

Fee for Service in Action

What DS agencies have learned and their
vision for the future



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OASIS BUSINESS

RESOURCE

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Living Haldimand Norfolk

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Fee for Service
in Action

Vision for the
future





A bit about me...

I have education in Agriculture and Business Administration.

I worked in for-profit organizations up to about 2000, but had done a lot of work with different non-profits organizations in finance, HR, operations and IT.

I've worked in costing, distribution, inventory, hotel, timeshare and real estate management, hostel services, adult & children's Mental Health, adult & children's DS services.

What is Fee for Service

Fee-for-service (FFS) is a model where providers, bill individual for service they render according to a pre-arranged schedule of fees.

A fee-for-service model isn't just a sales model. The core difference is that fee-for-service is centered around providing labor and expertise (services), whereas a sales model is focused on the transaction of a tangible product.

Examples

- Individual Direct Funded supports**
- Passport Supports**
- Planning**
- Respite**
- Events**
- Program Administration**




Service Providers - Various Fee Structures

It's a bit of an open market structure for pricing but the consumer of the services needs to see the benefit and competitiveness of the services.

The Service Provider needs to build the services to meet the needs of the individuals, with both continuity and sustainability in mind, and without borrowing from their other services needs or programs.

As a service provider we need to look at dropping the silo's and build synergy between programs. It really enhances all programs.

Find ways to continuously collect feedback.



Costing – just a few areas to be aware of

- Travel
 - Staffing
 - Tickets or Supplies
 - Travel or Transportation
 - Available Spaces
 - Logistics
 - Program Administration
-



At Community Living Haldimand

We use an event or service costing tool (spreadsheet) that includes a standard list of inputs to determine the actual costs of an event or service.

We have a set standard Hourly rate for Staffing Supports at \$43 per hour and we are continuously reevaluating, Is it's really not enough when you consider all of the staffing input costs included in coordinating and delivering the supports.

We review our staffing and benefit costs annually, that includes the % of time or staffing cost to support direct, indirect, administrative and benefit time.

We have moved to concur to track staff expenditures by individuals or events as well to better understand the breakdowns for travel and costs assigned to individuals or programs.

Better data, better decisions.

Things to think about in building a catalogue of services

Consumer



Do I need This Service?
Do I want this service or event?
What events or services would be great?
Is it reasonable?
Can I afford the service?
Are my friends doing it?
How will it fit with my overall plan?

Provider

What are individuals looking for

What will the service or event require

Blending Outings and activities

Are there partnerships that could help improve the delivery

Where will it be delivered

How do I manage and keep it safe

Looking Ahead...

What is the feedback

What is the response to the Supports provided?

What is the response to the costs of supports provided?

Do the Supports help me meet my goals?

How do the supports or events fit into my plan?

How is this affecting quality of life?

How will some changes effect what's available?

What must I change

Do I need to address costs issues?

Do I need to address service or event makeup?

Can I continue to provide the service?

Have issues come up from staffing, travel or logistics?

Is my documentation processes streamlined are we coordinating?

How many time are we recording the data?

Does the data tell us anything?

Proposed Support Directions





Fee for Service in Action:

What Three Agencies Have Learned and Their Vision for the Future

Presented by

Amy Van Til, Karis Disability Services

Date: November 20, 2025

karis  Disability
Services

Karis Disability Services

- Envisions a future where people have increased choice and control over the services they receive in all places we provide services. This includes a future where people have personal funding amounts, either through government, personal resources, or a combination of the above, to purchase services that they choose.
- Services offered must be relevant to customers, consistent across the organization, provide quality services and be sustainable.
- In Ontario, we want to provide support to as many of the 52,000+ people on the waitlist where we can



What is Important to People in CPS?

Why do we offer Community Participation Supports

- People who use Services
- Family Members \ Natural Support Networks
- Direct Support Professionals
- Government



What is Important to People in CPS?

Why do we offer Community Participation Supports

- What is the difference between
 - Base Funded / Ministry Services
 - Fee for Service
- What is the same?
- What about if you are a
 - Person who uses service
 - Family Member



What does this mean at Karis?

- Marketing services directly to people and families
- Refining Business Practices to engage directly with people
- Focus on customer retention and high quality services
- Offering sustainable services
- Know what other services are being offered in your local community



Person Directed Services

Hamilton Launch: Fall 2024→Present

Objective:

- A small group of people have a dedicated support budget that they direct and control

Process:

- Independently Facilitated Personal Plan
- DSO Housing Toolkit
- Support Need Assessment
- Review of Current Supports, including non-Karis
- Support Budget
- Service Agreement
- Service Provision and Review





Extend-A-Family Waterloo Region champions an inclusive community for all by working with people with disabilities, their networks and the broader community. We envision a community where everyone belongs and is valued for their contributions



BELONGING

Belonging: We value every person's understanding and feeling of Belonging.



COMMUNITY

Community: We value connections between people and places that create Community for each of us.



EQUITY

Equity: We value people's diverse experiences and contributions, and the journey of learning and unlearning to support Equity for all.



RELATIONSHIPS

Relationships: We value the importance of authentic and reciprocal Relationships for the well being of all.

EXTEND A FAMILY WATERLOO REGION: FEE FOR SERVICE HISTORY

EAFWR's fee-for-service initiatives started during the proliferation of Passport Funding.

EAFWR was the only approved TPA in the KW region that administers Special Services at Home on behalf of families.

Adults stopped receiving SSAH and started being directly funded by Passport.

EAFWR receives base funding to administer SSAH, but not for Passport.

Now have to develop a strategy where people with Passport funding will be inclined to choose us as their Passport administrator.

Concepts of "value added", preferred service provider, customer service were introduced.

EXTEND A FAMILY WATERLOO REGION: GROWTH

Fiscal Year	# of Passport Contracts	Value of Passport Contracts	Spent Rate	Program Billings
2021-22	653	\$4,858,817	76%	\$137,360
2022-23	691	\$5,305,198	77%	\$244,775
2023-24	726	\$5,438,213	80%	\$294,470
2024-25	751	5,578,309	85%	\$381,525

Fiscal Year	# of SSAH Contracts	Value of SSAH Contracts	Spent Rate	
2021-22	1542	\$5,022,771	82%	
2022-23	1589	\$5,440,607	85%	
2023-24	1704	\$5,837,499	82%	
2024-25	1886	\$6,145,398	83%	

EXTEND A FAMILY WATERLOO REGION: EXPANSION



*TAY COORDINATOR



*2RL TEAM



*LOW COST/FREE
PROGRAMMING



*PROGRAM
DIRECTORY



DSP MATCHING



*HOW WE LOOK AT
AND GET FEED BACK

EXTEND A FAMILY WATERLOO REGION : FUTURE OF FEE FOR SERVICE



Research



Consultation with those who have lived experience



Multiple Funding types



Flexibility and Choice



Teams across organization offering fee for service options



Redistribution of earnings