



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

Sault Ste. Marie District

**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, January 18, 2024 at 4:00 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. Election of Executive

Election to be conducted by the CEO.

1. Chairperson
2. Vice-Chair
3. Secretary
4. Treasurer

Resolution #23-001

Moved By: L. Vezeau-Allen

Seconded By: M. Bruni

- 2.1 **“BE IT RESOLVED THAT** the slate of officers in the positions of Chair, Vice Chair, Secretary, and Treasurer for the 2023 District of Sault Ste. Marie Social Services Administration Board executive positions be accepted as elected

Chairperson -
Vice-Chair -
Secretary -
Treasurer -

4. APPROVAL OF AGENDA

Resolution #24-002

Moved By: S. Spina
Seconded By: S. Hopkin

3.1 “**BE IT RESOLVED THAT** the Agenda for January 18, 2024 District of Sault Ste. Marie Social Services Administration Board meeting be approved as presented.”

5. PRESENTATION

Hannah Palombaro: Intimate Partner Violence

6. DECLARATIONS OF PECUNIARY INTEREST

7. APPROVAL OF PREVIOUS MINUTES

Resolution #24-003

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

7.1 “**BE IT RESOLVED THAT** the Minutes from the District of Sault Ste. Marie Social Services Administration Board meeting dated December 14, 2023 be adopted as recorded.

8. MANAGERS REPORTS

Housing and Homelessness

Resolution #24-004

Moved By: J. Hupponen
Seconded By: L. Vezeau-Allen

8.1 “**BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board approve the 2023/2024 Reaching Home Winter Unsheltered Homelessness Response Funding Investment Plan and allocate the funding to:

1. Housing and Homelessness Coordinator - \$45,422.50
2. Save Our Young Adults (SOYA) - \$50,000
3. Community Resource Center (CRC) supplies - \$28,000
4. Salvation Army - \$28,000
5. Indigenous Friendship Center - \$28,000
6. Administration - \$22,195.50”

Resolution #24-005

Moved By: J. Hupponen
Seconded By: L. Vezeau-Allen

8.2 “**BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board approve the 2022 Housing and Homelessness Plan.”

HOUSING AND DEVELOPMENT

Resolution #24-006

Moved By: E. Palumbo

Seconded By: E. Palumbo

8.3 “**BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board approve the 2024/25 Canada- Ontario Community Housing Initiative (COCHI) and the Ontario Priorities Housing Initiative (OPHI) allocations as identified in the report.”

Paramedic Services

Resolution #24-007

Moved By: S. Hopkin

Seconded By: L. Vezeau-Allen

8.4 “**BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board approve the updated version of the Paramedic Services’ Deployment Plan”.

Resolution #24-008

Moved By: E. Palumbo

Seconded By: J. Hupponen

8.5 “**BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board accept the 2023 Response Time Performance results and approve submission to the Ministry of Health”.

Resolution #24-009

Moved By: A. Caputo

Seconded By: S. Hopkin

8.6 “**BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board accept the offload delay report as information.”

Resolution #24-010

Moved By: E. Palumbo

Seconded By: J. Hupponen

8.7 “**BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board now enter into closed session for labour relations purposes.”

Resolution #24-011

Moved By: L. Vezeau-Allen

Seconded By: S. Hopkin

8.8 “**BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board now enter into open session.”

8. CORRESPONDENCE

9. OTHER BUSINESS / NEW BUSINESS

10. ADJOURNMENT

Resolution #23-108

Moved By: E. Palumbo

Seconded By: S. Spina

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

PRESENT: Luke Dufour Stephanie Hopkin
Lisa Veazeau- Allen Sonny Spina
Judy Hupponen Enzo Palombo via Zoom

STAFF: M. Nadeau L. Bruni
M. Scott K. Kirkham
A. Borrelli J. Barban
D. Petersson L. Pearson

CALL TO ORDER at 12:16pm

1. 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.

