

A large, stylized teal map of the province of Ontario is positioned in the upper left and center of the page. The map is semi-transparent, allowing the white background to show through. The text of the title is overlaid on the upper portion of this map.

# Provincial Human Services and Justice Coordinating Committee

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Report on the 2018 Visioning Day



# Visioning Day: Purpose and Objective

On September 18, members of the Provincial Human Services and Justice Coordinating Committee met in Toronto for the 2018 Visioning Day. 30 participants came from every region of Ontario, including representation from 14 Regional HSJCCs, various partner organizations, and four government ministries.



The 2018 Visioning Day was intended to provide an “exciting opportunity for the table to reinvigorate our spirits and redefine our collective purpose as we look towards the future.” With so many new members present, and several long-time members attending in person for the first time, it was a tremendous opportunity to motivate and inspire the work of the Provincial HSJCC and Secretariat.

## The objectives of the Visioning Day were to:

- Revisit the Provincial HSJCC’s objectives and overall purpose
- Clearly articulate the Provincial HSJCC’s role within the HSJCC Network and broader sector
- Identify some of the Provincial HSJCC’s key strengths and discuss means of leveraging them moving forward

The timing of the Visioning Day was particularly important as the results of this exercise will not only paint a clear picture of the table’s collective purpose and role but will also compliment a priority-setting exercise to be completed in consultation with Regional and Local HSJCCs, ministry partners, and partner organizations by the end of 2018. This network priority-setting exercise will be guided by key questions, and the results will be summarized with key themes and presented to the Provincial HSJCC in January 2019. The Provincial HSJCC will then conduct its own priority-setting exercise to guide the development of a three-year workplan for 2019-2022.

# What did we do?



We began the day with an opening ceremony led by Indigenous Elder Jimmy Dick. The Visioning Day Session was facilitated by Ian McCormack of Compass Leadership, and our first activity involved giving each of the regional representatives the opportunity to share a success story from their Local and Regional HSJCCs. These stories allowed members to learn more about other committees and the impressive work being done across the province.

The Provincial HSJCC Co-Chairs, Sharon Pitawanakwat and Katie Almond, and the Director of Public Policy from CMHA Ontario, Uppala Chandrasekera, also shared stories about the history of the Provincial HSJCC and the impact of the work that has been done over the years. These stories were intended to further inform and inspire the committee members in their work for the day.



The first exercise of the day asked our committee members to form groups and consider the question, **“Why do we exist?”**. This question was framed in the context of the Provincial HSJCC’s Terms of Reference, which outlines why the table was established and its overall goals and objectives. The purpose of this exercise was not only to further our understanding of the committee’s purpose, but to examine the work that is being done.



Following this exercise, groups were given the opportunity re-examine the Provincial HSJCC’s objectives. In considering each objective, groups were asked to discuss how well they aligned with the committee’s ongoing work and identify which aspects of the committee and Secretariat’s activities they should ‘keep doing’, ‘start doing’, and ‘stop doing’.

We used a progressive, rotating table approach for this activity. Each group built on the work of their colleagues, which enabled the group to present a truly collective view on what the Provincial HSJCC should keep doing, stop doing and start doing with regards to each objective.

We wrapped up with a discussion of next steps for the committee moving forward with the development of a three-year workplan.

# What did we learn?

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## Why do we exist?

In their first exercise, the Provincial HSJCC examined the question, “**Why do we exist?**”. The group was asked to consider this question in the context of their understanding of why HSJCCs were established and their primary areas of focus.

Understanding why an organization exists is critical to its organizational health and performance. This sense of meaning and purpose is what drives decision making and action. It is also what shapes the culture of an organization moving forward. At the beginning of this exercise, we shared the following:



Human Services and Justice Coordinating Committees (HSJCCs) were established in response to a recognized need to coordinate resources and services, and plan more effectively for people who are in conflict with the law.

