

TORONTO SENIORS HOUSING CORPORATION

Board of Directors Meeting Package

Date: August 3, 2023

Time: 8:30 A.M. – 12:00 P.M.

Location: WebEx

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Toronto Seniors Housing Corporation

Item #3

Toronto Seniors Housing Corporation

BOARD OF DIRECTORS MEETING

Date: August 3, 2023

Time: 8:30 am - 12:00 pm

Location: Webex & Livestream

Agenda

	Time	Description	Action	Supporting Documents	Presenter
1.	8:30 2min	Chair's Remarks	Information	N/A	Fareed Amin
2.	8:32 2min	Land and African Ancestral Acknowledgements	N/A	N/A	Chair
3.	8:33 1min	Approval of Public Meeting Agenda	Approval	Agenda	Chair
4.	8:34 1min	Chair's Poll re: Conflict of Interest	Declaration	N/A	Chair
5.	8:35 5min	Board Member Welcome and Acknowledgements	N/A	Verbal Report	Chair
6.	8:40 1min	Approval of Public Session Board Minutes April 27, 2023 and May 16, 2023	Approval	Public Meeting Minutes of April 27, 2023 and May 16, 2023	Chair
7.	8:41 1min	Approval of Closed Session Board Minutes April 27, 2023, May 16, 2023 and July 7, 2023	Approval		Chair
8.	8:42 5min	Matters arising – Action Items	Information	Action Items List	Chair
9.	8:47 10min	Board Committee Membership and Committee Chair Process	Approval	Report	Chair

Toronto Seniors Housing Corporation

	Time	Description	Action	Supporting Documents	Presenter
10.	8:57 10min	Audit & Finance and Risk Committee Report <ul style="list-style-type: none"> • Q1 2023 Financial Results (a) 	Information Information	Verbal Report Report	Lawrence D'Souza Vince Truong
11.	9:07 55min	Quality and Tenant Engagement Committee Report <ul style="list-style-type: none"> • Operational Dashboard (a) • Programs and Partnerships (b) • Interim Strategic Directions (c) • Tenant Engagement Model (d) • TSHC Senior Tenants Experience Survey (e) 	Information Information Information Information Information	Verbal Report Operational Performance Dashboard Report Report Report and Presentation Report	Linda Jackson Brad Priggen Arlene Howells Grant Coffey Arlene Howells Grant Coffey
12.	10:02 10min	Key Performance Indicators Dashboard	Information	Report	Grant Coffey/ Christine Yan
13.	10:12 30min	Quality Improvement Projects Report	Information	Report	Grant Coffey
14.	10:42 1min	Motion to move into Closed Session	Approval	N/A	Chair

Toronto Seniors Housing Corporation

	Time	Description	Action	Supporting Documents	Presenter
15.	10:43 1min	Approval of Closed Session Agenda	Approval	N/A	Chair
16.	10:44 60min	<i>Confidential report dealing with matters that are not required to be disclosed under the Municipal Freedom of Information and</i>	Information	Report	Grant Coffey/ Vince Truong/ Ernst & Young
17.	11:44 15min	<i>Protection of Privacy Act, including but not limited to personal matters about</i>	Approval	Report	Chair
		<i>identifiable individuals, a proposed or pending transaction with a third party, and recommendations of proposed policy or processes</i>			
18.	11:59 1min	Motion to Move into Public Session	Approval	N/A	Chair
19.	12:00 1min	Motion to Approve Closed Session Decisions	Approval	N/A	Chair
.....20	12:01 5min	Any Other Business		N/A	Chair
20.	12:06 1min	Motion to Approve Adjournment of the Board Meeting	Approval	N/A	Chair

Item #6

Public Session Board Minutes

April 27, 2023

Board of Directors

Toronto Senior Housing Corporation

The Board of Directors (“Board”) of the Toronto Senior Housing Corporation (“TSHC”) held its public meeting on April 27, 2023, at 8:30 p.m. (EDT) via video conference. The meeting was live streamed on YouTube and subsequently posted to the City's website for TSHC.

Directors in Attendance:

Fareed Amin – *Chair and Director*
Lawrence D’Souza – *Vice Chair and Director*
Councillor Vincent Crisanti – *Director*
Councillor James Pasternak – *Director*
Linda Jackson – *Director*
Carrie MacNeil – *Director*
Warren Law – *Director*
Brenda Parris – *Director*
Jim Meeks – *Director*
Paul Raftis, *Deputy City Manager, Ex-Officio*

TSHC representatives present:

Tom Hunter, *Chief Executive Officer*
Matthew Kinch, *Senior Digital Communications Advisor*
Grant Coffey, *Interim Director, Strategy and Communications*
Dave Slater, *Interim Lead, People and Culture*
Vince Truong, *Interim Financial Lead*
Brad Priggen, *Interim Director, Operations*
Tina Ferreira, *Executive Assistant to the CEO*
Arlene Howells, *Strategic Advisor, Office of the CEO*
Mary Tate, *Interim Project Management Lead*
Roman Zydownyk, *Interim IT Lead*
Wendy Dobson, *Senior Manager, Communications and External Affairs*
Ashleigh Kong, *Policy Advisor, City of Toronto*
Melanie Martin, *Interim Commissioner of Housing Equity*
Kevin Travers, *Partner, KPMG LLP*

Summer Nudel

Jennifer Dockery, *GM, Senior Services and Long-Term Care*

City of Toronto representatives present:

Andrea Austen, *Director, Strategic Policy and Programs*

Board Secretary present:

Monique Hutchins, *Managing Director – DSA Corporate Services Inc.*

Maria Paz Aliaga – *DSA Corporate Services Inc.*

CONSTITUTION AND NOTICE OF MEETING

Mr. Amin served as Chair of the Meeting and Ms. Hutchins served as recording secretary.

All of the Directors being present with notice of the Meeting being given, the Chair declared the Meeting to have been properly called and constituted for the transaction of business.

ITEM 1: CHAIR'S REMARKS

The Chair welcomed everyone to the Board meeting and stated that the meeting was being recorded and live streamed on YouTube.

ITEM 2: LAND AND AFRICAN ANCESTRAL ACKNOWLEDGEMENTS

The Chair provided an Acknowledgement of the Land that are on the traditional territory of many nations including the Mississaugas of the Credit, the Anishnabeg, the Chippewa, the Haudenosaunee and the Wendat peoples and is now home to many diverse First Nations, Inuit and Métis peoples and that Toronto is covered by Treaty 13 signed with the Mississaugas of the Credit and the Williams Treaties signed with multiple Mississaugas and Chippewa bands.

The Chair also provided an African Ancestral Acknowledgement stating that most of the citizens have come to Canada as settlers, immigrants, newcomers in this generation or generations past. He acknowledges those who came here forcibly,

particularly as a result of the Trans-Atlantic Slave trade. Therefore, we honour and pay tribute to the ancestors of African Origin and Descent.

ITEM 3: APPROVAL OF PUBLIC MEETING AGENDA

The Chair tabled the agenda for the meeting.

Motion carried **UPON MOTION**, duly made by Mr. Law and seconded by Ms. MacNeil and unanimously approved, **IT WAS RESOLVED THAT** the public meeting agenda as presented to the Board is hereby approved.

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

The Chair requested that members of the Board declare whether they were in conflict of interest, together with the nature of the interest, with any public agenda item. No conflicts were declared.

ITEM 5: APPROVAL OF PUBLIC SESSION BOARD MINUTES FEBRUARY 23, 2023 AND APRIL 3, 2023

Motion carried **UPON MOTION**, duly made by Mr. Law and seconded by Mr. Meeks and unanimously approved, **IT WAS RESOLVED THAT** the Public session Board minutes of February 23, 2023 and April 3, 2023 are hereby approved, subject to minor amendments.

ITEM 6: APPROVAL OF CLOSED SESSION BOARD MINUTES FEBRUARY 23, 2023 AND APRIL 3, 2023

Motion carried **UPON MOTION**, duly made by Ms. MacNeil and seconded by Mr. Law and unanimously approved, **IT WAS RESOLVED THAT** the Closed Session Board minutes of February 23, 2023 and April 3, 2023 are hereby approved.

ITEM 7: MATTERS ARISING- ACTION ITEMS

The Chair reviewed the matters arising action items list and noted that there were no updates.

ITEM 8: CEO'S REPORT

At the invitation of the Chair, Mr. Hunter reviewed the main items that would be discussed at the meeting. He noted the Quality Improvement Projects were progressing well, indicating that two projects wrapped up with their fifth meeting. Recommendations will come forward to the QTE committee and board.

The Board further discussed scheduled construction occurring at sites that may affect the Listening Tour, therefore the team are seeking facilities to hold the Tour near those buildings affected. Mr. Hunter indicated that the Listening Tour will begin weekly meetings starting in mid-May.

Mr. Hunter noted that the TSHC has received approval from Canada Revenue Agency regarding its HST exemption application. TSHC will now be designated as municipal property therefore the Corporation will be able to apply to receive HST and can reclaim from June 2021 onwards.

Mr. Hunter also highlighted that June 1st would officially be the one year anniversary of TSHC as an operational Corporation and that celebrations are planned with staff to commemorate the date.

Mr. Hunter reminded the Board of the upcoming Municipal election and the Board policy regarding elections, including the participation of board members which is available on the website. He also reviewed the public appointments process for the board membership, notably that the City of Toronto leads the appointments noting the deadline for application.

ITEM 9: AUDIT & FINANCE & RISK COMMITTEE REPORT

At the invitation of the Chair, Mr. D'Souza provided a summary of the main highlights and items discussed at the last Committee meeting on March 22, 2023. He indicated that the CEO provided an update on the short-term sustainability plan and Ms. Andrews provided a presentation on cyber-risk and ransom ware. He

noted that KPMG LLP (“KPMG”) presented their audit findings and the Committee reviewed and are recommending the year-end financial statements for approval by the Board. He also indicated that the Committee are recommending the re-appointment of KPMG for the ensuing year and reviewed and are recommending proposed contract extensions.

ITEM 9a: 2022 AUDIT – KPMG

At the invitation of the Chair, Mr. Troung introduced Kevin Travers, partner at KPMG, to present the Audit Findings Report. Mr. Travers reviewed and provided a summary of the main highlights of the Audit Findings Report (BD: April 27, 2023, #9a) for the year ending December 31st, 2022. He indicated that KPMG will be issuing a clean opinion and then reviewed the audit highlights.

Motion carried **UPON MOTION**, duly made by Mr. D’Souza and seconded by Mr. Law and unanimously approved, **IT WAS RESOLVED THAT** the Board of Directors approves the 2022 Audited Financial Statements.

ITEM 9b: 2023 AUDITOR

The Chair asked for a motion to recommend that the City of Toronto appoint KPMG as TSHC’s external auditor (BD: April 27, 2023, 9b#).

Motion carried **UPON MOTION**, duly made by Mr. D’Souza and seconded by Mr. Law and unanimously approved, **IT WAS RESOLVED THAT** the Board of Directors recommends that the City of Toronto appoint KPMG LLP to be Toronto Seniors Housing Corporation’s external auditor for the year ending December 31, 2023, with remuneration to be set by the Board of Directors.

ITEM 10: QUALITY AND TENANT ENGAGEMENT COMMITTEE REPORT

At the invitation of the Chair, Ms. Jackson provided a summary of the items discussed at the March 9, 2023 Committee meeting, including discussion regarding the Interim Strategic Directions and operational dashboard. She noted that the

Committee would provide a report and discuss the Tenant Policy Consultation work being reviewed and the OCHE Q4 Report.

DEPUTANT: The following verbal deputation was received with respect to Item #10.

The Chair welcomed Ms. Lebedeva, the deputant, and indicated that she had five minutes to address the Board, after which time the Board may ask questions.

Ms. Lebedeva discussed several issues that may be relevant for all buildings namely the lack of storage for tenants citing that basements are overrun with items which is a fire hazard. She also inquired about the reopening of the recreation areas shut due to Covid and the possibility of implementing cages to protect bicycles and electric wheelchairs outside the buildings.

The Chair thanked Ms. Lebedeva for her comments.

ITEM 10a: OPERATIONAL DASHBOARD

At the invitation of the Chair, Mr. Priggen presented the Operation Performance Dashboard report for 2023 (BD: April 27, 2023, #10a), providing an update on the arrears collection process, vacancy rate, work order and administrative request services. He then answered questions from the Board.

ITEM 10b: OCHE UPDATE

At the invitation of the Chair, Ms. Martin presented report (BD: April 27, 2023, #10b). which outlines the results of the OCHE work with TSHC for Q4 2022. She noted during this period they had received a total of 27 referrals and issued 23 individual reports and recommendations, noting they had successfully engaged with 96% of those cases and avoided the need for and L1 application in 90% of the cases.

Ms. Martin indicated they had collected approximately \$114,000 through local repayment agreements, and direct payment agreements from tenants and the housing stabilization fund.

Ms. Martin noted during the period they had audited the files received from TSHC and categorized the findings into four theme-based audit categories, being the most significant finding for this period that the N4 was served late in 65% of the cases and direct contact was not made with the tenant in the first month of arrears in 30% of the cases. She noted 50% of the cases fell under the old arrears collection process but highlighted they had seen improvements with the new arrears collection process since TSHC took over in June 2022.

Ms. Martin indicated the team had work with Senior Management to develop a tool to track audit findings in real time which went live on April 12th, noting this document will help TSHC recognize the issues found in their audits and address them sooner rather than waiting for the quarterly results.

ITEM 10c: COMMUNICATIONS UPDATE

DEPUTANT: The following verbal deputation was received with respect to Item #10c.

The Chair welcomed Mr. Bill Lohman, the deputant, and indicated that he had five minutes to address the Board, after which time the Board may ask questions.

Mr. Lohman indicated he had received a call from Tom Hunter as he requested him to participate in the interview process for new directors through which he explained the decision made, noting this was an example of a considerate and respectful communication that would be nice to see from all staff management communication and interactions with tenants. He congratulated the new director of Engagement Partnership and Communications, noting as a step into a complex role. He then referred to the issues and his concerns regarding tenant engagement and staff and inquired about the status of the senior councils that was closed a few years ago and whether it will be reconstituted.

The Chair thanked Mr. Lohman for his comments.

Ms. MacNeil noted the issues raised by Mr. Lohman over several months that needed to be discussed in order to provide him with an appropriate response. The Chair asked that staff prepare a formal response on each item raised by Mr. Lohman.

Ms. Parris asked about the community use of space issue. Mr. Coffey referred to the Use of Space Policy is presently before tenant focus groups which will end shortly and it is expected that an update be brought to the QTE Committee at a subsequent meeting.

At the invitation of the Chair Mr. Coffey provided an update on the Communications report (BD: April 27, 2023, #10c). He then reviewed the main highlights and communications activities planned for the year. He noted they are working on developing a tenant engagement model project as a future model for tenant engagement at TSHC and expected this to be completed in late summer. He reviewed the communications project timeline and answered questions from the Board.

ITEM 11: INTERIM STRATEGIC DIRECTIONS AND KEY PERFORMANCE INDICATORS

At the invitation of the Chair, Mr. Hunter provided comments on the Interim Strategic Directions and Key Performance Indicators components report (BD: April 27, 2023, #11). Ms. Tate lead the discussion by indicating that the document was previously reviewed by the Board and QTE Committee and reviewed the work completed since those meetings to the final document, noting they had added the Chair and CEO introductions, updated the process, adjusted the timeline, moved the communications objectives, added the name of directors accountable for each item, and aligned wording.

Ms. Tate indicated next steps, noting the final document will go to Communications for design and formatting and then AODA compliance. She reviewed the recommendation to approve the content of the three documents, the Interim

Strategic Directions, the expected outcomes and roadmap, and requested to return with the final format at the next Board meeting.

*Motion
carried*

UPON MOTION, duly made by Mr. Law and seconded by Mr. Meeks and unanimously approved, **IT WAS RESOLVED THAT** the Board of Directors approve the content of:

- Toronto Seniors Housing Corporation Interim Strategic Directions
- Toronto Seniors Housing Corporation Expected Outcomes linked to Strategic Initiatives and Actions and Proposed Metrics; and
- Toronto Seniors Housing Corporation Interim Strategic Directions Roadmap

ITEM 12a: CORPORATE GOVERNANCE AND HUMAN RESOURCES COMMITTEE REPORT – 2022 ANNUAL REPORT

At the invitation of the Chair, Councillor Crisanti provided an update on report (BD: April 27, 2023, #12a), and referred to his first meeting as Chair of the Corporate Governance and Human Resources Committee ("CGHR"), indicating the key items discussed including the draft content of the 2022 TSHC Annual Report which provided information on the Corporation's performance and summarized progress on key initiatives undertaken during the transition through the first year of operations post transition. He then provided a summary of the main items contained in the report.

Mr. Coffey noted that since the discussion at the CGHR Committee they had finalized the report. The Chair asked the CGHR Committee to also provide a summary of the report's main highlights as the 2022 Annual Report is substantial.

*Motion
carried*

UPON MOTION, duly made by Ms. MacNeil and seconded by Councilor Crisanti and unanimously approved, **IT WAS RESOLVED THAT** the Board of Directors approved the 2022 TSHC Annual Report.

ITEM 13: TSHC ANNUAL GENERAL MEETING AND 2022 AUDITED CONSOLIDATED FINANCIAL STATEMENTS

At the invitation of the Chair, Mr. Hunter provided comments on the work done for the TSHC Annual General Meeting and 2022 Audited Consolidated Financial Statements.

Mr. Coffey provided a summary of the report (BD: April 27, 2023, #13) noting it contained the information that would be submitted to the City of Toronto under the requirements of the Business Corporations Act (*Ontario*) and Shareholders Direction to fulfill the Annual General Meeting for TSHC which will be part of an upcoming City Council meeting in July 2023. He also reviewed the process for the approval and expected timelines.

*Motion
carried*

UPON MOTION, duly made by Mr. D'Souza and seconded by Mr. Law and unanimously approved, **IT WAS RESOLVED THAT:**

1. The Board recommends that City Council treat the portion of the City Council meeting at which these recommendations are considered as the Annual General Meeting of the Shareholder for Toronto Seniors Housing Corporation and:
 - a. receive the Board-approved "Toronto Seniors Housing Corporation 2022 Annual Report" (BD-April 27-Item 12(a));
 - b. receive the Board-approved "Toronto Seniors Housing Corporation 2022 Audited Financial Statements" (BD-April 27-Item #9(a));
 - c. appoint KPMG LLP as the Auditor of Toronto Seniors Housing Corporation for fiscal year 2023, and authorizing the Board of Directors of Toronto Seniors Housing Corporation to set the fee of the Auditor; as recommended by the Board (BD-April 27-Item #9(b));

- d. receive the Toronto Seniors Housing Corporation's 2022 executive compensation disclosure forming Attachment 1 to this Report;
2. The Board recommends that City Council forward a copy of the Board-approved "Toronto Seniors Housing Corporation 2022 Audited Financial Statements" to City Council's Audit Committee for information.
3. The Board recommends that City Council receive the Financial Impact section regarding known and anticipated financial outlooks and impacts (current and future years) for Toronto Seniors Housing Corporation, forming Attachment 2 to this Report.
4. The Board authorizes the Corporate Secretary, on behalf of the Board, to submit the Board's recommendations and materials identified in Recommendations 1-3, once approved by the Board at its meeting of April 27, 2023, to the City Clerk for consideration by Executive Committee and City Council.

