Several years ago, Norfolk County made a commitment to look at a different way of managing our work. The Heart of Coaching was introduced to Senior Management and in 2008 introduced to all management staff. Transformational coaching is a different management theory that supports work as only one source of fulfillment and growth. It provides an “opportunity for all staff to contribute to meaningful goals with a focus on self esteem and self actualization. People are treated as adults with honesty; vision is provided for direction; coaches challenge and support performance.”1 Training in the Heart of Coaching was provided and all supervisory staff have begun to implement this concept into our practice. Coaches “act as a guide by challenging and supporting staff to achieve their personal and organizational performance objectives.”2 As the world changes, past management practises will not support the type of organizations that will grow and thrive. We must look at changing typical management practises like checking, monitoring and supervising with coaching, collaboration, facilitation and empowerment. The Heart of Coaching is a strategy we believe will move us in that direction. It will be a cultural shift that will take time and commitment. All management staff have copies of written resources that staff can read if interested. 2009 will see the concept introduced to Union members across the organization. As Thomas Crane, the author of the concept says “Coaching is a Journey. Now, go do what you know needs to be done.”3

Message from the General Manager, Patti Moore

Rural populations are understood to have differing levels of health status compared to their urban counterparts. On average rural populations have a higher number of seniors and children, higher unemployment, higher poverty, higher disability rates, shorter life expectancy, higher infant mortality rates, and higher death rates than urban counterparts particularly deaths due to injuries, circulatory diseases, respiratory diseases, diabetes, and suicide.

Over the past year the Health Unit has fostered a proactive approach to addressing some of the health inequalities associated with living in a rural community, and embraced the concept of “leaders in rural health”. This is demonstrated by the Health Unit’s research activities, and the unique services we provide to the community. As a rural health unit, we are passionately committed to showing leadership across the broader public health sector and to make Haldimand and Norfolk a better place to live, work, and play.

HEALTH UNIT
Manager’s Report, Karen Boughner
Communicable Disease Team

Pandemic Planning
The team developed a Tool Kit for Business Continuity Planning to assist businesses in maintaining service delivery during a pandemic. A Public Awareness Pandemic Planning Guide was produced to inform the public on what to do in the event of an influenza pandemic. Both guides are available on the Health Unit website www.hnhu.org.

Fast Facts
• 100% participation in our first Big Shot Challenge to increase staff influenza immunization rates.
• Pilot project with Hamilton Public Health Laboratory, to receive rapid results for influenza strains within 24 hours.
• 360 reportable diseases investigated.
• 1,828 individual counselling sessions for sexual health, sexually transmitted infections and HIV.
• 34 individuals tested for HIV.
• 273 individuals counselled, tested and/or treated for sexually transmitted infections.

Population Health Team

Health Action
During 2008 Norfolk Pathways for People was a prime example of citizens and organizations working together towards a common goal. In this case, the aim was building communities that support walking and cycling as modes of transportation. The group broadened their health promotion approach, using public education and awareness-raising as well as advocacy and policy development. Highlights for the year included:
• an organized walk on the Lynn Valley Trail with more than 120 attendees.
• providing input on the Norfolk County Trails Master Plan.
• advocating for an improved sidewalk policy to make our communities safer and more walkable.

Fresh Heir
Fresh Heir, in conjunction with the Health Unit and Norfolk OPP, hosted One Night Stand against Tobacco Use and Substance Abuse - a movie night offered to all Norfolk high school youth.

Grade 7 and 8 students across both Counties participated in the Picture Yourself Tobacco Free Photography Contest. Participating classrooms were given disposable cameras to take pictures of reasons they remain tobacco free. A total of nine schools and approximately 400 students participated.

Substance Abuse Prevention
Grade 7 and 8 students (1,500) participated in the Get Your Hand Up assemblies during Drug Awareness Week. The assemblies focused on making positive choices and building assets in preparation for high school.

Workplace Health
Three networking breakfasts for area workplaces were held with 120 participants. Topics included: Bullying/Family Violence, Going Green, and Stress Management.
Family Health Team

Prenatal Fair
Members of the Family Health Team, Population Health and support staff coordinated a Prenatal Fair, the first of its kind in Norfolk County. The Fair provided information about prenatal health, services and resources within the community for women of childbearing age, pregnant and postpartum. Businesses and non-profit agencies provided displays and door prizes. Each team within the Health Unit participated with a display. Approximately 250 people attended, which far exceeded expectations. A formal evaluation indicated that the event met its goals. As a result of its success, the Family Health Team will be hosting two Fairs in 2009, one in each County.

