

# *The Future of the Ontario Settlement Sector: Learning from a global pandemic*

## **BMRC-IRMU Webinar**

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Social Sciences and Humanities  
Research Council of Canada

Conseil de recherches en  
sciences humaines du Canada

Canada



## Survey administration

- Distributed to all OCASI member agencies (OCASI a partner)
- English and French versions
- Questionnaires for:
  - Managers
  - Staff
- Available Nov. 26 to Dec. 23, 2021
- Technical reports of surveys now available on the BMRC website

## Responses

- Reasonable response rates:
  - 54 managers
  - 255 staff members
  - Francophone and Anglophone agencies and workers
- Managers represent range of agencies in the province
- Workers mainly identify as women, 75.2%
- Only examining English responses here
- Preliminary results
- Also some comparisons drawn from an earlier OCASI survey during wave 1 (August 2020)

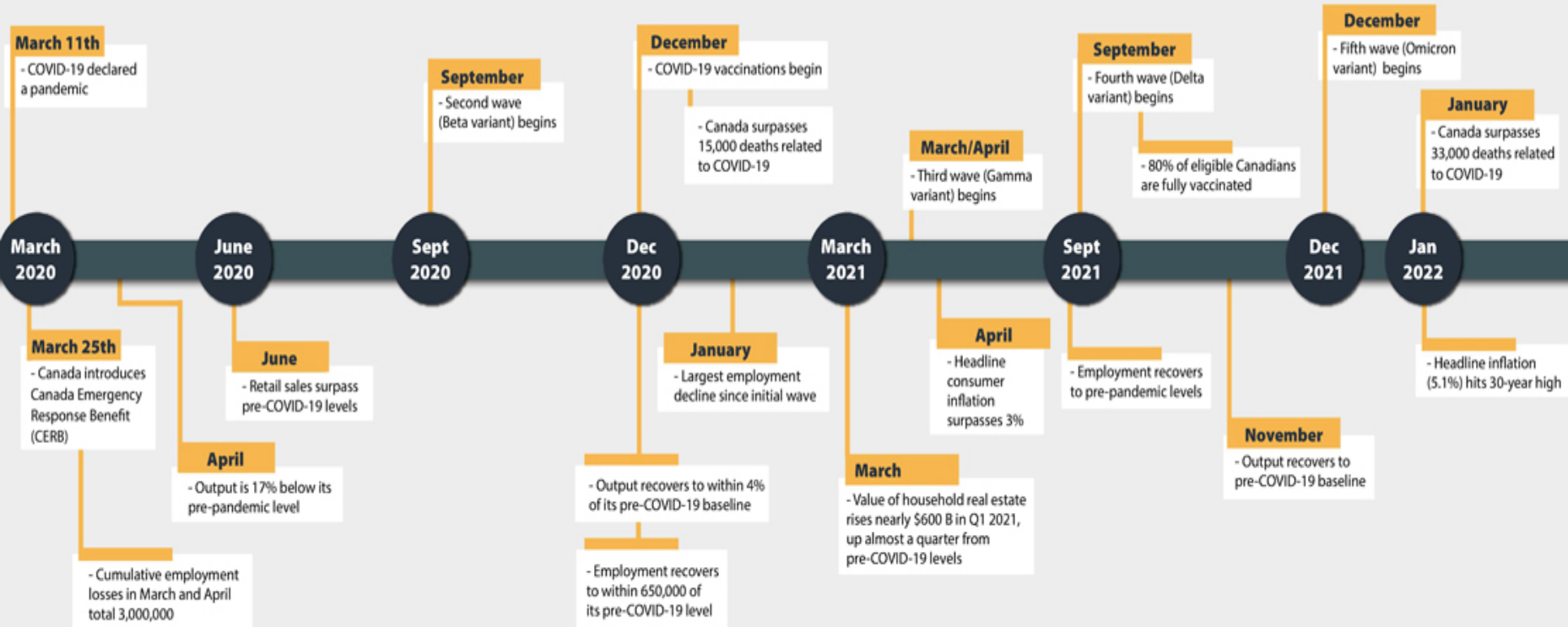
# COVID-19 Timeline

StatsCan (March 10/22):

