



REPORT TO THE POLICE SERVICES BOARD

Author: Holly Britton
Subject: Influences on Staff Deployment

Date of Report: July 5, 2021
Information or Decision Report: Information

RECOMMENDATION(S)

“That the Board receives the following report for information”

Signed:


Chief of Police

Date:

July 7/21

EXECUTIVE SUMMARY

DRPS has taken significant steps to address members mental and physical wellness through a variety of initiatives, programs and practices for more than 15 years. These programs and initiatives have a positive impact on members' wellness. The Service is committed to supporting the membership and working to improve the health and wellness of members proactively, as well as work to reduce the costs and limitations associated with members being unwell. The Service continues to provide useful resources and supports and has launched a pilot program to increase capacity in the People, Development and Learning Branch. In addition, these changes will facilitate improved services disability, wellness programs and safety initiatives.

DISCUSSION

The following information is intended to provide the Board with an overview of the Service's current staffing pressures, identify the steps DRPS is taking to alleviate these pressures and the measures that will determine the success of the programs.

Contained within the graphs and tables are the current actual headcount for both sworn and civilian positions (excluding seconded positions). Within the graphs and tables, all members who are not fully-deployable or absent from work are identified in one of the nine categories. These categories are defined within Appendix A. Within Graph and Table A, most of the categories demonstrated a reasonable level of consistency over the past 6 years in growth in the number of members unable to perform their full duties for which they were hired to do.

There are 134 sworn members and 64 civilian members who are not fully deployable. Of note, the total number of non deployable sworn members has slightly increased while the civilian total number of non deployable members has slightly decreased since January 2021.

Of those two categories, 52% of the sworn members (70) and 53% of the civilian members (34) are performing work in some capacity. The Service has continued to engage members who require modified work through various adaptations of positions and tasks allowing them to be contributing members of the Service safely and within their medical restrictions.

Overall, the rate of growth in the number of sworn and civilian members off work has been increasing as seen in Graph A and Table A. In the last year there has been a significant increase in the number of sworn members off work for occupational reasons (WSIB), the number has more than doubled since June 2020. Civilian members rate of increase has also been most impactful in the WSIB category, demonstrated in Graph B and Table B, but not to the same degree as the Sworn members. From 2016 to current, WSIB costs for both sworn and civilian members has totaled just over \$24 million (over six years).

As shown in Table C, WSIB or occupational costs, and Table D Long Term Disability costs, absences have a significant cost. Halfway through 2021 the combined cost of WSIB and LTD are close to \$4 million. Both programs are managed by third party organizations.

The reason for this increase has mostly been related to the Presumptive Post Traumatic Stress Disorder claims as a result of the legislation that came into place in 2016. The Service has made significant effort to address the concern around mental wellness, as demonstrated in Table E, nonetheless, the costs and number of members impacted continue to increase.

To provide more support and positively influence the health and wellness of members, the Service is focusing on the People, Development and Learning Branch.

The plan of the Health and Wellness Unit is to:

- more effectively track and address member absences at the onset
- measure and adjust programs so that they meet the changing needs of the members effectively
- stay attentive to the requirements of members so they may participate in safe and early return to work programs
- ensure members are aware of the programs available to them
- continue to encourage the Service as it moves forward in reducing the stigma around mental health and improving awareness

Some measures have already been implemented to initiate moving the Service forward. Measures include program utilization, sick time utilization, injury/cost analysis, health and wellness scorecard, benchmarking with comparable services and seeking member feedback to ensure programs are effective. Looking to the future the plan is to analyze and identify potential concerns to engage in preventative measures that will help to reduce the severity of injury. Contained in Table E is a list of the current wellness programs and the applicable measures. Notably, the psychological group benefit costs appear to be trending significantly higher for 2021, indicating 100% increase.

In addition, the Wellness team has requested more regular updates from PILLAR Peer supporters to measure and track if there are any notable trends while maintaining anonymity for those who reach out to a PILLAR Peer supporter. The Wellness team has also initiated a member survey for Healthy Apple participants to gain insight into the programs success and if there is anything that needs to be done to sustain its success or achieve further growth.

