

2021

Quarterly Report

Q4

Kelly Black
Chief Administrative Officer

Lyne Labelle
Housing Services Manager

Mark Stewart
Director of Client Services

Rachel Levis
Director of Human Resources

Steven Beaton
Acting Chief of EMS

Prepared By:
Michelle Caron
CEC

CONTENTS

01

EMERGENCY MEDICAL SERVICES

Steven Beaton, Acting Chief of EMS

03

ONTARIO WORKS

Mark Stewart, Director of Client Services

09

HOUSING SERVICES

Lyne Labelle, Housing Services Manager

15

HUMAN RESOURCES

Rachel Levis, Director of Human Resources

17

CHILDREN'S SERVICES



EMS

Q4 has been a busy month for EMS with several internal staffing and resource changes.

Departure

Deputy Chief Derrick Buffam left the service effective October 31st, 2021.

Hiring of 2 Superintendents

DTSSAB EMS welcomes the addition of two new Superintendents, Robert Rosewell (October 31st) and Pierre Poulin (December 27th). Completing the EMS Leadership Restructuring.

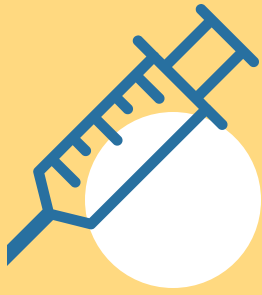
Vehicle Resources

Received a new ambulance on November 11th.

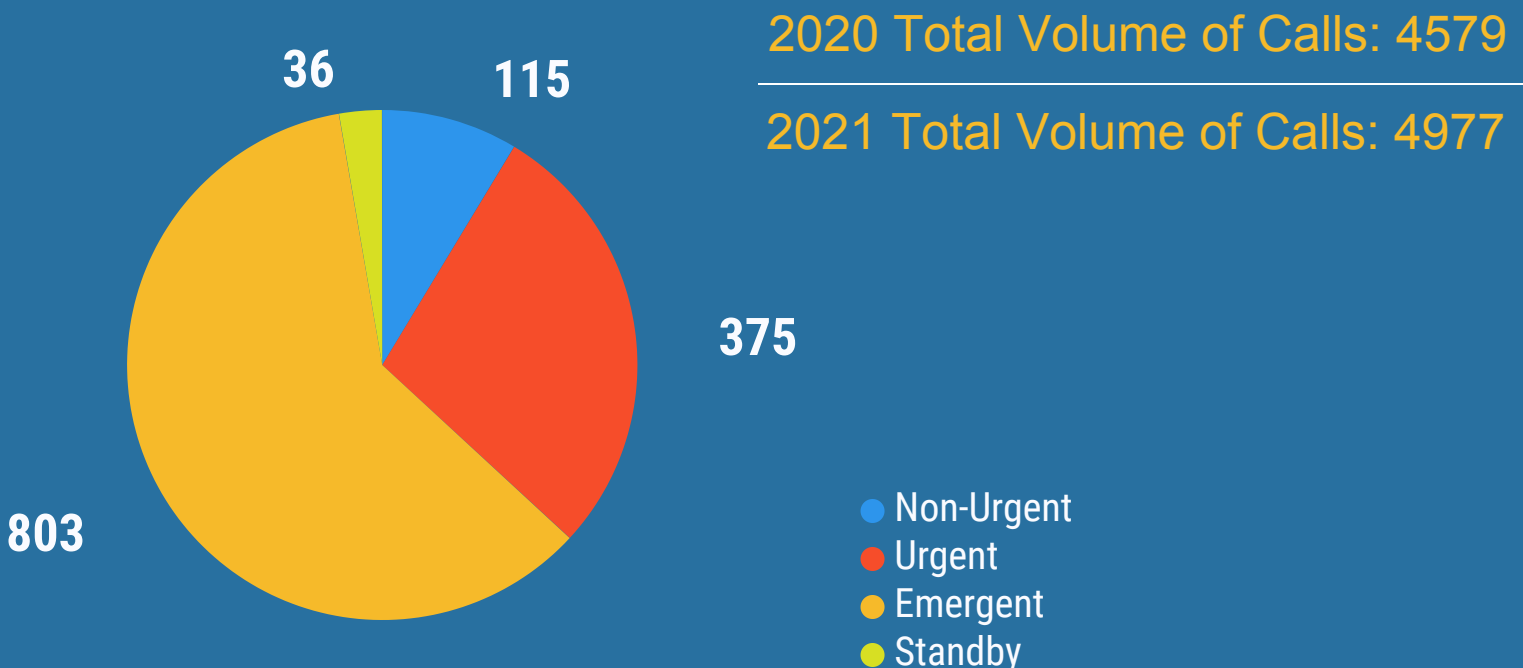
Two ambulances were decommissioned, one was donated to the Matachewan Fire Department.

