

Ministry of Social Services

Annual Report for 2021-22

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Letters of Transmittal



The Honourable
Gene Makowsky
Minister of
Social Services

Office of the Lieutenant Governor of Saskatchewan

I respectfully submit the Annual Report for the Ministry of Social Services for the fiscal year ending March 31, 2022.

A handwritten signature in blue ink, appearing to read 'Gene Makowsky'.

Gene Makowsky
Minister of Social Services



Kimberly Kratzig
Deputy Minister of
Social Services

The Honourable Gene Makowsky
Minister of Social Services

Dear Minister:

I have the honour of submitting the Annual Report of the Ministry of Social Services for the fiscal year ending March 31, 2022.

A handwritten signature in blue ink, appearing to read 'Kimberly Kratzig'.

Kimberly Kratzig
Deputy Minister of Social Services

Ministry Overview

This annual report for the Ministry of Social Services presents the organization's results for the fiscal year ending March 31, 2022. It provides results of publicly committed strategies, key actions and performance measures identified in the [Ministry of Social Services Plan for 2021-22](#). It also reflects progress toward commitments from the Government Direction for 2020-21, the *Saskatchewan Plan for Growth – Vision 2020 and Beyond*, throne speeches and the ministry's mandate.

Our Vision

Saskatchewan people have a better quality of life.

Our Mission

We deliver programs and services that help people in need achieve a better quality of life.

Our Mandate

The ministry helps children be safe from abuse and neglect, and individuals to meet their basic needs and participate in their community.

About the Ministry of Social Services

The Ministry of Social Services supports vulnerable people and families and those in need to build a better quality of life.

The ministry delivers several programs and services in the areas of income support, child and family programs, affordable housing, and support for people with disabilities. Approximately 1,800 staff working in 27 service centres and 32 day-use offices located in 50 communities across the province provide services to support vulnerable families to safely care for their children, for children in care, day programs and residential care for people with physical and intellectual disabilities, financial support for people in need and affordable housing.

The 2021-22 budget for Social Services was \$1.337 billion.

Associated Offices

Saskatchewan Housing Corporation (SHC) provides a range of affordable housing programs and services across the province. SHC also plays a lead role in developing housing policies on behalf of the Government of Saskatchewan and in managing affordable housing-related investments from the provincial, federal and municipal levels of government.

SHC owns a rental housing portfolio of around 18,000 units located in communities throughout the province. SHC-owned units are targeted to households with low and moderate incomes, including families, seniors, persons with disabilities and persons facing housing barriers such as addictions or mental health challenges. In addition, over 5,100 units are owned and operated by non-profit groups and co-operatives.

For more information on SHC, see the 2021 Saskatchewan Housing Corporation Annual Report.

The Office of Disability Issues

The Office of Disability Issues (ODI) provides a focal point for leadership and coordination on disability policy across provincial ministries, the disability community, and the public. It aims to make Saskatchewan a more inclusive province for people with disabilities by working with different levels of government, as well as with the Saskatchewan Health Authority, school divisions and the private sector to remove barriers and create opportunities for people with disabilities in the province.

ODI leads the Saskatchewan Disability Strategy, which sets the vision for creating a more inclusive, responsive, innovative and accessible province where people with disabilities can live their lives in the way they choose.

Partnerships and Operating Agreements

The ministry held more than 1,100 contracts with approximately 240 Indigenous and community-based organizations and third-party service providers across the province in 2021-22. This amounts to an investment of over \$400 million and provides a range of services, including support services for individuals and families, group homes for people with intellectual disabilities, and crisis intervention services available 24 hours a day.

SHC partners with approximately 250 housing authorities to manage the social housing portfolio and rental housing programs. Additionally, more than 160 non-profit groups, co-operatives, Indigenous housing providers, and private landlords own and operate SHC-supported units.

The ministry has agreements with 19 First Nations agencies to support children in care living on reserve. The ministry partners with three of these agencies to provide child protection services in some off-reserve communities.

Legislation relevant to the ministry includes:

The Adoption Act, 1998

The Advocate for Children and Youth Act

The Child and Family Services Act

The Child Care Act, 2014

The Social Services Administration Act

The Donation of Food Act, 1995

The Emergency Protection for Victims of Child Sexual Abuse and Exploitation Act

The Executive Government Administration Act

The Freedom of Information and Protection of Privacy Act

The Health Information Protection Act

The Human Resources, Labour and Employment Act

The Intercountry Adoption (Hague Convention) Implementation Act

The Rehabilitation Act

The Residential Services Act

The Saskatchewan Assistance Act

The Saskatchewan Housing Corporation Act

The Saskatchewan Income Plan Act

The Social Workers Act

Progress in 2021-22: Families are safe, supported and participating in their community

Government Goals



A Strong Economy



Strong Communities



Strong Families

Ministry Goal

Clients are safe, supported and participating in their community.

Strategy

Families are supported to safely care for their children.

Key Actions

- Expand intensive residential and supportive living services for at-risk families.
 - Intensive Supportive Living programs support high-risk families to remain safely together and/or to reunify while receiving parenting guidance and supervision in residential settings. Indigenous and community-based organizations provide these services 24 hours per day.
 - At the end of April 2021, the ministry awarded a Negotiated Request for Proposals (NRFP) for the development of a 10-space Supported Family Living Program (SFLP) in Yorkton to Fox Valley Counselling Services Inc. It opened in January 2022.
- Enhanced coordinated support for at-risk mothers.
 - The expansion of community programs assists at-risk expectant women to access health and social services. In April 2021, funding was provided to Sanctum to develop a dedicated support service for at-risk expectant mothers and parents. The service, Prenatal Outreach Resource Team (PORT), was launched by Sanctum in Saskatoon in November 2021.
 - Further collaboration is underway to develop a shared protocol process between the Saskatchewan Health Authority, Indigenous partners and the ministry. The protocols are intended to support at-risk parents with newborns following birth at the hospital to keep the family together.

