



FAMILY SERVICE TORONTO

For People. For Change.

Towards 2021 • Focus • Clarity • Impact

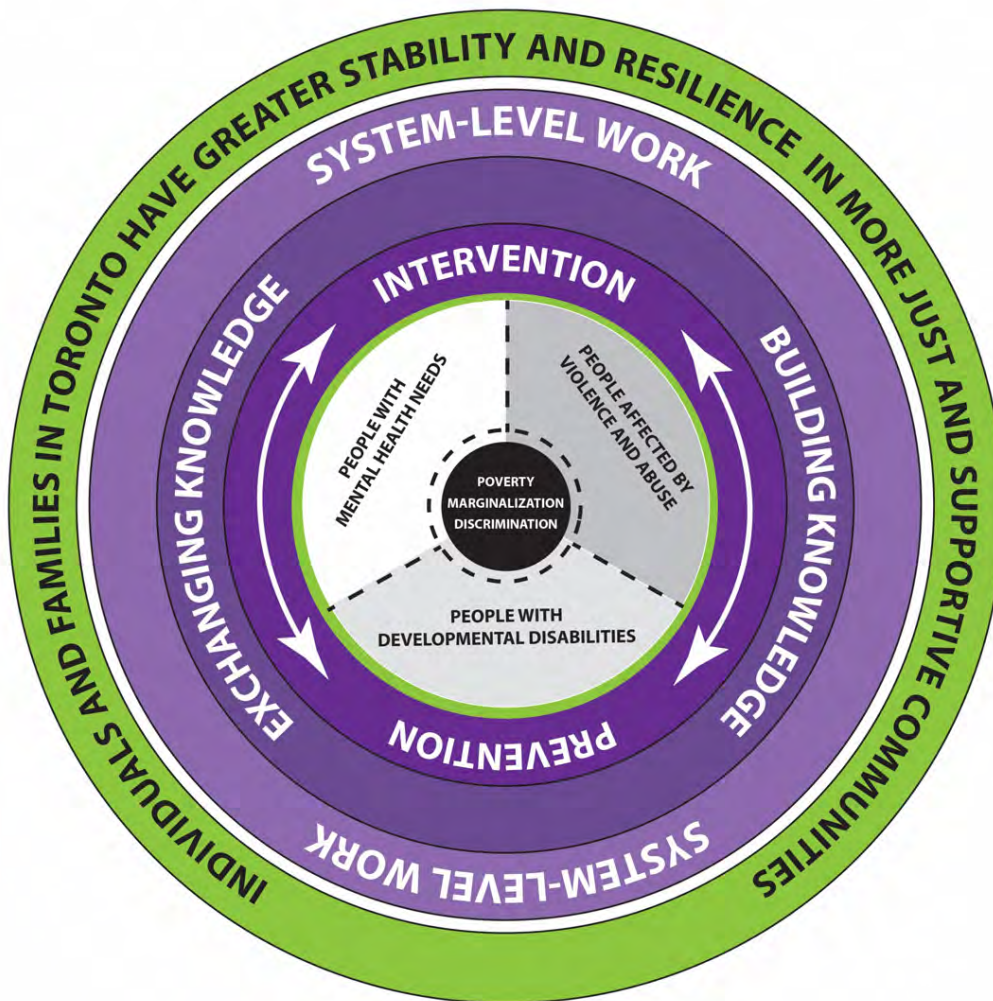


Q2 Service and Financial Report

November 18, 2020

INTENDED IMPACT

BY 2020, AS THE RESULT OF FST'S WORK, INDIVIDUALS AND FAMILIES IN TORONTO, DESTABILIZED BY PRECARIOUS MENTAL HEALTH AND /OR SOCIO-ECONOMIC CIRCUMSTANCES, WILL HAVE ACHIEVED GREATER STABILITY AND RESILIENCE IN MORE JUST AND SUPPORTIVE COMMUNITIES.



STRATEGIC PRIORITIES

Intervention and Prevention

Building Knowledge and Exchanging Knowledge

System-Level Work

Service Excellence

Operational Excellence

Financial Stability

Cultural Competency

FOUNDATIONAL STRATEGIES



FAMILY SERVICE TORONTO
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COMMUNITY PROGRAMS AND SERVICES

Changing Lives and Family Violence

Counselling Service
Connecting Families
David Kelley Services (DKS)
Families in Transition (FIT)
Seniors and Caregivers Support Services (SCSS)
Service Access Unit (SAU)
Next Steps (NS)
Violence Against Women (VAW)
Seniors Community Connections (SCC)
Healthy Families, Healthy Communities (HFHC)
Pat's Place

Building Inclusive Communities

Options
Passport
PassportONE
Person Directed Planning

Social Action

Social Action
National Campaign 2000
Ontario Campaign 2000
Growing Up Healthy Downtown (GUHD)

Knowledge Building

Research, Evaluation and Planning
Student Placement
Accreditation
Grant Writing

ORGANIZATIONAL RESOURCES

Financial Services
Human Resources and Volunteer Resources
Technology, Communications and Facilities
Executive Director's Office



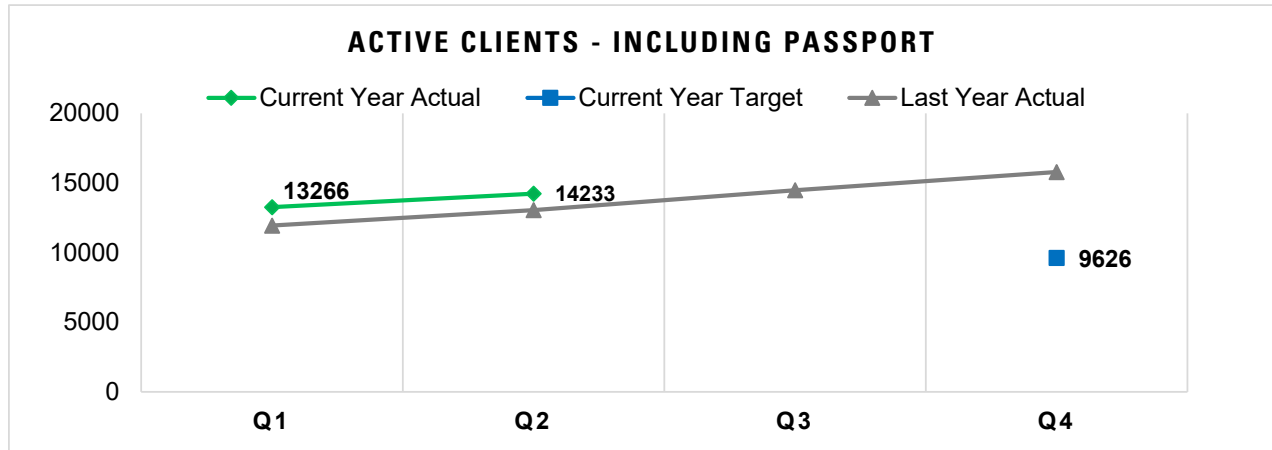
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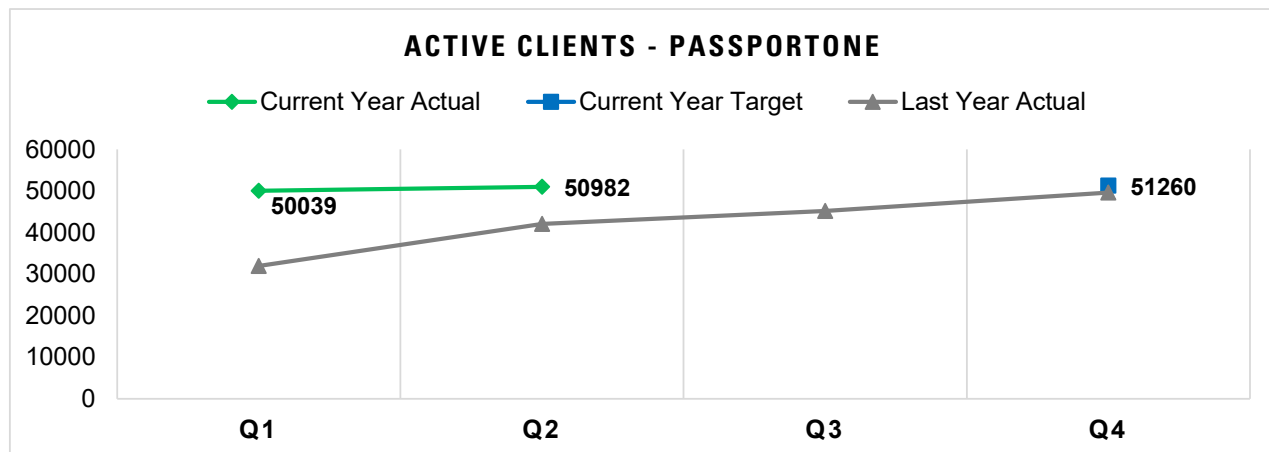
2020-2021 Q2 Service Report - Board of Directors

Date: November 11, 2020

CLIENTS SERVED SNAPSHOT



This chart shows that FST has already served more clients by the end of Q2 than it has targeted to serve over the entire year.



