

# Corporate & Social Services Department

2020 Annual Report

# Corporate & Social Services Department

**2020**



+ Supportive/Affordable Housing  
+ Health & Social Services Liaison

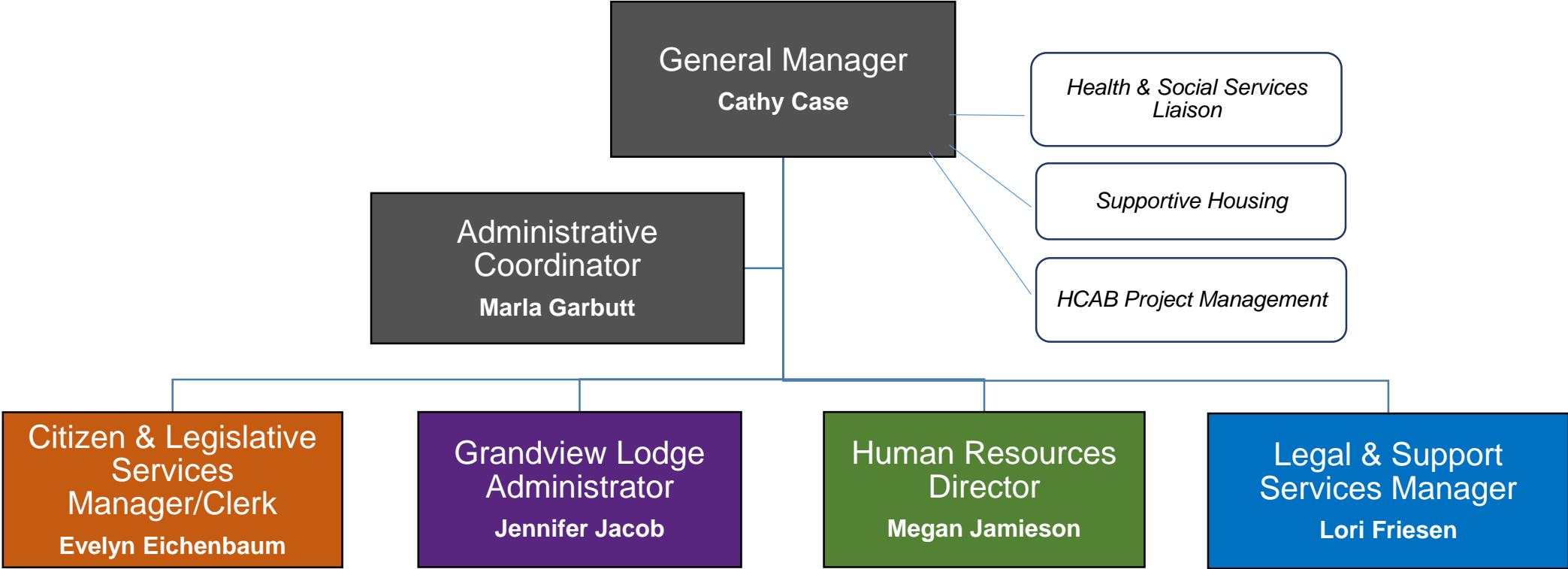
**2021**



+ Supportive/Affordable Housing  
+ Health & Social Services Liaison

# Corporate & Social Services

## Management Team – 2020



# General Manager's Office

## 2020 Accomplishments

- Phase 1 Reorganization of the Department
  - Human Resources Restructuring
- Successful move in to the Central Administration Building and wrap up of GM project management duties
- Develop and finalize Shareholder Agreement between Haldimand County, Norfolk County and the HN Housing Corporation
- Managed legal aspects related to Caledonia road blockades
- Human Resources Coordination for the Interim Care Centre
- Assisted Public Health in emergency staffing resources for Anson Place in Hagersville
- Collaboration with Public Health during outbreaks at Grandview Lodge
- Participation on Emergency Management Team for COVID-19

# General Manager's Office

## 2021 Objectives

- Phase 2 Reorganization of the Corporate & Social Services Department
  - Establish dedicated Customer Service function within the Department
  - Customer Service Workshop with Council
  - Enhance Communications across the Corporation
- Ensure adequate input and service delivery for key health and wellness matters affecting Haldimand County
  - Facilitate Affordable Housing Project in Dunnville
  - Formal Representation on the Haldimand Health Team
  - Focus on Revising Governance Model for Board of Health to provide more equal representation for Haldimand County
  - Continue corporate management of pandemic

