

THE DISTRICT OF TIMISKAMING SOCIAL SERVICES ADMINISTRATION BOARD



1st Quarter Operational Overview January 1 – March 31, 2020

CAO Report to the Board

Kelly Black, Chief Administrative Officer

EMERGENCY MEDICAL SERVICES

January 1 to March 31, 2020

The first quarter of 2020 will serve in the future to be one of the most historical periods of time to ever face Timiskaming EMS, as well as, all paramedic services across Canada. The word COVID 19 will leave a lasting impression on all healthcare workers forever and will change and impact the way we do business in the future. Although this pandemic dominated a lot of operations within the Timiskaming EMS department, we were involved in many other regular operations and had some great highlighted moments in EMS over the last quarter. Below some of those events are outlined along with a report of the COVID 19 related operations.

January 2020

- On January 5, 2020, Paramedic Mike Tinney worked his last day as a frontline paramedic and retired after 32 years of dedicated service. At the conclusion of Paramedic Tinney's shift at 8 pm, a last call tribute message was called over the ambulance dispatch radio in which a message of thanks and honour was expressed to Mike for his continued efforts over the years. A group of his paramedic colleagues and the leadership team were present and enjoyed a small celebration gathering with dinner and retirement cake at the Haileybury south base station. A formal retirement party was organized to be held at the end of February; however due to extreme winter weather conditions, the party had to be postponed and then shortly thereafter the pandemic outbreak caused all formal gatherings to be postponed. A future date will be reorganized to hold the retirement party once public gatherings are allowed again.

This photo captures Mike Tinney being handed the portable radio, by his long-time permanent partner Ron Quenneville, on which Mike answered his last official active duty radio transmission from ambulance dispatch.



- During the month of January, the Ministry of Health was conducting several in person presentations by Assistant Deputy Minister of Health (MOH), Alison Blair, and the Ministry of Health hired consultant Jim Prine. The presentations revolved around a government announced Health Care Modernization Study in which emergency health service stakeholders from all departments across the province were asked to participate in and give input as to how they think a better future system can be developed. The EMS Chief attended one local session held in North Bay, as well as, an Ontario EMS Chiefs organized session in Toronto and gave constructive input towards how northern local EMS related issues should be addressed. The final schedule of presentations and results of the study

were interrupted in the last few weeks of February due to the escalation of COVID 19 duties requiring the immediate attention of the MOH. No further updates to this process have been announced.

February 2020

- The EMS remote response unit trailer arrived at Earlton RV. Some on-site modifications were required, and it currently is being serviced to have the emergency decals and lighting installed by Northern Signs Company. The actual remote response gator unit is nearing completion at the emergency conversion installer in Mississauga and hopefully it can be scheduled to be picked up soon. Plans to further develop the new remote response unit were temporarily placed on hold due to COVID 19 duties but it is expected such will resume over the summer months in hopes to see a final product ready for responses before the end of 2020.
- On February 15, 2020, the EMS department implemented two new approved trial positions on the leadership team. These positions are 2 EMS platoon team leaders. These are 2 unionized paramedics who have been replaced from their regular frontline ambulance duty shifts and placed in paramedic single response units to assist in the direction and operational support of the frontline paramedics working under the supervision of the deputy chief of operations and the EMS Chief. The introduction of these positions is currently being conducted as a 6-month trial and input and observations are being gathered during this trial period in order to conclude on a future continuation or redevelopment of these positions. In the first few months of the existence of these new team leaders, their assistance to the frontline paramedics and the leadership team has shown to be extremely valuable especially in the eye of the current COVID 19 workload.
- Three new part time district float position paramedics were hired in February to join the paramedic team. Currently, these 3 employees are considered hired but final orientation and training was placed on hold during the sudden arrival of confirmed COVID 19 cases in our district and the need to decrease nonessential training. Presently, the EMS staffing levels are stable and therefore the 3 new hires are pending final certification for immediate deployment as frontline paramedics. Staffing levels are continually being monitored and should there be a forecast need for these 3 new employees or the COVID restrictions placed on EMS operations be lessened, then the 3 new paramedics will be expedited through the final training stages to allow them frontline work ASAP.

March 2020

- Ontario Ministry of Health Certification Service Review Process
A draft report from the Ontario Ministry of Health Ambulance Review Manager was received on March 5, 2020 stating that Timiskaming EMS was successful at passing the review inspection conducted in October of 2019 and the DTSSAB will receive renewal of the license required to operate an ambulance service. There were 11 minor areas of recommendation outlined by the MOH in the report and many operational areas were highlighted as exceptional observations by the review team. An official report will be released at a later date; once formal replies are acknowledged from the ambulance service and the MOH will then provide a final copy of the review for publication.

- After several discussions between the Latchford Fire Department, the Latchford Town Council and the EMS Chief, it was decided that the DTSSAB operated emergency first response team would be discontinued and established under a signed agreement for medical tiered response with the Latchford Fire Department. Such an agreement was developed and approved by all parties involved and as of May 1, 2020 the new fire department tiered response agreement is implemented. The previous emergency response truck utilized for the first response team was donated to the Latchford Fire Department to ensure that they have a current truck to conduct their medical response assistance.

New EMS Fleet Vehicles Ordered

Design and final specifications of the two 2020 budget approved new ambulances were finalized with Crestline Coach of Saskatoon. The ordering process has been finalized and delivery of the new ambulances is currently scheduled for September 2020.

The new Chevrolet HD 2500 pick up truck paramedic response unit ordered under the funds transferred from the 2019 budget that was scheduled to arrive in April of 2020 has faced a slight delay in the manufacturing process and therefore is now rescheduled for a potential June 2020 delivery date.

COVID 19 Pandemic

For the EMS department, COVID 19 has developed a new completely different set of standards of operation. The paramedics continue to come to work, day after day, and serve the citizens who require emergency response and medical transportation; however, the paramedics were forced to learn and perfect new and everchanging provincial standards of practice that basically occurred and changed overnight. Beginning with the 911 dispatchers, callers are screened with COVID 19 related questions to the patient. The paramedics then must ask a series of questions pertaining to travel history and signs and symptoms for screening patients that they attend to; so that they can determine if there is a heightened level of suspicion that the patient may have COVID 19. On top of this, they are required to constantly wear enhanced, protective equipment for all patient contact calls, and, advanced levels of personal protective equipment on those calls where COVID 19 is directly suspected. Ambulance cleaning is more in depth and almost constant now. Paramedics are changing their uniforms at the end of the shift now and professional dry cleaning is provided to ensure that no paramedics are taking home any possibilities of COVID 19 to their families. As well at the beginning of all paramedic shifts, they are assessing their temperatures and conducting a regular self screening of themselves to ensure that there is no presence of any COVID 19 related signs or symptoms. Any paramedic who shows any remote sign or symptom related to COVID 19 is removed immediately from service and self isolated; they are referred to public health and a swab test for the virus is performed. Fortunately to date, all Timiskaming paramedics who have been tested for the virus have had NEGATIVE results.

