



## BOARD REPORT

REPORT No.: 2025-04

MEETING DATE: FEBRUARY 20, 2025

SUBJECT: 2025 ONTARIO WORKS SERVICE PLAN

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### RECOMMENDATION

THAT with respect to Report No. 2025-04 (Integrated Social Services Division) we, The District of Thunder Bay Social Services Administration Board, approve the draft 2025 Ontario Works Service Plan as presented;

AND THAT we direct the Chief Executive Officer to submit the approved 2025 Ontario Works Service Plan to the Ministry of Children, Community and Social Services.

### REPORT SUMMARY

This report outlines The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) Ontario Works Service Delivery Plan for the 2025 planning cycle as required by the Ministry of Children, Community and Social Services (MCCSS).

### BACKGROUND

As TBDSSAB is a Phase 3 Employment Services Transformation (EST) site, this report differs from previous plans. Administration has prepared a draft plan for review and approval prior to submitting it to the MCCSS.

The plan outlines TBDSSAB's service under 4 key sections:

#### Section 1 - Community Analysis

- Key Demographics
- Service Needs
- Community Needs Assessment

#### Section 2 - Review Service Targets

### Section 3 - Develop Service Strategies

- Outcomes Risk Assessment
- Equity, Diversity and Inclusion Strategies
- Target Logic Model

### Section 4 - Manage Program Delivery

- Service Delivery Expectations
- Monitoring Activities
- Privacy

## COMMENTS

The plan includes internal as well as external data obtained through broad research and review. The external data is an important component of service system planning as Administration endeavors to maintain a current understanding of environmental factors potentially influencing service delivery and client performance outcomes.

As a Phase 3 EST site, TBDSSAB has 4 performance measures required by the MCCSS. The measures in Table 1 are standards of performance within the new EST framework and are collected internally by the MCCSS. These targets are measured from March 1, 2025 to February 2026.

Table 1:

Performance Measure	Target
% of Ontario Works adults and ODSP non-disabled adults with participation requirements that have a proper Action Plan created	100%
% of Ontario Works adults and ODSP non-disabled adults with participation requirements who are referred to Employment Ontario (EO)	31%
% of Ontario Works cases (individual or family units) that exited to employment	10%
% of Ontario Works cases (individual or family units) who exited the program for any reason and return within one year	37%

## STRATEGIC PLAN IMPACT

Service Planning for 2025 is building on Fostering an Engaged & Collaborative Culture by developing a transition plan with staff input related to social assistance modernization.

## FINANCIAL IMPLICATIONS



With the onset of the EST, Service Managers experienced a 22% reduction from the program delivery funding envelope. For TBDSSAB, this equates to a full amount of \$1,471,700 at the end of transfer period (March 2025 to February 2026), from the 100% provincially paid funding.

## CONCLUSION

It is concluded that the draft 2025 Ontario Works Service Plan be approved as presented and submitted to the Ministry of Children, Community and Social Services.

## REFERENCE MATERIALS

Attachment #1 [DRAFT 2025 Ontario Works Service Plan](#)

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SIGNATURE	
SUBMITTED BY:	Ken Ranta, Chief Executive Officer



**Ontario Works Service Planning for  
The District of Thunder Bay  
Social Services Administration Board**

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2025

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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 outcomes.

**Note:** SA delivery sites will be required to provide their service plan along with their annual budget submission to support negotiations with their Program Supervisor.

## How to use this template

This template is **used in conjunction with the Service Planning Guidelines**, 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.

**If you require an accessible version, reach out to your Program Supervisor.**

## Corresponding Guides, Tools, and Templates

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

1. Service Planning Guidelines
2. Community Service Inventory Tool (optional)
3. Outcomes Risk Assessment Template
4. Privacy Risk Assessment
5. Privacy Maturity Self-Reporting Tool

# Section 1 – Conduct Community Analysis

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 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)

#### Population Demographics

- Based on the 2021 Census, the population in the District of Thunder Bay is 146,862 residents, an increase of 0.6% from 2016-2021<sup>1</sup>.
- The number of residents aged 65+ is growing as the population increased by 2.5% in 2021 when compared to 2016. The number of residents aged 15-64 has decreased from 65.7% in 2016, to 63.4% in 2021.
- The Indigenous population also increased. In 2021, 16.2% of the population identified as Indigenous, an increase from 15.2% in 2016, and is significantly higher than the provincial rate of 2.9%.

