As Chair of the Board, I am pleased to present the first DSSMSSAB Annual Report to the community of Sault Ste. Marie and surrounding area.

Over the past year in Canada, we have seen how a robust social safety net has protected all members in our community from further Covid infection, job loss and economic instability. Locally, the DSSMSSAB, or Social Services, has played a critical front line role in ensuring that those most vulnerable are able to weather the current pandemic. To do effectively, the DSSMSSAB used the lessons of previous years to better serve our community.

I am proud of all of the good work done at Social Services and excited to share it with others. From housing to employment programs to child care and paramedic services, we want to be a leader in Ontario in excellence and innovation. The Board and myself would like to thank our staff and our community for the way we have responded to the challenges of this past year. We all look forward to using these lessons to become more of a leader in Ontario for quality and innovation.
The Mission for the Social Services Board is to Help People, Build Lives and Strengthen Community. This mission could not be achieved without the dedication, innovation and professionalism displayed by all team members.

Across all divisions, our organization effectively provides service to over 20,000 people each year, which is a real testament to our commitment to the community we serve.

In 2019 our Housing Prevention Team won a provincial award for its commitment to assisting the homeless population. The Ontario Works division implemented new, innovative and robust employment services that have helped many, many people find, secure and retain employment. Our Early Years division implemented a new EarlyON service model that increased the hours and period that this vital service is available to be accessed by parents and caregivers. Our Paramedic Services division responded to over 16,000 calls and saved countless lives.

The staff within our organization truly care about people and the community and I wish to thank each team member for their continued efforts and the results they deliver on a daily basis.

We truly are HERE TO HELP!
Meet the Board of Directors

Janet Gawne    Ken Lamming    Marchy Bruni    Paul Christian

Sandra Hollingsworth    David Edgar    Rick Niro
Mission
Helping people, building lives, and strengthening community

Vision
A fully engaged community where everyone is valued, respected and recognized

Respect ● Integrity ● Compassion ● Collaboration ● Innovation
About Us

The Ontario Works program provides financial assistance and personal support to individuals and families (participants) in financial need. The program is designed to support and assist participants as they work towards stability and employment. Supports may include but are not limited to: financial assistance for food and shelter, health benefits and medical aids, emergency assistance, arrears payments, funerals and burials and the development of local labour market employment training programs. Ontario Works collaborates with legal, educational, financial, health and employment agencies as well as the Ontario Disability Support Program.

Housing Services is the largest social housing provider in Sault Ste. Marie responsible for the operation of the Sault Ste. Marie Housing Corporation. This corporation currently owns 700+ rent-g geared-to-income properties and 400+ subsidized private sector units. In addition to providing safe, affordable housing to hundreds of families residing in the Sault Ste. Marie District, Housing Services also administers local homelessness programs, manages the waitlist for subsidized housing, and is responsible for the oversight of other local non-profit and cooperative housing operations in our service area. Housing Services also oversees the allocation of various federal and provincially funded housing initiatives.

Early Years Services assists families and the local child care community by investing in and supporting both licensed child care and EarlyON operators throughout the District of Sault Ste. Marie. The Division oversees a centralized application and wait list site for licensed programs in the area and provides financial assistance for those families applying for child care who qualify. Staff work with Early Years programs to promote and enhance quality and to ensure the needs of children requiring special needs resourcing are met. In addition, Early Years supports EarlyON services, providing opportunity for families to benefit from free, high-quality drop-in programs for children from birth to 6 years old. Early Years is also responsible for managing growth in the system and anticipating and planning for future needs through collaboration with community partners.