# Corporate & Social Services Divisions



## Human Resources

- Labour Relations & Collective Bargaining
- Employment Law
- Compensation
- Benefits Administration
- Payroll
- Job Evaluation & Pay Equity
- Recruitment & Training
- Onboarding & Offboarding
- Health & Safety
- Employee Claims Management
- Employee Wellness



## Legal & Support Services

- Insurance Program Administration
- Claims Management & Subrogation
- Risk Management
- Purchasing
- Inventory of PPE, Office Supplies, Furniture
- Property
- Legal Services
- BAS Project Mgmt



## Citizen & Legislative Services

- Council Services
- Municipal Freedom of Information - Privacy
- Licensing
- Civil Marriage Ceremonies
- Death Registrations
- Records Management
- Customer Service
- Accessibility
- Provincial Offences Administration
- Municipal Elections
- Police Services Board Administration

# Corporate & Social Services Divisions



## Grandview Lodge

- Long Term Care
  - Dietary Services
  - Nursing Care
  - Therapeutic Recreation
  - Volunteer Management
  - Staff Education & Training
  - Housekeeping & Laundry Services
  - Facility Maintenance
- Contract Management
  - Physiotherapy
  - Hairdressing
  - Foot Care
  - Dietician/Nutrition Care
  - Facility Capital & Repair
  - Senior Support Services
  - Assisted Living
  - Hearing Clinic



## Health & Social Services & Affordable/Supportive Housing

- Liaison between County and Board of Health/CMSM for services provided to Haldimand as follows:
  - Public Health
  - Ontario Works
  - Child Care
  - Social Housing
  - County contact for Affordable Housing opportunities
  - Liaison with Haldimand Norfolk Housing Corporation



## Customer Experience & Communications

- Internal Customer Service
- External and Transactional Customer Service
- Communications
- Public Relations
- Website & Social Media
- Community Engagement
- Licensing
- Accessibility Compliance
- Staff Resource to Accessibility Advisory Committee

# Human Resources

## 2020 Highlights

- Implementation of the Human Resources Division reorganization
- Internal promotion of Interim Manager - Katie Meyer
- Negotiated 4 new collective agreements and updated Non-Union policy
- Respect in the Workplace Policy annual review and revisions completed
- Delegated authority established for payment of statutory or grievance required settlements
- Decreased number of lost time injuries within the County
- Managed 83 non-occupational sick leave claims, 36 WSIB claims: 11 were reported to WSIB as potential Covid exposures, 10 childcare leaves and 4 childcare accommodations
- Digitized HR processes related to recruitment, training and claims management

