

City of Kawartha Lakes  
Human Services Department  
Social Services Division  
2019 – 2020  
Service Plan



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## **Preface**

The submission of the Ontario Works Service Plan for 2019-2020 comes at a time of significant change in the delivery of the program in Kawartha Lakes. Prior to the completion of this plan, the Ministry of Children, Community and Social Services made a number of announcements which may impact the ability to meet Employment Outcome targets and affect how services are delivered during the term of the plan.

As noted in the City's cover letter provided with the electronic 2019 Ontario Works (OW) Budget Submission, the City has requested a Ministry reconsideration of the calculation of the overall Program Delivery Funding (PDF) allocation. The caseload information used by the Ministry to establish the City's funding allocation was based on data from October 2016 to September 2018, during which period approximately 368 OW cases were closed to participate in the Basic Income Pilot in Lindsay. Since the termination of the pilot in April 2019, those cases have mostly been reinstated, however the Ministry caseload data used to determine the 2019 PDF allocation did not consider this.

The services and programs described in this plan are based on the City's assumption of the full PDF allocation based on caseload data prior to the Basic Income Pilot. Additionally, while the Ministry advised the City in April 2019 of the expectation that the 2019 OW Budget should not exceed 2018 actual expense levels, the City has identified evidence-based rationale in support of its 2019 budget submission beyond 2018 levels. Of note is that the 2019 budget submission remains below the Ministry's PDF formula for cost per case subsidy for Consolidated Municipal Service Managers.

A reduction in provincial subsidy from the budget submission level may require amendments to this plan based on a revised scope of services and programs.

On July 2, 2019 the Ministry of Training Colleges and Universities announced that the Muskoka-Kawartha region (which includes Kawartha Lakes and Haliburton County) as one of three provincial prototype regions for the new Employment Services system.

With implementation starting as early as the fall of 2019, the new Employment Services system will see a competitive process to identify a new Employment Service System Manager that will manage the new system across the region. The system will integrate Employment Ontario funded programs and services with Employment Assistance under Ontario Works and Ontario Disability Support Program Employment Supports.

While the details of the implementation schedule are not yet known, the current OW PDF allocation process and the scope of services and programs available locally will be affected in 2020. The City therefore has little to no ability to effectively and accurately establish employment outcomes expectations for 2020 at this point. An impact on 2019 performance cannot be ruled out based on the known schedule.

Staff will monitor the process of the Employment Service System Manager selection and implementation in relation to 2019 performance as part of ongoing program management and amend service delivery approach and outcome targets as needed. Input from the Ministry and open dialogue will be a key component to ensuring successful planning and operations throughout this process.

## **Introduction**

The City of Kawartha Lakes is the Consolidated Municipal Service Manager (CMSM) for the administration of Human Services programs for the City and the County of Haliburton, including Ontario Works, Children's Services, Housing and Homelessness.

The Social Services Division is responsible for the administration of the Ontario Works (OW) program, including: Employment and Financial Services, the Eligibility Verification Process (EVP), Quality Assurance Program, Overpayment Recovery, and the Eligibility Review and Family Support programs. The Division is also responsible for Children's Services Programs including Child Care Fee Subsidy Services, Children with Special Needs Services and Child Care Operating Fund Services, the City's Community Social Investment Fund (CSIF), and the provision of Emergency Social Services during municipal emergency response events. Division staff also co-deliver homelessness prevention services in partnership with the City's Housing and Homelessness Division.

This integrated service plan is intended to serve multiple purposes including satisfying service planning requirements of provincial Ministries that oversee programs delivered by Human Services. Integrated planning is also intended to streamline and better coordinate related program planning and delivery. This integrated plan is part of the Human Services Department's move toward a more integrated system of program planning and delivery for all human services in the City of Kawartha Lakes and the County of Haliburton. Revisions to this plan will be made as plans for other service areas are developed. Integrated service planning will assist in the development and delivery of "people-centred" programs and services that are responsive to the needs of the individual, not vice versa.

## **Ontario Works Vision and Mandate**

All Ontario Works delivery agents share the Ministry of Children, Community and Social Services' (the "Ministry") vision and mandate for the program. This is intended to serve as a common starting point for the service planning process.

### **Vision**

To achieve improved employment outcomes for Ontario Works participants by increasing individual employability with the goal of sustainable employment and increased financial independence.

### **Mandate**

To provide employment assistance and financial assistance to people in financial need. The Ontario Works program:

- recognizes individual responsibility and promotes self-reliance through employment;
- provides financial assistance to those most in need while they meet obligations to become and stay employed;
- effectively serves people needing assistance; and
- is accountable to the taxpayers of Ontario.

### **Ministry Priorities**

1. Improving Employment Outcomes – as outlined in the Ministry's memo dated April 17, 2019, the Ministry is establishing more ambitious employment outcome targets with delivery partners to encourage continuous improvement within the program. Activities may focus on a combination of:
  - a. Improvements to service design and delivery of employment supports;
  - b. Enhanced coordination and communication between Ontario Works and Ontario Disability Support Program (ODSP) delivery offices within the service area, including transfers between programs, business protocols, shared case management when appropriate, and expanded and strengthened access to employment services for non-disabled ODSP clients, and people with disabilities.
  - c. Enhanced coordination and communication with Employment Ontario service delivery offices to support Ontario Works recipients in accessing an expanded range of employment and training services.
2. Leverage Local Economic Development – activities/approaches to collaborate with local economic development organizations, employers and other

stakeholders to identify opportunities for Ontario Works clients to access available skills training, work experience, and new jobs.

3. Develop and Maintain Local Community Service Partnerships - build on and strengthen the range of supports available to Ontario Works clients, including long-term recipients of social assistance and marginalized or disadvantaged groups across service sectors including: health, developmental services, housing and child care.
4. Strengthen Program Accountability – as outlined in the Ministry memo dated April 17, 2019, the Ministry will be introducing new program controls to support greater delivery and financial accountability. Delivery partners will need to consider how these controls impact their business processes and delivery approaches when constructing their service plans.

While the Provincial Vision and Mandate provides a high-level view of the objectives of Ontario Works, in order to be successful in its actualization, our approach is to focus on our customers and participants both from a broader holistic approach and on an individual basis. We must also support and provide staff with all the tools and resources they need in order to realize client outcomes.

In 2016, the City reviewed its strategic direction and included the following vision: “Naturally beautiful, offering an exceptional lifestyle”. Under the pillar of an Exceptional Quality of Life, the Human Services Department supports a continuous improvement culture where we strive to effectively manage people and resources, identify and secure partnerships and collaborations and effectively and efficiently deliver programs and services.

The Provincial Supportive Approaches through Innovative Learning (SAIL) Strategy recommended follow up activities that included the development of a Team Charter to clarify team direction while establishing boundaries. Working with all human service staff we developed the following Team Charter that embodies our philosophy and approach and reflects that it is not just what we do, but how we do it that matters:

***Being successful at work is not just about doing a good job. It is equally about our willingness to respect, collaborate, inspire, communicate, act with integrity, affirm and acknowledge others' contributions and encourage the positive morale of the team.***

## Section 1: Environmental Scan

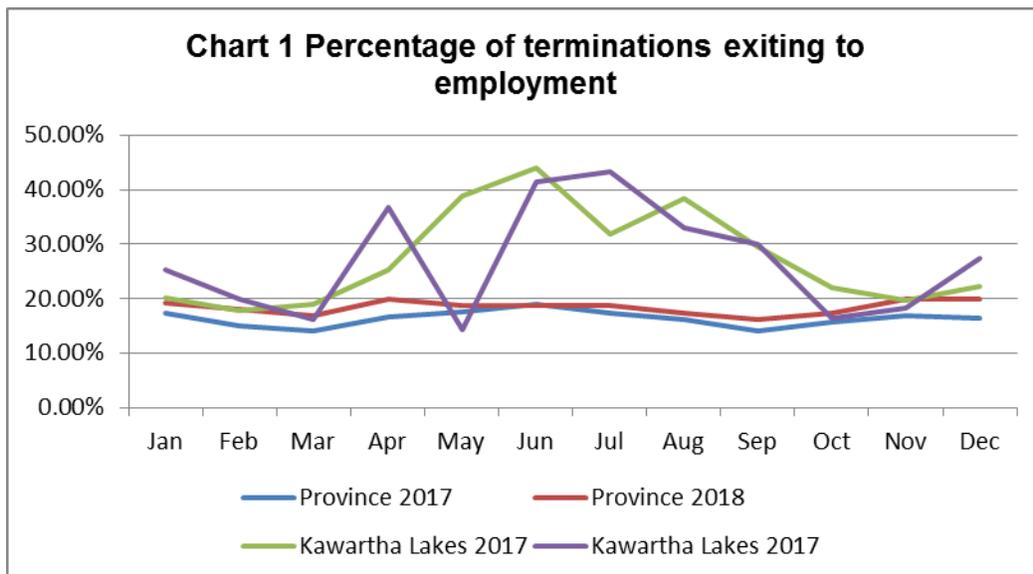
### Service Delivery

Baselines and targets and actuals for each of the four outcome measures for 2018 are summarized in Table 1 below. Two outcome measures were assigned weights for the previous planning cycle. Targets were achieved and points were earned in each area.

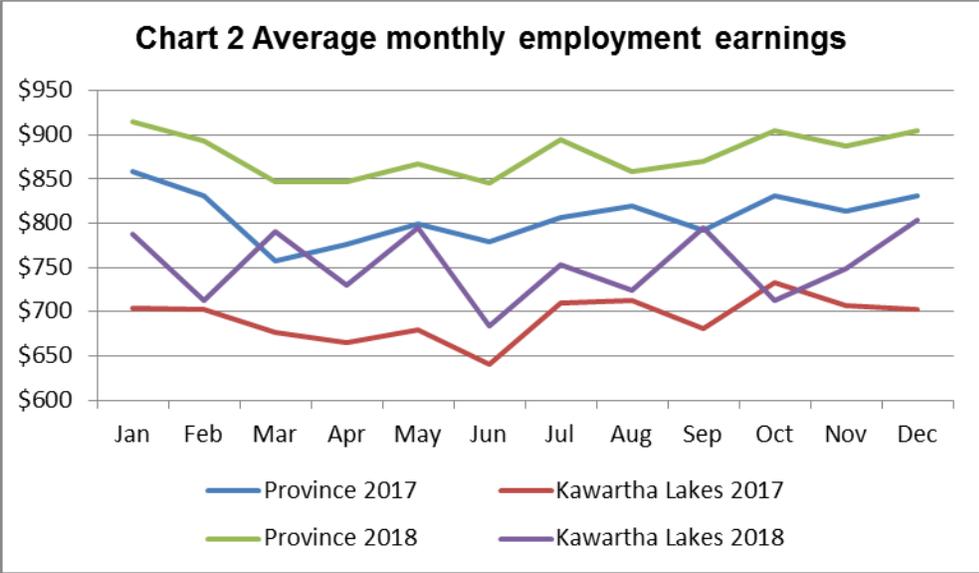
**Table 1: 2018 Outcome Measures Analysis**

Outcome Measure	Baseline	Target	2018 Actuals	Assigned Weight	Points Earned
1: Average Earnings (\$)	693	699	746	1000	1000
2: Percentage of Caseload with Earnings (%)	NA	NA	13.35	NA	NA
3: Percentage of exits to employment (%)	25	25.25	27.04	1000	1000
4: Percentage of caseload exits to employment (%)	NA	NA	2.08	NA	NA

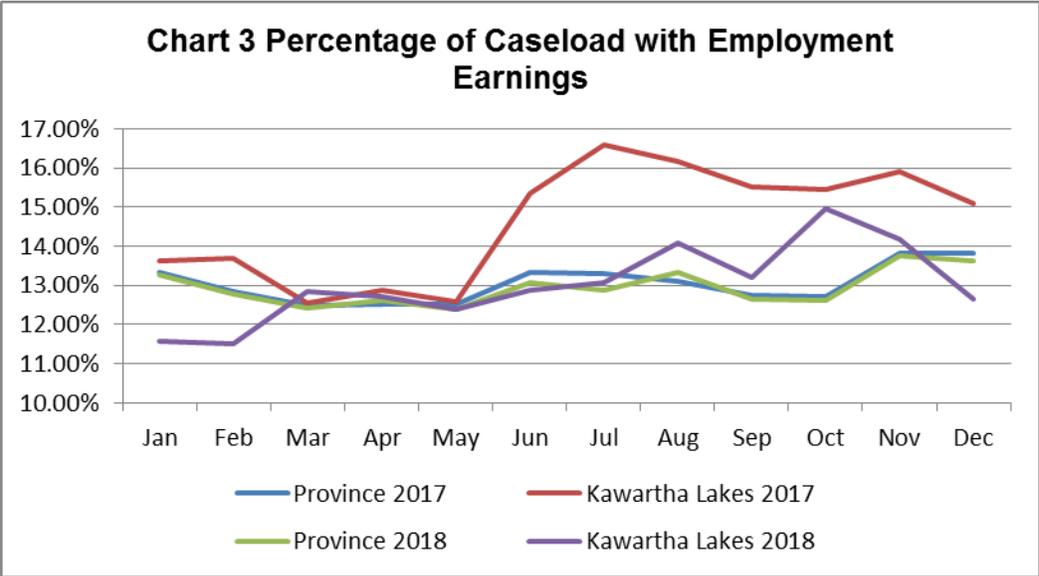
As displayed in Chart 1 Percentage of terminations exiting to employment below, Kawartha Lakes performed significantly above the provincial average for most of the past two years with respect to the percentage of terminations exiting to employment.

