



Social Services

District of Sault Ste. Marie Social Services

Administration Board

Conseil d'Administration des Services du District Sault Ste. Marie

Zhawenimi-Anokiitaagewin

DSSMSSAB REGULAR BOARD AGENDA

Thursday, July 20, 2023 at 4:30 PM

390 Bay Street, Suite 405

1. CALL TO ORDER

2. LAND ACKNOWLEDGEMENT

I acknowledge, with respect, that we are in Robinson-Huron Treaty territory, that the land on which we are gathered is the traditional territory of the Anishinaabe and known as Bawating. Bawating is the home of Garden River First Nation, Batchewana First Nation, the Historic Sault Ste. Marie Metis Council.

3. APPROVAL OF AGENDA

Resolution #23-069

Moved By: S. Spina

Seconded By: A. Caputo

- 3.1 “**BE IT RESOLVED THAT the Agenda for July 20, 2023 District of Sault Ste. Marie Social Services Administration Board meeting be approved as presented.**”

4. DECLARATIONS OF PECUNIARY INTEREST

5. APPROVAL OF PREVIOUS MINUTES

Resolution #23-070

Moved By: S. Hopkin

Seconded By: J. Hupponen

- 5.1 “**BE IT RESOLVED THAT** the Minutes from the District of Sault Ste. Marie Social Services Administration Board meeting dated June 15, 2023 be adopted as recorded.

6. MANAGERS REPORTS

HOUSING SERVICES

Resolution #23-071

Moved By: M. Bruni

Seconded By: A. Caputo

- 6.1 “**BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) accepts the Homelessness Prevention Program Investment Plan for the period of April 1, 2023 to March 31, 2024 as presented.”

PARAMEDIC SERVICES

Resolution #23-072

Moved By: J. Hupponen

Seconded By: S. Hopkin

- 6.2 “**BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) accept the July 20, 2023 Offload Delay report by the Chief of Paramedic Services as information.”

ADMINISTRATION

Resolution #23-073

Moved By: S. Spina

Seconded By: A. Caputo

- 6.3 “**BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) accept the report regarding the review and mapping of the current business processes utilized in administering Ontario Works, Housing, and Child Care programs with the objective of streamlining services and increasing operational efficiencies, as information.”

8. CORRESPONDENCE

9. OTHER BUSINESS / NEW BUSINESS

- 9.1 In accordance with its Procedural By-law Part 19, Section 19.2, the SSMDSSAB hereby provides notice before enacting or amending its procedural by-law at the regularly scheduled September Board of Directors meeting.

10. ADJOURNMENT

Resolution #23-074

Moved By: E. Palumbo

Seconded By: S. Spina

- 10.1 **"BE IT RESOLVED THAT** we do now adjourn."

NEXT REGULAR BOARD MEETING

Thursday, August 17, 2023 4:30 PM



Social Services

District of Sault Ste. Marie Social Services
Administration Board
Conseil d'Administration des Services du District Sault Ste. Marie
Zhawenimi-Anokiitaagewin

Meeting Minutes

DSSMSSAB REGULAR BOARD MEETING

Thursday, June 15, 2023 at 4:30 PM

390 Bay Street, Suite 405

PRESENT: L. Dufour E. Palumbo
S. Spina A. Caputo
J. Hupponen S. Hopkin
M. Bruni L. Vezeau-Allen
E.

REGRETS: L. Bruni J. Barban K. Kirkham

STAFF: M. Nadeau D. Petersson J. Pearson
M. Scott A. Borrelli
A. Kohler

1. CALL TO ORDER at 4:32

2. APPROVAL OF AGENDA

Resolution #23-057

Moved By: S. Spina

Seconded By: A. Caputo

2.1 “**BE IT RESOLVED THAT** the **Agenda for June 15, 2023** District of Sault Ste. Marie Social Services Administration Board meeting be approved as presented.”

