

TORONTO SENIORS HOUSING CORPORATION

Board of Directors Meeting Package

Date: April 3, 2023

Time: 4:00 P.M. – 6:00 P.M.

Location: WebEx

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**Item #3
Toronto Seniors Housing Corporation
BOARD OF DIRECTORS MEETING
Date: April 3, 2023
Time: 4:00 – 6:00pm
Location: Webex & Livestream
Public Session AGENDA**

Item	Time	Description	Action	Supporting Documents	Presenter
1.	4:00 2min	Chair's Remarks	Information	N/A	Fareed Amin
2.	4:02 2min	Land and African Ancestral Acknowledgements	N/A	N/A	Chair
3.	4:04 1min	Approval of Public Meeting Agenda	Approval	Agenda	Chair
4.	4:05 1min	Chair's Poll re: Conflict of Interest	Declaration	N/A	Chair
5.	4:06 85min	Interim Strategic Directions and Key Performance Indicators	Information	CEO Introduction (5 min) Report and Discussion from QTEC (10 min) KPIs Presentation (30 min) Roadmap (35 min) Conclusion (5 min)	Tom Hunter Linda Jackson Grant Coffey Mary Tate
6.	5:31 1min	Motion to move into Closed Session	Approval	N/A	Chair
7.	5:32 1min	<i>Confidential report</i>	Approval	N/A	Chair

Toronto Seniors Housing Corporation

Item	Time	Description	Action	Supporting Documents	Presenter
8.	5:33 15min	<i>dealing with matters that are not required to be disclosed under the</i>	Information	Report and Presentation	Tom Hunter/ Dave Slater
9.	5:48 1min	<i>Municipal Freedom of Information and Protection of Privacy Act, including but not limited to personal matters about identifiable individuals, a proposed or pending transaction with a third party, and recommendations of proposed policy or processes</i>	Approval	N/A	Chair
10.	5:49 1min	Motion to Approve Closed Sessions Decisions	Approval	N/A	Chair
11.	5:50 1min	Motion to Approve Adjournment of the Board Meeting	Approval	N/A	Chair

**Toronto Seniors Housing Corporation
Board of Directors Meeting**

Topic: Interim Strategic Directions

Item #5

Date: April 3, 2023

Report: BD: 2023 11

To: Board of Directors

From: Mary Tate
Advisor, Interim Strategic Directions and Quality Improvement

Date: April 3, 2023

Purpose:

The purpose of this report is to provide the Board of Directors with the following documents for discussion purposes:

- Interim Strategic Directions Consultation Feedback and Recommendations
- Interim Strategic Directions (Proposed Revision Version, Draft for Discussion Purposes)
- Expected Outcomes Linked to Strategic Initiatives and Actions and Proposed Metrics
- Interim Strategic Directions Roadmap -- Draft

Recommendation:

It is recommended that the Board receive this report and the attached documents for information.

Reason for Recommendation:

Background:

In September 2022, The TSHC Board decided to **develop interim strategic directions and actions for 12 – 18 months** rather than embarking on a full strategic planning process because:

- Limited capacity to undertake a full strategic planning process with extensive engagement currently
- Permanent leadership team is not yet in place; delay in undertaking full strategic planning allows for involvement of the full leadership team
- A strategic plan in 12-18 months would benefit from the experience 12 to 18 months of operation
- Several reports and documents and results of TSHC tenant engagement to date can inform interim strategic directions

The process to date for developing the Interim Strategic Directions for the April 2023 TSHC Board of Directors discussions included:

- Reviewed > 25 documents and materials as they related to the TSHC
 - See Appendix 1
- Developed draft Interim Strategic Directions (ISD), including a draft vision, mission, strategic objectives, strategic initiatives and actions
- Conducted a workshop with the TSHC Board of Directors in December, and revised the draft based on Board input
- Conducted 8 workshops throughout January and February 2023
 - Engaged ~ 150 participants in discussion of the draft ISD to hear comments, ideas and issues relating to future directions for the TSHC.

- This included STAC, the TSHC Extended Leadership Team, TSHC Regional Operations, Corporate TSCH staff, City of Toronto, Health & Social Services Partners and TCHC
- Summarized “what we heard” during consultation re: vision, mission, strategic objectives and initiatives
- Recommended changes to the ISD, including 3 overarching themes/principles that emerged in the consultation
- Developed draft outcome measures for the strategic objectives and initiatives

On March 9, the Quality and Tenant Engagement Committee met and discussed the Interim Strategic Directions. The discussion focused on the consultation feedback and proposed recommendations for changes to the vision, mandate, values and strategic objectives. The QTE committee supported the proposed changes to these aspects of the Interim Strategic Directions, with comments that the material could be edited to streamline the language and reduce repetition.

The QTEC suggested that the focus of the Board conversation on April 3, 2023 could be the proposed Key Performance Indicators and the Interim Strategic Directions Roadmap.

Description and Purpose of Attached Documents

Attachment 1: Interim Strategic Directions Consultation Feedback and Recommendations (Discussion Document)

This was a discussion document for Quality and Tenant Engagement Committee (QTEC) and is provided for the information of the Board. It has three purposes:

- Provide information on the results of the consultation on the Interim Strategic Directions which were based on a version that reflected the Board's input in December 2022

- Suggest recommended changes to the Interim Strategic Directions based on the consultation
- Provide suggested approaches for Key Performance Indicators (KPIs) and the Implementation Roadmap to be included in the Interim Strategic Directions

Attachment 2: Interim Strategic Directions (Proposed Revised Version, Draft for Discussion Purposes)

This proposed revised version of the ISD document shows what it would look like if the recommendations in the first document were accepted.

This is provided for the information so that the Board can see where the ISD is heading as a result of the consultations. This document is a draft which will be revised based on input from QTEC and the Board. A revised version will be provided for approval of the Board at its April 27 meeting.

Attachment 3: Expected Outcomes linked to Strategic Initiatives and Actions and Proposed Metrics

Proposed outcome measures are incorporated into the Draft Interim Strategic Directions document. This attachment provides greater detail on KPIs, including metrics for each initiative/action. This document has been reviewed with STAC and TSCH managers. It is provided for discussion by the Board.

Attachment 4: Interim Strategic Directions Roadmap – Draft

The development of the roadmap to implement the Interim Strategic Directions is still in progress. This document provides a draft roadmap for discussion by the Board.

It includes a description of the assumptions that are being used to develop the roadmap for consideration by the Board. It also includes draft actions to be completed within the 12 – 18 month timeframe of the Interim Strategic Directions for discussion. The actions will be further discussed with management to finalize the roadmap.

Note: The Interim Strategic Directions, the KPIs and the roadmap will be aligned for consistency following discussion by the Board.

Name: Mary Tate

Title: Advisor, Interim Strategic Directions and Quality Improvement

List of Attachments:

Attachment 1: Interim Strategic Directions Consultation Feedback and Recommendations (Discussion Document)

Attachment 2: Interim Strategic Directions (Proposed Revised Version, Draft for Discussion Purposes)

Attachment 3: Expected Outcomes linked to Strategic Initiatives and Actions and Proposed Metrics

Attachment 4: Interim Strategic Directions Roadmap – Draft

Appendix 1:

Toronto Seniors Housing Corporation

History	Tenants First, Formation of TSHC, Transition Agreement, Services Delivery Agreement
Foundation Documents	Shareholder Directions, Integrated Service Model
TSHC Tenant Consultations	Tenant Survey, 100 Day Priorities, Listening Tour, STAC Minutes
TSHC Staff (SHU) Consultations	SHU Employee Engagement Action Planning Staff Prioritization
Recent Reports related to TSCH	Seniors Health and Wellness Initiative, Principles and Methods for a Tenant Engagement Framework, TSHC Board & Committee Reports
TSHC Activities to Date	Tenant engagement initiated; health and wellness restarted; implementing 100-day priorities & operational improvements;
External Information	Recent research reports and Review of comparator organizations
Analysis	SWOT Analysis (strengths, weakness, opportunities, threats)

Item #5

Attachment 1

**Interim Strategic Directions Consultation Feedback and
Recommendations**

Interim Strategic Directions Consultation Feedback and Recommendations

Discussion Document for Quality and Tenant Engagement Committee

March 3, 2023



Purpose Consultation Feedback and Recommendations Document

This is a discussion document for Quality and Tenant Engagement Committee (QTEC)

It has 3 purposes:

- Provide information on the results of the consultation on the Interim Strategic Directions
 - Consultations were based on a version of ISD that reflected the Board's input in December 2022
- Suggest recommended changes to the Interim Strategic Directions based on the consultation
- Provide suggested approaches for Key Performance Indicators (KPIs) and the Implementation Roadmap to be included in the Interim Strategic Directions

A companion document, an updated version of the Interim Strategic Directions document is provided for the information of the Committee

- The Interim Strategic Directions will be further updated based on the input from QTEC

Content

This document has three components:

- **Consultation—Overarching themes and implementation considerations**
 - Summarizes the key issues that arose during the consultation
 - Includes general comments rather than specific suggestions for changes to the ISD document
 - Some of the content of this section is reflected in various places in the ISD document
- **Recommended Changes to Interim Strategic Directions**
 - This section contains feedback that was specific to a component of the ISD
 - It contains “what we heard” on each section of the ISD
 - Based on the feedback, there are recommendations for revision for consideration by QTEC
- **New Content**
 - In parallel with the development of the ISD, there has been a project on KPIs
 - A decision was made to align the KPIs with the ISD, which is described in this section
 - Work is also proceeding on the Roadmap to implement the ISD
 - The approach to developing the Roadmap is included in this section

Process to Date

As a foundation for developing the Interim Strategic Directions for the April 2023 TSHC Board of Directors discussions, we:

- Reviewed > 25 documents and materials as they related to the TSHC
- Developed draft Interim Strategic Directions (ISD), which include a vision, mission, strategic objectives, strategic initiatives and actions, to discuss with TSHC executives and staff, staff of TCHC and the City of Toronto, representatives of the tenants (Senior Tenants Advisory Committee) and external partners
- Conducted 9 workshops, beginning with the TSHC Board of Directors in December, and throughout January and February 2023, engaged ~ 150 participants in discussion of the draft ISD to extract comments, ideas and issues relating to future directions for the TSHC. This included STAC, the TSHC Extended Leadership Team, TSHC Operations staff across all regions, Corporate staff, City of Toronto, Health & Social Services Partners and TCHC

We have:

- Summarized “what we heard” during consultation re: vision, mission, strategic objectives and initiatives
- Recommended changes to the ISD, including 3 overarching principles that emerged in the consultation
- Developed draft outcomes measures for the strategic objectives and initiatives

Ongoing:

- Development of the “roadmap” to support implementation

Section 1: Consultation Feedback: Overarching Themes and Implementation Considerations

Provided for information and discussion



Overarching themes

Three overarching themes which impact the entire interim strategic directions emerged in the consultation. It is recommended that these be expressed in the Interim Strategic Directions as overarching themes to guide the implementation of the Interim Strategic Directions

Integration: The thread of integration was heard throughout the consultations. Tenant well-being is multi-faceted. The four objectives which were developed to contribute to tenant well-being need to be highly integrated. Integration is the foundation of the Integrated Service Model (ISM) on which the City created TSHC. Therefore, it is important that TSHC recognizes the interrelationships between its various activities and operates in an integrated manner, without silos.

Interdependence “TSHC is not an island”: The interdependence of TSHC with the broader health and social service systems was highlighted by many participants in the consultation. TSHC is part of a larger system, needing connections and relationships with the City, the healthcare system, social services agencies and not for profits to respond to the needs of its tenants. Collaboration and partnerships are critical to success. Partners indicated a strong commitment to supporting TSHC.

Shared Values—Making the vision, values and ISD come alive: Values should apply to TSHC staff, the tenants and those who provide services to TSHC – “values need to apply to how everyone treats each other” — staff to tenants, tenants to tenants, providers to tenants and staff”. TSHC needs to articulate how these values will be implemented. They are, in effect, a statement of what is considered productive behaviour for working together collaboratively to achieve a common goal.

Implementation Considerations

While there was widespread agreement on the proposed objectives, many implementation considerations were raised. It is recommended that these implementation considerations provide guidance in the development of the implementation roadmap and throughout implementation.

Shared accountability: We heard that the Shareholder, the City as the Housing Manager, TSHC, the tenants and TCHC all share accountability towards achieving the vision and strategic objectives.

Seniors' lens/focus: Developing a deeper understanding of the definition and scope of “seniors’ lens/focus” needs to be a priority.

Aging in place: We heard that TSHC can provide support for aging in place, but at some point, some seniors may not be able to live independently, even with supports. Concern was raised about inadequate or unequal access to social services for aging in place.

Complex Tenancies: The importance of inclusion of people with complex needs in TSHC communities was recognized and seen as a goal. This goal should be balanced with the needs of other tenants. The importance of supports for tenants with complex needs was emphasized.

Inclusion: We heard that *“diversity is about differences, equity is about providing equitable access, and inclusion is about fostering a sense of value and empowerment”*. It was recommended that TSHC engage staff and tenants in discussions of EDI, including balancing inclusion of all tenants with needs of specific cultural groups. Some tenants may not feel they “fit in” to a building where one cultural group dominates. Some buildings have a higher sense of community and inclusion than others.

Clarity in definitions of key elements: We heard that definitions within the Interim Strategic Directions need to be developed and clearly understood by both staff and tenants, including e.g., comfort, dignity, community, tenants first.

Capacity: There was significant support for the vision, mandate and objectives in the draft Interim Strategic Directions. Concern was expressed about the capacity of the TSCH to achieve these objectives with available resources in the 12 – 18-month timeframe of the Interims Strategic Directions.

