

Chapter 22

Supervision of CBOs Providing Services to Intellectually Disabled People

1.0 MAIN POINTS

The Ministry of Social Services (Ministry) uses 85 community-based organizations (CBOs) to deliver programs and services, costing approximately \$104 million, to about 3,900 individuals with intellectual disabilities. The Ministry needs to improve its processes to plan for, contract with, and monitor CBOs providing services to intellectually disabled people and their families. We make eight recommendations.

The Ministry needs to:

- › Improve its agreements with CBOs by establishing program objectives, outcome performance measures and targets
- › Document the rationale for CBO selection and the funding decisions associated with each CBO that provides services to individuals with intellectual disabilities
- › Develop and implement complete policies and procedures for addressing risks
- › Require staff to comply with the annual work plan to attend CBOs' annual general meetings or amend the annual work plan to incorporate a risk based focus for meeting attendance
- › Require staff to follow established policies to obtain from CBOs all required reports that are not submitted by the due date
- › Comply with established monitoring procedures
- › Analyze and document its review of serious incidents and incident trends
- › Take timely action to address service quality issues

Having effective processes in these areas reduces the risk that intellectually disabled people may not receive the needed services and increases the ability of the Ministry to confirm that the money paid to CBOs is achieving the results the Ministry had intended.

We encourage the Ministry to use the criteria in this chapter to assess its processes to plan for, contract with, and monitor all other CBOs providing services on its behalf. We also encourage all Ministries that provide services to citizens through CBOs to do the same.

2.0 INTRODUCTION

The mandate of the Ministry is to support citizens at risk as they work to build better lives for themselves through economic independence, strong families and strong community organizations. The Ministry assists citizens at risk through its various



programs (e.g., income support, child and family services, support for persons with disabilities). The Ministry provides these programs either directly or through community-based organizations (CBOs).

The Community Living Service Delivery branch of the Ministry provides programs and services for people with intellectual disabilities, works with them and helps them access a variety of community-based services. Regulations under *The Rehabilitation Act* define intellectual disability as “a condition of arrested or incomplete development of mind whether arising from inherent causes or induced by disease or injury.”

The Ministry operates 15 Community Living Service Delivery offices in the province. These offices help ensure that physical, emotional, and social needs of people with disabilities are met and that people with disabilities live and function as independently as possible within their own communities.¹

The Minister may make available to a person with an intellectual disability any items of assistance (i.e., food, shelter, clothing, comfort allowances, etc.) or welfare services the Minister deems advisable.² *The Residential Services Act* and *The Rehabilitation Act* give the Ministry the authority to enter into agreements with CBOs to provide these services.

In this chapter, we examine the Ministry processes to plan for, contract with, and monitor CBOs providing services to individuals with intellectual disabilities. The Ministry needs to ensure that the CBOs deliver the agreed-upon services to meet the needs of intellectually disabled people and their families with the funds provided.

CBOs are not-for-profit organizations located in various communities across Saskatchewan. Typically, volunteer boards of directors govern CBOs. CBOs are important because they help to deliver the Ministry’s programs and address local issues and needs. CBOs’ services range from operating group homes to providing day programs to help individuals obtain higher levels of independence.

During 2011-12, the Ministry had agreements with 85 CBOs and gave them approximately \$104 million to provide services to over 3,900 intellectually disabled people who have been assessed as eligible to receive services (see Exhibit 4.1 for a list of CBOs and the amount of funds they were granted). Without these CBOs, many individuals would not have access to the services they need.

3.0 AUDIT OBJECTIVE, CRITERIA, AND CONCLUSION

The objective of this audit was to assess the effectiveness of the Ministry’s processes, for the period from March 1, 2011 to February 29, 2012, to plan for contract with, and monitor community-based organizations providing services to intellectually disabled people and their families.

To conduct this audit, we followed the *Standards for Assurance Engagements* published in the *CICA Handbook - Assurance*. We examined the Ministry’s policies and procedures manuals, minutes, serious incident reports, and other relevant documents. We also interviewed key managers and staff of the Ministry.

¹ www.socialservices.gov.sk.ca/community-living/.

² The Rehabilitation Regulations.

To evaluate the Ministry's processes, we used criteria based on the work of other auditors and current literature listed in the selected references. The Ministry agreed with the criteria in Figure 1.