PassportONE has almost already met its service target for the year with a total of 98% by end of Q2.

HIGHLIGHTED WORK



Seniors Friendly Chat Program
34 Served



Virtual Daily Walk-In Counselling
Clinic - 459 Served



Group Peer Support and
Workshops Offered - 225

SOCIAL ADVOCACY



Group Meetings Convened and
Supported to Facilitate Action -
90



Individuals Engaged (not unique)
- 3540



2020-2021 **Q2** Service Report - Board of Directors

Date: November 11, 2020

PROGRAM PROFILE

	Q2 Actual # Served (YTD)	Target # (Annual)	% Target Reached (YTD)	Status
Changing Lives - Community Counselling & Mental Health Programs				
Clients	1885	3,095	61%	
Participants	490	895	55%	
Contacts	14053	25,200	56%	
Service Hours	9,585.26	22,369	43%	
FTEs (100% Target)	24.97	27.61	90%	
Family Violence Programs				
Clients	796	1,561	51%	
Participants	821	900	91%	
Contacts	6279	13,565	46%	
Service Hours	4,398.77	10,552	42%	
FTEs (100% Target)	11.50	15.02	77%	
Community Engagement Programs				
Participants	1,897	5150	37%	
Service Hours	3,825	6205	62%	
Workshops/Peer Support Sessions	88	-	-	
FTEs (100% Target)	6.34	6.26	101%	
Building Inclusive Communities - Developmental Services Programs				
B1: PassportONE Active Clients	50982	51,260	99%	
B2: FST Passport Clients	11147	4,480	249%	
B3: Options/PDP/CSP Clients	405	490	83%	
B2 and B3: Participants	20	480	4%	
B2 and B3: Contacts	39,409	48,056	82%	
B2 and B3: Service Hours	9089.52	23,920	38%	
FTEs (100% Target)	80.11	81.82	98%	
Social Advocacy				
Individuals Engaged - Participants (not unique)	3,540	4300	82%	
Partners/stakeholders (unique)	-	-	-	
Website Traffic/Social media engagement	2138	-	-	
New partners representing marginalized groups	-	-	-	
Government relations - meeting with elected officials and public servants	9	-	-	



FAMILY SERVICE TORONTO

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	Q2 Actual # Served (YTD)	Target # (Annual)	% Target Reached (YTD)	Status
Number of publications or government submissions for our work and the work of our partners	15	-	-	
Public presentations	-	-	-	
Group meetings convened (to facilitate action)	90	-	-	
Service Hours	1,552.00	3,120.00	50%	
FTEs (100% Target)	4.01	4	100%	
Service Access Unit				
Calls Received	-	-	-	
FTEs (reported above in CL Mental Health)	-	-	-	
Other FTEs				
Corporate Services	10.28	11.88	87%	
Knowledge Building	2.09	2.3	91%	
Students and Volunteers				
Students	11	20	55%	
Student Hours	371	-	-	
Volunteers	63	67	94%	
Volunteer Hours	1379.5	3315	42%	

Status Legend:

Green	On Target (Actual is on target or above target planned)
Yellow	Below Target (Actual is below target by less than 10%)
Red	Below Target (Actual is below target by 10% or more)

Program Portfolios:

Changing Lives - Community Counselling & Mental Health Programs: David Kelley Services, General Counselling, Families in Transition, Seniors and Caregivers Support Service, Sexual Assault Initiative, Walk-in Clinic, West End Sexual Assault Team. Also includes FTEs for General Reception and Support, and Service Access Unit

Family Violence Programs: Next Steps - Partner Assault Response, Partner Contact, Violence Against Women

Community Engagement Programs: Healthy Families Healthy Communities, Growing Up Healthy Downtown, Illahee Community Connections, Senior Community Connections. Also includes FTEs for Neighbourhood and Friends, New Horizon Seniors

Building Inclusive Communities - Developmental Services Programs: Coordinated Service Planning, Options Children, Options Adult, Passport, PassportONE, Person Directed Planning

Corporate Services: Communications, Executive Office, Facilities, Finance, Human Resources, Technology, Volunteer Services

Social Advocacy: Campaign 2000 and Ontario Campaign 2000, FST Social Action and Community Building

Knowledge Building: Evaluation, Grant Writing, Operational and Strategic Planning, Research, Students

STRATEGY AND IMPACT 2017-2021 – Operational Plan Year 4: 2020-2021 Board Report Q2 – November 2020

1.Strategic Priority: Intervention and Prevention

Strategic Priority Lead: Service Oriented Program Directors

2021 Program Goal: 80% of individuals receiving services are part of one or more beneficiary groups

1A. 2019-2021 Program Goal: Staff have a deeper understanding of who comprises their client population AND intersectionality and its application to the work*

Programs	2020-2021 Activities	2021 Outcomes	2020-2021 Indicators	Report	Status
Changing Lives, Family Violence (CL/FV) Building Inclusive Communities (BIC)	<ol style="list-style-type: none"> 1. Full implementation of AIM Reboot: including the equity-based client demographics, ability to track membership in beneficiary group(s), data entry, analysis, reporting, management. 2. Evaluation of the implementation of the equity-based demographics – including the staff training. 3. Revisit and revise as needed our outreach methods and materials, especially for members of beneficiary groups who face multiple barriers in accessing services. 4. Continue to deepen our understanding and application of working in an evidence-informed manner with clients belonging to more than one beneficiary group. 	<ol style="list-style-type: none"> 1. Revised reports provide us with a better understanding of who are our clients and what factors are associated with their need for services. 2. A deepening of our work with beneficiary groups, with particular attention to intersectionality. 3. Clients' intersectionality is reflected in the client demographic documentation. 	<ol style="list-style-type: none"> 1. Full implementation of the new demographic questions and AIM data base improvements. 2. Strategy in place to ensure our work focuses on the target populations. 3. Client Demographics Reports. 4. Staff report being comfortable explaining the rationale for the demographic questions to clients. 5. Improved completion rate for demographic information across FST. 	<ul style="list-style-type: none"> • New demographic data collection on hold; first we need to implement the new Electronic Client Record system (ECRS). • CL/FV has focused on enhancing remote access to programs through initiatives such as: virtual groups, the virtual walk-in, radio broadcasts to provide information and supportive follow up to listeners, distributing smartphones and laptops to a small group of community members; a partnership with Toronto Public Library to distribute WiFi hotspots. BIC is starting a virtual support group for caregivers supporting children with developmental disabilities. 	<div>➡</div> <div>➡</div>

FST Strategic and Impact 2017-2021; Operational Plan 2020-2021

Status Key: Progress, but slower than expected ➡ Progress towards achieving activity ➡ Delay achieving activity ➡ Complete ✓