ITEMS 14: CLOSED SESSION

Motion carried **UPON MOTION**, duly made by Ms. MacNeil and seconded by Mr. Meeks and unanimously approved, **IT WAS RESOLVED THAT** the Board close part of the meeting to the public to give consideration to a report containing matters about an identifiable individual.

ITEMS 19: MOTION TO APPROVE CLOSED SESSION DECISIONS

CONTRACT EXTENSION

Motion carried **UPON MOTION**, duly made by Mr. Law and seconded by Ms. Jackson and unanimously approved, **IT WAS RESOLVED THAT** the Board of Directors approve the following interim staff contract extensions:

- Facilitate Management Consulting Inc. (Mary Tate) to June 30, 2023.
- Approve HR Associates (HRA) as a vendor for the purpose of sourcing interim staff through August 31, 2023 with the following contract extension for the following individuals:
 - David Slater, Interim People and Culture Lead,
 - Teri Nghiem, Strategic HR Consultant, ,
 - Niharika Agarwal, Procurement/AP/IT Project Management,.
 - Abi Muheebat, Interim Project Management Specialist, from to May 31, 2023.
- The above total contract extension is expected to be \$197,241 and will expire on August 31, 2023.
- In addition, the following interim staff are required for contract extension with no requirement to increase monetary purchase order:
 - RCSG Inc. (Roman Zydownyk) to August 31, 2023.

2022 CEO PERFORMANCE EVALUATION

*Motion
carried*

UPON MOTION, duly made by Ms. MacNeil and seconded by Mr. Meeks and unanimously approved, **IT WAS RESOLVED THAT** the Board of Directors:

1. Accept the TSHC CEO's performance review for the 2022 calendar year.
2. Approve a performance rating for the TSHC CEO for the 2022 calendar year.
3. Approve the updated CEO salary for effective January 1, 2023; and,
4. Approve the amended CEO salary for 2023 which reflects the proposed adjusted salary range and to which a merit-based increase in consideration of his 2022 performance would then be applied.

ITEM 20: ADJOURNMENT

Motion carried **UPON MOTION**, duly made by Councilor Pasternak and seconded by Ms. Jackson and unanimously approved, **IT WAS RESOLVED THAT** the public meeting terminated at 10:29 a.m. (EDT).

Fareed Amin, Chair

Monique Hutchins, Secretary

Item #6

Public Session Board Minutes

May 16, 2023

Board of Directors

Toronto Senior Housing Corporation

The Board of Directors (“Board”) of the Toronto Senior Housing Corporation (“TSHC”) held its public meeting on May 16th, 2023, at 2:00 p.m. (EDT) via video conference. The meeting was live streamed on YouTube and subsequently posted to the City's website for TSHC.

Directors in Attendance:

Fareed Amin – *Chair and Director*
Lawrence D’Souza – *Vice Chair and Director*
Linda Jackson – *Director*
Carrie MacNeil – *Director*
Warren Law – *Director*
Brenda Parris – *Director*
Jim Meeks – *Director*
Paul Raftis – *Director*

TSHC representatives present:

Tom Hunter, *Chief Executive Officer*
Tina Ferreira, *Executive Assistant to CEO*
Mathew Kinch, *Senior Digital Communications Advisor*
Mary Tate, *Interim Project Management Lead*
Grant Coffey, *General Manager, Operations (I)*
Arlene Howells, *Strategic Advisor, Office of the CEO*
Dave Slater, *Interim Lead-People and Culture*
Vince Truong, *Controller*
Brad Priggen, *Assistant General Manager*
Roman Zydownyk, *Interim IT Lead*

Board Secretary present:

Monique Hutchins, *Managing Director – DSA Corporate Services Inc.*

Maria Paz Aliaga – *Account Executive– DSA Corporate Services Inc.*

CONSTITUTION AND NOTICE OF MEETING

Mr. Amin served as Chair of the Meeting and Ms. Hutchins served as recording secretary.

A majority of the Directors being present with notice of the Meeting being given, the Chair declared the Meeting to have been properly called and constituted for the transaction of business.

ITEM 1: CHAIR’S REMARKS

The Chair welcomed everyone to the special Board meeting and stated that the meeting was being live streamed on YouTube.

ITEM 3: CHAIR’S REMARKS

The Chair provided an Acknowledgement of the Land that are on the traditional territory of many nations including the Mississaugas of the Credit, the Anishnabeg, the Chippewa, the Haudenosunee and the Wendat peoples and is now home to many diverse First Nations, Inuit and Métis peoples and that Toronto is covered by Treaty 13 signed with the Mississaugas of the Credit and the Williams City signed with multiple Mississaugas and Chippewa bands.

The Chair also provided an African Ancestral Acknowledgement stating that most of the citizens have come to Canada as settlers, immigrants, newcomers in this generation or generations past. He acknowledges those who came here forcibly, particularly as a result of the Trans-Atlantic Slave trade. Therefore, we honour and pay tribute to the ancestors of African Origin and Descent.

ITEM 3: APPROVAL OF PUBLIC MEETING AGENDA

The Chair tabled the agenda for the meeting.

Motion carried **UPON MOTION**, duly made by Mr. Law and seconded by Ms. MacNeil and unanimously carried, **IT WAS RESOLVED THAT** the public meeting agenda as presented to the Board is hereby approved.

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

The Chair requested that members of the Board declare whether they were in conflict of interest, together with the nature of the interest, with any public agenda item. No conflicts were declared.

ITEMS 5-8: MOTION TO MOVE INTO CLOSED SESSION

Motion carried **UPON MOTION**, duly made by Mr. Law and seconded by Mr. D'Souza and unanimously carried, **IT WAS RESOLVED THAT** the Board close part of the meeting to the public to give consideration to a report containing matters about an identifiable individual.

ITEM 9: ADJOURNMENT

Motion carried **UPON MOTION**, duly made by Mr. Law and seconded by Ms. Parris and unanimously carried, **IT WAS RESOLVED THAT** the public meeting terminate at 3:53 p.m. (EDT).

Fareed Amin, Chair

Monique Hutchins, Secretary

Item #8

Toronto Seniors Housing Corporation

Action Items List

	MEETING ARISING FROM	DESCRIPTION	RESP.	STATUS
1.	April 28, 2022	Inclusion of data regarding race, culture, sex, language in QTE KPIs and in the ISM project reporting indicators	Tom Hunter	In progress – to be considered in development of KPIs
2.	November 29, 2022	Add Board members to the tenant newsletters	Grant Coffey	Completed
3.	November 29, 2022	Itemized consultant list and fees	Vince Truong	Completed
4.	February 23, 2023	Process chart regarding the treatment of arrears (how they are being processed)	Brad Priggen	Completed
5.	February 23, 2023	List of capital improvements	Brad Priggen	Completed
6.	February 23, 2023	Breakdown of safety expenses resulting in the \$9 million budgeted item	Vince Truong	Completed
7.	February 23, 2023	Selection process and procedures regarding the nomination process of new members and chairs of committees and to the Board.	Grant Coffey	Report to August 3, 2023 Board Meeting

Toronto Seniors Housing Corporation

8.	July 7, 2023	Obtain TCHC President & CEO update on recruitment ever 2 months to update TSHC Board	Fareed Amin	Report September, November, 2023, January 2024
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Toronto Seniors Housing Corporation (TSHC)

Board of Directors Meeting

Topic: Board Committee Membership and Committee Chair Process

Item #9

August 3, 2023

Report: BD: August 3, 2023, #9

To: Board of Directors (the Board)

From: Fareed Amin, Board Chair

Date: August 3, 2023

Purpose: For Approval

RECOMMENDATION:

It is recommended that the Board:

1. review and approve the Selection and Appointment Process for Board Committee Membership and Committee Chair contained in Attachment 1 to this report.
2. appoint Maureen Clohessy as member of the Quality and Tenant Engagement Committee on an interim basis, effective from August 3, 2023 until the Selection and Appointment Process for Board Committee Membership and Committee Chair is approved and implemented by the Board.

REASONS FOR RECOMMENDATION:

This report presents a proposed Selection and Appointment Process for Board Committee Membership and the Committee Chair. As part of a commitment to transparent and effective governance, it is important to ensure a structured approach to these roles of our Board. The proposed approach has been developed

based on the previous Board Committee Membership and Committee Chair selection process from when the Committees were established in 2021. The process is also in consideration of best practices, the Toronto Seniors Housing Corporation General By-Law (By-law 1-2021) and the previously Board approved Terms of Reference for the three TSHC Board Committees, being (1) Quality and Tenant Engagement Committee, (2) Corporate Governance and Human Resources Committee and (3) Audit, Finance and Risk Committee.

The proposed process will ensure that Board Committees comprise members who possess the skills, expertise and experience necessary to guide Toronto Seniors Housing Corporation towards achieving its strategic directions, and strengthen Board Committees' leadership and decision-making processes.

Board members' input and feedback are invaluable in ensuring the effectiveness of the selection and appointment process for Board Committee members and Committee Chairs. Once approved, this process will guide future selection and appointments of Board Committee members and Committee Chairs, contributing to the continued success of the corporation.

Fareed Amin

Board Chair

List of Attachments:

Attachment 1 – Proposed Selection and Appointment Process for Board Committee Membership and Committee Chair

Item #9

Attachment 1

**Proposed Selection and Appointment Process for Board Committee
Membership and Committee Chair**

Proposed Selection and Appointment Process for Board Committee Membership and Committee Chair

Selection and Appointment Process for Committee Members

1. The Board Chair will invite Board members to indicate their preferences in being a member of the three Committees and express their interest in serving on more than one Committee.
2. The Board Chair, in consultation with the Vice-Chair, shall take into account members' preferences, areas of expertise and experience, and bring forward a recommendation on the Committee composition to the Board for approval.
3. The Terms of Reference for each Committee will also be considered, wherein for example Committee size and criteria for specific Committee membership are also articulated:
 - [Audit, Finance and Risk Committee Terms of Reference](#)
 - [Quality and Tenant Engagement Committee Terms of Reference](#)
 - [Corporate Governance and Human Resources Committee Terms of Reference](#)

Selection and Appointment Process for Committee Chair

1. The Board Chair will invite Board members to express their interest in the Committee Chair position for the Committee(s) they are members of.
2. The Board Chair will meet with each candidate to ascertain interest and understand their qualifications and relevant experience. The Board Chair may canvas members who are not pursuing Committee Chair positions to obtain input.
3. The Board Chair, in consultation with the Vice-Chair, will recommend a nominee for each Committee Chair position and bring forward the recommendations to the Board for approval.

In nominating a member of the Board to serve as a Committee Chair, the following qualities should be considered:

- Proven breadth and depth of leadership experience;
- Willingness to dedicate sufficient time to Committee affairs during their term;
- Ability to chair a meeting in a way that is sensitive to group and individual dynamics with excellent facilitation skills;
- Ability to act impartially and without bias;
- Readiness to hold all Committee members accountable for their performance;
- Solid understanding of effective governance principles;
- Demonstrated commitment to diversity and inclusion;
- Effective communication skills.

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

Topic: Q1 2023 Financial Result

Item #10(a)

Date: August 3, 2023

Report: BD: August. 3, 2023, #10a

To: Board of Directors

From: Vince Truong, Interim Finance Lead

Date: August 3, 2023

Purpose:

The purpose of this report is to provide an update on financial matters.

Recommendation:

It is recommended that the Board of Directors receive this report for information.

Q1 2023 Financial Result through March 31, 2023

Statement of Operations (Attachment 1)

Through March 31, 2023, TSHC incurred operating expenses of \$10,606,403. Revenue amounted to \$10,652,684, composed of \$1,296,015 from the City of Toronto (City), \$9,282,000 from TCHC for TSHC's rental units (revenue less expense estimate per the Transition Agreement), and \$74,669 interest income earned on bank balances, resulting in a surplus of \$46,281.

Expenses incurred were for staff compensation and benefits, TSHC lead consultants, legal services and other third-party vendors, insurance, other miscellaneous costs and shared services paid to TCHC as per the Service Delivery Agreement.

Toronto Seniors Housing Corporation

The City of Toronto revenue grant is recognized at \$1,296,015. This is an unbudgeted and carry forward deferred grant from the prior year. The positive variance is a result of this City deferred grant. Without the deferred grant, the position would have been at a negative variance or loss for the first 3 months of the year. The shortfall in the first quarter will even out and balance by the end of the year.

Higher expenses in salaries and benefits of \$202,343 is a result of the impact of the average 2.5% merit increase which was not included in the original budget, one-time payout of unused vacation from prior years, and salary adjustments to bring in line with similar work and responsibilities across the organization.

Professional services were also higher by \$177,553 to fill vacant positions and project requirements due to the delayed in hiring of the open corporate positions.

The above increases in expense is offset by temporary lower expenditure in tenant translation, tenant engagement, training and development, office expenses and other operating costs. Some of these costs are expected to catch up and increase in the coming months.

Revenue recognition for Corporate and Operations expenses are recognized when expenditures have incurred. The unrecognized revenue is on the Balance Sheet Account (Attachment 2) under Deferred City Grant (Corporate Expense) and Deferred Revenue from TCHC (Operations). For the first 3 months, there were no Deferred Revenue from TCHC (Operations) as there were more expenses than revenue advance from TCHC by \$28,388.

Statement of Financial Positions (Attachment 2):

1. Cash – \$4,626,696
2. Accounts Receivable - \$341,931
3. Due from TCHC - \$1,210,814
4. Prepaid Expenses (insurance) – \$437,869

5. Long-Term Due from TCHC - \$4,180,700
6. Fixed Asset (Equipment) - \$25,738
7. Accounts payable - \$4,418,238
8. Deferred City grant funding - \$2,021,685
9. Employee Benefits (Post Retirement Benefits) - \$4,174,050

The cash balance represents the bank balance as of March 31, 2023.

The Accounts Receivable balance consisted of HST Recoverable from the CRA for HST paid in February and March services, and interest receivable from the bank.

Due from TCHC included a short term receivable of \$1,210,814 and a long-term receivable from TCHC of \$4,180,700.

The Accounts Payable balance comprises of March activity that has been processed through the bank in April, except for the Payable to TCHC. The balance includes:

- Payroll - \$1,592,383
- Pension and Benefits - \$452,765
- HST Payable - \$402,220
- Interim Staff, Seconded Employees, and Vendor Payables - \$339,459
- Payable to TCHC (2022 Surplus) - \$1,631,409

Name: Vince Truong

Title: Interim Finance Lead

List of Attachments:

Q1 2023 Financial Result – Statement of Operations (Attachment 1)

Q1 2023 Financial Result – Statement of Financial Positions (Attachment 2)

Item #10a

Attachment 1

Statement of Operations

Toronto Seniors Housing Corporation
Statement of Operations
As of March 31, 2023

STATEMENT OF OPERATIONS	Actual	Budget	Variance Actual Vs Budget
Revenue			
City of Toronto Grant	1,296,015	-	(1,296,015)
Revenue from TCHC	9,282,000	9,282,000	-
Interest income	74,669	75,000	331
Total Revenue	10,652,684	9,357,000	(1,295,684)
Expenses			
Salaries and Benefits	7,500,788	7,298,445	(202,343)
Legal and Professional Services	446,174	268,621	(177,553)
Insurance	186,563	162,501	(24,062)
Other Miscellaneous Costs	94,747	393,329	298,582
SDA - Shared Services with TCHC	2,378,131	2,337,000	(41,131)
Total Expenses	10,606,403	10,459,896	(146,507)
Excess of Revenue over Expenses	46,281	(1,102,896)	1,149,177

Item #10a

Attachment 2

Statement of Financial Positions

Toronto Seniors Housing Corporation
Statement of Financial Position
As of March 31, 2023

Assets

Current Assets:

Cash	4,626,696
Accounts Receivable	341,931
Due from TCHC	1,210,814

Prepaid Expenses	437,869
------------------	---------

Long-Term Due from TCHC	4,180,700
-------------------------	-----------

Fixed Asset - Equipment	25,738
-------------------------	--------

Total Assets	10,823,749
---------------------	-------------------

Liabilities & Net Assets

Current Liabilities:

Accounts payable and accrued liabilities	2,725,803
Due to TCHC	1,631,409
Due to the City of Toronto	61,026

Deferred Grant Funding - City	2,021,685
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Employee Benefits	4,174,050
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Net Assets

Unrestricted Surplus	209,776
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Total Liabilities & Net Assets	10,823,749
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**Toronto Seniors Housing Corporation
Board of Directors Meeting**

Topic: Operational Performance Dashboard

Item #11(a)

Date: August 3, 2023

Report: BD: August. 3, 2023, # 11a

To: Board of Directors

From: Brad Priggen, Director Operations

Date: August 3, 2023

Purpose: For Information

Recommendation:

It is recommended that the Board receive the materials 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 enhancing the dashboard into a broader balanced scorecard view representing additional services and functions in TSHC. This will be brought forward to a future Quality Tenant Engagement Committee meeting.

Please see Attachment 1 for the Operational Performance Dashboard for May 31, 2023.