2. APPROVAL OF AGENDA

Resolution #23-101

Moved By: S. Spina

Seconded By: S. Hopkin

- 3.1 “**BE IT RESOLVED THAT** the **Agenda for December 14, 2023** District of Sault Ste. Marie Social Services Administration Board meeting be approved as presented.”

Carried

3. DECLARATIONS OF PECUNIARY INTEREST

None

4. APPROVAL OF PREVIOUS MINUTES

Resolution #23-102

Moved By: S. Hopkin

Seconded By:L. Vezeau-Allen

- 5.1 “**BE IT RESOLVED THAT** the **Minutes** from the District of Sault Ste. Marie Social Services Administration Board meeting dated **November 16, 2023** be adopted as recorded.

Carried

5. MANAGERS REPORTS

Housing and Homelessness

Resolution #23-103

Moved By: J. Hupponen

Seconded By: L. Vezeau-Allen

- 6.1 “**BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) approve the the recommendation to re-allocate the slippage of Homelessness Prevention Program (HPP) funding to operate a supportive housing program at 101 Chapple Street and to support the development of programming at the Community resource Centre as presented”.

Carried

6. CORPORATE SERVICES

Resolution #23-104

Moved By: L. Vezeau-Allen

Seconded By: E. Palumbo

- 7.1 “**BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) accepts the recommendation to borrow the sum of \$4,000,000.00 to meet, until current revenue is collected, current expenditures for the year 2024; and;

WHEREAS the total amount of the estimated revenues of the Board for the year 2024 not including revenue derived or derivable from the sale of

assets, borrowing, Provincial subsidy, or from a surplus, including arrears of revenues and proceeds from the sale of assets is estimated to be in the excess of \$16,000,000.00;

THEREFORE the District of Sault Ste. Marie Social Services Administration Board pursuant to Section 9 of the District Social Services Administration Boards Act, RSO 1990, Chapter D.15 and amendments thereto, ENACTS as follows:

- 1. The Chair and the Treasurer are hereby authorized, on behalf of the District of Sault Ste. Marie Social Services Administration Board, to borrow from time to time by way of promissory note from the Royal Bank of Canada or any person, a sum or sums not exceeding \$4,000,000.00 to meet, until the revenues are collected, the current expenditures of the Board for the year, including the amounts required for the purpose mentioned in Section 9(3) of the District of Social Services Administration Boards Act and to give on behalf of the Board to the Bank or lender, a promissory note or notes, sealed with the corporate seal and duly signed for the moneys so borrowed, with interest, which may be paid in advance or otherwise, with interest at the Bank’s prescribed lending rate or another persons’ lending rate from time to time.
- 2. All the sums borrowed pursuant to the authority of this bylaw, as well as all other sums borrowed in this year and in previous years from the said Bank or lender for any or all purposes mentioned in the said Section 9 shall, with interest” thereon, be a charge upon the whole of the revenues of the Board for the current year and for all preceding years as when such revenues are received.”

Carried

ADMINISTRATION

Resolution #23-105

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

- 7.2 **“BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board continue to hold their 2024 regular monthly Board Meetings generally on the third Thursday of each month at 4:30 p.m. as listed below:”

- Thursday, January 18, 2024
- Thursday, February 15, 2024
- Thursday, March 21, 2024
- Thursday, April 18, 2024
- Thursday, May 16, 2024

Thursday, June 20, 2024 (Sault North or Prince Township)
Thursday, July 18, 2024
Thursday, August 15, 2024
Thursday, September 19, 2024
Thursday, October 17, 2024
Thursday, November 14, 2024
Thursday, December 12, 2024

Carried

Resolution #23-106

Moved By: E. Palumbo

Seconded By: J. Hupponen

- 7.3 “**BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board now enter into closed session for labour relations.”

Carried

Resolution #23-107

Moved By: L. Vezeau-Allen

Seconded By: S. Hopkin

- 7.4 “**BE IT RESOLVED THAT** the District of Sault Ste. Marie Social Services Administration Board now enter into open session.”