Carried

3. DECLARATIONS OF PECUNIARY INTERES

None

4. APPROVAL OF PREVIOUS MINUTES

Resolution #23-058

Moved By: S. Hopkin

Seconded By: J. Hupponen

- 4.1 “**BE IT RESOLVED THAT** the **Minutes** from the District of Sault Ste. Marie Social Services Administration Board meeting dated **May 18, 2023** be adopted as recorded.

Carried

5. PRESENTATIONS

5.1 Homeless Prevention Program Investment Plan

Joanne Pearson, Integrated Program Manager

Added resolution

Resolution #23-067

Moved By: L. Vezeau-Allen

Seconded By: S. Spina

“**BE IT RESOLVED THAT** the Board of Directors approve the initial Homelessness Prevention Program allocation as presented”

Carried

6. MANAGERS REPORTS

CORPORATE SERVICES

Resolution #22-059

Moved By: M. Bruni

Seconded By: L. Vezeau-Allen

- 6.1 “**BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) accepts the June 15, 2023 DSSMSSAB Audited Consolidated Financial Statements approved by the Finance Committee for the year ended December 31, 2022 as prepared by KPMG.”

Carried

Resolution #22-060

Moved By: S. Hopkin

Seconded By: E. Palumbo

- 6.2 “**BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) accepts that the District of Sault Ste. Marie Social Services Administration Board allocate the final 2022 Operating Surplus in the amount of \$1,194,189 and in the amount of \$162,009 for Direct Delivery Operations to DSSAB Reserves for future use as determined by the Board.

Carried

Friendly Amendment: Addition \$162,009 for Direct Delivery Operations

Resolution #22-061

Moved By: S. Spina

Seconded By: J. Hupponen

- 6.3 “**BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) accept the June 16, 2023 Q1 Financial Update report of the Director of Corporate Services as information.”

Carried

PARAMEDIC SERVICES

Resolution #23-062

Moved By: L. Vezeau-Allen

Seconded By: S. Spina

- 6.4 “**BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) accept the June 15, 2023 Offload Delay report of the Chief of Paramedic Services as information.”

Carried

6.5 **Resolution #23-068**

Moved By: S. Spina

Seconded By: L. Vezeau-Allen

“**BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) Board of Directors directs CEO Mike Nadeau to invite the senior administrators of Batchewana First Nation, Garden River First Nation and Prince Township to participate in meetings with Sault Area Hospital concerning Off-Load Delays being experienced by DSSAB Paramedics”.

Carried

COMMUNITY SERVICES

Resolution #23-063

Moved By: M. Bruni
Seconded By: S. Spina

“**BE IT RESOLVED THAT** accept this report as information regarding the Employment Services Transformation and the recent announcement and call for qualifications for Service System Managers in the Phase 3 catchment areas.

Carried

HOUSING SERVICES

Resolution #23-064

Moved By: A. Caputo
Seconded By: S. Spina

6.6 “**BE IT RESOLVED** Housing Services recommends an increase to the maximum market rent funding by \$75.00 per month for the Portable Housing Benefit (PHB) from \$875 to \$950 per month for a 1 bedroom unit, and from \$975 to \$1050 per month for a two bedroom unit in order to fund clients to appropriate market rent levels.

Carried

CEO

Resolution #22-065

Moved By L. Vezeau-Allen
Seconded By: S. Spina

6.7 “**BE IT RESOLVED THAT** the Board of Directors accept the CEO’s Quarter 1 Statistical Update as Information”

Carried

7. CORRESPONDENCE

8. OTHER BUSINESS / NEW BUSINESS

9. ADJOURNMENT

Resolution #23-066

Moved By: L. Vezeau-Allen
Seconded By: S. Spina

9.1 “**BE IT RESOLVED THAT** we do now adjourn.”

Carried

Adjourned at 6:34

NEXT REGULAR BOARD MEETING

Thursday, July 20, 2023 4:30 PM



**Social Services | Services Sociaux
Zhawenimi-Anokiitaagewin**

Sault Ste. Marie District

Social Services

District of Sault Ste. Marie Social Services

Administration Board

Conseil d'Administration des Services du District Sault Ste. Marie
Zhawenimi-Anokiitaagewin

BOARD REPORT

AUTHOR: Joanne Pearson

DATE: July 20, 2023

RE: Homelessness Prevention Program (HPP) Investment Plan

RECOMMENDATION

It is recommended the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) accept the Homelessness Prevention Program Investment Plan for the period of April 1, 2023 to March 31, 2024 as outlined in the report below.

