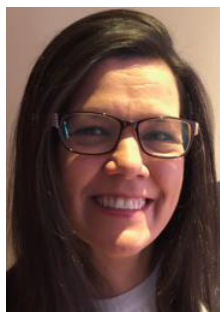


2016

# Health & Social Services Department ANNUAL REPORT



## Message from the General Manager, **Marlene Miranda**



In 2016, the Health and Social Services Department with the divisions of Social Services, Housing Services, Public Health and Norview serving both Norfolk and

Haldimand proved to have another busy year. Ministerial mandates and reforms focus on transformation and modernization, better access in an integrated system to improve the customer experience, deliver high quality care and to increase accountability. These priorities are witnessed with the Patient First Act, Human Service Integration, Social Assistance Modernization, Long Term Affordable Housing Strategy, Poverty Reduction Strategy, the plan for the Ontario Early Years Children and Family Centres, Residents First and the Public Health Audit to name a few. With these exciting developments comes a need for the right team structure with the right knowledge and skills to adapt to the significant change management.

### **Our Culture**

Many studies have proven the strong correlation between a healthy organizational culture and high performance, employee engagement and customer satisfaction. 2016 began

with the leadership team embarking on our journey of cultural renewal. In the fall, Our Culture was launched and staff were engaged to develop a Vision and Value. Our Culture will guide us in positioning the team to be engaged as a high performing team to provide high quality services in our changing environment.

### **Organization Restructure**

With the changing legislative landscape a review of the leadership structure within the department was undertaken to remain nimble and flexible. 2016 also brought significant turn over on the public health leadership team with six of the nine leaders leaving, leading to a timely organizational restructure in Public Health as we said goodbye to Jill Steen, Public Health Director. On behalf of the team I would like to thank Jill for her many years of service to Public Health and our communities.

Additionally, with an enhanced focus of quality, planning, performance and accountability the QPAP division was developed and the search was underway for a manager to lead the division.

The Ontario Works (OW) review was initiated at the end of 2016. 2017 will implement the OW review recommendations and continue other divisional structural reviews.

Thank you to staff, volunteers and community partners

2016 was another busy year with many accomplishments as individuals and teams. Several highlights are showcased throughout this annual report.

In closing to all the staff, volunteers and partners, a sincere THANK YOU! Because of each of you our goals and ambitions are realized.

In looking forward to 2017 many exciting changes are welcomed. We will shape the future for our communities as we continue to serve the communities we value and embrace.

## **Health & Social Services Advisory Committee 2016**

### **Haldimand Representatives**

Councillor Bernie Corbett  
Councillor Tony Dalimonte (Chair)  
Mayor Ken Hewitt<sup>1</sup>  
Councillor Fred Morison<sup>2</sup>

### **Norfolk Representatives**

Councillor Doug Brunton  
Councillor Harold Sonnenberg  
Councillor John Wells (Vice Chair)

<sup>1</sup>January 1 to November 30, 2016

<sup>2</sup>Appointed December 1, 2016

## Manager's Report, **Heidy VanDyk-Ellis**



The Haldimand-Norfolk Social Services & Housing Division is the Consolidated Municipal Services Manager (CMSM) for Ontario Works, Housing and Homelessness,

and Child Care and the Early Years in Haldimand and Norfolk. In 2016, the CMSM continued to respond to changes in provincial legislation, funding and programming that impact the services we deliver to our community. The Ministry of Housing, the Ministry of Education and the Ministry of Community and Social Services continue to implement their agendas to transform and modernize program delivery in Ontario and move towards a system of human services that is more integrated, person-centred and responsive to the community's needs. We also continue to see new financial investments in housing and children's services which we are using to enhance and expand services in Haldimand and Norfolk.

### Funding

In Ontario Works, the province is continuing to upload the costs of mandatory and discretionary benefits that are paid out to our clients. In 2016 the municipal share of these costs was 5.8%. This upload will continue to 2018 at which time 100% of the Ontario Works benefits costs will be paid by the Province. This upload resulted in savings to the municipal levy in 2016 in the amount of \$177,400, representing a 28.2% decrease in the municipal levy requirement for the Ontario Works program.