The EMS department continues to experience several unexpected costs surrounding COVID 19 in order to ensure that a constant supply of: personal protective masks, respirators, safety glasses, face shields, gloves and isolation gowns are provided for frontline paramedics. This is

a required cost as the paramedics can never be expected to work if they are not properly protected. The only available option is to decrease the amount of available ambulances. So far, the EMS leadership team has been able to consistently source and provide all PPE as required and maintain a full level of ambulance coverage and deployment to the district of Timiskaming during the pandemic. Other impacts on the EMS budget due to COVID 19 have been additional staffing and upstaffing to replace paramedics off on related sickness symptoms, as well as, backfilling for COVID 19 quarantined shifts and periods of time where crews have had to be placed out of service for proper decontamination.



This photo is of two Timiskaming paramedics doing a routine cleaning after transportation of a COVID 19 suspected patient.

They are donned in the required personal protective equipment required for these calls.

In the near future, all Timiskaming paramedics will be trained in the proper use of, and given, their own personal issued reusable half-face respirator which will become the new standard respiratory protection for the Timiskaming paramedics.



Amazing Community Support

The outpouring of thanks, appreciation and donations has been overwhelming from the public towards the EMS department during the presence of COVID 19. The list of those to thank grows bigger and bigger each and every day. The citizens of this district have done an amazing job to keep the spirits high of our frontline paramedics and given them the strength and courage to keep coming to work during this pandemic and keep everyone safe and healthy.

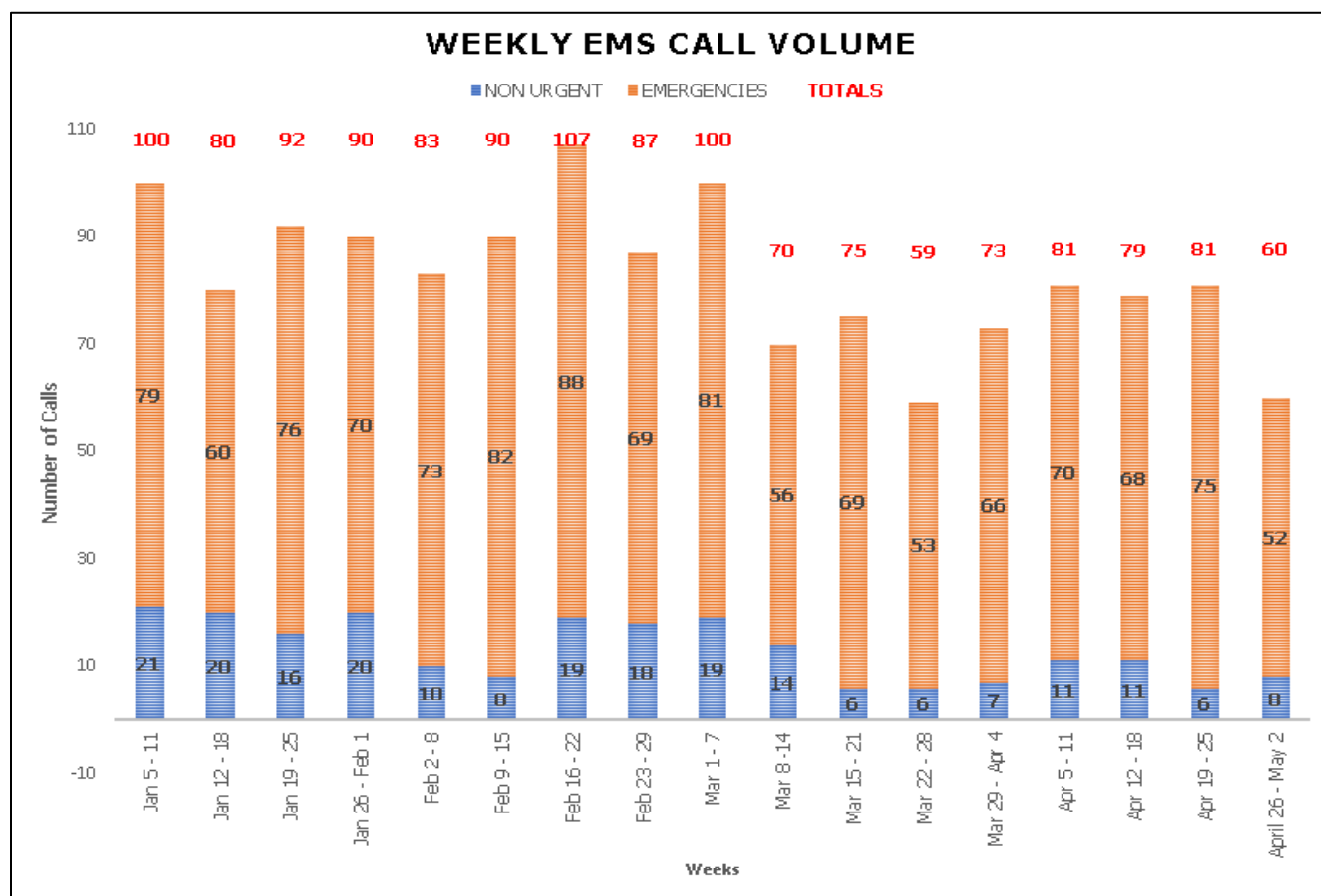


EMS Call Volume

Call volume for the first quarter of 2020 has been typical to most other years for the first two months of January and February however, as expected there has been a drastic change in volume and patterns since the initial talk and presence of COVID 19 in our area. Overall in the first quarter our average weekly amount of ambulance calls in the month of January and February was 81. During the months of March and April, this decreased significantly to an average of 68 calls per week. Interesting to note is that the first week of March is when COVID 19 became a heightened awareness within the Timiskaming District and in correlation to this, the EMS weekly call volume dropped from 100 to 70 within that first week. That lower weekly call volume has remained low for two months now and during one week in March the calls were as low as 59. This is an ultimate low level that has not been seen for several past years at Timiskaming EMS. Incidentally, the lowest volume of 59 calls was during the week immediately after the first case of a confirmed COVID 19 positive patient in the district was officially announced by the public health unit.

