

**THE DISTRICT OF TIMISKAMING
SOCIAL SERVICES ADMINISTRATION BOARD**



**3rd Quarter Operational Overview
July 1 – September 30, 2020**

CAO Report to the Board

Kelly Black, Chief Administrative Officer

EMERGENCY MEDICAL SERVICES

EMS CALL VOLUME CHART for Second Quarter of 2020

Ambulance base	Non-Emergency	Emergency	Standby	Totals
North	76	393	102	571
Central	30	192	58	280
South	49	383	149	581
District Totals	155	968	309	1,432

EMS CALL VOLUME CHART for Third Quarter of 2020

Ambulance base	Non-Emerg	Emergency	Standby	Totals
North	84	443	133	660
Central	22	93	53	168
South	48	482	187	717
District Totals	154	1018	373	1,545

All Hospital Originated Calls for Second Quarter of 2020

Sending facility	Non Emerg	Emerg	Totals
KDH	29	37	66
EDH	11	51	62
Tem Hosp	28	33	61
Totals	68	121	189

All Hospital Originated Calls for Third Quarter of 2020

Sending facility	Non Emerg	Emerg	Totals
KDH	39	54	66
EDH	14	33	62
Tem Hosp	17	37	61
Totals	70	124	194

2020 Second Quarter Provincial Response Time Standard Report (values are %)			
Annual 2020	2020 Target	First Quarter of 2020	Variance +
Sudden Cardiac Arrest	35	61.50	26.50
1	50	69.23	19.23
2	65	69.92	4.92
3	75	77.23	2.23
4	80	82.63	2.63
5	90	92.08	2.08

2020 Third Quarter Provincial Response Time Standard Report (values are %)			
Annual 2020	2020 Target	Second Quarter of 2020	Variance +
Sudden Cardiac Arrest	35	47.00	12.00
1	50	20.00	-30.00
2	65	67.11	2.11
3	75	73.60	-1.40
4	80	83.33	3.33
5	90	91.80	1.80

