visit

635 – Received a visit
144 – Declined
5 – Left a message or there was no call back received
99 – Accepted an offer but later declined

Coronation Park Day Nursery (CPDN)

Coronation Park Day Nursery (CPDN) has completed a number of internal audits, as well as an external municipal operational review. CPDN operates within the framework of comprehensive provincial standards and the Day

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Nursery Act. CPDN is frequently cited by Regional Office of the Ministry and Children Youth as having exceptional policies and procedures in place. Child care centres are often referred to CPDN for copies of the centre’s policies and procedures

Waiting List	Licensed Capacity	Waiting
Infant	10	40
Toddler	15	5
Junior	30	10
Before and After	15	4

Child Care Administration and Purchase of Services

There are 1,944 licensed spaces in Lambton. For planning purposes it is estimated that 65% of the spaces will be utilized by children who are subsidized. As of March 31, 2006, 799 children were receiving assistance. Not every child utilizes a full space, as some only attend child care part-time.

Ontario Public Health Benchmarking Partnership (OPHBP): This partnership includes the Provincial Public Health Research, Education and Development program (PHRED), the Association of Local Public Health Agencies (ALPHA) and the Ontario Council on Community Health Accreditation (OCCHA). Online questionnaires are completed by participating health units and benchmarking project teams compile the results and produce reports for each survey topic.

Rapid Risk Factor Surveillance System (RRFSS): RRFSS is an on-going telephone survey occurring in select public health units across Ontario. On a monthly basis, a random sample of 100 adults aged 18 years and older is interviewed regarding risk behaviours, knowledge, attitudes and awareness

about public health related topics. The results from RRFSS are used to support program planning and evaluation, to advocate for public policy development, and to improve community awareness. Lambton has been participating in RRFSS since 2002/2003.

Program – Based Budget Submission: The annual cost-shared budget submission to the MoHLTC is organized according to the 17 Mandatory Public health programs. Every staff position and all related costs are allocated to one or more of the mandatory programs. The Ministry uses this information to determine the total cost of program delivery, to compare with compliance data, and other health units/departments.

Internal indicators: Indicators are identified for Children’s Services Department Health Programs and are created through the development of Annual Operational Plans. Annual Operational Plans are based on the Provincial Mandatory Guidelines which sets out deliverables for each public health program. The Provincial Mandatory Program Indicators and Questionnaire (MPIQ) collects relevant statistical information as it relates to Parenting, Breastfeeding, Prenatal, Hearing Screening and Early Identification, etc.

Benchmarks and outcome measurements and evaluation have been identified both provincially and locally through the Applied Research Consultants and the MPIQ’s for the Healthy Babies Healthy Children programs.

Benchmarks and outcome measurements for Best Start are moving towards outcome results. Both Best Start and Child Care Administration operate with in a framework of comprehensive provincial standards. As part of the Services Plan developed with the Ministry of Children and Youth service data

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elements are collected. They are typically activity in nature as opposed to outcome.

BEST PRACTICES

The Ontario Centre for Municipal Best Practices has only produced Best Practice Reports in the areas of Roads, Transit, Waste Management, Water and Sewer.

Best Practices recommendations have been implemented in the Children Services Departments as a result of the Death of Jordon Heikam, the Fraser Mustard Early Years Study, the implementation of Mandatory Programs in Health, the restructuring of Health and Social Services through the Way Forward and Galloway Report and the Best Start vision.

PROVINCIAL FUNDING COMMITMENTS

Currently the Children's Services department has multi funding commitments through various Ministries. Child Care Administration and Coronation Park Day Nursery are cost shared at 80/20. Ongoing monitoring of budgets and operational reviews has ensured that these commitments reflect the actual cost of service delivery. Full Fee Parent Rate increases are implemented every 6 months to ensure that parents who can afford to pay are charged the actual costs of service.

Public health Child Health programs were funded at a 50/50 initially; currently cost sharing in 2006 is at 65/35 and projected cost sharing in 2008 will be at 75/25. The provincial funding meets the actual cost of service delivery. 2004

funding for mandatory public health programs and services ranged from \$31 to \$80 per capital. The per capita funding for Lambton County in 2004 was \$42.48, below the provincial average of \$44.75. For comparison, 2004 per capita costs in Chatham Kent were \$57.06, while Brant's were \$44.60.

Recognizing the need to increase public health capacity health units/departments have requested significant budget increases in 2006. The average approved increase is 16%, compared to Lambton's 5%.

Healthy Babies Healthy Children and Best Start program is funded at 100%. Service levels are regularly reviewed to ensure that program expenditures remain within the provincial allocation.

Purchase of subsidized spaces and the cost of operating Coronation Park Day Nursery is funded 80/20. The province is meeting the actual cost of service delivery. Child Care Administration is funded 50/50. The province is meeting its fiscal obligation. Lambton's administration expenditures are \$3,270 (gross) below the level which the Province would fund.

