

# THE DISTRICT OF TIMISKAMING SOCIAL SERVICES ADMINISTRATION BOARD



## 2nd Quarter Operational Overview April 1 – June 30, 2021

### CAO Report to the Board

Kelly Black, Chief Administrative Officer

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# EMERGENCY MEDICAL SERVICES

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## Overview

- Superintendent #4 will begin with us at the start of July
  - Vanessa O’Gorman
    - Retired from the military where she served 11 years as a medic.
    - Will use the month of July to complete the required certifications to meet the standards of the Provincial Base Hospital and the *Ambulance Act*.
- Team Leaders
  - 2+1 hired in early June
    - Dave Johnston
    - Ken Buffam
    - Dave Charron (spare)
  - Will provide vacation and other absence relief for superintendents
- Community Paramedicine up and running as of February 8, 2021.
  - Dan Lemay and Kyle Flaxey are FT time CPs
  - Jon Wright and Nick Hearn are PT and will provide vacation and other absence relief
  - Funding being sought to continue the program
- Hiring 4 new PT positions to backfill Superintendents and Community Paramedics, as well as replacing some that resigned
- ORU has been called upon twice for off-road rescues and played an important role in extricating patients from a difficult location
- New Defibrillators will be put into service in early July
- Began participating in a Palliative Care Treat and Refer Pilot in late May
- Sent a team of 3 paramedics to Cochrane district to assist with pop-up clinics during a COVID case escalation crisis. These three were joined by 3 from each of the Nipissing and Sudbury/Manitoulin services and joined forces with the Cochrane EMS.



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# ONTARIO WORKS

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## Ontario Works Operational Performance

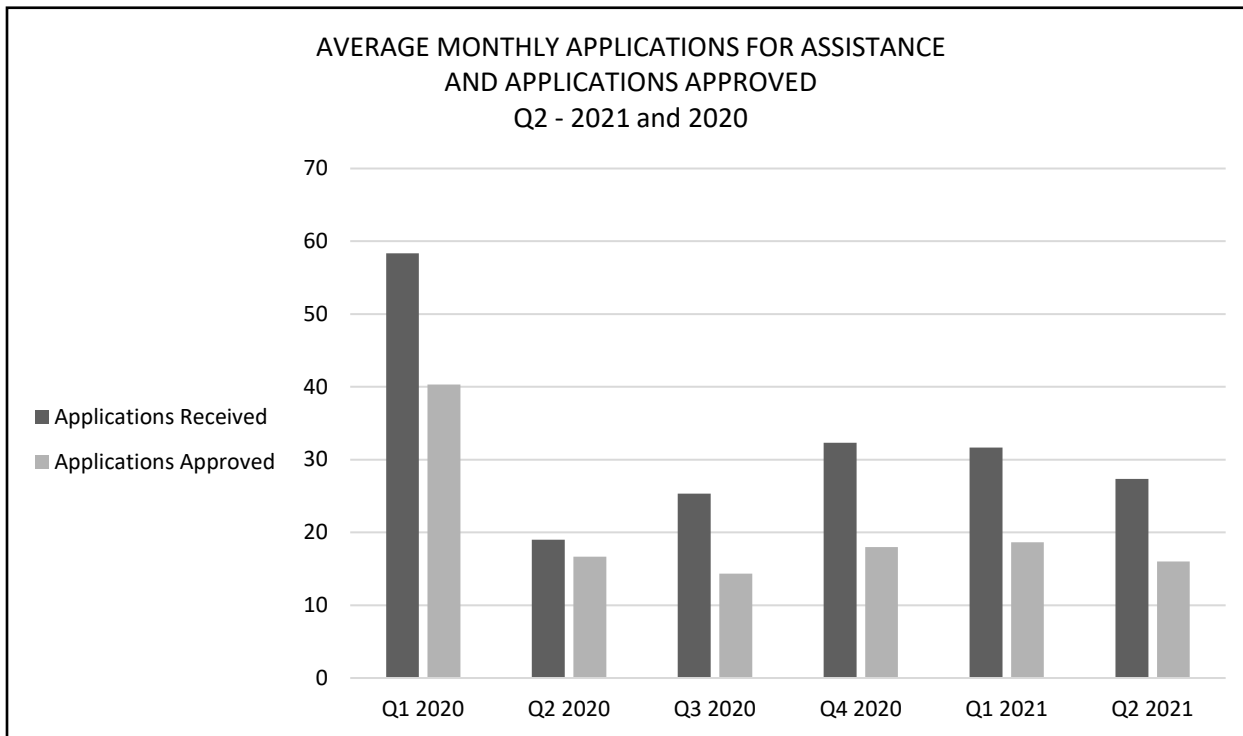
The following report summarizes 2021 to 2020, the second quarter's key operational information. It includes caseload, recipients, employment activity and financials.

### Applications for Assistance and Approvals

The average number of applications per month in Q2 2021 compared to Q2 2020 are:

- Q2 2021: an average of 27 new applications processed per month and 16 approved.
- Q2 2020: an average of 19 new applications processed per month and 17 approved.

The chart below provides a summary from 2020 to 2021.



Note. The Ontario Works program is based on a financial needs model. Eligibility is determined by income (including other government supports) and available personal assets.

## Caseload Information

The average monthly caseload for both *regular* and *temporary care cases* in Q2 2021 and 2020 are:

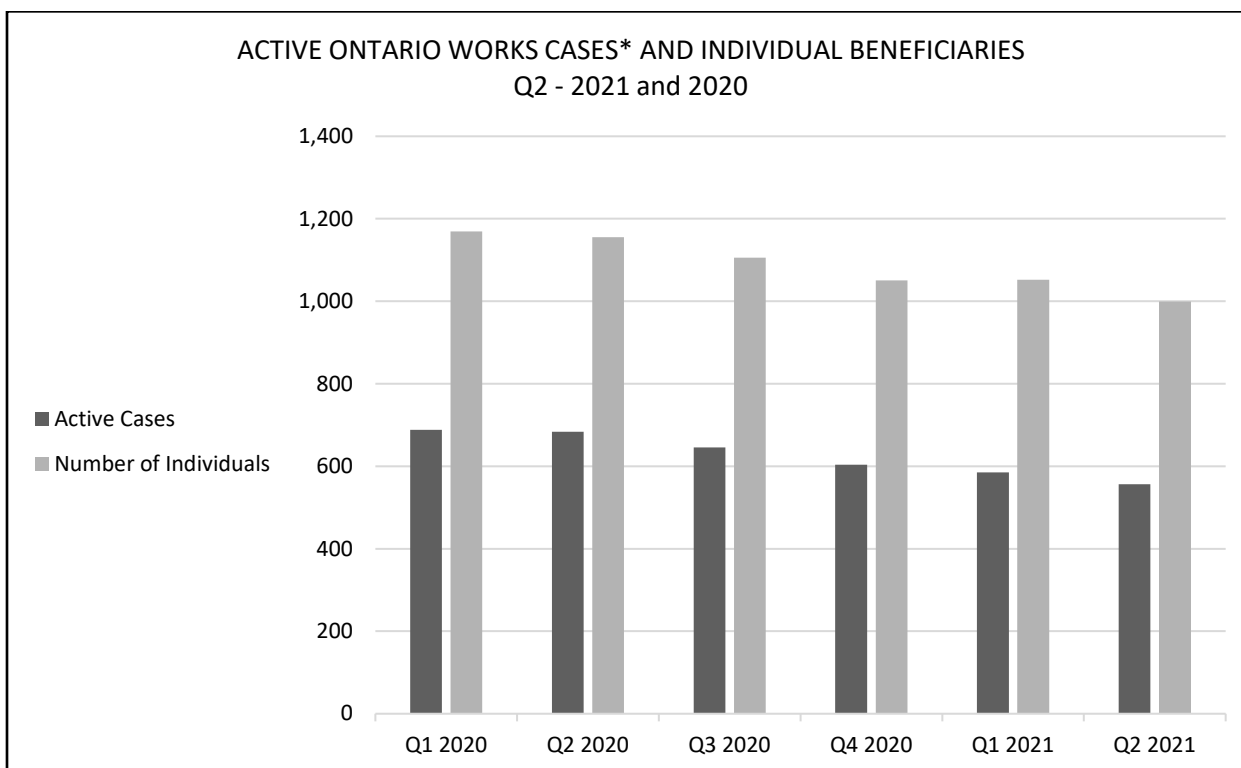
### Regular Assistance

- Q2 2021: 556 active cases comprised of 999 individuals
- Q2 2020: 684 Active Cases comprised of 1,156 individuals

### Temporary Care Assistance

(children in the care of a person other than a parent or legally obligated individual)

- Q2 2021: 32 active cases comprised of 54 children
- Q2 2020: 38 active cases comprised of 58 children



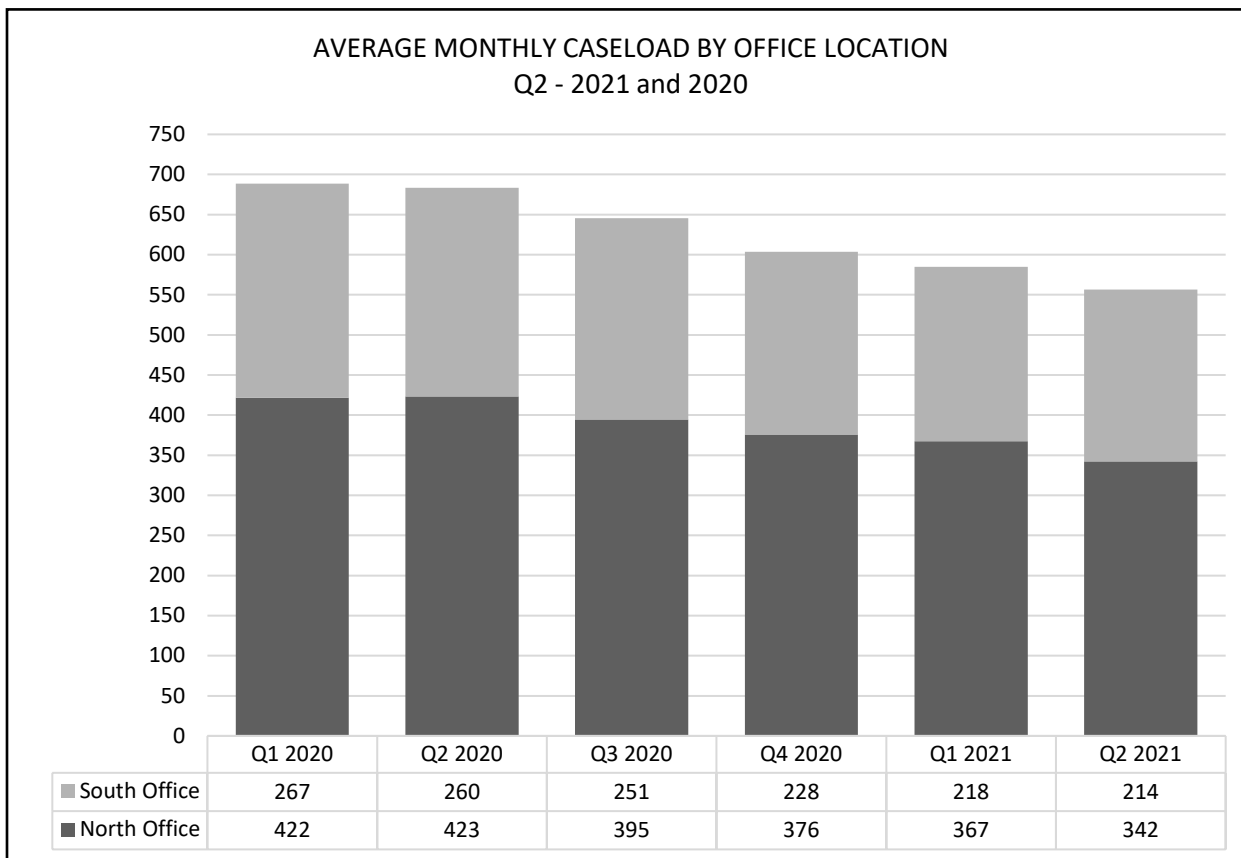
\* Note, a case refers to a single individual or a family unit on social assistance (e.g., a family of four people is counted as one case).

The decrease in caseload average is consistent with both provincial and regional trends. The introduction of the CERB (Canada Emergency Relief Benefits) introduced a form of universal basic income that exceeded social assistance benefits. This caused a decrease in cases as those individuals and families exited the program. Also, employment opportunities began to increase in late 2020 and lowered the caseload with more exits.

Temporary Care Assistance is not based on income and assets as it is a benefit for the child and provides some financial assistance to the guardian. COVID did not have an impact on these cases from financial eligibility. The caseload trend is in line with historical trends.