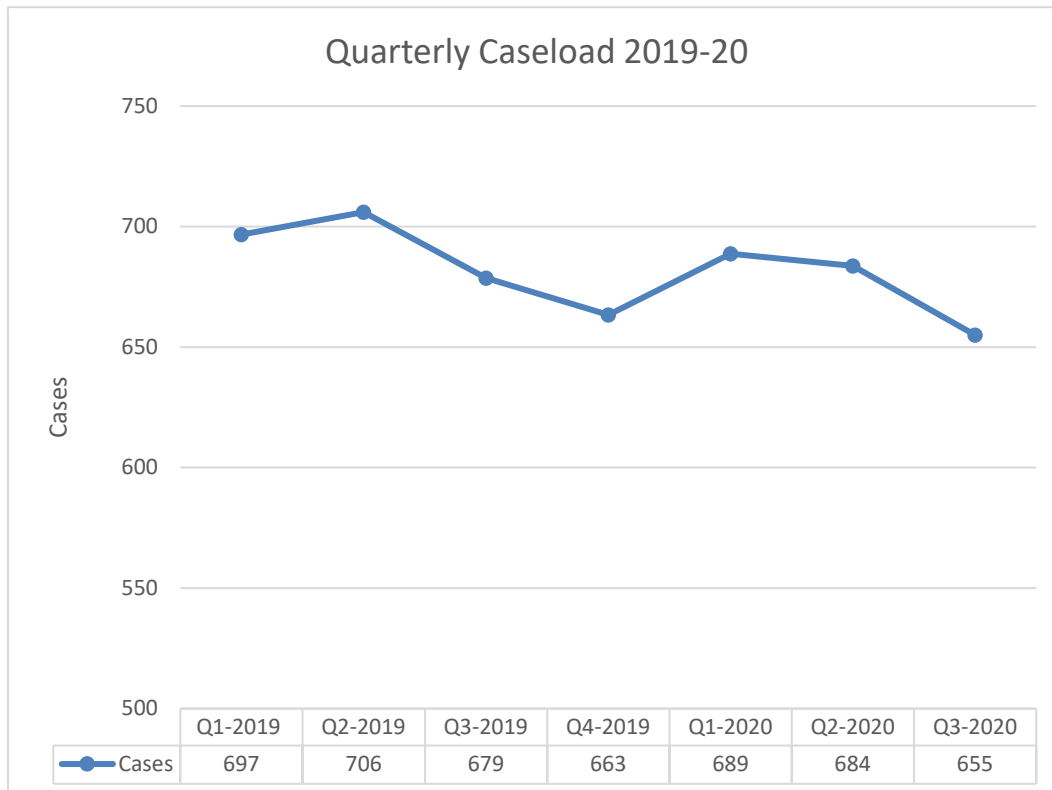
ONTARIO WORKS

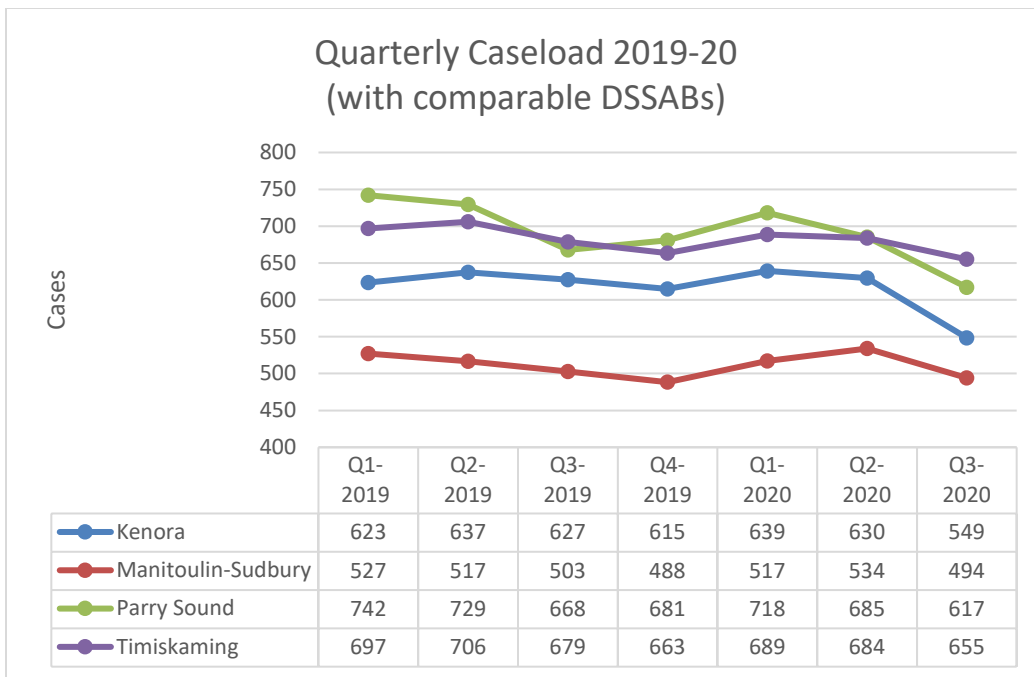
Caseload

The third quarter of 2020 had an average of 655 cases. This is a decrease of 3.5% from the third quarter in 2019 (679 cases).

There was a 5.5% decrease in caseload from a Northern Regional perspective, and provincially the drop was 5.8%. Delivery agents and DSSABs have followed a similar trend in 2020.

This trend is primarily due to the rapid implementation of the Canada Emergency Response Benefit, CERB, and the province's centralized Ontario Works emergency assistance. Caseloads across the province did not increase. Cases continued to close at a reduced rate due to ineligibility for Ontario Works, CERB income and employment.

