

The District of Timiskaming Social
Services Administration Board



Q3
Quarterly Report

CAO Report to the
Board

KELLY BLACK
CHIEF ADMINISTRATIVE OFFICER

July - September
2021



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EMERGENCY MEDICAL SERVICES

Our third quarter saw several significant changes in the EMS landscape and a few more pieces have fallen into place bringing us closer to completing the management restructuring project.

SUPERINTENDENTS

A major part of the management restructuring was the hiring of four Superintendent positions. These crucial positions will take over the vast majority of daily operational oversight providing 24-hour support to the staff.

The journey began in February when we hired 3 of the 4 positions out of our present paramedic staff. At the end of the 6-month probational period, one of the three opted to return to the bargaining unit and his former paramedic position. The other two, Trevor Neddo and Shane Taylor, accepted a permanent offer and became our first two confirmed Superintendents. Around the same time, we hired Vanessa O’Gorman who became our third team member. Since then, in mid-September, we were able to find our fourth, who will be joining us in late October. This major part of the restructuring puzzle will then be completed.

DEPARTURES

- Paramedic Tim Cowton has retired after 32 years of devoted service.
- Deputy Chief James Besley has retired after 34 years in EMS and 8 years at the Timiskaming District EMS
- An announcement was made that Deputy Chief Derrick Buffam will also be leaving us at the end of October.

COMMUNITY PARAMEDICINE

Obtaining the MOH funding for the High Intensity Community Paramedicine program is an ongoing exercise that affects several Ambulance Services including our own. The allocations and assurances are in place, it is just a matter of getting this coordinated and rolled out at the MOH level.

Nevertheless, we have committed to extending our program to the end of March 2022 as it is of tremendous benefit to the community and has been very well received. This extension warranted a re-posting for the positions, and we have 2 full-time and 2 part-time Community Paramedics in place for this contract period.

OTHER NEWS

- The movement of paramedics to management and the Community Paramedic program necessitating the hiring of 4 Part-Time district float positions in August
- Our new Life Pac Defibrillators were put into service in early July
- In accordance with the MOH Directive #6, a vaccination policy has been implemented in early September. We are fortunate to have a very high compliance rate for receiving the COVID19 vaccination amongst our paramedics.

EMS CALL VOLUMES

Call Volume Comparisons

Q1 EMS TOTAL CALL VOLUME (by CACC assignment)					
Ambulance base	Non-Urgent	Urgent	Emergent	Standby	Total
North	107	136	287	101	641
Central	31	72	95	56	254
South	48	147	308	161	664
District totals	196	355	690	318	1559
Q2 EMS TOTAL CALL VOLUME (by CACC assignment)					
Ambulance base	Non-Urgent	Urgent	Emergent	Standby	Total
North	77	36	148	135	726
Central	29	10	75	70	289
South	44	11	177	173	744
District totals	150	57	400	378	1759
Q3 EMS TOTAL CALL VOLUME (by CACC assignment)					
Ambulance base	Non-Urgent	Urgent	Emergent	Standby	Total
North	64	130	305	134	633
Central	26	58	120	81	285
South	31	175	399	182	787
District totals	121	363	824	397	1705

Q1 EMS INTERFACILITY SUBSET (by CACC assignment)				
Sending facility	Non-Urgent	Urgent	Emergent	Total
Kirkland Lake	51	16	15	82
Englehart	17	41	10	68
Temiskaming	29	23	7	59
Totals	97	80	32	209
Q2 EMS INTERFACILITY SUBSET (by CACC assignment)				
Sending facility	Non-Urgent	Urgent	Emergent	Total
Kirkland Lake	30	20	28	78
Englehart	17	32	20	69
Temiskaming	31	25	15	71
Totals	78	77	63	218
Q3 EMS INTERFACILITY SUBSET (by CACC assignment)				
Sending facility	Non-Urgent	Urgent	Emergent	Total
Kirkland Lake	23	24	18	65
Englehart	26	27	20	73
Temiskaming	17	26	13	56
Totals	66	77	51	194

Response Time Standard Comparison

Q1 Provincial Response Time Standard Report (values are %)			
Subset	Target	Actual	Target to Actual Variance +/-
Sudden Cardiac Arrest	35	44	8.75
CTAS 1	50	54.54	4.54
CTAS 2	65	66.45	1.45
CTAS 3	75	78.30	+3.30
CTAS 4	80	86.04	6.04
CTAS 5	90	88.24	-1.76
Q2 Provincial Response Time Standard Report (values are %)			
Subset	Target	Actual	Target to Actual Variance +/-
Sudden Cardiac Arrest	35	53.33	18.33
CTAS 1	50	52	2.00
CTAS 2	65	67.08	2.08
CTAS 3	75	77.93	2.93
CTAS 4	80	86.08	6.08
CTAS 5	90	90.42	0.42
Q3 Provincial Response Time Standard Report (values are %)			
Subset	Target	Actual	Target to Actual Variance +/-
Sudden Cardiac Arrest	35	63	28
CTAS 1	50	63	13
CTAS 2	65	73.63	8.63
CTAS 3	75	76.21	1.21
CTAS 4	80	85.66	5.66
CTAS 5	90	95.58	5.58

ONTARIO WORKS

ONTARIO WORKS OPERATIONAL PERFORMANCE

This report summarizes the Ontario Works program's third quarter (July, August and September) key operational information and current information related to service delivery. It includes caseload, recipients, employment activity and financials. A key performance indicators dashboard is included as an "at-a-glance summary" of third-quarter data.