The District of Sault Ste. Marie Paramedic Services is dedicated to the preservation of life, alleviation of suffering and promotion of health and wellness to the citizens and visitors of Sault Ste. Marie and surrounding area in a caring compassionate and responsible manner. The Paramedic Services employs approximately 70 (64 full and part-time paramedics and administrative positions) who deliver provincially mandated emergency medical services to approximately 80,000 people 24 hours a day, seven days a week. The Paramedic Services currently has a fleet of 14 vehicles which include ambulances, emergency response vehicles and administrative vehicles. Within the coverage areas there are two Paramedic Services stations. The Regional Emergency Services Complex (RESC) is within the city limits and the Garden River First Nation Base is located in Garden River First Nation.
Individuals face many barriers before employment becomes possible. With the right supports in place, some obstacles are quickly resolved. Other situations require a longer, more focused, supportive plan and multi-agency approach.

Mental health, addictions, domestic violence, family break down, and complications as a result of homelessness are some of the issues that Ontario Works participants are coping with. Working closely with community partners, a holistic approach for resolution is implemented.
Ontario Works helps people who are in financial need by offering two types of financial assistance:
- Income support - meeting basic needs such as food and shelter; and
- Employment Assistance - identifying barriers and providing necessary supports to pursue educational activities or obtain and retain employment.

Some highlights from the 2019 year include:

- **26,000** individuals came into our office to register for appointments, discuss stabilization avenues or apply for one-time short-term help through non-social assistance emergency funding.
- **750** adults experiencing dental emergencies that were affecting their immediate health and well-being received emergency dental care.
- **7000** meetings were conducted at our main location or at local housing hubs to help individuals work on their employment plans and/or to complete progress updates.
- **340** recipients of either Ontario Works or Ontario Disability Support received medical equipment such as wheelchairs, mobility medical aids and hospital beds to help them remain in their homes. In addition, 172 participants received orthotic care for employment retention and another 172 persons received supports for diabetic care.
- **2894** participants were provided with transit passes to attend training programs or employment interviews. This was possible through a partnership with the DSSMSSAB and the City of Sault Ste. Marie Transit Division.
- **100's** Of items such as winter hats and mitts, hygiene products and fresh fruit was made available in the lobby each week. Staff also regularly donated winter coats, boots, toiletries, food, and personal items.
A new pilot program designed to address local workforce entry and labour shortage needs in the hospitality sector was launched in 2019 in partnership with FutureSSM, the District of Sault Ste. Marie Social Services Administration Board (DSSAB), 10 agency members of the Workforce Entry Subcommittee, and local hotels.

This program was created in an effort to remove workforce barriers for those on Ontario Works while also addressing immediate labour needs of Sault Ste. Marie hoteliers. The Hospitality Training Program offered participants social skills training and hotel related technical skills training both off and on-site. The end goal was that participants would receive full-time employment in the sector.

16 placements were secured with 12 hotels including The Water Tower Inn, Quality Inn & Suites, Quattro Hotel, Days Inn, Sleep Inn, Holiday Inn Express, Comfort Inn, Microtel, The Northlander, Super 8, Delta Hotel, and Fairfield Inn. Needs of employers included: housekeeping, front desk, breakfast service, culinary, maintenance, kitchen, banquets and restaurant. 80% of participants in this program gained employment after completion.


Due to the success of this workforce entry initiative, this program will be applied to other sectors identified by the Subcommittee, including environmental services, dietary aide and labour/construction in 2020.
In 2019, the Federal Reaching Home initiative launched on a national level. Housing Services is the community entity overseeing the administration and delivery of this program which is committed to ending homelessness across Canada.

As a result of this program, Housing Services has hired a new Housing & Homelessness Supervisor who will be working to modernize the homelessness system in Sault Ste. Marie, which includes participation in the Built for Zero campaign, introduction of a by-name list, and coordinated access system to ensure all individuals experiencing or at risk of experiencing homelessness are accounted for and supported.
Some highlights from the 2019 year include:

- Average number of individuals waiting for rent-geared-to-income assistance decreased by 5.94%.

- Financial Support to Individuals to Remain Housed decreased by $38,717.48 to $238,939.79.

- 28 individuals graduated out of the Intensive Housing Based Case Management program.

