**Toronto Seniors
Housing Corporation**

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

**Date: Monday, July 17, 2023
Time: 3:00 pm to 5:00 pm
Location: WebEx & Livestream**

Item	Time	Description	Action	Supporting Documents	Presenter
1.	3:00 5 min	Chair's Remarks	Information	N/A	Chair
2.	3:05 2 min	Land and African Ancestral Acknowledgements	N/A	N/A	Chair
3.	3:07 1 min	Approval of Public Meeting Agenda	Approval	Agenda	Chair
4.	3:08 1 min	Chair's Poll re: Conflict of Interest	Declaration	N/A	Chair
5.	3:09 1 min	Approval of Public Session Minutes of QTE Board Committee Meeting of May 9, 2023	Approval	Minutes of Public meeting of May 9, 2023	Chair
6.	3:10 5 min	Action Item Review	Information	Action Item List	Chair
7.	3:15 5 min	CEO Update	Information	Verbal Report	Tom Hunter

**Toronto Seniors
Housing Corporation**

Item	Time	Description	Action	Supporting Documents	Presenter
8.	3:20 10min	Operational Dashboard	Information	Operational Performance Dashboard	Brad Priggen
9.	3:30 1hour	Tenant Engagement Model Update & Input	Information	Report	Arlene Howells
10.	4:30 10min	Tenant Experience Survey Update	Information	Report	Grant Coffey
11.	4:40 10min	Tenant Facing Policies Update	Information	Report	Grant Coffey
12.	4:50 10min	Quality Improvement Projects Update	Information	Report	Grant Coffey
13.	5:00 1min	Adjournment	Approval	N/A	Chair

Toronto Seniors Housing Corporation

Toronto Seniors Housing Corporation (TSHC)

Quality and Tenant Engagement Committee Meeting (QTEC)

Date: Tuesday, May 9, 2023
Time: 3:00pm to 5:00pm
Location: WebEx and Livestream

Minutes

The Quality and Tenant Engagement Committee (QTEC) of the TSHC Board held its meeting on Tuesday, May 9, 2023, at 3:00pm via WebEx video conference. This meeting was livestreamed.

Members in attendance:

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

TSHC staff present:

- Tom Hunter
- Grant Coffey
- Brad Priggen
- Vince Truong
- Mary Tate
- Jaipreet Kohli
- Wendy Dobson
- Tina Ferreira
- Liz Dizig
- Fatima Mahmood (Recording Secretary)

**Toronto Seniors
Housing Corporation**

Guests: Melanie Martin

Item 1: Chair's remarks

The Chair welcomed everyone and stated that this meeting is being live streamed on YouTube.

The Chair reviewed the agenda

Item 2: Land and African ancestral acknowledgements

The Chair began with land and African ancestral acknowledgements.

Item 3: Approval of public meeting agenda

The Chair asked if there were any changes to the public meeting agenda and noted that we have committed to bring as many items as possible to the public meetings.

Motion: Upon motion, duly made by Carrie, and seconded by Fareed, it was resolved that the public meeting agenda is hereby approved.

Item 4: Chair's poll re: conflict of interest

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

No conflicts were declared.

Item 5: Approval of public minutes of QTEC meeting of March 9, 2023

Motion: Upon motion, duly made by Carrie, and seconded by Jim, it was resolved that the public meeting agenda is hereby approved.

Item 6: Action item review

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

Actions items are either completed or still in progress.

Item 7: CEO update

At the invitation of the Chair, Toronto Seniors Housing CEO, Tom Hunter, provided a verbal update on ongoing efforts.

Tom Hunter noted the Pest Management and Safety and Security, Quality Improvement Projects have concluded and that Tenants and Staff relations will conclude later this month. TSHC will provide an update along with recommendations that have come forth from the Quality Improvement Projects to the Board in June.

Tom Hunter noted the presentation on the Rapid Rehousing Initiative during the last STAC meeting led to a very good discussion offline and will continue in the next meeting to further discuss how TSHC supports the City's initiative through individuals and the broader community. Updates on the Tenant Action Fund, Use of Space and the Tenant Engagement Model will be provided in the next meeting.

Tom Hunter highlighted the work underway with the Barnes Management Group, the consultation with staff tenant leaders has begun on how to determine engagement. Tom Hunter also noted the Tenant Experience Survey is moving along and will be ready for fall 2023.

Item 8: Operational Dashboard

At the invitation of the Chair, Brad Priggen provided an overview of the operational dashboard for the month of March 2023. An overview of categories that are measured.

Brad Priggen noted a slight decrease in the arrears and vacancy for the month and noted that TSHC remained below the 2% request from the service manager in regards to the work order service levels, however TSHC saw an increase in the turnaround for staff and vendor related work order's, noting TSHC's commitment on improving performance with regards to arrears and administrative requests. Brad Priggen noted in their continued efforts to improve performance they have

partnered up with OCHE and the Commissioner of Housing for an information sharing partnership. The vacancy rate saw a slight increase in the number of units vacated over the winter months, this is a seasonal occurrence that is seen in the months of January and February.

Brad Priggen noted the total number of pest treatments scheduled for the month of March were 1,828 and 321 units have been declared bug free, 152 units declared cockroach free. The environmental health team took a look at the pest treatments by units and were able to breakdown; 50% of units requiring pest treatment was coming from three developments and 40% of the developments had less than 10% of units requesting treatment, this investigation allowed the team to focus the resources into the three developments requesting the most treatment.

Brad Priggen emphasized the commitment to community safety and working with the Community Safety Unit and having them attend community meetings and an increased patrol in the developments. It was also noted in a recent project TSHC provided new tenants with magnets with Community Safety Units contact information and therefore may be a reason in an increase of tenants calling the Community Safety Unit.

At the request of Board Member Carrie MacNeil, Brad Priggen reviewed the Rapid Rehousing program. It was noted that the Service Manager has allocated a number of units for the Rapid Rehousing program, where they place residents into units directly from the shelter system and are assigned a support worker who follows up with the tenant and works with TSHC to support the tenancy, there is a comprehensive plan for the first three months in order to ensure that the tenants are receiving the supports needed to transition from the shelter system to independent living. The Rapid Rehousing program is regularly tweaked to ensure that we have successful outcomes. Tom Hunter commented on the focus of the Housing Secretary, City Manager, and TCHC to support the rapid rehousing program.

A detailed discussion ensued.

The Chair thanked the Brad Priggen for his hard work.

Action: Brad Priggen to provide data on what success looks like for the Rapid Rehousing program through the City.

Item 9: Listening Tour

DEPUTATION: BILL LOHMAN

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

Mr. Bill Lohman commented on the importance of inclusion of people with complex needs and the Rapid Rehousing program and how we can make changes through the Tenant Engagement Model. Mr. Bill Lohman expressed his desire of additional discussion on the consideration of how potential situations affect a community and how we can address these concerns all in the hope of understanding changes that are taking place inside the community.

The Chair asked Tom Hunter to address Mr. Bill Lohman's concerns through his report. Tom Hunter asked Wendy Dobson to speak about the Listening Tour report.

Wendy Dobson provided a brief background on the Listening Tour.

Wendy Dobson noted as of May 1, Tom Hunter visited 72 buildings and met with over 2,300 tenants where 65 interpreters were used for their services. Tom Hunter was not able to attend ten buildings due to construction and other issues, however meetings for these buildings were held at alternate locations. It was noted that the Listening Tour will conclude at the end of this week nonetheless the CEO will continue to connect with tenants. The plan going forward will be for Tom Hunter to visit one building per week in the same order of buildings. Wendy Dobson also

noted the staff members, majority of which were frontline staff, attended eight events and also participated in the Interim Strategic Direction. Wendy Dobson also mentioned the feedback and recommendations from tenants and staff were aligned. Wendy Dobson addressed Mr. Bill Lohman, commenting that the feedback from the listening tour led to the creation of the QIP's and directly informed the Interim Strategic Direction and TSHC will continue to consult with tenants on policies, QIP's and the Interim Strategic Direction, TSHC will continue to prioritize the tenant and staff voice. Wendy Dobson also noted the regional managers will be required to host one building meeting per year, the communications team has developed a new deck that managers and staff will use to ensure they are forward facing for tenants.

The Chair thanked Wendy Dobson and Tom Hunter for their work.

Item 10: Programs and Partnerships

DEPUTATION: BILL LOHMAN

Mr. Bill Lohman commented on the engagement with the roundtable and continual conversations that do not include tenants and agencies, commenting further that this dilutes the idea of the roundtable, leaving the tenant leaders left out and countermanded and feeling unacknowledged.

The Chair thanked Mr. Bill Lohman for his deputation.

At the invitation of the Chair, Tom Hunter introduced Jaipreet Kohli, Manager of Access and Support, and introduced his work. Jaipreet Kohli has been working around tenant engagement and partnerships, more specifically the Tenant Action Fund and Use of Space. Today's presentation is focused on the partnerships and programs that Jaipreet Kohli has been working on since the transition to TSHC.

Jaipreet Kohli noted the community development efforts to date with a focus on partnerships and programs has been on renewing and establishing new partnership

agreements to revitalize the community programming that has been on a pause due to COVID. Programs and partnership development is key to achieving TSHC's Interim Strategic Direction objectives as these programs and partnerships enable tenants to access onsite health and social supports that foster stable tenancies, enhance tenant engagement and facilitate access to programs and services that align to tenant needs. Based on the last tenant experience survey, 75% of respondents expressed a need for staff to help them access programs and services with tenants requesting programs be delivered in languages reflective of our tenant population. Tenants also requested access to onsite health and social support services, along with access to in-home services including personal support workers and homemakers with food security programs. In order to support tenants to age in place and support community development, tenants requested access to community gardens, learning opportunities such as health, education and language classes.

Jaipreet Kohli noted, to provide tenant input and to connect with site staff, TSHC completed the hiring of four Community Services Coordinators, as a result TSHC is better positioned to identify tenant community needs, developing and evaluating programs and partnerships and fostering tenant engagement across the four regions. The majority of TSHC buildings are well equipped with large recreation rooms, community kitchens and other common amenities that are being utilized to develop tenant and agency led partnerships to meet tenant community needs.

Jaipreet Kohli reviewed the current programs and partnerships that consist of 126 reoccurring community programs that represent 45 partner agencies, 19 tenant led programs, 33 supportive housing partnerships and 45 referral and head lease partnerships where eligible tenants are provided support services within designated TSHC units by partner agencies. In the first quarter the Community Services Coordinators have completed the common amenities and program surveys to establish an inventory of available spaces and current programs. The majority of use of space agreement renewals have been completed with 15 agreements pending. The team has completed tenant consultations for the use of

space and tenant action fund policy development. Currently the team is coordinating tenant consultations for the new tenant engagement model that is under development and are planning annual building meetings supporting spring and summer community events funded through the tenant action fund and are also working on supporting the coordination of Municipal Elections within the portfolio. The goal for the remainder of the year is to implement a community needs survey, increase program and partnerships that align with tenant needs, including regional health and service alignment.

Jaipreet Kohli noted 45 agency partners offering 107 programs across 46 buildings and 19 tenant led activities across 13 buildings. The majority of TSHC programming currently is represented by social recreation programs at 43%, health and wellness programs at 38% and food security, personal development and faith based programs were a total of 126 programs across the portfolio.

Jaipreet Kohli provided an overview of the current health and social support partnerships with a focus on the first three partnerships the cover the Northeast and Northwest regions. The three partnerships include the North Toronto Neighborhood Care Team, Baycrest Wellness Clinic and the Connected Communities Program. These collaborative initiatives are working across agencies to support the individual health and community well being of tenants within their respective buildings.

The North Toronto Neighborhood Care Team is operating out of 71 Merton, offering community development activities, access to a physician, clinical support services and regular coordination meetings to offer onsite supports and services for tenants at 71 Merton.

Baycrest Hospital has partnered with TSHC to establish four onsite wellness clinics through extensive tenant engagement and collaborative planning. To offer tenants access to onsite health and social supports in conjunction with nurse practitioners, social workers, care Coordinators, our Senior Services Coordinators, and tenant representatives. They will be establishing these four clinics over the course of the year, and they're also looking to expand services to other buildings.

Jaipreet Kohli highlighted the Connected Communities program. The Canadian Red Cross Health Commons and affiliated partners have been piloting the Connected Communities program at 3174 Bathurst in collaboration with the tenant community, tenant representatives and senior services coordinators to identify tenants programming needs to develop a community programming calendar, develop a peer support network and host a regular roundtable for tenant representatives, site staff, support service providers and community agencies to plan and coordinate programs and services.

In the Southeast region TSHC has been working with the Primary and Community Care Response Team, and the Primary Community Care Response Team is a health and social services collaborative in East Toronto, operating for two years, covering a geographical catchment that covers 19 TSHC buildings. Senior Services Coordinators have the opportunity to refer tenants with presenting health and social support needs and collaborate with other service providers to support tenants as needed.

In terms of the Toronto Public Library, they are in their second year working with TSHC in a very valuable partnership. Their community librarians work within eight of our buildings and they're offering tenant engagement, digital literacy, basic classes, and community librarian supports that will continue over the coming year, and they will adopt another eight buildings over the next year, and they've committed to providing permanent community librarian services across the portfolio for the years ahead.

In terms of the Fort York Food Bank, the Fort York Food Bank at 91 Augusta, is representative of some of our current food security partnerships. They have been operating since January 2021 to offer nutritious, fresh and culturally appropriate food packages to 180 tenants, with a focus on tenants who are homebound or dealing with mobility challenges.

The Alzheimer's Society is piloting an initiative to offer tenants in two TSHC buildings with free on site cognitive assessments to assess memory loss and help access care sooner, with the goal of offering this service more broadly over the coming year.

The Naturally Occurring Retirement Communities Innovation Center (NORC) Innovation Center has partnered with TSHC to offer their NORC Ambassadors Program in two of our buildings over the past year and is currently expanding to buildings in the Southwest region. The NORC Ambassadors Program works with tenant communities to identify individual tenants who want to work together and supports them to develop a peer model to identify a building's community development needs and support the community to align community programs along with health and social services to meet the needs of the building community.

A detailed discussion ensued.

The Chair thanked Jaipreet Kohli for highlighting the programs and partnerships.

Item 11: OCHE Quarterly Update – January 1 to March 31, 2023

At the invitation of the Chair, Melanie Martin, Interim Commissioner of Housing Equity, was invited to speak to the Committee. Melanie Martin provided the highlights of the report from the period of January 1st to March 31st 2023.

Melanie Martin summarized the findings and recommendations for the first quarter, OCHE received 60 referrals and closed 38 cases. The files were audited and found that the new arrears collection process appears to be working and that arrears are being detected and acted upon earlier, when files were compared the newer cases with arrears had decreased. A significant finding from the audit revealed the need to send the N4 within the timelines of the reverse collection process and to make direct contact with the tenant in the first month of their arrears. TSHC has shown improvements in arrears over the past three reporting periods. There have been no findings of non-compliance with policies or procedures or in the category of unreliable information. TSHC needs to ensure better tracking of OCHE brokered repayment agreements to ensure tenants can catch-up and following that, if a referral is made to OCHE, OCHE can then determine exceptional circumstances, preventing eviction. In this current reporting period $101,000 in arrears were recovered through the brokering repayment agreements,

accessing funds through the Housing Stabilization Fund, direct payments from tenants and by reversing losses of subsidies or submitting documents to support the annual review.

A detailed discussion ensued.
The Chair thanked Melanie Martin for the detailed report

Item 12: Additional QTEC Meeting

At the invitation of the Chair, Grant Coffey, the Director of Strategy and Communications provided details for the next QTEC meeting.

Grant Coffey noted the need for an additional QTEC meeting in July to review the Tenant Engagement Model, the Tenant Experience Survey, policy work on the Tenant Action Funds and Use of Space and potentially some follow up on the Quality Improvement Projects. Grant Coffey provided potential dates in mid July and asked for the Committee to approve.

Motion: Upon motion, duly made by Jim, and seconded by Carrie, it was resolved that all are in agreement to have a Quality and Tenant Engagement Committee Meeting in July.

Item 13: Adjournment

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

Motion: Upon motion, duly made by Carrie MacNeil, and seconded by Jim Meeks, it was resolved that the meeting terminate.

_____
Linda Jackson, Chair
Quality and Tenant Engagement Committee

Toronto Seniors Housing Corporation
Quality and Tenant Engagement Committee
Action Items List as of July 2023

	Meeting arising from	Description	Resp.	Status
1.	May 9, 2023	• Provide data on the Rapid Rehousing program through the City.	Brad Priggen	In progress
2.	Oct 26, 2022	• Bring back to the Committee a more tangible structured update on the Health Commons Report on Seniors Health and Wellness Initiative.	Grant Coffey/Wendy Dobson	In progress
3.	Oct 26, 2022	• KPI-Chair recommended to add to future agenda item. It should include demographic data and race-based and language-based data.	Grant Coffey/Brad Priggen	In progress – part of future KPI development
4.	Sept 12, 2022	• Provide a list of all 83 buildings and the number of bed bug/pest cases. Pests in buildings to be ranked into three buckets: big problems, medium problems and no problems.	Brad Priggen	In progress. Data prepared for Quality Improvement project. Part of future KPI development.

	Meeting arising from	Description	Resp.	Status
5.	Sept 12, 2022	• Add the 'red, yellow, green's flag to the Operations Dashboard for a quick 'at a glance' overview.	Brad Priggen	In progress – part of future KPI development
6.	Sept 12, 2022	• Staff to bring a weekly use of space schedule for each building's common rooms, including program title, day(s) of the week they operate and weekly time use. • Identify the wording in leases around the rights of tenants to access common rooms and spaces.	Brad Priggen	Draft summary developed

Completed Action items

	Meeting arising	Description	Resp.	Status
1.	Sept 12, 2022	• Staff bring back a list of how many buildings do not have a common room.	Brad Priggen	Completed Inventory amenity list
2.	Sept 12, 2022 (*Oct 26, 2022)	• Improve website to make it easier to find committee meeting materials. • Board members asked navigate website to identify challenges and inform if further changes are necessary.	Wendy Dobson	Completed

3.	Sept 12, 2022	• Provide data up front for all QIP working groups and bring back to the Committee. Staff need to include the measurement metrics used to determine if project is successful. We need to know the progress we are making. • Ensure tenants with lived experience of pest issues are on QIP pest control working group and include experience of issue in rubric of selecting tenant participants for working groups. • Bring written QIP update to a future meeting.	Brad Priggen/ Grant Coffey/Mary Tate	Completed
4.	Sept 12, 2022	• Report back on Listening Tour and specifically on how TSHC is working to improve translation/interpretation services.	Grant Coffey/Wendy Dobson	Completed
5.	Oct 26, 2022	• Share Interim Organizational model with STAC and other tenant groups.	Grant Coffey	Completed
6.	Oct 26, 2022	• The Chair requested that staff put together a summary of the Interim Strategic Direction as a follow-up to this meeting to put together a structure. The Chair to review the material in advance of the Board Workshop.	Mary Tate/Grant Coffey	Completed

7.	Oct 26, 2022	• Tenant Engagement Model update: Provide summary to the Committee as a follow up summarizing some of the key items in the report.	Grant Coffey/Wendy Dobson	Completed

Toronto Seniors Housing Corporation

Toronto Seniors Housing Corporation
Quality and Tenant Engagement Committee
Operational Performance Dashboard
Item #8
June 29, 2023

Report:	QTEC: July 17, 2023 #8

To: Quality and Tenant Engagement Committee

From: Brad Priggen, Director Operations

Date: Jun 29, 2023

Purpose: For Information

Recommendation:

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

REASON FOR RECOMMENDATION:

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

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

**Toronto Seniors
Housing Corporation**

Please see Attachment 1 for the Operational Performance Dashboard for May 2023.

Brad Priggen

Director, Operations

List of Attachments:

Attachment 1: Operational Dashboard May 2023

Item # 8
Attachment 1:
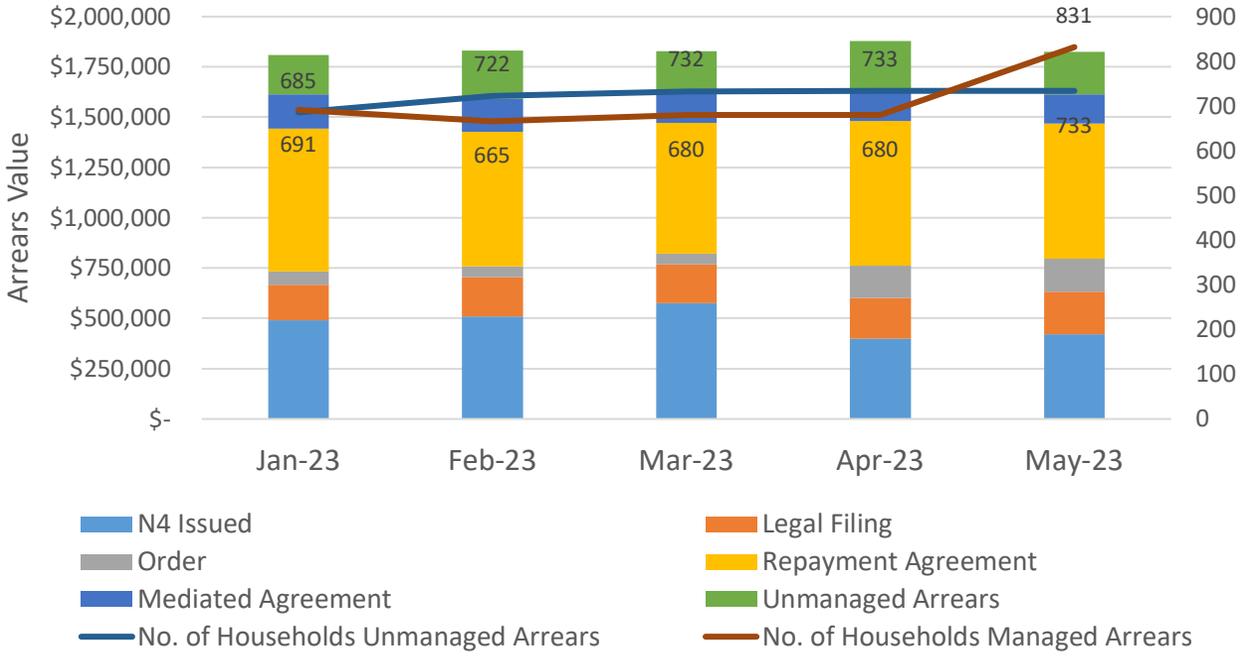Operational Dashboard May 2023

