

# Ontario Works Service Planning Template

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Ontario Works Service Plan – County of Wellington CMSM, 2024

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# Overview

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The Ministry of Children, Community and Social Services (MCCSS) and Social Assistance (SA) delivery sites share the common goal of improving employment results for people relying on social assistance. This service plan template is the tool used for SA delivery sites to document the service planning required activities, including the strategies to achieve performance outcomes.

## How to use this template

This template is **used in conjunction with the Main Guidelines Document**, which outlines key information, including required and optional planning activities.

This template is mandatory and is to be completed using the allotted space and uploaded to TPON as part of the service agreement.

## Corresponding Guides, Tools, and Templates

Please refer to the following guides/tool if you require assistance:

1. Main Guidelines Document
2. Supplementary Guidelines Document
3. Community Service Inventory Tool (optional)
4. Performance Outcomes Risk Assessment Template
5. Privacy Risk Assessment and Privacy Maturity Self-Reporting Tool

# Section 1 – Conduct Community Analysis

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In this section, SA delivery sites provide a summary of the community context in which Ontario Works person-centered supports and services and employment assistance is delivered over the four-year service planning period.

## 1.1 Key Caseload Demographics

Enter a **focused overview of the key findings** from the current demographic composition of the caseload and anticipated changes over the service plan cycle:

**Enter a focused overview of key caseload findings (500 words max recommended)**

- The caseload continues to increase but remains below pre-pandemic levels.
- The majority of OW recipients on our caseload live in the City of Guelph (79%) with 21% residing in the seven rural townships of Wellington County.
- Children under the age of 18 represent more than one third of all beneficiaries reliant on Ontario Works assistance at 39% in 2023.
- Single individuals represent the largest share of the caseload (66.4%) followed by sole support parents (28.7%).
- The total number of households reliant on Ontario Works for longer than five years has risen by nearly 21% over 2019 numbers, indicating a persistent trend of long-term reliance on Ontario Works.
- Fewer younger people are coming onto assistance- the total number of cases with applicants under the age of 25 has shown a steady decline year-over-year between 2019 and 2023.
- Exits to employment remain lower post-pandemic compared to 2019 levels.
- The percentage of clients with employment earnings appears to be rising incrementally, with levels remaining considerably lower than pre-pandemic.
- Ontario Works caseload numbers indicate slower growth than anticipated in the post-pandemic recovery period, with caseloads remaining 12% lower than pre-pandemic. Although application trends in late 2023 suggest the caseload may be poised to grow faster.
- Provincial forecasts suggest that the local caseload could increase by 8.4% over current levels over the course of 2023-2024 fiscal year. This projected caseload growth suggests a monthly average of 2,064 cases in the current fiscal year, which would return the local caseload to pre-pandemic levels.

## 1.2 Service Needs (EST Prototype sites only for 2024)

A **focused assessment of key service needs** (in relation to your caseload) that have linkages to meeting the performance outcomes:

**Enter focused assessment of service needs (500 words max recommended)**

N/A

### 1.3 Community Needs Assessment

Use the information from your community needs assessment and parts 1-2 to identify the following as it relates to social assistance:

#### **Strengths: Identify existing strengths and resources**

County of Wellington Ontario Works has well-established collaborative relationships with organizations engaged in advocacy work as well as those providing direct services to vulnerable and marginalized individuals in our community. This includes senior-level advocacy work through collaborative groups such as the Wellington Dufferin Guelph Drug Strategy, the Guelph-Wellington Digital Equity Coalition and the Guelph-Wellington Task Force for Poverty Elimination. It also includes front-line collaborations through case conferencing tables with community partners such as local mental health providers and Family and Children's Services; and the provision of programme funding to community organizations such as Sanguen and Guelph-Wellington Women in Crisis for street-level outreach and care.

Our integration with Settlement Services is an additional strength of our Ontario Works programme delivery. Ontario Works staff are able to access newcomer settlement resources and expertise through our team of settlement staff working out of our Fergus office. This is especially valuable as we are seeing a trend of more asylum seekers and newcomer clients applying for social assistance.