#### Education

- Education levels are lower in the district than in the rest of Ontario. According to the 2021 census, 20.7% of the population in the district do not have a high school diploma. This is lower than the rate of 17.7% in Ontario.
- The District of Thunder Bay also has a lower rate of residents with a bachelor's degree or higher (20.6%), compared to Ontario (29.9%).

#### Employment

- The workforce in the District of Thunder Bay has decreased. According to the 2021 census, there were 70,930 workers, which is a decrease of 3% from 2016.
- In 2021, 66.6% of the population report having employment income, compared to 67.9% in 2016. The district's rate also remains lower than the Ontario percentage, where 69.2% of residents receive employment income, showing the ongoing lack of employment opportunities in the district.
- The unemployment rate has increased from 8.2% in 2016 to 10.8% in 2021. Yet the 2021 rate of unemployment is lower than the rate in Ontario (12.2%).

#### Income

- The median total income for the district is \$43,200, which is an increase from 2016 when the median income was \$35,852.

<sup>1</sup> Statistics Canada, 2021 Census of Population.

- The District of Thunder Bay has a higher rate of low-income residents compared to the province. Based on the Low-Income Measure After Tax (LIM-AT), the prevalence of the population that has low income is 11.6%. This is a decrease of 2.2% from 2016 and is higher than the provincial percentage of 10.1%.
- 6.2% of residents in the District of Thunder Bay with income received social assistance, compared to 4.4% of the Ontario population<sup>2</sup>.
- 5.3% of the population receive Canada Pension Plan (CPP), and 3.4% receive Old Age Security (OAS) pension, which are both higher than the provincial percentage.

### **TBDSSAB Ontario Works Caseloads**

- In the District of Thunder Bay, the average number of caseloads from January to September 2024 was 2574 cases, and the average number of beneficiaries was 4394<sup>3</sup>. This is lower than the 2023 average of 2618 cases and 4564 beneficiaries.
- As of September 2024, 40.1% of Ontario Works clients do not have a high school diploma, and 29.24% have received a high school diploma. Compared to September 2023, 44.81% had not finished the high school requirements while 19.55% had completed the requirements<sup>4</sup>.

### **Mental Health and Addictions in Northwestern Ontario**

- Data from ConnexOntario<sup>5</sup> provides an overview of mental health and addictions diagnoses for 768 clients in the Northwest Region<sup>6</sup> from January to October 2024.
- ConnexOntario reported that 48.7% of Northwest clients were living with varied mental health conditions and 78.6% of clients were living with addictions.
- In the District of Thunder Bay, the majority (75%) of clients live in Thunder Bay, followed by Marathon (6%), Geraldton (4%), and Nipigon (3%).

#### *Mental Health and Addictions TBDSSAB Client Self Report*

- As of September 2024, 2857, active cases at the TBDSSAB have reported needing personal supports for mental health and addictions. This equates to 68% of all Ontario Works beneficiaries requiring mental health and/or addictions support.

## **1.2 Service Needs (not required for Phase 3 sites in 2025)**

A **focused assessment of key service needs** (in relation to your caseload) that have linkages to achievement of target(s) relating to the performance measure(s).

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

<sup>2</sup> Statistics Canada. [Table 98-10-0070-01 Income statistics for detailed income sources and taxes: Canada, provinces and territories, census divisions and census subdivisions](#)

<sup>3</sup> From OW Social Assistance Operations Performance Report by Region

<sup>4</sup> From TBDSSAB OW Caseload Reports

<sup>5</sup> Data on mental health and addictions reporting is very limited but data from ConnexOntario provides insight into those in Northwestern Ontario who have sought out support themselves, or from referrals from professionals, family, or friends.

<sup>6</sup> Includes Thunder Bay District, Kenora District, and Rainy River District.



Not required for Phase 3 sites in 2025.

