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# Social Development

**ANNUAL REPORT**

2021-2022

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ANNUAL REPORT 2021-2022

Province of New Brunswick

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# Transmittal letters

## FROM THE MINISTER TO THE LIEUTENANT-GOVERNOR

**The Honourable Brenda Murphy**  
**Lieutenant-Governor of New Brunswick**

May it please your Honour:

It is my privilege to submit the annual report of the Department of Social Development, Province of New Brunswick, for the fiscal year April 1, 2021, to March 31, 2022.

Respectfully submitted,



Honourable K. Dorothy Shephard  
Minister

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## FROM THE DEPUTY MINISTER TO THE MINISTER

**Honourable K. Dorothy Shephard**  
**Minister of Social Development**

Madam:

I am pleased to be able to present the annual report describing operations of the Department of Social Development for the fiscal year April 1, 2021, to March 31, 2022.

Respectfully submitted,



Jim Mehan  
Deputy Minister

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# Minister's message

I am very pleased to present the 2021-2022 Annual Report for the Department of Social Development.

This report gives us all a chance to look at the amazing work done by the department this past year. Although COVID-19 continued to pose its challenges during this time, the dedicated staff of this department still accomplished countless important projects and initiatives to improve the lives of New Brunswick's most vulnerable people.

Each of the achievements reached in the 2021-2022 year have made a significant impact on the lives of New Brunswickers. We have increased the hours of care for a second time to a total of 3.3 hours for residents in long-term care, started the process of finding operators for professional care homes for children and youth, and gave more low-income families the opportunity to apply for the Canada-New Brunswick Housing Benefit.

We also helped support New Brunswickers working in our vulnerable sectors who were impacted by the pandemic. This support included a wage top-up for:

- home support workers providing direct in-person care to seniors, adults, and children,
- personnel in group homes, community residences, special care homes, homeless shelters, and transition houses,
- domestic violence intervention workers, and
- food bank and soup kitchen workers.

Another highlight from 2021-2022 is social assistance reform. Work on this began in the year prior and we saw some results start to come to fruition with changes to the Household Income Policy announced in March 2022. These changes allow social assistance recipients to share housing accommodations and came into effect on June 1, 2022. There is more work to come with this, but I am extremely pleased with what has been completed so far.

We were also able to give more low-income, working families access to the Canada-New Brunswick Housing Benefit program, which provides short-term funding to help make ends meet.

There are so many more goals and achievements I could mention, and as we move forward, I know we will continue to add to our list of notable accomplishments.

The dedication and support the staff of the department have shown to the people of New Brunswick has continued well past the pandemic, and I appreciate it. I look forward to working with all of staff and partners as we carry on improving the lives of New Brunswickers of all ages.



Honourable K. Dorothy Shephard  
Minister of Social Development

# Deputy Minister's message

On behalf of the Department of Social Development, I am pleased to present the annual report for 2021-2022.

Both the challenges we faced and achievements we reached during this fiscal year up until March 31, 2022, are highlighted in this report. The staff of Social Development and our partners show every day just how dedicated they are to the people of New Brunswick, and we hope this is reflected throughout this report.

Many steps were taken this year to improve the lives of New Brunswickers and while there are numerous examples that can be highlighted, one that comes to mind is the continued work on reforming social assistance. The changes we were able to implement this year gave clients the opportunity to keep more of their earnings.

In long-term care, we took steps to improve the care and support provided to New Brunswickers by increasing the hours of care, providing more funding support to adult residential facilities, and more support to home and family support workers to help them cope with rising transportation costs.

For the children and youth of New Brunswick, we laid the foundation to have the new *Child and Youth Well-Being Act* introduced in Spring 2022. This legislation will modernize our effort to ensure the well-being of New Brunswick children and youth and includes their views or preferences during decision-making.

We also praise the staff of the Child and Youth Services Branch for fulfilling the goal to develop new professional care homes for children with complex needs. Eight of these care homes for children are at various stages of implementation. These homes will provide full-time care to children who are under the care of the department and who have behavioural, mental health or complex special needs.

As work like this continues, I want to say thank you to our numerous partners who continue to help fulfil our important mandate to provide multiple services and programs to New Brunswickers in need.

The department would also not be able to support New Brunswickers like we do without our outstanding staff. I am incredibly proud of what we have accomplished and continue to achieve as we move forward. Together we stay committed to helping the most vulnerable people in our province.



Jim Mehan  
Deputy Minister

# Government Priorities

## *Delivering for New Brunswickers*

### ONE TEAM ONE GNB

**One Team One GNB** is our vision as an organization and a collaborative approach to how we operate. It is our path forward and represents a civil service that works collectively across departments, professions, and sectors. Together, we are learning, growing, adapting, and discovering new and innovative ways of doing business. It enables us to achieve the outcomes needed for New Brunswickers, and we are working more efficiently and effectively than ever before.

As *One Team One GNB*, we are improving the way government departments:

- communicate with one another,
- work side-by-side on important projects, and
- drive focus and accountability.

### STRATEGY AND OPERATIONS MANAGEMENT

The Government of New Brunswick (GNB) uses a Formal Management system built on leading business practices to develop, communicate, and review strategy. This process provides the Public Service with a proven methodology to execute strategy, increase accountability and continuously drive improvement.

The development of the strategy, using the Formal Management system, starts with our government's roadmap for the future of New Brunswick that focuses on key priorities and the importance of public accountability.

### GOVERNMENT PRIORITIES

Our vision for 2021-2022 is a vibrant and sustainable New Brunswick. To make progress towards this vision, we must focus on our government's priorities.

- Energize private sector,
- Vibrant and sustainable communities,
- Affordable, responsive, and high-performing government,
- Dependable public health care,
- World-class education, and
- Environment.

## COVID RESPONSE

As part of GNB's priorities this past year, responding to the COVID-19 pandemic was at the forefront. Our department supported GNB in responding to the pandemic by:

### Outbreak Management

- Between April and July 2021, Social Development facilitated the establishment of commercial accommodations for non-essential travelers requiring isolation when coming into the province, along with the Department of Health, Red Cross, and Emergency Measures Organization (EMO). Partnerships were engaged to provide support and essential needs for travelers such as meals, COVID testing, and security.
- Social Development established the COVID Response Team consisting of members from across the province to work together and coordinate efforts to support facilities with outbreak and response management. Members of the COVID Response Team were in regular contact with facilities that had positive COVID cases to provide essential resources and materials as required seven days per week, including after-hours. Statistics were reported from facilities to the department regularly, and a COVID dashboard was developed to monitor key data on outbreaks and responses, positive cases, and vaccination rates within these facilities. As of March 31, 2022, there were a total of 702 outbreaks and active responses within facilities under Social Development's mandate.
- Social Development funded the establishment of isolation sites for homeless shelter clients in Moncton, Saint John, and Fredericton. These sites were used for clients who tested positive for COVID-19 and required to isolate from others. The department worked with key partners, such as the Department of Health, Red Cross, Emergency Measures Organization, and the John Howard Society to establish locations for these sites and provide essential amenities.

### Personal Protective Equipment

- The department continued to provide essential Personal Protective Equipment (PPE) to New Brunswick's Group Homes, Specialized Placements, Emergency Shelters, Transition Homes, Long-Term Care Facilities, First Nations Child and Family Services Agencies, and Community Inclusion Networks, as well as departmental staff. Point-of-care tests were also included as part of this process, and as of March 31, 2022, the department distributed more than 2.2 million tests to long-term care facilities.
- PPE training was provided to staff in long-term care facilities throughout the pandemic. The Social Development COVID Readiness Team provided training between April 1 and August 31, 2021 to 502 staff, while also supporting the development of operational plans and facilitating connections with Public Health. Beacon Clinical Group was also contracted to provide PPE training to staff within long-term care facilities, and as of March 31, 2022, 1,631 staff completed this training.
- The department established an N95 Fit Testing Team in early 2022. A communication was sent to all long-term care facilities to offer support in fit-testing N95 masks for staff. As of March 31, 2022, a total of 1,322 staff were fit-tested within 46 long-term care facilities.