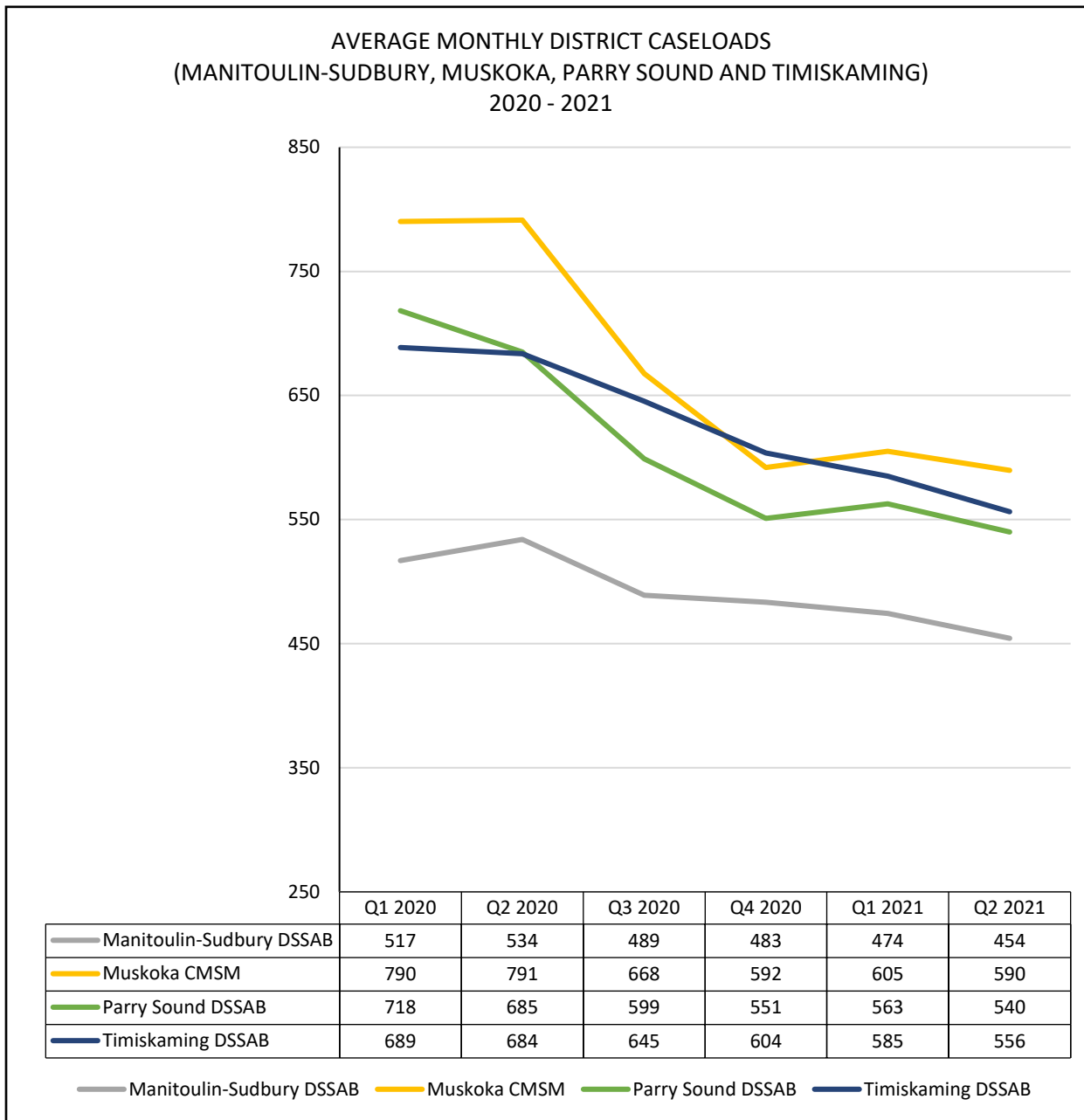
### Caseload Numbers by Office Locations, North and South

The chart below provides a summary of the number of cases managed in each of our offices. The bars are stacked by total district caseload in each quarter.



## Caseload Trends from 2020 through June 2021

Caseload trends are consistent across the Province. Below is a chart of comparable DSSABs in the North East Region.



## Client Outcomes (Employment)

The following data relates to the performance areas of client employment and caseload in Q2.

### Cases with Earnings

- Q2 2021: 30 cases
- Q2 2020: 45 cases

### Monthly earnings per case

- Q2 2021: \$868/mo
- Q2 2020: \$742/mo

### Cases exiting assistance

- Q2 2021: 27
- Q2 2020: 31

The above numbers correlate to the number of active cases employed during the respective quarters and increased earnings in Q2 2021.

## Employment Assistance to Ontario Disability Support Program (ODSP)

### Recipients

Our local Ontario Works program has the following number of active individuals receiving employment supports during the quarter.

### ODSP Participating in OW Employment Supports

- Q2 2021: 16
- Q2 2020: 11

As the service manager, Ontario Works is mandated to provide employment support services to non-disabled spouses and dependant adult children. In the Fall of 2021, the Province has declared a service contract priority to re-establish support for ODSP life stabilization and employment support for applicable ODSP beneficiaries. Senior program management and local ODSP management will co-design a model that meets our mutual service delivery demands.

The current ODSP caseload in the district is **1,573 cases with 2,111 individuals**. While this number represents the total cases, a portion of these have spouses, and adult children subject to employment supports participation.

It is important to note that as the Province's centralization strategy evolves, the ODSP caseload will receive all life stabilization supports in addition to OW. What this will look like is still unknown with the Province in the planning phase. Timiskaming's caseload, while changed in the scope of work, may increase, theoretically, by four or five times higher than the present numbers.

## Social Assistance Payments

The following represents the average number of individual payment transactions (excluding any cancelled payments) and the monetary amount of payments issued in the Q2 of 2020 and 2021:

The average monthly amounts, cost per case and per individual:

### Q2 2021 Average

- \$463,000 per month in total payout
- \$788 per case per month
- \$440 per individual per month

### Q2 2020 Average

- \$605,000 per month in total payout
- \$841 per case per month
- \$497 per individual per month



Costs per case change from Q2 2020 and 2021 due to caseload and the number of benefits requested. Available services, such as requirements for medical travel, were reduced during COVID restrictions and province-wide shutdowns.

## Program Staffing

As of the end of the second quarter, Ontario Works staffing complement includes:

- One Director of Client Services, a senior management position accountable and responsible for program delivery, funding, the provincial service contract, continuous improvement and operational performance and program integrity systems.
- Two Ontario Works Supervisors, accountable for front-line daily services, work assignments, and staff performance and development.
- Seven Ontario Works Caseworkers are responsible for program case management and ongoing case management. Note, this is due to short-term temporary backfill of assignments, and one position that remains vacant during this time. The caseload to caseworker ratio is acceptable.
- Two Case-Aides are responsible for administrative supports directly related to Ontario Works and case management. Note, that a Case-Aide position is currently vacant due to active backfilling requirements, with some duties reassigned to existing staff where appropriate.
- One Eligibility Review and Case Presenting Officer responsible for program integrity functions. Primary duties include fraud prevention (including coordinating with law enforcement and the Crown), Appeal proceedings, Tribunal Hearings and the Enhanced Verification Process (an audit-based program to confirm that client eligibility is correct.)

Note that during this time of transformation of employment services, the implementation of a life stabilization program, and centralizing financial functions to the Province, our staffing strategy must remain flexible and adapt to the change ahead.

# Social Services Modernization and Ontario's New Vision for Social Assistance, Recovery and Renewal

In our current model, both the Province and municipal service managers and DSSABs operate all elements of their respective social assistance programs (Ontario Works and ODSP), i.e., the Province operates both the financial and client support activities for ODSP and the municipal service managers operate both the economic and client support activities for Ontario Works. The Ministry is one organization with one delivery method. The municipal partners number 47 organizations with 47 different techniques. However, combined, this makes the Province and the municipalities experts at delivering their respective social assistance programs to their clients.

