

**Toronto Seniors
Housing Corporation**

**TORONTO SENIORS HOUSING CORPORATION (TSHC)
QUALITY & TENANT ENGAGEMENT COMMITTEE
AGENDA**

Date: Monday, December 19th, 2022

Time: 3:00 pm to 5:00 pm

Location: WebEx & Livestream

Item	Time	Description	Action	Supporting Documents	Presenter
1.	3:00 5 min	Chair's Remarks	Information	N/A	Chair
2.	3:05 2 min	Land and African Ancestral Acknowledgements	N/A	N/A	Chair
3.	3:07 1 min	Approval of Public Meeting Agenda	Approval	Agenda	Chair
4.	3:08 1 min	Chair's Poll re: Conflict of Interest	Declaration	N/A	Chair
5.	3:09 1 min	Approval of Public Session Minutes of QTE Board Committee Meeting of October 26 th , 2022	Approval	Minutes of Public meeting of October 26 th , 2022	Chair
6.	3:10 5 min	Action Item Review	Information	Action Item List	Chair
7.	3:15 5 min	CEO Update	Information	Verbal Report	Tom Hunter
8.	3:20 15min	QTE Review of Work Plans	Information	QTE Proposed Work Plan 2023	Grant Coffey

Toronto Seniors Housing Corporation

Item	Time	Description	Action	Supporting Documents	Presenter
9.	3:35 15min	Listening Tour	Information	Listening Tour summary presentation	Grant Coffey
10.	3:50 15min	Operational Performance Dashboard	Information	<ul style="list-style-type: none"> • Operational Performance Dashboard 	Brad Priggen
11.	4:05 10min	Quality Improvement Projects	Information	<ul style="list-style-type: none"> • Written report 	Grant Coffey
12.	4:15 10min	Engagement Model Update	Information	<ul style="list-style-type: none"> • Written report 	Grant Coffey
13.	4:25 10min	ISM Evaluation	Information	<ul style="list-style-type: none"> • Written Report 	Jennifer Dockery/ Andrea Austen
14.	4:35	Adjournment			Chair

(For approval by QTEC December 19, 2022)

**TORONTO SENIORS HOUSING CORPORATION (TSHC)
Quality and Tenant Engagement Committee Meeting (QTEC)**

Date: Wednesday, October 26, 2022

Time: 3:00 pm to 5:30 pm

Location: WebEx & Livestream

Draft Minutes

The Quality and Tenant Engagement Committee (QTEC) of the TSHC Board held its meeting on Wednesday, October 26, 2022, at 3:00pm via WebEx video conference. This meeting was livestreamed.

Members in Attendance:

Linda Jackson (Chair), Carrie MacNeil, Jim Meeks, Lawrence D'Souza, Brenda Parris, Fareed Amin

TSHC staff present: Tom Hunter, Grant Coffey, Mary Tate, Brad Priggen, Dave Slater, Wendy Dobson, Roman Zydownyk, Janelle Estwick, Executive Assistant to CEO, Liz Dizig (Recording Secretary),

Guests: Jennifer Dockery, City of Toronto, Andrea Austen, City of Toronto, Summer Nudel, OCHE, Joseph Burley, City of Toronto.

ITEM 1: CHAIR'S REMARKS

The Chair welcomed everyone and stated that this meeting is being live streamed on YouTube. The Chair reflected back on the last QTEC meeting noting there have been some updates, along with an update from Tom Hunter, CEO, A report from Summer Nudel, as well as QTEC projects, Health Commons Report and Tenant Engagement Model. There will also be a brief discussion on upcoming meeting dates.

ITEM 2: LAND AND AFRICAN ANCESTRAL ACKNOWLEDGEMENTS

The Chair began with Land and African Ancestral Acknowledgements.

(For approval by QTEC December 19, 2022)

ITEM 3: APPROVAL OF PUBLIC MEETING AGENDA

The Chair asked if there were any changes to the Public Meeting Agenda. Hearing none:

Motion **UPON MOTION**, duly made by Carrie MacNeil, and seconded by
Carried Fareed Amin, **IT WAS RESOLVED** that the public meeting agenda
is hereby approved.

ITEM 4: CHAIR'S POLL RE: CONFLICT OF INTEREST

The Chair requested that members of the Committee declare whether they were in conflict of interest with any agenda item.

No conflicts were declared.

ITEM 5: APPROVAL OF PUBLIC MINUTES OF QTE BOARD COMMITTEE MEETING OF SEPTEMBER 12, 2022

Motion **UPON MOTION**, duly made by Carrie MacNeil, and seconded by
Carried Brenda Parris, **IT WAS RESOLVED** that the Public session meeting
minutes of September 12, 2022, as tabled, are hereby approved.

ITEM 6: APPROVAL OF CLOSED SESSION MINUTES OF QTE BOARD COMMITTEE MEETING OF SEPTEMBER 12, 2022

Motion **UPON MOTION**, duly made by Carrie MacNeil and seconded by
Carried Jim Meeks, **IT WAS RESOLVED** that the public session meeting
minutes of September 12, 2022, as tabled, are hereby approved.

ITEM 7: APPROVAL OF MINUTES OF THE QTE BOARD COMMITTEE MEETING ON JUNE 13, 2022

Motion **UPON MOTION**, duly made by Carrie MacNeil, and seconded by
Carried Jim Meeks, **IT WAS RESOLVED** that the Public session meeting
minutes of June 13, 2022, as tabled, are hereby approved.

(For approval by QTEC December 19, 2022)

ITEM 8: ACTION ITEM REVIEW

The Committee reviewed the action item list and the status of items.

ACTION: It was noted that Item #5 on the Action Item list – the Board and Committee pages on the website are still difficult to navigate. Members were asked to identify challenges to inform further changes.

ITEM 9: UPDATE FROM TOM HUNTER, CEO

At the invitation of the Chair, Toronto Seniors Housing CEO, Tom Hunter, provided a verbal update on the Key Performance Indicators (KPIs) work that is in progress, the Interim Organizational Structure and the Board Meeting Schedule.

Key Performance Indicators (KPI)

Mr. Hunter noted that KPIs will come to the QTE Committee and then go to the Board for discussion. Staff are working out what indicators would go to the Board. He stated that staff are working to create visual information related to the dashboard as well as other indicators that drive our work. The key indicators that help represent the progress being made in the areas of Operations needs to be determined.

A discussion took place around the measures to be tracked. It was noted that the Board will have the opportunity to decide what is important enough to have on the dashboard which is currently being defined.

There was discussion around who should have access to the dashboard. It is Mr. Hunter's feeling that it should be live data and everyone should be able to see the matrix are being met, however this has not been discussed at the Board yet.

ACTION: The Chair recommended this item be added to a future Agenda. It should include demographic data and race-based and language-based data.

Interim Organizational Structure

At the invitation of the Chair, Tom Hunter provided an overview of the interim organizational structure currently in place.

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Mr. Hunter introduced the Interim Directors; Interim Director of Operations is Brad Priggen and Interim Director of Strategy and Communications is Grant Coffey.

ACTION: It was requested that a copy of the Interim Organizational model be shared with STAC and other tenant groups.

Future Board Meeting Schedule

At the invitation of the Chair, Mr. Hunter indicated that there will be a more robust discussion at the Corporate Governance and Human Resources Committee (CGHRC) around meetings and timing of meetings. There was discussion around holding Board meetings once every other month and noted the schedule and work back schedule is very intense.

Concerns were raised by Brenda Parris about shifting to every other month. Ms. Parris indicated her concerns about being burdened with a heavy agenda at Board meetings and wants to avoid becoming a 'rubber stamp' organization. Ms. Parris indicated that if we do go to holding Board meetings every two months, then it means we need material spread out enough. Ms. Parris indicated it is the role of the Board to scrutinize material and scrutiny is our mandate.

Mr. Fareed Amin indicated he had no concerns with the Board meeting every two months. He noted much of the conversation should take place at the Committee so when it gets to the Board, much of the discussion would have already occurred.

ITEM 10: TSHC OPERATIONAL UPDATES:

At the invitation of the Chair, Brad Priggen provided an overview of the operational dashboard. He noted that we are currently revamping the operational dashboard. The dashboard represents progress on items such as Arrears, Vacancy Rates, Maintenance Work Orders, Administrative Requests, Pest Control and Community Safety Incidents.

A detailed discussion around the dashboard took place. It was noted that the dashboard will be enhanced with further summary indicators along with a broader balanced scorecard view representing additional services and functions in TSHC.

(For approval by QTEC December 19, 2022)

At the invitation of the Chair, CEO Tom Hunter raised two items, the first he noted, that staff are understating what the team has achieved. He noted that a 2% reduction is huge, to bring vacancy rate down in that amount of time. A target was set with the City for the end of December and we have already met and gone below that. It means there are more units available for people to rent. This is a good news story for TSHC. Secondly, he noted around 60 days it will reach dashboard status, and if we are not turning units over within 60 days (for those meeting the criteria) the City is going to claw back the subsidy. This is an area we want to be sure the Board knows the progress as well as the public knows we are meeting those targets.

The Chair congratulated the team for making headway beyond what was expected.

Brenda Parris also expressed her appreciation for adding four staff to assist tenants when preparing for unit treatment. Ms. Parris asked that staff track whether four people is sufficient.

Upon reviewing the information, Ms. Parris asked that staff provide data to confirm, for example, how many incidents were anti-social, how many required police, etc. Ms. Parris asked that we reconfigure as a graph of other sorts. She noted that she had difficulty with the colouring in the graphs and asked that perhaps the team look at it.

ITEM 11: MOTION TO RECOMMEND FOR INFORMATION TO THE BOARD THE OPERATIONAL PERFORMANCE DASHBOARD

Motion Carried **UPON MOTION**, duly made by Fareed Amin, and seconded by Carrie MacNeil, **IT WAS RESOLVED** that this report is received and approved for information by the Committee, as presented.

ITEM 12: REPORT FROM OCHE

At the invitation of the Chair, Summer Nudel, Interim Commissioner of Housing Equity, was invited to speak to the Committee.

Ms. Nudel provided an overview of the mandate of the Office of the Commissioner of Housing Equity ("OCHE"). The mandate states that OCHE: 1) Review files and provide assurances to the Board that all policies have been

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adhered to and all eviction proceedings are a last resort; 2) Resolve files by assisting tenants to address arrears and reducing number of referrals to the Landlord Tenant Board; 3) To make recommendations to staff, senior management and to the Board of Directors on compliance policies and procedures that relate to eviction prevention and loss of subsidy.

It was noted that OCHE provides the Board with oversight of TSHC's operations related to evictions due to arrears of rent and ensures that tenants avoid eviction where possible. The OCHE reports regularly on its activities and TSHC's performance in the areas within OCHE's jurisdiction. This regular reporting by the OCHE ensures the Board is aware of the OCHE's activities taken on its behalf and that they continue to align with the goals of the Board and TSHC. Ms. Nudel noted that OCHE will report to our Board on a quarterly basis.

ITEM 13: MOTION TO RECOMMEND FOR INFORMATION TO THE BOARD THE OCHE UPDATE REPORT

Motion Carried **UPON MOTION**, duly made by Carrie MacNeil, and seconded by Brenda Parris, **IT WAS RESOLVED** that this report is received for information by the Committee, as presented.

ITEM 14: UPDATE ON QUALITY IMPROVEMENT PROJECTS REPORTS AND INTERIM STRATEGIC DIRECTIONS

DEPUTATION: BILL LOHMAN

Mr. Bill Lohman joined the meeting by phone. He thanked the Chair for the opportunity to depute.

Mr. Lohman noted that he attended the getting started QIP project information session this week along with 18 other interested tenants and fellow STAC members. These are big issues that are demanding immediate attention. It looks like an inclusive and coordinated approach that has a proven strategy that can bring some clarity of perspectives to a focus and purpose to address safety and security, pest control and staff and tenant relations. It's great that we have this opportunity to be inspired to create something positive and enduring. And, as we know, teamwork is the key to that vision to lay that groundwork. It must attract tenants and their talents to generate a good and collaborative benefit. Looking at the model, it has the Housing Tenant Leaders providing visible,

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consistent and aligned support. TSHC will provide support and information needed and requirements to deliver on the services, and they are accountable for the service delivery. Tenant leaders and STAC will stand behind recommendations and work with local staff to ensure changes are implemented. I have a bit of an issue here. We are setting up a small roundtable in our community to bring different voices together so we have a collective vision going forward.

Where I have an issue is everyone is supporting, and tenants are working. For me that's a bit of an issue. To give an example of the importance, it was disconcerting experience when I saw plumbers moving 100 crates of toilets into the Saranac Recreation Room. I had been trying to get tenants to have some access to the space. I directly requested to have a voice in the shared space and I was told "no". It raised a voice of accountability being the difference between success and failure.

If you want people to set accountability, where is the motivation for tenants to get involved in any of this? No-one is going to take ownership and accountability in something they don't understand. Tenants need a full understanding and assurance they are going to have everything they need in order to be successful. There are steps being taken to start making those changes. I'm not looking at the four or five months the Corporation has been in place. I'm looking at the 33 months this community has not had access to that community space. It gives the bad image that the use of space for storage of toilets is more important. To have a flat out no consideration for your opinion for reasoning that is debateable is unacceptable. It goes to the point and listening to everyone.

I'm really impressed and pleased with the progress being made at the meeting that speaks of quality. I'm the only one here at this moment that is addressing the Tenant Engagement side. Isn't that just as important? This is the Quality and Tenant Engagement Committee.

The Chair thanked Mr. Lohman for his deputation.

Update on Quality Improvement Projects and Interim Strategic Directions

At the invitation of the Chair, Grant Coffey was invited to provide a brief verbal update on the Quality Improvement Projects (QIP). Mr. Coffey stated we have three Quality Improvement Projects: Pest Management; Safety and Security; and Staff and Tenant Relations.

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Mr. Coffey provided an update/status on the QIP's. He indicated a draft Terms of Reference has been developed associated with the suggested approaches for each of the three QIP projects. He noted that we are looking to establish teams including tenants, TSHC staff, leadership, sponsors and TCHC staff. The teams are currently being formed and established. An information package is being developed for each of the QIP projects, and research is underway to gather information for each of the projects, data is being developed along with other jurisdiction best practices.

It was noted that we are currently in the process of retaining a facilitator to support the QIPs. An RFP has been completed and we are hoping for a facilitator to be on board soon. We are requesting tenants provide an expression of interest next week.

It is anticipated that the Pest Management QIP will start early to mid November; Safety and Security QIP to start later in November and Staff and Tenant Relations to start in early January 2023.

Leadership Sponsors have been identified as follows: Pest Management QIP is Brad Priggen; Safety and Security QIP is Grant Coffey and finally Staff and Tenant Relations sponsor is Dave Slater. It is anticipated that that we will conclude QIPs during Q1 and Q2.

ACTION: Staff will bring a written update to a future meeting.

Interim Strategic Directions

At the invitation of the Chair, Grant Coffey presented a verbal update on the Interim Strategic Directions.

Mr. Coffey noted this was discussed at the last Quality and Tenant Engagement Committee and Board meeting, it was also brought forward as well in subsequent discussion with the City. We are now following up with a scaled-down process development Interim Strategic Direction.

Mr. Coffey noted that this will be based on leveraging and using a lot of the work done, Health Commons Report (Health and Wellness), the work done on the Integrated Service Model, Tenant Engagement Model, Listening Tours and other inputs. With the Interim Strategic Directions, we will be developing a high level

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framework, to draft a vision, mandate, values, strategic objectives, strategic initiatives and ultimately it will manifest in a roadmap for implementation.

It has been identified as a short-term initiative to have this in place between now and early January/February 2023. The intent is still to work with Interim Strategic Directions, ensuring STAC is involved. We are planning to have a Board workshop/orientation session on this in early December that will also include a Governance Work Plan. The goal is to put in place a set of Interim Directions that would be over a period of 12 to 18 months. We would follow up next year to review what would make sense moving forward at that time.

ACTION: The Chair requested that staff put together a summary review as a follow-up to this meeting to put together a structure. The Chair to review the material in advance of the Board Workshop

ITEM 15: UPDATE ON ACTION PLAN RE: HEALTH COMMONS REPORT ON SENIORS HEALTH AND WELLNESS INITIATIVE

At the invitation of the Chair, Grant Coffey brought forward a brief follow up on the Health Commons Report. At the last meeting, Health Commons, along with the City, brought forward a report, which was very well received. It included that we would develop an action plan within TSHC. That report included significant tenant engagement and input from STAC, noting there were thirty-four recommendations and four themes and substantial actions that need to be worked through in more detail.

Mr. Coffey stated that we have not yet developed an action plan. We wanted to have an opportunity to provide an update on the fact that we will begin the process of an action plan. A number of the actions do cross different themes and areas. We are working on preparing a view of that. We will be engaging with the City and work together in consultation with the City's team as we move forward. We will integrate the discussion in future STAC meetings, in the development of the action plan and how we can integrate conversations. We wanted to have an opportunity that we are starting to review those actions and other actions from other initiatives in aligning into the implementation roadmap.

At the invitation of the Chair, Jennifer Dockery, City of Toronto, stated that her team is available to work with TSHC. Standing up some items around the action plan so we get past the planning stage and actually have some tangible pieces that we can confidently say we are moving on. It would be good if we could do that before the end of the year.

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ACTION: Bring back to the Committee a more tangible structured update.

ITEM 16: TENANT ENGAGEMENT MODEL UPDATE

In June there was a report brought forward on the principles and methods for a Tenant Engagement System with recommendations from the Senior Tenants Advisory Committee (STAC), known as the Joy Connelly Report, was presented at the June 13th QTEC and June 30th Board meeting. The report provided some important principles about the future for the development of a Tenant Engagement Model.

It was noted that the report will serve as input into the next steps associated with the work from Health Commons and the development of a new Tenant Engagement Model for TSHC.

It was noted that we are in process to retain resources to help support the development of a new Tenant Engagement Model. We have an RFP that we are finalizing to release. Funding has been secured to do a best practices, jurisdictional scan and to look at the report and further engage tenant leaders and STAC on this. We are looking to work with tenants to finalize and develop a model and some of the supporting contexts to implement the model and bring it all back to this Committee and ultimately the Board in early 2023.

Mr. Coffey noted we are moving forward concurrently and this is another priority that needs some focussed engagement. In the interim and starting before the end of this year, we are working to support tenant leaders across the regions and in our buildings and establishing some interim tenant representative meetings to help support and inform this upcoming process. We are hearing, for example, at the listening tours and other opportunities where we hear from tenants and the tenant reps and leaders they need more understanding of what's happening and how they can be supporting their tenants and actually supporting these processes. Some of the interim meetings will begin this fall.

Mr. Coffey opened the floor to any questions:

Brenda Parris asked if there has been a decision as to what format or forum the Tenant Leadership will take. We have STAC and other representatives in different buildings. Have we decided what this tenant forum will look like?

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Ms. Parris noted that she has raised in previous discussions, when talking about Community Development models, the issue of tenant self-management. At some point in time some buildings may be suitable to have a tenant-managed building.

The tenant engagement model is also being discussed at STAC.

Carrie MacNeil noted these three reports dovetailing and having a lot of commonalities is a fabulous thing. Because we're not working with three giant chunks of cement that can't merge is a really good thing.

ACTION: Mr. Coffey to provide a summary if it would be helpful to the Committee as a follow up summarizing some of the key things that were in the report.

ITEM 17: DISCUSSION OF UPCOMING MEETING DATES

Update of the Listening Tour

Mr. Hunter noted that he has been out to thirty buildings, and plans to visit forty five buildings before the end of 2022. The remaining buildings will be complete by April 2023. During the tours he noted eleven interpreters were at the listening tours to provide interpretation to tenants. Mr. Hunter noted that we have twenty three more interpreters planned across these visits. Progress is going well on listening tours.

Brenda Parris noted that she supports the Listening Tours as they are really important to tenants.

ITEM 18: ADJOURNMENT

The Chair thanked the Committee members, staff and all the presenters for their attendance and contributions and declared the meeting adjourned.

Motion **UPON MOTION**, duly made by Carrie MacNeil, and seconded by
Carried Brenda Parris, **IT WAS RESOLVED** that the meeting terminate.

DRAFT PUBLIC MINUTES
October 26, 2022

**Toronto Seniors
Housing Corporation**

(For approval by QTEC December 19, 2022)

Linda Jackson, Chair
Quality & Tenant Engagement Committee

Item # 6

Quality and Tenant Engagement Committee Action Item List

**Toronto Seniors Housing Corporation
Quality and Tenant Engagement Committee
Action Items List as of December 2022**

	Meeting arising from	Description	Resp.	Status
1.	Sept 12, 2022	<ul style="list-style-type: none"> • Staff to bring a weekly use of space schedule for each building's common rooms, including program title, day(s) of the week they operate and weekly time use. • Identify the wording in leases around the rights of tenants to access common rooms and spaces. 	Brad Priggen	Draft summary developed
2.	Sept 12, 2022	<ul style="list-style-type: none"> • Staff bring back a list of how many buildings do not have a common room. 	Brad Priggen	Completed Inventory amenity list
3.	Sept 12, 2022	<ul style="list-style-type: none"> • Add the 'red, yellow, green's flag to the Operations Dashboard for a quick 'at a glance' overview. 	Brad Priggen	In progress – part of future KPI development
4.	Sept 12, 2022	<ul style="list-style-type: none"> • Provide a list of all 83 buildings and the number of bed bug/pest cases. Pests in buildings to be ranked into three buckets: big problems, medium problems and no problems. 	Brad Priggen	In progress. Data prepared for Quality Improvement project. Part of future KPI development.
5.	Sept 12, 2022 (*Oct 26, 2022)	<ul style="list-style-type: none"> • Improve website to make it easier to find committee meeting materials. • *Board members asked navigate website to 	Wendy Dobson	Completed

	Meeting arising from	Description	Resp.	Status
		identify challenges and inform if further changes are necessary.		
6.	Sept 12, 2022	<ul style="list-style-type: none"> • Provide data up front for all QIP working groups and bring back to the Committee. Staff need to include the measurement metrics used to determine if project is successful. We need to know the progress we are making. • Ensure tenants with lived experience of pest issues are on QIP pest control working group and include experience of issue in rubric of selecting tenant participants for working groups. • Bring written QIP update to a future meeting. 	Brad Priggen/ Grant Coffey/Mary Tate	Completed
7.	Sept 12, 2022	<ul style="list-style-type: none"> • Report back on Listening Tour and specifically on how TSHC is working to improve translation/interpretation services. 	Grant Coffey/Wendy Dobson	Completed
8.	Oct 26, 2022	<ul style="list-style-type: none"> • KPI-Chair recommended to add to future agenda item. IT should include demographic data and race-based and language-based data. 	Grant Coffey/Brad Priggen	In progress – part of future KPI development
9.	Oct 26, 2022	<ul style="list-style-type: none"> • Share Interim Organizational model with 	Grant Coffey	Completed

	Meeting arising from	Description	Resp.	Status
		STAC and other tenant groups.		
10.	Oct 26, 2022	<ul style="list-style-type: none"> The Chair requested that staff put together a summary of the Interim Strategic Direction as a follow-up to this meeting to put together a structure. The Chair to review the material in advance of the Board Workshop. 	Mary Tate/Grant Coffey	Completed
11.	Oct 26, 2022	<ul style="list-style-type: none"> Bring back to the Committee a more tangible structured update on the Health Commons Report on Seniors Health and Wellness Initiative. 	Grant Coffey/Wendy Dobson	In progress
12.	Oct 26, 2022	<ul style="list-style-type: none"> Tenant Engagement Model update: Provide summary to the Committee as a follow up summarizing some of the key items in the report. 	Grant Coffey/Wendy Dobson	Completed

Item # 8
Attachment # 1 –
QTE Review of Work Plans

QTEC Proposed Work Plan 2023

Q1

December 19 th , 2022	March 9 th , 2023
AGENDA ITEMS	AGENDA ITEMS
Operational Performance Dashboard Update	OCHE Update
QTEC Review of Work Plan 2023	KPI Dashboard Update (replaces ops Dashboard)
QIP Update	QIP Update
	Tenant Engagement Model Update
	Interim Strategic Directions Update (approval to board)
	2022 Annual Report (approval for Board)

Q2

Q3

May 9 th , 2023	September 14 th , 2023
AGENDA ITEMS	AGENDA ITEMS
OCHE Update	Interim Strategic Directions Update
QIP Update	KPI Dashboard Update (replaces ops Dashboard)
KPI Dashboard Update (replaces ops Dashboard)	Tenant Engagement Model Update
Interim Strategic Directions Update	QIP Update
Tenant Engagement Model Update (targeted approval – tentative)	
Final Listening Tour Update	

Q4

November 1 st , 2023	
AGENDA ITEMS	
OCHE Update	Tenant Engagement Model Update
KPI Dashboard Update (replaces ops Dashboard)	Future Strategic Plan (replacement of ISD)
QIP Update	Future Priority Policy Work

**Toronto Seniors Housing Corporation (TSHC)
Quality and Tenant Engagement Committee
Listening Tour Summary**

Item: 9

December 19, 2022

To: Quality and Tenant Engagement Committee

From: Grant Coffey, Interim Director, Strategy and Communications

Date: December 8, 2022

Purpose: For information

Recommendation:

It is recommended that the Committee receive this Listening Tour Summary for information.

Reason for Recommendation:

In June 2022, a Listening Tour was designed for the CEO to connect with staff, tenants and other stakeholders to hear their concerns, desires and needs for the new corporation.

As of December 7, 2022, CEO Tom Hunter has visited 46 buildings speaking with approximately 1,100 attendees across these visits. Tom has heard valuable feedback in these sessions and key themes have informed the Quality Improvement Projects as well as prioritizing the review of Use of Space and Tenant Action Fund policies. For more details on the Listening Tour to-date, please see Attachment 1: Listening Tour Report as of December 7 2022. Going forward Tom will continue his Listening Tour for the remaining TSHC buildings through Q1 2023.

Grant Coffey
Interim Director, Strategy and Communications

List of attachments: Listening Tour Report as of December 7, 2022

Item # 9
Attachment # 1 –
Listening Tour Summary Presentation

Toronto Seniors Housing Corporation

Listening Tour Report: Tenant Perspectives

Year to Date as of December 7, 2022
Updated from August 2022 Report



Thoughts From Tenants

*Lucky to have a good superintendent and team
and a building in good condition*

*The tenant reps and other tenant volunteers have
kept the building very nice with the gardens and
plants; and site staff follow up on maintenance
requests quickly*

*Tenant complimented housing staff and shared her
belief that tenants have more than enough resources to
live full lives, socialize, etc.*

*The building is very clean, very nice. Security is very
nice, very young. Around the garden is very nice, clean.*



Background

- In June 2022, a Listening Tour was designed for Tom, to connect with staff, tenants and other stakeholders to hear what their concerns, desires and needs were for our new corporation. This report is primarily focused on learnings from Tom's interactions with tenants.
- The goal was to hear from those interested in speaking with Tom, not to hear from everyone.
- Tom has visited about two buildings a week since the middle of June 2022.
- He is on track to complete all buildings by early next year.

