

Service Delivery Impacts During COVID-19

Phase I – Initial Response

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June 25, 2020

Essential Service Identification and Delivery

- In March, 2020 the Region engaged in the categorization of its current Services into three categories with the purpose of maintaining or enhancing services deemed as essential during a human health emergency
- Supplemental to this exercise, the Region identified staffing volumes required to maintain essential services with the dual purpose of a) identifying individual staff required to maintain required service levels and b) identifying individual staff not required for maintenance of essential services for the purpose of redeployment
- During Phase I 'Initial Response' to COVID-19 through the categorization of services the following occurred:
 - Services deemed **Essential** were maintained or expanded
 - Services deemed **Key** – were reduced or maintained (depending on service)
 - **New** Services were initiated and delivered to support our response
 - Services deemed **Non-Essential** were greatly reduced, paused or eliminated

Priority Level
Essential Service
Key Service
Non-Essential

Service Level Identification

Department	Essential Service	Key Service	Non Essential
Community Services	25	3	4
Corporate Administration	8	16	10
Corporate Services	28	36	27
Niagara Regional Housing	6	3	
Planning and Development	9		
Public Health	33	18	10
Public Works	42	18	5
Grand Total	151	94	56

- Service level identification was completed by Senior Leaders at the request of the EOC
- Identification was based on priority level descriptions provided in the BCP Essential Services Guide
- 81% of services continued or were enhanced → **90% of staff delivering those services**

Data as of June 19, 2020

Impact to Service Delivery – Public Health / EMS

- Public Health experienced significant change in service delivery requirements due to emerging public supports required to support COVID-19 such as education, communication, initiation of our call centre, testing, tracking etc.
- New Service delivery to support COVID-19
 - Region employee screening program; screening tools and methodology
 - Information management and records retention
 - Call centre (intake line, chat support and physician support line)
 - EMS call response and increased cleaning and sanitization of vehicles and equipment
- Key services were greatly reduced or have been paused to support essential services, including redeployment of staff
 - Health Promotion
 - Public clinics and classes
 - School services & Community programs
 - Private drinking water testing

Impact to Service Delivery – Community Services

- To continue to maintain the health and safety of vulnerable populations, residents and clients; a series of new roles and services were established
 - Long Term Care Support – Screeners, Housekeeping Support Role, Social Visit Support Role
 - Homelessness COVID – 19 Shelter – staffed with Region Employees
 - Homelessness Housing Pilot
 - Child Care for Front Line workers
 - SAEO and Ontario Works support
- Key Services and Programs were stopped or paused to resource essential services, including redeployment of staff
 - Local Immigration Partnership Services
 - Regional Child Care paused to support Front Line Child Care requirements
 - Service System and Fee Subsidy for Child Care due to Closure of Centres and Camps etc.
 - Job Development
 - Seniors Adult Day Programming
 - Face to Face Supports for Seniors in Community

Impact to Service Delivery – Public Works

- Public Works continued to provide essential services within their Divisions; Water/Wastewater, Transportation, GO Implementation and Waste Management
- Through work prioritization and increased staff accountability/hours, this Department was able to support Redeployment and provide essential resources to Long Term Care. Transportation Services Division also has been responding to incoming calls to the Region with the closure of HQ Main Reception
- While, legislative and safety standards were maintained, some program elements were scaled down or paused to resource essential services, including redeployment of staff
 - Vision Zero
 - Environmental assessments/ Public Engagement
 - Field surveys, permitting
 - Policy Research
 - Tenders
 - Capital Projects (In collaboration with Finance)
 - Community Outreach