It should also be noted that our provincial response time standard report observed during the first quarter of 2020 has been met or exceeded at one of the highest levels ever seen before. This is due to a direct relationship to the fact that our ambulances are doing less calls and therefore are more readily available and are arriving to the patients in need of an ambulance for emergency care, faster in our area.

Where these statistics will fall in the next few months is very unpredictable at this point. Continual observation and response plan deployment adjustments will be made as required.



EMS CALL VOLUME CHART FOR First Quarter of 2020				
Ambulance base	Non Emerg	Emerg	Standby	Totals
North	105	402	102	609
Central	64	186	65	315
South	61	472	201	734
District totals	230	1,060	368	1,658

All Hospital Originated Calls FOR First Quarter of 2020			
Sending facility	Non Emerg	Emerg	Totals
KDH	48	56	104
EDH	34	22	56
Tem Hosp	42	53	95
Totals	124	131	255

2020 First Quarter Provincial Response Time Standard Report (values are %)			
Annual 2020	2020 Target	First Quarter of 2020	Variance +
Sudden Cardiac Arrest	35	47.00	12.00
1	50	50.00	0.00
2	65	72.03	7.03
3	75	84.36	9.36
4	80	87.02	7.02
5	90	91.36	1.36

ONTARIO WORKS

Below is a summary of the program's first quarter of 2020. During this time, the COVID-19 pandemic arrived which had an immediate impact on the Ontario Works programs. This Report will capture what occurred from January through March; noting that some of this content appeared in an information brief from April.

Funding to Individuals

Expanding Emergency Assistance

The province has expanded access to emergency assistance under Ontario Works for those: in financial crisis and who have no access to other supports; and, those who are waiting for support from the federal government to become available. This funding will help to cover needs such as: food, rent, medicine, transportation and other services during this public health crisis.

Individuals can apply for this assistance online or through our Ontario Works offices.

Measures to expand Emergency Assistance include:

- Suspending the rule that limits emergency assistance provision to only once in six months for individuals and families affected by COVID-19
- Allowing people to receive emergency assistance for longer (48 days) without submitting a full Ontario Works application

To manage increased demand, the Ministry developed a more streamlined and accessible application specifically for emergency assistance. There is a dedicated website for the Emergency Assistance application. In the interim, the Ministry has put in place a centralized team to help support increased inquiries regarding assistance and to support people to complete their applications. The online application data is populated into the SAMS software application and sent to local offices. With all data entry complete, our case management staff only need to review the data and determine eligibility and the amount of assistance paid. A completed application accurately entered into the system is done for our local program, representing substantial time savings. A fully automated system will be online and active before April.

Expanding Discretionary Benefits

The government has provided resources to enable frontline staff and delivery partners to offer additional discretionary benefits to those currently in receipt of social assistance. The province set amounts of \$100 for single persons and \$200 for families, and the timeframe for these benefits is for March and April 2020. This funding is issued with broad discretion to assist with the various and reasonable impacts our vulnerable population is facing, such as including cleaning supplies, transportation, food or clothing.

Health and Safety

Program requirements were changed temporarily to mitigate the health and safety risks to frontline staff and clients. These include:

- Eliminating the need for in-person contact by authorizing risk-based approaches to eligibility determination and other verification requirements
- deferral of visual verification requirements of original documents
- allowing for the use of email or alternative methods for clients to: contact caseworkers, make requests, and submit reports. Mobile devices with cameras can be used to take a photo and scan the document for attachment. Clients are reminded to retain their documentation as it may be requested later.

Funding to Support Frontline Critical Services

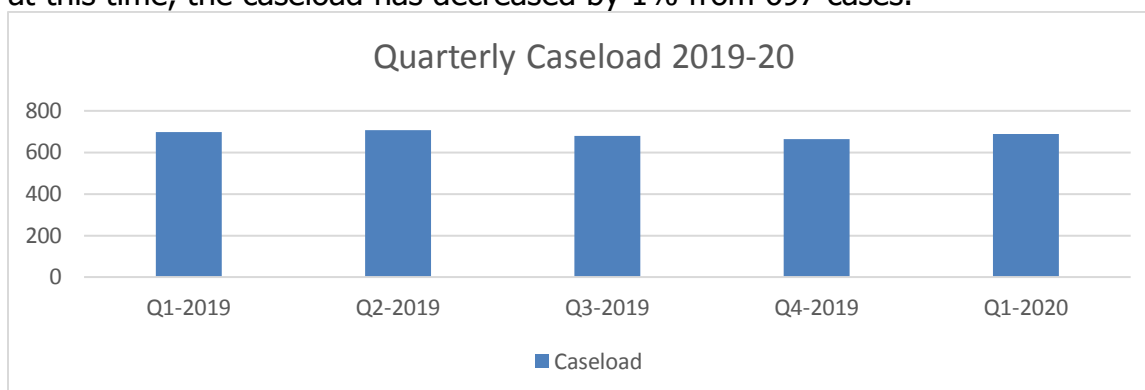
Our DSSAB is eligible for \$571,700 in Social Services Relief Funding to support critical social services in the district. To ensure that this investment is delivered as quickly as possible and to provide maximum flexibility for local needs, funding flowed through the Community Homelessness Prevention Initiative (CHPI).

Fifty percent of our Social Services Relief Fund allocation will be issued in early April to respond to the COVID-19 crisis immediately and plan for the coming months. The intention is to allow our organization to help a diverse range of vulnerable people in need in our community. Some examples are financial support for people living in community housing, supportive housing and those impacted by homelessness. Others include individuals with low incomes, social assistance recipients, or citizens that require social services support, as well as, those that are experiencing impacts of homelessness. The Ministry of Municipal Affairs and Housing has strongly encouraged providers to employ a broad interpretation of those populations while utilizing this funding.

Please note that as this pandemic crisis evolves, the Ministry of Municipal Affairs and Housing will continue to evaluate local needs and respond accordingly. Where necessary, the balance of our Social Services Relief Fund allocation may be subject to reallocation within the province or adjustment (increase or decrease) in the amount of funding during the year. This funding will cease on March 31, 2021.