The Housing and Homelessness programs experienced increased federal and provincial investments. There was an increase in funding to the Community Homelessness Prevention Initiative (CHPI) program in 2016, with additional increases announced for 2017, 2018 and 2019. These funds are used to provide emergency shelter and homelessness prevention as well as stabilization supports to people experiencing homelessness or at imminent risk of homelessness. The federal and provincial governments also announced the Social Infrastructure Fund, which included capital funding for the creation of new affordable housing and funds for our other popular affordable housing programs, including housing allowances, Ontario Renovates and the Affordable Home Ownership program. The CMSM was also pleased to see funding included in this envelope for social housing providers to complete capital repairs to their existing rent-geared-to-income housing. All social housing providers in Haldimand and Norfolk who applied for funding received an allocation.

Children's Services saw an increase in their funding allocation from the Ministry of Education in 2016, to be used to support our licensed child care centres. Recently, the Ministry announced additional capital and operating funding allocations to support expansion and increased access to licensed child care. This initiative will begin in 2017 and continue on into 2018. Haldimand and Norfolk will be working to create 100 new licensed child care spaces to contribute to the province's goal of creating 100,000 new licensed child care spaces across Ontario.

### Program Updates

The Ministry of Community and Social Services is moving forward with its plans to modernize social assistance in Ontario. This includes initiatives such as more self-serve options for clients, including a mobile option, and a more person-centred approach to service delivery which focusses less on administration and more on qualitative work with clients to improve their lives and support them to move towards financial independence. This is a five year plan that is set to be launched in the fall of 2017.

In Children's Services, much work has been completed on the community plan for the Ontario Early Years Child and Family Centres that are set to open on January 1, 2018. The Children's Services program has been working with our partners at the Best Start Network and with our community through consultations and surveys to determine what the Centres will look like in Haldimand and Norfolk. We are excited about this new initiative and look forward to providing this enhanced service to children and families. Children's Services staff also continues to work with our partners in the Grand Erie District School Board and the Brant Haldimand Norfolk Catholic District School Board to deliver on the Ministry's goal of offering, where possible and viable, licensed child care and before and after school programming within schools. In 2016 we saw the opening of a new child care centre at Lakewood Elementary School in Port Dover, operated by Today's Family. This work continues as we look at how best to address the need for licensed child care in our community.

Housing and homelessness programs have seen some changes as a result of the update to the Long Term Affordable Housing Strategy. This has included the introduction of a two year pilot project to support victims of domestic violence with a portable housing benefit. We have been pleased to participate in this pilot program, in partnership with Haldimand & Norfolk Women's Services. The Ministry of Housing has also released a framework for an overall portable housing benefit and we look forward to seeing how this might be an affordable housing option for those who have been waiting numerous years for rent-geared-to-income housing. In 2016, Housing also completed a program review of all of our CHPI-funded programs, with the assistance of Org Code Consulting, Inc.

The consultant's final report was presented and accepted by Norfolk County Council. We are working on implementation of the consultant's recommendations which will continue in the coming year. The end goal is to create a system of housing and homelessness prevention supports that has a single point of access, is responsive and is evidence-based in the "Housing First" philosophy.

The overarching theme of the province's modernization and transformation agenda is that of human services integration. When we provide services in an integrated fashion, we provide better and more holistic client service. People who need our support no longer are required to tell their life story multiple times to multiple people and

there is "no wrong door" to service. Integrated service better supports people to get the assistance they need to move along the continuum to increased independence and stability.

I am very proud of the work that is done each and every day by our team of hard working and dedicated professionals in the Children's Services, Housing and Ontario Works programs. I know that we are making a positive difference in the lives of vulnerable people in our community. I look forward to the year ahead and to see how the changes in provincial direction for our program areas will improve our services locally.



## Employment Services

### Stats

- 352 clients obtained employment and 264 clients accessed Career Coach services as a result of finding employment.
- 924 clients attended various Life Skills workshops and Employment Information Sessions
- 57 clients completed Community Placement programs and 36 clients participated in jobs skills training which includes, PSW, AZ/DZ, security guard and Long Term Care training.
- 7 clients accessed Employment Placements and Employment Placements with Incentives, all are employed.
- 284 clients were referred for Community Supports, 38 obtained financial resources from a more appropriate source.