#### **Gaps: Determine where there may be gaps in services or required resources**

One gap in our community is consistent access to public transportation, particularly in the rural townships. Despite County of Wellington efforts such as the RideWell ride-sharing service and funding volunteer driver programmes, there remains a lack of consistently accessible transportation in Wellington County, as well as inter-regional transportation options, that limits the ability of clients to travel for employment and to access life stability supports.

Like many communities, there is an overall lack of affordable housing options for low-income individuals. This makes it very challenging for individuals on social assistance to find and maintain appropriate accommodation, threatening their stability and ability to focus on other goals, such as obtaining employment.

#### **Challenges: Common themes around concerns/challenges that impact SA**

Like many communities across the province, Wellington and Guelph have long wait lists for primary, specialized and mental health care, high costs and low vacancy rates in rental housing, and a lack of access to affordable childcare spaces. These factors pose significant challenges to life stability and consequently impact the employment readiness of individuals in receipt of social assistance.

Social assistance rates that fall far below the poverty line are a significant concern that impacts the ability of social assistance recipients to meet their basic needs and prepare for employment. A family of four receiving Ontario Works in the City of Guelph lives on an income that is equal to 30% of the income at the poverty line as defined by Statistics Canada. For example, a family of two adults and two children under the age of 18 would receive \$15,000 annually in Ontario Works assistance, whereas the official poverty line is defined as an income below \$49,290 for a family of four living in Ontario in an area with a population similar to Wellington County and Guelph. This gap, coupled with rapidly increasing market rents and the rising costs of necessities, makes it challenging for staff to successfully support clients in stabilizing their lives.

While Guelph continues to have an unemployment rate far below the provincial average at 4.39%, job vacancy rates are gradually decreasing and the risk of a recession could contribute to lower hiring locally. Workforce Planning Board of Waterloo, Wellington and Dufferin data shows a steady decline in the number of new job postings in Wellington County and Guelph over the course of 2023. In December, 1,307 new job postings were listed in Wellington County and Guelph, down from 2,518 new postings in January of 2023.

#### **Opportunities: Current or upcoming opportunities that can be leveraged by SA**

- Transitioning to Integrated Employment Services (IES) provides an opportunity to forge more robust connections with local EO providers and integrate service delivery. One initiative that we have implemented in anticipation of the transition to IES is establishing a frontline staff Community of Practice with EO and OW staff that will meet on a regular basis to review and discuss improvements to service delivery and supporting joint case management of clients.
- Two housing projects are coming online in 2024, which will provide a combined total of 60 new units of supportive and transitional housing in Guelph, many of whom are social assistance recipients. We also work closely with the Department's Housing Stability Team to prioritize rent supplements for individuals receiving social assistance where possible, and we engage in joint community outreach with the Housing Stability team and our specialized Life Skills caseworker team.
- The County of Wellington has been active in food security work in the rural townships through the County's Our Food Future, Smart Cities project. This is a collaborative initiative between multiple County departments that includes developing solutions to address local food insecurity.
- County of Wellington Ontario Works is actively involved with the Guelph-Wellington Digital Equity Coalition to advocate for bridging the digital divide in our community and support lower income individuals with access to digital devices and network access.

## Section 2 – Review Performance Outcome Targets

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Enter the ministry prescribed targets in the “Outcome” section in the budget submission in TPON.

## Section 3 – Develop Service Strategies

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This section establishes the contracted expectations of all SA delivery sites and connects the first two planning components (i.e., community analysis and performance outcome targets).

### 3.1 Risk Assessment

Complete the risk assessment using the **Performance Outcomes Risk Assessment template**. For more information refer to the Main Guidelines document

## 3.2 Equity, Diversity and Inclusion Strategy

**Part A:** Articulate specific tactics that will consider the needs of equity seeking groups from the initial service planning stages through to delivery.