Figure 1—Audit Criteria

To have effective processes to plan for, contract with, and monitor community-based organizations providing services to intellectually disabled people and their families, the Ministry of Social Services should:

- 1. Plan for use of community-based organizations to provide services**
 - 1.1 Identify need for services
 - 1.2 Set standards/guidelines for establishing funding levels
 - 1.3 Establish objectives for programs
 - 1.4 Set performance measures and targets for evaluating service delivery
- 2. Contract with community-based organizations for service delivery**
 - 2.1 Invite proposals for community-based organizations supporting intellectually disabled people
 - 2.2 Establish criteria for selecting community-based organizations
 - 2.3 Select community-based organizations to provide services
 - 2.4 Establish agreement with selected community-based organizations
- 3. Monitor and evaluate service delivery**
 - 3.1 Monitor delivery of service provided by community-based organizations
 - 3.2 Re-evaluate use of selected community-based organizations to meet future needs
 - 3.3 Act on identified service quality issues

We concluded that for the period from March 1, 2011 to February 29, 2012, the Ministry of Social Services had effective processes to plan for, contract with, and monitor community-based organizations providing services to intellectually disabled people and their families except that it needs to:

- › **Improve its agreements with CBOs by establishing program objectives, outcome performance measures and targets**
- › **Document the rationale for the CBO selection and the funding decisions associated with each CBO that provides services to individuals with intellectual disabilities**
- › **Improve its monitoring and evaluation of service delivery to individuals with intellectual disabilities**

Having effective processes in these areas reduces the risk that intellectually disabled people may not receive the needed services and increases the ability of the Ministry to confirm that the money paid to CBOs is achieving the results the Ministry had intended.



4.0 AUDIT FINDINGS AND RECOMMENDATIONS

In this section, we set out our findings and recommendations related to the criteria.

4.1 Planning for and Evaluating the Use of Community-Based Organizations Need Improvements

4.1.1 Need for Services are Identified

The Ministry has several processes in place to identify the need for current and future services for intellectually disabled people and their families. Management completes an environmental scan for each region in the Province annually that identifies the potential demand for services, program trends, gaps in the availability of programs, and opportunities for new programs. The Ministry also works with the education system to identify intellectually disabled individuals who will require services once they are no longer in school.

In addition, the Ministry receives requests (written or verbal) for services directly from individuals, their families and/or through CBOs. CBOs identify demand for services and programs and communicate this information to the Ministry via their annual budget submissions and on an ad hoc basis throughout the year.

The Ministry has established processes to determine an individual's eligibility for services. Eligibility is based on evidence provided by the requester³ and includes a diagnosis of disability from a qualified professional. Upon approval of eligibility, the Ministry assigns one of its staff (a Community Services Worker) to the individual requiring services, and a case plan is developed. The case plan includes an assessment of the type of service required and the level of support the individual will need now or in the future.

Each eligible individual is added to the Ministry's case management system and assigned a case number. Community Services Workers regularly meet with individuals to update the case plan as needed for any identified changes in the type of service or level of support required by the individual. The Community Services Workers also update the case management system at that time.

Every month the case management system generates a complete list of eligible individuals with intellectual disabilities who currently need services, as well as individuals who will require services in the future. Ministry staff also generate reports from the system that summarizes key information including number of cases per Community Services Worker, location, and age of individuals.

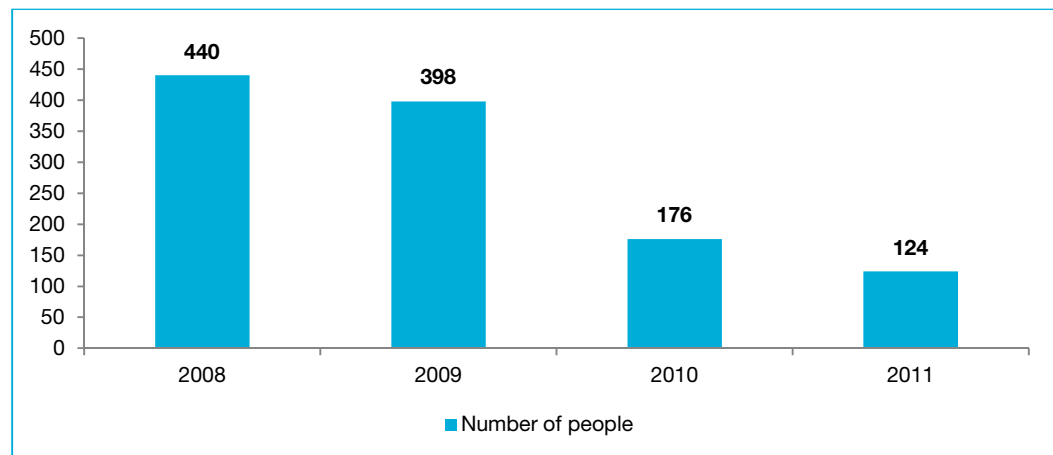
Community Services Workers also receive a monthly report from the case management system which shows the information (e.g., age, location, type of service, intensity of need) for the individuals that they have been assigned. The reports are reviewed by the Community Services Workers for accuracy. Supervisors also receive these reports monthly and perform caseload reviews throughout the year.