<https://www150.statcan.gc.ca/n1/pub/11-631-x/11-631-x2022001-eng.htm>



## Social and economic impacts of COVID-19: Timeline



# REPORTS AVAILABLE

- Pandemic Response Survey Results OCASI Agency Management
- Pandemic Response Survey Results OCASI Agency Frontline Workers
- Résultats du sondage sur les réponses à la pandémie mené auprès des gestionnaires d'organismes membres d'OCASI
- Résultats du sondage sur les réponses à la pandémie mené auprès de travailleurs de première ligne d'organismes membres d'OCASI

All reports are available at <https://bmrc-irmu.info.yorku.ca/conferences-2/>

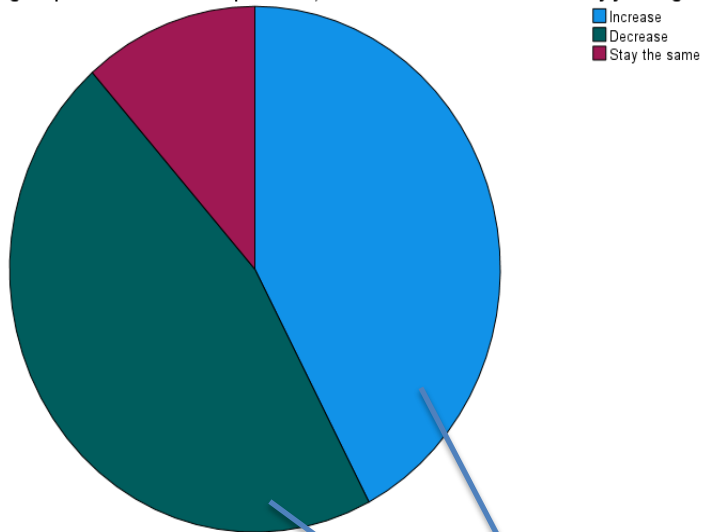


# How has your agency been impacted during the past 12 months of the pandemic? Please select all that apply. Manager Survey

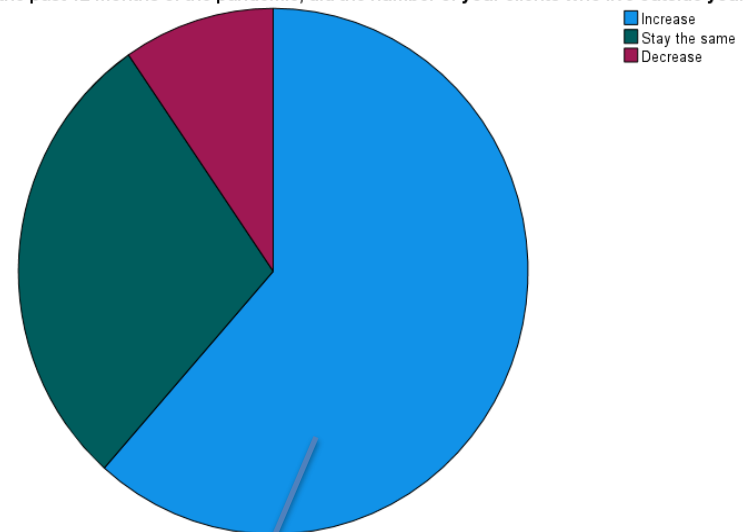
ANSWER CHOICES	RESPONSES	
All non-essential appointments, services, and programs were suspended until further notice	14.58%	7
Moved programs and service delivery online	97.92%	47
Remained open - Our services were deemed essential	35.42%	17
Had to increase staff work hours due to increased demand for programs and services	20.83%	10
Had to reduce staff work hours	2.08%	1
Had to lay off staff due to financial constraints (temporary or permanent)	8.33%	4
Hired additional staff	39.58%	19
Had to re-deploy staff to essential services and/or had rotational staffing options	31.25%	15
Implemented a hiring freeze (except for critical roles)	2.08%	1
Had to adjust staffing due to closing and re-opening of your organization	25.00%	12
Lost funding from funders, program partners or donors	12.50%	6
Experienced lost revenue from user fees and fundraising	47.92%	23
Had staff that contracted COVID-19	43.75%	21
Had clients that contracted COVID-19	39.58%	19
Developed new partnerships to continue to deliver programs and services	62.50%	30
Had to apply to the Canada Emergency Wage Subsidy (CEWS) to maintain staffing levels	22.92%	11
Ineligible for federal or provincial supports (e.g. Canada Emergency Wage Subsidy, Canada Emergency Business Account)	14.58%	7
Lost most volunteers	39.58%	19
Total Respondents		48

# Trends in clientele - Managers

During the past 12 months of the pandemic, did the number of clients served by your organization:



During the past 12 months of the pandemic, did the number of your clients who live outside your local area:



Stable or increasing number of clients (44.7% increased; 10.6% stayed same, Management Survey). (Worker Survey reported 57.8% agreed that client services had increased.) More coming from outside local catchment areas, 68.1% increase.



