

MUNICIPAL SHARED SERVICES COMMITTEE

AGENDA

Date: Thursday, March 21, 2024
Time: 1:30 p.m.
Location: Teams Meeting - Stratford Hosting

- 1. Call to Order**
- 2. Disclosure of Pecuniary Interest and the General Nature Thereof**

The *Municipal Conflict of Interest Act* requires any member of Council declaring a pecuniary interest and the general nature thereof, where the interest of a member of Council has not been disclosed by reason of the member's absence from the meeting, to disclose the interest at the first open meeting attended by the member of Council and otherwise comply with the *Act*.

- 3. Confirmation of the Agenda**
- 4. Adoption of Previous Minutes – December 21, 2023 Meeting**
Attachment – Draft minutes of December 21, 2023
- 5. Business arising from the previous minutes.**
- 6. Social Services** - 4th Quarter Update for the Social Services Department (2023)
- 7. Stratford Perth Archives** – Activities Update Report from Stratford-Perth Archives for MSSC Meeting of March 21, 2024
- 8. Perth Paramedic Services** - Municipal Shared Services Committee – Perth Paramedic Services 2023 Final Report
- 9. Provincial Offences** - POA Court Services 2023 Year-End Report for MSSC and Operational Update

10. New Business

11. Next Meeting – June 20, 2024 at 1:30 p.m. (County of Perth hosts)

12. Adjournment

MANAGEMENT REPORT

Date: March 21, 2024
To: Municipal Shared Services Committee
From: Kim McElroy, Director of Social Services
Report#: 4th Quarter Update for the Social Services Department (2023)

Ontario Works

Accertaclaim ServiCorp Inc. Contract Renewal

Background: Accertaclaim ServiCorp Inc. (herein referred to as Accerta) has been adjudicating dental claims on behalf of the City of Stratford Ontario Works (OW) Division since 1999 when the initial agreement was signed. Accerta is a B-Corp certified social enterprise and supplementary healthcare benefits provider for government programs. Accerta provides a full suite of services related to adjudicating claims and allows for the local OW Division to solely make payment for dental claims.

Analysis: Accerta is responsible for the eligibility determination of dental claims for clients currently in receipt of Ontario Works. They work with dental offices to adjudicate claims made as part of the discretionary dental program offered by Ontario Works, then determine eligibility, advise dental offices of eligible procedures and costs, and make payment on behalf of the City of Stratford to said dental offices. The Ontario Works Division makes payment on a monthly basis for the total amounts owing, on behalf of eligible clients. The table below details amounts paid by Accerta as well as the fees paid by the City of Stratford Ontario Works Division over the past three years:

Year	Clients Served	Number of Services Covered	Dental Claims Paid	Fees Paid
2020	91	359	\$16,460	\$741
2021	92	415	\$18,726	\$843
2022	100	513	\$26,946	\$1,213

In addition to the adjudication of dental claims, staff have explored having Accerta adjudicate both denture and vision-related claims. This has been in consultation with CUPE 1385 staff directly affected by the change, and staff are recommending an expansion of the service agreement to include these additional claims.

Currently, these claims are managed by Ontario Works caseworkers but in an effort to reduce administrative burden, in line with Provincial modernization initiatives, the local office is recommending moving ahead with having Accerta adjudicate these claims. It is anticipated that the time savings from pre-approving, sending letters of approval, holding letters and revisiting old claims and making payment will allow for more high impact time to be spent with Ontario Works clients, as opposed to completing administrative activities such as these.

Another benefit with proceeding as recommended, the local office can further the paperless initiative and move away from the issuance of paper dental cards as dental offices, vision care offices and denturists will now be able to access an online portal that helps them determine eligibility in real-time and submit payment via the online portal. This will reduce the use of paper in the local office, reduce the time spent sending approval letters or creating replacement dental cards and will reduce the administrative burden on local Ontario Works staff. The online portal also increases the efficiency of this service and allow for the Ontario Works office to meet another Provincial modernization initiative (shifting to a paperless delivery format, where possible, for all information related to Ontario Works). Currently 35% of the caseload is enrolled in MyBenefits which allows for paperless delivery of all communications for those individuals and families.

Financial Implications:

Financial impact to current year operating budget:

The cost related to the adjudication of dental claims is a set fee of \$100/month plus a percentage of claims paid. These costs are budgeted within the 100% Provincial portfolio on a yearly basis and have no impact on the City's net budget.

To implement the Electronic Verification (EV) portal, there is a one-time fee of \$3,400 plus an ongoing cost of \$90/month. These costs were budgeted in the Consultants line of the Ontario Works budget for 2023 and have no impact on the City's net budget for 2023.

To have Accerta begin adjudicating denture and vision claims will cost \$1,000 per program for set-up (\$2,000 in total) plus \$100 per month and 4.65% of claims paid. These costs were also budgeted in the Consultants line of the Ontario Works budget for 2023 and have no impact to the City's net budget for 2023.

The total one-time fees owed for 2023 is \$5,400 to set up the EV portal and begin adjudicating denture and vision claims. These were budgeted within the 2023 Ontario Works budget and have no impact on the City's net budget for 2023.

The cost of ongoing benefits for the clients accessing these programs are paid through the Discretionary Benefits program which is 100% funded by the Provincial government and have no impact on the City's net budget for 2023.

Financial impact on future year operating budget:

Moving forward, the ongoing costs for the delivery of these programs will be budgeted into the Ontario Works budget, utilizing the 100% Provincial funding portfolio first, where possible, before utilizing the cost-shared administrative dollars. The cost per month is for denture, vision, dental and the EV portal are anticipated to be:

Set fee: \$290/month (\$3480/year) plus 4.65% of claims paid.

These costs are continually budgeted by the Ontario Works Division. The cost of ongoing benefits for the clients accessing these programs are paid through the Discretionary Benefits program which is 100% funded by the Provincial government and are expected to have no impact to the City's net operating budgets in future years.

OUTCOME: THAT The Corporation of City of Stratford enter into an agreement with Accertaclaim Servi Corp Inc. for the delivery of healthcare benefits (dental, denture and vision care) for the Ontario Works Division;

AND THAT the Mayor and Clerk, or their respective delegates, be authorized to sign the agreement with Accertaclaim Servi Corp Inc. on behalf of The Corporation of the City of Stratford.

Child Care

Information on ECE Diploma Cohort

Background: Canada Wide Early Learning and Child Care (CWELCC) funding allocations are currently used to help reduce child care costs for parents to \$12 a day by 2026, support wage enhancements for RECEs and mitigate cost escalation in the industry. Coupled with directed Workforce Funding from the Province, the City is able to support an ECE Diploma cohort (up to forty students/cohort/year) for current qualifying child care staff working in Stratford, St. Marys, and Perth County. All associated costs including tuition and course materials are covered based on the staff meeting program eligibility as determined by Conestoga College and the City of Stratford.

Analysis: By partnering with Conestoga College, the long-term needs for more Early Childhood Educators (ECE) can start to be addressed, in the face of growing waitlists and demands in the childcare sector. Leveraging federal and provincial supports will help secure more local educators that often get lost to higher wage centres in larger urban settings. This funding also removes a significant financial barrier for individuals who cannot afford growing tuition costs, and it allows them flexibility to continue working full-time as the course expectations fall to evenings/weekends.

Financial Implications:

Financial impact to current year operating budget:

There are no impacts anticipated to the draft 2024 budget as identified CWELCC and Workforce Funding will be utilized. Each staff member in the cohort will have their tuition and course fees covered, totaling \$5,500. At maximum capacity (40 spaces), the total cost for one cohort is \$220,000, which will be fully funded from the provincial sources noted.

Financial impact on future year operating budgets:

This new program will be ongoing but is not expected to impact future operating budgets as it is included in existing funding lines that are reported directly back to the Ministry. It is anticipated there may be some amendments to this agreement throughout its life span which is expected given the evolving nature of the federal and provincial governments long-term child-care plans.

Outcome: THAT the report titled, "Information on ECE Diploma Cohort" (COU23-118), be received for information.