BACKGROUND INFORMATION

In June of 2023, an overview of the Homelessness Prevention Program investment plan was presented to the board, for preliminary approval, in order to accommodate the Ministry of Housing's deadline for submission. Housing staff committed to returning to the board in July 2023, with a detailed breakdown of the HPP investment plan. The following plan has been categorized into 3 over-arching themes, with a further description of the proposed program/service and corresponding funding allocation.

Strengthening Homelessness Prevention

Homelessness prevention initiatives are essential in the effort to reduce the inflow of individuals into homelessness. The following are the "upstream" investments being proposed:

1) Housing Stability Bank - \$547,005

The Housing Stability Bank provides financial assistance to eligible applicants, for rental/utility arrears, as well as assistance with first or last month's rent. Ontario Works delivers the Housing Stability Bank and also provides case management services to those accessing the bank to ensure other financial resources are also considered ie. Discretionary funds or Emergency funds. With the increase in rental costs in Sault Ste.

Marie, we have experienced a higher inflow into the homelessness system as a result of individuals unable to afford rent/utility costs.

Please note, the Housing Stability Bank has been increased for fiscal 23/24 only, in order to ensure operating funds are available for the DSSMSSAB's potential commitment to support new supportive housing in the future as assets are built or renovated.

2) Youth Portable Housing Benefit - \$300,000

Recommended to support approximately 25 youth with long-term housing assistance. This youth initiative is in line with provincial priorities and will assist youth who are at risk of, or experiencing homelessness. The DSSMSSAB intends to work closely with child and youth community services to provide support to youth aging out of care to ensure they are being set up for success. Initial conversations have taken place with both mainstream and Indigenous child welfare organizations.

The following data regarding youth was extracted from our By-Name-List in May 2023: In May, there were 139 actively homeless individuals on the BNL with 20 being youth, accounting for 14% of the BNL. Nine (9) of the 20 youth were considered chronically homeless, 45% of the youth on the BNL would be considered chronically homeless.

3) Indigenous Support Services - \$680,000

We recognize the importance of working with Indigenous agencies to support Indigenous clients who are at risk of homelessness or experiencing homelessness and who are in need of supports. DSSMSSAB staff have engaged in meaningful conversations with Indigenous partners, and have acknowledged the trends of higher indigenous populations within the shelter system. These conversations have led to a potential of Niigaaniin Services and Ontario Aboriginal Housing Services to provide supports to urban indigenous individuals that are included as part of this investment plan. This investment is also in line with the recommendation made by OrgCode (May 2022) "given the ratio of Indigenous to non-indigenous people experiencing homelessness, a focus on the positions to support Indigenous Peoples by Indigenous organizations is critical."

Niigaaniin Services - \$550,000

Provide culturally appropriate services/programs to various locations including both emergency shelters, Bridge units, Social Housing Community Hubs, and the Community Resource Centre situated at 721 Wellington. Group programming along with case management services for adults and youth will be provided. Niigaaniin staff will also have access to clinical supports to assist with service plan creation as well as facilitating access to Niigaaniin's land based treatment program. The DSSMSSAB has also partnered with Niigaaniin Services to support an Aftercare Program to be situated on

Anna Street. Further information on this initiative is included in the Supportive Housing section of this report re: Anna Street

Ontario Aboriginal Housing Services - \$130,000

Increase indigenous case management services to provide support to indigenous clients who are experiencing homelessness or who are at risk of homelessness. Counselling services will also be provided to clients being supported by OAHS case managers. Federal Reaching Home funds will be utilized to cover the balance of the OAHS case management requirements and are not part of the HPP plan.