APPLICATIONS FOR ASSISTANCE AND APPROVALS

The average number of monthly applications processed and approved in Q3 2021 compared to Q3 2020 are:

- Q3 2021: an average of 19 new applications processed per month and 16 approved.
- Q3 2020: an average of 15 new applications processed per month and 14 approved.

CASELOAD INFORMATION

The average monthly caseload for both regular and temporary care cases* in Q3 2021, and 2020 are:

REGULAR ASSISTANCE

- Q3 2021: 519 active cases
- Q3 2020: 645 active cases

TEMPORARY CARE ASSISTANCE

Financial support for children in the care of a person other than a parent or legally obligated individual

- Q2 2021: 30 active cases
- Q2 2020: 33 active cases

** 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 is consistent with both provincial and regional trends. The Canada Emergency Relief Benefits (CERB) and the Canada Recovery Benefit (CRB) introduced a form of universal basic income that exceeded social assistance benefits. For some individuals, the benefits exceeded their regular employment earnings. This caused a decrease in our caseload as those individuals and families exited the program due to relief benefits or employment.

With the federal relief benefits ending in October 2021, the Ministry forecasts a 17% increase in the Province's Ontario Works caseload. This forecasted increase would return our caseload to pre-COVID numbers by the end of 2022. However, as reported by the Far North East Training Board (FNETB), an employment shortage exists today. It will continue to rise in our region. This shortage will have a corresponding impact on our caseload as qualified workers re-enter the workforce and exit social assistance.

CLIENT EMPLOYMENT PERFORMANCE

The following data relates to our performance in client employment outcomes and related exits from social assistance in Q3 2021 and 2020.

CASES WITH EARNINGS

- Q3 2021: 30 cases
- Q3 2020: 33 cases

MONTHLY EARNINGS PER CASE

- Q2 2021: \$767
- Q2 2020: \$803

CASES EXITING SOCIAL ASSISTANCE

- Q3 2021: 30
- Q3 2020: 27

EMPLOYMENT ASSISTANCE TO ONTARIO DISABILITY SUPPORT PROGRAM (ODSP) RECIPIENTS

Our local Ontario Works program has the following number of active individuals from ODSP receiving employment supports:

ODSP PARTICIPATING IN OW EMPLOYMENT SUPPORTS ACTIVITIES

- Q3 2021: 15
- Q3 2020: 13

Ontario Works is mandated to provide employment support services to non-disabled spouses and dependant adult children. The Province has set a service contract priority to re-engage support for ODSP employment support for applicable ODSP beneficiaries. Local OW and ODSP management will co-design a model that meets our mutual service delivery demands.

The current ODSP caseload in the district is 1,571 cases consisting of 2,093 individuals. While this number represents the total cases, a portion of these have spouses and adult children.

As Province's centralization strategy evolves, the ODSP caseload will receive all life stabilization supports from municipalities and DSSABs. What this will look like is still unknown with the Province and in the planning phase. Timiskaming's caseload will change in the scope of work and caseloads will increase.

SOCIAL ASSISTANCE PAYMENTS

The following represents the average dollar amount of payments to clients in the quarter and the associated cost per case.

THE AVERAGE MONTHLY PAYMENTS AND COST PER CASE:

- *Q2 2021 (average)*
\$424,600 per month in total payout
\$773 per case per month
- *Q2 2020 (average)*
\$517,270 per month in total payout
\$763 per case per month

The costs per case change are related to the caseload size and the number of benefits requested. Available services and associated financial benefits were reduced due to COVID restrictions and province-wide shutdowns, and reopening steps.

PROGRAM STAFFING

As of the end of the third quarter, the DTSSAB's Ontario Works program's direct client service delivery team includes the following fourteen positions:

- **EIGHT ONTARIO WORKS CASEWORKERS** are responsible for direct client service case management through an assigned caseload. Caseworkers' duties include the full spectrum of eligibility decisions and financial and employment support to individual clients.
- **TWO CASE-AIDES** are responsible for administrative supports directly related to Ontario Works services, including case management.
- **ONE ELIGIBILITY REVIEW AND CASE PRESENTING OFFICER** responsible for program integrity functions. Primary duties include fraud prevention, appeals and the Enhanced Verification Process (EVP), an audit-program to confirm that client past and ongoing eligibility is correct.
- **ONE ONTARIO WORKS SUPERVISOR** is responsible for day-to-day, direct client service delivery, supervision of a team of caseworkers and case-aides. Duties include assigning work and coordinating team members, staff performance and meeting the objectives and key results tasked by the Ontario Works Manager.
- **ONE ONTARIO WORKS MANAGER** is responsible for coordinating department-level objectives and key results as set by the Director. Duties include monitoring key performance indicators and setting goals and outcomes for the Ontario Works Supervisor. Oversight of the day-to-day program delivery standards. Communicating and coordinating program requirements, developing standard operating procedures, recommending policy, change management, team skills development, and community partnerships.
- **ONE DIRECTOR OF CLIENT SERVICES**, a senior management position accountable and responsible for program delivery, funding, the provincial-municipal service contract and performance requirements, client outcome targets, strategic planning, continuous improvement, operational management and program integrity and accountability of public funds.

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. The roles and responsibilities at the Provincial and Municipal levels are not yet defined. However, we plan to position ourselves to adjust the course effectively as this plan evolves.

SOCIAL ASSISTANCE MODERNIZATION AND ONTARIO'S NEW VISION FOR RECOVERY AND RENEWAL

The social assistance modernization and renewal and recovery strategy are in process. Currently, the Province and municipal service managers and DSSABs maintain the operation of all elements of their respective social assistance programs (Ontario Works and ODSP), i.e., the Province operates all financial and client support activities for ODSP, and the municipalities operate all the economic and client support activities for Ontario Works. The Ministry is one organization with one delivery method. The 47 municipalities and DSSABs operate independently. 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-centered 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-centered services that effectively help people move toward their goals.