Housing

National Housing Co-Investment Fund for Renewal and Repair

Background: City of Stratford Social Services staff are making an application to obtain funding through the National Housing Co-Investment Fund (NHCF), renovation stream. This fund focuses on preserving existing affordable housing stock by developing energy efficient, accessible, and socially inclusive housing.

Funding can be used towards 30% of total eligible costs, up to a maximum of \$10,000 per unit. Recipients of this funding must ensure the following:

- That 30% of units within their portfolio are at or below 80% of Median Market Rent for a period of no less than 20 years.
- There must be a commitment to a minimum reduction of 25% in portfolio energy consumption and Greenhouse Gas (GHG) emissions.
- That the portfolio, either at the time of the agreement or by the end of the repair period contain a minimum of 20% of all units within the portfolio that meet the accessibility requirements of the target population.
- That best efforts will be made to ensure a minimum of 33% of units repaired are those which target women and/or women and their children.

If application approval is received, the City will have 30 days to indicate acceptance of the offer. CMHC will then prepare an agreement and the City will have 45 days from receipt of that agreement to return an executed copy. All program funding will be advanced in either the 2023/24 or 2024/25 fiscal year and the City will have 3 years to complete all repairs.

Analysis: Considering the 70% co-investment commitment component, staff analyzed the 10-year capital forecast, budget trends and actual expenditures for properties within the Perth and Stratford Housing Corporation portfolio. Based on this analysis and the acceptable uses of funding received, with an emphasis on energy efficiency and accessibility, it was determined that an appropriate level of funding requested through the application would be \$2,500,000 to repair a minimum of 250 units. Receipt of this funding would commit the City to completion of \$8,333,333 in total eligible repairs and capital upgrades over the three-year period of the agreement. This would include a commitment of \$5,833,333 of municipal funding over three years. This amount was anticipated to be spent on capital repairs over this time and will be cost-shared with Perth County and the Town of St. Marys. These repairs will allow the Perth and Stratford Housing Corporation's buildings to become both more energy efficient and accessible.

A successful application will result in the ability to move ahead more quickly with energy efficiency and accessibility projects identified in the asset management plan. Further, the additional funding will reduce some of the budget pressure in selecting more energy efficient options for capital repairs and replacements.

Financial Implications:

Financial impact to current year operating budget:

Based on the timing of this application there are no anticipated impacts on the current year budget.

Financial impact on future year operating budget:

Receipt of the funding would provide an influx of \$2,500,000 revenue towards eligible capital and operating expenditures over the 3-year period following execution of the agreement. This would also commit the City to co-invest a total of \$5,833,333 over this same period. It is not expected that this will impact the 2024 budget as the amount budgeted as it was anticipated that \$5,833,333 would be spent over three years.

Link to asset management plan and strategy:

Funding through this program will allow energy and accessibility upgrades to be completed to the 663 aging community housing stock to be completed in a timelier fashion. This will extend the useful life of these properties, as such the asset management plan and 10-year forecast will be adjusted accordingly. While this funding will allow major repairs to be completed in a more timely fashion, it will not extend the useful life of the units as it is general maintenance.

Outcome: THAT staff be directed to submit an application to obtain funding through the National Housing Co-Investment Fund renovation stream;

THAT subject to the application being approved, The Corporation of the City of Stratford enter into an agreement with Canada Mortgage and Housing Corporation to receive funding through the National Housing Co-Investment Fund Renewal and Repair program;

THAT the Mayor and City Clerk, or their respective delegates, be authorized to sign the agreement and related documents on behalf of the municipal corporation, as required with Canada Mortgage and Housing Corporation;

AND THAT the City Clerk be directed to bring a by-law forward to authorize the entering into and execution of the agreement with Canada Mortgage and Housing Corporation to receive funding through the National Housing Co-Investment Fund Renewal and Repair program.

Homelessness

Enhancements to the Homelessness Response in Stratford, St. Marys, and Perth County

Background: As part of the City of Stratford's Coordinated Response to Unsheltered individuals (a response that has been adapted across the service area) Outreach staff are regularly checking in with individuals experiencing homelessness and offering connections to services, referrals to community partners, Emergency Housing solutions, and temporary supplies to assist while working collaboratively to secure permanent stable housing.

As a component of this coordinated response, outreach staff from the City of Stratford, Town of St. Marys, Municipality of North Perth, Stratford Police Service, Ontario Provincial Police, Community Paramedic program, and the Canadian Mental Health Association, who provide support to the homeless population are piloting a Community Care Kit program. Partners will keep care kits in vehicles to provide to individuals at encampments and sleeping rough. This is anticipated to provide some safety measures ahead of inclement weather when engaging with supports and build trust between Outreach staff, partner agencies, and the individuals receiving supports.

In addition to the Care Kit program, the City of Stratford Consolidated Municipal Service Manager (CMSM) hopes to increase Outreach Worker visibility in the community through a shared branding approach that will have support staff wearing matching backpacks. This is expected to increase awareness of homelessness supports within the community and for those seeking them.

Analysis: Community Care Kits will consist of a variety of resources and intermediate supplies to individuals at encampments. These kits will be provided on an as needed basis by community partners to individuals and will be equipped with supplies to support individuals during winter months.

Kits will include but are not limited to the following:

- A list of community services and phone numbers in the area in which they are located
- A printout of warming stations and community meals, locations, and times
- Single-use disposable hand and glove warmers
- Gloves and hats

- City of Stratford Transit and PC Connect schedules.
- Lip balm
- A gift card for local establishments
- Reusable water bottle
- Socks

To spread awareness of these services within the communities, matching backpacks for partner support staff will be worn to increase visibility of these services. All staff within supporting roles have been provided a backpack which will be worn during day-to-day activities and when supporting individuals who are most vulnerable within the community. By providing consistent branding across service providers, members of the community either in need of support, or for those who have concern for fellow citizens, will be able to identify a support staff easily to review options of support available.

While the CMSM recognizes this is not a solution for individuals sleeping outside, the goal is to be able to provide essential items while services continue to work with individuals to find permanent stable housing.

Financial Implications:

Financial impact to current year operating budget:

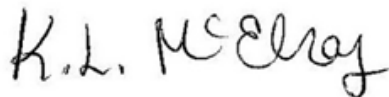
Purchase of the backpacks for support staff, at a cost of \$1,166.85 including HST as well as the care kits, at an approximate cost of \$15-\$20 each will be funded within the current Homelessness Prevention Program budget for 2023.

Financial impact on future year operating budget:

There is potential future impact on budgets if data from the pilot project warrants an expansion of the program. The impact, at an estimated cost of \$15-20 per care kit, will be dependent on the number of care kits required and will be assessed as the program progresses.

OUTCOME: THAT the report titled, "Enhancement to the Homelessness Response in Stratford, St. Marys, and Perth County" (SOC23- 022), be received for information.

Respectfully submitted,



Kim McElroy,

Director of Social Services - Consolidated Municipal Service Manager Stratford



Report Regular Council

To: Warden Ehgoetz and Members of Council
Meeting Date: March 7, 2024
Prepared By: Betty Jo Belton, Manager of Archives Services / Archivist
Subject: Activities Update Report from Stratford-Perth Archives for
MSSC Meeting of March 21, 2024

Recommended Action:

THAT Council receives the “Activities Update Report from Stratford-Perth Archives for MSSC Meeting of March 21, 2024” report; and

THAT Council approves the report for submission to the MSSC meeting of March 21, 2024.

Executive Summary:

This information report is the quarterly activities update from Stratford-Perth Archives for the MSSC meeting of March 21, 2024. Following up on the year end summary of activities presented at the Committee’s December 21, 2023 meeting it provides updated information about the number of research requests at the Archives last year, visits to the Archives section of the Perth County website and expanded information about the Archives’ local history articles in area newspapers. A celebration of having digitized copies of early local newspapers available on OurOntario is planned for Saturday, April 6 at the Archives in partnership with the Perth County Branch of the Ontario Genealogical Society.