## **Vaccinations**

- Vaccination rates among the province's long-term care facilities increased as vaccine clinics were completed for residents and staff. As of March 31, 2022, 99 per cent of staff and 97 per cent of residents received two doses. Long-term care facilities self-reported on the administration of third doses (boosters), and as of March 31, 2022, 33 per cent of staff and 91 per cent of residents had received their third dose.

## **Adapted Essential Services**

- The Department of Social Development worked with community partners to create new emergency long-term care beds throughout the province as a short-term solution to help reduce pressure on the health-care system. These beds provide alternate placements for patients who are waiting in hospitals until a bed in their preferred location becomes available. Between January and March 2022, 44 individuals were admitted into these emergency beds.
- In early 2022, home support services were streamlined to facilitate service to as many individuals as possible. These supports were used to assist with discharges from hospital and to prevent admissions for those in the community. Interim hours were expanded to include individuals under 65 years of age and the normal caps on service were suspended.

## HIGHLIGHTS

During the 2021-2022 fiscal year, Social Development focused on government priorities through:

- The provincial government increased the annual budget of nursing homes services by \$15M to increase the hours of care in nursing homes to 3.2 hours of care per resident in October 2021, and to 3.3 hours of care per resident in April 2022. The 2021-2022 budget also included \$12.4M for wage increases for workers in the human services sector.
- It was announced in February 2022 that two new nursing homes will be built in Moncton and Fredericton, adding 120 beds to the province's long-term care system within two years. The Moncton home is expected to open by November 2023; while the Fredericton home is expected to open by April 2024.
- New initiatives to help seniors stay in their homes for as long as possible were announced in November 2021 as part of the provincial health-care plan, **Stabilizing Health Care: An Urgent Call to Action**. Supporting Seniors to Age in Place is one of the five action areas outlined in the government's health plan. The first initiative completed was the addition of Social Development staff to the discharge teams within 10 hospitals across the province. This will ensure that seniors are transitioned back to their homes from hospital with appropriate plans for ongoing care in place.

### Families and Children

- Social Development partnered with the federal government to implement the Canada – New Brunswick Housing Benefit, launched on April 6, 2021. This benefit helps low-income working families access adequate and affordable rental accommodations and, indirectly, with costs of food, clothing, childcare, and transportation.
- As of October 2021, the provincial government discontinued its birth alert practice, with more emphasis placed on supporting expectant mothers, as recommended by the final report of the National Inquiry into Missing and Murdered Indigenous Women and Girls. Established in 2009, the practice consisted of alerts being sent to hospital authorities to make them aware of potential risks regarding the safety of an unborn child. Other existing protection measures for newborns will remain in place, and

Birth Parent Services will continue to be offered by the Department of Social Development.

- Professional Care Homes have been established in the province to provide full-time care to children with complex needs who are under the care of the Department of Social Development. Approved applicants are required to have experience working with children and youth with behavioral, mental health or complex special needs. They also need to demonstrate knowledge, education, and skills in supporting children and youth with a range of needs.

### Social Assistance Reform

- As part of Social Assistance Reform, a Task Force was established in September 2021 to review disability support services and programs offered by the Department of Social Development, including income support. The task force includes representatives from primary and allied health care, the Premier's Council on Disabilities, and the New Brunswick Disability Executives Network, as well as individuals and family members who have had first-hand experience with disability support services and programs.
- As of October 2021, social assistance recipients are eligible to receive more income as a result of changes to Social Development programs. Among the changes, social assistance recipients no longer have their benefits reduced if they are receiving child support payments, the Canada-New Brunswick Housing Benefit or compensatory money related to personal injury. The wage exemption has also been increased, which allows clients to keep a portion of their income assistance benefits while being employed. The provincial government also announced the indexation of all social assistance rates to inflation. This means that on April 1, each year, social assistance rates will be increased by the percentage change in the New Brunswick Consumer Price Index.

## Improving Access to Information

- In August 2021, the 211-phone service was expanded to include a new searchable online database, [nb.211.ca](https://nb.211.ca), which provides information on community and government resources in New Brunswick. Free and confidential, the service helps people navigate government and community programs and services quickly to find what they need for their unique situation.
- The [Social Supports NB website](#), a user-friendly website that contains information on government and community programs and services including housing, health services and home care, has been expanded to include information regarding help for families and youth; help for persons with disabilities; help with finances; maps of community resources; and information about careers in human services.

## Increased Funding

- The department offered a \$3 per hour wage top-up for workers who provide services to vulnerable residents, and who earn less than \$18 per hour. The top-up took effect in conjunction with the province's move to Level 3 of the COVID-19 Winter Plan. The Emergency Essential Work Wage Top-Up represents an investment of \$8M.
- Social Development increased funding allocated to adult residential facilities for services provided to seniors and to people with a disability. For the 2021-22 fiscal year, the government provided a retroactive payment of \$20.1M through an increase to the per diem costs for the services provided to 7,000 residents.
- The provincial government invested \$5M to help home support workers and family support workers dealing with the higher transportation costs of serving clients. This funding allowed approximately 4,200 home support workers and 1,100 family support workers to receive one-time support for mileage costs.

# Performance Outcomes

The information below outlines some of the department's priorities and how we measured our performance.

## *Outcome #1*

### **CLIENT EXPERIENCE**

#### **Description of Priority**

- Client experience is the result of each interaction a client has with the department – whether in-person, online or by telephone. Clients of Social Development include New Brunswickers receiving services, as well as our partners within the community and government. Client experience speaks to what we care about, what our organization is focused on, and what we strive to deliver daily.
- Outcome: Enhance client experience by providing personalized, timely, supportive services.

#### **Importance of priority**

The client remains at the centre of everything we do, and we strive to provide an environment where the people we serve can reach their full potential and have a rewarding experience.

#### **Overall performance**

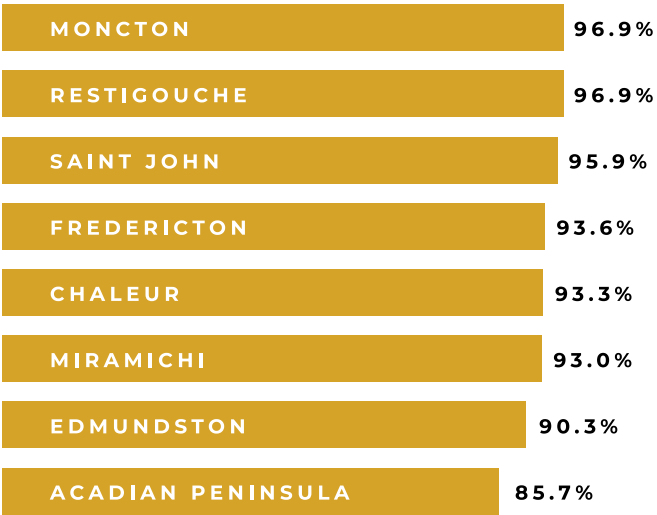
Success for client experience looks like:

- Increased opportunities to provide feedback,
- Improved communications and collaboration,
- Reduced burden when interacting with the department,
- Expanded technological options to interact with the department, and
- Improved integration and holistic supports.

