



Corporate & Social Services Department

2021 Annual Report

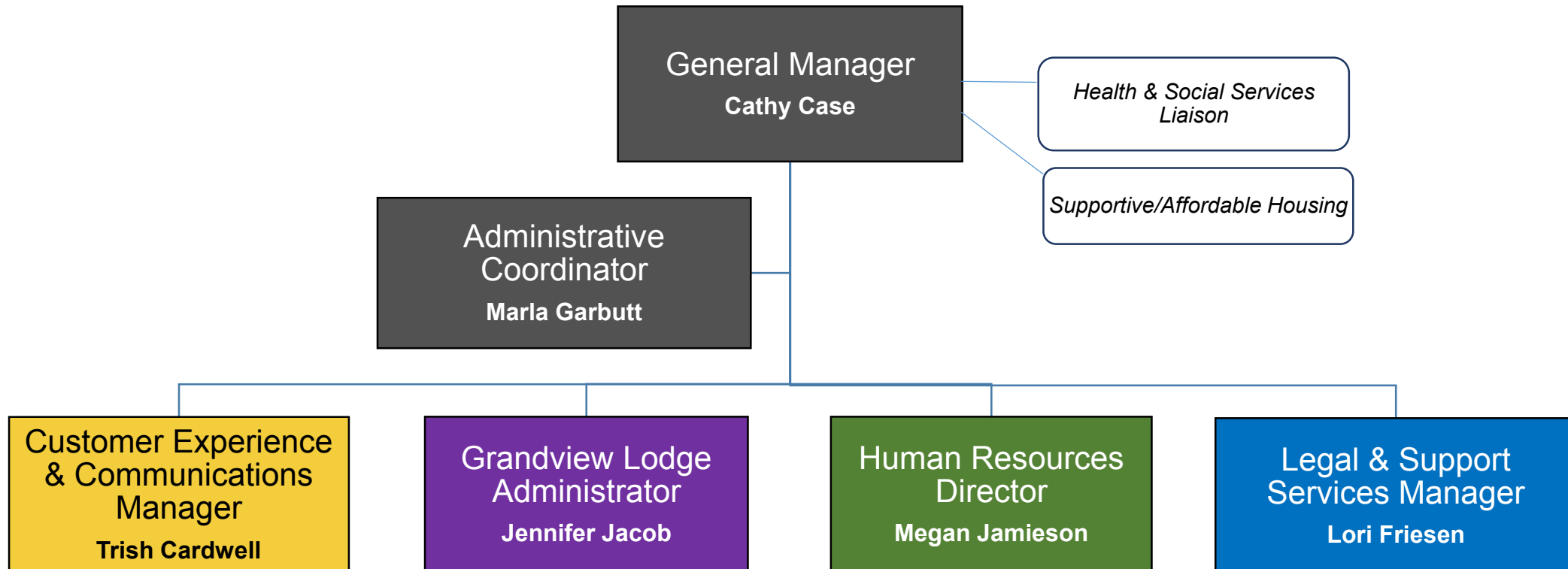
Corporate & Social Services Department



*+ Supportive/Affordable Housing
+ Health & Social Services Liaison*

Organizational Chart

Management Team – 2021



General Manager's Office

2021 Accomplishments

- Phase 2 Reorganization of the Department
 - Implementation of Customer Experience & Communications Division
- Ongoing management of key corporate legal issues
- Facilitated approval for Mixed Housing Project in partnership with Haldimand Norfolk Housing Corporation
- Continuation of corporate management of pandemic
- Approval of Community Safety & Well-Being Plan in coordination with H&SS GM

General Manager's Office

2022 Objectives

- Ensure adequate input and service delivery for key health and wellness matters affecting Haldimand County
 - Finalize logistics related to Mixed Housing Project in Dunnville
 - Focus on Revising Governance Model for Board of Health to provide more equal representation for Haldimand County (pending provincial regionalization)
 - Corporate move of staff shifting back to 'in office' work after the pandemic
 - Fire Safety Training for all staff including fire drills
 - Maintaining the safety of staff against Covid-19
 - Ongoing management of key legal matters
- Shift to Customer Centric Culture within County Administration
 - Rollout of enhanced Haldimand County communications
 - Community and staff engagement re: customer service, service delivery and creation of overarching Customer Experience & Communications Strategy and Standards