The Numbers

June-August

- 608 Attendees
- 22 Buildings Visited

September – December 7

- 526 Tenant Attendees
- 24 Buildings Visited
- 56 Staff Attended 3 Staff Only Sessions
- 55% of buildings have been visited

Before Year End

- 6 more tenant sessions
- 1 more staff session

Completion of Tour

- Estimated by early Q2 2023

Overall Key Themes

Safety and Security



Blue = new since August

* = recurring item across sessions

- People

- Reduce unwanted and high-risk visitors*****
- Address tenant health issues
- Improve noise management in building
- Increase smoke and fragrance-free buildings
- More inclusive approach to racism, discrimination issues***
- Conduct weekly check-in for all seniors

- Products

- Improve elevators in several buildings**
- Improve heating, air conditioning and ventilation
- Aging appliances and toilets need replacing
- Improve laundry services
- More in-suite accessibility supports like bathtub grab bars

Overall Key Themes

Safety and Security



- **Systems**

- Improve service response during high-risk event
- Improve security – possibly 24-hour guards/more cameras***
- Improve snow removal to reduce tenant fall risks
- Improve call system in some buildings
- Increase safety funding for seniors' buildings**
- Install cameras at exit points in the buildings
- Improve underground parking safety to reduce vandalism and increase sense of safety for tenants**
- Better coordination of services between TSHC and TCHC (e.g., issues such as hydro shut off are better com to tenants)**
- Better understanding of Key Person for buildings*
- Apartment and building break-ins**
- Provide air conditioning in units or help tenants if they purchase themselves**

Overall Key Themes

Pest Management



- Bugs
 - Address pervasive and ongoing concerns about pests including bed bugs and cockroach infestations*****
 - Balcony screen doors to keep bugs out while doors are open
- Beyond bugs
 - Address issues with pigeons on balconies****
 - Improve waste management removal systems
 - Reduce public access to waste disposal bins on property

Overall Key Themes

Staff and Tenant Relations



- Communications
 - Improve program and information delivery in languages other than English**
 - Provide clearer communications on how to reach site staff**
 - Provide vacation back-up support at the building level
 - Increase support staff hours for Seniors Services Coordinators (SSCs)
 - Improve communications with tenants on how to use/access new products like washing machines – multi-lingual signage across all sites
 - Provide annual rent reviews in languages other than English
 - Provide onsite speakers and mics for events to be more inclusive
 - Improve poster and bulletin board posting/removal processes
 - Coordinate ongoing meetings with tenant leaders, tenants and staff
 - Clarify why pictures and posters pose a fire hazard in hallways

Overall Key Themes

Staff and Tenant Relations



- Communications
 - Drop printed information to each unit and have staff follow-up to help tenants understand what new program or product the printed info references
 - Have translators at each building or hire staff who speak a primary language of the building (e.g., speaks Mandarin where a high Mandarin speaking population exists)
 - Increase font size in posters
 - Provide translators on Listening Tour
 - Post a monthly calendar of events in buildings
 - Improve communications with tenants on job opportunities and new programs being offered by TSHC
 - Provide wi-fi in buildings**

Overall Key Themes

Staff and Tenant Relations



- Tenant Relations
 - Improve call centre operations, processes, response times, hours*
 - Improve information sharing and access to information about recreation, social programming and health services supports
 - Provide computer literacy training for tenants
 - Provide greater clarity on Ontario Trillium Benefit
 - Provide more information on housekeeping supports
 - Reduce staff turnover
 - Address lack of faith and trust in staff to resolve issues in a timely way
 - Provide better processes and tools for garden care
 - Address conflicts between tenants that cause fear, discrimination
 - Review and improve RGI processes
 - Improve staff supports to help seniors feel more cared for

Overall Key Themes

Staff and Tenant Relations



- Tenant Relations
 - Hold onsite COVID and Flu vaccine clinics
 - Ask tenants to clean up unsightly balconies and reduce fire hazards on balconies
 - Transportation to offsite events held at places like community centres**
 - Provide exercise programs on site for tenants to access*
 - Increase work effort to reduce barriers to understanding and communications like providing access to computers to tenants
 - Improve removal of garbage around buildings (cigarettes, syringes)
 - Improve tenant understanding of circumstances that impact inter-building transfers**
 - Contractors working on buildings are not being held to a high enough standard for delivery of project on time, completeness of project or on the job cleanliness**
 - Improve ventilation to reduce odours in buildings**

Overall Key Themes

Access to Common Spaces and Tenant Action Fund



- Use of Space
 - Access to pool room, library, craft room, **exercise rooms****
 - Increase hours of operations to common spaces – some close at 4 pm
 - Replace aging equipment like pool tables **and exercise equipment*****
 - Increase access to English As A Second Language Courses**
 - Improve some outdoor patio spaces
 - Insurance concerns about running tenant led programs
 - More games, like playing cards, available to tenants in common room**
 - Address kitchen spaces that have signs that say NO COOKING
 - Common washrooms need to be open, clean and available to tenants
 - Potential use of space for “FREE EXCHANGE” items
 - Increase in building programs since COVID measures have been lifted

Overall Key Themes

Access to Common Spaces and Tenant Action Fund



- Use of Space
 - Phasing out of lockers to make room for more accessible spaces
 - Increase hours of operation for common spaces
- Other supports
 - Improve visitor parking by adding more spots
 - Improve policy and signage for Poop & Scoop – multilingual
 - Improve safety for drop-off and pick-up of large delivery boxes
 - Consider policy on a scent free environment
 - Free parking for tenants
 - Upgrade kitchen cabinets
 - Consistent practices for visitor parking**
 - Accessible lobby washrooms
 - Improve information sharing at the building level
parking spots become available

Insights

Issues remain largely the same across the buildings with these being amongst the top issues

- Pests including bed bugs, cockroach infestations, pigeons on balconies
- Unwanted and high-risk visitors
- Improve security
- Translation and interpretation barriers
- Improve or replace aging equipment or fixtures
- More small and large group activities for tenants – formally and informally

Addressing Issues



- Launched Quality Improvement Projects to address Pest Management, Safety and Security, along with Staff and Tenant Relations in September – work begins for these groups in December
- Ongoing staff training and partnership conversations underway to support changes needed for programming and staff-tenant relations
- Offering multi-lingual support during Listening Tours to help increase understanding and sharing of ideas
- Created Pest Management Team
- Work underway to conduct tenant consultations to address policy changes needed to become a more seniors-focused organization

**Toronto Seniors Housing Corporation
Quality & Tenant Engagement Committee**

Item #10

DATE: December 19th, 2022

Report:

To: Directors

From: Brad Priggen, Interim Director Operations

Date: December 19th, 2022

PURPOSE: For information

RECOMMENDATION:

It is recommended that the Committee receive this report for information

REASONS FOR RECOMMENDATION:

This report contains the TSHC Operational Performance Dashboard including Key Performance Indicators for items including Vacancies, Arrears, Maintenance Requests, Pest Management, Community Safety and Security Incidents and Administrative Service requests.

At the previous Committee meeting there was feedback to enhance the dashboard with further summary indicators (progress to targets for example) and we are also reviewing developing the dashboard into a broader balanced scorecard view representing additional services and functions in TSHC. This will be brought forward to a future Committee meeting.

Please see Attachment 1 for the Operational Performance Dashboard for November 2022.

Brad Priggen
Interim Director Operations

List of attachments:

Attachment 1: Operational Performance Dashboard

Item # 10
Attachment # 1 –
Operational Performance Dashboard

Toronto Seniors Housing Corporation

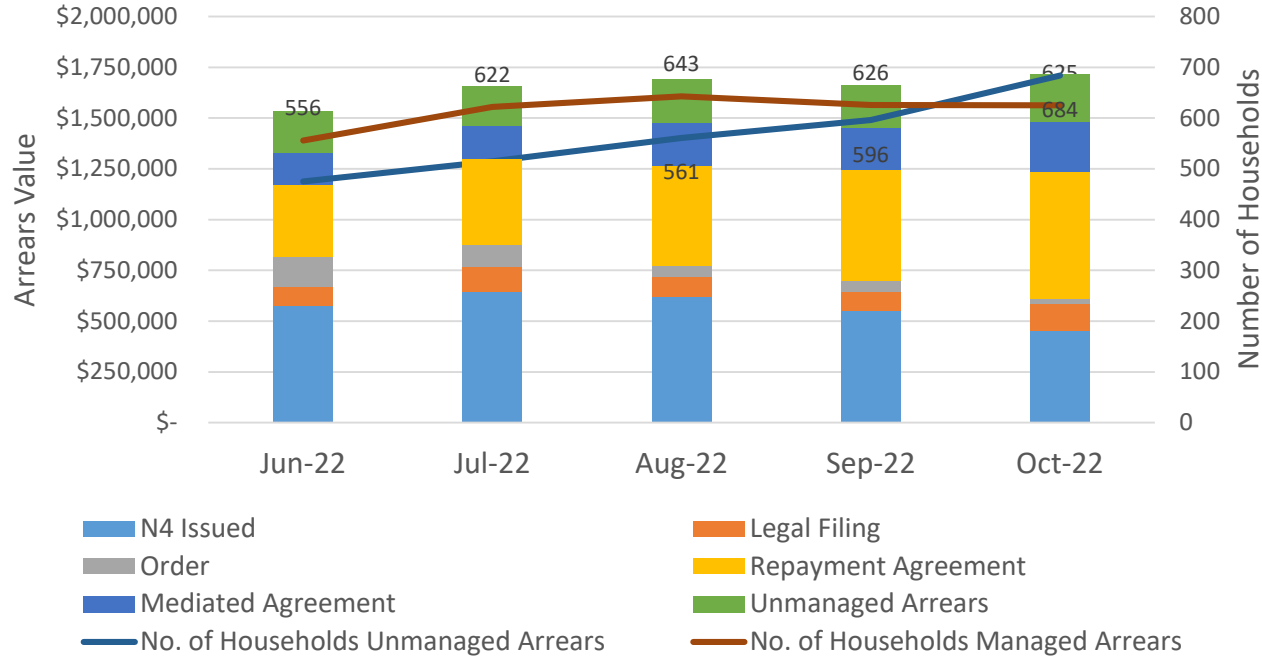
Operational Performance Dashboard – October 2022

Quality and Tenant Engagement Committee Meeting

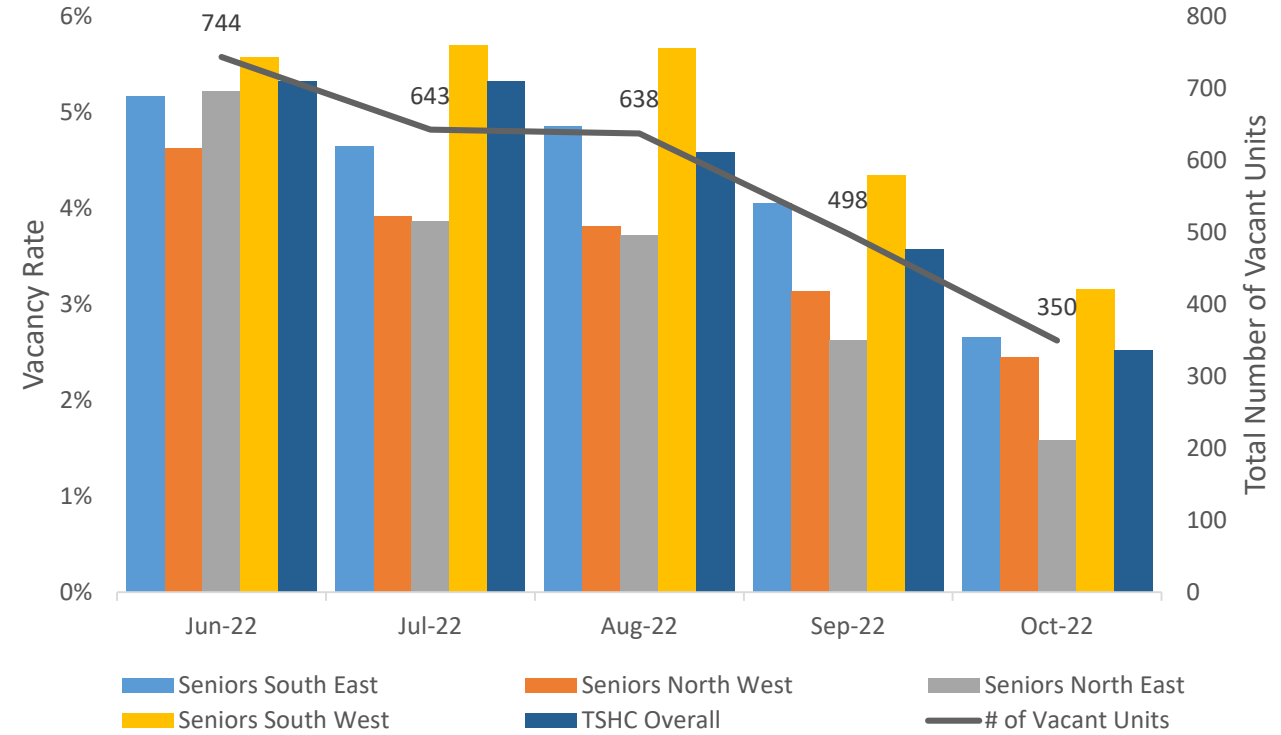


Summary – October 2022

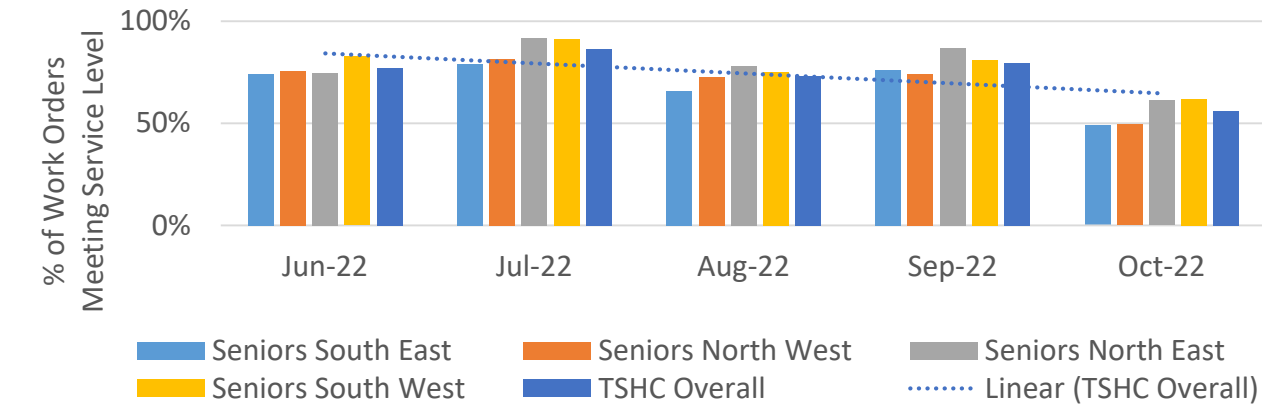
Arrears Collection Process (ACP) Stage Arrears and Tenants



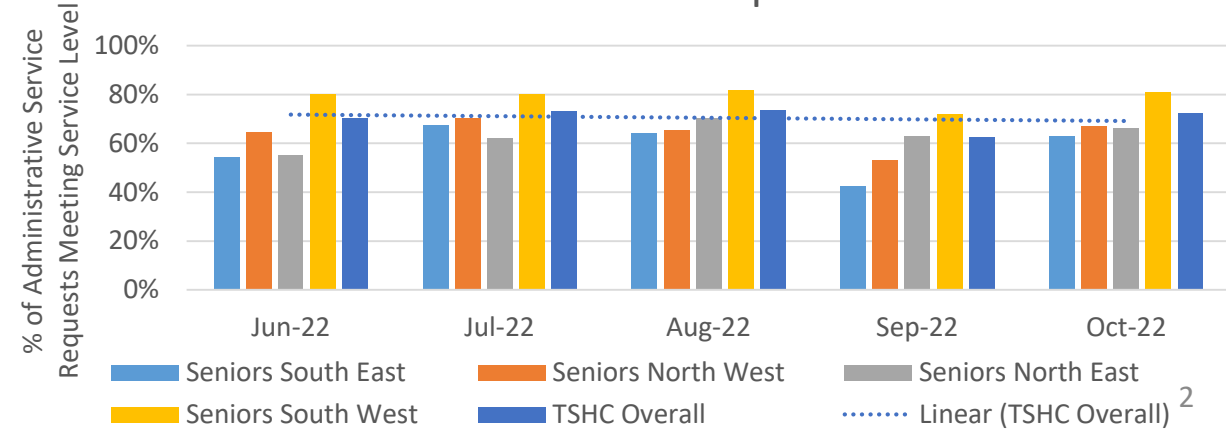
Vacancy Rate & Number of Vacant Units



Work Order Service Levels



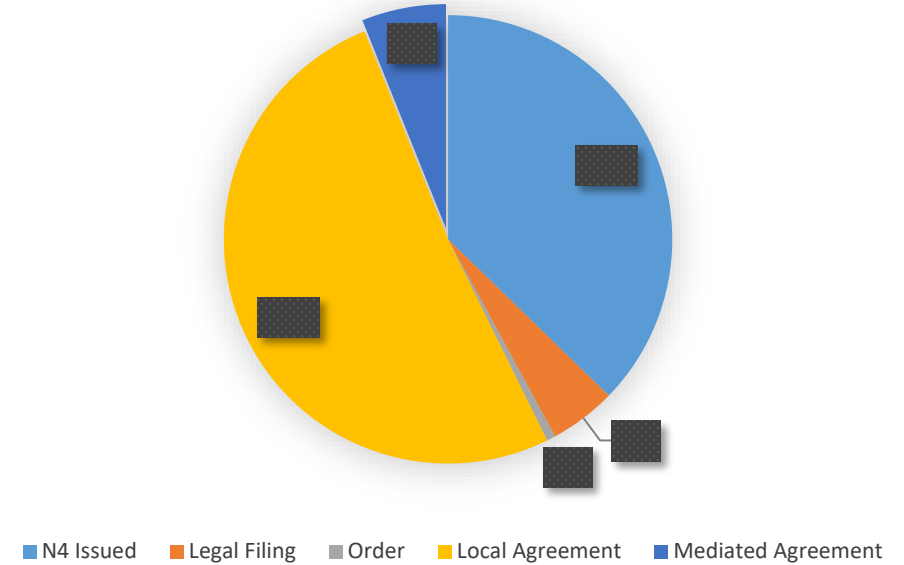
Administrative Service Requests Levels



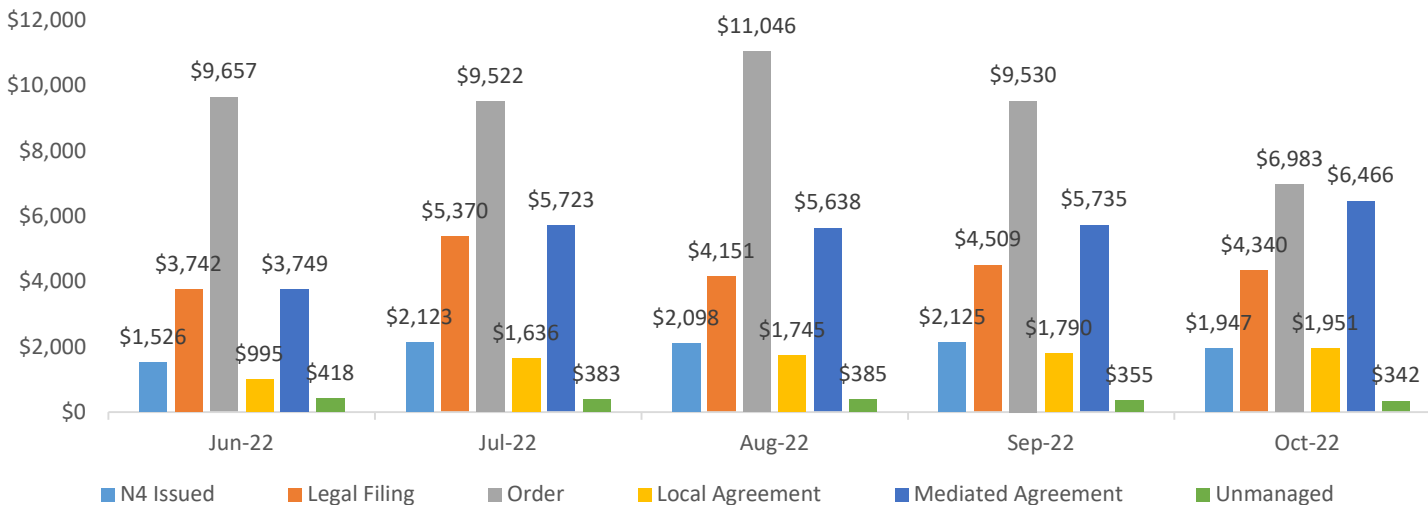
Arrears

- In October, the rent/parking arrears grew to \$1,715,531.76, an increase of \$53,634.28 from September.
- The largest increase came from files that are at the Legal Filing stage of the arrears collection process (*an increase of \$40,013.00 or 44.4%*). This increase is due to the time the increase in account balances while awaiting hearing dates at the Landlord Tenant Board.
- The average arrears at all stages of the arrears collection process with the exception of mediated agreements continues to decrease as staff are ensuring early intervention
- The Order and N4 Issued stages experienced the largest decreases; \$29,245 (51.2%) and \$98,654.22 (17.9%) respectively

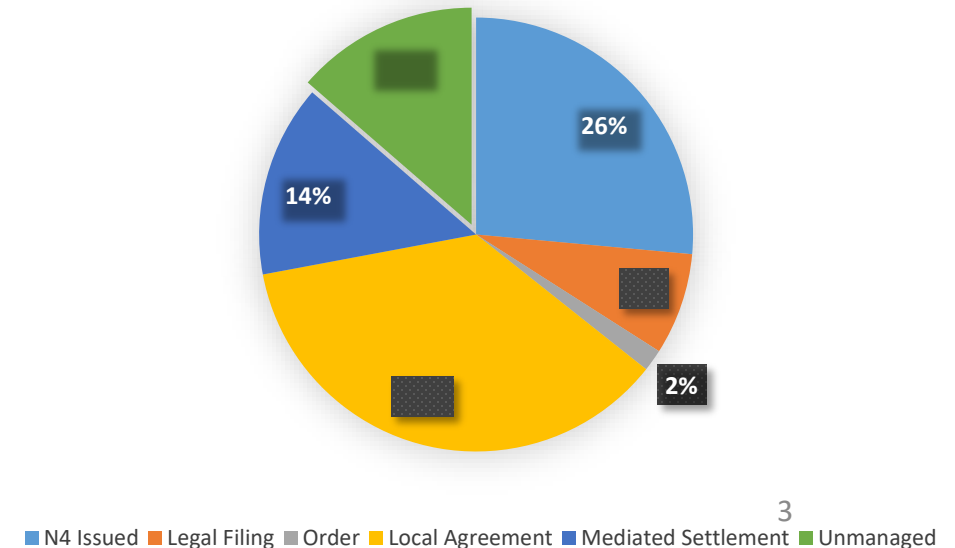
of Tenants at each stage of ACP



Average Arrears per Stage

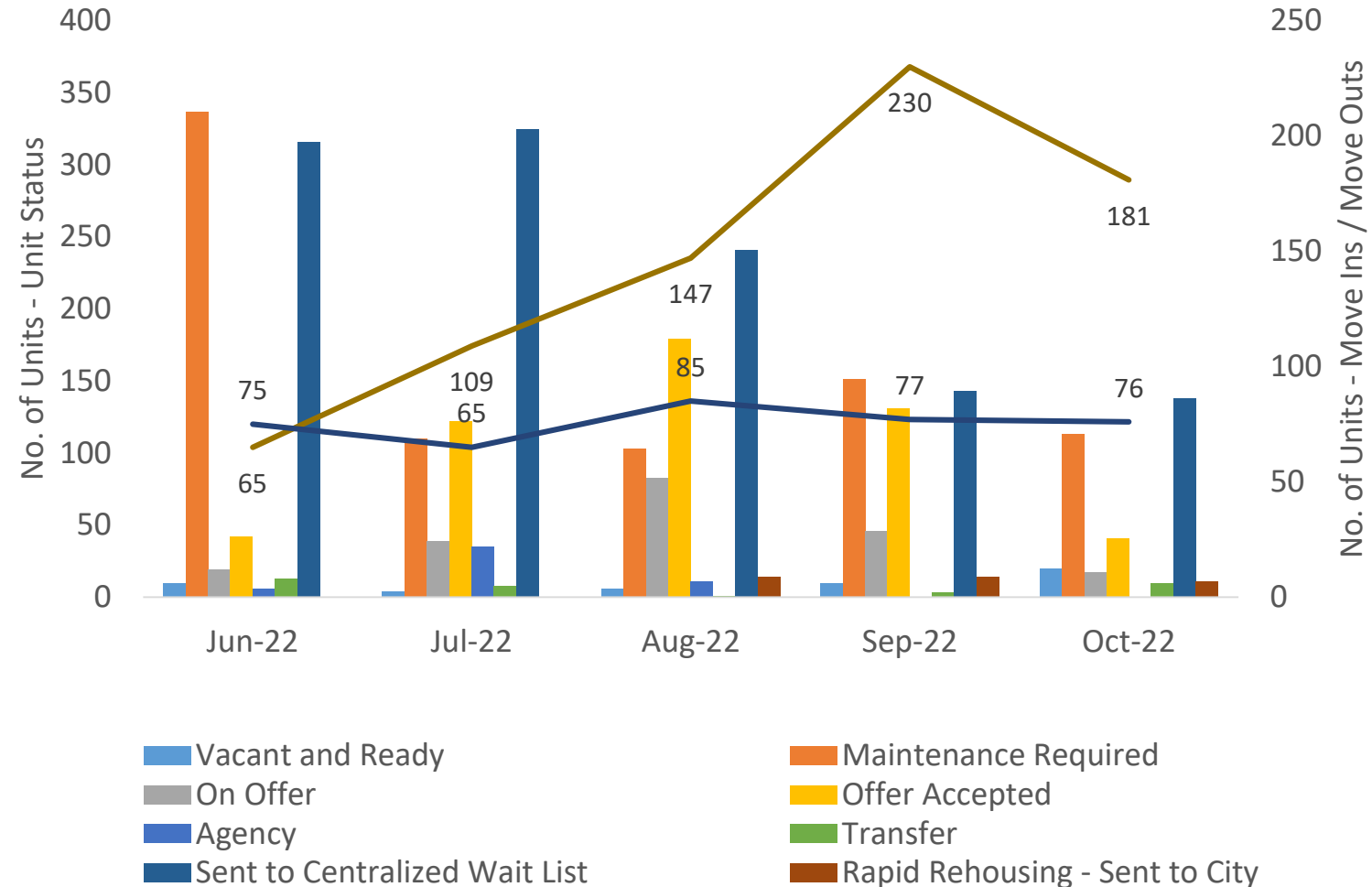


Arrears Percentages



Vacancy Rate

- In October 2022, the 'Offer Accepted' and 'On Offer' categories saw a similar decrease (68.7% and 63.0% respectively) as the backlog of units from May are now occupied
- The 'Maintenance Required' category had a smaller decrease of 25.2% (from 151 units in September to 113 units in October)
- The largest increase in was seen in the 'Transfer' category, where the number of units more than doubled (from 3 units to 10 units)
- While the 'Vacant and Ready' category went from 10 in September to 20 in October
- The number of move ins had decreased by 21.3% in October while the move out numbers remained nearly the same compared to September



Vacancy Rate	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
	5.18	4.99	4.62	4.23	3.58	2.52		