Over time, service and skills have become increasingly person-centred to help our clients succeed within the limits and structures of our current system. But the system can be set up strategically to support our efforts to create person-centred services that effectively help people move toward their goals.

The intent is to set up a strategy to allow for supportive relationships focused on achieving goals instead of compliance with the rules. To get there requires re-organization around separated functions.

The Province will focus on financial assistance and program integrity—speeding up the process for both programs, eliminating duplication across the Province, safeguarding public funds, and making administration quicker and easier for clients. The Province refers to this function as “centralized financial assistance.” The Province is well-positioned to take on this function because of its size and ability to make major, long-term technology and data management investments. The size and future technology investments involved are determined by each municipal budget impacted by the 50/50 cost share restriction.

On June 21<sup>st</sup> the first phase of centralization was implemented as part of a segmented release schedule that included the Northern DSSABs. Applicants have more choices and may apply for assistance in several ways. A new online application service was released in a design format easily accessed on the Ontario.ca website. The service is compatible with all internet browsers and is mobile device friendly. In addition to this, applicants have the option to complete their application process over the phone with a Ministry case manager. Our local office can continue to process applications when the applicants are in crisis, temporary care assistance, and those under 18 years of age will apply at the local office. Service at our offices is always available to all clients who need help making their application and prefer the in-person services.

This change will allow municipal service managers to focus on becoming experts at life stabilization: understanding people's needs, building trust, guiding people through personalized planning, and helping them navigate the broader system of supports. We are part of a well-positioned model to take on this role because of our relationships with many local partners – from service providers to employers to community groups. Furthermore, we are internally connected and integrate with housing and childcare services as part of our business model.

## What We Do and Don't Know

As we enter a period of intensive co-design, it is helpful to understand what we do and don't know at this stage about each of these functions: Centralized Financial Assistance and Life Stabilization.

### Centralized Financial Assistance

About the provincial role, that we know:

- The Province will focus on delivering efficient and streamlined financial supports for both programs and safeguarding program integrity.
- This includes but is not limited to intake, ongoing eligibility, adjudication, and some benefits administration for both programs.
- “Centralized” refers to the Province taking on the work, not one geographic location.
- The Province will automate some aspects of these processes, but much work will still be required. Deep investment in technology is planned.
- The Centralized Intake evolutions are helping to define new provincial processes, roles and refine as they expand.
- No changes to rates, eligibility or benefits are currently in scope.
- There will continue to be multiple channels for support.

Among the elements that we don't know are:

- Exactly how this overall function will look and work.
- The client-facing element of this service will look like, particularly for those who do not participate in life stabilization activities.

- Exact divisions of some functions, e.g., benefits administration.
- Staff roles and responsibilities as centralized financial systems are evolved.

## Life Stabilization

About the municipal role, that we know:

- CMSMs and DSSABs will focus on delivering person-centred life stabilization supports, building on local connections and municipally delivered programs (i.e., housing, childcare, youth programs). These programs will be incorporated into service agreements with key performance indicators and continuous improvement strategies defined.
- Life stabilization aims to identify and help address the barriers that people face to employment, independence, and well-being: housing, mental health, childcare, cultural connections, literacy, etc.
- Life stabilization builds on some of the work that OW and ODSP caseworkers do today, but with additional structure and tools.
- A life stabilization framework is in development to help guide the implementation of this function as a central part of social assistance.
- Common assessment and action plan tools are being developed in Employment Services Transformation prototype areas.
- Staff across life stabilization, centralized financial assistance, and employment services will work together under the new Social Assistance system.
- The goal is to ensure a connected and integrated client journey where clients will get the support that they need no matter where they enter the human services system. The northern DSSABs are impacted by the availability of external services and rural environments. According to the Province, the DTSSABs are considered a complex area and as a result, are planned to transition last in 2024.

Among the elements that we don't know are:

- Exactly how this overall function will look and work in different municipalities

- How the different parts of the system will work together to ensure a positive and seamless client experience. Planned provincial and municipal co-design will be part of this development.
- Which ODSP clients should and should not be referred for life stabilization services.
- Staff roles and responsibilities. The shift from a focused person-to-person based on life stability and an eventual move to an external employment service will redefine our case management functions. All financial-based systems will transfer to the Province, our financial role in case management, and our internal financial department responsibilities will move with it. Accounting controls and services for social assistance payments will become a provincial function.

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# HOUSING SERVICES

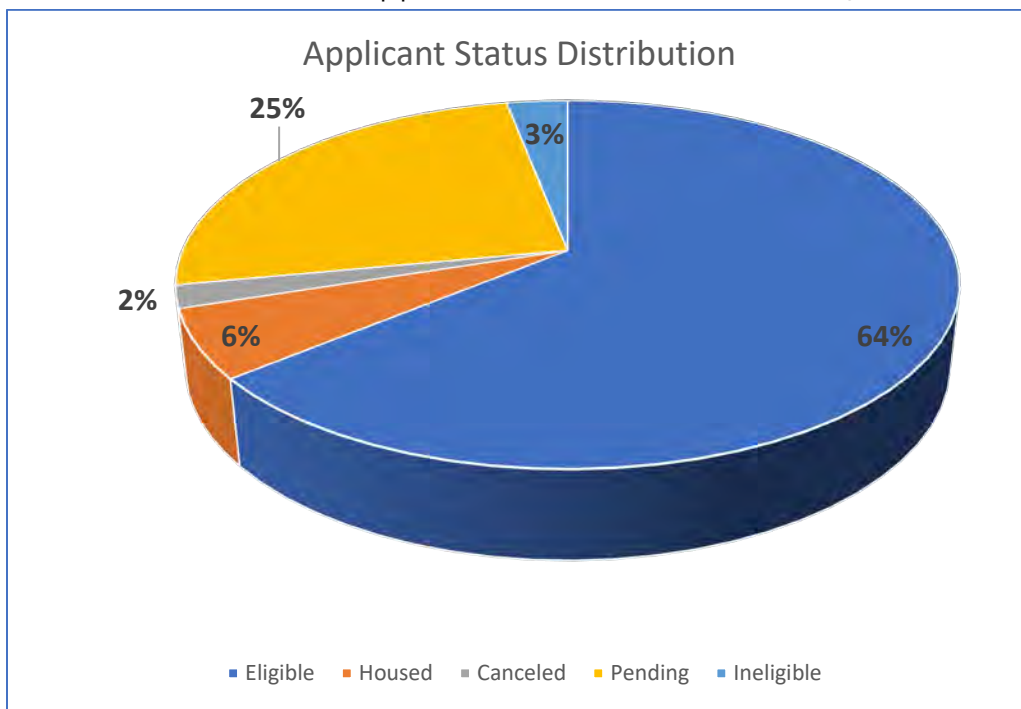
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## Central Wait List