**Enter the local equity, diversity, and inclusion strategy here (500 words max recommended)**

At the County of Wellington, we recognize and appreciate the importance of creating an environment in which all employees feel valued, included, safe and empowered. We recognize that each employee's unique identity, experiences, perspectives, and viewpoints add to the culture of our workplace and enhance our ability to create and deliver the best possible service to our residents, clients, and community partners. Our approach to Ontario Works service delivery is informed by the same principles that guide our organizational equity, diversity and inclusion (EDI) approach. The specific tactics that consider the needs of equity seeking groups include:

- The County of Wellington is providing Diversity and Inclusion fundamentals training to all staff, including staff in the Housing, Ontario Works, and Children's Early Years divisions.
- Ontario Works staff are being trained in person-centric strategies, which integrate EDI in service delivery for frontline staff.
- We continue to actively identify services specific to equity seeking groups, and are working with staff to raise awareness of available supports and referral mechanisms.
- The County of Wellington Indigenous Advisory Committee supports all County staff with training and learning opportunities.
- We have a strong working relationship with Anishnabeg Outreach for referrals to targeted employment supports for clients who choose to self-identify. Creating a specialized Indigenous caseworker position is also currently under consideration to support Indigenous clients.
- We work together with the Southwestern Ontario Aboriginal Health Centre to support their homelessness programming, including funding through the Housing Services division to support intensive case management for Indigenous clients.
- We plan to engage in cross-CMSM learning on Indigenous-focused case management in partnership with the District of Sault Ste. Marie and the Ontario Native Women's Association.
- County of Wellington Ontario Works makes interpretation services available for clients accessing all Ontario Works services and supports.
- Ontario Works is closely integrated with the County of Wellington Settlement Services division to provide supports to newcomers and refugees.
- We work closely with the Guelph-Wellington Task Force for Poverty Elimination at the management level to ensure community-level advocacy work integrates an intersectional approach within an anti-oppression framework.
- We are developing training to support staff to conduct the Mental Health and Addictions Screener through a trauma-informed lens and raise awareness of how clients' identities and past experiences impact their wellbeing.

**Part B:** Complete the French Language Services strategy using the ministry provided templates. For more information refer to the Main Guidelines document.

### 3.3 Logic Model

A logic model maps the linkages between services delivered and performance outcomes. It is a tool to support how service strategies will help to achieve targets and is included as part of the Service Planning template.

Complete one logic model for each of the 4 performance outcomes. For 2024, only complete the “Highest Risk(s) Mitigation” section for only the two identified outcomes. Add or remove rows, as needed. Refer to Main Guidelines Document, Appendix # for completed example.

#### **Definitions:**

- a. **Inputs:** Describe the organizational, community and/or external inputs within your organization used to coordinate services to meet the stated performance outcome (e.g., staffing, internal processes, training, relationship with community organizations, gaps in services, etc.).
- b. **High Risk:** Identify the highest risks as indicated in the Performance Outcomes Risk Assessment Template. Note for 2024, this will only be applicable to 2 performance outcomes and will be indicated on the applicable logic model templates.
- c. **Activities:** Operational and strategic activities (e.g., processes, tools, events, actions, etc.) that will be carried out as part of the strategy (e.g., staff training, recruitment, staff supports, community relationships, retention strategies, workshops, etc.).
- d. **Expected outputs linked to outcome:** What are your expected results given the planned activities and what changes do you expect to realize?