A recent member survey completed by the Strategic Commitment Team #5 focused on the utilization of member wellness supports. Positive results were gleaned to validate that resources are being used and a large number of members are aware of what services are available, nevertheless, the Service strives for excellence so there is always more that can be done. The survey had a 30% response rate. Of the members who responded 77% indicated they have used available services offered by DRPS. On a very positive note, 92% of respondents were satisfied with the services provided to them and 93% would recommend the service to a colleague or

family member. Of the members who responded, 79% were aware of the available mental wellness programs offered by DRPS. The positive feedback provided by the survey found that Healthy Apples and Maple Care were rated as the most beneficial and effective programs.

The members who did not access any of the mental wellness supports available to them advised the top three reasons were as follows in priority order: that they did not feel they were required (54%), received support through their own system (29%), and the full details of the program were not known (14%). The feedback from the survey provides the Service the opportunity to improve the communication on available resources and continue to reduce the stigma surrounding mental health.

Graph A
Sworn Data

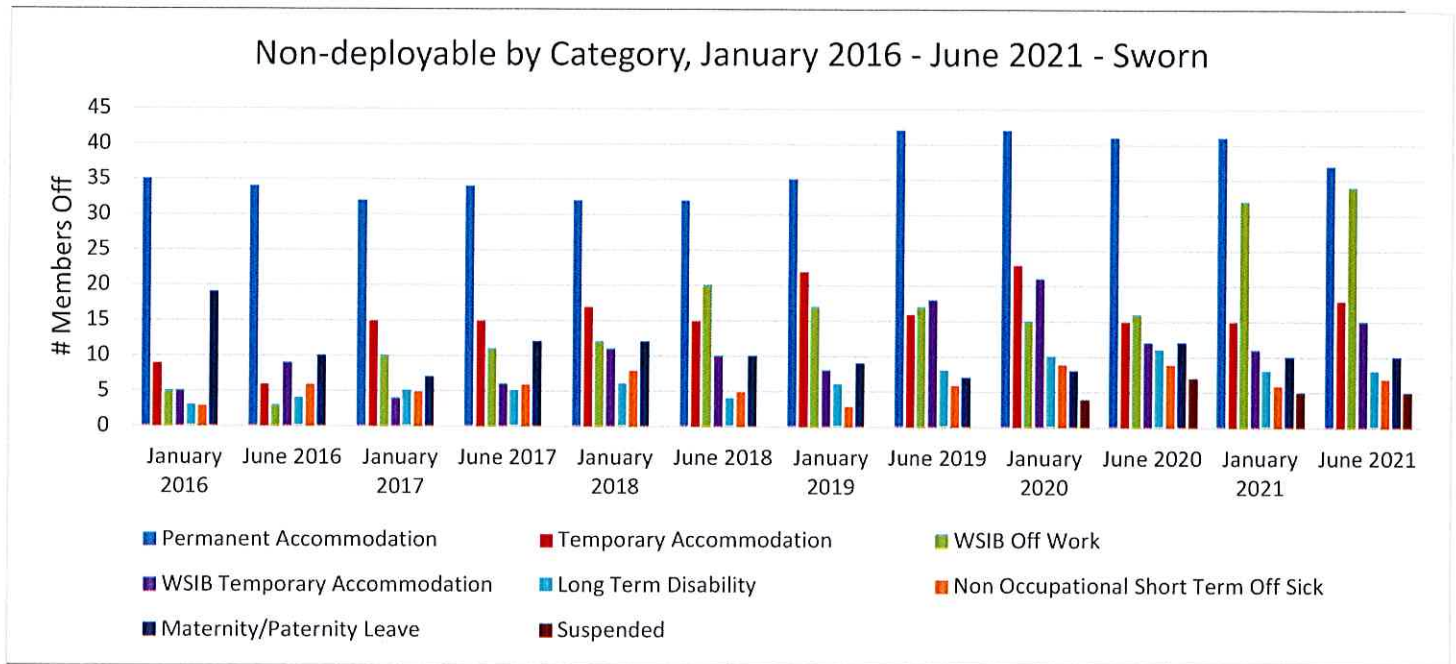


Table A (1)
Number of Sworn Members Non-Full Duties/Not at Work - By Category

Year	2016		2017		2018		2019		2020		2021	
Period	Jan	Jun	Jan	Jun	Jan	Jun	Jan	Jun	Jan	Jun	Jan	Jun