³ A request for services can be made by the individual, a family member (with consent of the individual if 18 or over), or another person (with consent of the individual, or family if the individual is a child).

On a quarterly basis, the Ministry's senior management receives a report which shows trend information on the number of individuals that the Ministry is serving. Senior management may request additional information on an ad hoc basis.

In 2008, the Ministry identified individuals with intellectual disabilities who required programs and services and created a waitlist of 440 such individuals. At that time, the Ministry introduced a multi-year initiative to eliminate this waitlist over four years. As of March 31, 2011, services for 316 individuals of the 440 waitlisted in 2008 (71.8%) were either under way or in development.⁴ There are 124 people remaining on this waitlist (see Figure 2). The Ministry continues to track the individuals on the 2008 waitlist.

Figure 2—Number of People Remaining on the 2008 Waitlist



In December 2010, in consultation with the Education system, staff prepared a forecast of intellectually disabled individuals who may require services. The Ministry reviewed the 2010 forecast in 2011 and determined that the forecast continued to be accurate. This forecast estimated that approximately 600 intellectually disabled individuals will require services (350 of those 600 people may need services in the next 3 to 5 years and 250 people may need services after five years). Not all individuals in the forecast have yet been assessed as being eligible for services. The Ministry updates the forecast on an annual basis. Management told us it is currently in the process of updating the forecast for 2012.

Individuals with intellectual disabilities receive services subject to the availability of Ministry resources. The Ministry has a Provincial Planning and Placement Committee that meets monthly to plan and coordinate placement of individuals for services provided by CBOs. The Ministry prioritizes placing individuals with CBOs considering the level of need and the available capacity of the CBOs. The agreements that the Ministry enters into with CBOs require the CBOs to admit individuals to programs based on priority in consultation with the Ministry, and provide services to the individuals admitted based on the individual's needs.

4.1.2 Updated Funding Guidelines in Place

The Ministry has established CBO funding guidelines for programs and services that are updated annually. The guidelines provide information on salaries, benefits, programs,

⁴ Ministry of Social Services, 2010-11 Annual Report, p.3.



supplies, etc. Funding is also based on factors such as CBO location and the number of individuals benefiting from programs and services.

4.1.3 Standard Objectives in Place for Funded Programs and Services

The Ministry has set standard service objectives for programs and services delivered by CBOs. The agreements that the CBOs sign with the Ministry identify these expectations. Some standard service objectives are common between agreements. They provide direction to CBOs on expectations regarding supervision responsibilities, personal care of individuals, standard lodging requirements, etc. In addition to the standard service requirements, CBOs are required to develop person-centred plans that address personal objectives for each individual in a program. The agreements with CBOs also outline the standard objectives for funding their programs and services.

4.1.4 Funded Programs Need Outcome Performance Measures and Targets

The agreements with CBOs do not always document details about the programs CBOs must provide. Nor do they always set performance measures and targets for evaluating service outcomes of programs that CBOs deliver. We reviewed 73 programs covered under the agreements and found that only 13% of the programs identified performance targets, outcomes and/or specific requirements for CBOs.

The agreements with some CBOs stipulate that CBOs must monitor and report on whether individual needs of program participants noted in their person-centred plans are being met. However, the Ministry exempted CBOs that had performance targets, outcomes and/or specific requirements identified from complying with the monitoring and reporting requirements. Under the signed agreements with those CBOs, the CBOs are required to work with the Ministry “over the next two to three years to establish short, medium, and long-term outcomes, targets and indicators and a reporting schedule.” Management told us that the Ministry plans to transition to new outcome-based reporting requirements.