## Social Housing

### Highlights

- In 2016 we received additional federal funding through the Social Infrastructure Fund, which the Province matched, and we were able to expand the Investment in Affordable Housing program to increase the number of households receiving Housing Allowances, we also increased the Ontario Renovates Program and Home Ownership program.
- We also received funds towards the Social Housing Investment Program, and were able to allocate funds to each Housing Provider who applied for funds towards capital improvement projects.
- We are also participating in the Ministry of Housing pilot Survivors of Domestic Violence Portable Housing Benefit program. The program is geared towards victims of domestic violence currently on the centralized waiting list. For those households who chose, they can receive the portable housing benefit towards a market rental unit and remain on the central waiting list.
- Norfolk County Council approved the findings of the Community Homelessness Prevention initiative, and staff are in the process of implementing the findings of the review. Implementation will include a coordinated entry approach for households experiencing homelessness or in need of support to prevent homelessness, using the principles of Housing First

### Stats

- 300 households on the centralized waiting list for rent-geared-to-income housing
- 30% are seniors, 50% adults, with the longest wait time, in some instances up to 8 years in Simcoe
- 13% of CWL are victims of domestic violence
- Ontario Renovates – 54 homes renovated, total of \$520,000 work completed (this is a significant increase from previous years due to receipt of additional federal and provincial funding through the Social Infrastructure Fund and IAH funding programs)
- Home Ownership – 8 new homeowners assisted, total of \$150,000 forgivable loans awarded
- Housing Allowances – 57 market rent households assisted, significant increase, again due to new federal and provincial funding through Social Infrastructure Fund
- 472 households in Haldimand and Norfolk requested supports in the emergency shelter program. Nearly 1200 households sought some type of support in relation to homelessness or homelessness prevention in Haldimand and Norfolk Counties

## Children's Services

- 175 child care fee subsidy applications completed
- 488 children supported with fee subsidy
- Addition of 22 child care spaces with the opening of Christ the King Child Care Centre in Port Rowan
- Processed wage enhancement applications for 35 licensed child care programs and approved up to \$2 per hour of wage enhancement grant (supported by funding received

from the Ministry of Education) for 130 child care program staff and 20 home child care providers within Haldimand and Norfolk

- Supported the construction of two natural playgrounds in Norfolk County
- Partnered with Mississaugas of the New Credit First Nation to host our 3rd Annual Summer Celebration with 390 people in attendance including children and staff from 11 daycares and the Ontario Early Years Centres
- Implemented a system wide child care fee reduction to in-



crease affordability and reduce parent fees across Haldimand and Norfolk

## Message from the Acting Medical Officer of Health, **Dr. Malcolm Lock**



Building upon the Director of Public Health and Chief Nursing Officer's comments, it is easy to see that all our staff have been completely occupied throughout 2016 with their primary roles of preventing disease and

harm, protecting the health of the public, and promoting health and well-being. In addition to these on-going day-to-day activities, the Minister of Health and Long-Term Care has launched additional health initiatives which are aimed at improving community health and the health system in general.

Dr. Hoskins "Patients First" plan is a patient-centred approach, aimed at providing more autonomy for patients as well as improving access, and providing faster access to the right care. There are many community health strategies embedded within this plan, which will involve our Public Health staff in planning and delivery. A five-year poverty reduction strategy, expansion of the existing Smoke-Free Ontario strategy, a healthy kids' strategy, an Ontario alcohol strategy, menu labelling, increasing the number of nurse practitioner clinics, an expanded dental care program for children, plans to address supports for Alzheimer's disease and related dementias, improving vaccination uptake for vaccine preventable diseases, and increased financial investment over three years to address mental health and addictions.

Additionally, the Ontario Public Health Standards (OPHS) are un-

dergoing modernization into 2017 which will further guide the work of public health.

These are some but not all health system changes that will become either the primary responsibility of public health staff, or, in which we will play a significant planning and collaborative part.

All of these changes speak to the need for public health to strengthen their community partnerships in order to develop a truly integrated and efficient health system and network. We hope that our operational and strategic plan for the ensuing years reflects this approach.

I am proud of the work ethic and commitment of our staff, who mostly conduct their work invisibly.

I recently attended a symposium where the speaker made an interesting comparison. He likened the work of public health to a modem on your home network. The modem does its work in accessing and processing thousands of different Internet requests seamlessly and unseen, day-over-day. We only become aware of the modem's critical importance when it ceases to perform these actions. If any of you have experienced a modem failure, you know too well how panicky and disruptive this can be. Public health staff carry out their daily work in a similar way and seamlessly for the community benefit.

