



## **Administrative Report**

### **Office of the Chief Administrative Officer**

**To: Warden McNamara and Members of County Council**

**From: Robert Maisonville  
Chief Administrative Officer**

**Date: February 20, 2019**

**Subject: Staffing Requests – 2019 Budget**

**Report #: 2019-0220-ADM-R02-RM**

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#### **Purpose**

To recommend to Council the addition of three staff positions, as included in the 2019 Budget. The recommended departments/positions are as follows:

- General Government – Human Resources – OH&S Consultant
- General Government – Administration – Communications Officer
- Sun Parlor Home – Staff Educator

#### **Background**

The approved 2019 County Budget included an allocation to fund the three above noted positions. Budget approval of funding to support a new position does not however constitute approval to actually add the proposed position.

Corporate Policy 91-001, **Employment/Hiring**, provides the process for considering and approving new positions to be added to the existing staffing complement. Section 6.0 of the **Employment/Hiring** policy requires:

- The request to be presented to the Chief Administrative Officer for review. Such presentation is to include the Department Head's written business case for adding the position;
- The CAO to present a recommendation to County Council for approval;

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- Once the position is approved by Council, the hiring manager and Director, Human Resources shall establish the appropriate recruitment strategy.

## **Discussion**

Administrative Memos have been prepared by the Director of Human Resources, Manager of Corporate Communications and Accessibility and the Acting Administrator, Sun Parlor Home (attached at Appendices I, II and III) outlining the rationale for adding the requested positions. These proposals have been reviewed by the CAO and discussed in detail with the senior management team and specifically with the Director of Human Resources, Director of Council & Community Services / Clerk, Manager of Corporate Communications and Accessibility and the Acting Administrator, SPH.

### **Occupational Health & Safety (OH&S) Consultant**

As identified in the attached Administrative Memo (Appendix I), the Corporation has approximately 900 employees and experiences in excess of \$3 million in WSIB costs annually. Most of our EMS WSIB claims are now mental stress PTSD related, and legislation not just in EMS, but across the diverse spectrum of the County operations, is increasingly putting more obligation and financial risk on the Corporation to ensure a safe work place and pay significantly when injuries do occur.

Because of our persistently high WSIB costs, we have been the recipient of 3 Workwell audits since 2011. Resulting improvements have taken place, however our OH&S numbers have not improved to where they need to be.

One of the consistent theme's, particularly in the last audit, is that our OH&S systems, processes, and policies are not consistent across the various departments of the Corporation. Another key observation is a deficiency in the amount of senior management oversight. For this oversight to be effective, there needs to be a consistent manner in which OH&S systems run and are communicated.

The introduction of such a fully compliant OH&S system in our diverse departmentalized organization is not achievable with our current resources. This new position is intended to provide oversight and be an expert resource for leadership in all departments as they fulfill their legislated OH&S accountabilities.

### **Communications Officer**

As discussed in the attached Administrative Memo (Appendix II), the scope and portfolio of the Communications department continues to evolve and expand as new priorities and opportunities for the County of Essex develop, such as the employee engagement strategy, increased department need for communications support and organizational development.

The way in which people and businesses communicate continues to evolve with the constant advancement and innovation in technology. Meeting these challenges requires educated and trained resources. Having dedicated corporate resources with communication expertise available to develop and deliver clear, concise, accurate, accessible and timely corporate messaging can't be understated.

At present, the Communications Officer position has been filled on a temporary basis since July of 2018. This role has currently been dedicated to helping to enhance some of the County's communications tools and has had great success with: the writing of a new, responsive County of Essex website; increased posts, presence and traffic to the County of Essex social channels; creating rich media (photography, video) for uses both internally and externally; sharing in the workload associated with media relations by assisting to improve processes, key message development, proactive story generation, etc.; content updates on the County's current website and employee intranet.

In order to maintain the momentum created in 2018 and continue to improve the Corporation's communication tools, address corporate, departmental, staff and partner communication requirements while also supporting the County's accessibility initiatives, Administration is seeking to fill this position on a full time basis.

### **Staff Educator, Sun Parlor Home**

As reported in the attached Administrative Memo (Appendix III), the face of Long Term Care is ever changing. Residents are moving into Long Term Care later in life and have more comorbidities and complexities than ever. Staff that work in Long Term Care environments must have a knowledge base to be able to provide optimal care for these residents and the need for increased knowledge and education is constantly growing.

The legislative bodies that govern Long Term Care mandate an immense amount of training and education to ensure that our employees are ready to

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provide the best quality care that our residents deserve. With a staff complement of 350+ and annual mandated training hours in excess of 20 hours per staff per year, exclusive of in-house training (health & safety, performance management) utilization of existing resources places resident care at risk.

Upon assessment of current practices, policies, and programs, as well as recommendations from our operational review that was conducted in the Home in 2018, there are areas that could better serve the residents, families and staff with some adjustments and or updates. However, finding the time to ensure that these improvements are rolled out effectively to all staff can be very challenging with all of the daily competing demands. A Staff Educator would allow a distribution of time and effort that can be provided to ensuring evidence based, up to date policies, procedures and programs are in place, legislative requirements are met, staff are trained accordingly, and in turn, optimize quality care.

The reputation of the Sun Parlor Home remains one of the best in the area. Ensuring that our staff continue to improve upon the knowledge, skills and abilities to uphold a high level of care is of the utmost importance at the Home. This all begins with building the foundation of knowledge and education with the staff, empowering them to understand what it takes to prioritize, think critically, maintain compliance, optimize care and quality indicators, work safe, all while keeping the resident at the heart of all decisions made.

Based on reports attached, summarized within this report to Council, it is the conclusion of the CAO that the additional positions being proposed by Administration are necessary to address critical requirements of the Corporation, while advancing the organization effectiveness in service delivery and being responsive to staff retention and recruitment.

## **Financial Implications**

Allocations for noted positions have been included within the Corporation's Human Resources, Administration and Sun Parlor Home Budgets for 2019.

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### Recommendation

It is the recommendation of the Chief Administrative Officer that County Council:

- Approve the creation of the following positions:
  - Corporate Occupational Health and Safety Officer
  - Staff Educator, SPH
  - Corporate Communications Officer
- Authorize the development of a recruitment strategy to fill the new positions

Respectfully Submitted

*Robert Maisonville*

Originally Signed by

Robert Maisonville, Chief Administrative Officer

Appendix No.	Title of Appendix
Appendix I	Administrative Memo - OH&S Consultant Staffing
Appendix II	Administrative Memo – Sun Parlor Home, Staff Educator
Appendix III	Administrative Memo – Communications Officer