Corporate & Social Services - HR



- 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
- Staff Resource to DEIAC

Human Resources

2021 Highlights

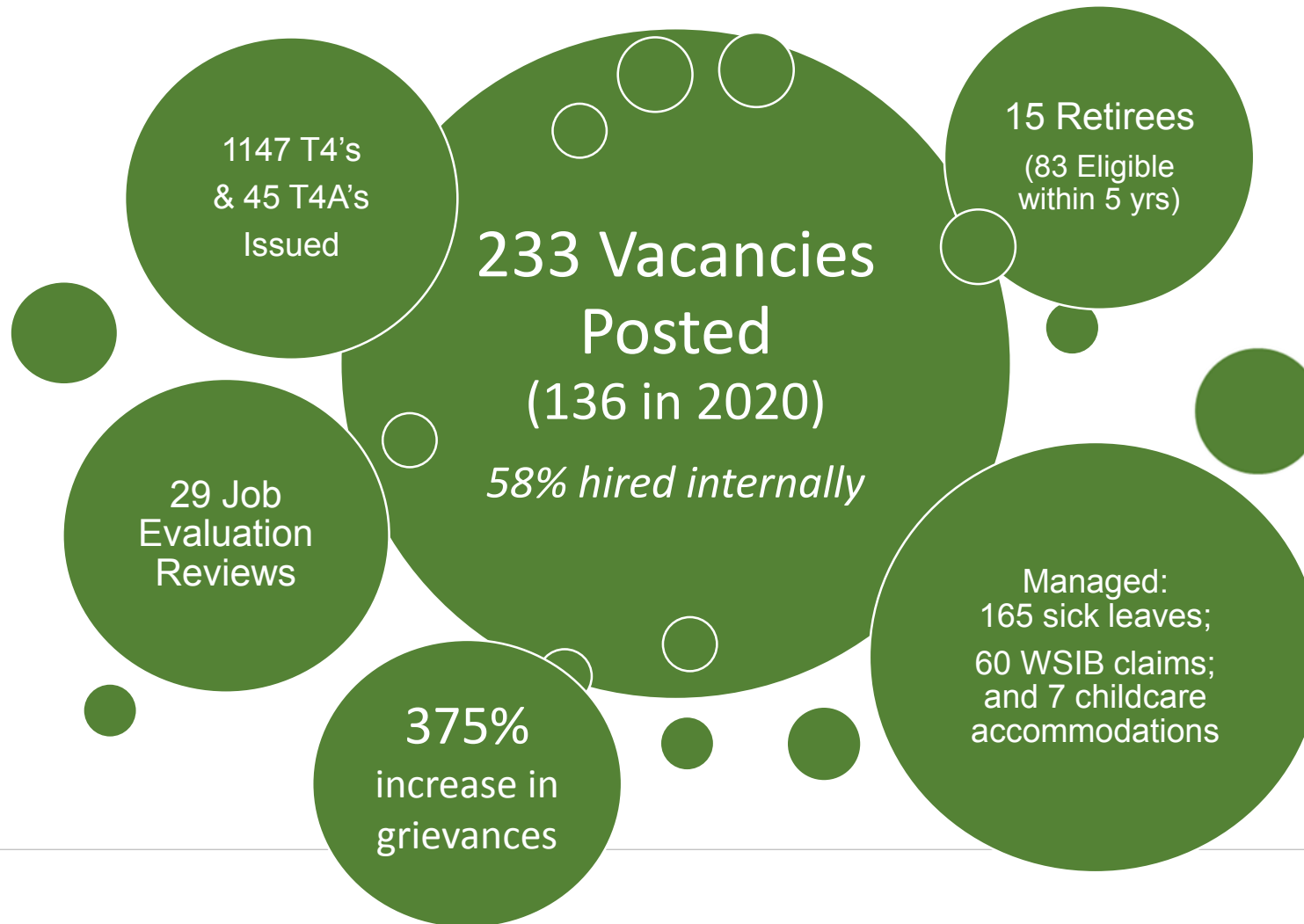
- Human Resources Division completion of reorganization
 - Recruited 9 new vacancies/staff changes within HR
- Significant staff/supervisor support re: COVID-19 protocols, training, absence management
- Continued dedication to BAS/Payroll & HRIS foundations
- Launched pilot project for 3-stream corporate leadership development program
- Established terms of reference and recruitment for new Diversity, Equity & Inclusion Advisory Committee
- Awarded and implemented new EFAP provider (Homewood Health)
- Working together with EFAP support for employee wellness with topics such as: COVID fatigue, financial wellness, alcohol consumption and smoking cessation
- Focus on branding and marketing in recruitment efforts
- Digitization of internal HR processes such as recruitment, orientation and staff changes
- Established policy related to remote working arrangements (emergency vs. long term)