- Build partnerships with Indigenous stakeholders to improve outcomes for children and families.
 - **Cowessess First Nation (Indigenous Governing Body):** Cowessess First Nation signed off on the first Coordination Agreement in Canada on July 6, 2021. The Prime Minister and Premier also joined Chief Delorme in signing the agreement during a celebratory event on Cowessess First Nation. Cowessess' service authority is called Chief Red Bear Children's Lodge. The Lodge celebrated their opening on April 1, 2021. Working protocols between the Lodge and the ministry continue to be developed. The work to renew the child welfare system is continuing with First Nations and Métis partners, so Indigenous children and families are supported by their communities, within their own customs and traditions.
 - **Indigenous Registrations for Children in Care:** Developed in 2021, this policy supports Indigenous children's identity and connection to their Indigenous community through ensuring actions are undertaken that lead to confirmation of eligibility of Indigenous status. These actions support the importance of the child remaining connected to culture, family, and community beyond their involvement with the ministry. The ministry has also developed a joint action committee to address challenges and barriers of Indigenous registrations. This committee includes representatives from Indigenous Services Canada, Saskatchewan Health Authority, Federation of Sovereign Indian Nations and eHealth Saskatchewan. A process has also been organized with the Métis Nation-Saskatchewan in reconciling membership eligibility.
 - **Awasisak Awi Pekiwehwak: The Children are Coming Home:** This program works with children who have been living in community-based group homes longer than 100 days. A pipe ceremony was held on March 15, 2022 to announce the name of the program. The First Nations PRIDE (Parent Resources for Implementation, Development and Education program) team engaged Elders from the Cree, Dakota, Saulteaux and Dene nations by offering tobacco. The ceremony reflected how culture plays a central role in the life of a child and signaled the launch of the program.
 - **Cultural Case Planning Policy:** This policy ensures that all Indigenous children and youth placed in out-of-home care will have a Cultural Connections Plan to establish and maintain meaningful connections with family, culture and individual Indigenous communities.
 - **Saskatoon Tribal Council (STC):** STC signed a Delegation Agreement in March 2019 that became operational on February 1, 2022. This partnership resulted in the establishment of a community-based home in Leask, the development of a First Contact Panel to assist with case planning and joint prevention services responses on reserve to prevent children from coming into care.
 - **Opikinawasowin (OPIK):** Opikinawasowin is an alternative, non-adversarial dispute resolution process that supports children involved in child protection proceedings, youth transitioning from the child welfare system, at-risk families, and extended family placements. The ministry expanded this program in 2020-21 and hired a coordinator in 2021-22, ensuring the program can be accessed province-wide.

Performance Measure Results

Proportion of children in ongoing child protection services who are safe with services at home.

Target: In 2021-22, 53.5 per cent of children in ongoing child protection services are safe with services at home.

By March 31, 2022, the average proportion of children safe with services at home whose parents are receiving ongoing child protection services was 58.9 per cent.

Strategy

Children and youth in care are supported to be successful.

Key Actions

- Expand and enhance services for youth in care.
 - In 2021-22, the ministry developed three Youth Advisory Teams to provide guidance on the supports and services important to them, as the ministry develops and implements a comprehensive Youth Engagement Strategy to connect youth in care to assorted services and supports as they transition to independence. The teams are led by a provincial youth coordinator and supported by a community partner in each location – EGADZ in Saskatoon, John Howard Society in Regina and Prince Albert Outreach in Prince Albert.
- Enhance supports for children placed with extended family caregivers.
 - The Extended Family Supports Program expanded across the province in 2021. This program connects extended family caregivers to community-based supports and in-home services and with learning opportunities that strengthen caregiver skills, confidence, and knowledge.
- Implement PRIDE levels of pay phase two for foster families, a family-based care response for children with complex behavioural, medical, emotional, development and psychosocial needs.
 - Child and Family Programs has enhanced foster family training and remuneration that both increases support and builds capacity of foster families to meet the complex behavioural, developmental, and medical needs of children in care.

Performance Measure Results

Children in out-of-home care placed with extended family.

Target: 60 per cent of children in out-of-home care are placed with extended family.

As of March 31, 2022, 59.4 per cent of children in out-of-home care were placed with extended family.

New foster care homes developed.

Target: 55 new foster care homes are developed annually.

The ministry recruited 46 new foster homes in 2021-22. Additional supports have been implemented for first year families to ensure a positive experience.

Strategy

People with disabilities have an improved quality of life through community-based services.

Key Actions

- Improve access to respite across the province for persons caring for adults with intellectual disabilities.
 - The ministry continues to determine the quality of respite services across the province for persons caring for individuals with intellectual disabilities.
 - The ministry funded respite coordination in third-party organizations in 2021-22 to improve caregiver access to respite options in their communities.
- The development of new accessibility legislation aimed at removing and preventing accessibility barriers.
 - On September 22, 2021, the ministry released an *Accessibility Legislation Engagement*

Report summarizing public feedback from consultations on the accessibility legislation that occurred during winter 2021. The ministry is currently in the process of drafting the new legislation.

Performance Measures Results

Caregivers of adults with intellectual disabilities applying for planned respite services receive respite supports.

Target: More than 60 per cent of caregivers of adults with intellectual disabilities applying for planned respite services receive respite supports.

In 2021-22, 129 individuals received planned respite services, which represented 72 per cent of referrals.

Community participation in day programming activities by Community Living Service Delivery (CLSD) clients with intellectual disabilities.

Target: The participation rate in day programming activities by CLSD clients with intellectual disabilities is 70 per cent by March 31, 2025.

The ministry continues to shift from supporting a centre-based model to a more community-based day programming approach, which provides opportunities for individuals with disabilities to participate in and contribute to their communities. This aligns with recommendation #11.6 in the Saskatchewan Disability Strategy: *Give people with disabilities more meaningful opportunities to participate in recreation, cultural, sport and leisure activities.*

The development, passage and implementation of accessibility legislation.