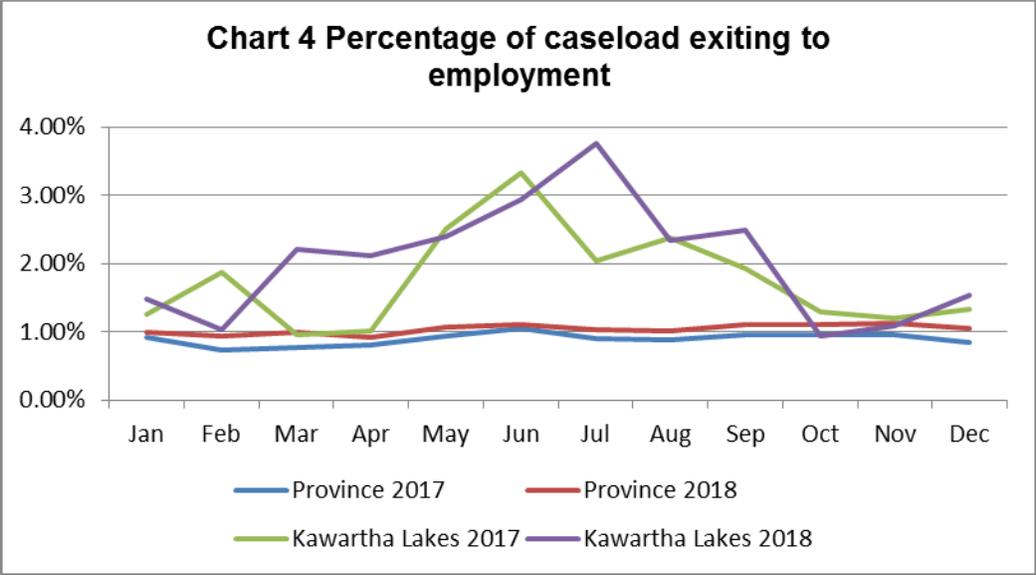


Strategies used to support clients obtaining employment are successful however the average employment earnings are significantly lower than the provincial average due to the availability of full-time work and that the majority of jobs are minimum wage positions (Chart 2).



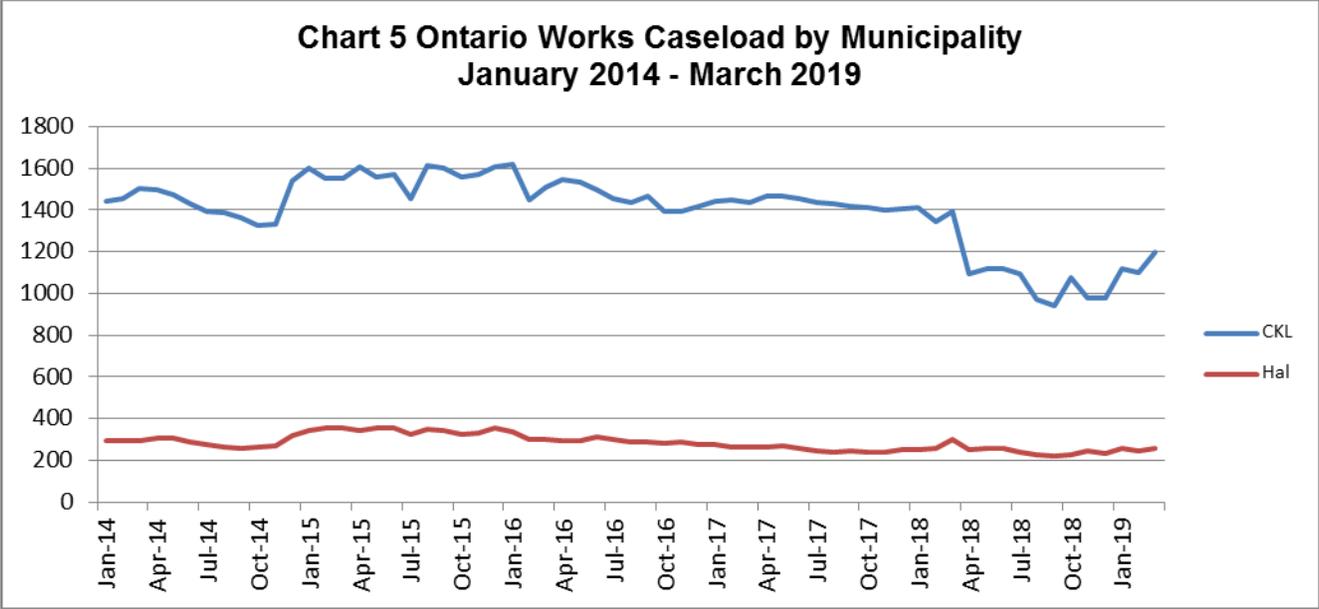
The percentage of the caseload with earnings (Chart 3) and the percentage exiting to employment (Chart 4) demonstrate the significant number of seasonal employment opportunities available in warmer months and the drop in employment opportunities in the fall and winter.



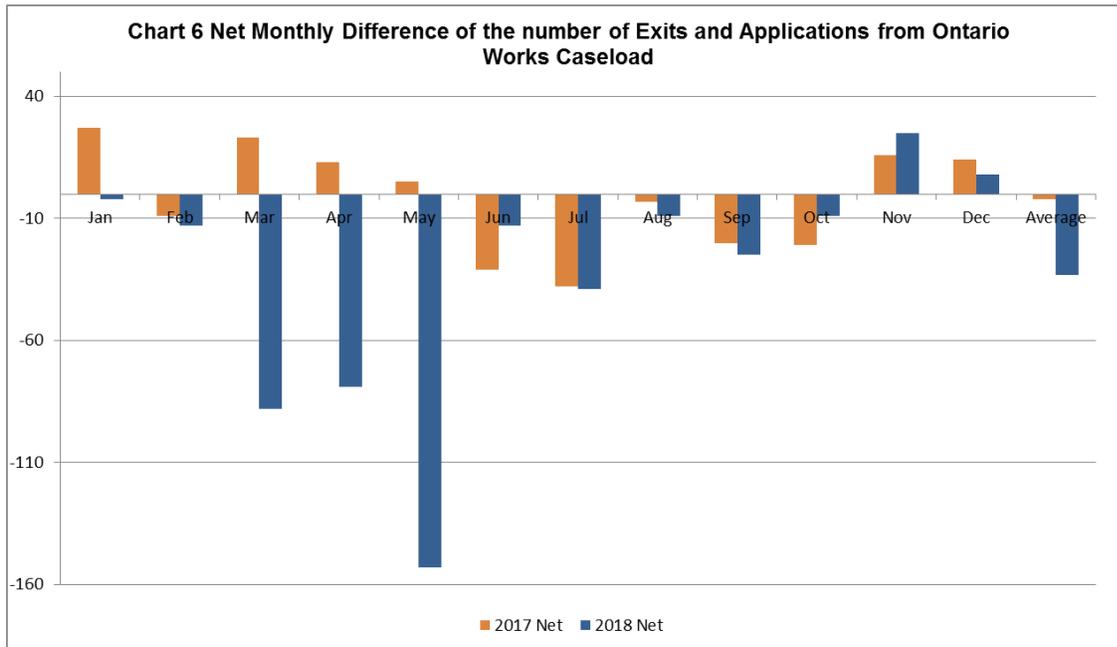


The significant quarter to quarter variances in many of the measures are clearly illustrated in the above charts. Correlation analysis of the data shows that the only outcome we are able to predict performance with moderate accuracy is the average amount of employment earnings but that however is directly tied to increases in minimum wage.

The correlation between the caseload characteristics, local Employment Assistance activities, local/regional/ provincial/federal economic trends and outcome performance in the Ministry’s outcomes measures is open for much interpretation. The ability to influence outcomes at the local level is greatly impacted, positively and negatively, by events and stimuli outside of reasonable local control. Baselines and targets for the 2019 Ontario Works Service Contract have been established based on the analysis of reports and data available and anticipated activities and influences at the time of submission. (Chart 5)



Data analysis of the City’s OW caseload from January 2018 to December 2018 indicates a standard deviation of 166.73 with an upper control limit of 1,293 – that is to say, the expected total caseload would not normally exceed 1,293. The City’s caseload was above that range until April 2018. The impact of the Basic Income Program can visually be seen with the reduction of the caseload in the first quarter. Chart 6 below displays the net monthly caseload change in 2017 and 2018, with the impact of exits to the Basic Income Program from early February to May 2018 particularly illustrated.



For 2018, the County of Haliburton has a standard deviation of 21.0 resulting in an upper control limit of 269. The County’s average caseload exceeded that amount only in March of 2018.

The linear trendline for Kawartha Lakes for 2018 would indicate that the caseload is likely to continue to increase. Potential changes to eligibility requirements for the Ontario Disability Support Program is likely to significantly increase caseload numbers year over year.

Single recipients, without dependent children, are the largest share of the total caseload at 65% followed by sole support parents at 23%, couples with dependent children at 5% and couples without dependent children at 8%. The average length of time on assistance from January 2018 to December 2018 was 29.23 months, an increase of 1.34 months over 2017.

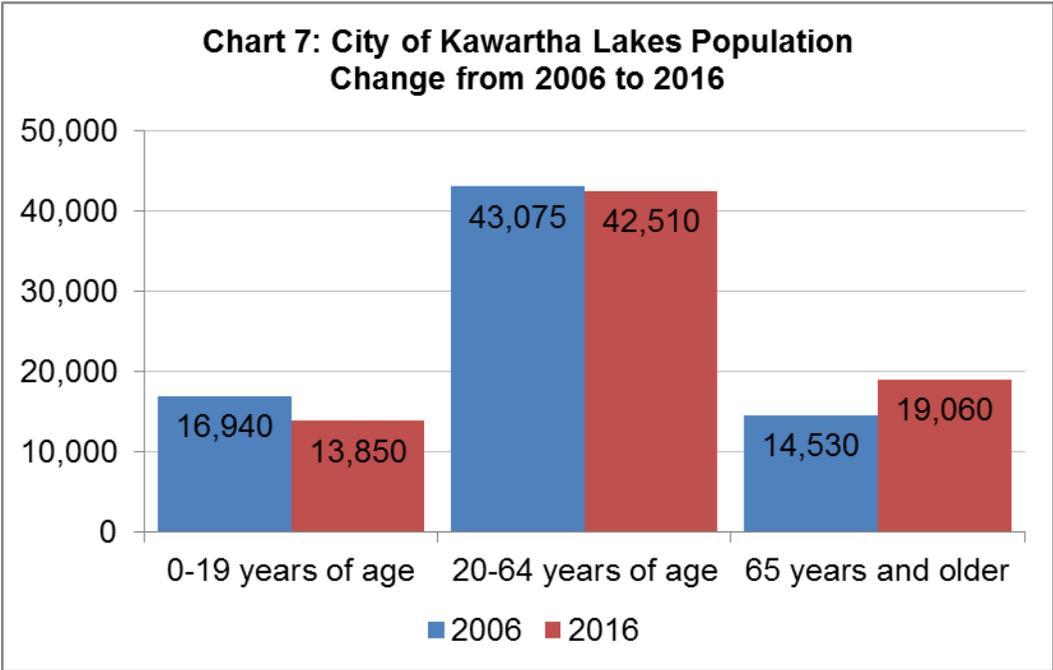
For 2018, local OW recipients had a higher rate of employment than the provincial average, with 13.36% of the caseload having earnings from employment compared to 12.96% provincially. The average earnings however were \$746 locally compared to \$868.00 provincially. For 2017, local OW recipients had a higher rate of employment than the provincial average with 14.6% compared to 12.96% provincially. The average earnings were \$693 locally compared to \$802.

The average monthly caseload up to and including December for the County in 2018 was 247 and represents an overall decrease of just over 3% from the same period in 2017. The average monthly caseload up to and including December for the City in 2018 was 1180, a decrease of 18% from the same period in 2017. The decrease in caseload numbers for the City is primarily a result of the Basic Income Program.

**Internal and External Influences**

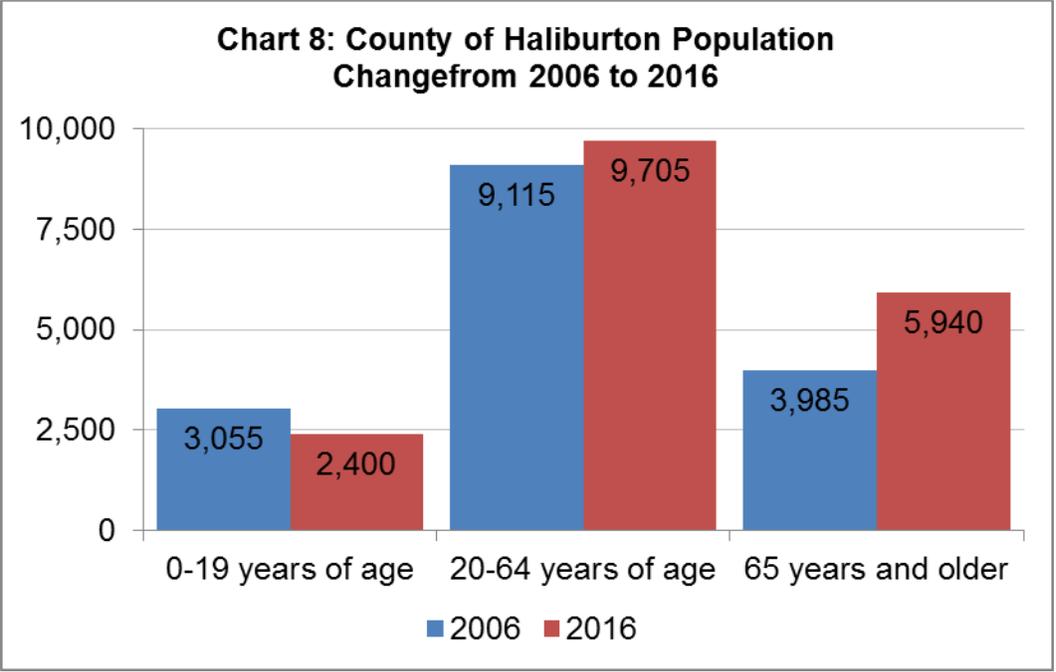
**Population**

The population of the City of Kawartha Lakes and the County of Haliburton grew between the census in 2006 and 2016. City of Kawartha Lakes increased from 74,561 to 75,423 (1.2%) and Haliburton from 16,146 to 18,062 (11.9%). However, that growth was not even among age groups. The population aged 65 years and older in both Kawartha Lakes and Haliburton increased (31.2% and 49.1% respectively), while the total population between 0 and 64 decreased in both areas (-6.1% and -0.5% respectively).<sup>1, 2</sup> (Chart 7,8)



<sup>1</sup> Statistics Canada. 2017. Census Division Census Profile. 2016 Census. Statistics Canada Catalogue no. 98-316-X2016001. Ottawa. Released November 29, 2017. <https://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/index.cfm?Lang=E> (accessed February, 2019).