### 1.3 Community Needs Assessment

Perform a community needs assessment to identify impacts to the delivery of social assistance or the achievement of target(s) relating to the performance measure(s). Use the information from your community needs assessment and parts 1-2 of this section to identify the following as it relates to social assistance:

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

The District of Thunder Bay Social Services Administration Board (TBDSSAB) has developed strong partnerships with many community service providers over the years. Moving into EST, TBDSSAB continues to partner with Confederation College and with the Lakehead Adult Education Centre given that the local caseload has a lower than provincial education average of 34% with Ontario Secondary School Diplomas in comparison to the 41% provincial average. TBDSSAB has also partnered with the Thunder Bay Multicultural Association (TBMA) to offer English as a second language given a noticeable increase in immigrant applicants.

TBDSSAB continues to offer Ontario Works services at the community hubs. Caseworkers attend at community hubs to deliver services with community service providers also on site. In addition, tech hubs are available to recipients and tenants. Ontario Disability Support Program (ODSP) Caseworker also attends at 2 sites.

Transition Outreach and Support Workers maintain mobile services to those who are unhoused within the district.

A study of longevity was completed in April 2024 which determined that there are 563 recipients who have been on assistance for 60 months (5 years) or more. Administration completed an analysis of 65 cases equating to 12% of the total longevity cases, which is statistically relevant. The average time on assistance for the 65 cases studied is 8.75 years. Analysis on each individual participant delved into the following areas:

- Education
- Housing
- Employment
- Criminal Record
- Race
- Mental Health; and Addictions.

#### **Summary of Findings**

42% of recipients did not have an Ontario Secondary School Diploma, with 45% identifying as Indigenous and 12% as currently unhoused.

92% are currently unemployed with 63% having no employment history in the past 5 years and 69% have a criminal record.

55% self declared Mental Health issues and 71% self declared addictions.

66% of participants declared barriers to participation while only 17% are deferred per Ontario Works legislation.

33% have been referred to Ontario Disability Support Assistance, but 44% who applied are ineligible, further complicated by 35% who stated they do not have access to primary care.

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

There remains a concern with the 22% PDF funding reduction resulted in fewer dollars for Person Centered Supports ERE. Although TBDSSAB leveraged the new dollars available, they come at a cost to the Member Municipalities with an increase to the levy funding. These dollars were used to continue on site education through a partnership with Confederation College.

While there is low-cost bus servicing within the City of Thunder Bay, there is no public transportation in the district municipalities - a few have taxi service, and most have no public transportation at all.

There are fewer services in the district municipalities to assist recipients with person centered supports. TBDSSAB has strong partnerships with community services and will continue to build on this.

Addiction services in the District of Thunder Bay are high in demand with wait lists. Issues often arise when a person has agreed to treatment, has gone through medical withdrawal and there is a wait list for a treatment bed. It is in this time period where many individuals go back to using and the cycle starts again. A straight, clear, safe path is required from detox to treatment.

Many of Ontario Works recipients in the District of Thunder Bay do not have a family physician and applying to ODSP is difficult. TBDSSAB continues to pay for assessments to assist with the Disability Determination Package.

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

The paper mill in Schrieber closed just over one year ago which could drive an increase in applications to Ontario Works once other benefits end.

Common consents within and outside of TBDSSAB programs create roadblocks in assisting recipients in getting to services they require.

Client willingness to participate with Ontario Works programming or community services dropped significantly over COVID and has not recovered.

An increase of applications for Emergency Assistance (EA) of 3,300% over 10 years from 2013 in the District of Thunder Bay, with an increase of over 900% since 2019. With the creation of Centralized Intake, the local offices should be able to concentrate on case management, however the increase of the EA applications has created an unexpected workload.

Lack of affordable housing has impacted everyone across the province but hits low-income individuals harder than any other group leading to record homelessness. This issue is exacerbated

by Ontario Works rates not increasing since 2018 which leaves a single person living on \$20,067 less than the low-income measure. An argument can be made that this leads to not only a higher rate of homelessness but also a higher crime rate as people struggle to survive. It can also be argued that 100% of Ontario Works benefits make their way out into the economy as recipients pay for basic needs and accommodations.

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

TBDSSAB partnered with the Thunder Bay Multicultural Association (TBMA) to offer English as a second language on site at TBDSSAB headquarters.

TBDSSAB continues its partnerships with both Confederation College and the Lakehead Adult Education Centre for on site upgrading for recipients.

Discussions with the City of Thunder Bay resulted in Social Assistance recipients being made eligible for the low-cost transit program.

TBDSSAB has made a request through the SSM to be a part of an Indigenous Service Providers Advisory Group to ensure Indigenous partners are included in the local EST model.