Toronto Seniors
Housing Corporation

Operational Performance Dashboard – May 2023

Quality and Tenant Engagement Committee Meeting
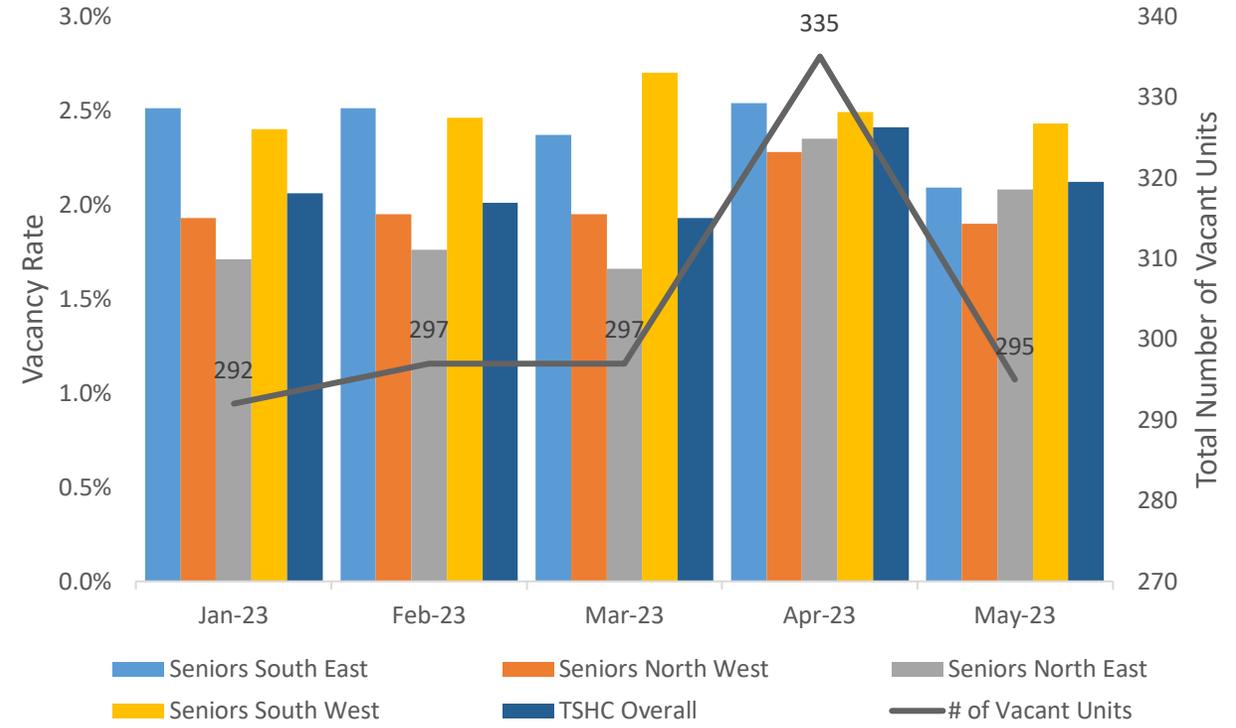
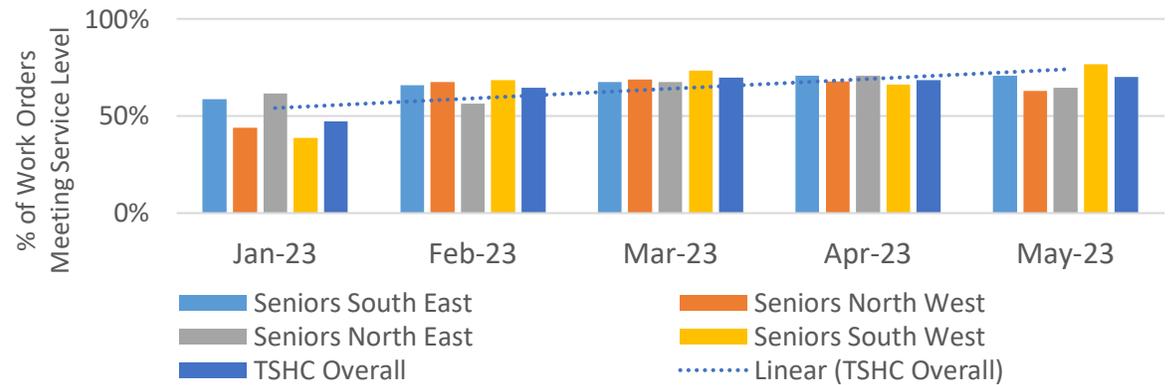# Summary – May 2023
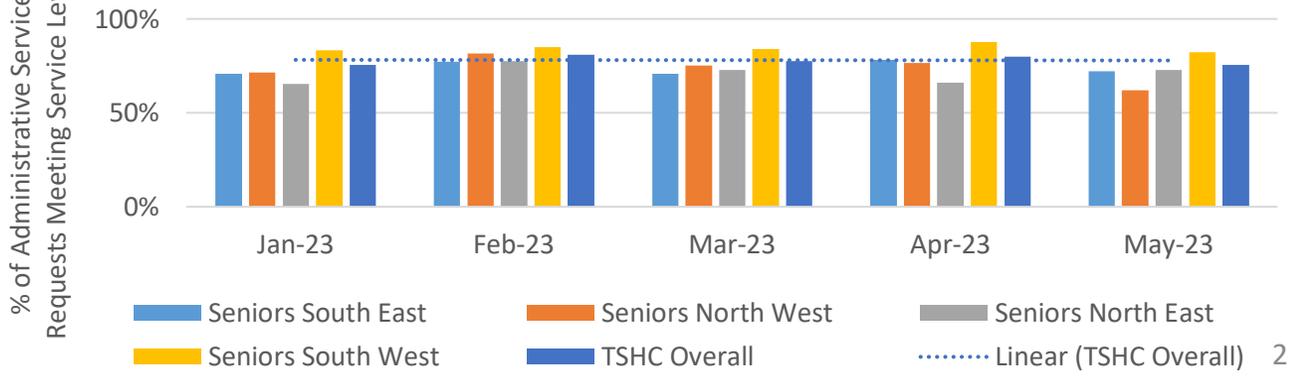

Arrears Collection Process (ACP) Stage Arrears and Tenants

Vacancy Rate & Number of Vacant Units

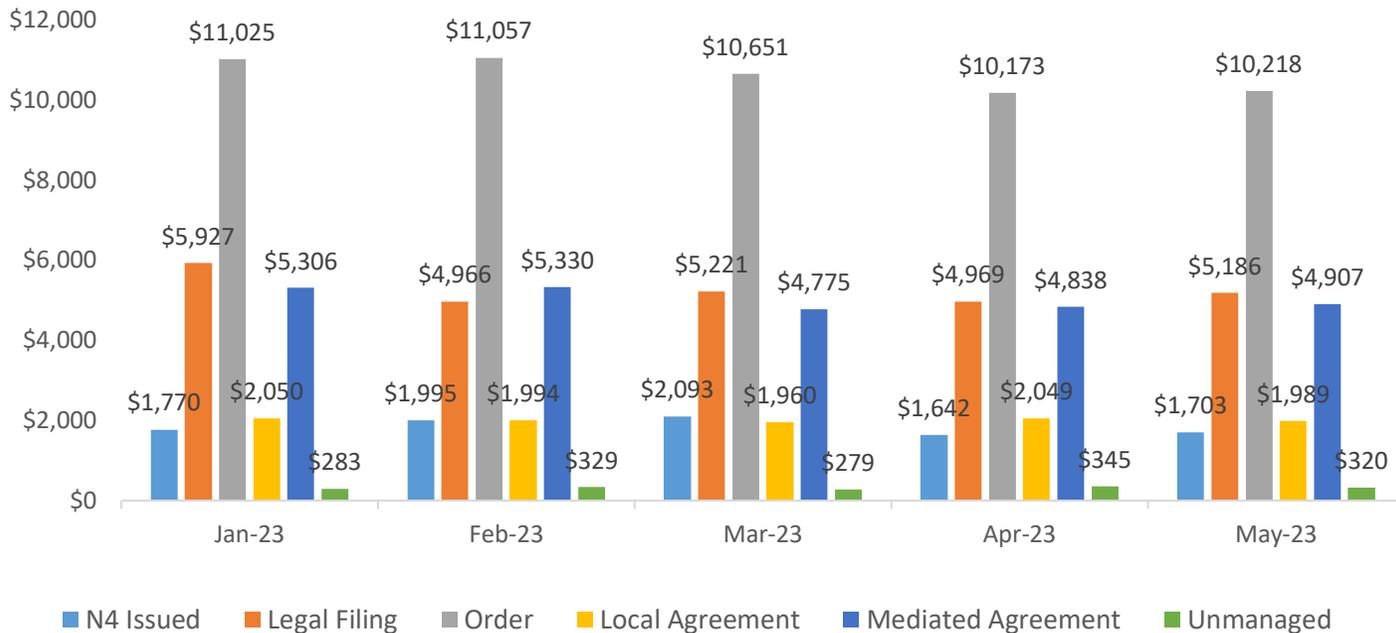Work Order Service Levels

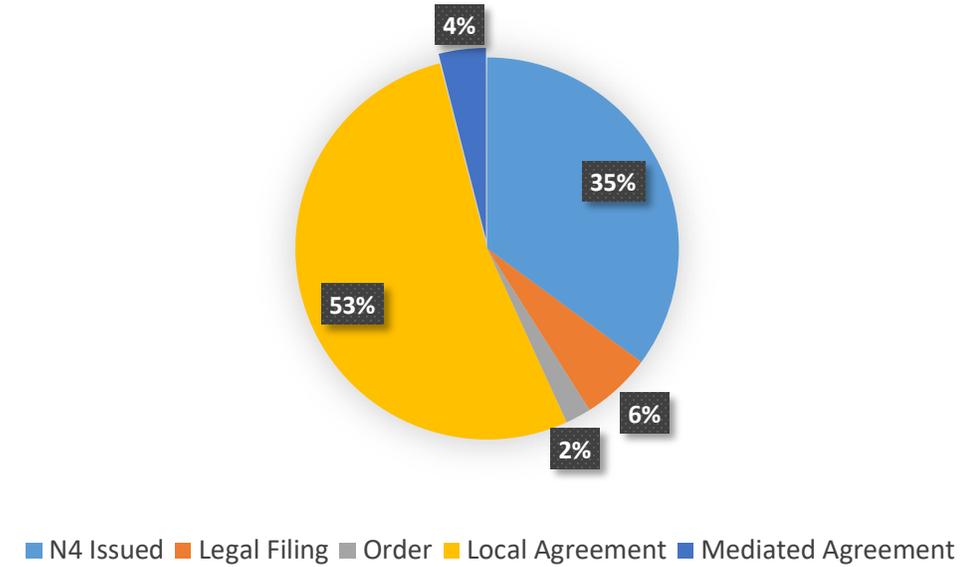Administrative Request Service Levels

2

Arrears

- In May 2023, the rent/parking arrears was $1,823,977 a decrease of $53,140 from April 2023
- The *Legal Filing* stage saw the largest increase of $13,834 (*7.0%*)
- While *Unmanaged* stage saw the largest % drop; 15.9% (*$40,085*)
- 53% of those tenants that are in the arears collections process have local agreements and are actively working with staff to reduce their debt.
- Staff have reduced the number of outstanding rent reviews from 22% to 10.2% (1405).
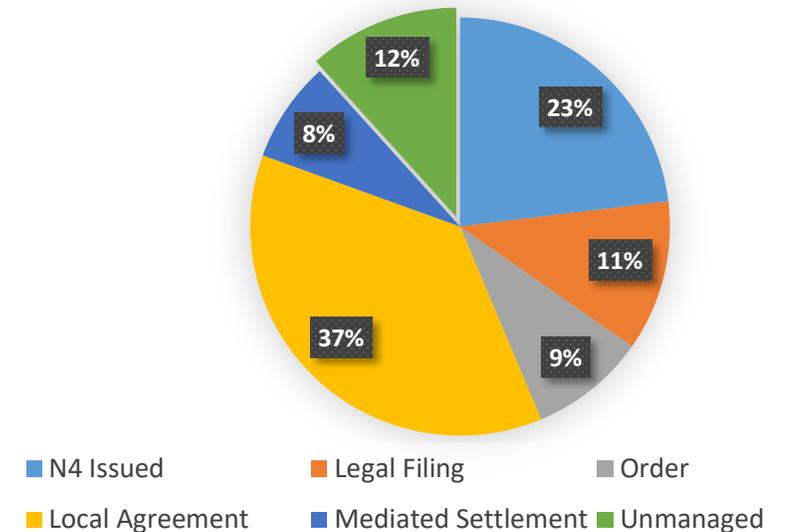
# of Tenants at each stage of ACP

Legend: N4 Issued, Legal Filing, Order, Local Agreement, Mediated Agreement

(4%, 35%, 6%, 2%, 53%)

Average Arrears per Stage

	Jan-23	Feb-23	Mar-23	Apr-23	May-23
N4 Issued	$1,770	$1,995	$2,093	$1,642	$1,703
Legal Filing	$5,927	$4,966	$5,221	$4,969	$5,186
Order	$11,025	$11,057	$10,651	$10,173	$10,218
Local Agreement	$2,050	$1,994	$1,960	$2,049	$1,989
Mediated Agreement	$5,306	$5,330	$4,775	$4,838	$4,907
Unmanaged	$283	$329	$279	$345	$320

Arrears Percentages

Legend: N4 Issued, Legal Filing, Order, Local Agreement, Mediated Settlement, Unmanaged

(23%, 11%, 9%, 37%, 8%, 12%)

3

Vacancy Rate

- May vacancy rose .11% to 2.08%
- In May 2023, the 'Vacant and Ready' category saw the largest decrease (*fell by 88.9%, 8 units*)
- The following categories also saw a decrease this month;
  - 'Rapid Rehousing – Sent to City': -63.6% (14 *units*)
  - 'Sent to Centralized Wait list': -33.8% (*25 units*)
- The 'Offer Accepted' category saw a significant increase in May, the number of units went from 32 (*April 2023*) to 68 (*112.5%*)
- In May, there were 8 less move ins and 12 less move outs when compared to April
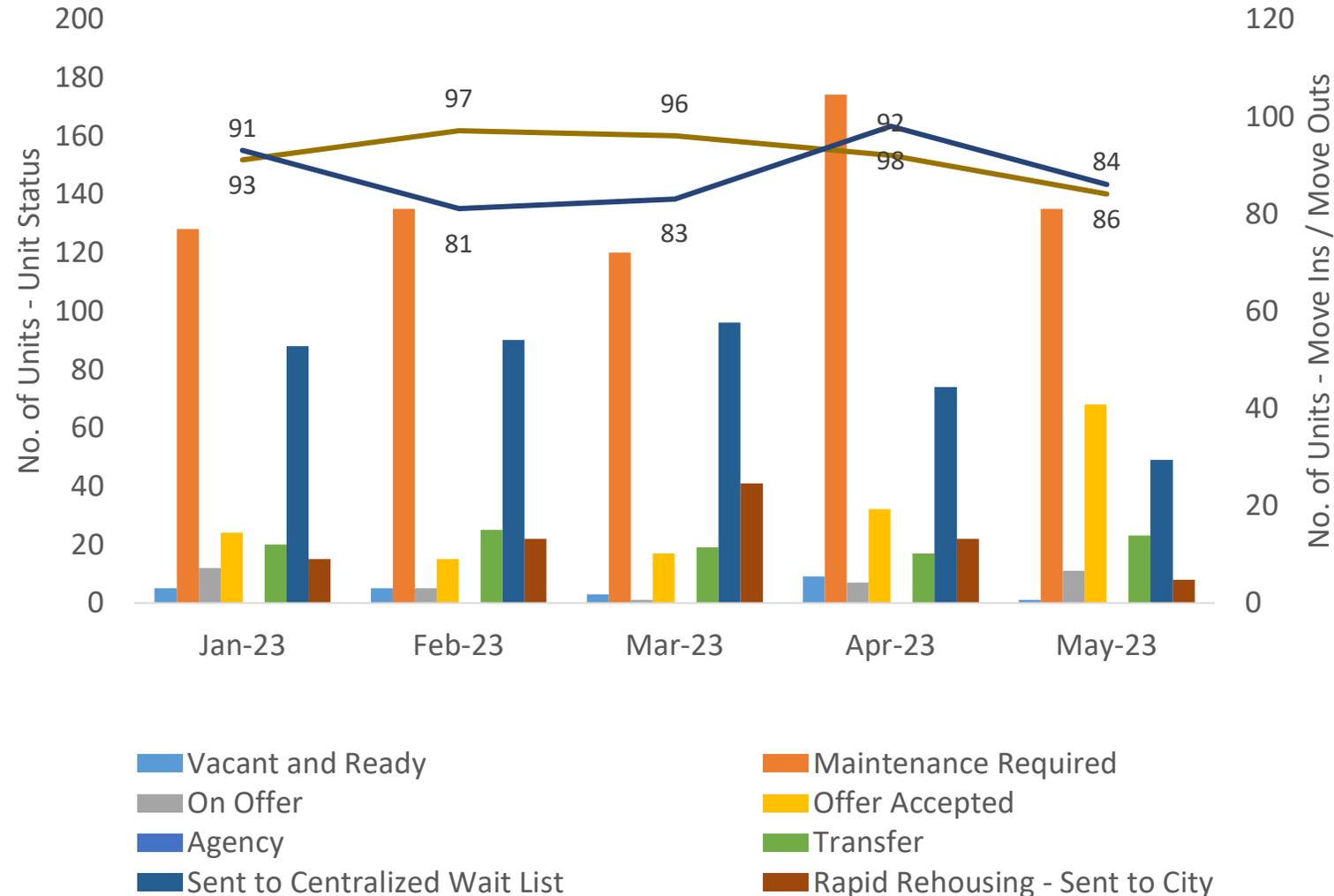
Maintenance Work Order

➢ In May 2023, staff and vendors processed 8,512 work order requests from tenants with 70.1% resolved within 5 business days

➢ TSHC Staff completed 90.8% (*5,747*) internal work orders

➢ In May, the majority of these work orders were related to pest control, plumbing, and Janitorial; making up almost 41% of all work orders

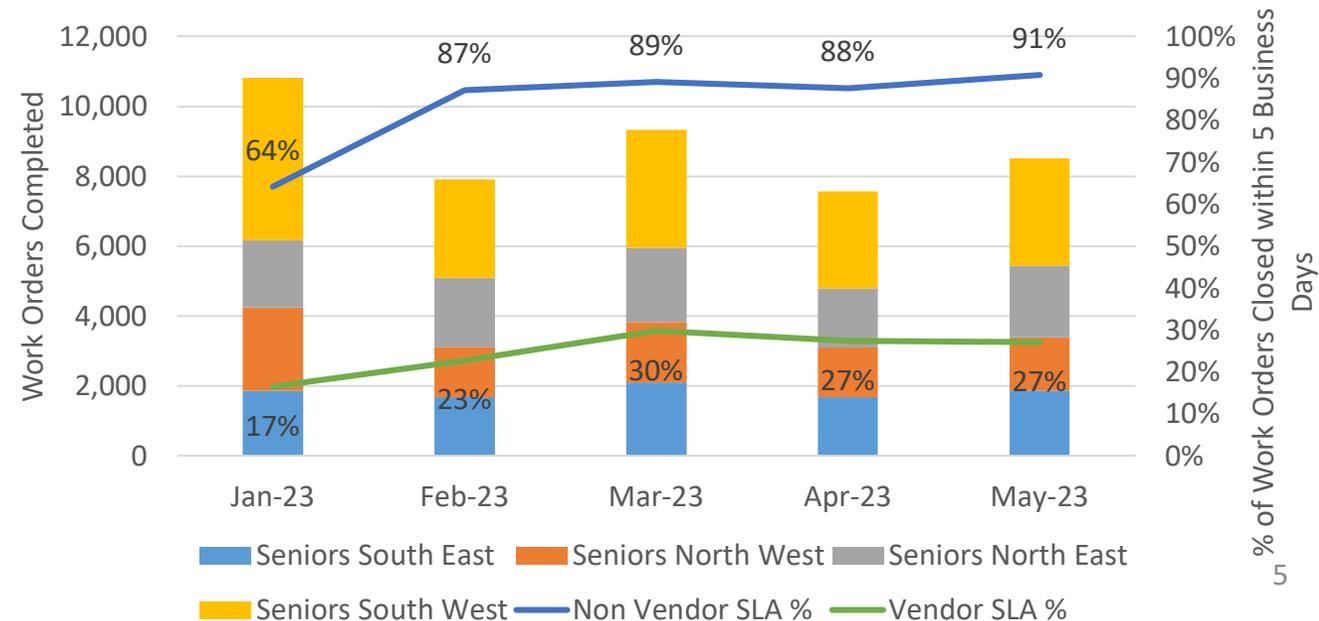➢ Top 5 Work Order Categories Completed in May 2023

| Work Order Request Category	%
Pest Control	17.6%
Plumbing	11.9%
Janitorial	11.9%
Alarm Monitoring	11.1%
Doors	7.4%

Number of Work Orders Started
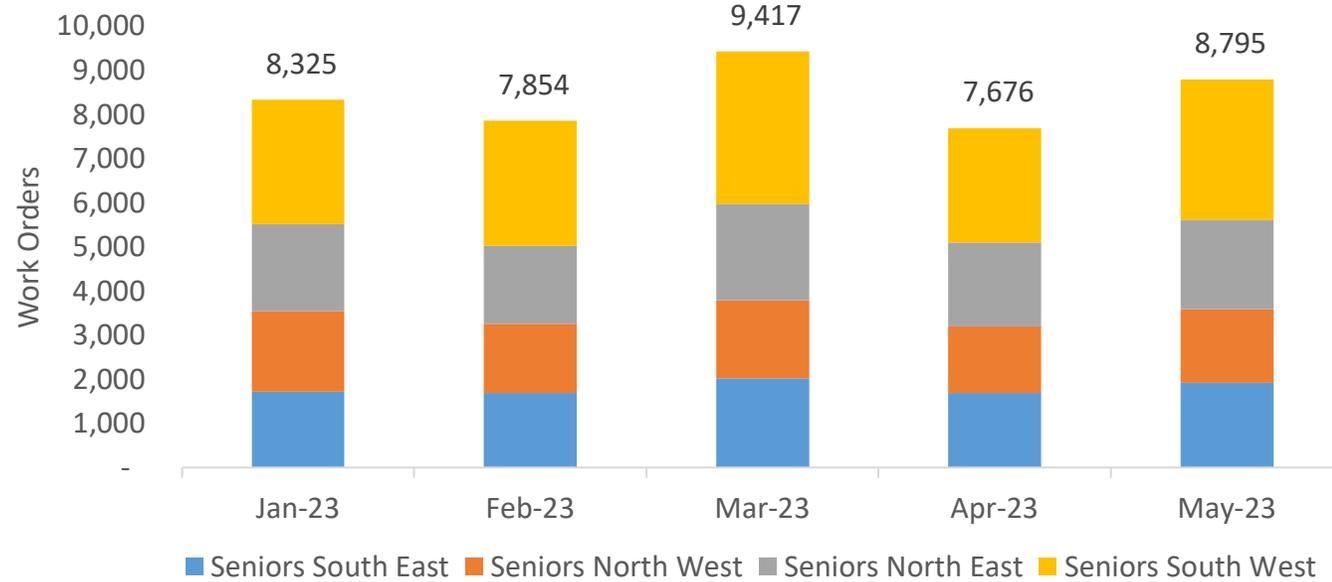
Work Order Performance

Pest Control

- For the month of May staff scheduled 1,828 pest treats, of the treatments requested:
  - 166 units were declared bedbug free and 158 units were declared cockroach free
  - 421 units for bedbugs
  - 323 units for cockroaches

- Year to date staff have assisted 20 residents with preparation for treatment while coordinating 82 units for preparation with Toronto Public Health. Staff have also supplied 24 residents with new beds as their existing beds were too infested to be recovered.