Including performance measures and targets in all agreements with CBOs would allow the Ministry to better evaluate CBO performance. It would also allow the Ministry to determine whether money paid to CBOs to deliver services to intellectually disabled people and their families achieved the results the Ministry had intended.

1. We recommend that the Ministry of Social Services work with community-based organizations (CBOs) to establish program objectives, and outcome performance measures and targets to be used to monitor and evaluate the services CBOs deliver to intellectually disabled people and their families.

Our 2011 Report – Volume 2 (Chapter 24, page 449) continues to recommend that the Ministry should work with all CBOs (not only CBOs delivering services to intellectually

disabled people and their families) to establish outcome performance measures and targets to allow it to better evaluate the services CBOs deliver. We first made this recommendation in 2007.

4.2 Documentation of CBO Selection and Funding Decisions Needs Improvement

4.2.1 Process to Invite Proposals for New Initiatives or New CBOs in Place

As part of the Ministry's annual budget process, the Ministry invites CBOs to submit budget requests for new initiatives. The CBOs are also made aware of available funding through budget announcements, regular communication with the Ministry and through the annual CBO meetings held by the Ministry.

4.2.2 Criteria to Select CBOs in Place

The Ministry has established criteria for selecting new CBOs to deliver services to intellectually disabled people and their families. Examples of criteria for evaluating budget proposals that CBOs submit generally include level and urgency of needed services, availability of alternative programs or services, and cost effectiveness.

4.2.3 Selection Process Needs to be Documented

Ministry staff meet to discuss, evaluate, and rank the budget requests that all CBOs (existing and new) submit based on the established criteria. However, these discussions or the rationale of funding decisions are not documented. Without such documentation, the Ministry may be at risk of making future decisions without the benefit of past information. It may not have enough information about the CBO's history (e.g., lack of success in providing certain types of services) when making future funding decisions. As a result, there is a risk that some CBOs may be under or over funded for the programs and services being offered.

- 2. We recommend that the Ministry of Social Services document the program selection and funding decisions associated with each community-based organization that provides services to individuals with intellectual disabilities.**

4.2.4 Agreements with CBOs Need Improvement

During the audit, we found that agreements with CBOs contained standard service and program objectives, reporting requirements, roles and responsibilities of both parties, and outlined the Ministry's expectations on how CBOs must spend funding received. As noted above, the agreements we tested did not contain details about programs, their



detailed objectives, and outcome performance measures and targets (see recommendation #1).

4.3 Better Monitoring and Evaluation of Service Delivery Needed

4.3.1 Monitoring of CBOs Need Improvement

The Ministry has established processes to monitor the delivery of services by CBOs and has communicated them to staff through a policy manual. However, the manual is not complete. The manual indicates that several key policies covering the budget development process and risk assessment process will be added to the manual at some future date. While the Ministry has communicated expectations for the budget development process to staff separately, it has not communicated policies for assessing risk at CBOs.

We found that the Ministry has completed risk assessments using a standard template for all the CBOs that we tested. As a result, staff identified risks at some CBOs. However, where risks were identified staff did not prepare action plans (e.g. next steps, timelines, responsibilities, etc.) to mitigate the risks identified. The Ministry does not provide direction on how to prepare action plans. As a result, the Ministry may not be effectively managing the risks the staff may have identified at some CBOs. As well, without proper direction, staff may identify problems, but may not be able to appropriately deal with them in a timely manner.

3. We recommend that the Ministry of Social Services develop and implement complete policies and procedures for addressing risks identified in community-based organizations that provide services to individuals with intellectual disabilities.

The Ministry told us that its staff remain in regular contact with CBOs (e.g., site visits, emails, and regional meetings) throughout the year. With this regular contact, the Ministry believes it can deal with CBO issues as they arise.

Through its annual work plan (for the CBO Management Unit), the Ministry requires staff to attend CBOs' annual general meetings. During our audit, we found that Ministry staff attended annual general meetings for 73% of the CBOs that we tested. Attending these meetings provides the Ministry with timely information on issues relating to CBOs' service delivery, funding, risk management, and agreement compliance. The Ministry should ensure that staff attend CBOs' annual general meetings in accordance with its annual work plan, or accordingly adjust its work plan to incorporate a risk-based focus in determining which CBO annual general meetings to attend each year.