New Software - Operative IQ

Launch of new software Operative IQ. The software streamlines and centralizes several aspects of daily operations and record keeping. For example, managing stock volumes and prompting reordering. This software will help increase overall service efficiency.



Call Volumes in Q4 2021



Defining EMS Call Codes

Code 4 - Emergent

These calls are emergencies and require immediate, life-saving care. They take the highest priority.

Code 3 - Urgent

Calls that could lead to a life threatening condition, but the patient is presently stable.

Code 2 - Scheduled

Patient is stable and needs to attend a scheduled appointment for care.

Code 1- Non-Urgent

Patient is stable and may need support and/or transportation to hospital for admission.

Code 8- Stand By

EMS Community Paramedicine

The DTSSAB EMS has received notional funding from the Ministry of Health for 2.5 year funding for the launch of Community Paramedicine (CP) Long-Term Care Program. This program will be a great benefit to the district. This launch will result in the following changes in EMS:

- Hiring of more staff, including a CP Lead
- Winding down of High Intensity CP program and transferring patients to the Long-Term Care Program
- Enhanced community partnerships with other long-term care providers.

Annual Training

In November all EMS staff participated in intensive annual training to refine their life-saving skills. This also included training of the Off-Road Response Unit, which has been proven a crucial resource in two rescues to date.

The ORU, and it's accompanying fully enclosed response trailer, provide access to traditionally difficult to reach locations, including, but not limited to:

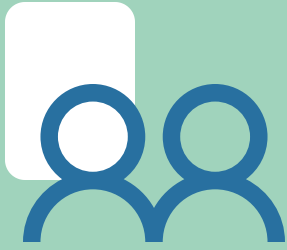
- Remote work sites
- Snowmobile/ATV trailers
- Areas impeded by extreme weather
- Farming areas

The modifications on the unit enable the enclosed response trailer to serve as a mobile command post. The enclosed and climate-controlled compartment at the back of the ORU allows for safe transport of EMS paramedics and patients in an environment comparable to a traditional ambulance.

Stay tuned for more details on this great initiative, which is new territory for the DTSSAB EMS and to most paramedic services in Ontario.



ONTARIO WORKS



The following report summarizes key operational information for the program's fourth quarter (October-December). It includes caseload, recipients, employment activity and financials.

Applications for Assistance and Approvals

Q4 had a surge of new applications across the province. This surge was a result of Federal relief benefits such as Canada Emergency Relief Benefits (CERB), which ended in October. Applications include those completed by the province's centralized intake program and the DTSSAB's local offices. A comparison to Q4 2020 is not practical given the extraordinary circumstances in 2021.

With the Federal benefits ending in October 2021, the Ministry forecasts a 17% increase in the Ontario Works caseload province-wide over the next year. This forecasted increase would return our caseload to pre-COVID numbers by the end of 2022.