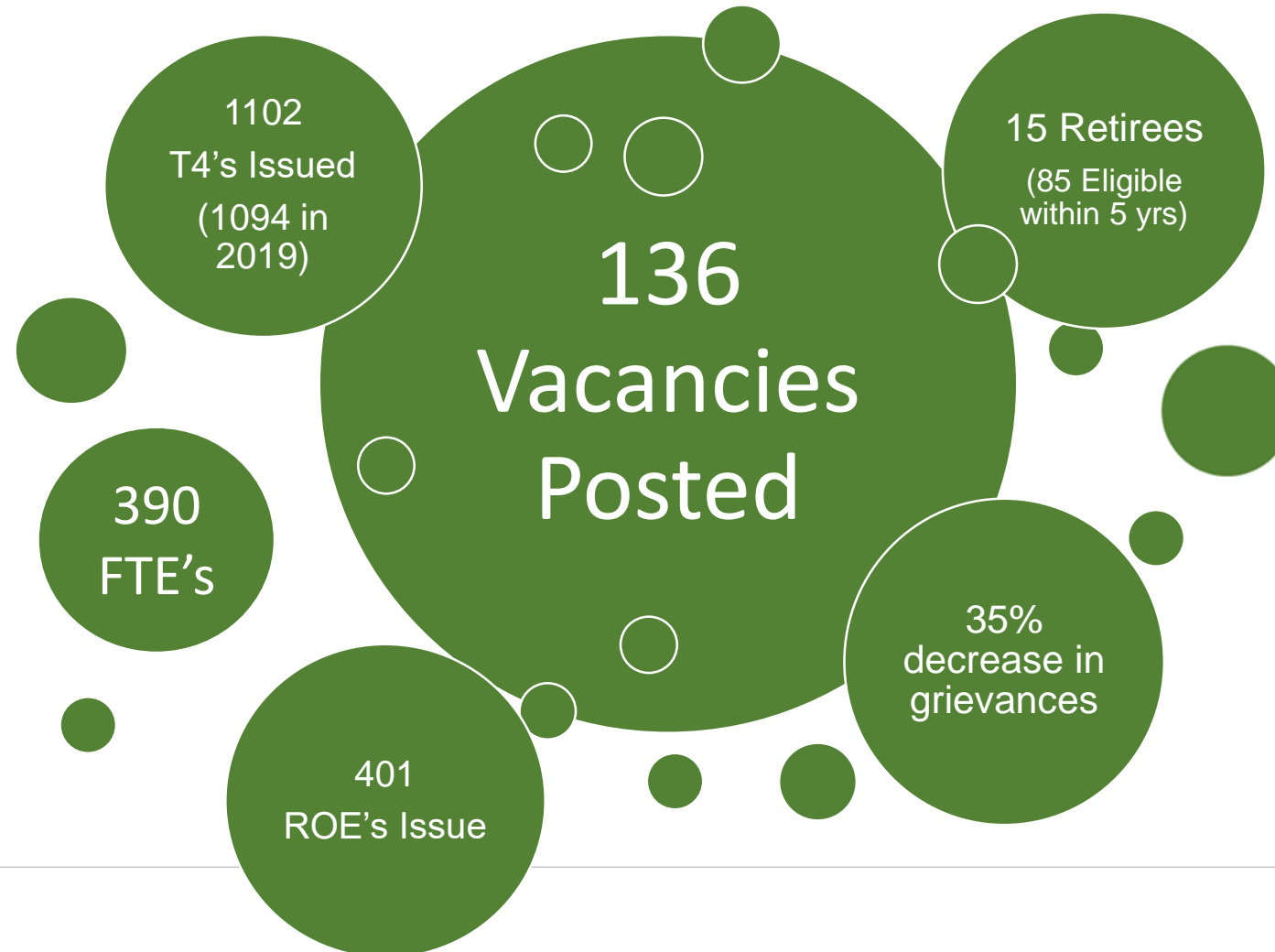


# Human Resources

## Operational Challenges & Achievements in 2020 due to COVID-19 Global Pandemic

- Recruited and redeployment and management of staff throughout the County
- Administered pandemic pay to LTC and Paramedics on behalf of province
- 41 COVID-19 related Workplace Safety Insurance Broad (WSIB) claims
- 274 staff assisted through confirmed or potential exposure to COVID-19
- Developed comprehensive COVID health and safety program
  - Protocols related to masking, screening, social distancing, cohorting of staff, self-isolation after travel, work from home, child care/return to work facilitation
- Established protocols related to remote working arrangements
- Revised Staff Service Awards Program to allow continuation of formal recognition during pandemic

# Inquiring Minds May Want to Know....





# Human Resources 2021 Priorities

- Focus on HR reorganization and getting division fully staffed
- COVID-19 support for staff through Health & Safety protocols, training and COVID absence management
  - Vaccination Policies and implementation
- Development and pilot of corporate leadership training program
- Review of Attendance Support Program for GVL
- Implementation of Diversity, Equity & Inclusion Advisory Committee
- Streamlining claims management process and providing education to ensure a safe and early return to work
- Prepare for BAS HR software implementation

