

Ministry of Community
and Social Services

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July 4, 2016

Mr. Paul Dubé
Ombudsman
Office of the Ombudsman of Ontario
Bell Trinity Square
483 Bay Street, 10th Floor, South Tower
Toronto, ON M5G 2C9

Re: Investigation into the MCSS response to situations of crisis involving adults with developmental disabilities

Dear Mr. Dubé,

Thank you for the opportunity to review your preliminary report regarding the above. I also want to thank you and your staff for your hard work and thoughtful recommendations. I appreciate the positive and constructive focus your office has brought to this file. We acknowledge some unacceptable situations identified in your report and we are fully committed to working with your office, individuals and families, and the sector to improve outcomes for individuals with developmental disabilities. As such, I am pleased to provide you with a detailed response to your recommendations and to report on the real progress we have already made to address them.

A central component of our transformation is a person-centred approach, reflecting the importance of individual choice – giving a voice to the individual to determine their needs and selecting the services that best reflect their goals and aspirations. Our partner service agencies have fully embraced this challenge. Many are already coming forward with helpful, creative, innovative ideas and community partnerships.

We are proud of the collective work within the community and with our stakeholders. We will continue to build on this momentum as we consider your recommendations and put into action the changes necessary to support improved outcomes for individuals with developmental disabilities.

Our work supports choice, independence, and inclusion - to create an Ontario where people with developmental disabilities live as independently as possible and be fully included in their communities. This means giving people the opportunities to have a secure and safe place to live, to join community recreation programs, to find meaningful forms of employment, to go to school and to fully participate in society.

Our current system is very different from the ones of years past. It is voluntary and based on uniform eligibility criteria. This means an individual with a developmental

disability is recognized and treated as a full member of society and not as a ward of the Crown – free to choose where they live, work and play. When individuals decide they need support services, there is a clear and consistent application process through the Developmental Services Ontario (DSO) offices. Individuals are prioritized based on assessed needs, and as their needs change, they are able to be reassessed.

This approach is a fundamental change and a recent shift in the way developmental services are delivered. Our transformation journey began only a decade ago, and in a relatively short time, there has been great progress - all institutions have been closed and we are now funding community-based residential supports for 18,000 adults with developmental disabilities.

Working with individuals, families and sector partners, we have developed a clearly articulated vision and principles for Developmental Services, one on which our current legislative framework is based. This is a framework rooted in the person.

We are transforming services to be community-based, with continuing efforts to put the person first in all endeavours, seeking to protect the same freedoms for individuals with developmental disabilities.

The Services and Supports to Promote the Social Inclusion of Persons with Developmental Disabilities Act, 2008 (SIPDDA) gives force to the combined vision of the government and the sector - that people with developmental disabilities should be able to exercise the same independence and choice that others enjoy.

Building on our legislative framework, we've made great advances in transforming services for individuals and achieving real results.

- We introduced direct funding through Passport to give families and individuals choice and the flexibility to purchase the supports that best fit their needs. When first launched in 2006, the program served 1,700 people, providing \$12.2 million in direct funding. It has grown to 19,000 people in 2014-15, and will continue to expand over the coming years – reaching an estimated 25,000 people with a total investment of \$273 million by 2018-19.
- In 2014, the government made an unprecedented investment in community and developmental services in Ontario – pledging an \$810 million infusion over three years to spur modernization, innovation, and overall better services for adults with developmental disabilities. As a result, the budget for developmental services has doubled compared to 2003-04 – reaching \$2 billion annually in 2016-17.

To best support the unique needs of individuals and the specific challenges faced by different regions, we continue to rely on our strong partnerships with funded agencies and their associations, advancing a community-based system that allows for the greatest ability of agencies to reflect the current and changing needs of their communities.

We've learned much through this collaborative transformation, working with individuals and families to understand how we can fund services to support. We've also learned from past challenges and the insight brought from the Select Committee on Developmental Services and Public Inquiries, helping us identify areas for improvement.

We're working to advance training and supports for individuals with complex special needs, supporting the efforts of the Community Networks of Specialized Care (CNSCs). In collaboration with our partners in other ministries and sectors, notably healthcare, we are supporting the development of protocols related to health care for individuals who have both a developmental disability and a mental health concern.

We know there are instances when individuals are in a hospital or a long-term care home who are seeking a community placement. We are committed to continuing to work with the Ministry of Health and Long-Term Care and Ministry of Housing to develop appropriate options for transitioning individuals out of hospitals and long-term care homes and into community-based supports.

Early and often less expensive interventions reduce the risk of an individual encountering the justice system. Incarceration for people with developmental disabilities may result from pressures related to housing situations or supports that do not reflect the needs and desires of the individual. As frustrations increase, so too may the likelihood of challenging behaviour. In these kinds of crises, police are often the first point of contact.

We are working to expand our suite of early supports to prevent these kinds of situations. We are putting the person first, helping them articulate their hopes and dreams for the future, and identifying needs for housing, community support and other activities to ensure that the needs and desires of the individual are the priority.

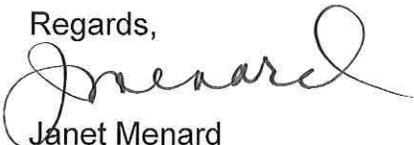
Passport is a program that allows individuals to determine how best to spend their support dollars. In some cases it provides for activities at a recreational centre; for others it may provide support for respite services, helping often aging caregivers have much-needed rest while ensuring the individual is still able to remain connected and included in their community. Passport often provides the resources to head off possible crisis situations by maintaining those inclusive community connections. Individuals get the increased choice they've said is so important to their full inclusion and growth.

We are re-committing our expertise in ways that are more sustainable and responsive to Ontarians with developmental disabilities, their caregivers and families who rely on our specialized services. Earlier interventions help lessen the chance of an individual going into crisis, providing better outcomes and a more secure future.

We will continue to work with all our partners across sectors on better collaboration, stronger partnerships and shared solutions to make our communities more inclusive and help people with developmental disabilities achieve their personal goals.

Thank you again for the opportunity to review your preliminary report.