#### **Canada-New Brunswick Housing Benefit**

- The provincial and federal governments partnered to implement the Canada- New Brunswick Housing Benefit (CNBHB), launched April 6, 2021. This benefit helps low-income working families address rental affordability in the private market; while other sources of household income can be re-directed to the costs of food, clothing, childcare, and transportation. The start of this new program, along with the ongoing development of the Social Supports NB website, enabled Social Development to reduce the administrative burden for clients and expand technological options when interacting with the department.
- An online application for CNBHB was created, and over the course of fiscal year 2021-22, a total of 1,395 individuals (representing parenting households in the private rental market) applied for the benefit, with 1,328 (95.2%) applying online. Regional variations exist as shown. CNBHB also enhanced client experience by using a developmental evaluation framework to drive program innovation and improvements. This approach provided opportunities for clients to provide feedback, which was then incorporated into the delivery of the benefit. Communications and collaboration were improved by engaging with community partners and creating two-way referral pathways within GNB and outside organizations. Integrated and holistic supports were provided for CNBHB clients by understanding their needs and trying to connect them with services beyond the scope of the program to address and overcome barriers.
- Additional information on the Canada-New Brunswick Housing Benefit can be found here: [Social Supports NB | Government of New Brunswick](#)

**CNBHB APPLICANT HOUSEHOLDS  
FISCAL 2021-2022  
% WHO APPLIED ONLINE BY  
SUB-PROVINCIAL AREA**



## *Outcome #2*

### **EMPLOYEE EXPERIENCE**

#### **Description of Priority**

Our responsibility is to always focus on our interactions with work colleagues to make each day a positive experience for everyone. We strive for an employee experience that includes healthy workplace culture, opportunities to learn, grow and be involved, work-life balance, be recognized, and reach our full potential as employees of Social Development.

Outcome: Strengthen Social Development to be an employer of choice.

#### **Importance of Priority**

Employees who are equipped with the right tools, skills, training, and information to do their jobs well will result in a rewarding experience for everyone and make each day a positive experience for our colleagues as well as our clients.

#### **Overall Performance**

Success for employee experience looks like:

- Improved talent management approach,
- Technology is leveraged to improve employee experience,
- Enhanced internal information sharing,
- Employee wellness and engagement is supported, and
- Improved access to resources and training supports.

#### **What initiatives or projects were undertaken in the reporting year to achieve the outcome?**

##### **Employee Supports**

**Insights Discovery:** With the goal of improving personal, interpersonal, and team effectiveness, Social Development is incorporating Insights Discovery into its culture. Two staff members became licensed Insights Discovery Client Practitioners, and despite the resurgences of COVID-19, they held seven Insights Discovery sessions with a total of 82 participants.

**Onboarding:** An Onboarding section was developed on the Social Development intranet. This section provides new staff with information on the department, employee testimonials, information about our offices, an acronym dictionary, and much more.

**Intranet Site Upgrade:** Social Development's intranet site was modernized to provide staff with the best user experience possible. This upgrade allows staff to find the information they need to do their jobs quickly, access mental fitness resources with ease, and peruse human interest stories.

**Weekly Wins:** Beginning in June of 2021, Social Development introduced a new weekly communication to staff called "Weekly Wins." Weekly Wins are designed to be employee focused "good news" stories. They arrive in staff inboxes each Friday to ensure the week ends on a positive note. Since it began, 42 Weekly Wins have been distributed, and not a single week has been missed.

**Learning Management System:** The Organizational Development team piloted a Learning Management System aimed at modernizing training for staff to have timely access to learning and development opportunities applicable to their jobs. Two courses, Women in Leadership and Fetal Alcohol Spectrum Disorder, were a blended format containing components of self-paced and instructor-led learnings.

# *Outcome #3*

## **QUALITY SERVICES**

### **Description of Priority**

Quality services speaks to the services and resources we offer to New Brunswickers. Our responsibility is to focus and ensure that the services we offer provide the best outcomes for New Brunswickers, ensuring we have the right tools and resources available. We hope to deliver a positive experience through quality services.

Outcome: Improved client outcomes by monitoring and modifying services.

### **Importance of Priority**

We will deliver a positive experience through quality services. These services will be continuously monitored and assessed to ensure they generate positive outcomes for our clients and the population of New Brunswick.

### **Overall Performance**

Success for quality services looks like:

- Aligned community care and supports,
- Infrastructure and partnerships are leveraged,
- Improved consistency, efficiency, and effectiveness of services,
- Reduced barriers and increase innovation,
- Increased collaboration with service providers, and
- Evaluated and adapted services.

### **What initiatives or projects were undertaken in the reporting year to achieve the outcome?**

#### **Exceptional Case Plan Review**

Social Development conducted a comprehensive review of exceptional case plans under the Children, Youth, and Adult Disability programs. This review was initiated to create a consistent approach and seamless transition for clients between the Child and Youth program and the Adult program, and to enable the sharing of best practices between Social Development Zones. Part of this review also ensured there are specific client outcomes in all service plans for ongoing monitoring of each individual's growth and development within the community. These client outcomes allow for opportunity to measure the effectiveness of service providers providing care and programming to these clients.

As of March 31, 2022, over 200 exceptional case plans had an initial review completed. The lessons learned from these reviews have been incorporated as part of the ongoing operational process of Social Development to ensure the best quality services are provided for our clients.

# *Outcome #4*

## **FINANCIAL RESPONSIBILITY**

### **Description of Priority**

Financial responsibility means that we are providing the best services possible while being accountable to our budget.

Outcome: Improved shared financial responsibility.

### **Importance of Priority**

It is important to spend wisely and to utilize and share available resources to the best of our ability. It is important for each of us to ensure that we use the tax dollars we are entrusted with to get the best results for our clients.

### **Overall Performance**

Success for financial responsibility looks like:

- Increased financial understanding and accountability,
- Available resources are leveraged,
- Re-aligned financial resources to meet outcomes,
- Increased strategic investments to support long-term outcomes, and
- Ensured accountability of partners and service providers.

### **Outcomes-Based Contracts**

The department has invested public dollars with organizations that align with our stated priorities, strategies and that can deliver outcomes for our clients. We are developing and testing outcomes contracting for GNB within Social Development. All five program-area branches of Social Development had client outcomes developed to ensure the programs we contract services for are aligned with results we desire for our clients.

In April 2021, a total of 271 priority contracts were identified as requiring outcomes to help measure effective performance and results for clients. As of March 31, 2022, 150 contracts were signed (55%). Ministerial Exemptions were approved for the remaining 121 contracts in anticipation of changes to Children's Resources and the Disability Support Program. These contracts will have outcomes written in and follow the procurement process and contract negotiations.

This work has also enabled us to support the exceptional case plan reviews (as described under Quality Services) by linking the identified client outcomes to outcomes in our service provider contracts.



# Overview of departmental operations

## Vision

Strong Partnerships for Better Lives.