The two primary areas of emphasis for the HSJCCs are:

1. To provide a planning table to bring together service providers to find solutions to the problem of the criminalization of people with defined unique needs, and;
2. To develop a model of shared responsibility and accountability in dealing with this group of individuals at points of intersection with the justice system.

The goal of the Provincial HSJCC is to provide a provincial leadership mechanism to support the implementation of the Ontario government’s policy framework A Provincial Strategy to Coordinate Human Services and Criminal Justice System in Ontario (1997)

With the above statement in mind, the group was asked to consider why the Provincial HSJCC exists. The subsequent discussion was insightful and aligned well with the committee’s mandate and overall purpose. Here are some of the major themes we heard:

## Why do we exist?

- We exist because there are still populations at risk who need our support.
- We exist to advocate on behalf of those we serve, our work, and organizations that provide needed services.
- We exist to inform and affect government policy at the local, provincial, and federal levels.
- We exist to identify, develop, and implement network-wide solutions and tools for Local and Regional HSJCCs. We work to ensure that monitoring and accountability systems and processes are in place in order to know if and when we are successful.
- We exist because we have the power to convene, bringing together individuals and organizations from across sectors and around the province for a common purpose.
- We exist to leverage the strengths of the HSJCC network and membership, their skills, knowledge, infrastructure, resources, and relationships, to better serve those in need.
- We exist to purposefully shape and direct inter-ministerial collaboration, education and understanding, leading to effective policy development and implementation.
- We exist to support the HSJCC network and to enhance knowledge exchange and collaboration of its members.
- We exist to provide the resources, infrastructure, and expertise to support innovation, consistency and application of best practices across the network.
- We exist to be the “go to” party for the government to approach for guidance and expertise on HSJCC issues in Ontario.

## How well are we meeting our objectives?

We began this exercise by reviewing the objectives of the Provincial HSJCC and considering how they align with the work being done at the Provincial level with the support of the Secretariat.

### The objectives of the Provincial HSJCC are:

- To support the individual and collective efforts of Regional and Local Committees.
- To identify provincial service and policy issues and make recommendations to address such issues to appropriate government and other bodies as determined by the nature of the issues.
- To identify solutions to systemic problems, in compliance with the Issues Management Framework.
- To promote consistency of approach across Ontario, while recognizing regional diversity.
- To enhance the engagement of the HSJCC Network (which includes the Provincial, Regional and Local Committees).
- To share information across the HSJCC Network and beyond (knowledge transfer).
- To provide a structure for accountability for the HSJCC Network.

With these objectives in mind, we asked the groups to consider each objective and answer three questions: What should we **keep doing**? What should we **stop doing**? What do we need to **start doing**? This exercise was conducted in a progressive manner, ensuring that each breakout group addressed all of the objectives.

The feedback collected was diverse, however clear themes emerged for each objective. This feedback will help to inform future priority setting and work planning for the Provincial HSJCC.

## Objective 1: Support the individual and collective efforts of the Regional and Local Committees.

### KEEP

- Member engagement support and general guidance from the Secretariat
- Issue Management Framework

### STOP

- The duplication of work and effort
- Planning meetings in an inaccessible manner with regards to virtual meeting options

### START

- Being more action oriented
- Better clarifying workplanning, approval processes, funding structures
- Leading network-wide advocacy efforts
- Enhancing connection between local and regional tables, as well as with other agencies and ministries
- Succession and transition planning for local and regional Chairs and Co-Chairs
- Clarifying the types and purpose of meetings

## Objective 2: Identify provincial service and policy issues and make recommendations to address such issues to appropriate government and other bodies as determined by the nature of the issues.