# Client Satisfaction with Quality of Services – Worker Surveys

## OCASI Wave 1 Worker Survey

In your opinion, how would your clients rate the quality of services available to them during the pandemic?

## Worker Survey (Nov-Dec 2021)

In your opinion, how would your clients rate the quality of services available to them during the past 12 months of the pandemic?

Answer Choices	Responses	
Equally pleased as pre-crisis levels	24.40%	41
Pleased	38.10%	64
Satisfied	32.14%	54
Discontent	3.57%	6
Very upset with the new modes of service delivery or lack thereof	1.79%	3
	<b>Answered</b>	<b>168</b>
	<b>Skipped</b>	<b>29</b>

Answer Choices	Responses	
Equally pleased as pre-pandemic levels	30.30%	50
Pleased	34.55%	57
Satisfied	31.52%	52
Discontent	3.03%	5
Very upset with the new modes of service delivery or lack thereof	0.61%	1
	<b>Answered</b>	<b>16</b>
	<b>Skipped</b>	<b>5</b>



# Clients Facing Service Challenges – Worker Surveys

**OCASI 1st Wave Worker Survey**  
**Has your organization had difficulty with clients who  
 faced digital access barriers?**

Answer Choices		Responses	
Yes	77.98%	131	
No	22.02%	37	
<b>Answered</b>		<b>168</b>	

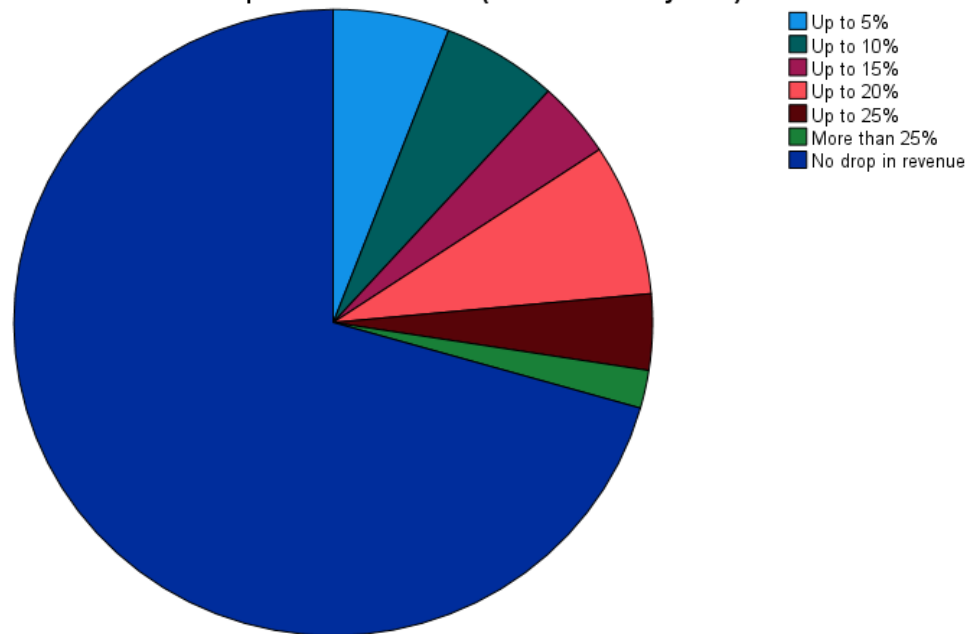
**Worker Survey (Nov-Dec 2021)**  
**Has your organization had difficulty with clients who  
 faced digital access barriers during the past 12  
 months of the pandemic?**

Answer Choices	Responses	
Yes	78.05%	128
No	21.95%	36
<b>Answered</b>		<b>164</b>
<b>Skipped</b>		<b>76</b>



# Stable revenue

Has your organization experienced a drop in revenue during the past 12 months of the pandemic compared to the pandemic's 1st wave (March 2020 - May 2020)?