Performance Outcome 1: Ontario Works adult and ODSP non-disabled adults with participation requirements have an Action Plan		
Inputs (e.g., organization, community, external)	Operational and Strategic Activities	Expected Outputs
Staff training	<ol style="list-style-type: none"> <li>1. Creating local policies, referral processes and client pathway documents for staff</li> <li>2. Providing thorough training to all OW Caseworkers on completing Action Plans and referring clients to Employment Ontario, using locally created documents and ministry materials as reference tools</li> <li>3. Providing general Integrated Employment Services training to all Ontario Works staff</li> <li>4. Ensuring the staff Trainer is available to troubleshoot with staff and answer questions as needed</li> </ol>	<ul style="list-style-type: none"> <li>• All Ontario Works adults and ODSP non-disabled adults with participation requirements have an Action Plan</li> <li>• Processes, pathways and local policies are revised based on performance and feedback from staff and community partners</li> <li>• Situations where an Action Plan is incomplete or missing are identified and resolved quickly</li> <li>• Engagement with community partners results in more effective integrated case management</li> </ul>
Meetings with community partners and other EST sites	<ol style="list-style-type: none"> <li>1. Establishing a Community of Practice for frontline EO and OW staff to share best practices and improve service delivery</li> <li>2. Participating in regular meetings with neighbouring CMSMs to share best practices around completion of Common Assessments and Action Plans</li> <li>3. Maintaining a collaborative working relationship with our local ODSP office at the staff and management levels to support staff and clients with the EST transition through the sharing of information and best practices</li> </ol>	
Provincial reports and dashboards	<ol style="list-style-type: none"> <li>1. Review provincial metrics dashboards and reports to ensure Action Plan completion targets are being met</li> <li>2. Review provincial data at regular intervals at the management level to identify strengths and areas for improvement</li> <li>3. Participation in provincial webinars, information sessions and communities of practice for policy and training staff on data used to inform and monitor service delivery</li> </ol>	

Internal processes	<ol style="list-style-type: none"> <li>1. Creating local policies, referral processes and client pathway documents for staff</li> <li>2. Using the local case management system (CAAPS) to monitor Action Plan completion at the caseload level</li> <li>3. Using SharePoint sites and the staff intranet to ensure internal processes and related documents are easily accessible to staff</li> <li>4. Reviewing local processes at regular intervals with the management team as well as Caseworker teams to make changes where necessary</li> </ol>
Dedicated case management services	<ol style="list-style-type: none"> <li>1. Each client has a dedicated caseworker, with an approximate ratio of 100 cases per worker</li> <li>2. Continue with Management oversight of caseloads</li> <li>3. Continue to integrate a service continuity function in our caseworker staffing to ensure consistent coverage of caseloads</li> <li>4. Continue to provide intensive case management supports through a Life Skills team for clients with more complex barriers to participation</li> </ol>

**Highest Risk(s) from Risk Assessment Template (applicable to the two in the risk assessment only):**  
**N/A**

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

Inputs (e.g., organization, community, external)	Operational and Strategic Activities	Expected Outputs
Integrated case management with EO staff	<ol style="list-style-type: none"> <li>1. Appropriate information is provided with referrals, in order to support EO providers, including indicating special needs, contact preferences and other relevant information to ensure a successful referral.</li> <li>2. OW caseworkers will communicate with EO staff regularly and as needed to manage crisis situations or life stability needs that are impacting client employment readiness</li> </ol>	<ul style="list-style-type: none"> <li>• Low rate of returned referrals</li> <li>• Better management of challenges relating to referrals, including contact attempts with clients</li> <li>• Better integrated case management between OW and EO</li> </ul>
Client communications and messaging	<ol style="list-style-type: none"> <li>1. Ensuring staff are clearly able to communicate to clients what the respective responsibilities are between EO and OW</li> </ol>	

	2. Information from the Service System Manager (SSM) and individual EO partners is shared with clients as needed
Staff training	<ol style="list-style-type: none"> <li>1. Creating local policies, referral processes and client pathway documents for staff to ensure a common understanding of referral readiness</li> <li>2. Providing thorough training to all OW Caseworkers on referring clients to Employment Ontario, using locally created documents and ministry materials as reference tools</li> <li>3. Provide IES-specific SAMS training to staff, including refresher sessions and troubleshooting with the Trainer as needed</li> </ol>
Internal processes	<ol style="list-style-type: none"> <li>1. Develop local policies, referral processes, reference tools and client pathway documents for staff</li> <li>2. Include EO referrals as a standing item at caseworker and management meetings to share best practices and address challenges as they arise</li> </ol>
Frontline staff Community of Practice	<ol style="list-style-type: none"> <li>1. Establish regular meetings for EO and OW frontline staff to share best practices and challenges</li> <li>2. Provide regular opportunities for staff to propose strategies to address challenges collaboratively</li> </ol>
Client Transition Plan	<ol style="list-style-type: none"> <li>1. Use the transition plan to guide the referral rate to ensure we meet our targets and that the volume of referrals is manageable for EO partners</li> <li>2. Managers will use the Client Transition Plan to work with caseworkers on an individual caseload level to ensure all caseworkers are accountable for maintaining target referral rates to EO</li> </ol>
<b>Highest Risk(s) from Risk Assessment Template (applicable to the two in the risk assessment only):</b>	
N/A	