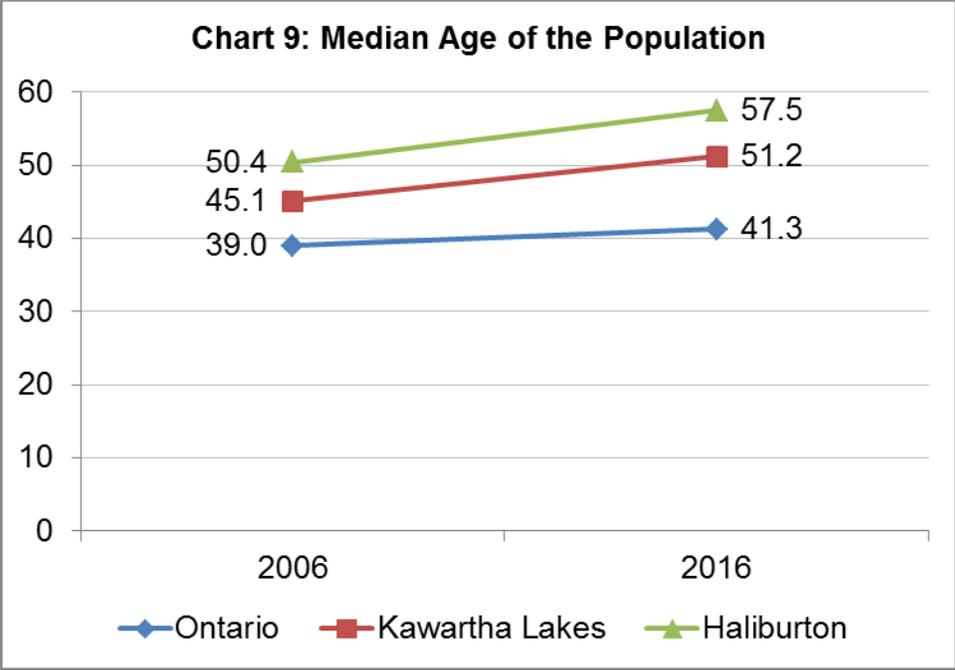
<sup>2</sup> Statistics Canada. 2007. Census Division Community Profiles. 2006 Census. Statistics Canada Catalogue no. 92-591-XWE. Ottawa. Released March 13, 2007. <http://www12.statcan.ca/census-recensement/2006/dp-pd/prof/92-591/index.cfm?Lang=E> (accessed February, 2019).



In a similar pattern that exists across much of Ontario, the population in the City of Kawartha Lakes and the County of Haliburton is aging. The median age of the population has increased from 50.4 to 57.5 years between 2006 and 2016 in the County of Haliburton and from 45.1 to 51.2 years during that same time period in the City of Kawartha Lakes. The change in the median age of the population for the province as a whole went from 39.0 to 41.3 years. This means that the median age of the population for the City of Kawartha Lakes is 10 years older than that of Ontario. The median age of the population in Haliburton County is 16 years older than the rest of the province. In 2016 the median age of the population in the County of Haliburton was the oldest when compared to all other census divisions in Ontario. Ranked from oldest median age of the population to the youngest, the City of Kawartha Lakes ranks 6<sup>th</sup> out of 49 census divisions.<sup>3,4</sup>(Chart 9)

<sup>3</sup> Statistics Canada. 2017. Census Division Census Profile. 2016 Census. Statistics Canada Catalogue no. 98-316-X2016001. Ottawa. Released November 29, 2017. <https://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/index.cfm?Lang=E> (accessed February, 2019).

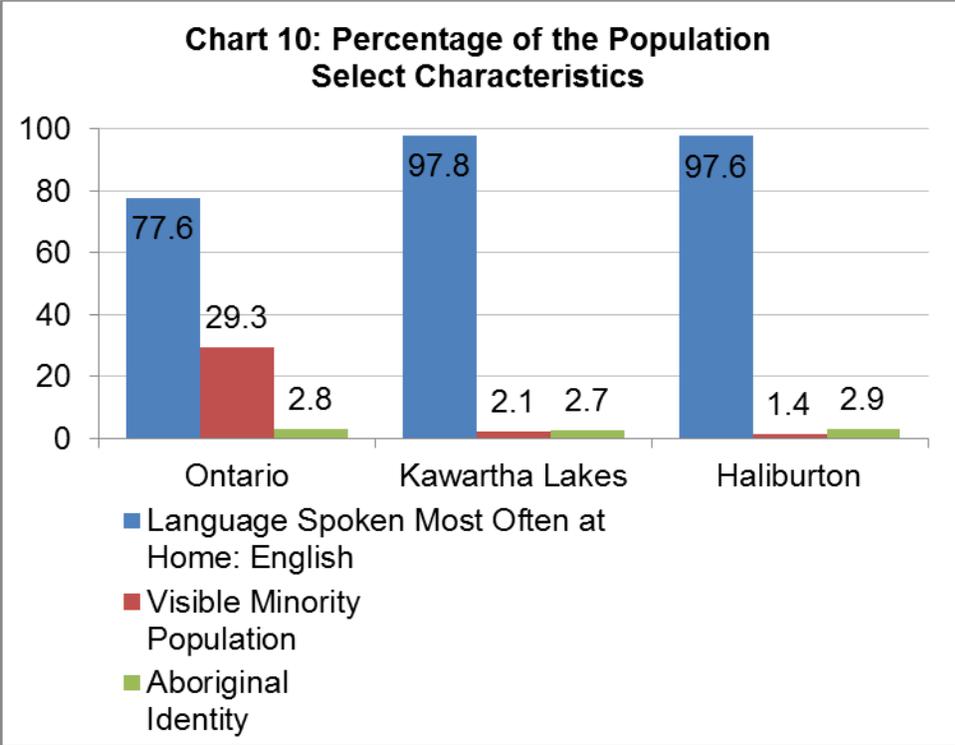
<sup>4</sup> Statistics Canada. 2007. Census Division Community Profiles. 2006 Census. Statistics Canada Catalogue no. 92-591-XWE. Ottawa. Released March 13, 2007. <http://www12.statcan.ca/census-recensement/2006/dp-pd/prof/92-591/index.cfm?Lang=E> (accessed February, 2019).



The population in Kawartha Lakes and Haliburton County area is fairly uniform when compared to the entire population of Ontario. 98% of the population in the area speak English most often at home. Meanwhile, in the rest of the province this drops to 78%. Similarly, the visible minority population in Ontario is just over 29%, but in the City of Kawartha Lakes and the County of Haliburton only 2.1% and 1.4% of the population respectively are considered visible minorities. In the 2016 census, 2.7% and 2.9% of respondents in Kawartha Lakes and Haliburton County identified as Aboriginal.<sup>5</sup> (Chart 10)

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<sup>5</sup> Statistics Canada. 2017. Census Division Census Profile. 2016 Census. Statistics Canada Catalogue no. 98-316-X2016001. Ottawa. Released November 29, 2017. <https://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/index.cfm?Lang=E> (accessed February, 2019).



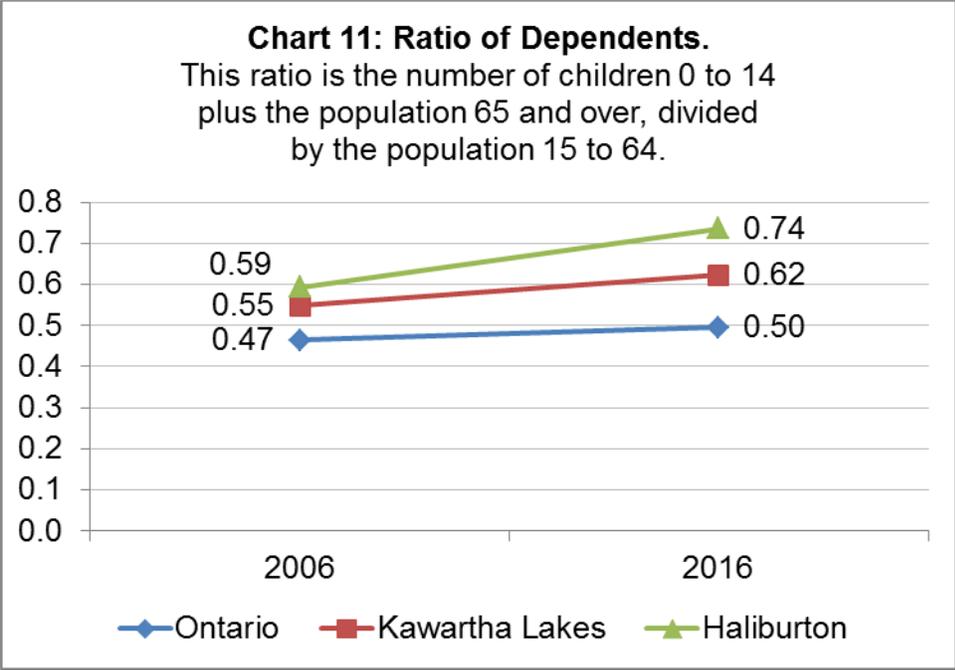
**Ratio of Dependants**

The ratio of dependants is the addition of the number of children 0 to 14 and the number of people 65 years of age and over (dependants), divided by the number of people 15 to 64 years of age (working-age population)<sup>6</sup>. Since 2006 there has been an increase in the ratio of dependants to the working-age population. In Ontario the ratio went from 0.47 in 2006 to 0.50 in 2016. This means that in Ontario in 2016, there were 50 children and seniors for every 100 people 15 to 64 years of age. Meanwhile, the ratio of dependants in the City of Kawartha Lakes and the County of Haliburton increased at a greater rate compared to Ontario. In 2006 the ratio of dependants in Kawartha Lakes was 0.55, but in 2016 the ratio increased to 0.62. In Haliburton, the ratio of dependants increased from 0.59 to 0.74 from 2006 to 2016. As a ratio, Kawartha Lakes and Haliburton have fewer workers to maintain the local economy compared to the overall population versus that ratio for the rest of the province.<sup>7,8</sup> (Chart 11)

<sup>6</sup> Parkin, A. 2018. A Different Ontario: Population, where and with whom do Ontarians live. Mowat Centre, Munk School of Global Affairs & Public Policy. <https://mowatcentre.ca/a-different-ontario/> (accessed February 2019).

<sup>7</sup> Statistics Canada. 2017. Census Division Census Profile. 2016 Census. Statistics Canada Catalogue no. 98-316-X2016001. Ottawa. Released November 29, 2017. <https://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/index.cfm?Lang=E> (accessed February, 2019).

<sup>8</sup> Statistics Canada. 2007. Census Division Community Profiles. 2006 Census. Statistics Canada Catalogue no. 92-591-XWE. Ottawa. Released March 13, 2007. <http://www12.statcan.ca/census-recensement/2006/dp-pd/prof/92-591/index.cfm?Lang=E> (accessed February, 2019).

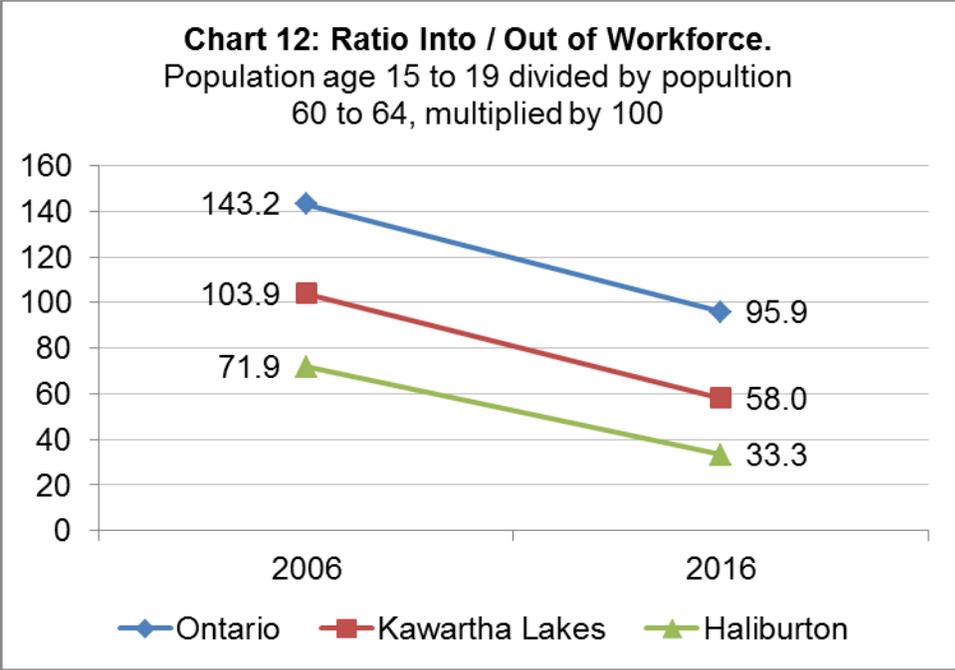


**Ratio Into / Out of the Workforce**

By comparing population statistics for the age groups 15-19 and 60-64, a ratio of those age groups, those entering or close to entering the workforce to those leaving or close to leaving the workforce, is calculated.

The ratio of those entering the workforce compared to those exiting the workforce is calculated by dividing the number of people 15 to 19 years of age (entering the workforce) by the number of people 60 to 64 years of age, those exiting the workforce<sup>9</sup>. If this ratio is 100, this means that there are 100 people 15 to 19 years of age entering the workforce, while there are 100 people 60 to 64 years of age exiting the workforce. Between 2006 and 2016 a sharp decline in this ratio has been seen across the province and also within Haliburton and Kawartha Lakes. In 2006 there were nearly 104 15 to 19 year olds for every 100 60 to 64 year olds in the City of Kawartha Lakes. By 2016 that ratio had changed to only 58 15 to 19 year olds for every 100 60 to 64 year olds. In Haliburton, this ratio went from just under 72 to just 33.<sup>10, 11</sup> (Chart 12)

<sup>9</sup> Parkin, A. 2018. A Different Ontario: Population, where and with whom do Ontarians live. Mowat Centre, Munk School of Global Affairs & Public Policy. <https://mowatcentre.ca/a-different-ontario/> (accessed February 2019).  
<sup>10</sup> Statistics Canada. 2017. Census Division Census Profile. 2016 Census. Statistics Canada Catalogue no. 98-316-X2016001. Ottawa. Released November 29, 2017. <https://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/index.cfm?Lang=E> (accessed February, 2019).  
<sup>11</sup> Statistics Canada. 2007. Census Division Community Profiles. 2006 Census. Statistics Canada Catalogue no. 92-591-XWE. Ottawa. Released March 13, 2007. <http://www12.statcan.ca/census-recensement/2006/dp-pd/prof/92-591/index.cfm?Lang=E> (accessed February, 2019).