4) Tenant Support Worker (TSW) - \$95,000

This investment proposes the *continued* funding for a DSSMSSAB staff member, Tenant Support Worker, who will continue to provide assessment and community referrals and connections for individuals residing within Social Housing communities to ensure those who are at risk of homelessness remain housed. The TSW is also part of the Homelessness Prevention Team (HPT) to provide outreach services to those who are experiencing homelessness.

5) Downtown Ambassador Program (DAP) - \$27,400

This investment proposes to extend hours of operation for the Canadian Mental Health Association's DAP program later into the evening and on the weekend. This program provides alternate support to those who may be unsheltered and are vulnerable, instead of relying on emergency services ie police/ambulance. Those who don't require intensive emergency level assistance will be able to access street level services provided by the DAP. The goal of this investment is to provide outreach by peer support workers that aims to minimize harm, provide referrals and supply resources to our community's most vulnerable people.

There is acknowledgement of OrgCode's recommendation (May 2022), and subsequent report to the board on September 15, 2022, to consider a substantial investment in street outreach. Further to the Sept. 15th report, coordination of street outreach occurred in November of 2022, with an encampment committee was formed. At the present time, Homelessness Prevention Team members are available Monday-Friday 8:30am-4:30 pm (to attend locations beyond area covered by the DAP program) and the DAP program operating 3:00 pm -7:00 pm Monday-Friday and weekends 10:00am-6:00 pm. The Community Wellness Bus also continues to attend strategic locations throughout the community to offer services to those most vulnerable. We are still in negotiations with CMHA to develop a formal schedule on extension of DAP service hours.

Strengthening Homelessness System

Emergency Shelters

The emergency shelters are the first point of entry into the housing and homelessness system and play a key role in diversion and connection. The following is the proposed breakdown for funding:

Pauline's Place - \$575,000

Base funding for shelter operations:	\$525,000
Supports to Bridge units:	\$50,000 (support provided by Pauline's Place)
Total:	\$575,000

At the present time, Pauline's Place is providing the supports to the women residing in the 8 bridge units. This plan is recommending an additional 35 hours/ week to cover evenings and weekend support. The additional hours of support will be provided by a different service provider. Ideally, supports would be provided by an indigenous service provider given 57% of women who entered Pauline's Place on the By Names List identified as indigenous.

**Budget allocation is identified in the Supportive Housing portion of this report.*

Canadian Mental Health Association - \$1,662,617

Base funding for shelter operations:	\$ 893,694 (staff and security guard)
Supports to 22 Bridge Units 24/7:	<u>\$ 768,923</u>
	\$ 1,662,617

The new men's emergency shelter will accommodate 22 emergency beds, and 22 Bridge units (44 total). Hours of operation for the emergency shelter will be a 16 hour model during the week when, opening at 4:30 pm until 8:30 am, and operate 24 hours Saturday and Sunday (when the Community Resource Centre is not open). The Bridge units will be supported 24/7. As recommended in the Org Code report completed in May 2022, providing Bridge Units is necessary to support those with the highest acuity due to lack of permanent supportive housing in our community. The staff to client ratio targeted for the Bridge units is 1:12. This investment proposed will allow for 24/7 supports which will assist with cost avoidance for emergency services use, support men until they are able to transition to permanent housing, etc. The individuals who will occupy the bridge units are typically high acuity and the hardest to serve who frequent high cost systems i.e. police, paramedics, hospital, shelter, etc.

Further services will be offered on site through the Community Resource Center that will provide a variety of daily supports to those experiencing homelessness, as well as provide supports for community members who are marginalized or at risk of homelessness. A coordinated multi-service delivery approach will be offered to provide supports related to housing, medical, income support, mental health/addictions, legal, indigenous services,

youth services, and other relevant programming. These onsite supports will play a crucial role in homelessness reduction and community connection.

Harvest Algoma Meal Preparation Services - \$118,320

Meals provided to the men's low barrier shelter and 22 bridge units.

Verdi Shelter Costs - \$99,883

Funding proposed to cover continued operations of the Verdi shelter until the transition to the new shelter takes place ie. lease payments, utilities, plumbing, electrical, pest control, cleaning, waste removal etc. Funding will also be used to cover damages that have occurred since opening the temporary low barrier shelter in December of 2020.