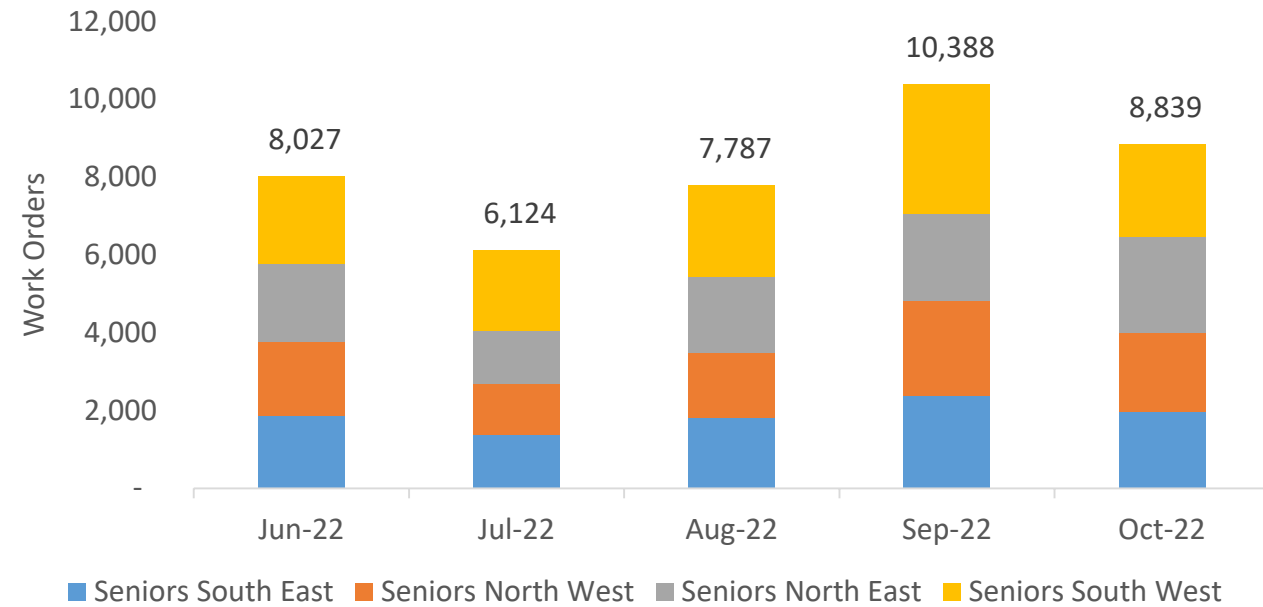
Maintenance Work Order

- In October staff and vendors processed 8,839 work order requests from tenants with 55.9% resolved within 5 business days
- TSHC Staff completed 79.9% (5,054) internal work orders
- The majority of these requests were related to pest control and plumbing

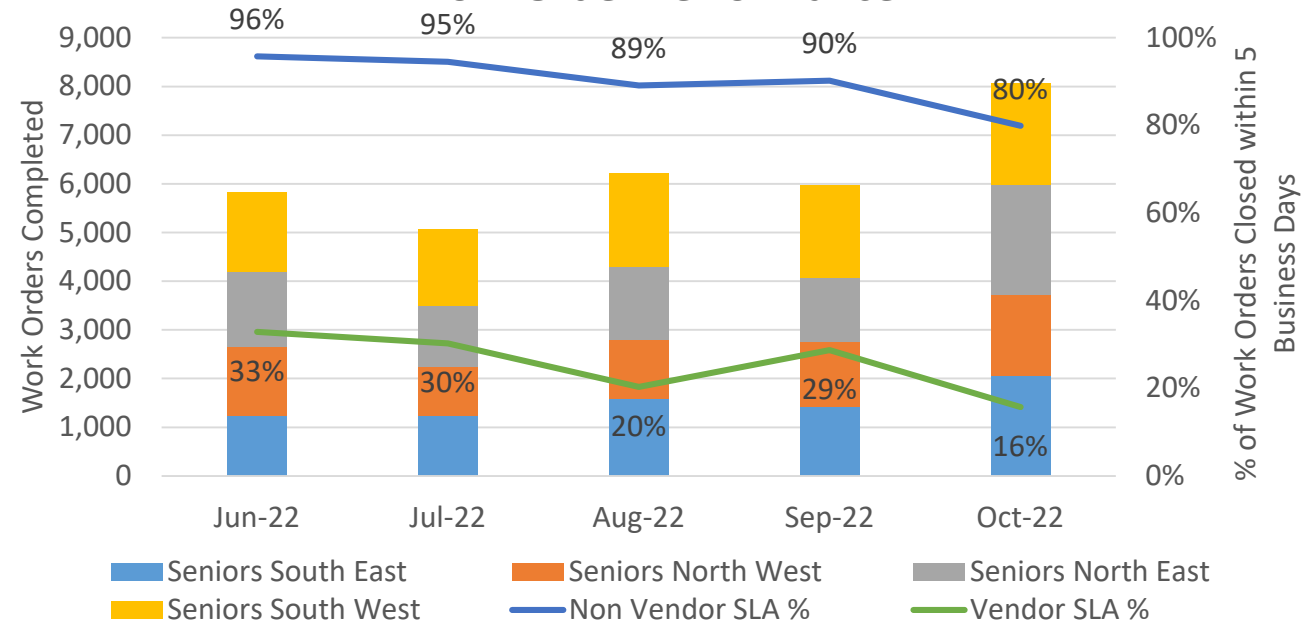
➤ Top 5 Work Order Categories Completed in October 2022

Work Order Request Category	%
Pest Control	21.7%
Plumbing	14.3%
Doors	9.1%
Alarm Monitoring	7.5%
Electrical	7.4%

Number of Work Orders Started



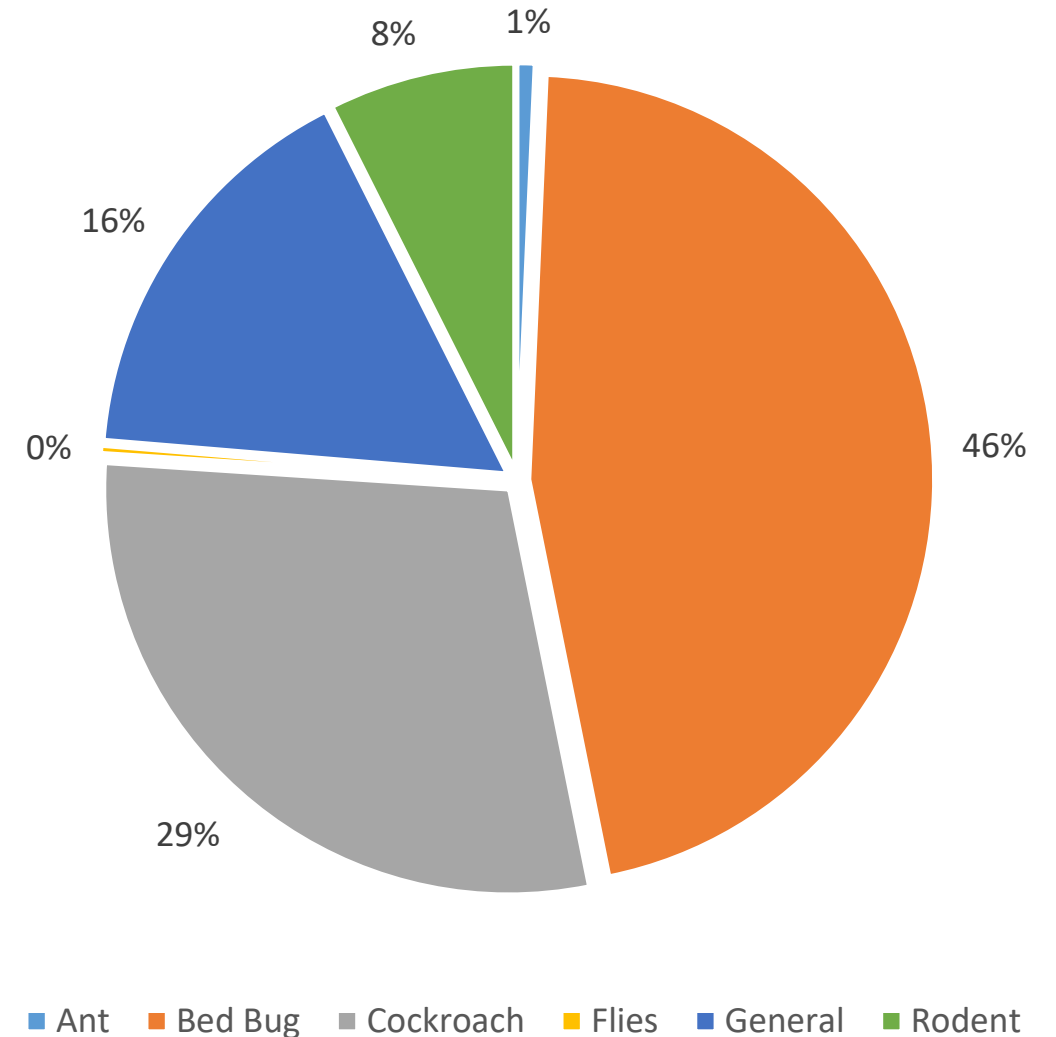
Work Order Performance



Pest Control

- For the month of October staff processed 1,753 requests for pest control service
- Of the treatments requested
 - 744 units received a single treatment
 - 223 units received two treatment's
 - 136 units received three or more treatment's
- *Tenants and staff have held the first meeting of the Pest Control quality improvement pro*
- *Of the reallocated full-time employees that the committee was previously advised the frontline Technicians are in place and have been working with the site staff to conduct vendor compliance as well as develop treatment plans for numerous units in conjunction with the Senior Service Coordinators*
- *The Supervisor position has been recruited and will assume leadership of the Pest Management team prior to the end of the year.*

Pest Control - Treatment Type

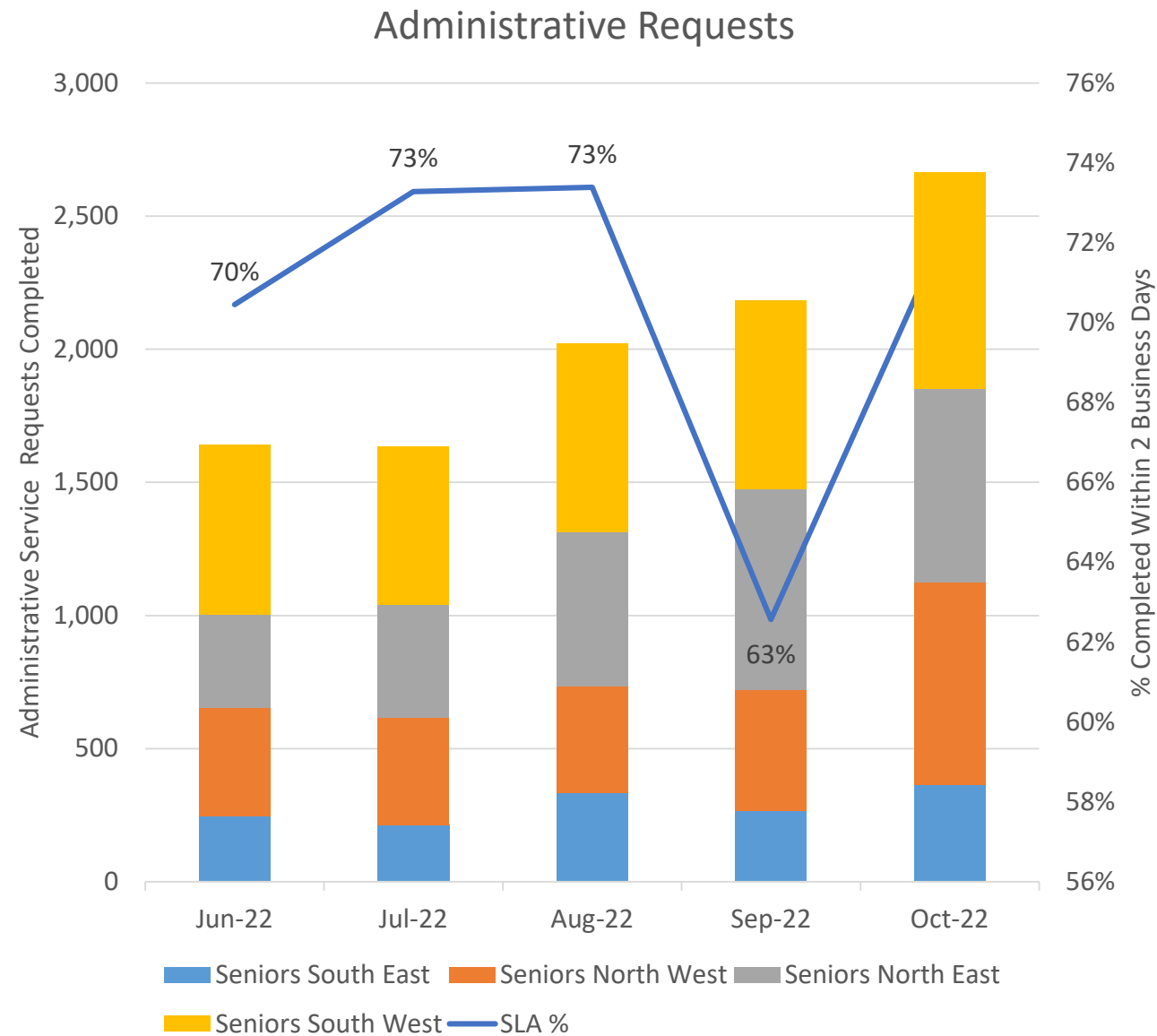


Administrative Requests

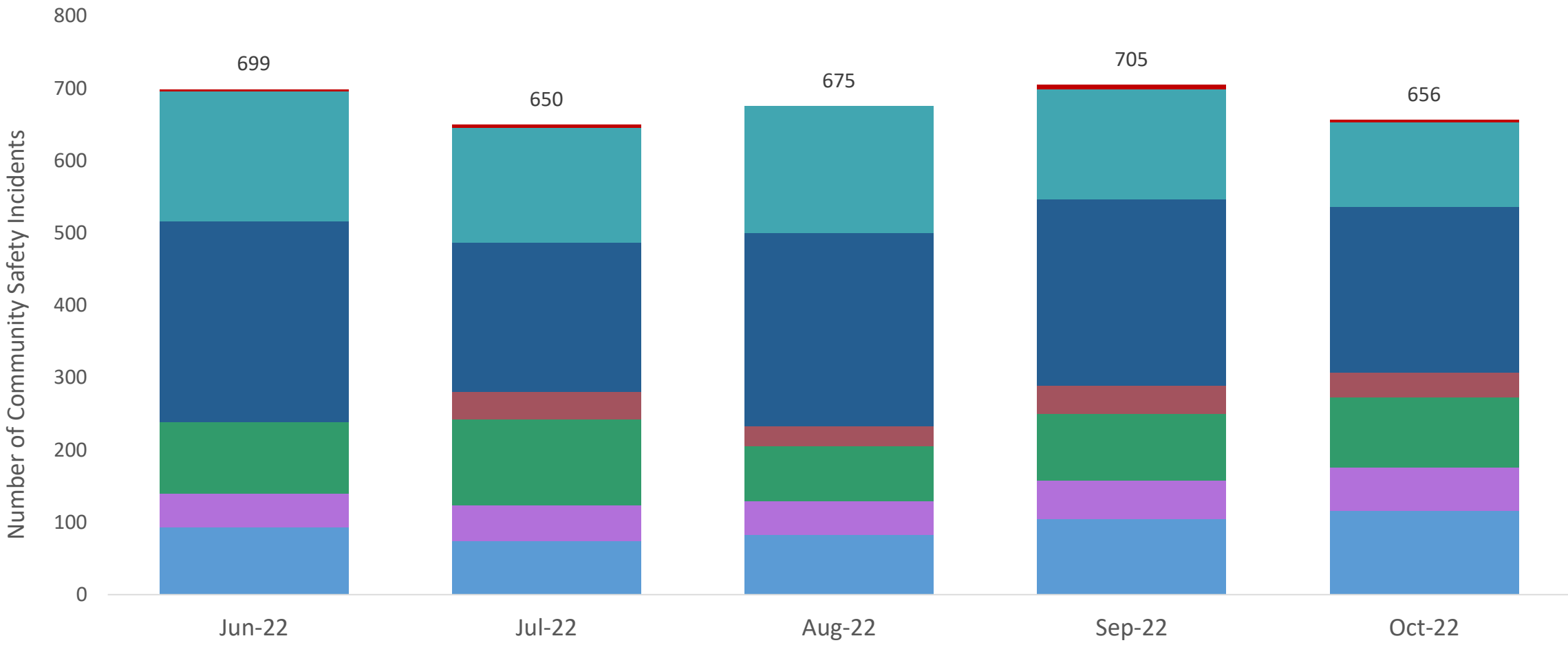
- In May and June 2022 TCHC transitioned from a legacy system to HOMES for tracking and dispatching of work orders. This created a gap in reporting as May and June were a blend of both systems
- Staff processed 2,664 service requests from tenants
- The majority of these requests were in relation to the annual review process and supporting tenants with documentation

Top 5 Service Categories Completed in October 2022

Service Request Category	%
Assistance with Annual Review	18.2%
Documentation Support	17.6%
Caller Requesting Info	10.5%
Document Request – Income Tax Letter	4.8%
Tenant Requesting Referrals	4.5%



Community Safety Incidents



- Anti Social Behaviours
- Arson
- CSU Officer Initiated Arrests/Charges
- Disputes
- Incidents Affecting Quality of Life
- Meetings
- Other Calls for Service
- Self Initiated Patrols
- Serious Violent Incidents

Glossary of Terms

Acronym	Definition	Acronym	Definition
ACP/Arrears Collection Process	The process by which staff collect outstanding payments from tenants	Vacant Ready	Units that are ready for new tenants to occupy
	Arrears that are outside of the arrears collection process	Maintenance Required	
		On Offer	Units that have been offered to applicants including Rent café and Rapid Rehouse
Order	Arrears for which staff have received an order from the Landlord Tenant Board	Offer Accepted	Units that have been accepted by applicants and are in the process of signing a lease or have been leased for a future date
Mediated Agreement	Arrears for which the Landlord Tenant Board has imposed a repayment agreement upon TSHC and the tenant	Good Standing	An account that is up to date with payments (including any arrears payments)
Legal Filing	Arrears which TSHC has filed for enforcement at he Landlord Tenant Board	Community Safety	Calls responded to the TSHC Community safety unit
Repayment Agreement	Arrears for which staff or OCHE have negotiated a repayment of the outstanding balance	EasyTrac	The software system that TSHC use to log all Maintenance and administrative requests
Vacancy rate	The percentage of units that are vacant		
Maintenance Level	Work orders that are completed by staff or vendors. The service level for work orders is two business days		
Administrative Service level	Administrative requests that have been received by staff there is a service level of two business days for these requests to be completed		

**Toronto Seniors Housing Corporation
Quality and Tenant Engagement Committee
Quality Improvement Projects – Status**

Item # 11

DATE: December 12, 2022

Report:

To: Quality and Tenant Engagement Committee

From: Grant Coffey, Interim Director Strategy and Communications

Date: December 7, 2022

PURPOSE:

This report is for information.

RECOMMENDATION:

This report provides an update on the status of the Quality Improvement Projects (QIPs). It is recommended that the Committee receive this report for information.

REASONS FOR RECOMMENDATION:

Earlier in 2022, TSHC brought forward Quality Improvement Projects to the Committee and Board in the following areas:

- Pest Management
- Safety and Security
- Staff and Tenant Relations

The Quality Improvement Projects deal with areas that are vitally important to our tenants. These projects impact quality of life, health, wellness, and a sense of security. The projects address issues that have been raised by tenants in both the consultation on 100-day priorities and the CEO Listening Tour.

Key updates on the Quality Improvement Projects include:

- Held a Tenant Information session on the QIPs on October 24, 2022 where we shared the structure and approach for projects. Approximately 20 tenants attended the session with good feedback on how to approach the QIPs, type of information to consider, who to involve, some initial ideas for improvements, and expectations on participation.
- Timing for each QIP starting is as follows:
 - Pest Management – team meetings started December 5, 2022
 - Safety & Security – team meetings started December 14, 2022
 - Staff/Tenant relations – team meetings start January 18, 2023
- The frequency of meetings is part of the discussion within each QIP team and is expected to be a duration 5 meetings over approximately 4-5 months.
- The QIP teams include the Sponsors, Tenants, TSHC staff, and TCHC staff. The teams have been established for the Pest Management and Safety and Security QIPs, and work is underway to complete the team for the Staff and Tenant Relations QIP. A total 16 staff and 29 tenants are participating in the QIPs (with 9 tenants for Pest Management, 9 tenants for Safety and Security and 11 tenants for Staff and Tenant Relations). The teams will also be supported by subject matter experts, communications support and other TSHC staff support.
- We have retained a facilitator for the 3 QIP projects through Western Management Consulting. The facilitator has been on-boarded and has started the QIP team meetings with tenants and staff.
- A draft Terms of Reference have been developed for each QIP with proposed approaches to the initiatives structured in 5 stages of: 1) Project Launch; 2) Current Situation; 3) Desired Future; 4) Implementation; and 5) Ensuring Success (support and monitoring). We look to have input and feedback from the teams on the approach and throughout the process.

- An information package with project materials and research has been developed for both the Pest Management and Safety & Security QIPs, and is in development for the Staff and Tenant relations QIP. Within the information package we have included a summary of available data for each QIP, other jurisdictions and best practices to bring to the teams to support the work, a summary of actions taken to date, and we expect data and further research to be informed from the teams as well.

While the QIPs are in process we are already taking concurrent actions for each of the areas as the plans developed, meaning we are not waiting for the QIPs to conclude before moving forward on some aspects. For example, within Pest Management we have already re-allocated resources to establish the new Environmental Health/Pest Management team and functions to improve service compliance and support for tenants are underway, and similarly Safety and Security improvements and audits will also continue to be considered and proceed. Through the QIPs and if new ideas can be implemented quickly, we will also proceed with these over the next few months. It is expected that the implementation plan developed from each QIP will be actioned over time, and we anticipate that there will be some shorter-term “quick-win” actions and some longer-term actions.

The plan is to conclude the QIPs in Q2 2023 and we will bring regular status updates to Quality and Tenant Engagement Committee.

SIGNATURE:

Grant Coffey, Interim Director Strategy and Communications
Toronto Seniors Housing Corporation

Attachment 1: None

**Toronto Seniors Housing Corporation (TSHC)
Quality and Tenant Engagement Committee
Tenant Engagement Model Update**

Item: 12

December 19, 2022

To: Quality and Tenant Engagement Committee

From: Grant Coffey, Interim Director, Strategy and Communications

Date: December 8, 2022

Purpose: For information

Recommendation:

It is recommended that the Committee receive this report for information.

Reason for Recommendation:

The materials contained in the following provide an update on the development of a tenant engagement model for TSHC and a preview into upcoming activities.

Immediate activities include a Request for Proposal (RFP) which was released at the end of November 2022 to identify a vendor to lead the consultations and finalize the design of a tenant engagement model for Toronto Seniors Housing.

The requirements and deliverables include:

- An environmental scan and best practices review
- Consultations with a diverse group of tenants using a process designed in concert with tenants
- Consultations with staff
- Facilitation of a tenant and staff working group to review and finalize the design
- Providing a fully designed tenant engagement model, including roles and responsibilities, the process for selecting/electing leaders, guidelines and tools, etc.

- Presenting results of the model to various stakeholders, including the Senior Tenants Advisory Committee (STAC) , the Quality and Tenant Engagement Committee (QTEC) and the TSHC Board

The consultations and design of the model must take into consideration findings from the Principles and Methods for a Tenant Engagement System report (STAC report presented to QTEC June 13, 2022) and other relevant reports and research.

Consultations with tenants are expected to start in January 2023 with the proposed new model anticipated to be ready for review at QTEC and Board meetings in Q2 2023.

Grant Coffey
Interim Director, Strategy and Communications

List of attachments: None

Linda Jackson
Chair, Quality and Tenant Engagement Committee
Toronto Seniors Housing Corporation

December 19, 2022

Dear Linda,

Please find attached the "Integrated Service Model 2021 Evaluation Report - *Working with tenants to drive change.*" This report was produced by City of Toronto Seniors Services and Long-Term Care (SSLTC), with ongoing expert advice from members of the Senior Tenants Advisory Committee (STAC) and Tenant Directors. We are working with a graphic design agency to deliver a fully designed, formatted, and AODA-compliant report to Board in early 2023.

Building on the [2021 ISM Annual Program Report](#), the goal of our evaluation was to understand how well the model was rolled out over the first year of implementation and generate concrete, actionable recommendations for improvement.

To that end, City staff undertook the following activities:

- Direct engagement with over 200 tenants and 18 staff over the spring and summer 2022 to gather input on the ISM
- Review of input previously gathered from tenants (e.g., through the Joy Connelly Report, Health Commons Report) to reinforce tenant priorities reported elsewhere
- Analysis of quantitative outputs and Key Performance Indicators to track early activities and impacts of the ISM
- Generation of 12 high-level recommendations and 54 ideas from tenants, staff, and the City to drive ISM improvement
- Consistent engagement with STAC and TSHC Tenant Directors over the evaluation process to ensure the report, its results and recommendations resonate with tenants

With this report, the City is advancing a collective interest in the ongoing success of TSHC as a self-sustaining social housing provider. This report works toward a future in which the TSHC leads and implements the ISM in true collaboration with tenants, staff, and municipal, community, and health partners, as originally intended by City Council.

Recommendation: This report is being provided for information and to shape strategic planning around the ISM that better meets the needs of senior tenants.

Sincerely,
Andrea Austen
Director, Seniors Services and Community Programs

Item # 13
Attachment # 1 –
ISM Evaluation

Integrated Service Model 2021 Evaluation Report

*Working with tenants to drive
change*

**Toronto Seniors
Housing Corporation**

 **TORONTO** Seniors Services
and Long-Term Care

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Acknowledgements

This report was made possible through the ongoing expert guidance of the Senior Tenants Advisory Committee and Toronto Seniors Housing Corporation Tenant Directors. Their insight and expertise shaped every stage of this evaluation, from the overall approach and engagement planning, through data collection and analysis, and the development of final recommendations. We are extremely grateful for their collaboration and steadfast commitment to a brighter future for their communities.

We also wish to acknowledge the partnership of staff and leadership at Toronto Seniors Housing Corporation, who provided important context, information, and advice to support this evaluation.

Finally, we recognize the contributions of over 200 senior tenants who shared their time and experiences to inform this evaluation and drive change in the Integrated Service Model.

EXECUTIVE SUMMARY

The new Toronto Seniors Housing Corporation operates 83 buildings across the city, home to approximately 15,000 senior tenants (age 59+). The Integrated Service Model (ISM) was designed as a new way to support these tenants. The goal of the ISM is to promote ageing in place with dignity, respect, comfort, and the services necessary for tenants to remain independent and engaged in vibrant, active, and inclusive communities. As part of the City of Toronto's efforts to support the new Corporation's success, the Seniors Services and Long-Term Care Division (hereafter 'the City') led this evaluation on the first year of implementation of the ISM (December 2020 – December 2021).

This evaluation responds to the [2021 ISM Annual Program Report](#), which tracked progress and achievements on intended ISM outcomes related to staff and training, policies and procedures, health and wellness initiatives, alignment of Care Coordinators, and tenant engagement.

Based on the 2021 ISM Annual Program report, activities and outputs from the first year of implementation included:

- *Staffing and Training:* Two new tenant-facing and administrative roles were introduced (Seniors Services Coordinators and Tenant Service Administrators), with a total of 47 staff hired and two seniors-specific staff training modules delivered (*Understanding Dementia* and *Seniors Mental Health Awareness*).
- *Senior-Specific Policies and Procedures:* Nine procedures were tested and implemented (e.g., Tenant Needs Assessment, Tenant On-Boarding) and four procedures were under development (e.g., Rent Review, Complex Tenancy Management).
- *Seniors Health and Wellness:* Building on important tenant feedback, Health Commons Solutions Lab conducted an independent review of the Seniors Health and Wellness innovation of the ISM, underscoring the need for tenant voices to shape the design and delivery of health and wellness supports.
- *Designated Care Coordinators and Health Partnerships:* A total of 62 Care Coordinators were assigned to buildings, and partnerships were formed with Ontario Health Teams and community service agencies to deliver COVID-19 relief programs, including vaccination clinics and distribution of masks and food.

- *Tenant Engagement*: Tenants were engaged through Senior Tenant Advisory Committee meetings, focus groups to provide input on the transition to the new Toronto Seniors Housing Corporation, the delivery of quarterly "Seniors Speak" newsletters to tenants, and two tenant information sessions during the transition to the ISM.