Background Information:

Stratford-Perth Archives is a municipal archives for permanently valuable records created by the County of Perth and the County’s member municipalities of Perth South, West Perth, North Perth and Perth East and the City of Stratford. The Archives supports accountable and transparent municipal government by retaining and preserving permanent records in a secure and accessible manner after they have been transferred to the Archives from the 6 municipalities at the end of their established retention periods. The Archives also promotes preservation and use of historical records that were created by local community members.

Comments:

Updated Information about Research Requests in 2023

In 2022, there were 347 in-person visits to the reading room and 355 calls to the reference desk. (The reading room was closed during January and February in 2022 due to the pandemic.) In 2023, there were 740 in-person visitors and 334 calls to the reference desk.

Staff responded to 409 queries in 2022 via 1,521 emails, most with scans of records attached. In 2023, staff responded to 438 queries via 1,630 emails. Again, most involved sending scans of records and photographs.

Researchers Accessing Archives On-Line

In 2022, there were slightly more than 4,000 visits in total to the Archives section of the Perth County Website. In 2023, there were 11,284 visits by 7,174 visitors.

Besides the homepage, the most popular part of the Archives site is the Finding Aids and Digitized Collections tab with 3,120 visits by 1,636 users. Adding more content describing records in the collection and digitizing more records to make them immediately available online remains a high priority. Staff will continue with the local newspaper scanning project this year.

A celebration of having these digitized newspapers available on OurOntario is planned for Saturday, April 6 at the Archives in partnership with the Perth County Branch of the Ontario Genealogical Society.

Local History Articles in Area Newspapers

One of the ways that Archives promotes awareness of its services is publishing local history articles in area newspapers. Archives staff take turns writing these weekly articles which are published as “Reflections” in the Stratford Beacon Herald, “Appreciating Yesteryear” in the Mitchell Advocate and “Pieces of the Past” in the Listowel Banner. These articles encourage readers to access the holdings of the Archives, attend a talk here or visit an exhibit in our gallery. They can also be a means of encouraging donations by highlighting new collections.

These articles are part of long tradition of public outreach via area newspapers. Stratford-Perth Archives began publishing an “Old Postcards from the Archives” series in the Stratford Beacon Herald in the 1970s. The first “Reflections” article appeared in 1987. It was on early Black settlers in Perth County. “Historical Mitchell” (now “Appreciating Yesteryear”) has been published in the Mitchell Advocate since 1982. The first items published were vintage photographs of downtown Mitchell, one showing cars parked in the centre of the street, as well as along the sides. The Listowel Banner began publishing “At the Archives” (now “Pieces of the Past”) in 1983 with a story about the Archives’ new

microfilm reader and to report that the Donegal Women's Institute had donated a copy of their Tweedsmuir history scrapbook.

Last year, Stratford-Perth Archives published 64 local history articles in these 3 area newspapers.

Weekly articles published in 2023 were:

- Stratford Curling Club won Ontario Championship in 1930
- History of beer and breweries in Perth County
- History of the dairy industry and cheese making in Elma Township
- Hobbies recommended by Listowel's Dorothy Hymers in the 1970s
- Stratford Celebrated Valentine's Day in 1927 with weddings and fundraisers
- Travelling artist Josiah Halford and his 1870s portrait of Fullarton's Owenita Heal
- Stratford's Educated Ducks club supported local sports from 1929-1972
- History of the Blackmore-Hamilton Furniture Company, Listowel
- Stratford's Dr. Daisy Macklin (1873-1925) was an International Woman
- Celebrating St. Patrick's Day around Perth County in the 1870s
- New Streets of Stratford volunteer-run website has lots of content from the Archives
- It's fun to research mysterious photos at Stratford-Perth Archives
- Perth County cook books
- Celebrating Earth Day since 1970
- Hillebrecht family of Brodhagen and their wedding invitations, 1907-1958
- Listowel's first hospital founded in 1910
- Joanne Waddell of Newton was Canada's youngest postmistress in 1956 / Eileen O'Krafka of Rostock was Canada's oldest postmistress in 2019
- Perth County clubs and associations in the 1800s
- 1870 Ploughing Match held at Matthew Hamilton's farm in North Easthope Township
- Smoke from wildfires blocked sunlight in 1950 and many thought it was the end of the world
- Little is known about workers in photo taken at sawmill started in Woodham in 1870s
- Hattie Baker's Farm Centre for Boys, Fullarton Township served neglected children in first half of the twentieth century
- Story of Stratford architect Cornelius John Soule, 1851-1939
- Stratford's 1967 Canada Centennial celebrations included opening of Confederation Park
- Finkbeiner's Hardware store in Milverton and ink blotter souvenirs

Agenda Item #8.1.3.

- Penny postcards were a quick and inexpensive way to communicate in early 1900s
- Wellington, Guelph and Bruce division of the Great Western Railway arrived in Listowel in 1872
- Stratford celebrated becoming a city in 1885 with a grand gala day
- Perth County celebrated 100 years as an independent municipality in 1953 with mammoth picnic, sports, beauty contest, “husband calling” and other events at Stratford’s Queen’s Park
- Female entrepreneurs in the early years of Perth County included milliners, midwives and merchants
- 1869 earthquake felt in Elma, Mornington, Downie, North and South Easthope and Mitchell
- Wettlaufer Brothers’ 1890s pea harvester manufactured in Stratford and Mitchell was the best of the bunch
- James Brine of Blanshard Township was world famous Tolpuddle Martyr
- Stratford’s 1951 Fall Fair included a lot of “firsts”
- Dr. Donald Blair Fraser (1848-1933) from North Easthope Township was first doctor in Stratford to have a telephone
- Listowel’s 1922 Fall Fair “Beat All Previous Records” with musical ride act by Royal Canadian Dragoons and dance at McDonald’s Music Hall
- Teachers training at Stratford Normal School in 1922 competed to put on the best performance of The Comedy of Errors at City Hall
- Everyone was grateful for first peacetime Thanksgiving after World War II
- Professor Alexander Melville Bell, father of Alexander Graham Bell, presented readings from great authors at Mitchell Town Hall in 1872
- Kirkton Union School served Blanshard and Usborne Townships for more than 100 years
- Encounters with wolves and bears common events in Perth County in the 1800s
- 1926 Halloween celebrations in Listowel, Atwood, St. Marys, Mitchell, and Shakespeare
- WWI Private Allan Russell Baker of Millbank “died after discharge”
- 1919 Milverton Sun newspaper suggested planting baskets of flowering bulbs for Christmas gifts
- Hundreds greeted Santa’s arrival at Stratford’s 1958 parade
- Stratford women published Green Holly magazine as plea to build house of refuge for the poor of Stratford and Perth County
- Mitchell’s George Hicks wrote Santa Claus poem in 1923
- Listowel Studebaker dealer, M.F. Zurbrigg, had suggestions for winter car maintenance in 1922
- There’s still time to prepare a traditional steamed pudding for Christmas
- Aluminum trees were all the rage in the 1950s and 1960s
- Questions about Stratford-Perth Archives? / Happy New Year

Agenda Item #8.1.3.

A separate series of articles called “Times Past” has been published in the Stratford Times since 2021.

Monthly articles published in 2023 were:

- Saving Stratford’s City Hall (2 parts)
- Stratford’s 1932 Centennial celebrations
- Stratford’s Olive Griffith’s trip to England for the 1953 Coronation
- Teacher Rose McQueen left a lasting impact on Stratford
- Lakeside bandshell built in 1933 was controversial?
- Boost Trade with Stratford Made at 1922 exhibition
- Remembering the Old Home Week reunion of 1953
- Backyard vegetable gardens were a status symbol in the 1880s
- Mayor Betty McMillan and elected women of Stratford
- One Soldier’s Story - Ralph Jones, WWI soldier born in Stratford
- Green Holly Magazine Christmas tale by Katharine McLagan McKenzie of Stratford

Public Engagement:

Information about programs and services at Stratford-Perth Archives is regularly distributed through the County website and social media accounts, local media, information displays, and talks to community groups, like the one that took place at Perth East Public Library on February 21 with Archives Technician Jennifer Georgiou presenting Digitizing Your Treasured Family Photographs.