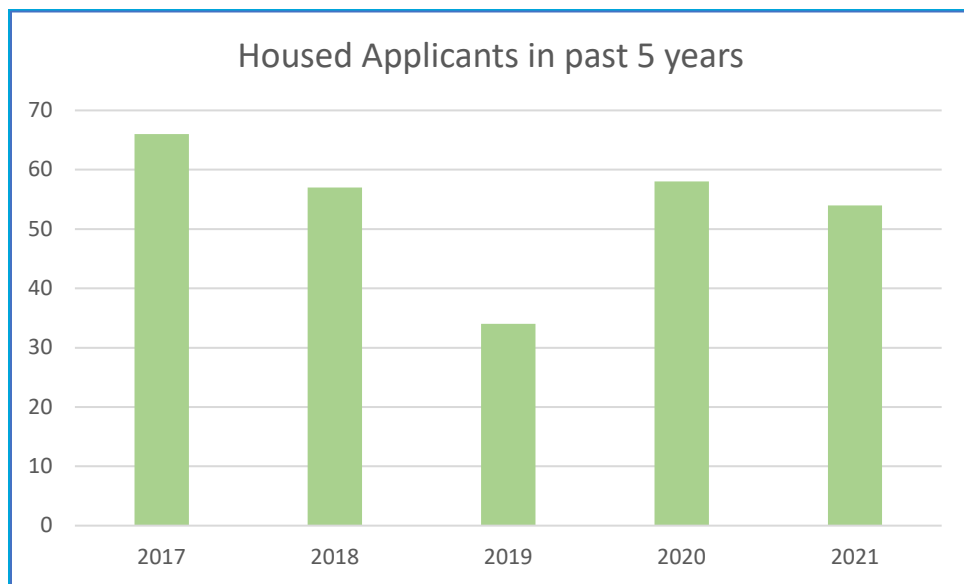
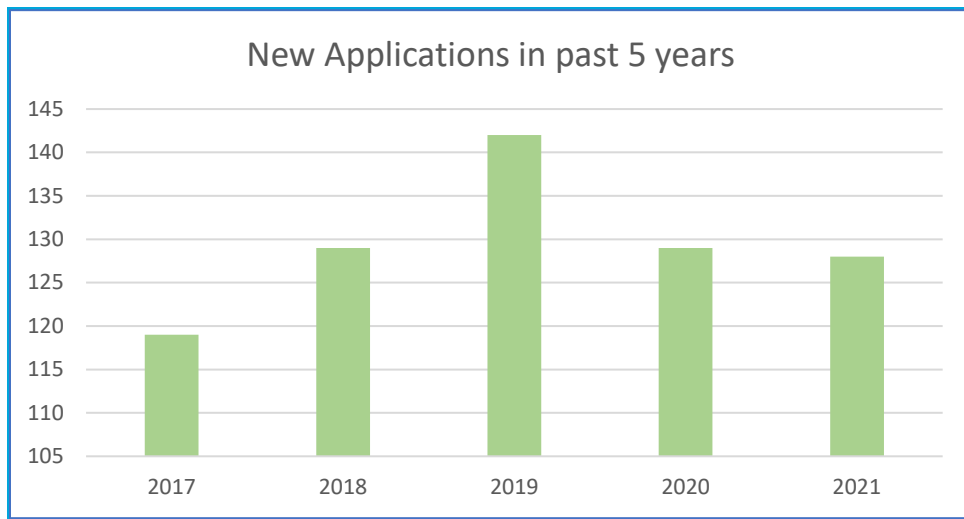
During the second quarter of 2021, Housing Services saw an increase in applicants seeking housing in our District. The following table displays Applicant Status Distribution based on the Centralized Waitlist.

As per the chart below eligible applications are much greater than ineligible ones. The number of housed individuals is significantly lower than applications received. This data is a solid indication of the need for affordable housing in the district.

Overview of Applicant Status Distribution in Q2



In Q2, four applicant households were housed from the Centralized Waitlist throughout the District. At the end of this quarter, 262 eligible households were on the waiting list; 36.6% of the households are considered seniors, 47.3% are single/couple households with no dependents and 16.1% are family households.



## Unit Vacancy

Unit activity is unpredictable from month to month. In the second quarter of 2021 the Housing Services Program saw 28 move-ins and 21 move-outs.

The table below outlines move-ins and move-outs in the second quarter for the past 5 years.

Unit Activity

Activity	2017	2018	2019	2020	2021
Move-In	17	23	18	22	28
Move-Out	23	15	13	22	21

## Capital Jobs

The Board approved a Capital Repairs Budget of \$669,000 for the year 2021. As with previous years, our capital budget is based on building condition assessments. Budget amounts fluctuate from year to year depending on the cost of the necessary work required to maintain the DTSSAB's housing stock.

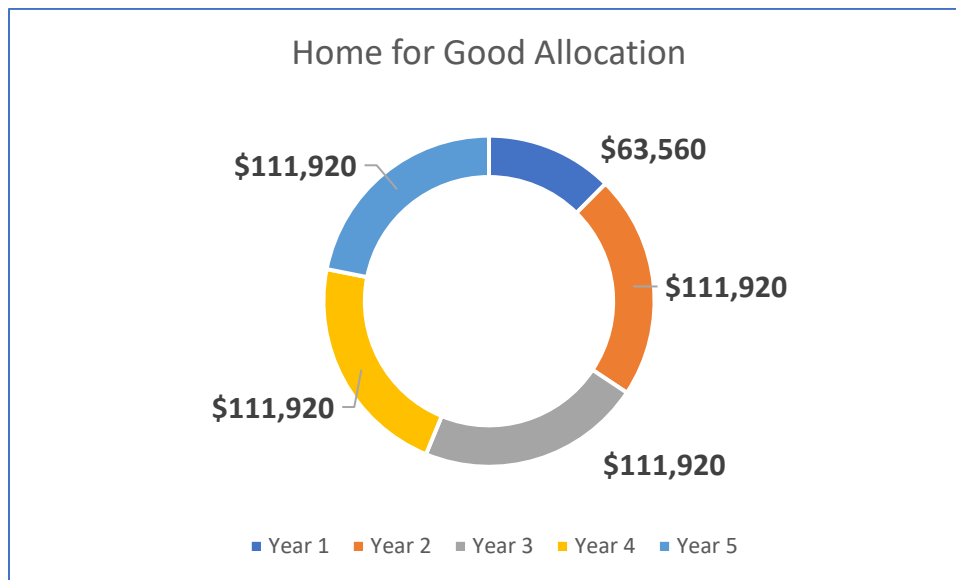
In the 2nd quarter of 2021, scheduled work included: roof repairs, building and elevator repairs maintenance equipment replacement, as well as, safety systems. Painting of Common Rooms and hallways of properties is nearing completion. As of June 30, 2021, Housing Services is slightly above budget predictions, however: we are anticipating being within the Housing Services budget by the end of 2021.