# Legal & Support Services

## 2020 Highlights

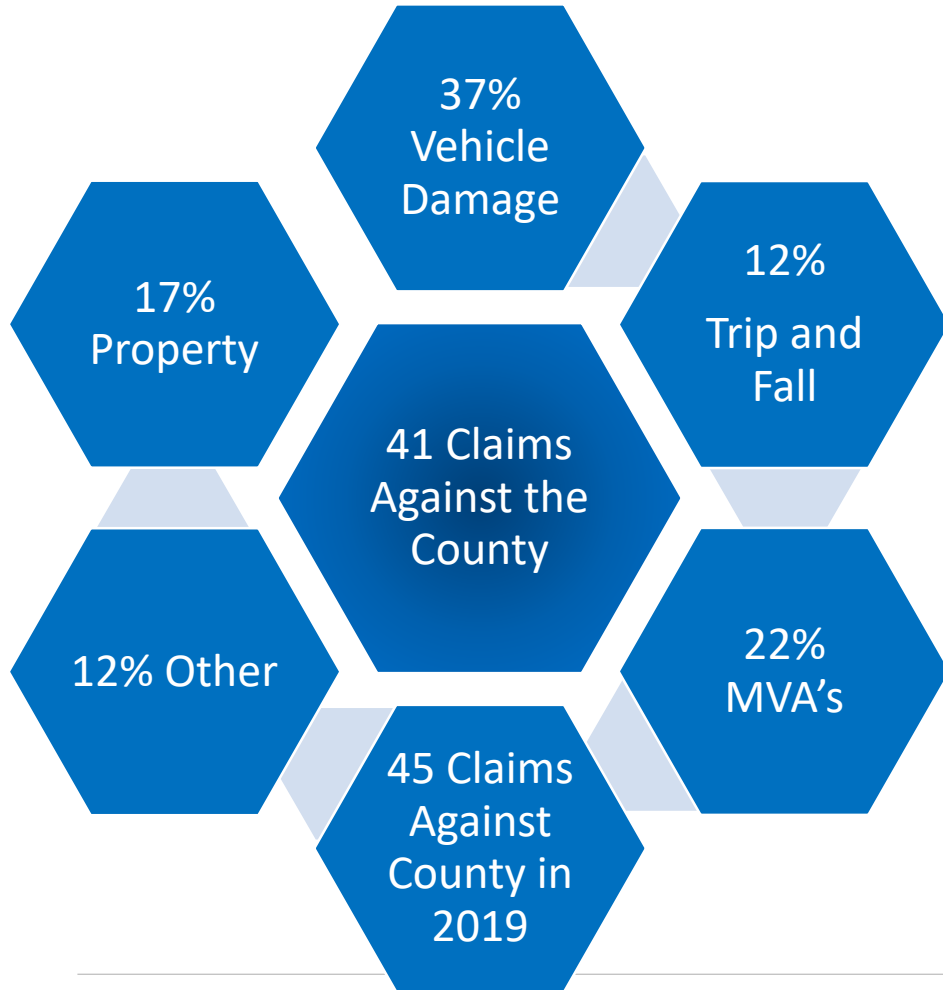
- Fully implemented online bidding (bidders submit online vs. in person)
- Finalized furnishing of HCAB and addressed all furniture related deficiencies
- Initiated generic properties email for improved customer service
- Sale of Oneida Ball Park (Hagersville)
- Vacant Land Values Chart updated
- Initiated meet and greets with divisions with focus on development of risk mitigation strategies (i.e. how to fill out documentation)
- 2021 Insurance renewal – one of the most complex renewals

# Legal & Support Services

## Operational Challenges & Achievements in 2020 due to COVID-19 Global Pandemic

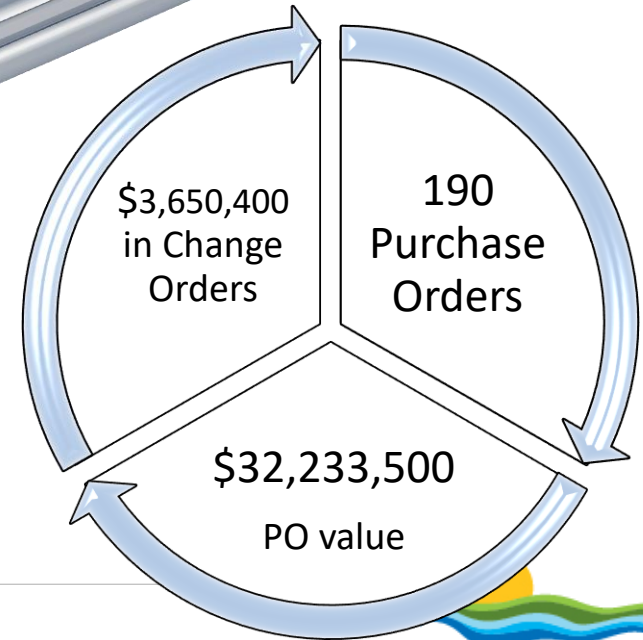
- Coordinated development of inventory of PPE, cleaning supplies, etc. to address immediate needs & supply shortages for long term care, medics and the Interim Care Centre that was created at the Dunnville Arena
- Developed internal automated emergency expenditure process for ease of tracking COVID related costs