Regards,



Janet Menard
Deputy Minister

Enclosure

**Ministry of Community and Social Services (MCSS) Response to the Preliminary Ombudsman’s Report:
Situations of crisis involving adults with Developmental Disabilities**

Number	Recommendation	Ministry Response
1	<p>The Ministry of Community and Social Services should regularly monitor and audit agencies serving adults with developmental disabilities to ensure they are meeting their regulatory responsibilities to report abuse to police.</p>	<p>The health, safety and well-being of adults with developmental disabilities is of critical importance. Agencies delivering services and supports to these individuals must comply with regulated quality assurance requirements. The requirements include:</p> <ul style="list-style-type: none"> • Having policies and procedures in place that promote zero tolerance toward all forms of abuse; • Providing training and annual refreshers on abuse, including identification and reporting obligations; and • Documenting and reporting any alleged, suspected or witnessed abuse, including immediately reporting to the police where an incident may constitute criminal offence. <p>To help agencies meet their requirements, agency staff have access to an online training resource (www.qamtraining.net) with information and tools to build understanding about the signs of abuse and neglect and what to do about it.</p> <p>To promote the safety, health and well-being of adults with developmental disabilities, the Ministry launched ReportON to agencies, in January 2016, a direct reporting line and email address (available 24 hours a day, 7 days a week) to report alleged, suspected and/or witnessed incidents of abuse and neglect of adults with developmental disabilities. The ReportON staff are trained to make referrals where appropriate to the 24 hour regional office phone service in emergency situations. The Ministry has plans in development to help create greater public awareness of the service in fall 2016.</p> <p>To ensure agencies meet their mandatory requirements, the ministry developed a robust two-year strategy that focuses inspection activities on the health and safety of individuals. The strategy will assess current requirements, develop new requirements where needed, and adopt a stronger risk-based approach to agency inspections.</p> <p>In addition, the Ministry reviews serious occurrence data to identify issues, trends and</p>

		<p>anomalies and takes appropriate action. The ministry will identify agencies that do not report incidents to police appropriately. The Ministry will follow up with all agencies where issues are identified to ensure that all staff are trained and retrained or other appropriate action has been taken. Taken together, these actions reinforce compliance with police reporting in situations of potential abuse.</p>
2	<p>The Ministry of Community and Social Services should engage in education and outreach efforts with agencies serving adults with developmental disabilities concerning their legal obligation to report incidents of abuse to police, and include examples such as Adam’s story to emphasize the importance of early reporting.</p>	<p>Under the developmental services legislation, agencies are required to provide training and annual refreshers on abuse identification, prevention and reporting to staff, volunteers, and individuals accessing services.</p> <p>To support agencies in meeting this requirement, the Ministry created an online training resource (www.qamtraining.net) with information and tools including:</p> <ul style="list-style-type: none"> • Educational videos that describe suspected abuse and what to do about it; • checklist of all Quality Assurance Measures (QAM) requirements and related indicators to confirm compliance with abuse-related requirements; • Guidelines to help staff report serious occurrences; and • Tips for assessing the cleanliness and safety of a residence. <p>The Ministry has a working group with sector representatives that is tasked with finding more effective methods to educate all staff on abuse and neglect, which includes their legal obligation to report incidents. The group will assess how to better inform individuals and their families on reporting abuse, and will include examples such as Adam’s story.</p> <p>To promote the safety, health and well-being of adults with developmental disabilities, the Ministry launched ReportON to agencies, in January 2016, a direct reporting line and email address (available 24 hours a day, 7 days a week) to report alleged, suspected and/or witnessed incidents of abuse and neglect of adults with developmental disabilities. The ReportON staff are trained to make referrals where appropriate to the 24-hour regional office phone service in emergency situations. The Ministry has plans in development to help create greater public awareness of the service in fall 2016.</p>

3	<p>The Ministry of Community and Social Services should direct Developmental Services Ontario offices, as well as service agencies responsible for placing and or housing adults with developmental disabilities, that victims of abuse should be placed in safe and secure housing and not returned to the care of their abusers.</p>	<p>The Ministry takes the safety of people with developmental disabilities very seriously and has requirements and processes in place to help agencies identify, prevent and report suspected abuse.</p> <p>The overall objective of the developmental services legislation is to set the foundation for community inclusion. Inclusive communities lead to greater safety and well-being.</p> <p>Developmental Services Ontario (DSO) offices and service agencies are aware that individuals who may be victims of abuse should be in a safe and secure place. The Ministry will work with DSOs and service agencies to emphasize the importance of having people with developmental disabilities, including those who may be victims of abuse, reside in a safe and secure place.</p> <p>The Ministry will continue to work with individuals and all community partners, including the police, the courts, and the Office of the Public Guardian and Trustee to provide safe and appropriate residential options.</p>
4	<p>The Ministry of Community and Social Services should regularly gather statistical information from agencies, as well as police services across Ontario, to identify the number of situations in which adults with developmental disabilities have been the victims of abuse by caregivers.</p>	<p>The Ministry takes the safety of people with developmental disabilities very seriously and has mechanisms and processes in place to provide support to people who may be victims of abuse.</p> <p>The Ministry captures information from agencies through the serious occurrences reporting (SOR) process, which includes incidents of alleged, suspected or witnessed abuse and/or neglect of adults receiving developmental services.</p> <p>In October 2015, the Ministry implemented a process to analyze data provided by agencies (identifying and quantifying issues, trends and anomalies) to support and improve evidence based program management at both regional and corporate levels.</p> <p>The Ministry will raise this recommendation with the Ministry of Community Safety and Correctional Services.</p>

5	<p>The Ministry of Community and Social Services should make specific resources available to be used in urgent situations to provide safe housing and services where an adult with developmental disabilities is the victim of abuse and requires removal from their home for their protection.</p>	<p>The Ministry has dedicated resources through its Temporary Supports funding to provide up to six months of support to adults in urgent need, including individuals who must leave their home because of abuse. These specific resources address immediate needs in urgent situations while permanent residential support is identified.</p> <p>The Ministry will review the Urgent Response Guidelines to reflect access to funding in urgent situations on a 24-hour, 7-days a week basis.</p>
6	<p>The Ministry of Community and Social Services should consult with the Ministry of Community Safety and Correctional Services as well as police services throughout the province, to promote the establishment of specialty police units able to address situations involving abuse of adults with developmental disabilities.</p>	<p>In response to the recommendations from the July 2015 Coroner’s Inquest into the death of Guy Mitchell, the Ministry established a working group to help identify strategies to enhance the safety, well-being and rights of adults with a developmental disability.</p> <p>Membership of the working group included:</p> <ul style="list-style-type: none"> • developmental services agencies, • self-advocates, • staff from Ministry of Community Safety and Correctional Services (MCSCS), Ministry of Attorney General, the Office of the Public Guardian and Trustee, • Hamilton Police Services and the Police Association of Ontario, and, • ARCH Disability Law Centre. <p>Among its recommendations, the working group advised enhancing existing mechanisms to prevent and support vulnerable adults subject to abuse and neglect, and working with service providers and partners on a regional basis to facilitate local response protocols.</p> <p>The Ministry will raise this recommendation with MCSCS staff for consideration in the <i>Strategy for a Safer Ontario</i> the province’s new blueprint for effective, sustainable and community-based policing.</p>