- 69.6% had no drop in revenue; this compares to the 1<sup>st</sup> wave OCASI survey where only 42.9% had no drop in revenue (Management Surveys)



# Staff-management relations – Manager Survey

How have staff-management relations changed during the past 12 months of the pandemic?

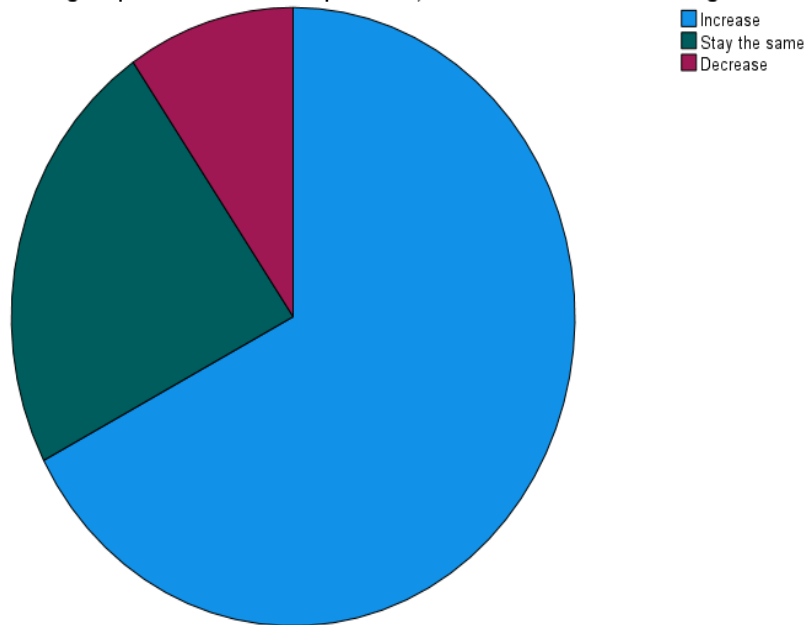
- the majority of respondents indicated that they remained relatively the same (53.19%). Only 12.77% said that staff-management relations had deteriorated and 34.04% indicated improvements!

ANSWER CHOICES	RESPONSES	
Greatly improved	14.89%	7
Moderately improved	19.15%	9
Remained relatively the same	53.19%	25
Slightly deteriorated	10.64%	5
Greatly deteriorated	2.13%	1
TOTAL		47



# Collaboration – Manager Survey

During the past 12 months of the pandemic, did collaboration with other organizations:

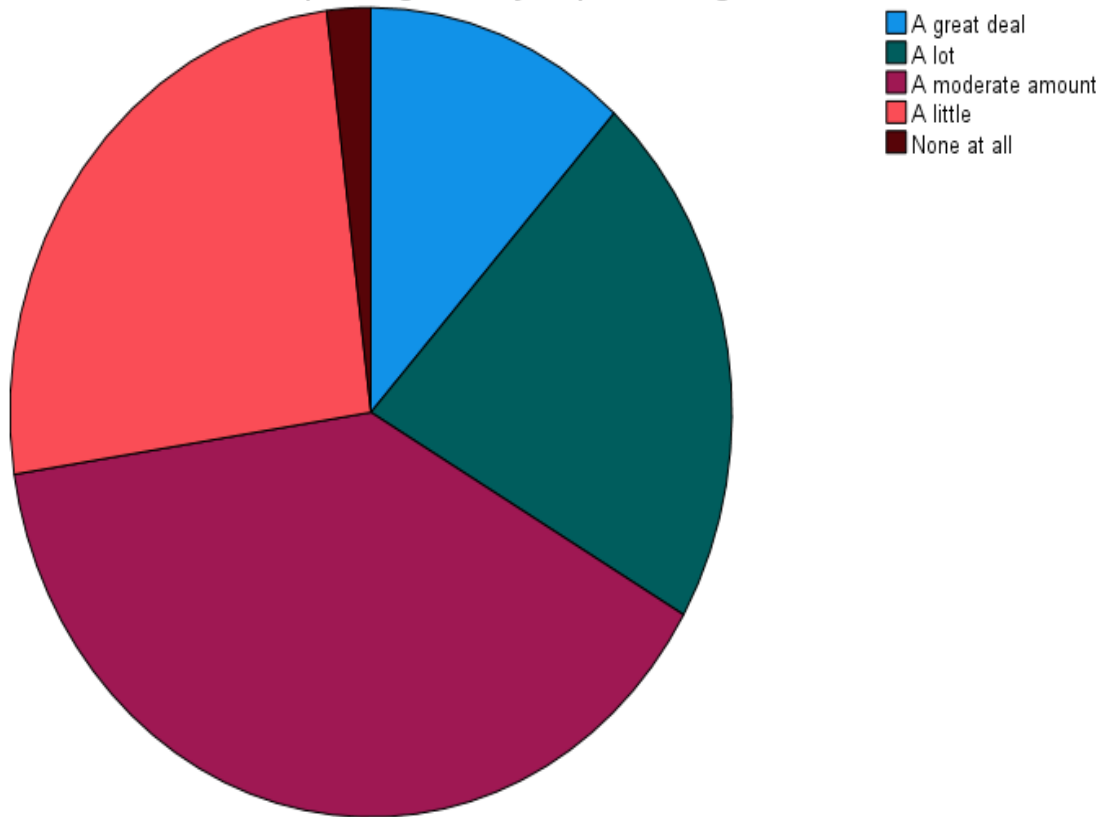


- Majority, 72.3%, reported more collaboration
- 1<sup>st</sup> wave OCASI survey reported 61.6% increase



# Turbulent times: upended plans – Manager Survey

After the past 12 months of the pandemic, what was the long-term impact on your organization's planning? Have your plans changed:



# Turbulent times: service changes – Manager Survey

How much has the range of services offered by your organization changed during the past 12 months of the pandemic?

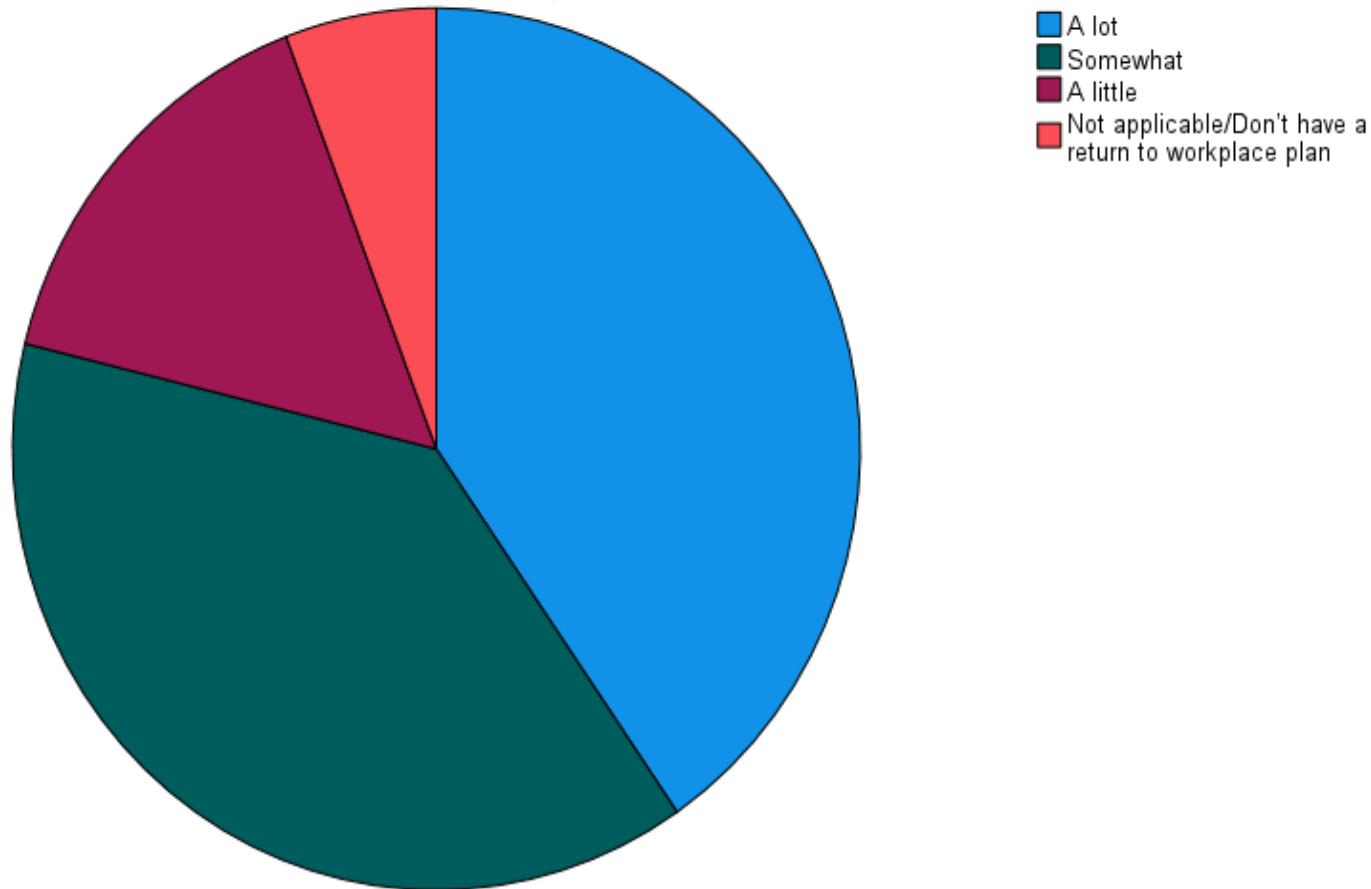
- Experiences are bifurcated. A plurality of respondents said that the range of services during the past 12 months for their organization had changed ‘a moderate amount’ (35.56%) with the next largest response being ‘a great deal’ (26.67%).