The intent is to set up a strategy to allow supportive relationships focused on achieving goals instead of complying 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, 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. Each municipal budget impacted by finite cost share budgets determines the size and future investment in technology.

On June 21st, 2021, the first phase of centralization was implemented as part of a staged 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 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 collaborative, personalized planning and helping them navigate the broader system of supports. We are well-positioned to take on this role because of our relationships with local partners – from service providers to employers to community groups. Furthermore, our services are physically co-located and integrate with housing and children's services as part of our DSSAB organization 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, 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 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 evolve.

LIFE STABILIZATION

About the municipal role, we know:

- Municipalities 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 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 they need no matter where they enter the human services system. The Northern Regional DSSABs are impacted by the lack of external services and rural or remote environments. According to the Province, the DSSABs are considered a complex area and as a result, are planned to transition last in 2024.

Among the elements we don't know are:

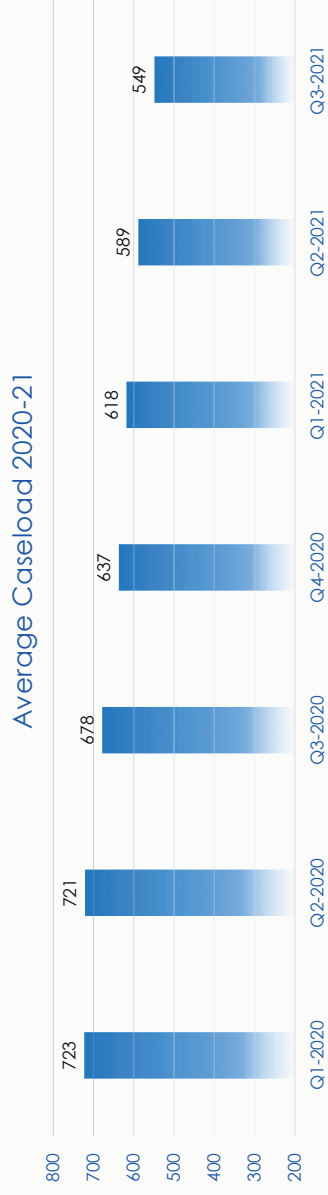
- Exactly how this overall function will look and work in different municipalities
- How the different parts of the system will work together to ensure a positive and seamless client experience. Planned provincial and municipal co-design will be part of this development.
- Which ODSP clients should and 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 administrative functions and responsibilities will change with it. Accounting controls and services for social assistance payments will become a provincial function.

Ontario Work Performance Dashboard – Q3 2021

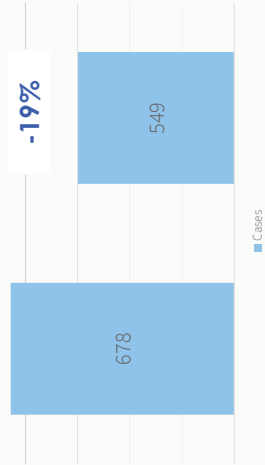
14
New Grants

549 Cases
Q3 Average

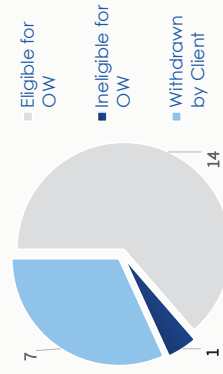
\$424,600
Q3 Average Monthly Payout



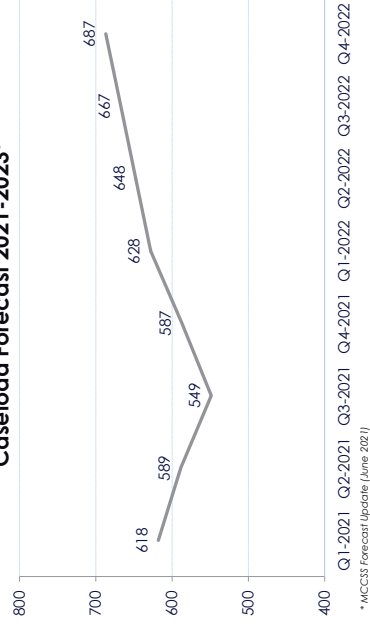
% Change in Caseload Q3 2020 and Q3 2021