## Mission

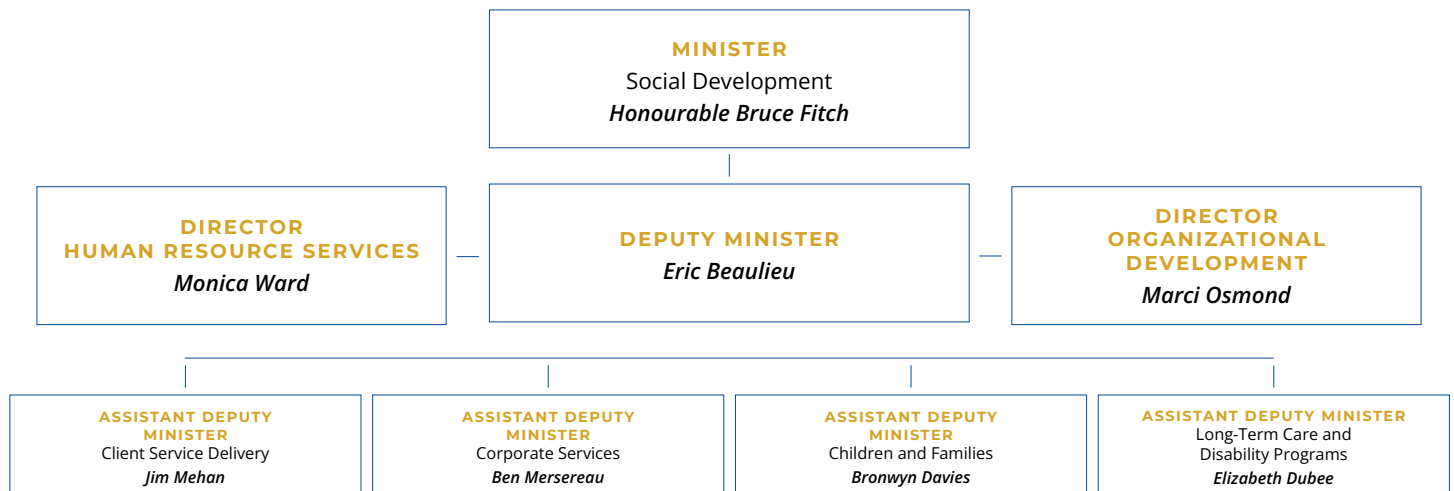
Working together with individuals, families, and community partners to improve people's lives.

Four strategic themes define how the department will achieve its vision of 'strong partnerships for better lives' and frame the department's goals and objectives. These strategic themes are client experience, employee experience, quality services and financial responsibility.

The Department of Social Development manages programs and services designed to provide protection and care for individuals and families, while also fostering independence and self-sufficiency. The department works with service providers and community partners who also play an important role in contributing to a safe, secure, and healthy New Brunswick.

The department is structured in four divisions as seen on the following organizational chart that integrates in a team-based approach to support the citizens of New Brunswick.

## HIGH-LEVEL ORGANIZATIONAL CHART



# Division Overview and Highlights

## CLIENT SERVICE DELIVERY DIVISION

The **Client Service Delivery Division** is responsible for delivering Social Development's programs and services to clients of the department, managing day-to-day client relations and operations, establishing, and managing relationships with community partners, and maintaining performance excellence. The division consists of four zones, Client Service Delivery Support Branch, Digital Transformation Services, and the Chief Experience Office.

The **Zones** are responsible for the delivery of programs and services in core business areas to individuals and families. The core business areas include child welfare and youth services, housing and homelessness, income support, disability support services, and long-term care.



The **Client Service Delivery Support Branch** is responsible for delivering provincial services through single entry access points and for providing a range of key executive and operational supports. Services provided include After Hours Emergency Social Services; Post-Adoption Disclosure Services; Provincial Social Development Record Checks and Exemptions; and Provincial Territorial Child Welfare Protocol Coordination. Key executive and operational supports include Ministerial and Executive correspondence, liaison and support; Social Development website responses; Medical Advisory Board coordination; Emergency Social Services, Integrated Front-End, and is the Intelligent Computer Exchange (ICE) Telephony Platform business owner.

**Digital Transformation Services** provides strategic leadership intended to transform how we deliver value to citizens by improving end-to-end processes that benefit the business while offering better citizen experiences through innovative products and services. Aligning to the GNB vision "One Team, One GNB", the Digital Transformation Services team works on enterprise change both across GNB and within Social Development to improve experiences for all NB citizens.

The **Chief Experience Office** is responsible for improving client experiences within the department to improve outcomes for New Brunswickers. The Chief Experience Office works across the department to simplify, integrate, and deliver quality experiences and effective services for clients.

## Highlights

### Client Service Delivery Support Branch

- The standardization of processes at screening were completed for Long-Term Care, Disability Support Program, Family Supports for Children with Disabilities, Adoption, and Foster Care to provide both a zone and provincial response capacity for telephone applications and enquiries.
- The co-development and implementation of online applications for Long-Term Care and the Disability Support Program were completed.

### Digital Transformation Services

- The co-development of online applications for Long-Term Care, Disability Support Program and the Canada-New Brunswick Housing Benefit were completed, enabling clients to apply after-hours and on weekends.
- Income verification with Canada Revenue Agency was implemented, reducing the complexity for clients to apply for services that require this component.

## Chief Experience Office

- Citizens of New Brunswick are now able to access information for all areas of support services through Social Supports NB website. Over 1,000 citizens have applied for long-term care or disability support online, with 25 percent of those outside of regular business hours. The website had nearly 500,000 site visits by 140,000 visitors.
- The 211 website was also launched this year to augment the 211 phone service. Since its launch in September 2021, there have been 7,000 visitors to the site.
- The department is asking its clients and NB citizens directly about their thoughts and experiences and is working to embed this feedback and insight as new service delivery models are developed and improved. Last year, over 1,000 clients and citizens took the time to share their experiences and reflections.

## CHILDREN AND FAMILIES DIVISION

The **Children and Families Division** is responsible for planning, designing, and monitoring department programs related to child and youth services, income support, health services, and housing and homelessness. This includes the interpretation of program guidelines, procedures, policies, standards, regulations, and legislation. The division focuses efforts on changing how it delivers services to improve efficiency and sustainability while maintaining quality. The division consists of the Child and Youth Services Branch, the Housing and Homelessness Branch, and the Income Support Branch.

The **Child and Youth Services Branch** is responsible for designing, implementing, and monitoring strength-based programs and services to help protect and promote the safety and well-being of children and youth. The branch works in partnership with colleagues, other departments, and community-based services to ensure timely and culturally responsive services and resources that result in the best outcomes for children and youth. Ultimately, the vision of the branch is for safety, well-being, a sense of belonging and lifelong connections for every child and youth in NB.

This branch includes Child Protection, Children and Youth in Care, Children's Resource Services, Kinship, Adoption, Expectant Parent and Birth Parent Services, Youth Services, Post-Guardianship, Family Supports for Children with Disabilities, Collaborative Approaches, and services under the *Youth Criminal Justice Act*. The branch is also a partner in Integrated Service Delivery, as well as the Provincial Complex Case Committee, which are multidisciplinary partnerships intended to improve services to children and youth deemed at-risk or having complex social, emotional, physical, medical and/or mental-health needs.

Programs and services under this branch are centered on the best interests and well-being of children and youth. Priority is given to strengthening family engagement by including family involvement strategies such as Family Group Conference and Immediate Response Conference to give voice to children, youth, and families. If a child can no longer remain living safely in the parental home, the department works closely with family to prioritize children and youth living with kin. As well, the department works in collaboration with other departments and not-for-profit organizations in developing and supporting various placement options along the continuum of care for children and youth.

The **Housing and Homelessness Branch** is responsible for the planning, designing, and monitoring of all departmental housing and homelessness programs and services. These include the following: Public Housing, Rent Supplement and Rural and Native Housing Programs; Non-Profit and Cooperative Housing Programs; Homelessness and Transition Houses; Homeowner and Emergency Repair Programs; Affordable Rental Housing Program; Rental Rehabilitation Assistance Program; Home Completion and Home Ownership Assistance Programs; Property Management and Loans Administration. The branch is also responsible for the development of new housing programs to address systemic gaps and identify opportunities for improvements related to existing policy and program delivery.