Financial Implications:

This report describes on-going reference and research, cataloguing and digitization, and public outreach activities at Stratford-Perth Archives reflected in the approved budget. There are no financial implications.

Connection to Strategic Plan:

Goal 2 – Regionalization & Service Effectiveness

Goal 3 – Customer Service Excellence

Goal 5 – Corporate Sustainability

Reviewed By:

Annette Diamond, Director of Legal / Corporate Services

Lori Wolfe, CAO

To: The Municipal Shared Services Committee
Meeting Date: March 21, 2024
Prepared By: Michael Adair, Chief of Paramedic Services
Subject: Municipal Shared Services Committee – Perth Paramedic Services 2023 Final Report

Recommended Action:

THAT the MSSC receives the “Municipal Shared Services Committee – Perth Paramedic Services 2023 Final Report” report for information.

Background Information:

Chief's Message:

I am pleased to provide this update to Perth County and our system partners on the delivery of Paramedic Services. During 2023 we emerged from the pandemic. This is a transitional year and as always, our staff have done an outstanding job of serving the community. Here are some highlights from 2023 and priorities for 2024.

2023 key accomplishments:

- Introduction of mental health training for paramedics.
- Deployment review resulting in the reduction in number of stand-by (vehicles moving to cover other areas of the region) by 16%.
- Broadened the Mobile Integrated Health (MIH) program to serve a greater community, including working with our partners at Stratford Social Services and strengthened other community partnerships.
- Cooperative purchasing strategy was approved to partner with Medavie Health Services (MHS).

2024 Priorities:

- Public access defibrillator program refresh.
- MIH operational planning for a 3 year outlook.
- Patient satisfaction survey for 911 operations to be implemented.
- First Watch business analytics partnership with MHS to roll out helping to inform operations and future planning.

- Hiring and retention of paramedics including building a pathway program for students to transition into employees at the end of their preceptorship.
- Continue to invest in mental health training for paramedics.
- Roll out purchasing strategy with MHS.

To all of our staff your commitment to the health and safety of Perth County is truly inspiring, and I want to express my sincere thanks for your selfless service. It takes a community know that your dedication is the heartbeat of our service.

I would also like to thank our health system partners for their close relationships, collaboration and support. In particular the Huron Perth Healthcare Alliance, Huron Perth Public Health, Listowel Wingham Health Alliance, the Huron and Perth Area Ontario Health Team, Stratford Social Services and all of our other partners we work with. In addition to this our emergency service system partners Stratford Fire Department, St. Marys Fire Department, North Perth Fire Department, Township of Perth East/Municipality of West Perth Fire Department, Stratford Police Services, and the Ontario Provincial Police.

More information about accomplishments from 2023 and key objectives of 2024 are found in the PCPS Business Plan starting on page 134 of the [Paramedic Services Proposed Budget 2024](#).

Together we will continue to work together and I look forward to working with each of you as we advance our goals of this new year.

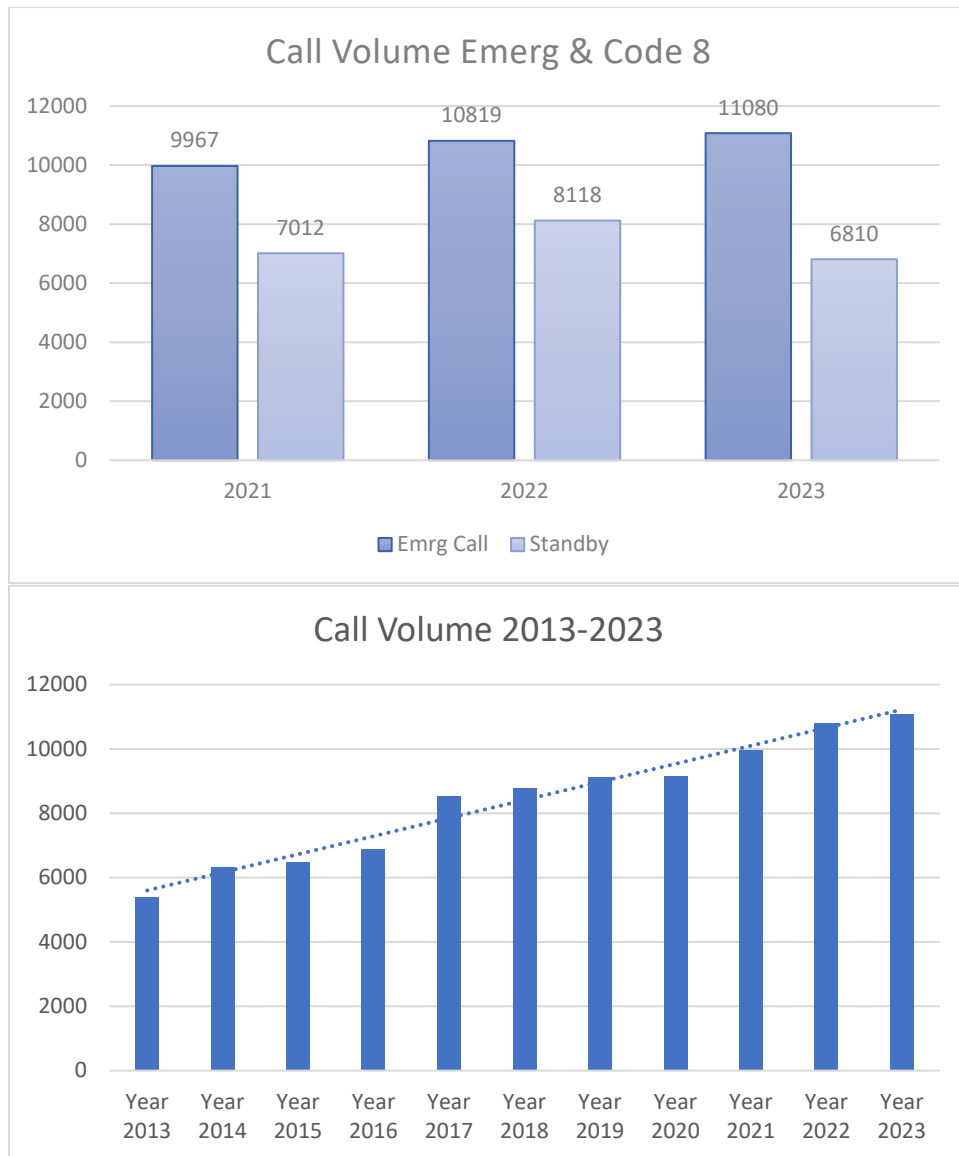


Michael Adair
Chief Perth County Paramedic Services
General Manager Medavie Health Services

Comments:

Call Volumes

During 2023 Perth County Paramedic Service responded to 11,080 calls for service. Since 2018 Perth County has experienced a 26% increase in call volume. Over the past two years PCPS has experienced an 11% increase in call volume. With the changes made to our deployment plan PCPS saw a 16% decrease in vehicle movement classified as stand-by calls.



Definition: The number of calls resulting in an ambulance response (Excluded MIH).

Formula: Each response Code 1-4 equivalent to one call during a year: reporting period Jan 1 – Dec 31.

Data source: iMedic – note data changes based on MOH refresh and quality control.

Graph Description Call Volumes: There are two graphs that represent call volume on this report. The first Graph is a bar graph that shows emergency call and stan-by code 8 calls for each year inclusive of 2021, 2022 and 2023. The graph shows there is an increase year over year in emergency calls. Total calls in 2021 were 9967, 2022 they were 10819 and in 2023

they were 11080. The second metric on the graph is for code 8s. There is a different trend. Initially during 2021 to 2022 ambulance coverage required 7012 to 8118 calls. Then during 2023 we see a decrease to 6810 calls. Graph 2 shows emergency call volumes ranging from 2013 to 2023. In 2013 we saw less than 6000 calls and in 2023 over 11000 calls. There is a steady trendline showing that call volume continues to increase.

