

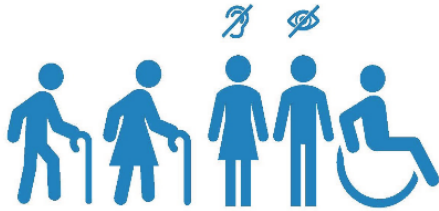


Hamilton



Accessible Transportation Services (ATS) Eligibility Audit

ATS at a Glance (2019)



17,000

Registered ATS clients

~9,000 active clients who take one or more trips per year



844,007

Passenger Trips Completed by DARTS
City cost \$26.71 per trip

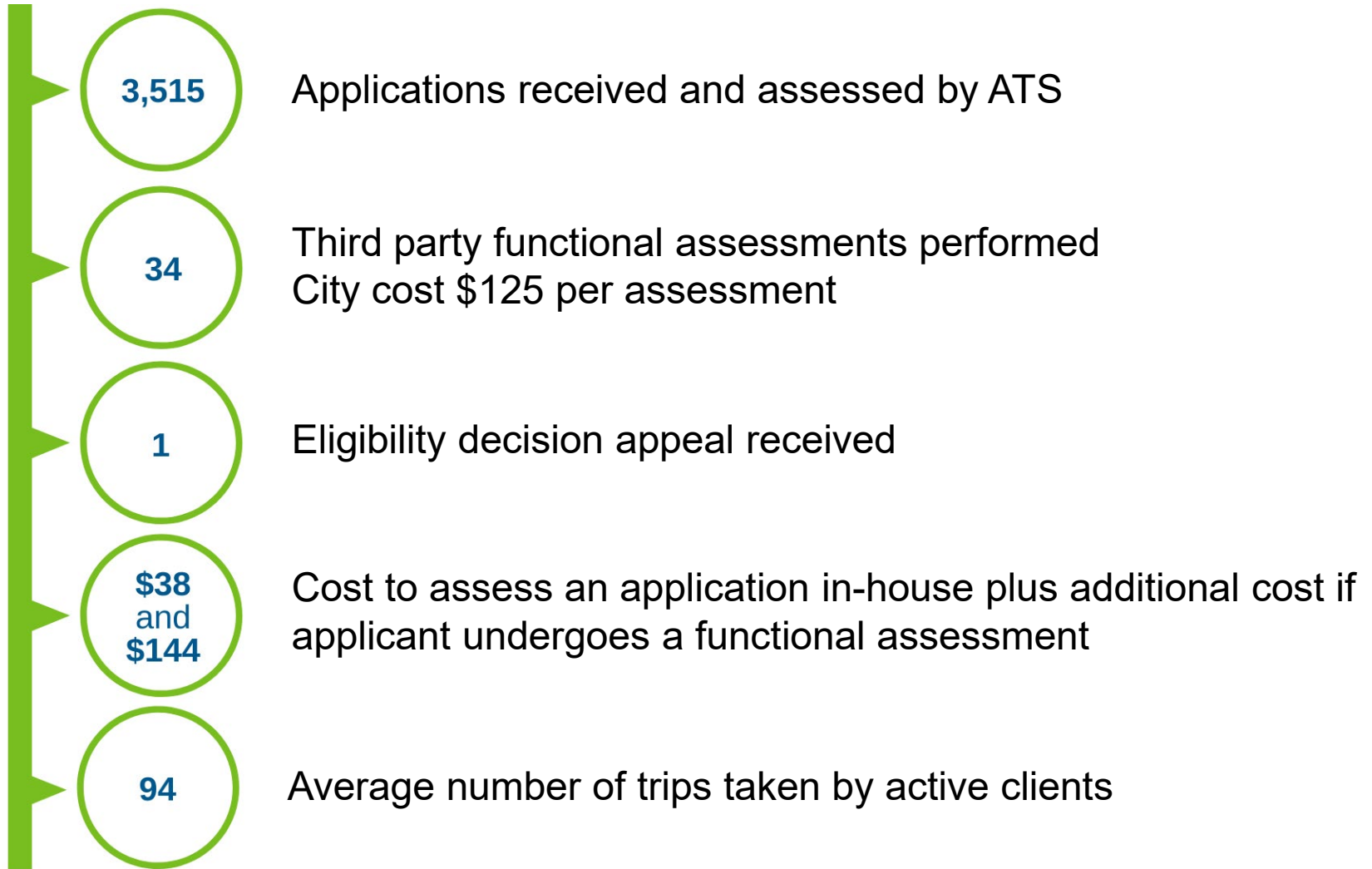


\$ 22.5M

This includes DARTS, Taxi Scrips, and Travel Training

2019 ATS Actual Net Operating Costs