## Provincially/Federally Funded Programs

### Home for Good (HFG)

In mid-September 2017, the DTSSAB received notification from the Ministry regarding a successful allocation of HFG funding in the amount of \$287,400 over 3 years. The Ministry has continued funding our District with Home for Good for Year 4 and 5 with an additional \$283,840. Home for Good Funding has been invested in Timiskaming to support the goal of ending chronic homelessness by 2025. The DTSSAB continues to partner with the Canadian Mental Health Association (CMHA) and the Northeast Local Health Integration Network (NELHIN).

Total Home for Good Allocation





## Social Infrastructure Fund (SIF)

The Housing Services program continues to deliver SIF funding under the Housing Allowance component which provides financial support to 13 households in our communities. A Housing Allowance is a subsidy paid directly to a household in need of rental assistance. The Table below outlines the funding allocation for Timiskaming during a 6-year duration.

SIF Housing Allowance Allocation

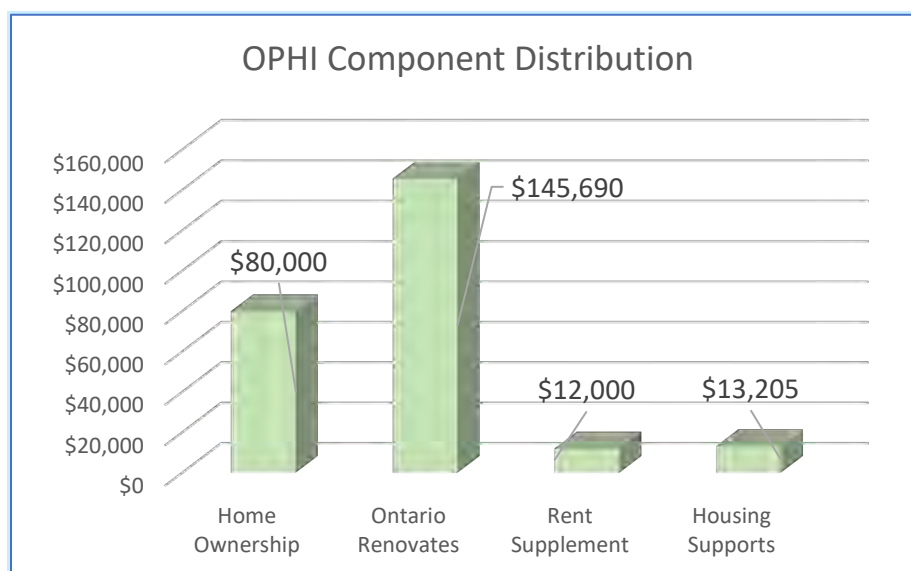
SIF Housing Allowance Funding					
2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
\$12,000	\$18,300	\$37,200	\$37,200	\$37,200	\$26,948

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

COCHI funding is allocated to repairs and regenerate existing community housing stock. The OPHI funding provides support to individuals in the district through four components: Tenant Supports, Rent Supplement, Ontario Renovates and Homeownership program.

Phase I COCHI/OPHI Confirmed Funding Allocation

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



# Community Housing Updates

## Featured buildings for Q2



**99 Thompson Blvd** is located along Larder Lake in the community of Larder Lake. This building is also known as Bayview Apartments. This multi-unit building has 2 stories and 20 units. The building was built in 1976. Maximum rents in this building are \$575 for a 1 bedroom. Rents also differ according to household income. Laundry rooms are available on both floors. The DTSSAB has a fair-sized garage at this property which serves as storage for seasonal tools and other items.



**37 & 37A Tenth St.** is in the community of Earleton in the Township of Armstrong. This multi-unit building has 2 separate sections. The first section was built in 1969. 3 units are occupied by tenants while 2 are occupied by the local Club de l'Age Dor. In 1972 a two-story addition was added to the existing single-story building. This section consists of 15 units. In this building maximum rents are currently \$575 for a 1 bedroom but vary based on household income. Laundry rooms are available in both sections.



**154 Market St** is one of two buildings on Market Street; located in the City of Temiskaming Shores. This complex faces Lake Temiskaming. This multi-unit building has 2 stories and 25 units. All of the units are 1-bedroom. The building was built in 1979. Maximum rent in this building is \$640 but varies based on household income. Laundry rooms are available on both floors.



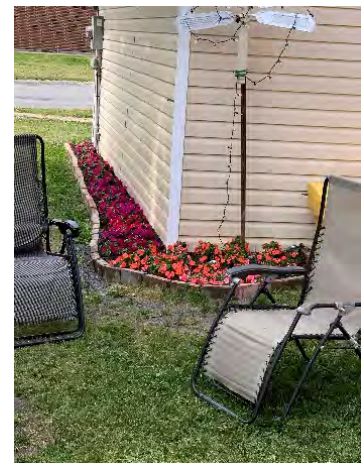
**370 Broadway St** is located close to downtown Haileybury in the City of Temiskaming Shores. Previously known as Algonquin Court (Canadian Legion). This multi-unit project consists of two separate buildings. Built in 1967, this property was transferred to the DTSSAB in 2011. One of the buildings has two-stories while the other is accessible at street level. There are 16 one-bedroom units. Maximum rent in this building is \$585 but varies based on household income. A Laundry room is also available in the two-story building.



**108 Fifth Ave** is in the north end of the town of Englehart. This is one of four complexes located in the central part of the district. This multi-unit building has 2 stories and 15 one-bedroom units. It was built in 1977. Maximum rent in this building is \$604 but varies based on household income. Laundry rooms are available on both floors

## Property Enhancements

Spring 2021 arrived upon us during the 2nd quarter. The Housing Services program, as well as, tenants take pride in the appearance of our buildings. Thanks to their hard work, several buildings were enhanced with annual flowers.



During the second quarter of 2021, installation of tankless water heating systems was completed in the Elk Lake & Cobalt buildings.

In Elk Lake, the contractor suggested the tankless system, which runs on propane and is more efficient than the oil system. As a result, the oil tank and the old boiler system was disposed.



These systems: are a valuable upgrade, use less energy and last longer than the traditional water heater. They also provide more functional space in the electrical rooms.

Community Gardens have always been a welcome addition at properties across the district. This year, we noticed a peak in interest from tenants of 25 & 25A Tweedsmuir Road. Our staff constructed the above-ground gardens from recycled materials.



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# CHILDREN'S SERVICES

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## Introduction

The child care sector continued to be dominated by the Pandemic throughout the second quarter of 2021. Child care providers in Timiskaming were able to continue offering child care following health and safety guidelines and protocols as set out by the Ministry of Education (MEDU) and the Timiskaming Health Unit (THU). Areas of concern for child care providers included increased risk to staff serving children of Health Care and other front line critical workers as per the schedules set out by the Ministry. The DTSSAB's Children's Services team continued regular communication and support for child care providers in the District.

Another round of Targeted Emergency Child Care for school aged children began in April following the schools' spring break and continued until June 25th in correlation with the end of the school year.