# Inquiring Minds May Want to Know....



236 Property Matters

**\$ 136,549,930 in payments using Paramount**



# Legal & Support Services

## 2021 Priorities

- Develop in-house procurement training materials and sessions for staff (i.e. contract management + vendor performance)
- Purchasing Card Program development
- Training and development of new staff and improvement of internal property administration processes
- Update internal processes for improved tracking of legal services activity and costs
- Transition of Provincial Offences Administration to LSS
- Certificate of Insurance database portal development and roll out of improved tracking and ease of use
- Review and analysis of 2021 Insurance Program to consider options
- Review cyber security to reflect insurance program requirements



# Citizen & Legislative Services

## 2020 Highlights

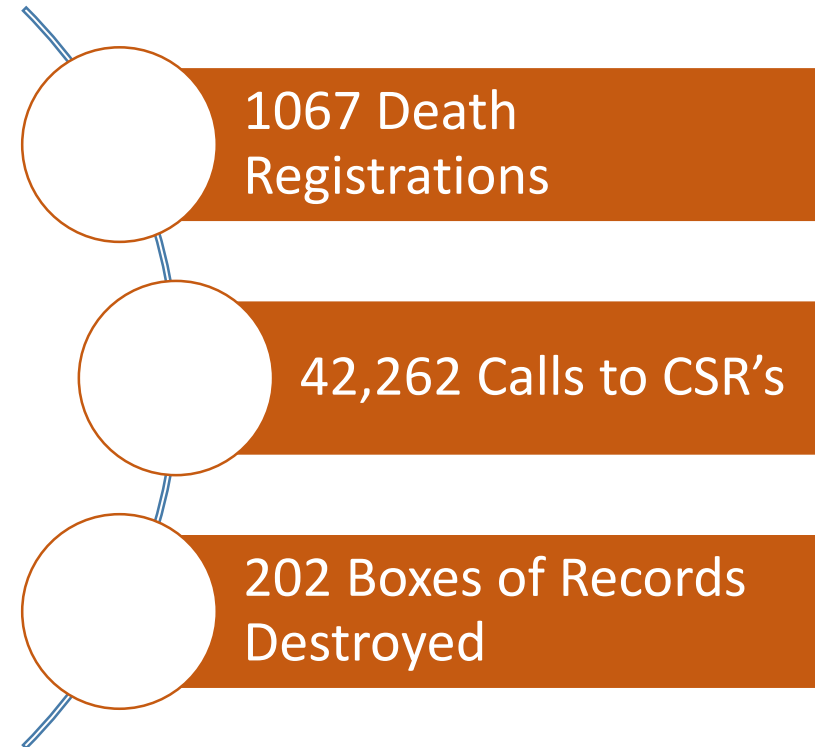
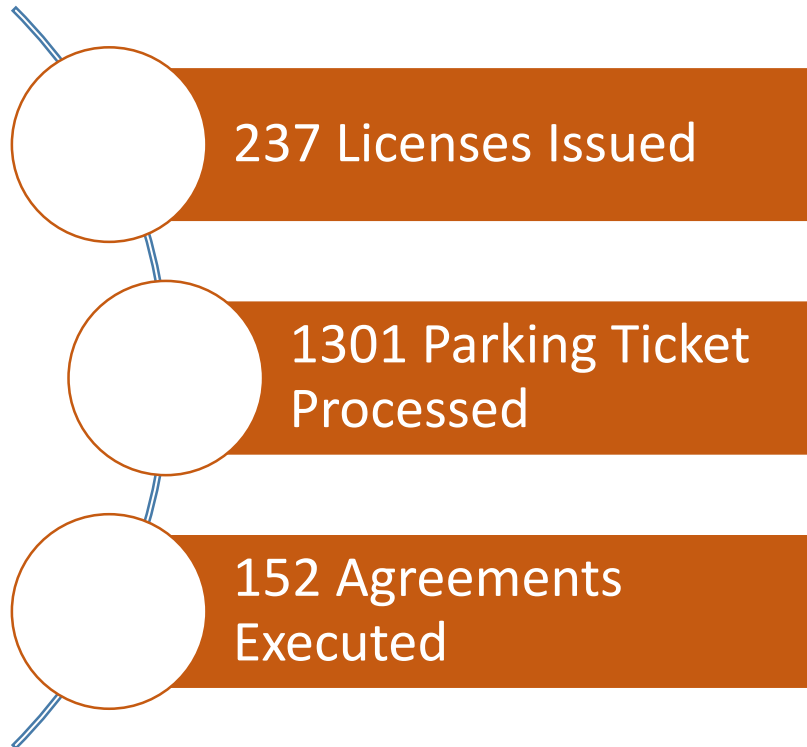
- Procedural By-law Amendments  
Re: revised set up in new Council Chamber
  - Training and implementation of new audio visual system in Council Chamber