Name: Brad Priggen

Title: Director, Operations

List of Attachments:

Attachment 1: Operational Dashboard May 2023

Item #11a

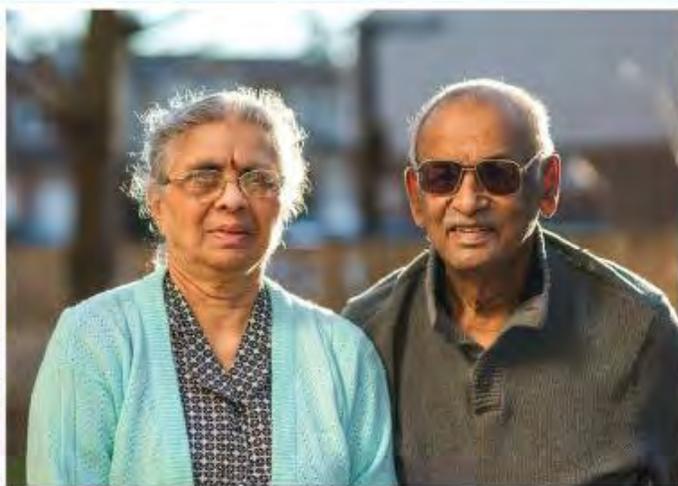
Attachment 1

Operational Performance Dashboard May 2023

Toronto Seniors Housing Corporation

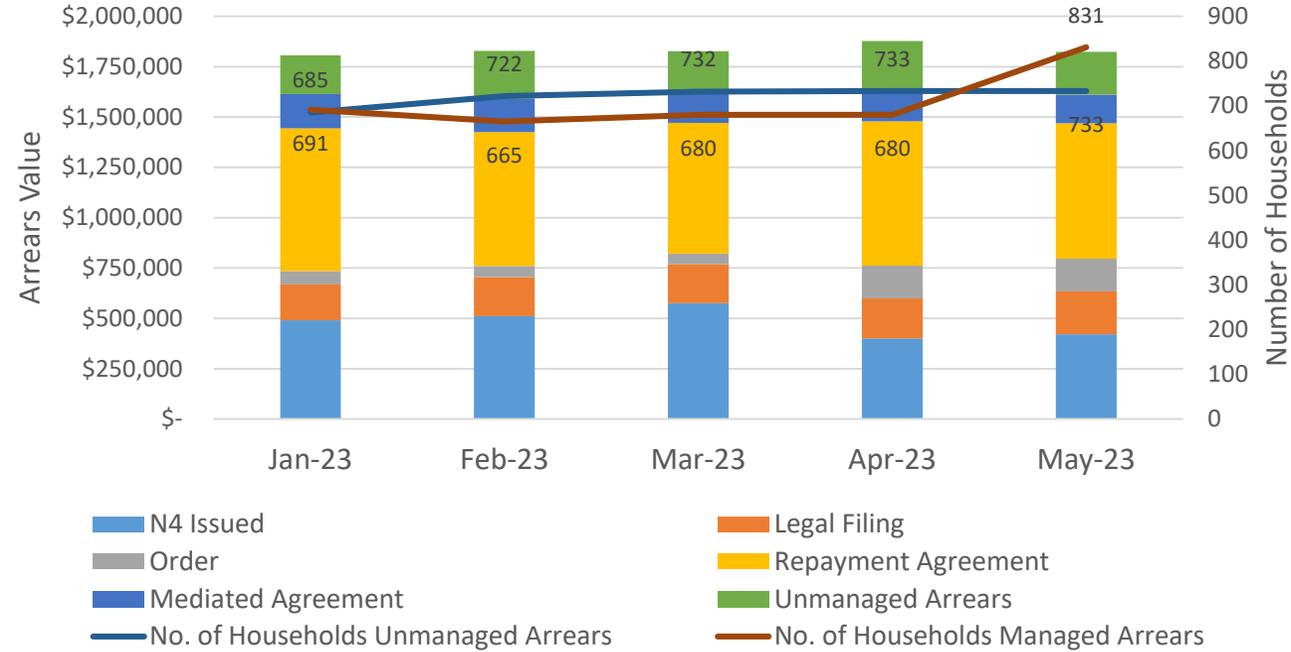
Operational Performance Dashboard – May 2023

Quality and Tenant Engagement Committee Meeting

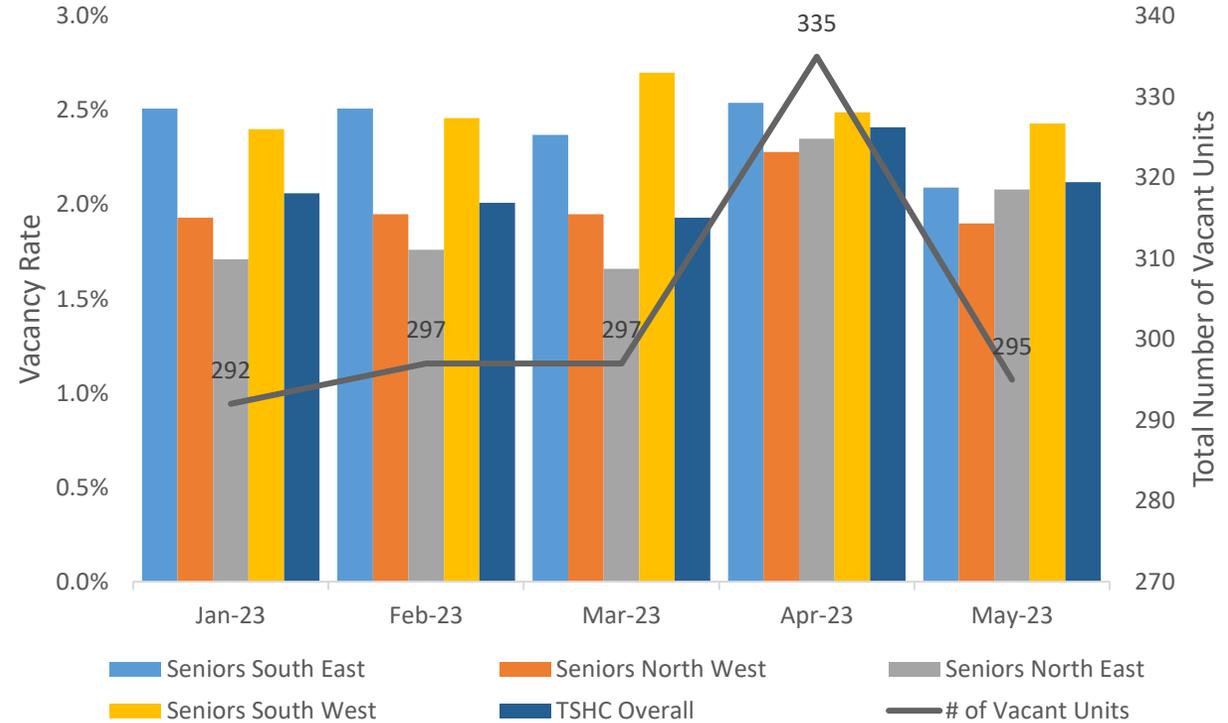


Summary – May 2023

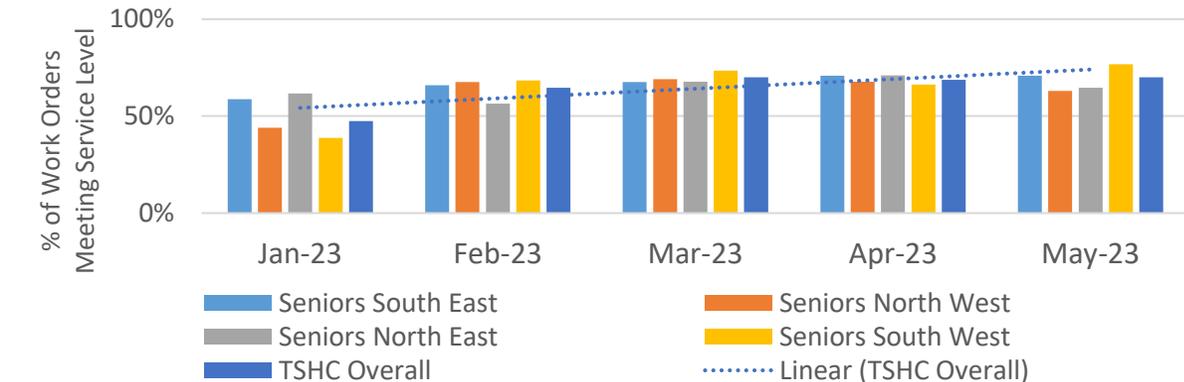
Arrears Collection Process (ACP) Stage Arrears and Tenants



Vacancy Rate & Number of Vacant Units



Work Order Service Levels



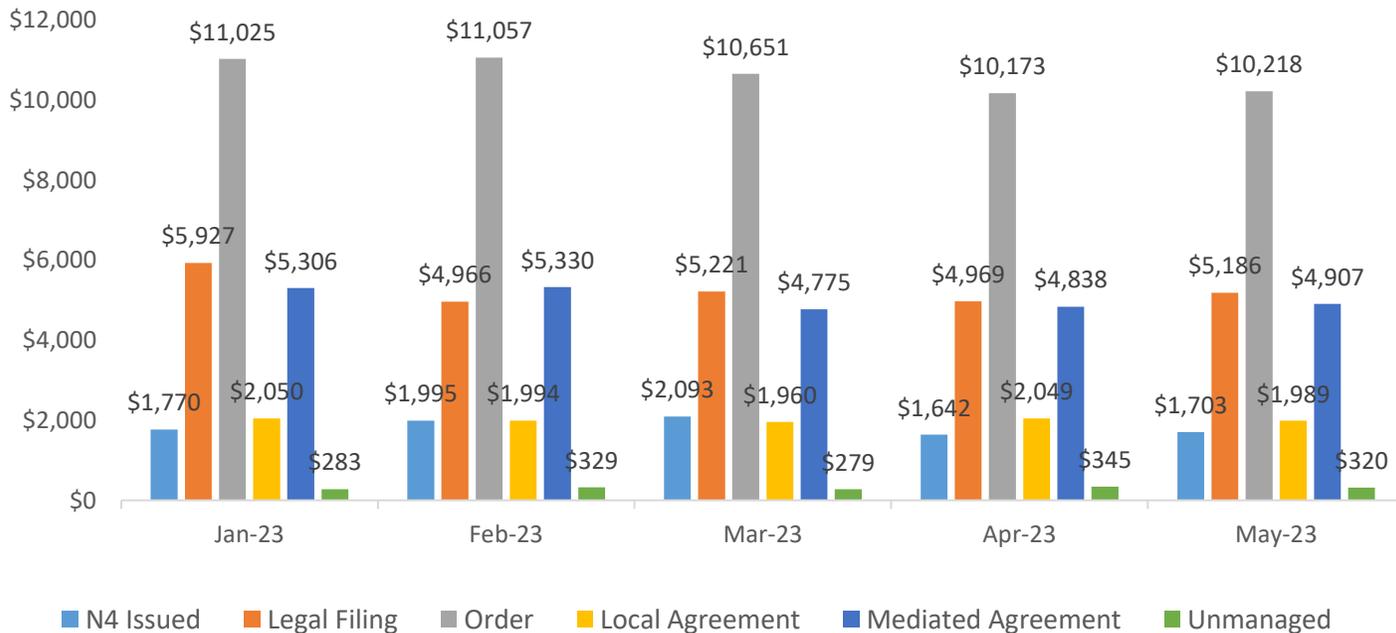
Administrative Request Service Levels



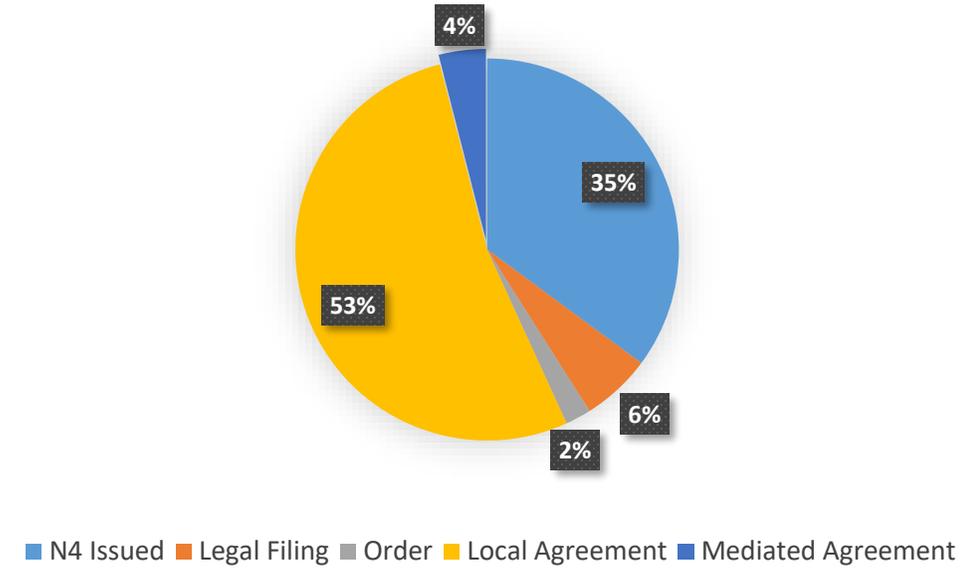
Arrears

- 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 arrears 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).

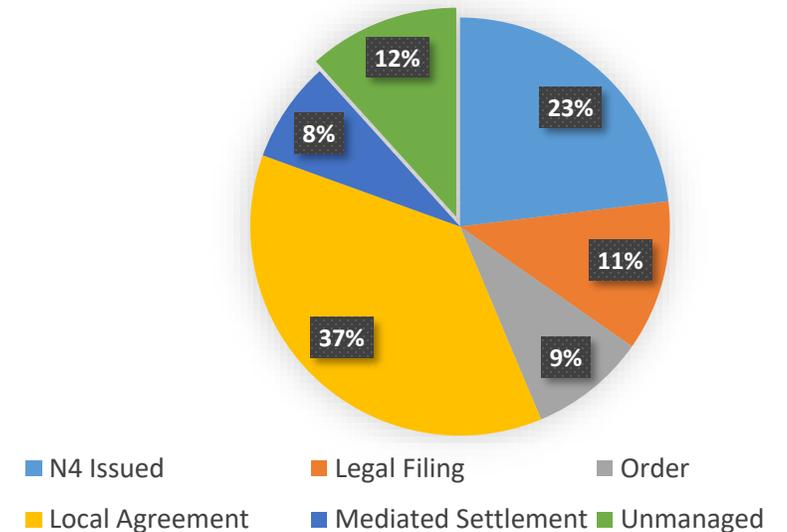
Average Arrears per Stage



of Tenants at each stage of ACP



Arrears Percentages



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



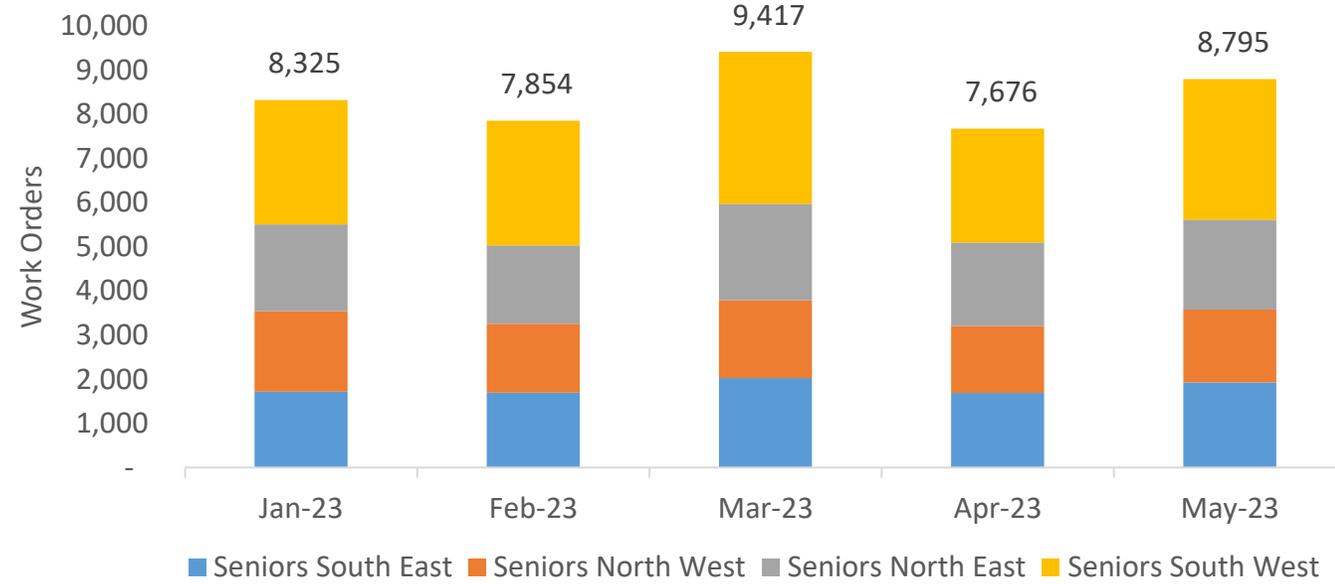
Maintenance Work Order

- 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

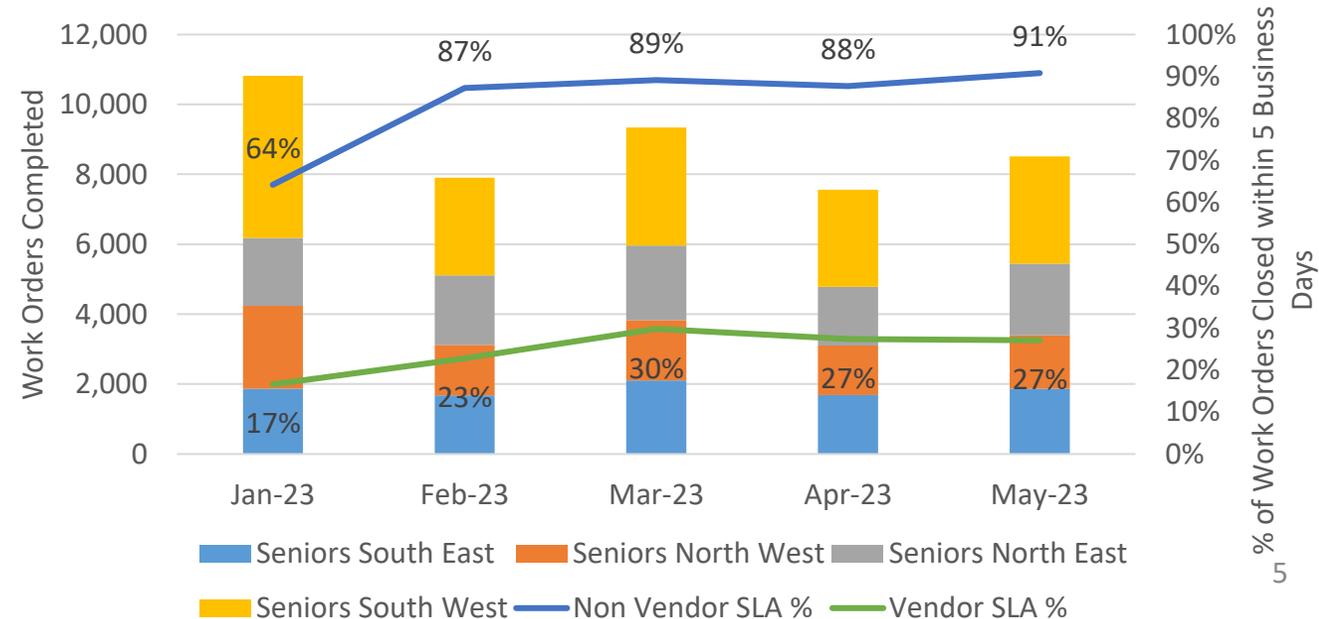
➤ Top 5 Work Order Categories Completed in May 2023

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



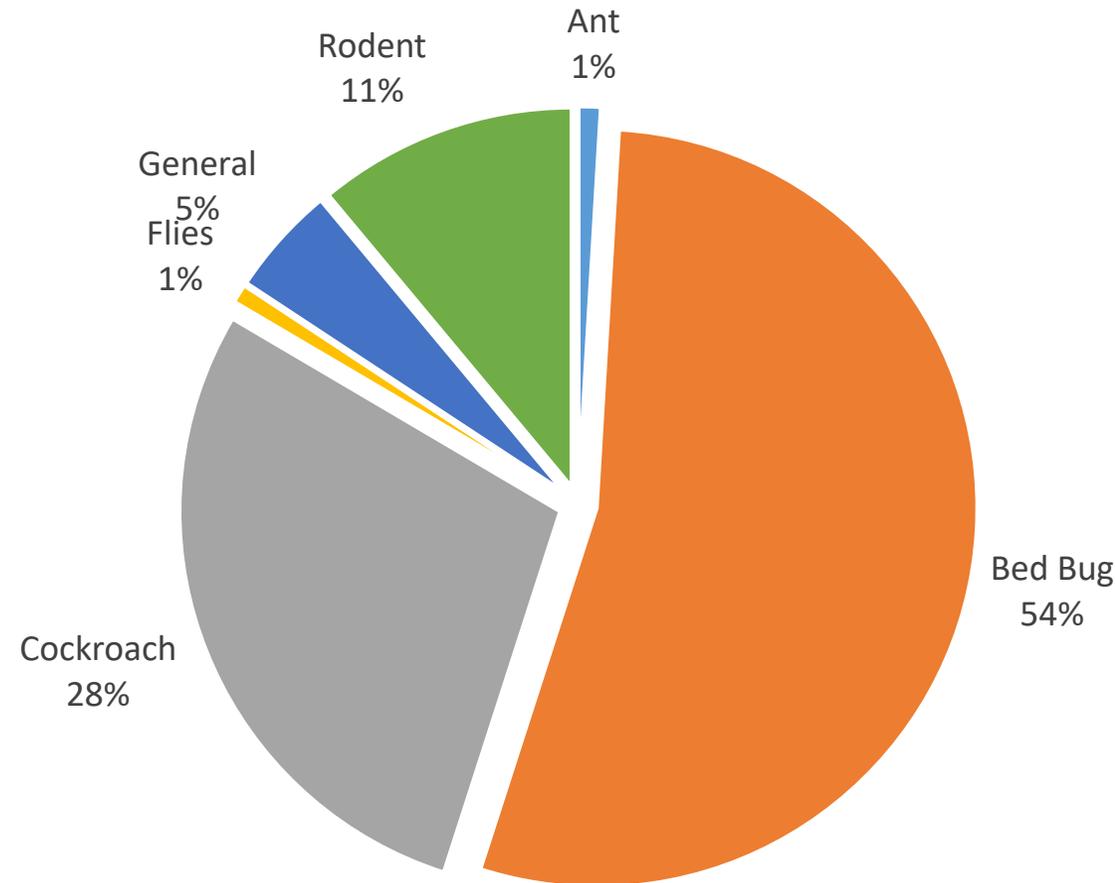
Work Order Performance



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 than 10% of units requesting service
 - 18 development with 11% to 49% of units requesting service
 - 1 developments with more than 50% of units request service