- The Pest building cleanout has been paused based upon the status of Pest provider tender as the current agreement is expiring in Q3

- Staff have reviewed pest treatment rates to unit numbers and have identified:
  - 38 developments with less then 10% of units requesting service
  - 18 development with 11% to 49% of units requesting service
  - 1 developments with more then 50% of units request service

Pest Control - Pest Type

- Ant 1%
- Rodent 11%
- General 5%
- Flies 1%
- Bed Bug 54%
- Cockroach 28%
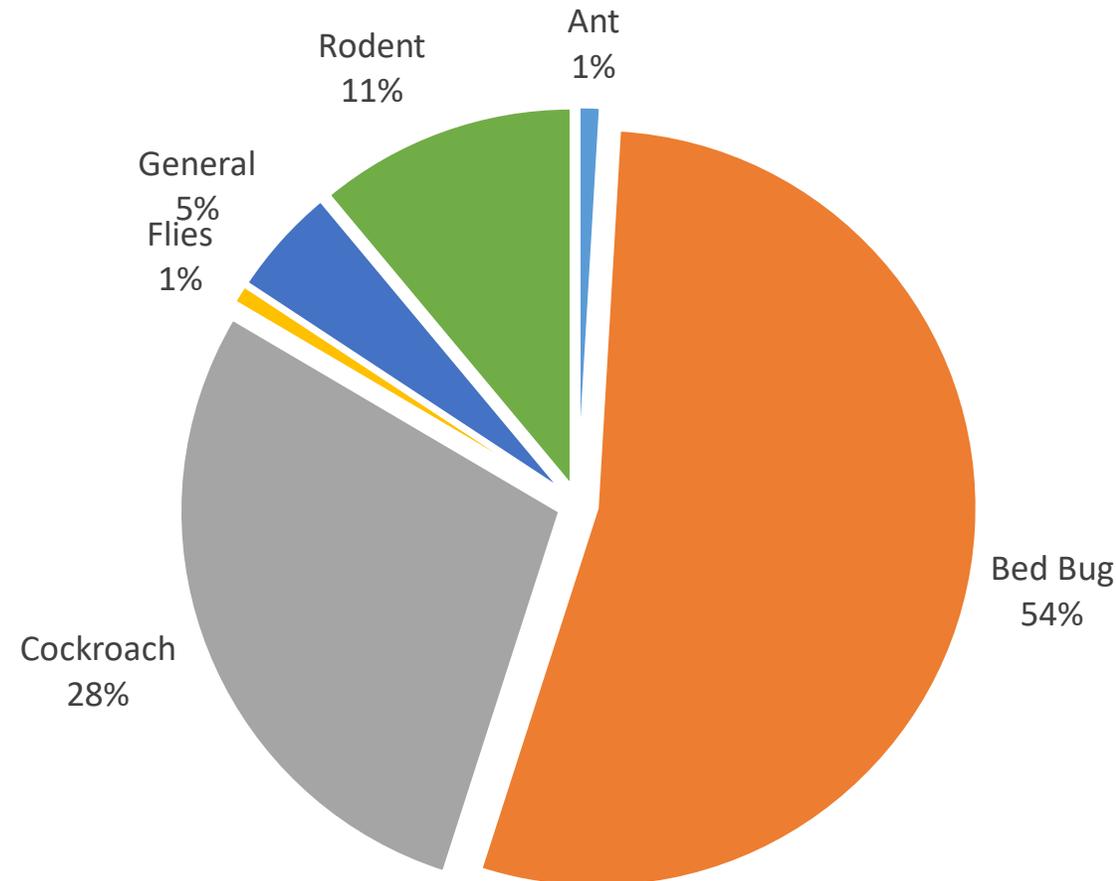
Administrative Requests

- ➢ Staff processed 1,908 service requests from tenants
- ➢ The majority of these requests were in relation to the supporting tenants with documentation and requesting information.

Top 5 Service Categories Completed in May 2023

Service Request Category	%
Documentation Support	30.7%
Caller Requesting Info	9.4%
Complaints – Tenant Harassment/Unruly Behaviour	6.5%
Tenant Requesting Referral	6.2%
Concerning Behaviour	5.4%

Administrative Requests
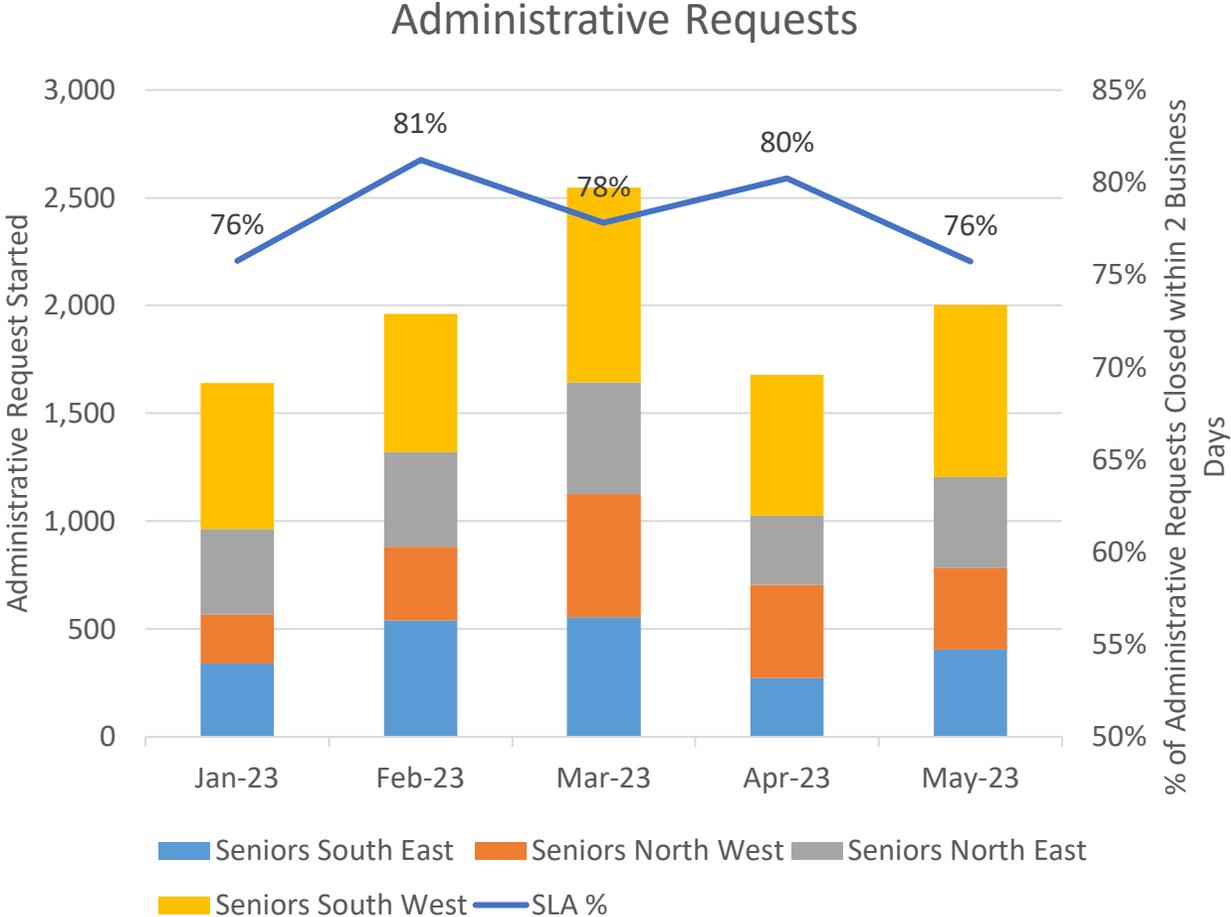
Community Safety Incidents
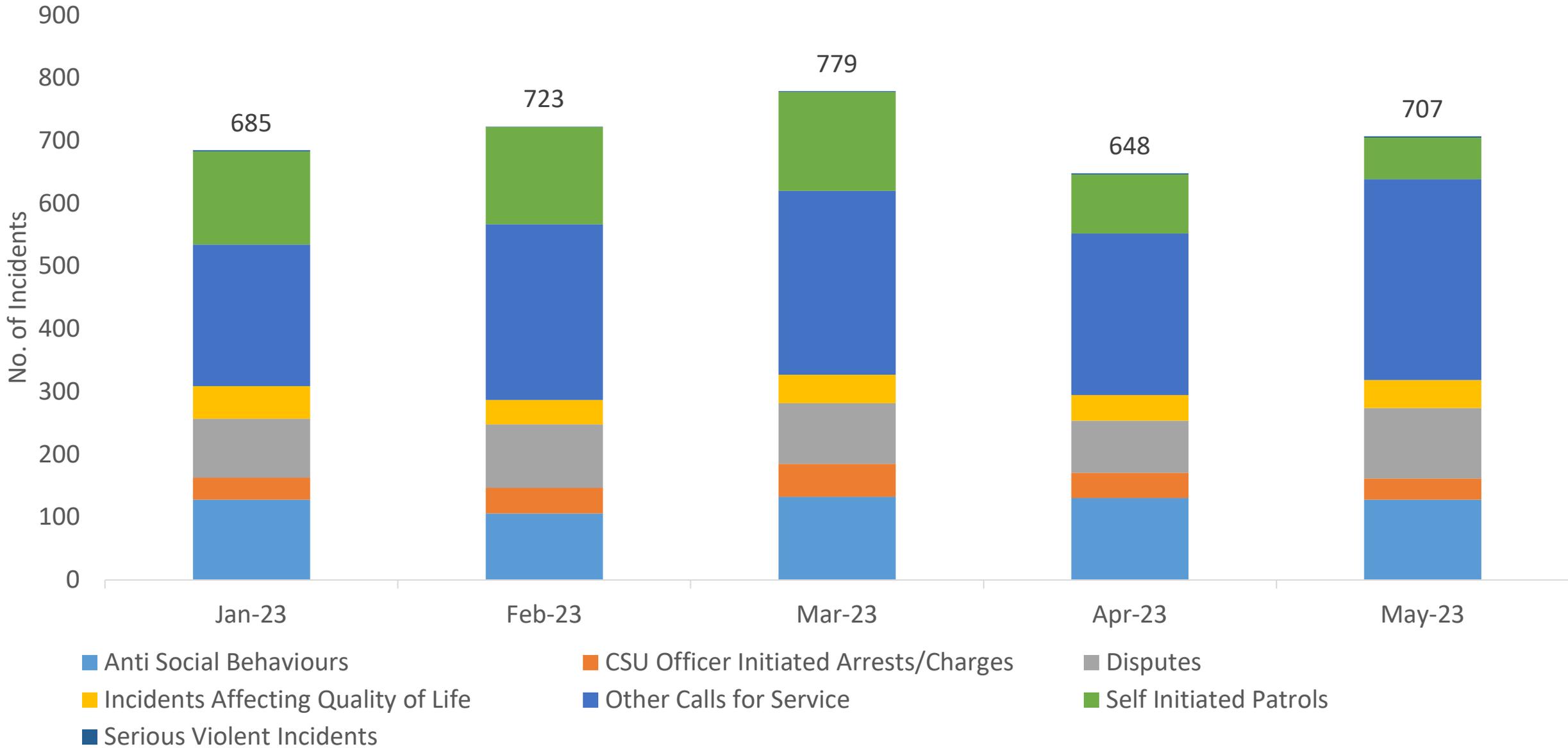
Glossary of Terms

Acronym	Definition	Acronym	Definition
ACP/Arrears Collection Process	The process by which staff collect outstanding payments from tenants	Vacant Ready	Units that are ready for new tenants to occupy
Unmanaged Arrears	Arrears that are outside of the arrears collection process	Maintenance Required	Units that require renovation prior to a new tenant being able to occupy
N4 issued	Arrears for which staff have issue an N4	On Offer	Units that have been offered to applicants including Rent café and Rapid Rehouse
Order	Arrears for which staff have received an order from the Landlord Tenant Board	Offer Accepted	Units that have been accepted by applicants and are in the process of signing a lease or have been leased for a future date
Mediated Agreement	Arrears for which the Landlord Tenant Board has imposed a repayment agreement upon TSHC and the tenant	Good Standing	An account that is up to date with payments (including any arrears payments)
Legal Filing	Arrears which TSHC has filed for enforcement at the Landlord Tenant Board	Community Safety	Calls responded to the TSHC Community safety unit
Repayment Agreement	Arrears for which staff or OCHE have negotiated a repayment of the outstanding balance	EasyTrac	The software system that TSHC use to log all Maintenance and administrative requests
Vacancy rate	The percentage of units that are vacant		
Maintenance Level	Work orders that are completed by staff or vendors. The service level for work orders is two business days		
Administrative Service level	Administrative requests that have been received by staff there is a service level of two business days for these requests to be completed		

Toronto Seniors
Housing Corporation

Toronto Seniors Housing Corporation
Quality and Tenant Engagement Committee Meeting
Topic: Tenant Engagement Model Update
Item #9
Date: July 17, 2023

Report: QTEC: July 17, 2023, #9

To: Quality and Tenant Engagement Committee

From: Arlene Howells

Date: July 17, 2023

Purpose: For information

Recommendation:

Recommending that the QTE receives the materials for information

Reason for Recommendation:

Work has been underway to support a new seniors-focused approach to tenant engagement. With the support of Barnes Management Group, an environmental scan, tenant focus groups and tenant guidance sessions have been completed during the first phase of the project. The project team will provide an update on the work to date and share findings. We will also seek additional input from the Quality and Tenant Advisory Committee, as board proxy, on the overall approach as well as other considerations they may raise.

The report outlines background data, key findings of the environmental scan and key findings from the tenant focus groups. Please note that there have been conversations with STAC, Tenant Leaders and a Tenant Working Group as well. Of note, the Tenant Working Group is made of tenants in the South West Region where there are no official tenant reps or tenants actively supporting the present

tenant engagement system. Having this diversity of thoughts and inputs in the future approach is seen to be a strength by the project team.

The team will also share input on the next phase of the project: co-design. On July 4, the project team sought input from STAC and the Tenant Working Group on how best to co-create a new approach based on co-design principles. There was general support for the idea of co-design with both groups.

The six STAC members present for the meeting on July 4 expressed their support for the approach and particularly liked that the plan was to have the co-design sessions in person. They believe that this is a more collaborative approach. There was also much feedback from STAC that the new approach needs to focus on ensuring that tenants have a collective voice and see tenant councils as the solution. They also noted that having tenant led programs where possible and relying on tenant leaders with staff support to deliver programs in building was most desirable. Service providers should be considered when there are no tenant reps and programs are needed. This should not be the default position for programming at the building level. There was much discussion on what STAC members believe tenants want. They noted such attributed as "coziness, family, nostalgia, respect, pride of home and belonging" as features they hope to see as part of the new tenant engagement approach. There was an understanding at STAC that change may be incremental and take time.

The Working Group (13 members) met in-person with BMG consultants and key TSHC staff to review research findings and seek input on the co-design approach. Several members described feeling respected by TSHC following up with them on the results of the Tenant Focus Group. The working group members unanimously stressed that 'security' and 'language barriers' are the most prominent challenges to contend with but that dealing with 'loneliness' is very important. Members described that each building has unique experiences, especially post-COVID conditions, and it feels like some buildings are starting over from scratch. They emphasized that the co-design approach would require a lot of patience, and that something tangible needs to be seen by tenants to get their attention. One member clearly cautioned not to spend too much time "talking about talking" and move ideas forward. Nonetheless, there was a consensus amongst members that the co-design approach is a positive approach that will 'take longer' but also 'last

**Toronto Seniors
Housing Corporation**

longer.' Each of the working group members in attendance (13/15) agreed to participate in a co-design approach in late summer/early fall (if they are available).

The team will be seeking input from the Quality and Tenant Engagement Committee members on its desire to include Tenant Board Directors in the next phase of the project as co-sponsors.

Name   Arlene Howells

Title   Director, Engagement, Partnerships and Communications (I)

List of Attachments: Tenant Engagement Approach – QTE July 17

Item # 9
Attachment 1:
Tenant Engagement Approach –
QTE July 17

Toronto Seniors Housing Corporation

Strengthening Senior Voices in Their Communities

Seeking To Improve Our Work with Tenants

Purpose

To share background and information about the work involved in creating the new tenant engagement model for TSHC as well as to build awareness of current and planned work on the project

Why Are We Looking At A New Tenant Engagement Model?

- It is our mandate
    - We understand that tenants who are actively involved in their communities may have improved physical, mental and emotional well being

- We said we would
    - We understand that the previous models did not address the needs of seniors and we aim to improve that

- Some tenants are waiting
    - Tenant leaders have been in a state of uncertainty since June 2022 but many continue to support work locally
    - We are grateful to them for this commitment to supporting their community

Our Approach

Building From Lessons Learned, Data and A Variety of Inputs
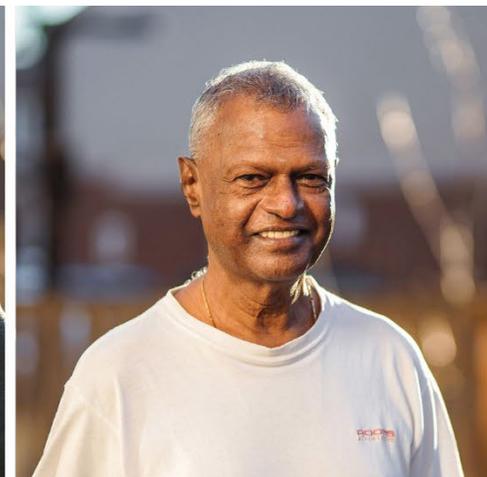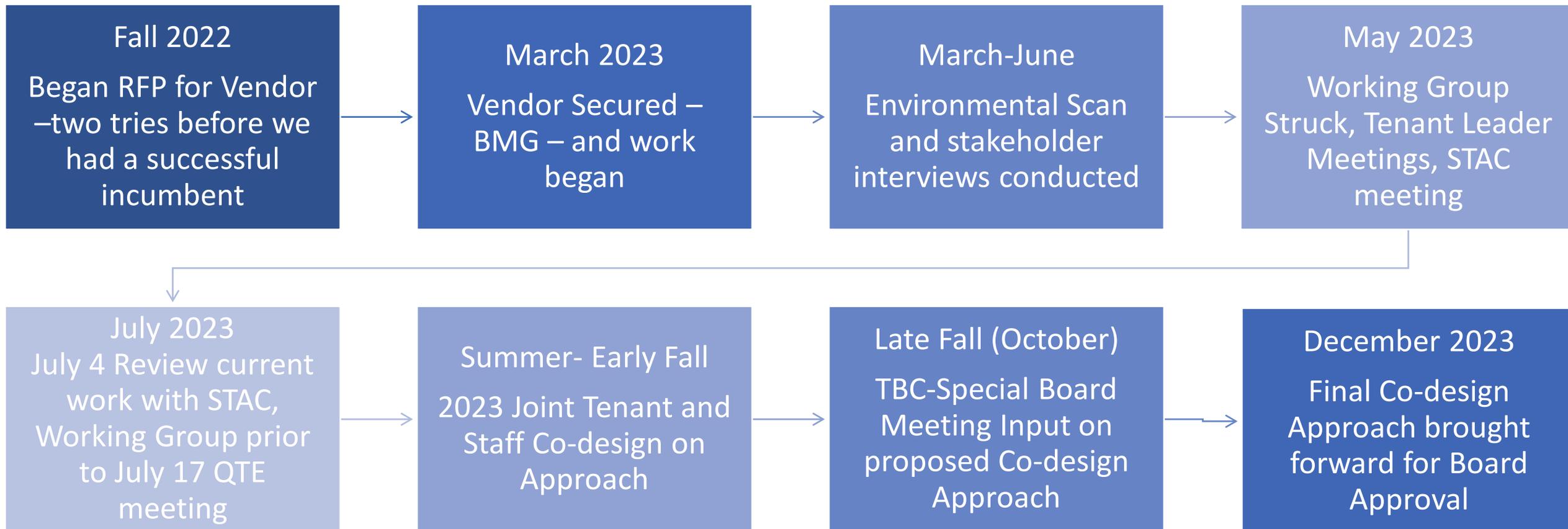
Supporting Tenants Well-Being

These are the Strategic Objectives our work supports

- 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

Building a new approach to Tenant Engagement

Fall 2022

Began RFP for Vendor –two tries before we had a successful incumbent

March 2023

Vendor Secured – BMG – and work began

March-June

Environmental Scan and stakeholder interviews conducted

May 2023

Working Group Struck, Tenant Leader Meetings, STAC meeting

July 2023

July 4 Review current work with STAC, Working Group prior to July 17 QTE meeting

Summer- Early Fall

2023 Joint Tenant and Staff Co-design on Approach

Late Fall (October)

TBC-Special Board Meeting Input on proposed Co-design Approach

December 2023

Final Co-design Approach brought forward for Board Approval

Listening and Learning

- The information we used to find a consulting partner was shaped by the Joy Connolly report, from STAC, and other key reports and insights from tenants

- Elements of the Quality Improvement Projects approach are being used because it was appreciated by both staff and tenants

- Used a multi-lingual and multi-platform approach to connect with tenants as we have been told this needs to be improved

- We reached out to tenants in many ways including door drops, asking Senior Services Coordinators to help identify tenants who may interested, Community Services Coordinators call or visit tenants directly once identified

We Have Been Listening to Tenant Voices

Toronto Seniors Housing Corporation

2020 Tenant Experience Survey → First 100 Days Priorities → Listening Tours → Improving Life for Tenants (Quality Improvement Projects)

Various reports including Health Commons, Joy Connelly and Wellesley Institute → Integrated Services Model Report → Policy changes (Tenant Action Funds, Use of Space) → Where We Are Going (Interim Strategic Directions)

Measuring Success (Key Performance Indicators) → Building Meetings Began June 2023

We heard from tenants at large, tenant leaders and Senior Tenant Advisory Committee members representing about **24%** of population

"To people our age, engagement means that someone asks you to marry them."

Anita Dressler, Tenant Leader and Senior Tenants Advisory Committee Member and Author of Senior Refresh Model, part of our literature review

About The "Engaged" Population

15,000 tenants representing 65 different languages and various cultures

2,300 or 15% attended Listening Tour

Approximately 83 or 0.005% Active Tenant Leaders including Senior Tenants Advisory Committee Members – vital to our work

Different approaches in regions with some social groups, some elected tenant leaders, South West has no elected reps

Tenant Demographics

We support independent living and **aging at home**

- Single Tenants – 88.9%

- Two Tenants – 11%

- Three or more Tenants – 0.13%

- 97.5% of households are Rent-Geared-to-Income

- 44% of tenants do <u>not</u> speak English as their first language

- 13 languages supported

Tenant Demographics

Currently

- Less than 59 – 2%

- 59-64 – 4%

- **65-84 – 73%**

- 85+ – 22%

In 5 years, 37% of tenants will be 85+

- This needs to considered in new approach

Beyond the numbers

Tenants had vibrant and strong voices in their earlier lives. They were relevant and valued. They want to continue to feel this way.

- Social workers
- Nurses
- Chefs
- Law enforcement
- Business Administrators

- Policy Advisors
- Journalists
- Artists
- Lawyers
- Accountants

What We Have Been Learning

Lessons from conversations with tenants, staff, service providers and thought leaders
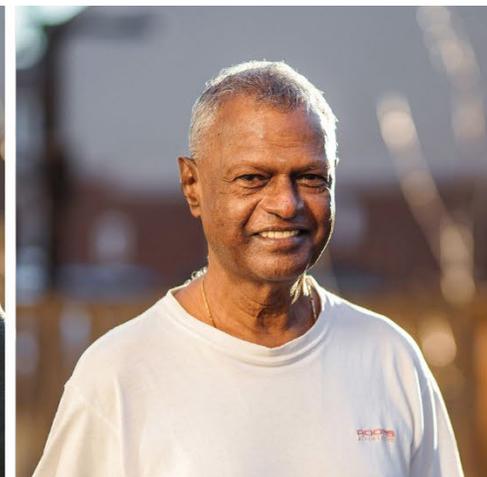
We've heard from 237 tenants so far

"Not all tenants want to be engaged by the TSHC. Many just want to be left alone. They are content with a traditional landlord and tenant relationship and want only the quite use and enjoyment granted them by their lease. They may use services on an ad hoc basis if at all but are content with their current care and wish their privacy respected."

Tenant

"We need a tenant voice at every level of the Toronto Seniors Housing Corporation: building, region and corporation-wide."

— STAC Principles and Methods

-What has been done?
-What others are doing?
-What is the current context?

Document Review
- STAC Principles and Methods
- Health Commons Report
- Language Barriers
- TAF and Use of Space Reports

Environmental Scan
- Ottawa Community Housing
- Canadian Red Cross
- NORC Ambassadors Program
- Baycrest Foundation

Targeted Engagement Focus Groups
- Staff (SSCs, CSCs, Mgrs. CEO): 28
- Tenant Representatives and STAC Members: 40
- Working Group: 25

2. DOCUMENT REVIEW – What has been done?

All sources point towards a new approach to Tenant Engagement

Themes
- 'Quality of Life' not 'Governance' as the foundation of a model
- Address the needs of Senior Tenants
- Work with Community Partners
- Use the 'assets' you have in each building
- Collaboration requires an 'Ethos of Respect'
- Clarify processes, roles and responsibilities
- Build trust over time with quick wins as a demonstration of intent

**"Quality of life needs to be put into the engagement system.
The phrase 'quality of life' has to be included."
STAC Principles and Methods Report**

What does the research recommend?