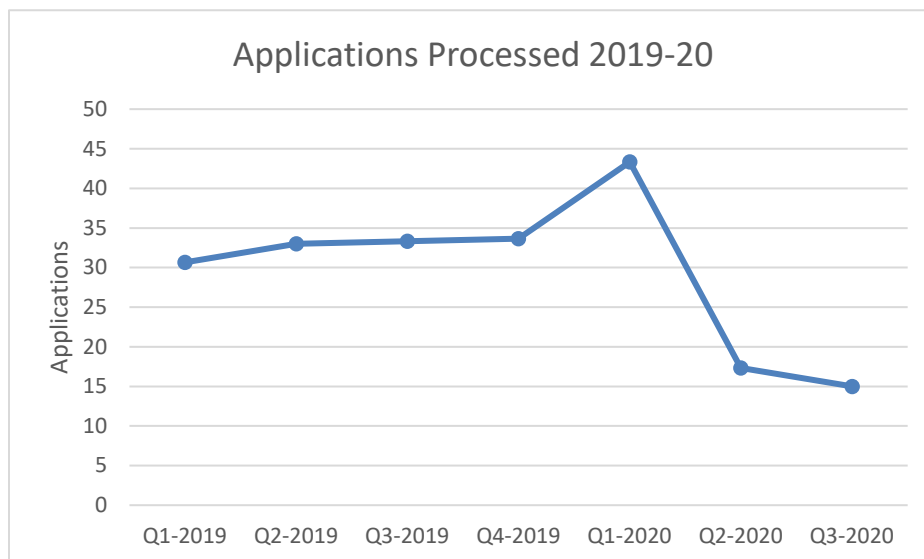




Applications

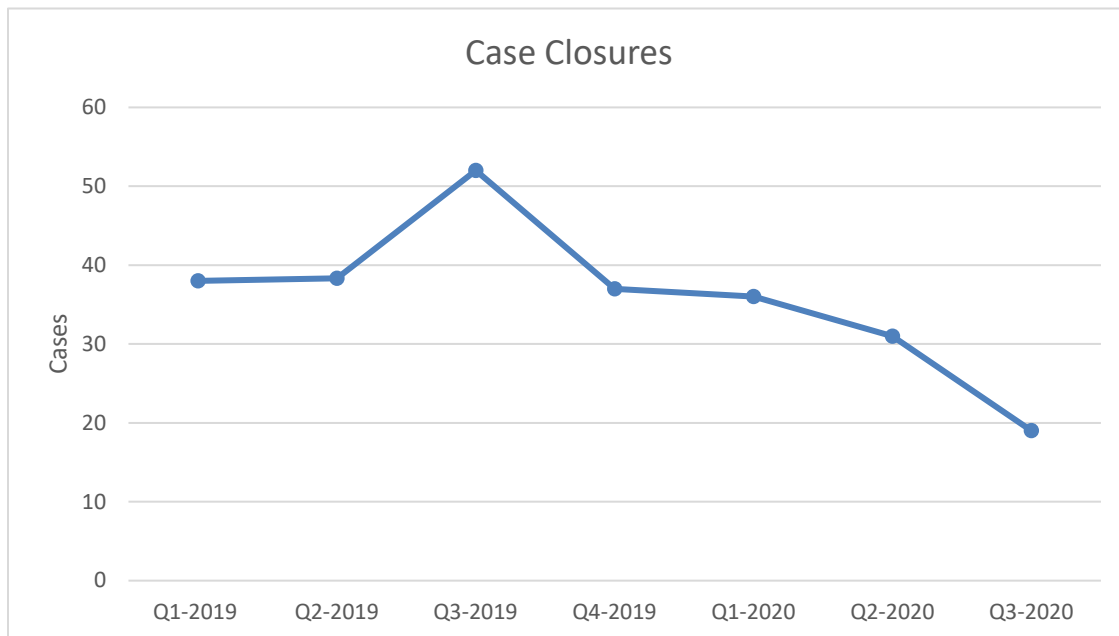
The third quarter saw a continued reduction in the number of applications processed. The average is 15 applications per month, a decrease of 55% from 2019. The same quarter in 2019 averaged 33. This corresponds with the CERB and the income safety it provided and removing the need for social assistance. All cases processed were eligible and granted assistance.

Furthermore, applications were processed from contact to grant in two business days. The requirement under the service contract is four business days. This was a direct correlation to the reduced number of applications and staffing resources available.



Case Closures

The third-quarter average was 19 cases per month, from an average of 52 in 2019. This represents a change of 63% from last year. This shift results from the COVID-19 pandemic and the temporary suspension of employment supports activities during the previous six months. Caseworkers are returning to the office environment and reintegrating their clients into employment activities. Please note that employment supports targets were suspended in February this year as a result of the pandemic.