Pest Control - Pest Type

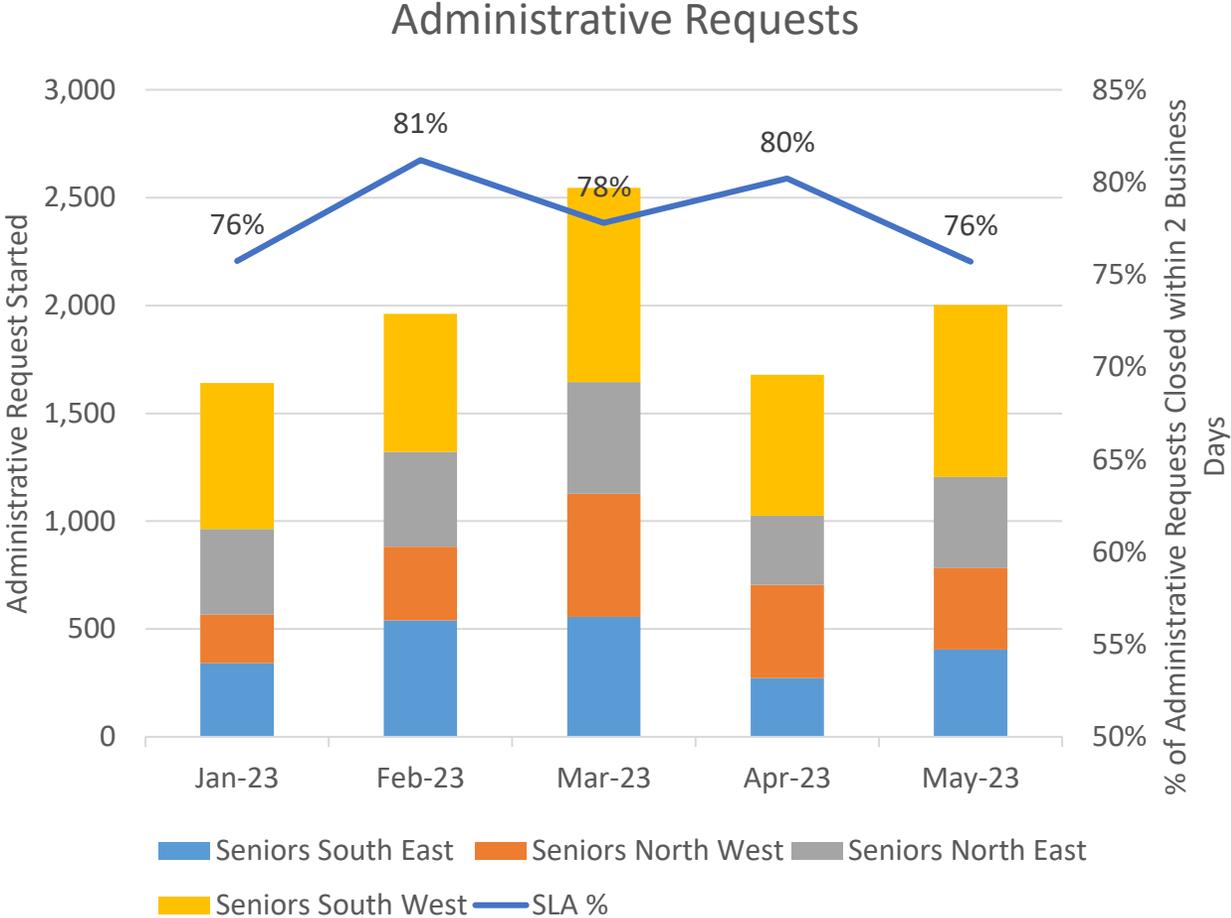


Administrative Requests

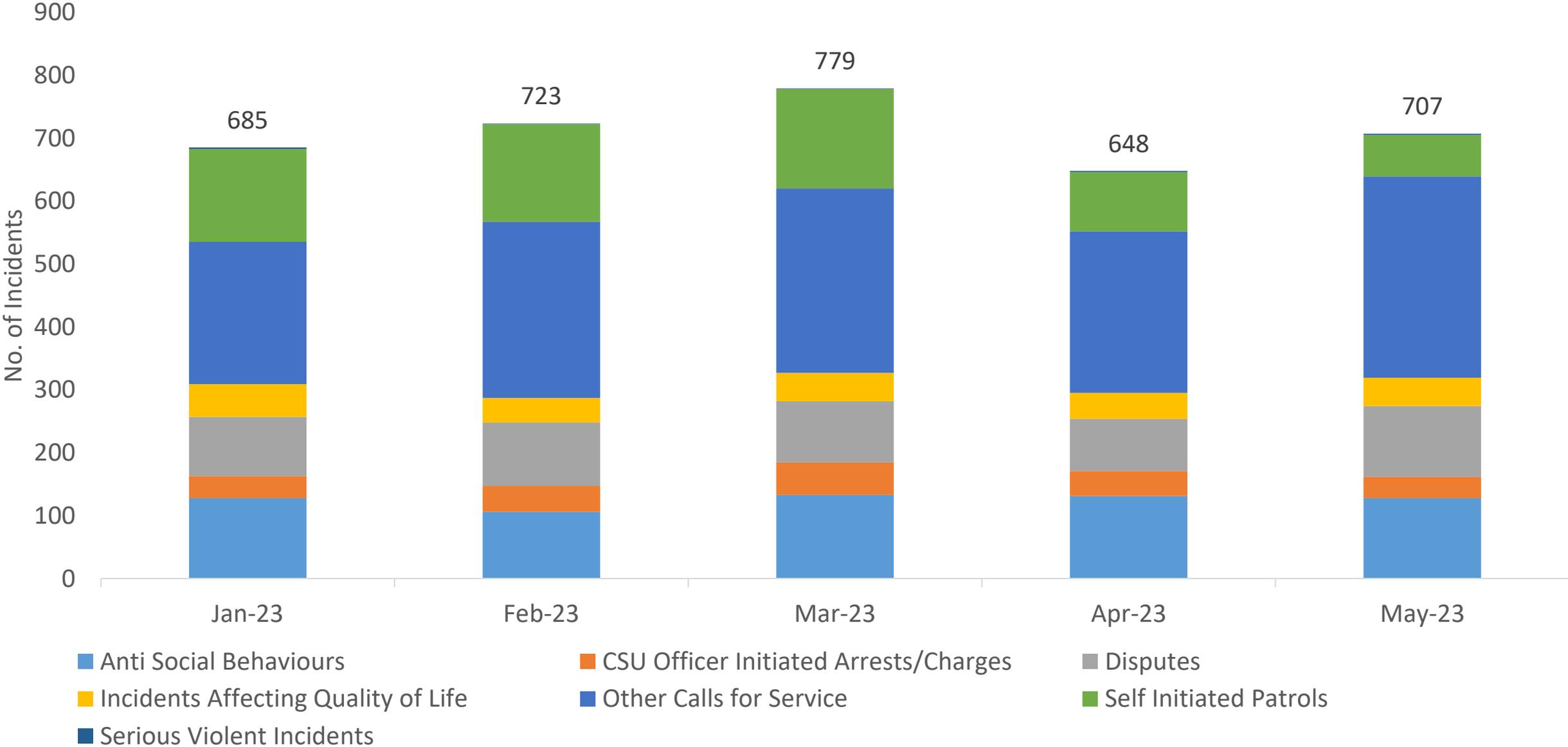
- Staff processed 1,908 service requests from tenants
- The majority of these requests were in relation to the supporting tenants with documentation and requesting information.

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%



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
Board of Directors Meeting**

Topic

Item #11(b)

Date: August 3, 2023

Report: BD: August 3, 2023, 11b

To: TSHC Board Of Directors

From: Arlene Howells, Director, Engagement, Partnership and Communications (I)

Date: August 3, 2023

PURPOSE: FOR INFORMATION

RECOMMENDATION:

It is recommended that the Board of Directors receive this report for information.

REASON FOR RECOMMENDATION:

This report provides an update on Toronto Seniors Housing Corporation's (TSHC's) ongoing community development efforts with a focus on our programs, partnerships, and tenant engagement work to date.

TSHC's foundation of stable housing is a strong social determinant for tenant wellbeing and security. Through our programs, partnerships, and tenant engagement activities continue to address the challenges related to income, aging, isolation, and communications barriers faced by seniors at TSHC.

TSHC is well positioned over the coming year to enhance its range of tenant-related programming and supports, improve integration of regional health and community services, and provide opportunities for tenant leadership and engagement. This will enable TSHC tenants to age in their homes in comfort and dignity with access to programs and services and with a voice in their community.

Programs and Partnerships

Since transitioning to the new Corporation, we have been focused on renewing and establishing new partnership agreements. Our goal is to revitalize community programming that had been on pause for two years due to COVID-19 restrictions. We currently have 144 reoccurring programs offered by tenants and agency partners that include social recreation, food security along with health and well-being activities across 46 TSHC buildings.

We are also collaborating with tenants to develop engagement opportunities while supporting tenant-led programs and initiatives. We are supporting these efforts by offering funding, coordination, and access to common areas to better facilitate tenant community programming.

Regional Health and Wellness Supports, and Services Alignment

We have been working with regional health and community support agencies over the past year to start to improve health system alignment to better address the health needs of TSHC's seniors tenant population. We have recently established a collaborative partnership with Baycrest and allied service providers. This partnership offers onsite health and social supports across the Northeast and Northwest regions that can serve as a model for future regional health and social support service alignment. You can learn more about this partnership by clicking [here](#). Developing these partnerships also includes engagement with tenants to get input on the opportunities and alignment to how programs will address tenant needs. We look forward to working with regional health service providers and tenants to expand these efforts.

Tenant Action Funds Consultation (TAF)

As part of our commitment to provide funding and coordination to effectively facilitate tenant community programming, we were able to successfully approve 72 Tenant Action Funds applications for community events and equipment for common areas in 2022 and disbursed \$61,250 towards these efforts. A number of tenant led events including summer community barbeques have been organized this year through approved TAF fund applications. For 2023, \$32,000 in funding has been approved to support tenant led community events across 23 buildings. We are also in the process of developing our new Tenant Fund Distribution Policy and are on schedule to have it completed before the end of the year.

Moving Forward

Our key objectives for 2023 are to conduct a community needs survey for better program alignment, increase the number of onsite programs and services across our communities in order to enhance equitable access, and evaluate their effectiveness through tenant engagement.

The Stakeholder consultations for the Use of Space policy renewal has been completed. We are utilizing a streamlined interim tenant engagement process to renew existing agreements and are working on a revised policy.

We are striving to give broad and diverse groups of tenants a voice and input into decision-making through a variety of mechanisms including working groups and through tenant consultations. Tenants have had an opportunity over this year to participate in consultations to review our Use of Space and Tenant Action Funds policies. 172 tenants at large, not including tenant leaders or those who are part of a working group or STAC, have also been engaged in conversations around a new approach to Tenant Engagement for TSHC in June 2023. This work is ongoing and will be coming to the board for final approval in December 2023.

Arlene Howells,
Director, Engagement, Partnership and Communications (I)

Item #11b

Attachment 1

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Programs and Partnerships Update



7/26/2023



Overview:

Interim Strategic Direction Alignment

Integrated Service Model

Our Team

Exploring Partnerships

Health & Support Services Alignment Updates



Interim Strategic Direction Alignment

Strategic Objective 2

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



Tenant Engagement

Strategic Objective 3

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



Programs and Partnerships

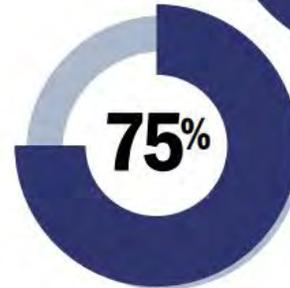
What Supports Tenants Tell Us They Need

Access to Support and Services

Providers need to have the ability to **deliver programs in multiple languages.**

Role of Staff

Felt that TCHC staff should help them access services
(N = 916)



Access to Services

Accessed health and support services when needed
(N = 898)



Awareness

Were aware of who to ask for help if they needed access to health and support services
(N = 961)



Tenant Suggestions for Improvements to Support and Services

More in-home housekeeping supports

Greater access to social workers, personal support workers and other health care staff

A geriatric nurse/doctor could give support, education, seminars or talks

Someone could come in to help with personal care, unit care, and healthcare

Food security includes access to fresh fruits, vegetables, meal prep

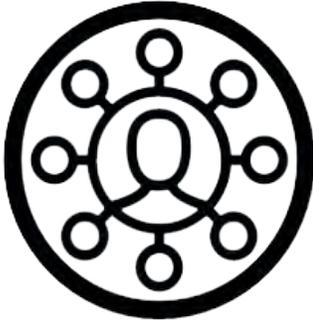
Programs Recommended by Tenants to Support Community Development:



Community Gardens



Language Classes



Social Gatherings



Tenant Feedback
Meetings



Staff Check-ins

ISM - Current Approach to Supporting Tenants

We have 184 Building Maintenance support staff. They maintain clean, safe and secure buildings. They work with the following **72 roles** to provide service to tenants to help them age in place with dignity and have a positive tenancy.

42 Seniors Services Coordinators

- They connect tenants with community resources, supports.
- Four members of this team manage complex tenancies.

4 Engagement Community Services Coordinators

- They assist staff and tenants in establishing engagement activities and programming within the tenant common spaces.

26 Tenant Services Administrators

- They help to secure housing for tenants.



Our Differentiator as a Seniors Housing Provider

- **We have a population that needs support**
- Access to approximately 15,000 seniors with a variety of needs
- 77% of TSHC senior tenants are 59-84, and still want to be active
- Tenants want access to social activities, health and wellness services, and we want partners to help us deliver programs in various languages
- **We have the space to host programs**
- Access to 83 buildings within the GTA with just under 14,000 units
- Access to well-equipped recreation facilities, kitchen facilities, community and activity rooms in many buildings

The biggest need from our perspective:

Consistent services and supports delivered across Toronto to serve the needs of senior tenants in a respectful, sensitive way with transparent processes for reporting outcomes and impacts



Our Team



Current

Partnerships

Programs	North East	North West	South East	South West	Totals
Reoccurring Community Program Partnerships	48	40	26	30	144
Referral Agreements*	2	10	2	11	25
Head Lease Agreements*	3	1	7	9	20
Supportive Housing Partnerships	13	9	5	6	33
Totals	66	60	40	56	222

*Head Lease and Referral Agreements represent onsite partnership where eligible clients are provided support services within designated TSHC units by partner agencies.

Q1 2023 Activities Completed

- Common Amenities & Programs Survey
- Use Of Space Agreement Renewals
- Tenant Consultations - Use Of Space & Tenant Action Fund Policy Development

Q2 2023 Activities Completed

- Tenant Consultations -Tenant Engagement Model Development
- Annual Building Meetings TAF Supported Spring & Summer Community Events
- Elections Planning & Coordination

Looking Ahead

- Tenant Engagement Model Development
- Community Needs Survey
- Increase Programs & Partnerships
- Regional Health & Services Alignment
- Conduct program evaluation of existing programs

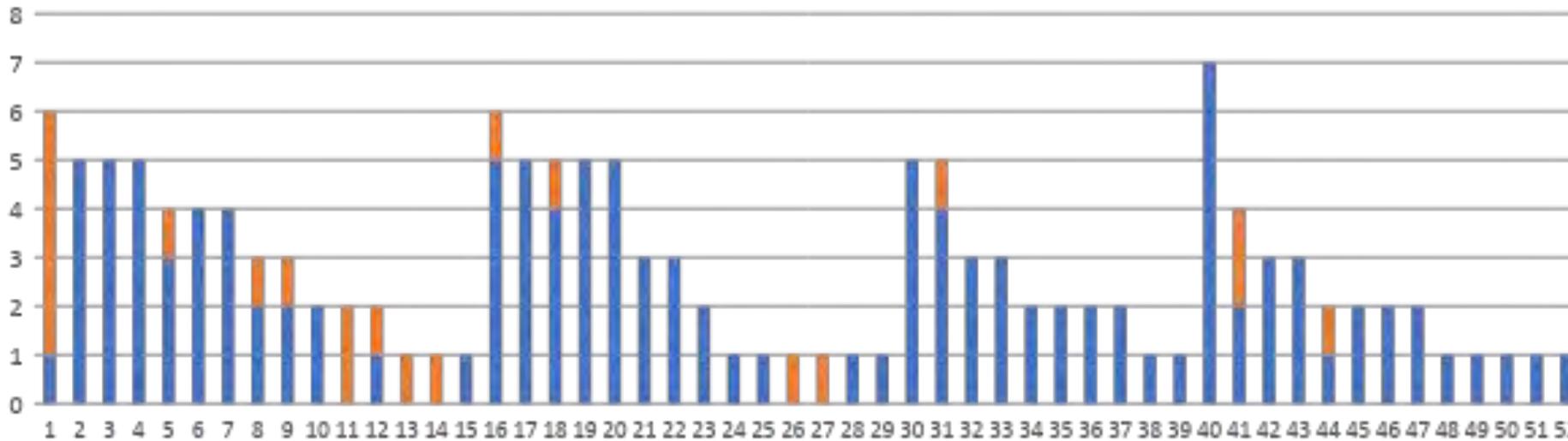
Update

Current Reoccurring Community Programs

54 Agency Partners offering 123 programs across 46 buildings

21 Tenant Led Activities across 15 buildings

No. of Reoccurring Community Programs



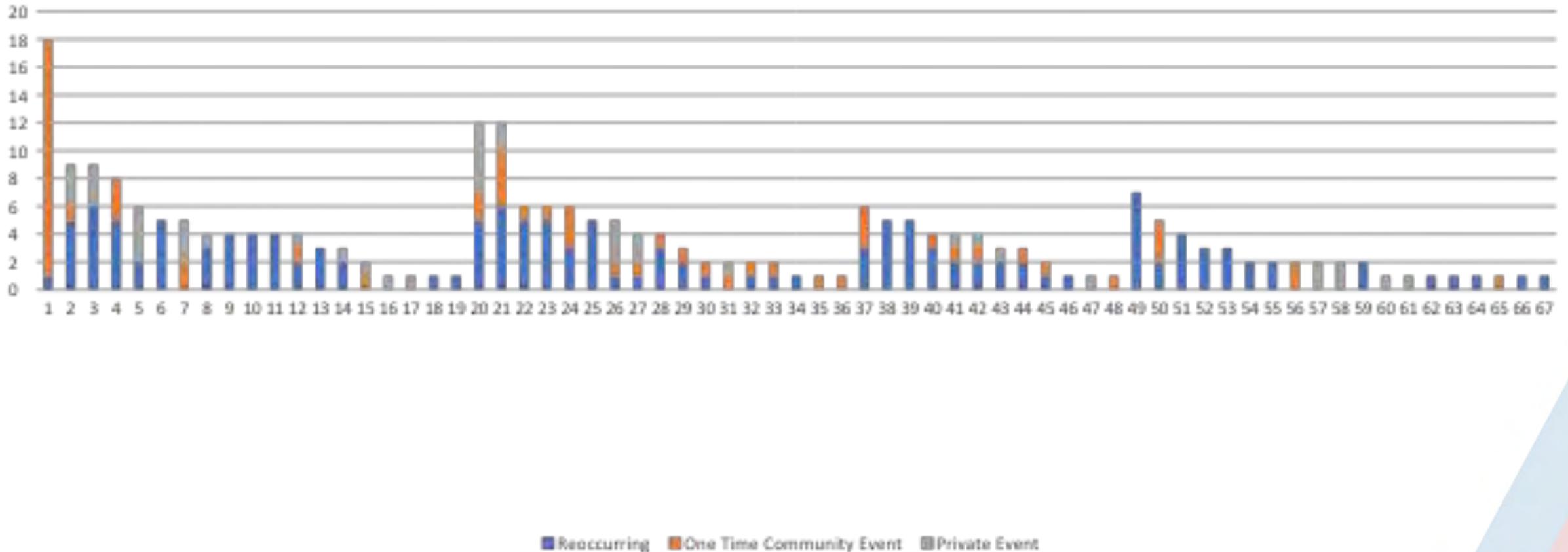
Program Type	Total
Social Recreation	68
Health and Wellness	46
Food Security	21
Personal Development	1
Faith-based	8