Ontario Works Caseload

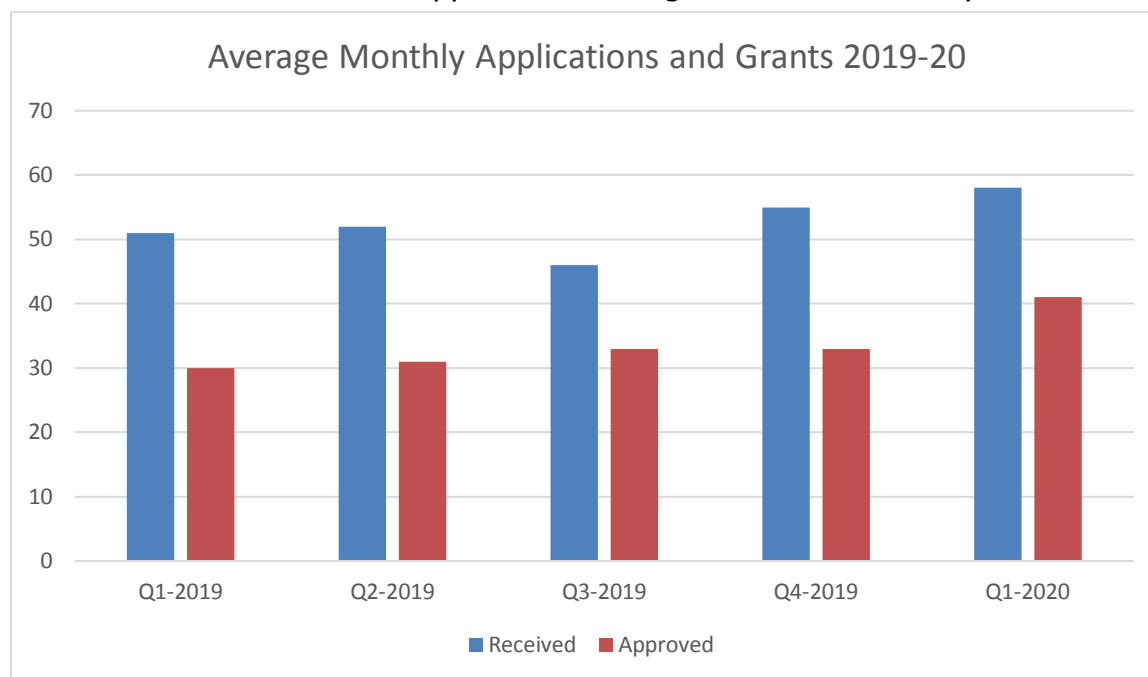
In the first quarter, the Ontario Works caseload average was 879 cases. Compared to last year at this time, the caseload has decreased by 1% from 697 cases.



Applications for Assistance

During the first quarter, we received an average of 58 applications per month. An increase of 15% from 51 applications last year. This increase is directly related to the COVID-19 pandemic and the increase in social assistance applications in March.

The number of applications approved averaged 41 per month in the first quarter. This marks an increase of 34% from 30 applications during the same time last year.



Employment Supports Client Outcomes

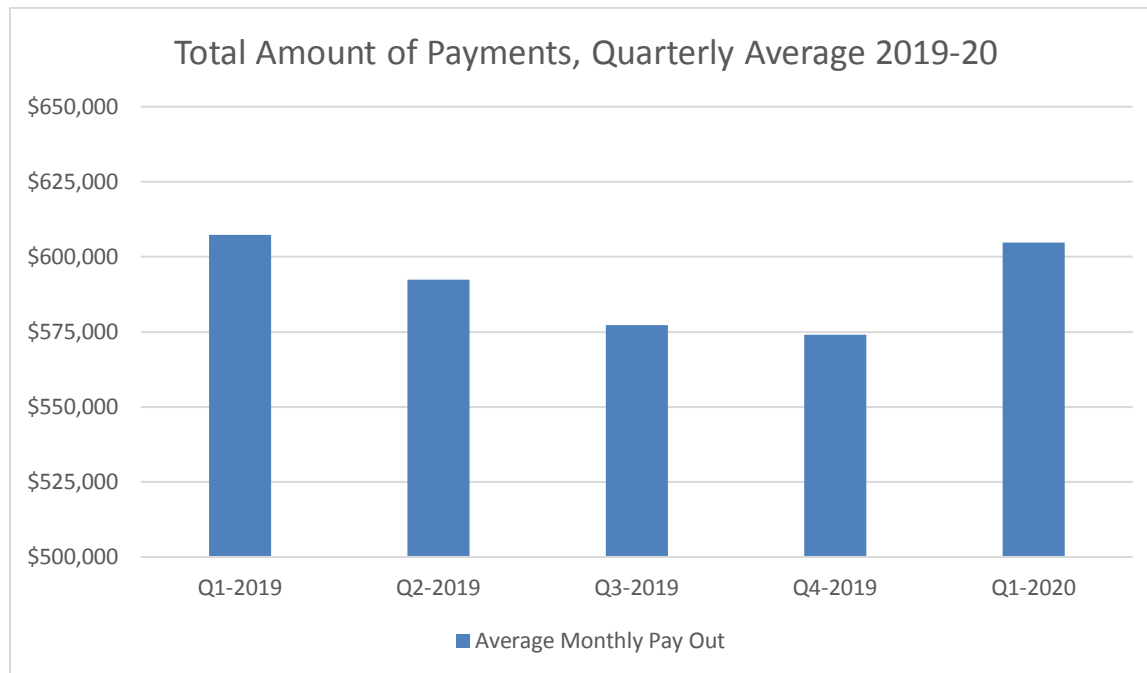
With the outbreak of the COVID-19 pandemic, the Ministry has suspended all outcome requirements for Ontario Works delivery agents. There will be no funding impacts on the 2020 service cycle. The focus is on client support through basic financial assistance. As time progresses, our caseworker teams will remain in contact with clients and encourage continued employment support programs. Basic education (grade 12), skills development, and non-direct employment activities can be done at home.

In the first quarter, an average of 63 cases had income from earnings. Compared to this quarter in 2019, this is a decrease of 9.5% from 70 cases. However, the average number of cases closed was 36, a 5.3% decrease from 2019. The average monthly income from earnings was \$787, an 11.5% decrease from the same quarter last year when the average was \$890. The decreased number with employment earnings and the average earnings per case is attributed to the pandemic and lack of new employment.