Q3 Monthly Application Outcomes



Caseload Forecast 2021-2023*



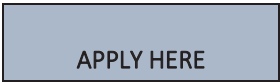
HOUSING SERVICES

HOUSING SERVICES PROGRAM OVERVIEW

CENTRAL WAIT LIST

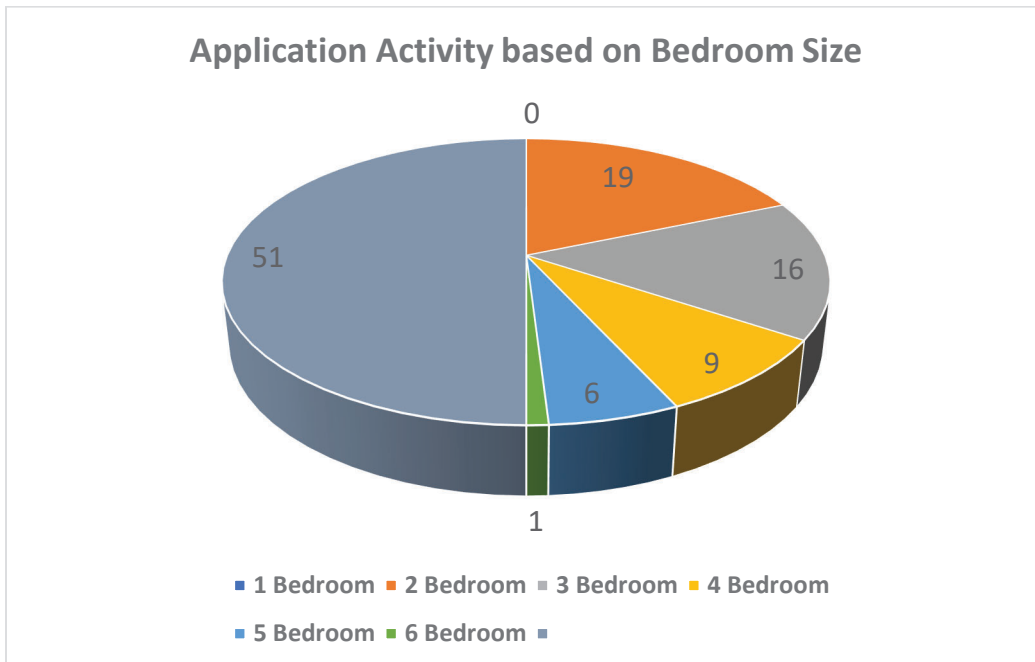
Throughout the third quarter of 2021 the Housing Department received 153 new applications seeking housing in our District. This is an increase of 30% from the third quarter in 2020.

During the third quarter the Housing Department rolled out **Online Application** services. Effective August 23, 2021, applicants can now apply online on our website at www.dtssab.com



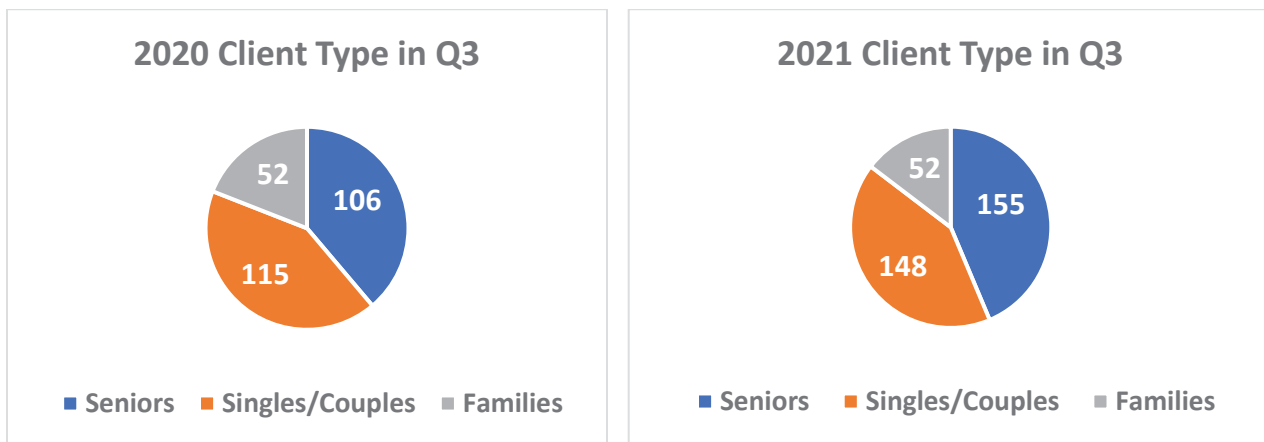
Some of the benefits of applying online include 24-hour availability, paperless applications, and convenient application status access. While paper applications are still available, we encourage everyone to use the new streamlined online service.

OVERVIEW OF APPLICATION ACTIVITY BASED ON BEDROOM SIZE IN Q3



In Q3 twenty-one applicant households were housed from the Centralized Waitlist throughout the District. At the end of this quarter, 282 eligible households were on the waiting list; 155 of the households are considered seniors, 148 are single/couple households with no dependents and 52 are family households.

OVERVIEW OF CLIENT TYPE APPLICANTS COMPARED TO 2020



UNIT VACANCY

Vacancies vary from month to month and are difficult to forecast. In the third quarter of 2021, the Housing Services Program saw 20 move-ins and 19 move-outs.

PROVINCIAL/FEDERALLY FUNDED PROGRAMS

HOME FOR GOOD (HFG)

The DTSSAB continues to partner with the Canadian Mental Health Association (CMHA) and the Northeast Local Health Integration Network (NELHIN). In August 2021, the Ministry of Municipal Affairs & Housing confirmed the funding will continue for 2022. The DTSSAB’s allocation for 2022 is \$111,920.

SOCIAL INFRASTRUCTURE FUND (SIF)

SIF funding, under the Housing Allowance component, continues to provide support to 13 households in our district. Through the Housing Allowance component, the DTSSAB pays the Housing Allowance directly to a household in need of rental assistance. The DTSSAB has discretion to allow Housing Allowance payments to be made directly to landlords on their clients’ behalf where they deem it appropriate and where the clients have chosen this approach and provided written direction and consent.

SIF HOUSING ALLOWANCE ALLOCATION FOR THE NEXT THREE FISCAL YEARS

2021/22	2022/23	2023/24
\$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.