I consider myself fortunate to be part of this team who are working on your behalf to ensure some of the aspirations mentioned above, become reality.



## Message from the Director, **Susan Taylor**



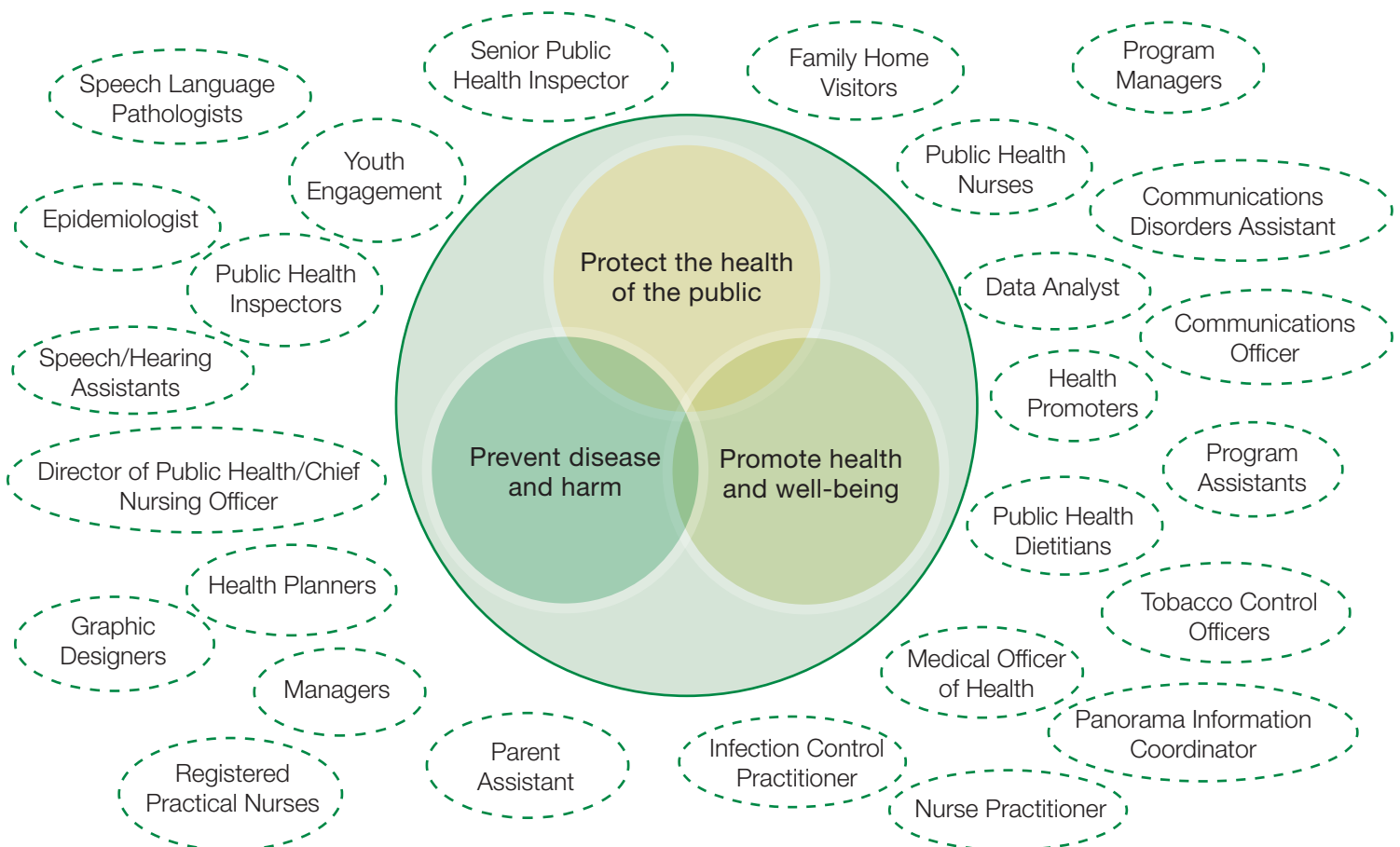
In 2016, the Haldimand-Norfolk Health Unit (HNHU) embarked on the implementation of its new strategic plan, designed to “build healthy, vibrant, caring communities for all”. Through this plan we hope to improve public understanding of the services delivered to the residents of Haldimand and Norfolk. With only 88 staff (full time and part time), we are a small health unit compared to others in Ontario, and yet on a daily basis, we pull together to deliver truly inspiring results in a full range of services.