**Performance Outcome 3:  
Ontario Works cases exit to employment**

Inputs (e.g., organization, community, external)	Operational and Strategic Activities	Expected Outputs
Supporting clients with life stabilization	<ol style="list-style-type: none"> <li>1. Assisting clients to access transitional transportation services to support employment for clients in rural areas</li> <li>2. Ensure flexibility in the use of participation benefits to support employment readiness or other employment needs when EO is unable to provide the support</li> <li>3. Loaning hotspots and laptops to assist clients participating in employment-related activities</li> </ol>	<ul style="list-style-type: none"> <li>• Clients receive supports and benefits that enable them to prepare for employment</li> </ul>
Regular communication with Service System Manager	<ol style="list-style-type: none"> <li>1. Communicate with SSM about gaps and challenges in service delivery to inform system-level improvement</li> </ol>	
Integrated case management with EO partners	<ol style="list-style-type: none"> <li>1. Establish a Community of Practice for frontline staff in OW and EO</li> <li>2. Develop processes, policies and pathways to support staff in integrated case management with EO</li> <li>3. Establish regular management-level meetings for OW and EO managers to discuss service delivery challenges, strengths, and improvements</li> </ol>	
Collaborative relationships with community partners	<ol style="list-style-type: none"> <li>1. Continue to maintain collaborative relationships with ESL, literacy and basic skills providers through regular management-level meetings and clear referral pathways for clients</li> <li>2. Continue to participate in the Guelph-Wellington Digital Equity Coalition as a member of the steering committee at the leadership level, and through the involvement of staff in advocacy and program development initiatives</li> </ol>	
Strong local labour market	<ol style="list-style-type: none"> <li>1. Maintain engagement with local labour market and employment service planning tables to stay informed about labour market trends and how to best support clients in pre-employment activities</li> </ol>	
Appropriate referrals to EO	<ol style="list-style-type: none"> <li>1. Ensure common understanding of employment readiness through staff training and regular meetings with EO at staff and management levels</li> <li>2. Identify clients that already have an existing or recent attachment to the labour market and prioritize those referrals</li> </ol>	

Case closure processes	1. Ensure proper exit reasons are captured in SAMS when a case is closed in order to generate accurate data about exits to employment
<b>Highest Risk(s) from Risk Assessment Template</b> - <b><u>Do not complete for this performance outcome for 2024</u></b>	

<b>Performance Outcome 4:  Ontario Works cases do not return to the program within one year</b>		
Inputs (e.g., organization, community, external)	Operational and Strategic Activities	Expected Outputs
Life stability supports and intensive case management	1. Stabilizing OW recipients to support them in overcoming barriers and challenges, including issuing Extended Health Benefits to support clients with job retention	<ul style="list-style-type: none"> <li>• Lower likelihood of Ontario Works recipients returning to assistance</li> </ul>
Integrated homelessness prevention services	1. Work closely with our Housing Stability team to prioritize clients for rent supplements where possible	
Other income sources for clients (ODSP, EI etc.)	1. Support clients to exit to other more appropriate income sources and to access other benefits they may be eligible for through income tax filing by referrals to community tax clinics	
Advocacy for decent work and a living wage	1. Continue to work with the County of Wellington Economic Development division and the local Poverty Task Force on community-level advocacy for decent work and a living wage	
<b>Highest Risk(s) from Risk Assessment Template</b> - <b><u>Do not complete for this performance outcome for 2024</u></b>		

## Section 4 – Manage Program Delivery

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In this section, SA delivery sites will identify key program management activities to ensure the program supports program integrity and is delivered in accordance with legislative and policy requirements.