Carried

Entered into open 12:45pm

8. CORRESPONDENCE

9. OTHER BUSINESS / NEW BUSINESS

10. ADJOURNMENT

Resolution #23-108

Moved By: E. Palumbo

Seconded By: S. Spina

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

Carried

Adjourn 1:02pm



District of Sault Ste. Marie Social Services
Administration Board

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

DSSMSSAB BOARD REPORT

AUTHOR: Joanne Pearson

DATE: January 18, 2024

RE: Reaching Home Funding Winter Investment Plan

RECOMMENDATION

It is recommended the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) approve the 2023/24 Winter 2023-24 Unsheltered Homelessness Response Funding Investment Plan and allocate the funding:

1. Housing and Homelessness Coordinator - \$45,422.50
2. Save Our Young Adults (SOYA) - \$50,000
3. Community Resource Center (CRC) supplies - \$28,000
4. Salvation Army - \$28,000
5. Indigenous Friendship Center - \$28,000
6. Administration - \$22,195.50

BACKGROUND INFORMATION

The DSSMSSAB has been the community entity and local contact manager for Reaching Homes since inception.

Reaching Home is Canada's Homelessness Strategy is a community-based program aimed at *preventing and reducing homelessness across Canada*. Reaching Home supports the goals of the [National Housing Strategy](#), in particular, to support the most vulnerable Canadians in maintaining safe, stable and affordable housing and to *reduce chronic homelessness nationally by 50% by fiscal year 2027 to 2028*.

SUMMARY/OVERVIEW

We are required to submit an updated investment plan to secure Reaching Home funding. The new funding is one time and needs to be expensed by April 30, 2024. We are proposing to utilize the much needed increase in the following ways:

DSSMSSAB Housing and Homelessness Coordinator \$45,422.50

Coordinate daily outreach and encampment group for the community. This position is in direct contact with the City, Police, and EMS. This position will compile the data provided by the daily outreach team and facilitate the community outreach team meetings with community providers who participate on the outreach team and:

Participate in daily outreach, directly connecting with those who are unsheltered in the community and at the Community Resource Center.

Coordinate with the Homelessness Prevention Team to have immediate supports onsite at the CRC for those who are unsheltered.

Plan with the Homelessness Prevention Team, and community providers for permanent and when necessary temporary housing accommodations. ie – Bridge Units, shelters, emergency PHBS, ect. While prioritizing those who are unsheltered.

Purchase cold weather supplies for those who are unsheltered in the winter. Have the supplies readily available at the CRC for those who choose to remain unsheltered.

Save Our Young Adults (SOYA) = \$50,000

The DSSMSSAB will be filling an existing gap in services by providing funding to the volunteer group SOYA. SOYA is a nonprofit corporation, a grass roots local organization that is trying to reduce the impact and prevalence of substance use. Currently community outreach is generally only able to happen during business hours on weekdays. By providing funding to SOYA the hours of outreach, support, transportation opportunities, and the provision of cold weather necessities for those who are unsheltered will be extended during winter months. This has continued to be a gap in services for the community, but being able to fund a SOYA efforts is filling that gap.

Community Resource Center (CRC) supplies for the winter for those who are unsheltered = \$28,000

Meals for unsheltered clients at the CRC onsite, cold weather supplies, and transportation opportunities to shelter for those who are unsheltered.

Salvation Army = \$28,000

Expansion of meal services for unsheltered clients the winter months.

Indigenous Friendship Center = \$28,000

Expansion of meal programs for unsheltered clients, and cold weather supplies.

STRATEGIC PLAN IMPACT

The Reaching Home Funding Winter Investment Plan aligns with the pillar of Service Delivery and Community Partnerships.

FINANCIAL IMPLICATIONS

There are no financial implications since Reaching Home is 100% federally funded.

CONCLUSION

This one-time top-up funding of \$201,618 will further support those individuals experiencing unsheltered homelessness to remain safe this winter.