The mandate of public health focuses on three key areas– protecting the health of the public, preventing disease and harm, and promoting health and well-being. The HNHU adheres to evidence based standards and detailed protocols set forth by the province to drive action plans in all three areas. The business practices of the HNHU are guided by a companion set of organizational standards. Through creative collaboration,

health unit staff look closely at how we can work together within the health unit, with our colleagues in other departments of Haldimand and Norfolk Counties and more broadly with community partners.

Public health employs a wide range of professional and support staff to deliver our mandate. The highlights in this report of accomplishments have been selected to give a sense of the breadth and depth of the work we do. This is an ever-changing, evolving landscape, and going forward into 2017, public health finds itself more closely connected than ever before to the overall design of health and health care services in Ontario.

As a new member of the leadership team, one of the things that, from the beginning, has been evident to me is the passion, commitment and teamwork within our unit. I am proud to represent the Haldimand-Norfolk Health Unit as the director of public health and chief nursing officer. I hope you enjoy these highlights and will follow our successes in 2017.



## Protecting the Health of the Public



The HNHU monitors conditions for handling and preparation of food; delivery of drinking water and cleanliness of recreational water to ensure that residents of Haldimand and Norfolk Counties have access to consistent, safe sources and that provincial and local regulations are met.

Over the course of 2016, a team of public health inspectors (PHIs) followed detailed protocols as they inspected 92 recreational water facilities (pools, hot tubs, splash pads) and investigated 72 adverse drinking water incidents. They completed 1150 food inspections, assessed 759 special event applications and inspected 237 of those events so that guests could celebrate and enjoy the experience of our local hospitality without concern. PHIs trained 268 food handlers so that restaurants and food services would be aware of safe handling, preparation, and storage. They conducted 481 inspections of bunkhouses to ensure that living conditions for agricultural employees meet the same standards we should all expect, and responded to 163 general complaints and

59 inquiries from the public. All of this was coordinated through the tireless efforts of the team's program assistants.

Public health inspectors with the Infectious Disease team also conducted 368 inspections, including 123 personal service settings (tattoo, piercing and nail establishments), 41 daycare facilities, 11 residential facilities, 207 institutional food inspections (hospitals, long-term care homes, retirement homes, child care centres).

Public health inspectors also play a key role in monitoring our community for "vector-borne" diseases – that is, illnesses that can be transmitted to people through insects like ticks or animals like foxes and skunks. In 2016, the HNHU consulted on 247

tick exposures and contributed to 478 rabies investigations. Many of these occurred after usual business hours, and support was provided through the on-call services of the public health unit.

Tobacco enforcement officers (TEOs) are tasked with ensuring that vendors in Haldimand and Norfolk Counties are compliant with the legislation around sale of cigarettes. In 2016, 881 Smoke-Free Ontario (SFOA) inspections were completed and a virtually flawless rate of compliance was reported. In January 2016, the Electronic Cigarette Act (ECA) came into effect, prohibiting the sale of electronic cigarettes to people under the age of 19. As a result, 119 education-based inspections were conducted at e-cigarette vendor locations and 54 youth access inspections occurred; 52 of those inspections were compliant, meaning the vendor did not sell to the youth test shopper.



## Preventing Disease and Promoting Health and Well-Being in Babies, Preschool and School Age Children

The Healthy Baby Healthy Children program helps children get a healthy start in life by providing guidance and education to families who would benefit from extra support. With support from the team's program assistant, specially trained public health nurses followed up on screens of 136 pregnant women, 914 mothers with new babies and 35 families with children, assessing risks and negotiating services that best meet the needs of the family. On average, public health nurses and family home visitors stayed connected to families for 18 months, working with them on child growth and development, parenting and other needs. Service planning and coordination; home visiting, education and support from a trained peer worker; and referrals to community services such as social services, counselling and Ontario Early Years Centres were a few of the offerings of the program. Health promoters and public health dietitians were integral to the development of materials and resources.

Our popular publication, [The Joy of Parenting](#), was updated to reflect current standards. This marks the 12th revision since the Joy of Parenting's initial publication in 1988. We are proud to make this guide available for parents, directly through the health unit and through many of our partners.