Section 2: Recommended Changes to Interim Strategic Directions

Provided for discussion and direction



Revised Interim Strategic Framework "at a Glance"

VISION

Safe, diverse and vibrant communities where tenants have a sense of inclusion and well-being

MANDATE

To enable TSHC tenants to age in place in comfort and dignity with access to programs and services and with a voice in their community

COMMITMENT

With a focus on the unique needs of seniors, we are committed to being a leader in the delivery of quality, affordable housing for seniors. Our commitment includes facilitating access to programs and services, and engaging and collaborating with our tenants, our staff and our partners towards providing excellent service for the well-being of our tenants

VALUES

Respect

Inclusion

Accountability

Innovation

INTEGRATED OBJECTIVES TO SUPPORT TENANT WELL-BEING



To provide safe, clean and well-maintained buildings and units and to support stable tenancies



To enhance tenant engagement and inclusion in their communities and provide opportunities for tenants to have a voice



To facilitate access to services and programs that tenants need and want



To develop and promote innovation and leading practices which contribute to seniors' well-being

ORGANIZATIONAL ENABLERS

To strive for organizational excellence to ensure effective and efficient delivery of our mandate

To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff

Draft Vision: What we heard:

**Draft
VISION:
Vibrant and diverse
communities where
tenants have a sense of
safety and belonging**

- Key concepts within the Vision statement generally well received
- Safety should take priority in the order of words in the Vision; “vibrant” may not be as important as “safety” for some seniors
- Concept of diversity/inclusion should be part of the vision. Inclusion was preferred—we are diverse, but not always inclusive—we are striving for inclusive.
- Some suggested “inclusion” a better word than belonging; others felt concept of “belonging” important to seniors.
- Well-being noted as the outcome of the vision
- Change “tenants” to “senior tenants”

Vision: Recommendations

- Move "safe" to the beginning of the vision
- Replace "belonging" with inclusion
- Add "well-being" to the vision
- To keep the vision simple, do not add "seniors",

**Previous Draft VISION:
Vibrant and diverse
communities
where tenants have a
sense of safety and
belonging**

Change to:

**Proposed Revised
VISION:
Safe, diverse and vibrant
communities where tenants
have a sense of inclusion and
well-being**

Draft Mandate: What we heard:

Draft TSHC MANDATE:

To enable TSHC tenants to age in place in comfort and dignity in well maintained buildings with access to the services they need and with a voice in their community

Mandate well received and understood that it needs to reflect elements of the Shareholder Direction from the City

“Age in place” was discussed at length with suggestions made to remove “age in place” from the mandate, or replace with “age in the right place”:

- TSHC units may not ultimately be the “right” place for situations where seniors are needing care beyond the scope of that provided by TSHC.
- Where independent living is no longer possible, TSHC provides tenants with referrals to access the right place.

Add “safe” and “units” to well-maintained buildings

Tenants should have a say in the services they want and the programs they prefer

Add “feedback system” to voice

Mandate Recommendations:

- Simplify the mandate
 - Mandate should be simple and easy to understand and reflect the reflect the shareholder direction and ISM
- Retain "age in place"--this is a key part of the Shareholder Direction and ISM
 - Do not add "right" place
- Some of the comments on the mandate are included in the objectives and do not need to be specifically reflected in the mandate, e.g., "want" and "prefer" with respect to programs and services; safe is covered in the vision and objective 1, "units" has been added to objective 1

Draft

TSHC MANDATE:

To enable TSHC tenants to age in place in comfort and dignity in well maintained buildings with access to the services they need and with a voice in their community

Change to:

Revised MANDATE:

To enable TSHC tenants to age in place in comfort and dignity with access to programs and services and with a voice in their community

Draft Values: What we heard:

Our Value	This means that:
Respect	Our culture is built on respect, trust and open and honest communication . We respect each tenant's independence and privacy . We will assist tenants to find the services and supports they prefer .
Inclusion	Quality of life is enhanced by living in vibrant and diverse communities . We encourage inclusion and embrace equity .
Engagement	We are engaged with our tenants. Tenants should have a voice in everything that affects them, at all levels. We recognize that tenants are experts in their own lives . We value their lived experience . We empower staff and recognize their contribution.
Seniors Focus	We respond to a range of needs from a seniors' perspective. These needs may evolve over time . We promote aging in place by responding to their changing needs. We strive to make our buildings, units and communications more accessible .
Excellent Service	We deliver responsive and timely services based on what tenants tell us they need. We work with our partners to deliver good outcomes for tenants. We work with our staff to deliver great service.
Accountability	We are accountable to our tenants, our shareholder (the City of Toronto) and the public. We are committed to transparency . We are clear on our goals. We set targets and report our results .
Innovation	We are creative, innovative, adaptive and flexible to meet the needs of our current and future tenants. We are a catalyst for positive change , energizing communities and partners to join us to achieve our mandate.

Overall, the concepts included in the Values were well received. However, it was felt that:

- Respect, inclusion, accountability, innovation are the values
- Some statements are not values but are business practices – “something we do” (e.g., seniors focus, engagement) or are outcomes (e.g., excellent service)
- There are too many values
- “Collaboration” should be added as a value
- Inclusion is the first step towards equity - need to strive for equity
- It was suggested that “Diversity” be added together with “Inclusion” - diversity is what people see and inclusion is a step towards equity

Values: Recommendations

- Reduce the number of values as suggested in the consultation (see next slide)
- The draft values of *engagement*, *seniors focus*, and *excellent service* be included a TSHC statement of commitment, separate from organizational values

Proposed Commitment Statement

With a focus on the unique needs of seniors, we are committed to being a leader in the delivery of quality, affordable housing for seniors.

Our commitment includes facilitating access to programs and services, and engaging and collaborating with our tenants, our staff and our partners towards providing excellent service for the well-being of our tenants.

Values: Recommendations (cont'd):

Our Value	This means that:
Respect	Our culture is built on respect, trust and open and honest communication . We respect each tenant's independence and privacy . We will assist tenants to find the services and supports they prefer .
Inclusion	Quality of life is enhanced by living in vibrant and diverse communities . We encourage inclusion and embrace equity .
Engagement	We are engaged with our tenants. Tenants should have a voice in everything that affects them, at all levels. We recognize that tenants are experts in their own lives . We value their lived experience . We empower staff and recognize their contribution.
Seniors Focus	We respond to a range of needs from a seniors' perspective. These needs may evolve over time . We promote aging in place by responding to their changing needs. We strive to make our buildings, units and communications more accessible .
Excellent Service	We deliver responsive and timely services based on what tenants tell us they need. We work with our partners to deliver good outcomes for tenants. We work with our staff to deliver great service.
Accountability	We are accountable to our tenants, our shareholder (the City of Toronto) and the public. We are committed to transparency . We are clear on our goals. We set targets and report our results .
Innovation	We are creative, innovative, adaptive and flexible to meet the needs of our current and future tenants. We are a catalyst for positive change , energizing communities and partners to join us to achieve our mandate.

Our Value	This means that:
Respect	Our culture is built on respect, trust and open and honest communication among tenants, staff and service providers . We respect each tenant's independence and privacy . We will assist tenants to find the services and supports they prefer .
Inclusion	Quality of life for seniors is enhanced by living in vibrant and diverse communities . We strive for inclusion and equity .
Accountability	We are accountable to our tenants, our shareholder (the City of Toronto) and the public. We are committed to transparency . We are clear on our goals. We set targets and report our results . We demonstrate integrity and responsible stewardship of our resources.
Innovation	We are creative, innovative, adaptive and flexible to meet the needs of our current and future tenants. We are a catalyst for positive change , energizing communities and partners to join us to achieve our mandate.

Strategic Objective 1: What we heard



Draft Strategic Objective 1:

To support stable tenancies and ensure clean, safe, well-maintained buildings

- Safety is paramount for the tenants, followed by clean, well-maintained buildings. Safety contributes stable tenancies.
 - The objective should be re-ordered to put safety first
 - Tenants have wide ranging expectations of security (a factor within safety) depending on vulnerability and age of the tenants
 - Staff need to feel safe
 - Collaborative approaches are needed where tenants and staff address safety and security together
- Well-maintained buildings include units within the buildings
- Processes to support tenants could be improved (simplified, plain language forms and lease agreements, electronic payment,)
- Need to balance support and action re: complex tenancies.
 - There is an understanding of the need to work with complex tenancies but where these tenancies impact the safety and health of other tenants, TSHC needs to take stronger action.
 - Complex tenants can affect perception of safety.

Strategic Objective 1: Recommendations:

- Strategic Objective 1 be rephrased, putting a priority on “safe”:
- Add "units" to clarify that clean, well-maintained includes inside the units as well as common areas



Draft Strategic Objective 1:

To support stable tenancies and ensure clean, safe, well-maintained buildings

**Change
to:**

Proposed Revised Strategic Objective 1:

To provide safe, clean and well-maintained buildings and units and to support stable tenancies

The initiatives within Strategic Objective 1: (re-ordered to reflect the revised Objective)

- Initiative 1: Promote safety and security in our building communities
- Initiative 2: Provide clean and well-maintained buildings and units
- Initiative 3: Work with tenants to support stable tenancies

Strategic Objective 2: What we heard

- Definition of engagement and tenant voice
 - Tenants define engagement as direct interaction with the community including developing and implementing tenant-led activities and programs
 - Tenant voice includes consultation and communication between TSCH and tenants
 - These two activities should be combined into one objective, and separated from the objective related to activities and programs provided by other agencies/providers
- Not all tenants want to be engaged—provide an opportunity for all tenants to have a voice
 - Clarity is needed on “voice” vs. decision-making
 - Although all agree that a “tenant voice” in community is important, but this needs to be balanced with TSHC landlord responsibilities, priorities and capacity.
- Support is needed for tenant-led programs and tenant leaders to build leadership capacity; concern was raised about the capacity of TSHC to fully support tenant engagement and consultation
- Partner agencies indicated willingness to support tenant engagement and consultation
- The concepts of inclusion and equity need discussion between staff and tenants – EDI is a partnership



Draft Strategic Objective 2:

To support tenant programs and facilitate access for tenants to key services and supports

Strategic Objective 2: Recommendations

- Strategic Objective 2 and Strategic Objective 3 be combined differently to reflect tenant input on the definition of engagement and consultation.
- Objective 2 include both tenant engagement and tenant voice.
- Initiatives related to agency/provider programs be consolidated into Objective 3.



Draft Strategic Objective 2:

To support tenant programs and facilitate access for tenants to key services and supports

**Change
to:**

Proposed Revised Strategic Objective 2:

To enhance tenant engagement and inclusion in their communities and provide opportunities for tenants to have a voice

The initiatives for the revised Strategic Objective 2 are:

1. Engage tenants in their communities
2. Create opportunities for broad and diverse tenant voices
3. Promote an environment of respect, trust and inclusiveness

Strategic Objective 3: What we heard



Draft Strategic Objective 3:

To engage and partner with tenants, giving all tenants a voice and input into decision-making.

- Objective 3 should be revised to combine initiatives related to programs and services provided by external agencies/providers
- Tenants and their families need clarity that TSCH is independent living, with supports as needed
- Facilitating access to services and supports is difficult due to limited availability and long waiting lists
 - Not enough programs available to support complex tenancies (e.g., mental health, extreme clean)
 - SSCs are limited by requirement for tenants to consent to referrals
 - Availability of services is uneven across the city—this creates an issue of equity
- Majority of programs in TSCH buildings are agency/provider-led
 - Tenants want input into what programs are provided by agencies; agencies expressed willingness to consult with tenants about what programs to provide and the design of these programs
- Providers need support through access to space agreements, including office space
- It was suggested in the consultation that it is difficult for smaller agencies to participate in providing programs and services because of insurance requirements (this needs to be investigated further)
- It is difficult to evaluate programs in 12 – 18 months
 - Important to begin data collection for future evaluations
 - Not TSHC's mandate to evaluate health and social service programs

Strategic Objective 3: Recommendations

- Strategic Objective 2 and Strategic Objective 3 be combined differently to reflect tenant input on the definition of engagement and consultation.
- Strategic Objective 3 be revised to consolidate agency/provider led activities



Draft Strategic Objective 3:

To engage and partner with tenants, giving all tenants a voice and input into decision-making.