Human Resources

2021 Highlights

- Awarded contract for new Benefits Consultant
- Continued to revise and respond to changing COVID-19 restrictions via comprehensive health and safety policies, re-opening guidelines, direct communication and inquiry response
 - Protocols related to masking, screening, social distancing, cohorting of staff, self-isolation, work from home, child care/return to work facilitation
 - Vaccination Policy Implementation
- Record high number of grievances submitted across all unions, 46% being COVID-19 policy related
- 34 COVID-19 related Workplace Safety Insurance Broad (WSIB) claims received
- 312 staff assisted through confirmed or potential exposure to COVID-19
- Administered temporary wage enhancements to PSW's on behalf of province
- In-house wellness initiatives to aid in stress, anxiety and disconnect (Corona Chronicles, access to webinars and pushed available resources via email)

Inquiring Minds May Want to Know....



Human Resources

2022 Priorities

- COVID-19 support – learning to live with COVID-19 in the workplace
- Implement BAS HR Modules (Payroll, HRIS, Questica Staffing)
- Enhanced Recruitment Strategies and Onboarding Experience
- Responding to significant changes in Labour Relations
- Implementation of Diversity, Equity & Inclusion Advisory Committee
- Staff Engagement, Training & Development opportunities
- Implementation of Remote Working Policy
- Respond to new legislation and review of Corporate Policies
 - Code of Conduct, including off-duty conduct
 - Attendance Support Program for GVL
 - Right to Disconnect
 - Employee Surveillance

Corporate & Social Services - LSS



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

Legal & Support Services

2021 Highlights

- In-house procurement training materials and sessions for staff were completed with focus on contract management, vendor performance and legislative changes
- Purchasing Card Program is well into development with anticipated roll out of cards beginning in Q4, 2022
- Purchasing staff featured in Caveat Emptor magazine
- Property Coordinator position filled; developed process documents and improved tracking
- Provincial Offences Administration successfully transitioned to LSS division
- Began development of Certificate of Insurance portal
- Insurance program and policies have been reviewed and 2022 policy in place



OPBA Member Department Spotlight – Haldimand County

Haldimand County's procurement team operates in a quasi centralized-decentralized methodology – meaning that the procurement expertise is centralized to provide guidance, facilitation skillset and to develop various templates for all procurement related activity. The decentralization of the process is a result of the user divisions being responsible for the developing of the bid documentation, contract management, submission of the purchase order for approval, etc. Our dynamic team consists of two Purchasing Coordinators – Jason Wallace and Nessa Byrne who are supported by a Purchasing Clerk – Megan Davis, with guidance provided by the Manager of Legal & Support Services, Lori Friesen.

To say that the last two to three years has been a whirl-wind, is simply an understatement. The team has continued to adapt in a responsive mode as well as engaging in various proactive accomplishments – specifically in the areas of software, internal and external customer service, process modernization, supporting corporate initiatives and strategic planning.