## **Section 2 – Review Targets**

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

**Note:** SA delivery sites do not need to provide information in this section since it's included 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 target(s) relating to the performance measure(s)).

### 3.1 Outcome Risk Assessment Template

Complete the risk assessment using the **Outcome Risk Assessment template**. For more information refer to the Service Planning Guidelines.



2025-Risk-Template  
-for-all-4-Outcomes.

### 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)**

TBDSSAB has requested to be a part of the Indigenous Employment Service Providers Advisory Group. It is felt that not including this group of providers was an oversight of the EST model and it is important to the recipients of Ontario Works in the District of Thunder Bay to be able to continue to work with their chosen providers.

TBDSSAB has also encountered an increased number of newcomers to Canada. TBDSSAB has partnered with the TBMA for translation services through a pay for service agreement. In 2025 TBDSSAB will host an English as a second language class at headquarters.

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



FLS-Quality-Improvement-Plan-FLS-QIP-2

### 3.3 Logic Model

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

Describe how the service strategies will help to achieve the target(s) relating to the performance measure(s) and make linkages based on the Community Needs Assessment completed in section 1.

**Complete one logic model for each of the 4 outcomes.** Add or remove rows, as needed. Refer to the Service Planning Guidelines, Appendix H for completed example.

**Definitions:**

- a. **Inputs:** Describe the organizational, community and/or external inputs within your organization used to coordinate services to meet the prescribed target(s) (e.g., staffing, internal processes, training, relationship with community organizations, gaps in services, etc.).
- b. **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.).
- c. **Expected outputs linked to outcome:** What are your expected results given the planned activities and what changes do you expect to realize?

DRAFT

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
<ul style="list-style-type: none"> <li>Investment in staff</li> </ul>	<ul style="list-style-type: none"> <li>Currently short of complement - one returning from mat leave in early January</li> <li>3 additional backfill temp positions were posted and will be on boarded at the end of January</li> </ul>	<ul style="list-style-type: none"> <li>Ability to lower caseloads - Caseworker to enable more contact with recipients</li> <li>Enable Caseworkers to be more comfortable in new role</li> <li>Create clarity for recipients on program expectations</li> <li>Continuous improvement for recipients</li> </ul>
<ul style="list-style-type: none"> <li>Learning and development with staff</li> </ul>	<ul style="list-style-type: none"> <li>Continued messaging regarding changing Caseworker role</li> <li>Supplement with training</li> </ul>	
<ul style="list-style-type: none"> <li>Action Plan Process</li> </ul>	<ul style="list-style-type: none"> <li>Local process for action plan check ins developed.</li> <li>Continued training for what an action plan is vs a participation agreement</li> </ul>	
<ul style="list-style-type: none"> <li>Client understanding of program expectations</li> </ul>	<ul style="list-style-type: none"> <li>Clear messaging from Caseworker to recipients to get buy in to the new role</li> </ul>	
<ul style="list-style-type: none"> <li>Review program for outputs</li> </ul>	<ul style="list-style-type: none"> <li>Review monthly targets to adjust where needed</li> <li>Bring forward pain points to the SSM and MCCSS</li> </ul>	

Outcome 2: Ontario Works adults and ODSP non-disabled adults with participation requirements are referred to EO		
Inputs (e.g., organization, community, external)	Operational and Strategic Activities	Expected Outputs
<ul style="list-style-type: none"> <li>Investment in staff</li> </ul>	<ul style="list-style-type: none"> <li>Currently short of complement - one returning from mat leave in early January</li> <li>3 additional backfill temp positions were posted and will be on boarded at the end of January</li> </ul>	<ul style="list-style-type: none"> <li>Ability to lower caseloads - Caseworker to enable more contact with recipients</li> <li>Enable Caseworkers to be more comfortable in new role</li> <li>Create clarity for recipients on program expectations</li> <li>Continuous improvement for recipients</li> </ul>
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<ul style="list-style-type: none"> <li>Action Plan Process</li> </ul>	<ul style="list-style-type: none"> <li>Local process for action plan check ins developed.</li> <li>Continued training for what an action plan is vs a participation agreement</li> </ul>	
<ul style="list-style-type: none"> <li>Client understanding of program expectations</li> </ul>	<ul style="list-style-type: none"> <li>Clear messaging from Caseworker to recipients to get buy in to the new role</li> </ul>	
<ul style="list-style-type: none"> <li>Review program for outputs</li> </ul>	<ul style="list-style-type: none"> <li>Review monthly targets to adjust where needed</li> <li>Bring forward pain points to the SSM and MCCSS</li> </ul>	