7	The Ministry of Community and Social Services should regularly collect statistical information about the use of community shelters by adults with developmental disabilities, which can be used for planning for crisis supports and services.	The Ministry will work with the Ministry of Housing and municipal service managers to determine potential sources of information regarding the use of community shelters by adults with developmental disabilities, including data collected by municipalities administering shelters.
8	The Ministry of Community and Social Services should ensure that there are adequate crisis beds throughout the province to serve the urgent needs of adults with developmental disabilities.	The Ministry will work with Developmental Services Ontario and agencies to develop more robust process to facilitate access to crisis beds throughout the province. The Ministry will continue to make dedicated resources available through its Temporary Supports funding to provide support to adults in urgent need. The Ministry will review the Urgent Response Guidelines to reflect access to funding in urgent situations on a 24-hour, 7-days a week basis.
9	The Ministry of Community and Social Services should create an online provincial inventory of crisis beds easily accessible to developmental services and police officials.	The Ministry will work with Developmental Services Ontario and agencies to explore the creation of an online inventory of residential availability to assist agencies and police in quickly and easily identifying crisis beds for individuals in urgent need. The Ministry will continue to provide dedicated resources through its Temporary Supports funding to provide support to adults in urgent need. The Ministry will review the Urgent Response Guidelines to reflect access to funding in urgent situations on a 24-hour, 7 days a week basis.
10	The Ministry of Community and Social Services should provide direction to service	Developmental Services Ontario (DSO) offices and service agencies are aware that individuals should be supported in residential settings that are appropriate and consistent with the needs of the individual. It will be reinforced with DSOs and agencies the importance of drawing on

	agencies that homeless shelters and similar temporary options are unsuitable for those with developmental disabilities and dual diagnosis.	their expert knowledge of available community resources to ensure individuals are not placed in unsuitable temporary residential supports. The Ministry will implement monitoring to improve our ability to track progress of moving people to appropriate residential accommodations.
11	The Ministry of Community and Social Services should develop an urgent response mechanism that is available and accessible province-wide on a 24-hour, 7-day a week basis.	<p>The Ministry will explore the development of a more robust urgent response mechanism that is available and accessible province-wide on a 24-hour, 7-day a week basis.</p> <p>The Ministry currently has a number of mechanisms in place to assist agencies and Developmental Services Ontario (DSO) offices in fulfilling their obligation to assist people with developmental disabilities in urgent situations. These include:</p> <ul style="list-style-type: none"> • The Ministry's regional directors can be accessed through a 24-hour phone service accessible to all service agencies, including DSO offices. • To promote the safety, health and well-being of adults with developmental disabilities the Ministry launched ReportON to agencies, in January 2016, a direct reporting line and email address (available 24 hours a day, 7 days a week) to report alleged, suspected and/or witnessed incidents of abuse and neglect of adults with developmental disabilities. The ReportON staff are trained to make referrals where appropriate to the 24-hour regional office phone service in emergency situations. The Ministry has plans in development to help create greater public awareness of the service in fall 2016.
12	The Ministry of Community and Social Services should ensure that crisis workers are available to assist adults with developmental disabilities who require	<p>The Ministry will work with Developmental Services Ontario and agencies to:</p> <ul style="list-style-type: none"> • develop a more robust process to facilitate access to crisis beds, supports and services throughout the province, and • explore the creation of an online inventory of residential availability to assist agencies and police in quickly and easily identifying crisis beds for individuals in

	urgent assistance to access temporary residential placements.	<p>urgent need.</p> <p>The Ministry will continue to make dedicated resources available through its Temporary Supports funding to provide support to adults in urgent need.</p>
13	The Ministry of Community and Social Services should develop an expanded reporting system so that service agencies, Developmental Services Ontario offices, police or other officials can identify situations where there is potential for abuse to develop, if adequate developmental services and supports are not provided on an urgent basis.	<p>The Ministry will explore mechanisms to identify situations where there is potential for abuse to develop so that the right services and supports can be provided at the right time.</p> <p>The Ministry is working on provincial strategy to increase access to case management and coordination services. This will build on the existing Adult Protective Service Worker program, through which some 130 workers in agencies help adults live independently and navigate their lives safely and effectively. In addition, in 2017-18, the Ministry will:</p> <ul style="list-style-type: none"> • implement increased enhanced case management supports for people with developmental disabilities with multiple and complex needs through new Community Networks of Specialized Care mandate, and • improve the capacity of Developmental Services Ontario offices to make suitable referrals to community resources. <p>To promote the safety, health and well-being of adults with developmental disabilities the Ministry launched ReportON to agencies in January 2016, a direct reporting line and email address to report alleged, suspected and/or witnessed incidents of abuse and neglect of adults with developmental disabilities. The ReportON staff are trained to make referrals where appropriate to the 24-hour regional office phone service in emergency situations. The Ministry has plans in development to help create greater public awareness of the service in fall 2016 and will work with partners to ensure the service has the capacity to properly process all calls/emails relating to potential abuse, neglect or other serious situations.</p>
14	The Ministry of Community and Social Services should expand the definition of	The current definitions used in the Ministry's <i>Adult Developmental Services Urgent Response Guidelines</i> as provided to Developmental Services Ontario (DSO) offices and service agencies, include situations where there is a risk of harm to the person or others.

