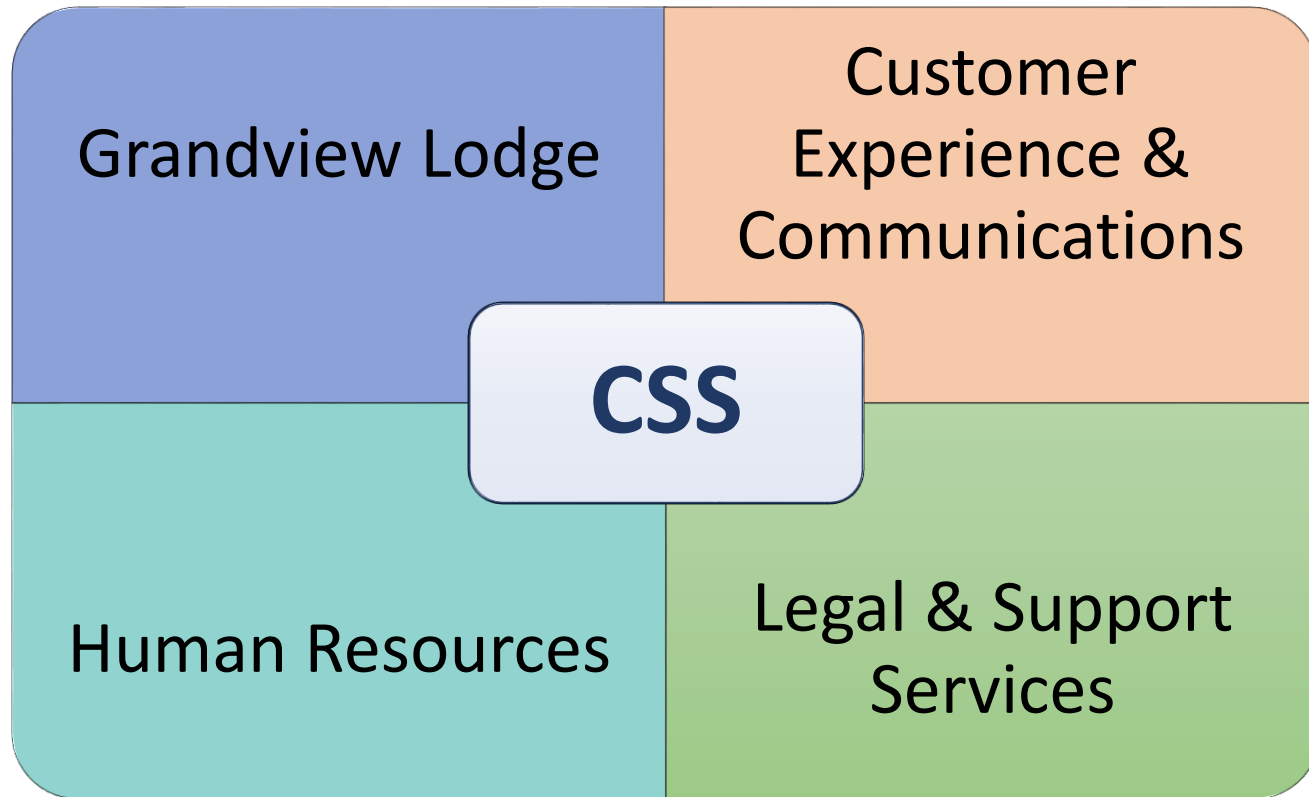


# Corporate & Social Services Department

2022 Annual Report

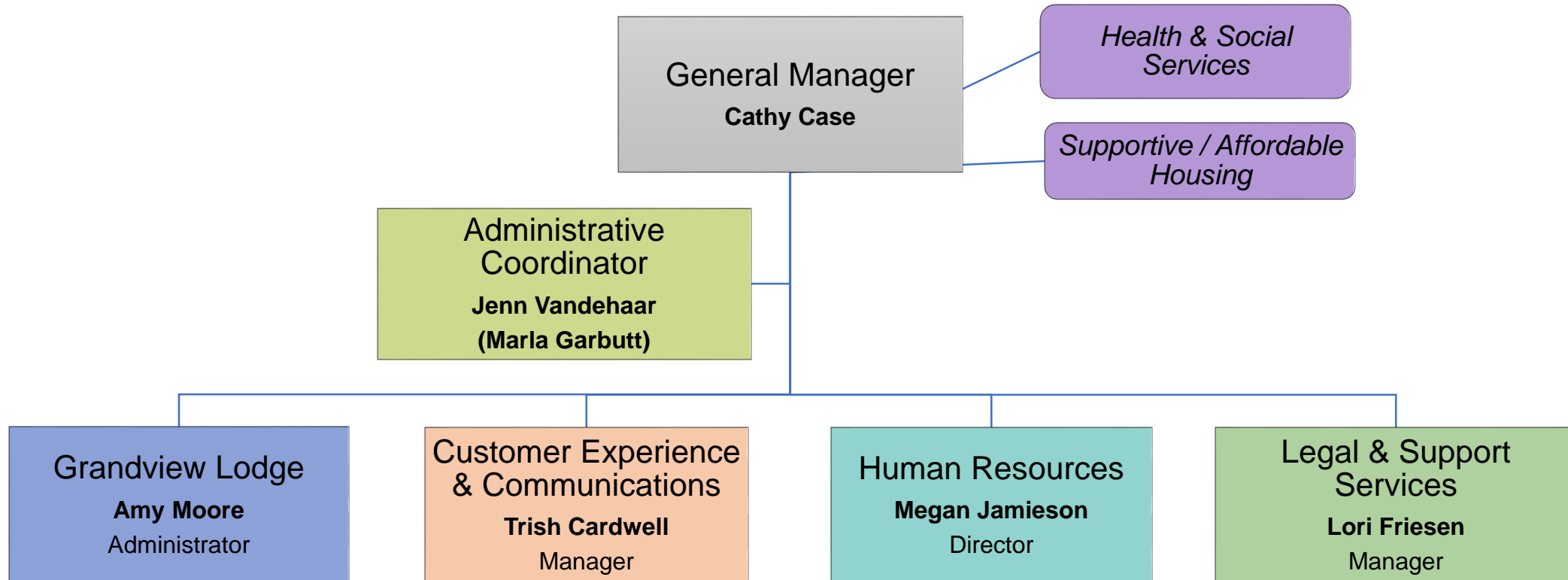
# Corporate & Social Services Department