One Time Use Of Space & Private Events

61 Onetime community events across 31 buildings

42 Private events across 23 buildings

No. of Reoccurring, One-Time Community Events, and Private Events



Update

Use Of Space Renewal

21 Agency Renewals

8 Tenant Led Renewals

Region	Intake	Partner Update/Review	Building Validating	Executed	Total
North East			2	3	5
North West	1	1	1	2	5
South East	5				5
South West				14	14
Total	6	1	3	19	29

Agency Type

Agency Type	Count
Community Services	22
Faith Based / Community Service	15
Health	7
Food Security	3
Total	47

Agency Type:
Community Service

Agency Type: Community Services (22)	Buildings
Society of Sharing	5
Toronto Intergenerational Partnerships in Community (TIGP)	5
Sunshine Centres for Seniors	4
Eastview Neighbourhood Community Centre	3
LOFT Community Services	3
Lumacare	3
SPRINT Senior Care	3
The Neighbourhood Group	3
West Neighbourhood House	3
Canadian Red Cross	2
Elspeth Heyworth Centre	2
North York Seniors Centre	2
Scarborough Centre for Healthy Communities	2
TNO - The Neighbourhood Organization	2
Woodgreen Community Services	2
Community Centre 55	1
Dixon Hall Neighbourhood Services	1
Mozia Women's Network Society	1
Northwood Neighbourhood Services	1
PACE Independent Living	1
Scarborough Senior Tamil's Association	1
VIBE Arts	1

Agency Type:

Faith Based/
Community Service

Agency Type: Faith Based/ Community Service (15)	Buildings
Bernard Betel Centre	5
Hope Church	4
Jewish Russian Community Centre of Ontario	2
LA Centre (formerly Loyola Arrupe Centre for Seniors)	2
SOSO World Ministries	2
Sri Sathya Sai Baba Centre of Scarborough	2
Toronto Chinese Baptist Church	2
Chinese Evangelical Alliance Church of Toronto	1
Destiny Pavillion Church	1
Flemingdon Park Ministries	1
Friends of Jesus Christ Church	1
North York Vedic Sabha	1
Ohalei Yoseph Yitzchak	1
South Scarborough Chinese Alliance	1
Toronto Swatow Baptist Church	1

Agency Type:

**Health
Food Security**

Agency Type: Health (7)	Buildings
Carefirst Seniors & Community Services Association	6
Toronto Paramedic Services	6
Baycrest Hospital	4
Transcare Community Support Services	4
Reconnect Community Health Services	3
City of Toronto	2
Black Creek Community Health Centre	1

Agency Type: Food Security (3)	Buildings
Daily Bread Food Bank	1
Scarborough Food Security Initiative	1
Second Harvest	1

Health and Support Services Alignment Updates

- 1 North Toronto Neighborhood Care Team
- 2 Baycrest Wellness Clinics
- 3 Connect Communities Program – Red Cross / Health Commons
- 4 Primary and Community Care Response Team
- 5 Toronto Public Library – Community Librarian Program
- 6 NORC Ambassadors Program
- 7 Fort York Food Bank at 91 Augusta – Senior Food Delivery Program
- 8 Alzheimer Society - Toronto

1 North Toronto Neighborhood Care Team

Region	Work Completed in 2022	Key 2023 Deliverables
<p>North East & West</p> <ul style="list-style-type: none"> • 71 Merton Ave. 	<ul style="list-style-type: none"> • Established health & community services collaborative between 8 health & community support agencies and developed a service model for 71 Merton • Completed tenant engagement • Initiated onsite programming including physician hours, social recreation activities and establishment of clinical support rounds to coordinate supports and services for 71 Merton 	<ul style="list-style-type: none"> • Ongoing program implementation • Expand services to additional TSHC buildings, number of buildings to be determined

2 Baycrest Wellness Clinics

Region	Work Completed in 2022	Key 2023 Deliverables
<p>North East & West</p> <ul style="list-style-type: none"> • 71 Merton Ave. • 1775 Eglinton Ave. E • 3174 Bathurst • 3036 Bathurst • Considering additional buildings for expansion 	<ul style="list-style-type: none"> • Community mapping completed for 4 wellness clinics • Stakeholder engagement completed with tenant leaders, tenants and support staff • Tenant engagement report submitted to TSHC senior leadership & SSLTC • Use of space agreement for 4 clinics • Wellness Clinic commenced at 71 Merton as part of the Neighborhood Care Team Pilot 	<ul style="list-style-type: none"> • Finalizing scheduling and access to clinical spaces with Regional Staff • Commencing Virtual Clinic Services across 4 sites • Service alignment including Nurses, HCCSS care coordinators, Social Workers and establishing access to clinical specialists through virtual interface

3 Connect Communities Program – Red Cross / Health Commons

Region	Work Completed in 2022	Key 2023 Deliverables
<p>North West</p> <ul style="list-style-type: none"> • 3174 Bathurst 	<ul style="list-style-type: none"> • Conducted tenant engagement to determine program alignment • Explored establishing a peer to peer support system in the building • Established a monthly round table for tenant representatives, site staff, support service providers to plan and coordinate programs and services • Finalized a monthly program calendar for social recreation and personal development activities for 2023 	<ul style="list-style-type: none"> • Initiate monthly programs in the common room • Strengthen peer to peer support opportunities • Provide health supports to Russian speaking tenant representative who has been providing informal care coordination for Russian speaking tenants

4 Primary and Community Care Response Team

Region	Work Completed in 2022	Key 2023 Deliverables
<p>South East 16 buildings</p> <p>North East 3 Buildings</p>	<ul style="list-style-type: none"> • Program has been successfully operating for 2 years • SSCs have been working collaboratively with regional health & social support partners across East Toronto to proactively identify and support vulnerable senior tenants with unmet health, MH&A and social needs 	<ul style="list-style-type: none"> • Redesigning a streamlined PCCRT 2.0 • Increasing TSHC referrals • Improving inter-agency collaboration and accountability

5 Toronto Public Library – Community Librarian Program

Region	Work Completed in 2022	Key 2023 Deliverables
<p>2 Buildings Per Region</p>	<ul style="list-style-type: none"> Completed tenant engagement and facilitated 90 programs including digital literacy, technology problem solving sessions and connecting tenants to TPL services for 811 participants across 8 buildings Shared phase 1 results with regional managers 	<p>TPL to offer following services in 8 Buildings</p> <ul style="list-style-type: none"> -Tenant Engagement -Digital Literacy -Community Librarian Supports <ul style="list-style-type: none"> Enhance Collaboration with NYTHP at 71 Merton

6

NORC Ambassadors Program

Region	Work Completed	Key 2023 Deliverables
<p>South West</p>	<ul style="list-style-type: none"> Met with NIC leadership to explore opportunities for regional tenant leadership development, health & social supports collaboration in December. Participated in a Co-design session for service providers in January Advocated for greater focus on TSHC tenants 	<p>Establish partnership through NORC Ambassadors Program and other NIC initiatives related to:</p> <ul style="list-style-type: none"> Tenant leadership development Regional health & social support alignment Establishing building based health & community supports

7 Fort York Food Bank at 91 Augusta – Senior Food Delivery Program

Region	Work Completed	Key 2023 Deliverables
<p>South West</p>	<ul style="list-style-type: none"> • Operating since January 2021 to address food security issues in light of the pandemic and inflation • Weekly door to door delivery of nutritious, fresh and culture-appropriate food packages since January 2021 for 180 registered tenants • Volunteer coordination • Focused on tenants who are homebound or dealing with mobility challenges • Offered vaccine clinics during pandemic and connected tenants to other community supports and services as needed 	<ul style="list-style-type: none"> • Program continuity • Funding Sustainability

8 Alzheimer Society - Toronto

Region	Work Completed	Key 2023 Deliverables
All	Alzheimer Society is exploring a partnership with TSHC to offer tenants cognitive assessments to assess for memory loss and help tenants access care sooner while considering ways to connect community resources to medical professionals.	<ul style="list-style-type: none">• To pilot initiative in 2 TSHC buildings and develop opportunities for tenants across TSHC to access cognitive assessment services for memory loss.

Update
Looking Ahead

We want to work together towards the following

- Impact positive changes for the city and province
- Plan and deliver place-based supports that can be adapted to meet the needs of different neighbourhoods
- Develop processes and practices designed to be scalable
- Efficiently and cost-effectively align resources to tenant needs in geographies with significant use of publicly funded services
- Integrate services to enable more seamless transitions between housing and healthcare



Toronto Seniors Housing Corporation

Board of Directors Meeting

Topic: Interim Strategic Directions

Item #11 (c)

August 3, 2023

Report: BD: August 3, 2023, #11c

To: Board of Directors

From: Grant Coffey, Director, Strategy and Business Management

Date: August 3, 2023

Purpose: For Information

Recommendation:

It is recommended that the Board of Directors receive the attached documents for information. These are the visually enhanced designed versions of:

- Interim Strategic Directions
- Interim Strategic Directions – Expected Outcomes linked to Strategic Initiatives and Actions and Proposed Metrics
- Interim Strategic Directions Roadmap

Reason for Recommendation:

The Board of Directors approved the content of the Interim Strategic Directions, Expected Outcomes linked to Strategic Initiatives and Actions and Proposed Metrics, and Interim Strategic Directions Roadmap at the meeting of April 27.

Since that time, these documents have been designed for the Toronto Seniors Housing Corporation Website, including Accessibility for Ontarians with Disabilities Act (AODA) compliance. The final designed documents are included as attachments to this report.

There were minor wording changes to simplify language for readability and also some changes to delivery dates in the Roadmap to reflect capacity to deliver based on a review of collaboration required across the organization. The recommendations from the Quality Improvement Projects have also been aligned into the Roadmap going forward and will be reported through updates on the Interim Strategic Directions.

A communications plan was developed that addresses communicating to key stakeholders including tenants, staff, Senior Tenants Advisory Committee (STAC) and key partners. The communications plan includes the following elements:

- Phase 1 Pre-Launch: Board approval of content and work to prepare the visually designed documents (April – July 2023).
- Phase 2 Launch: Designed documents at Board, posting on TSHC website, sharing with key stakeholders including staff, tenants, STAC, partners via staff bulletin, tenant posters and aligned Key Performance Indicator dashboard, etc.. (August – September 2023).
- Phase 3 Implementation and Reporting: Support events for tenants and staff, quarterly reporting including to Committee and Board on status (October 2023 – December 2024).

As the Interim Strategic Directions outline the key initiatives, milestones, and metrics that will guide our progress over the next year and a half, going forward regular reporting and monitoring will be brought forward to the Board. This will inform future considerations on Interim Strategic Directions.

Grant Coffey

Director, Strategy and Business Management

List of Attachments:

- Attachment 1 – Interim Strategic Directions
- Attachment 2 – Interim Strategic Directions – Expected Outcomes linked to Strategic Initiatives and Actions and Proposed Metrics
- Attachment 3 – Interim Strategic Directions Roadmap

Item #11c

Attachment 1

Interim Strategic Directions



Toronto Seniors Housing Interim Strategic Directions

Approved by Board of Directors, April 2023

**Toronto Seniors
Housing Corporation**

Toronto Seniors Housing Corporation

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Letter from the Chair and CEO

We are pleased to introduce Toronto Seniors Housing Corporation's (TSHC) first Interim Strategic Directions that will outline the key initiatives, milestones, and measures that will guide our progress over the next year and a half.

Collaboration and engagement were vital to the development of the Interim Strategic Directions. We value the contributions and perspectives of all stakeholders, including tenant representatives, Senior Tenants Advisory Committee, employees, partners and service providers (City, Toronto Community Housing Corporation, health and social services organizations). Information was also gathered from many reports and other forms of feedback from tenant and service provider organizations.

Many activities are already in progress as part of our regular operations. Others will be completed based on the organization's capacity. We remain focused on serving the unique needs of seniors and we are committed to being a leader in the delivery of quality, affordable seniors housing.

A Roadmap will translate the Interim Strategic Directions into a plan for delivery and we will monitor and measure our progress using Key Performance Indicators.

By fostering open communication and involving a broad group of contributors, we trust there will be a shared commitment and sense of ownership of our strategic goals.

These strategic directions focus our work to provide safe, diverse and vibrant communities where tenants have a sense of inclusion and well-being. We are grateful to those who took time to help shape our strategy and look forward to continuing to work together to build our workplace culture, the trust of our tenants and collaboration with our partners and service providers.

Sincerely,

Fareed Amin
Chair, Toronto Seniors Housing Corporation Board of Directors

Tom Hunter
CEO, Toronto Seniors Housing Corporation



Fareed Amin
Chair,
Toronto Seniors
Housing Corporation
Board of Directors



Tom Hunter
CEO,
Toronto Seniors
Housing Corporation

Interim Strategic Directions At a Glance

Vision

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

Commitment

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

Mandate

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

Values

Respect | Inclusion | Accountability | Innovation

Objectives



An excellent landlord

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



Tenant engagement

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



Partnerships

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



Innovation

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

Enablers



Organizational excellence

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



Employer of choice

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

How we arrived here

September 2022

- Our Board decided to develop a plan and actions for 12 to 18 months.

October - November 2022

- Reviewed more than 25 documents and reports to create an early strategy.

December 2022

- Held a workshop with TSHC’s Board.
- Completed an early version of the strategy to guide consultations.

January-February 2023

- Held nine workshops with about 150 people. These discussions included the Senior Tenants Advisory Committee, City of Toronto, health and social services partners, TCHC, TSHC’s leadership team, operations staff and corporate staff.
- Collected all feedback, made updates to the strategy and decided how we should measure our progress.

March 2023

- The Quality and Tenant Engagement Committee reviewed feedback and recommendations.
- Prepared a roadmap to guide activities over the following 18 months.

April 2023

- TSHC’s Board reviewed the strategy, measures and roadmap of activities.

August 2023

- TSHC Board approved final Interim Strategic Directions.

What we heard

1. Integrated strategic objectives

- These objectives, taken together, promote well-being.
- Integration is a key aspect of the Integrated Service Model (ISM).



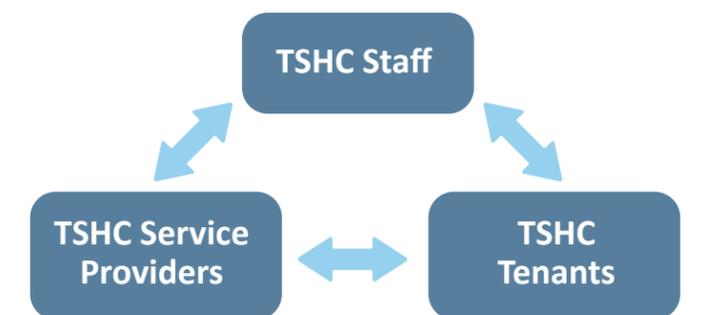
2. Interdependence with our partners

- TSHC is part of a larger system. Collaboration and partnerships are needed to succeed and reach common goals.



3. Shared values

- Our values need to apply to how staff, tenants and service providers treat each other.



Vision, mandate, commitment and values



Vision

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



Mandate

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

Our vision and mandate are based on what tenants say contributes to their overall well-being, the shareholder direction, and principles of the Integrated Service Model:

1. Safe and well-maintained buildings
2. Connection and autonomy
3. Trusting relationship with staff
4. Harmonious relationships with fellow tenants and staff
5. Helping tenants to find the services and supports they prefer
6. Having a voice in the community

Commitment and shared values

Our commitment

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

Values

Respect

Our culture is built on **respect, trust** and **open and honest communication among tenants, staff and service providers**. We respect each tenant's **independence** and **privacy**. We will assist tenants to find the **services and supports they prefer**.

Inclusion

Quality of life for seniors is enhanced by living in **vibrant and diverse communities**. We strive for **inclusion and equity**.

Accountability

We are **accountable** to our tenants, our shareholder (the City of Toronto) and the public. We are committed to **transparency**. We are clear on our goals. We **set targets** and **report our results**. We demonstrate **integrity** and responsible use of our resources.

Innovation

We are **creative, innovative, adaptive and flexible** to meet the needs of our current and future tenants. We are a **catalyst for positive change**, energizing communities and partners to join us to achieve our mandate.

Overview

Our objectives, taken together, contribute to tenant well-being.

Objective 1:

An excellent landlord

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

The living environment in units and buildings is of utmost importance to tenants. This objective addresses how we will provide clean, safe and well-maintained buildings and help tenants keep their tenancies.

Objective 2:

Tenant engagement

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

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

Objective 3:

Partnerships

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

Seniors have a range of needs which may change over time. This objective addresses how we will support aging at home through facilitating tenants' access to the programs, services and supports they prefer. To meet this objective, we need to work with partners in the community.

Objective 4:

Innovation

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

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



We are committed to being a leader in the delivery of quality, affordable housing for seniors.