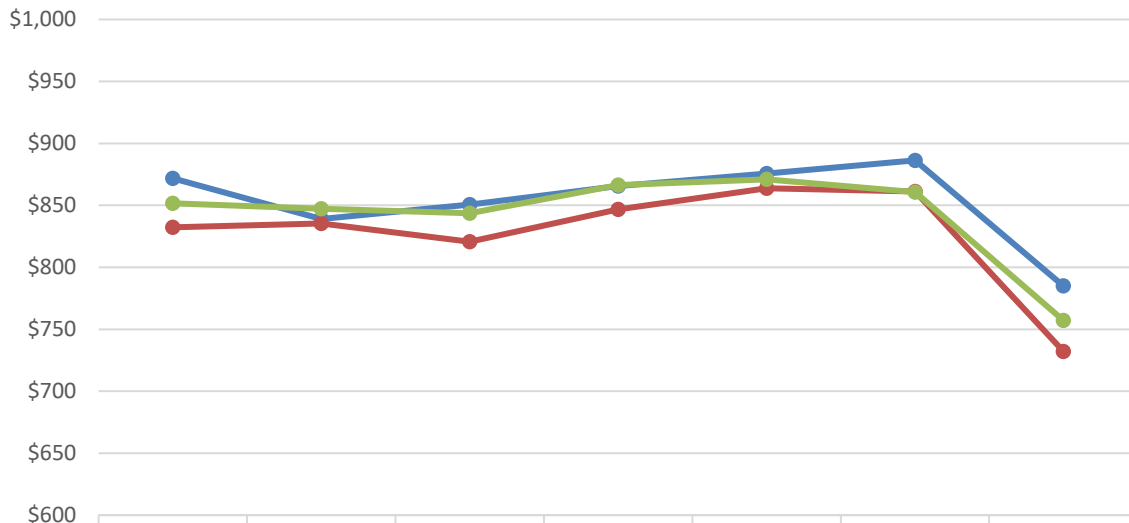


Social Assistance Payments

The total amount of social assistance benefits issued in the 3rd quarter averaged \$514,200. This is a 10.9% decrease from the same quarter in 2019, when the average was \$577,271. This decrease is associated with reducing caseload and a corresponding demand for other benefits such as employment supports and medical travel.

The cost per case this quarter average was \$785 per month from \$851 per month last year.

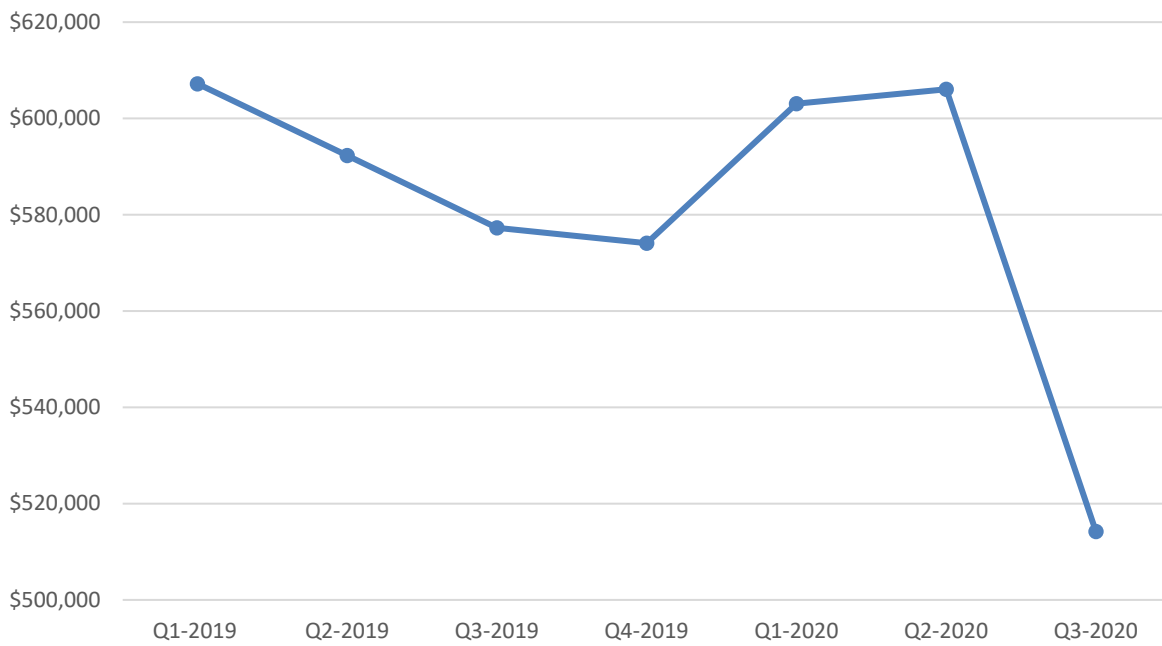
Average Cost per Case (District, Regional, Provincial)