- Develop accurate assessment of language needs

- Provide information Sessions on building processes in many languages

- Clarify the roles of STAC, staff, Tenant Reps, and outside service providers

- Prioritize communication across languages and for Senior Tenants

- Simplify the TAF fund

- Make access to Community Rooms and common spaces accessible to all

- Consider models for Aging-in-Place services

"It's not us and them. We need a partnership." – from STAC Principles and Methods

3. ENVIRONMENT SCAN – What are others doing?

JURISDICTIONS – What other models did we look at?

COMMUNITY PARTNERS

- NORC Ambassadors Program
- Canadian Red cross
- Baycrest foundation

Like ORGANIZATION

- Ottawa Community Housing Corporation

WHAT ARE OTHERS DOING?

DEFINE TENANT ENGAGEMENT AS 'COMMUNITY DEVELOPMENT'

Themes
- There is no one size fits all model. It evolves over time as a partnership.
- You need 'communications', 'engagement' and 'policies' for community.
- Community Partners can work together and coordinate efforts
- Defining the needs of Seniors is a first step, perhaps the hardest
- Design for language barriers and other challenges

"With us not for us."– Ottawa Community Housing

Elements of a Model – What does the research say?

To find a balance between Tenant Engagement and Community Development policy that is built on a commitment to including tenant voices in decision-making.

To co-design the "Tenant Engagement Model" with those who will benefit from it: Staff, Tenants, and Community Partners (with measures for success).

To introduce change gradually, according to a roadmap that accounts for the unique assets and challenges of communities, tenants, staff and partners.

To give tenants options and resources for how to get involved in Tenant Engagement and Community Engagement i.e. Tenant Groups, Tenant Guide, TAF.

LESSONS LEARNED - WHAT DO WE NEED TO KEEP IN MIND?

- Seniors 'engage' more often than Community housing tenants in other demographics

- Senior Tenants don't want to be seen through a 'Seniors' Lens' so much as to be seen for who they are and what they want.

- Tenants being 'seen, heard & valued' is imperative to health and wellness

- Tenants 'Quality of Life' is the measure of success, 'community' helps

- 59+ means a wide variety of ages, experiences, and interests

- There are support systems that are very hard to see

- TSHC tenancy tends to be a decade long – time to know one another, even across cultures

KEY FINDINGS from TENANT FOCUS GROUPS - June 2023

Purpose

To learn from tenants what they mean and want around 'Tenant Engagement' and 'Community'

Activities

Six in-person and two online sessions

English with six additional languages supported

Small working groups then reporting back to the large group

What helps make good neighbours?

What helps make a building feel like 'home'?

What helps build a community?
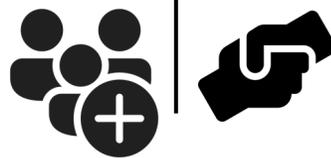
How can tenants help Toronto Seniors Housing Corporation build better communities?

BMG
Barnes
Management
Group

Location	Participants	Interpretation
71 Merton Street	17 Tenants	2 Russian speaking
2567 Yonge Street	22 Tenants	3 Cantonese Speaking
55 Rankin Cres.	22 Tenants	2 Spanish speaking
80 Danforth Ave.	56 Tenants	18 Mandarin Speaking
35 Park Home Ave.	19 Tenants	2 Korean Speaking
5430 Yonge Street	22 Tenants	9 Farsi Speaking
Online Session 1	10 Tenants	
Online Session 2	4 Tenants	
8 Sessions	172 participants	36 Tenants used Interpreters

Key Findings from Tenant Focus Groups | June 2023

- Some tenants may not make a distinction between building issues and tenant engagement
- 'Community' development is both an individual and collective responsibility - with informal and formal elements
- Recognize barriers to participation and demonstrate successes as they occur (what work is shared)
- Those who were part of the focus group appreciated the opportunity to gather; share and discuss experiences and ideas in a 'workshop' setting
- The capacity of tenants to self-organize social activities is unclear; there is a clear desire for tenant events but an expectation that staff should do it because they have "access"

BMG
Barnes
Management
Group

Key Findings from Tenant Focus Groups | June 2023

- Tenants want:
  - To know options, resources and tools for getting involved to get engaged beyond the current tenant forums such as STAC, Tenant Representatives, esp. post COVID
  - A voice in deciding on what 'community' is for them
  - To be informed about the outcomes of these Tenant Focus Groups and the next steps
  - More social activities (parties, excursions, cultural events, clubs, fitness) and have easy access to common rooms
  - **Same as QIP, Listening Tour, other reports and outside Tenant Engagement Model**
    - Transparency and accountability from TSHC to feel well-informed
    - Respect, cleanliness, and security are critical enablers of building community
    - General meetings at which to share building issues with staff (incl. superintendents)
    - To feel comfortable reporting issues of bad behaviour

Barnes
Management
Group

What helps make good neighbours?

- "Good neighbours" are aware of each other and shared space – there is more support than appears
- Issues of personal safety and inter-personal conflict impact "neighbourliness"; dementia is esp. tricky
- There are expectations for respect not dependent on language but with culturally specific boundaries
- A shared commitment to 'cleanliness' extends 'pride of place' for everyone.
- Tenants have unique experience, talents and traditions. They want to contribute.
- COVID has impacted seniors – some are still isolated

Tenant Suggestions

- More Tenant meetings (no tenant reps)
- Report bad behaviour
- Tenants volunteer "clean team" for outside
- Floor ambassadors for wellness-checks
- ESL classes
- Multicultural programming (open to all)
- Staff "open-door" policy (posted hours)
- Regular calendar of events (calendar)
- Tenant run bulletin board
- Start more common interest committees
- Conflict resolution process defined

BMG
Barnes
Management
Group

"You need to put your modesty aside to ask for help from your neighbours."
Tenant

What helps make a building feel like 'home'?

- Home is not just a unit a tenant lives in, it extends to shared spaces and outdoor spaces
- Feeling welcome to join in building activities
- If buildings don't feel safe/secure, tenants live in "fear" and will not engage with each other
- Trust of staff and mutual respect
- Recognize staff as part of "home"
- Tenants don't need to be "active" to be "engaged"
- Courage to report problems
- Shared commitment to cleanliness

Tenant Suggestions

- Movie Nights/Potluck Events
- Monthly 'Town Hall' meetings
- CCTV on every floor
- Wellness-checks system (bracelets)
- Multilingual info-sessions on policy, health, and finance/legal
- Better infrastructure for communications (TV Screens)
- Tenant training for 'leadership' skills
- Floor ambassadors/stewards
- Have a code of conduct for meetings

BMG
Barnes
Management
Group

"Keeping the building clean and encouraging others to do the same."
Tenant

What helps build a community ?

- Community
- Integrated supports, services, programs available in the building: Volunteer run
- Feeling some autonomy to find the right programming and activities that fit tenants
- Living in a clean, safe, and welcoming place
- Community isn't built; it grows and needs watering.
- Fighting discrimination and ageism

Tenant Suggestions
- Get involved with the local BIA and/or residents association
- Get Social Workers in the building
- Reach out to cultural institutions for programming, more than just health
- Resource list (index or catalogue) of neighbourhood and community organizations
- Lost and Found box
- Shared decorating of common areas (art)
- Access to internet/email resources
- Access to visitor parking

BMG
Barnes
Management
Group

"Have outside community help but control should remain with the tenants."
Tenant

How can tenants help Toronto Seniors Housing Corporation build better communities?
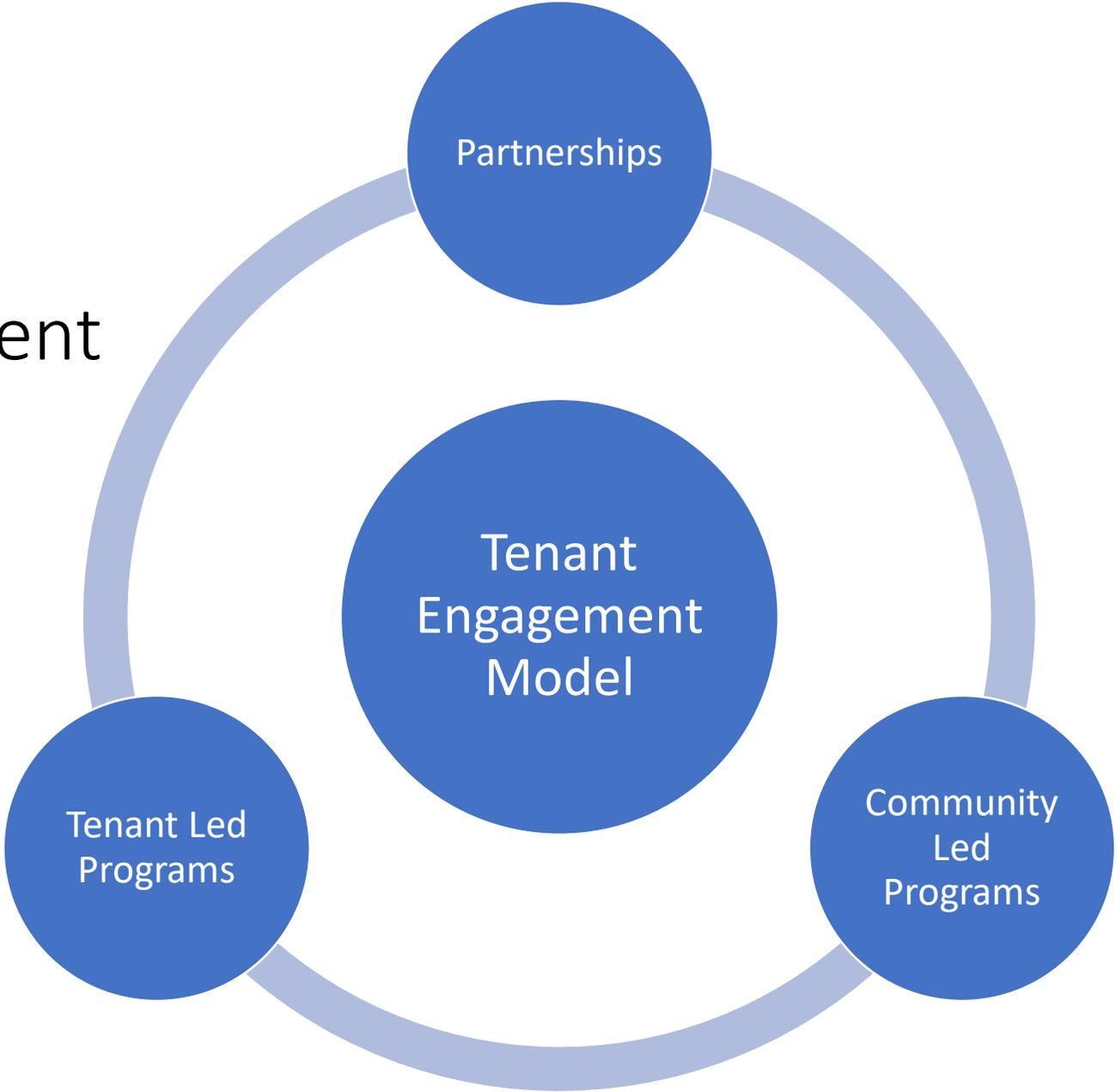
- Keep TSHC staff informed about building issues
- Transparency: Reduce privacy as a one-word reply to a tenant's concerns by staff
- Provide help with wellness-checks
- Find ways of measuring improved trust and respect and reducing ageism
- Report issues to staff (bad behaviour)
- Volunteer to support tenant reps

Tenant Suggestions

- Welcoming Committee
- Training for staff on working with seniors
- Regular building meetings including staff
- Bring back Tenant Councils
- Corporation-wide annual conference
- Tenant Guide-book
- TSHC staff should have office hours
- Tenants can fundraise for events
- Tenants can reach out to local charities, and other institutions to ask for support

BMG

Barnes Management Group

"Corporate systems have a value system, but the community value system is different. TSHC wants efficiency. Tenants want to be heard." Tenant

Possible Future State

Tenant Engagement through a tenant's view

...and possibly changing our language

The Integrated Service Model underscores the belief that housing security along with social and mental health well-being are important to overall well being.

Toronto Seniors Housing Corporation
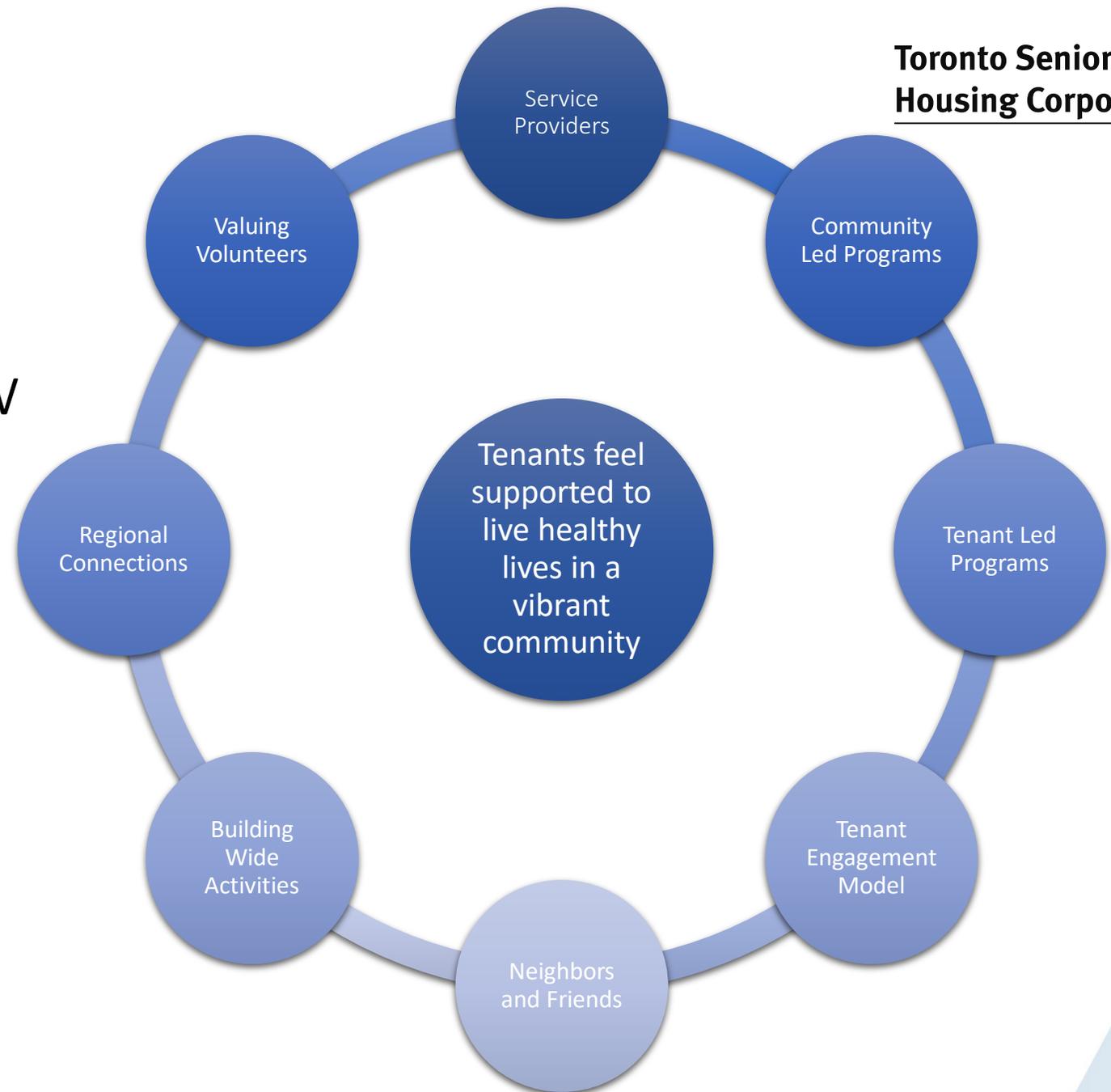
Planning Next Steps

Collaborating on a new approach (co-design)
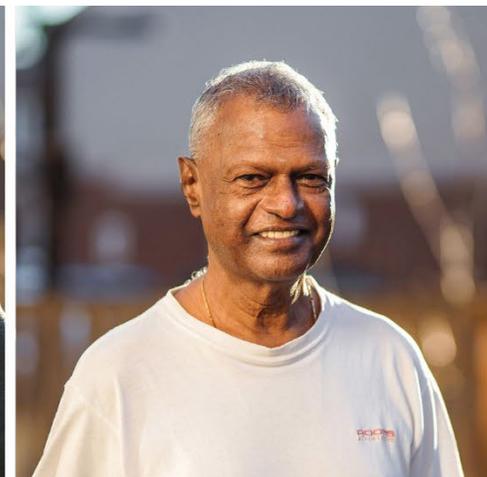
Discussion

1. What stood out for you in what you read?

2. What do you see as the benefits/ challenges to this approach?

3. What advice can you provide?

Wrap Up and Coming Soon
Including recommendation for Co-Sponsors

Toronto Seniors Housing Corporation

The Road Ahead

Toronto Seniors Housing Corporation

STAC, Tenant Leaders and Working Group

- July 4 meetings – status update and next steps
- Invited to summer co-design sessions
- Support new approach

Focus Group Tenants

- Thank you and follow-up message
- Support new approach

Staff

- Invited to summer co-design sessions
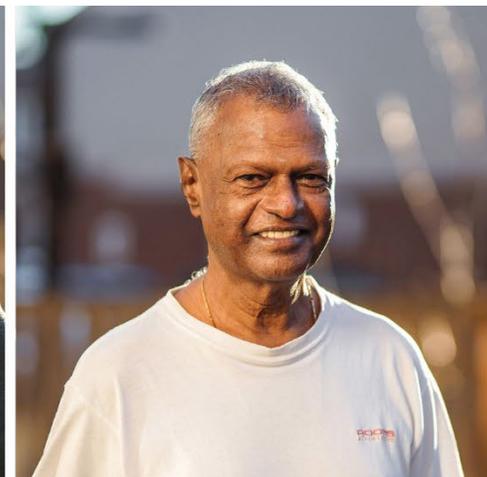- Some may help with facilitation
- Updates in Staff Bulletin
- Support new approach
- Implement

Service Providers

- Invited to summer co-design sessions
- Some may help with facilitation
- Support new approach
- Implement

Quality and Tenant Experience Committee

- Update and input at July 17 meeting
- Take update to Board
- Take for board approval December 8*
- Support new approach

*May ask for special board meeting before final approval

"Any decision we make is better by the engagement of tenants. That starts at the top and goes deep. Our communities are what they are because of the tenants."

Ottawa Housing Corporation
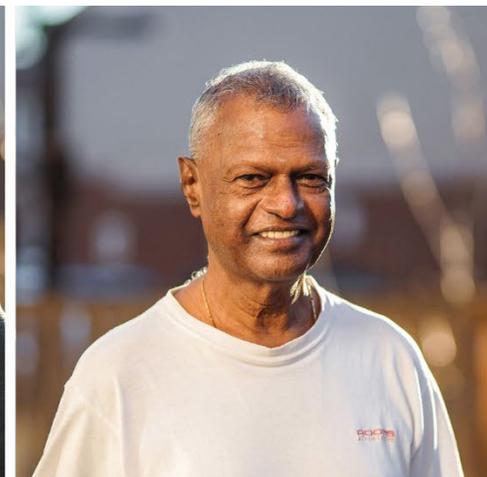
Toronto Seniors Housing Corporation

Toronto Seniors
Housing Corporation

Toronto Seniors Housing Corporation (TSHC)

Quality and Tenant Engagement Committee

Topic: TSHC Senior Tenants Experience Survey

Item #10

Date: July 17, 2023

Report:	QTEC: July 17, 2023, #10
To:	Quality and Tenant Engagement Committee (QTEC)
From:	Grant Coffey, Director, Strategy and Business Management
Date:	July 4, 2023
Purpose:	For Information

RECOMMENDATION:

It is recommended that the Quality and Tenant Engagement Committee receive this report for information.

REASONS FOR RECOMMENDATION:

Toronto Seniors Housing Corporation (TSHC) has started the process of developing a Senior Tenant Experience Survey (the Survey) across the 83 seniors-designated buildings in the portfolio, which will serve as a mechanism to understand senior tenants' lived experience as tenants, assess tenants' perception of the quality of services provided by the TSHC, and identify areas that TSHC will continue to improve.

The Senior Tenant Experience Survey is one of the key activities aligned with the "Organizational Excellence" enabler in the Interim Strategic Directions (ISD) and will inform the tracking of various metrics linked to other strategic objectives and initiatives under the ISD. The outcome of the survey will provide an important

baseline to evaluate the organization's performance and progress against the newly developed Interim Strategic Directions and Key Performance Indicators.

To inform the planning of the Senior Tenant Experience Survey, a jurisdictional scan was conducted to gather information on the approaches adopted by other social housing providers in implementing tenant satisfaction surveys. Additionally, in 2020, the former Seniors Housing Unit at Toronto Community Housing Corporation administered a [Tenant Experience Survey](#) encompassing all 2,800 senior households in the South East Region that were scheduled to be part of the Phase 1 implementation of the Integrated Service Model.

Informed by the jurisdictional scan as well as the experience of the Seniors Housing Unit survey, it is proposed that the new Senior Tenant Experience Survey be conducted every two years, in 2023 and 2025. The Survey can be carried out in a paper-based format with alternative methodologies such as online surveys. It is recommended that the new Survey continues to be offered in multiple languages to support the diverse tenants in TSHC. Similar to the 2020 survey, optional demographic questions will be included to enable cross-tabulating analysis based on demographic indicators. We will be considering options to survey all households in TSHC as well as regional or sub-sets of the TSHC tenant population, to support statistically significant results and in alignment to overall potential cost considerations. We will also look to apply an Equity, Diversity and Inclusion lens to the survey approach and content, to encourage tenant participation in the survey and to support the survey structure, results and analysis. A comprehensive communications plan will also be developed to inform tenants and support tenant participation in the survey.

The Survey is expected to be launched in late Q3, 2023. To ensure the Survey's impartiality and effectiveness, a Request for Proposal (RFP) will be administered to obtain an independent external research company to conduct the Survey. The specific survey methodologies including the survey scale and specific questions will be finalized upon conclusion of the RFP process and subsequent discussions with the selected vendor.

**Toronto Seniors
Housing Corporation**

The selected vendor will be responsible for various aspects of the Survey, which include designing the questionnaire in consultation with TSHC and tenants, administrating the survey, collecting and analyzing the data, and generating the final report and other relevant materials. The selected vendor will also be responsible for the overall project management and developing a communications strategy to support the survey.

Grant Coffey
Director, Strategy and Business Management

List of Attachments:

None

Toronto Seniors
Housing Corporation

Toronto Seniors Housing Corporation

Quality and Tenant Engagement Committee

Topic: Tenant-Facing Policies Update

Item #11

Date: July 17, 2023

Report:	QTEC: July 17, 2023, #11
To:	Quality and Tenant Engagement Committee
From:	Grant Coffey, Director, Strategy & Business Management
Date:	July 4, 2023

PURPOSE: FOR INFORMATION

RECOMMENDATION:

It is recommended that the Quality and Tenant Engagement Committee (the "QTEC") receive this report for information.

REASON FOR RECOMMENDATION:

Toronto Seniors Housing Corporation (TSHC) has been reviewing policies directly affecting tenants. This report is further to a previous update at QTEC in March 2023 referenced here. TSHC initiated a project to gather input from tenants to inform updates to these policies. This work began in 2022 after interim approaches were taken during the transition period post-June 1, 2022. This work also aligns

**Toronto Seniors
Housing Corporation**

with the TSHC Interim Strategic Directions and specific activities on the roadmap.

Currently, TSHC's focus is on three (3) specific components:

1. Tenant Funds Distribution Policy;
2. Use of Space Policy; and
3. Policy Prioritization (to understand how to review and update tenant-facing policies adapted from Toronto Community Housing Corporation's (TCHC) policies).

Health Commons was retained to undertake tenant consultation regarding all three components of the project by holding focus groups to review TSHC's policies. Over ninety (90) tenants from thirty-six (36) buildings participated between November 2022 and April 2023.