Permanent Accommodation	35	34	32	34	32	32	35	42	42	41	41	37
Temporary Accommodation	9	6	15	15	17	15	22	16	23	15	15	18
WSIB Off Work	5	3	10	11	12	20	17	17	15	16	32	34
WSIB Temporary Accommodation	5	9	4	6	11	10	8	18	21	12	11	15
Long Term Disability	3	4	5	5	6	4	6	8	10	11	8	8
Non-Occupational Short Term Off Sick	3	6	5	6	8	5	3	6	9	9	6	7
Maternity/Paternity Leave	19	10	7	12	12	10	9	7	8	12	10	10
Suspended	4	4	6	6	5	5	4	4	4	7	5	5

Graph B
Civilian Data

Non-deployable by Category, January 2016 - June 2021 - Civilian

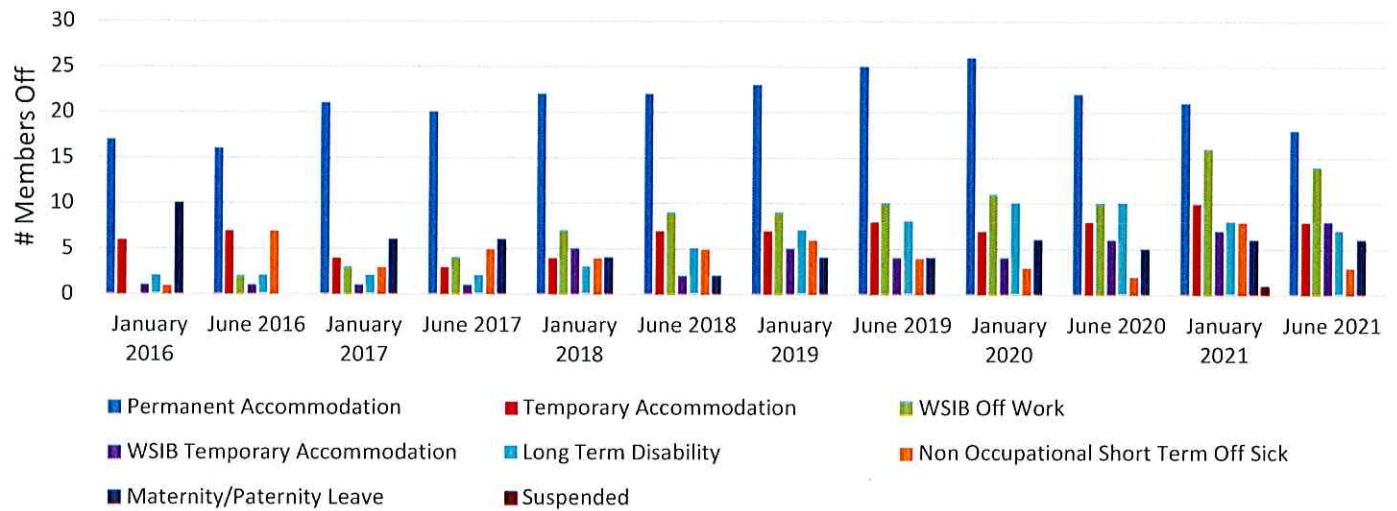


Table B
Number of Civilian Members Off by Category

Year	2016		2017		2018		2019		2020		2021	
Period	Jan	Jun	Jan	Jun	Jan	Jun	Jan	Jun	Jan	Jun	Jan	Jun
Permanent Accommodation	17	16	21	20	22	22	23	25	26	22	21	18
Temporary Accommodation	6	7	4	3	4	7	7	8	7	8	10	8
WSIB Off Work	0	2	3	4	7	9	9	10	11	10	16	14
WSIB Temporary Accommodation	1	1	1	1	5	2	5	4	4	6	7	8
Long Term Disability	2	2	2	2	3	5	7	8	10	10	8	7
Non-Occupational Short Term Off Sick	1	7	3	5	4	5	6	4	3	2	8	3
Maternity/Paternity Leave	10	0	6	6	4	2	4	4	6	5	6	6

Table C

Time Period	WSIB Other Costs*	WSIB Salary Cost** (including Top Up)	Total Cost Paid by Service
June 2021	\$937,038.94	\$2,027,166.62	\$2,964,205.56
2020	\$1,968,966.84	\$3,500,677.29	\$5,469,644.13
2019	\$1,828,508.29	\$2,757,281.53	\$4,585,789.82
2018	\$1,739,757.73	\$2,537,828.44	\$4,277,586.17
2017	\$1,006,687.46	\$1,573,834.58	\$2,580,522.04
2016	\$729,933.59	\$804,334.53	\$1,534,268.13

*WSIB Other Costs include costs associated with vocational rehab, health care, compensation, pension, physician fees, and administration fees.