	<p>urgent circumstances in the Urgent Response Guidelines to address situations where risk of abuse has been identified.</p>	<p>One of the main objectives of the Urgent Response process is to minimize a person's risk to themselves or others. Mitigating risk would include addressing situations where the risk of harm is abuse-related. The Ministry will review the Urgent Response process and the definition for currency and clarity. This review will include consideration of situations where there is a risk of potential abuse. This review will take place in the fourth quarter of 2016/17.</p>
15	<p>The Ministry of Community and Social Services should obtain regular information from hospitals across the province concerning emergency visits and admissions of adults with developmental disabilities, including details about hospital stays, their length, and their outcomes, in order to plan for appropriate developmental supports and services.</p>	<p>The Ministry receives data on a quarterly basis from the Ministry of Health and Long-Term Care (MOHLTC) on the number of individuals with developmental disabilities living in long-term care (LTC) homes. The Ministry continues to work with MOHLTC to better understand the data they collect. The Ministry will consult with MOHLTC to explore the feasibility of obtaining information from hospitals.</p> <p>The Ministry, through its regional offices, will continue to work with the Local Health Integration Networks (LHINs) to undertake cross-system management of complex care situations to facilitate successful admission, discharge and post-hospital care.</p>
16	<p>The Ministry of Community and Social Services should send a direct message to Developmental Services Ontario and community service agencies that adults with developmental disabilities should not be left in hospitals where there is no medical need.</p>	<p>The Ministry will work with the Ministry of Health and Long-Term Care to jointly reinforce that adults with developmental disabilities who are hospitalized with no acute care needs are a priority for transition into appropriate community-based settings. This will build on the work the Ministry has already initiated with Developmental Services Ontario and agencies that prioritizes these individuals within the Multi-Year Residential Planning Strategy.</p>

17	<p>The Ministry of Community and Social Services should require service agencies, Developmental Services Ontario offices and hospitals to provide regular reports about adults with developmental disabilities who are hospitalized but no longer require hospital care, and maintain an active record of such cases.</p>	<p>The Ministry will consult with Ministry of Health and Long-Term Care (MOHLTC) about the feasibility of obtaining regular reports about adults with developmental disabilities who are hospitalized but may no longer require acute hospital care.</p> <p>All individuals who, according to the service registry, are in hospitals are being considered by the Community Planning Tables as part of Multi-Year Residential Planning Strategy. Results of the work done by these tables enable proactive transition planning for individuals from hospitals to community-based settings. Tables report on initial plans in summer 2016.</p>
18	<p>The Ministry of Community and Social Services and Developmental Services Ontario offices should ensure that individuals identified on its record of alternative level of care hospital patients are prioritized as urgent for community placements.</p>	<p>As part of the Ministry's Multi-Year Residential Planning Strategy, in the fall of 2015, agencies and Community Planning Tables identified individuals with a high priority for residential services and supports, including those in health care settings, for the purposes of service planning. Community Planning Tables receive information about adults in need of Ministry-funded residential supports currently residing in hospitals.</p> <p>The Ministry is implementing a common prioritization tool and standardizing its approach to prioritization as part of the process of matching prioritized individuals to available developmental services and supports that best meet their needs.</p>
19	<p>The Ministry of Community and Social Services should report publicly on a regular basis about the work of various inter-ministerial committees relating to developmental services and the healthcare system, as</p>	<p>The Ministry will explore further opportunities to share key interministerial work related to the developmental and healthcare sectors.</p> <p>Several initiatives are prominently profiled on multiple websites. One example is the Health Care Access and Research on Developmental Disabilities (HCARD) project the ministry supports jointly with the Ministry of Health and Long-term Care. https://www.porticonetwork.ca/web/hcardd</p>

	<p>well as on the status of initiatives under discussion.</p>	<p>This initiative and associated Applied Health Questions has led to improvement in health care services and supports for people with developmental disabilities. Ministry and Ministry of Health and Long-Term Care (MOHLTC) and health care organizations such as CAMH regularly profile this and other healthcare-related work on their websites.</p> <p>The Ministry provides regular updates to the public, including people with developmental disabilities, their families and service providers in the sector through Spotlight on Transformation, bi-monthly newsletter that is posted on the Ministry’s website (hard copies also distributed upon request).</p> <p>Past articles in Spotlight included the new Integrated Transition Planning process for young people with developmental disabilities, a cross-ministry initiative with the Ministry of Education (EDU) and the Ministry of Children and Youth Services (MCYS). The ministry published articles on the three working groups formed to address the jury recommendations from the coroner’s inquest into the death of Guy Mitchell, which includes participation by MCYS and the Ministry of Community Safety and Correctional Services (MCSCS). http://www.mcscs.gov.on.ca/en/mcscs/publications/spotlight.aspx</p>
20	<p>The Ministry of Community and Social Services should take steps to ensure that it is notified when it is proposed that an adult with a developmental disability be placed in a long-term care home.</p>	<p>The Ministry and Ministry of Health and Long-Term Care (MOHLTC) is developing joint guidelines to improve knowledge, planning and service coordination within and between developmental services and the long-term care home sectors, including Community Care Access Centres to better support the needs of people who have a developmental disability. Release of the guidelines is anticipated in the third quarter of 2016/17.</p> <p>The Ministry will explore ways to ensure that DSOs are consistently notified when people with developmental disabilities are proposed by Community Planning Tables for admission to long-term care homes. Both developmental services agencies and long-term care homes require robust consent processes to be in place for any provision of service in a long-term care home. The draft guidelines specifically emphasize the requirement for these robust consent provisions to be followed.</p>

21	<p>The Ministry of Community and Social Services should actively work with local agencies to ensure that placement of young adults with developmental disabilities in long-term care homes is considered a last resort and that alternative solutions are vigorously pursued.</p>	<p>Part of the Ministry’s Multi-Year Residential Planning (MYRP) Strategy is to support new and existing individuals, including Crown Ward Transitional Aged Youth as well as others who are inappropriately housed (like young adults with developmental disabilities in long-term care). These individuals are prioritized by communities to receive available residential services and supports. The Ministry continues to work with community planning tables to ensure that all high priority individuals are identified and planned for to ensure that available residential supports address their needs.</p> <p>The MYRP strategy strengthens linkages across sectors to allow more proactive and effective planning for future needs, builds on existing service delivery partnerships and provides a provincial-level approach to resource planning.</p> <p>The Ministry will communicate to service agencies that placement of young adults with developmental disabilities in long-term care is a last resort and that alternative solutions are vigorously pursued.</p>
22	<p>The Ministry of Community and Social Services should engage in ongoing research on how many adults with developmental disabilities are housed within the long-term care system and compile statistics, including age and nature of condition, for use in system planning.</p>	<p>The Ministry receives quarterly updates from the Ministry of Health and Long-Term Care (MOHLTC) regarding adults with developmental disabilities who are living in long-term care homes. The Ministry continues to work with MOHLTC to better understand the information and how it can be used in conjunction with the Ministry’s own data. This continued research will provide enhanced information for the Multi-Year Residential Planning Strategy.</p>
23	<p>The Ministry of Community and Social Services should launch an immediate review of all placements of</p>	<p>key principle of the Ministry’s Multi-Year Residential Planning Strategy addresses supporting people whose current services and supports may be inappropriate, or no longer meeting their needs. This includes those currently in the long-term care sector or other health care settings. The Ministry will explore options with the Ministry of Health and Long-Term Care on how to</p>