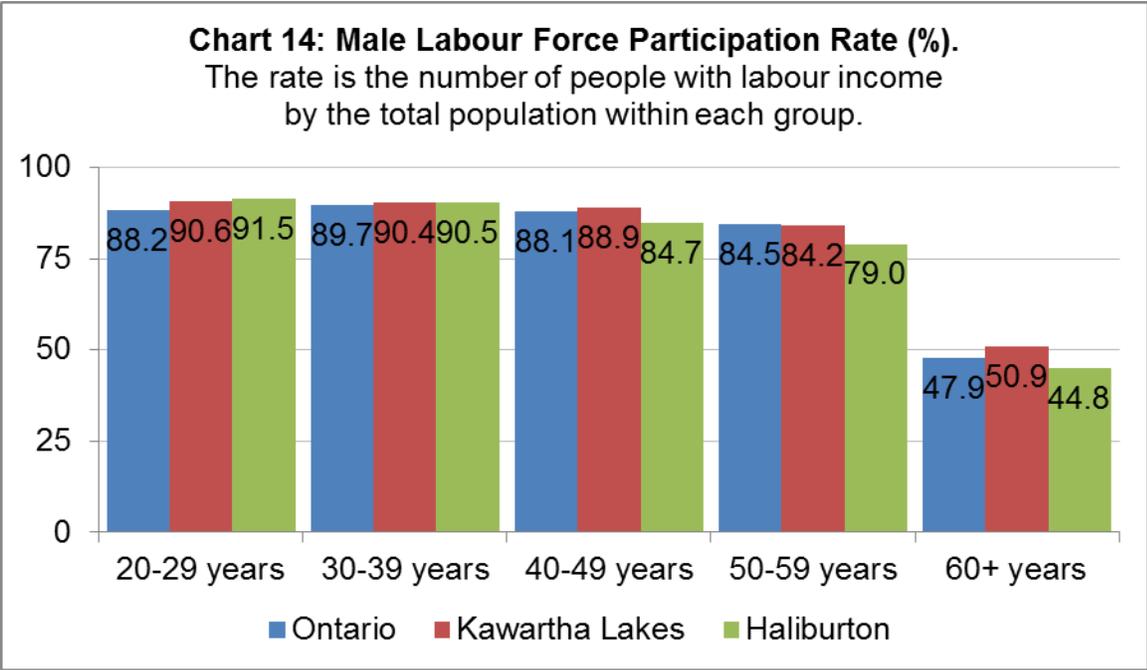
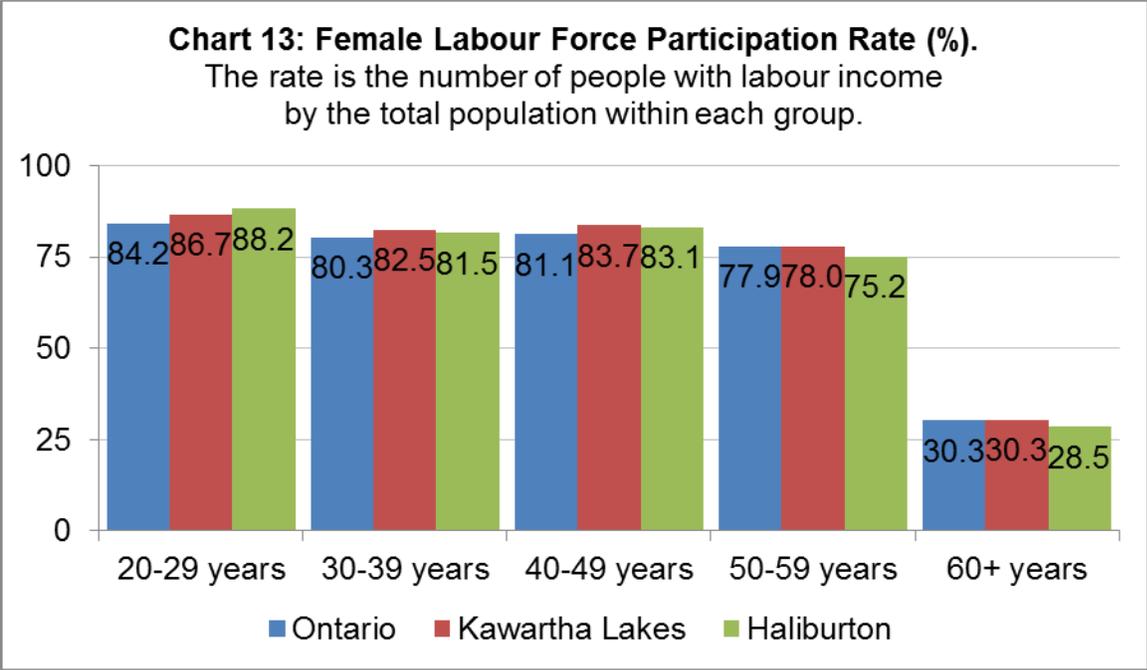
The implications of this decline in the ratio into / out of the workforce are significant. Recently there has been discussion around the need to better prepare high school students to enter the workforce. School boards are continuously working to enhance their program offerings to better prepare 15 to 19 year olds to enter the workforce. While any effort made to better prepare our young people for success in the workforce is positive, the reality is that we are facing a situation right now where we may have fewer young people locally entering the work force than the number that are actually needed to meet the needs of the local economy. Part of the reason that employers may be having difficulty filling positions is that there simply aren't as many people entering the workforce in our area than those who are retiring or wishing to retire.

**Labour Force Participation Rates**

When compared with the rest of the province the labour force participation rate is very similar in Kawartha Lakes and the County of Haliburton. In 2016, for both men and women, labour force participation rates were found to be higher in Kawartha Lakes and Haliburton County for those between the ages of 20 and 39 when compared to Ontario. In Kawartha Lakes all age groups are participating in the labour force at a higher rate than the province except for males between the ages of 50 and 59 who have a participation rate that is only 0.3% lower than the provincial rate. In Haliburton County, the participation rates are all very similar to the province, but they are lower for all male age groups above the age of 40 and for women above the age of 50. <sup>12, 13</sup>(Chart 13, 14)

<sup>12</sup> Statistics Canada 2016. Annual Income Estimates for Census Families and Individuals (T1 Family File), Table 11. Income Statistics Division. Community Data Program (distributor). Communitydata.ca (accessed February 2019).

<sup>13</sup> Statistics Canada 2016. Annual Income Estimates for Census Families and Individuals (T1 Family File), Table 11. Income Statistics Division. Community Data Program (distributor). Communitydata.ca (accessed February 2019).

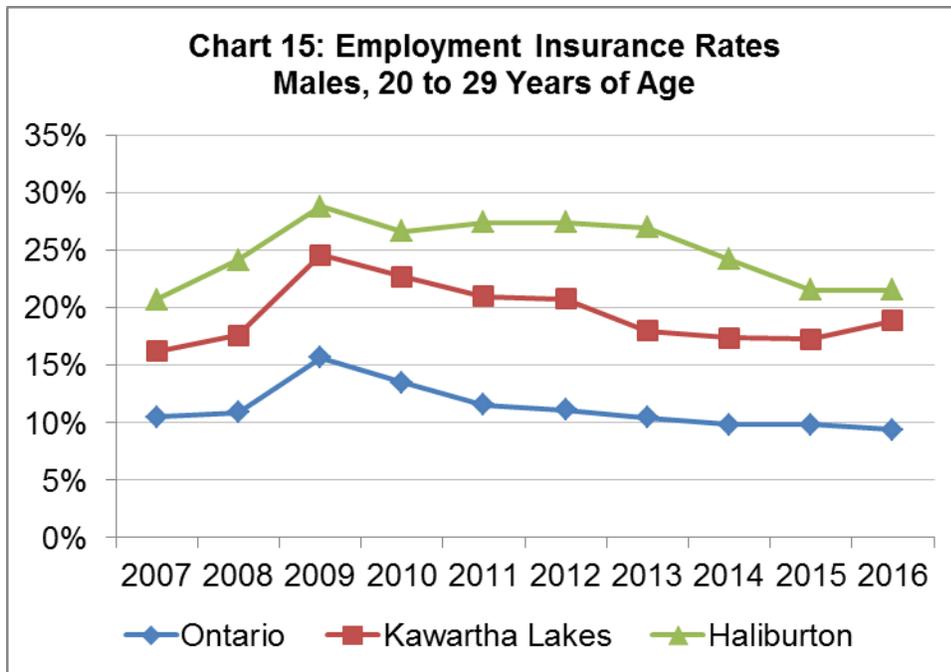


Over the past decade there have been changes in labour participation rates that are very similar in our local areas and with the province. In general, the labour participation rate for people under the age of 40 has been lower, and over the age of 40 it has been higher, especially for women.

**Employment Insurance Rates**

While the labour force participation rates in Kawartha Lakes and the County of Haliburton were very similar to the rest of Ontario, the differences in the Employment Insurance (EI) rates are more pronounced. For males 20-39, the EI rate in Kawartha Lakes is nearly 20%, and is over 20% in Haliburton County. In Ontario, the EI rate for

males 20-39 is around 10%. With labour force participation rates nearly equal, but employment insurance rates much higher for males 20-39 in Kawartha Lakes and Haliburton, this could indicate that there are not as many higher quality employment opportunities for workers aged 20-39 in Kawartha Lakes and Haliburton County<sup>14</sup>. (Chart 15)

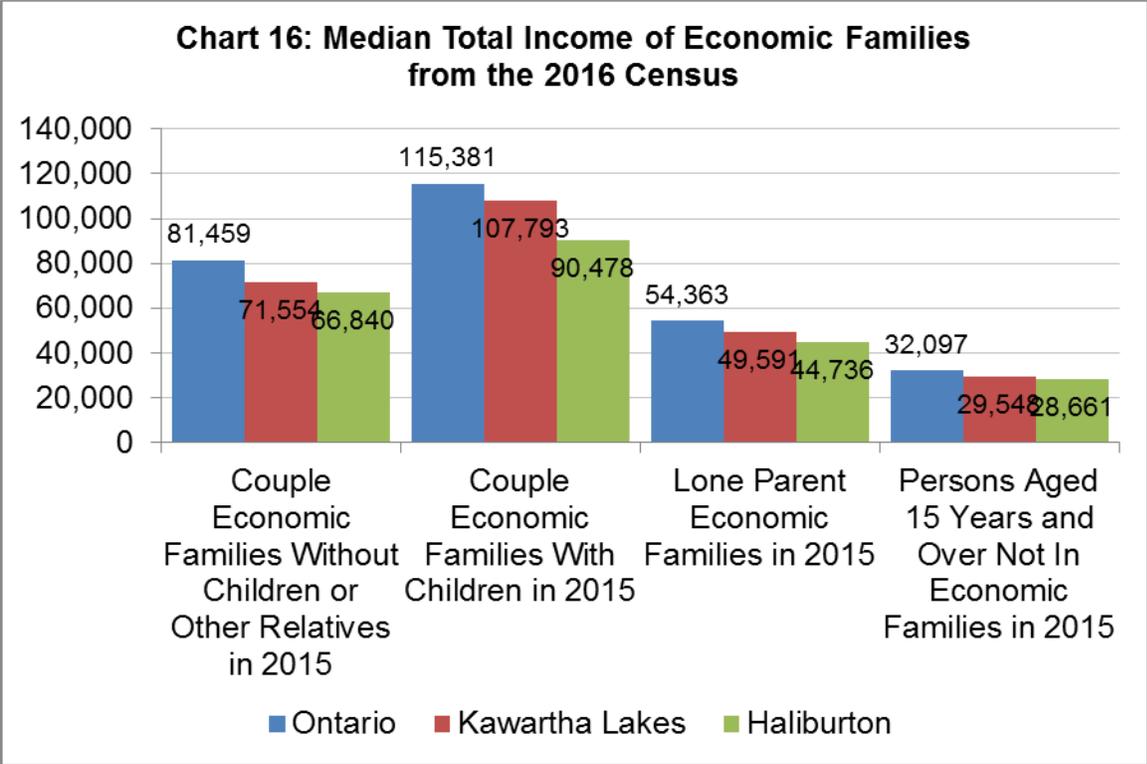


## Income

In all scenarios the median total income for people in Kawartha Lakes and Haliburton County is always less than the income of Ontario as a whole. The median total income in Ontario is always greater than the median total income in Kawartha Lakes. And the median total income in Kawartha Lakes is always greater than the median total income in Haliburton County.<sup>15</sup> This could be a result of lower paying positions in primarily the retail and food industry, and the effects of the number of young people in receipt of Employment Insurance in the City of Kawartha Lakes and the County of Haliburton. (Chart 16)

<sup>14</sup> Statistics Canada 2016. Annual Income Estimates for Census Families and Individuals (T1 Family File), Table 12. Income Statistics Division. Community Data Program (distributor). Communitydata.ca (accessed February 2019).

<sup>15</sup> Statistics Canada. 2017. Census Division Census Profile. 2016 Census. Statistics Canada Catalogue no. 98-316-X2016001. Ottawa. Released November 29, 2017. <https://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/index.cfm?Lang=E> (accessed February, 2019).

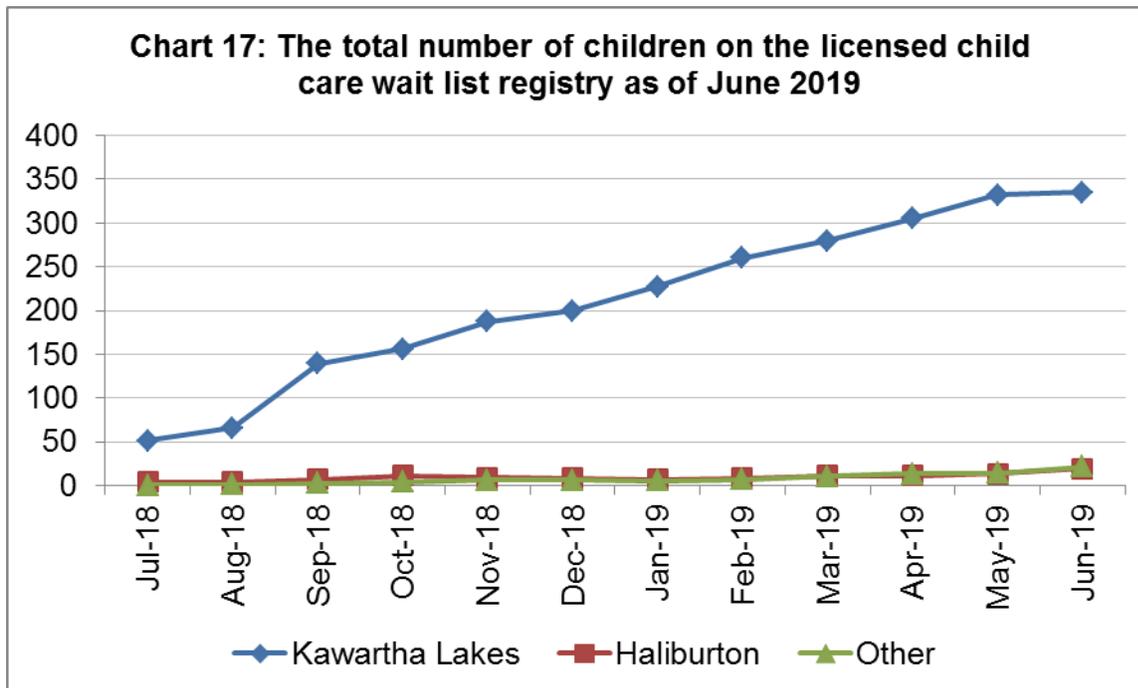


**Child Care**

Child care availability is important so that parents with children can participate in the workforce. Beginning in May of 2018 the City of Kawartha Lakes began managing a centralized child care wait list registry. All licensed centre-based and home child care agencies in the City of Kawartha Lakes and the County of Haliburton are participating in the wait list registry. This new system has begun to shed light on the actual number of children whose families are looking for licensed centre-based or home child care. As of March 2019 there are 301 children whose families are looking for licensed child care and do not have access to a space. There are 280 children who live in the City of Kawartha Lakes, 11 who live in Haliburton County and 10 from areas outside of our service area who are looking for care.<sup>16</sup>

Since the implementation of the centralized waitlist there has been a steady increase in the number of children registered and waiting for access to care. The waitlist provides an opportunity to better understand the demand for care in our community and supports our early learning planning activities. (Chart 17)

<sup>16</sup> City of Kawartha Lakes OneHSN Child Care Wait List Registry. Accessed March 2019. Calculations completed by the City of Kawartha Lakes Children’s Services Division.