- 4. We recommend that the Ministry of Social Services require staff to comply with the annual work plan to attend annual general board meetings of all community-based organizations that provide services to individuals with intellectual disabilities on the Ministry's behalf or amend the annual work plan to incorporate a risk-based focus for meeting attendance.**

The agreements with CBOs require the CBOs to submit to the Ministry quarterly financial reports, quarterly attendance reports where applicable, and annual audited financial statements and the related reports. The agreements also set out the dates the Ministry require the CBOs to submit those reports. Approximately 27% of the reports that we tested were not submitted by the CBOs by the due date, but the reports were later received. The Ministry needs complete and timely information to effectively monitor CBOs' delivery of services.

The Ministry's policy manual provides guidance to staff on what to do when CBOs do not comply with reporting requirements. The manual sets out guidance for accommodating late reporting for extenuating circumstances and provides timelines for when staff must take certain steps. We found that although staff followed up on late reports and eventually received all reports, they did not follow the guidance in the policy manual. For example, staff did not always send written notices to board chairs within 10 days of the due date of reports. Nor did they send second letters to board chairs within 20 days of the due date of the reports informing them that payments would be suspended if they did not comply.

- 5. We recommend that the Ministry of Social Services require its staff to follow established policies to obtain all required reports that are not submitted by the due date from community-based organizations that provide services to individuals with intellectual disabilities on the Ministry's behalf.**

The Ministry reviews CBOs' annual financial reports and completes an analysis of the financial statements. This analysis includes comparing CBOs' financial information to the funding the Ministry provided. The Ministry informs CBOs of any over or under spending, provides general observations from its analysis, and sets a timeline for the CBOs to respond to the findings.

The Ministry has established some basic procedures for monitoring CBOs that provide services on its behalf. Those procedures require staff to review CBOs' policies and procedures, verify compliance with those policies and procedures, and develop action plans for improving compliance in areas of non-compliance. Staff must do this monitoring at least once every two years. However, we found that only 35% of the CBOs that we sampled had this review completed within the last two years.

Agreements with CBOs also allow the Ministry to conduct in-depth reviews of a CBO at any time. The Ministry completed two in-depth reviews during the year.



Lack of timely monitoring increases the risk that CBOs may not use public resources for the stated objectives and may not achieve the objectives of the Ministry.

Also, as we stated earlier, the Ministry does not always set performance measures and targets for evaluating service delivery by CBOs (see recommendation #1).

6. We recommend that the Ministry of Social Services follow their established monitoring procedures as outlined in their agreements with community-based organizations that provide services to individuals with intellectual disabilities.

4.3.2 Re-Evaluation of Existing CBOs Needs Improvement

Through the budget process, the Ministry also re-evaluates the use of existing CBOs. Although the Ministry evaluates and ranks CBOs, the Ministry does not document the discussion or the rationale of the program/service provision and funding decisions (see recommendation #2).

4.3.3 Resolution of Service Quality Issues Needs Improvement

At times, individuals and their families receiving services, CBO staff, Ministry staff, or the public may identify service delivery issues or incidents at CBOs.

The Ministry monitors all serious incidents, except client aggression (e.g., client to client aggression and client to staff aggression).⁵ The Ministry has an abuse policy that provides the protocol for the investigation of abuse and neglect involving individuals with intellectual disabilities. For example, the Ministry requires CBOs to report to the Ministry any serious incidents at a CBO within 24 hours of the incident. Serious incidents can include, for example, allegations of abuse (physical, emotional, sexual, medication, property, neglect, denial of opportunity), a missing person, disruption of services, death, unexpected illness, etc.

The abuse policy also requires a final report to be prepared by the Ministry and the relevant CBO that summarizes the outcome of the investigation. This report must be prepared within 30 days of the initial allegation of abuse or neglect. During the audit, we found that all incidents that we sampled were reported to the Ministry within 24 hours. However, the Ministry only received 20% of these final reports. Unless it receives a final report on each incident, the Ministry may not be aware of all issues and may not take timely action to prevent similar incidents from reoccurring.