YTD CAPITAL COMMITMENTS BY COMPONENT ALLOCATIONS

Component	2021-22
Repairs (COCHI)	\$45,846
Home Ownership (OPHI)	\$80,000
Ontario Renovates (OPHI)	\$145,690
Housing Supports (OPHI)	\$13,205
Rent Supplement	\$12,000

COMMUNITY HOUSING UPDATES

Featured buildings for Q3



25 & 25 A Tweedsmuir Road is located close to downtown Kirkland Lake. This was a two-phase project. Phase one, 25 Tweedsmuir is a 6-story building built in 1977. Phase two, 25A Tweedsmuir is a 5-story building built in 1982 as well as a passage that links both buildings together. Individuals also refer to this complex as Golden Heritage Building. Total units in both these buildings is 115. Maximum rent is \$640 for a 1 bedroom and \$692 for a 2 bedroom. Units are Rent-Geared-to-Income. Laundry rooms are located on both sides.



69 Sixth Avenue is in the community of Englehart. This 2-floor multi-unit building was built in 1982 and consists of 29 one-bedroom units. Maximum Rent for a 1 bedroom at this building is \$608 and varies based on household income. Laundry rooms are available on both floors.



41 Tenth Street is located in Earltown at the back of our property. This building shares the grounds with another adjacent two-story building owned by the DTSSAB. This multi-unit building 10 units, all on ground level. All the units are 1-bedroom. The building was built in 1976. Maximum rent in this building is \$575 but varies based on household income. Laundry room is available in this building as well.



480 Broadway St is located at the top end of Haileybury, off Rorke Avenue, in the City of Temiskaming Shores. This multi-unit, two-story building consists of 13 units and was built in 1981. Maximum rent in this building is \$608 but varies based on household income. Laundry room is available on both floors.



255 Grant Drive is the newest building in the DTSSAB's housing portfolio. This property consists of two fourplexes and is located in Dymond Township, in the City of Temiskaming Shores. All units are 2-bedroom units. Four of the units are fully accessible to accommodate individuals with physical disabilities. It was built in 2018-19. It was first occupied in the Fall of 2019. This building was funded as an Affordable Housing Project. Rents are \$750 and \$1250 based on Affordable/Market Rent. Each unit has individual laundry appliances.

HOMELESS ENUMERATION 2021 – TIMISKAMING COUNTS



During the week of September 12th to 18th 2021, the DTSSAB' Housing Program as well as Community Partners and many volunteers conducted a Homeless Enumeration in the District of Timiskaming. The value of strong, reliable, and consistent data will provide a snapshot of homelessness, including information on the scope and nature of homelessness in communities across Ontario.

Homelessness is defined as a situation in which an individual or family is without stable, permanent housing, or the immediate prospect, means and ability of acquiring it.

Volunteers canvassed our communities for individuals experiencing homelessness. Participants were asked to complete a voluntary confidential survey and respondents received a participation gift.

The survey is designed not to be a simple headcount of homelessness, but to dig deeper in understanding patterns and reasons why. The results will help us plan services to meet the needs of the community. A full report will be available in the next few months.

HUMAN RESOURCES

HUMAN RESOURCES REVIEW – 2021 INITIATIVES/ACTIVITIES (Q3)

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

HUMAN RESOURCES INFORMATION SYSTEM (HRIS) CONFIGURATION UPDATE

HRIS configuration continued into Q3 and HR worked with the IT Team on the design of the system's landing page. The HRIS will serve several purposes, including being a repository of easily accessible resources helpful to our staff (i.e.: collective agreements, benefit information, forms for reporting workplace incidents and injuries, health and wellbeing contacts/supports, key workplace policies, etc.).

The payroll modules and landing page will launch this fall. HR sections will be implemented on a module-by-module basis, since the HR Team must convert existing practices into new digital workflows, which requires significantly re-working some current processes and engaging leaders and staff with respect to new work methods.

WSIB EXCELLENCE PROGRAM (EP) – HEALTH AND SAFETY UPDATE

The objectives of the Excellence Program were presented to the Board of Directors and all leaders, which include updating policies; fine-tuning health and safety protocols; creating greater awareness of the importance of health and safety in our workplace; encouraging employees, leaders and members of the occupational health and safety committees to be more active contributors to workplace health and safety.

The *Employer's Statement of Commitment to Physical and Psychological Health, Safety and Wellness* and Policy OHS-11, *Health and Safety Roles and Responsibilities* were revised during Q3 and approved by the Board.

Updated policies will be disseminated organization wide during Q4 for staff review and acknowledgement. The Public Services Health and Safety Association will deliver a one-day, all-leader, virtual training session on November 19, 2021, pertaining to health and safety accountability for individuals in positions of responsibility. The facilitator will engage the group with practical strategies for making health and safety a daily priority of leaders and staff.

This ongoing, multi-year, initiative will continue to compliment the DTSSAB's goals of continuous improvement, commitment to our renewed Vision, Mission and Values, as well as the leadership team's aim to support a physically and psychologically safer work environment by better supporting our employees and the individuals we serve, which will ultimately contribute towards an improved workplace culture.

LEADERSHIP SUPPORTS – PAVING THE WAY FOR SUCCESS

Our leaders are engaged in many meaningful initiatives to improve the workplace. As well, significant changes in delivery and/or operations of certain programs require effectively managing considerable change while supporting employees through transition.

Over the last nine months HR has supported the senior leadership team in planning, recruiting and/or helping align changes to our leadership structures to ensure appropriate supports are in place to pave the way for successfully managing the ever-changing requirements of our departments and programs.

At the close of Q3, 2021 objectives pertaining to leadership enhancements have all been achieved, and these changes include the following:

Ontario Works: OW Manager, supported by an OW Supervisor

Children's Services: CS Supervisor to support the CS Manager

Emergency Medical Services: Superintendents assisting the Deputy Chief of Operations, now directly supporting the EMS Chief role

CAO Office/Administration: Communications and Executive Coordinator to support the CAO, Board of Directors and Senior Leadership Team

Finance: change in department staff reporting structure to the Finance Supervisor, to support Finance staff and the Director of Finance

Human Resources: HR Supervisor to lead and manage specific HR and health and safety portfolios in order to support the Director of HR.