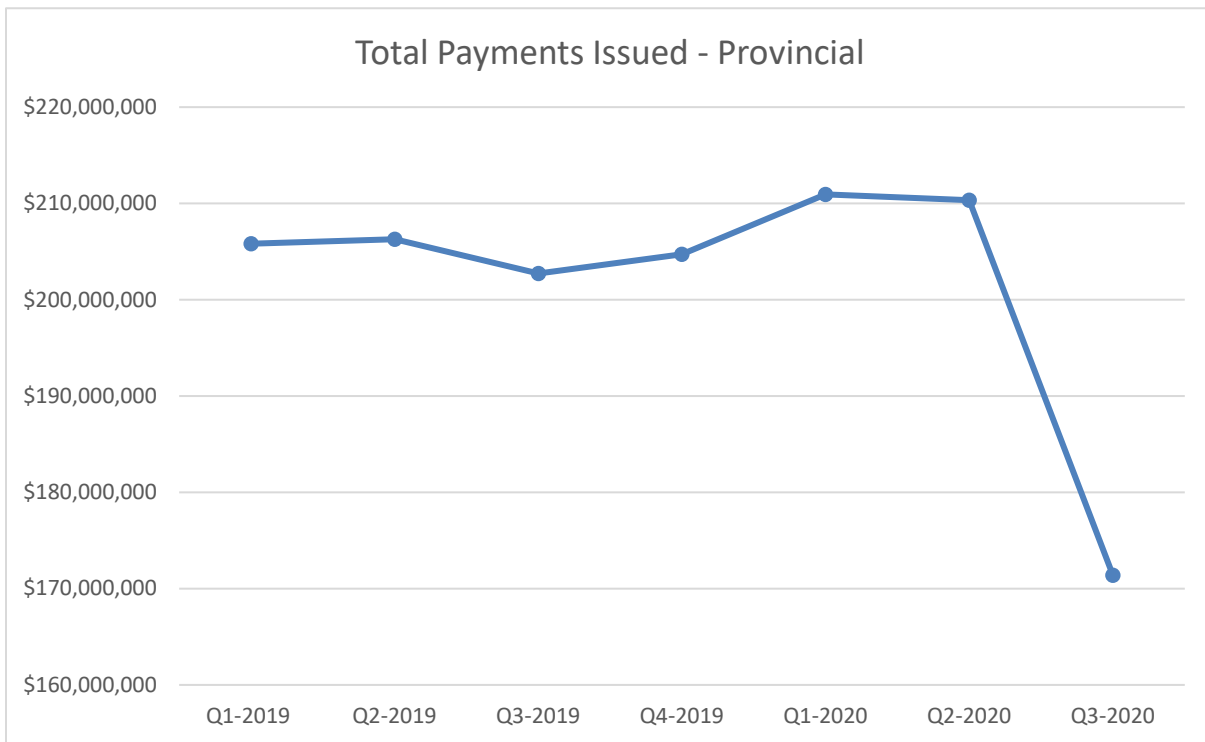
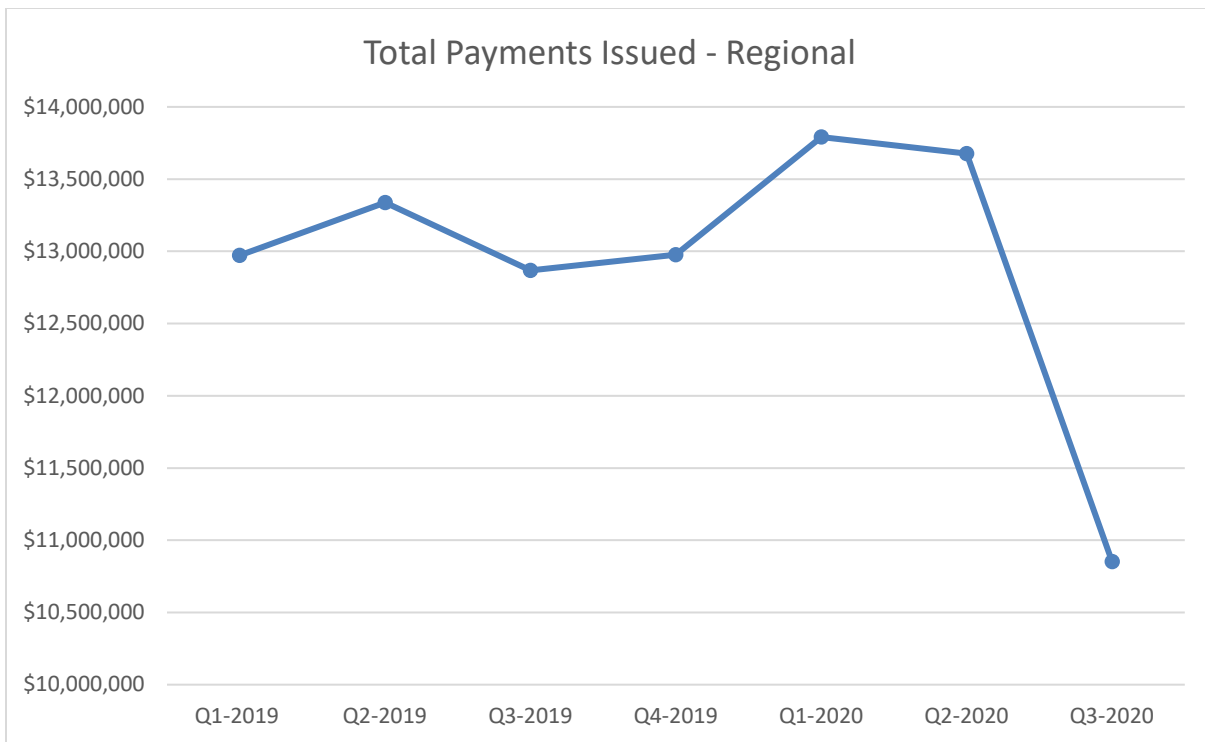