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

# Organizational Chart

## Management Team



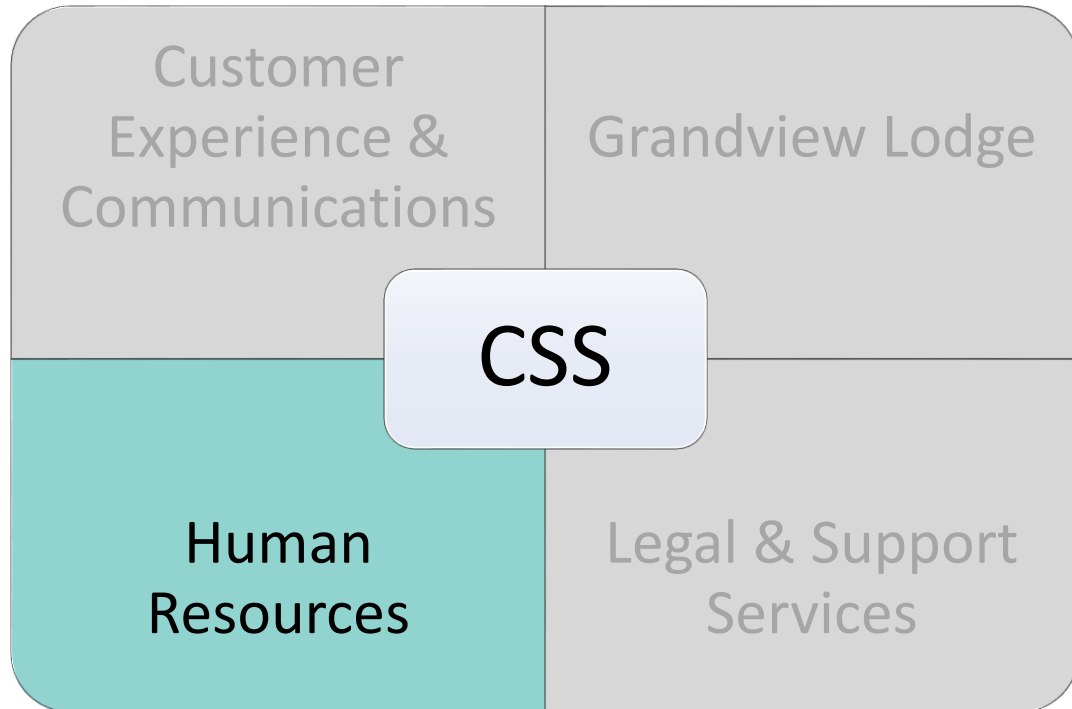
# General Manager's Office 2022 Accomplishments

- Shift to Customer Centric Culture within County Administration
- Ongoing management of key corporate legal issues
- Key Housing Matters
  - Approval of HNHC Asset Regeneration Plan
  - Approved financial contribution for Mixed Housing Project in Dunnville
  - Approval of Strategy for HNHC Disposal of Assets
  - Facilitated sale of 3 dwellings to True Experience - 9 new supportive housing units
- Addressed Strong Mayors legislation for Haldimand County
- New Council Orientation

# General Manager's Office - 2023 Objectives

- Ensure adequate input and service delivery for key health and wellness matters affecting Haldimand County
  - Establish a Municipal Capital Facilities Housing Bylaw
  - Municipal Capital Facility Agreement with Haldimand-Norfolk Housing Corporation
  - Transfer of land related to Mixed Housing Project in Dunnville
  - Assist with Health & Social Services Leadership Recruitment
    - Participate in recruitment initiatives for Director, Social Services & Housing; Director, Public Health; General Manager, Health & Social Services; and, Interim Medical Officer of Health
- Grandview Lodge management and administration team focus
- Council & Corporate Priorities Focus

# Human Resources Division



- Labour Relations & Collective Bargaining
- Employment Law
- Compensation
- Benefits Administration
- Payroll
- Job Evaluation & Pay Equity
- Recruitment & Training
- Onboarding & Off-boarding
- Health & Safety
- Employee Claims Management
- Employee Wellness
- Staff Resource to DEIAC



Megan  
Jamieson

# Human Resources 2022 Highlights

- Managed and operationalized technology changes
  - Questica
  - BAS/Payroll & Human Resource Information Systems
- Implementation of Diversity, Equity & Inclusion Advisory Committee
  - Land Acknowledgement
- Enhanced Health & Safety / Wellness Programs
- Continued 3-stream corporate leadership development program
- Improved focus on recruitment efforts