Social Assistance Payments

The amount paid out in all social assistance benefits in the first quarter averaged \$605,000 per month. This is a 0.4% decrease from the same quarter last year. The monthly average cost per case was \$878 per case, a 0.7% increase from last year.

The reasons for this decrease are lower caseload and decreased spending on discretionary benefits due to aggressive capping and frequency limits at the local level.



Program Accountability

The Enhanced Verification Program (EVP) was suspended in March and April 2020 due to COVID-19. At this time, the program is slated to relaunch in June. File reviews for previous cycles are being completed wherever possible. Appeals and Internal Review are being conducted. Fraud investigations are undergoing preliminary action and evidence gathering.

Program Operations

The Ontario Works program is at 100% of its staffing level.

Positions include:

Eight Caseworkers (four per office)

Two Case-Aides (one per office)

One position focused on program integrity (Enhanced Verification Process, Fraud Investigations, Appeals, and Family Support)

Management include:

Director for Client Services (program delivery, and front-line staff supervision)

Ontario Works Supervisor focused on program integrity, protocols, and direction of the one staff.

During COVID-19, six caseworkers and one Supervisor are working from home. Support staff remain in-office. This is done per the organization's physical distancing requirements for health and safety.

All program staff made an outstanding transition to working remotely, increased autonomy and self-direction. All continue to provide support and assistance to our clients daily. Pre-pandemic timelines are met and often completed ahead of schedule. Staff are using this time to prepare and engage their clients in alternative employment supports, direct banking, the MyBenefits program and the upcoming Reloadable Payment Card and Electronic Document Management.

HOUSING SERVICES

Housing Services Program Overview

Central Wait List

During the first quarter of 2020, there were 57 new applications for rent-geared-to-income housing and 7 reactivated applications. We were able to house 8 applicant households. As of March 31, 2020, there were 290 eligible households on the waiting list; 29% of the households are considered seniors, 47% are single/couple households with no dependents and 24% are family households.

Breakdown of Eligible Applications

Table 1: Overview of breakdown of Applicant Households

Special Priority	RGI	High Need	Supportive	Market Rent
1	70	192	1	6

Table 2: Overview of Applicant Demand

1 Bedroom	2 Bedroom	3 Bedroom	4 Bedroom	5 Bedroom
27	9	8	2	0
58.7%	19.6%	17.4%	4.3%	0.0

Household Income Limits (HILS)

Table 3: HILS set out in as directed in O. Reg 370/11 for Rent-Geared to Income households

RGI HOUSEHOLD INCOME LIMITS				
Bachelor	1 Bedroom	2 Bedroom	3 Bedroom	4+ Bedroom
\$25,000	\$31,000	\$37,500	\$40,500	\$50,000

HIGH NEED HOUSEHOLD INCOME LIMITS				
Bachelor	1 Bedroom	2 Bedroom	3 Bedroom	4+ Bedroom
\$14,000	\$18,600	\$22,200	\$24,300	\$28,800

Unit Turnover for Public Housing Portfolio

During the first quarter of 2020 tenants moved out for several reasons. Customarily, the Housing Services department sees less move outs during the winter months; however, some tenants do move during this period.

Table 2 below outlines some of the reasons for tenants vacating our properties.

Table 4: Five Year Overview of Move Outs January through March

	2016	2017	2018	2019	2020
Health Reasons	2	5	4	3	5
Left District	1	2	0	0	1
Move to Private Rental Market	3	1	1	2	4
Deceased	6	1	0	6	4
Evicted	1	1	1	1	2
Transfer	2	4	2	5	3
Non-Given	3	1	2	5	0
Employment	0	0	2	0	0
TOTAL	18	15	12	22	19

Unit Vacancy

Unit activity varies from year to year. In the first quarter of 2020 we saw move-ins and move-outs.

Table 5 below outlines move-ins and move-outs in the first quarter for the past 4 years.

Table 5: Unit Activity

Activity	2017	2018	2019	2020
Move-In	23	18	22	18
Move-Out	15	13	22	19

Provincially/Federally Funded Programs

Home for Good (HFG)

In May 2017, the DTSSAB submitted a response to the expression of interest issued by the Ministry of Housing for Home for Good (HFG) funding. In mid-September 2017 we received notification from the Ministry that we were successful and would be receiving funding in the amount of \$287,400 over 3 years as outlined in Table 6 below.

Table 6: Home for Good Allocation

	2017/2018	2018/2019	2019/2020
Annual Allocation	\$63,560	\$111,920	\$111,920

The DTSSAB continues to partner with the Canadian Mental Health Association (CMHA) and the Northeast Local Health Integration Network (NELHIN). The HFG funding aids with community support workers and rent supports to offset shelter costs for over 60 households. The intention of the funding is to prevent, address, and reduce homelessness by improving access to adequate, suitable and affordable housing that is linked to support services based on individual needs. The community support workers will provide short term supports and link individuals to community resources. Individuals would receive assistance to enhance daily living skills, maintain their wellness and living environments to reduce crisis, hospitalizations, and homelessness.

Investment in Affordable Housing Extension Funding (IAH-E)

During the first quarter of the year the IAH-E program is not as active, as the funding allotment must be committed by December 31st of each year and the next year's funding is not available until April 1st. In addition to ongoing invoicing from clients as work is completed, we use the time to: organize files, prepare for our annual update letters, complete annual reporting requirements, and follow up on outstanding project timelines.

In Year 6 the DTSSAB received \$148,805 and 10 households received funding for home repairs through the Ontario Renovates component with 2 households receiving accessibility grants and 9 households received assistance through the Housing Allowance component to offset shelter costs.

In Year 6 of IAH-E Timiskaming will continue to deliver the Ontario Renovates home repair component and the Housing Allowance component as indicated in Table 7 below. As you can see the allocation is decreasing slightly each year with a significant decrease in Year 6. We have the RLF (Revolving Loan Fund) that is composed of funding from loan recipients that have sold their homes and had not completed the mandatory forgiveness period of the program. Clients are required to pay back a portion of the loan that they received. As per Ministry guidelines, these funds are turned over into another project for home repairs. Funding allocations for all years of IAH-E is outlined in Table 7.