	<p>individuals with developmental disabilities in the long-term care sector, and ensure that any individuals who have been inappropriately placed are appropriately prioritized for transitioning to the developmental services sector.</p>	<p>undertake a more systematic review of adults with developmental disabilities residing in long-term care homes.</p>
24	<p>The Ministry of Community and Social Services should review all placements of individuals with developmental disabilities in the long-term care sector on an ongoing basis to ensure that such placements meet individual needs.</p>	<p>key principle of the Ministry's Multi-Year Residential Planning (MYRP) Strategy addresses supporting people whose current services and supports may be inappropriate, or no longer meeting their needs. This includes those currently in the long-term care sector or other health care settings. The MYRP strategy is a continuous process that will monitor the placement of adults in long-term care and other health settings on an ongoing basis.</p>
25	<p>The Ministry of Community and Social Services should enter into protocol with the Ministry of Health and Long-Term Care to ensure that it is notified and provided with relevant information about complaints and investigations relating to serious occurrences</p>	<p>The Ministry of Health and Long-Term Care (MOHLTC) conducts complaint, critical incident, follow-up, comprehensive and other types of inspections in long-term care homes. Copies of the public version of inspection reports detailing all findings of non-compliance must be publicly posted in long-term care homes and is available on the MOHLTC's website.</p> <p>The Ministry will work directly with MOHLTC to see if they can provide statistical reports of investigations and complaints relating to critical incidents involving individuals with developmental disabilities.</p> <p>To promote the safety, health and well-being of adults with developmental disabilities the Ministry launched ReportON to agencies, in January 2016, a direct reporting line and email</p>

	involving adults with developmental disabilities within the long-term care system.	address (available 2 hours day, days week) to report alleged, suspected and/or witnessed incidents of abuse and neglect of adults with developmental disabilities. The ReportON staff are trained to make referrals where appropriate to the 24 hour regional office phone service in emergency situations. The Ministry has plans in development to help create greater public awareness of the service in fall 2016.
26	The Ministry of Community and Social Services should educate Developmental Services Ontario officials and other stakeholders about options for placements within the long-term care sector to encourage greater cross-sector collaboration and the potential for placements to be exchanged to accommodate the needs of adults with developmental disabilities .	<p>The Ministry is working with the Ministry Of Health and Long-Term Care (MOHLTC) to develop guidelines to facilitate an integrated and coordinated approach to care between the developmental services sector and the long-term care sector for adults with developmental disabilities. Release of the Guidelines is anticipated in the third quarter of 2016/17.</p> <p>The Multi-Year Residential Planning (MYRP) Strategy strengthens linkages across sectors to allow more proactive and effective planning for future needs, builds on existing service delivery partnerships and provides a provincial-level approach to resource planning.</p> <p>Part of the MYRP strategy is to facilitate innovative residential supports and to provide opportunities to create new and innovative approaches. The Ministry will continue to work with ministry partners and developmental services stakeholders on information-sharing and education about options for placements within the long-term care sector.</p>
27	The Ministry of Community and Social Services should ensure that there are specialized case management and court support services available for all individuals with developmental disabilities involved with the criminal justice and correctional system.	<p>The Ministry is working to make case management and complex case coordination support services available in every region of the province for adults with developmental disabilities and complex medical and behavioural needs. This work includes revising the mandate of the Community Networks of Specialized Care (CNSC).</p> <p>The Ministry funds Dual Diagnosis Justice Case Manager positions, who liaise with health, justice and corrections professionals to support people with developmental disabilities through the justice process and seek the appropriate services and supports they need. The Ministry will review the Dual Diagnosis Justice Case Managers program to determine what changes could be made to better support people with development disabilities involved in the criminal justice and correctional system, including potential expansion of the program.</p>

		The Ministry will raise with the ministries of the Attorney General, Community Safety and Correctional Services, and Health and Long-Term Care the overall system of case management and court support services available to people with developmental disabilities.
28	The Ministry of Community and Social Services should create positions or retain service providers to be responsible for coordinating an urgent response in cases where adults with developmental disabilities are or are at risk of being charged with criminal offenses, arrested and/or incarcerated, including liaising with families and relevant officials and securing supportive resources and services, such as residential placements.	<p>The Ministry is working to make case management and complex case coordination support services available in every region of the province for adults with developmental disabilities and complex medical and behavioural needs. This work includes revising the mandate of the Community Networks of Specialized Care (CNSC).</p> <p>As part of revising the mandate of the CNSC the Ministry will provide direction that case managers and complex case coordinators should be equipped to support adults with developmental disabilities who have been or who are at risk of being charged with criminal offenses, arrested and incarcerated.</p> <p>In addition, the case management function currently performed by Ministry-funded Adult Protective Services Workers (APSW) will be revised to clarify this role as well. APSWs currently support individuals living independently without family supports and have an existing mandate to assist these individuals in their interactions with the justice system.</p> <p>The Ministry plans to review the current Dual Diagnosis Justice Case Manager program. The Ministry will raise with the ministries of the Attorney General, Community Safety and Correctional Services, and Health and Long-Term Care the overall system of case management and court support services available to people with developmental disabilities.</p>
29	The Ministry of Community and Social Services should undertake research and conduct consultation with subject specialists concerning the creation of specialized court diversion programs addressed specifically to the needs of	The Ministry will raise with the ministries of the Attorney General, Community Safety and Correctional Services and Health and Long-Term Care the overall system of case management and court support services available to people with developmental disabilities. The Ministry will collaborate with partner ministries and other experts to examine information on existing diversion programs and identify and fill research gaps to inform future considerations about how adults with developmental disabilities interact with the court system.