**Change
to:**

Proposed Revised Strategic Objective 3:

To facilitate access to services and programs that tenants need and want

The initiatives for Strategic Objective 3: (reflect revised objective)

1. Facilitate access to priority health and community support services
2. Support agency/provider-led programs and initiatives

Strategic Objective 4: What we heard

- Support for innovation was "loud and clear" It was noted by some that the ISM itself is very innovative
 - There is an opportunity for TSHC to become the "gold standard" across the city and beyond; TSHC can identify and scale innovation; staff and partners need opportunities to share innovative ideas
- The innovation objective is very ambitious for the 12 – 18-month timeframe of the interim strategic directions
 - It was suggested that the 12- 18-month period be used to establish the frameworks, systems and processes to enable innovation – undertake an inventory of existing innovative concepts, and lay foundation for partnerships and evaluation
 - Small innovations can be as important as the larger ones and can be undertaken in a shorter timeframe
- Tenants can be innovative; consider innovations from tenants as well as staff
- There are opportunities for using technology to support innovation
- Innovation will be data driven; need to be thoughtful about what data to collect and have a culture of open data sharing
- Partnerships are critical to support innovation
 - There is opportunity for partnership with research institutes and healthcare organizations who share common goals to design and undertake TSHC evaluation
 - External relationships should be developed with both the social housing sector and the seniors sectors
- Culture change, with supporting HR policies to enable innovation and implementation need to be developed by TSHC (see enabler 2)



Draft Strategic Objective 4:

To develop and promote innovation and leading practices which contribute to seniors' well-being

Strategic Objective 4: Recommendations

- No changes are needed to Strategic Objective 4.
- However, some of the initiatives should be removed and included in Enabler 2.
- An initiative related to evaluation should be added



Proposed Strategic Objective 4: (no change)
To develop and promote innovation and leading practices which contribute to seniors' well-being

The recommended revised initiatives for Strategic Objective 4: (initiative 1 consolidated, Initiative 2 added)

- Partner and cultivate relationships to research and test emerging trends and new practices
- Design and begin implementation of an evaluation of TSCH

Enabler 1: What we heard

Draft Enabler 1:

To strive for organizational excellence to ensure effective and efficient delivery of our mandate

- The relationship between good governance and organizational excellence should be elaborated
- Meeting the requirements of the City as Housing Manager under the Housing Services Act should be added
- The importance of collaboration with TCHC re: capital projects, maintenance, pest control and safety was noted; the ongoing relationship with TCHC needs to be clarified
- Be clear that the budget process referred to is the City budget process
- Resources are needed to address risk identification and mitigation
- We heard the importance of decision-making informed by data and driven by performance commitments, although lack of data and incompatible data make this a challenge; need systems to collect and analyze data
- Learn from the current Quality Improvement Projects (QIPs) on how to improve service quality; service quality also depends on the relationship with TCHC
- Plain language is important and should be used in the lease and other communications in addition to policies
- Effective communication with tenants includes interpretation and translation
- Add an initiative related to technology

Enabler 1: Recommendations

- No changes are needed to Enabler 1.
- An initiative related to technology should be added

Proposed Enabler 1: (no change)

To strive for organizational excellence to ensure effective and efficient delivery of our mandate

The initiatives for Enabler 1: (initiative 10 added)

1. Implement elements of good governance practices
2. Meet the requirements of the Shareholder Direction and the City as Housing Manager
3. Collaborate with TCHC
4. Manage our financial resources responsibly
5. Identify and mitigate risk
6. Be informed by data and driven by performance commitments
7. Improve service quality in areas of importance to our tenants
8. Develop clear, plain language policies
9. Communicate effectively with our tenants and other stakeholders
10. Use technology effectively

Enabler 2: What we heard

- Overall, there was support for “employer of choice” – the concept of entrepreneurship was seen as problematic for a public organization
- Staff want to work for an organization who would be reported as being “the Best Place to Work”, including
 - Important work that reflects personal values, empathy for tenants and each other
 - Inclusive, supportive and innovative environment, great teamwork
 - Culture of respect, engagement
 - Opportunity to do current job well, and develop and move up
 - Ongoing opportunities for staff engagement, sharing of best practices, testing innovative ideas needed
- To attract and retain the best talent need knowledge of the community TSHC serves and the ongoing needs of the workforce
- A supportive, innovative environment means:
 - Clarity of roles and expectations , with guidance on extent of innovation, recognition of achievements
 - Appreciation and recognition
 - Opportunity for continuous learning, both to do current job well and to develop new skills, including both technical skills and conceptual learning
- A changing workplace includes:
 - Balance work and family life
 - Safe workplace, free of harassment and violence
 - Mental health supports for staff

Draft Enabler 2:

To be an employer of choice by fostering a culture of entrepreneurship and innovation that engages, empowers, and supports staff

Enabler 2: Recommendations

- Enabler 2 be reworded to remove the word "entrepreneurship"

Draft Enabler 2:

To be an employer of choice by fostering a culture of entrepreneurship and innovation that engages, empowers, and supports staff

Change
to:

Proposed Revised Enabler 2:

To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff

Initiatives for Enabler 2 are: (no change)

1. Develop and implement a talent strategy
2. Embrace equity, diversity and inclusion
3. Develop a supportive environment for TSHC staff to innovate
4. Create a positive culture with engaged employees
5. Foster continuous learning and improvement
6. Innovation to respond to a changing workplace

Section 3: New Content

Aligning Interim Strategic Directions with KPIs

Approach to development on the implementation roadmap



Aligning Interim Strategic Directions and Key Performance Indicators

- In parallel with the development of the Interim Strategic Directions, a project to develop Key Performance Indicators for TSHC was underway.
- A decision was made that KPIs should align with the Interim Strategic Directions
- Detailed metrics for each objective, initiative and action are under development. A draft of this work is included in an appendix of the revised ISD document
- A smaller number of outcomes have been identified for each objective and initiative and are included with each objective
- The KPIs and objectives are still under review and discussion and will be updated as the work progresses

Implementation Roadmap

- An implementation roadmap is under development
- The roadmap will cover an 18-month period, which is the timeframe for the ISD
 - Concern has been raised about the extent of the objectives, initiatives and actions that are included in the ISD
 - The roadmap will reflect what TSCH leadership thinks can reasonably be achieved within the timeframe
- The roadmap will reflect all the work that will be undertaken in the next 18 months
 - Recognizing that much of the work of TSHC is ongoing operations, the roadmap will include operational activities that are undertaken on a continuous basis
 - The roadmap will also include "time-limited" activities which have specific deliverables or outcomes
 - Time limited work will be spread out over 6 quarters to allow tracking of expected vs. completed work

Item #5

Attachment 2

Interim Strategic Directions (Proposed Revised Version)

Toronto Seniors Housing Corporation Interim Strategic Directions

Proposed Revised Version
Draft for discussion purposes

March 3, 2023



3/28/2023



Introduction		
Overview	A. Strategic Framework “at a Glance” B. Overarching Themes	
Vision, Mandate, Commitments and Values	A. Vision and Mandate B. Commitments and Values	
TSCH Strategic Objectives	A. Objectives Overview Strategic Objective 1: To provide safe, clean and well-maintained buildings and to support stable tenancies Strategic Objective 2: To enhance tenant engagement and inclusion in their communities and provide opportunities for tenants to have a voice Strategic Objective 3: To facilitate access to services and programs that tenants need and want Strategic Objective 4: To develop and promote innovation and leading practices which contribute to seniors’ well-being	
Organizational Enablers	Building an Effective Organization to Achieve the Objectives Enabler 1: To strive for organizational excellence to ensure effective and efficient delivery of our mandate Enabler 2: To be an employer of choice by fostering a culture of innovation that engages, empowers and supports staff	
Implementation Roadmap	A. Roadmap approach B. Workplan inputs to the roadmap	

Introduction

Developing Interim Strategic Directions



A. Message from Chair and CEO (To be added later)

Chair

- Exciting opportunity
- Why interim strategic directions now
- Process, and importance of consultation input
- Can reflect some of what was heard in the overarching themes (e.g., integration, interdependence)

CEO

- Listening tour highlights; key component to developing strategic directions
- Implementation issues
 - ISD very ambitious
 - Some of the implementation considerations, including capacity
 - Roadmap to reflect anticipated work in the next 12 – 18 months

Process to Date

In September 2022, The TSHC Board decided to **develop interim strategic directions and actions for 12 – 18 months** rather than embarking on a full strategic planning process

As a foundation for developing the Interim Strategic Directions for the April 2023 TSHC Board of Directors discussions, we:

- Reviewed > 25 documents and materials as they related to the TSHC
- Developed draft Interim Strategic Directions (ISD), which include a vision, mission, strategic objectives, strategic initiatives and actions
- Conducted 9 workshops, beginning with the TSHC Board of Directors in December, and throughout January and February 2023
 - Engaged ~ 150 participants in discussion of the draft ISD to hear comments, ideas and issues relating to future directions for the TSHC.
 - This included STAC, the TSHC Extended Leadership Team, TSHC Operations staff across all regions, Corporate staff, City of Toronto, Health & Social Services Partners and TCHC
- Summarized “what we heard” during consultation re: vision, mission, strategic objectives and initiatives
- Recommended changes to the ISD, including 3 overarching themes/principles that emerged in the consultation
- Developed draft outcomes measures for the strategic objectives and initiatives

Ongoing:

- Development of the “roadmap” to support implementation

Proposed Revised Interim Strategic Directions

Draft

For Discussion Purposes
February 23 draft



Overview

February/March 2023 draft



3/28/2023



Revised Interim Strategic Framework "at a Glance"

VISION

Safe, diverse and vibrant communities where tenants have a sense of inclusion and well-being

MANDATE

To enable TSHC tenants to age in place in comfort and dignity with access to programs and services and with a voice in their community

COMMITMENT

With a focus on the unique needs of seniors, we are committed to being a leader in the delivery of quality, affordable housing for seniors. Our commitment includes facilitating access to programs and services, and engaging and collaborating with our tenants, our staff and our partners towards providing excellent service for the well-being of our tenants

VALUES

Respect

Inclusion

Accountability

Innovation

INTEGRATED OBJECTIVES TO SUPPORT TENANT WELL-BEING



To provide safe, clean and well-maintained buildings and units and to support stable tenancies



To enhance tenant engagement and inclusion in their communities and provide opportunities for tenants to have a voice



To facilitate access to services and programs that tenants need and want



To develop and promote innovation and leading practices which contribute to seniors' well-being

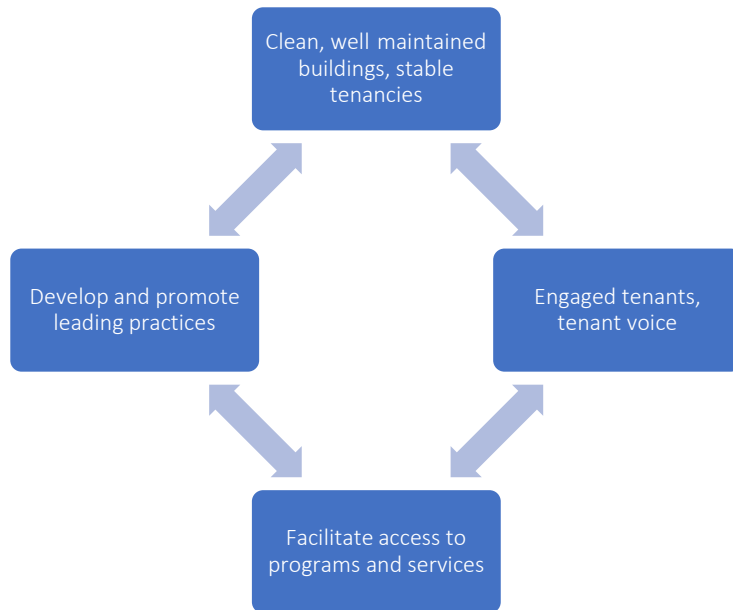
ORGANIZATIONAL ENABLERS

To strive for organizational excellence to ensure effective and efficient delivery of our mandate

To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff

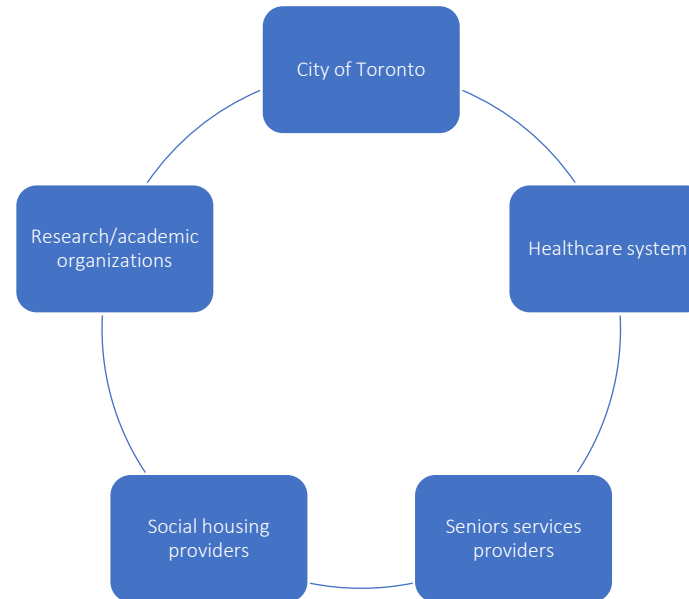
Overarching Themes from Consultation:

Integrated Strategic Objectives



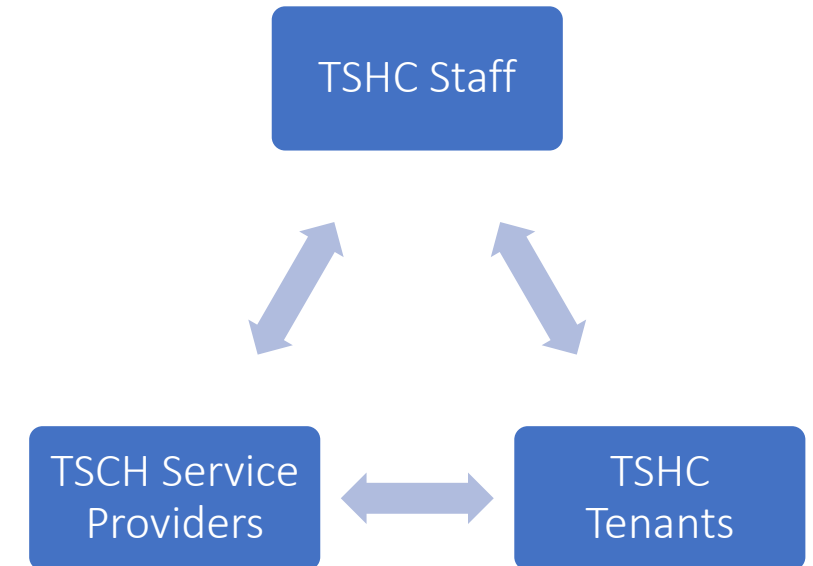
Objectives, taken together promote well-being; need to operate in an integrated manner, without silos
Integration a fundamental aspect of the Integrated Service Model

Interdependence with our Partners



TSCH is part of a larger system; collaboration and partnerships are critical to success and achieving common goals

Shared Values



Values need to apply to how everyone treats each other; staff to tenants, tenants to tenants, providers to tenants and staff

Vision, Mandate, Commitments and Values



3/28/2023



Vision and Mandate

TSHC VISION:

Safe, diverse and vibrant communities where tenants have a sense of inclusion and wellbeing

TSHC MANDATE:

To enable TSHC tenants to age in place in comfort and dignity with access to programs and services and with a voice in their community

Our vision and mandate is based on what tenants say contributes to their overall well-being, on the Shareholder Direction, and principles of ISM:

1. Safe and well-maintained buildings
2. Connection and autonomy
3. Trusting relationship with staff
4. Harmonious relationships with fellow tenants and staff
5. Services and supports when needed to maintain their tenancies and age in place
6. Aging in place in comfort and dignity through stable tenancies
7. Voice in community

Health and wellness is a “kaleidoscope” something “huge”, multi-faceted, encompassing connection, medical care when needed, occasional support with day-to-day activities, a sense of agency and purpose, harmonious relationships with neighbours and staff

(Seniors Health and Wellness initiative report)

Our Commitment and Shared Values:

Our Commitment

With a focus on the unique needs of seniors, we are committed to being a leader in the delivery of quality, affordable housing for seniors. Our commitment includes facilitating access to programs and services, and engaging and collaborating with our tenants, our staff and our partners towards providing excellent service for the well-being of our tenants

Our Value	In the TSHC community of staff, tenants and partners, this means that:
Respect	Our culture is built on respect, trust and open and honest communication among tenants, staff and service providers . We respect each tenant's independence and privacy . We will assist tenants to find the services and supports they prefer .
Inclusion	Quality of life for seniors is enhanced by living in vibrant and diverse communities . We strive for inclusion and equity .
Accountability	We are accountable to our tenants, our shareholder (the City of Toronto) and the public. We are committed to transparency . We are clear on our goals. We set targets and report our results . We demonstrate integrity and responsible stewardship of our resources.
Innovation	We are creative, innovative, adaptive and flexible to meet the needs of our current and future tenants. We are a catalyst for positive change , energizing communities and partners to join us to achieve our mandate.