**WSIB Salary Costs includes the cost of the members' salaries who are off work due to a WSIB approved claim.

Table D

Time Period	Long Term Disability Premium Cost
August 2020 – May 2021	\$956,887
August 2019 – July 2020	\$1,526,095
August 2018 – July 2019	\$1,695,453
August 2017 – July 2018	\$1,763,433
August 2016 – July 2017	\$2,474,418
August 2015 – July 2016	\$1,360,165

Table E
DRPS Health Programs and Initiatives for Members

	Programs	Users/Attendees	
		2020	Jan-Jun 2021
1)	DRPS Mental Health App (relaunch September 2021)	Launched January 28, 2021	350 people registered
2)	Road to Mental Readiness (R2MR) Training; an evidence-based program designed to reduce mental health stigma, as well as to address and promote mental health and resiliency.	98 Comms members trained	Ongoing support and resiliency training
3)	On Site fitness facilities	5 sites	
4)	Maple Benefit Program that allows members to connect with Canadian doctors for online medical care from a smartphone, tablet or computer 24 hours a day, 7 days a week.	617 consults in 7 months	851 consults in 1 year *70% of members are enrolled in Maple
5)	Mental Health Awareness Program for New Recruits	49	30
6)	Critical Incident Stress Support Team and dog for critical calls/incidents	Duty Inspector initiated	
7)	Peer Support Program, PILLAR	20 peer supporters	15 peer supporters *posting for more supporters
8)	Safeguard Program	Ice and E-crimes units	
9)	Healthy Apples Self Care Program	303 members in 2020	441 members registered
10)	Fulsome psychological process for hiring	Each candidate tested and interviewed	
11)	Unlimited psychological services through Canada Life benefits that has been expanded to include psychotherapist, social worker, and occupational therapists when related to mental health support and treatment	\$1.1 million	\$950,000 *total projected 2021 costs are double that of 2020
12)	Employee Family and Assistance Program, available 24 hours, 7 days a week to all members	70 cases	30 cases
13)	Partnership with Ontario Shores for internal programming	On-going partnership	
14)	Participation in Provincial Operational Stress Injury Working Group (OSIWG)	Quarterly meetings	

15)	Partnering new recruits with Peer Supporters upon hire	49	30
16)	Partnership with Wounded Warriors Canada	Member and Service driven	
17)	Fitness Pin Testing	45	30
18)	Internal Health and Wellness website	Available 24/7	
19)	Durham Beyond The Blue, a peer-led, non-profit organization dedicated to strengthening and supporting families of law enforcement officers in Durham ¹ .	Shared event information for support	
20)	Family Recruit Night where new members and their families are introduced to the various health and wellness programs available to members and their families	Three times a year	Two completed since January
21)	Psychological Services Support within Divisions (Partnership with psychologist)	Direct support to three separate units	

Appendix A

¹ Durham Beyond The Blue; <https://www.durhambeyondtheblue.com/>

Graph A - Table Definitions

1. Permanent Accommodations –members with medical (or other restrictions that are not expected to recover to the point of being fully deployable.
2. Temporary Accommodation – members with medical (or other) restrictions that are expected to recover and become fully deployable.
3. WSIB Off work- members off work with a work place injury.
4. WSIB Temp Accommodation – members temporarily accommodated as a result of a work place injury.
5. Long term disability – a member currently on long term disability, and counted within actual strength.
6. Suspension – members currently suspended with pay.
7. Paternity leave – members currently on paternity leave.
8. Maternity leave – members currently on maternity leave.
9. Non-occupational Short term off sick – members currently off sick as a result of an illness or injury that is non-work related.
10. Unpaid administrative leave – members currently off with work for reasons other than medical