## Operational Challenges & Achievements in 2020 due to COVID-19 Global Pandemic

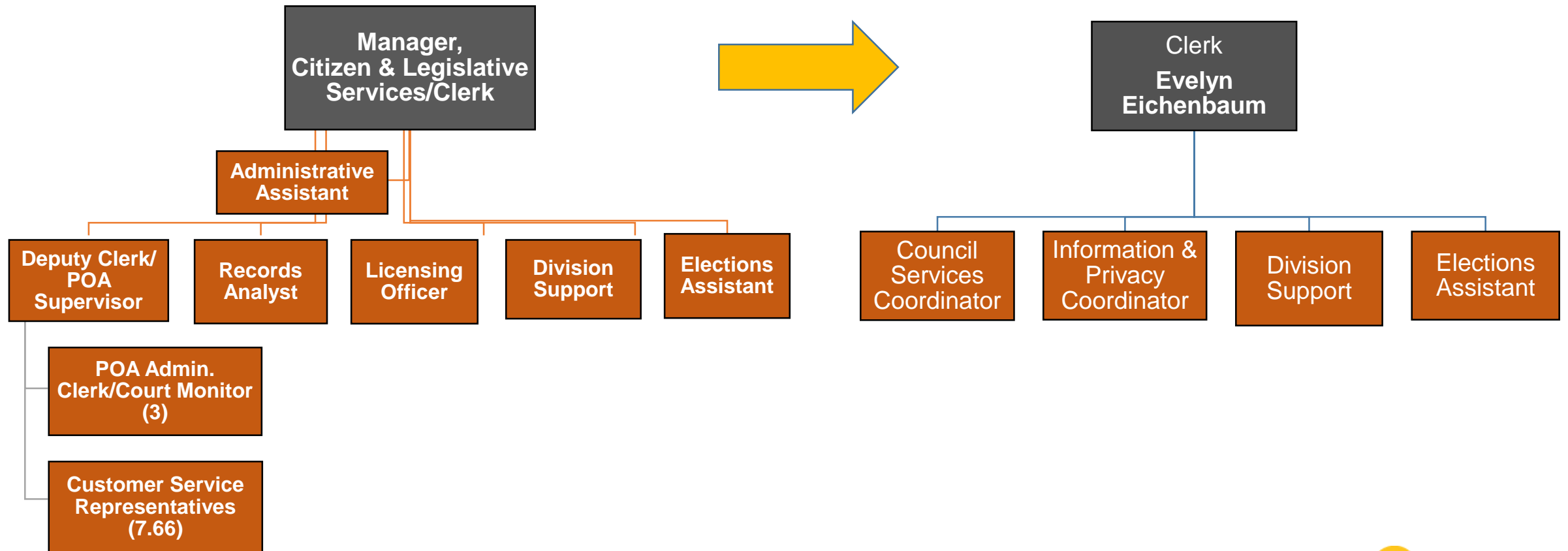
- Successful Implementation of Virtual Council meetings
- Audio court introduced for Provincial Offences Court
- Moved certain services to electronic communication and/or digital payments