To help further support new leadership structures, unionized Team Leader roles were introduced to backfill EMS Superintendents, as needed. HR compensation and benefits-related tasks of an administrative nature have been transitioned to Finance, and the Payroll Finance Clerk position was renamed to Payroll and Benefits Coordinator. This shift further enhances synergies between HR and Finance, and further supports the HR Team to move employee-centred and organizational initiatives forward.

These positive changes and enhancements also ensure department/program leaders have backup, which reinforces business continuity practices. Strategic leadership resources are also key for developing emerging leaders and succession planning.

NATIONAL DAY OF TRUTH AND RECONCILIATION – SEPTEMBER 30TH

The HR Team was instrumental in promoting the National Day of Truth and Reconciliation. Leading up to September 30th, a week-long series of informational resources, to help create awareness and understanding of the origins of Truth and Reconciliation, were shared organization-wide with staff. Organized events (local and virtual) occurring on and/or following September 30th were promoted and staff were encouraged to participate. Awareness of Truth and Reconciliation, by providing timelines in Canada's history with respect to Residential

Schools, sharing resources relating to intergenerational trauma and stories of residential school survivors, informing staff of the origins of Orange Shirt Day, etc., continues to be a priority.

HR will develop an action plan for continuing to further generate awareness at DTSSAB on sensitive and critical topics including Truth and Reconciliation, diversity, as well as inclusion. Not only is this important for nurturing a workplace culture of acceptance and openness that is intolerant of discrimination, but it is also a commitment to the individuals we support and serve.

As a first step, the HR Team is preparing to present suggestions to the Senior Leadership Team and Board Members relating to the introduction of a Territorial/Land Acknowledgement, which would be incorporated as a new endeavour for DTSSAB.

BENEFIT RENEWAL: LTD, AD&D, LIFE INSURANCE – OCT 1.21 TO SEP 30.22

The DTSSAB is facing an overall, combined, increase of 7.6% to long-term disability (LTD), accidental death and dismemberment (AD&D), as well as life insurance benefit premiums in comparison to the previous year's rates.

Gallagher's representative (formerly DiBrina) explained that benefit carriers are applying minimum increases of 5% to 8% to employers, as the group benefit landscape is changing with aging demographics and increased mental health leaves, which continue to rise with the pandemic. Brokers are now less able to negotiate rates for their clients due to industry shifts.

Employees will receive a communication from Gallagher via HR and Finance notifying of the LTD rate increase, as this will impact slightly on monthly LTD premiums, of which some are employee-paid. Specifically, LTD rates have increased 4.8%.

These increases will need to be accounted for in the 2022 budget.

Closing date	Position	Recruitment status	Details & comments
Jul 20.21	Emergency Medical Services EMS Superintendent (3 positions / 3 permanent offers)	Filled internally Permanent full-time	2 of 3 offers to internal staff trialing the role were accepted. External candidate hired during Q2 (start date Q3)
Jul 23.21	Emergency Medical Services Paramedic – District Float (5 positions)	Filled externally Part-time	Vacancies due to internal movement
Aug 23.21	Emergency Medical Services EMS Superintendent (1 remaining vacancy of 4 positions)	Filled externally Permanent full-time	Start date Q4
Aug 23.21	Emergency Medical Services Full-time Paramedic – South EMS Base (3 positions)	Filled internally Permanent full-time	Vacancies due to promotions to non-union roles and resulting internal movement
Aug 23.21	Emergency Medical Services Full-Time Community Paramedic – District (2 assignments until Mar 31.22)	Filled internally Temporary full-time	Incumbents backfilled with temporary full-time assignments
Aug 23.21	Emergency Medical Services Part-Time Community Paramedic – District (2 assignments until Mar 31.22)	Filled internally Temporary part-time	Trained part-time Community Paramedics (CP) to backfill full-time CPs as needed
Aug 23.21	Emergency Medical Services Paramedic assignment – South EMS Base (3 assignments)	Filled internally Temporary full-time	Backfilling assignments due to internal movement
Aug 23.21	Emergency Medical Services Full-Time Paramedic – North EMS Base (1 position)	Filled internally Permanent full-time	Vacancy due to internal movement
Sep 22.21	Ontario Works OW Caseworker – South	Filled internally Permanent full-time	Vacancy due to internal promotion to non-union role
Sep 22.21	Emergency Medical Services Part-Time Paramedic – South EMS Base	Filled internally Part-time base-specific	Vacancy due to internal movement
Sep 22.21	Emergency Medical Services Part-Time Paramedic – North EMS Base (2 positions)	Filled internally Part-time base-specific	Vacancies due to internal movement
Sep 22.21	Emergency Medical Services Part-Time Paramedic – Central EMS Base	Filled internally Base-specific part-time	Vacancy due to internal movement

CHILDREN'S SERVICES

INTRODUCTION

The month of July saw centre-based and home-based child care providers switch gears to return to regular summer programming, after wrapping up another round of Targeted Emergency Child Care for school aged children, during which an estimated 184 children received child care services, free of charge.

Throughout the summer months, usage of the child care Fee Subsidy and Family Discount program steadily increased as providers welcomed school age children into their full-day summer programs.

Providers adjusted operations to align with updated operational guidance documents, released by the Ministry of Education in early August, providing guidance on items such as, but not limited to, hand hygiene and respiratory etiquette, transportation, permitted physical activities and field trips, ventilation and mental health.