Outcome 3: Ontario Works cases exit to employment		
Inputs (e.g., organization, community, external)	Operational and Strategic Activities	Expected Outputs
<ul style="list-style-type: none"> <li>Investment in staff</li> </ul>	<ul style="list-style-type: none"> <li>Currently short of complement - one returning from mat leave in early January</li> <li>3 additional backfill temp positions were posted and will be on boarded at the end of January</li> </ul>	<ul style="list-style-type: none"> <li>Ability to lower caseloads - Caseworker to enable more contact with recipients</li> <li>Enable Caseworkers to be more comfortable in new role</li> <li>Create clarity for recipients on program expectations</li> <li>Continuous improvement for recipients</li> </ul>
<ul style="list-style-type: none"> <li>Learning and development with staff</li> </ul>	<ul style="list-style-type: none"> <li>Continued messaging regarding changing Caseworker role</li> <li>Supplement with training</li> </ul>	
<ul style="list-style-type: none"> <li>Action Plan Process</li> </ul>	<ul style="list-style-type: none"> <li>Local process for action plan check ins developed</li> <li>Continued training for what an action plan is vs a participation agreement</li> </ul>	
<ul style="list-style-type: none"> <li>Client understanding of program expectations</li> </ul>	<ul style="list-style-type: none"> <li>Clear messaging from Caseworker to recipients to get buy in to the new role</li> </ul>	
<ul style="list-style-type: none"> <li>Review program for outputs</li> </ul>	<ul style="list-style-type: none"> <li>Review monthly targets to adjust where needed</li> <li>Bring forward pain points to the SSM and MCCSS</li> </ul>	



**Outcome 4:  
Ontario Works cases do not return to the program within one year**

Inputs (e.g., organization, community, external)	Operational and Strategic Activities	Expected Outputs
<ul style="list-style-type: none"> <li>Investment in staff</li> </ul>	<ul style="list-style-type: none"> <li>Currently short of complement - one returning from mat leave in early January</li> <li>3 additional backfill temp positions were posted and will be on boarded at the end of January</li> </ul>	<ul style="list-style-type: none"> <li>Ability to lower caseloads - Caseworker to enable more contact with recipients</li> <li>Enable Caseworkers to be more comfortable in new role</li> <li>Create clarity for recipients on program expectations</li> <li>Continuous improvement for recipients</li> </ul>
<ul style="list-style-type: none"> <li>Learning and development with staff</li> </ul>	<ul style="list-style-type: none"> <li>Continued messaging regarding changing Caseworker role</li> <li>Supplement with training</li> </ul>	
<ul style="list-style-type: none"> <li>Action Plan Process</li> </ul>	<ul style="list-style-type: none"> <li>Local process for action plan check ins developed</li> <li>Continued training for what an action plan is vs a participation agreement</li> </ul>	
<ul style="list-style-type: none"> <li>Client understanding of program expectations</li> </ul>	<ul style="list-style-type: none"> <li>Clear messaging from Caseworker to recipients to get buy in to the new role</li> </ul>	
<ul style="list-style-type: none"> <li>Review program for outputs</li> </ul>	<ul style="list-style-type: none"> <li>Review monthly targets to adjust where needed</li> <li>Bring forward pain points to the SSM and MCCSS</li> </ul>	
<ul style="list-style-type: none"> <li>Review recidivism data for TBDSSAB</li> </ul>	<ul style="list-style-type: none"> <li>Review data quarterly and determine why people are returning</li> </ul>	

## Section 4 – Manage Program Delivery

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 Service Planning Guidelines).