Target: In 2021-22, undertake broad-based consultations with stakeholders in six key areas of focus.

Following public engagement in 2021, the ministry is currently reviewing all stakeholder feedback, which is being used in the development of the accessibility legislation. The ministry is in the process of drafting the legislation, which will set out key areas in which accessibility standards will be developed, how the act will be administered and compliance and enforcement measures. The ministry will continue to reach out to people with disabilities, third-party service providers, other government ministries and agencies, the private sector and the public as work on an accessibility legislation framework continues.

Strategy

Affordable housing is available and accessible for Saskatchewan citizens in need.

Key Actions

- Implement, deliver and monitor National Housing Strategy (NHS) goals, programs and services, including Saskatchewan priorities, the Canada Community Housing Initiative and the Saskatchewan Housing Benefit (SHB).
 - In 2019, the Saskatchewan Housing Corporation (SHC) signed the Canada Mortgage and Housing Corporation (CMHC) – Saskatchewan Bilateral Agreement under the 2017 National Housing Strategy. The 10-year agreement invests up to \$585 million to protect, renew and expand social and community housing, support Saskatchewan's priorities related to affordability assistance and ensure access for those in greatest housing need. Saskatchewan will use funding provided under the NHS to maintain, improve, renew and expand community housing.
 - The ministry, through SHC, has met or exceeded most of its National Housing Strategy

targets for 2021-22. Programs delivered under the NHS do not represent the total level of programs delivered or housing supported through SHC.

- Increase partnerships to expand integration of housing programs with supportive services.
 - SHC works with local housing authorities and other housing agencies responsible for delivering programs and maintaining operations of housing units. It delivers a range of tenant services and programs and provides management support of general operations, property, technical services and tenant and financial stewardship.
 - In addition to housing authorities and non-profit organizations, including Indigenous housing providers, the ministry, through SHC, partners with housing co-operatives, private landlords and others who own and manage housing for tenants with low and moderate incomes. SHC also works with municipalities, government ministries, and the federal government to integrate housing programs and services.

Performance Measure Results

Clients will have improved affordability.

Target: A total of 3,880 households will have access to the Saskatchewan Housing Benefit by March 31, 2022, which contributes to the long-term NHS goal of providing affordability support to people in housing need.

As of March 31, 2022, a total of 682 households have received the Saskatchewan Housing Benefit. Although the SHB was rolled out incrementally to target those in greatest need first, the program has reached fewer households than anticipated. To increase awareness, targeted online and social media advertising occurred, resulting in an increase in applications and inquiries about the benefit. On April 6, 2021, the program was also expanded to include renters paying 40 per cent or more of their income on housing costs. In the upcoming year, SHC will continue to make changes to the benefit that will increase eligibility and uptake for more households in need.

Repair existing social housing units.

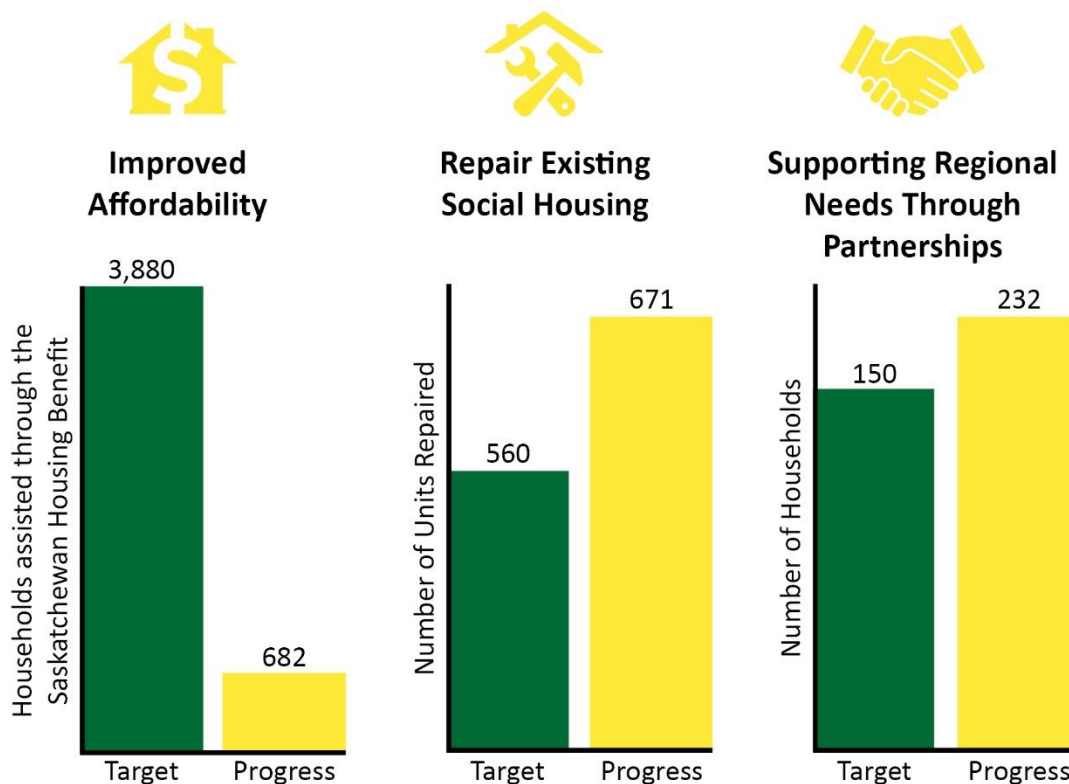
Target: Repair 560 units by March 31, 2022, which contributes to the long-term NHS goal of repairing 20 per cent of existing social housing units.