CHILD CARE

A. ENROLLMENT

Despite seeing increased enrollment and attendance during the summer months, local providers continued to operate below their licensed capacity during the third quarter due to:

- Ongoing staff shortage; and
- Ongoing capacity reductions to ensure compliance with pandemic specific guidelines and health & safety protocols

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

B. FEE SUBSIDY

DTSSAB's Fee Subsidy program continued to provide relief to local families throughout the third quarter. As of August 31st, a total of 149 families and their 253 children have been subsidized by the program.

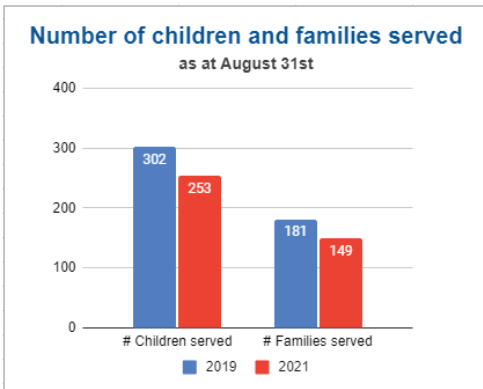


Figure 1: Number of children and families served (2019 vs. 2021)

Fee Subsidy expenses increased in July and August, similar to previous years, as more children attend full day childcare during the summer months.

Note: Fee Subsidy expenses dropped in April, May and June as parents of eligible school aged children received Emergency Child Care services at no charge.

Overall fee subsidy expense level in 2021 continues to be lower than in 2019. This can be attributed to centers operating at reduced capacity and the fact that care for eligible school aged children was offered free of charge from April to June.

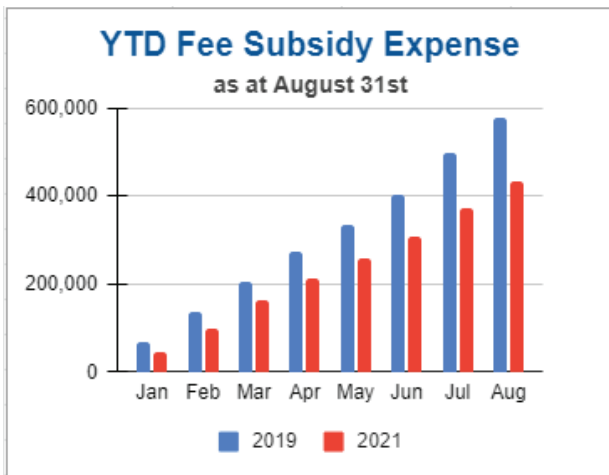


Figure 3: Year-to-date (YTD) Fee Subsidy Expense

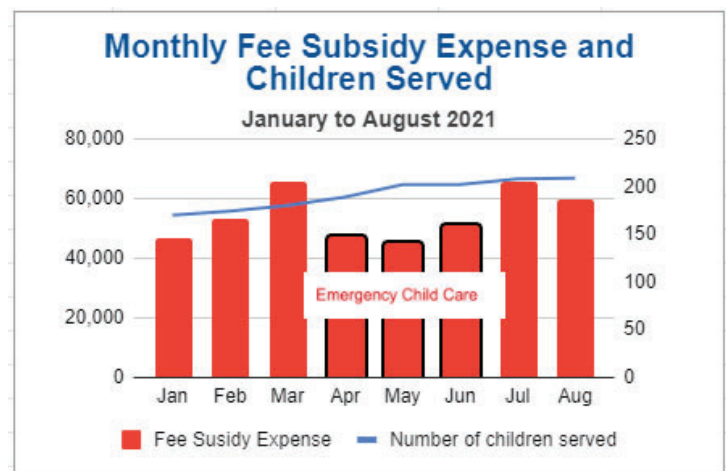


Figure 2: Monthly Fee Subsidy Expense and Number of Children Served

C. FAMILY DISCOUNT

The Family Discount program continued to provide much appreciated financial relief to many local families in the third quarter. Although overall YTD utilization levels continue to be lower than in pre-pandemic years, the program has enabled fee reductions totaling \$95,000 in 2021 YTD (vs. \$160,000 in 2019).

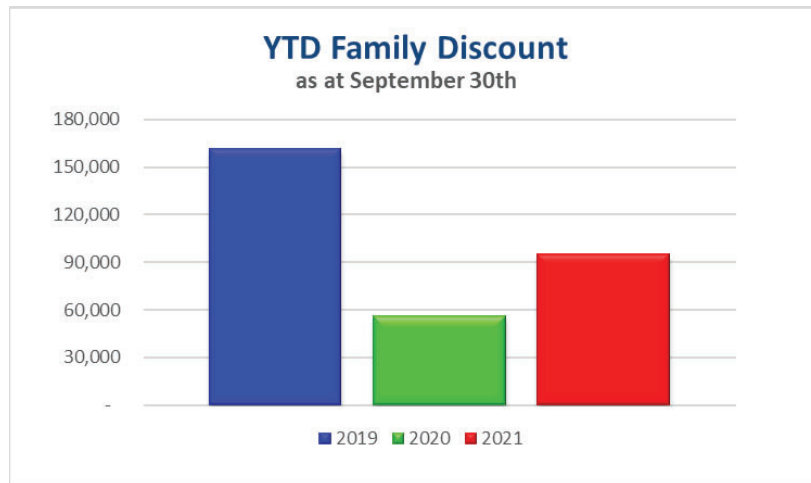


Figure 4 : YTD Family Discount Spending Level (2019-2021)

Program usage dropped from April-June as eligible school aged children received services free of charge. Assuming usage remains at this level in the fourth quarter, program is expected to have saved local families a total of approximately \$140,000 in fees in 2021.