Table 7: IAH Extension: Summary of Funding Allocation Received

	Year 1 (2014/2015)	Year 2 (2015/2016)	Year 3 (2016/2017)	Year 4 (2017/2018)	Year 5 (2018/2019)	Year 6 (2019/2020)
Ontario Renovates	\$170,700	\$315,945	\$315,755	\$315,470	\$314,615	\$148,805
Housing Allowance	N/A	\$48,000	\$48,000	\$48,000	\$48,000	\$24,000
Program Admin	N/A	\$19,155	\$19,145	\$19,130	\$19,085	\$9,095
TOTAL	\$170,700	\$383,100	\$382,900	\$382,600	\$381,700	\$181,900

Social Infrastructure Fund (SIF) Housing Allowance

In June 2016 service managers received letters announcing allocations under the Social Infrastructure Fund (SIF) which is to be delivered under the Investment in Affordable Housing 2014 Extension (IAH-E) program as a joint initiative between the Provincial and Federal Governments. The additional funding is known as the Social Infrastructure Fund (SIF) and, as per program guidelines, service managers are required to meet the housing needs of the following:

- Supporting affordability for tenants in social housing buildings with expiring operating agreements and/or federal subsidies
- Seniors
- Persons with disabilities including adults with developmental disabilities
- Indigenous peoples
- Individuals who are chronically homeless
- Youth
- Preventing homelessness as individuals' transition from provincially funded institutions such as hospitals, correctional facilities and the child welfare system
- Projects that support transit corridor intensification and/or community hubs

Our allocation will be flowed in Year (3) 2019/2020 as illustrated in Table 8 below.

Table 8: SIF Allocation for Timiskaming

Program	Fiscal Year		
	2017 / 2018	2018 / 2019	2019 / 2020
Increase to IAH/Seniors	\$758,200	187,800	\$178,848

We continue to deliver SIF funding under the Housing Allowance component currently assisting over 12 households.

Table 9 below outlines the funding allocation for Timiskaming for a 6-year duration.

Table 9: SIF Housing Allowance Allocation

SIF Housing Allowance Funding					
2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
\$12,000	\$18,300	\$37,200	\$37,200	\$37,200	\$26,948

Canada-Ontario Community Housing Initiative & Ontario Priorities Housing Initiative (COCHI & OPHI)

COCHI funding allocation for 2019/2020 was \$31,482 and will be allocated towards capital repairs to the community housing buildings based on priority status for repairs. COCHI funding will be in addition to municipal dollars in order to maintain community housing buildings in good repair and ensure long-term sustainability of the asset.

OPHI funding allocation for 2019/2020 was \$327,500. It will be distributed among several components that will improve access to affordable housing and achieve housing stability for several households. The DTSSAB will be delivering: Homeownership, Housing Support Services, Rent Supplement and Ontario Renovates.

Table 10 below outlines the confirmed funding for Phase 1 COCHI & OPHI.

Table 10 Phase I COCHI and OPHI Confirmed Funding

Program Name	2019-20	2020-21	2021-22
Canada-Ontario Community Housing Initiative (COCHI)	\$31,482	\$65,077	\$45,846
Ontario Priority Housing Initiative (OPHI)	\$327,500	\$169,700	\$264,100

We recently submitted a Board approved Sustainability Plan for the 2020/21 COCHI funding of \$65,077 which will be allocated to offset costs of energy efficient gas furnaces in aging family units.

Housing Services Secure Building upgrades at 100 Market Street

At the DTSSAB, we continue to implement procedures to provide more secure buildings for our Social Housing tenants. On March 3, 2020, we implemented the FOB system at 100 Market Street in Temiskaming Shores. The FOB is a small programmed electronic key that gives tenants easy access to the main building entrance. This allows for a more secure building, as lost or misplaced FOBS can easily be de-activated. This will prevent unwanted individuals gaining access to the building. An information session, as well as, a demonstration of the new entry system was held with tenants and FOBS were assigned. Tenants had the opportunity to try the new FOB entry system while Housing Services staff were on site to answer questions regarding the system.



COVID-19



During these uncertain times the Housing Services program has implemented several precautionary measures to keep tenants and employees safe. A communication went out to all tenants advising them of changes to operations, as well as, providing them with relevant information about COVID-19. Numerous Public health information factsheets and tips have been posted throughout our buildings.

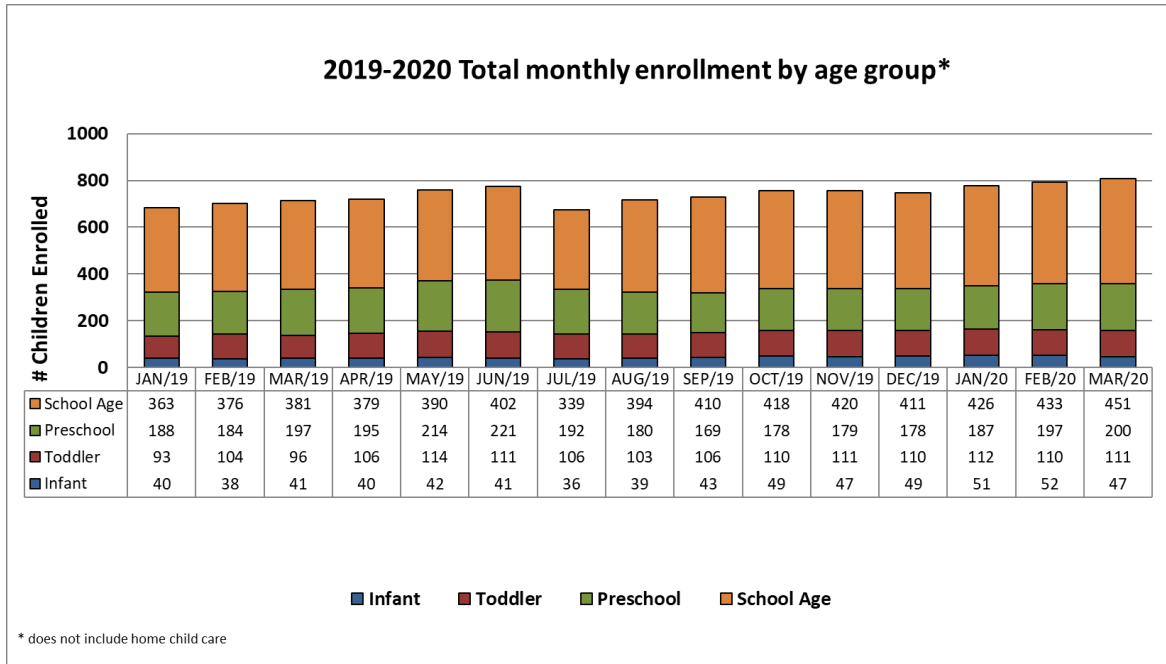
Postings in every entrance asks visitors to self-screen for COVID-19 symptoms prior to entry. Common rooms and public washrooms have temporarily been closed and locked. In order to stay in line with social distancing recommendations, elevator use has been limited to one rider at a time.