<b>Enter outline for each area of focus below (suggest 250 words max recommended per area)</b>
<b>Essential information reviewed and verified by Third Party Checks prior to transferring to ODSP (within the last 12 months)</b>
TBDSSAB has a process to ensure that files are transferred to ODSP when the applicant is granted within the 5-day window. The Caseworker reviews the file to ensure all forms and 3 <sup>rd</sup> party checks are up to date and any overpayments are validated prior to transfer. This process has not changed with the start of EST.
<b>24-month Reassessment (including Third Party Checks) on all OW cases</b>
TBDSSAB uses a manual task entered SAMS at 22 months to ensure up to date form ones as well as utilizing supplemental controls for random file audits.
<b>Deferrals from participation in employment related activities are still current and are short-term (6 months or less is considered short-term). Deferrals from participation in employment related activities are less than 6 months and are not expired</b>
TBDSSAB will start a local process in which deferrals will decrease significantly due to the new role with person-centered support. TBDSSAB believes that most recipients will need some type of support to move along the path to independence outside of employment.
<b>EVP is assigned and completed in established timeframes</b>
TBDSSAB has a process in place to ensure cases are assigned and completed within established time frames. This process has not changed with the start of EST.
<b>Application of up to 10% recovery rate for all overpayments</b>
TBDSSAB has a process in place to ensure that each overpayment is validated and assigned a recovery rate that is outlined in Directive 9.3.
<b>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)</b>

<p>Ontario Works Basic Assistance</p> <ul style="list-style-type: none"> <li>• Recoveries/Repayments/Reimbursements</li> </ul>
<p>Ontario Works Mandatory</p> <ul style="list-style-type: none"> <li>• Recoveries/Repayments/Reimbursement</li> </ul>
<p>Ontario Works Discretionary</p> <ul style="list-style-type: none"> <li>• Recoveries/Repayments/Reimbursement</li> </ul>
<p>100% Provincial</p> <ul style="list-style-type: none"> <li>• Recoveries/Repayments/Reimbursement</li> </ul>
<p>Ontario Works Basic Assistance/Mandatory</p> <ul style="list-style-type: none"> <li>• For member claims - member I.D. #'s, client name, reason and amounts will be provided</li> </ul>
<p>Ontario Works Discretionary</p> <ul style="list-style-type: none"> <li>• For vendor claims - description, vendor name and amount will be provided</li> </ul>
<p>100% Provincial</p> <ul style="list-style-type: none"> <li>• Member I.D. #, surname of applicant/spouse, first name of applicant/spouse and amount</li> </ul>
<p>Process</p> <ul style="list-style-type: none"> <li>• A review of all expenditures will be done during the payment stage by the line Supervisor</li> <li>• Final review is during the routing of the Form "V" before it is approved in SAMS</li> </ul>

## 4.2 Monitoring Activities

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

For example, the Social Assistance 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 Ontario Works 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)
TBDSSAB monitors all performance report statistics on a monthly basis in order to mitigate known issues.
<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)
Line Supervisor approvals are done during the processing stage, and these are then part of the Form "V" submission which is always approved before the due date.

<p>The Financial Analyst gives financial reports to cost centre Managers monthly which help us stay within budget. Any extraordinary items are discussed before being processed and approved by the Manager and Director depending on the amounts.</p>
<p><b>Submission of targets related to performance measures</b> (i.e., how to ensure your site will be able to engage in discussions on strategies to achieve outcomes)</p>
<p>Monthly review of performance reports will enable TBDSSAB to plan for and enact mitigation strategies. This will also enable TBDSSAB to have planning and problem resolving conversations with the SSM. Monthly review will also enable data driven conversations for possible negotiation of performance targets.</p>
<p><b>Performance reports</b> (i.e., how to ensure your site will be ready to leverage ministry provided reports in monitoring targets related to performance measure(s) and key service delivery expectations)</p>
<p>TBDSSAB Administration will transfer target information from provincial BI to the local BI site for monthly review. Where TBDSSAB is not meeting targets, Administration will engage in problem solving and adjustment of local processes.</p>
<p><b>Quality Assurance (QA) reviews</b> (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)</p>
<p>TBDSSAB will continue to engage in random file audits to ensure processes are adhered to and flag possible issues and retraining opportunities.</p>
<p><b>Risk Mitigation Testing</b> (i.e., how to ensure your site will be ready to use the ministry provided testing scripts to carry out testing of mitigation for the highest risks impacting outcomes as well as how the results of the testing will be used by your site)</p>
<p>TBDSSAB will become familiar with the risk templates and ministry information in preparation to answer any necessary questions related to risks for outcomes.</p>

### 4.3 Privacy

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