STRATEGY AND IMPACT 2017-2021 – Operational Plan Year 4: 2020-2021

Strategic Priority: Intervention and Prevention

Strategic Priority Lead: Service Oriented Program Directors

2021 Program Goal: 80% of individuals receiving services are part of one or more beneficiary groups

1B. 2020 -2021 Program Goal: Social Action Community Building will have a stronger engagement with the multiple issues facing the beneficiary groups

Programs	2020-2021 Activities	2021 Outcomes	2020-2021 Indicators	Report	Status
Social Action (SA) Previously Social Action Community Building (SACB).	<ol style="list-style-type: none"> 1. Build relevant partnerships internally at FST and externally to improve knowledge of issues facing our beneficiaries. 2. Working with staff and external partners, learn how to involve beneficiary groups respectfully in media work and making their stories public. 3. Identify various engagement opportunities for the beneficiary groups. 	<ol style="list-style-type: none"> 1. Stronger visibility of relevant beneficiary groups in advocacy work. 	<ol style="list-style-type: none"> 1. Narrative on the work completed. 2. Number of clients/participants of the beneficiary groups engaged in media and/or other engagements. 	<ul style="list-style-type: none"> • Campaign 2000 (C2000) continues to increase the number of partners from the North in campaign activities. • In Q2 C2000 convened several partners from across the territories on anti-poverty issues resulting in the commitment from Alternatives North in the North West Territories (NWT) to write a report card this year. This will be the first time that Campaign 2000 has a report card focused on any one of the Territories. 	<p>➔</p> <p>➔</p>

FST Strategic and Impact 2017-2021; Operational Plan 2020-2021

Status Key: Progress, but slower than expected ➔ Progress towards achieving activity ➤ Delay achieving activity ➥ Complete ✓

STRATEGY AND IMPACT 2017-2021 – Operational Plan Year 4: 2020-2021

Strategic Priority: Intervention and Prevention

Strategic Priority Lead: Service Oriented Program Directors

2021 Program Goal: Peer support programs are an intrinsic part of our work

1C. 2020 -2021 Program Goals: Understand how peer support programming contributes to the work; build on and expand peer support work

Programs	2020-2021 Activities	2021 Outcomes	2020-2021 Indicators	Report	Status
Changing Lives, Family Violence (CL/FV) Building Inclusive Communities (BIC) Social Action (SA)	1. Continue to deepen our understanding of peer support work and its applicability at FST. 2. Understand which teams are best positioned to support peer work 3. Explore the appropriate application of peer support work to SA and additional BIC Programs. 4. Share the knowledge gained from current peer support work at FST. 5. Implement a strengths-based approach and expand peer leadership capacity (SA).	1. An understanding of who benefits from peer support. 2. Teams best placed to support peer work have one or more proposals in place to secure funding/redirect resources 3. Increase in number of peer support programs. 4. Reduced isolation for and where appropriate enhanced independence and connections for participants in peer support programming.	1. Narrative on the work completed. 2. Supports (e.g. volunteers, human resources; financial supports from grants) are in place to support peer work. 3. Number of peer support programs being developed. 4. Number of peer support programs in place. 5. Number of clients/ participants/ community members in peer support programs. 6. Indicators to be developed for Social Action (SA)	<ul style="list-style-type: none"> The David Kelley Service has received three years of funding from the Toronto Urban Health Fund (TUHF) to develop a Queer and Connected program for and with LGBTQ+ youth. BIC programs recently undertook recruitment for stakeholder advisory panels Indicators for SA are being developed under the framework of the 2021-2026 strategic plan 	<div>➔</div> <div>➔</div> <div>➔</div>

FST Strategic and Impact 2017-2021; Operational Plan 2020-2021

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STRATEGY AND IMPACT 2017-2021 – Operational Plan Year 4: 2020-2021

2.Strategic Priority: Knowledge Building and Exchanging

Strategic Priority Lead: Director Knowledge Building

2021 Program Goal: We are a Centre of Excellence in Our Program Areas*

2A. 2020 – 2021 Program Goals: Increased understanding of all aspects of our work; optimize funding from government, private foundations and other sources

Programs	2020-2021 Activities	2021 Outcomes	2020-2021 Indicators	Report	Status
Changing Lives, Family Violence (CL/FV)	1. Build on the 'Story of our Work' work with five teams to develop a limited number of important indicators.	1. Five teams have a deeper understanding of their programs' outcomes and processes	1. Narrative on the work completed.	<ul style="list-style-type: none"> We have completed a Resilience Status report. Since working remote, staff have not included a resilience assessment in their practice. Since working remote, 'The Story of Our Work' work, is on hold. For Q1-Q2 Grant writing we have received \$ 389,000; \$ 149,000 was related to the COVID response. In total we applied for eight grants and received five. 	➡
Building Inclusive Communities (BIC)	2. Complete/update program logic models for all programs.	2. Staff adapt strategies when needed to achieve desired outcomes.	2. The number of programs that have identified relevant indicators.		➡
Social Action (SA)	3. Enhance reliability of the client data bases: entry, management, analysis, reporting.	3. Good data: reliable and meaningful information is used for evidence-informed programming.	3. The number of programs that apply the 'resilience tool' in CL/FV programs.		➡
Knowledge Building (KB)	4. Develop an integrated 'Story of our work – Logic model' for SA	4. More efficient and effective responses to calls for proposals.	4. SA (integrated Social Action and Community Building) Logic Model in place.		➡
	5. Implementation of the resilience tool in one additional CL and in the Violence Against Women (VAW) program.	5. Stronger understanding of the concept of resilience in different client populations at FST.	5. The number of new and renewed program grants received as a percentage of grants submitted.		
	6. Explore the implementation of a tool to examine resilience in the Options program in BIC.		6. The number of research/ evaluation grants received.		
	7. Draft a research proposal related to the work on Peer support for people with intellectual and or developmental disabilities (ID/DD) who have been sexually abused.				
	8. Generate new funding sources.				

* Cross referenced with foundational strategies 'Generating Collective and Community Impact' and 'Strong Research and Evaluation Practice'.

FST Strategic and Impact 2017-2021; Operational Plan 2020-2021

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STRATEGY AND IMPACT 2017-2021 – Operational Plan Year 4: 2020-2021

3.Strategic Priority: System Level Work

Strategic Priority Lead: Director Social Action (previously Social Action and Community Building)

2021 Program Goal: Solutions to the destabilizing impact of socio-economic precarity, especially relating to housing, are embedded in our system-level work*

3A. 4 2021 Program Goals: Advocacy for policy proposals for precarity/housing begins; all system level change is linked to the beneficiaries

Programs	2020-2021 Activities	2021 Outcomes	2020-2021 Indicators	Report	Status
Changing Lives, Family Violence (CL/FV)	1. Develop internal systems to carry out the system level work.	1. Priority areas are selected.	1. Narrative on the work completed, including work on policy changes.	• The Director, CL FV programs was elected to co-chair a VAW Service System Planning Table, being developed by MCCSS.	↗
Building Inclusive Communities (BIC)	2. Train staff in in conducting advocacy in a charitable organization.	2. Service delivery teams and SA involved in policy change.	2. Collaboration between service delivery programs and SA has been implemented and priority areas agreed upon.	• Service Planning and Strategy inventory complete; directors making strategic decisions about which tables to participate on.	↗
Social Action (SA)	3. Build on visibility of the issue.	3. FST participates at the most relevant and influential tables.	3. Based on analysis of the service planning and strategy tables that FST participates in, strategic decisions about participation at tables are operationalized	• Staff have not been trained in advocacy work.	↘
	4. Respond to emerging opportunities.		4. Number of staff trained in social advocacy work	• The Toronto Nonprofit Network has requested FST act as an administrative platform and “home”	
	5. Continue work on poverty.				
	6. Ensure participation at relevant tables.				