Building on this work, the City engaged over 200 senior tenants and staff in Toronto Seniors Housing Corporation buildings over spring and summer 2022 to understand how well the ISM was implemented and to generate concrete, actionable recommendations for improvement. This report also brings together other evaluation activities conducted on the ISM to build on previous work and reinforce tenant priorities reported elsewhere.

Recommendations

The recommendations in this report are based on input gathered from senior tenants, tenant leaders, the Senior Tenants Advisory Committee, and staff. The City used this input to generate 12 high-level recommendations for action to improve the delivery of the ISM across the four innovations of the model, tenant engagement and key performance indicators.

Innovation 1 – Staffing and Training

1. Improve and expand methods of communication and knowledge sharing among staff and tenants
2. Enhance recruitment, training, and retention of staff to meet building-level and regional needs

Innovation 2 – Seniors-Specific Policies and Procedures

3. Facilitate communication and engagement with tenants and staff on the development and dissemination of policy changes
4. Focus proactive policy and procedure revisions on priority areas identified by tenants and staff
5. Co-develop proactive interventions to address urgent issues identified by tenants, including building security, pest management, maintenance requests, and heating, ventilation and air conditioning (HVAC)

Innovation 3 – Seniors Health and Wellness Initiatives

6. Engage tenants to translate the Seniors Health and Wellness Report from Health Commons into practice

Innovation 4 – Designated Care Coordinators and Health Partnerships

7. Enhance tenant access, awareness and utilization of Care Coordinators
8. Improve tenant awareness of and access to supports provided by health partners

Tenant Engagement and Communication

9. Enhance accessibility of information on the ISM for tenants
10. Enhance opportunities for tenant engagement and leadership

Key Performance Indicators

11. Work with tenants and staff to develop additional key performance indicators and related data collection tools that measure tenant-staff relationships
12. Establish data collection guidance for key performance indicators to promote quality and consistency

Opportunities to advance the recommendations

This report describes "ideas from tenants and staff," which highlight opportunities to advance recommendations in the short-, medium-, and long-term. Ideas are gleaned directly from the input of tenants and staff, to ensure voices of those living and working in Toronto Seniors Housing Corporation buildings are centred in this report.

The City also worked to identify opportunities for partnership between the City and the Toronto Seniors Housing Corporation to advance the recommendations. These "ideas from the evaluator" are included throughout the report and reflect opportunities for Toronto Seniors Housing to leverage the City's knowledge of seniors' services to improve the ISM and better address tenant needs.

This report also references existing resources (e.g., reports, guidance, tools or directories) identified by tenants, staff, and the City that complement the evaluation findings. These resources also provide tools the Corporation can draw upon to advance recommendations at little-to-no cost.

Finally, this report "spotlights" activities and initiatives underway at Toronto Seniors Housing Corporation that may begin to address tenant priorities that emerged through this evaluation. These spotlights identify where and how the City's recommendations align with and enrich existing efforts to improve the ISM and tenant communities.

Reflections on the way forward

This report reinforces the vital importance of ongoing and meaningful tenant engagement to promote the success of the ISM. Indeed, most recommendations and ideas brought forward include a tenant engagement or partnership component, highlighting that senior tenants are the experts of their own experience and represent an invaluable asset in designing and delivering services that address their needs.

The senior tenants we engaged consistently voiced that there is no one-size-fits-all solution for the changes they desire in their buildings. Each of the 83 buildings represents a unique community with a rich diversity of experiences, needs, and aspirations. As such, the central message of this report is to proactively harness the expertise of senior tenants to create tailored solutions that address priorities at the unit-, building-, and regional-level. The Toronto Seniors Housing Corporation is in the process of co-developing a new tenant engagement model, with input from tenants. An effective tenant engagement model will be crucial in realizing these recommendations and ensuring the ISM meaningfully responds to the diverse needs of senior tenants across the 83 buildings.

This report can signal a turning point and opportunity for transformative change in social housing for Toronto seniors. With this report, the City identifies opportunities to advance the priorities of senior tenants in the short-, medium- and long-term, with recognition that full implementation will depend on budgetary and resource considerations. All recommendations are derived from the experiences and thoughtful input of senior tenants engaged throughout this evaluation, and this report would not have been possible without them.

Building on this foundational engagement, the Toronto Seniors Housing Corporation must establish a central role for senior tenants to support implementation of these recommendations and, together, work towards the continued success of the ISM.

INTRODUCTION TO THE INTEGRATED SERVICE MODEL

Overview of the Integrated Service Model (ISM)

Goals and Objectives of the ISM

The Integrated Service Model (ISM) was designed to support ageing in place for over 15,000 senior tenants (age 59+) living in the 83 seniors-designated buildings, operated by Toronto Seniors Housing Corporation and owned by Toronto Community Housing Corporation. The goal of the ISM is to support senior tenants to age in their homes with the dignity, respect, comfort, and the services they need to remain engaged in vibrant, active, and inclusive tenant communities.

Safe, affordable, and quality housing is a profound determinant of health for seniors,¹ who experience increased risk for housing instability, homelessness, and related health and social impacts. Seniors also possess a wealth of lived experience to enrich their communities and improve services through advocacy, education, and organizing. Informed by these challenges and strengths, the ISM provides a new way of operating seniors buildings by bringing together housing, health, and community services to support ageing in place and promote the physical, mental, and psycho-social health and wellness of senior tenants.

The three objectives of the ISM are:

1. Build relationships of trust between senior tenants and housing staff
2. Improve the delivery of housing services, with an increased focus on issues that impact housing stability for seniors
3. Increase access to health and community support services through enhanced partnership with community agencies

Origin of the ISM

The ISM was jointly developed by Toronto Community Housing Corporation, the City of Toronto, and provincial health partners. The model originated in July 2017 through the City Council-directed Tenants First strategy,² which aims to improve the delivery of Toronto Community Housing Corporation supports. Under Tenants First, Council approved the creation of a new standalone seniors housing and services entity that would be responsible for the management of 83 seniors-designated social housing buildings in Toronto.

¹ Toronto Public Health, 2016 <https://www.toronto.ca/legdocs/mmis/2016/hl/bgrd/backgroundfile-97428.pdf>

² City of Toronto, Tenants First <https://www.toronto.ca/city-government/accountability-operations-customer-service/long-term-vision-plans-and-strategies/tenants-first/>

To implement Tenants First, City Council approved the implementation of the ISM in seniors-designated buildings across Toronto in 2020.³ Under the same motion, Council directed the Deputy City Manager, Community and Social Services, to report to the Executive Committee by spring 2021 with timelines for the creation of a new Seniors Housing Corporation.

The implementation of the ISM began in December 2020, in a select sample of 18 seniors-designated buildings in the Southeast Region. In May 2021, City Council authorized the establishment of the new Toronto Seniors Housing Corporation.⁴ As of June 1, 2022, the new Toronto Seniors Housing Corporation assumed operations of the 83 seniors-designated buildings. The new corporation's Board of Directors and Leadership team are the key audience for this evaluation report.

Innovations of the ISM

The ISM is underpinned by four innovations:

1. A new staffing and staff training model:

- Creation and hiring of two new positions: A tenant-facing Seniors Service Coordinator (SSC) who works within the buildings as a main point of contact for tenant concerns (e.g., tenancy services, referrals to services), and a Tenant Service Administrator (TSA) who works out of an area office to support routine correspondence, rent assessments, collection of arrears, and other data. †
- Consistent assignment of staff to specific buildings to enable closer connections between tenants and staff.
- Increased staffing levels and expanded training on seniors-specific issues.

2. Seniors-specific policies and procedures:

- Review, revision, and development of policies and procedures to address senior-specific needs.

3. Seniors health and wellness initiatives:

- Partnerships with a range of health, social and wellness services delivered by external community agencies.

4. Designated Care Coordinators[†] and health partnerships:

³ City Council, Implementing Tenants First: 2020 Action Updates (2020 EX17.2), 2020 <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2020.EX17.2>

⁴ City Council, Implementing Tenants First: Creating a Seniors Housing Corporation (2021 EX23.4), 2021 <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2021.EX23.4>

†The Previous staffing model involved a Tenant Services Coordinator (TSC) responsible for tenancy management, and a Community Service Coordinator (CSC) that supported tenant challenges and needs, and connected tenants to external supports but did not provide tenant-facing support to tenancy management

- Identification and alignment of Care Coordinators with the 83 seniors-designated buildings to streamline access to health and social services for senior tenants.

Ongoing and meaningful tenant engagement is integral to the ISM and necessary for the implementation of tenant-driven supports and services across the 83 buildings. Gathering and applying the expertise of senior tenants ensures that all aspects of the ISM (including implementation, evaluation and quality improvement) are aligned with tenant priorities.

One existing avenue for gathering input from senior tenants on the ISM is through the Senior Tenant Advisory Committee and Tenant Directors. The Senior Tenant Advisory Committee comprises 17 tenants living across the 83 seniors-designated buildings who bring their lived experience, knowledge, and skills to assist in the development of age-equitable best practices and approaches for senior tenant engagement, and to prioritize the health and well-being of all Toronto Seniors Housing Corporation tenants. Similarly, Tenant Directors are tenants who contribute their experience, knowledge and skills through their seat on the Corporation's Board of Directors.

A detailed overview of the ISM is summarized in the ISM Logic Model in Appendix 1. For more information on the goals and activities of the ISM, please see the Accountability Framework,⁵ or the Toronto Seniors Housing Corporation webpage on the ISM.⁶

Phased Implementation of the ISM

Implementation of the ISM occurred over three phases between 2020 and 2022:

1. Phase 1 (December 2020): 18 buildings in the South East Region. During this pilot phase, buildings were still under the operation of the Toronto Community Housing Corporation.
2. Phase 2 (September 2021): 26 buildings in the North West Region and another 8 buildings in the South East Region. In December 2021, the implementation of one of the ISM innovations (Seniors Health and Wellness

⁵ City of Toronto, Accountability Framework for the Integrated Services Model, 2020
<http://www.toronto.ca/legdocs/mmis/2020/ex/bgrd/backgroundfile-157311.pdf>

⁶ Toronto Seniors Housing Corporation, Our Integrated Service Model, 2022
<https://www.torontoseniorshousing.ca/health-and-community/our-integrated-service-model/>

† **Care Coordinator:** Provincial staff that act as the contact between clients and various community agencies and providers. Within the ISM, Care Coordinators are identified for each building to provide a more direct connection from tenants to healthcare services and social supports.

Initiatives) was paused and an independent review was undertaken by the Health Commons Solutions Lab.

3. Phase 3 (March/April 2022): Remaining 39 buildings in the South West and North East regions adopted the model. In June 2022, operation of all 83 seniors-designated buildings transitioned to the Toronto Seniors Housing Corporation.

This evaluation focuses on the Toronto Seniors Housing Corporation buildings that implemented the ISM during the first year of implementation, between December 2020 and December 2021.

Purpose of this Evaluation

Building on [Toronto Seniors Housing's 2021 ISM Annual Program Report](#),⁷ which focuses on the 'what' and 'how much' of ISM implementation, the City of Toronto's Seniors Services and Long-Term Care Division (hereafter "the City") undertook this evaluation to understand how well the ISM was implemented and if anyone is better off as a result.

This evaluation examines the first year of ISM implementation, with two main objectives:

1. Understand how well the ISM is being implemented, with a focus on identifying outcomes, successes, and challenges from the first year.
2. Generate concrete, actionable recommendations to support the Toronto Seniors Housing Corporation's successful delivery of the ISM moving forward.

Through this evaluation report, the City is advancing a collective interest in the ongoing success of Toronto Seniors Housing Corporation as a self-sustaining social housing provider. This report works toward a future in which the Toronto Seniors Housing Corporation leads and implements the ISM in collaboration with tenants, staff, and municipal, community and health partners.

Considerations for this Report

This report details the first year of ISM implementation. However, it is important to recognize several contextual factors that impacted implementation, including the ongoing COVID-19 pandemic and the phased nature of implementation.

⁷ Toronto Community Housing (former Seniors Housing Unit), 2021 Integrated Service Model Annual Program Report, 2022 <https://www.torontohousing.ca/residents/Tenants-First/PublishingImages/ism/2021%20ISM%20Annual%20Program%20Report.pdf>

The ISM began during the COVID-19 pandemic, which presented novel challenges for staff and tenants (e.g., physical distancing, stay-at-home orders, gathering limits). The pandemic also delayed the model's phased implementation and disrupted the delivery of services and supports. These challenges may have impeded the measurable impacts of the ISM.

It is also important to consider that the implementation period covered in this report represents a year of learning and growth for staff and senior tenants alike. The ISM is multi-faceted, including a new staffing model, the examination of policies and procedures through a seniors-specific lens, the design and implementation of health and wellness initiatives, and the alignment of provincially-funded staff to seniors-designated buildings. While much progress has been achieved, full implementation of these innovations and observation of their impacts will require more than one year.

OUR APPROACH

The City collected, analyzed, and integrated three key types of information: 1) Direct engagements with tenants and staff, 2) Earlier work that gathered feedback on the ISM, and 3) Key Performance Indicators.

1) Learning from Tenants and Staff – Direct Engagements to Gather Input on the ISM

From May to August 2022, the City engaged over 200 tenants (including senior tenants, tenant representatives, Senior Tenant Advisory Committee, and Tenant Directors), and 18 staff (including superintendents, Senior Services Coordinators, and Tenant Services Administrators).

Who We Spoke To

Direct engagements focused on gathering input from tenants and staff in buildings that rolled out the ISM between December 2020 and December 2021. See **Table 1** for an overview of participation.

Engagement was conducted through lobby intercepts (10-15 minute mini-interviews), in-depth individual interviews (1 hour), and focus groups (1-1.5 hours). Lobby intercepts were conducted in a random selection of buildings in the buildings that implemented the ISM in Phase 1 and 2. This resulted in a selection of 5 buildings in the South East region, 9 buildings in the North West, and 1

building in the North East (which was included in the South East region during the first year of implementation).

City staff developed a referral package to use during direct engagements, including important phone lines (e.g., Tenant Support Centre, Complaints Solutions Team, Toronto Seniors Helpline) and staff contact information to support and connect tenants requiring follow-up.

All tenants engaged in lobby intercepts and interviews/focus groups received an honorarium in the form of \$5 or \$25 gift cards, respectively.

Table 1. Overview of qualitative input on the ISM collected from tenants and staff through direct engagements led by the City of Toronto

Who was engaged?	How were they engaged?	Details – Date, Number of participants
Senior tenants in 16 buildings	Lobby intercepts	<ul style="list-style-type: none"> • May – June 2022 (155 tenants)
Senior Tenant Advisory Committee and Tenant Directors [†]	Focus group	<ul style="list-style-type: none"> • May 6, 2022 (11 participants) • May 30, 2022 (9 participants) • June 16, 2022 (10 participants) • September 30, 2022 (12 participants) • November 4, 2022 (10 participants) • December 2, 2022 (TBD participants)
Tenant Representatives	Focus group	<ul style="list-style-type: none"> • July 4, 2022 (17 tenant representatives)
ISM staff (Senior Services Coordinators,	Focus group	<ul style="list-style-type: none"> • July 11, 2022 (13 staff)

[†] Details for engagements with Senior Tenant Advisory Committee and Tenant Directors: May 6 to validate evaluation questions and inform the evaluation approach; May 30 and June 16 gather input on the ISM; and September 30, November 4, and December 2 to gather input on the recommendations and overall report.

Who was engaged?	How were they engaged?	Details – Date, Number of participants
Tenant Services Administrators)		
Superintendents	Focus group	<ul style="list-style-type: none"> July 11, 2022 (2 superintendents)
Tenants who identify as Black	Focus group and interviews	<ul style="list-style-type: none"> Interviews on July 12, 14, 18 and 19, 2022 (10 participants) Focus group on July 12, 2022 (9 participants)
Care Coordinator Informants	Interviews	<ul style="list-style-type: none"> August 2022 (3 informants)

What We Asked

The direct engagements with tenants were guided by questions on the four ISM innovations as well as tenant engagement and communication. The questions were drafted in consultation with the Senior Tenant Advisory Committee and Tenant Directors. A comprehensive list of questions was used to generate conversation and gather input on the ISM during focus groups and interviews. A shorter list of select questions was adapted for the lobby intercept format. See **Appendix 2** for the list of questions used to gather input on the ISM.

A separate set of questions were used to guide direct engagements with staff (i.e., Senior Services Coordinators, Superintendents; see **Appendix 2**). Similar to the list of questions above, the questions for staff also aligned with the ISM innovations.

Gathering Diverse Perspectives

Several steps were taken to ensure that the direct engagements with staff and tenants captured the rich diversity of buildings. Frontline staff, including regional managers and Senior Services Coordinators, supported the City in identifying equity-deserving tenants to engage across the buildings. As a result, 19 tenants who identify as Black participated in a mix of focus groups and interviews, based on their preferred engagement modality.

Live translation was available through the 911 Interpretation Service at all lobby intercepts to ensure tenants had the opportunity to participate in their primary

language. In some cases, tenants stepped forward and volunteered their time to provide interpretation during lobby intercepts. Through these supports, engagement was conducted in 11 languages other than English: Cantonese, Farsi, Hindi, Mandarin, Portuguese, Somali, Spanish, Romanian, Russian, Tigrinya, and Vietnamese.

2) Learning from the Past – Reviewing Previous Input on the ISM

In addition to direct engagements, this evaluation integrated and built on tenant and staff input on the ISM previously shared through other evaluation activities.

2021 ISM Annual Program Report⁸

The 2021 ISM Annual Program Report was the first annual report on the ISM prepared by Toronto Community Housing's former Seniors Housing Unit. This report describes the first year of implementation, plans for 2022, and appends important feedback from the Senior Tenant Advisory Committee.

Report on Tenant Engagement⁹

Principles And Methods for a Tenant Engagement System: Recommendations from the Senior Tenant Advisory Committee (Compiled by Joy Connelly). This report responded to City Council direction for the Deputy City Manager, Community and Social Services through the Tenants First initiative, to “engage with the Senior Tenant Advisory Committee to provide advice and recommendations to the Board of Directors of the Toronto Seniors Housing Corporation on the principles and methods for a tenant engagement system.” The principles and methods derived from this report provided a foundation for the recommendations on tenant engagement reported here.

Health Commons Solutions Lab Report¹⁰

Seniors Health and Wellness Initiative: Tenant voices improving quality of life

⁸ Toronto Community Housing (former Seniors Housing Unit), 2021 Integrated Service Model Annual Program Report, 2022 <https://www.torontohousing.ca/residents/Tenants-First/PublishingImages/ism/2021%20ISM%20Annual%20Program%20Report.pdf>

⁹ Principles And Methods for a Tenant Engagement System: Recommendations from the Senior Tenant Advisory Committee (Compiled by Joy Connelly), 2022 <https://www.torontoseniorshousing.ca/wp-content/uploads/2022/06/QTEC-June-13-2022-Public-Agenda-package.pdf>

¹⁰ Health Commons Solutions Lab, Seniors Health and Wellness Initiative: Tenant voices improving quality of life, 2022 <https://static1.squarespace.com/static/62ff6f02b371544df8193c2d/t/63322e7ffe673663990d9ba3/1664233409931/Seniors-Health-and-Wellness-Initiative-Full-Report-%28August-2022%29.pdf>

(Health Commons Solutions Lab) responds to Council direction and the tenant-identified need to review the Seniors Health and Wellness component of the ISM. This targeted review asked seniors what they need to support their health, wellness, and ability to age well at home, and developed recommendations for enhancing and transforming the seniors health and wellness component of the ISM.

Summaries from Other Engagements with Tenants

Summaries from engagements, deputations and presentations with tenants and ISM partners. These included tenant deputations to Toronto Community Housing and Toronto Seniors Housing Corporation Committees (i.e., Tenant Services Committee, Quality and Tenant Engagement Committee, Toronto Seniors Housing Board of Directors), presentations to the ISM Strategy Table, feedback from the Senior Tenant Advisory Committee on the 2021 Annual ISM Program Report, and engagements with tenants to support the transition of building operation from Toronto Community Housing Corporation to the Toronto Seniors Housing Corporation. This report also draws upon research with tenants and community partners conducted through a partnership between the City and Sunnybrook Research Institute.

3) Learning from the Data – Outputs and Key Performance Indicators

The City collected outputs and key performance indicators from ISM partners to understand the early activities and impacts of the ISM.

In total, we examined eight outputs (see **Table 2**) from Toronto Seniors Housing to reflect concrete ISM activities and initiatives implemented over the first year. We also examined 18 key performance indicators from partners, including Toronto Fire, Toronto Paramedics, Toronto Police, and Ontario Health Toronto Region (formerly Toronto Central Local Health Integration Network) (see **Table 3**) to observe whether they were trending in the expected direction, as set out in the ISM Accountability Framework.

The key performance indicators included in this report represent data collected within the 18 Phase 1 buildings. Buildings that implemented the ISM in Phase 2 were omitted from the reporting of key performance indicator, as we would not expect meaningful change in quantitative indicators in the short time between

September 2021 (start of Phase 2) and December 2021 (end of first year of the model's implementation).

Table 2. Quantitative outputs from the ISM

Partner	Outputs
Toronto Seniors Housing Corporation	<ul style="list-style-type: none"> • Net staff hired • Staff-to-tenant and staff-to-unit ratios • # of staff training modules implemented • # of policies and procedures revised and created • # of Care Coordinators aligned to buildings • # of health and social support partnerships formed • # of tenant newsletters circulated • # of meetings with the Senior Tenant Advisory Committee

Table 3. Key performance indicators included in this report (data collected from Phase 1 buildings, December 2020 to December 2021)

Partner	Key Performance Indicators
Toronto Seniors Housing Corporation	<ul style="list-style-type: none"> • # of units in arrears • Dollar value of arrears • Vacancy rate • # of maintenance work orders created • # of pest control work orders created • # of work orders completed in five business days • # of community safety unit events • # of requests for Tenant and Community Services • Tenant Experience Survey
Toronto Fire Service	<ul style="list-style-type: none"> • # of calls attended
Toronto Paramedic Service	<ul style="list-style-type: none"> • # of calls attended
Toronto Police Service	<ul style="list-style-type: none"> • # of calls attended • Type of calls attended
Ontario Health – Toronto Region (formerly Toronto	<ul style="list-style-type: none"> • # of emergency department visits among tenants • # of low urgency emergency department visits among tenants

Partner	Key Performance Indicators
Central Local Health Integration Network)	<ul style="list-style-type: none"> ● # of tenants who have an active home care referral ● # of tenants who are active home care clients ● # of tenants who accessed Toronto Central Local Health Integration Network-funded services[†] ● # of times tenants accessed Toronto Central Local Health Integration Network-funded services[†]

[†] At the time of data collection these services were funded by the Toronto Central Local Health Integration Network, they are now funded by Ontario – Health Toronto Region. These services include various health and community services funded through health system agreements.

OUR FINDINGS

This section brings together the quantitative and qualitative information collected through this evaluation, with a central focus on 12 recommendations to improve ISM implementation. The recommendations are categorized according to the four ISM Innovations, tenant engagement, and key performance indicators.

Each of the following sub-sections includes several features to contextualize evaluation findings, advance recommendations, and inform next steps towards ISM improvement.

Features of the Findings

- **What was implemented – Outputs:** Tangible initiatives and activities undertaken during the first year of ISM implementation to achieve objectives.
- **What we learned from the data – Key performance indicators:** Quantitative indicators analyzed and interpreted by Toronto Seniors Housing and the City to understand the early impacts and challenges of the ISM during the first year of implementation.
- **What we learned from tenants and staff:** Qualitative input gathered from tenants and staff through the direct engagements led by the City over spring and summer 2022. This input provides additional depth to the interpretation of key performance indicators and forms the basis of the recommendations.
- **Recommendations:** 12 high-level recommendations for action. These recommendations will guide implementation improvements and reinforce themes that emerged from the input of tenants, the Senior Tenants Advisory Committee, and ISM staff.
- **Ideas from tenants and staff:** Suggestions from tenants and staff to advance the recommendations in the short-, medium-, and long-term, with attention to ensuring that next steps reflect the voices of those living and working in Toronto Seniors Housing Corporation buildings.
- **Ideas from City partners:** Opportunities identified by the City to advance recommendations in the short-, medium- and long-term. These reflect the City's knowledge of seniors' supports and services and provide potential opportunities to partner with the City in the delivery of the ISM.

<p>Short-term ideas: Quick wins, 3-6 months to implement</p> <p>Medium-term ideas: Require more time and resources, 6-12 months</p> <p>Long-term ideas: Require substantial time and financial resources, 12+ months</p>

- **Resources:** Existing resources (e.g., reports, guidance, tools, directories) that reinforce key themes from the evaluation and can be leveraged at little-to-no-cost by the Toronto Seniors Housing Corporation to advance recommendations.
- **Spotlights:** Activities and initiatives underway at Toronto Seniors Housing Corporation that may begin to address tenant priorities. Including these "spotlights" can help identify where and how recommendations fit into and enrich existing efforts at Toronto Seniors Housing to better meet the needs of senior tenants.

Overview of Recommendations

Innovation 1 – Staffing and Training

1. Improve and expand methods of communication and knowledge sharing among staff and tenants
2. Enhance recruitment, training and retention of staff to meet building-level and regional needs

Innovation 2 – Seniors-Specific Policies and Procedures

3. Facilitate communication and engagement with tenants and staff on the development and dissemination of policy changes
4. Focus proactive policy and procedure revisions on priority areas identified by tenants and staff
5. Co-develop proactive interventions to address urgent issues identified by tenants, including building security, pest management, maintenance requests, and heating, ventilation and air conditioning (HVAC)

Innovation 3 – Seniors Health and Wellness Initiatives

6. Engage tenants to translate the Seniors Health and Wellness Report from Health Commons into practice

Innovation 4 – Designated Care Coordinators and Health Partnerships

7. Enhance tenant access, awareness and utilization of Care Coordinators
8. Improve tenant awareness of and access to supports provided by health partners

Tenant Engagement and Communication

9. Enhance accessibility of information on the ISM for tenants
10. Enhance opportunities for tenant engagement and leadership

Key Performance Indicators

11. Work with tenants and staff to develop additional key performance indicators and related data collection tools that measure tenant-staff relationships
12. Establish data collection guidance for key performance indicators to promote quality and consistency

Innovation 1: Staffing and Training

Targeted Outcomes of ISM Innovation 1: Improved staff-to-tenant ratios, better alignment of staff to buildings, increased staff knowledge of senior issues, increased tenants awareness of staff, increased levels of trust and better communication.

What was implemented – ISM Outputs

The 2021 Annual ISM Program Report includes outputs related to staffing, hiring, and training, achieved by the end of 2021.¹¹

Two new roles were created as part of the staffing and training innovation: *Senior Services Coordinator* and *Tenant Services Administrator*. By December 2021, these roles were fully implemented in Phase 1 and Phase 2 buildings. This hiring improved staff-to-tenant and staff-to-unit ratios from the pre-ISM staffing model in seniors-designated buildings (see **Table 4**).

A net total of 47 staff across various positions were hired in 2021. In addition to the Senior Services Coordinators and Tenant Services Administrators, 7 new staff were hired to complete the management team, including 4 *Tenant Engagement and Services Supervisors* (1 per region), 2 *Regional Managers* in the South East and North West regions, and 1 new *Assistant General Manager*. In addition to the hiring of staff, the Toronto Seniors Housing Corporation implemented two new staff training modules in 2021: *Understanding Dementia* and *Seniors Mental Health Awareness*.