Action	Initiative Lead	Next Steps By When	Barriers support Required	Status
Review projections detailed in the Municipal Modernization Report resulting in identifying any recommendation to address increasing call volume	Chief of Paramedic Services	Annual review and strategy.	Aging population, needs of the community, capacity to implement recommendations	Completed initial recommendations - ongoing annual review

Response Time

This table outlines the actual performance for previous years five years. Submission of Response Time Standard Performance Plans for paramedic services occurs in accordance to provincial regulation. According to the Ministry of Health all Upper Tier Municipalities and Designated Delivery Agents (UTMs/DDAs) under the Ambulance Act, Regulation 257/00 are responsible for the establishment, monitoring, reporting and evaluation of response time performance plans and performance achieved for patients categorized as the Canadian Triage Acuity Scale (CTAS) 1 to 5 and Sudden Cardiac Arrest (SCA) patients, which are submitted to the ministry on an annual basis.

During 2023 PCPS met all targets for CTAS 1 – 5. PCPS has not met the target for the SCA. Multiple factors have an influence on meeting these targets. PCPS does not have access to the Fire Department Data which may change the result this SCA metric. In both of these cases the numerator of call type data set can result in peaks and valleys. The mix of urban and rural responses zones may also impact this metric. As an example, long distance responses to rural areas will influence the percentile response. PCPS continues to monitor CTAS 1 response times as part of our quality assurance process in order to ensure that where changes are required they are made.

CTAS Type	Target	Achieved Target in %	2019 Results %	2020 Results %	2021 Results %	2022 Results %	2023 Results %
SCA	6 Min	51	39	57	47	49	46
CTAS 1	8 Min	70	73	72	62	73	78
CTAS 2	10 Min	75	95	95	95	79	82
CTAS 3	14 Min	75	93	96	95	92	92
CTAS 4	20 Min	75	94	94	94	98	97
CTAS 5	20 Min	75	100	100	100	96	97

Definition: The response time performance plan achieved as an overall percentage for the duration of each year.

Formula: Number of times criteria met / overall responses = % target met (rounded to nearest percent)

Data source: iMedic/ADRS – note data changes based on MOH refresh

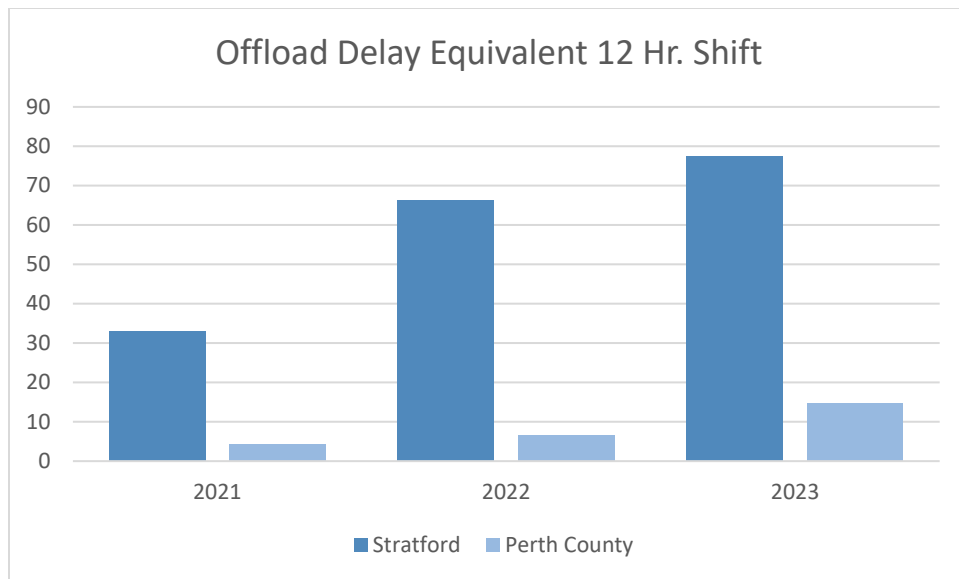
Chart Description Response Time: This chart represent the Response Time Performance Plan metrics. Columns include CTAS Type, Target response time, percent set target, target results for each year from 2019 to 2023. Each line in this description will outline the metric set or achieved for each CTAS type. SCA, 6min, set at 51%, 2019 = 39, 2020 = 57, 2021, 47, 2022, 49, 2023 46. CTAS 1, 8 min, set at 70%, 2019 = 73, 2020 =72, 2021 = 62, 2022 = 73, 2023 = 78. CTAS 2 10 in at 75% target, 2019 = 95, 2020 95, 2021, 95, 2022 79, 2023 82. CTAS 3, 14 min at 75% target, 2019 = 93, 2020 96, 2021 = 95, 2022 = 92, 2023 = 92. CTAS 4, 20 min at 75% target, 2019 = 94, 202 = 94, 2021 = 94, 2022 = 98, 2023 =97. CTAS 5 20 min at 75% target, 2019 = 100, 2020 = 100, 2021 = 100, 2022 = 96, 2023 = 97.

Action	Initiative Lead	Next Steps By When	Barriers support Required	Status
Work with local fire service to set up data sharing agreement to capture accurate SCA response times. This will help to inform policy.	Chief of Paramedic Services	Establish feasibility during work with fire services when reviewing tiered response	May take legal reviews, and IT to support data transfers. Could use MHS First Watch.	Delayed until fire tiered response is fully implemented (Q1-2 2024).
Review CTAS 1 cases greater than 8 minute response time call locations to establish if targets are feasible.	Deputy Chief - QA	Review cases over a 6 month period by end of Q2 2022 and report on findings.	Technology to review data and human resources during COVID-19	Implemented and ongoing

Offload Delay

The data included here is an average of all calls across the system for the duration of each particular year. PCPS monitors this average from year-to-year and works with the hospital system partners to ensure ambulances are ready to respond to other calls. The target is 30 minutes from time of arrival at the hospital. There are in addition to this cleaning, paperwork, and preparation duties required of paramedics following the transfer of care. Notably there is an increase in average offload delay mainly at the Huron Perth Healthcare Alliance. New to measurement this year we have converted total ambulance hour shifts the service spends in offload delay. Action items are included (see below in how to address this changing landscape).

Total Ambulance Shifts in Offload Delay



Graph Description Offload Delay: This graph represents the number of 12 hour ambulance shifts that are spent in the hospital while waiting to place a patient into a bed or waiting are of a hospital. Each year shows on the left of the chart a bar graph representing the Huron Perth Healthcare Alliance Stratford Site and to the right the reset of the county. There is an increase in number of 12 hours spent in hospitals in every category. PCPS spent in Stratford (rounded to the nearest whole number) during 2021 = 33 12hr shifts, 2022 63 12hr shifts, 2023 78 12hr shifts. In the County 2021= 4 12 hr shifts, 2022 7 12 hr shifts, 2023 15 12 hr shifts.

Definition: Total time paramedic units spend in the hospital (only over 30 minutes included) as related to the geographical catchment area outlined in the report.

Formula: Total minutes paramedics spent at hospital (over 30 minutes) during the course of a year divided by 60. The result is then to determine hours in offload delay. ours. (Reported January 1 – December 31).