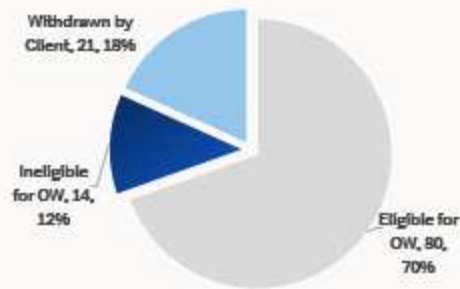


80 Cases
Q4 New Grants

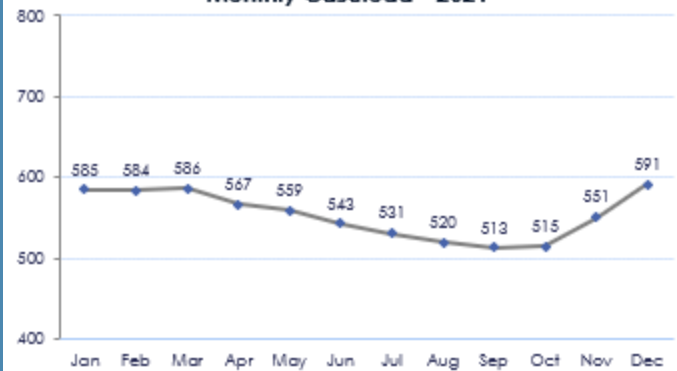
552 Cases
Q4 Average

\$501,000
Q4 Average Monthly Payout

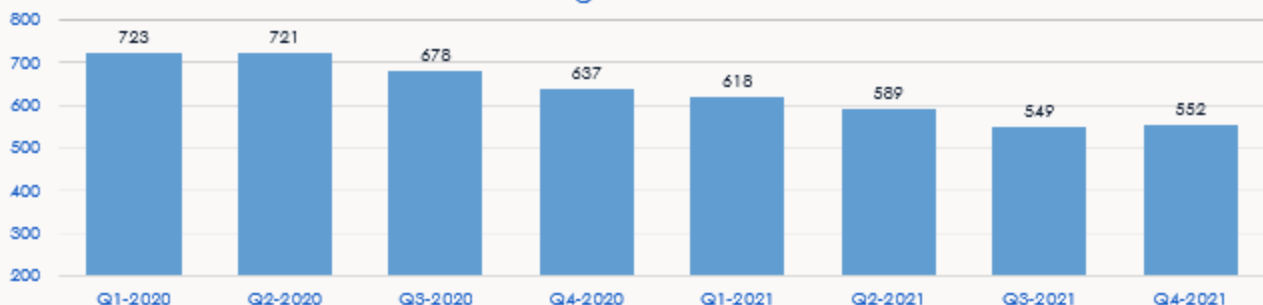
Q4 Monthly Application Outcomes



Monthly Caseload - 2021



Average Caseload 2020-21



Program Staffing

Due to internal promotions into Ontario Works management, there are two vacancies. These vacancies will be filled during the first quarter of 2022.

8

Case Workers

2

Case Aides

1

Eligibility Review and Case Presenting Officer

1

Ontario Works Supervisor

1

Ontario Works Manager

1

Director of Client Services

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 in order to adapt to the change ahead, which includes several unknown factors. This change will continue to develop over 2022 and 2023— full implementation of the renewed social assistance program for the North by 2024.



Client Outcomes (Employment) for Q4

42

Cases with earnings

\$860

Average monthly earnings per case

20

Cases exiting assistance

Employment Assistance to Ontario Disability Support Program (ODSP) recipients

As the service manager, Ontario Works is mandated to provide employment support services to non-disabled spouses and dependent adult children.

The current ODSP caseload in the district is 1,583 cases with 2,089 individuals. While this number represents the total cases, a portion of these have spouses and adult children subject to employment supports participation. Our program must provide these services as per regulation.

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 and 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.

8

Number of active individuals receiving employment supports during the quarter.

Ending of Federal Recovery Benefits

The province and almost all municipal partners are seeing an increase in Ontario Works applications since the expiration of federal benefits that were introduced to address the COVID-19 pandemic. These federal benefits included temporary changes to improve access to Employment Insurance that ended in September and the Canada Recovery Benefit (CRB) that expired on October 23rd. This surge in applications was anticipated by the Ministry and was a major driver for the creation of the Intake and Benefits Administration Unit (IBAU) in November 2020 and the subsequent acceleration of the new centralized intake process. The IBAU has received an 85% increase in application volumes since September 2021.

To mitigate the impact of this increase in applications the Ministry implemented the following measures:

- realigning and redeploying staff to support centralized intake
- increasing staffing
- implementing agile operational strategies
- iteratively improving technology and automation to align with the Ministry's vision of a centralized and automated intake process.

The Province reached out to municipal partners and DSSABs to support processing re-applications and providing additional support during high-volume periods. Timiskaming is actively supporting the Province at this time.



Social Services and Modernization and Renewal Plan Update

The Province's Vision Statement

“To create an efficient, effective, and streamlined social services system that focuses on people, providing them with a range of services and supports to respond to their unique needs and address barriers to success so they can move towards employment and independence.”

Co-Design

In February 2021, the Province released its vision for a renewed social assistance system. There has been an unprecedented amount of engagement and work in designing the new system. The co-design process included members from the North and North East regional DSSABs. The early co-design period is now in a decision-making period, and all work to date will be consolidated and the partnerships engaged. The Province's contract with Deloitte Canada has ended, and the Ministry will continue to lead co-design work with municipalities, partners and stakeholders to develop the future-state operating model. This transition to a new model will take time, no changes are planned in early 2022.

The Province has stated that they have heard many voices and opinions throughout the system. They are committed to collaborative, inclusive, and flexible approaches and using data-based decision-making.

Client Engagement

The Ministry is committed to ensuring that client experiences are embedded in the design of a system that puts people at the center, with services that work effectively together to support them. The Province engaged approximately 500 clients in August 2021 in consultation. In the next phase of co-design with partners, the voice of clients will play an important role in setting meaningful and measurable standards, as they provide input on:

- options to support positive client experiences
- the types of services they require
- how staff roles should be organized to provide a range of supports to clients, optimizing access to a caseworker for high-impact services
- options to ensure effective digital channel design in consideration of client needs and preferences





Social Services and Modernization and Renewal Plan Update

Provincial and Municipal Staff Engagement

Ontario Works staff across the province were provided with a comprehensive list of all the client-facing services, which make up the future-state client journey, and were asked to validate it, identify any gaps, and identify areas where in-person service delivery would be required.

The five service categories are:

1. Identifying and assessing needs
2. Urgent support
3. Supporting social assistance applications and administration of financial assistance, including initial eligibility determination, ongoing eligibility monitoring, and internal reviews, where applicable
4. Stability support navigation and employment referrals
5. Ongoing coordination and post-exit support

Services identified as missing from the service catalogue included:

- Discretionary benefits:

Many clients may need additional urgent or “miscellaneous” supports that are not classified as an “emergency.” It would be helpful for caseworkers to have increased access to discretionary funds or services such as gift cards and vouchers to provide for things such as clothing, food, transportation, personal hygiene products, etc. At our local level, the DTSSAB maintains a flexible discretionary benefits strategy. Benefits and demands are reviewed with caseworkers to ensure that funding is maximized where it is most needed.