Impact to Service Delivery – Corporate Services

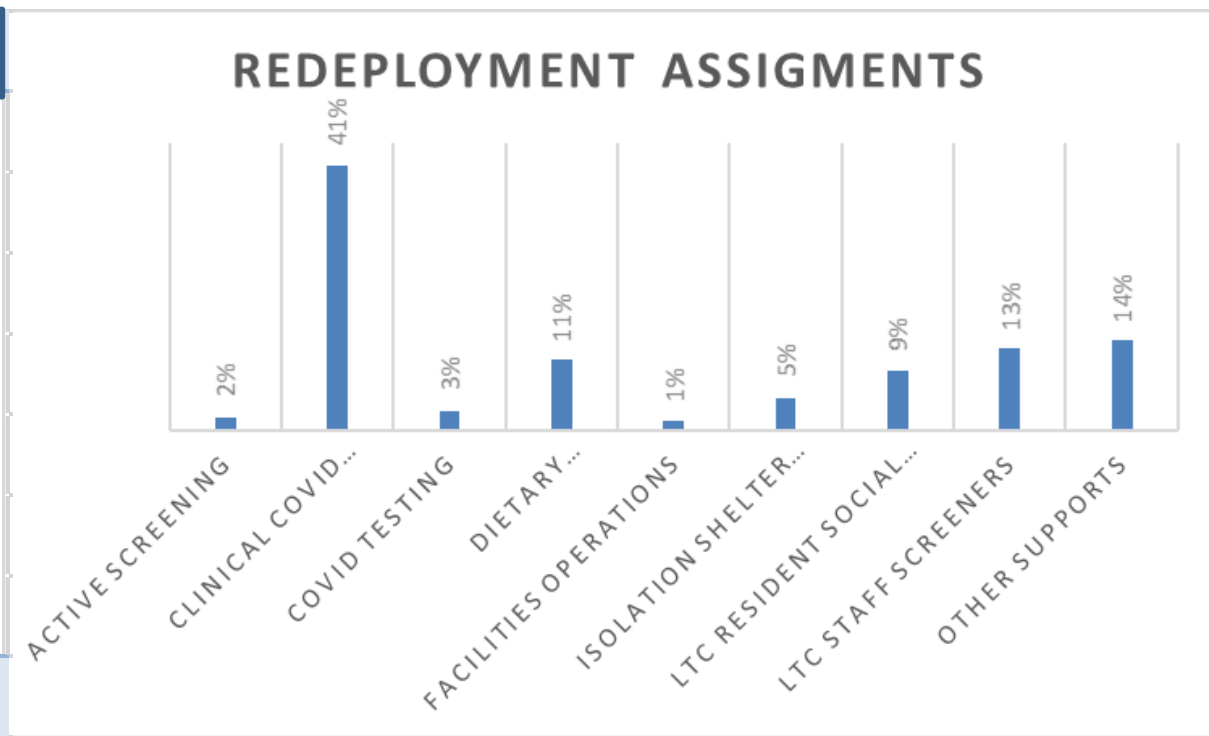
- Provided the development of strategic supports, tools and operational support to enable Essential Service Delivery as well as maintaining the safety and wellbeing of our workforce
 - EOC Support
 - Enhanced facility cleaning and Consultation on Building Opening Readiness
 - Economic Rapid Response Team (ERRT) in collaboration with all economic development offices
 - Enhanced financial tracking of COVID related costs and projections
 - New data analytics and visualization to assist Public Health
 - IT supports to enable flexibility of staff to work in other locations, including remotely from home
- Key Services and programs were stopped or paused to resource essential services, including redeployment of staff
 - Stopped all external marketing of Niagara as a location for business and resident attraction
 - Non urgent, non essential Procurement on hold
 - Business Licensing and Courthouse closed to the public and all court matters adjourned

Impact to Service Delivery – Corporate Administration

- Provided the development of strategic supports, tools and operational support to enable Essential Service Delivery as well as maintaining the safety and wellbeing of our workforce
 - EOC Leadership and Support
 - BCP Coordination, Redeployment Coordination and database/tool development with IT staff
 - Health and Safety – Consultation and Collaboration with PH, LTC and Facilities
 - Leadership consultation and support, creation of Manager Guides and Staff Q&A
 - Implementation of virtual Council and Standing Committee meetings
- Key Services and programs were stopped or paused to resource essential services, including redeployment of staff
 - Recruitment reduced to roles required for essential service delivery
 - Training and Development programs paused
 - Sub-Committees and Advisory Committees paused – staff resources who support were redeployed

Redeployment Activity

Number Employees Redeployed by Department	
Community Services	75
Corporate Administration	8
Corporate Services	39
NRH	1
Planning & Development	3
Public Health	184
Public Works	50
Grand Total	360



Data as of June 19, 2020

Summary

- Region service delivery and program support will continue to evolve into Phase 2 to support COVID–19 requirements
- Corporate Recovery Plan is currently being prepared within each Department and will be coordinated and finalized in the coming weeks
 - All current, modified, cancelled, and new services will be evaluated for relevancy and/or best methodology for execution
 - Decisions on recommencing and/or enhancing services will be prioritized
 - Redeployments are expected to continue into Phase 2
- Recovery Planning will ensure coordination amongst Regional Departments with a unified approach to service delivery