TSHC Strategic Objectives

Integrated objectives contribute to tenant well-being



Objectives Overview

Toronto Seniors
Housing Corporation

**Our integrated objectives , taken together, contribute to tenant well-being
The Integrated Service Model is the foundation on which the City created TSCH**

Objective 1: To provide safe, clean and well-maintained buildings and units and to support stable tenancies

The living environment (both the building and their individual unit) is of utmost importance to our tenants. This objective addresses how we will provide our tenants clean, safe and well-maintained buildings and support our tenants to maintain their tenancies.

Objective 2: To enhance tenant engagement and inclusion in their communities and provide opportunities for tenants to have a voice

This objective addresses how we will build strong relationships with our tenants that are built on trust, collaboration and openness. We will support tenants to enhance engagement in their communities. We believe that tenants should be given an opportunity to have a voice in their communities.

Objective 3: To facilitate access to services and programs that tenants need and want

Seniors have a range of needs which may change over time. This objective addresses how we will support aging in place through facilitating tenants' access to the programs, services and supports they prefer. It reflects the interdependence of TSHC with its community partners. To achieve this objective, collaboration with our partners in the community is essential.

Objective 4: To develop and promote innovation and leading practices which contribute to seniors' well-being

The challenges facing seniors are significant. We must be a catalyst for positive change, energizing communities and partners to join us to achieve our mandate. This objective addresses how we will build a culture of innovation that is creative, flexible, adaptive and future oriented.



Strategic Objective 1: To provide safe, clean, and well-maintained buildings and to support stable tenancies

I've experienced dangerous situations on [my] floor to do with drug use, selling drugs, injecting drugs...I would not feel comfortable being in the lobby alone waiting for the bus if members of the community were coming in...I don't feel protected at all." (Seniors Health and Wellness Initiative Report)

HOW WE WILL ACHIEVE THIS:

Strategic Initiative	Actions
1. Promote safety and security in our building communities	<ul style="list-style-type: none"> a. Focus on improved safety and security through the quality improvement project (QIP) b. Develop partnerships with safety and security organizations in the broader community b. Conduct regular safety audits and implement findings
2. Provide clean and well-maintained buildings and units	<ul style="list-style-type: none"> a. Improve effectiveness of pest management through the quality improvement project (QIP) b. Support tenant accessibility needs in the built space c. Provide timely response to maintenance requests d. Provide high standards of cleanliness in building and on the grounds e. Prepare vacant units for re-occupancy f. Work with TCHC to set priorities for capital investments and communicate with tenants about these plans
3. Work with tenants to support stable tenancies	<ul style="list-style-type: none"> a. Support tenants to understand and be accountable for the key aspects of their lease, their rights and responsibilities as a tenant b. Provide support to ensure requirements for ongoing RGI eligibility are met c. Work with tenants to prevent evictions for arrears or other reasons d. Improve condition of housing relating to complex tenancies



Strategic Objective 1: To provide safe, clean, and well-maintained buildings and to support stable tenancies

HOW WE WILL MEASURE RESULTS

Strategic Initiative 1: Promote safety and security in our building communities

- a. TBD: Draft metrics and outcome measures to come from QIP, e.g., percentage decrease in safety incidents
- b. Increased tenant satisfaction based on Senior Tenant Experience Survey
- c. Percent of prioritized recommendations from safety audits adopted.

Strategic Initiative 2: Provide clean and well-maintained buildings and units

- a. Percentage decrease in number of building requesting pest treatment
- b. Percentage decrease in number of units with moderate or excessive clutter (hoarding)
- c. Percentage of approved accessibility projects completed in buildings
- d. Percentage of work orders completed by staff within the 2-day service level; Percentage of vendor completed work orders within the 5-day service level
- e. Percentage of buildings which meet TSCH cleaning standard
- f. Percentage of approved capital plan initiatives completed and communicated to tenants

Strategic Initiative 3: Work with tenants support stable tenancies

- a. Percentage increase in number of tenants who have a better understanding and their role in key aspects of lease, rights and responsibilities (measured through Senior Tenant Experience Survey)
- b. Percentage decrease in tenants who lose RGI eligibility due to incomplete information
- c. Percentage decrease of number of evictions resulting from arrears and/or cause



Strategic Objective 2: To enhance tenant engagement and inclusion in their communities and provide opportunities for tenants to have a voice

“I can say one simple thing. You value people by sitting down and listening to them.” (Seniors Health and Wellness Initiative Report)

HOW WE WILL ACHIEVE THIS:

Strategic Initiative	Actions
1. Engage tenants in their communities	<ul style="list-style-type: none"> a. Review policies on supporting tenant-led initiatives (e.g., TAF and Use of Space) b. Streamline administrative processes including, and funding c. Build capacity for tenants to develop and lead programming in their communities
2. Create opportunities for broad and diverse tenant voices	<ul style="list-style-type: none"> a. Work with tenants in the development of a new tenant engagement model b. Engage tenants in a review of tenant-facing policies and the Seniors Health and Wellness Initiative report c. Enable input through a variety of mechanisms, e.g., building and regional meetings, focus groups, and specific and periodic tenant satisfaction surveys
3. Promote an environment of respect, trust and inclusiveness	<ul style="list-style-type: none"> a. Undertake a project on staff and tenant relations b. Develop and implement an Equity, Diversity and Inclusion Framework (EDI) including our anti-black racism plan and anti-ageism initiatives c. Develop a communications plan that supports two-way communication among staff and tenants, including accessibility of information on the ISM for tenants d. Enhance accessibility by striving to provide translation and interpreter services, and support for tenants with visual or hearing limitations to enable participation of tenants in engagement opportunities



Strategic Objective 2: To enhance tenant engagement and inclusion in their communities and provide opportunities for tenants to have a voice

HOW WE WILL MEASURE RESULTS:

Strategic Initiative 1: Engage tenants in their communities

- a. Percentage increase in number of programs and initiatives, led by tenants
- b. Percentage increase in the perception of tenant engagement within their communities
- c. Decrease in time for tenants to receive funding to support their initiatives
- d. Increased number of tenants leading programming and initiatives

Strategic Initiative 2: Create opportunities for broad and diverse group of tenant voices

- a. Approved tenant engagement model with tenant input
- b. Approved tenant facing policies
- c. Percentage increase in satisfaction rate re: tenant engagement measured through Senior Tenant Experience Survey, with particular focus on effectiveness of engagement mechanisms - building and regional meetings, focus groups, specific and periodic tenant satisfaction surveys



Strategic Objective 2: To enhance tenant engagement and inclusion in their communities and provide opportunities for tenants to have a voice

Strategic Initiative 3: Promote an environment of respect, trust and inclusiveness

- a. Increased tenant satisfaction based on Senior Tenant Experience Survey, re: focus on environment of respect, trust and inclusiveness
- b. Percentage of commitments included in the EDI framework which have been implemented
- c. Percentage of tenants who were able to receive and access the information and were pleased with the two-way communication tactics (through survey)
- d. Percentage increase in number of tenants engaged as a result of the increase of translation, interpreter, visual and hearing supports provided



Strategic Objective 3: Facilitate access to services and programs that tenants need and want

“For me it was very interesting ...people living here independently, getting a little bit of help and getting what they need... for those that don’t require that type of service, I think it would be helpful for them to know where to go.” (Seniors Health and Wellness Initiative Report)

HOW WE WILL ACHIEVE THIS:

Strategic Initiative	Actions
1. Facilitate access to priority health and community support services	a. Enhance access for senior tenants to City programs, provincial programs and other community initiatives b. Maintain and create new partnerships to provide access to senior tenants with the support and services they need
2. Support agency/provider - led programs and initiatives	a. Partner with City, provincial and federally funded programs and other community initiatives to enable community partners (in consultation with tenants) to establish programs that support community development and tenant wellbeing.



Strategic Objective 3: Facilitate access to services and supports that tenants need and want

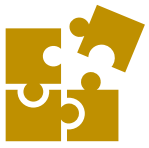
HOW WE WILL MEASURE RESULTS:

Strategic Initiative 1: Facilitate access to priority health and community support services

- a. Percentage increase in the perception of access to services and supports measured through the Senior Tenant Experience Survey
- b. Percentage increase in programs and services offered through each partnership which meet the needs of senior tenants. Assessment of the relevance of the partnership re: the TSHC mandate and vision

Strategic Initiative 2: Support agency/provider - led programs and initiatives

- a. Percentage increase in the number of agency/provider led programs and initiatives
- b. Percentage increase in community-tenant partnerships which support community development and tenant wellbeing.



Strategic Objective 4: To develop and promote innovation and leading practices which contribute to seniors' well-being

HOW WE WILL ACHIEVE THIS:

Strategic Initiative	Actions
1. Partner and cultivate relationships to research and test emerging trends and new practices	<ul style="list-style-type: none">a. Pinpoint innovation opportunities through collaboration with experts and researchers in seniors social housingb. Seek input of tenants, partners and other external stakeholders to inform innovationc. Evaluate and share learning from TSHC's innovative practices and application of technologiesd. Develop relationships, extending beyond TSHC, which may be valuable to acquiring and implementing innovations of other organizations to better meet the TSHC mandate
2. Design and begin implementation of an evaluation of TSHC	<ul style="list-style-type: none">a. Seek funding and partners for program evaluationb. Work with a program evaluation expert who can design and undertake an evaluation to determine the impact of ISM and other actions by TSHC to achieve its vision and mandate, to consider impacts on TSHC tenants and broader societal impacts (e.g., health care and social systems, and to compare with leading practices which contribute to seniors' wellbeing)



Strategic Objective 4: To develop and promote innovation and leading practices which contribute to seniors' well-being

HOW WE WILL MEASURE RESULTS

Strategic Initiative 1: Partner and cultivate relationships to research and test emerging trends and new practices

- Increased number of innovations undertaken/ implemented as a result of successful research, partnerships and external relationships
- Increased number of joint learnings as a result of external partnerships
- Increased number of innovations undertaken/ implemented as a result of successful research, partnerships and external relationships e.g., social housing and seniors' organizations

Strategic Initiative 2: Design and implement a program evaluation of TSHC

- Funding successfully secured; project developed in partnership with program evaluation funders
- As a result of a systematic program review, the foundations for TSHC decision-making are enhanced re: recommendations for programmatic refinement

Enabler 1: To strive for organizational excellence to ensure effective and efficient delivery of our mandate (1)

HOW WE WILL ACHIEVE THIS:

Strategic Initiative	Actions
1. Implement elements of good governance practices	a. Enhance governance practices in the areas of: Governance foundations, principles and structures, Board responsibilities and oversight, Governance processes, and Board effectiveness
2. Meet the requirements of the Shareholder Direction and the City and housing manager	a. Establish operating agreement including clarity on responsibilities and reporting expectations and the City as housing manager b. Ensure regular and annual reporting obligations are met
3. Collaborate with TCHC	a. Clarify legal relationship b. Develop positive relationship management practices c. Manage service delivery relationship
4. Manage our financial resources responsibly	a. Engage in annual budget process b. Implement sound financial management and accountability
5. Identify and mitigate risk	a. Develop a TSHC risk and mitigation plan b. Ensure effective business continuity and emergency response

Enabler 1: To strive for organizational excellence to ensure effective and efficient delivery of our mandate (2)

HOW WE WILL ACHIEVE THIS:

Strategic Initiative	Actions
6. Be informed by data and driven by performance commitments	<ul style="list-style-type: none"> a. Improve access to quality data and apply data analytics b. Develop performance metrics and targets for reporting at all levels
7. Improve service quality in areas important to our tenants	<ul style="list-style-type: none"> a. Develop a quality improvement framework and approach b. Implement priority quality improvement projects
8. Develop clear, plain language policies	<ul style="list-style-type: none"> a. Review priority internal policies to reflect TSHC values and principles
9. Communicate effectively with our tenants and other stakeholders	<ul style="list-style-type: none"> a. Develop communications strategy, including multiple channels and tools, AODA compliance and consistent messaging
10. Use technology effectively	<ul style="list-style-type: none"> a. Make best use of available functionality and data in the HOMES systems

Enabler 1: To strive for organizational excellence to ensure effective and efficient delivery of our mandate (1)

HOW WE WILL MEASURE RESULTS

Strategic Initiative 1: Implement elements of good governance

- Degree of effectiveness and performance of the Board as assessed re: roles, competencies, board meeting productivity, communication and Board recruitment

Strategic Initiative 2: Meet requirements of Shareholder Direction

- High degree of shareholder satisfaction of TSHC evaluation and annual reporting of achievements and results against strategic goals and timelines, and efficiency and effectiveness of business functions and processes

Strategic Initiative 3: Collaborate with TCHC

- New TSHC/TCHC agreements in place
- TSHC and TCHC satisfaction with the TCHC partnership, value added and engagement with TCHC.
- TSHC evaluation of service provided