Child care fee subsidy and the Family Discount program continued with steady usage.

EARLYON/ON y va Child and Family Centres and Special Needs Resources continued to offer support and resources using alternative methods and medias.

## Child Care

### A. Targeted Emergency Child Care (ECC) – April thru June

#### Providing child care during ECC

Emergency child care was available locally for eligible school aged children from April 19<sup>th</sup> to June 25<sup>th</sup>. Parents/caregivers requiring care were asked to submit an application to the DTSSAB to determine eligibility based on the Province's Critical Frontline Workers List (*Schedule 5*).

Across the district, 146 applications were received and reviewed with 121 ultimately being approved. Families deemed ineligible for Emergency Child Care were directed to Centre pour enfants Timiskaming Child Care to inquire about spaces available via a Home Child Care Provider as licensed home child care providers remained open and were authorized to provide services to all school-aged children.

Based on daily attendance records, between 100-125 school-aged children received emergency child care services at one of the 10 licensed child care centres or home child care providers that opted to offer services; thus, meeting the needs of nearly all who applied.

The provision of emergency child care to our Critical Frontline Workers enabled ongoing delivery of core services within our communities such as, but not limited to, health care, retirement and long-term care, mail delivery and special needs education. The DTSSAB wishes to acknowledge all child care staff for their unwavering dedication, compassion and flexibility during these unprecedented times.

### **Supporting licensed child care providers financially during the pandemic**

Supporting licensed child care providers financially during the school closure was essential in ensuring that their doors remained open. Challenges in the child care centres included reduced parental income due to the restrictions of children/families allowed to be served, amplified staffing shortages due to illness, as well as, offering ECC free of charge to qualifying families. To help offset these losses MEDU directed providers to access federal support programs under the Canada Economic Response Plan and provincial programs available to businesses. Providers were also asked to keep track of ECC related expenses to report on funding for both child care centres and home child care providers.

Additional financial pressures continued as a result of adjustments required to meet health and safety protocols as set out by MEDU and THU. These included additional disinfection and maintenance items, as well as: staff required for enhanced cleaning, and PPE; additional staff to ensure cohort consistency; coverage for time off due to vaccination appointments; staff required to self-isolate; material and equipment required for room adjustments; increased administrative items, and more.

### **Supporting child care providers in health and safety during the pandemic**

With support and guidance from: the Timiskaming Health Unit, the Ministry of Education, and the DTSSAB, child care providers were able to efficiently follow and implement required health and safety protocols in line with the continually changing guidelines. Ongoing communication and collaboration achieved via DTSSAB's Child Care Service provider meetings, and directly with the THU, proved critical in ensuring consistent messaging of protocols across the district.

Child care providers expressed concerns of increased risk of exposure to COVID-19 for staff and children in their centres due to the increase of school aged children of front line of Health Care workers and other critical workers as per *Schedule 5* set out by the Ministry. With the ongoing communication and support from the THU, child care providers were able to receive their COVID-19 vaccines in a timely manner alleviating some of the stress of increased risk.

## **B. Safe Restart & Additional Re-investment Funding**

Remaining Safe Restart & Re-investment allocations were flowed to providers in response to monthly claims for COVID expenses incurred up to and including March 31st such as:

- Additional personal protective equipment
- Enhanced cleaning
- Additional staff to meet health & safety requirements
- Vacancies due to lower enrolment in programs;
- Support for operators to cover child absenteeism;
- Support for child care staff absenteeism where staff need to stay home because they or their children are sick or need to self-isolate; and
- Minor capital required (less than \$5,000) in accordance with the Ministry's reopening operational guidance or local public health requirements.

Local providers received a total of \$1.2M in additional COVID funding between September 2020 and March 2021 (Safe Restart of \$876,839; Provincial Re-investment of \$329,276) to help offset pandemic expenses.

## **C. Lower Enrollment**

Enrollment levels of children 0-4 year of age continued to be lower across all centres during the second quarter due to:

- Reduced demand for services due to the pandemic;
- Ongoing staff shortages; and
- Ongoing capacity reductions to ensure compliance with Health & Safety protocols.

Most providers reported operating at 50-60% of their licensed capacity, like many of their counterparts across the province.

## D. Family Discount

The Family Discount program, entitling families with two or more children attending licensed child care centres or home child care to a flat rate discount of \$10.00 per day on their second and subsequent children, continued during the second quarter of 2021. Utilization proved strong starting in early April through 'Spring Break' with the Family Discount benefiting upwards of 106 families. Once the Emergency Child Care (ECC) began however, there was a dramatic decrease as qualifying school aged children were entitled to care at no charge.

The final usage for the Family Discount program from April (following 'Spring Break') through June only includes families with multiple non-school aged children. It is estimated that a total of 65 Timiskaming families benefited from the program during this period resulting in an average decrease in parental fees of \$6,500/month, a cumulative savings of over \$19,500 April and June 2021 (a notable decrease from the \$54,000 reduction seen in Q1).

At the time of writing this report, Children's Services anticipates maintaining the program throughout the remainder of 2021; assuming that there are no changes in Ministry directives.

## E. Early Learning Preschool Readiness Programs (ELSRP)

The ELSRP programs, initially expected to reopen January 2021, continue to be suspended until further notice as community and school-based activities related to preschool readiness are not possible. The Children's Services team will continue to work with providers and THU in the hopes of reinstating the program in the fall.

## F. Capital Projects

The status of the joint application for capital funding under the Ministry of Education's 2021-22 Capital Priorities Program, submitted in January 2021, has yet to be confirmed. If approved, this project would add 6-10 infant spaces in the District of Timiskaming.

A local child care provider has chosen to postpone a large-scale renovation project with plans to revisit it; in early 2022 as current material costs were deemed excessive.



## EARLYON/ON y va Child and Family Centres

Early ON/ON y va staff continued to offer virtual programming only during April thru June of 2021 as per Ministry direction. EarlyON staff continued to serve families through a variety of delivery methods such as: virtual programming offered via Zoom and social media; preparing activity kits that families could pick up and complete with children at home; and continuing to offer a variety of resources via Facebook pages.

## Special Needs Resources

Special needs resources continued via telephone communication, or virtually with video observation throughout the pandemic. Community Living behaviour facilitators and resource consultants reached out to child care centres, or vice versa, on an as needed basis. Both Community Living and child care providers found that telephone and virtual supports were less effective than the pre-pandemic in-person model. Return to in-person support remains the goal and will resume with guidance from the Timiskaming Health Unit once permitted by MEDU.

## Children's Services Quality Assurance Program

The Children's Services' quality assurance program continued during the second quarter.