ANSWER CHOICES	RESPONSES	N
<b>A great deal</b>	<b>26.67%</b>	<b>12</b>
<b>A lot</b>	<b>11.11%</b>	<b>5</b>
<b>A moderate amount</b>	<b>35.56%</b>	<b>16</b>
<b>A little</b>	<b>20.00%</b>	<b>9</b>
<b>No change</b>	<b>6.67%</b>	<b>3</b>
TOTAL		45



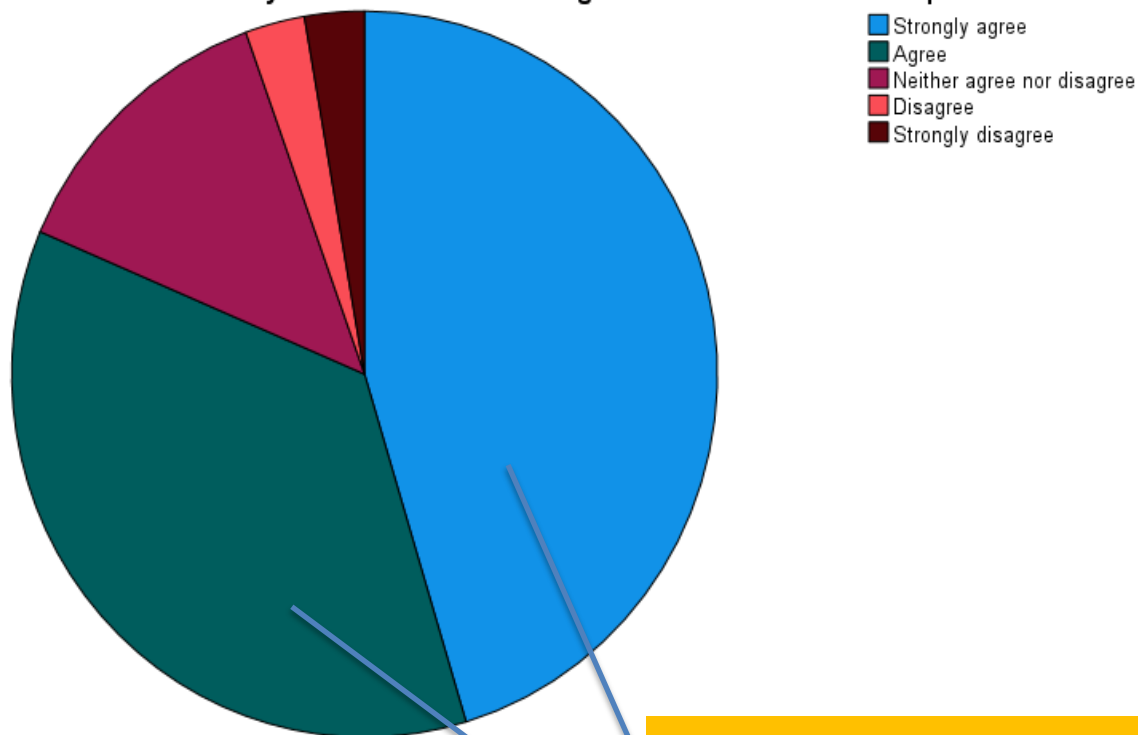
# Turbulent times: workplace return

How much did your organization modify its plan for a return to the workplace during the past 12 months of the pandemic?