Data source: iMedic – note data changes based on MOH refresh

Action	Initiative Lead	Next Steps By When	Barriers support Required	Status
Continue to report results to the Emergency Medicine and Critical Care Program Council by brining forward hospital specific results.	Deputy Chief QA	Bring unique results to meeting	Deputy will need to pull statistics and provide to the EMCCP.	Regular ongoing meetings
Hospital Destination Protocol. Work with local hospital system to bring patients to the right destination when possible.	Chief & Deputy Chief after next step	Draft protocol being developed in collaboration with HPHA moved from 2023 to 2024.	Support required from MOH, base hospital, hospital systems, and local paramedic services.	Ongoing – currently working with hospital to implement

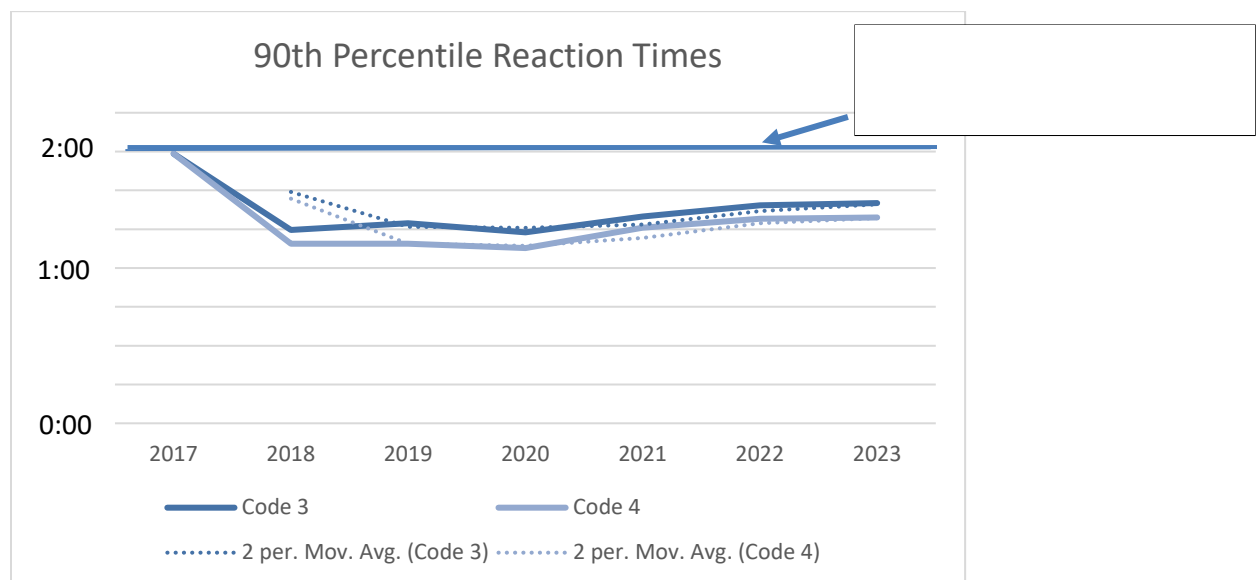
Escalation policy to be developed for when offload delay is impacting the system. Including exploring notifications or mitigating procedures.	Deputy Chief Operations	To research and develop policy with protocol implementation.	Collaboration with hospital system, MOH and paramedic services.	To be discussed along with bypass conversation.
Assess need and criteria for funding mechanism for offload staff at hospital.	Chief	During 2023	Collaboration with hospital and MOH.	On track – submission Feb 2024 for 24/25 funding.

Code Critical

PCPS monitors the amount of time where ambulance resources are limited in availability to effectively respond within our community with three or less ambulances 24/7 by our Commander staff. This is reported via email from dispatch to the Commanders. During 2024 we will be seeking clarification if we can report on this metric with accuracy using First Watch as part of the MHS data analytic and business software.

Reaction Time

This metric highlights the amount of time it takes paramedics to respond to a call after receiving notification. The measurement is based on the 90th percentile time achieved which is measured against a target of 2 minutes for both code 3 and code 4 calls. While there is movement in terms of peaks and valleys in this metric PCPS continues to perform well within the 2 min objective.



Graph Description Reaction Time: This graph shows the 90th percentile reaction time – meaning 90% of the time we are performing to this standard. The

reaction times are reported in this graph from 2017 until 2023. The graph is broken down into two categories inclusive of code 3 and code 4 calls. There are also trend lines in the graph. Our target reaction time is 2 minutes. Since 2018 PCPS continues to achieve the target 90th percentile in all categories.

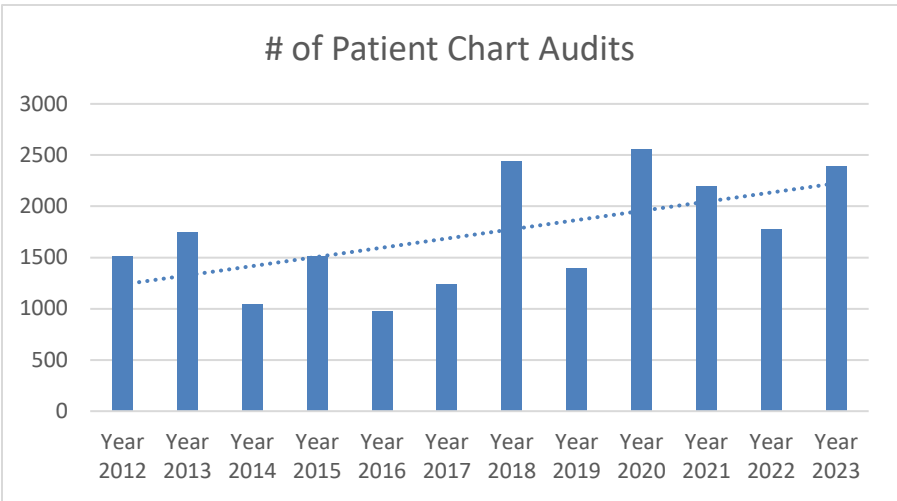
Definition: 90th percentile of the time it takes paramedics to respond to a call after notification takes place by the CACC.

Formula: Sum minute and seconds divided by the denominator Number of times criteria met / overall responses = % target met

Data source: MOH CACC – note data changes based on MOH CACC capturing this data and was last reported to PCPS during November 2021.

Training and Quality Assurance Patient Care Audits

Part of the quality assurance program at PCPS is to conduct clinical patient chart audits. This process ensures Ministry compliance, but also provides an opportunity for PCPS to provide feedback directly to paramedics. Our electronic patient care records system has both built in “rules” along with a workflow process that enables PCPS to conduct these reviews. Since 2016 each year there has been a variance in number of audits that were completed. In accordance to our quality assurance program PCPS is required to audit 20% of patient charts generated. PCPS achieved this target during 2023.



Graph Description Patient Chart Audits: This graph shows the number of patient care records audited as part of the PCPS quality strategy. We have included performance from 2012 to 2023. The number of audits are reported in the definition section below for 2023. Since 2020 we have met the target set by the quality program including in 2023. We are completing more audits than were completed historically over 5 years ago.

Definition: Number of patient care records audited as part of the quality assurance program. Target is 20% of call volume (or 2216 reports during 2023. PCPS exceeded this by completing 2387 audits).

Formula: Count of the total number of patient care records audited.

Data source: iMedic.

Action	Initiative Lead	Next Steps By When	Barriers support Required	Status
Continue to monitor performance in this area – to ensure targets are met and exceeded during 2023.	Deputy Chief of Quality & Operations	Monthly data reporting to Commanders	Access to reporting and outcomes.	Ongoing - Renewed

Quality Assurance Activities

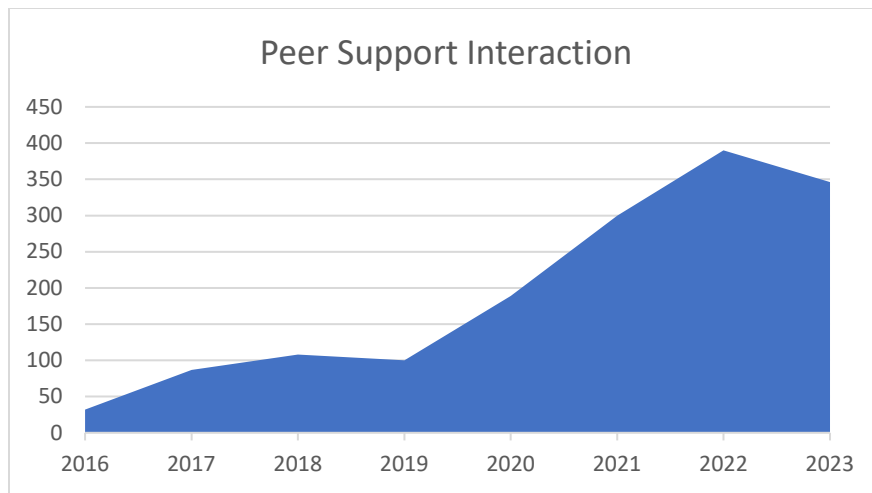
During 2022 PCPS worked on 73 files related to privacy or quality of clinical service delivery. These reviews occur to ensure standards are met and best practices are being achieved. External reviews are initiated by a requester who may be looking for routine information or they may have a concern. Internally PCPS may initiate a review as part of a quality assurance processes. These activities ensure that PCPS meets regulatory compliance, safety and also is part of the continuous quality assurance cycle that helps us to provide excellence in patient care to those who we serve. The key categories include Clinical, Vehicle, Information Request, Professional Conduct, or Safety.