# Inquiring Minds May Want to Know....



# Citizen & Legislative Services – now Clerks Division

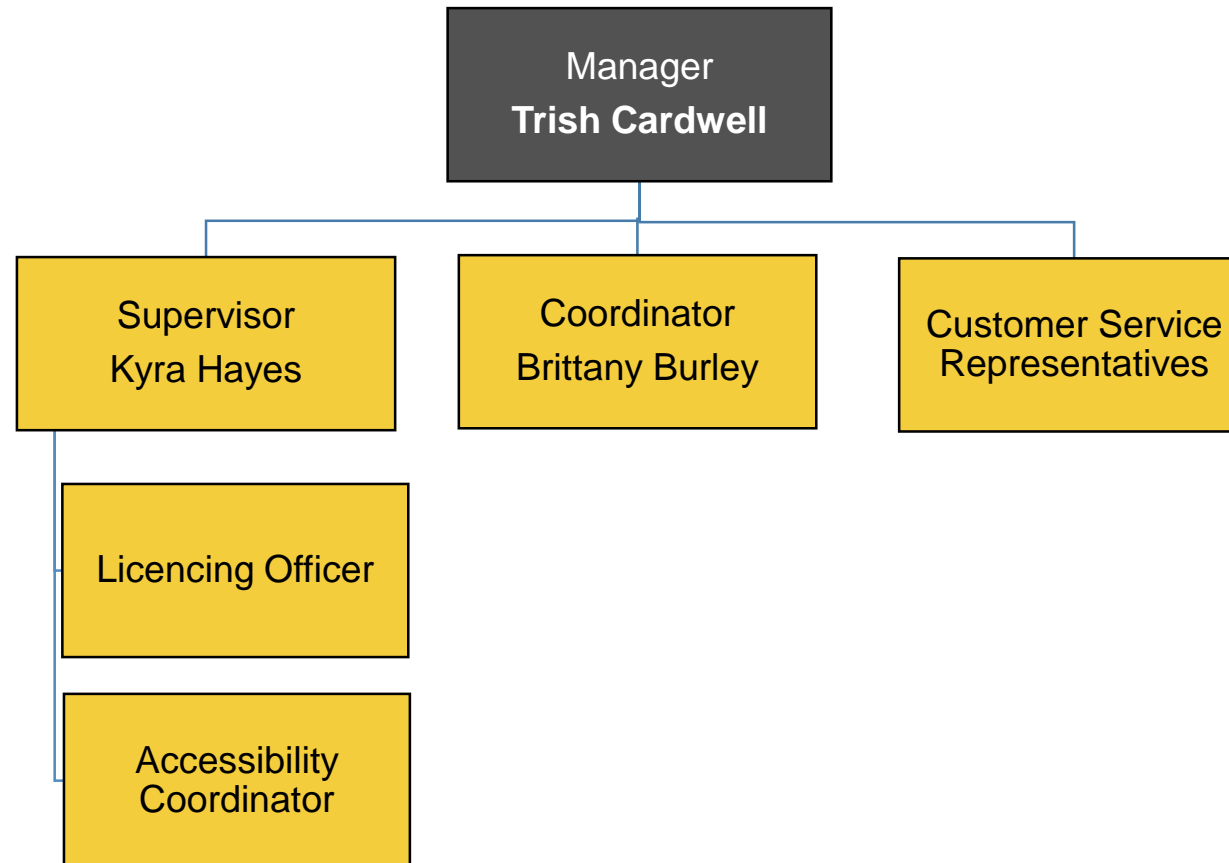


# Citizen & Legislative Services – now Clerks Division

## 2021 Priorities

- Transitioning Provincial Offences court proceedings to a virtual platform
- Making initial preparations for the 2022 Municipal Election
- Transitioning to new corporate structure – reporting through Office of the CAO

# Customer Experience & Communications



# Customer Experience & Communications 2021 Priorities

- Finalize job documents, ratings and recruitment strategy for new division and recruit Manager Q2 2021
- Recruit remainder of staff in new division by end of 2021
- Presentation to Leadership Team – overview of division
- Council Workshop – customer experience
- Internal communications survey
- Participation on Municipal Modernization Committee
- Participation on corporate communications improvement committee
- Establish foundation for corporate wide knowledge base

# Grandview Lodge 2020 Achievements



- Facility Condition Assessment completed.
- Positive results returned from Family & Resident Survey
- Successful outdoor winter wonderland