Public health nurses provided prenatal classes to 214 women and their partners in Simcoe, Caledonia and Dunnville. A total of 1,067 consultations were provided to parents and caregivers by a public health nurse at Well Baby Drop-ins in Simcoe, Delhi, Caledonia and Dunnville. An additional 58 residents of Haldimand and Norfolk counties registered for our new online prenatal course. A health promoter provided Car Seat

Technician Training to 33 community professionals and re-certification for six Car Seat Technicians.

The Haldimand Norfolk Preschool Speech and Language team of speech-language pathologists, speech/hearing, communication disorders and parent Assistants, collaborates to support children from birth to the end of their junior kindergarten year. Services include infant hearing screening, assessments, home programming, monitoring, individual and group sessions, parent training, and consultations. In 2016, the team decreased (improved) the average wait time from referral to assessment by 27% from 41 to 30 weeks. In total, 176 children were assessed by a speech and language pathologist and 360 children received an intervention/treatment. The average age of children referred to the program was 28 months.

The Healthy Smiles Ontario program is delivered by a team that includes a consulting dentist, registered dental hygienists and a dental assistant. The team's program assistant was instrumental to their provision of screening to 4155 children in Haldimand-Norfolk through school screenings and preventative screening clinics offered in our community.

The Fluoride Varnish School Program had another successful year, with an increase in enrolment to 207 children. Classroom brushing programs have continued to expand, with another five schools joining.

Vaccination programs play a key role in reducing potentially fatal diseases like polio, measles, mumps and rubella. In 2016, nurses were responsible for vaccinating 2665 people, including 279 students in high school clinics, 1684 students in elementary school clinics and 702 people at the HNHU clinics. Students in elementary and secondary schools must be immunized according to the Immunization of School Pupils Act (ISPA). Nurses and program assistants in the immunization program reviewed 3249 records of elementary school students for adherence to the protocol, and achieved a remarkable 99.5% compliance rate through their diligent follow up.





## Spotlight on Healthy Schools in Haldimand and Norfolk

In 2016, five local elementary schools established new Healthy School Committees. With support from the School Health Team, these committees developed and implemented plans to improve the health of their students and school community, with areas of focus including healthy eating, physical activity and mental health promotion.

Teeterville Public School led the way in modelling Comprehensive School Health. With the initiation of a Healthy School Committee they were committed to making healthy changes in their school. They completed the Healthy Schools Assessment tool which provided an overview of their strengths and needs related to health. Initiatives that the school chose to pursue included Play-ground Activity Leaders in Schools (PALS), MindUP, The Great Big Crunch and a local Fresh from the Farm fundraiser. Teeterville was also a successful candidate of the HNHU, Healthy Student Bodies grant. Their focus was on physical activity, which involved all students participating in Fitness Fridays and celebrated with an all-day fit-a-thon at the end of the school year. Through these initiatives and with collaboration of the school administration we are confident that we will continue to work together to make our schools a healthier place to live, learn and work.



## Youth Engagement: Promoting Health and Well-Being

Over the past decade, HNHU staff have diligently worked within the four pillars of tobacco control – prevention, protection, enforcement and cessation – in an effort to make a difference to the health and well-being of the residents in Haldimand and Norfolk. In 2016, we celebrated the 10th anniversary of the Smoke-Free Ontario Act (SFOA), and we celebrated that smoking rates in Haldimand and Norfolk have dropped from 30% in 2000/2001 to 21.5% in 2013/2014. This represents about 6,700 fewer people smoking, and who, as a result, are living with improved health.