*Cross-referenced with foundational strategy ‘Enhanced communication’

FST Strategic and Impact 2017-2021; Operational Plan 2020-2021

Status Key: Progress, but slower than expected ➡ Progress towards achieving activity ↗ Delay achieving activity ↘ Complete ✓

STRATEGY AND IMPACT 2017-2021 – Operational Plan Year 4: 2020-2021

4. Foundational Strategy: Service Excellence

Strengths-Based Work Lead: Director Changing Lives/Family Violence and Director Building Inclusive Communities

2021 Organizational Goal: A strengths-based framework is at the centre of all our work with clients, staff, and the community

4A. 2020 – 2021 Goals: An organization-wide baseline understanding of strengths-based work; development of a framework for practice

Programs	2020-2021 Activities	2021 Outcomes	2020-2021 Indicators	Report	Status
All direct service delivery programs	<ol style="list-style-type: none"> 1. Embed identified strengths-based framework and principles in programs/services and in how we relate to one another. 2. A work plan is in place to move forward on FST's work to become a trauma-informed organization. 3. BIC program developing Individual Service Plan (ISP) templates that will assist with strength-based assessment and supports. 	<ol style="list-style-type: none"> 1. Shared understanding of the strengths-based concept 2. A cross-functional, cross-team steering committee is in place to carry out elements of the action plan. 3. Shared understanding of what it means to be a trauma-informed organization. 	<ol style="list-style-type: none"> 1. Number of staff and teams reporting that they conduct their practice in a strengths-based framework 2. Number of work plan items that have been activated 3. Completed ISP templates that supports a strength-based approach to goal development 	<ul style="list-style-type: none"> • Work within a strengths-based framework is ongoing within CL/FV programs. • Trauma informed organizational development work is on hold at this time • Ongoing work in BIC programs, specifically a full program review of case management services and supporting documents/processes to ensure services are strength-based. • BIC is developing program guidelines, especially the Individual Service Plan document for Options programs. 	<p>➔</p> <p>➡</p> <p>➔</p> <p>➔</p>

FST Strategic and Impact 2017-2021; Operational Plan 2020-2021

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STRATEGY AND IMPACT 2017-2021 – Operational Plan Year 4: 2020-2021			
4. Foundational Strategy: Service Excellence			
Generate Community and Collective Impact Lead: Director Knowledge Building			
2021 Organizational Goal: Generate community and collective impact*			
4B. 2020- 2021 Goals:			
Programs	2020-2021 Activities	2021 Outcomes	2020-2020 Indicators

* Cross referenced with strategic priority 'Knowledge Building and Exchanging' and the foundational strategy 'Strong Research and Evaluation Practice'.

STRATEGY AND IMPACT 2017-2021 – Operational Plan Year 4: 2020-2021

Foundational Strategy: Service Excellence

Advance a Resilient Community and Social Services Sector Lead: Executive Director

2021 Organizational Goal: Advance a resilient community and social services sector*

4.C 2020- 2021 Goals: Intentional and proactive participation in system-level sector work

Programs	2020-2021 Activities	2021 Outcomes	2020-2021 Indicators	Report	Status
All Programs	<ol style="list-style-type: none"> Promote intentional and proactive participation by creating a community of practice. Develop/apply criteria to assess opportunities for system-level participation. Support individuals and teams to participate in system-level work Participate in leadership roles: support staff to develop leadership capacities for this work. Develop tools to evaluate impact of system-level work at sector tables. FST involved in sector wide Developmental Services (DS) case management and advocacy committees' initiatives aimed at ensuring consistency in processes across providers. 	<ol style="list-style-type: none"> Intentional and proactive participation has been promoted. Criteria to assess opportunities for system-level participation have been articulated and applied. Individuals and teams have identified relevant opportunities in which they can participate. Staff have been able to participate in leadership roles in the broader community and social services sector, outside of FST. 	<ol style="list-style-type: none"> Opportunities for system-level participation by staff have been implemented. The number of staff who are participating at relevant sector tables is tracked and regularly analysed. Opportunities for staff to develop system level leadership skills are in place. Tools to evaluate impact are being used. FST is a sought-after participant in system level initiatives 	<ul style="list-style-type: none"> Please see Section 3A (System Level Work) and 5 (Enhanced Leadership and Staff capacity). 	➔

*Cross-referenced with Strategic Priority: System Level Work

FST Strategic and Impact 2017-2021; Operational Plan 2020-2021

Status Key: Progress, but slower than expected ➔ Progress towards achieving activity ➔ Delay achieving activity ➔ Complete ✓



STRATEGY AND IMPACT 2017-2021 – Operational Plan Year 4: 2020-2021

5. Foundational Strategy: Operational Excellence

Leadership and Staff Development Lead: Executive Director

2021 Organizational Goal: Enhanced leadership and staff capacity

5.A 2020- 2021 Goals: Development and implementation of practices for engaged; collaborative system (organizational) leadership

Programs	2020-2021 Activities	2021 Outcomes	2020-2021 Indicators	Report	Status
All Programs	<ol style="list-style-type: none"> 1. Develop capacity for organizational leadership. 2. Build understanding for test-learn-adapt model for new ideas and learning. 3. Build support for strategic risk-taking. 4. Create dedicated time to learn. 5. Make the TOC learning agenda the main guide for learning and development. 	<ol style="list-style-type: none"> 1. Teams indicate an enhanced capacity and confidence as reported to and assessed by managers. 	<ol style="list-style-type: none"> 1. A plan for organizational leadership has been developed. 2. FST leadership understand the test-learn-adapt model for new ideas and change management. 3. The TOC learning agenda is being implemented across FST (and as relevant for specific staff and leadership groups). 	<ul style="list-style-type: none"> • We have identified Leadership Development programs at Ontario Universities that will develop the skills required of leadership across FST and will support personal and career growth. • The Employee Engagement Workgroup is undertaking foundational work required to develop more targeted leadership and staff capacity development 	 

FST Strategic and Impact 2017-2021; Operational Plan 2020-2021

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STRATEGY AND IMPACT 2017-2021 – Operational Plan Year 4: 2020-2021

5. Foundational Strategy: Operational Excellence

Organizational Intelligence Systems Lead: Directors – Finance and Director Technology, Communications and Facilities

2021 Organizational Goal: Good data informs good business decisions*

5B. 2020- 2021 Goals: Client data and related business processes improved

Programs	2020-2021 Activities	2021 Outcomes	2020-2021 Indicators	Report	Status
All Programs	<ol style="list-style-type: none"> Continue aligning FST's technology infrastructure with changing business needs. Continue acting on recommendations of 2018 network assessment. Ensure upgraded AIM meets our business criteria when going live. Continue to improve workflow processes in programs with business technology solutions. Host the AIM database in the cloud for better business continuity and support. Identify cloud-hosting opportunities for other applications. Update reports in Reports Manager (based on AIM data); ensure focus on data quality. Business Technology solutions support PassportONE processes and Passport agencies across the province. Explore external opportunities to share/maximize our business technology solutions and knowledge – NFP sector Review IT strategy 	<ol style="list-style-type: none"> Enhanced experience with client data management Enhanced confidence in data. IT aligned with business needs. Maximized return on investment in business solutions. Improved use of resources (staff time, printing) Firewalls meeting standards. 	<ol style="list-style-type: none"> Increased staff satisfaction with the use of AIM. Fewer AIM performance issues Reduced time spent on inefficient processes for CL/FV staff. Equity-Plus-based demographic data collection has been implemented and evaluated for accuracy and improved completion rates. Number of incidents of a threat of spam/virus attacks Passport Agencies are satisfied with PassportONE system Fewer IT tickets with full deployment of Windows OS 10 on computers/laptops across all sites by early 2020 with analysis over next 12 months Improved timelines for interim financial reporting to budget holders – within ten business days. 	<ul style="list-style-type: none"> AIM to be discontinued Equity based Demographic data collection delayed until new ECRS in place. In PPONE, new processes implemented to enhance customer service and timely processing: <ul style="list-style-type: none"> Fillable pdf software TPA portal enhancements which allow more end user options in submitting claims and reports generation. CRM enhancement to reconcile claims against fund advancements End to end review of DSO DSCIS software to increase efficiencies and support future Passport enhancements. Increase in IT tickets related to staff working remote. In Q1 there was a 100% increase in number of tickets; now leveled off at a 30% increase from pre-pandemic levels. 	<p>➡</p> <p>➡</p> <p>➡</p> <p>➡</p>