TSHC has received a summary of feedback and considerations from tenants regarding two policies, along with a list of policies that will need to be reviewed in a sequenced and prioritized order based on urgency and impact.

We are working on the three (3) components in parallel, primarily focusing on the Tenant Funds Distribution Policy (TFDP). Within this project, the team has prioritized making changes to the Tenant Action Funds (TAF) based on feedback from tenants and staff.

1. Tenant Funds Distribution Policy

The Health Commons report outlines tenant feedback categorized into four sections: The Purpose of Tenant Action Funds (TAF), A TAF Policy for all TSHC Buildings, A TAF Process within buildings, and Roles, Responsibilities and Collaboration. Tenants suggested that:

- The Purpose of TAF is to encourage tenant-directed funds that support access and reduce barriers to participation in building communities
- The TAF policy elements should include operating principles based on building size, promote participation, foster partnerships, and align with legal obligations
- The TAF Process should involve an awareness campaign, identifying tenant priorities, collaboration, and collecting input at the building level; and
- Roles and Responsibilities require clarity about who is doing what with tenants and TSHC staff dividing tasks and engaging in a collaborative process.

Overall, TAF enables tenant participation with tenant-directed funding for activities, collaboration, decision-making, and community building in ways that work well for seniors.

In Q2, 2023, TSHC drafted a document that compared summary tenant feedback or input to policy considerations for the Tenant Funds Distribution Policy. Upon review, the Policy Team noted that staff had already implemented some tenant recommendations, accounting for previous feedback from tenants and Board.

On June 15th, 2023, TSHC met with the Senior Tenant Advisory Committee (STAC) to further review their suggestions and to provide updates on the ongoing policy developments including potential future policy considerations

TSHC staff also held consultation sessions with employees across various departments, including Operations, Management, Engagement, and Finance. This allowed staff to gather valuable insights from employees and to support considerations regarding the potential impact of policy changes.

**Toronto Seniors
Housing Corporation**

TSHC has committed to convene with STAC in the latter part of Summer 2023 to review an updated Tenant Funds Distribution Policy, Procedure, Guideline, and Form(s). Following this review, the draft policy will be brought forward to the Quality Tenant Engagement (QTE) Committee meeting.

2. *Use of Space Policy*

The Health Commons report outlines feedback from tenants categorized into four sections: The Purpose of a Use of Space Policy, a Policy for all TSHC buildings, a Process for using space within buildings, and roles, responsibilities and collaboration. Tenants suggested that:

- The Purpose of the Use of Space Policy is to encourage tenants to use common areas in a way that supports well-being, community building, friendship, and learning;
- The Use of Space Policy should include guidelines for booking common areas, including limited time, informing tenants about events taking place, cleaning space after use, and prioritizing tenant-led activities in shared spaces;
- The Process should include identifying tenant priorities, working with TSHC staff to establish expectations and risk assessment, promoting activities to tenants, delivering the activity; and
- Roles and Responsibilities for using common areas include staff support for booking, organizing activities in common areas, and space coordination.
- Service Providers and vendors are crucial in activating common areas in TSHC buildings. Tenants had suggested that they should have more opportunities to decide how these areas are used. At the STAC meeting on June 15, 2023, staff provided an update on the Use of Space Policy review progress. The Team introduced

tenant suggestions and the current policy and staff processes. A majority of the tenant suggestions were related to the procedures that follow the policy.

- TSHC staff will further review the tenant's feedback and return to STAC to discuss policy considerations in more detail. The updated policy will then be presented to Committee and Board for approval.

3. Policy Prioritization

Health Commons recently completed a consultation process with tenants to gather feedback on priority setting of potential future reviews of 15 policies that impact the daily lives of tenants. The process involved collaborating with tenants to understand how policies affect their communities and how they should be prioritized for future review. Based on tenant input, a summary report was prepared of policies prioritized for review in various categories and includes reasons for prioritization. This was done in two categories, policies informed by the previous era and policies informed by legislation. Policies informed by the previous era were found to have a more significant impact on housing stability and quality of life and were considered more urgent than policies informed by legislation. Effective communication, support, and fair policy application were emphasized as important factors in addition to policy changes.

TSHC staff presented to STAC the top tenant-facing policies based on the feedback from the tenant focus groups. These policies have been prioritized based on feedback gathered from various tenant groups, ensuring that they are aligned with the needs and preferences of tenants.

TSHC is in the process of developing a detailed policy work plan focusing on the prioritization that aligns with tenant-identified

policies. As part of the policy work plan development, TSHC will reconvene with STAC to review timelines for the identified tenant-facing policies. It is anticipated that a thorough review of these policies will take significant time and effort and TSHC will be collaborating with tenants, staff, and other partners to ensure an effective work plan that yields impact on tenants and their communities.

TSHC will also be developing an overarching Policy Framework to align policy governance, lifecycle and review activities. Staff are currently exploring relative frameworks and best practices. The Policy Framework will provide a foundation for effective policy development and can help streamline processes, identify areas of improvement, and promote transparency and accountability.

A complete list of the policies identified and prioritized through the tenant consultations can be found in Attachment 1.

_____

Grant Coffey

Director, Strategy and Business Management

List of Attachments:

1. Policy Prioritization

**Toronto Seniors
Housing Corporation**

ATTACHMENT 1: POLICY PRIORITIZATION

Policies Informed by the Previous Era

High impact/urgency

1. Tenant Complaint Procedure
2. Vulnerability Definition Policy
3. Unit Condition Follow-up Process

Medium impact/urgency

4. Eviction Prevention Policy for Arrears
5. Relocation Policy
6. Translation and Interpretation Policy

Low impact/urgency

7. Visitor and Guest Policy
8. Accessible Customer Service Policy
9. Deputation Policy

Policies Informed by Legislation

High impact/urgency

1. Tenant Transfer Policy
2. Eviction for Cause Policy

Medium impact/urgency

3. Human Rights, Harassment and Fair Access Policy
4. Accessibility Policy

Low impact/urgency

5. Absence from RGI Unit
6. Addition to Household Composition Directive

Toronto Seniors Housing Corporation

Toronto Seniors Housing Corporation
Quality and Tenant Engagement Committee
Topic: Quality Improvement Projects Final Report
Item #12
Date July 17, 2023

Report:	QTEC: July 17, 2023, #12

To: Quality and Tenant Engagement Committee

From: Grant Coffey, Director Strategy and Business Management

Date: July 4, 2023

Purpose: For Information

Recommendation:

It is recommended that the Quality and Tenant Engagement Committee receive this report for information purposes.

Reason for Recommendation:

Background:

Three Quality Improvement Projects (QIPs) were initiated in December 2022 to respond to three key issues which were raised by tenants in the Listening Tours and other consultations. They are vitally important to our tenants because they affect quality of life, health, wellness and a sense of security. The three QIPs were:

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

The purpose of the QIPs was to create recommendations to address these important issues.

Toronto Seniors Housing Corporation

Overview and Approach:

The QIPs were designed to create a collaborative, problem solving forum for tenants and staff to work together to understand the issues and develop recommendations on quality improvement.

The core of the QIP teams included tenants and staff. Tenants were asked to self-identify and say which QIP they would like to take part in. Staff members with relevant expertise and with representation from a variety of positions and regions were assigned to the teams. In addition, corporate champions (Tom Hunter and Jim Meeks) provided overall guidance to the teams and each team included a member of the TSHC leadership team (Brad Priggen, Grant Coffey, Dave Slater) with accountability for the QIP. Corporate TSHC staff provided support to the QIP teams. TCHC was invited to join the Pest Management and Safety and Security teams.

A terms of reference were provided for the teams to discuss in the introductory meeting and included project purpose and desired outcomes; project teams and support; constraints and risks.

A similar approach was used for all three QIPs. The initial approach was based on five two-hour meetings of the QIP teams:

- Meeting 1: Project launch
- Meeting 2: Define the problem and identify opportunities for improvement
- Meeting 3: Describe the desired future and gaps between the current situation and the future
- Meeting 4: Develop implementation plan to close gaps, including timelines and resources
- Meeting 5: Implementation considerations

 As the process unfolded, several adaptations to the process were made

- In addition to the discussion of issues in meeting 2, separate staff and tenant meetings were held to discuss the experience from each perspective

- Gaps were not explicitly discussed; the discussions identified /actions solutions to the issues that were identified in previous meetings
- Extra meetings were needed to review and prioritize the potential actions
- Priorities were discussed for the recommendations, but an implementation plan with timelines and resources was not developed. This plan was seen to be the responsibility of TSHC management.
- Meeting 5 focused on a review of the recommendations, next steps and a discussion of reporting on results rather than implementation considerations

To provide a basis for initiating the discussion, a background information package was provided to each group before the initial meeting. The purpose of this package was to provide information and best practices on the topic for the group. While the content of the information packages was slightly different for each QIP, the information packages generally included:

- Tenant perspectives on the topic from previous consultations
- Data and related analysis on the topic
- Process maps (where applicable)
- Actions to date to address the issue
- Best practice research

These information packages were seen as helpful to provide background and to initiate the discussion.

Meeting materials were provided to the QIP teams in advance of the meetings (the goal was one week in advance, but this was not always achieved). The meeting materials indicated the purpose of the meeting, suggested how participants could prepare for the meeting, and organized and documented material from the previous meeting to guide the discussion in the meeting. This material was seen to be helpful by participants.

An external facilitator was retained to help plan and organize the meeting, promote discussion, gather input from session participants and document the results. The final report from the facilitator is attached as Attachment 3.

**Toronto Seniors
Housing Corporation**

Outcomes/Results:

Overarching Themes

Some key themes emerged in all three QIPs. These are:

- Use of data is important to inform quality improvement work
- Information and communication are very important to tenants
- Building strong communities is a foundation for addressing difficult issues
- Quality improvement is a collaborative effort between staff and tenants:
  - Staff have overall responsibility for improving the service that TSHC provides.
  - Quality improvement efforts are enhanced through involvement and collaboration with tenants to address issues of common concern

Recommendations

Each QIP developed a set of recommendations and actions which were agreed to by the QIP teams. The detailed recommendations from each team are attached in Attachment 1. In addition, the attached Facilitator's Report (Attachment 3) summarizes the key findings for each QIP from the facilitator's perspective. As the recommendations were developed, it was noted that many items were already underway while others would be new initiatives.

Pest Management recommendations fall into 5 categories:

- Analytics e.g.,
  - Develop an Integrated Pest Management Database
  - Enhance reports from vendors
  - Review treatment data to identify high-risk units and buildings
- Prevention e.g.,
  - Enhance training for staff to support pest management
  - Reduce spread from unit to unit by sealing units better
  - Include inspection for pests in annual unit inspections
  - Work with tenants to reduce hoarding and refusal of entry for treatment
  - Undertake more frequent cleaning and inspection of common areas

- Treatment e.g.,
  - Undertake block treatment around heavily infested units
  - Monitor treatment effectiveness
  - Enhance monitoring of vendor performance
- Tenant support and participation e.g.,
  - Provide support for neighbours of hoarders
  - Include pest management information in tenant orientation
  - Support tenants with known preparation challenges or who need access to homemaking supports
  - Encourage tenants to initiate treatments immediately
- High-risk buildings e.g.,
  - Investigate in-house pest control capability
  - Initiate a pilot project of multi-dimensional approach for high-risk buildings

Safety and Security recommendations fall into 4 categories

- Building and physical spaces e.g.,
  - Do a Community Safety Audit every three years with tenant participation
  - Give tenants prompt notice on maintenance, capital projects, shutdowns etc.
  - Create more welcoming environment in lobbies
  - Ensure mobility, access, and physical safety maintenance
  - Provide access to lobby channel
  - Increase staff presence in high-risk buildings
  - Assure tenants that cameras are operational
  - Prohibit storage on balconies
  - Ensure buildings are accessible for fire response
- Personal safety
  - Encourage signage for oxygen presence in units
  - Reduce time to respond to locked-out tenants
  - Reduce presence of unauthorized people in buildings by ending access of non-tenants through parking areas and by providing guidance to tenants on not admitting strangers

- o Inform tenants as soon as threats in buildings have been resolved
- Community building e.g.,
  - o Ensure that community spaces are open and appealing
  - o Support programs that contribute to sense of community, including mental health programs
  - o Post monthly calendar of events in the building
  - o Educate for tenants on current scams that target seniors and other safety issues
  - o Make tenants and staff aware of TSHC commitment to healthy and safe workplace
- Community Safety Unit (CSU) e.g.,
  - o Training CSU staff on "seniors focus"
  - o Ensure that CSU dispatch has access to resource numbers for tenants
  - o Receive more granular data from CSU to enable better data analysis
  - o Increase Community Safety Advisor positions for TSHC
  - o Increase proactive patrols in TSHC buildings
  - o Review allocation of third-party security for seniors buildings
  - o Conduct regular safety audit on 1/3 of buildings per year
  - o Encourage tenants to report safety and security incidents

Staff and Tenant Relations recommendations fall into 4 categories

- Relationship building e.g.,
  - o Define what is meant by "seniors lens/focus" and develop training including bringing in outside experts on issues facing seniors
  - o Improve communication safe channels for tenants to express concerns about interactions with staff
  - o Develop outreach programs to encourage tenants to take part in programs and regularly scheduled "meet and greets"
  - o Minimize turnover of SSCs in buildings
  - o Stay connected with tenants by allocating staff time to tenant activities, checking after service provided if needs have been met
  - o Encourage a "human touch" by acknowledging good news, nodding, following up on earlier conversations, etc.
- Interactions e.g.,

- Enhance orientations process including session with SSC as part of move-in, introduce new tenants to key staff, tenant access to summary or detailed descriptions of staff positions and quick reference responsibility guide, follow up visit
- Communicate process for requests to be fulfilled, including who will be involved and how long it might take
- Consider feasibility of appointment system
- Post staff absences and back-up
- Train staff to answer as many typical questions as possible e.g., protocol for requests that can't be met; requests that cause the most frustration for tenants; help tenants to understand what is involved in responding to a request

- Information and communications
  - Create "TSHC 101" with small core of essential information for new tenants, walk tenant through it, follow up a few days later (see orientation above)
  - Evolve channels of communication such as email, mobile app, electronic bulletin boards
  - Provide reliable and prompt notification for tenants who cannot access information electronically or in the lobby including use of alternate forms of communication to text such as videos, YouTube and TikTok
  - Install whiteboards outside superintendent office for daily updates)
- Tenant leadership
  - Several recommendations on how to support tenant leadership were developed; these have been forwarded to the work on the tenant engagement model for consideration

Maintaining Momentum and Reporting Results

Based on input from the teams, the following is the recommended approach for implementing the QIP recommendations and reporting on results:

- Incorporate recommendations from QIPs into the Interim Strategic Directions Roadmap, including accountability for implementing the

recommendations (Note: recommendations may be aligned to items already in the roadmap, or grouped into higher level initiatives)
- Prepare a final report on all three QIPs for review by QTEC and the Board
- Provide the final report to all participants once it has been posted for the Board
- Be transparent on progress on the implementation of the recommendations
  - Send quarterly status updates to the Board, QIP team members and STAC
  - Prepare a one-year QIP results report for the Board
  - Bring QIP teams back together to review the 1-year report; this would provide an opportunity to refresh the recommendations, and inspire to keep things moving
- If work is ongoing, hold a yearly meeting of the teams to discuss progress

Communication

Communication about the QIPs was discussed during lessons learned conversations. Communication about the QIPs is important both as the QIP project is underway and following completion of the project.

- During the QIP project
  - It is important to communicate with tenants on progress of the QIPs as they are underway; many tenants may not know about the QIPs; there should be communication on progress throughout the process
  - Similarly, staff should be aware of the progress on QIPs as they are underway
  - There should be an opportunity for other tenants to go online to see the meeting materials as the process is going on; this would expand the exposure of the QIPs to a broader tenant group
- After the QIP project is complete
  - A summary on how the project went and the recommendations of the QIPs should be available to tenants and staff QIP members to share with others

- Staff should be briefed on the recommendations from the QIPs and the plans for implementation
- Tenant members of the QIP teams can help with communication; communications material can be given to tenants on the committees to share with other tenants; membership on the teams should be publicized so that staff and tenant know who to ask about QIPs
- Information on QIPs could be part of the building meetings and/or meet and greets that are held in buildings

A full communications plan for the QIPs is under development.

Lessons Learned Highlights

Because these quality improvement projects were undertaken for the first time by TSHC, it is important to learn from the experience. Lessons learned look at both the strengths of the process that should be continued in future, and the opportunities for improvement to build into quality improvement projects in future. The highlights of the lessons learned follow.

A full report on lessons learned is in Attachment 2.

Strengths

- Choice of the three first quality improvement projects reflected high priority concerns of tenants
- Generally, the teams worked well although not all participants contributed equally; tenant experience was very valuable in identifying issues to be addressed while staff input tended to be more focused on potential solutions

- Overall, the process was effective;

  - Joint teams with tenants and staff working together resulted in mutual learning, improved relationships and positive outcomes
  - A third-party external facilitator was very helpful in bringing an outside, neutral perspective to the process
- Meeting materials built on input from prior meetings and provided a good foundation for discussion

**Toronto Seniors
Housing Corporation**

- All three QIP teams reached agreement on recommendations

Opportunities for Improvement

- Expand outreach for tenant team members; offer interpretation to enable participation of tenants who need it
- There should be an opportunity for staff to volunteer to join the QIP teams in addition to staff who are team members because of particular expertise and to balance roles and regional representation
- The information package provided at the beginning could be discussed more fully to build common understanding and background for all participants in the teams
- While the approach of having staff and tenants work together was a strength, separate tenant and staff meetings should be built into the process, both at the beginning and toward the end. This would strengthen the approach (see proposed revised approach in lessons learned document)
  - Separate discussions by tenants and staff on terms of reference and tenant and staff experience/issue to be discussed at the beginning of the process
  - Separate discussions by tenants and staff on recommendations toward the end of the process
  - After separate meetings, come together to try to reach agreement on terms of reference, issues to be addressed and recommendations
- Provide a short summary of the meeting within one to two days of the meeting; recap what happened at the previous meeting at the beginning of the next meeting
- Enhance facilitation techniques to manage tension in the groups, reduce repetition of issues, and take building-specific or tenant-specific issues offline so the teams can focus on issues which affect more buildings and/or tenants

Name: Grant Coffey

Title: Director, Strategy and Business Management

**Toronto Seniors
Housing Corporation**

List of Attachments:

Attachment 1: Final Recommendations

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

Attachment 2: Quality Improvement Projects (QIPs) Lessons Learned

Attachment 3: Facilitator's Report

Item # 12
Attachment 1:
Final Recommendations

Recommended Actions from the Quality Improvement Projects
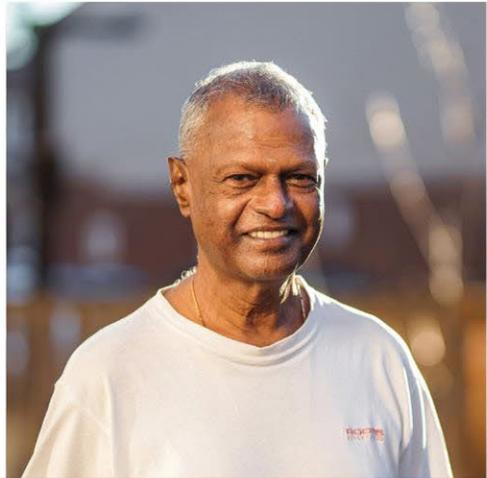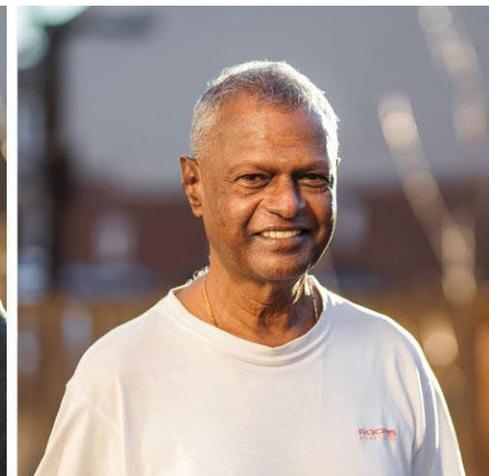
Pest Management

Pest Management QIP Recommendation Overview

Pest Management recommendations fall into 5 broad categories which reflect Integrated Pest Management best practices

- Analytics
- Prevention
- Treatment
- Tenant support and participation
- High-risk buildings

1. Analytics

Prioritized Actions	Comments from Previous Meetings	Recommendation/To Do

1.1 Implement a comprehensive Integrated Pest Management (IPM) Database and Analytics Tool	Environmental Services supervisor has recently started to collect and analyze vendor data	• Work with TCHC to utilize existing capabilities of the Yardi software currently used by TCHC/TSHC to support:
		  • Automated data capture from treatment requests, unit inspections, vendor reports and tenant feedback (see Tenant slide for last point)
		  • Automated notification to vendors of missing unit reports and compliance tracking
		  • A dashboard tool, updatable daily from database; functions to include filtering, drill-down, aggregation
		
		Note: The above would likely be structured as series of projects over the medium to long-term and may also require development outside of the Yardi system, depending on the capabilities of that software

1. Analytics (2)

Prioritized Actions	Comments from Previous Meetings	Recommendation/To Do
1.2 Enhanced, detailed reports from vendors after treatments to enable analytics	Minimum quality standard met, information generally sufficient, more detail needed when "60 % prepared" is reported.	• In upcoming RFP for Pest Management, establish required formats, frequency and level of detail for vendor reports and data files, including tenant preparation/refusals, treatment data and post-treatment notes. The current weekly report is for invoicing – it lacks data for desired analytics.
1.3 Review number of treatments by building to identify high risk buildings	Ryan reviews Pronto forms daily – very labour intensive - could be streamlined if the reports came in a more useable format	• Set thresholds for auto-flagging and action, e.g., refusals, low preparation scores, problem units (too many/frequent repeat treatments), high-risk buildings (too many problem units) - shift staff time from detection to intervention

2. Prevention - Training

Prioritized Actions	Comments from Previous Meetings	Recommendation/To Do

2.1 Create education and training program for staff to fulfill their roles
 	
2.2 Use prevention tools effectively (e.g., caulking, proper seals, door sweeps, closing of garbage room doors)
 	
2.3 Comprehensive strategy for move-in, including treatment where sinks and other fixtures have been replaced, filling of wall holes, sealing of access points, caulking of conduits
 	
2.4 Expand annual unit inspections to
	One of Ryan's first projects is to work on a staff training tool - has been successful in engaging with regional staff
	
	Simon has been taking a hands-on approach with some site staff in particular units helping with proofing - detecting mice activity, helping seal holes, understanding how exterior of building contributes to rodent entry, also working with site staff on empty units - also high impact high effort, can help with migration issues.
	