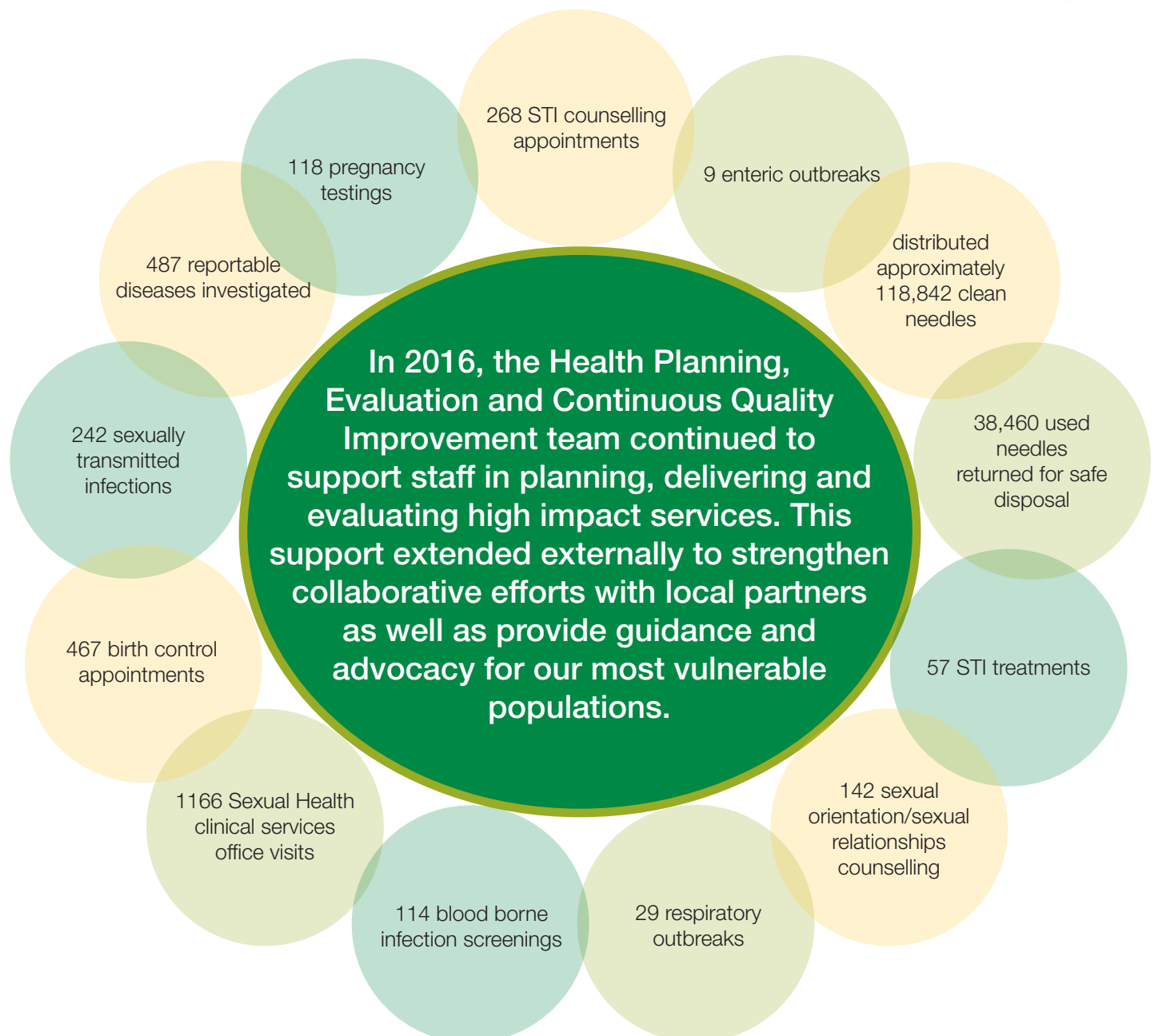
One of the highlights of the SFO initiatives is the grass-roots youth advocacy effort that has resulted in implementation of amended and new provincial legislation. Locally, a total of 19 youth volunteered with the Health Education & Advocacy Team (HEAT), contributing an impressive total of 1074 hours in 2016 alone. Recognizing the influence of smoking in movies on the smoking behaviour of youth led to the creation of a PSA. This PSA “Kids copy what they see. Keep their movies smoke-free!”, was played 22 times a week at The Strand in Simcoe, ON from May to December. It effectively raised awareness of the issue of smoking in the movies.



## Preventing Disease and Harm, and Promoting Health and Well-Being

Through Reportable Disease Case Management, 487 reportable diseases were investigated including 242 sexually transmitted infections using a multi-disciplinary approach with public health inspectors and public health nurses successfully completing each case investigation. The team also collaborated with our institutional facilities to manage 29 respiratory outbreaks and 9 enteric outbreaks. This unique pairing of skill sets, combined with the expertise of the infection control practitioner, brings a comprehensive perspective to these complex situations.

Public health nurses and nurse practitioner from the Infectious Disease and School Health teams provided 1166 office visits for Sexual Health clinical services, including 268 appointments for STI counselling; 57 for STI treatments; 114 for blood borne infection screening; 467 appointments for birth control; 118 for pregnancy testing; and 142 sexual orientation/sexual relationships counselling. Our Needle Syringe Program, as one part of our overall approach to Harm Reduction, distributed approximately 118,842 clean needles and 38,460 used needles were returned for safe disposal.