An excellent landlord



Objective 1

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

Initiative 1.1: promote safety and security in our buildings and communities

How we will achieve this:

- Implement recommendations of Safety and Security Quality Improvement Project
- Develop partnerships with safety and security organizations in the broader community
- Conduct regular safety audits and carry out recommendations

How we will measure results:

- Decrease in safety incidents
- Increased tenant safety satisfaction (Tenant Experience Survey)
- Implementation of safety audit recommendations

Initiative 1.2: provide clean and well-maintained buildings and units

How we will achieve this:

- Conduct annual unit inspections
- Improve effectiveness of pest management by carrying out recommendations from the Quality Improvement Project
- Support tenant accessibility needs in the buildings and units
- Provide timely response to maintenance requests
- Provide high standards of cleanliness in and around the buildings
- Prepare empty units for new tenants
- Work with TCHC to set priorities for capital investments and communicate with tenants about these plans

How we will measure results:

- Completed annual unit inspections
- Decrease in pest treatment requests
- Completion of approved accessibility projects
- Increased work orders completed within the service level
- Achievement of TSHC cleaning standard
- Achievement of turnover standard
- Capital plan initiatives completed

Initiative 1.3: work with tenants to support stable tenancies

How we will achieve this:

- Support tenants to understand their rights and responsibilities in their lease
- Help tenants to meet the requirements for ongoing rent-geared-to-income (RGI) eligibility
- Reduce incidents of cluttering or hoarding
- Work with tenants to prevent evictions for arrears or other reasons

How we will measure results:

- Better tenant understanding of rights and responsibilities in their lease (Tenant Experience Survey)
- Decrease in tenants who lose RGI eligibility due to incomplete information
- Decrease in number of units with moderate or excessive clutter (hoarding)
- Decrease in number of evictions

“ While tenants generally felt safe in their units and buildings, many experienced situations that made them feel unsafe.”

– Tenant Experience Survey Report, August 2021

Tenant engagement



Objective 2

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

Initiative 2.1: engage tenants in their communities and create opportunities for tenant voices

How we will achieve this:

- Review policies that support tenant-led programs and projects (e.g., Tenant Action Funds and Use of Space)
- Streamline administrative processes including funding
- Build ability for tenants to develop and lead programming in their communities
- Work with tenants in the development of a new tenant engagement model
- Enable input through a variety of methods, e.g., building and regional meetings, focus groups, and tenant satisfaction surveys

How we will measure results:

- Approved updated tenant-facing policies
- Decreased time for tenants to receive funding from the Tenant Action Fund
- Increase in programs and projects led by tenants; increase in tenant engagement in their communities
- Approved tenant engagement model
- Increase satisfaction rate with tenant engagement (Tenant Experience Survey)

“ I can say one simple thing. You value people by sitting down and listening to them.”

– Seniors Health and Wellness Initiative Report

Initiative 2.2: promote an environment of respect, trust and inclusiveness

How we will achieve this:

- Carry out recommendations of the Staff and Tenant Relations Quality Improvement Project
- Develop a communications plan that supports two-way communication between staff and tenants, including access to information on the Integrated Service Model for tenants
- Improve accessibility by working to provide translation and interpretation services, and support for tenants with visual, hearing or other limitations to enable participation of tenants

How we will measure results:

- Increased tenant satisfaction in areas of respect, trust and inclusiveness (Tenant Experience Survey)
- Increased tenant satisfaction with information and two-way communication (Tenant Experience Survey)
- Increase in tenants reached because of translation, interpretation, visual, hearing and other supports provided

Initiative 2.3: communicate effectively with our tenants and other stakeholders

How we will achieve this:

- Develop communications strategy, including multiple channels and tools, translation, accessibility legislation (Accessibility for Ontarians with Disabilities Act) compliance and consistent messaging

How we will measure results:

- Increased effectiveness of communication (Tenant Experience Survey, Employee Engagement Survey)



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

Initiative 3.1: facilitate access to priority health and community support services

How we will achieve this:

- a. Maintain and create new partnerships to help senior tenants access the support and services they need and want

How we will measure results:

- a. Increased satisfaction with access to services and supports (Tenant Experience Survey)
- b. Increase in programs and services offered through partnerships. Assess the partnership in relation to tenant preferences and the TSHC mandate and vision.

Initiative 3.2: support service provider-led programs and initiatives

How we will achieve this:

- a. Partner with City, provincial, federal and community--funded programs to allow community partners (in consultation with tenants) to establish programs that support community development and tenant well-being

How we will measure results:

- a. Increase in community partnerships which support community development and tenant well-being



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

– *Seniors Health and Wellness Initiative Report*



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

Initiative 4.1: partner and build relationships to research and test emerging trends and new practices

How we will achieve this:

- a. Collaborate on innovation with tenants, experts and researchers in seniors social housing
- b. Evaluate and share learning from TSHC's innovative practices

How we will measure results:

- a. Increased number of innovations resulting from successful research, partnerships and external relationships
- b. Increased number of innovative practices shared by TSHC

Initiative 4.2: design and begin implementing an evaluation of TSHC

How we will achieve this:

- a. Look for funding and partners for program evaluation of TSHC to evaluate the impact of Integrated Service Model and other TSHC actions

How we will measure results:

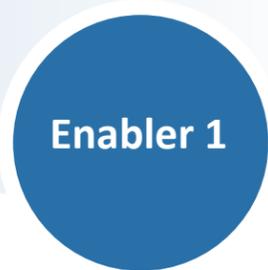
- a. Funding approved; project developed in partnership with program evaluation funders



Through our mutual collaboration, and with Toronto Seniors Housing opening its doors to healthcare services, we have been able to work closely together to enhance our vision of integrating healthcare supports and services within seniors' buildings. Tenants are being connected to our services, engaged in our multi-faceted approach to healthcare, and receptive to the support they're receiving through the Integrated Service Model."

- Einat Danieli, Clinical Manager, Baycrest Hospital

Organizational excellence



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

Initiative 5.1: implement elements of good governance

How we will achieve this:

- a. Enhance governance practices in the areas of: governance foundations, principles and structures; board responsibilities and oversight; governance processes; and board effectiveness

How we will measure results:

- a. Degree of effectiveness and performance of the Board (Board Evaluation)

Initiative 5.2: meet requirements of Shareholder Direction and the City as housing manager

How we will achieve this:

- a. Establish clarity on responsibilities and reporting expectations with the City as housing manager
- b. Ensure regular and annual reporting requirements are met

How we will measure results:

- a. Shareholder satisfaction with TSHC results and annual reporting

Initiative 5.3: collaborate with Toronto Community Housing (TCHC)

How we will achieve this:

- a. Develop relationship management agreements to support a positive working relationship

How we will measure results:

- a. New TSHC-TCHC agreements in place; TSHC and TCHC satisfaction with the partnership

Initiative 5.4: manage our financial resources responsibly

How we will achieve this:

- a. Work with TCHC and the City on annual budget process
- b. Implement sound financial management and accountability

How we will measure results:

- a. Budget is approved and balanced
- b. Financial resources are managed according to best financial management practices; external auditor is satisfied with results

Initiative 5.5: identify and reduce risks

How we will achieve this:

- a. Develop a TSHC risk and mitigation plan
- b. Ensure effective business continuity and emergency response

How we will measure results:

- a. Initial risk identification and mitigation plans approved by the Board; annual report to the Board on risk management and mitigation
- b. Successful business continuity and emergency response

Initiative 5.6: be informed by data and driven by performance commitments

How we will achieve this:

- a. Improve access to quality data and apply data analytics
- b. Develop performance metrics and targets for reporting at all levels

How we will measure results:

- a. Strategic directions reviewed and revised based on data

Initiative 5.7: improve service quality in areas important to tenants

How we will achieve this:

- a. Implement priority Quality Improvement Projects

How we will measure results:

- a. Percentage increase of tenant satisfaction of service quality and delivery by TSHC as measured through surveys

Initiative 5.8: develop clear, plain language policies

How we will achieve this:

- a. Review priority policies to reflect TSHC values and principles

How we will measure results:

- a. Increased understanding of TSHC policies by tenants and TSHC staff (Tenant Experience Survey)

Initiative 5.9: use technology effectively

How we will achieve this:

- a. Make best use of processes and data in the tenancy management system (HoMES)

How we will measure results:

- a. Increased collection and analysis of data from tenancy management system (HoMES)



Employer of choice



Enabler 2

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

Initiative 6.1: develop and implement a talent strategy

How we will achieve this:

- Identify, attract, recruit, and keep top talent
- Review total compensation strategy to keep a competitive edge
- Provide opportunities for growth and development to support staff in reaching their desired career goals

How we will measure results:

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

Initiative 6.2: embrace equity, diversity and inclusion

How we will achieve this:

- Review and refine all People and Culture policies and programs to eliminate barriers and create an inclusive workplace
- Support the development of education and awareness for leaders and staff to foster a culture of equity, diversity, and inclusion

How we will measure results:

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

Initiative 6.3: create a positive culture with engaged employees

How we will achieve this:

- Develop and implement approaches for employee engagement at the local, regional, and corporate level
- Build and maintain productive and respectful relationships with labour partners to ensure a positive work environment for staff

How we will measure results:

- Measurable increase in employee satisfaction that innovation is supported, as measured through Employee Engagement Survey

Initiative 6.4: foster continuous learning and improvement

How we will achieve this:

- Support managers to provide ongoing feedback, guidance, and recognition to staff to help them develop in their roles
- Develop, implement, and continuously improve onboarding, orientation and training programs that focus on enhancing skills to deliver seniors-focused services

How we will measure results:

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

Initiative 6.5: innovation to respond to a changing workplace

How we will achieve this:

- a. Review health, safety and wellness policies and programs to create a heightened “safety first” and “wellness” culture
- b. Develop and implement programs and initiatives to support employee health and well-being

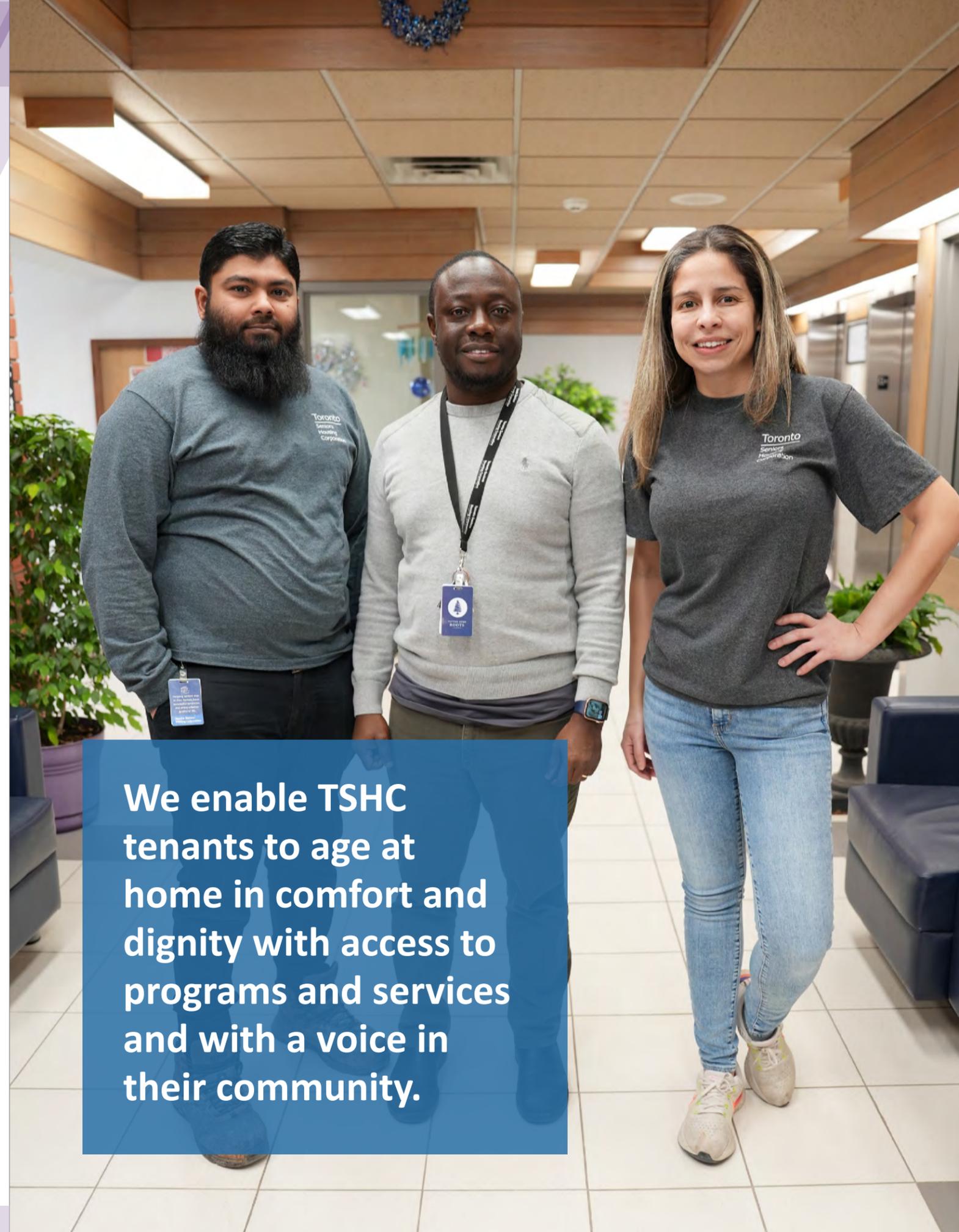
How we will measure results:

- a. Increased satisfaction with support for staff well-being, health and safety as measured through the Employee Engagement Survey
- b. Decrease in lost-time injuries and workplace absences, complaints of workplace harassment and violence



“ We all work towards the same goal of living independently, surrounded by a safe and supportive community, with a great quality of life and outlook towards the future. We’re here to support tenants so they feel seen, heard and know that they matter – every day.

- Melissa Consunji, Seniors Services Coordinator



We enable TSHC tenants to age at home in comfort and dignity with access to programs and services and with a voice in their community.

Toronto Seniors Housing Corporation

Please contact us at
info@torontoseniorshousing.ca
or call us at 416-945-0800

torontoseniorshousing.ca



Item #11c

Attachment 2

**Interim Strategic Directions – Expected Outcomes linked to
Strategic Initiatives and Actions and Proposed Metrics**

Toronto Seniors Housing Corporation Interim Strategic Directions

Expected Outcomes linked to Strategic Initiatives and
Actions and Proposed Metrics

Updated July 6, 2023





Strategic Objective 1: An Excellent Landlord

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

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

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



Strategic Objective 1: An Excellent Landlord

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

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

Action	Proposed Metrics	Expected Outcomes
a. Conduct Annual Unit Inspections	<ul style="list-style-type: none"> • NA 	Completion of Annual Unit Inspections
b. Improve effectiveness of pest management by carrying out recommendations from the Quality Improvement Project	<ul style="list-style-type: none"> • # of Pest Treatment Requests (broken down by pest type) • Tenant Satisfaction % – Cleanliness and Maintenance 	Percentage decrease in the number of pest treatment requests
c. Support tenant accessibility needs in the buildings and units	<ul style="list-style-type: none"> • # of Accessibility Projects Completed 	Percentage of approved accessibility projects completed in buildings
d. Provide timely response to maintenance requests	<ul style="list-style-type: none"> • % of Staff Work Orders Completed within the Service Standard • % of Vendor Work Orders Completed within the Service Standard 	<p>Percentage increase of work orders completed within the Service Standard</p> <p>Improved quality of work orders (future development)</p>
e. Provide high standards of cleanliness in and around the buildings	<ul style="list-style-type: none"> • # of Clean Building Inspections Completed • Average Clean Score 	Percentage of buildings with a cleaning score above 96% (TBC)
f. Prepare empty units for new tenants	<ul style="list-style-type: none"> • % of Units that met Turnover Standard (60-day turnover) 	Percentage increase of units that met turnover standard
g. Work with TCHC to set priorities for capital investments and communicate with tenants about these plans	<ul style="list-style-type: none"> • Approved annual capital plan • Changes in approved capital plan communicated to tenants 	Percentage of approved capital plan initiatives completed and communicated to tenants (Under Development)



Strategic Objective 1: An Excellent Landlord

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

Strategic Initiative 3: Work with tenants to support stable tenancies

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



Strategic Objective 2: Tenant Engagement

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

Strategic Initiative 1: Engage tenants in their communities and create opportunities for tenant voices

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



Strategic Objective 2: Tenant Engagement

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

Strategic Initiative 1: Engage tenants in their communities and create opportunities for tenant voices

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



Strategic Objective 2: Tenant Engagement

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

Strategic Initiative 2: Promote an environment of respect, trust and inclusiveness

Action	Proposed Metrics	Expected Outcomes
a. Carry out recommendations of Staff and Tenant Relations Quality Improvement Project(QIP)	<ul style="list-style-type: none">Number of commitments, developed through the QIP, which have been implemented to improve staff and tenant relationships	Increased tenant satisfaction based on Senior Tenant Experience Survey, focus on environment of respect, trust and inclusiveness
b. Develop a communications plan that supports two-way communication between staff and tenants, including access to information on the Integrated Service Model (ISM) for tenants	<ul style="list-style-type: none"># of Issues of Seniors Speak and # of issues with tenant input# of Issues of Community LetterTenant Satisfaction % - Communication	Percentage of tenants who were able to receive and access the information and were pleased with the two-way communication tactics (through Senior Tenant Experience Survey)
c. Improve accessibility by working to provide translation and interpreter services, and support for tenants with visual, hearing or other limitations to enable participation of tenants	<ul style="list-style-type: none"># of tenants using translation and interpreter services (Under Development)# of tenants using/needing visual or hearing services (Under Development)	Percentage increase in number of tenants engaged because of the increase of translation, interpreter, visual, hearing and other supports provided



Strategic Objective 2: Tenant Engagement

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

Strategic Initiative 3: Communicate effectively with our tenants and other stakeholders

Action	Proposed Metrics	Expected Outcomes
a. Develop communications strategy, including multiple channels and tools, translation, accessibility legislation (Accessibility for Ontarians with Disabilities Act) compliance and consistent messaging	<ul style="list-style-type: none">• # of publications translated into # of languages• Online engagement: website traffic data, social media click rates, open rates, followers, impressions etc. (Under Development)• Feedback from tenants and staff re: communications via surveys	Increased effectiveness of communication tactics as measured through employee engagement survey and Tenant Experience Survey



Strategic Objective 3: Partnerships

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

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

Action	Proposed Metrics	Expected Outcomes
a. Maintain and create new partnerships to help senior tenants access the support and services they need and want	<ul style="list-style-type: none">• Results of evaluation of service providers and other partnerships (Under Development), which include how well the service providers worked with staff and tenants	Percentage increase in programs and services offered through each partnership which meet the needs of senior tenants Positive results from assessment of partnerships



Strategic Objective 3: Partnerships

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

Strategic Initiative 2: Support service provider-led programs and initiatives

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



Strategic Objective 4: Innovation

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

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

Actions	Proposed Metrics	Expected Outcomes
a. Collaborate on innovation with tenants, with experts and researchers in seniors social housing	<ul style="list-style-type: none">• # of innovations undertaken/implemented	Increased number of innovations undertaken/implemented as a result of successful research, partnerships and external relationships
b. Evaluate and share learning from TSHC's innovative practices	<ul style="list-style-type: none">• # of innovative practices shared by TSHC	Increased number of innovative practices shared by TSHC



Strategic Objective 4: Innovation

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

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

Actions	Proposed Metrics	Expected Outcomes
a. Look for funding and partners for program evaluation of TSHC to evaluate the impact of ISM and other TSHC actions	NA	Funding successfully secured; project developed in partnership with program evaluation funders