Building Custodians have been advised to limit tenant interaction while performing daily duties and performing extreme cleaning of buildings. Maintenance calls and work orders have been directed to the office and calls are assessed based on urgency. Non-urgent work orders are being deferred to a later date. We continue to accept social housing applications by mail and through the drop boxes located at both offices.

CHILDREN'S SERVICE

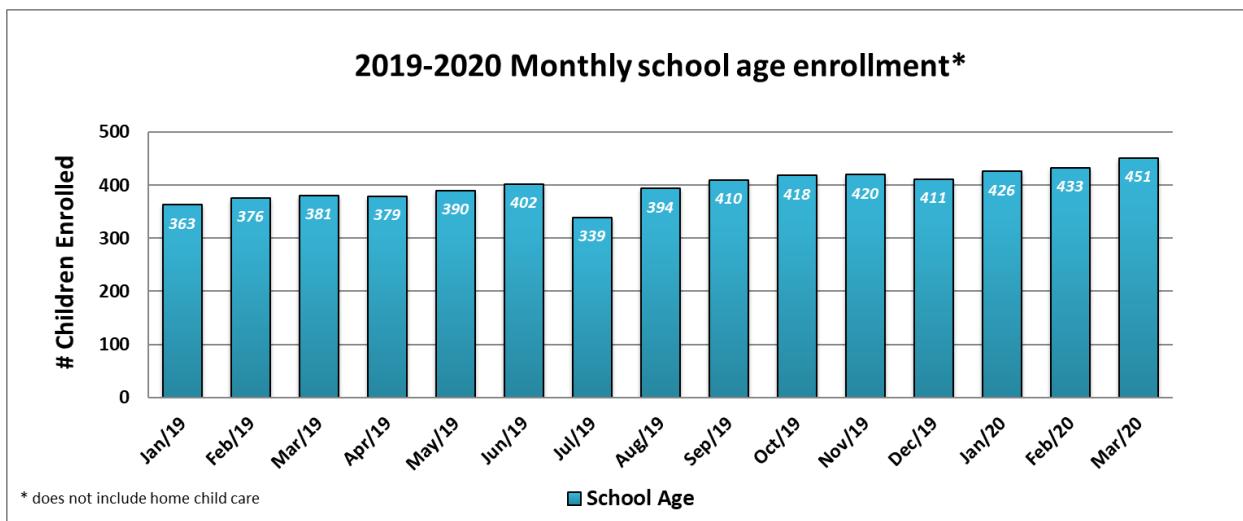
Child Care

A. Monthly Enrollment



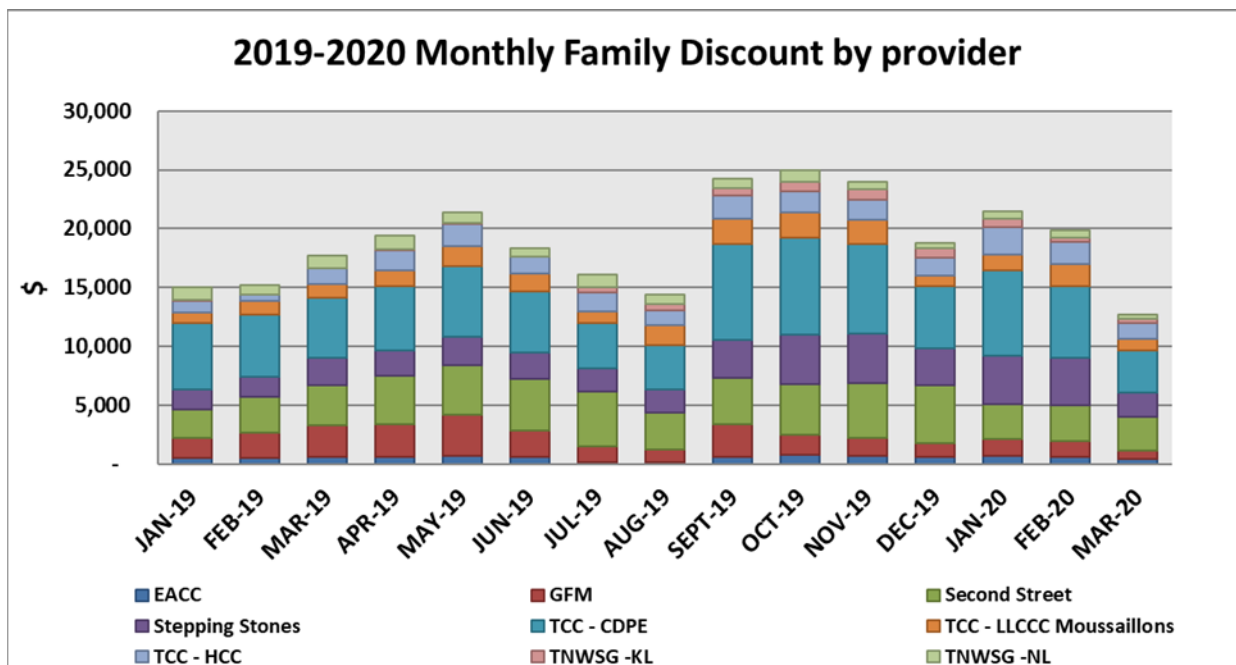
There was an increase in most age categories across the district. It is suspected that the Family Discount program has attracted more families to the licenced child care system.

B. Monthly School Age Enrollment



This program is proving to be quite popular. The numbers have progressively increased since we started last year. This also indicates that the older group of children of 8 to 12 years old are staying in child care services longer than before.

C. Family Discount Program



There has been an uptake of the Family Discount Program; in 2019 Q1 we reported a cost of \$47,900 and now, in the 2020 Q1, the cost is \$54,100 a difference of \$6,200. Since July 2018, the program has cost \$372,000 out of our ELCC funding which is the Federal Expansion funds. This represents a saving of that global amount to parents; thus, an investment in the district.