FST Strategic and Impact 2017-2021; Operational Plan 2020-2021

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STRATEGY AND IMPACT 2017-2021 – Operational Plan Year 4: 2020-2021

5. Foundational Strategy: Operational Excellence

Communication Lead: Director, Technology, Communications and Facilities

2021 Organizational Goal: Enhanced Communication*



5.C 2020- 2021 Goals: Communication initiatives will build program visibility, support advocacy efforts and expand internal/external outreach and dialogue

Programs	2020-2021 Activities	2021 Outcomes	2020-2021 Indicators	Report	Status
All Programs	<ol style="list-style-type: none"> Continue to focus advocacy efforts through mainstream/social media channels. Identify and deploy new tool for measuring traffic to social media channels and refine Google Analytics data analysis of FST website traffic. Review need for change in staff engagement/ internal communication strategies as per results of Staff Engagement Survey. Selective relevant summary evaluation reports are posted in a user-friendly format on the FST intranet and internet. Explore potential for use of case stories in development of new Strategic Plan 2025. 	<ol style="list-style-type: none"> FST is engaged with relevant users on news/social media channels. Internal and external visibility rises for targeted campaigns or other advocacy initiatives. Workplan for internal communication through the intranet is implemented. 	<ol style="list-style-type: none"> Narrative on the work completed. Advocacy issue identified by Campaign 2000 for monitoring purposes. Number of advocacy-related posts on FST social media channels. Traffic on FST website and related sites. Level of staff engagement in and satisfaction with internal communications reflected through Staff Engagement Survey. Number of summary reports posted on 1. Intranet and 2 Internet. New Strategic Plan incorporates personal stories. 	<ul style="list-style-type: none"> Through the work of the Employee Engagement Committee, we are working on the development of a new collaborative platform for internal communications. Social media posts are down slightly Future communications initiatives have been identified in the new Strategic Plan. 	<p>↗</p> <p>➔</p> <p>➔</p>

* Cross referenced with Strategic Priority: System Level Work

FST Strategic and Impact 2017-2021; Operational Plan 2020-2021

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STRATEGY AND IMPACT 2017-2021 – Operational Plan Year 4: 2020-2021					
5. Foundational Strategy: Operational Excellence					
Strong Research and Evaluation Lead: Director Knowledge Building					
2021 Organizational Goal: *Research and/or evaluation frameworks included in relevant grant proposals					
5D. 2020- 2021 Goals:					
Programs	2020-2021 Activities	2021 Outcomes	2020-2021 Indicators	Report	Status
All Programs	1. Include research and/or evaluation frameworks in relevant grant proposals	1. Stronger organizational focus on evaluation and integration of evaluation findings in ongoing program development	1. Number of grants with a relevant research/evaluation framework included 2. Number of programs with active research/evaluation activities.	<ul style="list-style-type: none"> All eight grants submitted in Q2 include a focused evaluation component. Active evaluation activities are taking place in the DKS program, Family Violence, Community Engagement and Options programs at this point. 	 

*Cross referenced with Strategic Priority: Knowledge Building and Exchanging' and Foundational Strategy: Generating Community and Collective Impact

FST Strategic and Impact 2017-2021; Operational Plan 2020-2021

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STRATEGY AND IMPACT 2017-2021 – Operational Plan Year 4 2020-2021

Foundational Strategy: Financial Sustainability

6.Strong Financial Foundation Lead: Director of Finance and Director Technology, Communication and Facilities

2021 Organizational Goal: Strong financial foundation

6A. 2020- 2021 Goals: United Way funding compression; balanced budget for community programs; successful business entrepreneurship

Programs	2020-2021 Activities	2021 Outcomes	2020-2021 Indicators	Report	Status
All Programs	<ol style="list-style-type: none"> 1. Lease 4th Floor of 355 Church Street. 2. Optimize office space and organizational resources. 3. Generate revenues from room rentals. 4. Finalize and implement business opportunities for Café. 5. Target and explore alternative funding sources related to specific beneficiary groups with a focus on mental health needs. 6. PassportONE is insulated from FST Core Business programs (Payroll, rental agreements, financial statements etc.) 7. Investments reviewed, including investment in joined venture 	<ol style="list-style-type: none"> 1. Increased cash reserves. 2. Alternative funding sources for core work. 3. Self-sustained 355 Café. 4. A good understanding of service users experience and needs for improvement with financial tools and support. 	<ol style="list-style-type: none"> 1. Actual cash reserve. 2. Overall amount of dollars of alternative funding through grants. 3. 355 Café operational and breakeven (Within 10%) 4. Percentage of total expense attributed to administrative expense. 5. Generate \$30-50K in room rental revenues. 6. Successful ongoing support for and operation of PassportONE. 7. PassportONE identified as a successful provider (flow through) of funding for Passport clients across the province. 8. Board approval of financial investment strategy 	<ul style="list-style-type: none"> • FST achieved a 2019/20 positive year end result clearing negative operating fund balance • Advanced the compression schedule by taking a \$50K reduction in 2019/20, reducing the 2022/23 planned reduction • Two new tenants moved into 355 Church street with a projected 20/21 revenue of \$130K • Quarterly variance reporting and analysis involving managers/directors/ED now in place • New contraction risks with United Way funding in 2021/2022 identified 	<p>➔</p> <p>➔</p> <p>➔</p> <p>➔</p> <p>➔</p>

FST Strategic and Impact 2017-2021; Operational Plan 2020-2021

Status Key: Progress, but slower than expected ➔ Progress towards achieving activity ➔ Delay achieving activity ➔ Complete ✓

STRATEGY AND IMPACT 2017-2021 – Operational Plan Year 4: 2020-2021

7. Foundational Strategy: Cultural Competency

Cultural Competency Lead: Executive Director

2021 Organizational Goal: Cultural competency is integrated in all aspects of our work

7A. 2020- 2021 Goals: All staff and volunteers reflect communities we serve; concepts of cultural competency are embedded throughout our training

Programs	2020-2021 Activities	2021 Outcomes	2020-2021 Indicators	Report	Status
All Programs	<ol style="list-style-type: none"> 1. See strategic priorities work and the strengths-based foundational strategy. 2. Promote recruitment practices to strengthen diversity. 3. Review and refine cultural competency concepts to fit FST and embed into all aspects of the learning agenda. 4. Deepen the conversation to ensure the policy and work on equity and inclusion is relevant and supports best practices 	<ol style="list-style-type: none"> 1. Service reports reflect the emphasis on the targeted beneficiary groups. 2. Recruitment report prepared. 3. A deepened understanding of equity and inclusion concepts and practices amongst all staff. 	<ol style="list-style-type: none"> 1. Recruitment practices, including hiring, reflect a strong focus on diversity. 2. Relevant equity, diversity and inclusion concepts are embedded into all aspects of our learning agenda as reflected in the learning agenda. 	<ul style="list-style-type: none"> • Initiated confronting anti-Black racism review, starting with the Next Steps/PAR program • The Employee Engagement Workgroup is developing a workplace culture statement that will encompass/embed EDI concepts 	<p>➔</p> <p>➔</p>

FST Strategic and Impact 2017-2021; Operational Plan 2020-2021

Status Key: Progress, but slower than expected ➔ Progress towards achieving activity ➔ Delay achieving activity ➔ Complete ✓



FAMILY SERVICE TORONTO
For People. For Change.

September 30, 2020 (Q2) Financial Report

Prepared by: Financial Services
Date: November 6, 2020

Summary

On September 30, 2020 FST recorded \$8.26M of revenue and \$8.2M of expenses excluding Purchase of Services amounts. Net Excess of Revenue over Expenses for the second quarter of the F20-21 was \$59.8K and was attributed to donations, rental income, and other miscellaneous revenues.