	adults with developmental disabilities.	
30	The Ministry of Community and Social Services should work with the Ministry of Attorney General and the Ministry of Community Safety and Correctional Services to support specialized diversion programs for individuals with developmental disabilities who are charged with criminal offenses.	The Ministry will raise this recommendation with the Ministry of the Attorney General (MAG) and the Ministry of Community Safety and Correctional Services (MCSCS).
31	The Ministry of Community and Social Services should take the lead and work with other ministry partners to develop a responsive and proactive system of residential supports to divert adults with developmental disabilities away from the criminal justice and correctional systems.	<p>The Ministry will work with the ministries of Community Safety and Correctional Services (MCSCS) and Health and Long-Term Care (MOHLTC) to explore appropriate residential environments designed to assist the diversion of adults with developmental disabilities away from the criminal justice and correctional systems and will raise this with the Ministry of the Attorney General. As noted in the Ombudsman's report, the Ministry is jointly funding and implementing the Dual Diagnosis Transitional Rehabilitation Housing Program with MOHLTC, to support transitions out of the forensic system.</p> <p>The Ministry is currently revising the mandate of the Community Networks of Specialized Care (CNSC) to serve adults with developmental disabilities with complex and multiple needs by coordinating care and services across sectors, including the justice sector. Effective cross-sector coordination will better address service needs of people with developmental disabilities.</p>
32	The Ministry of Community and Social Services should	The Ministry will work with partner ministries such as Community Safety and Correctional Services and Health and Long-Term Care to re-examine the structures in place to support inter-

	ensure that senior officials take a proactive and robust approach to inter-ministerial initiatives aimed at reducing potential for the criminalization of individuals with developmental disabilities and dual diagnosis.	ministerial collaboration to develop strategies to address the needs of adults with developmental disabilities, mental health conditions and addictions.
33	The Ministry of Community and Social Services should publicly post progress updates on initiatives and collaborative efforts relating to diverting adults with developmental disabilities from – and protecting them within – the justice system.	<p>The Ministry will explore mechanisms to share key interministerial work related to diverting adults with developmental disabilities from – and protecting them within – the justice system.</p> <p>The Ministry provides regular updates to the public, including people with developmental disability, their families and service providers in the sector through Spotlight on Transformation, a bi-monthly newsletter that is posted on the Ministry’s website (hard copies also distributed upon request).</p> <p>The Ministry will release an article on this issue in the fourth quarter of 2016/17. http://www.mcscs.gov.on.ca/en/mcscs/publications/spotlight.aspx</p> <p>The Ministry will explore with MAG and MCSCS partners additional ways to inform the public of work in this area under the Open Government initiative.</p>
34	The Ministry of Community and Social Services should engage in targeted outreach and education of officials in the justice and correctional systems to improve understanding of the nature of developmental disabilities and the developmental	The Ministry will raise this recommendation with the Ministry of the Attorney General (MAG) and the Ministry of Community Safety and Correctional Services (MCSCS).

	<p>services system, and to encourage implementation of best practices for responding to individuals with developmental disabilities, based on the advice of subject experts.</p>	
35	<p>The Ministry of Community and Social Services should work with the Ministry of Children and Youth Services to ensure that it provides detailed case information about youths with developmental disabilities and dual diagnosis transitioning to the adult system, who have been involved with the youth justice system.</p>	<p>The Ministry, the Ministry of Children and Youth Services (MCYS) and the Ministry of Education (EDU) collaborate to support Integrated Transition Planning (ITP), which is a plan that is available for every young person 16 and older who meets the definition of having a developmental disability under any of the EDU, MCSS, MCYS legislation frameworks to help them transition from secondary school and child-centred services to adulthood and may involve youth in the justice system. The ITP plan, among other things, identifies goals for work, further education and community living. ITP involves educators, community agencies, the young person, and their families and others who support the young person with a developmental disability.</p> <p>Through its shared regional office structure with MCYS, the Ministry is currently working to adopt a more integrated approach to service delivery to improve client outcomes by strengthening collaboration across local service systems and partners while respecting relevant privacy provisions of provincial or federal legislation, for example specific provisions of the federal Youth Criminal Justice Act related to access and disclosure of information about youth involved in the justice system.</p>
36	<p>The Ministry of Community and Social Services should gather statistical information on the number of adults with developmental disabilities who enter the criminal justice and correctional</p>	<p>As part of the Ministry's Multi-Year Residential Planning Strategy, in the fall of 2015 agencies and community planning tables identified individuals with high priority for residential services and supports, including those in the criminal justice system, for the purposes of service planning. Community Planning Tables receive information about adults in need of Ministry-funded residential supports currently involved in the correctional system.</p> <p>The Ministry will raise this recommendation with the Ministry of Community Safety and</p>

	<p>systems, to help with planning to ensure there are adequate resources including supervised residential placements within the community as an alternative to incarceration.</p>	<p>Correctional Services (MCSCS).</p>
<p>37</p>	<p>The Ministry of Community and Social Services should consult with service providers, community groups and other relevant ministries—such as the Ministries of Attorney General, Children and Youth Services, Community Safety and Correctional Services, Education, Health and Long-term Care—with a view to developing a co-ordinated system for gathering statistical and qualitative information to identify the number of individuals and types of situations that may require exceptional supports to minimize the risk of individuals who require developmental services defaulting to the criminal justice system.</p>	<p>The Ministry has launched the development of Data Analytics and Evaluation Strategy to guide a cohesive and comprehensive approach to identifying, collecting and analyzing data to help inform policy and operations decisions. This strategy includes phased steps to link data and establish performance measurement frameworks (PMF) for all programs, including developmental services.</p> <p>The PMF for developmental services has been developed with input from agencies and focus groups are planned for late summer 2016 with individuals and families. The framework will be supported by the expansion of the developmental services technology. As part of the overall strategy, the Ministry will pursue opportunities to integrate data between systems in a way that meets requirements regarding information sharing and protection of privacy.</p> <p>As part of the phased strategy, the Ministry will work with partner ministries to inform approaches that will minimize the risk of adults with developmental disabilities defaulting to the justice system.</p>

38	The Ministry of Community and Social Services should work with ministries of the Attorney General, Community Safety and Correctional Services to develop an effective process for sharing information and facilitation resolution of cases involving adults with developmental disabilities within the criminal justice and correctional systems.	The Ministry will raise this recommendation with the Ministry of the Attorney General (MAG) and the Ministry of Community Safety and Correctional Services (MCSCS).
39	The Ministry of Community and Social Services should work with other relevant ministries on a process for identifying and providing preventative supports for individuals at risk of becoming involved in the criminal justice system.	The Ministry will raise with the ministries of the Attorney General, Community Safety and Correctional Services and Health and Long-Term Care the overall system of case management and court support services available to people with developmental disabilities. As part of this review the Ministry will consider the issue of preventative supports for individuals at risk of becoming involved in the justice system.
40	The Ministry of Community and Social Services should consult relevant stakeholders with a view to encouraging Developmental Service Ontario offices, service agencies and police services to work together to	Building on the working group deliberations and advice following the Guy Mitchell inquest, the Ministry will raise this recommendation in future discussions with individuals, families, caregivers and partners such as the police, the Provincial Network on Developmental Services and the Ministry's Partnership Table for feedback on the best approach to supporting individuals who interact with the justice system.