RESPONSIVE AND ADAPTABLE

That is the name of the game these days. It was a call for all hands-on deck in March 2020 as COVID took over our work and personal lives. The procurement team was tasked with sourcing significant quantities of PPE and cleaning supplies for our Long-Term Care Home, the fire and paramedic services, as well as the administrative team that supports these areas. It was quickly realized that there were product shortages and market volatility due to the world wide impact. Recognizing this, an interim "Stores" was put in place with procurement taking the lead. The team quickly worked to identify what needed to be included in the inventory and developed an internal requisition process that enabled the tracking of inventory stocks, identified lead times and fiscal impacts. Although the market has stabilized (for now), the County has continued to maintain the Stores to ensure that the PPE and cleaning supplies can be provided when needed for all corporate divisions as we slowly work our way back to being in the office.

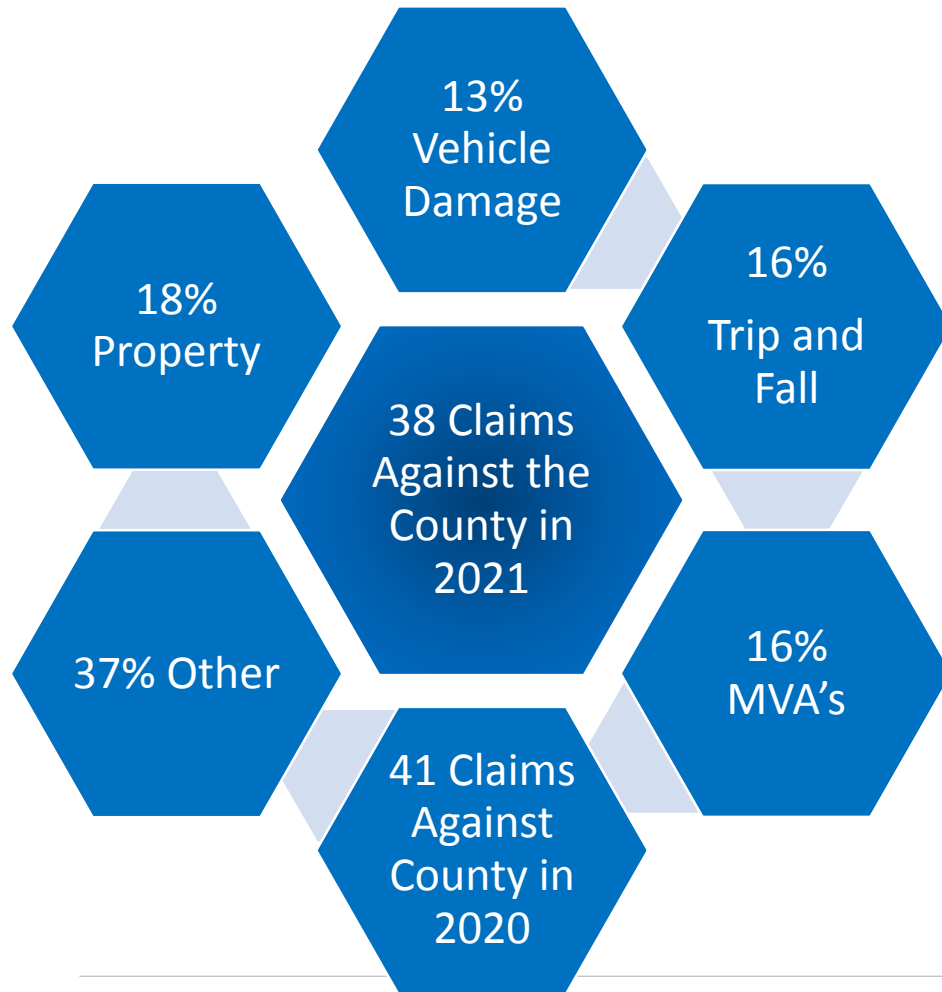
SOFTWARE

In 2018, Haldimand began a significant corporate-wide software replacement program, referred to as the Business Application Software (BAS) project, that included a Purchase Order system. Jason was seconded to the BAS team to conduct software configuration which took approximately a year to complete. Implementation was staggered in that the cheque requisition module was released first – replacing the paper and rubber stamp, with the purchase order module rolled out a few months later.