Over the 10-year NHS Agreement, SHC will repair 20 per cent (3,290 units) of its existing social housing units by 2028. As of March 31, 2022, SHC has committed funding under the NHS to repair 671 existing social housing units. The repairs to these units include modernization and improvements to support larger households, improve energy efficiency and reduce energy costs for tenants.

Support regional needs and priorities through partnerships.

Target: Partner with non-profit organizations and the private sector to develop or repair housing to assist 150 households with low incomes by March 31, 2022.

SHC has partnered with non-profit organizations and the private sector to develop and repair housing for households with low incomes through the Rental Development Program, Habitat for Humanity, SHC's home repair programs, group home programs and the Shelter Enhancement Program. As of March 31, 2022, SHC committed funding towards 232 units to support regional needs and priorities through partnerships.



Strategy

Support people as they transition to self-sufficiency to the best of their ability.

Key Actions

- Provide clients with income support for their basic needs, including increasing benefits for seniors under the Seniors' Income Plan (SIP).
 - In 2021-22, the ministry increased the maximum monthly SIP benefit from \$270 to \$300 a month for single pensioners. A two-pensioner household amount increased from \$470 to \$530 a month. The minimum benefits were increased from \$10 to \$15 per month. SIP is an income-tested benefit intended for those who receive little or no income aside from the federal Old Age Security pension and Guaranteed Income Supplement.
- Partner with income assistance clients and community to support people as they work towards self-sufficiency to the best of their ability through targeted services.
 - The Saskatchewan Income Support (SIS) program focuses on supporting people to overcome their challenges and move to employment or participation in their communities. Ministry staff continue to use Motivational Interviewing to support clients' financial decisions, manage their benefits, budget for household expenses and work to make changes in their lives to become self-sufficient to the best of their ability.
 - In November 2021, the ministry began providing direct payments of shelter benefits available for rent, utilities and security deposits on behalf of high-needs clients with complex challenges who are at risk of homelessness. The ministry increased funding to

community-based organizations that provide money management and trusteeship supports to clients, allowing them to expand their services by approximately 25 per cent. To ensure clients have access to affordable transportation, the ministry contracted with seven major municipalities to subsidize the cost of municipal transit passes.

- Continue to implement the Saskatchewan Poverty Reduction Strategy.
 - Addressing the complex issue of poverty requires continued cooperation between different government ministries, federal and municipal governments, Indigenous organizations, and community partners.
 - The Government of Saskatchewan continues to make progress on the actions identified in the 10-year strategy. Since the strategy's release in 2016, the ministry has implemented several initiatives to address poverty, including the launch of the Saskatchewan Housing Benefit, increases to SIP benefits, increased income exemptions in the Saskatchewan Assured Income for Disability and Saskatchewan Income Support programs, and the funding of housing units for people who have trouble securing housing due to disability, mental health, addictions or other challenges.

Performance Measure Results

Proportion of Saskatchewan Income Support (SIS) clients who no longer require Income Assistance.

Target: More than 20 per cent of SIS clients no longer require Income Assistance. Note: the target reflects the total number of clients who transition off the program throughout the year. It is not related to a reduction in clients served at the end of the year.

In 2021-22, approximately 25 per cent of SIS clients no longer required Income Assistance and left the program over the year. Clients leave SIS for a variety of reasons, including finding employment, moving to another province and enrolment in training programs. At the same time, new clients require support to meet their basic needs, and the ministry begins working with them on their journey to become independent or self-sufficient to the best of their ability.

Number of Saskatchewan people who experience poverty.

Target: By March 31, 2025, the number of Saskatchewan people who experience poverty for two years or more will be reduced by 50 per cent.

The Government of Saskatchewan has made progress on actions identified in *Taking Action on Poverty: The Saskatchewan Poverty Reduction Strategy (PRS)*. In 2018 and 2019, 9.3 per cent of Saskatchewan taxfilers (73,380 people) were living in persistent poverty (poverty experienced for two years or more).

According to Statistics Canada's Market Basket Measure (MBM), in 2020, 6.7 per cent of Saskatchewan people were living in poverty, down from 11.9 per cent in 2019. The MBM is a measure of low income based on the cost of a specific list of goods and services and represents a basic standard of living for a family of four.

Source: Statistics Canada Canadian Income Survey.

Progress in 2021-22: Improved outcomes for Indigenous clients

Government Goals



A Strong Economy



Strong Communities



Strong Families

Ministry Goal

Improved outcomes for Indigenous clients.

Strategy

Continuing to respect Indigenous cultures and values in the ministry.

Key Actions

- Support Indigenous education and training for ministry employees.
 - The ministry advances reconciliation and supports diversity by offering cultural awareness training to staff. First Nations consultants provide training to ministry staff related to Indigenous teachings, culture, and the Truth and Reconciliation Commission. Further training opportunities are offered to staff through the Public Service Commission, Johnson Shoyama School of Public Policy, Office of the Treaty Commissioner and other institutions and organizations. Ministry employees have been proactive in increasing awareness about Truth and Reconciliation and have developed an interactive virtual gallery, implemented education modules and developed other branch-led initiatives.
- Recruit and retain Indigenous employees.
 - The ministry prioritizes recruitment and retention of Indigenous employees to build a more diverse workplace and better support our clients. Efforts to increase recruitment include posting job competitions where hiring preference is given to a diversity group candidate or Indigenous person based on the ministry's recruitment plan and strategic direction.
 - The ministry encourages staff and employment candidates to self declare their diversity group or Indigenous status.
 - Initiatives across the ministry aim to build better connections with Indigenous communities and increase hiring and retention of Indigenous employees. In 2021, a province-wide working group was formed by ministry staff, which focuses on education, recruitment, community collaboration and relationship building with Indigenous groups. An Elder Advisory group consisting of six Elder/Knowledge/Language Keepers from across

the province's northern service area was also formed to ensure Indigenous cultures and perspectives are embedded into service delivery and policy development.