Strategic Initiative 4: Manage our financial resources responsibly

- Financial resources are managed according to best financial management practices,
- Budget is balanced
- External auditor is satisfied with results

Strategic Initiative 5: Manage and mitigate risks

- Initial risk identification and mitigation plans approved by the board
- Annual report to the Board on risk management and mitigation

Enabler 1: To strive for organizational excellence to ensure effective and efficient delivery of our mandate (2)

HOW WE WILL MEASURE RESULTS

Strategic Initiative 6: Be informed by data and data-driven performance commitments

- Strategic directions reviewed and revised based on data to continue to meet and adapt to the needs of the tenants

Strategic Initiative 7: Improve service quality in areas important to our tenants

Percentage increase of tenant satisfaction of service quality and delivery by TSHC

Strategic Initiative 8: Develop clear language policies

- Increased understanding by tenants and TSHC staff of TSHC policies as measured through surveys

Strategic Initiative 9 : Communicate effectively with our tenants and other stakeholders

- Increased effectiveness of communication tactics as measured through employee engagement survey and Tenant Experience Survey

Strategic Initiative 10: Use technology effectively

- Increased extraction and analysis of data from HOMES
- Increased use of mobile technology by TSHC staff

Enabler 2: To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff (1)

HOW WE WILL ACHIEVE THIS:

Strategic Initiative	Actions
1. Develop and implement a talent strategy	<ul style="list-style-type: none">a. Identify, attract, recruit, and retain top talentb. Ongoing review of total compensation strategy to maintain a competitive edgec. Provide opportunities for growth and development to support staff in reaching their desired career goals
2. Embrace equity, diversity and inclusion	<ul style="list-style-type: none">a. Review and refine all people and culture policies and programs to eliminate barriers and create an inclusive workplaceb. Support the development of education and awareness for leaders and staff to foster a culture of equity, diversity, and inclusion
3. Develop a supportive environment for TSHC staff to innovate	<ul style="list-style-type: none">a. Develop and implement processes and approaches which welcome and encourage unconventional thinking, and to test innovative ideasb. Empower staff to proactively innovatec. Break silos by connecting staff from different disciplines and areas to work as a team to challenge the status quo, and deliver innovation

Enabler 2: To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff (2)

HOW WE WILL ACHIEVE THIS:

Strategic Initiative	Actions:
4. Create a positive culture with engaged employees	<ul style="list-style-type: none"> a. Develop and implement approaches for employee engagement at the local, regional, and corporate level. b. Build and maintain productive and respectful relationships with labour partners to ensure a positive work environment for staff.
5. Foster continuous learning and improvement	<ul style="list-style-type: none"> a. Develop, implement, and continuously improve onboarding, orientation and training programs that focus on enhancing skills to deliver seniors focused services. b. Develop talent management and succession planning strategies to strengthen TSHC leadership capacity. c. Develop, implement training programs to help understand “seniors’ focus” d. Supporting managers to provide ongoing feedback, guidance, and recognition to staff to help them develop in their roles.
6. Innovation to respond to a changing workplace	<ul style="list-style-type: none"> a. Explore innovative practices to address the changing nature of work (e.g., hybrid, part-time, new technologies) b. Develop and implement programs and initiatives to support employee health and well-being c. Review health, safety and wellness policies and programs to create a heightened “safety first and wellness” culture.

Enabler 2: to be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff (1)

HOW WE WILL MEASURE RESULTS

Strategic Initiative 1: Develop and implement a talent strategy

- Talent strategy and implementation timelines developed with measurable outcomes over time. Regular communication with staff on progress

Strategic Initiative 2: Embrace equity, diversity and inclusion

- Increased diversity of TSHC staff as measured through self-identification on race, ancestry, creed, language, disability, family status, gender expression/identity

Strategic Initiative 3: Develop a supportive environment for TSHC staff to innovate

- Measurable increase in employee satisfaction that innovation is supported, as measured through employee engagement survey

Enabler 2: to be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff (2)

HOW WE WILL MEASURE RESULTS

Strategic Initiative 4: Create a positive culture with engaged employees

- Measurable increase in employee satisfaction measured through employee engagement survey

Strategic Initiative 5: Foster continuous learning and improvement

- Quality of training and direct application to job measured through employee engagement
- Percentage of TSHC staff who have been trained on serving seniors, accessibility, anti-black racism, and promoting equity, diversity and inclusion
- Increased employee retention and reduced turnover rates.

Strategic Initiative 6: Innovation to respond to a changing workplace

- Increased percentage of innovative work practices adopted to support staff well-being, health and safety
- Decrease in lost-time injuries and workplace absences, complaints of workplace harassment and violence

Implementation

To be completed after vision, mandate, values, objectives and enablers are discussed



Implementation Roadmap Approach

An implementation roadmap is under development

- The roadmap will cover an 18-month period, which is the timeframe for the ISD
- Concern has been raised about the extent of the objectives, initiatives and actions that are included in the ISD
- The roadmap will reflect what TSCH leadership thinks can reasonably be achieved in the timeframe
- The roadmap will reflect all the work that will be undertaken in the next 18 months
 - Recognizing that much of the work of TSHC is ongoing operations, the roadmap will include operational activities that are undertaken on a continuous basis
- The roadmap will also include "time-limited" activities which have specific deliverables or outcomes
 - Time limited work will be spread out over 6 quarters to allow tracking of expected vs. completed work

Input to the Implementation Roadmap

1. Seniors Health and Wellness Initiative implementation plan
2. Principles of Tenant Engagement implementation plan
3. ISM evaluation implementation plan
4. QIP implementation plans (TBD by QIP teams)
5. Learning and development plan
6. Governance work plan
7. Communications work plan



Item #5

Attachment 3

**Expected Outcomes Lined to Strategic Initiatives & Actions
and Proposed Metrics**

Expected Outcomes linked to Strategic Initiatives and Actions and Proposed Metrics (DRAFT)





Strategic Objective 1: To provide safe, clean and well-maintained buildings and to support stable tenancies

Strategic Initiative 1: Promote safety and security in our building communities

Action	Proposed Metrics	Expected Outcomes
a. Focus on improved safety and security through a quality improvement project (QIP)	<ul style="list-style-type: none">• # of Safety Incidents (broken down by category)• Tenant Satisfaction % – Safety and Security• Percentage of commitments, developed through the QIP, which have been implemented to improve safety and security• Response time of the CSU	<p>Draft metrics and KPIs to come from QIP, e.g. percentage decrease in safety incidents (pick which type of incidents to monitor)</p> <p>Increased tenant satisfaction re: safety and security based on Senior Tenant Experience Survey</p> <p>Improved response time of the CSU</p>
b. Develop partnerships with safety and security organizations in the broader community	<ul style="list-style-type: none">• # of Safety Audits completed, prioritized, and actioned	<p>Percent of prioritized recommendations from safety audits adopted</p>
c. Conduct regular safety audits and implement findings		



Strategic Objective 1: To provide safe, clean and well-maintained buildings and to support stable tenancies

Strategic Initiative 2: Provide clean and well-maintained buildings and units

Action	Proposed Metrics	Expected Outcomes
a. Improve effectiveness of pest (bedbugs, rodents, roach) management through a quality improvement project	<ul style="list-style-type: none"> # of Pest Treatment Requests (broken down by pest type) Tenant Satisfaction % – Cleanliness and Maintenance 	Percentage decrease in the number of pest treatment requests
b. Support tenant accessibility needs in the built space	<ul style="list-style-type: none"> # of Accessibility Projects Completed 	Percentage of approved accessibility projects completed in buildings
c. Provide timely response to maintenance requests	<ul style="list-style-type: none"> % of Staff Work Orders Completed within the Service Standard % of Vendor Work Orders Completed within the Service Standard 	Percentage increase of work orders completed within the Service Standard Improved quality of work orders (<i>future development</i>)
d. Provide high standards of cleanliness in building and on the grounds	<ul style="list-style-type: none"> # of Clean Building Inspections Completed Average Clean Score 	Percentage of buildings with a cleaning score above 96% (TBC)
e. Prepare vacant units for re-occupancy	<ul style="list-style-type: none"> % of Units that met Turnover Standard (60-day turnover) 	Percentage increase of units that met turnover standard
f. Work with TCHC to set priorities for capital investments and communicate with tenants about these plans	<ul style="list-style-type: none"> Approved annual capital plan Changes in approved capital plan communicated to tenants 	Percentage of approved capital plan initiatives completed and communicated to tenants (<i>Under Development</i>)



Strategic Objective 1: To provide safe, clean and well-maintained buildings and to support stable tenancies

Strategic Initiative 3: Work with tenants to support stable tenancies

Action	Proposed Metrics	Expected Outcomes
a. Support tenants to understand and be accountable for the key aspects of their lease, their rights and responsibilities as a tenant	<ul style="list-style-type: none"> Senior Tenant Experience Survey – understanding of rights and responsibilities 	Percentage increase in number of tenants who have a better understanding and their role in key aspects of lease, rights and responsibilities (measured through Senior Tenant Experience Survey)
b. Provide support to ensure requirements for ongoing RGI eligibility are met	<ul style="list-style-type: none"> # of Loss of Eligibility due to Incomplete Information (<i>Under Development</i>) # of Outstanding Rent Reviews 	Percentage decrease in tenants who lose RGI eligibility due to incomplete information
c. Work with tenants to prevent evictions for arrears and/or other reasons	<ul style="list-style-type: none"> # of Tenants in Arrears (broken down by # of tenants in <u>managed</u> arrears and # of tenants in <u>unmanaged</u> arrears) # of Evictions Enforced due to Arrears # of Evictions Enforced for Cause 	Percentage decrease of number of evictions resulting from arrears and/or cause
d. Improved condition of housing relating to complex tenancies	<ul style="list-style-type: none"> # of units with moderate or excessive clutter (hoarding) in annual unit inspection 	Percentage decrease in number of units with moderate or excessive clutter (hoarding)



Strategic Objective 2: To enhance tenant engagement and inclusion in their communities and provide opportunities for all tenants to have a voice

Strategic Initiative 1: Engage tenants in their communities

Action	Proposed Metrics	Expected Outcomes
a. Review policies on supporting tenant-led initiatives (e.g. Tenant Action Fund and Use of Space)	<ul style="list-style-type: none">• # of Tenant-led Programs	Percentage increase in the number of programs and initiatives led by tenants Percentage increase in the perception of tenant engagement within their communities via the Senior Tenant Experience Survey
b. Streamline administrative processes including, e.g., simplify access process for tenants to common space for tenant-led initiatives	<ul style="list-style-type: none">• Total Value of Tenant Action Funds Distributed• Time for tenants to receive funding (<i>Under Development</i>)	Decrease in the time for tenants to receive funding to support their initiatives
c. Build capacity for tenants to develop and lead programming in their communities	<ul style="list-style-type: none">• # of Programs/Activities per Building	Increased number of tenants leading programming and initiatives



Strategic Objective 2: To enhance tenant engagement and inclusion in their communities and provide opportunities for all tenants to have a voice

Strategic Initiative 2: Create opportunities for broad and diverse tenant voices

Action	Proposed Metrics	Expected Outcomes
a. Work with tenants in the development of a new tenant engagement model	<ul style="list-style-type: none"> • <i>Metrics to be informed by and identified upon the development of a new tenant engagement model</i> 	New tenant engagement model with tenant input approved and implemented
b. Engage tenants in a review of tenant-facing policies and the Seniors Health and Wellness Initiative report	<ul style="list-style-type: none"> • # of Tenant-facing Policies Reviewed and approved 	Approved tenant facing policies
c. Enable input through a variety of mechanisms, e.g., building and regional meetings, focus groups, and specific and periodic tenant satisfaction surveys	<ul style="list-style-type: none"> • # of Events/Consultations/Town Halls/Listening Tours/Focus Groups Held • # of Regional Tenant Leadership Meetings • # of tenants engaged 	Percentage increase in satisfaction rate re: tenant engagement and the type of mechanisms used as measured through Senior Tenant Experience Survey



Strategic Objective 2: To enhance tenant engagement and inclusion in their communities and provide opportunities for all tenants to have a voice

Strategic Initiative 3: Promote an environment of respect, trust and inclusiveness

Action	Proposed Metrics	Expected Outcomes
a. Undertake a project on staff and tenant relations	<ul style="list-style-type: none"> Number of commitments, developed through the QIP, which have been implemented to improve staff and tenant relationships 	Increased tenant satisfaction based on Senior Tenant Experience Survey, focus on environment of respect, trust and inclusiveness
b. Develop and implement an Equity, Diversity and Inclusion Framework (EDI) including our anti-black racism plan and anti-ageism initiatives	<ul style="list-style-type: none"> # of Training Opportunities Provided to Staff on Senior Services, EDI, Anti-Black Racism, Anti-Ageism, Accessibility etc. and Participation Rate 	<p>Percentage of commitments included in the EDI framework which have been implemented</p> <p>Increased number of staff trained on Senior Services, EDI, Anti-Black Racism, Anti-Ageism etc</p>
c. Develop a communications plan that supports two-way communication among staff and tenants, including accessibility of information on the ISM for tenants	<ul style="list-style-type: none"> # of Issues of Seniors Speak and # of issues with tenant input # of Issues of Community Letter Tenant Satisfaction % - Communication 	Percentage of tenants who were able to receive and access the information and were pleased with the two-way communication tactics (through Senior Tenant Experience Survey)
d. Enhance accessibility by striving to provide translation and interpreter services, and support for tenants with visual, hearing or cognitive limitations to enable participation of tenants in engagement opportunities	<ul style="list-style-type: none"> # of tenants using translation and interpreter services (<i>Under Development</i>) # of tenants using/needing visual or hearing services (<i>Under Development</i>) 	Percentage increase in number of tenants engaged as a result of the increase of translation, interpreter, visual, hearing and other supports provided



Strategic Objective 3: Facilitate access to services and supports that tenants need and want

Strategic Initiative 1: Facilitate access to priority health and community support services

Action	Proposed Metrics	Expected Outcomes
a. Enhance access for senior tenants to City programs, provincial programs and other community initiatives	<ul style="list-style-type: none">• # of Referrals made for Wellness, Community and Engagement Services• Tenant Satisfaction % – Access to Health and Community Support	Percentage increase in the satisfaction of access to services and supports measured through the Senior Tenant Experience Survey
b. Maintain and create new partnerships to provide access to senior tenants with the support and services they need and want	<ul style="list-style-type: none">• Results of evaluation of service providers and other partnerships (<i>Under Development</i>), which include how well the service providers worked with staff and tenants	Percentage increase in programs and services offered through each partnership which meet the needs of senior tenants Positive results from assessment of partnerships



Strategic Objective 3: Facilitate access to services and supports that tenants need and want

Strategic Initiative 2: Support agency/provider-led programs and initiatives

Action	Proposed Metrics	Expected Outcomes
a. Partner with City, provincial and federally funded programs and other community initiatives to enable community partners (in consultation with tenants) to establish programs that support community development and tenant wellbeing.	<ul style="list-style-type: none">• # of Service Provider-led Programs• # of tenants participating in Service Provider-led Programs (<i>under development</i>)	Percentage increase in community partnerships which support community development and tenant wellbeing.