Respectfully submitted,



Joanne Pearson
Integrated Program Manager

Approved by:



Mike Nadeau
Chief Executive Officer

AUTHOR: Joanne Pearson

DATE: January 18, 2024

RE: Housing and Homelessness Plan Annual Update- 2022

RECOMMENDATION

It is recommended the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) accept the attached 2022 Housing and Homelessness Plan Annual Update that .

BACKGROUND INFORMATION

In 2014, the DSSMSSAB contracted with OrgCode Consulting to assist with the development of the DSSMSSAB's 10 Year Housing and Homelessness Plan and again in 2019, OrgCode assisted with the subsequent 5 Year Update. This plan was a requirement under the provincial Long –Term Affordable Housing Strategy and the Housing Services Act (2011), and has been our guiding document towards the goal of ending homelessness by 2025 – a date set out by the Province.

The Plan contained five (5) strategic directions including:

1. Expand access to affordable housing.
2. Foster the development of an integrated system of housing and homelessness services.
3. Enhance support services for homelessness individuals and families.
4. Develop solutions to prevent homelessness.
5. Engage in on going planning.

Under each of the five strategic directions outlined above, the plan also detailed specific objectives and action items.

Every year, there is a requirement for Service Managers to provide an update on the progress made towards the 10 Year Housing and Homelessness Plan to the public.

Historically, the update has been made public on the DSSMSSAB's website following board approval of the plan. Now progress reports also require board resolution.

SUMMARY/OVERVIEW

The attached is the 2022 Housing and Homelessness Plan update and progress report for consideration, which focused solely on actions and items completed in 2022.

STRATEGIC PLAN IMPACT

The Housing and Homelessness Annual Update aligns with the pillar of Service Delivery and Community Partnerships.

FINANCIAL IMPLICATIONS

There are no financial implications associated with the 10 Year Housing and Homelessness Annual Update.

CONCLUSION

Despite 2022 being a challenging year in addressing the issues relating to our housing and homelessness system, there were strides made towards implementing and advancing the strategic directions outlined in the 10 Year Housing and Homelessness Plan. We will continue to use the plan as our guiding document for the goal of ending homelessness in our community.

Respectfully submitted,



Joanne Pearson
Integrated Program Manager

Approved by:



Mike Nadeau
Chief Executive Officer

**District of Sault Ste. Marie Social Services Administrative Board
10 Year Housing and Homelessness Plan Update
2022**

Strategic Direction	Action	Timeline	Responsibility	Measures Taken
Strategic Direction I: Expand access to affordable housing in the Service Area	Target available funding for new affordable housing stock to one –bedroom units	2022	DSSMSSAB	<p>Purchased 46 Wellington – 4 units with all occupants being moved from the emergency shelter into independent living</p> <p>Purchased 136 Pilgrim- 8 rooms dedicated for semi-supportive living. Services provided on site by CMHA Algoma</p>
Strategic Direction I: Expand access to affordable housing in the Service Area	Evaluate the feasibility of a local fund such as a reserve fund or affordable rental housing and affordable ownership housing.	2022	DSSMSSAB	<p>The purchase and renovation of properties continues with Ontario Works participants involved in the renovation of the homes. Once complete, the homes are sold to eligible families that reside within the Sault Ste. Marie Housing Corp at an affordable home ownership rate.</p> <p>One family moved into newly renovated home as part of the Affordable Home Ownership program in 2022</p>