- **Team of Indigenous Employees of Saskatchewan (T.I.E.S.) Mâmawatoskêwak:** T.I.E.S. brings together Indigenous employees of the ministry to support one another in individual roles, bring forward the Indigenous perspective and ideas for improvement of the work at the ministry, and to come together to incorporate cultural practices in the workplace.
- In 2021-22, the ministry recognized Orange Shirt Day on the last working day of every month to support staff and those they serve to come together in the spirit of Truth and Reconciliation.

Performance Measure Results

Support staff to complete Indigenous awareness training.

Target: A 15 per cent increase in employees who have completed Indigenous awareness training.

The ministry met and exceeded its target to have a 15 per cent increase in employees complete Indigenous awareness training. As of March 31, 2022, an additional 36 per cent of ministry employees completed Indigenous awareness training. In total, this brings the ministry up to 50 per cent of employees having attended the training since April 1, 2020.

Prioritize hiring Indigenous employees.

Target: Increase the percentage of Indigenous employees by one per cent by March 31, 2022.

The percentage of Indigenous employees in the ministry remained unchanged in 2021-22 as Indigenous employees made up 11.5 per cent of the ministry's workforce. The ministry continues to make efforts to recruit and retain Indigenous employees to increase our organization's capacity for greater diversity and inclusion.

Progress in 2021-22: Enhance our one-team approach to service

Government Goals



A Strong Economy



Strong Communities



Strong Families

Ministry Goal

Continuous improvement of our programs and services.

Strategy

Enhance our one-team approach to service.

Key Actions

- Identify common clients (across the ministry) to understand service delivery channels and improve client services.
 - The ministry continues work on a data project to identify common clients who access services from different service delivery lines of the ministry (e.g., Income Assistance, Child and Family Programs, and Disability Programs). The data will help the ministry to form a comprehensive picture of client needs to better plan and target programs and services.
- Work with other governments and community partners to improve service delivery through collaboration.
 - The ministry developed a partnership with Onion Lake Cree Nation and Indigenous Services Canada (ISC) to develop a group home and on-reserve day programming for people with disabilities. This partnership is being recognized by ISC as the first of its kind in Canada.
 - SHC partnered with Central Urban Métis Federation Inc. (CUMFI) and others to complete the Round Prairie Elder's Lodge, providing 26 culturally appropriate, affordable housing units for Métis Elders. The project received the National Association of Home Builders' (US) 2021 Global Innovation Award for Home of the Year.
 - In 2021-22, the Ministry of Social Services worked with other government ministries, the Saskatchewan Health Authority, and Indigenous, municipal and federal partners to develop solutions to support individuals experiencing homelessness.
 - The ministry collaborated with the Saskatoon Tribal Council, the City of Saskatoon, and the Ministry of Justice to provide funding and resources to the Sawêyihotân

- pilot project, which has assisted people experiencing homelessness in Saskatoon to find stable and long-term housing.
- The ministry also partnered with the City of Regina and the Regina Treaty/Status Indian Services as well as the City of Saskatoon and Saskatoon Tribal Council to provide temporary emergency shelters, including client referral and navigation services for clients.
- *The Residential Services Act, 2019 (RSA)* received Royal Assent in 2019 and will come into force after the accompanying regulations are amended and approved. The RSA was updated to reflect best practices and to align with other provincial legislation. The ministries of Social Services, Health and Justice use the existing RSA to license over 600 facilities, owned and operated by over 300 individuals and organizations. These facilities provide residential services to some of Saskatchewan's most vulnerable populations. In 2021, the ministry completed consultations on regulatory changes for the RSA and is working with the ministries of Health and Justice to finalize the regulations.

Performance Measure Results

Advance cross-ministry priorities through shared human service and ministry-wide opportunities.

In 2021-22, the ministry of Social Services worked with the ministries of Health and Education on the cross-ministry Integrated Youth Services (IYS) project. This is an innovative, multidisciplinary approach to delivering youth-targeted services for mental health, substance use, physical health, community, education, and social services. The primary goal is connecting youth with the right services, in the right place, and at the right time with a focus on prevention and early intervention.

Throughout the year, the ministry of Social Services also partnered with other ministries on common initiatives including the Drug Task Force, Community Safety and Wellbeing, and collaborative work around homelessness.

Strategy

Support a culture of continuous improvement.

Key Actions

- Increase the connection between continuous improvement and ministry priorities.
 - Divisions across the ministry were onboarded to a new process that ensures more consistent tracking and reporting of improvement activities both across the ministry, and to the ministry of Finance. These activities support efficiency and accountability throughout the ministry.
- Support business transformation and improved services for clients.
 - Highlights of continuous improvement initiatives from across the ministry are presented regularly throughout the year to the ministry's senior leadership. For example, in 2021-22, SHC improved its process for communicating with Housing Authorities (HA) through the implementation of an online portal. The portal leverages technology to ensure HAs across the province have timely access to current and consistent information. Since implementation, SHC has been able to achieve savings in administrative time and printing costs.
- Recognize employees and teams who demonstrate the values of innovation and continuous improvement.
 - A new initiative was launched on the ministry's intranet site highlighting stories that raise awareness of improvement work occurring across the ministry. This initiative also

recognizes employees and teams who demonstrate the values of innovation and continuous improvement in transforming business processes and programs and improving services for ministry clients.

Performance Measure Results

Develop a performance improvement system to ensure effective alignment of continuous improvement activities across the ministry.

In 2021-22, the Ministry of Social Services aligned continuous improvement tracking and reporting with the Government of Saskatchewan's revised improvement reporting processes.

Progress in 2021-22: Employees are engaged, healthy and high-performing

Government Goals



A Strong Economy



Strong Communities



Strong Families

Ministry Goal

Employees are engaged, healthy and high-performing.

Strategy

Provide a safe and healthy workplace.