	Q1-2019	Q2-2019	Q3-2019	Q4-2019	Q1-2020	Q2-2020	Q3-2020
Timiskaming	\$872	\$839	\$851	\$866	\$876	\$886	\$785
Region	\$832	\$835	\$821	\$847	\$864	\$861	\$732
Ontario	\$852	\$847	\$844	\$866	\$871	\$861	\$757

● Timiskaming ● Region ● Ontario

Total Payments Issued - District





Program Accountability

The Enhanced Verification Program (EVP) was suspended in March 2020 due to COVID-19. The Ministry scheduled to relaunch the program in the summer months, but it was delayed. We volunteered to continue participation in the EVP process beginning in September; however, this continues to be suspended due to Ministry programming issues.

Appeals and Internal Reviews continue. Fraud investigations are undergoing preliminary action and evidence gathering but without the fieldwork and in-person meetings and interrogations.

Program Operations

The Ontario Works program is at 100% of its frontline 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. In October, the program will begin the recruitment process for a Supervisor in each office (North and South.)

All program staff have returned to work at the office.

In the fourth quarter, several Ministry initiatives in modernization and centralization will become active. Projects include centralized intake prototypes - engagement of the MyBenefits program and Electronic Document Management (EDM).

Social Services Relief Funding

Our DSSAB is eligible for a maximum of \$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 was issued in early April to respond to the COVID-19 crisis and plan for the coming months immediately. The third-quarter funding was also allocated as scheduled. 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, seniors, 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 31st, 2021.

Programs funded include:

- Kirkland Lake Food Bank
- New Liskeard Food Bank
- Pavilion
- Town of Kirkland Lake (Senior Focused Supports)
- City of Temiskaming Shores (Senior Focused Supports)
- Timiskaming DSSAB, Housing Services (Senior Tenant Supports)
- Timiskaming Health Unit (PPE and mobile access programs)
- CMHA, Mobile Crisis response.

We continue to participate in regular discussions with our community partners. We encourage open dialogue and assist our partners in problem-solving and envisioning solutions and how their organizations can utilize this funding.

HOUSING SERVICES

Housing Services Program Overview

Central Wait List

During the third quarter of 2020, the Housing Services Program processed 107 new applications for rent-geared-to-income with 1 being a reactivated application. Data shows that received applications are slightly higher than the third quarter of 2019.

79 applicant households were housed since January 2020. As at September 30, 2020, there were 254 eligible households on the waiting list.

Table 1: Applications and Wait List Activities

As at Sep 30th	2016	2017	2018	2019	2020
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Number of Eligible Applicants

With Dependents	34	24	23	46	67
No Dependents	66	54	61	87	130
Seniors	157	154	126	144	57
Total	257	232	210	277	254

Number of Applicants Housed January - September

With Dependents	33	22	28	20	37
No Dependents	22	30	26	35	13
Seniors	28	37	37	9	29
Total	83	89	91	64	79

Number of Applicants Received January - September

With Dependents	69	52	52	90	64
No Dependents	12	109	112	106	124
Seniors	4	6	7		48
Ineligible	10	36	3	120	8
Total	85	167	171	397	244

In the third quarter of 2020, unit size demands were as follows:

1 bedroom	2 bedrooms	3 bedrooms	4 bedrooms	5 bedrooms
74	15	14	3	1

Unit Turnover for Public Housing Portfolio

Historically tenants moved out for several reasons. The third quarter of 2020 is consistent with previous years. Table 2 below outlines some of the reasons for tenants vacating units.