### 4.1 Service Delivery Expectations

Develop an outline of how service delivery expectations will be managed to ensure the program is delivered in accordance with legislative and policy requirements and that financial assistance expenditures are accurate and meet ministry expectations (refer to Main Guidelines Document)

**Enter outline for each area of focus below (suggest 250 words max recommended per area)**

**Essential information reviewed and verified by 3<sup>rd</sup> party checks prior to transferring to ODSP (within the last 12 months)**

County of Wellington Ontario Works staff will continue to review and verify essential information by third party checks prior to file transfer to ODSP, as per local policy. Thorough file review and verification is an established process for our staff. All documentation is on file in the electronic document management system and is verified prior to electronic file transfer to ODSP. Our strong relationship with the local ODSP office at both staff and manager levels ensures that business processes are continually reviewed and improved as required.

**24-month Reassessment (including Third Party Checks) on all OW cases**

County of Wellington Ontario Works has well-established 24-month reassessment processes for all OW cases. Caseworkers use our locally developed case management software (CAAPS) to see when 2-year reviews are coming up based on consent evidence in SAMS. Caseworkers then send a list of clients to our OW Clerks so that they can book appointments both in person and via telephone and complete all third party eligibility related checks.

Caseworkers review all documentation on file, including Form 1 and Form 3 and make updates as needed, receive verification, and confirm that the file is still eligible. Managers use CAAPS monthly in an oversight capacity, to track 2-year review completion at a caseload level and ensure all staff are up to date. Managers implement plans to address lags if any are identified.

Our office also uses the Eligibility Verification Process (EVP) to avoid duplication of file reviews. If an EVP is within three months of a 2-year review, the review is combined with the EVP and both are completed concurrently. SAMS tasks and notifications are additional tools that staff use to ensure completion of file reassessments, particularly in cases where caseload coverage is required. Our Service Continuity Caseworker is available in the absence of a client's regular caseworker to complete file reviews when needed.

**Timely follow up on deferrals from participation in employment readiness activities**

We use a locally developed case management system to follow up on deferrals as per legislative guidelines. Our Comprehensive Assessment and Action Plan System (CAAPS) is very helpful to caseworkers as it provides them with a user-friendly, single-view picture of their caseload. It is also effective at tracking when Action Plan and file reviews are required and is a major asset to staff in ensuring timely follow up on deferrals.

We also use monthly provincial COGNOS reports to track the accuracy of our local case management tools. Relevant caseload information is shared with caseworkers where helpful in for timely follow up on deferrals. Files are updated as required to revise participation requirements where necessary.

### **EVP is assigned and completed in established timeframes**

The completion of EVPs is done by our Cost Recovery team. This team has primary responsibility for eligibility review, appeals and issuing discretionary benefits. The team communicates with caseworkers each month when cases are being reviewed following bi-monthly report downloads, as well as maintaining regular communication to ensure changes are flagged and all cases are followed up on as required. Our OW office has consistently exceeded provincial expectations for timely completion of EVPs, with a year-to-date average of 39 days from assignment to completion in 2023.

### **Application of up to 10% recovery rate for all overpayments**

We apply a recovery rate of up to 10% for all overpayments as a matter of course, aligning with provincial overpayment recovery rate proportions. Changes to recovery rates are discussed with management, but the decision to change rates rests with the Case Presenting Officer (CPO) as per Directive 9.3. Clients can request to have their overpayment recovery rate reduced through a direct request to the CPO or through their caseworker. Caseworkers have the discretion to reduce overpayment recovery rates based on financial hardship, especially with regards to shelter costs.

Overpayment recover rates in Wellington consistently align with provincial recovery rate proportions. As of November 2023, 70% of overpayments in Wellington are recovered at 5%, 27% are recovered at a rate of 10%, and 3% are recovered at less than 5%.