On a quarterly and annual basis, the Ministry reports to management on serious incidents by type, sector, agency, etc to monitor any developing trends. The quarterly reports contain trends from one quarter to the next and year-over-year. The annual reports also contain four-year trends. While the reports include trends, they do not

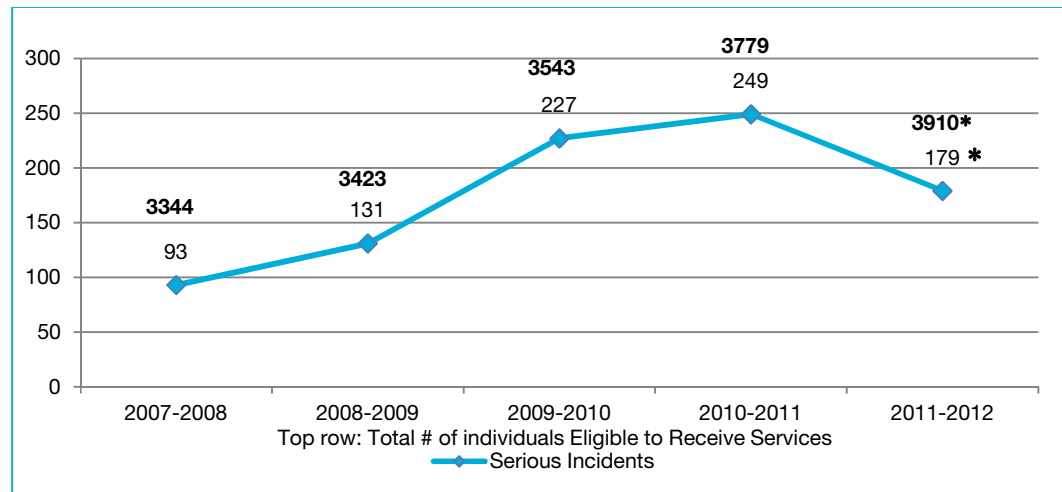
⁵ The client aggression incidents are reported to the Ministry but are not tracked centrally.

include analysis on the causes for incidents, risks, actions to mitigate the risks, or provide any explanation of developing trends.

For example, the Annual Serious Incidents Reported and Tracked Report prepared for the 2010-11 fiscal year noted an increase in serious incidents over the previous four years (see Figure 3). This report noted the upward trend was the result of improved compliance with the reporting process, but did not include further details. In 2007-08, the Ministry was servicing 3,344 individuals with intellectual disabilities. In 2010-11, it was serving 3,779 individuals with intellectual disabilities.

We noted that of the 249 serious incidents reported in 2010-11, one CBO reported 51 (57 in 2009-10) serious incidents. The report did not explain why this specific CBO continued to have a high number of serious incidents. Nor did the report describe what actions the Ministry took or intended to take to address the issue.

Figure 3—Serious Incidents



Source: Ministry of Social Services, IADS Program and Service Design, SIRT Analysis April 1, 2010 – March 31, 2011.

*The Ministry's preliminary internal report.

During the audit, we reviewed the Ministry's file for the CBO mentioned above. The file did not contain any current information on how and when the Ministry addressed the issue of the high number of serious incidents. Management told us that the Ministry's officials met with the CBO, reviewed its policies and practices, and discussed actions that needed to take place. The Ministry could not provide us any current documented evidence of its work at that CBO. On May 10, 2012, Management told us that the numbers of serious incidents at that CBO were reduced to nine for 2011-12.

The Ministry needs to review the incidents to determine what actions are required in order to reduce the number of incidents being experienced in CBOs even further.



7. We recommend that the Ministry of Social Services analyze and document its review of serious incidents and incident trends at community-based organizations that provide services to individuals with intellectual disabilities and determine how to address the increasing trend in incidents.

8. We recommend that the Ministry of Social Services take timely action to address service quality issues at community-based organizations that provide services to individuals with intellectual disabilities on the Ministry's behalf and document their actions taken.