	Simon educates staff on what exclusion work can be done for move-in
	
	Supers/staff will need to be trained for this – estimate will add 15 mins to inspection, privacy m/b considered
		• Expand existing activities into a formal education and training program. Elements should include:
		
		  • Content customized to staff roles
		
		  • Orientation for all new staff on IPM basics
		
		  • Hands-on demonstrations by IPM staff (build on existing as needed)
		
		  • Content for self-instruction – videos, guides
		
		  • Other tools as considered necessary by IPM staff
		
		• Establish a schedule to ensure all current site staff have been educated and trained within target time period (e.g., by end 2023); consider a train-the- trainer approach for some of the content to free up senior IPM staff time

2. Prevention – Other

Prioritized Actions	Comments from Previous Meetings	Recommendation/To Do
2.5 Proactive prevention strategy to include regular monitoring and treatments	Can only spray if evidence of infestation	• Use Analytics to identify need for preventive inspections
2.6 Reduced refusal of entry	Simon is currently documenting refusals to take to LTB. Paralegals will be retained to assist on the Pilot	• Continue work with Communication to make notices of entry easier to understand • Use Analytics to flag when # of refusals warrant action • Use Pilot to develop and test eviction approach with paralegal support
2.7 More frequent cleaning and inspections of common areas	Enforcing vendor compliance will have high Impact as the pest audit showed that the vendor is not effectively monitor common areas due to outdated monitors	• Continue to treat monthly • Analytics to flag problem spaces • Vendor management to ensure proper monitoring • Increase inspections and treatments as evidence warrants if problem persists

2. Prevention – Other (2)

Prioritized Actions	Comments	Recommendation/To Do
2.8 Reduce spread by tenants visiting other units that are infested and bringing them home	Simon tries to minimize occurrence by getting friends treated on same day	• Continue current practice
2.9 Develop comprehensive approach to reducing hoarding, including seeking support from public health, other agencies and families	Tenants obliged to declutter but compliance difficult to enforce; long waits for intervention; resolution is a long-term process; moving to a mental health/counselling consent-based approach	• Continue current approach
2.10 Prevent/control the infestations that frequently occur when recycling/garbage rooms are used for move-ins is a particular issue as they become a source of infestation in the units	Not considered a significant source of infestation and service elevators in many buildings open into them so move-in use cannot be avoided.	• Continue with current practice for these spaces

3. Treatment

Prioritized Actions	Comments from Previous Meetings	Recommendation/To Do
3.1 Block treatment – inspect, treat neighbouring units when infestation reported	A low-cost intervention that could make a different in preventing spread	• Continue current practice • Automatically flag neighbour units for inspection/ treatment whenever high infection/ repeater units are identified
3.2 Monitor treatment effectiveness through repeat treatments, reinfestations	Time limits how much of this we can do; will expand as monitoring team grows.	• Analytics will enable auto flagging of units with repeat infestations and treatments • This and Enhanced Monitoring (below) should be accompanied by outreach to vendor at senior levels to emphasize that IPM is a collaborative effort among TSHC, tenants and vendors
3.3 Enhanced monitoring (spot checks, tenant report-back) and enforcement of vendor performance (sufficiently equipped, timely remediation of poor work, competence of staff)	Ryan encouraging staff to resume this practice, which fell off during covid. Benefits can be significant - a rebate was obtained for an entire building and a technician was banned from TSHC work.	• Enter results of spot checks and tenant feedback to TSHC IPM database to enable staff easily identify poor performance and efficiently assemble cases for recourse • For recommendations on obtaining tenant feedback on treatments, see Tenant Support below
3.4 Ensure Tenant Access to Driers for Bedbug Treatment	Some tenants may not be able to afford running driers long enough	• Signs advising to clean filters before use - maximize efficiency, reduce cost

4. Tenant Support and Participation

Prioritized Actions	Comments from Previous Meetings	Recommendation/To Do
4.1 Support for neighbours of hoarders	When Ryan and team clean out hoarded and highly infested units, they also carry out an extensive check and preventative treatment on neighbouring units to prevent migration.	• Continue current practice
4.2 Provide an orientation package (lease obligations re: unit cleanliness, staff vs. tenant responsibilities, information leaflet, checklist, pictures/flash cards with icons of what could occur/what to look for, what to do right away if spotted, what tenants can do own their own)	Could have a modest impact if designed well (navigable, distinct from existing 100+ pages of move-in material) and promoted at move-in - will require some effort to achieve - enhanced orientation will be tested as part of pilot project. Graphics and pictures may help convey messages for tenants whose first language is not English	• Implement as suggested • Include meeting with a staff member knowledgeable in pest management (with translator if required) who will walk through the package as soon as possible after move-in, emphasizing importance of role tenant plays in pest management

Prioritized Actions	Comments from Previous Meetings	Recommendation/To Do
4.3 Inspection pre-check for tenants with known preparation challenges	A post move-in check after the first three months is being considered as part of revised leasing process	• Implement as planned • Flag unit for intervention if analytics indicate multiple instances of unit not ready for treatment
4.4 Encourage tenants to initiate treatments immediately, through the call center or through computers provided in the common rooms	For documentation purposes, it would be preferrable for tenants to use email or go through the call centre. This is an area where multiple low-cost efforts – e.g., meetings, flyers, signs, targeted outreach by staff could have a medium –tenants as part of a tri-partite team – staff, tenants, vendors	• Emphasize at time of orientation (see Tenant slide #1 above) • Design and launch campaign as highlighted at left, starting with orientation • Investigate if treatment requests can be logged at call centre without waiting ("press 1 to request treatment")

4. Tenant Support and Participation (3)

Prioritized Actions	Comments from Previous Meetings	Recommendation/To Do
4.5 Assess ability of tenant to live independently and in particular, take care of apartment and support tenants who have difficulty cleaning to access homemaking supports	SSC contacts tenant and can suggest supports but not force – and can only refer them to outside organizations if tenant consents, not provide, but SSC will refer if considers tenant at risk – first step is to refer to Complex Tenancies if larger issues, then escalate to City.	• Continue current practice • Use analytics to flag units where this might be an issue (repeat treatments, repeat instances of unit not sufficiently) and follow up

5. High Risk Buildings

Prioritized Actions	Comments from Previous Meetings	Recommendation/To Do
5.1 In-house pest control capability	Working towards this; more than just licensed staff – requires vehicles, access to regulated chemical Planning a business case; will take time; CEO is supportive as he was at Hamilton where they have this capacity	• Continue as planned • Will enable TSHC to address outbreaks and high-risk buildings quickly, without reliance on external vendors
5.2 Pilot Projects	Pilot with multi-dimensional approach currently planned for 828 Kingston Road	• Conduct lessons learned from Kingston Rd pilot • Share results with tenants and TCHC • Based on results, investigate feasibility of expanding to other high-risk buildings • Consider whether selected recommendations from this QIP project can included in future pilots

Safety and Security

Safety and Security QIP Recommendation Overview

Safety and Security recommendations fall into 4 broad categories which reflect the discussions and input by the team

- Buildings and physical spaces
- Personal safety
- Community building
- Community Safety Unit (CSU)

1. Building and Physical Spaces

Possible Actions Identified to Date	Comments from Previous Meetings	Recommendation/To Do
Good State of Repair		
1.1 Tenant participation in Community Safety Audits	Tenants are very invested in the outcome of these audits and should have many relevant observations to offer. Some already attend them. Consider starting with a pilot to learn how best to implement on a formal basis.	Establish a format – a workable attendance level, a pre-audit education and orientation meeting, protocol for questions and interactions during the audit, and a follow-up meeting to present and discuss the findings and recommendations.
1.2 Tenants receive timely notice of repairs initiated by work orders and periodic updates where capital projects are required	Resolution of issues found during an audit depends on scope-repair vs design. Work orders for repairs usually issued quickly and completed within days. Major projects go through a procurement cycle- subject to budget Feedback to tenants re: progress on capital projects under discussion. (Units not in scope but Chris flags SSCs if he becomes aware of need for assistance)	TSHC Operations and Communications to review and update as required, communication protocols and practices for matters of importance to tenants (including shutdowns. maintenance, repairs, safety/ security and any communications items recommend for action by the other QIPs)

Coordinate with TCHC/CSU re: timely reporting and updates on status of items resulting from safety audits |

1. Building and Physical Spaces (2)

Possible Actions Identified to Date	Comments from Previous Meetings	Recommendation/To Do
1.3 Renovate lobbies to create more welcoming environment, encourage higher standard of maintenance	Refers to general appearance of lobby. Renovation can have big impact - better appearance will encourage higher standard of maintenance	Launch project to establish/update standards of appearance for lobbies if necessary. Inspect periodically and continue current practice of creating business case for renovation capital project when condition falls below standard
1.4 Shutdown of elevators, water etc. conveyed in a timely manner	TSHC is exploring how to use multi-channel messaging	As part of recommendation for 1.2, assess whether current posting practice is timely for preplanned shutdowns. Formalize protocol for timely communication and support when unplanned events occur
1.5 Ensure mobility, access and physical safety not impaired by delays in maintenance and minor repairs, poor lighting	Cracks in sidewalks, pathways and lobby tiles can present tripping issue for people with canes, walkers, wheelchairs; snow blocking doors can prevent escape during emergencies	Standard practice is to make minor repairs and address lighting issues as a result of safety audits and visits by security staff. Superintendents responsible to clear snow buildup on building property including exits during winter. Develop communication to encourage tenants to report when defects are sighted or snow not cleared. Call 311 for issues on city property

1. Building and Physical Spaces (3)

Possible Actions Identified to Date	Comments from Previous Meetings	Recommendation/To Do
1.6 Access to Lobby channel by tenants. Needs intervention by Rogers or Bell	Not able to view with Bell or Rogers Ignite. Will likely require a significant effort to fix. Need to explore how/if we can find a solution	Chris Bradley to take back as an action to TCHC Facilities Management. Item also to be escalated to TSHC senior management including CEO for follow-up with Bell and Rogers.
1.7 Increased staff presence in high-risk buildings (after hours and weekends)	Ability exists to do a directed patrol for two weeks if incidents or unusual events warrant it. Limited by resource constraints and must be supported by CORA reports (from the CSU system) indicating a high degree of antisocial behaviour – sometimes multiple calls are not supported by reports on file, so there is not a sufficient case for directed patrol	Collaborate with Pest Management and Tenant and Staff QIPs on measures to encourage tenant reporting of all incidents so that deployment of directed patrols can be justified when antisocial behaviour escalates

Consider pilots for high-risk buildings taking a multi-faceted approach, combining increased security with strategies for addressing mental health and addiction issues, possibly in partnership with agencies |

1. Building and Physical Spaces (4)

Possible Actions Identified to Date	Comments from Previous Meetings	Recommendation/To Do
1.8 Timely cleanup after violent incidents	If remains of a violent act, for example, blood or bodily fluids, persist, tenants can slip or inadvertently touch, leading to possible disease or hospitalization.	Mike Bezoff will check protocol for returning site to normal and whether acceleration is possible. However cleaning may be delayed pending police release of location.
1.9 Ensure that building fobs are returned to the firebox when Fire department leaves the building after a call	If Fire department arrives and the fob is missing, their only recourse in an emergency is to break down the door.	Confirm that current protocol is to check firebox daily to ensure fobs are present is being followed. Collect statistics on frequency of instances where doors have had to be breached because of missing fobs and devise plan to ensure compliance if warranted
1.10 Ensure EMS access to firebox (to get fobs)	EMS paramedics rely on Fire Dept for access to fobs in firebox	EMS and Fire both respond to same 911 calls so EMS will have access if firebox has fobs (1.9 above). Check whether 1.9 and/or 1.10 will be addressed by project currently underway to improve access for all emergency services.

1. Building and Physical Spaces (5)

Possible Actions Identified to Date	Comments from Previous Meetings	Recommendation/To Do
1.11 Install automatic doors in all garbage chute rooms	Access to garbage chute rooms can be hazardous to tenants with mobility problems. This is an issue with older buildings that do not have automatic doors. Note that some rooms may not be large enough or have other features which make it impossible to accommodate them	Mike Bezoff to refer to R-Path to request priority to seniors' buildings where automatic doors can be installed. Longer term, consider, from a seniors' perspective, design options for waste management collection and disposal for seniors' buildings
1.12 Keep community rooms open 7/24 so tenants can use for socialization or cooling during heat waves	Some tenants find the 8am-10pm hours too limiting and not everyone has air conditioning in their units, which can be a safety issue during heat waves. People also use the rooms for reading, playing cards – activities that do not create significant noise	Investigate whether extended hours are feasible, possibly through a pilot. 24-hour use is potentially problematic, e.g., overnight stays by non-tenants, risk of excessive noise
1.13 Limit use of kitchens in community rooms to events	Where kitchens in community rooms are not lockable between events, tenants may use them without cleaning up, or even leave and forget to return when food is still cooking	As most kitchens are lockable, investigate magnitude of this issue – take inventory to determine which are not lockable and look for solutions

1. Building and Physical Spaces (6)

Possible Actions Identified to Date	Comments from Previous Meetings	Recommendation/To Do
1.14 Tenants seek assurance that cameras in buildings are operational7/24	An example of credible evidence would be a light that goes on when camera is in operation	TCHC cameras do not have indicator lights. Superintendents have access to the live feeds and log in daily to check camera operation
1.15 Prohibit storage of clutter on balconies	Items stored on balconies can be a fire hazard. Tenants raise the issue to site staff but nothing is done. The problem is akin to and as difficult to address as hording . For repeated non-compliance, a standard process is followed, but with the only remedy being legal action, it takes time	Continue annual inspections that result in orders to remove clutter where identified and respond to reports when clutter is sited.
1.16 Ensure all buildings are immediately accessible for fire response	Fence at George Street delayed response by two hours	Fire dept inspects regularly for obstacles to access and issues compliance notices for action by TCHC, data available to check for compliance

2. Personal Safety

Possible Actions Identified to Date	Comments from Previous Meetings	Recommendation/To Do
2.1 Security staff should be in unit when tenant is present and vendor staff are working there	Tenants can feel vulnerable or uncomfortable in this situation	There are not enough security staff to provide this service. They are there to provide access, often to several units at the same time, and are not to monitor contractors. Vendor staff are bonded and secured. Security staff should remind vendors to lock doors on departure and double check to confirm that the units are secure when the work is complete. Escalate to vendor if problem. Also contractors should leave notices units indicating who was present and what work was done. Or super could leave their card wit the info on the back
2.2 Ensure signage for oxygen presence in units is consistent with fire regulations	It was suggested that fire marshall regulations require the posting of signs outside units when oxygen use is present to alert firefighters to the potential danger, and that this would override any privacy requirements.	List of vulnerable tenants is kept in firebox and updated monthly. Tenants cannot be required to disclose requirements for oxygen and TSHC cannot require that oxygen signs be on a door. Tenants who want signs can obtain them from their oxygen supplier.

2. Personal Safety (2)

Possible Actions Identified to Date	Comments from Previous Meetings	Recommendation/To Do
2.3 Ensure that tenants who are locked out do not have to wait up to 4 hours for the CSU to come and open the door to their units	Delays of 4 hours can put tenant safety at risk as they many need access to medicines. Tenants are given two keys and cannot make copies. This may not provide enough backup if the person with the second key is not available.	Advise at leasing that additional fobs and unit keys can be purchased. Also, CSU prioritizes lockouts after hours. See if data is about lockouts is available that might support changes in practice
2.4 Eliminate access to buildings by non-tenants using TCHC public parking	Sometimes the only pedestrian exit from parking is an entrance to the basement of a TSHC building. This can make tenants feel unsafe	Paid parking for non-tenants has been discontinued. If there are instances where non-tenants have parking contracts, investigate if fob-access to basements can be installed where alternative non-TSHC building exits exist.
2.5 Inform tenants as soon as threats posed by the actions of a person not in control have been addressed	Timely disclosure will ease anxiety of other tenants – they need to know they are safe	Current practice is to inform tenants through a community or building meeting. Wendy Dobson to investigate options for disclosure as soon as crisis is over

2. Personal Safety (3)

Possible Actions Identified to Date	Comments from Previous Meetings	Recommendation/To Do
2.6 Medical transfers should be expedited	Some tenants have been told that they may have to wait for 4 years for a transfer.	Tenants wishing transfer to unit in a building of choice will have to wait, as unit allocation complies with policy set out in provincial ombudsman report, which is to allocate based on order of approval
2.7 Access to superintendents to security camera footage should be restored.	Tenants want assurance that incidents such as thefts can be investigated quickly, which is to assurable with transfer of this access to CSU exclusively	TSHC Supervisors and Managers will soon have access, which will enable them to investigate incidents in their buildings in a timely manner
2.8 Take measures to reduce likelihood of illegal activity by tenants	Would it be possible to reduce the instances of criminal activity by denying tenancy to applicants with criminal records?	TSHC cannot screen out tenants based on background. Tenants involved in illegal activities can be dealt with through tenancy management
2.9 Provide guidance for tenants who are reluctant to admit strangers to the lobby on how to handle the situation	Tenants are not required to admit strangers but have to right to bring in guests	Tenants suspicious of the presence or activities of strangers should contact the CSU. A guide for tenants on how to handle the situation will also be developed

3. Community Building

Possible Actions Identified to Date	Comments from Previous Meetings	Recommendation/To Do
3.1 Monthly calendar with events is posted and updated	Tenant reps have been asking for locked boards for calendar to prevent items from being ripped down	Confirm that this is being addressed by Jaipreet and his engagement team
3.2 Tenant led programming, including meet and greets, is encouraged	Application form has been redesigned to include room for tenant engagement which will help create awareness from the start. Community Services Coordinators (CSCs) are being hired – one per region- to work on programming and engagement in buildings. Initial contacts are with site staff, need to be extended to tenant representatives. Tenant-led programing is encouraged and supported but in the absence of strong tenant reps, outreach and assistance from building staff will also be needed	Collaborate with Tenant and Staff QIP on development of initiatives for tenant outreach, engagement and support of tenant leadership, in concert with recently launched tenant engagement initiative where relevant

For Discussion Purpose Only

3. Community Building (2)

Possible Actions Identified to Date	Comments from Previous Meetings	Recommendation/To Do
3.3 Community spaces are open and pleasing in appearance	Different from building spaces in section 1 above. Install furniture and fixtures that make spaces attractive for events, such as blinds for privacy.	Encourage SSCs to collaborate with building staff (and tenant leaders where available) to effect repairs/replacements for items not requiring capital projects; include outside spaces as well; consider piloting for buildings most in need
3.4 Programs contribute to a sense of community	Certain programs, musical ones for example, are very effective in creating a sense of well-being for seniors. Goal is to make this a regular occurrence; will require training for tenant leaders where applicable	Include in scope of recommendation for 3.2
3.5 Interactions with CSU dispatch are caring so tenants feel they are being responded to	Seniors-oriented sensitivity training for CSU dispatch staff, education of tenants on accessing CSU and opportunities for CSU staff and tenants to meet in informal, community settings should resolve this issue.	Ensure CSU dispatch staff take relevant training from the program recommended in 3.6 below

3. Community Building (3)

Possible Actions Identified to Date	Comments from Previous Meetings	Recommendation/To Do
3.6 Seniors' lens training for CSU staff	Extend measures recommended on other slides to include any CSU staff interaction with TSHC tenants. Check what is provided now	Collaborate with Tenant and Staff QIP on a program to improve communication and relationships between tenants and staff. Seniors' lens training is one recommended component, as are presentations from organizations such as Baycrest and CAMH and agencies already operating in TSHC buildings
3.7 CSU Dispatch equipped with resource number to direct seniors to other services e.g., 311 or 211	Tenant education is key here. Training of dispatch staff as recommended above will also help over time	Training delivered as part of recommendation 3.6 to include contact information relevant to seniors and how to assist if they encounter difficulties
3.8 Education for tenants on current trends and scams that target seniors	Suitable messaging can be included in any of the engagement/ communications recommendations for this QIP as well as those initiated by the Staff and Tenant Relations QIP	CSU to consider resumption of the educational "travelling road CSU shows" that were suspended due to Covid. Chris to continue bringing police into buildings to educate tenants re: fraud, scams, crime prevention, with intent to cover all buildings over time. Include presentations on fire safety from Toronto Fire

3. Community Building (4)

Possible Actions Identified to Date	Comments from Previous Meetings	Recommendation/To Do
3.9 Mental health support program	Education and training to help all staff understand and approach mental health issues, including dementia, with a seniors' lens – consider providing in partnership with organizations such as Baycrest (Geriatric Psychiatry Outreach program and CAMH)	Review current staff training in mental health and dementia to ensure sufficient scope and depth given the nature of the work; revise if necessary, including consideration of different levels depending on staff role
3.10 Tenant clarity on legitimate chargeback requests	Tenant education opportunity re legitimate tenant chargebacks. Major policy violation for staff to ask for or accept money from tenants	Collaborate with Tenant and Staff QIP in enhancing tenant orientation and communications to ensure clarity on chargebacks and understanding of tenant and staff responsibilities for civility and respect in their interactions
3.11 Tenants and staff are aware of and understand TSHC's commitment to a healthy and safe workplace	Item refers to non-harassment and non-violence towards staff. Issue not in every building. There may an opportunity for further education. Signs should be posted in different languages	Included in recommendation for 3.10 above

4. Community Safety Unit

| Possible Actions Identified to Date	Comments from Previous Meetings	Recommendation/To Do
4.1 Data delivery to TSHC to be more granular (response time, patrols, incidents). Provides critical information for tenancy management and integrated team meetings	CSU is moving to a new CAD-based dispatch system from the OPP (NICHE) that will capture much more data about what is happening in TSHC buildings. TSHC staff previously received CORA reports monthly, which enabled them to look for patterns in reported incidents and be proactive in tenant engagement. Data from NICHE will be only be accessible to authorized CSU individuals. Chris will review the data daily and flag items for action but he is busy. TSHC needs assurance that critical information needed at the building level will be available in the detail required and in a timely manner. Additional CSA support to TSHC may be necessary for this to happen	TSHC to meet with TCHC to ensure that timeliness and content of information it receives as a result of the new system is the same as that within TCHC and not degraded from current service Monitor to ensure that the level of service is sustained and that when Chris is away, TSHC is notified of the backup covering for him.

4. Community Safety Unit (2)

Possible Actions Identified to Date	Comments from Previous Meetings	Recommendation/To Do
4.2 Increase in Community Safety Advisor (CSA) positions for prevention	Chris oversees 83 buildings; his peers are responsible for at most 10 each. While it is recognized that family buildings need more safety support than senior' buildings, both TSHC and Chris believes that TSHC needs at least another CSA and Chris has data to help create a business case for one	TSHC to investigate business case with data from Chris and engage TCHC in discussions on funding arrangements for CSA support
4.3 Increase proactive patrols of seniors' buildings	Chris will request a directed patrol if he sees the need but acknowledged that there are not enough CSU staff for the unit to be as proactive as it would like. Investigate a business case to see if an increase is justified. When security patrols from CSU are in TSHC buildings, they will be much more effective if they make efforts to reach out to tenants in a positive way. This could range from simple friendly greetings to attendance by security staff (for social purposes) at tenant events, all aimed at making them more approachable.	Chris to investigate whether there is a business case for increased patrols, which will inform the discussions recommended in 4.2 above. Arrange tenant meetings where tenants can meet security staff and be advised on security issues (e.g., extra keys, oxygen signs). Include in tenant orientation.