### **Financial assistance expenditures (subsidy claims submissions) are accurate and meet ministry expectations** (list all Ontario Works benefits managed outside of SAMS and identify supporting documentation that will be provided with adjustments to subsidy claims and describe business practices for Ontario Works benefits managed outside of SAMS)

County of Wellington Ontario Works manages dental benefits outside of SAMS, as well as some medical travel and transportation benefits. Clear documentation requirements are followed for the very few Ontario Works benefits that are managed outside of SAMS and this information is submitted promptly as part of the monthly subsidy claim process to MCCSS.

## 4.2 Analysis of Resources

Conduct an analysis of resources using the **Supplementary Reporting Tool**. For more information refer to the Main Guidelines document.

## 4.3 Monitoring Activities

Demonstrate how SA delivery sites will be prepared to support the monitoring activities by documenting its approach to readiness from combination of resource, awareness and understanding perspectives.

For example, the SA Delivery sites will be ready to support by reviewing and becoming familiar with all relevant materials provided by the ministry to understand the monitoring activities and OW's roles and responsibilities.

<b>Enter the approach for monitoring here (suggested 250 words max recommended per area)</b>
<b>Overall Readiness</b> (i.e., how your site will be ready to continuously support the monitoring activities)
County of Wellington Ontario Works is ready to continuously support provincial monitoring activities. Management meetings are an established forum for regularly monitoring performance and reviewing any action needed.
<b>Submission of actual expenditures</b> (i.e., how to ensure your site will be able to submit the actual expenditures in a timely manner and engage in discussion when varied from budget)
The Treasury Department has a dedicated team that ensures the timely completion of monthly financial reconciliations and subsidy claims to MCCSS. Actual expenditures are verified and documentation is submitted to validate any expenditures being managed outside of SAMS.  In addition, required submissions are made to the MCCSS through the provincial TPON system in relation to our administrative expenditures that support the delivery of Ontario Works. These submissions are aligned with County budget reporting to the Social Services Committee and Council that occurs at each regular meeting, including regularly scheduled variance reporting. These submissions and variances are also discussed at regular intervals with our Program Supervisor.
<b>Submission of outcomes achieved</b> (i.e., how to ensure your site will be able to submit the actuals in a timely manner and engage in discussions on outcome performance)
Ontario Works management and finance teams will work closely together to ensure that submissions related to outcomes are submitted to the Ministry as required. In addition, OW managers review Performance Operations Reports monthly and identify opportunities to work with caseworker teams on outcome improvement strategies.  Direct discussions with our Program Supervisor will take place on a regular basis to discuss outcome performance, including trends that we are seeing and strategies to improve performance as appropriate.

**Performance reports** (i.e., how to ensure your site will be ready to leverage ministry provided reports in monitoring outcomes and key program delivery expectations)

We review ministry reports regularly at management meetings, including review of performance outcomes and EVP completion, and reports are used to establish plans for corrective action as needed. Case closure reports are also used by staff and managers to monitor caseloads and to track progress towards achievement of performance outcomes, in particular exits to employment.

Access to interactive dashboards and metrics by our policy and training staff is another tool that we leverage to monitor outcomes and establish a recommended course of action to meet program delivery expectations.

**Quality Assurance (QA) reviews** (i.e., how to ensure your site will be ready to leverage the results from the ministry performed QA reviews to determine possible course corrections, related monitoring and need for service plan amendments)

The County of Wellington Ontario Works management team will work closely with our Program Supervisor to promptly address any issues that result from Quality Assurance reviews, including plans for corrections and any further monitoring that may be required.

**Risk Mitigation Testing** (i.e., how to ensure your site will be ready to use ministry provided testing scripts to carry out testing of mitigation for the highest risks impacting performance outcomes as well as how the results of the testing will be used by your site)

We are prepared to work with MCCSS to support the timely use of provided testing scripts to mitigate against identified high risks impacting the achievement of performance outcomes. As 2024 is the initial year of using renewed performance indicators, we expect it will be a year of monitoring and learning as to how the assigned outcomes by MCCSS align with actual performance.

#### 4.4 Privacy

Conduct a Privacy Risk Assessment using the **Privacy Risk Assessment Template and Privacy Maturity Self-Reporting Tool**. Instructions are included within the document, but for more information refer to the Supplementary Guidelines.