Community Programs

Revenues:

Revenues from all sources for the first quarter under Community Programs were at \$4.47M compared to \$5.19 budgeted. Most of the variance is coming from United Way (\$198.3K) and Government (\$368.9K) revenues and is directly linked to lower than budgeted operating expense.

Rental income started to come in at the end of Q2 from one of FST's tenants at 355 Church street and it is on target to reach and exceed budgeted amount of \$134.6K by the end of F20-21.

Expenses:

Total expenses for the first quarter were \$4.76M compared to budgeted \$5.5M. \$742.9K variance mostly consists of lower expense in Salaries and Employee Benefits (\$276.8K and \$45.6K), Office and Supplies (\$100.8K) and Professional Services (\$116.2K)

PassportONE

Revenues:

PassportOne revenue for the second quarter of F20-21 was \$3.78M compared to the budget of \$3.69M. The variance of \$90K is directly linked to higher expenses in the second quarter since PassportOne is the program fully funded by MCCSS.

Expenses:

Salaries and Benefits at the end of Q2 were lower by \$174K and Office and Supplies were lower by \$149K but most of this variance was offset by higher than budgeted spending on Professional Services (415K above budgeted amount). The variance in Professional Services caused by one time spending on various PassportOne initiatives like fillable PDF form, etc and is the subject of current year budget negotiations with MCCSS.




	YTD	YTD	Over/(Under)		Annual	Annual	Prior Year	Over/(Under)	
	Actual	Budget	Actual v Budget		Budget	Budget	Actual	Prior Year vs Current Year	
			\$	%		Remaining		\$	%
REVENUES									
Government	6,336,546	6,660,223	(323,677)	(4.9%)	13,370,445	7,033,899	5,155,854	1,180,692	22.9%
United Way - Base Allocation	1,593,601	1,791,898	(198,297)	(11.1%)	3,583,795	1,990,194	1,791,897	(198,296)	(11.1%)
United Way - Other	18,952	2,500	16,452	658.1%	5,000	(13,952)	1,075	17,877	1663.0%
Foundations and Other Agencies	167,486	246,563	(79,077)	(32.1%)	493,126	325,640	320,292	(152,806)	(47.7%)
Fees						0		0	#DIV/0!
Client	23,980	71,500	(47,520)	(66.5%)	143,000	119,020	81,861	(57,881)	(70.7%)
Memberships, Donations & Bequests	17,825	14,250	3,575	25.1%	28,500	10,675	25,769	(7,944)	(30.8%)
Investment Income	44,375	17,400	26,975	155.0%	34,800	(9,575)	121,384	(77,009)	(63.4%)
Property Rental Income	52,465	67,300	(14,835)	(22.0%)	134,600	82,135	5,150	47,315	918.7%
Other	3,360	18,400	(15,040)	(81.7%)	36,800	33,440	9,906	(6,546)	(66.1%)
	8,258,590	8,890,034	(631,444)	(7.1%)	17,830,066	9,571,476	7,513,188	2,058,288	27.4%
EXPENSES									
Salaries	4,623,782	5,033,607	(409,825)	(8.1%)	10,067,214	5,443,432	3,690,359	933,423	25.3%
Employee Benefits	904,921	991,620	(86,699)	(8.7%)	1,983,241	1,078,320	737,397	167,524	22.7%
Funded Contracted Services	90,268	152,750	(62,482)	(40.9%)	305,499	215,231	767,292	(677,024)	(88.2%)
Professional Services	1,707,796	1,409,280	298,516	21.2%	2,930,460	1,222,664	1,081,359	626,437	57.9%
Building Occupancy	583,957	584,471	(514)	(0.1%)	1,168,942	584,985	291,327	292,630	100.4%
Office and supplies	255,183	504,576	(249,393)	(49.4%)	1,009,151	753,968	615,934	(360,751)	(58.6%)
Transportation	(1,360)	60,029	(61,389)	(102.3%)	120,059	121,419	50,851	(52,211)	(102.7%)
Promotion	15,319	10,400	4,919	47.3%	20,800	5,481	5,554	9,765	175.8%
Education and Conferences	7,372	54,557	(47,185)	(86.5%)	109,115	101,743	20,809	(13,437)	(64.6%)
Other Expenses	11,572	56,679	(45,107)	(79.6%)	113,358	101,786	37,901	(26,329)	(69.5%)
	8,198,810	8,857,969	(659,159)	(7.4%)	17,827,839	9,629,029	7,298,782	2,330,247	31.9%
Revenue - client purchase of service	111,074,767	229,993,128	(118,918,361)	(51.7%)	459,986,256	348,911,489	122,133,866	(11,059,099)	(9.1%)
Expense - client purchase of service	111,074,767	229,993,128	(118,918,361)	(51.7%)	459,986,256	348,911,489	122,133,866	(11,059,099)	(9.1%)
	0	0	0	0	0	0	0	0	0
Net Excess of Revenue over Expenses	59,780	32,065	27,715	86.4%	2,227	(57,553)	214,406	(154,626)	(72.1%)

Family Service Toronto
FAMILY SERVICE TORONTO
For the Six Months Ending September 30, 2020

	YTD Actual	YTD Budget	Over/(Under) Actual v Budget		Annual Budget	Annual Budget Remaining	Prior Year Actual	Over/(Under) Prior Year vs Current Year	
			\$	%				\$	%
REVENUES									
Government	2,596,438	2,965,371	(368,933)	(12.4%)	5,930,741	3,334,303	2,541,930	54,508	2.1%
United Way - Base Allocation	1,593,601	1,791,898	(198,297)	(11.1%)	3,583,795	1,990,194	1,791,897	(198,296)	(11.1%)
United Way - Other	18,952	2,500	16,452	658.1%	5,000	(13,952)	1,075	17,877	1663.0%
Foundations and Other Agencies	167,486	246,563	(79,077)	(32.1%)	493,126	325,640	320,292	(152,806)	(47.7%)
Fees						0			
Client	23,980	71,500	(47,520)	(66.5%)	143,000	119,020	81,861	(57,881)	(70.7%)
Memberships, Donations & Bequests	17,825	14,250	3,575	25.1%	28,500	10,675	25,769	(7,944)	(30.8%)
Investment Income	0	17,400	(17,400)	(100.0%)	34,800	34,800	121,384	(121,384)	(100.0%)
Property Rental Income	52,465	67,300	(14,835)	(22.0%)	134,600	82,135	5,150	47,315	918.7%
Other Revenue	3,360	18,400	(15,040)	(81.7%)	36,800	33,440	9,906	(6,546)	(66.1%)
	4,474,107	5,195,182	(721,075)	(13.9%)	10,390,362	5,916,255	4,899,264	(425,157)	(8.7%)
EXPENSES									
Salaries	3,233,200	3,510,062	(276,862)	(7.9%)	7,020,124	3,786,924	3,202,886	30,314	0.9%
Employee Benefits	645,829	691,482	(45,653)	(6.6%)	1,382,964	737,135	657,843	(12,014)	(1.8%)
Funded Contracted Services	87,021	150,250	(63,229)	(42.1%)	300,499	213,478	74,980	12,041	16.1%
Professional Services	80,599	196,780	(116,181)	(59.0%)	455,460	374,861	233,518	(152,919)	(65.5%)
Building Occupancy	449,506	456,971	(7,465)	(1.6%)	913,942	464,436	215,393	234,113	108.7%
Office and supplies	231,279	332,076	(100,797)	(30.4%)	664,151	432,872	290,144	(58,865)	(20.3%)
Transportation	(1,360)	58,529	(59,889)	(102.3%)	117,059	118,419	50,549	(51,909)	(102.7%)
Promotion	15,319	10,400	4,919	47.3%	20,800	5,481	4,863	10,456	215.0%
Education and Conferences	5,497	39,557	(34,060)	(86.1%)	79,115	73,618	18,990	(13,493)	(71.1%)
Other Expenses	11,482	55,179	(43,697)	(79.2%)	110,358	98,876	39,199	(27,717)	(70.7%)
	4,758,372	5,501,286	(742,914)	(13.5%)	11,064,472	6,306,100	4,788,365	(29,993)	(0.6%)
Excess of Revenue over Expenses	(284,265)	(306,104)	21,839	(7.1%)	(674,110)	(389,845)	110,899	(395,164)	(356.3%)
ACA	(344,044)	(338,168)	(5,876)	1.7%	(676,336)	(332,292)	(103,506)	(240,538)	232.4%
Net Excess of Revenue over Expenses	59,779	32,064	27,715	86.4%	2,226	(57,553)	214,405	(154,626)	(72.1%)
Revenue - client purchase of service	756,280	1,411,834	(655,554)	(46.4%)	2,823,668	2,067,388	1,205,415	(449,135)	(37.3%)
Expense - client purchase of service	756,280	1,411,834	(655,554)	(46.4%)	2,823,668	2,067,388	1,205,415	(449,135)	(37.3%)
	0	0	0	0	0	0	0	0	0
Net Excess of Revenue over Expenses	59,779	32,064	27,715	86.4%	2,226	(57,553)	214,405	(154,626)	(72.1%)