4. Community Safety Unit (3)

Possible Actions Identified to Date	Comments from Previous Meetings	Recommendation/ To Do
4.4 Review allocation of 3rd party security for seniors' buildings	Contracted (Allied) security guards (not CSU) are not generally tenant-sensitive or friendly and should not be deployed in buildings unless warranted by the number of incidents. These services are only in 4-5 buildings at present, some of which are 24/7 because of high need. Data will be reviewed to confirm whether the allocation of these services to TSHC is appropriate given the needs, with the understanding that 24/7 deployments are very high cost (~ $250 K).	TSHC to discuss with TCHC as indicated for Action 4.2
4.5 Conduct regular safety audits, 33% of portfolio per year	Chris conducts these and can cover one building per month. Superintendents and site staff are well trained and participate with Chris during the audits, but to approach the 33% target, at least one more Community Safety Advisor will be needed.	TSHC to discuss with TCHC as indicated for Action 4.2
4.6 Incidents affecting safety and security are not reported by tenants	Continued CSA engagement and measures that increase familiarity with CSU staff will help resolve. Opportunities for interactions include the safety audits well as ones calls to CSU dispatch, security patrols and community programming. Tenant reps can also facilitate, and some are doing this now.	Collaborate with other QIP teams as recommended for Action 1.7. Also, Chris Bradley and team to address when they restart travelling road shows

Staff and Tenant Relations
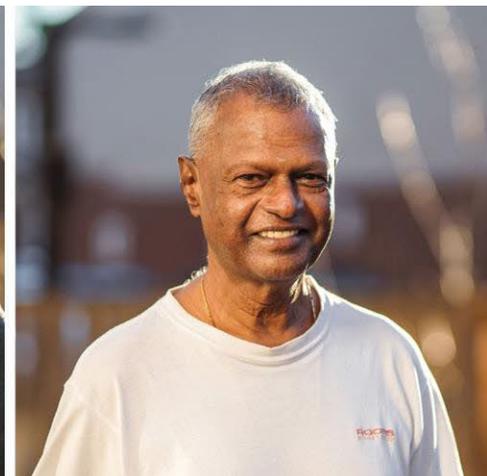
Staff and Tenant Relations QIP Recommendation Overview

Staff and Tenant relations recommendations fall into 4 broad categories which reflect the discussions and input by the team

- Relationship building
- Interactions
- Information and communications
- Tenant leadership

1. Relationship Building

Possible Actions Identified to Date	Comments	Recommendation/To Do
1.1 Define what is meant by a "seniors' lens", including multicultural education based on tenant demographics, and incorporate in staff training	Build on training that is happening now. Understanding of tenant backgrounds and awareness of issues facing seniors as well as sensitivity to the nuances of communication (e.g., tone, body language) should help improve interactions and ultimately tenant-staff relationships	Develop and implement in collaboration with the Safety and Security QIP and service providers operating in TSHC buildings
1.2 Create scenarios and convene tenant-staff interaction sessions to enhance mutual understanding; employ tools such as role-playing	Enhance relationships and build empathy through expanded opportunities for engagement	Include in programming recommended in 1.1
1.3 Bring in outside experts to hold session on issues facing seniors (e.g., Baycrest for aging and dementia, CAMH for mental health)	Happening in some communities now, e.g., Toronto North Neighbourhood care is planning more training for 71 Wilson	Include in programming recommended in 1.1

2. Relationship Building (2)

Possible Actions Identified to Date	Comments	Recommendation/To Do
1.4 Ensure that tenants and staff are aware of TSHC's commitment to a safe workplace and the behaviours that are acceptable for both	Important to emphasize as tenants need to understand what behaviour is acceptable and what is not. Note that this applies to staff equally and is included in their training.	In collaboration with Safety and Security QIP, develop suitable messaging for inclusion in tenant orientation
1.5 Establish safe channels for tenants and staff to express concerns about the nature of their interactions, and a forum or other mechanism for resolution	Channels (email and phone number for complaints) exist for tenants, but transparency of the is process not clear and there are also concerns about whether they are safe and effective. Staff can escalate to management.	Improve process for tenants to raise concerns about interactions with staff. Communicate this process through the tenant orientation package and other regular messaging
1.6 Devise and conduct outreach programs to encourage tenants to participate in existing activities or offer new ones	The idea is to create a greater sense of community. Assistance with this would be very beneficial and staff help in some buildings but it is not their	Investigate where support is being provided by staff and whether it can be replicated; consider what roles could be played by CSCs and agencies

1. Relationship Building (3)

Possible Actions Identified to Date	Comments	Recommendation/To Do
1.7 Have a regularly scheduled "meet and greets" in the lobby or common areas, with light refreshments and possibly a presentation or small event	SSCs, CSCs are working with tenant leaders to build relationships and have just started annual building meetings. From a tenant perspective, building meetings are very important and so is the presence of site staff (which is not a regular occurrence)	Assess impact of annual meetings and increase frequency if deemed sufficiently beneficial
1.8 Periodically walk the floors with small household items tenants might need, or to help with simple fixes	The idea of having a maintenance cart for superintendents was discussed at STAC.	Note for tenant leaders to consider in buildings with a high proportion of shut-ins or tenants with mobility problems

1. Relationship Building (4)

Possible Actions Identified to Date	Comments	Recommendation/To Do
1.9 Hold regular staff sessions to share experiences and ideas for tenant support	In the meetings for this QIP, tenants cited beneficial practices that seemed to be only carried out in their buildings	Convene staff and service providers from different buildings periodically to share beneficial practices for replication
1.10 Take measures to minimize the turnover of SSCs in buildings, or reduce the impact of transitions	Part of the broader issue of SSC accessibility – SSCs can apply for transfer after a year; some SSCs support two buildings and visit tenants so limited time for office hours; SSC absences not reliably posted	Gather data to determine extent and impact of issues – number of transfers and reasons, instances of limited SSC accessibility and not posting open hours or honouring schedules that have been posted Review SSC transfer policy if transfer frequency is problematic. Develop and implement standard practice for communicating SSC availability including timely notice for absences or other last-minute changes

1. Relationship Building (5)

Possible Actions Identified to Date	Comments	Recommendation/To Do
1.11 Allocate staff time to tenant activities not related to services they provide as part of their job (e.g., helping out at community events)	Staff visibility is very important to tenants for building trust and respect. Many SSCs already contribute in this area and it is also an expectation of the new CSC position	Consider if there are other staff positions where including some support for tenant activities in the duties would be beneficial and feasible
1.12 Check after service has been delivered or answers have been provided to ensure that needs and expectations have been met	Follow-up occurs but is not consistent; part of documentation for closing work tickets; perception that this is expected for SSCs but not site staff	Clarify types of requests where follow-up should be mandatory and sample periodically for compliance; promote as a standard practice regardless of request type
1.13 "Human Touch" - Staying connected, for example, acknowledging good news and challenges, nodding recognition, asking questions if appropriate; following up on earlier conversations	Going beyond the formalities an be a major contributor to positive relationships between tenants and staff.	Should be standard practice; incorporate into all staff training

2. Interactions

Possible Actions Identified to Date	Comments	Recommendation/To Do
2.1 As part of move-in, schedule an orientation session with a tenant's assigned SSC	Tenants currently see SSC at lease signing, and at move-in if available	Make it standard practice for SSCs to see tenants at move-in or within a day or two and walk them through the orientation material recommended in 3.1.
2.2 Personally introduce new tenants to the key staff who they will be relying on for support and explain the roles of those staff, at move-in or as soon as possible thereafter	Introductions are made as staff are available – difficult to coordinate multiple staff schedules with each move-in.	For the move-in visit, SSCs should arrange for drop-in by at least the superintendent for a short introduction. Investigate desirability and feasibility of building tours for new tenants
2.3 Ensure that tenants know where to find summary or detailed descriptions of all staff positions	Potentially beneficial as tenants are not always clear on roles, especially the new Integrated Service Management (ISM) ones	Prepare staff role descriptions (summary and detail) and include (or link to) in orientation material recommended in 3.1

2. Interactions (2)

Possible Actions Identified to Date	Comments	Recommendation/To Do
2.4 Help tenants understand that while their contact for a particular need may be the point of access, that person could be relying on one or more specialized individuals to provide the service	Important to explain the steps as tenants need the feedback	Ensure staff training emphasizes important of explanations when fulfilment of requests is complex and/or dependent on staff besides the initial contact
2.5 For each building, consider a compact quick reference "responsibility" card (and electronic equivalent) that would provide the appropriate contact information for the most likely situations a tenant is most likely to encounter	TSHC considering tenant guides or resource binders for conveying this kind of information	Include in orientation material recommended in 3.1. Card could be two-side for maximum information and be plasticized for retention

2. Interactions (3)

Possible Actions Identified to Date	Comments	Recommendation/To Do
2.6 Staff workloads mean that tenants will not always be able to speak to or meet with on-site staff when they feel they need to. Consider the feasibility of an appointment booking system for those who need in-person contact	It was requested that a booking system be standardized	Investigate level of interest, and if sufficient, assess feasibility and the potential for a pilot. Would be medium-to longer term to implement as IT would be involved.
2.7 Ensure timely posting and communication of staff absences along with referrals to alternates	Shutoffs posted clearly but absence posting needs improvement. One-of sick days do not allow time for posting or communication to those looking for walk-in. Postings should be in standard location.	Include with implementation of 1.10 above

2. Interactions (4)

Possible Actions Identified to Date	Comments	Recommendation/To Do
2.8 Investigate ways for front-line staff to answer as many typical questions and resolve as many common issues as possible without having to refer a tenant elsewhere. This could include development of enhanced reference material, additional training or revised roles and responsibilities	Detail can get lost as information is passed down from senior levels, so front-line staff may not always be up-to-date on matters For example, front line staff may not know why water is still running at 3pm when a shutoff was announced for 1-4pm	Plans are in place for detailed quarterly updates to superintendents. To ensure site staff awareness of more immediate issues, identify the most common situations where timely updates matter most to tenants and implement protocol to ensure front-line staff are current with their information
2.9 Consider protocol for when requests can't be met, .e.g., a timely response, with reasons and suggested alternatives if possible	Discussion was limited and did not suggest any specific recommendations	Include with recommendation 2.10

2. Interactions (5)

Possible Actions Identified to Date	Comments	Recommendation/To Do
2.10 When questions or requests cannot be satisfied immediately, provide a) A realistic and achievable timeline for response/completion b) If delays, timely updates, with details on how the matter will be expedited c) Recourse to escalate if neither (a) nor (b) appears to be happening d) Follow up with requestor to confirm satisfactory resolution	General agreement that there should be explanations when requests are difficult or complicated to fulfil, or cannot be met at all	Consult with staff to identify the requests that cause the most difficulty or frustration for tenants when they cannot be met, and develop guides for handling the situation. Include training for when requests cannot be met (from 2.9)
2.11 While a request may be simply stated and seemingly easy to satisfy, there will be situations where responding to it may be quite complicated, touching on several issues, involving multiple players and requiring work behind the scenes.	There was no discussion on this item	Include with the implementation for Recommendation 2.10 above, coaching for staff on how to help tenants understand what is involved in carrying out a complex request and when to reach out to the solutions team

3. Information and Communications

Possible Actions Identified to Date	Comments	Recommendation/To Do
3.1 Create "TSHC 101", a small core of essential information that will a) enable new tenants to navigate their new surroundings for the first day or two and b) serve as an entry to more complete and authoritative body of TSHC information they can access at their own pace 3.2 At move-in, walk each new tenant through the deck to confirm understanding. 3.3 Show tenants where and how to access all detailed TSHC information and provide hard copy if they are not computer literate 3.4 Follow up within a week to assess their understanding of the material and whether they need further assistance understanding and accessing it	Consider a two part organization – one for TSHC overall, and one applicable to the tenant's building, including contacts for site staff and tenant leaders Include on TSHC website and as content when a mobile app is created Pages should be plasticized for retention consideration If it is apparent that a tenant has challenges that could make comprehension or retention difficult, try to arrange for a relative, caregiver, friend to be present at walkthrough Emphasize to Tenant Engagement the importance of ambassador role for welcome, walkthrough and follow-up	Implement 3.1 – through 3.4 Organize TSHC 101 as a slide deck with the following sections at a minimum: • An introduction with brief description of the contents • Sections for "How do I...", "Where do/can I… " and "Who do I contact to…" • Q&As with the questions most often posed by new tenants • An index with links or references to the more detailed and authoritative TSHC content that tenants may need to access over time Update content at least annually

3. Interactions and Communications (2)

Possible Actions Identified to Date	Comments	Recommendation/To Do
3.5 Evolve channels of communication to facilitate tenant access	Electronic bulletin boards should complement physical ones, not replace them, as many items need to stay visible to enable tenants to view them over time	1.Investigate interest in email subscription to TSHC/Building info and implement if sufficient. 2.Plan for the development of a mobile application – survey periodically for interest and being development when sufficient. 3.Consider electronic bulletin boards in lobbies and common areas, with content accessible from the TSHC website and mobile app
3.6 There will be, for the foreseeable future, tenants who cannot access information electronically and do not have the mobility to regularly access bulletin boards. A means of reliable and timely notification should be devised for them	TSHC is investigating options to reach people – the challenge for IT is to find a platform that meets legal requirements. TSH will also determine the type of email distribution lists to which tenants can subscribe	3.1.6 Ensure information is accessible by tenants who have difficulties with mobility or using electronic means 3.6.2 Strengthen relationships between SSCs and personal support workers to enhance communication with the latter's clients

3. Interactions and Communications (3)

Possible Actions Identified to Date	Comments	Recommendation/To Do
3.7 Consider how information can be made more accessible and understandable. Text-based content will not be obsolete for the foreseeable future but as applications such as YouTube and TikTok make clear, many people prefer to access information in video form	The TSH Community Newsletter is accompanied by a video where CEO Tom Hunter summarizes the content	Build on the newsletter example at the left by continuing to explore how selections from TSHC's current base of tenant-oriented information could also be presented in alternative formats that would be more suitable for people who find it difficult to access and navigate detailed information in text form, or for those who simply prefer different modes of communication

3. Interactions and Communications (4)

Possible Actions Identified to Date	Comments	Recommendation/To Do
3.8 For each information channel (electronic, bulletin board, posted notices), create an inventory of the time-limited information items relevant to each building, assign a current period ("best before date") to each, monitor regularly and take action (remove or update item) when the circumstances change or the current period has expired.	The point has been raised in this QIP and others that posted information is often out of date, often by weeks or months TSHC is implementing a new bulletin board process. A layout has been created along with a list of posters that are all numbered and coded. Tenants can request posters by number. A (new) poster schedule will be sent out monthly. On the website, there is a map showing the location of each poster and there is also an archive of old posters. If there is extra space, some items can stay on posters indefinitely. There are other boards outside the standard 3 boards (mailbox, community, blue which is regulated, not in TSHC control) and work is being done on identifying and cataloguing them.	Extend the bulletin board work described at the left to cover TSHC and tenant notices (will require a registration scheme and removal date, where applicable).
3.9 Whiteboard outside superintendent's office are updated with daily events		Launch new white board for outside super's office, managed as described above (3.8) and require supers to keep up-to-date with daily events and other time-sensitive matters

4. Tenant Leadership

In the project meetings, the importance of having tenant leaders was frequently emphasized. Many buildings do not have them.   The following – aimed at encouraging and supporting tenant leadership – are offered for referral to Tenant Engagement

- Educate tenants who are interested in leadership (e.g., meeting facilitation, dispute handling, conflict resolution)
- Promote awareness – who are the leaders/reps, what they do, what you can go to them for
- Provide support for communications, e.g., dedicated bulletin boards, templates for meeting announcements, attendance, evaluation
- Provide support for in-building events – e.g., rooms and setup, logistics
- Consider how funding for tenant activities could be set up and governed
- Establish a forum for tenant leaders/reps to hear about building developments, offer ideas and suggestions for consideration, e.g., a regularly scheduled building "roundtable" with tenants, staff and agency representatives
- Solicit opinions and advice from tenant leaders/reps on decisions to ensure tenant voices are heard
- Help tenant leaders/reps connect with peers in other buildings who wish to meet and collaborate

Item # 12
Attachment 2:
Quality Improvement
Projects (QIPs) Lessons
Learned

Attachment 2

Quality Improvement Projects (QIPs) Lessons Learned

Purpose:

In December 2022, TSHC (Toronto Seniors Housing Corporation) embarked on three quality improvement projects.

- Pest management
- Safety and security
- Staff and tenant relations

The projects were completed in April/May 2023. This document identifies the strengths of the process used and opportunities for improvement to inform future quality improvement projects.

Lessons Learned Input:

The lessons learned included in this document are based on input from several sources:

- Discussion of lessons learned at meeting # 5 of each of the QIP (Quality Improvement Project) teams
- Meeting on lessons learned with the tenant members from all three QIP teams
- Meeting on lessons learned with the staff members from all three QIP teams
- Input from the facilitator on lessons learned

Input from these sources have been consolidated in this document

Lessons Learned Highlights

<u>Strengths</u>

- Choice of the three initial quality improvement projects reflected high priority concerns of tenants

- Overall, the process was effective;

    - Joint teams with tenants and staff working together resulted in mutual learning, improved relationships, and positive outcomes

    - "A lot was learned, issues brought out that were not recognized, good to hear what other buildings are experiencing"

    - "A sincere thanks to the tenants and staff who supported the teams, great conversation, identified relationship building as one of the recommendations—this exercise was relationship building; will make a different in lives of tenants"

    - A third-party external facilitator was helpful in bringing an outside, neutral perspective to the process

- All three QIP teams reached agreement on recommendations

    - "Delighted with the outcomes, all came together beautifully, thanks for sticking at it"

<u>Opportunities for Improvement</u>

- Expand outreach for tenant team members; offer interpretation to enable participation of tenants who need it

- There should be an opportunity for staff to volunteer to join the QIP teams in addition to staff who are team members because of expertise and to balance roles and regional representation

- The information package provided at the beginning could be discussed more fully to build mutual understanding and background for all participants in the teams

- While the approach of having staff and tenants work together was a strength, separate tenant and staff meetings should be built into the process, both at the beginning and toward the end. This would strengthen the approach (see proposed revised approach below)

- o Separate discussions by tenants and staff on terms of reference and tenant and staff experience/issue to be discussed at the beginning of the process
- o Separate discussions by tenants and staff on recommendations toward the end of the process
- o After separate meetings, come together to try to reach agreement on terms of reference, issues to be addressed and recommendations
- Provide a brief summary of the meeting within one to two days of the meeting; recap what happened and the earlier meeting at the beginning of the next meeting
- Enhance facilitation techniques to manage tension in the groups, reduce repetition of issues, and take building-specific or tenant-specific issues offline so the teams can focus on issues which impact more buildings and/or tenants

Lessons Learned Details

Overall Observations:

The lessons learned below relate to all three QIPs. Each QIP had distinct characteristics with respect to scope and issues to be addressed.

- The scope in the pest management QIP was the most focused of the QIPs; the issues to be addressed were relatively easy to identify and the recommendations the most specific
- Defining the scope in the safety and security QIP was more challenging; some aspects of safety and security were focused on responding to incidents in the buildings, but there were also several less tangible aspects of safety and security such as the importance of community that were identified and addressed
- Identifying the scope for the staff and tenant relations QIP was the most challenging; the team took longer to identify the scope and purpose of the QIP and the issues to be addressed

The suggestions for improvement which follow can be adjusted as necessary to take into account the specific requirements of future QIPs.

Choice and Number of QIPs

Strengths

- The three quality improvement projects were chosen based on input from the listening tours and other tenant engagement
- The three quality improvement projects reflected the top priorities of tenants

Opportunities for Improvement

- It was sometimes a challenge for staff and the facilitator who were preparing material to manage three QIPs at once
- In future, a maximum of two QIPs should run concurrently

Suggestion for Future QIPs

Possible QIP topics for future QIPs include:

- Tenant onboarding and orientation
- Maintenance
- Tenancy management
- Eviction prevention
- Improving data

Principles

Strengths

- Principles provided guidance to the teams on expectations with respect to conduct and expectations of the project participants

Opportunities for Improvement

- The principles could be streamlined and focused on conduct (e.g., respectful dialogue, avoid repetition, prepare for meetings, etc.)
- To reinforce the principles, they could be reviewed at the beginning of each meeting
- To support the facilitator, part of the role of the leadership team champion could intervene if the tone and tenor of the meeting is not reflective of the principles

Terms of Reference

Strengths

- Terms of reference outlined the scope and desired outcomes for the projects
- Recognition of the need to consider capacity and constraints was an important aspect of the terms of reference

Opportunities for Improvement

- Separate meetings of tenant and staff team members should be held to discuss the terms of reference; the results of these separate meetings could then be brought together to arrive at an agreed-on terms of reference for each project

- Specific scope and issues to be discussed should be developed for each QIP to supplement the high-level scope in the terms of reference
- The terms of reference could benefit from some additional discussion of the desired outcomes

Team Composition and Effectiveness

Strengths

- Generally, the teams worked well although not all participants contributed equally
- It was great to hear from tenants about their experience; contributions from tenants with first-hand experience is valuable
- Bringing staff and tenants together to work on priority issues of concern was a major strength of the QIPs; everybody put their thoughts forward and issues were brought out
- Working together improved the relationship between tenants and staff; collaboration that occurred in the sessions among tenants and staff resulted in mutual learning
- Over the course of the QIPs, staff and tenants gained a mutual understanding of the challenges faced by each group, and the complexity and constraints in finding solutions

Opportunities for Improvement

- The teams would benefit from involving tenants who do not usually participate; this would require a different approach and broader outreach to select tenants for the QIPs
- Interpretation could be offered during outreach for tenant members so those who need it feel comfortable to participate
- Staff participation should include volunteers in addition to staff with specific knowledge of the topic of the QIP or assigned to ensure regional representation; participation in QIPs could be seen as a developmental opportunity
- More site staff should be included in the QIPs (e.g., superintendents, maintenance—would need to schedule to accommodate site staff participation)

- The desire for more diversity and broader representation of both tenants and staff needs to be balanced with a manageable size for the QIP teams
- Roles and responsibilities need to be less complex and clearly defined; there was some confusion between the roles of the corporate sponsors and the leadership team sponsors
- Greater participation of TCHC (Toronto Community Housing Corporation) would be beneficial; CSU (Community Safety Unit) participation in the safety and security QIP was helpful

Information Package

Strengths

- The information packages provided at the beginning of the process were helpful to get the discussion started
- The data provided in the information packages helped to define the issues
- Work underway/completed to date helped to make all team members aware of ongoing work
- Best practices research provided guidance on the areas to be discussed and how to organize the issues into key groupings

Opportunities for Improvement

- Data might have been used more effectively, e.g., it might have been helpful to refer to the data in the information package to confirm issues raised and/or to get a better understanding of the magnitude of some of the concerns
- Additional data could have been used for further analysis, e.g., pest management data shows some high-risk buildings and some with much lower risk; this could have led to a discussion about why this is the case
- It may have been helpful to seek out additional data as issues arose; this could be done by a sub-group of the QIP team and/or the corporate support staff
- Additional time could be spent on providing information on activities already underway to inform future discussions

- Themes from best practice research could be brought out more clearly since most participants do not have the time to refer to multiple documents; in addition to the summary material on best practices, one or two key documents could be brought to the attention of the participants for their review

Meeting Materials

Strengths

- Meeting materials reflected input from the previous meeting and provided the basis for continuing the discussion

Opportunities for Improvement

- A short bullet point record of meeting should be provided within a few days of each meeting; the details of the content of each meeting will be incorporated into the meeting material for the subsequent meeting, so the record of meeting should provide only a short recap of the meeting
- The record of meeting could be incorporated at the beginning of the subsequent meeting material to remind team members of what was previously discussed
- The meeting material could be sent out further in advance of the meeting to allow participants more time to review and prepare for the upcoming meeting
- Meeting materials and records of meeting should be made available more broadly for other tenants and staff who would like to know what has gone on in the QIPs to date
- Consideration should be given to providing transcripts and/or meeting recordings to participants who request them.

Project Approach

Strengths

- Providing an approach for the full project was helpful so participants could see how the project would unfold
- Five meeting structure helped to give clear deadlines for completion of the project
- Overall, identification of issues followed by solutions and recommendations worked well
- The addition of separate staff and tenant experience meetings to the original approach was helpful to gain an understanding of the issues from both points of view as well as areas of alignment and/or different perspectives
- Flexibility to add an additional meeting for discussion of solutions was also helpful
- The final meeting confirmed recommendations and addressed lessons learned

Opportunities for Improvement

- There was a month between meetings to provide time to prepare meeting materials for the subsequent meetings, resulting in some loss of momentum
- If fewer QIPs are run concurrently, this time between meetings could be reduced; alternatively, at the beginning of each meeting, a recap could be provided to remind participants of the results of the previous meeting.
- Meetings should be scheduled well in advance so that participants can build them into their schedules
- The approach would be improved by adding separate meetings of tenants and staff at the beginning of the process and near the end
  - **Meeting 1** could be used more effectively
    - Less time spent on project background (teams, roles and responsibilities, terms of reference, principles, etc.)
    - Include detailed discussion of the information package in the first meeting
    - Hold separate tenant and staff experience sessions to supplement meeting 1 to begin to identify issues from each

perspective earlier in the process; this will help to build trust that there is no hidden agenda for the projects

- o **Meeting 2** could focus more quickly on the issues to be addressed
    - Input from the separate tenant and staff experience sessions could inform this discussion
    - Show areas of alignment, tenant issues and staff issues in different colours to help focus the discussion for meeting 2
    - Goal for meeting 2 should be agreement on terms of reference, scope of the project and issues to be discussed
- o **Meeting 3 and 4** could both be used for generating solutions and priorities
    - Planning for two meetings on solutions and priorities will allow for greater discussion and may eliminate the need for extra meetings
    - Following meeting 4, separate tenant and staff meetings should be held to review recommendations prior to a joint discussion on recommendations
- o **Meeting 5** could focus more on how results will be measured
    - Jointly review and finalize recommendations
    - In addition to confirming recommendations, this meeting could be used to discuss how results will be measured
    - This meeting can also discuss maintaining momentum and lessons learned
- Based on the above, a Proposed Revised Approach is suggested

Meeting 1: Project Launch

- Introduce team
- Review information package
- Meeting 1A: Tenant team member input to Terms of Reference and tenant experience discussion
- Meeting 1B: Staff team member input into Terms of Reference and staff experience discussion

Meeting 2: Define Problem/Issues

- Finalize Terms of Reference
- Define the problem based on tenant and staff experience meetings

Meeting 3 and 4:Desired results and opportunities for improvement

- Describe desired future and gaps between the current situation and the future
- Draft recommendations
- Meeting 4A: Tenant review of recommendations
- Meeting 4B: Staff Review of recommendations

Meeting 5 (and 6 if needed:

- Joint review and finalizing recommendations
- Implementation considerations
- Next steps
- Lessons learned
- Develop implementation plan to close gaps, including timelines and resources required

Facilitation

Strengths

- A third-party external facilitator was helpful in bringing an outside, neutral perspective to the process

Opportunities for Improvement

- Bring facilitator on board earlier to provide input into approach and background material
- Facilitator could reach out to participants before the formal process begins for introductions and to get their initial input
- A "parking lot" should be established to capture issues which should be followed up offline from the QIP meetings (e.g., building or tenant specific issues or items that have been previously discussed) or to identify contentious issues which can be returned to later
  - o Building specific issues should be taken offline
- At times, there was tension in the groups; this tension could be managed better by acknowledging it, referring to the principles of conduct, placing controversial issues in a parking lot, etc.