	develop a province wide vulnerable person registry to assist police and justice officials in responding to crisis involving adults with developmental disabilities.	
41	The Ministry of Community and Social Services should continue to support the development, based on best practices, of guidelines and protocols for responding to physical aggression by adults with developmental disabilities, balancing the need to protect clients and staff with the goal of avoiding criminalization of those with developmental disabilities.	The Ministry will review the <i>Behaviour Support Plan (BSP) Reference Guide</i> which addresses strategies for dealing with physical aggression by adults with developmental disabilities, with a view to enhancing information about de-escalation techniques that may reduce the need for police intervention. The Ministry will draw on the information available through the Community Networks of Specialized Care (CNSC) on best practices for responding to the needs of adults with developmental disabilities and/or dual diagnosis displaying challenging behaviour.
42	The Ministry of Community and Social Services should engage in consultation and outreach with justice officials, including police services, correctional officials, crown prosecutors and judiciary, relating to best practices for addressing the needs of individuals with challenging behaviours.	The Ministry will raise this recommendation with the Ministry of the Attorney General (MAG) and the Ministry of Community Safety and Correctional Services (MCSCS).

43	<p>The Ministry of Community and Social Services should engage the Ministry of Health and Long-Term Care in the multi-ministry planning process in medically complex cases to ensure appropriate specialized medical and community resources are available as they transition into the adult system.</p>	<p>The Ministry is currently revising the mandate of the Community Networks of Specialized Care (CNSC) to serve adults with developmental disabilities with complex and multiple needs by coordinating care and services across sectors. Effective cross-sector coordination will better address service needs of people with developmental disabilities.</p> <p>The Ministry and the Ministry of Health and Long-Term Care (MOHLTC) are jointly funding the Developmental Disabilities Primary Care Program, a collaborative program that is aimed at building knowledgeable and accountable primary care providers by developing training modules for primary care physicians and other service providers.</p> <p>As of March 31, 2014, the pilot stage of this program had trained over 179 primary care providers and developed caregiver tools. Ontario is recognized as a leader internationally for the Developmental Disabilities Primary Care Program.</p> <p>The program will develop a knowledge transfer plan on childhood onset disabilities so that, once in the adult service system, physicians and other service providers will be equipped to manage young adults with complex needs.</p>
44	<p>The Ministry of Community and Social Services should ensure that Developmental Services Ontario offices actively pursue opportunities for sharing of resources across geographical boundaries to ensure that the urgent needs of individuals in underserved areas are adequately met.</p>	<p>The Ministry is currently revising the mandate of the Community Networks of Specialized Care (CNSC) to serve adults with developmental disabilities with complex and multiple needs by coordinating care and services across sectors. Effective cross-sector coordination will better address service needs of people with developmental disabilities. As part of the revised mandate the Ministry is working to make case management and complex case coordination support services available in every region of the province for adults with developmental disabilities and complex medical and behavioural needs.</p> <p>The Ministry implemented the Urgent Response process in communities across the province in 2014. This process facilitates collaboration amongst service providers in order to provide short-term, temporary and time-limited specific supports to respond to high-risk situations (such as people whose family members or primary caregivers are no longer able to provide care, or who have significant risks of abandonment or homelessness) by referring people to available</p>

		<p>temporary supports (which can include temporary use of residential vacancies) or resources through Temporary Supports funding.</p> <p>key initiative in the Ministry's transformation of the developmental services system is the implementation of an individual resource allocation plan that will direct available resources to where they're needed most, irrespective of geographical boundaries.</p> <p>The Ministry is working with DSOs to improve the coordination of specialized accommodation and programming for people with complex and multiple needs, which often include those in urgent need.</p>
45	<p>The Ministry of Community and Social Services should analyze cases of abandonment to identify root causes and develop ameliorative measures to reduce the risk of abandonment in the future.</p>	<p>The Ministry recognizes the intense challenges that must exist for families to resort to abandonment. The Ministry is working with the developmental services sector to learn more about individual and family experiences and to identify changes that could be made to better support them and avoid crisis situations, including abandonment, for example, early case coordination, increased access to Adult Protective Service Workers (APSW) and Community Networks of Specialized Care (CNSC).</p> <p>The Ministry will continue its work across sectors to explore this issue, share its knowledge and capitalize on the expertise and input of others, such as the Office of the Public Guardian and Trustee and the health and justice sectors, in order to be able to better support individuals and families and prevent these situations. This will include promoting staff awareness about the experiences of individuals and families.</p>
46	<p>The Ministry of Community and Social Services should add requirement to its occurrence reporting system so that cases in which there is a substantial risk of abandonment or homelessness are reported</p>	<p>Based on the information gathered through sector engagement, the Ministry will identify changes that could be made to better support individuals and families (through case management and coordination) and avoid crisis situations, including abandonment. In addition, the Ministry will establish an appropriate process for Developmental Services Ontario and agencies to report on situations where crisis has emerged and there is risk of imminent abandonment.</p>

	to the Ministry and appropriately addressed.	
47	The Ministry of Community and Social Services should ensure that sufficient resources are available to address situations or significant risks of abandonment or homelessness.	<p>The Ministry implemented the Urgent Response process in communities across the province in 2014. This process facilitates collaboration among service providers in order to provide short-term, temporary and time-limited specific supports to respond to high-risk situations (such as people whose family members or primary caregivers are no longer able to provide care, or who have significant risks of abandonment or homelessness) by referring people to available temporary supports (which can include temporary use of residential vacancies) or resources through Temporary Supports funding.</p> <p>The Ministry will review the Urgent Response process and the definition for currency and clarity. This review will include consideration of situations of significant risks such as abandonment or homelessness, among other challenging circumstances. This review will take place in the fourth quarter of 2016/17.</p> <p>The Ministry will review the Urgent Response Guidelines to reflect access to funding in urgent situations on a 24-hour, 7-days a week basis.</p>
48	The Ministry of Community and Social Services should provide clear direction to its regional offices and Developmental Services Ontario officials about coordinating services to meet the needs of clients who reside in and/or receive services from more than one jurisdiction.	<p>Developmental Services Ontario (DSO) offices have been advised that individuals may be considered for services outside of the region in which they live.</p> <p>key initiative in the Ministry's transformation of the developmental services system is the implementation of an individual resource allocation plan that will direct available resources to where they're needed most, irrespective of geographical boundaries.</p>