The **Income Support Branch** is responsible to provide individuals and families in need with financial benefits and supports. The branch is also responsible for planning, designing, and monitoring programs and services to support individuals and families, and to help them achieve and maintain self-reliance and, where appropriate, with self-sufficiency program services to enhance their potential for employment. This branch includes: The Transitional Assistance Program, Case Management Services for Social Assistance Clients, Career Development Options for Social Assistance Clients, the Extended Benefits Program, Special Needs Benefits and Family Support Order Services.

Health Services is responsible for the day-to-day operations, planning, designing, and monitoring of the department's Health Services Program. The Health Services Program offers a number of health and medical benefits and services to Social Development clients who have an active health card. Health Services programs include the Mobility & Adaptive Equipment Loan Program; Dental Program; Hearing Aid Program; Medical Supplies/Services Program; Orthopedic Program; Ostomy/Incontinence Program; Prosthetic Program; Respiratory Program; Therapeutic Nutrients Program; and the Vision Program. Health Services is also responsible for Healthy Smiles, Clear Vision, and the NB Cleft Palate Program. Specific client groups eligible through health services include Social Assistance recipients and their dependents, Health Card-Only clients (individuals with extensive health needs who are unable to cover the cost of services), clients served within the Child and Youth Services Program, Long-Term Care clients residing in Adult Residential Facilities, Nursing Home clients, and Mental Health clients residing in facilities.

## Highlights

### Child and Youth Services Branch

- In partnership with the Department of Health, the Department of Social Development launched a new resource called Professional Care Homes for children with complex needs. This addition to the Continuum of Care for placement options further supports children with complex trauma ensuring clinical supports to families that care for them.
- Government provided additional financial support to care providers (i.e., foster parents, group homes) who work with children and youth in the legal care of the Minister. Some examples include \$2.045M for extra costs associated with the COVID-19 pandemic, and \$2.08M toward the higher cost of living. \$1.17M was given to increase the wages of family support workers.

### Housing and Homelessness Branch

- The provincial government invested \$6M over three years in the Rising Tide project. Rising Tide Community Initiatives Inc. is a newly established non-profit organization in Moncton with a core mandate of stimulating the development and sustainability of affordable housing for those experiencing or at the risk of homelessness and will create 162 affordable housing units throughout the city.
- Social Development committed \$1.4M to the John Howard Society's development of a housing project in Fredericton. The project involved the conversion of the existing City Motel into apartments for homeless people that offers 20 bachelor-style apartments, 12 peer supported housing units, a 24-bed homeless shelter, meeting rooms, a restaurant, and clinical and outreach offices.

### Income Support Branch

- New spending of \$8M was invested to reduce poverty and help social assistance clients build stronger attachment to employment. Initiatives included the annual indexation of all social assistance rates and removing deductions related to child support payments, Canada-NB Housing Benefit, compensatory awards for personal injury, or the percentage of monthly assistance spent on accommodations. Social assistance recipients will also keep a larger portion of earned income to help sustain employment.

## LONG-TERM CARE AND DISABILITY PROGRAMS DIVISION

The **Long-Term Care and Disability Programs Division** is responsible for the planning, designing, and monitoring of Social Development programs related to seniors and persons with disabilities. This includes the interpretation of program guidelines, procedures, policies, standards, regulations, and provincial legislation. The division focuses efforts on changing how it delivers services to improve efficiency and sustainability while maintaining quality. The division consists of the Adult Community Resources Branch and the Adult Client Services Support Branch.

The **Adult Community Resources Branch** is responsible for monitoring quality and compliance of licensed adult residential facilities and nursing homes throughout the province who provide care across the continuum. Adult residential facilities include special care, community residences, memory care and generalist care. The department's objectives are to improve residents' quality of life, help safeguard their dignity, and ensure that appropriate, quality residential services are provided as efficiently as possible within available resources. This is accomplished by ensuring compliance with all relevant acts, regulations under the acts, and departmental standards and policies. The purpose of this monitoring is to enhance accountability, effectiveness and efficiency in the planning and delivery of these services to adults and seniors. The branch is also responsible for providing operational support to licensed nursing homes through funding, advisory services, and management of capital repairs, renovation, and replacement projects. The direct provision of nursing home services to residents is the responsibility of each nursing home.

The **Adult Client Services Support Branch** is responsible for planning, designing, and monitoring programs and services provided to adults with a disability and seniors. The Seniors and Healthy Aging Secretariat falls within this branch and functions as the point of contact to facilitate the central alignment, coordination, planning and liaison for matters and issues related to seniors and healthy aging within government. The programs and services under the branch include Adult Protection Program; Disability Support Program; Long Term Care Program; Home Support Services; Adult Day Centres; Employment & Support Services; Home First initiatives; Healthy Seniors Pilot Project; Age-Friendly Communities Recognition Program; and The Healthy Aging Champions Program. This branch also delivers training to Social Development staff within adult and senior services and programs throughout the province.

### Highlights

#### Adult Community Resources Branch

- Four new nursing homes were announced in Moncton, Saint John, and Fredericton to respond to the increasing demand of the province's aging population. Moncton will receive 120 new beds, while Fredericton and Saint John will receive 60 beds each. These facilities are in keeping with the provincial Nursing Home Plan, which aims to add 600 nursing home beds to the system. The facilities are part of a campus-of-care and a design concept that allows residents to enjoy the experience of spending time on a small-town street, complete with a multi-purpose room that will serve as a chapel and theatre space, a hair salon, café, and town hall.
- The Department of Social Development provides per diems to adult residential facilities for subsidized clients based on an established rate and assists clients with the cost of living in these facilities when they are unable to pay the full cost. In special care homes, about 90 per cent of long-term residents and all clients of the Disability Support Program are subsidized. There are over 450 adult residential facilities in the province providing care and services to over 7,000 residents in licensed special care homes, memory care and generalist care homes, and community residences.

#### Adult Client Services Support Branch

- As part of Social Assistance Reform, a Task Force has been established to review disability support services and programs offered by the Department of Social Development, including income support. The Task Force advises the department on issues related to enhancing support services and co-ordinating delivery of these services. Members will propose a comprehensive model, including recommendations for implementation.
- The Aging in Place Framework is a collaborative vision between the Departments of Health and Social Development. The work of the Aging Strategy continues through this framework, which has taken high-level strategic recommendations and created measurable initiatives that will facilitate reporting and clear communication of progress to stakeholders.



## CORPORATE SERVICES DIVISION

The **Corporate Services Division** supports the success and accountability of the department's finance and budget management, contract management, operations management, policy, analytics, research, evaluation, planning, and continuous improvement. The division consists of the Policy and Analytics, Finance and Administration, and Strategic Planning and Accountability branches.

The **Policy and Analytics Branch** consists of the Policy unit and the Data, Analytics and Research unit. The Policy unit is responsible for developing departmental policy and legislative proposals and providing ongoing support and advice in the interpretation and application of departmental legislation. The unit provides the secretariat support for the Ministers Responsible for Social Services, which New Brunswick currently co-chairs, represents the department on several interdepartmental tables, and represents GNB on intergovernmental forums related to seniors, housing, and social services. The unit is the departmental lead on legal matters and on the department's response to inquiries and investigations by the Ombud, the Integrity Commissioner, the Child, Youth and Senior's Advocate, and the New Brunswick Human Rights Commission. The unit is also responsible for all privacy related issues, Right to Information requests and coordination of legislative activities. The unit facilitates the appointment process for Agencies, Boards and Commissions related to Social Development.