5.0 EXHIBIT

5.1 Listing of Community-Based Organizations Providing Services to Intellectually Disabled People

Community-Based Organization	2011-12 Actual Funding
Autism Treatment Services of Saskatchewan, Inc.	\$ 917,423
Battlefords Residential Services Inc.	2,159,549
Battlefords Trade & Education Centre Inc.	941,099
Biggar Community Connections Inc.	577,836
Canadian Deafblind Association - Saskatchewan Chapter Inc.	1,452,711
Canadian Paraplegic Association (Saskatchewan) Inc.	231,254
Cheshire Homes (Management)	1,691,954
Cheshire Homes of Regina Society	1,372,056
Chip and Dale Homes Inc.	3,768,064
Citizens All Association	2,097,325
Clare Parker Homes Inc.	1,187,804
Community Living Association Saskatoon Inc.	49,069
Cosmopolitan Industries Ltd.	4,074,269
Cosmopolitan Learning Centre Inc.	3,483,991
Creative Options Regina Inc.	2,040,275
Cudworth Columbus Society Incorporated	707,010
Cypress Hills Ability Centres, Inc.	1,402,565
Deer Park Villa Inc.	1,265,612
Eagle's Nest Youth Ranch Inc.	292,830
Elmwood Residences Inc.	6,650,220
Estevan Diversified Services Inc.	1,778,084
Farm in the Dell Inc.	764,353
Futuristic Industries Inc.	1,023,353
Gravelbourg Bon Ami Inc.	564,416

Community-Based Organization	2011-12 Actual Funding
H.E.L.P. Homes of Regina	1,512,409
Harvest Community Inc.	198,227
Haven of Hope Home Inc.	425,481
Heartland Regional Health Authority	87,674
Herbert Group Home Inc.	363,867
Hospice St. Marie Bernard Inc.	315,181
Humboldt and District Community Services Inc.	443,991
Huston Heights Care Inc.	79,734
Interlake Human Resources Corporation	451,541
KIN Enterprises Inc.	1,331,004
Kipling Industries Inc.	535,291
Langenburg & District Activity Centre Inc.	896,337
L'Arche Saskatoon Inc.	400,297
Light of the Prairies Society Inc.	1,375,302
Lutheran Sunset Home of Saskatoon	2,169,160
MacKenzie Society Ventures Inc.	2,186,385
Maidstone Group Home Society Inc.	623,896
Mallard Diversified Services Inc.	923,823
Maple Creek & District Opportunities Inc.	358,937
Melfort Group Homes Society Inc.	259,134
Menno Homes of Sask. Inc.	3,308,476
Moose Jaw Diversified Services for the Handicapped Inc.	1,163,180
Moose Jaw Families for Change Inc.	961,089
Multiworks Vocational Training Corporation	1,900,113
Nipawin and District Services to the Handicapped Inc.	1,367,057
Pipestone Kin-Ability Centre Inc.	991,099
Plus Industries Inc.	968,476
Porcupine Opportunities Program Inc.	1,370,892
Prairie Community Endeavours Inc.	157,927
Prince Albert Group Homes Society	2,725,006
Prince Albert Métis Women's Assoc. Inc.	12,506
Rail City Industries Inc.	1,888,436
Ranch Ehrlo Society	3,872,181
Redvers Activity Centre Inc.	1,261,339
Regina and District Association for Community Living Inc.	17,776
Regina Programming for Life Inc.	107,022
Regina Residential Resource Centre	1,587,351
Sakitawak Group Home Incorporated	429,176
Saskatchewan Abilities Council Inc.	3,627,008
Saskatchewan Alternative Initiatives Inc.	3,713,226
Saskatchewan Association for Community Living Inc.	305,540
Saskatchewan Association of Rehabilitation Centres	1,130,680
Saskatchewan Deaf and Hard of Hearing Services Inc.	335,894
Saskatchewan Voice of People with Disabilities, Inc.	74,364
Shepherd's Villa Inc.	346,872
South Saskatchewan Independent Living Centre Inc.	101,838
Southwest Homes Inc.	1,587,196
Sunshine Housing Incorporated	1,115,407
The Bea Fisher Centre Inc.	2,095,914
The Canadian National Institute for the Blind	316,886



Community-Based Organization	2011-12 Actual Funding
The Kiwanis Ingoldsby House Inc.	168,683
Valley Action Abilities Inc.	1,002,038
Variety Place Association Inc.	1,252,365
Victoria Care Homes Inc.	304,927
West Central Abilities Inc.	1,222,141
Weyburn Group Homes Society Inc.	1,939,797
Weyburn Wor-Kin-Shop Corporation	404,312
Wheatland Regional Centre Inc.	989,510
Wilkie Independent Living Services Inc.	1,779,858
Wynyard Community Access, Respite, Rehabilitation and Education Services Inc.	448,239
YAIL Harbor Inc.	662,555
Total	\$ 104,445,145

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