Strategic Direction I: Expand access to affordable housing in the Service Area	Explore opportunities to partner with nonprofit organizations to build affordable ownership housing for low and moderate income families	2022	DSSMSSAB	The DSSMSSAB continues it's partnership with the City of Sault Ste. Marie to purchase tax sale properties when available. The DSSMSSAB clears the land and donates the property to Habitat for Humanity to build.
Strategic Direction I: Expand access to affordable housing in the Service Area	Recommend City of Sault Ste. Marie designate "point person" in the Planning Division to provide guidance and assistance for proponents that incorporate affordable or non-profit housing	2022	DSSMSSAB	Committee formed involving the Director of Planning with the City of Sault Ste. Marie as well as the Director of Development and Asset Management with Housing re: affordable housing in Sault Ste. Marie
Strategic Direction I: Expand access to affordable housing in the Service Area	Dedicate additional funds to provide rent supplements to help single adult households on the wait list access units in the private market as appropriate	2022	DSSMSSAB	Additional Canada-Ontario Housing Benefits (COHBs) made available in November 2022 Portable Housing Benefits continue to be utilized to offer units in the private market
Strategic Direction II: Foster the Development of an Integrated System of Homelessness services	Ensure a multi sectoral process for addressing encampments	2022	DSSMSSAB Service Providers	Coordinated outreach services in the city of Sault Ste. Marie to provide daily outreach to those experiencing homelessness
Strategic Direction II: Foster the Development of an Integrated System of Homelessness Services	Access to homelessness services is streamlined	2022	DSSMSSAB	Quality By-Name-List implemented Coordinated Access Guide developed and sub committee was formed to ensure ongoing feedback for system improvement

Strategic Direction II: Foster the Development of an Integrated System of Homelessness Services	Coordinate training between agencies to maximize available funds for professional development and ensure greater dissemination of best practices among local service providers	2022	DSSMSSAB, Service Providers	Ongoing training continues between agencies to ensure best practice across agencies. (Hifis, Built for Zero, Org Code, etc)
Strategic Direction II: Foster the Development of an Integrated System of Homelessness Services	Identify opportunities to build partnerships between “mainstream” and Aboriginal focused agencies to ensure that homelessness service providers and housing service providers are able to offer culturally appropriate supports to Aboriginal people living in the service area who require assistance	2022	DSSMSSAB, Ontario Aboriginal Housing Services, Indigenous Friendship Centre	Ongoing – Aboriginal Intensive Housing Based Case Manger hired through Ontario Aboriginal Housing Services. OAHS and Indigenous Friendship Centre also have representation on Homelessness Prevention Team as well as the mainstream Community Advisory Board
Strategic Direction V: Build Capacity for Data Use and Planning	Support service providers in gathering program outcome data through training	2022	DSSMSSAB, Service Providers	Housing and Homelessness Coordinator to support service providers in gathering program outcome data through ongoing training and monitoring of monthly data submissions from service providers. Ongoing use of HIFIS and training Power BI dashboard created using By-Name List data

1.



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: Jeff Barban

DATE: January 18, 2024

RE: Canada-Ontario Community Housing Initiative (COCHI) and Ontario
Priorities Housing Initiative (OPHI) 2024/25 Allocation Approval

RECOMMENDATION

It is recommended the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) approve the 2024/25 Ontario Community Housing Initiative (COCHI) and the Ontario Priorities Housing Initiative (OPHI) allocations.

COCHI:

1. Sault Ste. Marie Housing Corporation (SSMHC) - \$857,235
2. Ontario Aboriginal Housing Services (OHAS) - \$360,000
3. DSSMSSAB Administration - \$64,065

OPHI:

1. Sault Ste. Marie Housing Corporation (SSMHC) - \$358,815
2. DSSMSSAB Administration - \$18,885

BACKGROUND INFORMATION

The Province of Ontario and the Canada Mortgage and Housing Corporation (CMHC) signed a Bilateral Agreement under the National Housing Strategy on April 1, 2018. This agreement provides the opportunity to align Federal funds with Ontario's Community Housing Renewal Strategy priorities to offset reductions in federal housing payment transfers.

The Bilateral Agreement defines community housing as:

- Community-based housing that is owned and operated by non-profit housing corporations and housing co-operatives or housing owned directly or indirectly by provincial, territorial or municipal governments or district social services administration boards and includes social housing.