The Data, Analytics and Research unit provides advice and guidance to the department by undertaking research and evaluation of programs and services, and by providing statistical analysis for policy and program development. It is responsible for corporate data analytics and monitoring and reporting on the performance of departmental programs and services. The unit is responsible for supporting evidence-based decision making through reporting, research, and evaluation.

The **Finance and Administration Branch** is responsible for working with management to ensure the department's financial resources are spent within GNB's fiscal framework. The branch provides information and advice to ensure consistency in budgeting, contract administration, financial reporting, and administration. It performs internal audits for the department's programs and services. The branch is made up of four units: Budget and Financial Reporting, Audit Services, Accounting and Administrative Services, and Contract Administration.

The **Strategic Planning & Accountability Branch** is responsible for leading and implementing the department's strategic planning process and reporting cycle, including the strategic framework and the annual report. The branch supports all areas of the department by facilitating key planning and reporting activities, and the alignment of key departmental initiatives as drivers of performance. It leads initiative management efforts of departmental priorities and acts as a liaison with the Executive Council Office to coordinate alignment with GNB's strategy. Other key responsibilities include conducting environmental scans, supporting the development of corporate strategies, guiding work related to return on investment, and ensuring the organization is aligned with partners who share a common vision.

## **Highlights**

### **Policy and Analytics Branch**

- Provided evidence-based policy development to support and enable new initiatives and legislative amendments that benefit New Brunswickers in need. This policy development and support enabled continuous improvement in programs and services provided by Social Development to New Brunswickers accessing social assistance, housing supports, child and adult protection services, disability support services, long-term care, and 24-hour care in adult community resources, and nursing homes.
- The branch created and launched a new corporate reporting solution that automated key reports and granted better access for internal reporting.

### **Finance and Administration Branch**

- The branch provided significant support for the department's COVID-19 response, by leading procurement initiatives for everything from meals and staffing to cleaning and garbage removal services. The support provided ensured service continuity to vulnerable citizens in long-term care facilities. The team responded to almost 200 requests for urgent assistance from December 2021 to March 2022.

### **Strategic Planning & Accountability Branch**

- The branch led and completed the development of the department's strategic framework, including overall strategy, performance measures, and identifying priority projects.



## EMPLOYEE SUPPORT

As a strategic business partner, the **Human Resource Services Branch** provides support and consulting services to management and staff to increase organizational effectiveness and to maximize performance through our people. It endeavours to create and sustain a vibrant, healthy, safe, and high performing workforce that provides excellent service to the citizens of New Brunswick.

Comprised of two business units, Employee Relations Services and Human Resource Strategy and Programs, team members work collaboratively to meet its mandate and objectives, while supporting the strategic goals of both the department and the Government of New Brunswick.

The Human Resource Strategy and Programs unit supports and reinforces the strategic goals and vision of the Department of Social Development through the provision of a broad range of results-focused, organizational, and human performance interventions and services designed to create departmental and employee excellence. This unit is responsible for strategic workforce planning and succession management, performance management, leadership development, HR-related training, and the development and implementation of health, safety, and workplace wellness programs. In addition, the unit coordinates the reporting of departmental workforce information.

The Employee Relations Services unit serves as the primary vehicle for the delivery of HR services to the department. The consultants and staff in this unit have the lead role and responsibility for employee recruitment, selection, job classification, evaluation, and the establishment of linguistic profiles. As well, members of the team are directly involved in labour relations including, but not limited to, grievance handling, labour-management committees, contract negotiations, collective agreement and legislative interpretation, conflict resolution and mediation, employee discipline, and performance management.

The **Organizational Development Branch** was created in the Fall of 2020. Organizational Development's mandate is to develop, implement, and standardize a learning and development framework inclusive of culturally appropriate services across the department to support employee engagement, recognition and to improve organizational effectiveness. This includes a comprehensive internal communications strategy; onboarding that allows staff to connect to the organization's culture, values, and strategy; applying a cultural lens to programs and services; identifying opportunities for professional development,

training, and skills development; and increased collaboration with, and support for, community partners for training opportunities.

### Highlights

#### Organizational Development Branch

- The PRIDE training program was moved to the Organizational Development Branch with the mandate of facilitating consistent access to training for all foster parents, professional care homes and adoptive parents. The team delivered 22 trainings that included 340 participants across all areas of New Brunswick.
- The Organizational Development Branch piloted a Learning Management System aimed at modernizing learnings for employees to have timely access to learning and development opportunities that are applicable to their job. Two courses were piloted and comprised of a blended format - containing components of self-paced and instructor-led learnings.

# Financial information

**TABLE 1**

**Fiscal year ending March 31, 2022 (\$000)**

This financial overview was prepared based on the best available information at the time of publication, and therefore, may not correspond exactly with the figures that were subsequently published in the public accounts.

EXPENDITURES	BUDGET	ACTUAL	VARIANCE OVER (UNDER)	% OVER (UNDER)	NOTE
Corporate and Other Services	10,581.10	14,426.70	3,845.60	36.3	1
Income Security	241,811.30	209,128.70	(32,682.6)	(13.5)	2
Child Welfare	152,960.40	165,335.60	12,375.20	8.1	3
Seniors and Long-Term Care	798,748.10	810,884.20	12,136.10	1.5	4
Housing	115,665.40	115,133.60	(531.8)	(0.5)	5
Other Benefits	53,183.00	31,195.20	(21,987.80)	(41.3)	6
COVID-19 Pandemic	12,600.00	31,771.70	19,171.70	152.2	7
<b>Total</b>	<b>\$1,385,549.30</b>	<b>\$1,377,875.70</b>	<b>(\$7,673.60)</b>	<b>(0.6)</b>	

Numbers are expressed in thousands

**TABLE 2**

SPECIAL PURPOSE ACCOUNT EXPENDITURE	BUDGET	ACTUAL	VARIANCE OVER (UNDER)	% OVER (UNDER)	NOTE
CMHC Funding Account	\$2,665.0	\$1,880.4	(\$784.6)	(29.4)	8

Numbers are expressed in thousands

**TABLE 3**

CAPITAL	BUDGET	ACTUAL	VARIANCE OVER (UNDER)	% OVER (UNDER)	NOTE
Nursing Home – Capital Program	\$12,000.0	\$8,946.4	\$(3,053.6)	(25.4)	9

Numbers are expressed in thousands

**TABLE 4**

REVENUES	BUDGET	ACTUAL	VARIANCE OVER (UNDER)	% OVER (UNDER)	NOTE
Return on Investment	1,800.00	3,980.50	2,180.50	121.1	10
Licences and Permits	33	28.1	(4.9)	(14.8)	
Sale of Goods and Services	17,890.00	17,872.40	(17.6)	(0.1)	
Miscellaneous	4,375.00	8,685.20	4,310.20	98.5	11
Conditional Grants - Canada	57,393.00	41,228.20	(16,164.80)	(28.2)	12
Total	\$81,491.00	\$71,794.40	(\$9,696.60)	(11.9)	

Numbers are expressed in thousands

**TABLE 5**

SPECIAL PURPOSE ACCOUNT REVENUE	BUDGET	ACTUAL	VARIANCE OVER (UNDER)	% OVER (UNDER)	NOTE
CMHC Funding Account	\$698.0	\$109.8	\$(588.2)	(84.3)	13

Numbers are expressed in thousands

**Notes on significant variances:**

- Over budget due to salaries and overhead.
- Under budget due to average caseload and average cost per case in Transitional Assistance Program being lower than expected.
- Over budget due to increasing caseloads and cost per case for Child Protection and Children in Care
- Over budget due to top up in Per Diems for Adult Residential Facilities to help compensate for the effects of inflation and COVID-19.
- Under budget due to reduced spending in Rental Assistance and Renovation Assistance.
- Under budget due to lower uptake in the Seniors Home Renovation Tax Credit, and the Child Tax Benefit and Working Income Supplement. As well, the grants awarded under the Healthy Seniors Pilot project were lower due to the slowdown caused by the COVID-19 Pandemic.
- Over budget due to higher expenditures resulting from responding to the COVID-19 Pandemic.
- Under budget due to the postponement of a project.
- Under budget due to fewer capital projects being completed due to the COVID-19 Pandemic.
- Over budget mainly due to an increase in the amount of loans being paid out early.
- Over budget mainly due to increases in Social Assistance overpayment recoveries, as well as HEAP recoveries. Also, due to change in recognition of family support payments from non-custodial parents.
- Under budget due to lower than expected revenues related to the Healthy Seniors Pilot Projects.
- Under budget due to lower interest from second mortgage payments.