Table 2: Five Year Overview of Move Outs July through September

	2016	2017	2018	2019	2020
Health Reasons	2	5	4	3	2
Left District	1	2	0	0	1
Move to Private Rental Market	3	1	1	2	2
Deceased	6	1	0	6	6
Evicted	1	1	1	1	0
Transfer	2	4	2	5	1
Non-Given	3	1	2	5	8
Employment	0	0	2	0	0
TOTAL	18	15	12	22	20

Unit Vacancy

Unit activity varies from year to year. It is difficult to forecast future vacancies although a trend does exist to show more activity during the Summer months. In the third quarter of 2020 we saw 19 move-ins and 20 move-outs.

Table 3 below outlines move-ins and move-outs in the first quarter for the past 4 years.

Table 3: Unit Activity

Activity	2017	2018	2019	2020
Move-In	23	18	22	21
Move-Out	15	13	22	20

Provincially/Federally Funded Programs

Home for Good (HFG)

Since May 2017 the DTSSAB has received funding allocations for Home for Good (HFG) program. The initial funding was committed for a 3-year period, yet the DTSSAB received funding in the amount of \$111,920 for a 4th consecutive year. The DTSSAB continues to partner with the Canadian Mental Health Association (CMHA).

Table 4: Home for Good Allocation

	2017/2018 Year 1	2018/2019 Year 2	2019/2020 Year 3	2020/2021 Year 4
Annual Allocation	\$63,560	\$111,920	\$111,920	\$111,920

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

In 2019 the Ministry of Municipal Affairs and Housing (MMAH) released service manager allocations for the COCHI and OPHI funding programs. Both COCHI and OPHI are new funding programs under the National Housing Strategy (NHS) and allocations will be released to service managers in three-year phases:

- Phase I - (2019-20 through to 2021-22)
- Phase II - (2022-23 through to 2024-25)
- Phase III - (2025-26 through to 2027-28)

On May 19, 2020 we received confirmation of 2020-2021 allocation of \$65,077.00 for COCHI and \$169,700.00 for OPHI.

Table 5 Phase I COCHI and OPHI Funding

Program Name	Component	2020
Canada-Ontario Community Housing Initiative (COCHI)	Repairs	\$65,077.00
Ontario Priority Housing Initiative (OPHI)	Ontario Renovates	\$60,730.00
	Home Ownership	\$80,000.00
	Rent Supplement	\$12,000.00
	Housing Support Services	\$8,485.00
	Service Manager Admin Fee	\$8,485.00
Total		\$234,777.00

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.

Our allocation for 2020/2021 is \$37,200.00 which will provide a housing allowance to over 12 household in the district.

Canada-Ontario Housing Benefit (COHB)

COHB is a jointly funded, federal-provincial housing allowance program. The purpose of the COHB is to increase the affordability of rental housing by providing an income-tested, portable housing benefit payment directly to eligible households in housing need that are on, or are eligible to be on a social housing waiting list and to households in housing need living in community housing.

The COHB program began in April 2020 and will continue until the end of the 2028-29 fiscal year, subject to annual budget approvals.

The program will provide the up to the following amounts to assist households approved in the District of Timiskaming Social Services Administration Boards service area for the first two (2) fiscal years:

- 2020-2021 \$81,770.00
- 2021-2022 \$107,143.00

Housing Services Progress Updates

In April 2018 the Board approved our new build located at 255 Grant Drive. This affordable housing project was funded by Year 1 and 2 of the Social Infrastructure Fund. The 8 units were completed and move-in ready in September 2019. Part of the initial plans included a garage and a gazebo. Construction of this phase had started during this quarter. Conditions in the Site Plan Control Agreement have also been met with the planting of rows of trees on three sides of the property. In addition to the enhancement of the property, the trees will also act as a wind break during winter months.





In the 3rd quarter of 2020, the Housing Services Program continues to be aware of safety measures due to Covid-19. Signage promoting best practices during the Pandemic has been posted throughout Social Housing buildings.

WASH YOUR HANDS.

1
Wet hands with warm water

2
Apply soap

3
For at least 20 seconds, make sure to wash:

- palm and back of each hand
- between fingers
- under nails
- thumbs

4
Rinse well

5
Dry hands well with paper towel

6
Turn off tap using paper towel

1-833-784-4397 canada.ca/coronavirus phac.info.aspc@canada.ca

HUMAN RESOURCES

Human Resources Review – 2020 Initiatives/Activities (Q3)

Key non-confidential Human Resources Q3 initiatives and/or activities included, but were not limited to:

□ Ongoing leadership efforts re: COVID-19

As DTSSAB leaders and the Emergency Response Team (ERT) continue to manage in times of uncertainty, we are reminded of the importance of integrating our Vision, Mission and Values, as well take into consideration the psychological health and safety of our employees, in the decisions we make, in the degree of information we share, in the level of employee involvement we seek, in our communications, as well as in our interactions with staff.