# Workers' views of pandemic response

Our organization has taken appropriate action in responding to the pandemic in the past 12 months and I have confidence in its ability to overcome the challenges it faces as a result of the pandemic.

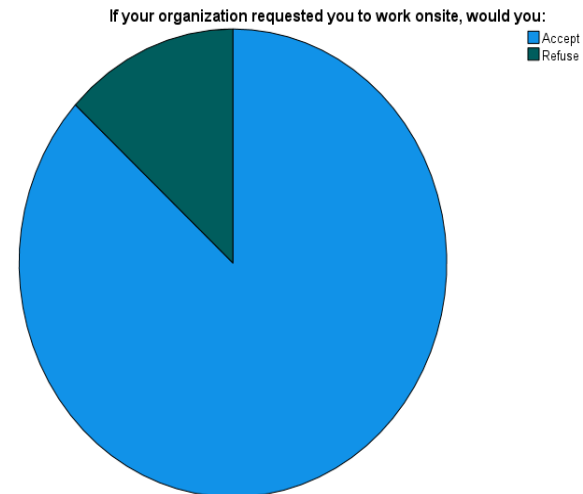


**72.2% of workers think their employers have taken appropriate action in response to the pandemic**



# Workers' views about working from home

- Most, 90%, got a laptop to work from home.
- Majority, 77% ,were satisfied working from home
- About half felt more productive at home, and a large percentage as productive
- Mental health issues, work-life balance & social isolation are workers' main concerns about working from home
- 86.3% of staff are willing to return to the office, especially with vaccination mandates







# Post-pandemic Gov't Funding – Management

**Based on your organization's experience in the past 12 months of the pandemic, do you expect that post-pandemic government funding:**

Answer Choices	Responses	
Will increase sufficiently	10.64%	5
Will not increase enough to cover needs	36.17%	17
Will not change	25.53%	12
Will decline	21.28%	10
Don't know	6.38%	3

**Answered 47**



# Expectations of Funders - Management

**Given the challenges of returning to the workplace and the possibility of resuming normal operations after the past 12 months of the pandemic, do you expect that your funders will: Please select all that apply.**

Answer Choices	Responses
Continue to fund current service levels	59.57% 28
Return to pre-pandemic expectations about service targets	51.06% 24
Reduce funding while expecting pre-pandemic service targets	17.02% 8

**Answered 47**

## Based on your experience in the past 12 months of the pandemic, what worries you most about COVID-19 or a similar future crisis? (Select up to 4) Worker Survey

ANSWER CHOICES	RESPONSES	
Economic repercussions (on provincial, national and/or global economy)	52.98%	89
Organization's ability to meet its financial obligations	22.02%	37
Personal debt (long-term financial consequences of debt and depleted savings)	22.62%	38
Physical health impacts / Overwhelming stress	62.50%	105
Impact on staffing levels (layoffs, retention, refusal to work at the office)	26.19%	44
Effect on workforce/reduction in productivity	26.79%	45
Lack of appropriate resources and means to effectively service clients	26.19%	44
Decreased community confidence in your organization	7.74%	13
Access to personal protective equipment	5.95%	10
Access to resources for staff (internet, office equipment)	11.90%	20
Concerns about re-opening too soon	38.10%	64
Concerns about the risks of commuting	17.86%	30
Funding reductions	42.86%	72
Forced back to work risking the wellbeing of my family	27.98%	47
No clear policy for what is expected of staff if they get sick, have symptoms, or if an exposure is reported at the organization	14.29%	24
How to address hazards and how to refuse unsafe work	19.64%	33
Office may be at risk of closing if a significant proportion of staff is affected or unwilling or unable to go to work	12.50%	21
No concerns at this moment	1.79%	3
Total Respondents		168

# Many thanks

## Many, many thanks

- Frontline workers and managers throughout Ontario ISAs
- OCASI staff
- Damaris Rose and Anyck Dauphin
- Shehnaz Fakim
- BMRC Advisory Group for this project

## Questions/Comments



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