# Summary of staffing activity

Pursuant to section 4 of the *Civil Service Act*, the Secretary to Treasury Board delegates staffing to each Deputy Head for his or her respective department(s). Please find below a summary of the staffing activity for 2021-2022 for Social Development.

NUMBER OF PERMANENT AND TEMPORARY EMPLOYEES AS OF DEC. 31 OF EACH YEAR		
EMPLOYEE TYPE	2021	2020
Permanent	1,318	1,326
Temporary	163	191
<b>Total</b>	<b>1,481</b>	<b>1,517</b>

The department advertised 102 competitions, including 56 open (public) competitions and 46 closed (internal) competitions.

Pursuant to sections 15 and 16 of the *Civil Service Act*, the department made the following appointments using processes to establish merit other than the competitive process:

APPOINTMENT TYPE	APPOINTMENT DESCRIPTION	SECTION OF THE CIVIL SERVICE ACT	NUMBER
Specialized Professional, Scientific or Technical	An appointment may be made without competition when a position requires: <ul style="list-style-type: none"> <li>• a high degree of expertise and training</li> <li>• a high degree of technical skill</li> <li>• recognized experts in their field</li> </ul>	15(1)	0
Equal Employment Opportunity Program	Provides Aboriginals, persons with disabilities and members of a visible minority group with equal access to employment, training, and advancement opportunities.	16(1)(a)	0
Department Talent Management Program	Permanent employees identified in corporate and departmental talent pools, who meet the four-point criteria for assessing talent, namely performance, readiness, willingness, and criticalness.	16(1)(b)	1
Lateral transfer	The GNB transfer process facilitates the transfer of employees from within Part 1, 2 (school districts) and 3 (hospital authorities) of the Public Service.	16(1) or 16(1)(c)	23
Regular appointment of casual/temporary	An individual hired on a casual or temporary basis under section 17 may be appointed without competition to a regular properly classified position within the Civil Service.	16(1)(d)(i)	0
Regular appointment of students/ apprentices	Summer students, university or community college co-op students or apprentices may be appointed without competition to an entry level position within the Civil Service.	16(1)(d)(ii)	0

Pursuant to section 33 of the *Civil Service Act*, no complaints alleging favouritism were made to the Deputy Head of Social Development and no complaints were submitted to the Ombud.

# Summary of legislation and legislative activity

BILL #	NAME OF LEGISLATION	DATE OF ROYAL ASSENT	SUMMARY OF CHANGES
#65	<p><i>An Act Respecting the Family Income Security Act</i></p> <p><a href="https://www2.gnb.ca/content/dam/gnb/Departments/ag-pg/PDF/ActsLois/2021/Chap-36.pdf">https://www2.gnb.ca/content/dam/gnb/Departments/ag-pg/PDF/ActsLois/2021/Chap-36.pdf</a></p>	17-Dec-21	Repealed relevant provisions such that child support payments are no longer considered household income for those applying for and receiving social assistance; minor changes to information sharing and privacy and modernization of language.
#80	<p><i>An Act to Amend the Nursing Homes Act</i></p> <p><a href="https://www2.gnb.ca/content/dam/gnb/Departments/ag-pg/PDF/ActsLois/2021/Chap-43.pdf">https://www2.gnb.ca/content/dam/gnb/Departments/ag-pg/PDF/ActsLois/2021/Chap-43.pdf</a></p>	17-Dec-21	Increase notification period for nursing home resident discharge from 15 days to 30 days.

NAME OF REGULATION	EFFECTIVE DATE	SUMMARY OF CHANGES
<i>Family Income Security Act, Amendments to General Regulations</i>	August 1, 2021	Increased the monthly assistance rates for single person units and multiple person units and broadened the provisions to annually index social assistance rates to include multiple person units.
<i>Family Income Security Act, Amendments to General Regulation</i>	October 1, 2021	<ol style="list-style-type: none"> <li>1. Updated the definition of “deaf” for the purposes of social assistance programs, as recommended by stakeholders.</li> <li>2. Authorized nurse practitioners to sign medical forms for social assistance clients who are applying for a disability designation.</li> <li>3. Increased the wage exemption, such that income assistance recipients can earn \$500/month without any deductions. A \$0.50/\$1.00 wage deduction applies to wages earned above the first \$500/month.</li> <li>4. Added income exemptions for: Canada – New Brunswick Housing Benefit; or compensatory award related to personal injury.</li> <li>5. Eliminated shelter deductions.</li> <li>6. Eliminated deductions to social assistance related to the receipt of child support.</li> </ol>
<i>Family Services Act, Amendment to Community Placement Residential Facilities Regulation (83-77)</i>	September 22, 2021	Created new requirement for staff community placement residential facilities to comply with certain health and safety obligations in order to mitigate the transmission and effects of COVID-19.
<i>Public Health Act, Preventative Measures Regulation (2021-67)</i>	November 19, 2021	New regulation related to proof of vaccination against COVID-19 for staff community placement residential facilities and staff, volunteers, and personal caregivers at Nursing Homes.

The acts for which the department was responsible in 2021-2022 may be found at:

<https://laws.gnb.ca/en/deplinks?subjectnumber=21>

# Summary of Official Languages activities

## INTRODUCTION

The department has developed an action plan that includes strategic activities for each of the four sectors of activity found in GNB's [Plan on Official Languages – Official Bilingualism: A Fundamental Value](#).

### *Focus 1*

Ensure access to service of equal quality in English and French throughout the province:

- There is continuous management of the department's linguistic profiles to ensure there is enough capacity in guaranteeing that clients are being served in their language of choice. We also strive to improve linguistic team capacity through the hiring process and second-language training.
- As part of the onboarding process, new employees are required to complete the mandatory e-learning modules for Language of Service and Language of Work offered through the GNB Knowledge Center.

### *Focus 2*

An environment and climate that encourages, for all employees, the use of the Official Language of their choice in their workplace:

- All communications and training to all staff is offered in both Official Languages.
- There is a section on the department's intranet including information on second-language training and links to tools and resources to help employees practice their second Official Language.

### *Focus 3*

Official bilingualism is a fundamental value conveyed by GNB and its employees;

- The department gathered information through a monitoring mechanism to complete the section in the department's annual report on Official Languages.

### *Focus 4*

Ensure Public Service employees have a thorough knowledge and understanding of the *Official Languages Act*, relevant policies, regulations, and the province's obligations with respect to Official Languages:

- The department emphasizes an employee's obligations under the *Official Languages Act* as well provided them with the links for the e-learning modules Language of Work and Language of Service found on the GNB Knowledge Center.