Strategic Objective 4: To develop and promote innovation and leading practices which contribute to seniors' well-being

Strategic Initiative 1: Partner and cultivate relationships to research and test emerging trends and new practices

Actions	Proposed Metrics	Expected Outcomes
a. Pinpoint innovation opportunities through collaboration with experts and researchers in seniors social housing, health and wellness	<ul style="list-style-type: none"># of innovations undertaken/implemented	Increased number of innovations undertaken/implemented as a result of successful research, partnerships and external relationships e.g, social housing and seniors' organizations
b. Seek input of tenants, partners and other external stakeholders to inform innovation		# of innovative practices shared by TSHC
c. Evaluate and share learning from TSHC's innovative practices and application of technologies		
d. Develop relationships, extending beyond TSHC, which may be valuable to acquiring and implementing innovations of other organizations to better meet the TSHC mandate		



Strategic Objective 4: To develop and promote innovation and leading practices which contribute to seniors' well-being

Strategic Initiative 2: Design and begin implementation of an evaluation of TSHC

Actions	Proposed Metrics	Expected Outcomes
a. Seek funding and partners for program evaluation	NA	Funding successfully secured; project developed in partnership with program evaluation funders
b. Work with a program evaluation expert who can design and undertake an evaluation to determine the impact of ISM and other actions by TSHC to achieve its vision and mandate, to consider impacts on TSHC tenants and broader societal impacts (e.g., health care and social systems, and to compare with leading practices which contribute to seniors' wellbeing)	NA	As a result of a systematic program review, the foundations for TSHC decision-making are enhanced re: recommendations for programmatic refinement

ENABLER 1: TO STRIVE FOR ORGANIZATIONAL EXCELLENCE TO ENSURE EFFECTIVE AND EFFICIENT DELIVERY OF OUR MANDATE

Strategic Initiative	Actions	Proposed Metrics	Expected Outcomes
1. Implement elements of good governance practices	a. Enhance governance practices in the areas of: Governance foundations, principles and structures, Board responsibilities and oversight, Governance processes, and Board effectiveness	<ul style="list-style-type: none"> • # of Board and Committee Meetings • Board Self-evaluation Results 	<ul style="list-style-type: none"> • Degree of effectiveness and performance of the Board via self-evaluation re: Governance foundations, principles, and structure ;Board responsibilities and oversight ; Board processes; and Board effectiveness
2. Meet the requirements of our Shareholder Direction and Housing Manager	a. Establish operating agreement including clarity on responsibilities and reporting expectations and the city as housing manager b. Ensure regular and annual reporting obligations are met	<ul style="list-style-type: none"> • Annual Report and Letter to the Shareholder • % of Units that Are Vacant (Vacancy Rate) • % of Units that Are Occupied (Occupancy Rate) • Total amount of arrears (TBC) 	<ul style="list-style-type: none"> • High degree of shareholder satisfaction of TSHC evaluation and annual reporting of achievements and results against strategic goals and timelines, and efficiency and effectiveness of business functions and processes
3. Collaborate with TCHC	a. Clarify legal relationship b. Develop positive relationship management practices c. Manage service delivery relationship	NA	<ul style="list-style-type: none"> • New agreements in place • TCHC and TSHC satisfaction with the partnership • TSHC evaluation of service provided

ENABLER 1: TO STRIVE FOR ORGANIZATIONAL EXCELLENCE TO ENSURE EFFECTIVE AND EFFICIENT DELIVERY OF OUR MANDATE

Strategic Initiative	Actions	Proposed Metrics	Expected Outcomes
4. Manage our financial resources responsibly	<ul style="list-style-type: none"> a. Engage in annual budget process b. Implement sound financial management and accountability 	<ul style="list-style-type: none"> • Financial Results (Actual vs. Forecast) • Total revenue—forecast and actual • Total expenditures forecast and actual • Cash balance vs. projected 	<ul style="list-style-type: none"> • Financial resources are managed according to best financial management practices, • budget is balanced, • external auditor is satisfied with results
5. Identify and mitigate risk	<ul style="list-style-type: none"> a. Develop a TSHC risk and mitigation plan b. Ensure effective business continuity and emergency response 	NA	<ul style="list-style-type: none"> • Initial risk identification and mitigation plans approved by the Board • Annual report to the Board on risk management and mitigation
6. Be informed by data and driven by performance commitments	<ul style="list-style-type: none"> a. Improve access to quality data and apply data analytics b. Develop performance metrics and targets for reporting at all levels 	<ul style="list-style-type: none"> • Establishment of performance metrics and dashboards at all levels 	<ul style="list-style-type: none"> • Strategic directions reviewed and revised based on data to continue to meet and adapt to the needs of the tenants

ENABLER 1: TO STRIVE FOR ORGANIZATIONAL EXCELLENCE TO ENSURE EFFECTIVE AND EFFICIENT DELIVERY OF OUR MANDATE (cont'd)

Strategic Initiative	Actions	Proposed Metrics	Expected Outcomes
7. Improve service quality in areas important to our tenants	<ul style="list-style-type: none"> a. Develop a quality improvement framework and approach b. Implement priority quality improvement projects 	<ul style="list-style-type: none"> • # of Quality Improvement Projects Completed • # of Recommendations 	<ul style="list-style-type: none"> • Percentage increase of tenant satisfaction of service quality and delivery by TSHC
8. Develop clear, plain language policies	<ul style="list-style-type: none"> a. Review priority internal policies to reflect TSHC values and principles 	<ul style="list-style-type: none"> • # of Internal Policies Created/Reviewed 	<ul style="list-style-type: none"> • <i>To be determined</i>
9. Communicate effectively with our tenants and other stakeholders	<ul style="list-style-type: none"> a. Develop communications strategy, including multiple channels and tools, AODA compliance and consistent messaging 	<ul style="list-style-type: none"> • # of publications translated into # of languages • Online engagement: website traffic data, social media click rates, open rates, followers, impressions etc. (<i>Under Development</i>) • Feedback from tenants and staff re: communications via surveys 	<ul style="list-style-type: none"> • Increased effectiveness of communication tactics as measured through employee engagement survey and Tenant Experience Survey
10. Use technology effectively	<ul style="list-style-type: none"> a. Make best use of available functionality and data in the HoMES system 	<ul style="list-style-type: none"> • % of staff received HoMES training 	<ul style="list-style-type: none"> • Increased extraction and analysis of data from HoMES • Increased use of mobile technology by TSHC staff

ENABLER 2: TO BE AN EMPLOYER OF CHOICE BY FOSTERING A CULTURE OF INNOVATION THAT ENGAGES, EMPOWERS, AND SUPPORTS STAFF (To be updated based on roadmap discussion with the People and Culture Team)

Strategic Initiative	Actions	Proposed Metrics	Expected Outcomes
1. Develop and implement a talent strategy	<ul style="list-style-type: none"> a. With the aim of becoming an employer of choice, identify, attract, recruit, and retain top talent to drive innovation b. Empower staff to proactively develop innovation to achieve vision and mandate c. Provide growth opportunities within TSHC, rewards and recognition, and processes 	<ul style="list-style-type: none"> • Staff Diversity: self-identified race, ethnic origin, gender expression, disabilities, languages spoken etc. (<i>under development</i>) • Results of Employee Engagement Survey 	Talent strategy and implementation timelines developed with measurable outcomes over time. Regular communication with staff on progress.
2. Embrace equity, diversity and inclusion	<ul style="list-style-type: none"> a. Review and refine all people and culture policies and programs to eliminate barriers and create an inclusive workplace b. Support the development of education and awareness for leaders and staff to foster a culture of equity, diversity, and inclusion. 		Increased diversity of TSHC staff as measured through self-identification on race, ancestry, creed, language, disability, family status, gender expression/identity
3. Develop a supportive environment for TSHC staff to innovate	<ul style="list-style-type: none"> a. Develop and implement processes and approaches which welcome and encourage unconventional thinking, and to test innovative ideas b. Empower staff to proactively innovate c. Break silos by connecting staff from different disciplines and areas to work as a team to challenge the status quo, and deliver innovation 		Measurable increase in employee satisfaction that innovation is supported, as measured through employee engagement survey

ENABLER 2: TO BE AN EMPLOYER OF CHOICE BY FOSTERING A CULTURE OF INNOVATION THAT ENGAGES, EMPOWERS, AND SUPPORTS STAFF (cont'd)

Strategic Initiative	Actions	Proposed Metrics	Expected Outcomes
4. Create a positive culture with engaged employees	<ul style="list-style-type: none"> a. Develop and implement approaches for employee engagement at the local, regional, and corporate level. b. Build and maintain productive and respectful relationships with labour partners to ensure a positive work environment for staff. 	<ul style="list-style-type: none"> • Results of Employee Engagement Survey (under development) 	<p>Measurable increase in employee satisfaction measured through employee engagement survey</p>
5. Foster learning and development	<ul style="list-style-type: none"> a. Develop, implement, and continuously improve onboarding, orientation and training programs that focus on enhancing skills to deliver seniors focused services. b. Develop talent management and succession planning strategies to strengthen TSHC leadership capacity. c. Develop, implement training programs to help understand “seniors’ focus”. d. Supporting managers to provide ongoing feedback, guidance, and recognition to staff to help them develop in their roles. 	<ul style="list-style-type: none"> • # of Training Opportunities Offered • Participation Rate of Training • # of Training Hours per Staff • Usage of tuition reimbursement 	<p>Quality of training and direct application to job measured through employee engagement.</p> <p>Percentage of TSHC staff who have been trained on serving seniors, accessibility, anti-black racism, anti-ageism and promoting equity, diversity and inclusion</p> <p>Increased employee retention and reduced turnover rates.</p>
6. Innovation to respond to changing workplace	<ul style="list-style-type: none"> a. Explore innovative practices to address the changing nature of work (e.g., hybrid, part-time, new technologies) and enable work-life balance b. Develop and implement programs and initiatives to support employee health and well-being c. Review health, safety and wellness policies and programs to create a heightened “safety first and wellness” culture. 	<ul style="list-style-type: none"> • Results of Employee Engagement Survey 	<p>Increased percentage of innovative work practices adopted to support staff well-being, health and safety</p> <p>Decrease in lost-time injuries and workplace absences, complaints of workplace harassment and violence</p>

Item #5

Attachment 4

Interim Strategic Directions Roadmap

Interim Strategic Directions Roadmap – Draft

27 March 2023

DRAFT

Note: Director Level accountability will be added in the final Roadmap

Roadmap Assumptions

Roadmap is focused on activities to support the mandate and moving towards the vision

- All TSHC staff should be able to see their work in the roadmap and how it contributes to the mandate and vision
- This includes both ongoing activities and time limited/projects

Roadmap reflects the 12 – 18 month timeframe of the Interim Strategic Directions

- The actions in the roadmap will be undertaken in 12 – 18 months which is the timeframe for the Interim Strategic Directions
- Some actions may begin but not be completed within the timeframe
- Ongoing activities may continue beyond the 12 – 18 month timeframe

Roadmap should be achievable

- The roadmap should be achievable with the available resources of TSHC
- All proposed actions in the draft ISD have been reviewed based on the following questions:
 - Are there any proposed actions that cannot be undertaken within the 12 – 18 month timeframe of the ISD? If yes, remove them
 - Are there any actions which can be combined or streamlined?
 - What can realistically be achieved within 12 – 18 months?
 - Is there anything missing?