This was an interesting process to be a part of noting that not only was the software new, so was the concept of purchase orders to staff. Procurement staff conducted several strategically aligned training sessions to introduce the concept of a purchase order, to explain roles, responsibilities, segregation of duties, integrated workflows, how the software was used, etc. While the software and configuration are not perfect and is still a work in progress, we are already starting to see the benefits in being able to generate various reports including those for auditing. This is so much more efficient than going through thousands of paper copies of invoices and complex Excel spreadsheets to track purchasing related activities. What could take hours of staff time to gather the data, can be completed in a manner of seconds with a few clicks.

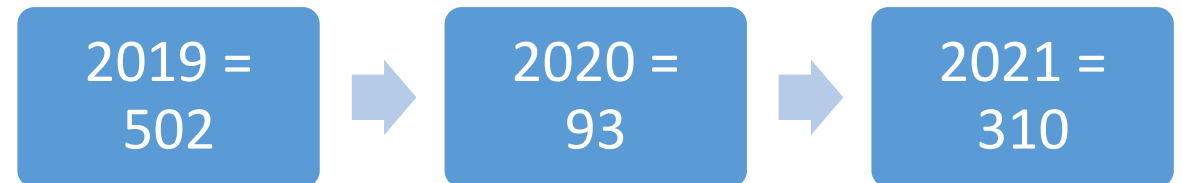


Inquiring Minds May Want to Know....



141 Property Matters

of POA Matters that went to Early Resolution

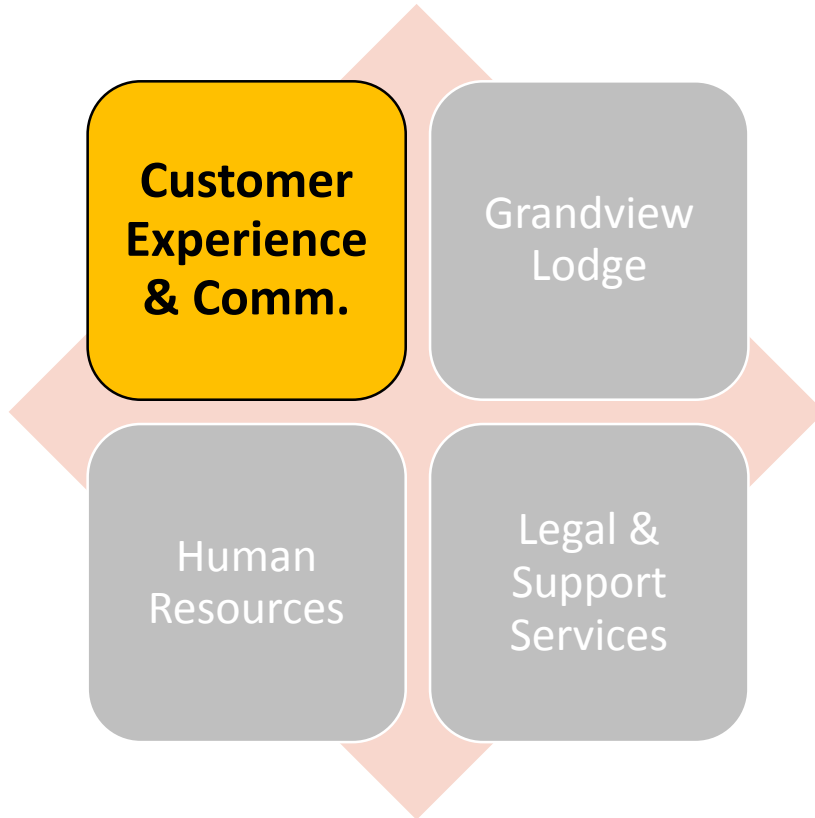


Legal & Support Services

2022 Priorities

- Procurement Policy update
- Pcard Program implementation
- Continue monitoring COVID-19 impacts to County services (PPE inventory, market volatility i.e. fleet, fuel, etc.)
- Preparing to move Provincial Offences Court to be a quasi-system of in-person and virtual court; new downloads from Province
- Update legal services processes and data collection
- Update Insurance Claims Handling Protocol
- Delegated authority policy for real property activities