In the Q2 report, some positive effects that have become evident since the start of the pandemic were described as: greater cross-functional collaboration; embracing new ways of working; greater caring for others; and insight into new expectations of our leaders.

As we continue to evolve during this crisis and adapt to a very different work environment, the importance of: transparent leadership; creating more opportunities for open dialogue; focusing on taking action promptly – and adjusting as required; and making changes that are meaningful and transformational in our workplace are becoming more evident. We are also seeing how important it is to ensure that respect is central to our management practices and to consider the impacts our decisions or actions have on our employees. Additionally, being authentic and making ourselves more vulnerable as leaders; recognizing stressors affecting our workforce and responding empathetically; communicating with integrity, by being inclusive and open to different points of views and opinions; as well as remaining true to our organizational values are all helping to build greater trust and positively shape our changing workplace climate.

□ Remote Work – COVID-19

In consideration of the office staff that were quickly shifted to work-from-home arrangements in the first phase of the pandemic to ensure physical distancing, a detailed *Remote Work Policy* was prepared and implemented. All staff working at home also attended a webinar on ergonomic considerations for temporary at-home work setups. This was followed up by a virtual one-on-one ergonomic assessment for each employee working remotely. Practical and cost-effective recommendations for supporting correct, ergonomic at-home workstations was also provided to the ERT by PROergonomics.

Although most employees started to return to the physical workplace in September, our new remote work protocols, as well as the practical insights from the ergonomic assessments will allow us to be better prepared to support employees who may be required to return to a remote work environment, as we move through the pandemic or should the status of the emergency change.

□ WSIB Excellence Program

The DTSSAB is now officially participating in the WSIB Excellence Program, with HR leading this initiative. The Public Services Health and Safety Association (PSHSA), an approved WSIB provider, is the DTSSAB's sponsor for this program.

The Health and Safety Excellence program is a way for organizations to create a safer workplace, while earning financial, performance-based rewards and non-financial recognition for achievements. The Excellence Program is now the only financial incentive program offered by the WSIB under the new premium-rate setting model. In participating in the program, the DTSSAB will work with our sponsor to improve key areas to meet minimum standards, and beyond, as well as improve our workplace health and safety culture.

Upon modules being completed by DTSSAB and validated by the WSIB, we will receive rebates (in either spring or fall) and certification. Rebates range between 1.4% and 2% of previous year's WSIB premiums per completed topic (maximum 5 topics per year).

□ **New: employee portal – DTSSAB website add-on**

HR has completed an add-on feature to the new, updated DTSSAB website (scheduled for release in Q4). The employee portal will be a staff-only site where all information important to employees (i.e.: benefits information, employee policies, collective agreements, forms, health and wellness resources, etc.) will be in one user-friendly location.

This feature is expected to be released to staff by the end of Q4 or early Q1 of 2021.

□ **EMS Negotiations**

The first round of negotiations with our Paramedic union, SEIU, was held on August 10, 11 and 12, 2020. Meetings were initially delayed due to unknown factors relating to the pandemic. Despite challenges with meeting in-person, per our usual processes, negotiations were successfully held via Zoom technology in order to ensure physical distancing.

Although some progress was made in August, negotiations are scheduled to resume on November 23, 24 and 25, 2020 – where a Ministry of Labour appointed conciliator will be available to assist the parties in achieving successful negotiations. Failing reaching an agreement, the next step is binding interest arbitration, which would be held in 2021.

2020 Q2 Recruitment & Staffing Summary

Closing date	Position	Recruitment status	Details & comments
Sep 28, 2020	Ontario Works Supervisor North Ontario Works Supervisor South	In progress	N/A

Staffing Update

- There were no recruitment activities between July and September 2020 for CUPE and SEIU positions.
- In the context of COVID, DTSSAB employees were flexible with respect to work demands, work assignments and helping departments/programs that required additional support.

- Staff who continued, and continue, to work amidst the public despite the pandemic are greatly acknowledged. Our front-line Paramedics have provided unwavering care to patients in our communities, regardless of the potential of exposure and risks associated with COVID-19. Our housing program Building Custodians also continued to maintain uninterrupted service to our properties, since the onset of the pandemic, helping to support healthy living spaces for our DTSSAB tenants. These efforts are truly appreciated.
- The Children's Services program is currently being reviewed, with the appointment of a temporary Interim Children's Services Manager. A permanent Children's Services Manager position will be recruited by the end of Q4, upon which time the CAO will have approved plans for a new Children's Services program staffing structure.