# Human Resources 2022 Highlights

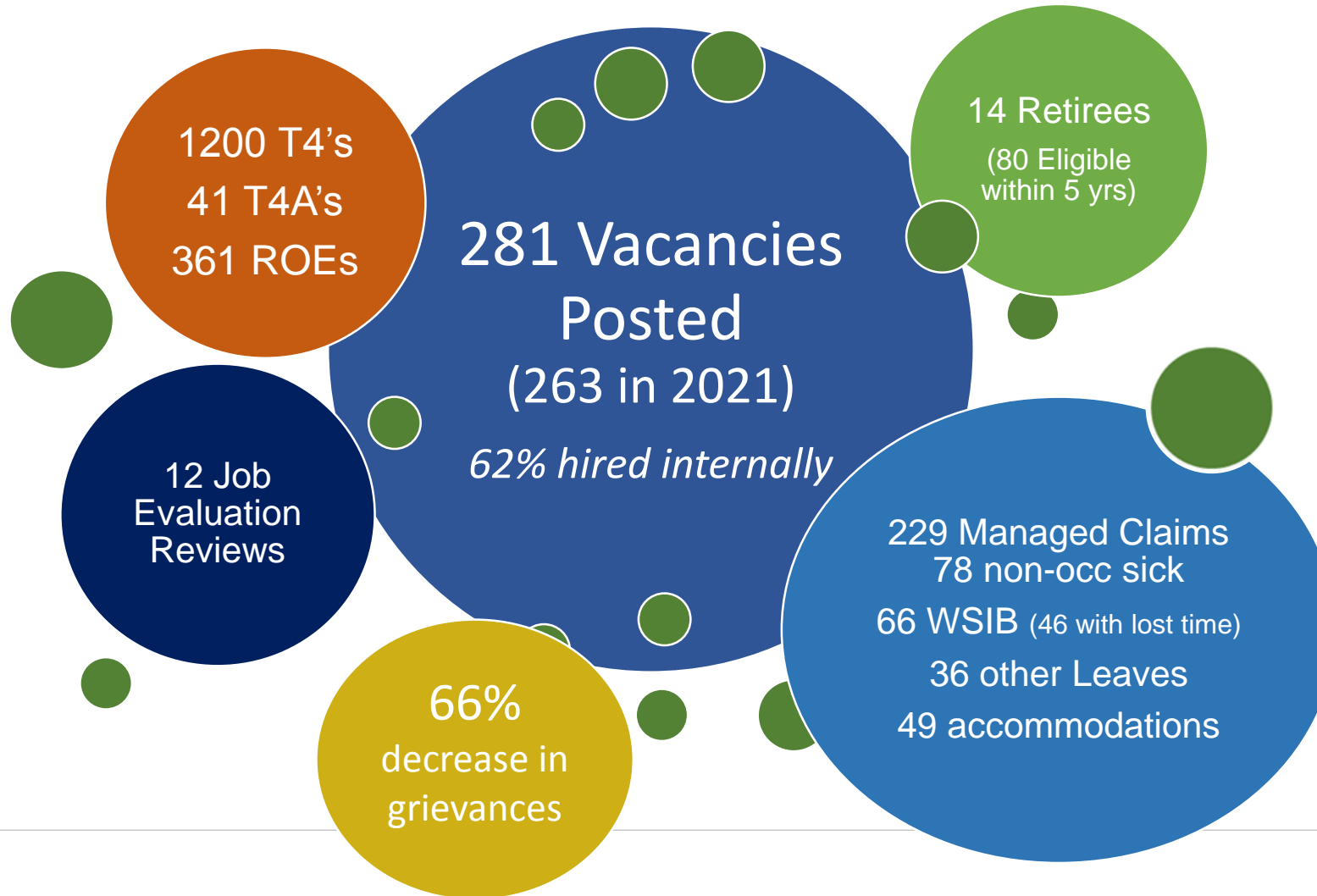
- Underwent union decertification / certification process with paramedic group
- Responded to new legislation and corporate requirements:
  - Right to Disconnect
  - Employee Surveillance
  - Preparation / legal review regarding Attendance Support Program for Grandview Lodge
  - Implementation of Formal Remote Working Policy
- Made changes to financial funding arrangement for extended health care and dental benefits – cost savings
- Administered provincial wage enhancements for eligible nursing staff at Grandview Lodge



# Human Resources 2022 Highlights

- Continued to revise and respond to changing COVID-19 restrictions
  - Provided direction, monitored and managed all confirmed and potential COVID-19 cases of staff. (over 430 staff isolations were reported and managed in 2022)
  - Protocols refocused to ongoing maintenance of general safety against infection/illness
  - Resolved all outstanding COVID-19 policy related grievances
- Working together with Employee Family Assistance Program to support employee wellness
  - Topics such as: MFAP presentations to Volunteer Firefighters, stress management, childcare/parenting services, grief & loss support as well as pre-retirement planning.