	YTD Actual	YTD Budget	Over/(Under) Actual v Budget		Annual Budget	Annual Budget Remaining	Prior Year Actual	Over/(Under) Prior Year vs Current Year	
			\$	%				\$	%
REVENUES									
Government	3,740,109	3,694,852	45,257	1.2%	7,439,703	3,699,594	2,613,924	1,126,185	43.1%
Fees									
Investment Income	44,375	0	44,375	0	0	(44,375)	0	44,375	
	3,784,484	3,694,852	89,632	2.4%	7,439,703	3,655,219	2,613,924	1,170,560	44.8%
EXPENSES									
Salaries	1,390,582	1,523,545	(132,963)	(8.7%)	3,047,090	1,656,508	487,473	903,109	185.3%
Employee Benefits	259,093	300,138	(41,045)	(13.7%)	600,277	341,184	79,554	179,539	225.7%
Funded Contracted Services	3,247	2,500	747	29.9%	5,000	1,753	692,312	(689,065)	(99.5%)
Professional Services	1,627,197	1,212,500	414,697	34.2%	2,475,000	847,803	847,841	779,356	91.9%
Building Occupancy	134,451	127,500	6,951	5.5%	255,000	120,549	75,934	58,517	77.1%
Office and supplies	23,905	172,500	(148,595)	(86.1%)	345,000	321,095	325,790	(301,885)	(92.7%)
Transportation	0	1,500	(1,500)	(100.0%)	3,000	3,000	302	(302)	(100.0%)
Promotion	0	0	0	#DIV/0!	0	0	691	(691)	(100.0%)
Education and Conferences	1,875	15,000	(13,125)	(87.5%)	30,000	28,125	1,819	56	3.1%
Other Expenses	89	1,500	(1,411)	(94.1%)	3,000	2,911	(1,298)	1,387	(106.9%)
	3,440,439	3,356,683	83,756	2.5%	6,763,367	3,322,928	2,510,418	930,021	37.0%
Excess of Revenue over Expenses	344,045	338,169	5,876	1.7%	676,336	332,291	103,506	240,539	232.4%
ACA	344,044	338,168	5,876	1.7%	676,337	332,293	103,506	240,538	232.4%
Net Excess of Revenue over Expenses	1	1	0	0	(1)	(2)	(0)	1	(576.2%)
Revenue - client purchase of service	110,318,487	228,581,294	(118,262,807)	(51.7%)	457,162,588	346,844,101	121,051,546	(10,733,059)	(8.9%)
Expense - client purchase of service	110,318,487	228,581,294	(118,262,807)	(51.7%)	457,162,588	346,844,101	121,051,546	(10,733,059)	(8.9%)
	0	0	0	0	0	0	0	0	0
Net Excess of Revenue over Expenses	1	1	0	0	(1)	(2)	(0)	1	(6)




Part A: Recommended High Risks

	Risks	Risk Severity	Board Reporting and Risk Control Activities	Q2 Update	Status
1.	Adequate liquid reserves	High Risk	<ul style="list-style-type: none"> Audited Financial Statements Operating fund doesn't rely on Capital and Learning Fund for day to day operations FAC developing a multi-year financial plan In the strategy and impact document 	<ul style="list-style-type: none"> No major liabilities for FST As of March 31, 2020, General Fund had a surplus of \$486,214 (deficit of 429,407 as of March 31,2019) A multi-year plan to generate additional cash revenues from rental income and JV cash distributions is in place. The plan will be revised post COVID-19 pandemic. 	
2.	Fraud	High Risk	<ul style="list-style-type: none"> Segregation of duties as much as possible in financial areas Internal controls and financial policies are reviewed by FAC every year Crime insurance coverage up to \$500K No profit motive to falsify the books Annual code of conduct sign-off by all staff and board 	<ul style="list-style-type: none"> Plan to implement external audit recommendations is in place. PassportONE internal controls and systems were audited by KPMG in June 2020 and recommended improvements are being implemented by the management. FST is in the process of engaging KPMG to complete the audit for FY20-21 	
3.	Loss/reduction of core funding (United Way)	High Risk	<ul style="list-style-type: none"> ED report to the board Confirmed letter from UWTYR Budget assumptions Budget to compress \$ Possibility of revenue contraction 	<ul style="list-style-type: none"> Compression schedule has been moved up. 	

Risk increase  Risk decrease  Risk stabilizing 

Family Service Toronto



Q2 Risk Report -September 30, 2020

4.	Loss/reduction of other program/project funding	High Risk	<ul style="list-style-type: none"> ED report Budget assumptions to include only confirmed funding Contract staff for new projects Quarterly financial statements and variance analysis Apply for new grant opportunities with the assistance of grant writer 	<ul style="list-style-type: none"> Ontario government F20-21 funding flatlined (no cuts) PassportOne F20-21 contract is in the process of negotiation with MCCSS 	
5.	PassportONE project	New		See PassportONE Risk Report	
6.	355 Café	High Risk	<ul style="list-style-type: none"> Sound business idea and business plan 	<ul style="list-style-type: none"> To be developed post COVID-19 pandemic. F21-22 Budget will assume zero impact. 	
7.	Delay in leasing 4 th floor at 355 Church after 12 months	High Risk	<ul style="list-style-type: none"> Budget Quarterly financial reports ED report 	<ul style="list-style-type: none"> Contracted with a broker specialized in the not for profit sector and search in progress 	

Risk increase 
 Risk decrease 
 Risk stabilizing 

Family Service Toronto

Q2 Risk Report -September 30, 2020

8.	Cyber security breaches and virus impacting privacy and confidentiality of sensitive information	High Risk	<ul style="list-style-type: none"> Incident reports Quarterly compliance report to the board Business continuity and disaster recovery plan in place All data backed up nightly to cloud through managed service level agreement with PFI. Regular system patches, new antivirus/malware installed, strong password, screen time-out, role-based access and information sharing on a need to know basis Confidentiality/privacy & security policies in place Procedures and protocols followed Controlled access to sensitive information 	<ul style="list-style-type: none"> New firewalls were configured and deployed in the Fall of 2019 at FST's three primary locations. The firewalls include another layer of security through the added protection of Universal Threat Management (UTM) to provide additional antivirus, antispam, content and web filtering functions. New VPN licenses are being purchased to create redundancies. 	
9.	Impacts of Pandemic	High risk	<ul style="list-style-type: none"> ED report Compliance reports Status update at meetings Guidelines developed to address working from home and working in the office Return to work planning underway following guidelines for employers issued by the provincial government 	<ul style="list-style-type: none"> The pandemic generates risks for FST in almost all dimensions including staffing, funding, service beneficiaries, facilities, legal risks, etc. FST has managed at the initial onset of the pandemic and into the first two months of lock down. All programs and services are operational and key revenue sources (government, United Way) are stable There are a multitude of risks to be identified as FST moves into the next phases of pandemic planning 	