Key Actions

- Focus on employee wellness, recognition, culture and inclusion and learning and development.
 - *Not Myself Today*, an evidenced-based initiative promoting mental health in the workplace, continued to be a focus for the ministry in 2021-22. It includes a variety of tools to build knowledge, understanding and start conversations about mental health. It supports leaders to reduce stigma and to build safe and supportive work environments.
 - Initiatives such as the Deputy Minister's Culture and Inclusion Awards and the monthly Kudos to You feature on the ministry's intranet site continue to support recognition and a positive organizational culture in the ministry.
- Create an internal communication strategy.
 - The ministry developed an internal communication strategy in 2021-22 with objectives that support ministry staff to be engaged, healthy, and high-performing. This included the launch of a new ministry Intranet in 2021-22, with new sections dedicated to corporate and community (employee culture) news.
- Continue to implement workplace health and safety supports for employees.
 - Mandatory training is in place for all staff regarding incident reporting, workplace hazardous materials information systems, substance use and the workplace and respect in the workplace. The ministry also supports a variety of other training opportunities for employees depending on the type of work they perform.
 - A safety category was added to the Deputy Minister's annual Culture and Inclusion awards to recognize an individual or team committed to strengthening physical and/or psychological safety in the workplace.
 - In 2021-22, the ministry completed an audit of its Safety Management System based on

- WorkSafe Saskatchewan's Foundational Pillars as part of continuous improvement.
- Throughout the COVID-19 pandemic, the ministry provided employees with the information and tools required to adhere to public health guidelines, deliver services safely and reduce potential exposure to COVID-19.

Performance Measure Results

Prioritize workplace safety.

Target: Maintain a workplace injury rate of less than 2.1 per cent.

The ministry's total injury rate in 2021 was 1.64 per cent, which was lower than the 2020 rate of 1.96 per cent. This decrease was likely impacted by changes in work practices due to the COVID-19 pandemic (e.g., working from home). The ministry's target is to be below 2.10 per cent.

	2017	2018	2019	2020	2021	2021 TARGET
Total Injury Rate	4.74%	3.98%	3.78%	1.96%	1.64%	<2.10%

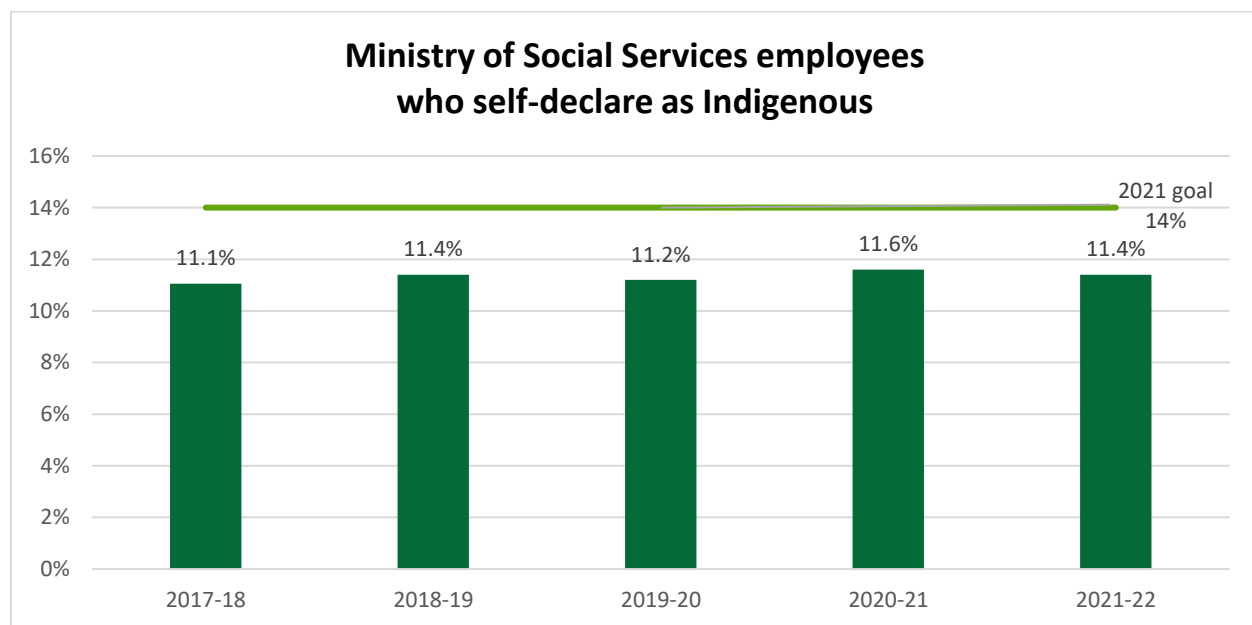
Participate in the Saskatchewan Safety Survey.

Target: Achieve a ministry-wide psychological safety score of 3.2 or greater.