Consistent with the Community Housing Renewal Strategy, the nine-year National Housing Strategy investments will be delivered in three phases:

- Phase I: 2019-2020 to 2021-2022
- Phase II: 2022-2023 to 2024-2025
- Phase III: 2025-2026 to 2027-2028

Ontario's Community Housing Renewal Strategy is a multi-year plan to stabilize Ontario's community housing sector, with the aim of achieving the following outcomes and measures of success:

- Increased supply and appropriate mix of affordable and adequate housing
- Improving people's access to affordable housing and providing supports that meet their needs to achieve housing stability
- Improved efficiency of the community housing system to ensure value for money and long-term sustainability

The Province of Ontario will be leveraging the nine-year (2019/2020 to 2027/2028) Federal government investments under the National Housing Strategy to achieve the goals and objectives of Ontario's Community Housing Renewal Strategy.

COCHI and OPHI, although separate programs under the bilateral agreement, are designed to share many common elements.

SUMMARY/OVERVIEW

Completing one transfer payment agreement will govern the responsibilities for both COCHI and OPHI.

The DSSMSSAB will be required to enter into a transfer payment agreement with the Province of Ontario to secure transfer of funding from COCHI and OPHI. The transfer payment agreement contains an accountability framework between the Province and Service Manager (DSSMSSAB) and outlines the roles and responsibilities of the DSSMSSAB.

Areas the Transfer Payment Agreement outlines include:

- Financial provisions (i.e. administration fees, payment dates and financial accountability)
- Eligibility and priority investment criteria
- Indemnification and repayment provisions
- Risk Management protocols for projects facing difficulties
- Reporting and other accountability provisions
- Other requirements (e.g. French language services)

The planned funding allocation of 2023-24 compared to 2022-23 has an increase of \$100,020 in the COCHI allocation (federal) and a decrease of \$63,000 in the OPHI (provincial) allocation, for an overall net increase of \$37,200.

The proposed breakdown for the 2024-2025 COCHI and OPHI funding to the Social Housing Providers is as follows:

COCHI 2024-2025		
Location	Description	Budget
SSMHC	New Build and Energy Savings upgrade	\$857,235
OHAS	Rent Supplement Funding for 70 Units	\$360,000
DSSMSSAB	Administration	\$64,065
Total		\$1,281,300

OPHI 2023-2024		
Location	Description	Budget
SSMHC	Energy Upgrades utilizing CMHC utilizing CMHC Cost Match.	\$ 358,815
DSSMSSAB	Administration	\$18,885
Total		\$ 377,700.00

Each provider will be required to enter into a Contribution Agreement with the DSSMSSAB, which outlines the requirements to be eligible for this funding as per the Transfer Payment Agreement.

STRATEGIC PLAN IMPACT

COCHI and OPHI funding has the ability to have meaningful community impact under the strategic area of innovation.

FINANCIAL IMPLICATIONS

There are no municipal financial implications to the DSSMSSAB as COCHI and OPHI are fully funded by the Province of Ontario and the Government of Canada.

CONCLUSION

Securing funds through both COCHI and OPHI will provide the opportunity to offer much needed capital funding to SSMHC and to continue to ensure through rent supplement funding that affordable units remain in the community.

Respectfully submitted,



Jeff Barban
 Director of Community Housing & Development

Approved by:



Mike Nadeau
 Chief Executive Officer



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: Kate Kirkham

DATE: January 18, 2024

RE: Deployment Plan Update – January 2024

RECOMMENDATION

It is recommended that the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) accept the updated version of the Paramedic Services' Deployment Plan and approve distribution of the updated plan as required.

BACKGROUND INFORMATION

The Deployment Plan guides the ambulance dispatch personnel in the Central Ambulance Communication Centre (CACC). It defines what resources the service has and how we want them deployed. There is also legislation that the dispatch centre must follow in combination with this plan. All of the changes to the deployment plan would be consistent with this legislation.

To maintain our emergency response capacity, we have had to make minor changes to our deployment plan, namely in contact information and how the CACC will use additional resources.