## *Conclusion*

The department continues to bring employee awareness of the responsibilities of the *Official Languages Act* in day-to-day work, and in the quality of programs and services provided to the public. The department also continues to promote both the Language of Service and Language of Work policies through its intranet site and onboarding process.

# Summary of recommendations from the Office of the Auditor General

## SECTION 1

NAME AND YEAR OF AUDIT AREA WITH LINK TO ONLINE DOCUMENT	RECOMMENDATIONS
	TOTAL
Risk of Contamination in Public Housing Units – 2020 Vol. III <a href="https://www.agnb-vgnb.ca/content/dam/agnb-vgnb/pdf/Reports-Rapports/2020V3/Chap8e.pdf">https://www.agnb-vgnb.ca/content/dam/agnb-vgnb/pdf/Reports-Rapports/2020V3/Chap8e.pdf</a>	2

IMPLEMENTED RECOMMENDATIONS	ACTIONS TAKEN
8.17 We recommend Social Development work with the Department of Transportation and Infrastructure to address radon remediation more aggressively in public housing units.	<p>Social Development has currently tested over 27% of the approximately 4,600 public housing units in New Brunswick. Social Development increased the 2021-22 budget by \$150,000 annually to \$750,000 to target radon testing and remediation. This will allow testing of 425 units per year which would decrease the amount of time to completion of all NBHC units to eight years (2028). Social Development is targeting 500 more tests in 2022-23.</p> <p>Limiting Factors:</p> <ul style="list-style-type: none"> <li>• Testing takes 90 days to complete and can only be completed in the winter months (because it needs to be done when windows are more likely closed, so the test evaluates the highest possible Radon concentration in the unit). This leaves a 120-day period to complete the test (December-March)</li> <li>• Radon remediation is a specialized industry and requires contractors who are certified to perform the work. The availability of contractors is limited, which in turn limits the number of units that can be remediated.</li> </ul>
8.21 We recommend Social Development notify public housing unit tenants in a timely manner of test results indicating a presence of radon and the remediation process being undertaken.	<p>As of November 2020, tenants of all units that have been tested positive have been notified in writing. All tenants of the remaining units will be notified in writing within 60 days of positive test results being received by the department. Additionally, all positive units will be 'flagged' within the HousingNB database and new tenants will be advised of their unit's status as it pertains to the presence of radon and radon mitigation systems.</p>



NAME AND YEAR OF AUDIT AREA WITH LINK TO ONLINE DOCUMENT	RECOMMENDATIONS
	TOTAL
Update on Nursing Home Planning and Aging Strategy – 2020 Vol. II <a href="https://www.agnb-vgnb.ca/content/dam/agnb-vgnb/pdf/Reports-Rapports/2020V2/Chap4e.pdf">https://www.agnb-vgnb.ca/content/dam/agnb-vgnb/pdf/Reports-Rapports/2020V2/Chap4e.pdf</a>	6

IMPLEMENTED RECOMMENDATIONS	ACTIONS TAKEN
4.35 We recommend the Department of Social Development review the 2018-2023 Nursing Home Plan to ensure targets are clear, realistic, achievable, and properly resources to meet the planned outcomes in a timely manner.	<p>Since 2020, due to COVID-19 pressures on the Nursing Home sector, construction sector and departmental resources, the plan rollout is being adjusted. Despite these challenges, the following projects continue to move forward.</p> <ul style="list-style-type: none"> <li>• Moncton – 120 beds have been awarded, with 60 currently under construction.</li> <li>• Dieppe – 20 beds added as a result of conversion of an existing unlicensed facility. Saint John – 60 beds under construction.</li> <li>• Fredericton – 60 beds awarded.</li> <li>• Shediac – 190-bed replacement in negotiations.</li> <li>• Acadian Peninsula – 60 beds currently in negotiations.</li> </ul> <p>The remaining 280 beds will be procured over the next year.</p>
<p>4.45 We recommend the Department of Finance and Treasury Board revise the ASD Advisory Services unit's Standard Operating Procedures to include formal documentation standards for financial models and other analyses completed by the unit. The standards should, at a minimum, require retaining documentation of:</p> <ul style="list-style-type: none"> <li>- roles and responsibilities of individuals involved.</li> <li>- all sources of inputs and assumptions used.</li> <li>- the review of financial models; and</li> <li>- adherence to the Standard Operating Procedure.</li> </ul>	<p>The ASD Advisory Services Standard Operating Procedures have been revised to include documentation for the following:</p> <ul style="list-style-type: none"> <li>• additional details on the roles and responsibilities of individuals involved.</li> <li>• additional details for sources of inputs and assumptions used.</li> <li>• the review process for verifying financial models; and</li> <li>• a post-project checklist and process to verify that the Standard Operating Procedures were adhered to.</li> </ul>
4.46 We continue to recommend the Department of Social Development evaluate whether there is an economic benefit to the providing nursing home beds under the for-profit operated model versus the traditional model. This should include a comparison of actual costs and quality of service.	<p>Work was underway with Project and Advisory Services and was put on hold due to the COVID-19 pandemic, and turnover of staff within FTB. Data and background information has been provided. Analysis will include a value-for-money exercise, a quality-of-care review, and a summary evaluation that combines both. Currently long-term care facility data is now being publicly reported and key indicators can be compared across all homes as well as against other provinces and national benchmarks for quality care.</p>
4.73 We recommend the Department of Social Development develop performance indicators with specific targets for each action item under the Aging Strategy, in collaboration with relevant stakeholders.	<p>The framework has been developed with defined initiatives and measures.</p>

4.74 We recommend the Department of Social Development develop a formal process for monitoring action items under the Aging Strategy and verifying implementation.	Collaborative work continued with regular status updates to the Aging in Place Committee. Initiatives are at different levels of completion. All have faced delays due to COVID-19, and active status reporting has paused as a result. This has been re-engaged as active COVID-19 response diminishes.
4.88 We recommend the Department of Social Development publicly report actual outcomes compared to planned or expected outcomes under the Aging Strategy and Nursing Home Plan. Reporting should provide explanations for gaps between plans and results.	The Aging in Place Framework and information has been shared broadly, i.e., presented at two stakeholder engagement sessions with feedback received, and at the Collaborative Care Seniors Health committee, as well as a broad Seniors Navigation group.

## SECTION 2

NAME AND YEAR OF AUDIT AREA WITH LINK TO ONLINE DOCUMENT	RECOMMENDATIONS	
	TOTAL	IMPLEMENTED
Group Homes and Specialized Placements – 2019 Vol. II <a href="https://www.agnb-vgnb.ca/content/dam/agnb-vgnb/pdf/Reports-Rapports/2019V2/Chap3e.pdf">https://www.agnb-vgnb.ca/content/dam/agnb-vgnb/pdf/Reports-Rapports/2019V2/Chap3e.pdf</a>	16	6
Advisory Services Contract – 2017 Vol. I <a href="https://www.agnb-vgnb.ca/content/dam/agnb-vgnb/pdf/Reports-Rapports/2017V1/Chap2e.pdf">https://www.agnb-vgnb.ca/content/dam/agnb-vgnb/pdf/Reports-Rapports/2017V1/Chap2e.pdf</a>	16	13*

\*Three recommendations to be implemented by Service New Brunswick.

# Report on the *Public Interest Disclosure Act*

As provided under section 18(1) of the *Public Interest Disclosure Act*, the chief executive shall prepare a report of any disclosures of wrongdoing that have been made to a supervisor or designated officer of the portion of the public service for which the chief executive officer is responsible. The Department of Social Development did not receive any disclosure(s) of wrongdoing in the 2021-2022 fiscal year.