New Shelter - \$72,500

Funding proposed to ensure operating expenses are covered and there is no shortfall. This is a new building and we want to ensure some funding is available for unexpected costs. Funding will also be utilized to purchase cots, linens, for emergency shelter and furniture for 22 bridge units- including common space; in addition to supporting grounds cleaning, etc.

Community resource Centre - \$204,000 (one time capital investment)

Funding proposed to complete the capital work being done at the new Community Services Building including paving, lighting, fencing, smoke detectors, and renovations to an existing classroom specific to an Indigenous Healing room.

Supportive Housing

As per the report completed by Org Code Consulting (May 2022), there is a lack of permanent supportive housing in Sault Ste. Marie. Currently the system only has 13 semi – supported units (initiated in 2018), 10 permanent supportive housing units (located in building owned by SSMHC initiated in 2014), and 8 Bridge Units for women (initiated in 2022). This is significantly short from Org Code Consulting's recommended a minimum of 80 fully supported units for a population this size. Following the 10 Year Housing and Homelessness Plan and subsequent 5 year update, creating affordable housing options continues to be a priority for the DSSMSSAB. There has been a significant increase in the amount applications to the minimal supportive housing options that are currently available in the community. This demonstrates the increased level of need for both individuals struggling with mental health and addictions as well as the need for more supportive housing options.

This HPP investment plan will help add to the current supportive housing stock in the community. The following is recommended:

137 East Street - \$180,000 (13 units)

This investment plan is proposing consistent and increased hours to the 13 semi-supported spaces at 137 East Street. These increased hours will allow for supports to be available on weekends and evenings and will help participants attain housing stability. In December 2018 an evaluation was completed by Org Code Consulting on the semi supported complex and it was reported that there was a 78% decrease for ED visits, acuity levels decreased and overall quality of life was reported improved. This evaluation is proof of the need of the increased hours of support.

Pauline's Place - \$85,460 (8 units)

Proposed additional investment for indigenous supports for the women residing in the 8 Bridge units. Additional 35 hrs of support to provide supports evenings and weekends.

101 Chapple - \$100,000 (one time capital investment to create 10 units)

Renovations are being proposed to an existing building owned by the Sault Ste. Marie Housing Corporation to accommodate a supportive housing program. This retrofit will be similar to the renovation done to 101 Chapple's "sister building" in 2015 located at 345 St. Georges Avenue and allow for the creation of an additional 10 supportive housing units.

Funding will be utilized to convert the common room into a communal kitchen area and programming space. Janitor room will also be converted into office space. The supportive housing program situated at 345 St. Georges Avenue is a partnership with CMHA Algoma and provides 24/7 supports to individuals diagnosed with a serious and persistent mental illness with or without addictions issues. This supportive housing program and it would be our hope to replicate this model at 101 Chapple Street.

187 Anna Street - \$100,000 (one time capital investment to support three units)

Renovations to this home are being recommended to accommodate Niigaaniin's Aftercare Supports program. Niigaaniin offers a land based treatment program in Blind River and many individuals require a safe, affordable, place in which to return once treatment has been completed. This home will accommodate a minimum of three individuals with supports on-site being provided by Niigaaniin staff. This home is located in the City's east end and is the ideal location given its proximity to First Nation communities. We are pleased to be able to partner with Niigaaniin Services to offer this important program.

Note:

The SSMHC purchase a group home on Pilgrim Street this year that has been renovated and currently provides supportive housing to eight (8) individuals. Management is also having conversations with community partners in attempt to bring up to an additional 30 supportive housing online in future.

Administration Costs- \$255,115

SUMMARY/OVERVIEW

There is flexibility as part of the Homelessness Prevention Program funding to re-allocate funding to different areas should there be a need to do so. This proposed investment plan totaling **\$5,102,300.00** is one that we believe will make a difference in the lives of those most vulnerable. While the increase is significant and we sincerely appreciate the increased investment in HPP, it is approximately \$3,500,000 less than the additional funding identified by management in September 2022 to support individuals experiencing homelessness in our community.