Suicide Prevention
The Suicide Prevention Network of Haldimand-Norfolk membership consists of a public health nurse, the Grand Erie District School Board, and various community members. The mandate of this group is to promote the development of suicide safer communities through: education, awareness, skill training and other prevention initiatives. This group has been extremely active this year providing education, awareness, training and prevention initiatives in our community. These included: an annual forum where a suicide survivor provided a moving talk, five training sessions, community and high school presentations, and provision of a laminated card to the local physicians indicating the red flags of a suicidal patient and local resources that are available.

Fast Facts
• 3,323 moms, dads, babies, and toddlers attended well baby drop-in sessions.
• 21 women attended early prenatal classes; 158 attended late classes.
• 1,298 students counselled and supported by a Public Health Nurse.
• 48 presentations given in schools on various health topics (i.e., eating disorders, birth control, hygiene).

Healthy Babies Healthy Children Team

The Healthy Babies Healthy Children (HBHC) program provided a variety of services aimed at the healthy development of children ages zero to six years. Due to budgetary restrictions, we have had to discontinue the weekend calls made to families with new babies. We do contact families on the first working day after a weekend but not within 48 hours of discharge on the weekends as in previous years. As well, we no longer have a Dietitian or Health Promoter available. We continued to offer a quality program but there is a slightly longer wait time for implementation of services.

Fast Facts
• 212 pregnant women screened through a Larson Tool.
• 973 live births took place.
• 638 mothers received postpartum telephone contact.
• 435 mothers received postpartum home visits.
• 172 new families accessed HBHC Home Visiting.
• 1,817 visits made to families.
Healthy Environment Team

Fast Facts
- 3,721 water samples were submitted to the Public Health Lab by private citizens; 1,060 of which were found unsatisfactory for drinking.
- 501 compliance inspections done of food premises.
- 323 food handlers certified.
- 342 dog and/or cat bites investigated; 39 people received post-exposure rabies vaccine.
- 418 seasonal housing units approved; 429 water samples taken from these units.

Clinical Services Team

Fast Facts
- Preschool Speech and Language (PSL) program hosted Sowing the Seeds, an early literacy workshop. As a result the Haldimand-Norfolk Literacy Team was formed.
- Over 250 children were referred to our PSL program for assessment of speech or language concerns by their parents, health care professionals, early learning providers, and teachers.
- Over 75% of students completed Hepatitis B shots offered in grade 7.
- 1,297 seniors vaccinated at senior flu clinics.
- 1,157 children received dental screening at Health Unit dental clinics.
- 4,685 elementary school children received dental screening at 50 schools.

SOcial SERVICES

Manager’s Report, Pat Ranford

Haldimand & Norfolk Social Services Division had another banner year in which to celebrate our many successes! New initiatives and additional funding allowed us to accomplish some important and exciting work:
- Branding with a new logo, tag line and name enabled us to rollout a number of new and fresh informational brochures and promotional materials.
- Twinning with the Health Unit to purchase 190 car seats for our clients to access through the car seat donor program.
- The Ontario Child Benefit was successfully implemented and a community-wide education campaign was initiated.
- Norfolk County staff participated in a Backpack Challenge in partnership with the Salvation Armies in both Counties to meet low-income families’ back-to-school needs in response to the elimination of the Back-to-School Allowance.
Overpayment, Administration Support & Intake Services Team

Fast Facts
- Average of 8.3 Social Assistance intake applications completed per day.
- 27 Ontario Disability Support Program/Ontario Works Funerals and 17 needs-tested funerals funded.
- 1,771 discretionary payments for assistive devices (knee braces, orthotics, aerochamber).
- $924,843.52 in overpayments were recovered.
- 138 Ontario Works recipients and families were transferred to Ontario Disability Support Program.

Children’s Services Team

Licensed Child Care
Haldimand and Norfolk Counties continued to see an expansion in licensed child care spaces:
- Funding to support the creation of 51 new infant and toddler spaces was approved.
- Construction of a licensed child care centre and “service hub” was completed at Houghton Public School.
- Buttons & Bows officially reopened at Hagersville Secondary School offering a licensed full day child care centre with a focus on Aboriginal programming.
- Construction of a new child care centre at St. Michael’s Catholic School in Dunnville began.
- Summer camp programs became available for fee subsidy after Norfolk County’s Recreation Services Division became a registered member of Parks and Recreation Ontario’s High Five Accreditation program.