Risk increase 
 Risk decrease 
 Risk stabilizing 

Part B: Recommended Moderate Risks

	Risks	Risk Severity	Board Reporting and Risk Control Activities
1.	Executive director and board understand their distinct roles to support effective working relationship	Moderate	<ul style="list-style-type: none"> Governance policies clearly delineate roles. Board recruitment process and annual orientation emphasize role differentiation. Executive Director position description emphasizes role differentiation. Regular ED performance appraisal in place
2.	Adverse publicity – issue specific	Moderate	<ul style="list-style-type: none"> Centralized media calls and use of website/social media to clarify and provide dialogue
3.	Operational losses	Moderate	<ul style="list-style-type: none"> Budgets and forecasts Quarterly reporting of variances to ST and Board Monthly financial reports to managers Reports to funders Funding agreements dictates what is allowed and not allowed.
4.	Accurate and reliable financial information, budgeting and reporting	Moderate	<ul style="list-style-type: none"> Segregation of duties Budget to actual, last year to actual comparison Managers review their respective cost centre financials Funders limitations on acceptable expenses No profit motive
5.	Loss or corruption of data	Moderate	<ul style="list-style-type: none"> New backup solution means all data backed up nightly to cloud through managed service level agreement with vendor. IT infrastructure documented, updating disaster recovery plan. Satellite offices – procedures reviewed Insurance coverage
6.	Staff morale	Moderate	<ul style="list-style-type: none"> Regular staff satisfaction provides information on morale and brings needs to the surface Management considers results of survey and develops action plan in consultation with staff Annual staff day provides opportunity for staff to get together and celebrate the year Employee Engagement Workgroup is underway

Risk increase 
 Risk decrease 
 Risk stabilizing 


Family Service Toronto

Q2 Risk Report -September 30, 2020

			<ul style="list-style-type: none"> • Annual service achievements and retirements are celebrated by the organization • Collective agreement is mature and embeds best practice i.e. three-year collective agreement.
7.	Poor service to clients if staff are not culturally competent	Moderate	<ul style="list-style-type: none"> • Foundational strategies exist for cultural competency and leadership/staff development to support ongoing learning and growth in this capacity • Interviews for recruitment include assessment of cultural competency • Complaints process provides opportunity to be made aware of service issues and to identify improvements as needed • Board receives annual report on client complaints
8.	Not meeting the legal compliance requirements	Moderate	<ul style="list-style-type: none"> • On-going monitoring; quarterly compliance reports to board • Annual compliance with legislation report to board
10.	Acceptable client wait times	Moderate	<ul style="list-style-type: none"> • Manage wait time • Seek ST approval to close wait list • Teams have ways of prioritizing • Process to respond urgent calls • Trying new models of service i.e. walk in, initial needs assessments, group-based intake/assessment

Risk increase 
 Risk decrease 
 Risk stabilizing 



Family Service Toronto**PassportONE Project Risk Mitigation Plan****Q2 risk Report – September 30, 2020**

	Risks	Potential Impact	Reporting and Risk Control Activities	Progress Update	Status
1.	Client consent ***No longer a risk. Recommendation to remove from the Report***	Since client consent is required prior to data migration, we will not be able to successfully (100%) complete PA migrations within the time periods	We can only be able to migrate those clients who have signed the consents and service agreements.	<p>Most, if not all, client consent issues have been resolved by all Passport agencies. Each agency reviewed existing consents between DSO and their agency to revise and update the ability to migrate clients. Approximately 10% of all caseloads remain unmigrated as agencies did not receive consents from clients as they could not be contacted.</p> <p>PAs have had some struggle to get consents from their clients and it varied from PA to PA. Some Passport Agencies will have the ability to import waitlisted clients as service agreements and consent forms with local DSO permits this practise. Others will have to revise existing agreements in order to move existing data from local data base to CRM.</p> <p>PassportONE migrated clients with signed consents. PAs now have the ability to migrate their own clients into CRM when consents are received.</p>	

Family Service Toronto

PassportONE Project Risk Mitigation Plan



Q2 risk Report – September 30, 2020

2.	Data quality ***No longer a risk. Recommendation to remove from the Report***	PAs are going to manually input data fields from the forms that they currently don't track in their systems. All data migration fields for those clients that they will onboard after the data migration date will have to be entered by PAs manually.	PassportONE will have excel template to gather information for missing fields that can be imported automatically Passport Agencies will be trained as to how to set up clients and input all the data migration fields after the data migration. However, this will add workload for PAs.	All 11 Passport agencies have successfully migrated client data for those who have provided consent. Agencies are much more experienced in using CRM and know how to populate fields. A majority of clients active in the PassportONE system do not have email address as this was not a mandatory field and recipients may not have access to email. This makes electronic communication difficult for PAs. PAs have been trained in how to ensure that client information is entered into the data templates correctly. Data templates have been adapted to decrease the level of errors experienced during migration.	
3.	Export capabilities ***No longer a risk. Recommendation to remove from the Report***	The ability for PAs to export their current information from their CRM/ERP is a key factor	Engage and train Passport agencies to upload their own client files into the CRM system without PFI/PassportONE support.	Effective July 2019, Passport Agencies have the ability to export and upload their client data base directly into the CRM system.	

Family Service Toronto

PassportONE Project Risk Mitigation Plan



Q2 risk Report – September 30, 2020

4.	DSCIS integration	<p>Workload for PAs</p> <p>Duplicate process and confusion for PAs</p> <p>Cost of developing interface between CRM and DSCIS</p>	Addressing issues and impact to MCCSS and seeking future direction	<p>DSCIS team has been meeting with all PAs to gather the business requirements to design their system to support the non-financial functions for PAs. The issue of duplication has been alleviated by various changes to original DSCIS integration plan.</p> <p>With the implementation of DSCIS/CRM Phase 1 integration on Nov. 30, the client data will be generated from DSCIS and imported directly to the PassportONE system, this will eliminate the data entry errors. The Excel migration template is still required for limited number of clients due to the process requirement, but the mandatory fields have been reduced to minimum.</p>	
5.	MDP -third party application integration	<p>Clients be able to submit invoices online through this third-party application and get notifications</p> <p>Avoid manual data entry by PassportONE staff and decrease need FST staff to support high volume of claims submitted</p>	Interface completed April 2019	Risk to PassportONE has increased because the lower the number of MDP users the higher the volume of staff required to process invoices.	

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6.	Additional funding to support new clients over these three years	Delays in payments to clients as operational and system capacity is based on 24,000 client population	In consultation with MCCSS	<p>Annualised funding has still not been secured by Passport agencies. Discussions with MCCSS are ongoing.</p> <p>Annualised funding to support the new client approvals has still not been secured by FST. Negotiations continue.</p>	
7.	Cashflow allocation for client payments not received for the PAs we have migrated already	<p>Not enough cash in hand for client payments</p> <p>Delays in payments</p>	<p>Closely monitoring advising MCCSS</p> <p>Ongoing weekly cash flow forecast submitted to MCCSS</p>	<p>PassportONE 2019/2020 successfully negotiated and service descriptions developed in February 2020.</p> <p>MCCSS is getting the PassportONE contract in place.</p> <p>Regular cashflows received from MCCSS in based on spending trends.</p>	
8.	PAs- PassportONE relationship	Continued tension due to change in processes and workload for PAs during migration	<p>Weekly MCCSS updates and quarterly OPAN meetings for feedback</p> <p>ORG Meetings take place monthly</p>	<p>Regular project meetings: ongoing improvements and incorporating feedbacks; continued training in use of CRM system occurs at both Passport Agency level and TPA level.</p> <p>OPAN operational working group (ORG Operational Reference Group) created to address some ongoing operational issues and create consistency of practise between PAs.</p> <p>CRM community of practice working group also has been created to share and learn from each other.</p>	