- 12 individuals who may otherwise be homeless were housed in 2019 through the intensive housing based case management program; 9 of whom continue to participate in the program.
The Sault Ste. Marie and District Homelessness Prevention Team (HPT) received the Local Municipal Champion Award presented by the Ontario Municipal Social Services Association (OMSSA).

The Local Municipal Champion Award acknowledges Social Services’ teams from across the province, working in partnership with community organizations and/or initiatives, to advance excellence in human services integration and service system management.
Housing Services will purchase and renovate homes in disrepair within the downtown core of Sault Ste. Marie in partnership with Ontario Works and Sault College. The homes will be offered for sale to low-income individuals and families that have successfully obtained and maintained employment giving them the opportunity to own a home.

Housing Services has built two new affordable rent buildings in the city’s west end. One building will house 9 units for seniors while the other will house 8 units geared to developmentally delayed adults.

The new complex is scheduled to open in April 2020 and also features a new community hub to service nearby residents who are in subsidized housing and/or participant of Ontario Works.

The DSSMSSAB works annually with licensed child care programs through a quality assurance framework to promote high quality programs for children and families.
Early Years Services

The past year has seen continued growth in the Early Years Division of Social Services. New initiatives continue to be identified for the community as a result of Ontario’s commitment to modernize and transform the Child Care and Early Years system. This provides an opportunity to increase, enhance, and better integrate essential Early Years Services.

Some highlights from the 2019 year include:

- **1,747**
  Number of Licensed Child Care Spaces in 2019. Specifically, 5% infant, 15% toddler, 29% preschool, 20% JK/SK, and 31% school age children.

- **685**
  Total number of children receiving fee subsidy assistance.

- **64**
  New spaces created.

- **1,212**
  Children are waiting for child care spaces. Specifically, 23% infant, 18% toddler, 34% preschool, 6% JK/SK, and 19% school age children.

- **25,575**
  Visits to EarlyON by children in 2019.

- **2,640**
  Children Served in EarlyON = 40% of the 0 to 4 Population
Early Years Services

Introducing EarlyON Mobile Services

EarlyON Child and Family Centres provide child and family centred programs and services that are consistent at all locations, but also meet the unique needs of the families who attend each program. EarlyON centres offer warm, welcoming environments which are inclusive, accessible, responsive, and support growth and long-term success, creating a sense of belonging, well-being, engagement, and expression.

EarlyON Mobile Services commenced in July of 2019 in partnership with the local Service Provider, Child Care Algoma. This unique service is the first of its kind in Northern Ontario and is the result of extensive community consultations.

The Mobile Services will provide neighbourhoods with better access to EarlyON Child and Family Centre services as well as further integrate EarlyON programming into different areas of the community. Family-centred activities and links to other service providers, who can travel with and/or attend at neighbourhood sites, are offered at a variety of locations. Children 0-6 and their parents and caregivers from across the community will benefit from the availability of services offered close to where they live.
Early Years and Ontario Works Pilot Project was initiated in 2019 by the Early Years System Management team to mitigate the severe workforce shortage in the Early Years Sector and to increase opportunity for those in receipt of Ontario Works to secure meaningful employment. The intent was to address the significant need for qualified Early Childhood Educators in order to enhance the operating capacity of local Early Years programs. Managers in the Early Years and Ontario Works Divisions worked collaboratively with local Early Years Providers to provide a unique learning and on the job training opportunity for Ontario Works employment-ready participants to work in licensed child care and EarlyON programs. An intensive training period, including a two-week initial block placement was completed prior to job placements commencing.

Over 75% of the original participants in the first group were successful; they are currently employed in the Early Years system and are pursuing post-secondary education in Early Childhood Education. Given this resounding success rate, this program has been offered again with a second group of participants.
On May 16, 2019, the District of Sault Ste. Marie Social Services Administration Board made the decision to directly deliver Paramedic Services.
Once the Ministry of Health (MOH) was informed of DSSMSSAB’s decision to directly deliver Paramedic Services, an operator’s certificate was requested.