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

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

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

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

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

Strategic Initiative	Actions	Proposed Metrics	Expected Outcomes
7. Improve service quality in areas important to our tenants	a. Implement priority quality improvement projects	<ul style="list-style-type: none"> • # of Quality Improvement Projects Completed • # of Recommendations 	<ul style="list-style-type: none"> • Percentage increase of tenant satisfaction of service quality and delivery by TSHC
8. Develop clear, plain language policies	a. Review priority policies to reflect TSHC values and principles	<ul style="list-style-type: none"> • # of Internal Policies Created/Reviewed 	<ul style="list-style-type: none"> • Increased understanding by tenants and TSHC staff of TSHC policies as measured through surveys.
9. Use technology effectively	a. Make best use of processes and data in the HoMES system	<ul style="list-style-type: none"> • % of staff received HoMES training 	<ul style="list-style-type: none"> • Increased extraction and analysis of data from HoMES

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

Strategic Initiative	Actions	Proposed Metrics	Expected Outcomes
1. Develop and implement a talent strategy	<ul style="list-style-type: none"> a. Identify, attract, recruit, and keep top talent b. Review total compensation strategy to keep a competitive edge c. Provide opportunities for growth and development to support staff in reaching their desired career goals 	<ul style="list-style-type: none"> • Vacancy rate • Turnover rate 	<ul style="list-style-type: none"> • Talent strategy and implementation timelines developed with measurable outcomes over time • Maintaining a vacancy rate of 3% • Increased employee retention and reduced turnover rates
2. Embrace equity, diversity and inclusion (EDI)	<ul style="list-style-type: none"> a. Review and refine all people and culture policies and programs to eliminate barriers and create an inclusive workplace b. Support the development of education and awareness for leaders and staff to foster a culture of equity, diversity, and inclusion 	<ul style="list-style-type: none"> • Staff Diversity gathered through the EDI Survey, metrics to be determined (under development) • Diversity within people leaders (under development) • Diversity within leadership roles (under development) 	<ul style="list-style-type: none"> • Increased diversity of TSHC staff • Increased awareness of diversity and belonging of staff measured through the Employee Engagement and EDI Survey
3. Create a positive culture with engaged employees	<ul style="list-style-type: none"> a. Develop and implement approaches for employee engagement at the local, regional, and corporate level b. Build and maintain productive and respectful relationships with labour partners to ensure a positive work environment for staff 	<ul style="list-style-type: none"> • Results of Employee Engagement Survey 	<ul style="list-style-type: none"> • Measurable increase in employee satisfaction that innovation is supported, as measured through Employee Engagement Survey

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

Strategic Initiative	Actions	Proposed Metrics	Expected Outcomes
4. Foster continuous learning and improvement	<ul style="list-style-type: none"> a. Support managers to provide ongoing feedback, guidance, and recognition to staff to help them develop in their roles b. Develop, implement, and continuously improve onboarding, orientation and training programs that focus on enhancing skills to deliver seniors-focused services 	<ul style="list-style-type: none"> • # of training opportunities offered • Participation rate of training 	<ul style="list-style-type: none"> • Quality of training and direct application to job measured through Employee Engagement Survey • Percentage of TSHC staff who have been trained on serving seniors, accessibility, confronting anti-black racism, anti-ageism and promoting equity, diversity and inclusion
5. Innovation to respond to a changing workplace	<ul style="list-style-type: none"> a. Review health, safety and wellness policies and programs to create a heightened “safety first” and “wellness” culture b. Develop and implement programs and initiatives to support employee health and well-being 	<ul style="list-style-type: none"> • Results of Employee Engagement Survey 	<ul style="list-style-type: none"> • Increased satisfaction with support for staff well-being, health and safety as measured through the Employee Engagement Survey

Item #11c

Attachment 3

Interim Strategic Directions Roadmap

Toronto Seniors Housing Corporation Interim Strategic Directions Roadmap

**Toronto Seniors
Housing Corporation**

Roadmap Assumptions

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

- All TSHC staff should be able to see their work in the roadmap and how it contributes to the mandate and vision

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

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

Roadmap should be achievable

- The roadmap should be achievable with the available resources of TSHC
- All proposed actions in the draft ISD have been reviewed based on the 12 – 18-month timeframe and available resources

Ongoing and time limited (project) work

- Ongoing work includes the work that is done on a continuous basis
 - It includes much of the day-to-day operations work (e.g., ongoing cleaning work contributes to "clean buildings" in the mandate
 - While ongoing work may not have an end date, it may have time-based improvement targets
 - Ongoing work also includes ongoing communications support, ongoing financial processing, etc.
- Time limited work generally has an end date for completion
 - The roadmap shows the anticipated completion date
 - Completion dates are staggered to make the workload realistic
 - Some time-limited work will begin within the timeframe of the ISD, but not be completed. Completion is shown as Q3 2024+

Roadmap vs. Operational Planning

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

Accountability

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

Strategic Objective 1: An Excellent Landlord

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

Accountability: Director, Operations

Strategic Initiative	Actions
1. Promote safety and security in our buildings and communities	A. Implement recommendations of safety and security Quality Improvement Project B. Develop partnerships with safety and security organizations in the broader community C. Conduct regular safety audits and carry out recommendations
2. Provide clean and well-maintained buildings and units	A. Conduct annual unit inspections B. Improve effectiveness of pest management by carrying out recommendations from the Quality improvement project C. Support tenant accessibility needs in the buildings and units D. Provide timely response to maintenance requests E. Provide high standards of cleanliness in and around the buildings F. Prepare empty units for new tenants G. Work with TCHC to set priorities for capital investments and communicate with tenants about these plans
3. Work with tenants to support stable tenancies	A. Support tenants to understand their rights and responsibilities in their lease B. Help tenants to meet the requirements for ongoing rent-geared-to-income (RGI) eligibility C. Reduce incidents of cluttering or hoarding D. Work with tenants to prevent evictions for arrears or other reasons

Objective 1: An excellent landlord	
To provide safe, clean and well-maintained buildings and to support stable tenancies	
Initiative 1: Promote safety and security in our buildings and communities	
Action A: Implement recommendations of Safety and Security QIP	
Time limited/Projects <ul style="list-style-type: none"> • Complete Safety and Security QIP • Streamline process for tenants to report security/safety incidents – TCHC • Investigate all tenant gaining access to the lobby camera – TCHC • Investigate what doing a pilot project in buildings with highest calls for service would require 	Expected Completion Q2-2023 TBD - TCHC TBD - TCHC TBD – TCHC TBD - TCHC
Action B: Develop partnerships with safety and security organizations in the broader community	
Ongoing <ul style="list-style-type: none"> • Oversight of CSU provision of service to TSHC • Community Safety Advisor continues to connect with Toronto Fire and Toronto Police Services 	
Time limited/Projects <ul style="list-style-type: none"> • Develop business case to support additional level of CSA to provide service to all 83 buildings. • Investigate increased staff presence, proactive patrols and third-party security in high-risk buildings 	Expected Completion Q4-2023 - TCHC Q1 2024 -TCHC
Action C: Conduct regular safety audits and carry-out recommendations	
Ongoing <ul style="list-style-type: none"> • Work with CSU to complete safety audits every three years with tenant participation TCHC - TBD • TSHC to acknowledge safety audit findings within 30 days • Work with TCHC to develop a plan for TCHC implementation of recommendations beyond TSHC scope - TCHC CSU - TBD 	
Time limited/Projects <ul style="list-style-type: none"> • Work with TCHC to develop schedule for building safety audits 	Expected Completion Q4 2023

Objective 1: An excellent landlord	
To provide safe, clean and well-maintained buildings and to support stable tenancies	
Initiative 2: Provide clean and well- maintained buildings and units	
Action A: Conduct Annual Unit Inspections	
Ongoing	
<ul style="list-style-type: none"> • Implement findings from unit inspections • Referrals for vulnerable tenants 	
Time limited/Projects	Expected Completion
<ul style="list-style-type: none"> • Annual Unit Inspections, including pests and balcony clutter 	Q4 2023/Q4 2024
Action B: Improve effectiveness of pest management by carrying out recommendations from the Quality Improvement Project	
Ongoing	
Implement Pest Management QIP recommendations in the areas of:	
<ul style="list-style-type: none"> • Analytics • Prevention • Treatment • Tenant Support and Participation • High Risk Buildings 	

Objective 1: An excellent landlord To provide safe, clean and well-maintained buildings and to support stable tenancies	
Initiative 2: Provide clean and well- maintained buildings and units	
Action B: Improve effectiveness of pest management by carrying out recommendations from the Quality Improvement Project	
Time limited/Projects <ul style="list-style-type: none"> • Integrated Pest Management Database and Analytics Tool • Identify automation opportunities for data collection and analysis • Expand annual unit inspections to include inspection for pest • Complete and evaluate full building pilot • Develop business case for in-house pest management 	Expected Completion Q2 2023 Q3 2023 Q4 2023 Q3 2023 Q4 2024+
Action C: Support tenant accessibility needs in buildings and units	
Ongoing <ul style="list-style-type: none"> • Ongoing data collection and analysis • Work with R-Path to effectively deliver recommendations • Assist tenants through the process with the application 	
Time limited/Projects <ul style="list-style-type: none"> • Hire an intake specialist (accessibility) 	Expected Completion Q2-2023
Action D: Provide timely response to maintenance requests	
Ongoing <ul style="list-style-type: none"> • Ongoing data collection and analysis • Continue to meet the standard response to maintenance requests. • To provide TCHC with regular reports for vendors that are under delivering 	
Time limited/Projects <ul style="list-style-type: none"> • Determine response time for urgent vs regular requests 	Expected Completion Q3-2023
Action E: Provide high standards of cleanliness in and around buildings	
Ongoing <ul style="list-style-type: none"> • Regular building cleaning according to the schedule • Use HoMES clean building inspection quarterly and follow up on findings. • Quarterly reporting for all actions 	

Objective 1: An excellent landlord	
To provide safe, clean and well-maintained buildings and to support stable tenancies	
Initiative 2: Provide clean and well- maintained buildings and units	
Action F: Prepare empty units for new tenants	
Ongoing <ul style="list-style-type: none"> • Continue to meet 60-day turnaround target timeframe as established with the City • Provide quarterly reports to QTE 	
Time limited/Projects	Expected Completion
Action G: Work with TCHC to set priorities for capital investments and communicate with tenants about these plans	
Ongoing <ul style="list-style-type: none"> • Provide quarterly reports to QTE • Capital plan will be part of building presentations to tenants 	
Time limited/Projects <ul style="list-style-type: none"> • Establish annual capital plan with TCHC 	Expected Completion Q3 2023 and Q3 2024

Objective 1: An excellent landlord	
To provide safe, clean and well-maintained buildings and to support stable tenancies	
Initiative 3: Work with tenants to support stable tenancies	
Action A: Support tenants to understand their rights and responsibilities in their lease	
Ongoing <ul style="list-style-type: none"> Collaborate with staff to review and make recommendations to streamline the leasing process 	
Time limited/Projects <ul style="list-style-type: none"> New leasing package and orientation for tenants Improve safe channels for tenants to express concerns about interactions with staff – Consider feasibility of appointment system 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 	Expected Completion Q1-2024 Q1-2024 Q2-2024 Q1-2024
Action B: Help tenants to meet the requirements for ongoing rent-gear-to-income (RGI) eligibility	
Ongoing <ul style="list-style-type: none"> Ongoing education for tenants on RGI requirements 	
Time limited/Project <ul style="list-style-type: none"> Enhanced RGI training for staff (TBD) to be added to the TSHC training plan 	Expected Completion TBD
Action C: Reduce incidents of cluttering or hoarding	
Ongoing <ul style="list-style-type: none"> Support the complex tenants and the community Manage a complex tenancy team to support complex tenants Develop tracking sheet for touch points for complex tenancies Referral from regional teams and SSHA 	
Time limited/Projects	Expected Completion
Action D: Work with tenants to prevent evictions for arrears or other reasons	
Ongoing <ul style="list-style-type: none"> Work with tenants to resolve arrears Referral to OCHE for unresolved arrears 	

<p>Time limited/Projects</p> <ul style="list-style-type: none">• Partner with OCHE to analyze data related to unresolved arrears and reduce underlying factors that lead to legal action	<p>Expected Completion Q3-2023</p>
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Strategic Objective 2: Tenant Engagement

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

Accountability: Director, Engagement, Partnerships and Communications

Strategic Initiative	Actions
1. Engage tenants in their communities and create opportunities for tenant voices	<ul style="list-style-type: none"> A. Review policies that support tenant-led programs and projects (e.g., Tenant Action Fund and Use of Space) B. Streamline administrative processes including funding C. Build ability for tenants to develop and lead programming in their communities D. Work with tenants in the development of a new tenant engagement model E. Enable input through a variety of methods e.g., building and regional meetings, focus groups, and tenant satisfaction surveys
2. Promote an environment of respect, trust and inclusiveness	<ul style="list-style-type: none"> A. Carry out recommendations of the staff and tenant relations quality improvement project B. Develop a communications plan that supports two-way communication between staff and tenants, including access to information on the Integrated Service Model for tenants C. Improve accessibility by working to provide translation and interpretation services, and support for tenants with visual, hearing or other limitations to enable participation of tenants
3. Communicate effectively with our tenants and other stakeholders	<ul style="list-style-type: none"> A. Develop communications strategy including multiple channels and tools, translation, accessibility legislation (Accessibility for Ontarians with Disabilities Act) compliance and consistent messaging

Objective 2: Tenant Engagement

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

Initiative 1: Engage tenants in their communities and create opportunities for tenant voices

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

Ongoing

Time limited/Projects

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

Expected Completion

Q4 2023

Q4 2023

TBD

Action B: Streamline administrative processes including funding

Ongoing

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

Time limited/Projects

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

Expected Completion

Q3 2023

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

Ongoing

- Support tenant initiatives on an ad hoc basis

Time limited/Projects

Expected Completion

Objective 2: Tenant Engagement

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

Initiative 1: Engage tenants in their communities and create opportunities for tenant voices

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

Ongoing

- Implement new tenant engagement model when approved

Time limited/Projects

- Complete project to design new tenant engagement model

Expected Completion

Q1 2024

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

Ongoing

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

Time limited/Projects

- Develop approach for annual building meetings

Expected Completion

Q4 2023

Objective 2: Tenant Engagement

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

Initiative 2: Promote an environment of respect, trust and inclusiveness

Action A: Implement recommendations of the staff and tenant relations quality improvement project

Ongoing

Relationship Building

- Conduct outreach to encourage tenants to participate in building activities and “meet and greets”
- Ensure timely posting and communication of staff absences and backup
- Minimize turn-over of building site staff within the provisions of the collective agreement
- Stay connected with tenants by allocating staff time to tenant activities, checking after service provided if needs have been met
- Encourage a “human touch” by acknowledging good news, nodding, following up on earlier conversations, etc.

Interaction

- Communicate process for requests to be fulfilled, including who will be involved and how long it might take

Information and communication

- Ongoing communication with tenants of building events

Time limited/Projects

Information

- 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 (TikTok not feasible)
- Install whiteboards outside superintendent office for daily updates)

Expected Completion

Q4-2024+
Q4 2023

Not feasible

Action B: Develop a communications plan that supports two-way communication between staff and tenants, including access to information on the Integrated Service Model for tenants

Ongoing

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

Time limited/Projects

- Pilot roundtables- one building per region

Expected Completion

Q4 2023

Action C: Improve accessibility by working to provide translation and interpretation services, and support for tenants with visual, hearing or other limitations to enable participation of tenants

Ongoing

- Provide translation and interpreter services
- Support tenants with visual or hearing limitations

Time limited/Projects

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

Expected Completion

Q4 2023

Objective 2: Tenant Engagement

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

Initiative 3: Communicate effectively with our tenants and other stakeholders

Action A: Develop communications strategy including multiple channels and tools, translation, accessibility legislation (Accessibility for Ontarians with Disabilities Act) compliance and consistent messaging

Ongoing

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

Time limited/Projects

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

Expected Completion

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

Strategic Objective 3: Partnerships

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

Accountability: Director, Engagement, Partnerships and Communications

Strategic Initiative	Actions
1. Facilitate access to priority health and community support services	A. Maintain and create new partnerships to help senior tenants to access the support services they need and want
2. Support service provider-led programs and initiatives	A. Partner with City, provincial, federal and community funded programs to allow community partners (in consultation with tenants) to establish programs that support community development and tenant wellbeing

Objective 3: Partnerships	
To facilitate access to services and programs that tenants need and want	
Initiative 1: Facilitate access to priority health and community support services	
Action A: Maintain and create new partnerships to help senior tenants to access the support services they need and want	
Ongoing	
<ul style="list-style-type: none"> • Identify tenants who require assistance in their homes • Support health and social support program through referrals to agencies for individual tenant needs • Create new partnerships where there are gaps in service/supports 	
Time limited/Projects	Expected Completion Q4-2023
<ul style="list-style-type: none"> • Evaluate services with respect to meeting the senior tenants needs 	
Initiative 2: Support service provider-led programs and initiatives	
Action A: Partner with City, provincial, federal and community funded programs to allow community partners (in consultation with tenants) to establish programs that support community development and tenant wellbeing	
Ongoing	
<ul style="list-style-type: none"> • Maintain current partnerships that provide programs in our housing communities • Create new partnerships to provides that provide programs in our housing communities 	
Time limited/Projects	Expected Completion Q4-2023
<ul style="list-style-type: none"> • Use data sources, tenant and staff feedback to evaluate current program providers – fulfillment of funding mandate and use of space policy based 	

Strategic Objective 4: Innovation

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

Accountability: Director, Strategy and Business Management

Strategic Initiative	Actions
1. Partner and cultivate relationships to research and test emerging trends and new practices	A. Collaborate on innovation with tenants, experts and researchers in seniors social housing B. Evaluate and share learning from TSHC's innovative practices
2. Design and begin implementing an evaluation of TSHC	A. Look for funding and partners for program evaluation of TSHC to evaluate the impact of ISM and other TSHC actions

Objective 4: Innovation To develop and promote innovation and leading practices which contribute to seniors' well-being	
Initiative 1: Partner and cultivate relationships to research and test emerging trends and new practices	
Action A: Collaborate on innovation with tenants, experts and researchers in seniors social housing	
Ongoing <ul style="list-style-type: none"> • Seek input of tenants, partners and other external stakeholders to inform innovation • Industry outreach (social housing, healthcare, seniors) and networking • Develop relationships, extending beyond TSHC, which may be valuable to acquiring and implementing innovations of other organizations to better meet the TSHC mandate 	
Time limited/Projects <ul style="list-style-type: none"> • Identify opportunities and priorities/research and collaboration opportunities • Target research partnership 1 • Target research partnership 2 	Expected Completion Q3 2023 Q1 2024 Q4 2024
Action B: Evaluate and share learning from TSHC's innovative practices	
Ongoing <ul style="list-style-type: none"> • Share learnings from the ISM • Build evaluation framework into new initiatives 	
Time limited/Projects <ul style="list-style-type: none"> • Evaluate learnings from the QIPs 	Expected Completion Q3 2023