The greatest challenges that families face is in trying to secure licensed child care spaces is for children prior to entering school. These include infants (age 0 to 18 months), toddlers (18 months to 2.5 years) and pre-schoolers (2.5 years to school entry). There are twice as many infants on the child care waiting list than there are licensed centre-based spaces for children. For every one toddler licensed centre-based child care space, there are two children on the waiting list. There continues to be a need for additional child care spaces in the City of Kawartha Lakes and the County of Haliburton in order to meet the child care needs of working families.

Lower incomes, high Employment Insurance rates and the lack of licensed child care spaces present challenges for the City of Kawartha Lakes and the County of Haliburton. However, an aging population that is moving into retirement may also provide employment opportunities too as people retiring are leaving positions that will have to be filled. Many communities across Ontario are experiencing labour shortages<sup>17, 18, 19</sup>. Strategies to support people not in the workforce and methods to attract and retain

<sup>17</sup> Daniszewski, H. (2018, August 3). Lots of jobs, no workers across Southwestern Ontario. The London Free Press. Retrieved from <https://lfpres.com/business/local-business/signs-of-trouble-jobs-go-begging-in-southwestern-ontario> (March, 2019).

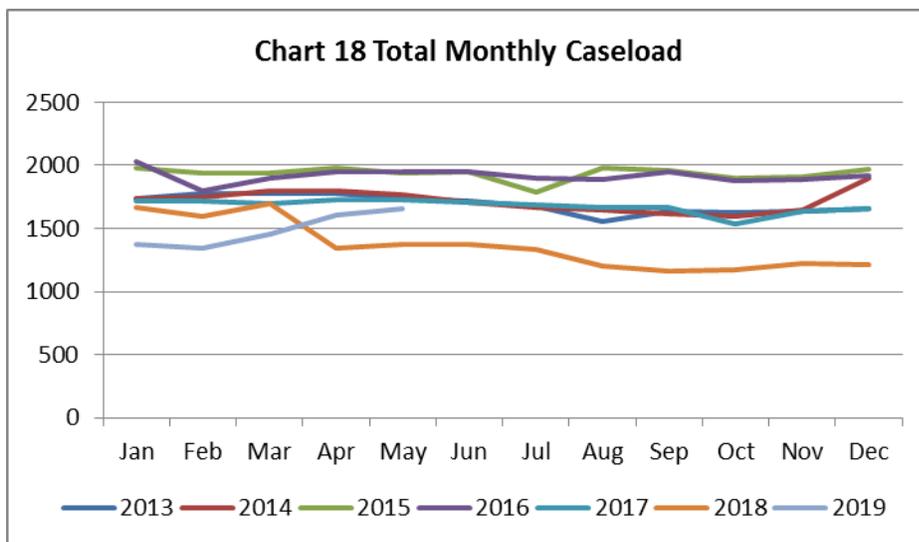
<sup>18</sup> Brownlee, A. (2018, July 16). 'We still can't find people': Labour shortage rips across Muskoka. MuskokaRegion.com. Retrieved from <https://www.muskokaregion.com/news-story/8744842--we-still-can-t-find-people-labour-shortage-rips-across-muskoka/> (March 2019).

<sup>19</sup> Waddell, D. (2018, April 18). Help Wanted: Shortage of employees choking growth of local economy. The Windsor Star. Retrieved from <https://windsorstar.com/news/local-news/help-wanted-shortage-of-employees-choking-growth-of-local-economy> (March 2019).

workers to the City of Kawartha Lakes and the County of Haliburton would put our region at a competitive advantage versus all other areas of the province<sup>20</sup>.

## Caseload

The average monthly caseload up to and including December for the County in 2018 was 247 and represents an overall decrease of just over 3% from the same period in 2017. The average monthly caseload up to and including December for the City in 2018 was 1180, a decrease of 18% from the same period in 2017. The decrease in caseload numbers for the City is primarily a result of the Basic Income Program. (Chart 18)

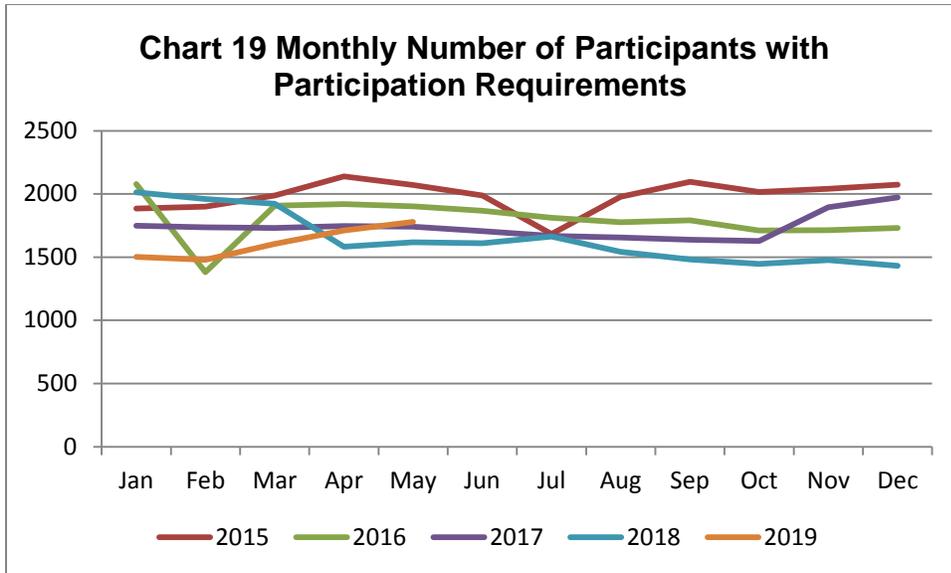


For the County, of the monthly average of 571 members of benefit units in 2018, including children 0 – 18 years of age, 62%, or 354, have participation requirements – meaning they must be actively engaged in employment related activities.

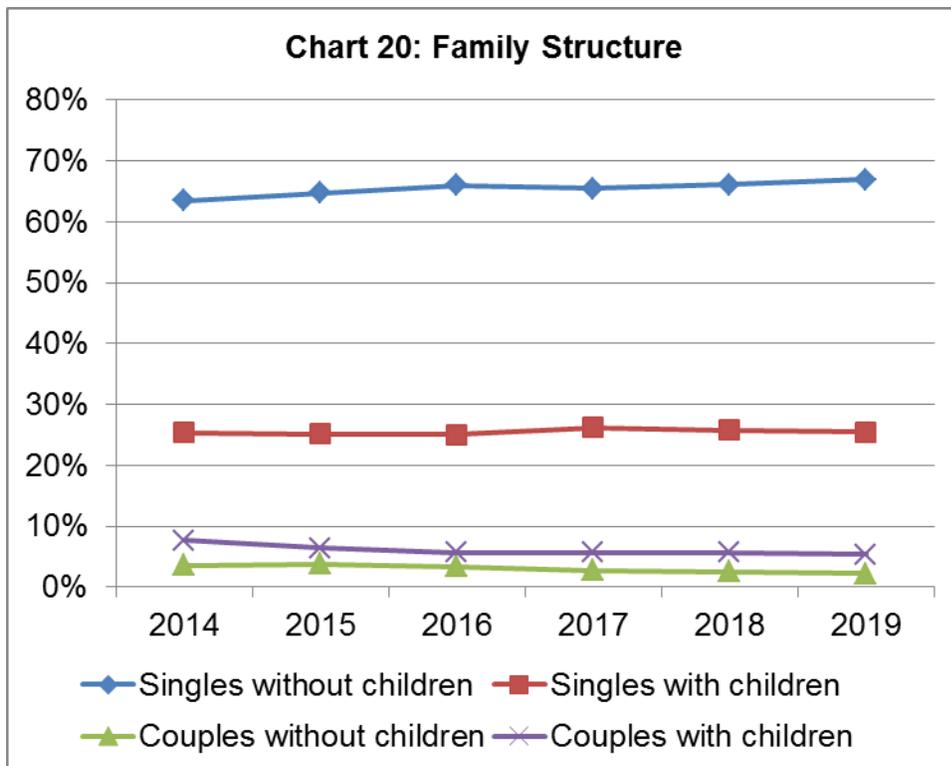
For the City, 58%, or 1,292 members, of the total 2,225 have participation requirements.

The chart below show the number of monthly participants with requirements from 2014 to April 2019. Early data in 2019 indicates that there is a significant increase in the number of participants with requirements. This coincides with the return of participants from the Basic Income Program. (Chart 19)

<sup>20</sup> Cocolakis-Wormstall, M. 2018. Labour Shortage: Here to Stay. Business Development Bank of Canada. [https://www.bdc.ca/en/documents/analysis\\_research/labour-shortage.pdf](https://www.bdc.ca/en/documents/analysis_research/labour-shortage.pdf) (accessed March 2019).

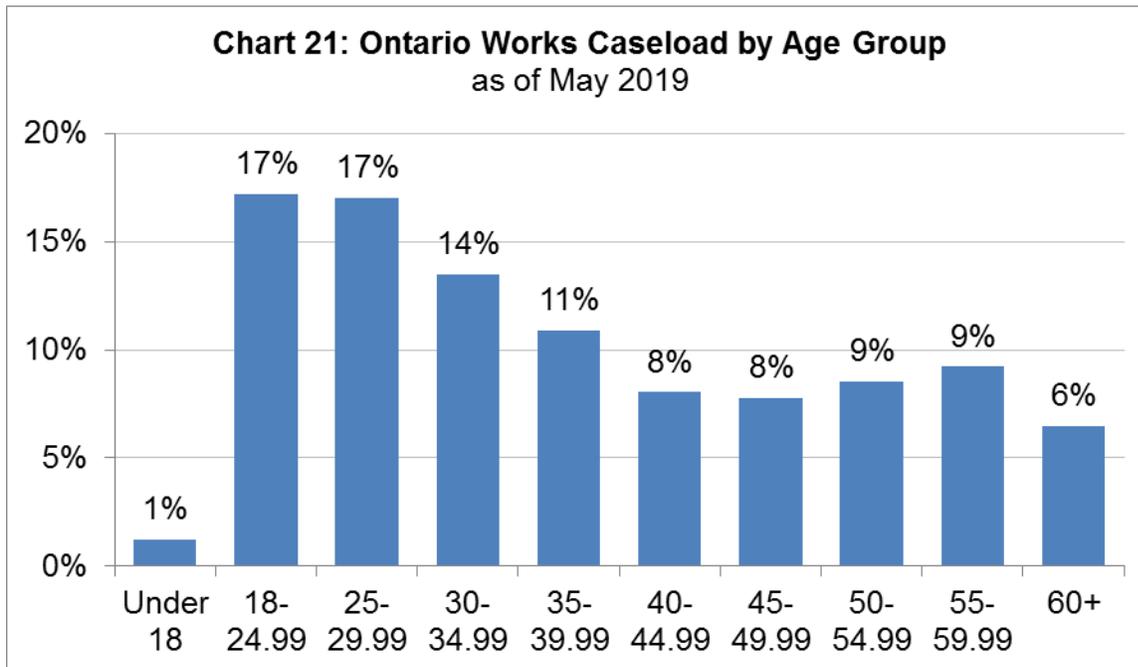


As the chart below illustrates, singles continue to make up the majority of caseload or family structure at 67% with singles with children following next at 25%. (Chart 20)



The employment insurance (EI) rate for males between the ages of 20 and 20 in our areas is much higher than the provincial rate, as shown in chart 15 above. Chart 16 indicates that the incomes in Kawartha Lakes and Haliburton County are lower than the provincial median income levels for economic families. The higher EI rates for younger males and the few job opportunities as expressed by lower income levels may assist us

in understanding why the Ontario Works caseload for our area has a higher proportion of younger people when compared to the number of older people. <sup>21</sup>(Chart 21)



### **Educational Attainment**

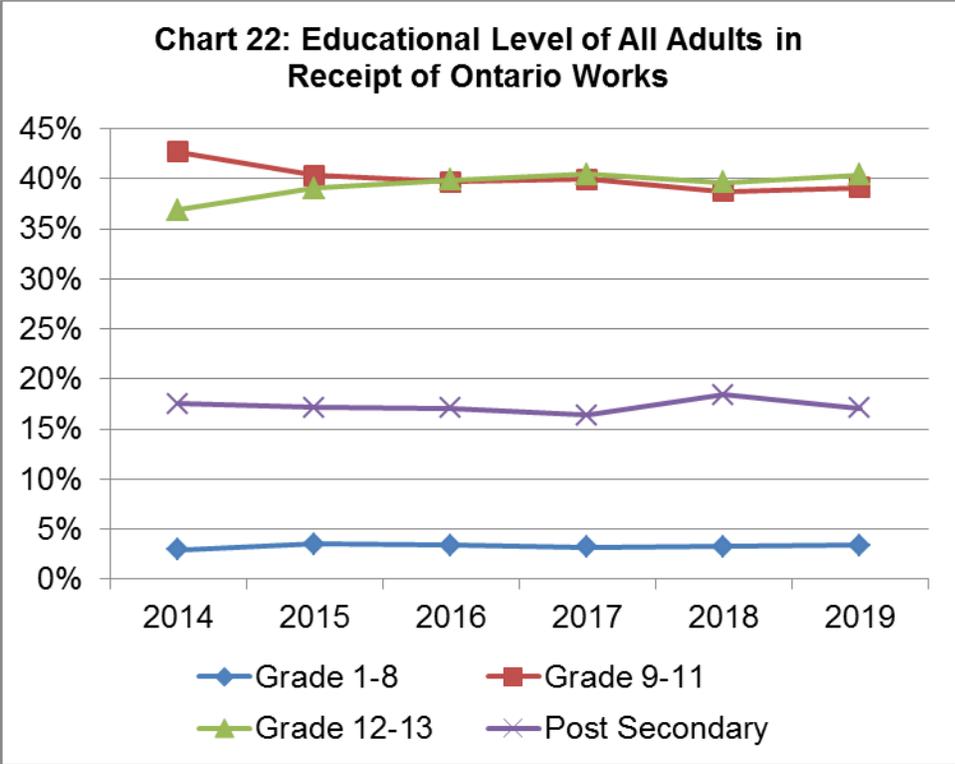
Education, literacy and essential skills levels continue to be barriers for a large portion of the caseload. Where appropriate for the participant's situation, increasing education levels and skills can provide significant, long-term outcomes. Supporting participants in continuing their education involves investment of both time and resources but has the potential for a high social return on investment.