Overview of ATS in 2019



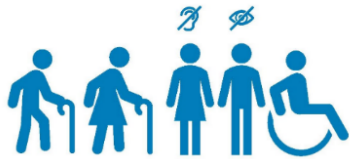
Findings - Eligibility Outcomes Drive Service Levels and Costs



On average, each 1% of eligibility drives potentially \$225,000 in costs

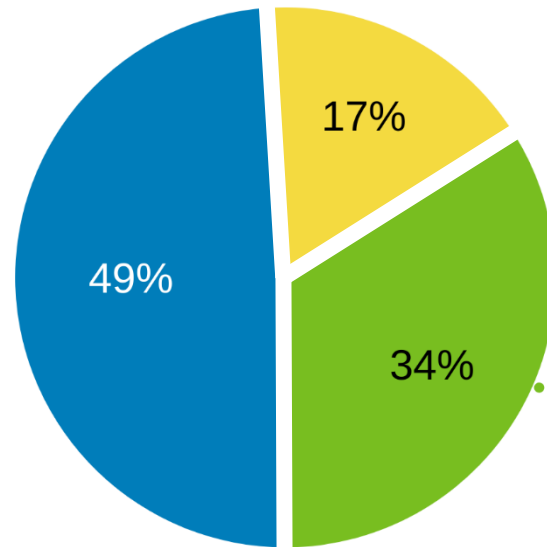
Findings - Variation Exists in Eligibility Decisions

ATS



150

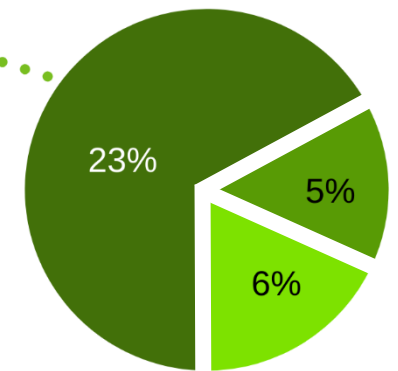
ATS Applications Assessed
January 1, 2019 to February 29, 2020