Specifically, during 2023 our breakdown of reviews included Privacy Requests 31, Clinical Practice 3, Collision 5, External Request for info from an external agency or client included 9, internal review or clinical 10, Safety 1, Other 14.

During 2023 PCPS implemented our first mental health training in partnership with the Breakwater Institute. Other topics during 2023 included but were not limited to orientation, mobile integrated health topics, new medication administration, changes to provincial standards, safety training, or new equipment.

Peer Support

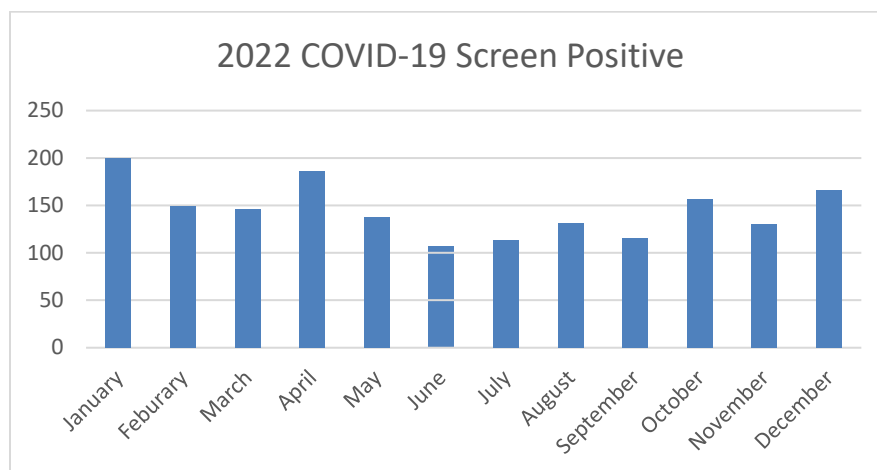
Our peer support team is composed of paramedics and a psychologist from the Breakwater Institute. Peer support has proven to improve the mental wellbeing of persons working in healthcare. The mechanisms to make this happen includes training, dedication, commitment and having professional oversight. Our peer support team is well accessed as indicated below and we receive positive feedback from employees on an annual basis that this is a positive investment in our service.

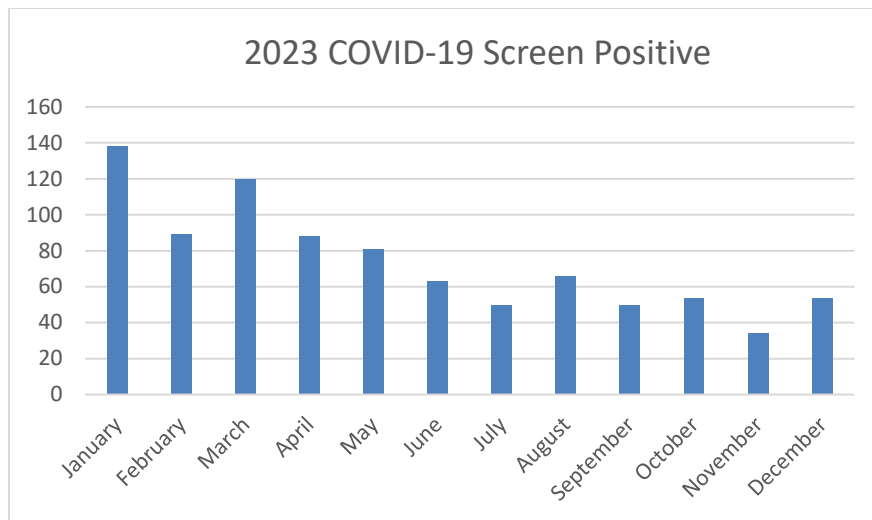


Graph Description Peer Support Interaction: This graph illustrates the number of times that peer support tracked a unique interaction with an employee/peers. The graph covers years from 2016 to 2023. There are lower numbers from 2016-2019 hovering at or below 100. During 2020 thru 2023 there is an increase of interactions. Since 2021 there are over 300 interactions a year. This coincides with peer support training and the on-boarding of a clinical psychologist to provide training and program oversight.

COVID-19

During 2023 PCPS transported several patients that require us to take full precautions because those patients failed the public health COVID-19 pre-screen. Notably the COVID-19 positive screens have decreased year-over-year.





Graph Description Covid-19 Screen: There are two graphs each representing a year 2022 and 2023. These are bar graphs for each year. They are broken down into months. They represent when a paramedic is required to take precautions because of a suspected or potential COVID-19 patient. During 2022 there were anywhere from 100-200 patients per month meeting this criteria. During 2023 the numbers dropped to between 35-a maximum of 140 patients showing a decline year-over-year.

Definition: Number of time paramedics assess a patient that screen either COVID-19 positive or exhibiting COVID-19 symptoms.

Formula: Count of the total number of times paramedics screen a patient confirmed COVID positive or exhibiting COVID-19 symptoms.

Data source: iMedic note data changes based on MOH refresh and quality control.

Mobile Integrated Health

The overall goal of the County of Perth Mobile Integrated Health (MIH) Program is to provide the patient with the right care in the right place at the right time, the first time.

Our annual update occurred last December for 2023 which made up the [December 21, 2023](#).

Medavie Health Services' Support for Perth County

Since August 2019, Medavie Health Services has been an integral collaborator in operating Perth County's ground ambulance services, formalized in a five-year agreement initiated in January 2020. Since the outset, Medavie has demonstrated unwavering commitment to fostering robust relationships with our paramedic personnel and local system partners. They have played a pivotal role in elevating the quality of care we offer, aligning perfectly with Perth County's health care requirements.

In partnership with Medavie, a not-for-profit health solutions partner focused on improving the wellbeing of Canadians, our paramedic services have seen substantial expansion. This collaboration has enabled us to delve into a wide-ranging network, equipping our team with innovative tools, and resources, making us a more cohesive part of the broader health care community.

From a support services standpoint, Medavie has granted Perth County Paramedic Service continual access to their operational experts. They have supported us in labour negotiations, drafting contracts, recruitment, proactive media campaigns, reactive media responses, issues management, and other miscellaneous areas.

Medavie, as a compassionate company, prioritized mental health and wellbeing of frontline healthcare workers during the pandemic. They invested in BEACON, a digital cognitive behavioural therapy resource for mental health support, available to over 5,400 individuals, including our Perth County team, and their immediate family members at no personal cost. BEACON assists those experiencing symptoms related to depression, anxiety, panic disorders, insomnia, and post-traumatic stress.

Additional highlights include:

- Active sponsorship by the Medavie Foundation in our communities, particularly in food security and wellness programming. More information about their community impact can be found at [Medavie's Community Impact] (<https://www.medavie.ca/en/community-impact/>).

The Medavie Foundation impacts community through:

- Post-Traumatic Stress
- Active Living
- Healthy Food
- Youth Mental Health
- Scholarships

If you are interested in learning more or applying to a grant please see the link above.

- Leadership training from Harvard Business for frontline leaders during 2022, with extension into 2024.
- Supported the development and expansion of MIH.
- Partnerships for vehicle procurement.
- Implementation of procurement processes in 2024 in conjunction with the new contract with Cardinal Health to ensure optimal pricing.
- Introduction of First Watch in 2024, providing insightful business analytics for future decision-making and predictive analysis regarding resource deployment.

- Assistance in procuring essential items for paramedic service.
- Recognition of employees during Paramedic Services Week.
- Support for PCPS in reviewing best practices and policy informing with expert teams.
- Future considerations for scheduling software and iTacit, an educational platform and communication hub for workflow process management, investigations, and similar functions.
- Health and safety policy review and rollout during 2023.
- Medavie further supports our teams through ongoing recognition programs like the Patient Safety Champions program. Or by holiday gift cards and tokens of appreciation.