49	<p>The Ministry of Community and Social Services should work closely with Ministry of Children and Youth Services, Ministry of Education, Ministry of Health and Long-Term Care, Developmental Services Ontario offices and service agencies to track individual cases and crisis events in the developmental service sector.</p>	<p>The Ministry is working closely with partner ministries and the sector to enhance information about individuals from life span perspective to support forecasting and agile planning. Work already underway includes:</p> <ul style="list-style-type: none"> • Multi-Year Residential Planning Strategy • The development of comprehensive data analytics and evaluation strategy • Cross-sector, person centred planning including children’s special needs and integrated transition planning, plus a renewed mandate for Community Networks of Specialized Care <p>The Ministry will maintain focus on understanding and responding to individual experiences through the above efforts going forward.</p>
50	<p>The Ministry of Community and Social Services should engage subject experts to advise on the likelihood and rate of life crises in the developmental services sector and use these projections in system planning.</p>	<p>As noted in recommendation 19, the Ministry partners with external experts such as the research scientists and health care professionals making up the HCARDD team and will continue to do so during the development of the Data Analytics and Evaluation strategies noted in recommendation 37.</p>
51	<p>The Ministry of Community and Social Services should direct Developmental Services Ontario, service coordination offices and agencies providing developmental services to adopt record keeping practices requiring that</p>	<p>Developmental Services Ontario (DSO) offices and agencies are required to record and document contact with all parties related to the individual in the <i>Developmental Services Consolidated Information System</i> (DSCIS) system. The Ministry will work with DSOs to emphasize the requirement of record keeping practices.</p>

	contacts with families, the Ministry, and other agencies be properly documented.	
52	The Ministry of Community and Social Services should provide direction to Developmental Services Ontario offices to ensure that individuals are matched to vacancies only where there is a realistic prospect of an appropriate fit.	<p>The Ministry recognizes that transitioning into new or different Ministry-funded residential setting is a coordinated, collaborative process that should take into account individuals' needs and choices, as well as the supports available in the community.</p> <p>Developmental Services Ontario (DSO) offices work closely with service agencies to identify individuals eligible for service. Additionally, the May 2016 <i>Developmental Services Residential Resource Management: Interim Instructions</i> are intended to guide decision-making that can lead to better matches.</p> <p>The upgraded version of the <i>Developmental Services Consolidated Information System (DSCIS)</i> system will help to enhance the information capacity and collaborative process between DSOs and service agencies to match appropriate individuals to available service and support resources. This will include an enhanced process for declaring the characteristics and capacity of available service and support resources, and improved use of available information about individuals' assessed service and support needs to help inform consideration of appropriate matches. The Ministry will provide operational guidelines outlining the process for matching individuals to appropriate resources.</p>
53	The Ministry of Community and Social Services should ensure that service agencies provide detailed explanations for rejecting applicants for residential vacancies who are in crisis situations and/or complex needs.	<p>The Ministry will direct service agencies to provide detailed explanation to people and their families as to why a match to a residential resource has not been made.</p> <p>The Ministry's guidelines (found in the <i>Developmental Services Ontario Offices Policy and Operational Compendium</i> require service agencies to inform the Developmental Service Ontario office through the <i>Developmental Services Consolidated Information System (DSCIS)</i> why they are not able to provide residential supports, and the rationale is documented in the DSCIS system. The Ministry will explore the expansion of the list of reasons for being unable to provide the service in a future release.</p>

54	The Ministry of Community and Social Services should conduct research and consultation aimed at developing an inventory of residential placements for adults with developmental disabilities whose extreme behavioural or medical needs are not currently adequately accommodated.	<p>The Ministry will work with stakeholders, beginning in the Summer of 2016, to identify, better understand, and explore options for addressing residential supports for adults with developmental disabilities whose extreme behavioural or medical needs are not currently accommodated to an adequate level.</p> <p>The Ministry is working to make case management and complex case coordination support services available in every region of the province for people with developmental disabilities and complex medical and behavioural needs through the new mandate for Community Networks of Specialized Care.</p>
55	The Ministry of Community and Social Services should ensure that there are consistent time requirements for notifying Developmental Services Ontario offices of residential vacancies.	The Ministry will provide more specific guidance in the next update of the Developmental Services Residential Resource Management instructions to be consistent with the recommendation.
56	The Ministry of Community and Social Services should review regional practices for using un-filled permanent residential vacancies with a view to encouraging temporary use of such vacancies for urgent cases.	The Ministry will provide more specific guidance in the next update of the Developmental Services Residential Resource Management instructions to be consistent with the recommendation.

57	The Ministry of Community and Social Services should take steps to ensure that adults with developmental disabilities have access to case management services throughout Ontario.	The Ministry is working to make case management and complex coordination support services available in every region of the province for adults with developmental disabilities with complex medical and behavioural needs. This work includes revising the mandate of the Community Networks of Specialized Care (CNSC). In addition, the case management function currently performed by Ministry-funded Adult Protective Services Workers (APSW) will be revised to clarify this role as well. APSWs currently support individuals living independently without family supports and have an existing mandate to assist these individuals in their interactions with the justice system.
58	The Ministry of Community and Social Services should consult relevant ministries and stakeholder groups with view to developing an online resource to help caregivers connect and share their knowledge and experiences.	The Ministry will work with relevant ministries and stakeholders on the development of more robust online resource to help caregivers connect and share their knowledge and experiences. The Ministry will build on lessons learned from: <ul style="list-style-type: none"> • the Developmental Services Housing Task Force who created a Facebook group in 2014 as an online resource for individuals and families to discuss their experiences and share information and resources related to housing for people with a developmental disability, and partnered with Connectability.ca to host online resources, and • the Partners for Planning’s Planning Network which is funded by the Ministry and aims to connect people across Ontario using technology. The Planning Network is a collaborative platform connecting individuals, families, corporations and organizations across Ontario. For example, it features webcasts that offer innovative ideas and expertise to families and caregivers. They bring in professionals from various areas, such as lawyers and financial advisors.
59	The Ministry of Community and Social Services should formally recognize that it has an important role to play in facilitating the resolution of individual crisis cases.	The Ministry recognizes that it has an important role to play in facilitating the resolution of individual crisis cases. This role includes supporting both the agencies and the service system in resolving difficult and complex individual situations.

60	The Ministry of Community and Social Services should report back to my Office in six months' time on the progress and implementing my recommendations, and at six-month intervals thereafter until such time as I am satisfied that adequate steps have been taken to address them.	The Ministry will report back to the Ombudsman's Office in six months' time on the progress and implementation of the recommendations and at six-month intervals thereafter until the Ombudsman is satisfied that adequate steps have been taken to address them.
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