# Inquiring Minds May Want to Know....



# Human Resources 2023 Priorities

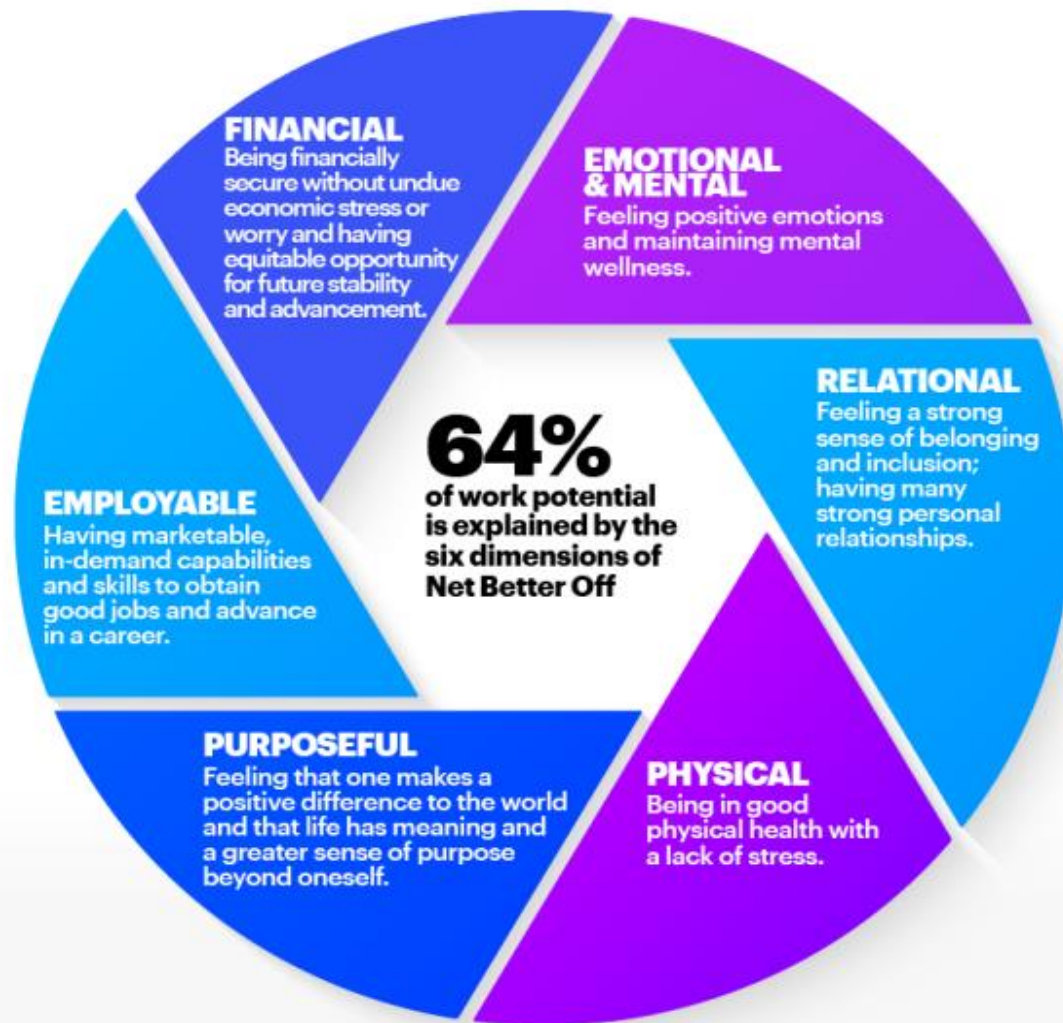
- Compensation Strategy Review (3 phases)
  - Updated job evaluation tool
  - Updated job description template and market ads
  - Review of compensation best practices and competitiveness
- BAS transition to “People” project – payroll and HRIS
- Continue efforts on consolidated, repurposed corporate orientation
- Collective Bargaining
  - Negotiate first contract with OPSEU, renewals for ONA and preparation for CUPE, UFCW, Non-Union
- Continued participation in the WSIB Excellence Program
- OMERS Administration – significant changes to legislation

# Human Resources 2023 Priorities (cont'd)

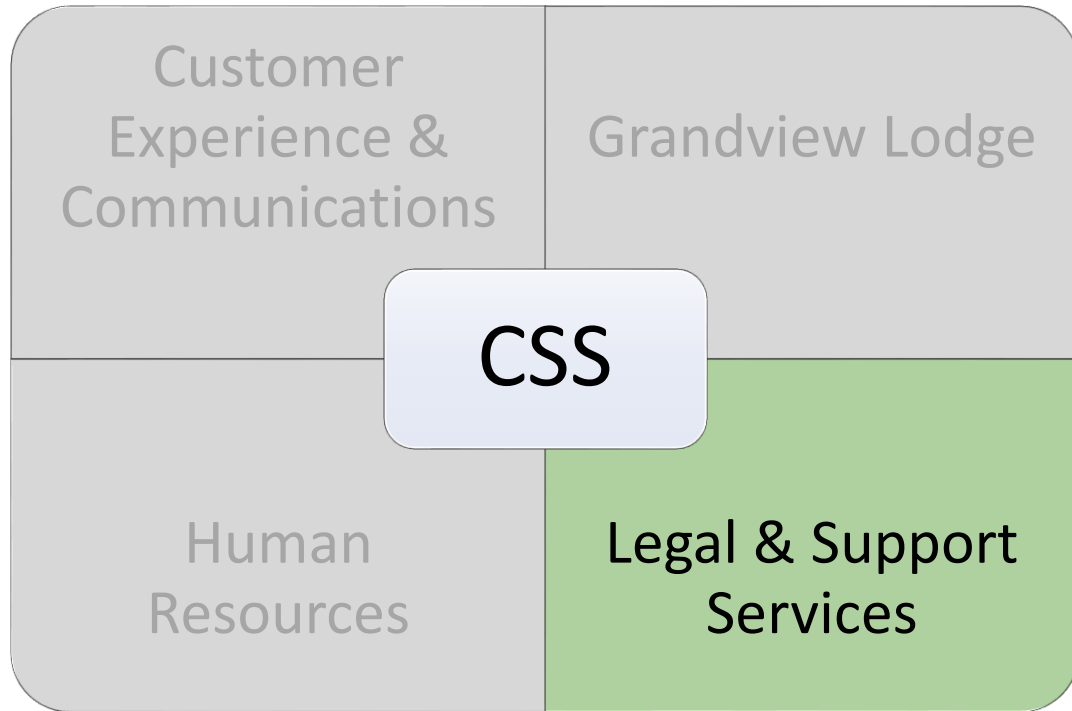
- Enhanced training program through established calendar / brochure
- Modernize corporate codes of conduct
  - off duty conduct
  - public complaints
  - emerging expectations
- Initiate procurement efforts related to employee group and insured benefits
- Attendance Support Program relaunch (Grandview Lodge)
- Introduction of Net Better Off Model / Commitment to staff