ALTERNATIVE SOURCES OF DELIVERY

Special Needs Resourcing

The County of Lambton completed a review of its Special Needs Resource service delivery model. The review began in 2003 with County staff conducting interviews, public consultations and collecting feedback through written submissions. The recently implemented service model allows for coordinated service system which allows equal access and consistent programming for all children with special needs through out Lambton County.

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Option 1 – Status Quo

Advantages

- Service Delivery model based on an extensive community consultation process.
- Current program is out-sourced to a community based not-for-profit agency.
- Contract awarded based on competitive Request for Proposal submission.

Disadvantages

- Directly operated service would provide for greater control.

Since the current program is currently out-sourced and a three contract was only just signed in 2005 further options were not examined.

RECOMMENDATION

That the status quo be maintained and that a program and compliance audit by Social Planning and Program Support Unit be undertaken in 2006 and again within 6 months of the current contract expiring.

Health Babies Healthy Children and Child Health

Service pressures and the creation of the Best Start vision and plan have resulted in the implementation in 2006 of an integrated approach for children between the Healthy babies Healthy Children and Child Health Teams. Service provision will be provided at all hub locations. The implemented approach allows for seamless services from birth to school entry. The same public health nurse and family visitor will liaison with new parents at the

hospital and provide both home visiting and parenting programs. This approach promotes community partnerships - working together to address the factors that put young children at risk.

Option 1 – Status Quo

Advantages

- Current integrated program based on extensive consultation and the anticipated needs of the Best Start initiative.
- Provides for seamless services from birth to school entry.
- Current model promotes community partnerships.

Disadvantages

- None identified

Option 2 – Privatization and Outsourcing

- Not permitted

RECOMMENDATION

That the status quo be maintained and that the redesigned program be evaluated within the next two years (2008) with assistance the Social Planning and Program Compliance Unit and the Applied Research Centre (ARC).

Coronation Park Day Nursery

A business plan was developed in 2004 for Coronation Park Day Nursery to ensure ongoing financial viability in light of the direction of Best Starts

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“school’s first” policy. Approved by Council in 2005 it increases Coronation’s marketability through the introduction of infant spaces, as well as increased revenues to offset expenditures through the offering of the outreach programs at the elementary schools.

The continuation of Coronation Park day Nursery as a directly operated municipal child care centre has been examined 5 times over the past 10 years.

Option 1 – Status quo

Advantages

- The current service delivery model operated by Lambton County provides an integral role in the child care serve continuum.
- Provision of High Scope services provided to high risk children.
- Maintenance of needed licensed child care spaces (98).
- Provides for parental choice.
- CPDN’s expertise and stable environment provides for children with special needs.

Disadvantages

- Loss of 98 child care spaces.
- Removal of the 98 licensed spaces from the system would result in significant disruption. Returning college students, as well as 1st year students will not have access to child care spaces. The lack of child care spaces would be a significant deterrent to social assistance clients electing to return to school, community placements, or skill development workshops.
- Closure of CPDN would diminish the continuum of care in Lambton.

- County of Lambton management staff is legislated through the Day Nursery Act to be involved in the direct operation of a child care centre.

Option 2 – Close

Advantages

- The County of Lambton would no longer be in the direct operation of child care.

Disadvantages

- The current collective agreement with CUPE 2926 requires that displaced staff be relocated to other positions within the corporation.
- Loss of 98 needed licensed child care spaces.
- No ongoing savings as subsidized spaces would be required to be purchased from other child care agencies.
- Substantial costs would be incurred associated with meeting Employment Standard Act and collective agreement requirements.

Option 3 – Transfer to a private or not-for profit agency

Advantages

- The County of Lambton would no longer be in the direct operation of child care.

Disadvantages

- The current collective agreement with CUPE 2926 requires that displaced staff be relocated to other positions within the corporation.
- Loss of needed licensed child care spaces.
- No ongoing savings as subsidized spaces would be required to be purchased from other suppliers.

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- Substantial costs associated with meeting Employment Standard Act and collective agreement requirements.

Coronation Park Day Nursery plays an integral role in the child care service continuum in Lambton. In formulating a staff recommendation staff gave consideration to the impact of the loss of child care spaces, associated labour issues and costs, continued need for subsidized spaces, and the High Scope services provided children with special needs.

RECOMMENDATION

That the County of Lambton continues to operate Coronation Park Day Nursery as a municipally directly operated child care centre.

Public Health Programming

Options for Public Health Governance, Mandate, and Regional presence

The Ministry of Health and Long Term Care is set to release the final report from its Public Health Capacity Review task force in May 2006. It is anticipated that the report will recommend significant changes to the number of health units in Ontario, as well as changes in governance, human resources management and accountability. Additionally, the Public Health Branch is set to review the current Mandatory Public Health Programs. The Chief Medical Officer of Health has indicated that this review will be completed over the next nine (9) months.

RECOMMENDATION

That the County of Lambton maintain current approach to public health program delivery pending the outcomes and recommendations of provincial capacity review and the review of the Mandatory Public Health Programs.