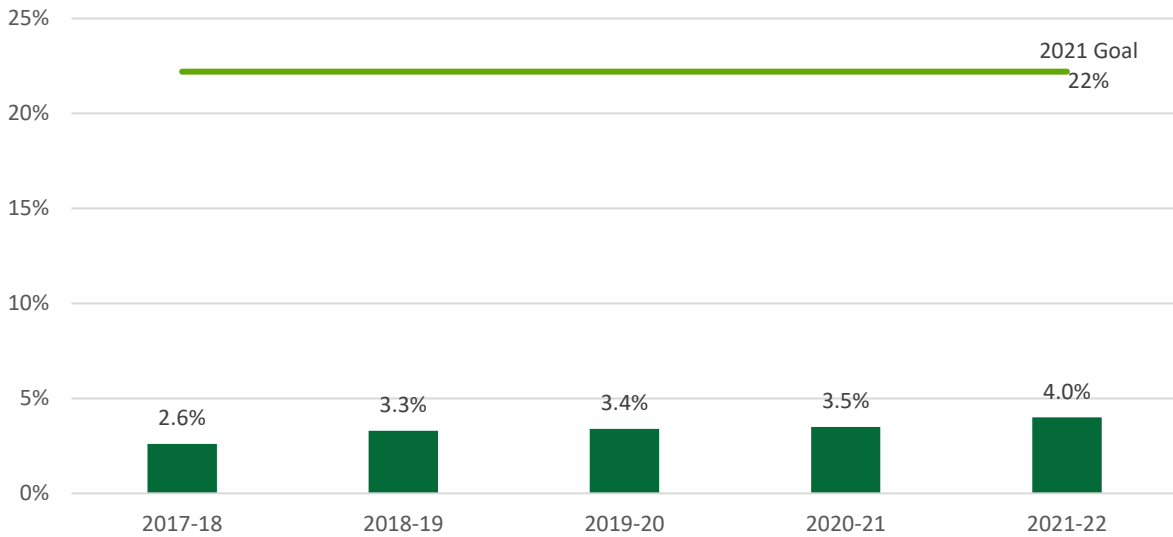
Over 53 per cent of ministry employees participated in Saskatchewan Safety Survey. Although this year's safety climate scores (3.09 out of five) were lower than 2020, results indicated that the ministry consistently reacted quickly to solve problems when advised about safety hazards, and it showed support for the psychological health and well-being of employees.

Create an inclusive workplace.

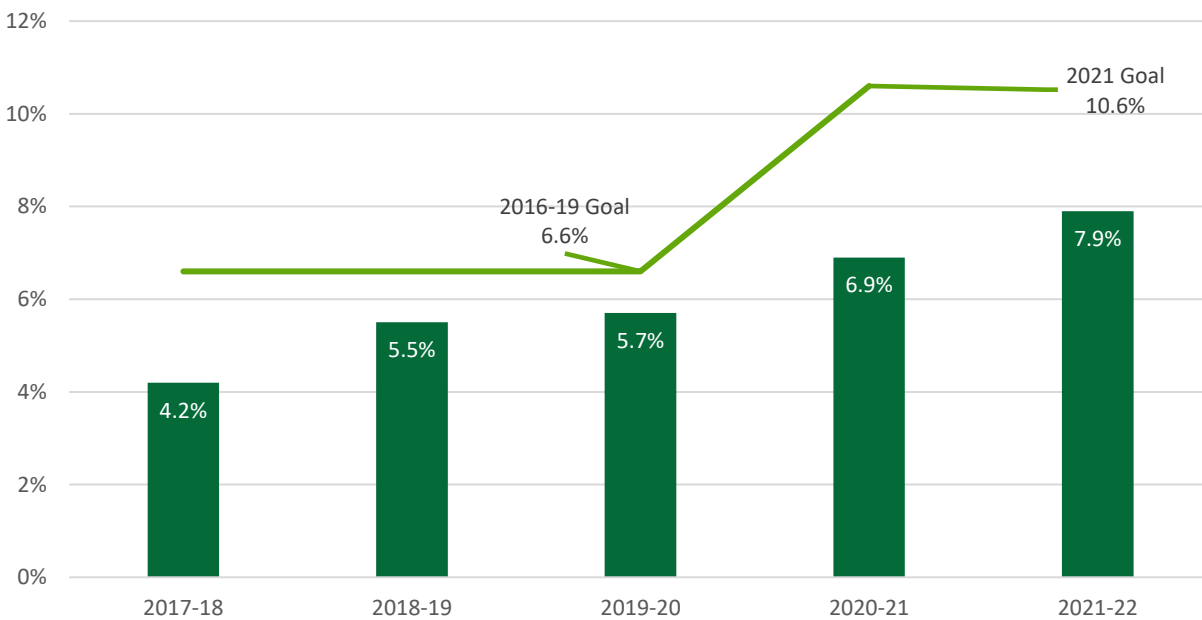
Target: More closely reflect Saskatchewan Human Rights Commission workforce representation goals.



Ministry of Social Services employees who self-declare as having a disability



Ministry of Social Services employees who self-declare as a visible minority



Financial Summary

Social Services' actual expenditures for 2021-22 were \$1.257 billion which is \$80 million under the ministry's budgeted appropriation of \$1.337 billion. A majority of the budget surplus is related to lower than anticipated utilization of the Saskatchewan Income Support program.

Social Services collects revenues related to fees from the Saskatchewan Housing Corporation, transfers from the federal government and receipts from clients who have been overpaid public assistance benefits in prior years.

In 2021-22, the ministry recorded revenue of \$49.8 million as compared to the budget of \$39.6 million. The difference in actual revenue compared to budget is primarily due to an increase in transfer payments from the federal government related to child and family services.

In previous years the Ministry of Social Services recorded expenditures and revenues related to the Emergency Social Services program. Effective April 1, 2021, the responsibility for Emergency Social Services transferred from the Ministry of Social Services to the Saskatchewan Public Safety Agency.

Additional financial information can be found in the Government of Saskatchewan Public Accounts located at <https://publications.saskatchewan.ca/#/categories/893>

2021-22 Expenditure Results

The following table outlines actual and budgeted expenditures by subvote and subprogram and provides explanations for significant variances.