STRATEGIC PLAN IMPACT

The Homelessness Prevention Program aligns with the pillar of Service Delivery and Community Partnerships

FINANCIAL IMPLICATIONS

The Homelessness Prevention Program is 100% provincially funded.

CONCLUSION

We are pleased with the increase to the Homelessness Prevention Program funding, however, we acknowledge there remains areas of the housing and homelessness system that continue to require substantial investment in order to support those individuals experiencing homelessness and for those at risk of homelessness.

Respectfully submitted,



Joanne Pearson
Integrated Program Manager

Approved by:



Mike Nadeau
Chief Executive Officer



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District of Sault Ste. Marie Social Services

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Conseil d'Administration des Services du District Sault Ste. Marie

Zhawenimi-Anokiitaagewin

BOARD REPORT

AUTHOR: Kate Kirkham

DATE: July 20, 2023

RE: Monthly Offload Delay Report – June Update

RECOMMENDATION

It is recommended that the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) accept this report as information.

BACKGROUND INFORMATION

The availability of ambulance services is critically important to meeting the emergency needs of a community. A significant contributor to ambulance availability comes from offload delays. An offload delay refers to any time spent waiting to transfer patient care from paramedics to Emergency Department (ED) hospital staff. Offload delays are calculated as the difference in time from when the ambulance arrives in the ED until Transfer of Care (TOC) is documented and acknowledged, less the standard thirty (30) minutes it takes ambulances to return to service.

Ambulance offload delays (AOD) are a well-recognized issue throughout Ontario. A combination of ED crowding and high call demand for ambulances are key contributors to the AOD challenges in the District of Sault Ste. Marie. Sault Area Hospital (SAH) staffing pressures have further worsened this issue. These complications have left us with resource inefficiencies, affecting our emergency response times and our ability to provide community safety.

Several mitigating strategies are in place to manage ambulance offload delays, and we continue to work with SAH and the Ministry of Health (MOH) to find solutions. We will provide monthly status updates to the District of Sault Ste. Marie Social Services Administrative Board (DSSMSSAB)

SUMMARY/OVERVIEW

District of Sault Ste. Marie Paramedic Services

	June 2022	June 2023
# of Patients to SAH	885 patients	842 patients
Max # of minutes on offload delay	729 minutes (12 hours, 9 minutes)	345 minutes (5 hours, 45 minutes)
Total pts over 30 minutes	190	232
Total offload hours for period	435 hours	407 hours
Average Offload Time per Day	14.5 hours/ day	13.5 hours/ day

Our data shows minimal improvements in the offload delay statistics compared with last year. Most notably, the maximum number of hours a patient spends on offload delay is less this year. However, the total hours spent on offload delay through the month is only slightly less. This metric is the most important metric we track because it represents the time ambulances spend in the emergency department.

We continue to manage nursing shortages in our Dedicated Offload Nurse Program. In the past month, SAH was able to fill the role of a nurse for six days. We anticipate these shortages will continue until at least September 2023, and we are actively trying to fill any vacancies with paramedics.

Additionally, we are working closely with Sault Area Hospital, Ontario Health, and the Ministry of Health in search of alternative solutions. Locally, with SAH, we are developing a mutually agreed-upon escalation process to deal with acute offload situations. This escalation process is essential to managing the influence of offload delays, and its implementation is eagerly anticipated.

STRATEGIC PLAN IMPACT

Many initiatives are in place to manage the increasing rate of offload delays, while still offering high quality, person-focused services. Aligning with the pillars of Service Delivery and Community Partnerships, DSSMSSAB continues to collaborate with community partners in an effort to navigate system-wide healthcare challenges. This strategic engagement will enhance community well-being and provide service excellence.