¹¹ Toronto Community Housing (former Seniors Housing Unit), 2021 Integrated Service Model Annual Program Report, 2022 <https://www.torontohousing.ca/residents/Tenants-First/PublishingImages/ism/2021%20ISM%20Annual%20Program%20Report.pdf>

Table 4. Staff ratios in buildings included in ISM Phase 1 and 2 before and after the implementation of the Integrated Service Model

Role (before and after ISM)	Staff-to-Tenant Ratio	Staff-to-Unit Ratio
Before: Community Services Coordinator	1:2,266	1:2,154
Before: Tenant Services Coordinator	1:425	1:404
After: Senior Services Coordinator (SSC), formerly Community Services Coordinator	1:378	1:359
After: Tenant Services Administrator (TSA), formerly Tenant Services Coordinator	1:755	1:718

What we learned from the data – Key performance indicators

One of the three objectives of the ISM is to improve the delivery of housing services, with an increased focus on issues that impact seniors housing stability. Together with the other innovations, the staffing and training model was expected to produce the trends following trends in housing service indicators.

Expected Trends – Tenancy Management

The number of arrears, value of arrears, and the number of vacancies were expected to decrease. The ISM's staffing and training model introduced new and enhanced measures to prevent tenant arrears, including education on annual rent reviews and referrals to income supports. The new tenant-facing Senior Services Coordinators and administrative-focused Tenant Services Administrators, and expected improvements to staff-to-tenant ratios, should lead to increased capacity to proactively identify and support tenants at risk of arrears.

Key Performance Indicators – Tenancy Management

The number of households in arrears steadily increased while the dollar value of arrears across the households decreased during the first year of implementation (**Figure 1, Appendix 3**). The 2021 ISM Annual Program Report suggests that this may be due to the COVID-19 eviction moratorium, which maintained housing for tenants who may have otherwise faced eviction due to arrears. The 2021 ISM

Annual Program Report also suggests that the decrease in dollar value of arrears may be due to the updated, seniors-specific Arrears Collection and Evictions Prevention procedure (see Innovation 2) implemented in July 2021, which supports proactive identification of arrears.

The vacancy rate was trending upward in 2021, and remained above the target of 2.3%. (**Figure 2, Appendix 3**). The 2021 ISM Annual Program Report states that this trend may be due in part to staff's transition to a new centralized waiting list technology and a new tenant management system, which presented challenges in filling unit vacancies while new business processes were established.

What we learned from tenants and staff

Despite appreciation for the efforts to recruit and introduce new roles, tenants reported inconsistent awareness of and relationships with staff at the building-level. For instance, some tenants knew and liked their Senior Services Coordinator, while others did not. Some knew their Senior Services Coordinator by name, but knew little or nothing about their role or scope of support

While the staff-to-tenant ratios improved with the hiring of Senior Services Coordinators, these ratios were reportedly still overwhelming. Tenants and staff alike recognized that high caseloads and other demands on frontline staff made it difficult to sufficiently address tenant needs or develop trusting relationships, especially for those working part-time or across multiple buildings.

The competing demands and misalignment of staff also appear to be undermining the potential for trusting relationships. Tenants expressed a desire to see superintendents, Senior Services Coordinators, and Tenant Services Administrators who work across multiple buildings at least share the same buildings, (i.e., a Senior Services Coordinator may work across two buildings, each with separate superintendents and/or Tenant Services Administrators). Tenants believed that sharing buildings would promote better communication with tenants and among staff.

Staff, too, spoke to a frustration with building alignment and barriers to communication:

"Supers receive [a] lot of concerns which are Seniors Service Coordinator-related, and [the] super can direct them faster if the

***same super and Seniors Service Coordinator share the building." –
Staff, focus group***

Positive and accessible staff-tenant communication also continues to present a challenge, especially for tenants with limited English proficiency. Given the significant linguistic diversity across buildings, there is an urgent need for improved access to translation and interpretation services.

Some tenants perceived staff training to be inadequate and inconsistent with their needs and priorities. The new modules on dementia and mental health, while important, were considered by some to be stigmatizing and chosen based on availability, rather than quality or relevance. Tenants urged Toronto Seniors Housing Corporation to offer training that would build staff knowledge and skills on the issues important to them, including confronting ageism; prevention of bullying, harassment, and elder abuse; active listening; conflict management; and respectful communication.

Overall, the challenges identified by tenants and staff – including inconsistent relationships, high caseloads, communication barriers, misalignment, and training gaps – may help to explain why the new staffing and training model did not produce desired changes in vacancy rates and arrears over the first year of implementation.

Recommendations for Change – Staffing and Training

Recommendation 1: Improve and expand methods of communication and knowledge sharing among staff and tenants

Ideas from tenants and staff

Short-term (3-6 months)

- 1a. Coordinate monthly meetings between Senior Services Coordinators, superintendents, and a tenant representative (e.g., formal tenant rep, tenant leader, committee member, or other tenant) for each building to discuss building-level, regional and corporate concerns, programs, and how things are progressing overall; summary of the meeting to be drafted and circulated
- 1b. Develop anonymous channels (e.g., suggestion boxes) for tenants to communicate with staff about building-level, regional and corporate needs and concerns

Medium-term (6-12 months)

- 1c. Design and prominently display standardized posters with information about Senior Services Coordinators and building Superintendents (e.g., name, photo, scope of support, contact info) with translations into applicable languages; where needed, posters should be placed in locked, secure bulletin boards maintained by staff
- 1d. Fund, develop, and deliver informal opportunities for staff-tenant face-to-face interaction (e.g., door knocking programs, tea and muffin sessions, or picnics/BBQs)
- 1e. Develop and implement staff-to-tenant communication standards to ensure all communications with tenants are simple, accessible, and available through multiple channels (including preferred methods of communication, and easy-to-use accessibility guidance similar to Accessibility for Ontarians with Disabilities Act requirements)

Spotlight

The Toronto Seniors Housing Corporation is launching three Quality Improvement Projects in November and December 2022, and January 2023. One of these projects is focused specifically on improving trust and staff and tenant relations. This priority was identified through consultation and engagement activities with tenants. The project will continue into 2023 with leadership from a joint team of tenants and staff, and should be informed by the ideas presented above.

Recommendation 2: Enhance recruitment, training, and retention of staff to meet building-level and regional needs

Ideas from tenants and staff

Short-term (3-6 months)

- 2a. Complete the hiring of at least one Engagement Community Service Coordinator per region, and assess feasibility for increasing the number of positions over time to improve workload and facilitate more engagement at the building-level

***"Rec rooms get monopolized and we need to be able to use it...[we] need some kind of coordinator with authority to manage the use of this space."
–Tenant, focus group***

- 2b. Enhance alignment of staff to buildings (i.e., ISM staff assigned to the same buildings)

Medium-term (6-12 months)

- 2c. Invest in wellness programs to prevent staff burnout, increase capacity for development of trusting relationships, and celebrate staff achievements (e.g., building-level recognition events)
- 2d. Develop and deliver staff training or form educational partnerships to advance staff knowledge on priority topics identified by senior tenants (e.g., respectful communication skills, mental health, prevention of bullying and harassment, prevention of elder abuse, active listening, anti-ageism, and conflict management)

Long-term (12+ months)

- 2e. Hire additional Senior Services Coordinators and Tenant Services Administrators to improve staff-to-tenant ratios and reduce caseloads, aiming to reach optimal levels
- 2f. Assess need for building-level staff (e.g., maintenance, security) to support tenant safety

Resources

*Health Commons Solutions Lab –Seniors Health and Wellness Initiative: Tenant voices improving quality of life*¹² contains recommendations that align with those in this report, highlighting ongoing issues and priorities for tenants. For example, recommendation 16 in the Health Commons report states that there should be dedicated building staff in Toronto Seniors Housing buildings to facilitate the transparent management of common spaces. This mirrors the tenant input reflected in Idea 2a above.



¹² Health Commons Solutions Lab, Seniors Health and Wellness Initiative: Tenant voices improving quality of life, 2022

<https://static1.squarespace.com/static/62ff6f02b371544df8193c2d/t/63322e7ffe673663990d9ba3/16642334099/31/Seniors-Health-and-Wellness-Initiative-Full-Report-%28August-2022%29.pdf>

*World Health Organization Toolkit – Global Campaign to Combat Ageism*¹³

outlines necessary resources to learn about ageism, initiate conversations about this important topic and organize events to raise awareness. This Toolkit can be used by the Toronto Seniors Housing Corporation to facilitate training of ISM staff on the prevention of ageism reflected in Idea 2d above.



*Elder Abuse Prevention Ontario – Training Tools*¹⁴ are

available to support the training of service providers and partners in care. These free training resources support the delivery of staff training on a variety of topics, including: ageism and discrimination training, and intervention guidance to support service providers and partners in care. The Toronto Seniors Housing Corporation can use these free guidelines to train their staff on ageism and discrimination, which reflect priority areas identified by tenants for staff education in Idea 2d above.

*U.S. Department of Housing and Urban Development – Service Coordinators in Multifamily Housing Program Resource Guide*¹⁵ is best practice literature that can be used to support Toronto Seniors Housing Corporation in their implementation of Idea 2e above. This document outlines guidance and thresholds for optimal staff-to-tenant ratios in service coordinator programs (i.e., 1:50 to 1:100 ratios of staff-to-tenants). The 'Service Coordinators' described in the report have a similar scope of practice to Senior Services Coordinators.

*"Designing and Implementing a New Seniors Service Coordinator Role for Low-Income Housing: A Qualitative Study"*¹⁶ aimed to understand the new Senior Services Coordinator position as part of the ISM. The study found that high workloads and expectations of tenant-facing social staff (i.e., Senior Services Coordinator position) impacted their ability to develop trusting relationships with tenants, which echoes Ideas 2c and 2e in the list above. The study states that while the staff-to-tenant ratios improved under the ISM, they are higher than

¹³ World Health Organization, Toolkit: Global Campaign to Combat Ageism, <https://www.who.int/publications/m/item/global-campaign-to-combat-ageism-toolkit>

¹⁴ Elder Abuse Prevention Ontario, Training Tools <https://eapon.ca/training-tools/>

¹⁵ Housing and Urban Development. (2018). Service coordinators in multifamily housing program resource guide. U.S. Department of Housing and Urban Development Office of Multifamily Housing. <https://files.hudexchange.info/resources/documents/Service-Coordinators-in-Multifamily-Housing-Program-Resource-Guide.pdf>

¹⁶ Sheppard CL, Hemphill J, Austen A, Hitzig SL. Designing and Implementing a New Seniors Services Coordinator Role for Low-Income Housing: A Qualitative Study, Journal of Gerontological Social Work, 2022; DOI: 10.1080/01634372.2022.2118920

what is recommended in other service coordinator models, which reinforces Idea 2e above.

Highlights – Staffing and Training

- New staff roles were hired in the first year of implementation, which improved staff-to-tenant ratios for Senior Services Coordinators (tenant-facing staff), however, the ratios for Tenant Services Administrators worsened. Two training modules were delivered to staff.
- Key performance indicators demonstrated that the dollar value of arrears increased and the unit vacancy rate increased, remaining above the target of 2.3%, during the first year of ISM implementation.
- Direct engagements revealed the following priority issues were impacting the development of trusting tenant-staff relationships: high staff caseloads, misalignment of staff to buildings, barriers to communication between tenants and staff, and inconsistent or inadequate seniors-specific staff training.
- Recommendations for this innovation are focused on improving communication between tenants and staff, and enhancing the training, recruitment and retention of staff as part of the new model.

Innovation 2: Seniors-Specific Policies and Procedures

Targeted Outcomes of ISM Innovation 2: Tenant engagement in operations and policies, tenant and staff awareness of policy changes, higher staff compliance with policy changes, creation of "seniors-specific" policies and procedures in buildings, and increased tenant satisfaction with building operations.

What was implemented – ISM Outputs

After one year of implementation, nine procedures were tested and implemented and an additional four procedures were under development.

The procedures tested and implemented as of December 2021 were: Tenants Needs Assessment; Referring Tenants to Health and Social Supports; Tenant Referral to Specialized Program (i.e., Specialized Program for Inter-Divisional Enhanced Responsiveness to Vulnerability [SPIDER], and Furthering Our Community by Uniting Services [FOCUS]); Referral File Management System;

Internal Integrated Team Meeting; Primary and Community Care Response Team and other regional integrated care teams; Tenant On-boarding; Arrears Collection and Evictions Prevention for Seniors and Vulnerable Tenants; and Soft Landing for Evictions.

The procedures being updated or drafted as of December 2021 were: Complex Tenancy Management; Rent Review and Notice of Decision; Turning 65; and Annual Unit Inspections.

What we learned from the data — Key Performance Indicators

One of the three objectives of the ISM is to improve the delivery of housing services, with an increased focus on issues that impact seniors housing stability. Together with the other innovations, the policies and procedures listed above were designed to producing the following trends.

Expected Trends – Property Management

The number of maintenance requests was expected to increase, then decrease, as tenants became more familiar with request procedures and the quality of their units gradually improved. Service levels were expected to increase as policies and procedures (e.g., Annual Unit Inspection) were implemented to improve early identification of unit-level issues.

Expected Trends – Community Safety

The number of community safety unit[†] events and calls responded to by police, fire, and paramedic services were expected to decline, in part due to the risk-driven approach and enhanced attention to safety and security in Annual Unit Inspections and the Furthering Our Community by Uniting Services (FOCUS) procedures.

Key Performance Indicators – Property Management

Over the first year of the ISM there was an increase in maintenance requests and pest control work orders (**Figure 3 and Figure 4, Appendix 3**) and a decrease in service levels, defined as the number of requests completed within five business days (**Figure 5, Appendix 3**). The 2021 ISM Annual Program Report suggests that

[†] **Community Safety Unit:** A unit within Toronto Community Housing Corporation. The unit works directly in the community to conduct patrols and site visits, respond to calls, help resolve complaints and disputes, assist victims and apprehend offenders, build relationships within the communities, and partner with other law enforcement, fire, and social service agencies.

these trends may be due to the pandemic-related streamlining of Annual Unit Inspections in 2020 and 2021, resulting in less time spent in units to identify issues related to maintenance and pest management.

Key Performance Indicators – Community Safety

The number of events responded to by the community safety unit decreased over the first year of the ISM (**Figure 6, Appendix 3**). The types of events the community safety unit responded to include: anti-social behavior, arson, warrants, disputes and serious violent incidents. The 2021 ISM Annual Program Report suggests this may be attributed to the pandemic, as more tenants stayed in their units and had limited contact with others.

The number of calls attended by Toronto Police increased sharply from April to June 2021, followed by a steady decrease (**Figure 7, Appendix 3**). The highest proportion of calls belonged to the "other" category (i.e., anything other than a person in crisis, wellness check, or violence call) followed by "Wellness Checks". This increase in calls to police may reflect dissatisfaction with the community safety unit, which should be able to address tenant safety and security concerns without police aid. The spikes in police calls may also point to pandemic-related impacts, as community-based supports for tenants would have been less available amidst increased isolation and mental health vulnerability.

The calls attended to by Toronto Paramedic and Fire Services were stable during the first year of ISM implementation (**Figure 8 and 9, Appendix 3**). Monthly total of calls attended to by Toronto Paramedics were the most frequent among all first responders (range: 125 to 175), with May 2021 reporting the highest total. The calls attended to by Toronto Fire were comparatively much lower, ranging from zero to seven per month.

What we learned from tenants and staff

While a variety of new policies and procedures were introduced, tenants spoke to a lack of clarity on whether or how these were seniors-specific, or what, if any, 'seniors-lens' was applied. Some tenants communicated a sense that nothing had changed with respect to policies or procedures. Tenants also provided specific feedback for improving seven key procedures, including use of space, forms and processes related to turning 65, rent reviews, arrears, unit inspection, evictions, providing a soft landing after eviction, and tenant needs assessments. For example, tenants voiced a desire for staff to better communicate and support

them through the transition to new income support programs associated with turning 65.

Some tenants felt that the new or revised policies and procedures were not clearly defined and overlooked tenant priorities. For example, many tenants reported that use of space was a top priority in their buildings, but felt they had not been adequately consulted before this policy was revised and implemented.

Conversely, staff spoke about feeling inundated with new policies and procedures and having trouble staying up to date or getting on the same page about expectations:

"I know that policies and procedures have been updated, but I have not been able to keep pace. There's so much all the time, we're being torn in all different directions." – Staff, Focus Group

For some tenants, particularly those for whom English is not a primary language, many of the standardized forms and tenant procedures feel complicated, inaccessible, and in some cases repetitive. Some tenants criticized the language used by staff as confusing and harsh, especially in standard communications and notices (e.g., annual rent reviews).

Despite positive changes in some policy areas, tenants and staff criticized the lack of focus on operational and safety issues, including security concerns, challenges with temperature control (e.g., heat challenges, need for improved air conditioning), cleanliness, pests, maintenance, and unit modification.

For instance, one staff member shared the following:

"Tenants are saying 'if this is seniors housing, for us to age in place, we need our units modified.'" – Staff, Focus Group

Many tenants also identified pest management as a top priority in their building:

"Pest management and clean buildings affect the lives of tenants, all day every day." – Tenant, Focus Group

These operational and policy concerns from tenants and staff reinforce trends observed in the key performance indicators. For instance, the observed increase in maintenance requests and pest control work orders alongside a decrease in the number of requests completed within five days may indicate that the demand for maintenance and pest control outpaced supply during the first year of ISM implementation. The increase in pest control requests corroborates concerns tenants shared about the approach pest management in their buildings. This

underscores the need for more accessible, streamlined approaches to requests and follow-up procedures related to pest management and maintenance requests.

Tenants also highlighted security issues and some spoke to feeling unsafe in their buildings. These concerns mirror trends observed in the key performance indicators. For example, overlapping surges in calls to the community safety unit and police may suggest that tenants did not feel entirely comfortable seeking support from the community safety unit alone, and had to rely on additional response from the police.

Tenants also proposed building-specific solutions to address community safety issues:

"Each building has to be assessed if they need 24 hour security or not." – Tenant, Focus Group

Recommendations for Change – Seniors-Specific Policies and Procedures

Recommendation 3: Facilitate communication and engagement with tenants and staff on the development and dissemination of policy changes

Ideas from tenants and staff

Short-term (3-6 months)

- 3a. Develop and integrate a tenant consultation process into residential and non-residential use of space agreements, policies and procedures
- 3b. Coordinate quarterly training, engagement, and information sessions with ISM staff on procedural and policy changes and best practices (e.g., workshops, quizzes, ‘lunch and learn’)
- 3c. Use standards of respectful language in all written and verbal communications regarding rent and arrears

Medium-term (6-12 months)

- 3d. Integrate a tenant consultation component into the development and dissemination of tenant-identified priority policies and procedures
- 3e. Translate all forms and standard letters into the top 10 languages spoken by tenants

Ideas from City partners

Medium-term (6-12 months)

- 3f. Engage with the City and tenants to adapt the City's "Equity Lens Tool" to define and pilot a "Seniors lens" that can be consistently applied to policies and procedures to ensure seniors' needs are adequately and equitably met

Resources

'Can you send someone who speaks my language?' Language barriers among older adults living in Toronto's social housing¹⁷:

A recent report from the Wellesley Institute that includes five groups of actions recommended to enhance housing supports for senior tenants with limited English proficiency. The recommendations in this report can be used by the Toronto Seniors Housing Corporation to inform steps taken to increase access to resources and care in senior tenants' preferred language, as proposed in Idea 3e above.



Recommendation 4: Focus proactive policy and procedure revisions on priority areas identified by tenants and staff

Ideas from tenants and staff

Short-term (3-6 months)

- 4a. Use of Space: Implement recommendations on use of space in the Health Commons Solutions Lab Report and remove barriers to tenant use of common rooms and spaces
- 4b. Support on documentation related to turning 65: Provide early support and education to tenants who are turning 65 to successfully transition to income supports for seniors including education and support for tenants on key documentation

Ideas from City partners

Medium-term (6-12 months)

- 4c. Connect with housing help centres and the Office of the Commissioner of Housing Equity to ensure their supports are described in tenant resources and welcome binders

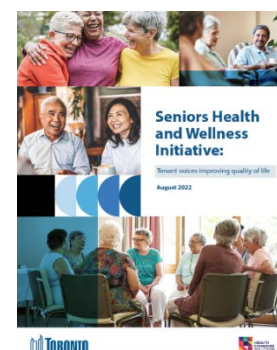
¹⁷ Wellesley Institute, 'Can you send someone who speaks my language?' Language barriers among older adults living in Toronto's social housing, 2022 <https://www.wellesleyinstitute.com/wp-content/uploads/2022/09/Language-Barriers.pdf>

- 4d. Collaborate with City of Toronto Employment and Social Services and/or community organizations to host information sessions on benefit transitions (e.g., income tax filing programs, transition from Ontario Works or Ontario Disability Support Program to the Guaranteed Income Supplement)

Resources

Seniors Health and Wellness Initiative: tenant voices improving quality of life:

contains recommendations (16 through 22) on use of space in Toronto Seniors Housing Corporation Buildings.¹⁸ For example, Recommendation 18 in the Health Commons Report echos Idea 4a above from tenants and staff regarding barriers to tenant use of space: *Clearly communicate when the common areas (particularly if there are doors or controlled entry) are open or closed in accordance with tenants right to access common space and to reduce the likelihood that tenants believe they cannot access a space when they can.* This highlights that barriers to tenant use of space was a priority identified in both the Health Commons and City's ISM evaluations. This and other use of space recommendations in the Health Commons report should be leveraged to support the use of space recommendations in the City's Evaluation Report.



Spotlight

The Toronto Seniors Housing Corporation has identified priority policies for review, including the Use of Space Policy. Policy review will proceed through close consultation with tenants and in partnership with Health Commons Solutions Lab and an external facilitator. Reviewing this policy provides an opportunity to integrate the solutions tenants have identified for use of space issues in this and other reports.

Recommendation 5: Co-develop proactive interventions to address urgent issues identified by tenants, including: building security, pest management, maintenance requests, and heating, ventilation, and air conditioning (HVAC)

Ideas from tenants and staff

Medium-term (6-12 months)

¹⁸ Health Commons Solutions Lab, Seniors Health and Wellness Initiative: Tenant voices improving quality of life, 2022

<https://static1.squarespace.com/static/62ff6f02b371544df8193c2d/t/63322e7ffe673663990d9ba3/16642334099/31/Seniors-Health-and-Wellness-Initiative-Full-Report-%28August-2022%29.pdf>

- 5a. Security: Identify building-level need for the installation of security cameras in common areas
- 5b. Pest management: Undertake coordinated entire-building bed-bug treatment when bedbugs are identified
- 5c. Maintenance: Ensure common washrooms are always open and well-maintained
- 5d. Maintenance: Work with the Toronto Community Housing Corporation to establish a follow-up protocol with tenants for maintenance and unit modification requests, including formal acknowledgment, standardized response times, and collection of tenant satisfaction with vendor
- 5e. Maintenance: Ensure maintenance requests submitted offline through paper are equally prioritized

Long-term (12+ months)

- 5f. Security: Identify building-level need for an overnight security guard or other staff person where safety is a pressing concern
- 5g. Pest management: Establish a team internally with necessary equipment to treat outbreaks rapidly and keep them under constant control
- 5h. Heating, Ventilation, and Air Conditioning (HVAC): Work with the Toronto Community Housing Corporation to establish methods for improved temperature control and ventilation at the building-level

Resources

*Perceptions of Risk: Perspectives on Crime and Safety in Public Housing for Older Adults*¹⁹ is a study conducted with senior tenants and staff in social housing buildings to understand tenant perceptions of safety. Findings from this study reinforce Idea 5a, pointing to the need for enhanced physical and environmental safety infrastructure, improved building management, increased on-site security, and other proactive measures to reduce risk by creating a greater sense of connection and community within the buildings.

“When the bedbugs come, that’s another problem’: Exploring the lived experiences of bedbug infestations among low-income older adults and service

¹⁹ Sheppard CL, Gould S, Austen A, Hitzig SL. Perceptions of Risk: Perspectives on Crime and Safety in Public Housing for Older Adults. *Gerontologist*. 2022 Jul 15;62(6):900-910. doi: 10.1093/geront/gnab155. PMID: 34698842; PMCID: PMC9290885.

*providers who support them*²⁰ is a study highlighting the widespread issue of bedbugs for senior tenants in Toronto social housing as well as the physical, mental, social and financial impacts of pest issues. The study includes practical recommendations that Toronto Seniors Housing Corporation can leverage to support their staff using the Idea 5b above, including: wearing personal protective equipment, bringing a change of clothing, and implementing education and training for staff.

*Using research and education to implement practical bed bug control programs in multifamily housing*²¹ is a peer-reviewed article that reviews scientific literature on integrated pest management in multi-family housing. Research conducted over the past 8 years has consistently proven that integrated pest management is the best approach for successful suppression of bedbugs. This research supports the solution suggested by tenants and staff in Idea 5b above for an integrated team dedicated to pest management. The study also outlines the responsibilities of the housing provider and tenants in an integrated pest management approach, the Toronto Seniors Housing Corporation may use these definitions to guide their development of a similar approach across their buildings.

*Effectiveness of building-wide integrated pest management programs for German cockroach and bed bug in a high-rise apartment building*²² is a peer-reviewed study describing the effectiveness of contractor-led and researcher-led integrated pest management programs in low-income apartment buildings. The study's key finding is that integrated pest management is a much more effective approach for building-wide control of cockroaches and bed bugs than a conventional pest control service. The study confirms the benefit of building-wide integrated pest management on pest reduction, which was a solution shared by tenants and staff in Idea 5b above.

Spotlight

²⁰ Sheppard CL, Roche B, Austen A, Hitzig SL. 'When the bedbugs come, that's another problem': exploring the lived experiences of bedbug infestations among low-income older adults and service providers who support them. *Perspect Public Health*. 2022 Sep 20; doi: 10.1177/17579139221118777. Epub ahead of print.

²¹ Bennett GW, Gondhalekar AD, Wang C et al. Using research and education to implement practical bed bug control programs in multifamily housing. *Pest Manag Sci*. 2016; 72: 8-14
https://www.extension.entm.purdue.edu/bedbugs/pdf/Bennett_et_al-2016-Pest_Management_Science.pdf

²² Wang C, Eiden A, Cooper R, et al. Effectiveness of Building-Wide Integrated Pest Management Programs for German Cockroach and Bed Bug in a High-Rise Apartment Building, *Journal of Integrated Pest Management*, Volume 10, Issue 1, 2019, 33, <https://doi.org/10.1093/jipm/pmz031>

The Toronto Seniors Housing Corporation is launching three Quality Improvement Projects in November and December 2022, and January 2023. One project is focused specifically on pest management, and another on safety and security. These priorities were identified through consultation and engagement activities with tenants. The projects focused on pest management and safety and security will continue into 2023 with leadership from a joint team of tenants and staff, and should be informed by the ideas presented above.

Highlights – Seniors-Specific Policies and Procedures

- By the end of 2021, nine seniors-specific policies and procedures were implemented and four were in the process of being drafted and reviewed.
- Key performance indicators demonstrated that incidents responded to by the community safety unit decreased while calls attended by Toronto Police increased, suggesting gaps in the safety and security supports provided by the community safety unit.
- Direct engagements revealed the following policy and procedure priorities among tenant and staff: improved communication about processes around policy revisions and implementation, a need to support tenant access to and use of common spaces, pest management, tenant safety and building security.
- Recommendations for this innovation are focused on enhancing communication and engagement around policy change, integrating tenant and staff priorities into policies and procedures, and co-developing solutions to urgent building operations issues (e.g., security and safety, pest management, maintenance).

Innovation 3: Seniors Health and Wellness Initiatives

The City engaged Health Commons Solutions Lab to conduct a separate review of the Seniors Health and Wellness innovation of the ISM. The review was conducted in close collaboration with tenants and members of the Senior Tenant Advisory Committee, and was directly shared with Toronto Seniors Housing Corporation. The recommendations on this innovation reflect the necessary next steps to implement the tenant-driven input in the Health Commons report.