SUMMARY/OVERVIEW

Approval of the new deployment plan maximizes the resources for emergency response and ensures proper use of our paramedic and ambulance assets. Using our existing resources, as described in the plan, maintains balanced emergency coverage throughout the city. It also increases the likelihood that paramedics will be able to take their meal breaks on time and reduces the potential for overtime at the end of shifts.

Notable Changes

- Direction is given to manage a single-paramedic unit when they are an additional resource.
- Standby location, occasion, and designated resources are identified for balanced emergency coverage in the east end of Sault Ste. Marie and Garden River.

- Standby location, occasion, and designated resources are identified for balanced emergency coverage in the city's downtown area.
- Patient Care Model description is added to the deployment plan. (i.e. Diversion to Withdrawal Management, Diversion to Community Resource Centre)
- Management contacts are updated.

STRATEGIC PLAN IMPACT

Approval of the new Deployment Plan ensures that our service delivery continues to be streamlined and efficient. These minor changes will align service demand with the needs of our paramedic team, ensuring that our available resources and capacity continue to meet the emergency response needs of the city and surrounding communities.

FINANCIAL IMPLICATIONS

Approval of the minor changes to the Deployment Plan would not have any financial implications to our approved budget.

CONCLUSION

With the Board's approval of this recommendation, the Deployment Plan will be updated and come into effect immediately on submission to the MOH-North Field Office (January 2024).

Respectfully submitted,



Kate Kirkham
Chief Paramedic Services

Approved by:



Mike Nadeau
Chief Executive Officer



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: Kate Kirkham

DATE: January 18, 2024

RE: 2023 Response Time Results Submission

RECOMMENDATION

It is recommended that the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) accept the 2023 Response Time Performance results and approve them for submission to the Ministry of Health.

BACKGROUND INFORMATION

Each year, Ontario requires paramedic services to establish a performance plan regarding overall response times to 911 calls in the community. In the Ambulance Act of Ontario, Regulation 257/00, "Response Time," reflects the time between a Paramedic Unit notified by a Central Ambulance Communications Centre (CACC) until the Paramedic Unit's arrival.

This plan targets paramedic service response times to 911 calls sequenced by acuity using the Canadian Triage and Acuity Scale (CTAS). The CTAS tool prioritizes patients based on their chief complaint on a scale from 1-5, with 1 being the highest severity and 5 being the lowest. The plan also includes the target response times to all Sudden Cardiac Arrest calls. The Ministry of Health (MOH) establishes expected response times for all Sudden Cardiac Arrests (6 minutes or less) and CTAS 1 (8 minutes or less). Paramedic Services set their desired response time targets for all other calls. The legislation further mandates that Paramedic Services not only establish a plan but also must ensure that the plan is continuously maintained, enforced and evaluated. A complete review of the previous year's performance, including the percentage of response times to Sudden Cardiac Arrests, CTAS 1, 2, 3, 4, and 5, must be submitted to the MOH no later than March 31st of each year.

SUMMARY/OVERVIEW

We submitted our 2024 response time plan to the Ministry of Health in October 2023. It remains unchanged from the parameters set in 2018, as determined during a review by APEXPRO Consulting Inc. By keeping this consistent targeting, we can realistically compare across the years versus changing the targets annually.

The following tables outline our response goals for each CTAS level and the percentage of time we aim to achieve that goal. The tables also show how often our response time goals were met, taking a global perspective of all service responses and then specific responses from each station.

Despite an increase in overall call volume, our response times improved this year, and we successfully met 5 out of 6 goal metrics in 2023.