FINANCIAL IMPLICATIONS

The true financial implications of offload delays are difficult to discern within the paramedic-operating budget. However, there is no question that there are significant costs associated with delayed patient offloading including forced overtime, missed meal breaks, and up-staffing of additional paramedic units to meet community emergency response needs. The financial cost of June 2023's offload delay hours is approximately 814 hours or up to \$47,043

CONCLUSION

Effectively managing ambulance-to-hospital offload processes remains one of our biggest challenges in providing appropriate emergency care to the community. We continue to work closely with Sault Area Hospital, the Ministry of Health and Ontario Health in finding the best approaches and solutions. We will continue to report our statistics on a monthly basis.

Respectfully submitted,



Kate Kirkham
Chief Paramedic Services

Approved by:



Mike Nadeau
Chief Executive Officer



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BOARD REPORT

AUTHOR: Alison Kohler

DATE: July 20, 2023

RE: Business Process Improvement and Re-engineering

RECOMMENDATION

Accept this report as information regarding the review and mapping of the current business processes utilized in administering Ontario Works, Housing, and Child Care programs with the objective of creative efficiencies and integrating services.

BACKGROUND INFORMATION

Historically, three provincial programs administered by DSSMSSAB were managed and developed independently in a siloed arrangement. In 2020, the DSSMSSAB decided to integrate the Ontario Works program and the Child Care fee subsidy program under the umbrella of Social Services. This began the shift to an integrated model. In 2021, the Housing Stability Fund was added to this structure. There are current programs under the heading of Housing that has not been fully integrated into this model. The Housing Division maintains an independent front counter for its specific responsibilities. With the co-locations of all services in one building it is now necessary to integrate all front office functions and processes and this is the core objective of this project.

SUMMARY/OVERVIEW

As a result of Senior Management discussions pertaining to the improvement of the customer service experience and the pending co-location of all programs, it was deemed necessary to streamline current business processes. The goal of this undertaking is to ensure that a service recipient is able to receive all necessary supports in the most direct, effective and efficient manner.

In order to achieve this goal DSSAB engaged a consultant with subject matter expertise to assist with the development of the methodology and the tools necessary. We identified

the integration of the two front counters as the key priority in achieving the stated goal. Our initial steps were to bring together front line staff for a discussion on the quality of current business process in terms of work flow and customer service. The staff identified over 30 business process opportunities which could be improved.

The next phase was to bring together the management group from all programs to review and analyze the business processes that staff identified. Using an efficiency and integrated process lens, the management group broke down the processes in each step in order to determine improvements. This process is breaking down the traditional silos within the organization as the management team begins to understand what their colleagues and other divisional staff did on a daily basis in the areas they were not responsible for. It is also identifying where there are differences in process which require a change to guarantee uniformity. Childcare, Ontario Works and Homeless prevention are designed to provide support to an individual. Housing division and its processes are focused on providing tangible benefits and keeping their operations solvent. These enterprises have been supporting service recipients differently for decades and due to the increased acuity of some of our clients we serve, these processes need to come together in a holistic fashion. The front counter staff will be trained to assist and support all program requirements (integrated business approach).

Concurrently, with the provincial drive to automate, a group within the management team was formed and is identifying opportunities for the development of self-serve kiosk initiatives within the front lobby. The necessity of this initiative is due to the gaps in service created due to the inequality of access to technology and the internet amongst our clientele. The kiosk projects intention is to encompass all programs DSSAB currently operates.

The goal of this initiative is to improve that which is already in use. Once the co-location has been completed a complete program review would be advisable. Additionally the manager/supervisor roles should evolve based on the function as opposed to program.

STRATEGIC PLAN IMPACT

This review will significantly impact the Pillars to Success, specifically Service Delivery. The organization's intent in the Strategic Plan is to provide accessible and integrated services, and the move from three locations into one will complement this endeavor.

FINANCIAL IMPLICATIONS

No financial implications.

CONCLUSION

This process has begun to truly merge what had been autonomous enterprises under one organization into a true single entity approach. Further analysis of other areas beyond the administrative support function will be necessary to achieve the ideal program and positive outcomes. This process will require ongoing oversight in the future.

Respectfully submitted:

Approved by:



Alison Kohler

Mike Nadeau
Chief Executive Officer