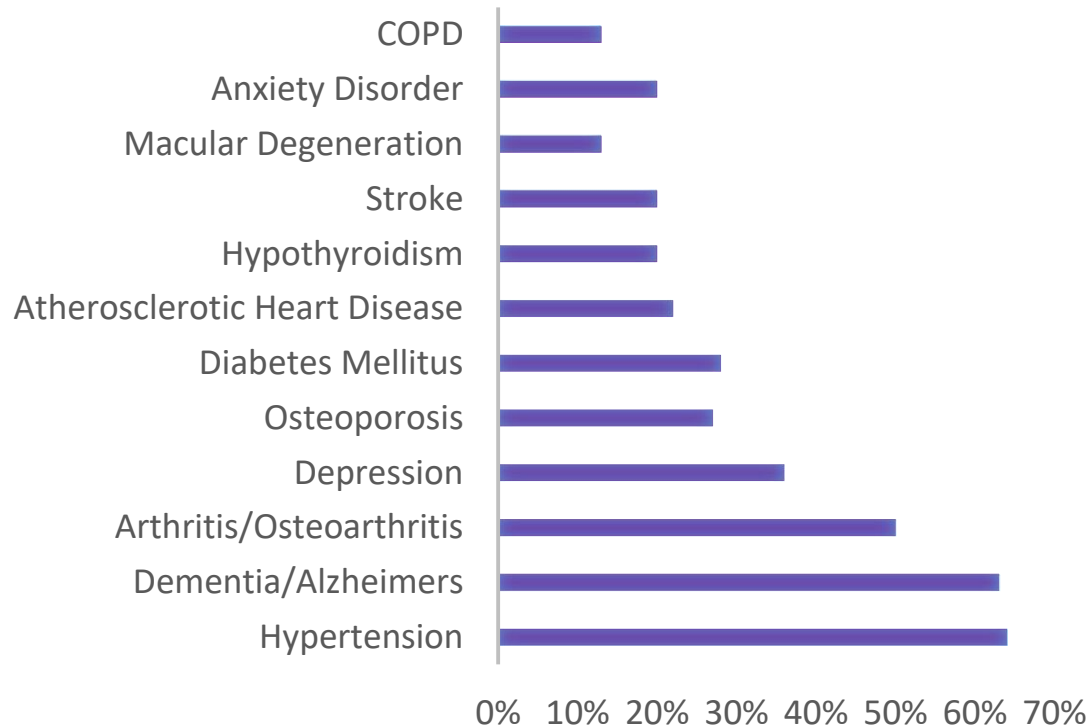
# Grandview Lodge

## Operational Challenges & Achievements in 2020 due to COVID-19 Global Pandemic

- Implemented an effective infection prevention and control response to the pandemic on Best Practice Guidelines while maintaining a focus on resident centered care
- One outbreak, well contained - restricted transmission and no adverse outcome for any staff or residents
- Maintained adequate staffing levels in all departments due to the commitment and dedication of GVL staff
- Donation of iPads to initiate/expand Resident connectivity with family & friends while isolated to their home areas

# Inquiring Minds May Want to Know....

## DIAGNOSIS OF RESIDENTS



171 Ministry Communications

Hours of direct care/day/resident  
2.6 hours

## PROVINCIAL FUNDING

2020 Envelope	Per Resident Per Day		
	Jan – Mar	Apr – Jul	Aug – Dec
<b>Nursing &amp; Personal Care</b>	91.23	91.23	92.73
<b>Raw Food</b>	9.54	9.54	9.54
<b>Accommodation</b>	56.16	56.16	56.16
<b>Programs &amp; Support Services</b>	12.06	12.06	12.06
<b>Global LOC (effective April 1)</b>	1.77	4.5	4.5
<b>Quality Attainment Premium</b>	0.36	0.36	0.36



# Grandview Lodge

## 2021 Priorities

- Infection Prevention and Control Training
- Build the Facility Condition Assessment Results into the Capital Budget Forecast for 2022 and beyond
- Secure provincial/federal ICIP funding for major GVL capital works
- Review/Streamlining recruitment process for GVL
- Enhance scheduling software to allow automation of call-ins and direct staff input
- Redevelop the Gathering Room to a Movie Theatre and Chapel
- Development of a Nature Room in the Fireplace Lounge
- Installation of Updated Nurse Call and Security Camera Systems
- Continuous training & education on Philosophy of Care at GVL

*Thank You!*