## Spotlight on Building Healthy Supportive Environments in Haldimand and Norfolk

The Health and Social Services Department is committed to contributing to review of land-use developments in Haldimand and Norfolk Counties from a number of perspectives that can impact the health of the community and its residents.

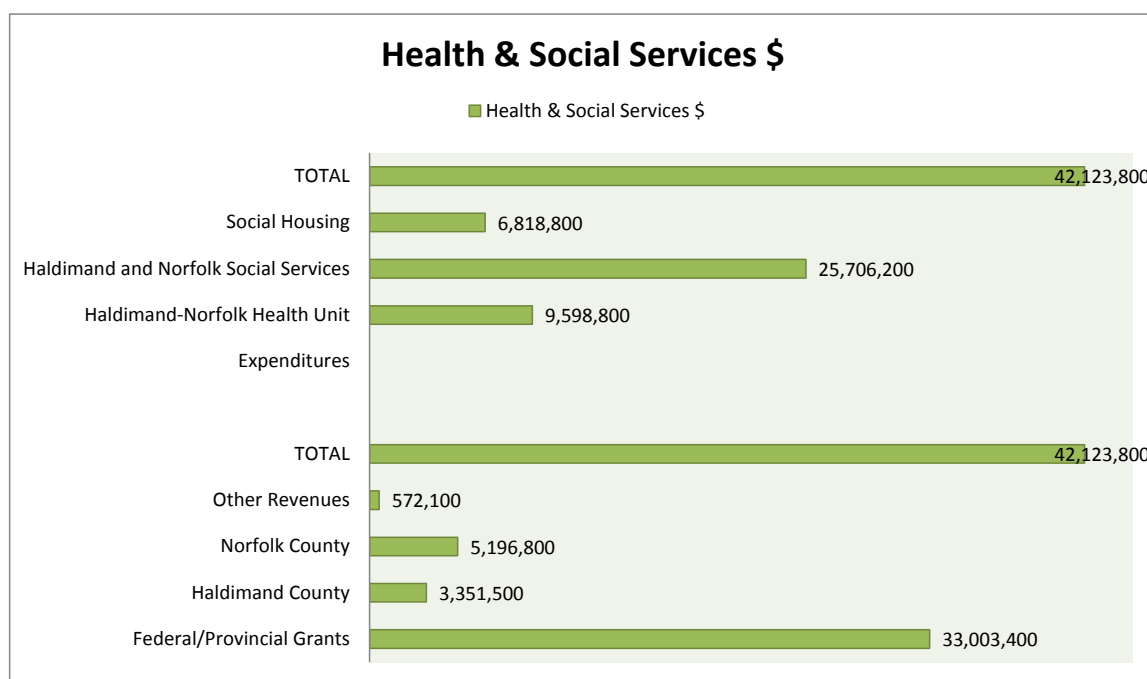
An integrated team of staff from the HNHU and Housing Services review all planning applications [including plan of subdivision, zoning amendments and site plans] and provide comments addressing environmental health, food safety, access to healthy food, active transportation and access to affordable housing. In 2016, staff provided comments and recommendations on a total of 42 applications. This team also consulted on Norfolk County's Official Plan Review.





## Health & Social Services

Revenues	\$	Expenditures	\$
Federal/Provincial Grants	33,003,400	Haldimand-Norfolk Health Unit	9,598,800
Haldimand County	3,351,500	Haldimand and Norfolk Social Services	25,706,200
Norfolk County	5,196,800	Social Housing	6,818,800
Other Revenues	572,100		
<b>Total</b>	<b>42,123,800</b>	<b>Total</b>	<b>42,123,800</b>



### Health Unit

**Simcoe:** 519.426.6170 or 905.318.6623  
**Caledonia:** 905.318.5367  
 info@hnhu.org • www.hnhu.org

### Social Services

**Simcoe:** 519.426.6170 or 519.582.3579  
**Dunville:** 905.318.6623  
 hnss@hnss.org • www.hnss.org

### Social Housing

**Simcoe:** 519.426.6170 or 905.318.6623  
 housing@haldimand-norfolk.org  
 www.hnhousing.org

*Designed by Communications Services of the Health & Social Services Department.*