- If more than one QIP is running concurrently, consider having more than one facilitator or a facilitation team to make the workload of the facilitator more manageable.

Project Results

Strengths

- Each of the QIPs developed recommendations for implementation
- In general, there was consensus on the recommendations
- Many participants indicated that they were pleased with the outcomes of the QIPs
- Potential for benefit to tenants is high if the recommendations are implemented

Opportunities for Improvement

- Where possible, priorities for implementing the recommendations should be addressed; this was done for pest management, but setting priorities for safety and security and staff and tenant relations could have been done more fully.
- Priorities should be set with availability of resources in mind
- Prepare a one-year QIP results report; bring teams back together to review the 1-year report
  - This would provide an opportunity to refresh the recommendations, and inspire to keep things moving
- If work is ongoing, hold a yearly meeting of the teams to discuss progress on implementation

Item # 12
Attachment 3:
Facilitator's Report

wmc ▪▪

Toronto Seniors Housing Corporation

Quality Improvement Projects

Facilitator's Report

Final June 14, 2023

Western Management Consultants of Ontario

Table of Contents

1. Introduction and Purpose of the Quality Improvement Projects

In October of 2022, the Toronto Seniors Housing Corporation (TSHC) retained Western Management Consultants (WMC) to facilitate three Quality Improvement Projects (QIPs). The projects were structured as five meetings in which tenant representatives and TSHC staff would work together to consider issues and propose solutions in the areas of Pest Management, Safety and Security and Tenant and Staff Relations. The role of the facilitator was to help plan and organize the meetings, promote discussion, gather input from session participants and document the results.

This report presents the results of the projects. It is organized as follows:

- Section 2 describes how the work was carried out

- Section 3 highlights themes that were common to all three QIPs

- Sections 4-6 offer some observations on the outcomes for each QIP

- Section 7 presents an assessment of the effectiveness of the exercises from the facilitator's perspective

- Section 8 offers some suggestions on how TSHC might maintain the momentum established by the QIPs

- Appendix 1 provides a chronology of projects.

The recommendations from the QIP projects have been attached to a report submitted to the Board of the Toronto Seniors Housing Corporation.

2. How the Work was Carried Out

It was initially planned that the work for each project would be carried out through a series of five two-hour meetings, beginning with team orientation and review of background material, proceeding through a discussion of issues and identification of a desired future state, and closing with recommendations for implementation and the sustaining supports needed to see the project through to successful completion.

It became apparent that more time would be needed to generate and discuss issues, and that this would be more productive if separate, facilitated experience (feedback) sessions were first held for tenants and staff. These sessions were added early on[1] and the subsequent project meetings were devoted to converting issues to action items, rating the items on the basis of impact and effort, assigning priorities from the ratings and developing recommendations for the items with the highest priorities.

The work finished with an approved set of recommendations for each project, which are included in the appendices. Staff will now take responsibility for developing the implementation plans necessary to achieve what was recommended and determining how the efforts should be sustained.

3. Themes Common to all QIPs

3.1   Information and Data

The need for Information and data is the theme that runs most strongly through all the QIPs and is the basis of many of the recommendations.

---

[1] An additional experience session was held near the end of the Safety and Security project to hear more tenant suggestions for recommendations, which were subsequently incorporated.

(i) New tenants need information to help orient them to their environment and navigate through it. This includes information about how to prevent and recognize pest infestations, keep safe, find services and supports and understand the roles and responsibilities of the TSHC staff they will encounter and engage day-to-day.

(ii) Tenants routinely seek and expect to receive information from TSHC staff on an ongoing basis – who is coming to repair their units or treat a pest infestation; whether there will be any shutdowns and when; whether there are any incidents that have occurred that might affect them; when they can expect that repairs identified in community safety audits will be complete; when they will receive the help they have requested from their SSC or an answer to a question. Tenants expect information to be timely, up-to-date, and easy to find [2].

(iii) For staff in Pest Management, data forms the basis of the analytics that will enable them to implement Integrated Pest Management, a discipline which relies on data to inform decisions on treatment effectiveness and target units for interventions. Analytics also enable staff to monitor vendor performance so that TSHC can hold vendors accountable for their work.

(iv) With respect to safety and security, staff in TSHC rely heavily on information about incidents and other occurrences from systems operated by the Community Safety Unit (CSU). Likewise the CSU depends on incident reports from tenants and staff for the deployment of directed patrols to seniors buildings.

---

[2] This was of particular concern for tenants in the Safety and Security and Tenant and Staff Relations QIPs

(v) A whole section of the Staff and Tenant final report (Appendix 6) contains nine recommendations aimed at creating essential information for tenants and making sure they can access it when they need it.

3.1 Tenant Involvement

Tenant involvement is important to keeping buildings safe and free from pests and helping staff do their jobs. Examples cited in the QIPs where tenant contributions are important are:

- Promptly requesting treatment for pest infestations

- Reporting incidents that would help justify the security necessary to reduce the occurrence of such incidents.

- Admitting staff/vendors into units for pest inspection or treatment

Some tenants are reluctant to report pests or serious incidents or let vendors in for pest control. There may be understandable reasons for this hesitancy – fear of embarrassment, fear of being evicted, fear of making themselves visible to authorities based on experiences in previous situations, to cite three. However cooperation in the above instances is needed and the importance of working with tenants to encourage participation was cited in all three projects, to the point that one of the recommendations from the Safety and Security QIP is to collaborate with the other QIPs on the issue.

While the Safety and Security QIP has recommended measures to strengthen the sense of community in buildings, which might encourage involvement from tenants who to this point have been reluctant, the more general issue of tenant engagement has been left to the initiative that has recently been established for this purpose.

4. Outcomes from Pest Management

TSHC Environmental Services staff are already taking steps toward a full Integrated Pest Management (IPM), currently regarded as the standard for best practice in pest control:

(i) They are beginning to focus their efforts based on analysis of treatment data, with some early successes such as better visibility into spikes in treatments and cancellations. Future automation should enable the staff to perform more in-depth analytics while also freeing up time for other purposes.

(ii) With only a limited number of in-house pest control staff available, they are using leverage to increase their impact, by educating building staff in detection and prevention, and training them to make structural repairs that keep pests out.

(iii) Environmental Services is planning a pilot project for one building that will enable them to apply all the principles of IPM, from proper inspection and recordkeeping to tenant/staff education and ongoing communication with all stakeholders including pest control vendors.

Many of the recommendations for the Pest Management QIP reflect the success of recently initiated efforts and simply propose that these continue, enhanced by the analysis of collected data and monitoring of vendor performance to ensure accountability.   There is also a focus on tenants, most importantly, educating them in pest management from the time they move in, encouraging them to report infestations as soon as they find them and making it as easy as possible for them to request treatment.

Effective pest management for TSHC depends on a collaborative effort among TSHC staff, tenants and the vendors who perform the treatments.   Staff are playing their part but their numbers are limited. Active participation by tenants is required in the form of

practicing good hygiene, requesting treatment as soon as they spot infestations, preparing properly for treatment and providing feedback on vendor performance when requested.[3] However success ultimately depends on the vendors doing a good job. This requires tracking and monitoring.

More detailed reporting from vendors about what they did will help as it can be used to assess where tenants are preparing properly and also correlated with recurrences. What will truly enable vendor management is when the data they provide can be complemented by tenant feedback. Simple measures such as time spent in units are significant and tenants can be educated on what to look for after the vendor has finished. If this information can be collected in enough quantity and analyzed through automation, vendor performance can be monitored efficiently. Pest management staff can then devote their time to working with site staff and helping tenants. Feedback from one of the tenants at the final project meeting indicated how much working directly with tenants can make a difference.

5. Outcomes from Safety and Security

This was the QIP that generated the greatest number of recommendations and there are a few items of interest.

First, it has been noted in research, including some which was provided to team members at the start of the project, that there is a strong connection in seniors housing between the sense of safety and the extent to which there is a feeling of community. Whether or not this research was a direct influence on participants, 11

---

[3] The focus on tenant participation has been timely reporting of infestations and requesting treatments. A feedback protocol can be considered once this has been achieved – the key will be making it as easy as possible to provide. In the meantime, PM staff can sample from tenants who are interested.

recommendations (one quarter of the total) have been proposed under the category of Community Building.

Second, physical spaces – their appearance and the extent to which they are maintained in a good state of repair and monitored – are very important to tenants. This category accounts for over one third of the recommendations. The idea of tenants participating in community safety audits, in which property and building improvements are identified, was very well received.

A third point concerns the Community Safety Unity (CSU). It had come under criticism for not being sufficiently sensitive to seniors and one of the recommendations does address this directly (training with a seniors' focus) though this training is recommended for all staff, not just ones in the CSU. There are also recommendations related to the concern that the TSHC is not receiving a suitable proportion of CSU resources and that critical data about incidents that is currently available to building staff will no longer be as readily available when the new system has been implemented.

Notwithstanding the foregoing, participation in the project by CSU staff was very helpful and is reflected in a number of the recommendations and the comments which accompany them.

Two sources of concern to tenants were activities by tenants that might be illegal, and the presence of unfamiliar people in the building. The latter refers not to other tenants who someone might not know, but people who, from a tenant perspective, seem to be clearly out of place. For activities that could be illegal, the action would be to report the incidents to SSCs or site staff for handling through normal tenancy management. Regarding unfamiliar people, tenants are advised to contact the CSU, which has revised priorities to be more sensitive to security issues involving seniors and should therefore be able to respond quickly. A QIP recommendation has also been put forward to develop guidance

for tenants for such situations, including a reminder not to let unknown people into buildings

A final observation is that from the meetings, there is a sense that implementation of just a few of the 44 recommendations could represent real "game changers" from a safety and security perspective. In particular:

(i) Tenant access to the lobby camera. This may be difficult to achieve but based on the discussions, it would appear to have a huge impact.

(ii) An additional Community Safety Advisor (CSA). There was general consensus that with 83 buildings to cover, the level of workload should be able to justify the allocation to TSHC of more than one individual. Not only would this accelerate the pace of community safety audits, it would also provide greater assurance of timely reporting (through a CSA) of TSHC incident data captured by a new system being implemented in the CSU. Two additional CSAs would be even better and would enable TSHC to meet the goal of conducting community safety audits for all buildings every three years.

(iii) Pilot projects for high-risk buildings. This was actually suggested in the recommendations for this QIP (1.7), but only as a consideration - in retrospect, it should have been elevated to stand on its own. The strategy is being pursued for pest management, where there is optimism that dramatic reductions in infestations can be achieved with a comprehensive approach. In data circulated for the initial meetings of the QIP, there was some indication that directed patrols could help reduce incidents, but additional "whole person" measures would likely be needed to create a lasting effect, as proposed in 1.7.

With respect to the game changer suggestions above, it was a real source of concern to tenants on this QIP that access by

superintendents to security camera footage had been removed. When it emerged that viewing would be available to TSHC supervisors and mangers, it was a source of great relief.

6. Outcomes from Staff and Tenant Relations

This QIP differed from the other two.   Pest management is technical in nature. It may be difficult to fully achieve but it seems fair to say that both tenants and staff are aligned on the objectives.   The same could be said for safety and security. Relationships are more nebulous and the team gave considerable thought to issues that could lead to recommendations. The ones that were developed aim to improve relations by reducing those tensions through the following strategies:[4]

(i) Helping TSHC staff better understand and be more sensitive to the challenges faced by tenants who are also seniors ("seniors focus"), ensuring their encounters are respectful and emphasizing the importance of the "human touch" in all interactions

(ii) Creating occasions where tenants and staff can meet informally in social settings, thus getting to know each other better on a personal basis

(iii) Fully orienting new tenants, familiarizing them with their new environment and the people they will be dealing with as soon as they arrive, in particular making sure that they are well informed about what services TSHC provides and who will be providing them

(iv) Ensuring that staff, in providing services, be sensitive to the nuances of effective customer relations (e.g., responding in the

---

[4] These are not all in the order in which they appear in the recommendations in Appendix 6

time promised, following up, explaining when a request cannot be met and offering alternatives)

(v) Recognizing the frustration experienced when important information is late, or hard to access, or not up-to-date, and making recommendations to address the issue

(vi) Providing for tenants who need different channels of communication or alternative formats for information.

7. Lessons Learned

From the facilitator perspective, the QIPs were very successful. Even if only a few of the over 90 recommendations are implemented, the potential for benefits is significant as the final observation in Section 5 above suggests. Also encouraging is the collaboration that occurred in the sessions among tenants and staff, and the mutual learning that appears to have occurred. The challenge will be to sustain this and build on it.

The following are some suggestions for future QIPs.

(i) The separate tenant and staff experience (feedback) sessions which were held after the projects started resulted in essential content which informed the following discussions and ultimate recommendations. They would be very helpful as advance preparation. It is strongly recommended that before the formal start of a QIP-type project, and before a design is finalized, a facilitator[5] hold such sessions with project participants. Whether separate sessions are necessary for different participants will depend on the nature of the topics.

---

[5] This could instead be a project leader or sponsor. If different groups with different agendas were involved, it would be important to have someone who is perceived to be independent.

(ii) Some excellent subject material was referenced in the package for the first meetings of Pest Management and Safety and Security. For future projects of this type, it is suggested that one or two sources be identified in advance of project start and sent to the participants, for early review, and also at the initial meeting, to report back on their key takeaways. This would provide common grounding going forward.

(iii) In the opening sessions, the CEO emphasized the importance of taking data into account, and data was included in the introductory material. However it was not used and this was probably an opportunity lost. It is not obvious how the projects could have been more data-informed given the way they were structured. At a minimum, there would need to be some team members versed in analytics, tools for them to use and sufficient time early in the project to produce findings that would inform the subsequent work. A sub-project set up in advance might be one approach that could work.

(iv) There was a fairly long gap (nearly a month) between meetings. This did not appear to result in a decline in either interest or enthusiasm from one meeting to the next and also provided the facilitator (who was also facilitating the other QIPs) time to prepare. For the future, one alternative could be to have a different facilitator for each session, which could then permit shorter gaps, also allowing more working meetings in the same timeframe if that was considered desirable. An even better alternative might be to have a facilitator duo, which should more easily be able to handle multiple teams.

(v) Continuing with the topic of participation. There was some concern at the early meetings that most of the input was from tenants. However if one listens to the later recordings, it is clear that staff have stepped up and are offering comments and

explanations. In retrospect, it seems natural that tenants were the main sources of issue identification at the start because so much of the content was based on their lived experience, and that staff, in response, then stepped up and provided input that was ultimately reflected in the recommendations.

(vi) The facilitator annotated the meeting recordings for later sessions to prepare meeting decks but there was much interesting content that could not be included. The annotations are not transcripts and cannot be circulated as they do not accurately capture what was said by meeting participants. Webex has a feature for transcription and it should be employed for future projects to produce transcripts that at least would be accessible to whoever is relying on the meeting content to prepare material for the next session.

8. Maintaining the Momentum Established by the Projects

Any initiative aimed at implementing one or more of the recommendations from the QIPs will send a strong signal that TSHC is building on the work that was started. The following are some additional suggestions for maintaining momentum and benefiting from the experience gained by QIP participants:

- Hold a follow-up meeting as was suggested at the final Pest Management meeting, for all QIP tenant members. Send the invitees the following questions for report-back at the meeting:
  - o What worked well in terms of format, preparation, content, facilitation, timing, logistics?
  - o What areas could have been improved and how?
  - o What did you learn from the exercise?
  - o If you knew then what you know now, would you still participate?
  - o Would you recommend participation to a fellow tenant?

- What would be the best way to share your learning with their fellow tenants?
- If there were an opportunity for you to be involved going forward, what would you like to do?

- Hold a similar meeting for staff members, with questions modified as appropriate and also sent in advance.[6]

- Create a campaign or some other means to publicize the key findings from the QIPs.

- Enlist the QIP tenant members as team members on implementation projects. They are natural subject matter experts for many of the recommendations that were offered, for example the development of orientation material. Projects which have the potential for quick wins would have an especially high impact on momentum.

---

[6] This and the previous item were carried out while this report was being prepared.

Appendix 1 - Project Chronology

The following presents a summary of the key activities for each of the three QIP projects and associated Experience (feedback) sessions.

Pest Management

Pest Management	Date	Topics/Discussion
Meeting #1	Dec 5 2022	• Opening remarks by Tom Hunter, TSHC CEO, and Jim Meeks, Tenant Board Director and Corporate Co-sponsor (the latter via letter) • Review and acceptance of project elements (roles, responsibilities, principles to guide discussions, meeting approach and frequency) • Discussion of issues faced by tenants and need for support • Discussion of issues relating to buildings/units and vendor performance • Decision to hold a tenant experience session

Tenant Experience Session	Dec 16 2022	• Discussion of tenant experiences at the following times
		  o Move-in
		  o Daily living
		  o Initiation (requesting treatment for pests)
		  o Preparation for treatment
		  o Treatment
		  o Follow-up

Pest Management	Date	Topics/Discussion
Staff Experience Session	Dec 20 2022	• Staff experience with, and perceptions about tenant experiences with, pest management under the same categories as for tenants
Meeting #2	Jan 9 2023	• Walked through the process chart for bedbug treatment • Reviewed and prioritized results of Tenant Experience and Staff Experience sessions • Discussed and prioritized additional suggestions for improvements

Meeting #3	Feb 6 2023	• Rated possible actions (from previous meeting) on currency (whether being carried out now), impact and cost, in the following categories:
		  o Inspections, monitoring and recordkeeping
		  o Pest exclusion and structural repair
		  o Sanitation
		  o Pest treatments
		  o Communication and education
		• Introduced Integrated Pest Management
		• Introduce the TSHC pest management team
		• Reviewed the plans for a full building pilot project

Meeting #4	March 6 2023	• Reviewed for discussion, confirmation and revision as required:

Pest Management	Date	Topics/Discussion
		o The prioritization of the highest items from the ratings assigned in Meeting #3 o The comments associated with each action that with the action, would be used to draft the recommendations
Meeting #5	April 3 2023	• Opening remarks by Tom Hunter, TSHC CEO • Reviewed and approved the final recommendations, • Received an update on sustainment • Discussed lessons learned from the project • Closing remarks by Jim Meeks, Tenant Board Director and Corporate Co-sponsor

Safety and Security

Safety and Security	Date	Topics/Discussion
Meeting #1	Dec 15 2022	• Opening remarks by Tom Hunter, TSHC CEO, and Jim Meeks, Tenant Board Director and Corporate Co-sponsor • Review and acceptance of project elements (roles, responsibilities, principles to guide discussions, meeting approach and frequency)

Safety and Security	Date	Topics/Discussion
		• Brief walkthrough of background information to orient the team to the some of the topics for subsequent meetings
Meeting #2	Jan 16 2023	• Session began with staff team members briefly describing their role at TSHC and how they might interact with tenants in the course of their work • Discussion prompted by the questions "What makes you feel safe" and "What makes you feel unsafe?" • Discussion of suggestions for improving tenants' sense of safety and security. • More detailed walkthrough of data including highlights of listening tours, explanation by the CSU team member of the incident data, how the CSU responds and Community Safety Audits, and review of key research findings
Staff Experience Session	Jan 31 2023	• Discussed views on safety and security as it relates to tenants and staff

Meeting #3 (2 sessions)	Feb 13, Feb 27 2023	• Rated possible actions (developed from previous meeting's discussion) on currency (whether being carried out now) and impact under the following categories:
		   o Buildings and Physical Spaces
		   o Community Programming
		   o Community Safety Unit

Safety and Security	Date	Topics/Discussion

Meeting #4	March 13, 2023	• Reviewed for discussion, confirmation and revision as required:
		  ○ The prioritization of the highest items from the ratings assigned in Meeting #3
		  ○ The comments associated with each action that with the action would be used to draft the recommendations

Tenant Experience Session	April 17 2023	• Discussion of additional content for inclusion in the recommendations being developed, under various categories including access to units and keys, signage, building facilities, medical transfers, and security concerns
Meeting #5	April 24 2023	• Opening remarks by Tom Hunter, TSHC CEO • Reviewed and approved the final recommendations • Received an update on sustainment • Discussed lessons learned from the project • Closing remarks by Jim Meeks, Tenant Board Director and Corporate Co-sponsor

Staff and Tenant Relations

Staff and Tenant Relations	Date	Topics/Discussion
Meeting #1	Jan 13 2023	• Opening remarks by Tom Hunter, TSHC CEO, and Jim Meeks, Tenant Board Director and Corporate Co-sponsor (the latter via letter)

Staff and Tenant Relations	Date	Topics/Discussion
		• Review and acceptance of project elements (roles, responsibilities, principles to guide discussions, meeting approach and frequency) • Brief walkthrough of background information consisting of highlights from listening tours and work order metrics • Staff walkthrough of the slides on communication, tenant engagement and staff training • Staff experience session set for February 8 and tenant session for February 10
Staff Experience Session	Feb 8 2023	Facilitated session for staff to share perspectives on tenant relations. Topics included: • Answering tenants 'questions • Enhancing communications and providing information • Issues most often raised (by tenants) • Tenant experience with the call centre (staff perceptions)
Tenant Experience Session	Feb 10 2023	Facilitated session for tenants to share perspectives on relations with staff. Topics included • Accountability and responsibility (including perceived gaps in oversight of lobbies and common areas) • Foundations for good tenant-staff relationships (trust, respect)

Staff and Tenant Relations	Date	Topics/Discussion
		• Staff roles and responsibilities, especially the Seniors Services Coordinator • Tenant representation, leadership and engagement • Communication and Information, bulletin boards
Meeting #2	Feb 22 2023	Discussion of staff-tenant relations under the following topics: • Highlights from the Tenant experience session • Highlights from Staff experience session • Relationship Building • Tenant Engagement • Information and Communications • Opportunities for tenants to take the initiative

Meeting #3	Mar 22 2023	• Reviewed Possible Actions Identified to Date, considering if there should be additions, in the following categories
		  o Relationship Building
		  o Interactions
		  o Information and Communication
		• Rate the actions according to whether currently carried out and impact

Meeting #4	April 19 2023	• Continued the review and rating work started in Meeting #3
Meeting #5	May 17 2023	• Opening remarks by Tom Hunter, TSHC CEO • Reviewed and approved the final recommendations • Received an update on sustainment

Staff and Tenant Relations	Date	Topics/Discussion
		• Discussed lessons learned from the project • Closing remarks by Jim Meeks, Tenant Board Director and Corporate Co-sponsor