### KEEP

- Focusing on policy issues
- Informing the development of relevant public policy

### STOP

- Expecting the Provincial HSJCC to resolve issues outside its purpose and intervene in local and regional issues

### START

- Considering how to better make recommendations to the new governments
- Developing a government relations strategy
- Being strategic about aligning our work with government policies
- Establishing realistic objectives that better align with our capabilities and resources
- Simplifying and clarifying our objectives
- Monitoring our progress and celebrating our success



## Objective 3: Identify solutions to systemic problems in compliance with the Issues Management Framework

### KEEP

- Being a resource for knowledge exchange
- Ensuring that workplanning is data-informed and transparent
- Using a documented process to identify and address issues

### STOP

- Complicating issues
- Attempting to accomplish too many things

### START

- Narrowing our focus, prioritizing our work, and streamlining our objectives
- Amplifying the voices of people with lived experience
- Looking beyond Ontario and Canada for best practices
- Hosting problem solving days at the Provincial level to leverage the experience and talent of those gathered
- Developing and enhancing multi-ministry engagement in support of our work

## Objective 4: Promote consistency of approach across Ontario, while recognizing regional diversity and share information across the HSJCC Network and beyond

### KEEP

- Using our full range of communication and engagement tools (website, conferences, webinars, newsletters, briefing notes, etc.)
- Using the talent of the Secretariat and better informing the network about their purpose

### STOP

- Trying to be everything to everyone
- Reacting and start forecasting and being proactive

### START

- Utilizing regional and local committees and have them participate in collaborative projects
- Using more data to identify and inform future projects and strategies
- Sharing priority projects and initiatives across the network
- Reaching out to absent stakeholders and determine how to better engage them

## Objective 5: Enhance the engagement of the HSJCC Network

### KEEP

- Providing access to the Secretariat for local and regional committee meetings
- Maintaining inter-ministerial representation during engagement activities

### STOP AND START

- There are too many 'siloed' issues – pick a set number and focus on the ones that have a provincial impact, with common objectives for everyone to work towards (clarity and fewer priorities)

## Objective 6: Providing a structure for accountability for the HSJCC Network

### KEEP

- Reporting requirements consistent for all HSJCCs and workplans
- Setting priorities at the provincial level and encourage local and regional alignment
- Promoting the mandate of the HSJCCs and maintain consistent messaging across the network
- Ensuring compliance with funding requirements
- Providing orientation and coaching to local and regional committee chairs

### STOP

- Resisting new ideas, creativity, and flexibility on how we can meet the HSJCC mandate

### START

- Better clarifying expectations to improve accountability (deliverables, reporting, timelines)
- Assigning implementation leads as a point of contact on provincial projects
- Leveraging existing structures and resources to support our work
- Communicating the provincial HSJCC priorities to the regional and local tables and request alignment of effort across the network
- Using the right resources for the right work across the network.

# 2018 VISIONING DAY SUMMARY

## OBJECTIVES OF THE DAY

- Revisit the Provincial HSJCC's objectives and overall purpose
- Clearly articulate the Provincial HSJCC's role within the HSJCC Network and broader sector
- Identify the committee's key strengths, and discuss possible means of leveraging them moving forward



## WHY DO WE EXIST?

- To serve populations with unique needs in conflict with the law
- To advocate on behalf of the populations we serve and the sectors we represent
- To inform government policy
- To support the HSJCC Network
- To bring together individuals and organizations from multiple sectors

## CONCLUSIONS

- Simplify and clarify objectives, better monitor progress, and celebrate success
- Be more action oriented and lead the network in provincial advocacy efforts
- Develop a more strategic approach to government relations and provincial policy work
- Continue to make use of the Secretariat, and improve connections and awareness about the resources available at the Provincial level



The purpose of the 2018 Provincial HSJCC Visioning Day was to bring the full membership together to revisit the committee's roles and objectives and articulate its purpose moving forward. The event was facilitated by Ian McCormack of Compass Leadership. The day provided the opportunity for members of the Provincial HSJCC to reflect on the successes of the network, review the committee's purpose and determine how well their ongoing activities aligned with their objectives. These discussions affirmed that the membership has a good idea of why they exist as a committee. The activities generated an incredible amount of feedback from the members on what they would like to see moving forward. In particular, there was a focus on clarity, accountability and measurable objectives. Much of this feedback will be incorporated into the committee's upcoming priority setting exercise, which will lay the ground work for future projects and initiatives.