Targeted Outcomes of ISM Innovation 3: Improved delivery of housing services, and improved access to health and community support services.

Recommendations for Change – Seniors Health and Wellness Initiatives

Recommendation 6: Engage tenants to translate the Seniors Health and Wellness Report from Health Commons into practice

Ideas from tenants and staff

Medium-term (6-12 months)

- 6a. Draw heavily on the Health Commons Solutions Lab report to redefine health and wellness according to tenants and initiate service planning and coordination that better addresses tenant health and wellness

Long-term (12+ months)

- 6b. Undertake a tenant engagement process to translate the findings and recommendations in the Health Commons Report into a revised health and wellness component of the ISM

Idea from City partners

Long-term (12+ months)

- 6c. Collaborate with tenants to coordinate and deliver more unit-level supports as part of the revised ISM health and wellness initiative; unit-level supports should be provided to address tenant-identified needs, which may include personal care, light housekeeping, meal preparation, and other services provided by Seniors Services and Long-Term Care's Community Programs or additional organizations identified by tenants in the 2021 Annual ISM Report, and the Health Commons Report

Resource



Seniors Health and Wellness Initiative: Tenant voices improving quality of life:²³

The tenant-driven findings and recommendations in this report are foundational to revising the seniors health and wellness component of the ISM. This report provides a foundation to guide all recommendations and ideas listed above and should be implemented in full by Toronto Seniors Housing Corporation to improve the health and wellness component of the ISM.

Spotlight

Toronto Seniors Housing Corporation plans to develop an Action Plan to implement the recommendations in the Health Commons Solutions Lab Report, in consultation with the City and the Senior Tenant Advisory Committee, with opportunities for shorter and longer term actions. The action plan will be incorporated into Toronto Seniors Housing Corporation's upcoming Interim Strategic Directions.

Highlights – Seniors Health and Wellness

- This innovation was paused during the first year of implementation pending comprehensive review by the Health Commons Solutions Lab.
- The Health Commons report comprehensively outlines tenant priorities related to health and wellness, and makes recommendations for action to address these.
- In this report, recommendations for this innovation pose next steps for the Toronto Seniors Housing Corporation in engaging tenants to redevelop the seniors health and wellness component of the ISM.

Innovation 4: Designated Care Coordinators and Health Partnerships

Targeted Outcomes of ISM Innovation 4: Improved Care Coordinator alignment in buildings, increased awareness of and connections to Care Coordinators and community support services, higher degree of coordination between housing and health, and higher tenant satisfaction with services in or near the buildings.

²³ Health Commons Solutions Lab, Seniors Health and Wellness Initiative: Tenant voices improving quality of life, 2022

<https://static1.squarespace.com/static/62ff6f02b371544df8193c2d/t/63322e7ffe673663990d9ba3/1664233409931/Seniors-Health-and-Wellness-Initiative-Full-Report-%28August-2022%29.pdf>

What was implemented – ISM Outputs

In the first year of ISM implementation, 62 Care Coordinators were assigned to the Phase 1 and 2 Buildings. Toronto Seniors Housing Corporation also established an array of partnerships across all buildings to support a robust COVID-19 response. Partnerships were forged with Ontario Health Teams, Toronto Public Health, hospitals, community health centres, community service agencies and volunteers to provide, among other supports, outbreak testing, mask distribution, food distribution, and door-to-door and onsite vaccine clinics.

Other partnership agreements related to access to common spaces were suspended during the pandemic, except for access required by essential services (e.g., vaccine clinics described above).

What we learned from the data — Key Performance Indicators

One of the three ISM objectives is to increase access to health and community support services. There were specific trends expected among key performance indicators to measure whether tenants were being connected to home and community care services, and how they were interacting with the health system.

Expected Trends – Tenant and Community Service Requests: Expected an initial increase as Senior Services Coordinators proactively worked with tenants to connect them with supports. As these supports were established, tenants would have fewer unmet needs and therefore make fewer requests.

Expected Trends – Tenant Access to Home and Community Care Support Services: Expected an increase in tenant access to home and community care support services through enhanced referrals and connections to Care Coordinators.

Expected Trends – Emergency Department Visits: Expected a decrease in emergency department visits, due to improved access and utilization of health services and programs.

Key Performance Indicators – Tenant and Community Service Requests

The number of requests for tenant and community services sharply increased in January and February 2021, then decreased and remained relatively stable until December 2021 (**Figure 10, Appendix 3**). Common request types included COVID-19 support, residents requesting support, and "other" (i.e., critical incident follow-ups, requests for external service providers, soft landing support, and vulnerable person door knocks). The increase in total requests was likely due to the former Seniors Housing Unit conducting COVID-19 wellness checks across the buildings,

leading to an increase in referrals to services. COVID-19 supports increased as a result of these checks, as did resident requests for other supports.

Key Performance Indicators – Tenant Access to Home and Community Care Services

The number of tenants enrolled in and accessing services offered by services funded by Ontario Health (formerly Toronto Central Local Health Integration Network) remained relatively stable over the first year of ISM implementation (**Figure 11, Appendix 3**). These services include mental healthcare, meals on wheels, homemaking services, vision services, withdrawal management, assisted living, supportive housing, social visits, and transportation services.

Similarly, the number of senior tenants both referred to and accessing home care services did not increase after the ISM was implemented (**Figure 12, Appendix 3**). Home care services are those funded by Ontario Health Toronto (formerly Toronto Central Local Health Integration Network) and include nursing, personal support worker services, physiotherapy, social work, and occupational therapy.

The COVID-19 pandemic may have impacted tenant access to home and community care services through closures, lockdowns, and other public health measures. Barriers to staff-to-tenant communications – as discussed in the staffing and training section – may also help to explain these trends, as frontline housing staff play a key role in connecting tenants to Care Coordinators and health and social services.

Key Performance Indicators – Emergency Department Visits

There was a slight increase in emergency department visits among senior tenants in Toronto Seniors Housing buildings in spring 2021 (**Figure 13, Appendix 3**). This aligns with a spike in COVID-19 cases across the province in spring 2021,²⁴ suggesting that tenants may have experienced an increased need to access care as a result of actual or suspected COVID-19 infection.

The number of low urgency emergency department visits represents a relatively small proportion of visits among tenants. This suggests that tenants were primarily accessing the emergency department for urgent, pressing health issues.

What we learned from tenants and staff

Despite the number of Care Coordinators assigned to Toronto Seniors Housing Corporation buildings, tenants and staff reported inconsistent awareness of who

²⁴ Public Health Ontario, COVID-19 Data Tool, 2022 <https://www.publichealthontario.ca/en/Data-and-Analysis/Infectious-Disease/COVID-19-Data-Surveillance/COVID-19-Data-Tool?tab=trends>

their Care Coordinator was, their role, and how they could be connected to the supports offered by these staff:

"For tenants; especially when their lives are complex; all of us blend into this whole mash of people, and they don't know who any of us are; it's just about 'who was the person I could trust?' Who was the person who was nicest to me?" – Staff, Focus Group

Some tenants also expressed frustration and confusion around the repetitive language of "coordinator" among ISM staff:

"Why would you name the new role "Senior Services Coordinator" if there is already a provincial "Care Coordinator" role? Two Coordinators, too many." – Tenant, Focus Group

Staff reported difficulty communicating with and reaching Care Coordinators, with some meeting only once with their designated Care Coordinator over the first year of implementation. Care Coordinators' work hours differ from Senior Services Coordinators', and turnover among staff and administrators across partners made it difficult to build relationships.

In addition, tenants and staff expressed irritation with a convoluted referral process for Care Coordinators. Some Senior Services Coordinators found it more efficient and effective to work with local supportive housing services and community organizations than connecting with the centralized Care Coordinators:

"I just feel like [the Care Coordinators] are a barrier in themselves. I have to call the intake line, then I talk to the assessment person, then I talk to a Care Coordinator, then the Care Coordinator comes out. I feel like if we're partnering it's supposed to be seamless referrals, it's not." – Staff, Focus Group

The reported barriers to communication and complex referral processes among staff, tenants and Care Coordinators may explain why the number of tenants accessing both home and community care services did not increase over the first year of ISM implementation, but instead remained stable.

These insights also underscore the need for enhanced health partnerships to support service delivery at the unit-, building-, and community-level. Stronger partnerships with the provincial system and community-based supportive housing providers may help address this gap. However, staff discussed barriers to forming health partnerships, including program waitlists, complicated referral processes, and unclear eligibility criteria. These challenges make it difficult for staff and

health partners to collaboratively engage tenants and identify needs at the building or community level.

Tenants also shared ideas and recommendations for programs and services they would like to see in their building. These included: registered nurses to run health check clinics, education programs on health conditions, mental health support groups, and housekeeping supports. In some cases, tenants singled out community organizations they have had positive experiences with:

"Personal Support Workers from Sprint are fabulous...everyone appreciates the care they give." – Tenant, Focus Group

Coordinated delivery of these health and social supports may reduce both urgent and non-urgent emergency department visits for tenants, which should have decreased over the first year of ISM implementation, but remained relatively stable.

Finally, tenants noted that health partnerships should avoid a one-size-fits-all approach, and instead respond and cater to the unique needs in each building:

"One size does not fit all...Staff have to focus on what that building is comfortable with...some buildings need extra support, some need minimal and others need a mixture." –Tenant, Focus Group

Recommendations for Change – Designated Care Coordinators and Health Partnerships

Recommendation 7: Enhance tenant access, awareness, and utilization of Care Coordinators

Ideas from tenants and staff

Short-term (3-6 months)

- 7a. Hold annual building-level information sessions with the Senior Service Coordinators and Care Coordinators where both introduce themselves to tenants, describe the supports they provide, discuss referral pathways and how tenants can best reach them
- 7b. Hold quarterly building-level check-ins between ISM Staff and Care Coordinators to discuss how these staff can better collaborate to address tenant issues and service gaps
- 7c. Hold annual regional information sessions between ISM Staff and Care Coordinators, where Care Coordinators or other Home and Community

Care Support Services staff provide an overview of provincial services, referral pathways, and how Care Coordinators can help connect tenants

Medium-term (6-12 months)

- 7d. Design and display large posters in each building to explain the role of Care Coordinators, how tenants can get connected to them, and types of services available; where needed, posters should be placed in locked, secure bulletin boards maintained by staff

***"There needs to be some visibility of provincial staff since they are part of the ISM... introducing themselves and what they do, what agencies work within those regional boundaries, what agencies they have access to."
– Tenant, focus group***

Recommendation 8: Improve tenant awareness of and access to supports provided by health partners

Ideas from tenants and staff

Short-term (3-6 months)

- 8a. Resume programming in all buildings in full compliance with public health guidance to ensure programs are active, accessible, safe, and appropriate for tenants

Long-term (12+ months)

- 8b. Conduct a feasibility assessment--including a tenant engagement process, current state analysis, and business case--for the potential expansion of community partners into buildings where services are most required (e.g., LOFT Community Services, WoodGreen, City's Homemakers and Nursing Services, City's Seniors Supportive Housing Program)

Ideas from City partners

Medium-term (6-12 months)

- 8c. Promote and deliver ward-level seniors services information sessions for tenants in collaboration with community partners, building staff, and local Councillors, alongside distribution of one printed copy of the *Directory of Services for Seniors and Caregivers* to each building and Seniors Service Coordinator
- 8d. Connect and collaborate with health partners (e.g., Ontario Health Teams, Home and Community Care and Support Services, community

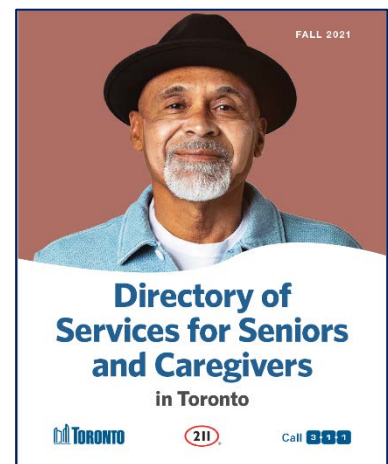
agencies) to establish regional service models that meet tenant health and social service needs, as identified through building-level engagement with tenants

Long-term (12+ months)

- 8e. With input from the Senior Tenant Advisory Committee, draft a formal agreement between community health partners and Toronto Seniors Housing Corporation to clearly outline roles, referral pathways, accountability, and improved consent and confidentiality processes

Resources

*Directory of Services for Seniors and Caregivers*²⁵ is a free, publicly available City of Toronto resource to help seniors and caregivers find the services they need in Health, Housing, Food, Pets, Recreation, Caregivers, Legal and many more areas. As per Idea 8c above, the Toronto Seniors Housing Corporation may partner with the City to distribute the Directory and deliver information sessions on the Directory in buildings across City wards.



Seniors Services Information Sessions: As part of the Seniors Strategy 2.0, the City delivered sessions across wards to inform seniors about the services available in their community. The City can adapt existing materials to create tailored sessions for tenants and staff in Toronto Seniors Housing Corporation buildings, to be delivered in wards in partnership with City Councillors, service providers, and ISM staff.



Environmental Scan of Seniors Social Housing Models - In support of an An-inclusive Approach to Housing for Vulnerable Older Adults:²⁶ This report describes 34 service delivery models connecting low- and moderate-income seniors living in social housing to health and social services. A key findings of the report is that

²⁵ City of Toronto, Directory of Services for Seniors and Caregivers in Toronto, 2021 https://211central.ca/wp-content/uploads/2021/11/Directory-of-Services-for-Seniors-and-Caregivers_WEB-Oct-2021-1.pdf

²⁶ Canadian Urban Institute. Environmental Scan of Seniors Social Housing Models - In support of an An-inclusive Approach to Housing for Vulnerable Older Adults. 2020 https://static1.squarespace.com/static/546bbd2ae4b077803c592197/t/5e31df2d7a36ae2c45d1d71b/1580326705507/Environmental+Scan+of+Seniors+Social+Housing+Models_FINAL+Report

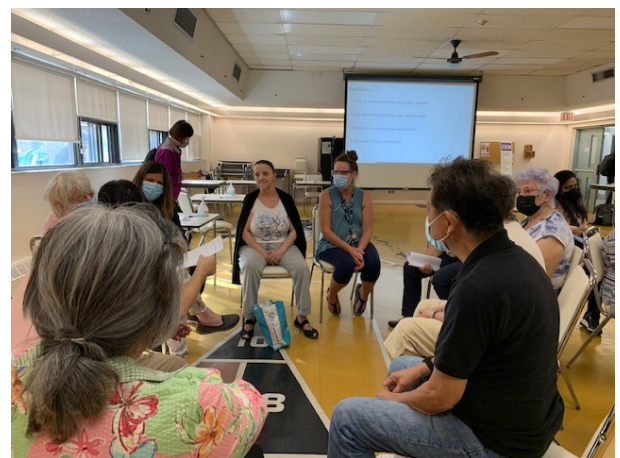
promoting access to primary care and health services is central to integrate services in seniors social housing. These findings reinforce the importance Recommendation 8, regarding enhanced tenant connections to health and social support services in their community.

Spotlight

North Toronto Ontario Health Team – Neighbourhood Care Team: An integrated model of care pilot in one Toronto Seniors Housing building. This model aims to increase tenant connections to primary care, mental health and addiction supports, and digital health and literacy. The model is delivered in partnership with the North Toronto Ontario Health Team, Baycrest, Sunnybrook Health Sciences, Sprint Senior Care, VHA Home HealthCare, Loft Community Services, Vibrant Healthcare Alliance, family and tenant representatives, Home and Community Care Support Services, and the Toronto Seniors Housing Corporation.



The North Toronto Ontario Health Team conducted extensive tenant engagement at the pilot site through focus groups, door-to-door surveys, and tenant town halls to identify needs and build trust. As a result, the Neighbourhood Care Team worked with partners to implement services including mobile vaccine clinics, registered nurse clinics, and a health education series. This model demonstrates promising future directions for Toronto Seniors Housing Corporation's health partnerships to support tenants' health and social service needs and could be scaled to inform partnerships across the North East, South West, and South East regions, as suggested in idea 8d above.



Highlights – Designated Care Coordinators and Health Partnerships

- 62 Care Coordinators were aligned to buildings and Toronto Seniors Housing Corporation formed health and social service partnerships to deliver COVID-19 supports to tenants.
- Key performance indicators demonstrated that the number of tenants referred to or accessing home and community care support services did not

increase during the first year of ISM implementation. The number of tenants who visited an emergency department was stable with a sharp increase in spring 2021. As expected, tenant and community service requests increased then stabilized.

- Direct engagements revealed the following priority issues for tenants and staff: difficulty accessing Care Coordinators and the services they offer, adopting a one-size-fits-all approach to health partnerships, and challenges to forming health partnerships (e.g., waitlists, complicated referral processes, and unclear eligibility criteria).
- Recommendations for this innovation are focused on improving tenant access to and awareness of Care Coordinators, and engaging tenants to enhance their access to health and social services.

Tenant Engagement and Communication

Targeted Outcomes of Tenant Engagement in the ISM: Increased tenant engagement, tenants feel that management/staff are actively listening to and taking action on their input, and engagement and communication efforts adopt an equity lens to involve diverse voices.

What was implemented – ISM Outputs

Senior Tenant Advisory Committee

Members of the Senior Tenant Advisory Committee bring their lived experience, knowledge, and skills to assist in the development of age-equitable best practices and approaches for senior tenant engagement, and to prioritize the health and well-being of all Toronto Seniors Housing Corporation tenants across the 83 buildings.

Between December 2020 and December 2021, the Committee held 10 official meetings and three optional meetings on other topics of interest to members. Members were also invited to participate in focus groups to provide input on the transition to the new Toronto Seniors Housing Corporation. More information on the Senior Tenants Advisory Committee can be found in the 2021 ISM Annual Program Report.

Communication with Tenants – Newsletters and Information Sessions

Toronto Seniors Housing Corporation circulated a quarterly newsletter for tenants, called "Seniors Speak," with eight issues published between the summer 2019 and winter 2021. The number of newsletters produced and shared with tenants did not increase as a result of the ISM.

There were two information sessions held for tenants on the ISM, delivered by the Toronto Seniors Housing Corporation. On September 14, 2021, a session was held for buildings that began implementing the ISM during Phase 2 of implementation. On November 16, 2021, an information session was held in the South East region to provide an update on Phase 1 implementation of the ISM.

What we learned from the data – Key Performance Indicators

One of the ISM's three objectives is to build relationships of trust between senior tenants and housing staff. The only existing tool to systematically measure tenant satisfaction is the Annual Tenant Experience survey, implemented once prior to

the implementation of the ISM in November 2020.²⁷ Tenants reported overall satisfaction with the services they received, while also indicating that staff availability and understanding of seniors-specific needs require improvement. This survey should be repeated annually within the Toronto Seniors Housing Corporation buildings, to hone understanding of tenant experiences and identify areas for improvement in relationships with staff.

What we learned from tenants and staff

While tenants appreciated the circulation of newsletters, many also shared a desire to receive clearer and more accessible information about the ISM that outlines the model and the staff involved. In addition, tenants noted that the terminology and definitions used by staff to describe the model can be inconsistent, and expressed a need for consensus definitions co-developed with tenants.

Language and communication represent a major difficulty for tenants whose primary language is not English. These tenants experience barriers to engagement and challenges to understanding information shared about the ISM, their tenancy (e.g., lease, notices), or available support and services.

"Because [the lease] is in English, but we speak Mandarin. First, we can't read it. Second, we don't understand what people are saying. We need someone to help [...] they should consider using various languages". –Toronto Seniors Housing Tenant, Wellesley Institute Report on Language

Communication and engagement with staff should be respectful and responsive. Some tenants perceived staff to be unapproachable and dismissive, or that their engagement style with tenants was too corporate and formal. Tenants expressed a preference for face-to-face communication and identified a need for social events like barbecues or celebrations to build rapport among staff and tenants.

Senior tenants identified an urgent need to better leverage their expertise as an asset to community planning. Despite engagement structures like the Senior Tenants Advisory Committee, meaningful engagement and leadership opportunities are lacking across the Corporation, and existing tenant leaders feel underutilized in decision-making. Tenants suggested that the tenant engagement model be redeveloped to more effectively gather and integrate the perspectives

²⁷ Toronto Seniors Housing Unit. Tenant Experience Survey: Results from Integrated Service Model Phase 1 Buildings. 2021. <https://www.torontohousing.ca/residents/Tenants-First/PublishingImages/ism/ISM%20Phase%201%20Tenant%20Experience%20Survey%20results.pdf>

of senior tenants into the design and delivery of services. Critical to this process will be ensuring that all tenants, regardless of their languages spoken, have opportunities to shape their community.

The selection of candidates for various committees involved in the design and delivery of the ISM should also focus on recruiting diverse seniors and balancing representation across the four regions. Tenants and staff reported that diversity and equity within the ISM needs more attention and effort.

Recommendations for Change – Tenant Engagement and Communication

Recommendation 9: Enhance accessibility of information on the ISM for tenants

Ideas from tenants and staff

Short-term (3-6 months)

- 9a. Enhance tenant access to the annual ISM program report (e.g., printed copy in building common rooms)
- 9b. Identify tenant leaders who speak multiple languages and would be willing to support interpretation for live events or written communications
- 9c. Co-create a glossary of frequently used terms to build consensus between tenant and staff

Medium-term (6-12 months)

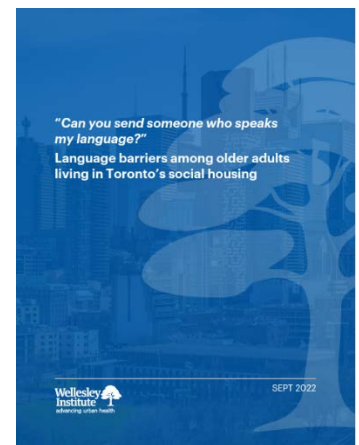
- 9d. Establish a building-level database available to all staff on prominent languages spoken by tenants, as well as guidance for the use and maintenance of the database

Resource

'Can you send someone who speaks my language?' Language barriers among older adults living in Toronto's social housing:²⁸ This recent report from the Wellesley Institute describes language barriers experienced by seniors living in

²⁸ Wellesley Institute, 'Can you send someone who speaks my language?' Language barriers among older adults living in Toronto's social housing, 2022 <https://www.wellesleyinstitute.com/wp-content/uploads/2022/09/Language-Barriers.pdf>

social housing in Toronto. It provides guidance for social housing providers to share information with tenants who have limited English proficiency in accessible and inclusive ways. The recommendations and action areas in this report can support advancement of Recommendation 9.



Recommendation 10: Enhance opportunities for tenant engagement and leadership

Ideas from tenants and staff

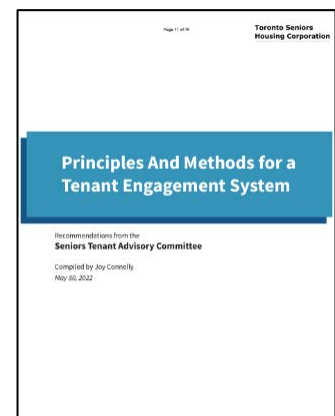
Medium-term (6-12 months)

- 10a. Provide building-level orientation for new and existing tenants to learn about leadership opportunities and events
- 10b. Enable each building to identify, train, and define tenant representatives in the way that is equitable and suits building-level needs
- 10c. Provide each building with a predictable, easy-to-access fund to support tenant-led activities
- 10d. Hold regular face-to-face social and recreational events at the building level (e.g., BBQs, holiday meals, social events) and establish a secure, tenant-only bulletin board to promote the events

Resources

*Principles and Methods for a Tenant Engagement System - Recommendations from the Senior Tenant Advisory Committee:*²⁹

A comprehensive, Council-directed report compiled by Joy Connelly through engagement with the Senior Tenants Advisory Committee to improve tenant engagement in Toronto Seniors Housing Corporation. The principles and methods described in the report informed recommendations and ideas presented here should serve as a foundation for the redevelopment of Toronto Seniors Housing Corporation's tenant engagement model.



*The missing link: creating opportunities for older people to participate in academic conferences:*³⁰

²⁹ Principles And Methods for a Tenant Engagement System: Recommendations from the Senior Tenant Advisory Committee (Compiled by Joy Connelly), 2022 <https://www.torontoseniorshousing.ca/wp-content/uploads/2022/06/QTEC-June-13-2022-Public-Agenda-package.pdf>

³⁰ Sheppard CL, Clohessy M, MacNeil C, Butler R. The missing link: creating opportunities for older people to participate in academic conferences. J Gerontol Soc Work. 2022 Sep 22;1-9. doi: 10.1080/01634372.2022.2124573. Epub ahead of print.

Toronto and exemplifies meaningful engagement. The authors make recommendations for promoting the engagement of seniors, including assigning meaningful roles, providing mentorship and support, access to literature and resources, recognition, and promoting opportunities for involvement. Recommendations in this study may be applicable to the Toronto Seniors Housing Corporation's broader efforts to engage tenants.

Spotlight

Toronto Seniors Housing Corporation is in the process of procuring an external facilitator to support the co-design of the new tenant engagement model with senior tenants. The *Principles and Methods for a Tenant Engagement System* report will inform this process.³¹ Tenant leaders will also be engaged in design of consultations, and a working group comprised of staff and tenants will be formed to finalize the re-designed model. The target is to approve the model at the executive level in the spring of 2023.

The Toronto Seniors Housing Corporation also intends to review the Tenant Action Funds and Tenant Funds Distribution Policy. This aligns with the tenant-identified opportunity to establish a predictable, easy-to-access fund to support tenant-led activities.

Highlights – Tenant Engagement and Communication

- By the end of 2021, the Senior Tenants Advisory Committee held 13 meetings, "Seniors Speak" newsletters were delivered to tenants quarterly, and two information sessions were delivered in buildings that rolled out the ISM.
- The Annual Tenant Experience survey is the only existing tool to systematically measure the tenant perspectives and has only been implemented once, prior to the ISM. Quantitative data is not available on tenant satisfaction and the overall tenant experience during ISM implementation.
- Direct engagements revealed the following priority issues: an urgent need to leverage tenant leaders in community planning, a desire to receive more accessible information about the ISM, ongoing language barriers for tenants whose primary language is not English, and a need for responsive and respectful tenant engagement and communication.

³¹ Principles And Methods for a Tenant Engagement System: Recommendations from the Senior Tenant Advisory Committee (Compiled by Joy Connelly), 2022 <https://www.torontoseniorshousing.ca/wp-content/uploads/2022/06/QTEC-June-13-2022-Public-Agenda-package.pdf>

- Recommendations for this innovation are focused on enhancing accessibility of information about the ISM and enhancing opportunities for tenant engagement and leadership.

Key Performance Indicators

Over the first year of implementation of the ISM, the City collected data from Toronto Seniors Housing Corporation and health partners (e.g., Home and Community Care Services and Supports, Toronto Police, Toronto Paramedics, Toronto Fire) to establish a baseline understanding of the model's early impact.

While gathering input on these indicators was not the initial focus of this evaluation, feedback was shared by tenants and staff across direct engagements on various challenges and areas for improvement.

What we learned from tenants and staff

Tenants and staff reported some dissatisfaction with the key performance indicators and shared potential solutions for strengthening and streamlining the indicators collected.

"[We] need to find the best way to move forward with these KPIs [and] identify what needs to be modified." -Staff

"KPIs are just one way to evaluate these innovations." –Staff

Some tenants identified a pressing absence of indicators to assess tenant satisfaction and the quality of staff-to-tenant relationships. Tenants highlighted that the number of newsletters circulated or information sessions held does not effectively capture or reflect improvements in engagement and trust. Additionally, the Tenant Experience Survey, which does include items on tenant satisfaction with staff, has not been administered since 2020.

Tenants also shared that sociodemographic characteristics of tenants as well as measures of tenant engagement and satisfaction need to be captured better on a routine basis, such as through the Tenants Needs Assessment or Tenant Experience Survey.