During this time the Quality Assurance Coordinator:

- Participated in monthly Forest and Nature Practitioners virtual sessions
- Continued planning the in-person part of the course originally scheduled for July (tentatively delayed to September)
- Continued to connect and support child care providers and home child care providers with next steps and adjusting daily operations to align with revised MEDU guidelines and local guidance from THU
- Continued to liaise with THU
- Continued to support child care with ongoing projects
- Connected with providers to discuss play-based material and equipment funding needs
- Organized 2 virtual professional learning sessions with Dr. Diane Kashin on play-based learning and emergent curriculum (part of a 6-session series which will end in December)

# Children's Services Community Planning Table

## Background

The Timiskaming Children's Services Planning Table (TCSPT) originally started as a planning board to help transition to the Early Years Services mandate laid out by the Ontario Ministry of Education. Substantial work was completed by the table and several working committees, to transition from the Best Start program to the EarlyON/ON y va centres model between in 2017-18.

The TCSPT continued to meet on a quarterly basis in 2019 to continue supporting local coordination and planning to enhance integration of early years services, schools and specialized community services. In early 2020, TCSPT members chose to retain the services of a Research, Planning and Policy Analyst to: conduct an updated situational assessment of current early years programs and services; provide a list of priority needs; and assist in the creation of a work plan to address needs. This work was unexpectedly put on hold for the next 12 months as member agencies' priorities shifted due to the COVID-19 pandemic.

## Current Situation

In 2021, TCSPT members have come together quarterly to share updates and discuss next steps for the table to ensure the needs of Timiskaming children and families are understood in the current context with future meetings planned to continue fostering collaboration to:

- Ensure child care and early years services are responsive to the need of children aged 0-12 and their families.
- Ensure that local early years programs and services are reflective of relevant, current research and evidence.
- Ensure the active engagement of Indigenous and Francophone partners in the planning, management and delivery of responsive programs and services.
- Enhance integration between early years services, schools, and specialized community services.

Current table members include:

- DTSSAB
- English and French district school boards;
- Timiskaming Health Unit;

- Specialized community service agencies (NEOFACS, Community Living Timiskaming South, Cochrane Timiskaming Children's Treatment Centre, Cochrane Temiskaming Resources Centre, Kunuwanimano Child and Family Services, One Kids Place)
- EarlyON/ON y va Collaborative (incl. Centre pour enfants Timiskaming Child Care, Keepers of the Circle Aboriginal Family Learning Centre & Child Care and Centre de santé communautaire du Témiskaming)

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# HUMAN RESOURCES

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## Human Resources Review - 2021 Initiatives/Activities (Q2)

Key non-confidential Human Resources Q2 initiatives and/or activities included, but were not limited to:

### □ Workplace Climate/Culture Survey Update

Earlier this year the senior leadership team committed to sharing with staff next steps regarding the culture survey. A Phase 1 Workplan, with action items and target dates, was released. Feedback from the survey has helped guide the senior leadership team's 2021 goals and objectives. Ongoing efforts continue towards the Workplan, and staff will be apprised of further progress and/or plans for 2022 prior to the end of this year. A follow-up survey is planned for this fall to gauge our employees' perceptions regarding the current climate in the work environment, as there have been many constructive changes since staff were surveyed in December 2019. Maintaining a pulse on the morale in our work environments, as well as encouraging open communications with staff, Labour Management Committees and our union partners, are necessary for sustaining improvements to our workplace culture.

### □ DTSSAB Leadership Development

In direct response to the climate survey, helping our leaders develop the skills and competencies to be able to support a healthy and psychologically safe work environment was identified as an important priority. In addition to an improved flow of leader communication, with new bi-monthly all-leadership meetings, HR is working on a formal plan for next 1-3 years as part of a structured Leadership Learning Journey. It is important for leaders, at all levels, to have a strong foundation for being a good leader. In the fall of 2021, all leaders will attend a one-day health and safety training session pertaining to competent leadership with respect to roles and responsibilities in ensuring a physically and psychologically safe workplace.

### □ WSIB Excellence Program

Work has continued on the WSIB Excellence Program, including a formal presentation to all leaders, as well as to our Joint Occupational Health Safety Committees (CUPE and SEIU). We have also worked with our program Sponsor on document updates and building an agenda for fall training with all DTSSAB leaders. Policy amendments remain to be formalized, and next steps include gathering materials to prepare evidence stories for review by the WSIB validators on our work and progress towards the program.

□ **HR technology/Human Resources Information System (HRIS)**

HR is moving forward with the implementation of a new Human Resources Information System, hosted by ADP/Workforce Now, which will include time and attendance, recruitment and onboarding, training and development, performance management, document cloud paperless filing modules. The HR and Finance teams are working together on implementation, as the system is integrated with payroll, and supports manager and employee self-serve, including online timesheets. A go-live of the system is anticipated for the fall.

□ **Non-Union Job Evaluations**

Due to changes within our EMS leadership structure, several non-union roles were evaluated with our Job Evaluation/Pay Equity consultant. As there are several newly created positions still in development, more evaluations of non-union roles will be planned for 2022.

□ **HR and Health & Safety Policy Updates**

Revisions to policy HR-14, Non-Union Lieu Time, were approved by the Board. Updates to Policy OHS-11, Health and Safety Roles and Responsibilities are currently in progress.

## 2021 Q2 Recruitment & Staffing Summary

Closing Date	Position	Recruitment status	Details & comments
Mar 191	<b>Emergency Medical Services</b> EMS Superintendent (4th position)  ----- Internal staff appointments are temporary	Filled externally Permanent full-time	Offers to SEIU staff for permanent status will follow the 6-month trial outside of the union
Apr 26	<b>Emergency Medical Services</b> Paramedic – South EMS Base	Filled internally Permanent full-time	Upcoming vacancy due to impending retirement
Apr 26	<b>Emergency Medical Services</b> Paramedic – Central EMS Base	Filled internally Permanent full-time	Full-time incumbent moved to part-time
Apr 27	<b>Emergency Medical Services</b> Paramedic – South EMS Base	Filled internally Permanent full-time	Vacancy due to internal movement

<b>Closing Date</b>	<b>Position</b>	<b>Recruitment status</b>	<b>Details &amp; comments</b>
Apr 27	<b>Emergency Medical Services</b> Paramedics – South EMS Base (2 positions)	Filled internally Temporary full-time	Vacancies due to internal movement (backfilling assignments)
Apr 27	<b>Emergency Medical Services</b> Paramedics – North EMS Base (4 positions)	Filled internally Permanent full-time	Vacancies due to internal movement
Apr 27	<b>Emergency Medical Services</b> Paramedics – North EMS Base (2 positions)	Filled internally Base-specific part-time	Vacancies due to internal movement
May 11	<b>Emergency Medical Services</b> Community Paramedics	Filled internally Temporary full-time	Extension of previous temporary assignment
May 26	<b>Emergency Medical Services</b> EMS Team Leader (3 positions, including 1 spare)	Filled internally 24-month assignments	Letter of understanding with SEIU governing terms of assignment
Jun 18	<b>Administration / CAO Office</b> Communications and Executive Coordinator	Filled externally Permanent Full-time	New position
Jun 18	<b>Finance</b> Financial Analyst	Filled externally Permanent full-time	Prior departure of permanent incumbent