- Supports for clients who are not deemed eligible for Ontario Works upon the initial application but are in a critical spot and need assistance (e.g., released from hospital or incarceration.)
- Technology tools: A chat function for online channels would be a useful way for caseworkers to communicate with clients. Additionally, different languages in the computer systems would be helpful for non-English speaking clients. The need increased digital access for elderly, homeless and other populations who are unable to obtain their own devices. Digital signature options for clients when completing forms online and training for clients to learn how to use phones, computers, or other devices would also enable increased use of technology.
- Increased mental health, addiction, youth and social assistance exit supports. Clients who have exited assistance still need support. Service capacities for current mental health supports need to be expanded. Increased wraparound supports for all, especially for youth (under the age of 18) are needed.



Social Services and Modernization and Renewal Plan Update

Reasons for in-person delivery that were identified included:

- Lack of access to technology:

Many clients exiting incarceration or who are homeless and do not have access to technology will seek out supports in person because it is their only means to do so. Some clients may strictly come to the municipal offices to access a computer, a printer, a scanner, a phone, or other resources that they do not have themselves.

- Client safety:

Some of the assistance client situations may be sensitive (such as domestic violence); then it is necessary to remove any barriers to access assistance. A personal connection through an in-person meeting and communication may help to better relay the client's needs to the caseworker and more efficiently connect the client with community resources to help them in a time of crisis.

- Administration:

It may be easier to verify an individual's identity and their paperwork in person, which can help to avoid inaccuracies in their case file, thus ensuring that they get the appropriate services in a timely manner.

- Stability supports:

In-person meetings between clients and caseworkers can help to facilitate a more customized individual plan by helping the caseworker to identify what supports and services the client may need such as employment referrals, mental health and addiction referrals, housing supports, etc.

We are here to help.

All individuals seeking services of the DTSSAB are advised to call the office at one of the numbers listed below.

Kirkland Lake 705-567-9366 OR 888-544-5555
Temiskaming Shores 705-647-7447 OR 800-627-2944





Social Services and Modernization and Renewal Plan Update

Employment Services Transformation

MCCSS continues to support and meet with the existing Employment Services Transformation (EST) prototype locations in a monthly Community of Practice (COP) setting to continuously improve the prototype and share ideas and best practices across the prototype locations. This will provide MCCSS and the Ministry of Labour, Training and Skills Development (MLTSD) a roadmap of enhancements for 2022.

To understand the success and outcomes of the EST model, MLTSD (in close collaboration with MCCSS) is carrying out a comprehensive evaluation of the prototypes. The evaluation was launched in July 2021 and will continue to the beginning of 2023. The evaluation will help MCCSS assess:

- the implementation of the integrated model in the prototype phase
- the delivery of services within the integrated model
- the extent to which the integrated system is attaining its intended outcomes

MLTSD has contracted Goss Gilroy Inc. to conduct the evaluation. The evaluation will include key informant interviews, focus groups, and surveys with stakeholders (i.e., service system managers, social assistance caseworkers, service providers, community partners, municipalities, employers, and clients.)

In September 2021, the catchment areas for the next phase of Employment Services Transformation (EST) were announced in Halton, Kingston-Pembroke, Stratford-Bruce Peninsula, and York. MCCSS will begin to engage with these locations to build an implementation plan for the integrated service delivery that will commence in April 2023. With this expansion, the Ministry is taking another step towards the broader social assistance vision that will provide clients with supports needed to achieve greater independence, participate in their communities, and prepare them for work where applicable.

In October, it was announced that all social assistance offices (beginning with working groups) will begin using the Common Assessment and Action Plan tools to support clients. The introduction of these tools will support the future implementation of EST and will also allow for more consistent management of cases across the province, where clients only have to tell their story once and have an increased focus on providing stability supports. A working group, with representatives from each Ontario Works and ODSP sites, was created to support and inform this implementation.



HOUSING SERVICES

Centralized Wait List

In the fourth quarter of 2021, the Housing Services Program saw a continued increase in applications for housing. The increase in Q4 is largely due to new online application service offered to applicants which was rolled out in August 2021. The constant increase is also an indication of the substantial need for affordable housing in our district. **In 2021, one-hundred and three (103) households from the waitlist were housed into affordable housing units across the district.**

The chart below demonstrates a comparison with the previous year of eligible applicants on the centralized waitlist.