- Same Result 49%
- More Information Needed 17%
- Different Result 34%

Lifemark

Different Result Breakdown

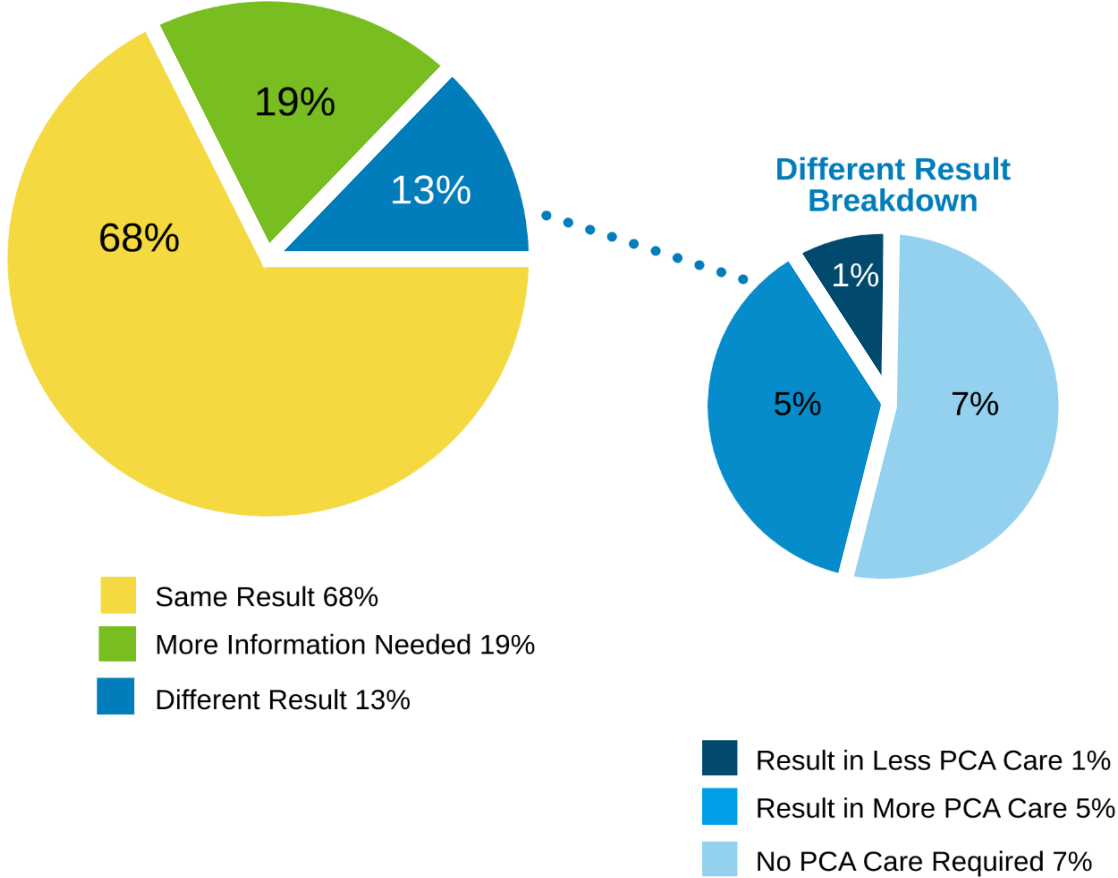


- Access to Less Service 23%
- Access to More Service 5%
- Not Eligible 6%

Findings – Variation Exists in Safety Considerations

Lifemark Personal Care Attendant Decision

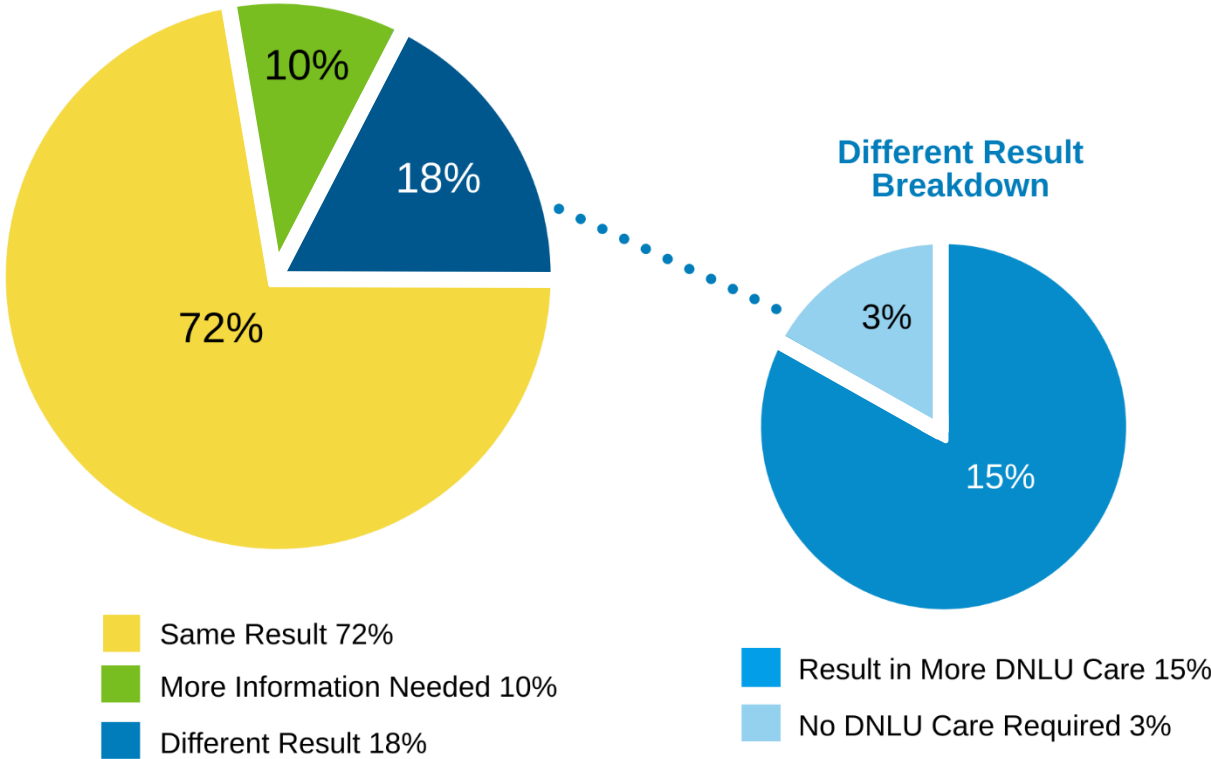
As compared to 150 ATS Applications Assessed from January 1, 2019 to February 29, 2020



Findings – Variation Exists in Safety Considerations

Lifemark Do Not Leave Unattended Decision

As compared to 150 ATS Applications Assessed from January 1, 2019 to February 29, 2020



Findings – Eligibility Reassessment

- City of Ottawa reassesses eligibility of all customers once every three years on a rotational basis
- Eligibility Reassessments should be considered



Findings – Improvement Opportunities

- Processes and Quality Control
- Staff Training and Oversight
- Application Form
- Data Management



Findings – Service Option Opportunities