Corporate & Social Services - CEC



- Internal Customer Service
- External & Transactional Customer Service
- Corporate Communications
- Public Relations
- Website Management
- Community Engagement
- Licensing
- Accessibility Compliance
- Staff Resource to Accessibility Committee
- Corporate Customer Service Metrics

Customer Experience & Communications

2021 Highlights (less than 6 months)

- Successful recruitment of Manager and majority of divisional staff
- Presented overview of division to Leadership Team
- Council Workshop on “The Customer Experience”
- Developed an internal communications survey
- Participated on Municipal Modernization Committee
- Participated on Corporate Communications Improvement Committee
- Began development of corporate wide Knowledge Base

Inquiring Minds May Want to Know....

110 Licenses Issued

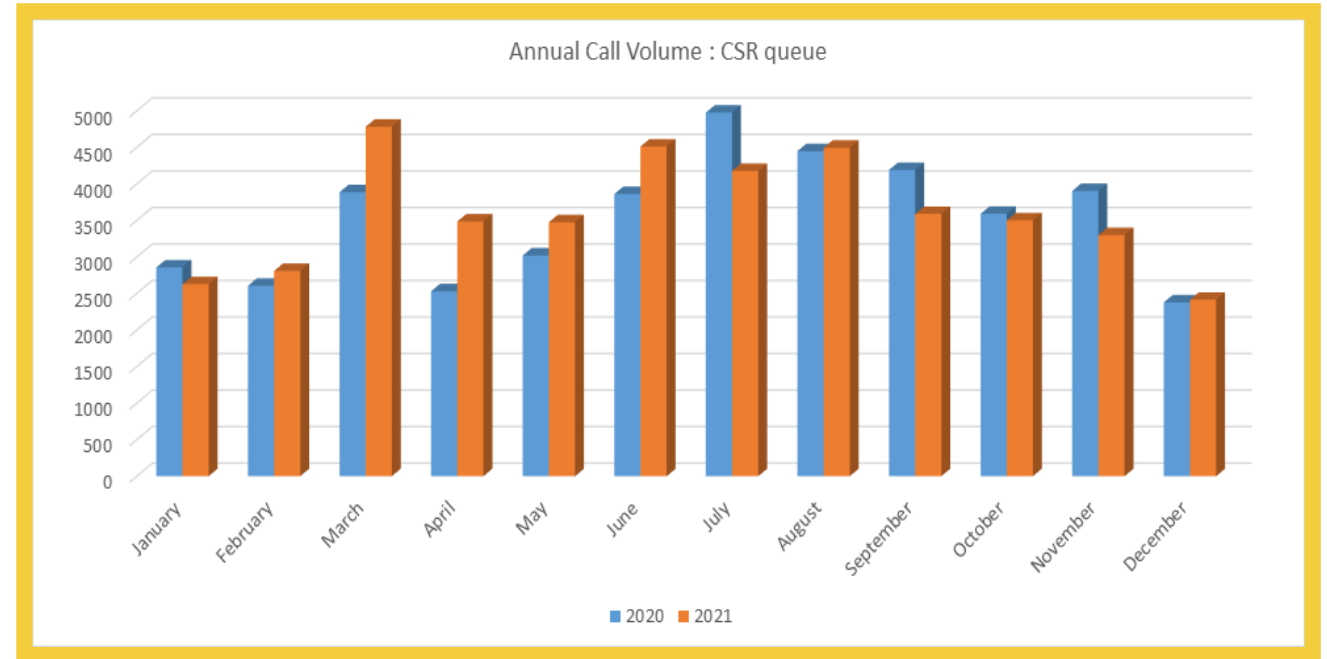
1340 Parking Tickets Processed

109 Media Releases Issued (up from 75 in 2020)

1.2K Facebook posts – Followers up 20.8%

716 Tweets – Followers up 6.4%

234 Instagram posts – Followers up 354%



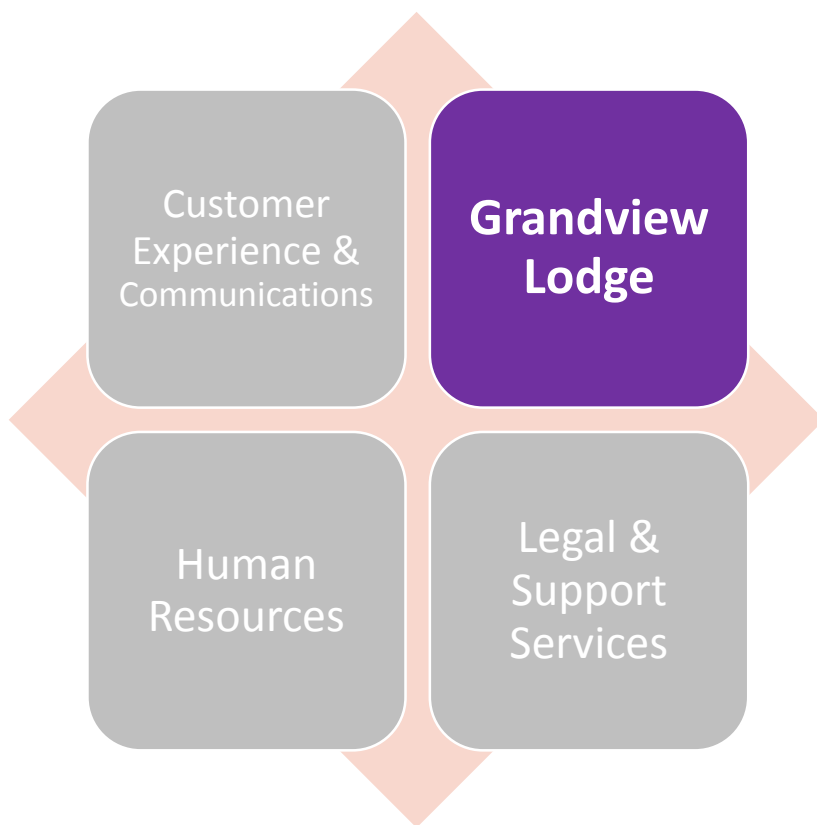
CSR's Answered a total of 39,769 calls in 2021
Average of 175 calls/day

Customer Experience & Communications

2022 Priorities

- Development of corporate communications strategy for 2022
- Improved Communications to Key Stakeholders
- Establish a Service Inventory for Haldimand County
- Roll out of public surveys on customer service; service delivery
- Recruitment of Accessibility Coordinator and begin enhancements to accessible information
- Continue to build corporate wide Knowledge Base
- Website improvements from a customer perspective
- Review of technology required to provide a positive customer experience and professional communications

Corporate & Social Services - GVL



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

Grandview Lodge

2021 Achievements

- Maintained effective infection prevention and control response to the ongoing pandemic with no adverse outcomes for staff or Residents
- Re-introduced visitors into the Home
- Successful immunization campaign for Residents, staff, external stakeholders
- Average of 400/month Rapid Antigen Tests conducted – staff & visitors
- Overall dedication & commitment of staff during challenging times