(in thousands of dollars)					
Subvote/Allocation	2020-21 Actual	2021-22 Budget	2021-22 Actual	Variance Over/ (Under)	Notes
Central Management and Services (SS01)					
Minister's Salary	\$ 52	\$ 51	\$ 51	\$ -	
Executive Management	1,847	1,850	2,098	248	
Central Services	51,903	38,225	37,370	(855)	
Accommodation Services	17,768	15,802	16,672	870	
Subvote Total	\$ 71,570	\$ 55,928	\$ 56,191	\$ 263	
Income Assistance Services (SS03)					
Saskatchewan Assistance Program	\$ 106,322	\$ 39,631	\$ 18,281	\$ (21,350)	1
Saskatchewan Assured Income for Disability	246,182	263,924	273,745	9,821	2
Saskatchewan Income Support	83,732	204,782	154,238	(50,544)	3
Transitional Employment Allowance	23,702	7,403	3,632	(3,771)	1
Seniors Income Plan	28,742	31,171	28,462	(2,709)	3
Saskatchewan Employment Supplement	4,795	6,063	3,950	(2,113)	3
Income Assistance Program Delivery	25,694	25,976	27,355	1,379	
Income Assistance Community Services	6,056	6,919	7,049	130	
Child Care Parent Subsidies	5,841	11,560	6,460	(5,100)	3
Rental Housing Supplements	26,526	18,455	20,711	2,256	2
Seniors Personal Care Home Benefit	2,571	2,891	2,057	(834)	
Subvote Total	\$ 560,163	\$ 618,775	\$ 545,940	\$ (72,835)	
Child and Family Services (SS04)					
Child and Family Program Maintenance and Support	\$ 137,336	\$ 136,722	\$ 149,460	\$ 12,738	4
Child and Family Community-Based Organization Services	141,120	160,804	148,360	(12,444)	5
Child and Family Program Delivery	55,043	56,230	56,339	109	
Subvote Total	\$ 333,499	\$ 353,756	\$ 354,159	\$ 403	
Client Support (SS05)					
Service Centre Client Support	\$ 11,908	\$ 12,952	\$ 12,913	\$ (39)	
Subvote Total	\$ 11,908	\$ 12,952	\$ 12,913	\$ (39)	
Housing (SS12)					
Program Delivery	\$ 6,382	\$ 7,574	\$ 6,846	\$ (728)	
Saskatchewan Housing Corporation	1,365	5,127	9,127	4,000	6
Subvote Total	\$ 7,747	\$ 12,701	\$ 15,973	\$ 3,272	

Disability Programs and Services (SS14)					
Disability Services	\$	246,740	\$	261,926	\$ 252,725 \$ (9,201) 7
Disability Program Delivery		19,324		21,256	19,457 (1,799)
Subvote Total	\$	266,064	\$	283,182	\$ 272,182 \$ (11,000)
Total Expenditure	\$	1,250,951	\$	1,337,294	\$ 1,257,358 \$ (79,936)
Less: Capital Asset Acquisitions	\$	(9,588)	\$	(5,221)	\$ (6,593) \$ (1,372)
Add: Non-Appropriated					
Expense Adjustment		7,037		8,047	7,741 (306)
Change in Prepays		(65)		-	- -
Total Expense	\$	1,248,335	\$	1,340,120	\$ 1,258,506 \$ (81,614)

Explanation of Significant Variances:

1. Variance is mainly attributed to lower than budgeted utilization. The program closed on August 31, 2021.
2. The over-expenditure is primarily related to higher than budgeted utilization.
3. The variance is attributed to lower than budgeted utilization.
4. The over-expenditure is mainly due to increased use of emergency receiving, private treatment and extended family spaces.
5. Deferred expenditures for higher cost out of home care development and unplanned recoveries from third-party service providers resulted in the under expenditure compared to budget.
6. The ministry provided a grant to the Saskatchewan Housing corporation for the purpose of procuring, distributing, and installing carbon monoxide and smoke detectors to comply with a recent amendment to The Uniform Building and Accessibility Standards Regulations.
7. The under-expenditure is related to project deferrals and unplanned recoveries from third-party service providers compared to budget.

Detailed payee information will be published in Volume 2 of the 2021-22 Public Accounts.

2021-22 Revenue Results

A summary of the Ministry's 2021-22 budgeted revenue compared to actual revenue is presented below with explanations for significant variances.

(in thousands of dollars)					
Revenue by Source	2020-21 Actual	2021-22 Budget	2021-22 Actual	Variance Over/ (Under)	Notes
Sales, Services and Service Fees					
Management and Collection Services	\$ 4,710	\$ 4,422	\$ 4,422	\$ -	
Miscellaneous Medical and Institutional Services	-	-	-	-	
Other Miscellaneous Services	-	2	-	(2)	
Subtotal	\$ 4,710	\$ 4,424	\$ 4,422	\$ (2)	
Transfers from the Federal Government					
Special Allowance for Children in Care	\$ 34,378	\$ 29,463	\$ 34,125	\$ 4,662	1
Indigenous Services Canada	7,836	3,016	9,398	6,382	2
Subtotal	\$ 42,214	\$ 32,479	\$ 43,523	\$ 11,044	
Other Revenue					
Maintenance Order Revenues	\$ 857	\$ 625	\$ 472	\$ (153)	
Casual Revenue	2,294	111	(2)	(113)	
Repayment-Public Assistance	3,678	1,500	997	(503)	
Refunds of Previous Years' Expenses	361	500	212	(288)	
Changes in Previous Years' Estimate	(752)	-	203	203	
Collection Agency Fees Withheld	(34)	-	-	-	
Subtotal	\$ 6,404	\$ 2,736	\$ 1,882	\$ (854)	
Total Revenue	\$ 53,328	\$ 39,639	\$ 49,827	\$ 10,188	

Explanation of Significant Variances:

1. Variance is due to the number of children in care and a special COVID-19 benefit payment.
2. Variance is due to higher child welfare expense reimbursements.

Other

The ministry is responsible for Saskatchewan Housing Corporation (SHC). SHC is a Crown corporation that is accountable to Treasury Board. Information on housing, including SHC's annual report for its fiscal year ended December 31, 2021, can be found at <https://www.saskatchewan.ca/government/government-structure/crown-corporations/saskatchewan-housing-corporation>.

Appendix – Organizational Chart

The ministry's organizational structure at the end of the 2021-22 fiscal year was as follows:

Ministry of Social Services
Deputy Minister's Office