Recommendations for Change – Key Performance Indicators

Recommendation 11: Work with tenants and staff to develop additional key performance indicators and related data collection tools that measure tenant-staff relationships

Ideas from tenants and staff

Medium-term (6-12 months)

- 11a. Co-develop, circulate, and analyze an annual tenant experience survey, including items on tenant satisfaction, wellbeing, quality of relationships with staff, and other indicators as determined in collaboration with tenants
- 11b. Develop data collection tools that assess tenant awareness of staff (scope, role, how to contact)
- 11c. Develop indicators to assess staff competency and awareness of tenant issues and priorities, and guidance on how this data should be used and managed

Recommendation 12: Establish data collection guidance for key performance indicators to promote quality and consistency

Ideas from tenants and staff

Medium-term (6-12 months)

- 12a. Expand collection and analysis of tenant needs assessment data, including improved collection of socio-demographic characteristics, at the building and regional level to identify strategic areas for service provision and opportunities to address barriers for equity-deserving groups
- 12b. Leverage service use data collected from partner organizations to identify service gaps and areas for intervention

Highlights – Key Performance Indicators

- Data is collected by Toronto Seniors Housing Corporation, Toronto Police, Toronto Paramedics, Toronto Fire and Ontario Health to measure the outcomes and impact of the ISM.
- Tenants and staff shared concerns with the current set of key performance indicators collected to measure the impact of the ISM. These include gaps in monitoring tenant satisfaction, assessing the impact of staff-to-tenant relationships, and concerns with the quality and utility of the current indicators.
- Recommendations for this innovation are focused on addressing gaps in the data, specifically around the tenant experience and staff-to-tenant relationships, and enhancing the quality and consistency of the full scope of data collected.

WHAT'S NEXT? ADVANCING THE RECOMMENDATIONS

This report evaluates the first year of ISM implementation, including concrete recommendations and ideas directly from those living and working in Toronto Seniors Housing Corporation buildings to improve the model in the short-, medium-, and long-term.

The City and senior tenants share a vested interest in supporting the Toronto Seniors Housing Corporation to be a success in leading, implementing, and advancing the ISM to better support tenants health and housing needs. The transition to the Toronto Seniors Housing Corporation should not just reflect a change in the management of the 83 seniors buildings and proceeding with business as usual. Instead, this transition should signal a departure from the legacy of Toronto Community Housing Corporation and a moment of transformation in social housing for seniors.

Much has been achieved in the first year of ISM implementation, and the tenants and staff engaged in this evaluation expressed appreciation for the significant progress and potential of this new service model. Tenants and staff also pointed to emerging and longstanding gaps and issues at the unit, building, regional, and corporate level, offering actionable and innovative recommendations in response. The ongoing and meaningful engagement of senior tenants will be critical in realizing these recommendations and improving the ISM.

The Toronto Seniors Housing Corporation is currently co-developing a new engagement model with tenants. The successful redevelopment of the engagement model provides an opportunity to tailor the ISM to the unique needs of each building in collaboration with senior tenants, as suggested throughout this report. Systems must be in place to engage tenants, ensure each building has sufficient tenant representation, and foster trusting relationships among tenants and staff.

Now is the time to listen and act, to draw on the content of this and other key reports, and work with tenants to translate their priorities into tangible changes in policy, programming, and practice.

The City will continue to provide strategic support to the Toronto Seniors Housing Corporation to advance these recommendations and foster vibrant, active, and inclusive tenant communities. In particular, the 'ideas from the City' woven throughout this report provide promising avenues for collaboration to improve ISM implementation and better address tenant needs.

We look forward to walking this path together.

Appendix 1 – ISM Logic Model

Table 5. Logic Model for the ISM

Issue	Seniors living in social housing are disproportionately affected by poverty, social isolation, mobility issues, and cognitive and health challenges that negatively impact their wellbeing. Staff in the seniors-designated buildings are assigned to support a high number of units and are required to travel between buildings, negatively impacting their ability to build relationships with and support tenants. Furthermore, services in these buildings are often inconsistent and inadequate, and there is a lack of integration between housing and health services for senior tenants.			
Tenant Priorities	Senior tenants living in Toronto Seniors Housing Corporation buildings have identified the following four priorities: (1) To live in buildings and units that are clean and well-maintained; (2) To feel safe in their homes and communities; (3) To have increased access to programs, services and supports that meet their needs; (4) To receive more frequent and proactive communication that is timely and respectful.			
Objectives	The objectives of the Integrated Service Model are to: (1) Foster relationships of trust between housing staff and senior tenants; (2) Improve the delivery of housing services, with an increased focus on issues that impact housing stability for senior tenants; (3) Increase access to health and community support services through enhanced partnerships with community agencies and integration of services directly in TCHC buildings			
Target Group	Seniors living in the 83 seniors-designated buildings operated by the Toronto Seniors Housing Corporation (formerly Seniors Housing Unit at Toronto Community Housing)			
Inputs	City of Toronto partnership, Home and Community Care Services (formerly Toronto Central Local Health Integration Network) partnership, community agencies, research partnerships			
Strategies (Innovations)	Staffing Model	Housing Operations & Policies	Seniors Health & Wellness	Designated Care Coordinators
Activities	<ul style="list-style-type: none"> Delete Tenant Services Coordinator and Tenant Services Coordinator roles Create Seniors Services Coordinator, Tenant 	<ul style="list-style-type: none"> Create and implement seniors-specific housing policies in priority areas¹ 	<ul style="list-style-type: none"> Identify agencies to act as partners Locate/create space Engage with tenants and partners to identify 	<ul style="list-style-type: none"> Assign designated Care Coordinators to each building

	<p>Services Administrator, and Support and Engagement Supervisor roles</p> <ul style="list-style-type: none"> • Increase staffing levels • Identify partners for training • Train staff on seniors issues 	<ul style="list-style-type: none"> • Create the Senior Tenant Advisory Committee • Host quarterly tenant town halls 	<p>service offerings and programs for initiatives</p>	<ul style="list-style-type: none"> • Develop tenant referral processes • Host integrated team meetings with health and housing staff
Outputs	<ul style="list-style-type: none"> • # staff hired • # and type of training curriculums developed and offered • # staff trained • # of team meetings • Feedback from housing staff 	<ul style="list-style-type: none"> • # of policies revised/created • # of policies implemented • # of Senior Tenant Advisory Committee meetings • # of tenants at town halls • Feedback from tenants 	<ul style="list-style-type: none"> • # of partner agencies identified • # of tenants engaged • Menu of programs and services available • # created • Feedback from tenants & partners 	<ul style="list-style-type: none"> • # of Care Coordinators assigned to buildings • # of tenants referred to Care Coordinators • # of integrated team meetings • Feedback from health partners
Short-Term Outcomes	<ul style="list-style-type: none"> • ↓ staff to tenant ratio • ↑ tenant awareness of housing staff • ↑ staff knowledge of seniors' issues and support services 	<ul style="list-style-type: none"> • ↑ awareness of policy changes among tenants and staff • ↑ compliance with policies • ↑ tenant engagement in building operations 	<ul style="list-style-type: none"> • ↑ awareness of programs and services among tenants and housing staff • ↑ access to programs and services among tenants 	<ul style="list-style-type: none"> • ↑ communication between housing and health staff • ↑ number of tenants connected to community support services
Intermediate Outcomes	<ul style="list-style-type: none"> • Improved relationship between tenants and housing staff (↑ tenant satisfaction, ↑ communication) 			

	<ul style="list-style-type: none"> • Improved delivery of housing services, including condition of units and buildings (↓ pests, ↓ moderate or excessive hoarding) and ability to manage tenancy (↓ total arrears, ↓ retroactive arrears, ↓ active legal files, ↓ tenant evictions) • Improved access to health and community support services (↑ access to TC LHIN funded services, ↓ crisis long-term care placements)
Long-Term Outcomes	Senior tenants have an increased ability to age in place with dignity and in comfort.

Appendix 2 – Questions for Direct Engagements with Tenants and Staff

Questions that guided focus groups and interviews with tenants

Staffing and Training Questions

1. Do you know and trust the staff in your building and find them helpful? Do staff help you meet your needs?
2. Do you know the Senior Services Coordinator working in your building? Did you know that part of their role is to help tenants to access services they may need?
3. Is staffs' communication with tenants appropriate, good, timely, respectful, and considerate of language preferences?
4. What types of staff are needed in the building to better support you?
5. What are your top recommendations for improvement in this area?

Policies and Procedures Questions

6. Do you feel more satisfied with the operations and services in your building since the ISM began to roll out in 2021?
7. Do you feel safe in your building? Are you happy with maintenance and cleanliness?
8. What policies continue to be challenging for you, or do you feel need changing? (For example: annual rent review, eviction, arrears)
9. What are your top recommendations for improvement in this area?

Seniors Health and Wellness

- The Seniors Services and Long-Term Care Division engaged the Health Commons Solutions Lab to conduct a separate evaluation of the Seniors Health and Wellness innovation of the ISM. The process led by Health Commons took place during the summer of 2022, and focused on gathering tenant input on the seniors health and wellness component of the ISM.
- The City brings the input and recommendations outlined in the Health Commons report forward, rather than duplicating efforts to gather input on this innovation.

Care Coordinators and Health Partnerships Questions

10. Do you feel like you and other tenants can access the services you need to be able to continue living independently?
11. Do you think the services offered in your building fit tenants' needs and are helpful to tenants?
12. What services would help senior tenants to continue living independently (e.g. health supports in the building, food, homemaking, laundry, or other ideas)?
13. Are you aware that each building has or will have a designated Care Coordinator from the Province to help tenants to access government-funded health and community support services?
14. What are your top recommendations for improvement in this area?

Tenant Information, Engagement and Consultation Questions

15. Which information and engagement channels do you find most helpful for learning about, and giving feedback on, the changes being made in the building (e.g., Formal tenant engagement system, Quarterly Seniors Speak newsletters, Regional town halls, Tenant social events, Other)?
16. What are your top recommendations for improvement in this area, specifically regarding engagement with tenants around staffing, building policies/procedures, and health and community services?

General/Overall Question

17. Overall, what suggestions do you have to make the buildings better for senior tenants?

Questions that guided focus groups and interviews with staff

Staffing and Training Questions

1. Do you think the new staffing model works well? Can you share some advantages or challenges of the new model that you see in your role as the building Super?
2. Do you feel tenants know and understand the role of the SSC, and how could this be improved or supported?
3. Are there any coordination/collaboration gaps/needs among SSCs, TSAs and you in a building?
4. What supports/resources would help you better perform your roles and responsibilities in the buildings?

5. Do you feel that after attending the different training sessions that are being held, you gain good knowledge, resources and tools to support senior tenants in your building/s?
6. What would help you feel better equipped to support senior tenants specifically, and meet their unique needs?
7. What are some of the challenges you face in terms of connecting to tenants, fostering strong relationships of trust and addressing their concerns?

Policies and Procedures Questions

8. Do you think the new or updated procedures and policies that have been updated, drafted and/or tested under ISM better meet the needs of senior tenants?
9. Which policies and procedures continue to be most challenging for senior tenants, in your view?
10. Have you and the tenants been able to keep pace with the changing procedures/policies?
11. Have these been helpful to you and the new ISM staff in terms of improved communications and better relationships with the tenants?

Care Coordinators and Health Partnerships Questions

12. How do you find the partnership with provincial Care Coordinators (CCs)? Are you aware about the role of CCs and that the SSCs can help refer tenants to the CCs? Do you see any challenges in this pathway?
13. Do you think this innovation and joint training of CCs and
14. Do you think the joint training between SSCs and the provincial Care Coordinators (CCs) has been helpful in strengthening the relationship between the two roles and organizations (TCHC and HCCSS)?
15. Do this innovation and joint training have been able to build a smooth referral process for tenants? Do you face any challenges in this regard?
16. Is the building Super aware of the role of CCs and that the SSCs can help refer tenants to the CCs. Do you see any challenge in this pathway?

General/Overall Question

17. What are your top recommendations for improving the delivery of the ISM in the buildings going forward?

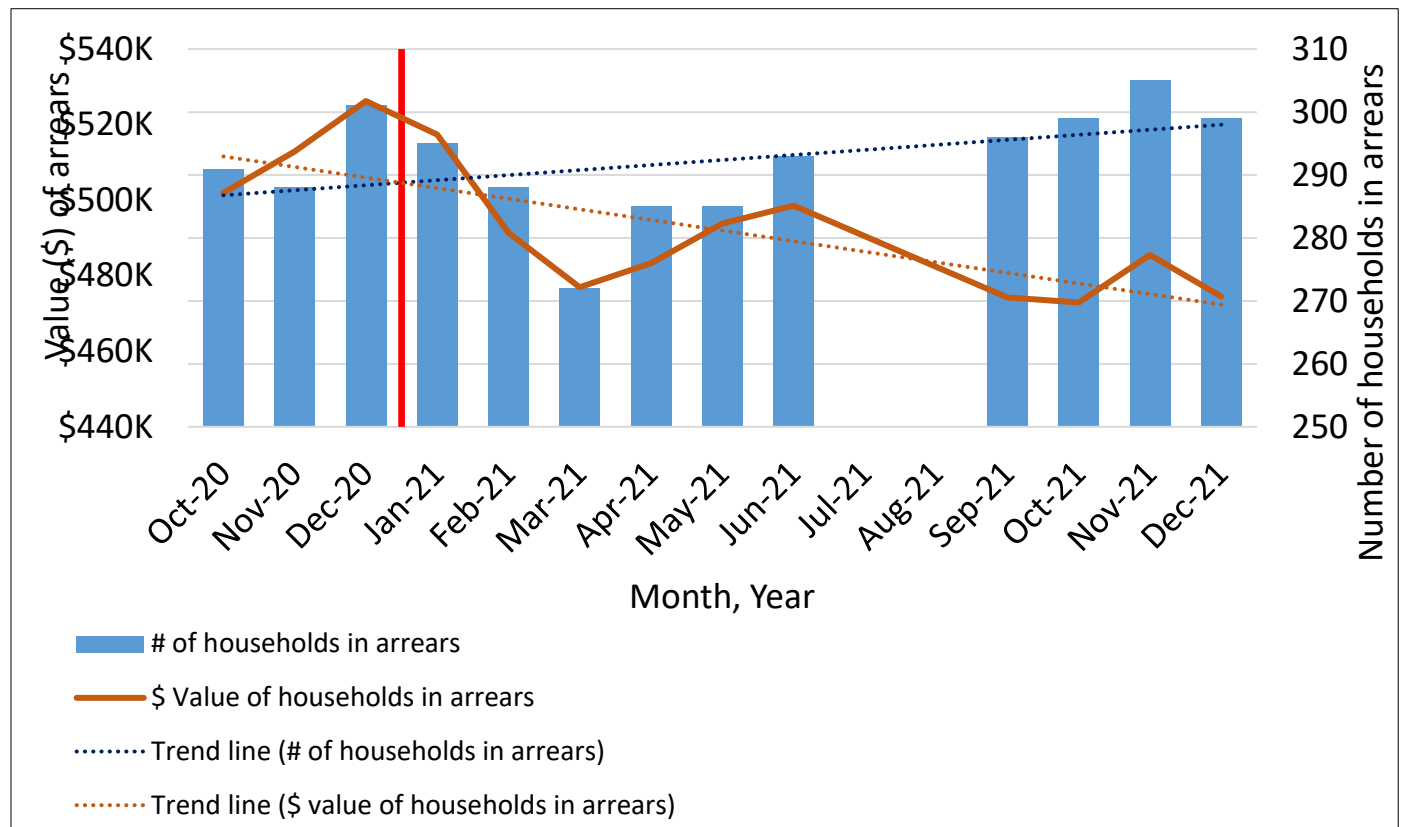
Appendix 3 – Key Performance Indicator Figures

Below are the figures depicting key performance indicators referred to throughout the report.

Tenancy Management – Key Performance Indicators (see page 23 and 24)

Figure 1. Number and Value (\$) of Arrears

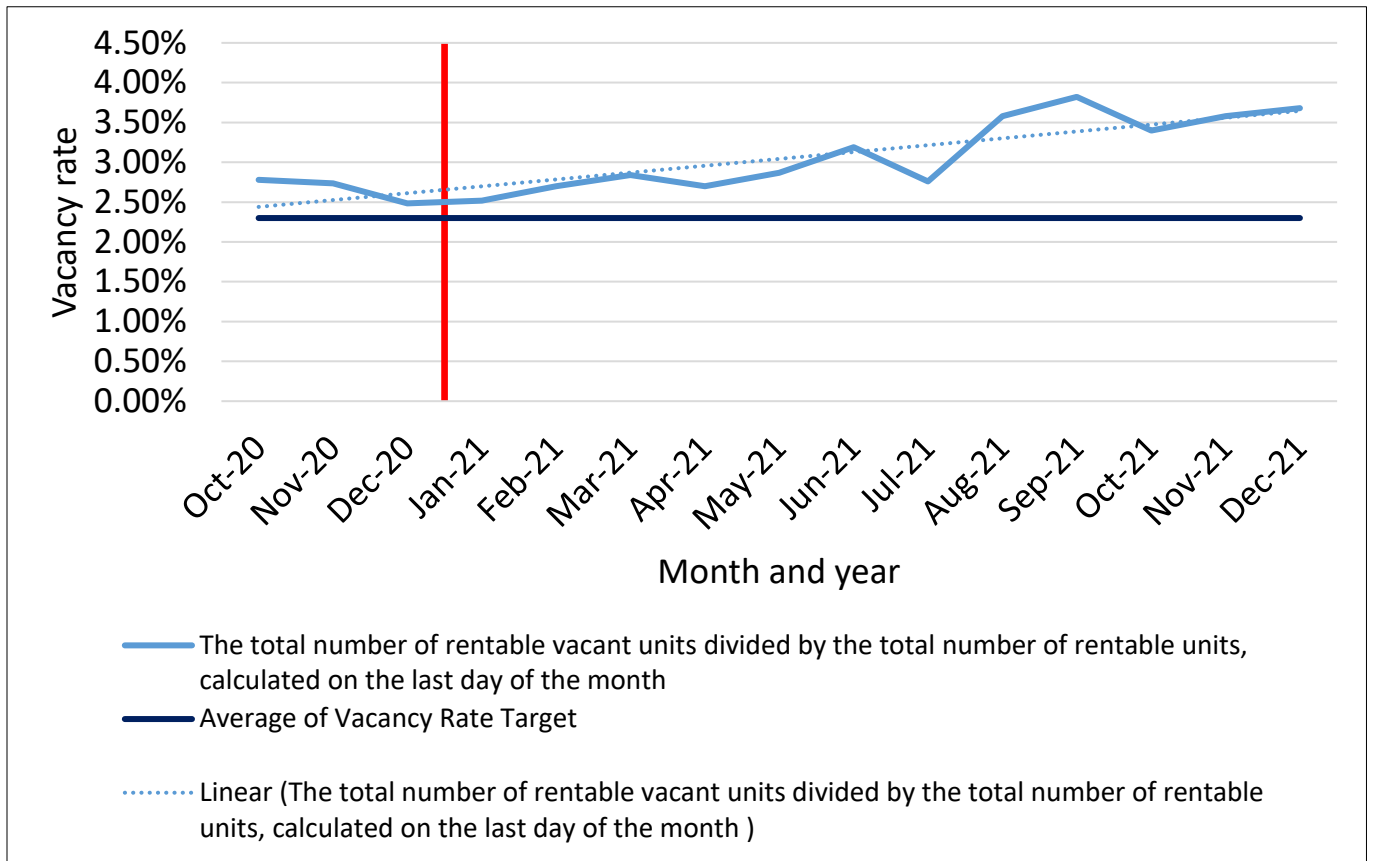
Expected trend: decrease for both value and number of households



Source: Toronto Seniors Housing Corporation

Figure 2. Vacancy Rate (target 2.3%)

Expected trend: decrease



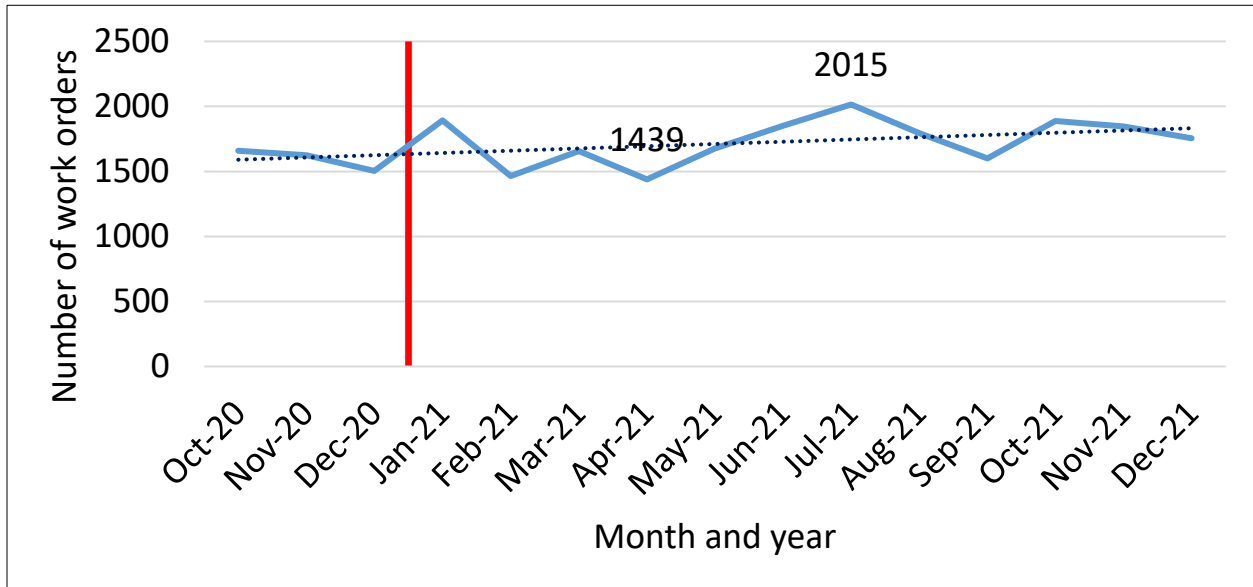
Source: Toronto Seniors Housing Corporation

Note: Vacancy rate is the total number of rentable vacant units divided by the total number of rentable units, calculated on the last day of the month.

Property Management – Key Performance Indicators (see page 30)

Figure 3. Number of Maintenance Requests (Work Orders) Created

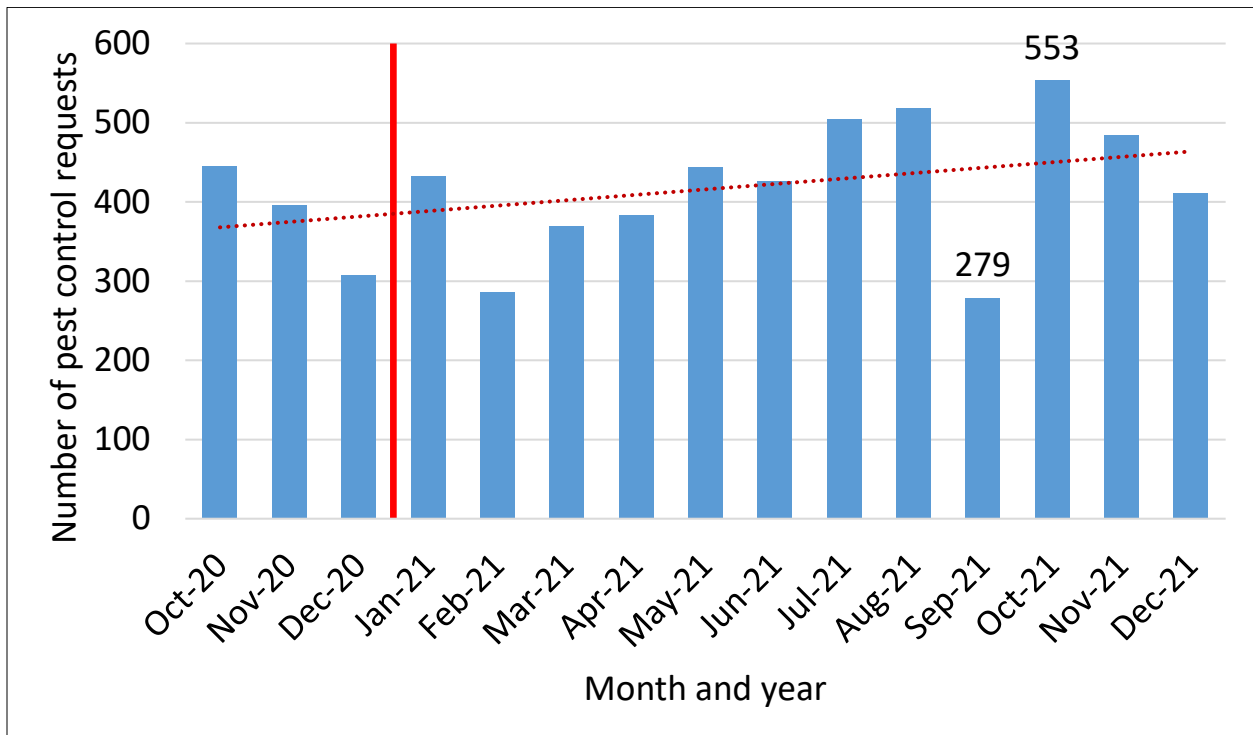
Expected trend: increase then decrease



Source: Toronto Seniors Housing Corporation

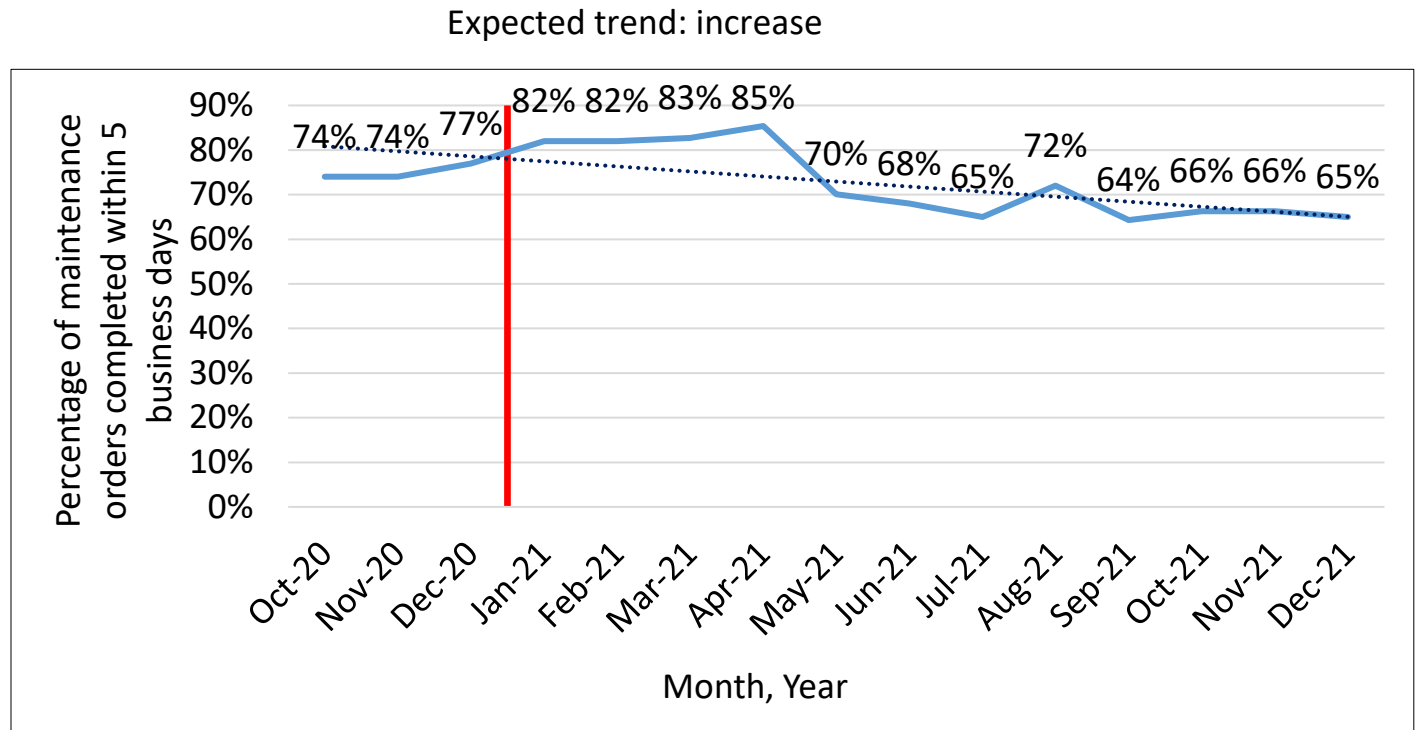
Figure 4. Number of Pest Control Requests (Work Orders) Created