Grandview Lodge

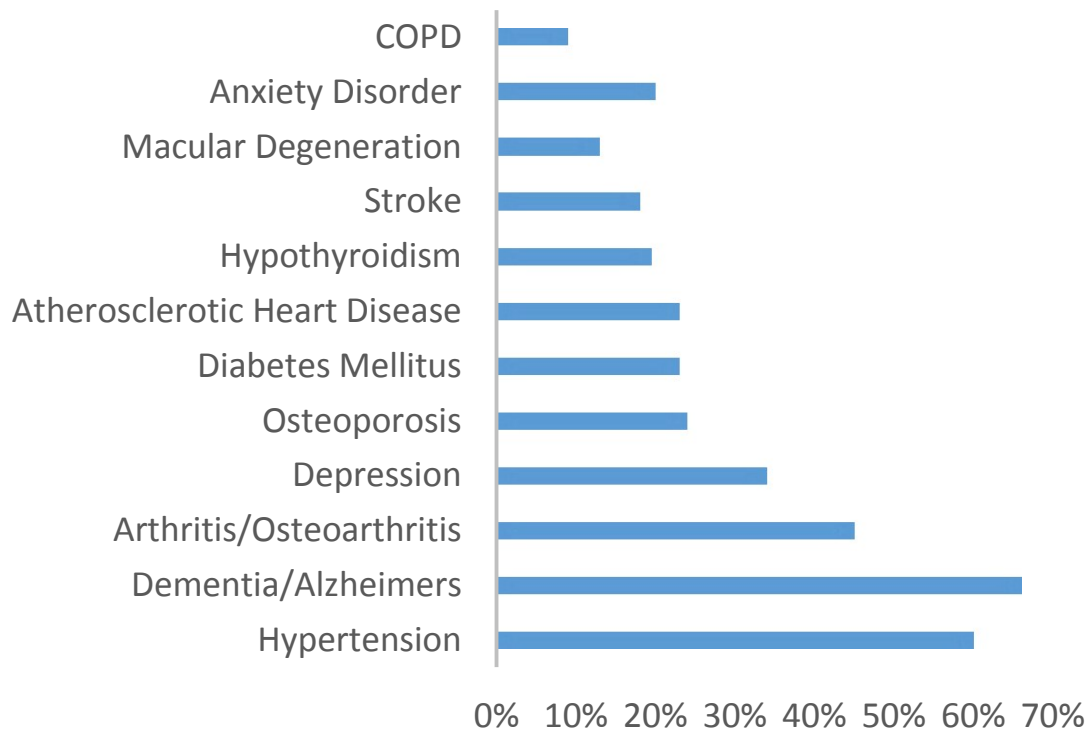
2021 Achievements



- ICIP funding secured to upgrade & replace HVAC system – project in progress
- Security camera installation completed
- Replacement of lavatory fixtures in 3 home areas
- Theatre & Nature rooms completed
- Successful outdoor winter wonderland and Christmas galas
- Positive results returned from Family & Resident Survey

Inquiring Minds May Want to Know....

DIAGNOSIS OF RESIDENTS



71 Job Postings + 4 ongoing ads for nursing & dietary staff

261 Ministry Communications
vs. 171 in 2020

Hours of direct care
per day per resident
2.6 hours

PROVINCIAL FUNDING

2021 Envelope	Per Resident Per Day		
	Jan – Mar	Apr – Jul	Aug – Dec
Nursing & Personal Care	92.73	92.73	92.03
Raw Food	9.54	9.54	9.54
Accommodation	56.16	56.16	56.16
Programs & Support Services	12.06	12.06	12.06
Global LOC (effective April 1)	4.50	7.27	7.27
Quality Attainment Premium	0.36	0.36	0.36

Grandview Lodge

2022 Priorities

- Development of 4-year Strategic Plan
 - Analysis and compliance to new long term care legislation
 - Recruitment of key positions:
 - IPAC Coordinator, Assistant Director of Nursing
 - Administrative support staff
 - Redevelop nursing department structure & activate a recruitment strategy to meet MLTC target of increased hours of care for residents
 - Automation of call-ins
 - Revised Attendance Support Program
 - Accreditation Process – Assessed in October
 - Installation of Updated Nurse Call System
 - Replacement of HVAC systems
 - Upgrading of roof top air handling units, building automation systems & controls and backup generator
 - Continuous training & education on Philosophy of Care at GVL
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Thank You!