Almost half of the adults in receipt of OW have not yet obtained their Secondary School Diplomas. When we look at adults 18 – 24 years of age with children in the household the number jumps to just over 60%.

Human Services staff work closely with the local school boards in support of students attending high school as well as adult education programs and post-secondary institutions. The Learning, Earning and Parenting (LEAP) program continues to support young parents in obtaining their high school diploma. A very successful parenting program and partnership with the Ontario Early Years Centre has been operating for several years. This program focuses on providing young parents with the skills and supports they need to ensure healthy child development. This program was reviewed and the program updated in 2019 to ensure the content and format is current and effective at meeting the needs of participants. (Chart 22)

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<sup>21</sup> Ontario Ministry of Community and Social Services 2019. Integrated Case Summary Report. Program Ontario Works. Kawartha Lakes and Haliburton Offices. Accessed June 2019. Calculations completed by the City of Kawartha Lakes Children's Services Division.

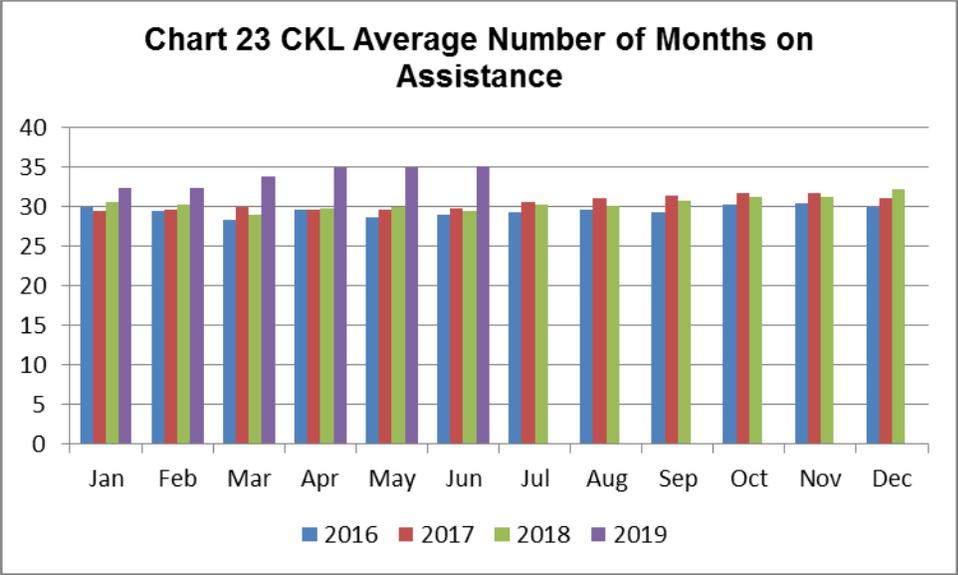


**Complex Client Needs**

The needs of those in receipt of social assistance continue to become more complex. Many social assistance clients require mental health and addictions support. There are additional barriers to employment including health related issues, accessibility to programs and services, job specific related skills, etc. that affects our ability to support employment. Additional employment supports and benefits are available to address or offset the impacts of some barriers, such as transportation costs and child care, but others may require much more intensive supports and longer term planning.

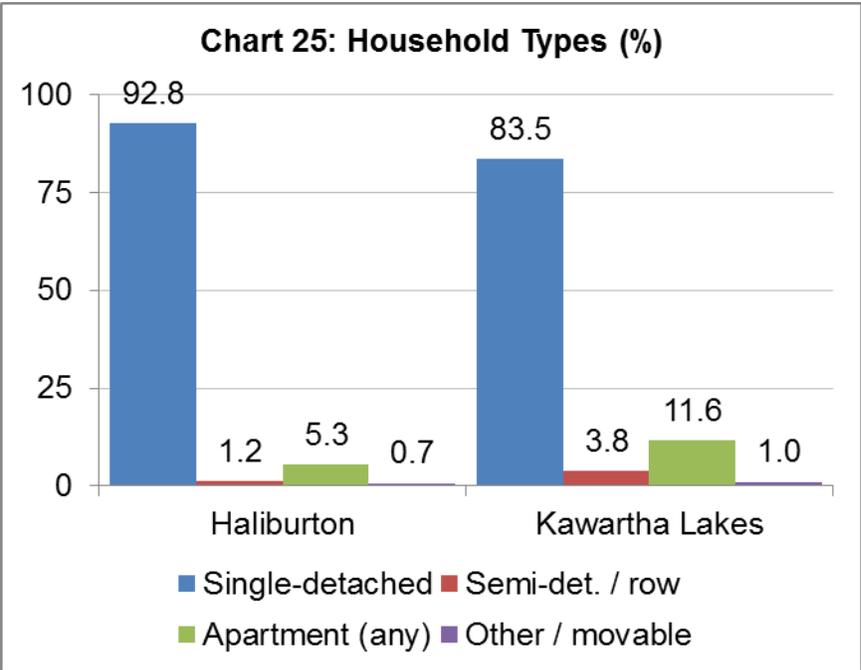
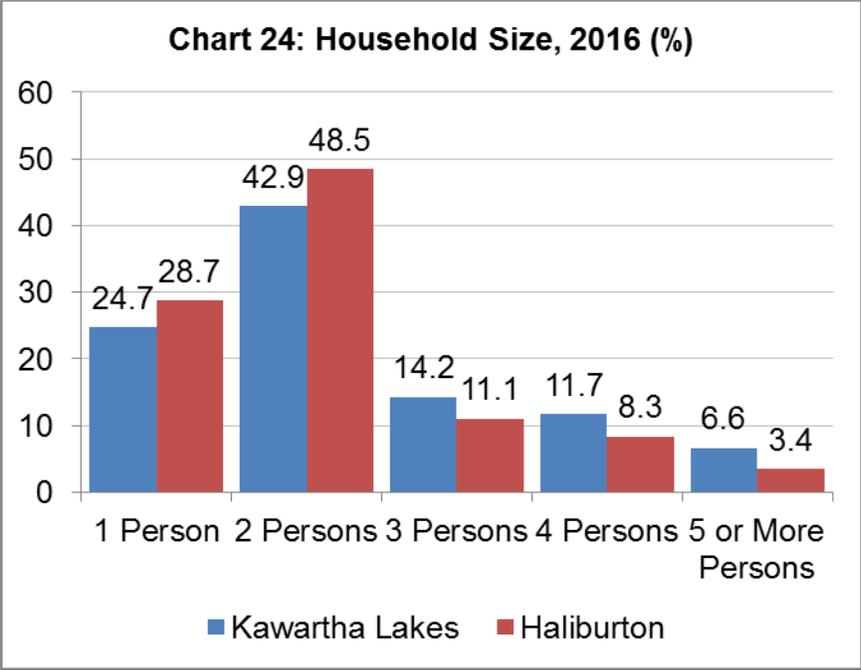
Housing stability must be addressed before employment issues and opportunities can even be discussed effectively. We must meet basic physiological and safety needs first before people can be motivated or capable of addressing social, esteem or self-actualization desires. Staff and caseworkers are able to access supports to assist with housing stabilization (rent/mortgage arrears and deposits, utility/energy arrears and deposits, bed bug treatments), housing searches (rental listings), and housing search and retention supports (coordination of other service programs and supports including accessing discretionary benefits and our community partners).

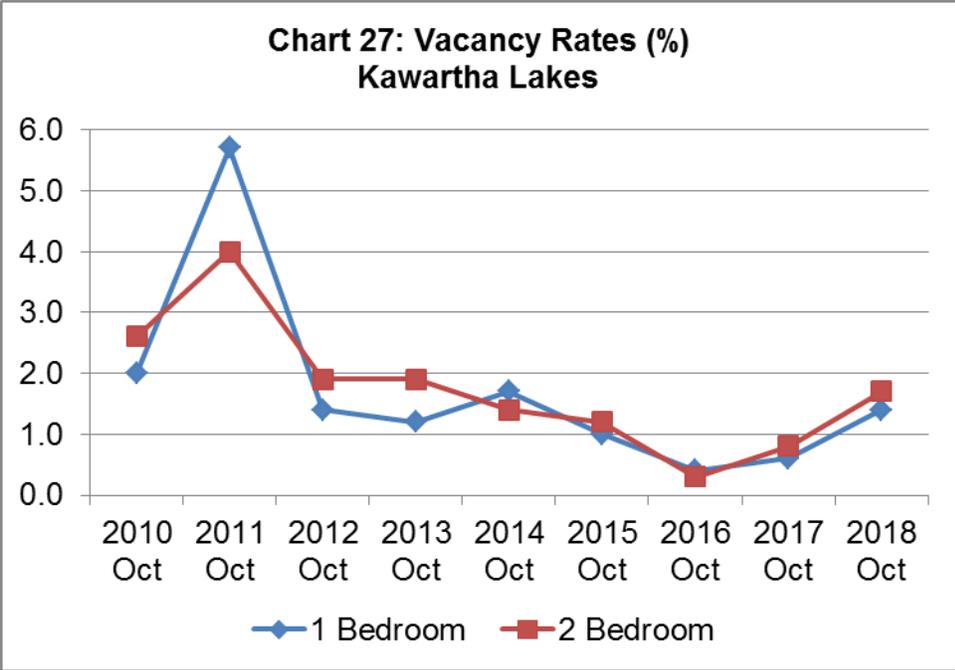
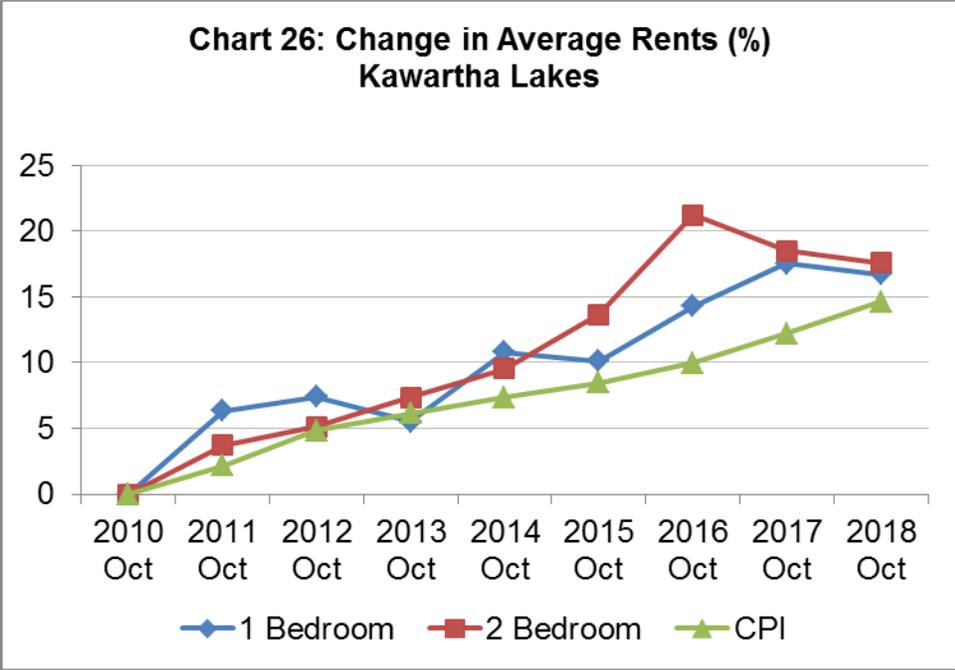
The increasing complexity of participant needs continues to lengthen the time it takes for participants to address needs and increase financial independence. This can be verified by the year over year increase in the length of stay on assistance. (Chart 23)



Household sizes two people or fewer continue to be the dominant household size across the service area. In the City of Kawartha Lakes 67.6% of households are either one or two person households. (Chart 24 and 25) This percentage increases to 77.2% in the County of Haliburton. However, single detached dwellings make up more than 80% of all dwellings in the City of Kawartha Lakes. In Haliburton County, single detached dwellings make up more than 90% of all dwellings. In the City of Kawartha Lakes, from October 2010 to October 2018 the average rent of one bedroom dwellings and two bedroom dwellings increased 16.7% and 17.6% respectively. This rate of increase outpaced the Bank of Canada’s reported inflation increase of 14.6% during that same time period according to the Consumer Price Index.

All of these factors may be contributing to one and two bedroom vacancy rates that have been below 2% from October 2012 to October 2018 in Kawartha Lakes. The combination of low vacancy rates and rent increases that are accelerating faster than inflation is making it difficult for renters to find places to live that are affordable. Especially for people with low incomes or participating in Ontario Works, who are often renters, these housing pressures continue to compound the effects of poverty. (Charts 26 and 27)





The Poverty Reduction Strategy for both the City and County prepared a Transportation Action Plan<sup>22</sup>. This report identified that transportation is a primary concern for residents in order to attend medical appointments or other health and social services, attend training and post-secondary education opportunities, looking for employment, getting to work, shopping for the best price, taking children to programs and participating in social and recreational activities. The report also stated that access to reliable, affordable

<sup>22</sup> Poverty Reduction Strategy for the City of Kawartha Lakes and the County of Haliburton Transportation Action Plan: Background and Research, March 2014

public transportation – and alternative means of transportation – is key to reducing the cost of living.