Ongoing and time limited (project) work

- Ongoing work includes the work that is done on a continuous basis
 - It includes much of the day-to-day operations work (e.g., ongoing cleaning work contributes to "clean buildings" in the mandate)
 - While ongoing work may not have an end date, it may have time-based improvement targets (e.g., reduce vacancy rate to XX by YY)
 - Ongoing work also includes ongoing communications support, ongoing financial processing, etc.
- Time limited work generally has an end date for completion
 - The roadmap shows the anticipated completion date
 - Completion dates are staggered to make the workload realistic

- Some time-limited work will begin within the timeframe of the ISD, but not be completed. Completion is shown as Q3 2024+

Roadmap vs. Operational Planning

- The roadmap is a high-level view of the work of the organization over the next 12 to 18 months
- It is expected that more detailed workplans will be developed within the organization to support achieving the goals of the roadmap
- The roadmap is currently a draft—to be refined prior to April 27 board meeting and periodically over the 12 – 18 month timeframe

Accountability

- The accountable director is shown for each objective and enabler
- The director is responsible for assigning work within his/her team
- The director is also responsible to involve others in the organizations as needed to ensure that work is not siloed

Reporting

- There will be two types of reporting against the roadmap
 - Have the milestones been met (planned vs. completed work)
 - KPI dashboard showing progress against targets

Strategic Objective 1: To provide safe, clean, and well-maintained buildings and to support stable tenancies

Strategic Initiative	Actions
1. Promote safety and security in our building communities	<ul style="list-style-type: none"> A. Focus on improved safety and security through the quality improvement project (QIP) B. Develop partnerships with safety and security organizations in the broader community C. Conduct regular safety audits and implement findings
2. Provide clean and well-maintained buildings and units	<ul style="list-style-type: none"> A. Improve effectiveness of pest management through the quality improvement project (QIP) B. Support tenant accessibility needs in the built space C. Provide timely response to maintenance requests D. Provide high standards of cleanliness in building and on the grounds E. Prepare vacant units for re-occupancy F. Work with TCHC to set priorities for capital investments and communicate with tenants about these plans
3. Work with tenants to support stable tenancies	<ul style="list-style-type: none"> A. Support tenants to understand and be accountable for the key aspects of their lease, their rights and responsibilities as a tenant B. Provide support to ensure requirements for ongoing RGI eligibility are met C. Work with tenants to prevent evictions for arrears or other reasons D. Improve condition of housing relating to complex tenancies

Objective 1: To provide safe, clean and well maintained buildings and units and to support stable tenancies	
Initiative 1: Promote safety and security in our building communities	
Action A: Implement recommendations of Safety and Security QIP	
Ongoing	
<ul style="list-style-type: none"> • Ensure legislative requirements -Fire and Life Safety schedule are complied with • Implementation of ongoing QIP recommendations (TBD) e.g., building meetings include safety and security component 	
Time limited/Projects	Expected Completion
<ul style="list-style-type: none"> • Complete Safety and Security QIP • Develop implementation plan, including TCHC responsibilities • Time limited QIP recommendations (TBD) (e.g., access to camera footage) 	Q3-2023 Q4 2023
Action B: Develop partnerships with safety and security organizations	
Ongoing	
<ul style="list-style-type: none"> • Oversight of CSU provision of service to TSCH • Community Safety Advisor continues to connect with Toronto Fire and Toronto Police Services 	
Time limited/Projects	Expected Completion
<ul style="list-style-type: none"> • Memorandum of understanding with Toronto Police Services for information sharing 	Q4-2023
Action C: Conduct Regular Safety Audits and implement results	
Ongoing	
<ul style="list-style-type: none"> • TSHC to address safety audit findings within 30 days • Plan for TCHC implementation of recommendations beyond TSCH scope 	
Time limited/Projects	Expected Completion
<ul style="list-style-type: none"> • Work with TCHC to develop schedule for building safety audits 	Q4 2023

Objective 1: To provide safe, clean and well maintained buildings and units and to support stable tenancies	
Initiative 2: Provide clean and well- maintained buildings and units	
Action A: Improve effectiveness of pest management through the QIP	
Ongoing <ul style="list-style-type: none"> Implementation of ongoing QIP recommendations (TBD) 	
Time limited/Projects <ul style="list-style-type: none"> Complete Pest Management QIP Develop QIP implementation plan. Implement time limited QIP recommendations 	Expected Completion Q2 2023 Q3 2023 TBD
Action B: Support tenant accessibility needs in built space	
Ongoing <ul style="list-style-type: none"> Work with R-Path to effectively deliver recommendations. Assist tenants through the process with the application 	
Time limited/Projects <ul style="list-style-type: none"> Hire an intake specialist 	Expected Completion Q2-2023
Action C: Provide Timely response to maintenance requests	
Ongoing <ul style="list-style-type: none"> Continue to meet the standard response to maintenance requests. To provide TCHC with regular reports for vendors that are under delivering 	
Time limited/Projects <ul style="list-style-type: none"> Determine response time for urgent vs regular requests 	Expected Completion Q3-2023
Action D: Provide high standards of cleanliness in building and follow-up on findings	
Ongoing <ul style="list-style-type: none"> Regular building cleaning according to the schedule Use HoMES clean building inspection quarterly and follow up on findings. Quarterly reporting for all actions 	
Time limited/Projects	Expected Completion

Objective 1: To provide safe, clean and well maintained buildings and units and to support stable tenancies	
Initiative 2: Provide clean and well- maintained buildings and units	
Action E: Prepare vacant units for re-occupancy	
Ongoing <ul style="list-style-type: none"> Continue to meet 60-day turnaround target timeframe as established with the City Provide quarterly reports to QTE 	
Time limited/Projects	Expected Completion
Action F: Work with TCHC to set priorities for capital investments and communicate with tenants about these plans	
Ongoing <ul style="list-style-type: none"> Provide quarterly reports to QTE Capital plan will be part of building presentations to tenants 	
Time limited/Projects <ul style="list-style-type: none"> Establish annual capital plan with TCHC 	Expected Completion Q3 2023 and Q3 2024
Action G: Support tenants to understand and be accountable for the key aspects of their lease, their rights and responsibilities as a tenant	
Ongoing <ul style="list-style-type: none"> Collaborate with staff to review and make recommendations to streamline the leasing process 	
Time limited/Projects <ul style="list-style-type: none"> New leasing package and orientation for tenants 	Expected Completion Q1-2024
Action H: Provide support to assist requirements for ongoing RGI eligibility are met	
Ongoing <ul style="list-style-type: none"> Enhanced RGI training for staff (TBD) to be added to the TSHC training plan 	
Time limited/Project	Expected Completion TBD

Objective 1: To provide safe, clean and well maintained buildings and units and to support stable tenancies

Initiative 3: Work with tenants support stable tenancies

Action A: Improve conditions of housing relating to complex tenancies and Work with tenants to prevent eviction for arrears and/or other reasons

Ongoing

- Support the complex tenants and the community
- Manage a complex tenancy team to support complex tenants
- Develop tracking sheet for touch points for complex tenancies
- Referral from regional teams and SSHA

Time limited/Projects

Expected Completion

DRAFT

Strategic Objective 2: To enhance tenant engagement and inclusion in their communities and provide opportunities for tenants to have a voice

Strategic Initiative	Actions
1. Engage tenants in their communities	<ul style="list-style-type: none"> A. Review policies on supporting tenant-led initiatives (e.g., TAF and Use of Space) B. Streamline administrative processes including, and funding C. Build capacity for tenants to develop and lead programming in their communities
2. Create opportunities for broad and diverse tenant voices	<ul style="list-style-type: none"> A. Work with tenants in the development of a new tenant engagement model B. Engage tenants in a review of tenant-facing policies and the Seniors Health and Wellness Initiative report C. Enable input through a variety of mechanisms, e.g., building and regional meetings, focus groups, and specific and periodic tenant satisfaction surveys
3. Promote an environment of respect, trust and inclusiveness	<ul style="list-style-type: none"> A. Undertake a project on staff and tenant relations B. Develop and implement an Equity, Diversity and Inclusion Framework (EDI) including our anti-black racism plan and anti-ageism initiatives C. Develop a communications plan that supports two-way communication among staff and tenants, including accessibility of information on the ISM for tenants D. Enhance accessibility by striving to provide translation and interpreter services, and support for tenants with visual or hearing limitations to enable participation of tenants in engagement opportunities

Objective 2: To enhance tenant engagement and inclusion in their communities and provide opportunities for tenants to have a voice

Initiative 1: Engage tenants in their communities

Action A: Review policies that support tenant-led initiatives (e.g., Tenant Action Fund (TAF) and Use of Space)

Ongoing

Time limited/Projects

- TAF, use of space and tenant engagement policy development (?)
- Set priorities for additional tenant-facing policy reviews
- Review and approve priority policies

Expected Completion

Q4 2023
Q4 2023 (?)
TBD

Action B: Streamline administrative processes including funding

Ongoing

- Review TAF funding requests and distribute funds
- Review and approve use of space applications

Time limited/Projects

- Streamline TAF funding and distribution process.
- Streamline interim process and align with new policy

Expected Completion

Q3 2023

Action C: Build capacity for tenants to develop and lead programming in their communities

Ongoing

- Support tenant initiatives on an ad hoc basis

Time limited/Projects

Expected Completion

Objective 2: To enhance tenant engagement and inclusion in their communities and provide opportunities for tenants to have a voice

Initiative 1: Engage tenants in their communities

Action D: Work with tenants in the development of a new tenant engagement model

Ongoing

- Implement new tenant engagement model when approved

Time limited/Projects

- Complete project to design new tenant engagement model

Expected Completion

Q4 2023

Action E: Enable input through a variety of mechanisms, e.g., building, and regional meetings, focus groups, and specific and periodic tenant satisfaction surveys

Ongoing

- Conduct annual building meeting (one building per year)
- Hold focus groups, workshops, etc. With tenants on an ad hoc basis
- Organize quarterly regional tenant leadership meetings

Time limited/Projects

- Develop approach for annual building meetings

Expected Completion

Q4 2023

Objective 2: To enhance tenant engagement and inclusion in their communities and provide opportunities for tenants to have a voice

Initiative 3: Promote an environment of respect, trust and inclusiveness

Action A: Undertake a project on staff and tenant relations

Ongoing

- Implement ongoing QIP initiative outcomes: tenant and staff relations

Time limited/Projects

- Implement time limited QIP initiatives

Expected Completion

TBD

Action B: Develop and implement an Equity, Diversity and Inclusion Framework (EDI) including our anti-black racism plan and anti-ageism initiatives

Ongoing

- Implement framework when completed.
- Communications – newsletter content stories

Time limited/Projects

- Develop framework in collaboration with tenants.

Expected Completion

Q4-2023

Action C: Develop a communications plan that supports two-way communication among staff and tenants, including accessibility of information on the ISM for tenants

Ongoing

- Regular community meetings with the building teams, agencies, and tenant leaders

Time limited/Projects

- Pilot roundtables- one building per region

Expected Completion

Q4 2023

Action D: Enhance accessibility by striving to provide translation and interpreter services, and support for tenants with visual or hearing limitations to enable participation of tenants in engagement opportunities

Ongoing

Time limited/Projects

- In collaboration with other divisions develop standard guidelines to support language and accessibility supports

Expected Completion

Strategic Objective 3: Facilitate access to services and programs that tenants need and want

Strategic Initiative	Actions
1. Facilitate access to priority health and community support services	<ul style="list-style-type: none">A. Maintain and create new partnerships to provide senior tenants access to the support and services they needB. Partner with City, provincial and federally funded programs and other community initiatives to enable community partners (in consultation with tenants) to establish programs that support community development and tenant wellbeing

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Objective 3: Facilitate access to services and programs that tenants need and want

Initiative: Facilitate access to priority health and community support services

Action A: Maintain and create new partnerships to provide senior tenants access to support and services they need

Ongoing

- Identify tenants who require assistance in their homes
- Support health and social support program through referrals to agencies for individual tenant needs

Time limited/Projects

- Evaluate services with respect to meeting the senior tenants needs
- Create new partnerships where there are gaps in service/supports

Expected Completion
Q4-2023

Action B: Partner with City, provincial and federally funded programs and other community initiatives to enable community

Ongoing

- Maintain current partnerships that provide support and services to senior tenants
- Create new partnerships to provides access to the services the senior tenants need

Time limited/Projects

- Use data sources, tenant and staff feedback to evaluate current services providers – fulfillment of funding mandate and use of space policy based

Expected Completion
Q4-2023

Strategic Objective 4: To develop and promote innovation and leading practices which contribute to seniors' well-being

Strategic Initiative	Actions
1. Partner and cultivate relationships to research and test emerging trends and new practices	A. Pinpoint innovation opportunities through collaboration with experts and researchers in seniors social housing B. Evaluate and share learning from TSHC's innovative practices
2. Design and implement of an evaluation of TSHC	A. Seek funding and partners for program evaluation of TSHC to evaluate the impact of ISM and other TSHC actions

Objective 4: To develop and promote innovation and leading practices which contribute to seniors' well-being	
Initiative 1: Partner and cultivate relationships to research and test emerging trends and new practices	
Action A: Pinpoint innovation opportunities through collaboration with experts and researchers in seniors social housing	
Ongoing <ul style="list-style-type: none"> • Seek input of tenants, partners and other external stakeholders to inform innovation • Industry outreach (social housing, healthcare, seniors) and networking • Develop relationships, extending beyond TSHC, which may be valuable to acquiring and implementing innovations of other organizations to better meet the TSHC mandate 	
Time limited/Projects <ul style="list-style-type: none"> • Identify opportunities and priorities/research and collaboration opportunities • Target research partnership 1 • Target research partnership 2 	Expected Completion Q3 2023 Q4 2023 Q3 2024
Action B: Evaluate and share learning from TSHC's innovative practices	
Ongoing <ul style="list-style-type: none"> • Share learnings from the ISM • Build evaluation framework into new initiatives 	
Time limited/Projects <ul style="list-style-type: none"> • Evaluate learnings from the QIPs 	Expected Completion Q3 2023

Objective 4: To develop and promote innovation and leading practices which contribute to seniors' well-being	
Initiative 2: Design and implement an evaluation of TSHC	
Action A: Seek funding and partners for program evaluation of TSHC to evaluate the impact of ISM and other TSHC actions	
Ongoing	
Time limited/Projects <ul style="list-style-type: none"> • Identify funding opportunities • Identify research partners • Preliminary evaluation design 	Expected Completion <ul style="list-style-type: none"> Q4 2023 Q1 2024 Q4 2024+ (Beyond ISD timeframe)

Enabler 1: To strive for organizational excellence to ensure effective and efficient delivery of our mandate

Strategic Initiative	Actions
1. Implement elements of good governance practices	A. Enhance governance practices in the areas of: Governance foundations, principles and structures, Board responsibilities and oversight, Governance processes, and Board effectiveness
2. Meet the requirements of the Shareholder Direction and the City and housing manager	A. Establish operating agreement including clarity on responsibilities and reporting expectations and the City as housing manager B. Ensure regular and annual reporting obligations are met
3. Collaborate with TCHC	A. Develop positive relationship and manage agreements
4. Manage our financial resources responsibly	A. Engage in annual budget process B. Implement sound financial management and accountability
5. Identify and mitigate risk	A. Develop a TSHC risk and mitigation plan B. Ensure effective business continuity and emergency response
6. Be informed by data and driven by performance commitments	A. Improve access to quality data and apply data analytics B. Develop performance metrics and targets for reporting at all levels
7. Improve service quality in areas important to our tenants	A. Implement priority quality improvement projects
8. Develop clear, plain language policies	A. Review priority policies to reflect TSHC values and principles
9. Communicate effectively with our tenants and other stakeholders	A. Develop communications strategy, including multiple channels and tools, AODA compliance and consistent messaging
10. Use technology effectively	A. Make best use of technology available including functionality and data in HoMES system