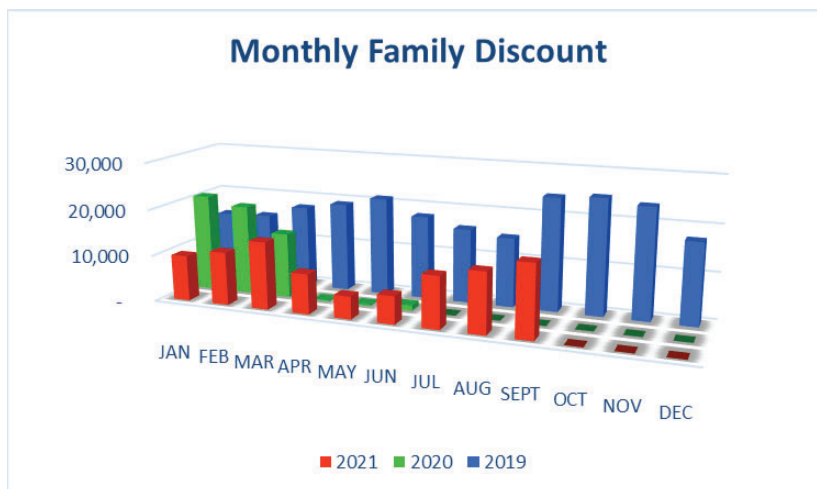


Figure 5 : Monthly Family Discount Comparison 2019-2021

D. EARLY LEARNING PRESCHOOL READINESS PROGRAMS (ELSRP)

Discussions were had with providers during the summer months around the resumption of the ELSRP programs in September 2021 with providers ultimately deciding to postpone reopening to January 2022. Providers’ decision to postpone the program can be attributed to:

- ongoing staffing challenges;
- restricted access to community and school-based activities; and
- maintaining small cohorts to minimize risk of exposure and transmission of COVID-19.

The Children's Services team will continue to work with providers and school board partners in the hopes of reinstating the program in the new year.

E. 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.

F. MANDATORY VACCINATION POLICIES

In response to evolving data around the transmissibility of the Delta variant, the government, in consultation with the Chief Medical Officer of Health, took action to increase protection for our most vulnerable, including young children who are not yet eligible for vaccination. This included making COVID-19 vaccination policies mandatory in high-risk settings, including child care centres.

Providers were expected to have their vaccination policy in place no later than September 7, 2021, and at a minimum require licensed child care centre staff, home child care providers, home child care visitors, every person who is ordinarily a resident of the premises or regularly at the premises, volunteers, students on educational placements, Special Needs Resources and frequent visitors to provide proof of one of three things:

- Full vaccination against COVID-19;
- A medical reason for not being vaccinated against COVID-19; or
- Completion of a COVID-19 vaccination educational session.

The Ministry of Education's September 14th directives confirmed that all persons covered by providers' vaccination policies that are not fully immunized, including those with medical reasons, would be required to provide verification of negative test results two times per week. Rapid antigen test kits were made available to providers by their local Chamber of commerce (if centre located within 10 minutes of Chamber) or via school board at an assigned school location.

Providers are expected to report monthly aggregate vaccination disclosure data to the Ministry of Education as well as weekly testing verification reports to both the Ministry of Health and the Chamber of commerce.

CHILDREN'S SERVICES QUALITY ASSURANCE PROGRAM

The Children's Services quality assurance program continued supporting providers during the third quarter.

During this time, the Quality Assurance Coordinator:

- Continued to connect and support child care providers and home child care providers with ongoing changes in the guidelines, Timiskaming Health Unit suggestions and Memo's from the Ministry of Education.
- Continued to support child care with ongoing projects and play based and equipment funding.

- Coordinated a Professional Learning opportunity for educators with Dr. Diane Kashin. A one-hour session on leadership was offered on Wednesday, September 22nd.
- Organized a second Cooks Networking session that will be offered in October, in partnership with Timiskaming Health Unit.
- Prepared and distributed a Professional Learning Survey to all providers. Information collected will help support ongoing planning for 2021-2022 Professional Learning sessions. (September-June)
- Resumed in-person visits to child care centres.
- Co-organized and participated in 4-day in-person Forest and Nature Practitioners session at Dorothy Lake.

SPECIAL NEEDS RESOURCES PROGRAM (SNRP)

Community Living Resource Consultants and Behaviour Specialists continued to provide virtual supports to Child Care Centres and Licensed Home Child Care Providers during the summer months and started transitioning back to in-person services during the month of September.

Community Living SNRP staff have been asked to work directly with child care providers to ensure that they adhere to the Covid-19 health and safety protocols recommended by the Timiskaming Health Unit, and the Ministry of Education.

EARLYON / ON Y VA CHILD AND FAMILY CENTRES

EarlyON / ON y va continued with outdoor programming throughout the summer and worked on an indoor reopening plan with capacity limits for the fall. The collaborative continued offering virtual services, where possible, so that children and families could access programs and services without having to attend in-person.

BUILDING COMMUNITY CONNECTIONS

On September 30th, Children's Services staff attended a Pow Wow hosted by Keepers of the Circle at Civic Park in Kirkland in the spirit of reconciliation to honour Indigenous children that attended Residential Schools in Canada and those around them who have been affected.



Left to right: Stephanie Weeks (CS Supervisor), Lynne Bernier (CS Manager), Jessica Plante (Quality Assurance Coordinator) and Maxine Daviau (C