2023- All stations included (i.e. Garden River, Sault North, RESC)

Type of Call by CTAS level	Target: Arrival on scene	Goal: Percent of calls meeting target	Percent of 2023 calls meeting the target goals	Percent of 2022 calls meeting the target goals	Percent of 2021 calls meeting the target goals
Cardiac Arrest	6 min	60%	55.95%	55.32%	55.7%
1 Resuscitation	8 min	75%	76.33%	68.97%	74.52%
2 Emergent	10 min	80%	84.66%	84.77%	84.77%
3 Urgent	15 min	80%	94.91%	94.95%	95.06%
4 Less Urgent	20 min	80%	97.85%	99.53%	99.4%
5 Non Urgent	30 min	80%	99.43%	99.56%	99.21%

We continue to be slightly under our response time goals for cardiac arrest. Our coverage area is extensive, and much of it is rural, making it challenging to reach all district areas in under 6 minutes 60% of the time. We will endeavour to improve this metric with balanced emergency coverage adjustments and through future resource expansion.

We have met and exceeded our response time goals for CTAS 1 to CTAS 5 patients. This improvement came from operational adjustments. Ambulance response times are influenced by ambulance availability and location. In August 2022, we moved two ambulances to 72 Tancred to improve response times and enhance geographical community coverage. This strategic move accounts for improved response times in the downtown and southwest areas of the city. Additionally, with the implementation of the dedicated offload nurse program, we have been able to get ambulances back on the road and available for community responses more reliably.

In 2023, our paramedic service responded to 21,520 calls, an increase of 4.85% in emergency responses. Despite this increase, our response times improved this year, and we successfully met 5 out of 6 goal metrics in 2023.

STRATEGIC PLAN IMPACT

Evaluating our past performance metrics allows us to review our annual performance and effectively plan for the future based on these findings. By doing this, we can provide the District of Sault Ste. Marie with better, safer emergency responses. These plans align with the pillar of Service Delivery, enhancing the paramedic service's capacity for providing effective emergency response and better satisfying our responsibilities to the community.

FINANCIAL IMPLICATIONS

There are no financial implications associated with this report.

CONCLUSION

With DSSMSSAB's endorsement, we will submit our 2023 Response Time Standards performance to the Ministry of Health by the March 31st, 2024 deadline. We will continue to make recommendations to the Board for countermeasures that will address any of the measurable gaps in our response capacity.

Respectfully submitted,



Kate Kirkham
Chief Paramedic Services

Approved by:



Mike Nadeau
Chief Executive Officer



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: Kate Kirkham

DATE: January 18, 2024

RE: Monthly Offload Delay Report – December 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

	Dec 2022	Dec 2023
# of Patients to SAH	921 patients	902 patients
Max # of minutes on offload delay	412 minutes (6 hours, 52 minutes)	539 minutes (8 hours, 59 minutes)
Total pts over 30 minutes	229	327
Total offload hours for period	472 hours	652 hours
Average Offload Time per Day	15.23 hours/ day	21.03 hours/ day

December was a poor month for offload delays. Compared with last year and recent months, we have had significant increases in offload delay volumes. All metrics increased this month despite fewer patients being brought to the ED.

There are several reasons for these statistics. SAH has experienced extensive increases in patient volumes over the last two months. Like the rest of the province, SAH is seeing escalated volumes of community seasonal illnesses such as COVID-19, Influenza, and Respiratory Syncytial Virus (RSV). This influx has put more pressure on an already strained system. Before this, SAH had reduced many of its ED staffing issues. Unfortunately, these illnesses also affect its employees, making it challenging to maintain typical staffing levels.

Nursing shortages directly impact the ED's capacity to fill the Dedicated Offload Nurse Program position. Despite these deficiencies, it is clear that the ED managers are endeavouring to fill the position as often as possible. When it cannot be filled with a nurse, we attempt to fill the post with a paramedic. While this does not reduce offload times, it does allow more ambulances to respond to emergency calls in the community.

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 actual financial implications of offload delays are difficult to discern within the paramedic-operating budget. However, there is no question that significant costs are associated with delayed patient offloading, including forced overtime, missed meal breaks, and up-staffing of additional paramedic units to meet community emergency response needs. With continued reduction in offload delays, we will have fewer

associated costs, and paramedic operations will be managed more efficiently and economically.

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 to find 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