Applicant Type	Q1		Q2		Q3		Q4	
	2020	2021	2020	2021	2020	2021	2020	2021
With Dependents	48	41	51	47	51	51	48	56
No Dependents	109	99	115	125	115	149	109	171
Seniors	90	85	103	47	103	80	90	77
Totals	247	225	269	261	269	280	247	304

6 Individuals were granted SPP Status in 2021

Special Priority Status

The District of Timiskaming Social Services Administration Board manages the Centralized Waitlist for subsidized housing in our district. As per provincial guidelines, Special Priority Program (SPP) status is reserved for individuals eligible for Rent-Geared-to-Income (RGI) assistance who are victims of abuse or human trafficking.

Abuse being defined as any of the following:

- one or more confirmed incidents or physical or sexual violence, controlling behaviour
- intentional destruction of or intentional injury to property
- words, actions or gestures that threaten a household member to fear for his or her safety and that are done by specific individuals
- trafficking of the member done by an individual

Trafficking being defined as any of the following:

- one or more confirmed incidents of recruitment, transportation, transfer, harbouring or receipt of the member by improper means, including force, abduction, fraud, coercion, deception, and repeated provision of a controlled substance, for an illegal purpose, including sexual exploitation or forced labour



COVID-19

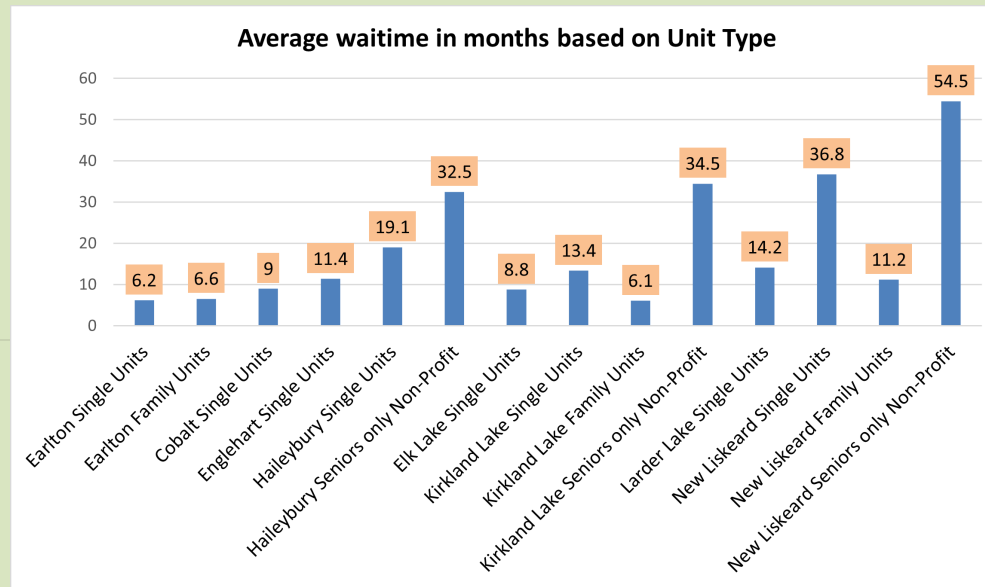


Considering the current Covid-19 situation in our district, the Housing Services Program issued a memo to all tenants reassuring them that we continue to monitor the situation and will respond according to direction from public health.

In all buildings we continue health and safety requirements such as physical distancing, wearing of masks, cleaning, enhanced sanitizing of common areas as well as providing sanitizing stations in entrances. In addition, we screen our staff and contractors regularly and have implemented a mandatory vaccination policy.

Tenants are advised to stay home and reach out to the Timiskaming Health Unit to determine next steps if they are feeling unwell.

Centralized Wait List



Times on the waitlist can vary based on SPP applications, building preferences and locations. The chart below suggests the average wait time per Unit Type.

Unit Vacancy

Q4 proved to be another demanding quarter. Processing move-ins and move-outs includes collaboration of several individuals from the Housing Services Team.

Move-in and move-out processes include:

- offering and showing units
- repairing and signing of move-out documents and lease agreement documents
- coordination of staff and contractors to prepare unit

Most units are turned over within 30 days, some heavily damaged units can take considerably more time.

Activity	Q1	Q2	Q3	Q4
Move-In	18	28	20	33
Move-Out	20	22	19	17

Smoking Policy

In June 2014, a Smoking Policy was established regarding smoking in Social Housing Buildings. Exposure to second-hand smoke has been proven to be harmful to everyone – non-smokers and smokers alike.

Due to the irritation and known health risks of exposure to second-hand smoke, increased risk of fire and increased maintenance, cleaning and redecorating costs to units, all forms of smoking were prohibited.

The smoking policy was adopted through attrition, meaning that existing tenants who smoke were grandfathered (exempted) for the length of their tenancies in their current units, however; any new tenants or tenancies who signed a lease after the effective date are required to sign the Smoking Policy Agreement. Currently we can report that **72% of our units are non-smoking units.**

24 Hour Emergency Call Stats

Northern Communications continues to provide the Housing Services Program with after-hours emergency service. Northern Communications has contact numbers and directives for emergencies including a list of Contractors. With most calls going directly to the Maintenance Supervisor or Housing Services Manager, data continues to show a decrease in needless staff callouts. 23 calls in total were received in Q4 of 2021. Any non-urgent calls are logged and emailed to the office on the next business day.