The Workforce Development Board Labour Market Report (LMR) for our area indicates that employment in the retail market continues to be ranked the highest occupational demand for our communities and is projected to remain the highest ranked through to 2021. Food counter attendants, kitchen helpers and related support occupations rank the fifth highest. A significant number of the people we serve are employed in these two industries. Additionally the report indicated that the top skills employers are looking for are soft skills with oral and written communication and customer service skills ranking among the top five.<sup>23</sup>

Human Services staff participate in a number of committees and working groups with the City's Economic Development Department and include representation from both groups in service planning. The City's Economic Development Strategy includes actions to support the overall objective of a stronger and more diversified economy with the hopes of bringing business to the City of Kawartha Lakes and expanding local employment. Just recently, Health Canada and City Council have approved a large medical marijuana production facility in Kawartha Lakes which will bring employment opportunities to over 150 people once operational. This is one example of new business and employment opportunities being brought to Kawartha Lakes that may be operational by late 2020 or early 2021.

Additionally, we are working with the Economic Development Department, our local EO provider and Fleming College on a Skills Advance Project. The project will:

- Provide immediate skills training to satisfy the demand for labour in the agriculture and manufacturing sectors (new entrants and upskilling existing workforce)
- Long term retention of new and current workers in the sector through increasing the skill set and fostering resiliency and competitiveness
- Provide immediate skills training and support to employers to support our businesses being recognized as employers of choice
- Strengthening of the local economy through business able to grow with skilled labour

The key deliverables are:

- Upskilling existing workforce (technical, leadership, soft skills)
- Support new workforce entrants with wrap around support and training (pre and during first year of employment)
- Support employers working with new workforce entrance

This project will be targeted towards single adults from our current caseload. The upskilling of the current workforce will support the entry of new workers into the section. The goal for implementation is to add Health sector positions in year two.

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<sup>23</sup> Workforce Development Board Labour Market Community Labour Market Information Report April 2018

## Community Partnerships

A focused effort is being made to integrate human services and increase linkages between program areas and related sectors to create an improved systems approach to human services. This work is directed toward creating or improving positive outcomes for our residents in the areas of Children’s Services, Employment, Housing, and Social Assistance as well as holistic health and wellness outcomes.

Staff participate on a number of committees and planning groups. Table 2 below provides a description of the community served and the focus area of a selection of the committees or working groups.

**Table 2: Listing of Committees and Working Groups with staff participation**

Committee	Focus Area
Canadian Newcomer Centre	Immigrants and Newcomers to our community
Community Employment Resource Partnership	Access to Employment training and opportunities information, data collection
Community Transportation Committee for Haliburton County	Coordination, analyzing, planning activities related to addressing transportation barriers
Employment Network Group	Partnership with Employment related agencies, services
Food Hunger Working Group	Life Stabilization
Homelessness Coordinated Response Team	Homelessness Life Stabilization
Housing and Homelessness Plan Co-ordinating Committee	Coordination and planning of services related to housing and homelessness, implementation of recommendation of the 10 year plan
Kawartha Haliburton Community Planning Table for Children and Youth	Coordination and planning of services for children 0 - 18
Kawartha Lakes Haliburton Domestic Violence Co-ordinating Committee	To provide a more consistent response to victims/survivors in the community and work towards filling the gaps and addressing system barriers
Local Employment Planning Council	Employment Related Service Analysis, Planning
Roundtable on Poverty Reduction	Implementation of the Poverty Reduction Strategy
Regional CMSM Groups	Employment Services Income Services Children’s Services Training Senior Management Group Emergency Services Homelessness Prevention Services Housing Service Manager’s Network
Situation Table	Life Stabilization Community Support Approach to residents of our community in crisis
VAW Hub	Women Victims of Abuse
Youth Wellness Hub for Haliburton County	Youth

The community partnerships and working groups are most often developed out of a grass roots approach to support people in our community with life stabilization, pre-employment or employment related issues. In rural communities, working groups are often established, and then maintained, as a result of a specific incident or identified gap in service. As a community we all have to work closely together in order to eliminate duplication of services provided by multiple providers, identify and address gaps in service in order to meet the needs of the people we serve. Some of the identified gaps include:

- Life stabilization – including access to affordable, sustainable appropriate housing, food security and access to mental health and additions support for both urgent and ongoing crises
- Access to employment – including access to and availability of financially viable employment and transportation, soft skills development
- Lack of service co-ordination and communication between service providers

In addition, staff liaisons have been appointed to work with certain community agencies to improve referral protocols, enhance communications and learning opportunities and generally improve outcomes for our shared participants.

Staff participate and support a number of local charities and non-profit organizations including United Way, Heart and Stroke, Habitat for Humanity, local Food Banks, the local emergency shelter, and causes that have a personal connection for staff.

## Section 2: Strategies and Outcomes

### Service and Employability Strategies and Linkages to Outcome Measures

Outcome measure targets for 2019 were arbitrarily determined by the Ministry at a 3% increase from a baseline of the 2018 actual performance.

Points are being assigned to the two outcome measures for 2019, Percentage of Terminations Exiting to Employment and Percentage of Caseload Exiting to Employment. Of the four measures, these two are the more predictable in terms of forecasting and influencing performance.

The correlation between the caseload characteristics, local Employment Assistance activities, local/regional/ provincial/federal economic trends and outcome performance in the Ministry's measures is open for much interpretation. The ability to influence outcomes at the local level is greatly impacted, positively and negatively, by events and stimuli outside of reasonable local control.

**Table 3: Average Monthly Employment Earnings**

	Q1	Q2	Q3	Q4	Average
<b>2018 Actuals (\$)</b>	733	736	758	755	746
<b>Target Improvement</b>	3%	3%	3%	3%	3%
<b>Targeted Improvement (\$)</b>	22	22	23	23	22
<b>2019 Target</b>	755	758	781	778	768

**Points Assigned:** 0.00

**Table 4: Percentage of Caseload with Employment Earnings**

	Q1	Q2	Q3	Q4	Average
<b>2018 Actuals</b>	13.39%	12.66%	13.44%	13.93%	13.36%
<b>Target Improvement</b>	3.00%	3.00%	3.00%	3.00%	3.00%
<b>Targeted Improvement (%)</b>	0.40%	0.38%	0.40%	0.42%	0.40%
<b>2019 Target</b>	13.79%	13.04%	13.84%	14.35%	13.76%

**Points Assigned:** 0.00

**Table 5: Percentage of Terminations Exiting to Employment**

	Q1	Q2	Q3	Q4	Average
<b>2018 Actuals</b>	18.05%	30.86%	38.60%	20.66%	17.61%
<b>Target Improvement</b>	3.00%	3.00%	3.00%	3.00%	3.00%
<b>Targeted Improvement (\$)</b>	0.54%	0.93%	1.16%	0.62%	0.81%
<b>2019 Target</b>	18.59%	31.79%	39.76%	21.28%	27.85%

**Points Assigned:** 600

**Table 6: Percentage of Caseload Exiting to Employment**

	Q1	Q2	Q3	Q4	Average
<b>2018 Actuals</b>	1.78%	2.48%	2.86%	1.19%	0.94%
<b>Target Improvement</b>	3.00%	3.00%	3.00%	3.00%	3.00%
<b>Targeted Improvement (\$)</b>	0.05%	0.07%	0.09%	0.04%	0.06%
<b>2019 Target</b>	1.83%	2.55%	2.95%	1.23%	2.14%

**Points Assigned:** 400

Specific strategies and action steps to increase employability outcomes are related to all outcome measures and captured in Table 7 below.

The SAILing with Clients Program is the only employment training program that is specifically offered internally. All other programs and services are coordinated with our community partners. The development of programs can occur as a result of specific projects being offered by services partners, by long established and successful programs or simply by the identification of a need or gap in service that generates a working group and the development of a local solution.

Education, literacy and essential skills levels continue to be barriers for a large portion of the caseload. Where appropriate for the participant's situation, increasing education levels and skills can provide significant, long-term outcomes as there is a direct positive correlation between education and income levels. Supporting participants in continuing their education involves investment of both time and resources but has the potential for a high social return on investment.

Human Services staff works closely with the local school boards in support of students attending high school as well as adult education programs and post-secondary institutions. The Learning, Earning and Parenting (LEAP) program continues to support a steady average of over 60 participants and continue to be successful with the number of young parents graduating from high school and advancing to post-secondary education. In early 2019 we will have 8 students move on to post-secondary education. A very successful parenting program has been provided for LEAP participants by the

local EarlyON Child and Family Centre for the past several years. This program focuses on providing young parents with the skills and supports they need to ensure healthy child development. This program is currently undergoing a review to ensure the content and format is current and effective at meeting the needs of participants.

While it is important to support participants in obtaining employment, it is also important to develop relationship-based skills to help participants maintain employment. The SAILing with Clients Program offers SAIL training Module 1 and 2 and both staff and clients attend the same training sessions. The first graduates of the program continue to participate on our client advisory group (the Social Services Community Council – SSCC). To date the SSCC have provided feedback and input on improvements to our reception area and hallways and are in the process of working on a client survey. Additionally they are supported and met with Ministry staff working a variety of projects including staff from the Social Assistance Modernization team.

There are additional barriers to employment including health related issues, accessibility to programs and services, job specific related skills, etc. Additional employment supports and benefits are available to address or offset the impacts of some barriers, such as transportation costs and child care, but others may require much more intensive supports and longer term planning.

Housing stability must be addressed before employment issues and opportunities can even be discussed effectively. We must meet basic physiological and safety needs first<sup>24</sup> before people can be motivated or capable of addressing social, esteem or self-actualization desires. Staff are able to access supports to assist with housing stabilization (rent/mortgage arrears and deposits, utility/energy arrears and deposits, bed bug treatments), housing searches (rental listings), and housing search and retention supports (coordination of other service programs and supports including accessing discretionary benefits and our community partners).

In addition to the provision of ongoing employment assistance services by OW case managers, there are two full time Support Services Specialist positions that perform intensive employment case management functions. These positions have a reduced caseload to enable them to provide intensive case planning support to assist participants in navigating and overcoming the systemic barriers in the broader social services community. Staff work with Community Agencies to connect participants with additional supports and services that may be required.

Staff work closely with community agencies to develop programs based on the needs of participants. These programs may be a one-time program or offered on an ongoing basis depending on social return on investment of the program. A successful program – The Cook It Up Program – was conceived and developed by an agency in Haliburton. The concept was to provide the education, planning and work experience to work in the food service industry in the County of Haliburton. At the completion of the program, 78% of participants were able to obtain jobs in that sector.

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<sup>24</sup> Maslow's Hierarchy of Needs, [Link to Maslow's Hierarchy of Needs](#) , 2014

Our local Employment Ontario Service provider in Lindsay, Victoria County Career Services (VCCS) is offering regular introductory sessions about the programs and services they offer on site. This will help clients with that first step with developing a relationship with staff and is expected to increase participant participation in programs and services offered through VCCS.

An additional barrier for our clients is associated with the stigma of being in receipt of financial assistance and access to local and affordable financial institution options. We have many communities that no longer have a bank and there continues to be systemic barriers for clients to cash cheques. People without bank accounts are often forced to seek written confirmation of the cheque being legitimately issued by the City. In November 2019 the City will be implementing and encouraging reloadable payment cards

Both ODSP and OW have a staff liaison and all caseworker and staff inquiries are filtered through them. The liaisons meet on an as needed basis with a minimum number of meetings scheduled each year. The purpose of the meetings is to address and make recommendations for proposed solutions to address any concerns related to ongoing case specific needs and issues.

The Managers meet on an as needed basis to coordinate services with a minimum of 6 meetings throughout the year. The focus of the meetings are to discuss service planning, shared services, and the coordination of services between our programs. We will continue with our collaborative efforts to build relationships between case managers from both programs especially as we will no longer be co-located in the fall of 2019.

We continue to offer employment supports for non-disabled adult members of an ODSP benefit unit. We have one case manager specifically assigned to support this caseload. The full spectrum of employment supports and services offered to those in receipt of OW are also offered to the non-disabled adults.

**Table 7: Outcome Measure Strategies and Action Steps**

<b>Strategy</b>	<b>Action Steps</b>	<b>Outcome or Skill Development</b>	<b>Resources</b>
Increase levels of education and income potential	Working with local school boards, Employment Ontario Partners address: <ul style="list-style-type: none"> <li>– Literacy and essential skills</li> <li>– Increasing education level achievements</li> </ul>	Secondary School Diploma or Post-Secondary School Diploma or Degree Leading to financial independence	<ul style="list-style-type: none"> <li>– Secondary School</li> <li>– Alternative Education Programs</li> <li>– LEAP</li> <li>– Second Career</li> <li>– Fleming College</li> </ul>
Identify barriers to employment	Employability and Psychological Assessments to identify or clarify barriers, identify undiagnosed barriers and develop support and service action plans	Employability Assessment and Action Plan	Job Quest Watton Employment Services Professional Assessments
Provide on the job work experiences	Work with community partners to develop and support volunteer opportunities	Participation in work related volunteer opportunities	Employment and Community Network Planning Groups
Develop desirable	Provide soft skills and	SAILing with Clients	Internally Trained Staff

Strategy	Action Steps	Outcome or Skill Development	Resources
employment related skills	relationship based training and opportunities through SAILing with Clients Program	Module One and Module Two Certificate	Community Partners
Ensure program success and suitability	Consult directly with clients to analyze and evaluate programs and services offered to identify how to make our approach more successful	<ul style="list-style-type: none"> <li>– Annual client survey</li> <li>– Monthly SSCC meetings</li> <li>– Ad-Hoc Reports and Consultations</li> </ul>	Social Services Community Council (SSCC)
Identify and provide employment specific training, programs and education	<ul style="list-style-type: none"> <li>– Accessibility and Customer Service Training</li> <li>– Computer skills</li> <li>– Cook It Up and Ready for Retail Programs</li> <li>– Driver's Education</li> <li>– First Aid/CPR</li> <li>– Food Handlers</li> <li>– Forklift Operator</li> <li>– Health and Safety, WHMIS</li> <li>– Introduction to Food Services</li> <li>– Introduction to the Trades</li> <li>– Job Connect</li> <li>– Job Search Workshops</li> <li>– Job specific skills, supports and training including:</li> <li>– Resume and Cover Letter Workshops</li> <li>– SAILing with Clients</li> <li>– Smart Serve</li> <li>– Work Finding Clubs</li> <li>– Work Trials</li> </ul>	Specific Program Certificates	Community Living Trent Highlands Community Partners including: <ul style="list-style-type: none"> <li>– Fleming College</li> <li>– Fleming Crew</li> <li>– Health Unit</li> <li>– Internal Staff</li> <li>– SIRCH</li> <li>– Victoria County Career Services</li> </ul>
Promoting and ensuring access to affordable, accessible quality Child Care and early Learning opportunities	Work with the Early Learning Community to offer information, training, site visits with local Early Learning Service Providers	Participation in programs and services including part and full-time programs to support employment	<ul style="list-style-type: none"> <li>– Internal Staff</li> <li>– Community Networks</li> <li>– Child Care Fee Subsidy Program</li> <li>– Early Learning and Care Service Providers</li> <li>– EarlyON Programs</li> </ul>

Strategy	Action Steps	Outcome or Skill Development	Resources
Promoting and ensuring access to affordable, accessible and financially sustainable housing	See the City's Housing and Homelessness 10 Year Plan for specific recommendations and action steps	Housing and Homelessness 10 Year Plan	<ul style="list-style-type: none"> <li>- Internal Staff</li> <li>- Community Networks</li> <li>- Variety of Housing Supports and Services</li> </ul>

The implementation and success of these strategies from the Ontario Works service planning perspective is dependent on a number of factors. Developing and maintaining effective communications and relationships with community agencies is vital. Our respective participants are balancing their employment related activities with all other day to day challenges they encounter, including maintaining basic needs for themselves and their families. The bureaucracies that our agencies operate within on an ongoing basis are generally complex and formal. The more that we can do to simplify this process through effective relations with other agencies on behalf of participants, the more successful they will be.