Enabler 1: To strive for organizational excellence to ensure effective and efficient delivery of our mandate

Initiative 1: Implement elements of good governance practices

Action A: Enhance governance practices in the areas of: Governance foundations, principles and structures, Board responsibilities and oversight, Governance processes, and Board effectiveness

Ongoing

- Governance and internal Board support
- Oversight
 - Tenant facing policies
 - CEO performance
 - Risk management/business continuity
 - Implementation of Interim Strategic Directions and Quality Improvement
 - Review of operational information/KPIs
 - Partnership agreements
- Post meeting questionnaires on meeting effectiveness
- Director development

Time limited/Projects

- Provide Board members with access to foundation documents
- Participate in Strategic Financial Sustainability Plan
- Skills matrix for Board members
- New member orientation
- Full risk assessment
- Full strategic planning process
- Assess agenda and materials and review committee processes
- Select governance best practices standard and governance review

Expected Completion

- Q1 2023
- Q3 2023
- Q1 2024
- Q4 2023
- Q3 2024
- Q3 2024+
- Q3 2024
- Q3 2024 +

Enabler 1: To strive for organizational excellence to ensure effective and efficient delivery of our mandate	
Initiative 2: Meet the requirements of the Shareholder Direction and the City and housing manager	
Action A: Establish operating agreement including clarity on responsibilities and reporting expectations and the City as housing manager	
Ongoing	
Time limited/Projects	Expected Completion
<ul style="list-style-type: none"> • Operating Agreement planning with the City • Complete Operating Agreement 	Q2 2023
	Q4 2023
Action B: Ensure regular and annual reporting obligations are met	
Ongoing	
<ul style="list-style-type: none"> • Service Manager Reporting • ISM Accountability Framework Reporting 	
Time limited/Projects	Expected Completion
<ul style="list-style-type: none"> • Annual Report and Annual General Meeting Requirements 	Q2 2023/Q2 2024

Enabler 1: To strive for organizational excellence to ensure effective and efficient delivery of our mandate

Initiative 3: Collaborate with TCHC

Action A: Develop positive relationship and manage agreements

Ongoing

- Support joint steering committee
- Service management planning
- Regular touchpoint with TCHC/TSHC Service Providers

Time limited/Projects

- Update to existing legal relationship
- Clarify future legal relationship

Expected Completion

Q4 2023

Q4 2024⁺

Enabler 1: To strive for organizational excellence to ensure effective and efficient delivery of our mandate	
Initiative 4: Manage our financial resources responsibly	
Action A: Engage in annual budget process with TCHC and the City	
Ongoing	
Time limited/Projects	Expected Completion
<ul style="list-style-type: none"> Budget planning 	Q3 2023
<ul style="list-style-type: none"> Present draft budget to the Board 	Q4 2023
<ul style="list-style-type: none"> Budget finalizing 	Q1 2024
Action B: Implement sound financial management and accountability	
Ongoing	
<ul style="list-style-type: none"> Review actuals against budget On-going procurement and vendor management On-going relationship with TCHC and reconciliation Prepare monthly financial information for management team Prepare monthly financial information for Board meeting 	
Time limited/Projects	Expected Completion
<ul style="list-style-type: none"> Participate in short-term strategic financial sustainability approach 	Q3 2023

Enabler 1: To strive for organizational excellence to ensure effective and efficient delivery of our mandate	
Initiative 5: Identify and mitigate risk	
Action A: Develop a TSHC risk and mitigation plan	
Ongoing	
Time limited/Projects	Expected Completion
<ul style="list-style-type: none"> • Develop a risk management scope • Conduct a risk assessment and implement mitigation plan 	Q3 2023 Q2 2024
Action B: Ensure effective business continuity and emergency response	
Ongoing	
<ul style="list-style-type: none"> • Participate in business continuity exercises • Incident/emergency response 	
Time limited/Projects	Expected Completion
<ul style="list-style-type: none"> • Develop business continuity plan 	Q4 2023

Enabler 1: To strive for organizational excellence to ensure effective and efficient delivery of our mandate	
Initiative 6: Be informed by data and driven by performance commitments	
Action A: Improve access to quality data and apply data analytics	
Ongoing	
<ul style="list-style-type: none"> Improve skills, resources, and tools (capability) 	
Time limited/Projects	Expected Completion
<ul style="list-style-type: none"> Develop data analytics plan including new data management 	Q2 2024
Action B: Develop performance metrics and targets for reporting at all levels	
Ongoing	
Time limited/Projects	Expected Completion
<ul style="list-style-type: none"> Define performance metrics Develop a dashboard Tenant experience survey 	Q2 2023 Q3 2023 Q1 2024

Enabler 1: To strive for organizational excellence to ensure effective and efficient delivery of our mandate

Initiative 7: Improve service quality in areas important to our tenants

Action A: Implement priority quality improvement projects

Ongoing

- Complete 3 initial QIPs
- On-going monitoring of QIP activities

Time limited/Projects

- Establish a process for monitoring and implementing existing QIPs
- Conduct lessons learned on existing QIP
- Review and adapt QIP approach
- Identify future QIPs

Expected Completion

Q2 2023
Q2 2023
Q3 2024
Q4 2024+

Enabler 1: To strive for organizational excellence to ensure effective and efficient delivery of our mandate

Initiative 8: Develop clear, plain language policies

Action A: Review priority policies to reflect TSHC values and principles

Ongoing

- Policy improvement initiative
- Develop policy implementation guidance materials

Time limited/Projects

- Develop corporate policy framework and plan
- Implement policy improvement initiatives for Use of Space and TAF
- Post-transition Policy clean up

Expected Completion

Q4 2023

Q4 2023

Q4 2023

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Enabler 1: To strive for organizational excellence to ensure effective and efficient delivery of our mandate

Initiative 9: Communicate effectively with our tenants and other stakeholders

Action A: Develop communications strategy, including multiple channels and tools, translation, AODA compliance and consistent messaging

Ongoing

- Publish Seniors Speak/Community Letter/Video
- Publish Staff Bulletin
- Staff Town Halls
- Communications support for other activities e.g., departmental and corporate announcements; Tenant engagement model implementation
- Communications/Videos to support other activities
- Social media management
- Future CEO tenant engagement activities
- Posters/documents creation, updating and translation
- Internet and Intranet creation, maintenance and design

Time limited/Projects

- Communications support for other activities e.g.
 - Staff on-boarding package
 - Staff survey (timeline TBD) and Tenant survey
 - Tenant engagement model development
 - MS Office and SharePoint roll-out support
 - Annual United Way campaign
- Listening Tours
- Annual Report
- New Intranet
- Branding

Expected Completion

- Q2 2023
- Q1 2024
- Q4 2023
- Q3 2023
- Q4 2023/Q4 2024
- Q2 2023
- Q2 2023/ Q2 2024
- Q4 2024⁺
- Q4 2024⁺

Enabler 1: To strive for organizational excellence to ensure effective and efficient delivery of our mandate

Initiative 10: Use technology effectively

Action A: Make best use of technology available including functionality and data in HoMES system

Ongoing

- Participating in IT Operational Steering Committee
- Continue Improving data analytics and reporting

Time limited/Projects

- Internet contract renewal
- Current SharePoint Clean up/management
- Email consolidation and Office 365 deployment (Timeline TBC)
- Identify opportunities for mobile computing
- Identification of TSHC HoMES requirement
- Intranet solution refresh RFP

Expected Completion

Q2 2023
Q3 2023
Q3 2023
Q4 2023
Q4 2023
Q4 2024⁺

Enabler 2: To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff

Strategic Initiative	Actions
1. Develop and implement a talent strategy	<ul style="list-style-type: none"> A. Identify, attract, recruit, and retain top talent B. Review of total compensation strategy to maintain a competitive edge C. Provide opportunities for growth and development to support staff in reaching their desired career goals
2. Embrace equity, diversity and inclusion	<ul style="list-style-type: none"> A. Review and refine all people and culture policies and programs to eliminate barriers and create an inclusive workplace B. Support the development of education and awareness for leaders and staff to foster a culture of equity, diversity, and inclusion
3. Develop a supportive environment for TSHC staff to innovate	<ul style="list-style-type: none"> A. Develop and implement approaches which test innovative ideas through collaborative teamwork
4. Create a positive culture with engaged employees	<ul style="list-style-type: none"> A. Develop and implement approaches for employee engagement at the local, regional, and corporate level B. Build and maintain productive and respectful relationships with labour partners to ensure a positive work environment for staff
5. Foster continuous learning and improvement	<ul style="list-style-type: none"> A. Develop, implement, and continuously improve onboarding, orientation and training programs that focus on enhancing skills to deliver seniors focused services B. Supporting managers to provide ongoing feedback, guidance, and recognition to staff to help them develop in their roles
6. Innovation to respond to a changing workplace	<ul style="list-style-type: none"> A. Develop and implement programs and initiatives to support employee health and well-being B. Review health, safety and wellness policies and programs to create a heightened “safety first and wellness” culture

Enabler 2: To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff	
Initiative 1: Develop and implement a talent strategy	
Action A: Identify attract, recruit, and retain top talent	
Ongoing <ul style="list-style-type: none"> On-going recruitment Monitoring implementation to ensure the recruitment and retention of top talent 	
Time limited/Projects <ul style="list-style-type: none"> Review of current recruitment program and processes Review of employment offer letters Review of JD's to ensure they include the key knowledge and skills required Review of Job assessments to ensure there are no systemic barriers in the process and are reflective of the desired skills required 	Expected Completion Q4 2023 Q4 2023 Q1 2024 Q1 2024
Action B: Review of total compensation strategy to maintain a competitive edge	
Ongoing <ul style="list-style-type: none"> Periodic review of total compensation strategy 	
Time limited/Projects <ul style="list-style-type: none"> Review and make necessary adjustments to the salary bands to ensure competitiveness Review and update of policies in relation to vacations, leaves and hours of work (e.g., hybrid work model) Review of management/exempt benefits programs 	Expected Completion Q2 2023 Q3 2023 Q1 2024
Action C: Provide opportunities for growth and development to support staff in reaching their desired career goals	
Ongoing <ul style="list-style-type: none"> Promotion of the Tuition Reimbursement Program 	
Time limited/Projects <ul style="list-style-type: none"> Development of a front-line training program to assist in the advancement of the skills required to move to a different position Development of a succession planning program, inclusive of all levels of the organization 	Expected Completion Q2 2024 Q3 2024

Enabler 2: To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff	
Initiative 2: Embrace equity, diversity and inclusion	
Action A: Review and refine all people and culture policies and programs to eliminate barriers and create an inclusive workplace	
Ongoing	
•	
Time limited/Projects	Expected Completion
• Creation of an EDI framework & strategy	Q4 2023
• Ensure policies are written in plain language and are AODA compliant	Q4 2024 ⁺
• Review and update policies to be inclusive and remove any systemic barriers	Q4 2024 ⁺
Action B: Support the development of education and awareness for leaders and staff to foster a culture of equity, diversity, and inclusion	
Ongoing	
Time limited/Projects	Expected Completion
• Develop training program to support the implementation of the EDI overall strategy, including CABR Anti-Black Racism training	Q2 2024

Enabler 2: To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff

Initiative 3: Develop a supportive environment for TSHC staff to innovate

Action A: Develop a culture of innovation

Ongoing

- Develop and implement approaches which test innovative ideas through collaborative teamwork

Time limited/Projects

Expected Completion

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Enabler 2: To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff	
Initiative 4: Create positive work culture with engaged employees	
Action A: Develop and implement approaches for employee engagement at the local, regional, and corporate level	
Ongoing	
Time limited/Projects	Expected Completion
<ul style="list-style-type: none"> Employee engagement and EDI survey Action plans following the results of the survey 	Q1 2024 Q2 2024
Action B: Build and maintain productive and respectful relationships with labour partners to ensure a positive work environment for staff	
Ongoing	
<ul style="list-style-type: none"> Regular labour management meetings to proactively respond to issues as they arise including grievances and harassment complaints 	
Time limited/Projects	Expected Completion

Enabler 2: To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff

Initiative 5: Foster continuous learning and improvement

Action A: Supporting managers to provide ongoing feedback, guidance, and recognition to staff to help them develop in their roles

Ongoing

- Supporting ongoing learning and coaching on performance management

Time limited/Projects

- Provide training and learning on employee and labour relations

Expected Completion
Q4 2023

Action A: Develop, implement and continuously improve onboarding, orientation and training programs that focus on enhancing skills to deliver seniors focused

Ongoing

-

Time limited/Projects

- Create an onboarding program specific to TSHC for all new hires
- Support the creation of job specific orientation programs
- Assist in the development of job specific skill enhancement training programs

Expected Completion
Q3 2023
Q3 2023
Q3 2024

Enabler 2: To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff

Initiative 6: Innovation to respond to changing workplace

Action A: Review health, safety and wellness policies and programs to create a heightened “safety first and wellness” culture

Ongoing

- Provide support for JHSC members

Time limited/Projects

- Review and update of Health and Safety policies

Expected Completion
Q4 2024⁺

Action B: Develop and implement programs and initiatives to support employee health and well-being

Ongoing

- Continued promotion of the Employee and Family Assistance Plan
- Continuing to promote a culture that is inclusive and where staff feel they belong

Time limited/Projects

- Psychological safety and mental wellness program
- Review of respectful workplace policies

Expected Completion
Q4 2024⁺
Q4 2024⁺