 **23**

Emergency Calls were made in Q4

Capital Jobs

In 2021, the approved Capital Budget was \$669,000. The Maintenance Department had a productive year regardless of the challenges with the Global Pandemic. 2021 Capital jobs included new roofs at three buildings, balcony refurbishing at one building, various appliance replacements, landscaping projects, several plumbing, electrical and flooring upgrades. Other jobs included work on elevator pits, upgrades to hot water systems and Demtroys system installed in more buildings which improves energy consumption. As of December 31, 2021, the Housing Services Program's capital expenditures are within the 2021 Capital Budget.

Parking lot resurfacing at 60 Fifth St. Kirkland Lake



Roof Replacement at 480 Broadway St. in Haileybury



Featured Buildings



45 Tenth Ave.

Located in Englehart, a 2 storey, 12 unit building built in 1971. Maximum rents are \$585 for a 1 bedroom but vary based on household income. It has a laundry room.



26 Ferland Ave.

Located in Cobalt and built in 1978, this 2-storey building holds 22 one-bedroom units. Maximum rent is \$585 but varies based on household income. Laundry is available on both floors.



60 Fifth St.

Located close to Kirkland Lake, this 3-storey building was built in 1989 and was renovated by the DTSSAB in 2019. It is designated Senior's only with a minimum age of 55. It holds 34 one-bedroom units and 6 two-bedroom units. It is equipped with an elevator and laundry room on the main floor. Rents are determined by RGI and Market rate. Market rents are currently set at \$614 for a 1 bedroom and \$691 for a 2 bedroom.

PROVINCIALY/FEDERALLY FUNDED PROGRAMS

Home for Good (HFG)



The DTSSAB and CMHA are committed to serving our mutual clients to the best of our ability using all resources available. We strive to increase housing stability for our mutual clients and are committed to coordinating and delivering homelessness services in the District. As of October 2021, **seventy (70) individuals are in receipt of HFG supports.**

Social Infrastructure Fund (SIF)

Similar to HFG, the SIF funding is distributed through 2021-22. The DTSSAB continues to deliver SIF funding through the Housing Allowance Component to **ten (10) households in our district.** SIF funding has been confirmed until 2023-24.

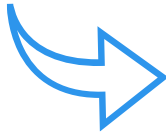
Community Housing Update - Fraser House




During Q4, the DTSSAB began the transfer process of fifteen **(15) affordable units** located at the Fraser House in Cobalt. On October 1, 2021, the DTSSAB assumed leases, operations, and oversight of the units. The DTSSAB believes they are best positioned with the ability and means to maintain the project and preserve the affordable units for the duration of the affordability period. The DTSSAB is committed to a successful partnership with the Town of Cobalt. A new Agreement will be revised to ensure suitable terms are outlined in the best interest of both parties as well as tenants.



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

In mid-2019, the Ontario Community Housing Renewal Strategy was introduced as a multi-year plan to stabilize and grow Ontario's community housing sector, with the aim of achieving the following outcomes and measures for success.

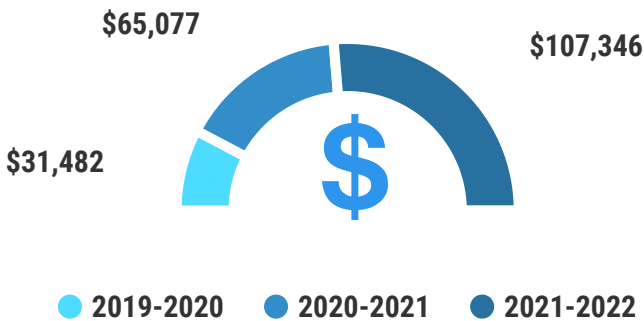


Strategic Outcomes	Desired Intermediate Outcomes
 <p>Increased supply and appropriate mix of affordable and adequate housing</p>	<ul style="list-style-type: none"> ✓ Increased non-profit, co-op, and municipal affordable rental supply ✓ Housing stock is in better state of repair and meets the housing needs of the people of Ontario ✓ Greater involvement of the private sector to support more opportunities for affordable and mixed-income buildings
 <p>People have access to affordable housing and supports that meet their needs to achieve housing stability</p>	<ul style="list-style-type: none"> ✓ People are better connected to housing assistance and supports that are responsive to their complex and changing needs ✓ People live in safe and well-maintained housing ✓ People have more choice about their housing and opportunities to participate in the economy and their community ✓ People experiencing homelessness obtain and retain housing
 <p>Improved efficiency of the Community housing system to ensure value for money and long-term stability</p>	<ul style="list-style-type: none"> ✓ Improved system and inter-ministerial coordination to better identify and respond to people's needs ✓ Improved system management and provider sustainability to better provide a range of housing options ✓ Increased administrative efficiency ✓ Reduced pressure on other service systems including health, social services, emergency, criminal justice