# Talent Attraction, Retention and Growth from Within:

## The Net Better Off Leadership Approach



# Legal & Support Services Division



- Public Procurement
- Risk Management
- Insurance Program Administration
- Claims Management & Subrogation
- Property & Real Estate Services
- Provincial Offences Administration
- Legal Services Administration
- Health & Social Services Advisory Committee



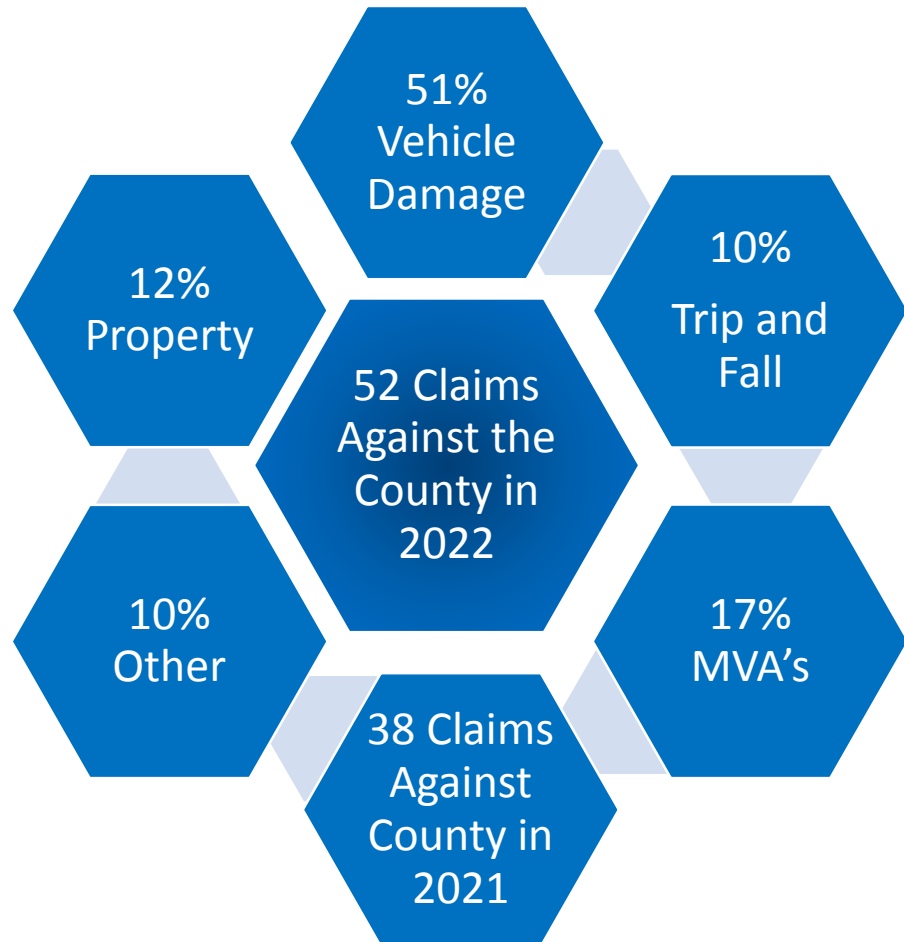
Lori  
Friesen

# Legal & Support Services 2022 Highlights

- Provincial Offences Court successfully moved to a quasi-system of in-person and virtual court
- Making a claim / responsibility of claimant - website update
- Purchase order workflow improvements - streamline process & reduce staff time
- Historic property matter backlog (COVID / staff gapping) - completed
- Request to purchase County-owned property – streamline / improved customer service