Expected trend: decrease



Source: Toronto Seniors Housing Corporation

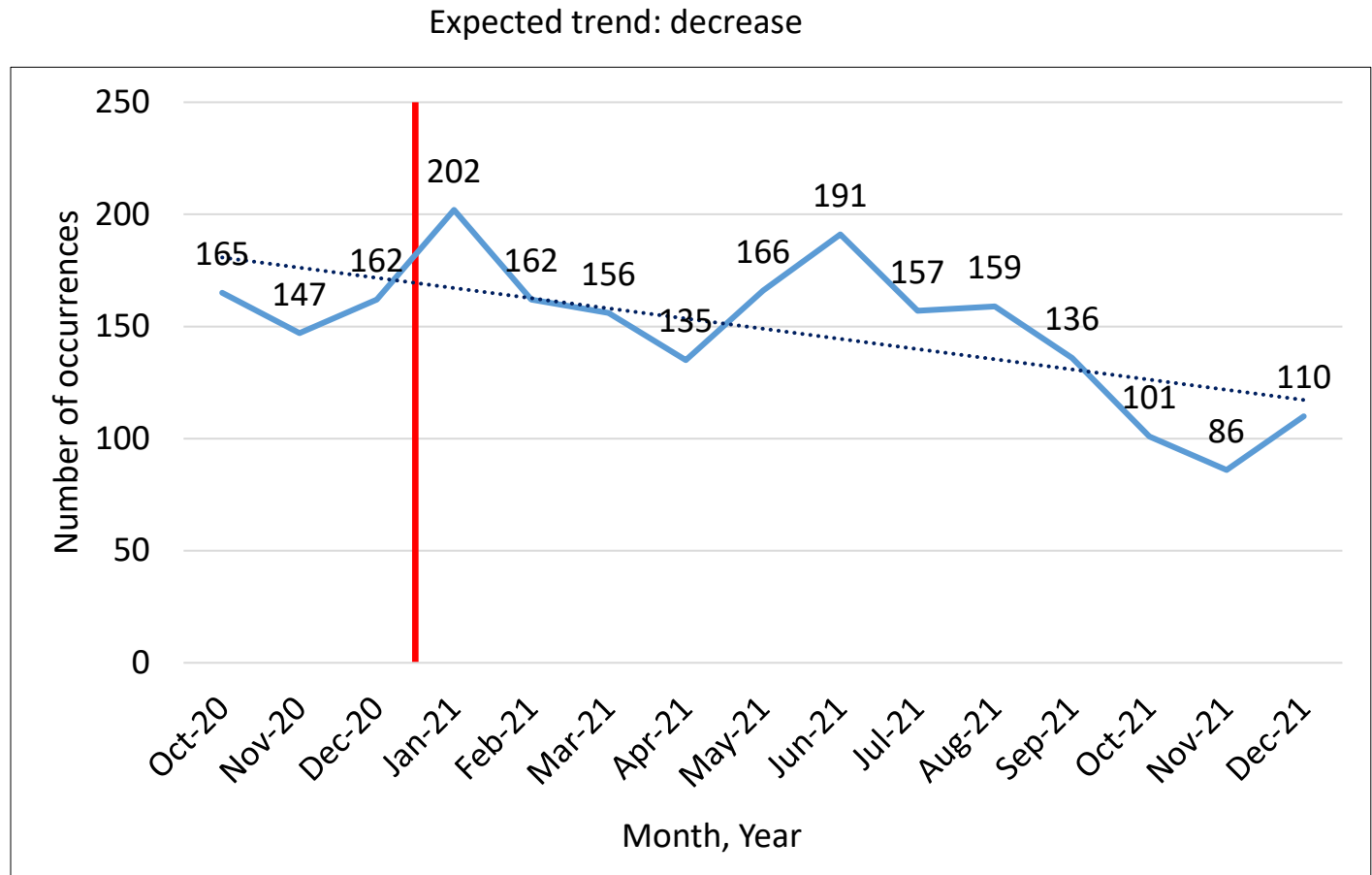
Figure 5. Proportion of Maintenance Request Work Orders Closed in Five Business Days (Service Level)



Source: Toronto Seniors Housing Corporation

Community Safety – Key Performance Indicators (see page 30 and 31)

Figure 6. Community Safety Unit Events

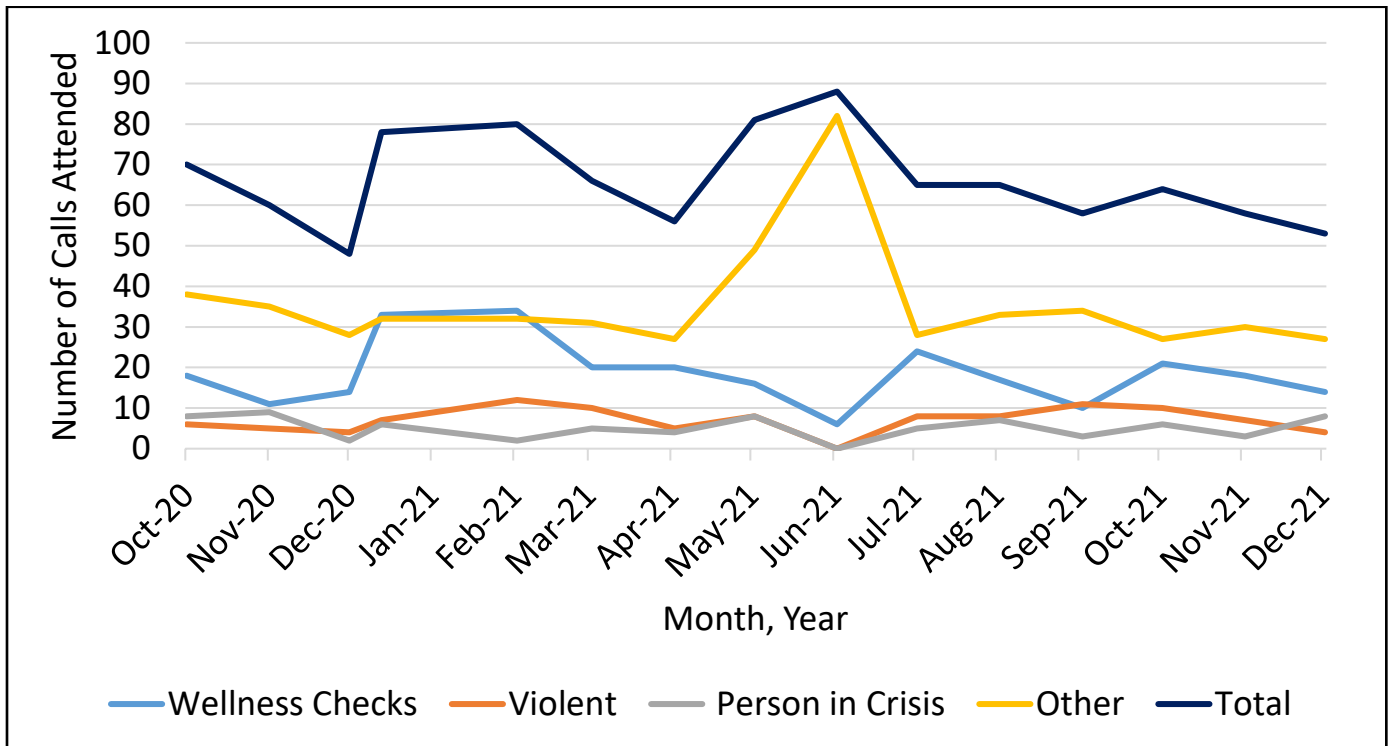


Source: Toronto Community Housing Corporation – Community Safety Unit

Note: Types of community safety occurrences the unit responds to include: anti-social behavior, arson, warrants, disputes and serious violent incidents.

Figure 7. Number and Type of Calls attended to by Toronto Police

Expected trend: decrease

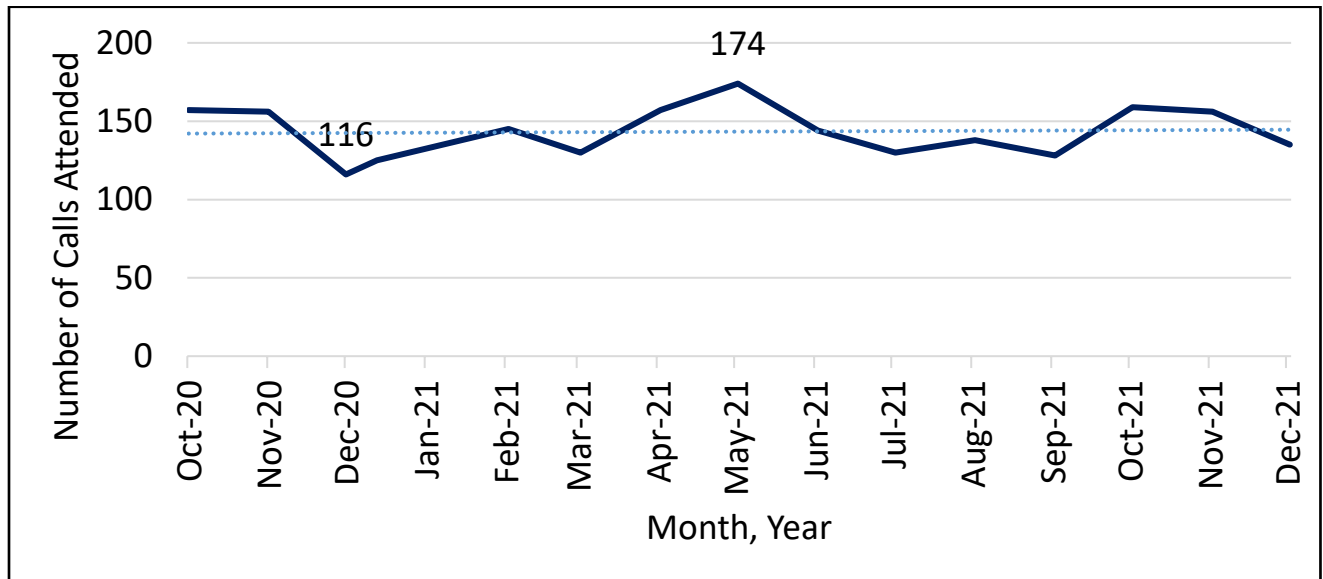


Source: Toronto Police Services

Note: "Wellness checks" refers to address and wellness checks. "Violence" refers to assault and weapons related calls. "Person in crisis" refers to attempt or threatened suicide, person in crisis, or overdose. "Other" refers to calls that did not fall into these categories.

Figure 8. Number of Calls attended to by Toronto Paramedics

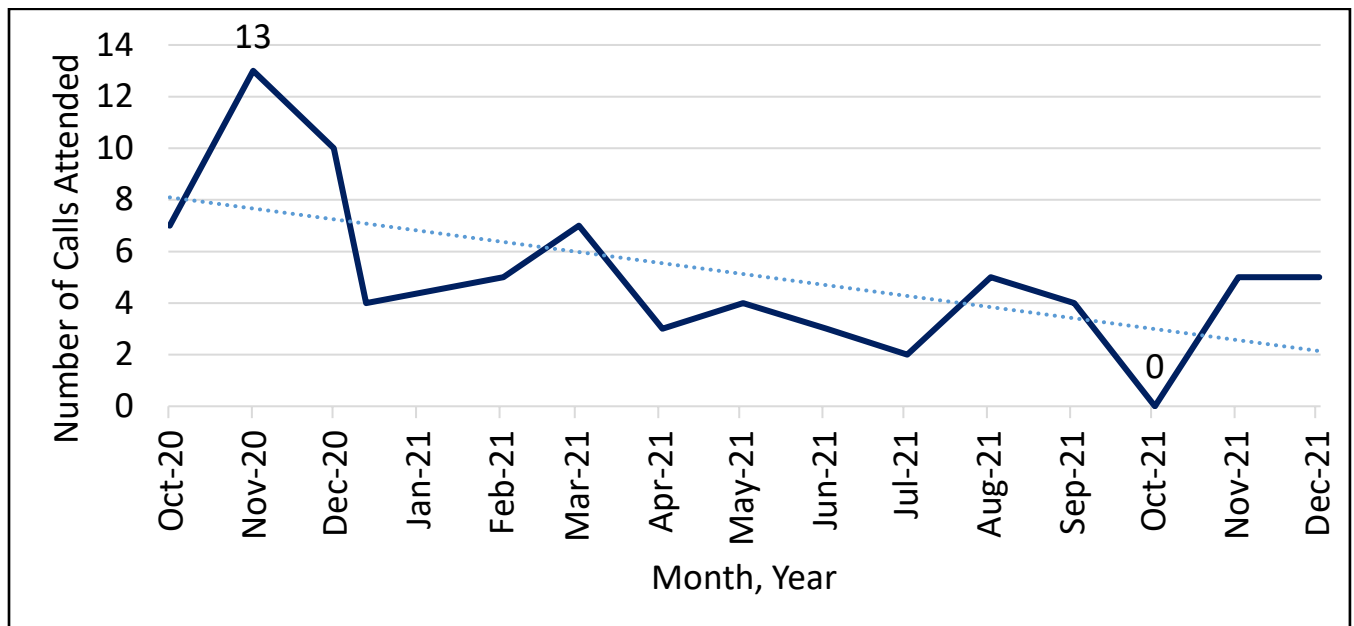
Expected trend: decrease



Source: Toronto Paramedic Services

Figure 9. Number of Calls attended to by Toronto Fire

Expected trend: decrease



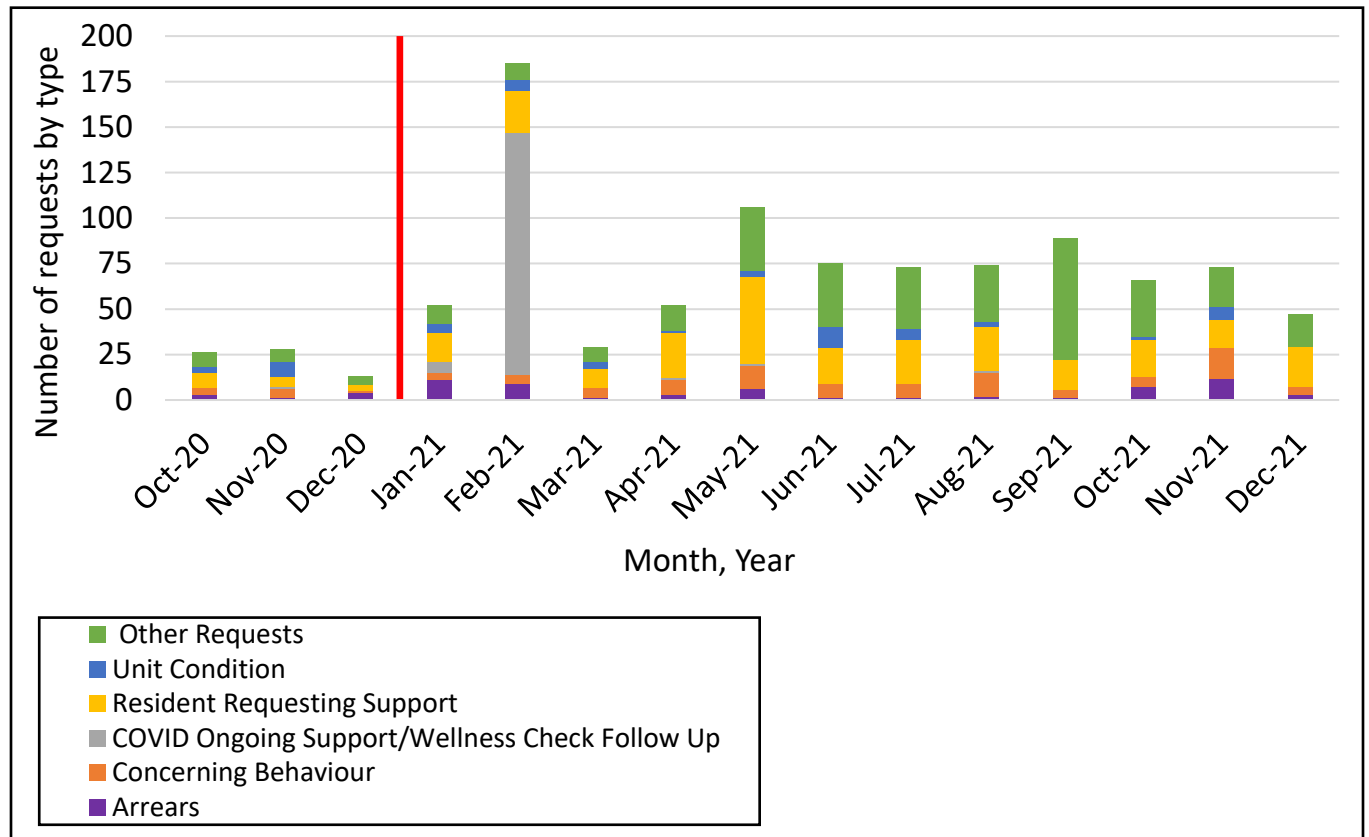
Source: Toronto Fire Service

Note: Fire calls includes calls attended for real fire events, and pre-fire conditions (e.g., a pot on a stove causes a smoke alarm to go off, but a fire is not caused).

Tenant Access to Community Support Services and Home Care – Key Performance Indicators (see page 41 and 42)

Figure 10. Number and Type of Tenant and Community Service Support Requests Created

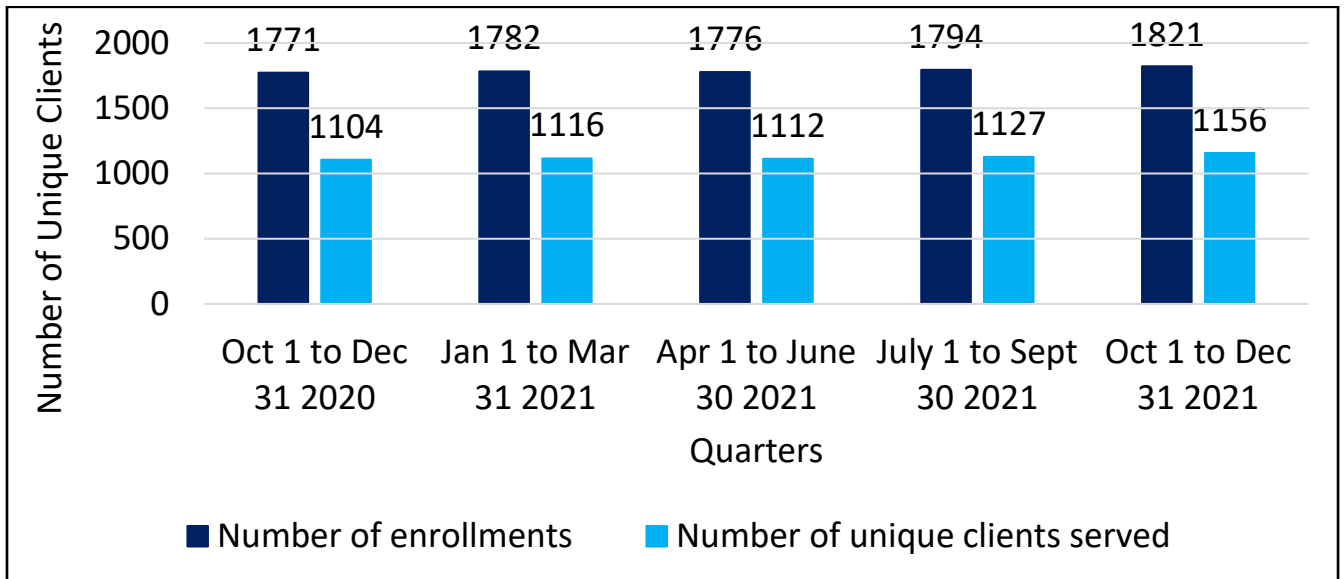
Expected trend: increase then decrease (in the number of requests created)



Source: Toronto Seniors Housing Corporation

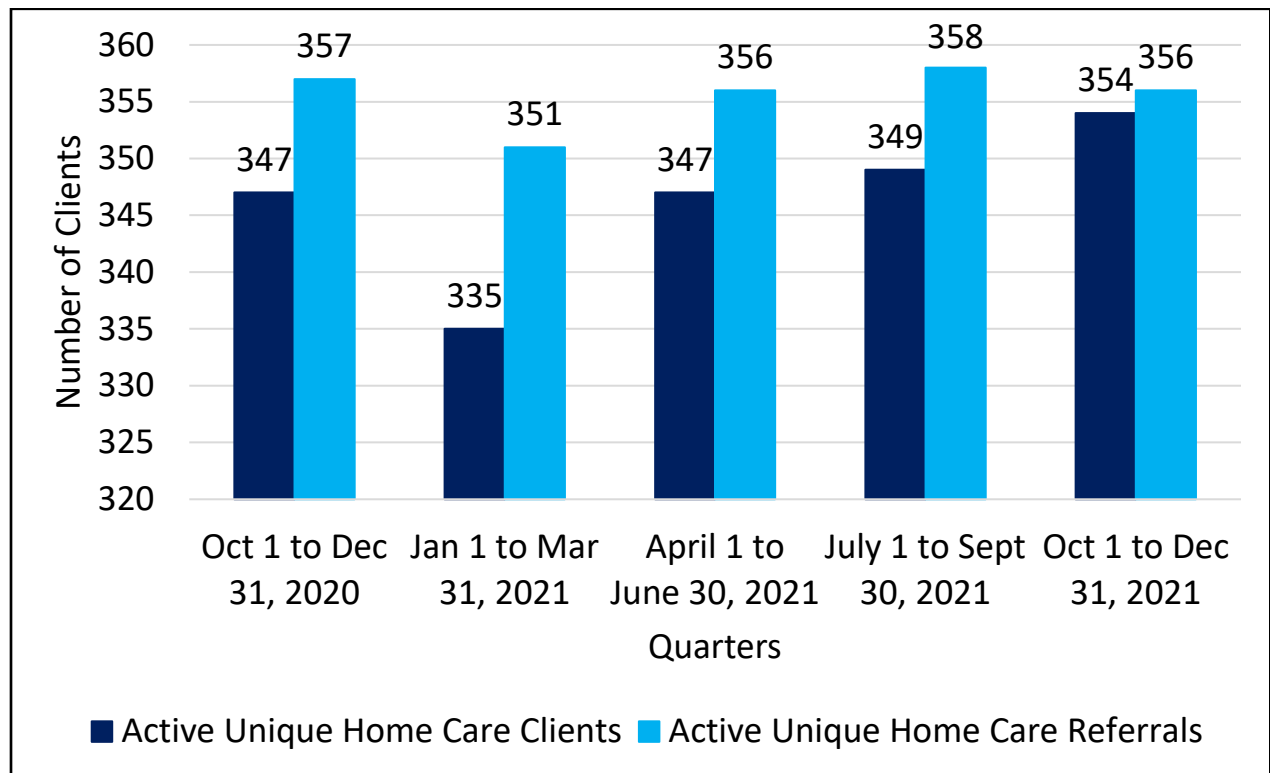
Note: Toronto Seniors Housing Corporation combined the number of service request types with low numbers into the ‘Other Requests’ category, including: critical incident follow up, external service provider requests, internal unit transfer, loss of subsidy, support relocation of tenant, soft landing support, vulnerable person door knock, and vulnerable person telephone. Toronto Seniors Housing also merged two COVID-related categories: ongoing support and wellness check follow-up.

Figure 11. Tenant Access to Services funded by Ontario Health (formerly Toronto-Central Local Health Integration Network)



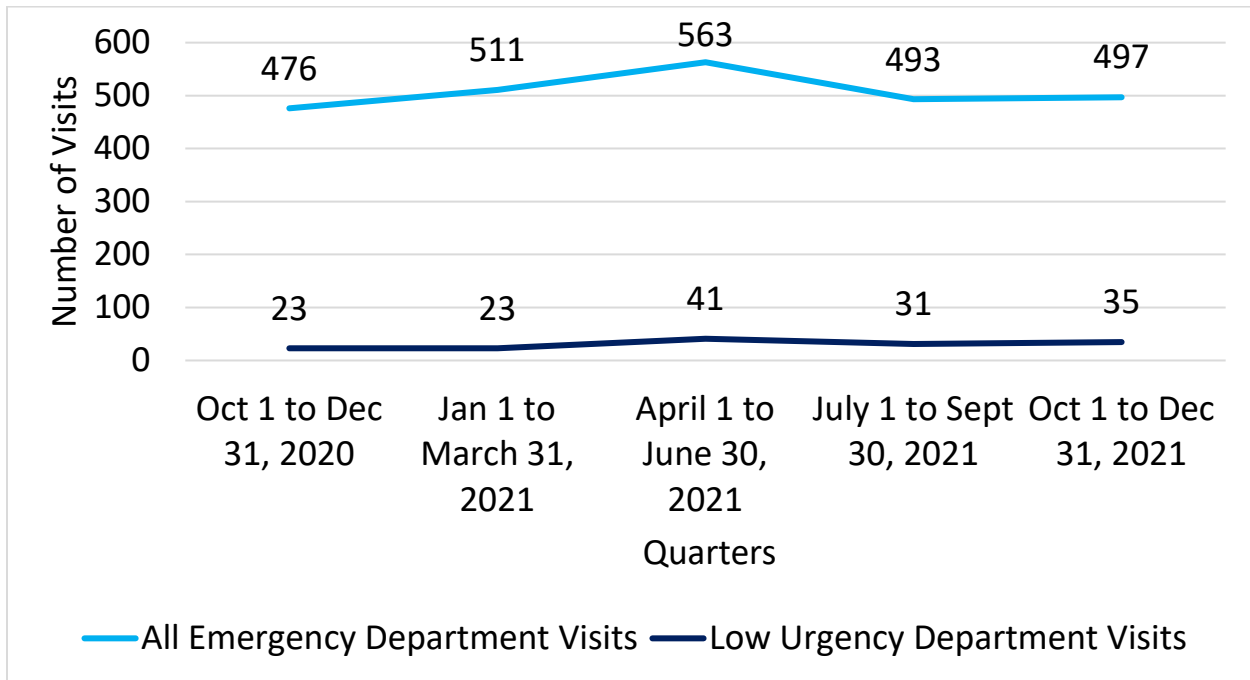
Source: Ontario Health

Figure 12. Active Clients and Referrals to Home Care Services funded by Ontario Health (formerly Toronto-Central Local Health Integration Network)



Source: Ontario Health

Figure 13. Emergency Department Visits among Tenants



Source: Ontario Health

Note: Urgency of emergency department visits is based on the Canadian Triage and Acuity Scale score of 4 or 5. Level 4 refers to less urgent visits, where conditions that relate to patient distress or potential complications would benefit from intervention. Level 5 refers to non-urgent visits or conditions that are non-urgent, or may be part of a chronic problem.