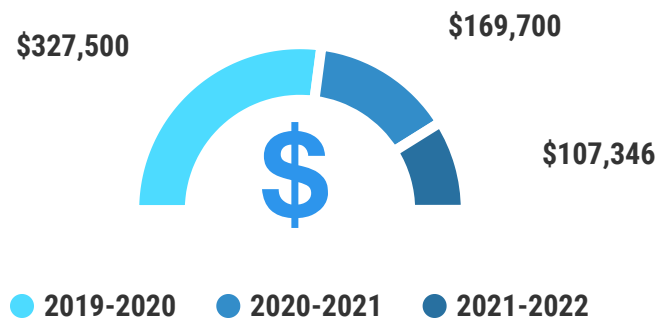
Over time, the Community Housing Renewal Strategy will help Ontarians be more connected to housing assistance and supports that better meet their needs, live in safer and well-maintained buildings, find housing more easily, and have more opportunities to participate in the economy and their community.

COCHI assists in protecting affordability for households in social housing, to support the repair and renewal of existing social housing supply, and to expand the supply of community housing over time. OPHI addresses local housing priorities, including affordability, repairs, and new construction. funding in our district is allocated through the Repairs component.

COCHI Phase 1 Funding



OPHI Phase 1 Funding



Phase II - 2022-23 Funding Allocations

COCHI
\$101,298



OPHI
\$240,800



TIMISKAMING BY-NAME LIST



On November 22, 2021, the DTSSAB's Housing Services Program launched the Timiskaming By-Name List in conjunction with National Housing Day!

We need to move from managing homelessness to ending homelessness. The Timiskaming By-Name List will help us do that. To address homelessness, our communities need to take a coordinated approach, moving from a collection of individual programs to a community-wide response that is strategic, and data driven. Data about the needs of those experiencing homelessness will inform how we allocate resources, services, and programs.

A BNL is coordinated entry - it is a process designed to quickly identify, assess, refer, and connect people in crisis to housing and assistance, no matter where they show up to ask for help. It can pave the way for more efficient homeless assistance systems by:

- Helping people move through the system faster to housing.
- Reducing new entries into homelessness by consistently offering prevention and diversion resources upfront; and
- Improving data collection and quality and providing accurate information on what kind of assistance consumers need.

You can't end homelessness for people if you do not know who is homeless – the Timiskaming BNL will enable us to know who is homeless, and then we can work with them to end their homeless situation. By-Name Lists for people experiencing homelessness can help connect people to services and can create a foundation for better service coordination. They provide a more standardized approach for assessment and referral protocols to make sure clients are being matched to the services they need. It is a worldwide best practice in ending homelessness. It will enable us to gather the information and data we need to make informed decisions about program and homelessness system development. The BNL will also allow us to measure our progress at ending homelessness locally.

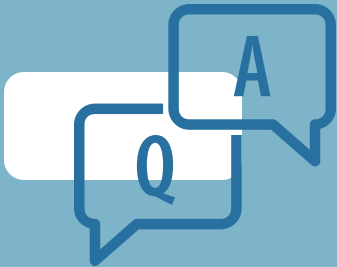
HUMAN RESOURCES

Key non-confidential HR Q4 initiatives and/or activities included, but were not limited to:

Leadership Training - Health and Safety Roles and Responsibilities

All leaders participated in a one-day practical training session facilitated by the Public Services Health and Safety Association (PSHSA) to emphasize the roles and responsibilities of workers, leaders and the Employers in the Health and Safety Management System (HSMS). Training reflected the updated and newly released organization-wide policies OHS-11, Health and Safety Roles and Responsibilities, and OHS-12, Physical and Psychological Health, Safety and Wellness. Functional insight was provided to leaders with respect to recognizing, assessing, controlling, and evaluating health and safety hazards.

In 2022, PSHSA additional training/workshops will be planned to review hazard recognition and control. This, and upcoming H&S training, are foundational to reinforcing core knowledge and competencies of DTSSAB leaders. The roles and responsibilities training also met part of the Employer's commitment to Year 1 of the WSIB Excellence Program.



2021 Q4 Recruitment and Staffing Summary

Closing Date	Position	Recruitment Status	Details and Comments
Nov 19.21	Ontario Works Case Aide - South (1 position)	Filled internally - Permanent full-time	Vacancies due to internal movement
Nov 19.21	EMS Superintendent (1 remaining vacancy)	Filled externally - Permanent full-time	Vacancy due to departure of existing incumbent
Dec 10.21	EMS Part-Time Community Paramedic - District (4 assignments until March 31, 2022)	Filled internally - Temporary part-time	Additional incumbents required to meet program needs

Workplan Culture Survey



In follow up to the December 2019 workplace culture survey, an updated 2021 employee questionnaire was released to gather constructive feedback and insight on areas of weakness, ongoing concerns, perception of leadership effectiveness, positive changes, and progress, etc.