Throughout the remainder of the year, various partners and support staff regularly met to ensure a seamless transition. The DSSMSSAB and the City of Sault Ste. Marie met with the paramedics union through town hall meetings and provided reassurance to staff that their jobs were secure.

The application for an operator’s certificate was granted and the District of Sault Ste. Marie Paramedics Service was established. The Board had a new crest designed to celebrate this transition of service.

Paramedic Services had previously invested in a new electronic scheduling system as they moved away from years of paper. A software connection was created so that prior investments by both Paramedic Services and the DSSMSSAB were not lost, but combined to produce an accurate payroll system. New internet access, added hardware and software, new email addresses for staff, and a lot of technical support resulted in a secure paperless system.
In partnership with Sault Area Hospital, our Service has developed a diversion strategy that authorizes the paramedic to transport certain patients to Sault Area Hospital’s (SAH) Withdrawal Management Services instead of the emergency department. In 2019, 43 patients were diverted from SAH Emergency Department to Withdrawal Management Services. This not only provides patients with the right care at the right time, it also decreases the amount patients being transported to the SAH.

### Call Volumes by Dispatch Priority

<table>
<thead>
<tr>
<th>Dispatch response type</th>
<th>Priority 1</th>
<th>Priority 2</th>
<th>Priority 3</th>
<th>Priority 4</th>
<th>Priority 8</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deferrable call potential for up to 24 hours</td>
<td>1532</td>
<td>692</td>
<td>4407</td>
<td>8883</td>
<td>792</td>
<td>16,306</td>
</tr>
<tr>
<td>Scheduled patient transfer</td>
<td>+ 2.0%</td>
<td>+ 4.1%</td>
<td>+ 3.4%</td>
<td>+ 5.0%</td>
<td>+ 4.0%</td>
<td></td>
</tr>
</tbody>
</table>
## Response Time Performance

<table>
<thead>
<tr>
<th>Type of Call</th>
<th>Arrival Target Time (Minutes)</th>
<th>Goal: % of calls</th>
<th>Target Time was met %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arrest</td>
<td>6</td>
<td>60</td>
<td>65.3</td>
</tr>
<tr>
<td>Resuscitation</td>
<td>8</td>
<td>75</td>
<td>80.5</td>
</tr>
<tr>
<td>Emergent</td>
<td>10</td>
<td>80</td>
<td>84.9</td>
</tr>
<tr>
<td>Urgent</td>
<td>15</td>
<td>80</td>
<td>95.1</td>
</tr>
<tr>
<td>Less Urgent</td>
<td>20</td>
<td>80</td>
<td>98.8</td>
</tr>
<tr>
<td>Non Urgent</td>
<td>30</td>
<td>80</td>
<td>99.8</td>
</tr>
</tbody>
</table>
### Revenue

**Year Ended Dec 31, 2019**

<table>
<thead>
<tr>
<th>Revenue</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Province of Ontario</td>
<td>45,615,191</td>
</tr>
<tr>
<td>Government of Canada</td>
<td>3,037,605</td>
</tr>
<tr>
<td>Municipal Levy</td>
<td>20,398,968</td>
</tr>
<tr>
<td>Other</td>
<td>67,403</td>
</tr>
<tr>
<td>Investment Income</td>
<td>411,114</td>
</tr>
<tr>
<td>Rental Income</td>
<td>3,148,817</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>72,679,098</strong></td>
</tr>
</tbody>
</table>

**Total Revenue**

$72,679,098

**Revenue**

- Province of Ontario
- Government of Canada
- Municipal Levy
- Other
- Investment Income
- Rental Income
Expenditures

Year Ended Dec 31, 2019

- Salaries & Benefits: $8,964,113
- Materials & Services: $7,420,531
- Transfers to Recipients and Social Providers: $40,318,143
- Employment Related Costs: $1,639,890
- Purchased Services: $7,320,558
- Amortization of Capital Assets: $498,469

Total Expenditures: $66,161,704
Here to help.