As we move forward, Medavie Health Services will continue to be partner in our ongoing efforts to deliver health care to Perth County residents, ensuring our teams are integrally connected with other healthcare workers across our county.

As we move into 2023 we will continue to advance the PCPS County of Perth 2023 [Business Plan](#).

Public Engagement:

The public is informed via the council report.

Financial Implications:

None.

Connection to Strategic Plan:

Goal 1 – Growth & Economic Development

Goal 2 – Regionalization & Service Effectiveness

Goal 3 – Customer Service Excellence

Goal 4 – Community Development & Planning

Goal 5 – Corporate Sustainability

To: Municipal Shared Services Committee
Meeting Date: March 21, 2024
Prepared By: Vicky Hamilton, Manager of Court Services
Subject: POA Court Services 2023 Year-End Report for MSSC and Operational Update

Recommended Action:

THAT the Municipal Shared Services Committee receives the “POA Court Services 2023 Year-End Report for MSSC and Operational Update” report for information.

Executive Summary:

This report provides an update on activities at the Provincial Offences Court Services office to the end of 2023.

Comments:

Court Recovery Post-Covid

The Recovery Secretariat wrapped up in January 2023, which meant that preventative measures that were in place were no longer mandatory. Responsibilities related to preventative measures shifted to the municipality, which the exception of the HVAC monitoring in the courtroom.

Relocation of the Courtroom

The POA Courtroom was temporarily relocated for the months of May and June of 2023 to 5 Huron Street to allow for the construction of the elevator at the Courthouse at 1 Huron Street. This move was necessary to allow that project to continue towards completion and did not disrupt the delivery of court administrative services. Court Services relied heavily on Facilities staff and IT as all of the recording equipment and furniture needed to be moved and set up appropriately for court.

Download of Part III Prosecution

Perth County staff met with the Acting Crown Attorney in April and June of 2023 regarding the download of Part III prosecutions. Currently, municipalities across the Province are responsible for the prosecution of Part I and Part II charges, while the Province is responsible for the prosecution of Part III charges. Part I

and Part II charges are less serious offences and Part III charges are of a more serious offence and court appearances are mandatory. The download of these offences to Provincial Offences Court is optional. At this time, the Province has not set a deadline for Provincial Offences Court to assume the prosecution of Part III charges. The download will increase costs significantly. Accordingly, Perth County is waiting until the download is deemed mandatory by the Ministry of the Attorney General.

Clerk Review of Re-opening of Applications

As of September 22, 2023, Court Services Clerks were given the authority to review Re-Opening Applications and the ability to grant a Re-Opening Application or forward the application to the Justice of the Peace for further review. A Re-Opening Application is a procedure to ask the court to strike out a conviction and order a new trial when the conviction was through no fault of the defendant. This amendment granted Clerks additional authority and responsibility to free up judicial time.

AMPS/School Bus Arm Cameras

On September 28, 2023, Staff presented to the Community Safety & Well-Being Council (CSWB) regarding the need for collaboration for school bus arm cameras, emphasizing the need for community involvement for school bus safety. CSWB advised that the co-chairs will be meeting to discuss the presentation and response.

The Municipality of North Perth wrote to the Ministry of Transportation to request that the Province require school bus arm cameras to be installed, at the expense of the Province and that the province underwrite the costs of AMPS in small and rural municipalities. The Minister of Transportation responded that they are monitoring the federal requirements (as school bus safety is a federal issue) and have suggested that municipalities can save on costs by partnering on joint processing centres.

Perth County posted notices on social media at the beginning of the school year in September 2023 reminding people to stop for school buses.

In January, 2024, Perth County presented a delegation on school bus arm cameras to the Ministry of Transportation at ROMA. There was an acknowledgment of the issue and a deeper understanding of the inequities between small and rural municipalities versus larger city centres with higher traffic volume and resources.

Court Closures

Due to lack of judicial resources, there were three last minute court closures for our POA court in 2023. These closures caused court dockets to be overbooked which resulted in further adjournments. Perth County Council wrote to the Attorney General on October 23, 2023 requesting immediate action to ensure adequate resources be available. A response was received on November 22, 2023 which stated the Ministry was in the process of hiring additional Justices of the Peace.

Additionally, Perth County appeared before the Attorney General at ROMA to request more judicial resources to ensure timely administration of justice. On January 26, 2024, the Attorney General announced the appointment of 45 new Justices of the Peace, ten of which are in the Southwest Region, in which Perth County is located.

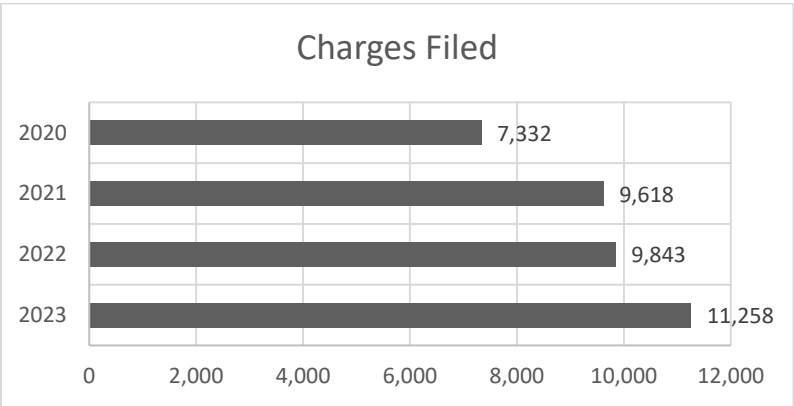
Court Start Time

In January 2024, Court Services Staff have worked with the Regional Senior Justice of the Peace to adjust the start time of court to 9:30am, as opposed to 10:00am, to allow for more cases to be heard. All agencies have been advised of the new start time, defendants have been emailed notices and advised by the clerks of dates and times for early resolution meetings, and police are issuing roadside summons with the new time.

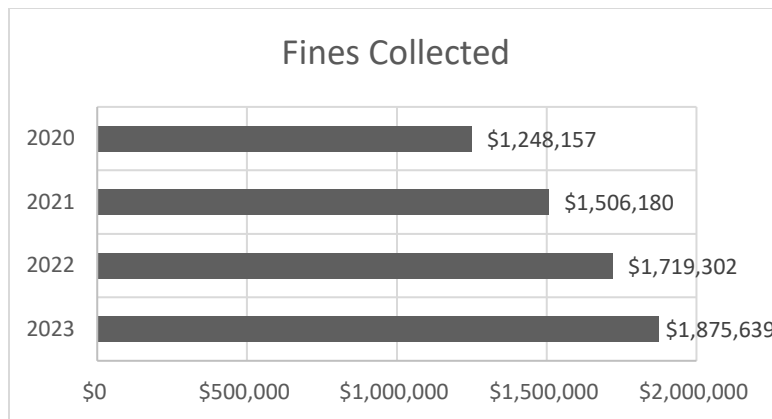
Charges and Fines

The following graphs show 4-year comparisons for charges filed and fines collected.

Charges Filed



Fines Collected



Distribution of Revenue

The Intermunicipal Service Agreement between Stratford, St. Marys, Perth County and the Lower Tiers outlines that fine revenue is distributed between St. Marys, Stratford and Perth County based on the location of the offence and then distributed to the Lower Tiers based on weighted assessment.

The following table is the calculation for percentage of net revenue to be distributed based on the actual location of the offence for which fines were paid in 2023.

Municipality	% of Net Revenue	Estimated Revenue
Town of St. Marys	3.06%	\$10,093
City of Stratford	26.16%	\$86,286
County of Perth	70.79%	\$233,492

Financial Implications:

The POA Court Services division has continued to cover operating costs. According to the Finance Division, \$329,838 will be allocated to our Municipal partners after the audit has been completed for 2023.

Connection to Strategic Plan:

Goal 2 – Regionalization & Service Effectiveness

Goal 3 – Customer Service Excellence