Survey responses help Leaders determine strategies to: make a positive difference to our employees' experiences at work, make our workplace healthier and safer, and ensure responsiveness to staff and organizational needs. Amidst competing priorities and challenges presented by the pandemic, over the last year, DTSSAB leadership has begun to make changes in response to areas previously flagged as requiring improvement.

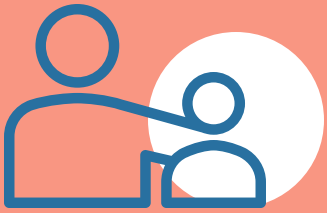
- DTSSAB leaders acknowledge there is still a lot of work ahead and are committed to continuing to invest time and resources, and to work collaboratively with staff, to make meaningful strides in 2022 and beyond to improve workplace culture. The objective is to:
- Continue to build trust among our employees and between employees and leaders
- Be more aware of ways in which to support our staff and leaders
- Improve transparency, avoid miscommunication, reduce conflicts, and ensure staff and leader behaviours align with the DTSSAB's Vision, Mission and Values

The follow-up survey captures respondents' perceptions pertaining to:

- Organizational culture
- Civility and respect in the workplace
- Clear leadership and expectations
- Interpersonal and emotional competencies of staff and leaders
- Opportunities for growth and development
- Staff involvement and influence
- Workload management
- Recognition and reward
- Employee engagement
- Psychological support in the workplace
- Work-life balance
- Protection of psychological and physical safety by leaders and the Employers



CHILDREN'S SERVICES



Child care centres operated with regular programming in the Fall as schools returned to in-person learning and workplaces continued to be open. Child care providers operated with reduced capacity due to challenges with staffing, health and safety protocols and reduced enrolment from families as the pandemic continued. This was a trend consistent across the province.

Targeted Emergency Child Care for school aged children was announced by the province at the end of December as schools shifted to virtual learning for the first 2 weeks in January 2022.

Providers adjusted operations to align with updated operational guidance documents released by the Ministry of Education 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. Our childcare providers have provided critical support to our communities throughout the pandemic.

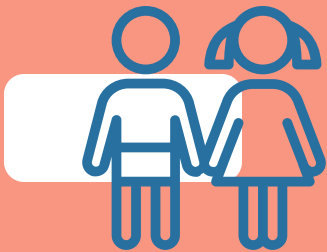


Child Care Enrolment

Despite seeing increased enrollment and attendance during the summer months and into the school year, local providers continued to operate below their licensed capacity during the fourth 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.



Early Learning School Readiness Program

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:

- o ongoing staffing challenges;
- o restricted access to community and school-based activities; and
- o 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.



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. This proposed project has been delayed due to the pandemic.

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 pandemic 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. The Collaborative continued offering virtual services, where possible, so that children and families could access programs and services without having to attend in-person.

Child Care Fee Subsidy

DTSSAB’s Fee Subsidy program continued to provide relief to local families throughout the fourth quarter. As of December 31st, a total of **394 children have been subsidized by the program.**

Fee Subsidy expenses increased throughout the summer months into September, similar to previous years, as more children attend full day child care during the summer months.

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

Monthly Fee Subsidy Expense

	2020	2021
January	\$77,742	\$46,605
February	\$73,769	\$52,946
March	\$93,725	\$65,486
April	\$12,660	\$47,000
May	\$12,403	\$45,117
June	\$14,067	\$50,865
July	\$36,012	\$65,678
August	\$47,932	\$59,769
September	\$46,895	\$47,259
October	\$41,754	\$47,089
November	\$57,355	\$55,036
December	\$49,677	est: 50,000

Q4 Fee Subsidy Expense

2020 \longrightarrow \$148,786

2021 \longrightarrow est: \$152,000

YTD Fee Subsidy Expense

2020 \longrightarrow \$563,992

2021 \longrightarrow est: \$632,854

Children's Services Quality Assurance Program

The Children’s Services quality assurance program continued supporting providers during the fourth quarter and in person visits resumed in the fall.

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 Memos from the Ministry of Education
- Continued to support child care with ongoing projects and play based and equipment funding
- Coordinated Professional Learning opportunities for educators
- Organized a second Cooks Networking session that was offered in October in partnership with Timiskaming Health Unit
- Resumed in-person visits to child care centres
- Co-organized and participated in a 4-day in-person Forest and Nature Practitioners session at Dorothy Lake in October.

Mandatory Vaccination Policies

In response to evolving data around the transmissibility of the Delta and Omicron variant, the province, 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.

Child care 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 twice a 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.

All of the child care providers in Timiskaming were in compliance with the mandated vaccination policy directive and have been reporting to the province as required.