Children's Service Quality Assurance Coordinator

Professional Development

We are preparing to host the Forest School Training in June which will be the first in Ontario with an added "on the land" component as we are joining forces with Hopi Martin, a doctorate student from University of Toronto.

HUMAN RESOURCES

Human Resources Review – 2020 Initiatives/Activities (Q1)

Key non-confidential Human Resources Q1 initiatives and/or activities included, but were not limited to:

- **Continuous Improvement Strategy (CIS) update**

The CIS Steering Committee (CAO, Director of Client Services, IT Manager and Director of HR) continued to work on formalizing terms of reference for the Continuous Improvement Strategy, adjusting the Project Charter, as well as, planning for the introduction of a CIS Project Team and selection of its CUPE and non-union members.

In January and February, the DTSSAB's consultant, Munroe Strategic Perspective, provided training to staff and leaders on preparing service inventories and service profiles, conducting waste walks, mapping processes, etc.

- **Workplace culture assessment**

In December 2019, all employees (including management) were invited to respond to a comprehensive survey to provide feedback on the DTSSAB's workplace culture, including safety, health and employee wellbeing considerations, as well as, leadership effectiveness. Upon collating results carefully to maintain confidentiality, global survey results (from a 71 percent participation rate) were shared with staff in early March. Messaging from the CAO reinforced DTSSAB leadership's commitment to ensuring that purposeful actions would be taken in order to achieve meaningful improvements and address underlying issues.

The staff were thanked for their openness, patience, and confidence in the DTSSAB leadership team in making positive workplace transformations, which will ultimately help build trust and foster teamwork.

- **The Working Mind (TWM) – First Responder training**

In February an additional session was held for Paramedics and new EMS hires that had not previously been instructed on the Mental Health Commission of Canada's TWM module.

- **CUPE negotiations**

Negotiations were successfully completed in March with the CUPE bargaining unit. CUPE ratification and Board approval to take place in April.

- **SEIU negotiations**

With the onset of COVID-19, negotiation dates set for April 1, 2 and 3, 2020 were postponed.

□ **Human Resources co-op placement**

The HR Team hosted a full-time, 5-week placement for the graduate of an HR program. The student received mentorship from the Director of HR and guidance from the HR Coordinators as they were introduced to hands-on practices.

□ **New recruitment procedure for EMS**

SEIU and Management signed a Memorandum of Understanding to introduce a new, accelerated recruitment procedure, by canvassing employees based on seniority. Offers are finalized quickly and vacancies that generate numerous backfilling assignments can be filled at an expedited and efficient rate compared to past practice.

□ **COVID-19 – HR involvement**

COVID-19 initiated the formation of the Emergency Response Team (ERT) comprised of the CAO, EMS Chief, Director of Human Resources, IT Manager and Director of Client Services. The ERT began to meet daily in March to discuss, plan and make decisions relating to health and safety, operational impacts, preventative measures, staff communications, etc.

A new DTSSAB COVID-19 Response Plan, OHS-22, was written to formalize directives and processes to respond to the emergency declaration. As IT realized work from home arrangements for office staff, it was important to implement standards and document expectations. Ensuring effective communication and updates to staff has been a critical role of the ERT. Supporting fellow ERT members and leaders to quickly adapt to rapidly changing conditions in the work environment has been constant.

COVID-19 also generated increased requirements for filing WSIB Exposure Forms, with Paramedics screening patients for the virus. Any potential exposure must be reported.

The pandemic has shifted traditional work processes. Both HR Coordinators were shifted to work from home arrangements.

Regrettably, high priority HR and organizational initiatives (i.e.: CIS, action planning in response to the workplace culture assessment, EMS negotiations) were reluctantly set aside temporarily in order to focus on the urgency of a COVID-19 response plan.

2020 Q1 Recruitment & Staffing Summary

Closing date	Position	Recruitment status	Details & comments
Jan 2020	Paramedic Part-Time / District Float Competition 20-01 (19-25 reposted)	Filled externally	3 Paramedics recruited
Jan 2020	Paramedic Permanent Full-Time / South Competition 20-02	Filled internally	Internal movement due to retirement
Jan 2020	Paramedic Permanent Full-Time / South Competition 20-03	Filled internally	Vacancy created by internal movement
Feb 2020	Paramedic Permanent Full-Time / North Competition 20-05	Filled internally	Vacancy created by internal movement of part-time to full-time
Feb 2020	Paramedic Part-Time / South Competition 20-08	Filled internally	Vacancy created by internal movement
Feb 2020	Summer Student / Groundskeeping Temporary Full-Time / North and South Competitions 20-06, 20-07, 20-08	Filled externally	Initial recruitment unsuccessful (reposted); 2 students recruited
Mar 2020	Human Resources Coordinator Permanent Full-Time Competition 20-09	Filled externally	Impending retirement. Start date postponed.
Mar 2020	Paramedic Temporary Full-Time / North Competition 20-10	Backfilled internally	Vacancy due to the temporary trial re: EMS Team Leader positions
Mar 2020	Paramedic Temporary Full-Time / North Competition 20-11	Backfilled internally	Vacancy due to the temporary trial re: new EMS Team Leaders
Mar 2020	Paramedic Part-Time / Central Competition 20-12	Filled internally	Vacancy created by internal movement
Mar 2020	Paramedic Part-Time / North Competition 20-13	Filled internally	Vacancy created by internal movement
Mar 2020	Paramedic Temporary Full-Time / South Competition 20-14	Backfilled internally	Backfill related to Team Leader trial
Mar 2020	Paramedic Part-Time / North Competition 20-15	Backfilled internally	? Backfill related to Team Leader trial
Mar 2020	Paramedic Temporary Full-Time / South Competition 20-16	Backfilled internally	Backfill related to Team Leader trial
Mar 2020	Paramedic Temporary Full-Time / North Competition 20-17	Backfilled internally	Backfill related to Team Leader trial

Staffing Update

- The concept of EMS Team Leaders is being temporarily trialed, using an extensive probationary process to determine incumbent suitability. Temporary staffing/backfilling has been used to relieve new Team Leaders from regular Paramedic duties.
- CUPE was notified of the upcoming posting of a new non-union Children's Services Supervisor position, which will result in the elimination of the unionized classification of Children's Services Administrative and Financial Support role. This change is reflective of the assessed, actual needs of the Children's Services program.
- Due to COVID-19, there has been a delay in the start date of the new HR Coordinator. The retiring incumbent offered to remain in position and postpone their departure, until further notice, as assistance in HR was required.