# Inquiring Minds May Want to Know....



12 Property Transactions

65 General Inquiries - Property Matters

# of POA Matters that went to Early Resolution

2020 = 93



2021 = 310



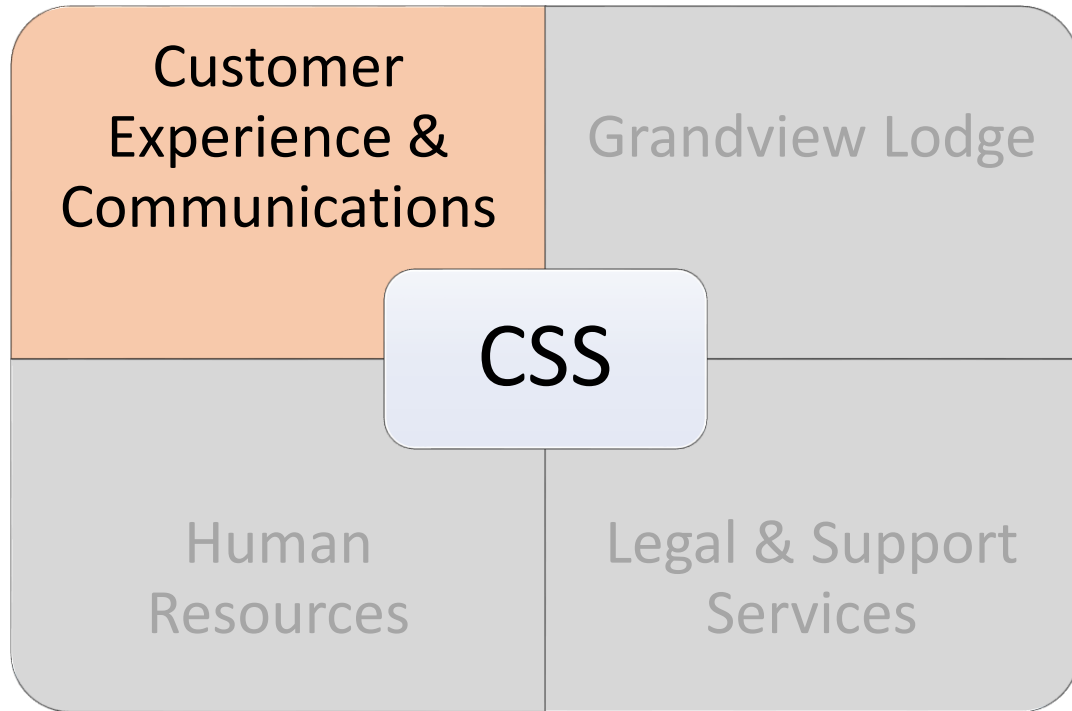
2022 = 558



# Legal & Support Services 2023 Priorities

- Developing framework for Corporate Risk Management Strategy
- Update Insurance Claims Handling Protocol
- Procurement Policy update
- Purchasing Card Program Roll Out
- Property Policy
- Sale of Key County Properties
- POA Collections