### Monitoring Service Strategies

Service performance is monitored in a variety of ways. Operations performance reports and SAMS reports are accessed and data is uploaded to our reports on a daily, weekly monthly and/or quarterly basis. Detailed information has been provided that identifies the report name, location and the position (i.e. Caseworker, Supervisor, Financial) that should be accessing the report.

Data from the reports is transferred to separate tracking sheets that have visually accessible and easy to read charts to provide a quick glance of our performance. Analysis is completed to assist with establishing ranges, trends and forecasting future performance.

The Quality Assurance Program includes reviews of the application, data integrity, case management practices and adherence to legislation, policies and directives. In addition, it includes reviews of our performance as they relate to our strategies and philosophy.

Full and partial process reviews are completed as required using the tools and steps including in Lean Six Sigma. Depending on the project to be completed, DMAIC (Define, Measure, Analyze, Improve, Control) or DMADV (Define, Measure, Analyze, Design Verify) tools and steps will be used.

### Part 3: Program Management

#### Service Delivery, Key Program Management Activities and Analysis of Resources

Our Department has an integrated approach to providing services for our participants and customers. The intent is to provide customer-focused services that evaluates the process from a customer perspective. In fall 2019 we will be relocating two of our Lindsay offices to one location. The new location will be located within walking distance

to where the largest concentration of the people we serve live. The new site will support our person centred approach to customer service in that all programs and services offered by the Human Services Department can be accessed through a single site and process.

There is currently OW staff working in three offices across the service area, two in Lindsay and one in the Village of Haliburton serving the County.

The new integrated Lindsay office will have a centralized reception area that provides services for Ontario Works, Housing, Homelessness and Children's Services. All in-person customer inquiries are addressed or re-directed by our three Customer Service Representatives (Reception) at that first moment of contact. Our three Customer Services Representatives (Intake) are the first point of contact for telephone inquiries and requests for applications for Ontario Works, Emergency Assistance and Housing requests for maintenance and repairs. Applications may be completed by phone, on-line, or in person in both our Lindsay and Haliburton office locations. Our specialized Caseworker working with victims of domestic violence will also complete applications at our local Women's Shelter. We record, track and analyze service volume information related to the number of specific tasks completed including the number of walk in and phone related activities.

We have 5.6 clerical full time equivalents (FTEs) and finance staff who process and complete third party payments, bank reconciliations, financial report audits, cancelled cheques, liaise with other departments and service providers, complete overpayment reviews and processing, and process daily and monthly client payments.

In 2019 we are completing a full review of all clerical duties and responsibilities and clarifying roles and responsibilities for each position. The intent is to simplify processes and ensure we continue to be able to meet our increased workload demands within our existing clerical staff structure.

We have a total of 25 case managers to support meeting our service delivery expectations through various functions. One group of case managers are assigned to complete OW applications and meet with participants to determine eligibility. The initial meeting concentrates on determining eligibility, providing employment information and completing an initial outcome plan. Staff recognize that employment case planning is a priority and a more detailed employment related appointment must be scheduled within the next three months. Participants are referred to our Children's Services Division to discuss Child Care options if required and to the Housing Help Centre for housing related services. Ontario Works participants are first on the priority list to receive children's services supports but we have not had a wait list for fee subsidy for over 10 years.

We have case managers that are assigned what is considered a regular caseload and we have specialized positions to support caseloads that include participants:

- requiring significant life stabilization support;
- fleeing domestic violence;
- in the Learning Earning and Parenting (LEAP) program;

- with significant barriers to employment, particularly mental health and addictions issues;
- Temporary Care;
- and the SAILing with Clients program.

Regardless of the eligibility determination, participants are provided with information and support to access other resources and supports in the community. Case Managers will assist participants in outcome planning applying SAIL competencies and the Bridges Out of Poverty (Bridges) philosophy including 3D coaching, Carefrontation, Backwards Planning, etc.

We have dedicated one case manager to complete the requirements of the Eligibility Verification Process (EVP). This position is part of our overall Quality Assurance Program and works in partnership with our senior case managers and Supervisors to ensure the delivery of Ontario Works is in accordance with legislative requirements, program directives and standards.

A review of the EVP reports identified that the data is not matching with the verbal reports from the case manager. The case manager indicates that 92% of the reviews on average are completed by the assigned deadline. The most recent Ministry report indicates our completion rate is at 50%. We are in the process of going through the process step by step and will access technical or process supports, offered through the Ministry, as necessary to identify and correct the issue.

We have three senior case managers. This includes two Eligibility Review Officers (ERO) who conduct in-depth reviews and investigations following provincial and local policies and procedures to confirm present and past eligibility. These positions also provide advice and support to the former family support program. The number of referrals being made to the EROs exceed the capacity of our two staff members. In 2019 we are completing a review of the current cases under investigation to develop a standard operating procedure that will clearly define what requirements must be met in order to submit an investigation request to this program. The purpose is to ensure that case managers are conducting the appropriate level of review prior to an ERO referral being accepted.

The senior case manager team also includes an Internal Appeals and Quality Assurance position. The Internal Appeals responsibilities include completing all internal review requests and representing the City at the Social Benefits Tribunal. This position is also responsible to complete duties as a part of our approach to risk management. This position will complete a minimum review of 5% of the total caseload throughout the year.

These reviews can be initiated by request from caseworkers, through contact from participants and/or by the Supervisors. Reviews are also completed on an Ad-Hoc basis that may be generated to address Ministry priorities, or specific program area reviews. For example, to ensure appropriate use of third party databases, a complete review was completed in the spring of 2019 that included ensuring compliance with all security and access requirements. Program Supervisors are required to review all observations and

notes completed through reviews and make recommendations for any training, policy or action steps to be taken.

Regular caseloads range between 90 – 110 and our specialized caseloads will range between 45 and 89 with the exception of the SAILing with Clients case managers, who will have a caseload up to 45. The case manager completing the EVP reviews does not have an assigned caseload, nor does the one position allocated as a “Float Worker” to provide various functions primarily during the temporary absence of other staff.

The caseload sizes are consistent with the Ministry’s caseload guidelines of 90-120 ‘regular’ cases and 45 for those with significant barriers.

Financial oversight is provided by both Human Services staff and the City’s Corporate Services Department. The City’s Finance Co-ordinator of Ministry Programs, reporting to the City Treasurer, is responsible for the preparation of all subsidy claims and review of all supporting documentation. The Co-ordinator and the Manager of Human Services attends Ministry financial sessions when provided, including orientation to the Subsidy Claims process.

It is the overall responsibility of the Ontario Works Administrator to ensure that performance standards are met, and risks for improvement are identified and addressed in a timely manner. The planning and day to day requirements are delegated to the Manager.

In addition to the subsidy claim process the Manager of Human Services completes reviews of overall expenditures, processes, performance expectations and services on a regular basis. This is completed through a variety of methods including data analysis, meetings, consultations with staff, surveys, reports and the Quality Assurance Program. This information is reported to the Senior Management Team, staff and to both City Council and the Joint Advisory Committee with the County of Haliburton as necessary.

A more detailed financial review is carried out through the annual Operating Budget process and during quarterly financial reconciliations. Unexplained variances and errors, if found, are reviewed with appropriate staff including Corporate Services staff to ensure the accuracy of all expenditures and reporting.

Overall the City had adopted a “Make It Better” approach to how we do business. All employees are encourage to explore ways to make processes better with the intent to provide better service to our customers, make our work easier and more meaningful and improve our efficiency and effectiveness. Staff have participated in White Belt Learning – this is a program that introduces staff to the LEAN philosophy, methodology and tools.

The following table identifies benefits and business practices that are managed outside of the SAMS.

**Table 8: Benefits Managed Outside of SAMS**

Benefit	Business Process	Rationale
Emergency Dental Administration	<ol style="list-style-type: none"> <li>1. Service Agreement with Accerta that sets standards and criteria – reviewed annually</li> <li>2. Use of Accertaworx and Accerta Service Provider Portal</li> <li>3. Person in need of service attends Dental Service Provider</li> <li>4. Dental Service Provider accesses portal to determine eligibility for service</li> <li>5. Service is provided and invoiced to Accerta as per agreement</li> <li>6. Monthly invoices are reviewed and approved by the City. Notes are added to SAMS for each client.</li> <li>7. Payment is made to Accerta for services.</li> <li>8. Copies of invoices are included with subsidy claim.</li> </ol>	<p>Accerta has expertise in this area and is able to determine and evaluate the need of the client</p> <p>Provides a single 24/7 point of contact for all service providers</p> <p>Consistency across our service region with all service providers</p> <p>Reduces internal administration time to review and process all emergency dental requests</p> <p>Eliminated requirement for a paper dental card</p>
Emergency Discretionary Benefits	<p>Person requires emergency financial support</p> <p>Eligibility is determined on a case by case basis and is issued only under specific circumstances.</p> <p>Excel tracking sheet included with subsidy claim.</p>	<p>To support people in need who are in crisis – for example, person applying for assistance on the Friday afternoon of a long weekend. With the holiday Monday and knowing that payments will not be produced until the following Tuesday, we would issue a gift card to a grocery store.</p>
Other	<p>Each process will be established based on the need.</p> <p>Currently Revenue Canada requires that all payments made to a specific vendor be paid directly to them.</p> <p>Excel tracking sheet included with subsidy claim.</p>	<p>We are required to have audit trail that is easily reported on and therefore completed this process through our City financial program.</p>

## Overview of Learning Supports

The SAIL competencies are built into performance expectations for staff. In order to support staff in achieving performance and service excellence, Human Services has implemented a number of training approaches and opportunities including:

- Performance Feedback and SAIL onboarding – we have developed a SAIL onboarding handbook that provides information on the 16 main SAIL competences. Each quarter a competency is provided to all staff. Staff will meet with Program Supervisors each quarter to review the competency, discuss any performance successes, concerns and identify any training requests.
- Annual Team Breakaway Day to review SAIL curriculum and provide an opportunity for staff to network, share successes and have fun – this is our opportunity to work on our relationships with each other
- Dashboard – a dashboard is located in the main hallway, outside the Manager’s office that displays both the City’s Strategy Map and goals and the Department’s progress on achieving key performance indicators. It is a two-way communication tool that shares successes, lessons learned and feedback from participants and staff
- Staff are encouraged to share suggestions and thoughts on how we can improve services for both staff and participants – staff can share directly with the Manager or their Supervisor and/or can place suggestions in our suggestion box located outside in the main hallway (participants are also welcome to place suggestions in the box)
- Monthly team meetings with peers and Supervisors that includes presentations from Community Partners
- Quarterly staff meetings with all Human Services staff

A staff member best described her approach and understanding of SAIL below:

*If I asked you to build a house and I gave you nothing to help you achieve this goal would you be able to do it?*

*However if I am able to provide or refer you to other resources which would assist you by providing plans (blueprints, drawings, directions), and tools (hammer, nails, saws, drills, level etc.) and materials (bricks, lumber, drywall, etc.) would you be able to do it now? Quite possibly...but if you have access to further resources and other experts such as plumbers, electricians, roofers etc. and were provided with opportunities for further training, education, direction, support and encouragement now you may have the skill and resources to build exactly the kind of house you have always imagined.*

*SAIL has the ability to offer **every** individual tools and resources to help them achieve their goals or desired outcome.*

We have developed an annual training calendar that is shared among all Human Services staff. The purpose is to identify, plan and share annual, one-time and job specific training requirements that have been identified through the EVP process, the Quality Assurance Reviews, quarterly meetings with staff, as a result of changes to processes or policies. We review Ontario Works directives and local

policies and procedures on an annual basis.

Training and professional development activities attended by staff in the past year include:

- Rent Smart Train the Trainer
- Positive Psychology
- Mental Health First Aid Training
- Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) for Supervisors
- MFIPPA for all staff
- Accident Investigations and WSIB 101
- Let's Talk Leadership
- First Nations Forum
- Community First
- Professional Management Certificate Program
- Central East Region Staff Forum
- OMSSA Learning Symposium
- VI-SPDAT Training
- Aging Workforce
- Mental Health Training Program
- CPR/First Aid
- Applied Suicide Intervention Skills Training
- Human Trafficking 101
- Mental distress: Recognition and Response
- Trauma Essentials
- Ontario Works Directive Training
- Lean Six Sigma Green and White Belt Training
- Bridges Out of Poverty Refresher
- SAILing with Clients
- Labour Relations 101
- Records Management Training

## **Business Practices**

Almost five years after going live, our SAMS Implementation Team continues to update and revise business practices and processes. As fixes are made, business processes are updated and adjusted as necessary. To support staff as processes change and are updated, we have implemented a 'Staff Leads' system identifying local subject matter experts in areas such as overpayments, issuing additional benefits, applications, product delivery cases, etc. Staff Leads are provided with additional training, if required, and the opportunity to participate in the applicable provincial web-ex training sessions.

Business processes, policies are updated and maintained as required to comply with legislation and program policy. Program Supervisor protocols and standard operating procedures have been developed, and will continue to be developed as required, to define expectations and provide guidance and direction and ensure local policies and procedures are known and adhered to.