Best Start
The Best Start initiative continued to focus the community on ensuring children in Haldimand and Norfolk Counties receive the best possible start in life so that they will achieve success in school. Initiatives completed in 2008 that will assist the Best Start Network in achieving its vision include the following:
- In partnership with the early learning community, the first ever Early Childhood Educator’s (ECE) Appreciation Banquet was held. Awards were presented to ECEs and child care workers recognizing the efforts they have made in enhancing the lives of children.
- A joint report regarding the full day learning initiative for 4 and 5 year olds was submitted in collaboration with the Brantford, Hamilton and Niagara Best Start Networks.

Fast Facts
- 138 child care fee subsidy applications completed.
- 316 children received child care fee subsidy.
- 237 families received fee subsidy for their children.
- 833 child care spaces are available.
- 32 fee subsidy agreements with licensed child care operators.
- 19 wage subsidy agreements with licensed child care operators.
Employment Services Team

Fast Facts
- 304 participants employed full and/or part time, but still require assistance.
- 581 participants found employment of which 188 were able to terminate their OW assistance.
- 22 Norfolk and Haldimand participants placed in paid employment through the Hire Up! wage subsidy program.
- 433 Employment Workshops completed (351 in Norfolk, 82 in Haldimand).
- 9 Personal Support Workers graduated with 8 employed within 3 months.
- 333 community placements in Norfolk and Haldimand Counties.

Financial Services Team

Fast Facts
- Financial assistance caseload increased with an average of 1,061 cases monthly.
- 646 cases were served through the Family Support Worker program. In total, over $583,000 was saved through assisting parents with receiving support payments owing to them.
- 528 cases reviewed through Consolidated Verification Process, exceeding targets and generating additional monies from the province to reinvest in other OW programs to assist participants.
- 294 investigations were completed, 140 resulted in overpayments being applied to the case.

SOCIAL HOUSING

Manager’s Report, Merv Hughes

Affordable Home Ownership Program
In 2008 the Social Housing Division assisted 23 low to moderate income families with financial assistance to allow them to purchase their first home.
Using funding from the Province, the Social Housing Division provided eligible applicants with 5% of the purchase price of a new or resale home on an interest free loan basis for 20 years. Providing the owner continues to own and occupy their home for the next 20 years, the down payment assistance loan would be forgiven. The Affordable Homeownership Program was intended to allow certain individuals to get a foothold in the housing market and alleviate some of the demand for affordable rental housing. This program was extremely popular.

Fast Facts
- 673 individuals assisted from the Rent/Utility Bank.
- $490 average dollar amount of assistance loaned to individuals from the Rent/Utility Bank.
- 280 average number of monthly applications on the Central Waiting List.
- 108 applicants housed in social housing.
- 826 subsidized social housing units.
Affordable Housing Program (Rental and Supportive Component)
The creation of affordable rental housing is a priority of Haldimand and Norfolk Counties. The province allocated funds to the two Counties to allow local private developers and landlords to apply for up to $70,000 per unit for the creation of new affordable rental units for low income residents. Haldimand and Norfolk were allocated sufficient funds for up to 25 new units.

After successfully creating 28 units of affordable rental housing, an additional seven affordable rental units were allocated in 2008 for construction and renovation of units in Cayuga, Hagersville and Caledonia.

The Rental and Supportive program intended to ensure that rents in assisted units would remain at or below 80% of the market rent for the geographic area in which the units were built for at least the next 20 years.

Capital Repair Funding for Existing Social Housing Units
In late summer of 2008 the province made almost $400,000 available for urgent capital repairs in existing social housing buildings in the two Counties. The capital funding was meant to upgrade and extend the functional life of social housing buildings as well as creating some energy efficient improvements.

Following an evaluation of urgent capital works jobs submitted by social housing providers, an evaluation committee awarded funding for more than 20 capital works jobs in 13 different social housing provider buildings. Capital repairs for new furnaces, roofs, energy efficient windows and energy efficient appliances were approved and funded.

Health & Social Services Advisory Committee

Haldimand Representatives
Councillor Tony Dalimonte (Chair)
Councillor Craig Grice
Councillor Don Ricker

Norfolk Representatives
Councillor Harold Sonnenberg
Councillor Heidy Van Dyk
Councillor John Wells (Vice Chair)
Budget 2008 - EXPENDITURES

- Haldimand-Norfolk Health Unit: 29,019,300
- Haldimand & Norfolk Social Services: 17,291,900
- Social Housing: 7,602,800
- TOTAL: 4,124,600

Budget 2008 - REVENUES

- Federal/Provincial Grants: 29,019,300
- Haldimand County: 21,351,900
- Norfolk County: 4,211,600
- Other Revenues: 465,600
- TOTAL: 2,990,200

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