# Customer Experience & Communications Division



- 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



Trish  
Cardwell

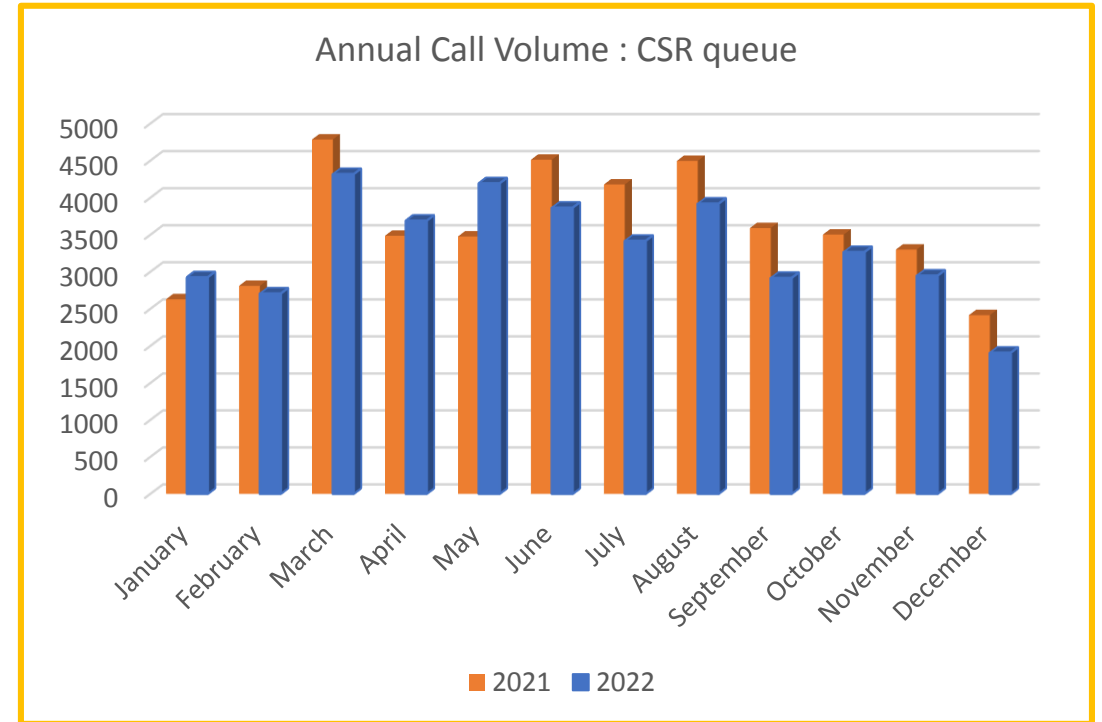
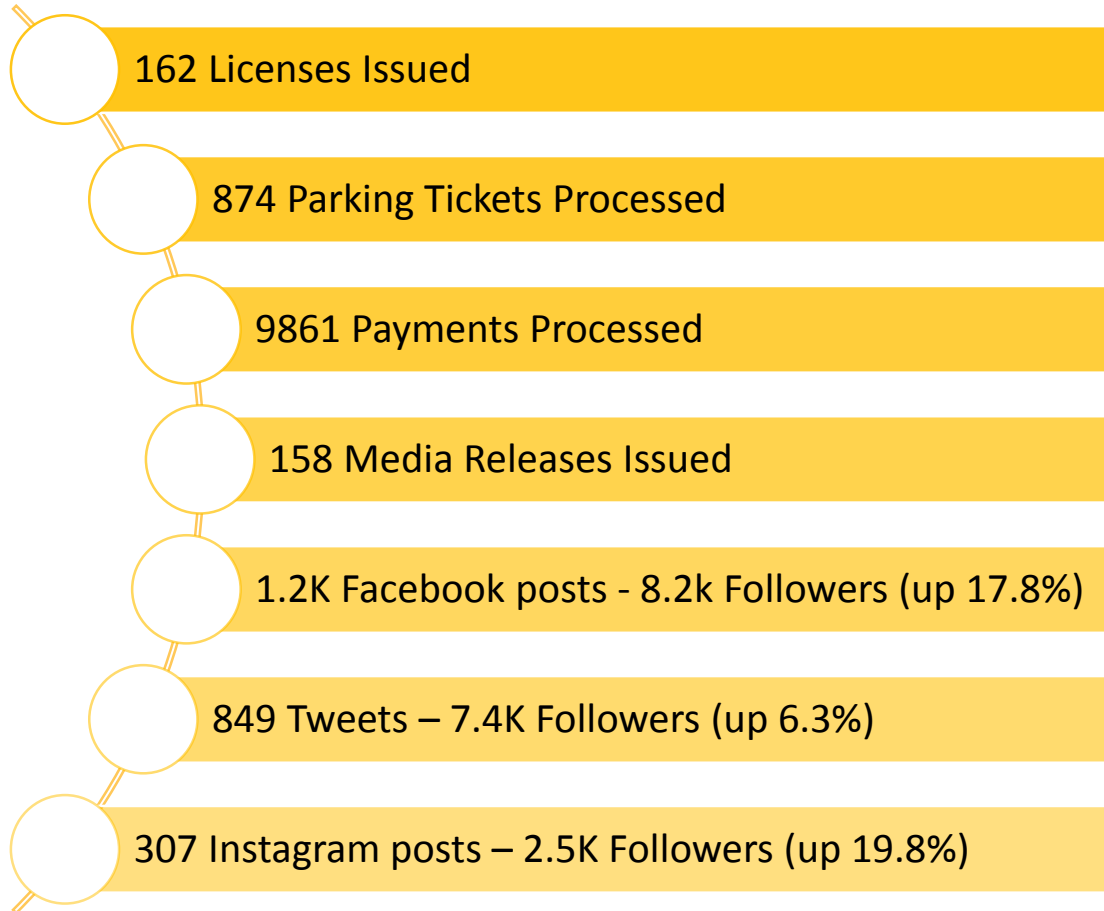
# Customer Experience & Communications 2022 Highlights

- Successful recruitment of Accessibility Coordinator
- 5 Year Accessibility Plan
- Developed Corporate Communications Strategy and 2022 Action Plan
- Initiated internal communication tools including
  - Quarterly council updates
  - Staff eNewsletters

# Customer Experience & Communications 2022 Highlights

- Citizen engagement surveys:
  - Shape YourHC Customer Experience Survey
  - Accessibility Survey
  - Resident Satisfaction Survey
- Launched Customer Service Knowledge Base Software
- Documented Service Inventory for Haldimand County