- Different Service Options Should be Explored
 - Expanded Taxi Scrip Program
 - Integrated Service Model
 - Expanded Travel Training
 - Shuttles
 - Community Buses



Findings – Waste and Control Weakness



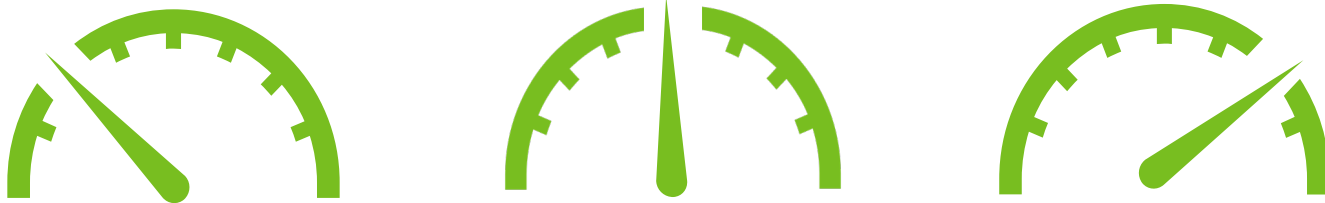
- Control Weakness Identified with Functional Assessment Payments



- Waste Identified with the Travel Training Program

Findings – Few Performance Measures

ATS does not have the performance measures to track how well processes are operating or the impact of their services on the community



Audit Themes

- The eligibility process drives demand and ultimately costs
- There is a critical need to have quality assurance embedded throughout the eligibility assessment process
- The eligibility assessment process requires improvement and potential redesign
- Benchmarking to other municipalities suggests routine reassessment, exploration of service options
- 14 recommendations were made, all were agreed to



Hamilton

QUESTIONS?