# Inquiring Minds May Want to Know....

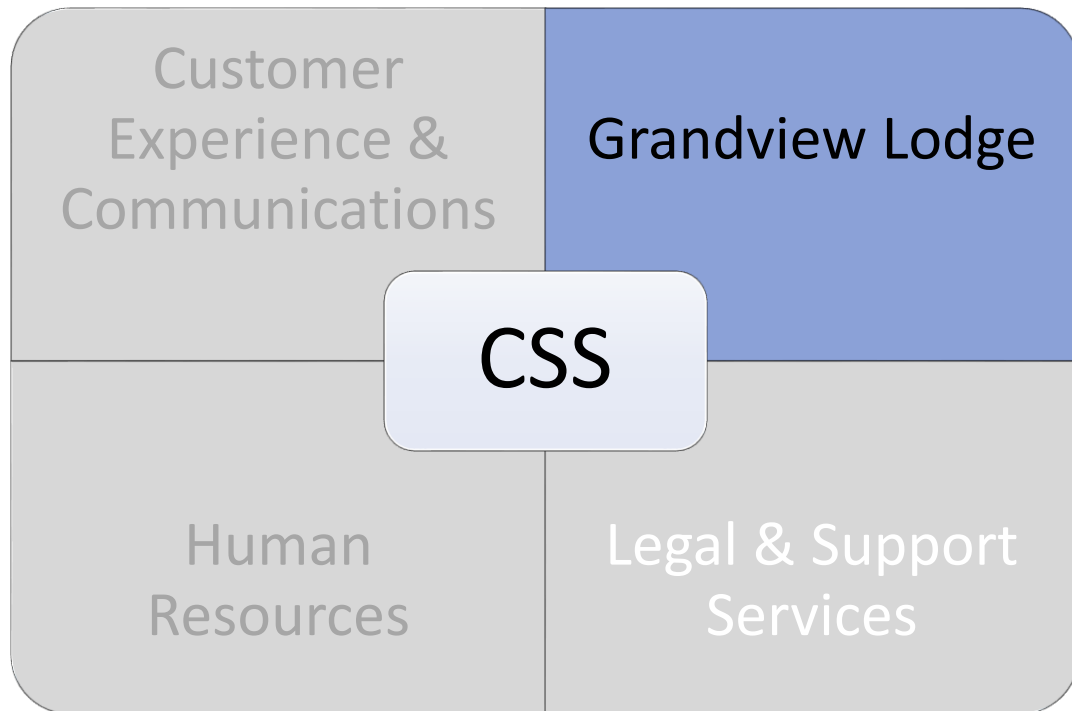


CSR's Answered a total of 37,346 calls in 2022  
Average of 161 calls/day

# Customer Experience & Communications 2023 Priorities

- Revise Corporate Customer Service Policy - Accessibility
- Develop Facilities Accessibility Design Standards (FADS)
- Website Rebuild – Phase 1:
  - RFP, engagement, design review, site map development
- Corporate customer service strategy and standards
  - Establish and present to Council
  - Training for staff; communication to public
- Implement process enhancements and online service offerings:
  - Licensing applications, burn permits, parking tickets

# Grandview Lodge Division



- 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



Amy  
Moore

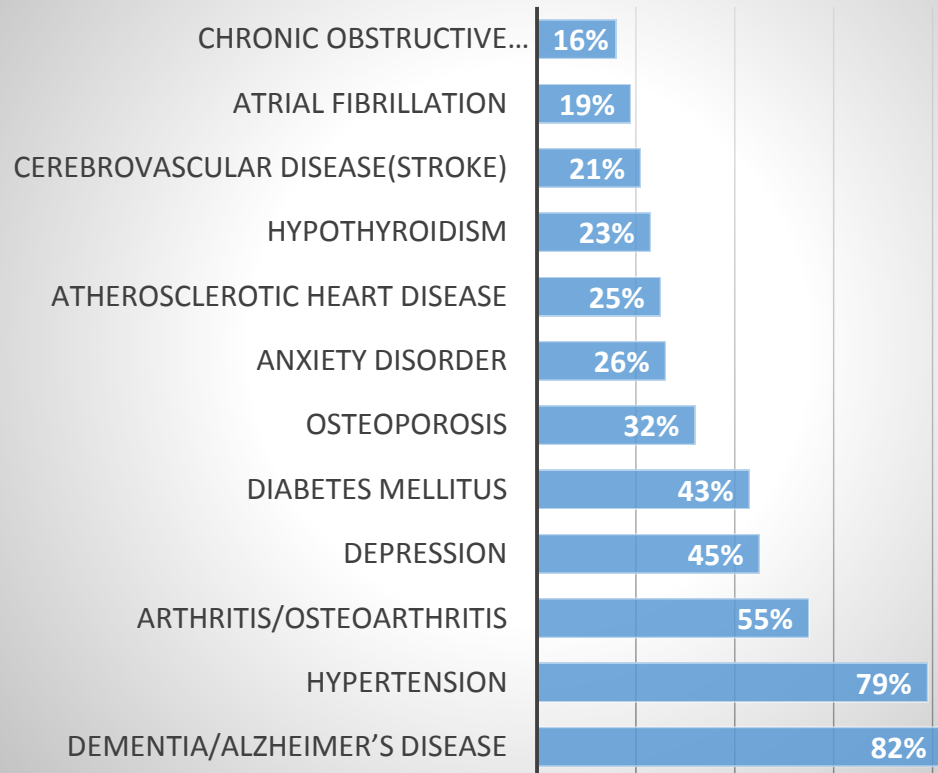
# Grandview Lodge - 2022 Achievements

- ICIP funding secured to upgrade & replace HVAC system – project in progress
- Completion of key capital projects:
  - 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
- Successful recruitment of a full time Infection Prevention and Control Coordinator
- Completed Phase 1 & 2 of direct care staffing plan
- In-person training resumed (DementiAbility, The Working Mind)
- Certified as a DementiAbility Home
- Niagara College - PSW Program re-introduced
- Accreditation process completed



# Inquiring Minds May Want to Know....

## Top 12 Diagnosis



Grandview Lodge posted 163 employment opportunities in 2022

261 Ministry Communications vs. 171 in 2020

Hours of direct care per day per resident 3hrs 15 min.

## PROVINCIAL FUNDING

2022 Funding Envelope	Per Resident Per Day (\$)		
	Level of Care	Supplementary Per Diem	Total
Nursing & Personal Care	101.76	2.12	103.88
Nutritional Support	11	N/A	11
Accommodation	56.16	0.36	56.52
Programs & Support Services	12.24	N/A	12.24
Global LOC	7.27	0.11 (Apr. 1/22)	7.38

# Grandview Lodge - 2023 Priorities

- Adopt and Implement 4-year Strategic Plan
- Recruitment of key positions:
  - Redevelop nursing department structure & activate a recruitment strategy to meet MLTC target of increased hours of care for residents; 2<sup>nd</sup> scheduler
- Automation of call-ins
- Roll-out of the new & improved Attendance Support Program
- Replacement of HVAC systems
- Upgrading of roof top air handling units, building automation systems & controls, backup generator
- Continuous training & education on Philosophy of Care at GVL
- AdvantAge Ontario Conference

*Thank You!*