Objective 4: Innovation	
To develop and promote innovation and leading practices which contribute to seniors' well-being	
Initiative 2: Design and begin implementing an evaluation of TSHC	
Action A: Look for funding and partners for program evaluation of TSHC to evaluate the impact of ISM and other TSHC actions	
Ongoing	
Time limited/Projects	Expected Completion
• Identify funding opportunities	Q4 2023
• Identify evaluation partners	Q1 2024
• Preliminary evaluation design	Q4 2024

Enabler 1: Organization excellence

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

Accountability: Director, Strategy and Business Management

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

Enabler 1: Organizational excellence	
To strive for organizational excellence to ensure effective and efficient delivery of our mandate	
Initiative 1: Implement elements of good governance practices	
Action A: Enhance governance practices in the areas of: Governance foundations; principles and structures; Board responsibilities and oversight; Governance processes; and Board effectiveness	
Ongoing	
<ul style="list-style-type: none"> • Governance and internal Board support • Oversight <ul style="list-style-type: none"> ○ Tenant facing policies ○ CEO performance ○ Risk management/business continuity ○ Implementation of Interim Strategic Directions and Quality Improvement ○ Review of operational information/KPIs ○ Partnership agreements • Post meeting questionnaires on meeting effectiveness • Director development and training 	
Time limited/Projects	Expected Completion
• Provide Board members with access to foundation documents	Q1 2023
• Participate in Strategic Financial Sustainability Plan	Q3 2023
• Skills matrix for Board members	Q1 2024
• New member orientation	Q4 2023
• Full risk assessment	Q3 2024
• Full strategic planning process	Q3 2024+
• Assess agenda and materials and review committee processes	Q3 2024
• Select governance best practices standard and governance review	Q3 2024 +

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

Enabler 1: Organizational excellence	
To strive for organizational excellence to ensure effective and efficient delivery of our mandate	
Initiative 3: Collaborate with TCHC	
Action A: Develop relationship management agreements to support a positive working relationship	
Ongoing	
<ul style="list-style-type: none"> • Support joint steering committee • Service management planning • Regular touchpoint with TCHC/TSHC Service Providers 	
Time limited/Projects	Expected Completion
<ul style="list-style-type: none"> • Update to existing legal relationship • Clarify future legal relationship 	Q4 2023
	Q4 2024 ⁺

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

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

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

Enabler 1: Organizational excellence	
To strive for organizational excellence to ensure effective and efficient delivery of our mandate	
Initiative 7: Improve service quality in areas important to our tenants	
Action A: Implement priority quality improvement projects	
Ongoing	
<ul style="list-style-type: none"> • Complete 3 initial QIPs • On-going monitoring of QIP activities 	
Time limited/Projects	Expected Completion
<ul style="list-style-type: none"> • Establish a process for monitoring and implementing existing QIPs • Conduct lessons learned on existing QIP • Review and adapt QIP approach • Identify future QIPS 	<ul style="list-style-type: none"> Q2 2023 Q2 2023 Q3 2024 Q4 2024⁺

Enabler 1: Organizational excellence	
To strive for organizational excellence to ensure effective and efficient delivery of our mandate	
Initiative 8: Develop clear, plain language policies	
Action A: Review priority policies to reflect TSHC values and principles	
Ongoing	
<ul style="list-style-type: none"> • Policy improvement initiative • Develop policy implementation guidance materials 	
Time limited/Projects	Expected Completion
<ul style="list-style-type: none"> • Develop corporate policy framework and plan/priorities • Implement policy improvement initiatives for Use of Space and Tenant Action Fund • Post-transition Policy clean up 	Q4 2023
	Q4 2023
	Q4 2023

Enabler 1: Organizational excellence	
To strive for organizational excellence to ensure effective and efficient delivery of our mandate	
Initiative 9: Use technology effectively	
Action A: Make best uses of processes and data in HoMES system	
Ongoing	
<ul style="list-style-type: none"> • Participating in IT Operational Steering Committee • Continue Improving data analytics and reporting 	
Time limited/Projects	Expected Completion
• Internet contract renewal	Q2 2023
• Current SharePoint Clean up/management	Q3 2023
• Email consolidation and Office 365 deployment (Timeline TBC)	Q3 2023
• Identify opportunities for mobile computing	Q4 2023
• Identification of TSHC HoMES requirement	Q4 2023
• Participant in intranet solution refresh RFP	Q4 2024 ⁺

Enabler 2: Employer of choice

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

Accountability: Director, People and Culture

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

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

Enabler 2: Employer of choice	
To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff	
Initiative 2: Embrace equity, diversity and inclusion	
Action A: Review and refine all people and culture policies and programs to eliminate barriers and create an inclusive workplace	
Ongoing	
Time limited/Projects	Expected Completion
<ul style="list-style-type: none"> • Creation of an EDI framework & strategy 	Q2 2024
<ul style="list-style-type: none"> • Ensure policies are written in plain language and are AODA compliant 	Q4 2024 ⁺
<ul style="list-style-type: none"> • Review and update policies to be inclusive and remove any systemic barriers 	Q4 2024 ⁺
Action B: Support the development of education and awareness for leaders and staff to foster a culture of equity, diversity, and inclusion	
Ongoing	
Time limited/Projects	Expected Completion
<ul style="list-style-type: none"> • Develop training program to support the implementation of the EDI overall strategy, including CABR Anti-Black Racism training 	Q3 2024

Enabler 2: Employer of choice	
To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff	
Initiative 3: Create a positive work culture with engaged employees	
Action A: Develop and implement approaches for employee engagement at the local, regional, and corporate level	
Ongoing	
<ul style="list-style-type: none"> Develop and implement approaches which test innovative ideas through collaborative teamwork 	
Time limited/Projects	Expected Completion
<ul style="list-style-type: none"> Employee engagement and EDI survey Action plans following the results of the survey 	Q1 2024
	Q2 2024
Action B: Build and maintain productive and respectful relationships with labour partners to ensure a positive work environment for staff	
Ongoing	
<ul style="list-style-type: none"> Regular labour management meetings to proactively respond to issues as they arise including grievances and harassment complaints 	
Time limited/Projects	Expected Completion

Enabler 2: Employer of choice	
To be an employer of choice by fostering a culture of innovation that engages, empowers, and supports staff	
Initiative 4: Foster continuous learning and improvement	
Action A: Support managers to provide ongoing feedback, guidance, and recognition to staff to help them develop in their roles	
Ongoing	
<ul style="list-style-type: none"> Support ongoing learning and coaching on performance management 	
Time limited/Projects	Expected Completion
<ul style="list-style-type: none"> Provide training and learning on employee and labour relations 	Q4 2023
Action B: Develop, implement and continuously improve onboarding, orientation and training programs that focus on enhancing skills to deliver seniors-focused services	
Ongoing	
<ul style="list-style-type: none"> On-boarding of new staff 	
Time limited/Projects	Expected Completion
<ul style="list-style-type: none"> Create an onboarding program specific to TSHC for all new hires Support the creation of job specific orientation programs Assist in the development of job specific skill enhancement training programs 	Q3 2023 Q3 2024 Q3 2024

Enabler 2: Employer of choice

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

Initiative 5: Innovation to respond to a changing workplace

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

Ongoing

- Provide support for JHSC members

Time limited/Projects

- Review and update of Health and Safety policies

Expected Completion

Q4 2024⁺

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

Ongoing

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

Time limited/Projects

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

Expected Completion

Q4 2024⁺

Q4 2024⁺

**Toronto Seniors Housing Corporation
Quality and Tenant Engagement Committee Meeting**

Topic: Tenant Engagement Model Update

Item #11(d)

Date: August 3, 2023

Report: BD: August 3, 2023, #11d

To: Quality and Tenant Engagement Committee

From: Arlene Howells

Date: August 3, 2023

Purpose: For information

Recommendation:

Recommending that the Board 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 (BMG), 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.

Additional input was sought from the Quality and Tenant Advisory Committee, as board proxy, on the overall approach. There were concerns raised about too much analysis and not enough action at the July 17, QTE meeting. Staff confirmed that much work was already underway to provide service provider led and tenant led programming with 45 agencies providing over 200 programs across the nearly all sites. Committee Chair and the CEO reminded the table that under the shareholder direction, TSHC must come up with a model for tenant engagement that reflects the many voices of its constituents. The CEO also noted that in the midst of doing

so, we need to find a process, other than an election process, to select tenant leaders at TSHC as capacity is limited.

The report outlines background data, key findings of the environmental scan and key findings from the tenant focus groups.

Background data noted that since the Tenant Experience Survey of 2020 up to the present Tenant Town Halls, we have heard from about 24% of the tenant population. These interactions have yielded information that drove the First 100 Day Priorities, Tenant Town Halls and the Interim Strategic Directions to name a few. Of note was the 2300 tenants who visited with CEO, Tom Hunter where those conversations led to the implementation of the Quality Improvement Projects. With 73% of TSHC's tenant population falling between 65-84 and 37% set to hit over 85 in the next five years, it is important the new approach focuses on the diverse needs of the tenants.

Key findings of the environmental scan noted the some of the following information with more details in the slides provided.

- We need to develop an accurate assessment of language needs, address those needs at the building level and prioritize communications across languages.
- We must clarify the roles of STAC, staff, Tenant Reps, and outside service providers while simplifying the Tenant Action Fund process and policies.
- We must also make community rooms and common spaces more accessible to all.
- We must consider models for aging-in-home services

The research indicated that elements of a model should include:

- A balance between Tenant Engagement and Community Development policy that is built on a commitment to including tenant voices in decision-making.
- Co-design for a model should be done with those who will benefit from it: Staff, Tenants, and Community Partners (with measures for success)
- Introduce change gradually, according to a roadmap that accounts for the unique assets and challenges of communities, tenants, staff and partners

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

We spoke with 172 tenants in seven languages, with 37 tenants speaking with us through interpreters as part of the broader tenant input process. Some of what we heard included:

- 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 and would like to know outcomes/next steps
- 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"
- 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
- More social activities (parties, excursions, cultural events, clubs, fitness) and have easy access to common rooms

There have also been conversations with STAC, Tenant Leaders and a Tenant Working Group throughout the process. 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 shared 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 at the July 4 meeting 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 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 Quality and Tenant Engagement Committee members supported having the Tenant Board Directors act as co-sponsors for the co-design work, scheduled to

start in early fall. Co-design will include the two Tenant Board Directors, Tenant Leaders, STAC, the Tenant Working Group, staff and service providers. Through two phases, four meetings and a final review process we expect to bring forward an agreed upon approach to tenant engagement at the December 8 board meeting for approval.

Name Arlene Howells

Title Director, Engagement, Partnerships and Communications (I)

List of Attachments: Tenant Engagement Approach – QTE July 17

Item #11d

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

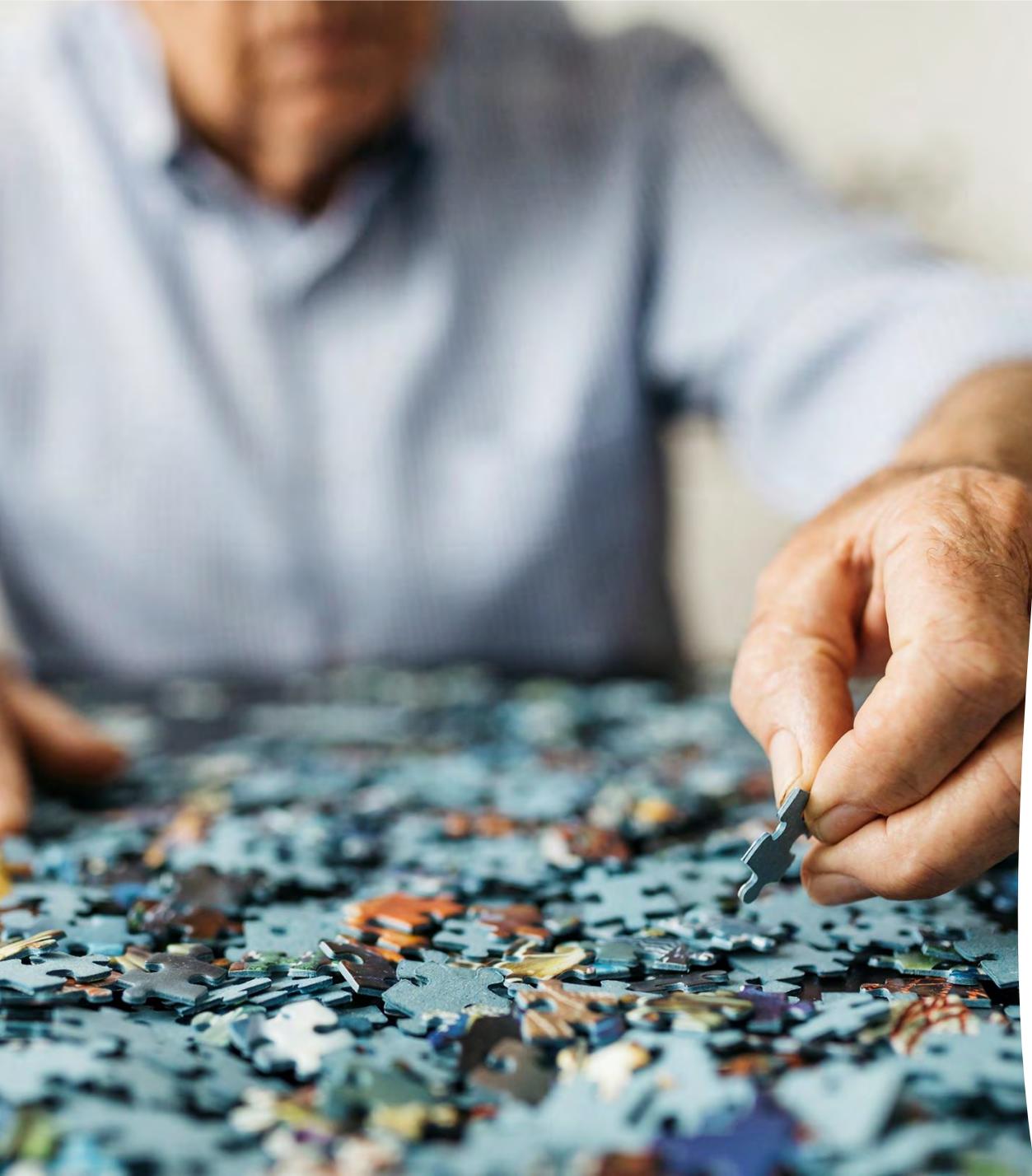
Building From Lessons Learned, Data and A Variety of Inputs



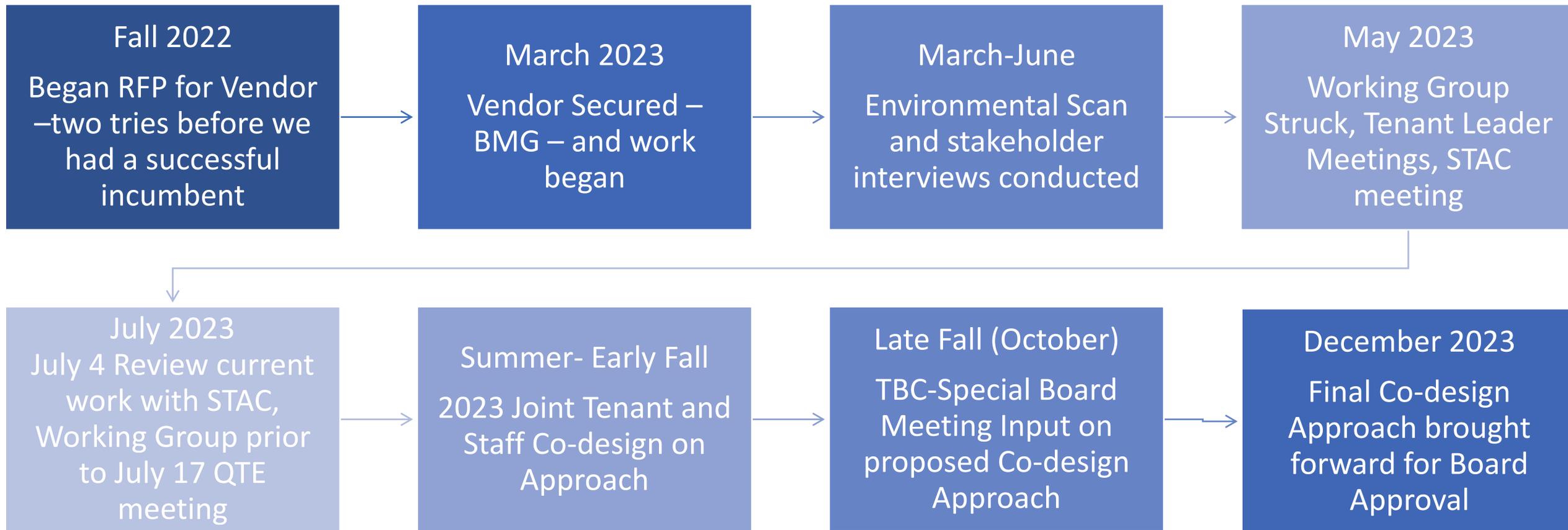
Supporting Tenants Well-Being

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

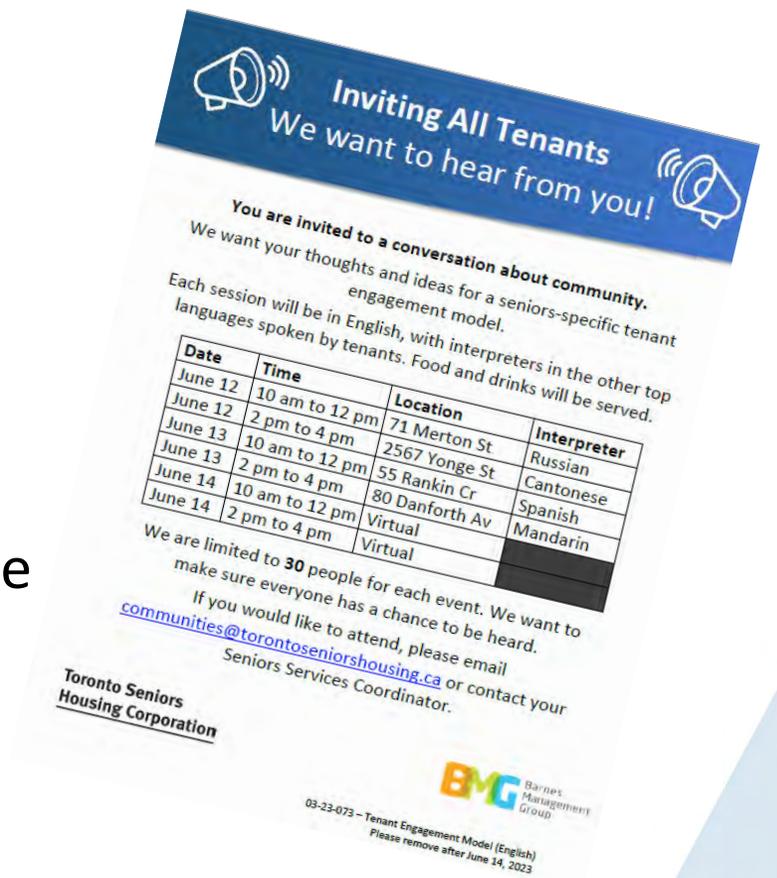


Many voices
contributing
to a new
future



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



Inviting All Tenants
We want to hear from you!

You are invited to a **conversation about community**.
We want your thoughts and ideas for a seniors-specific tenant engagement model.

Each session will be in English, with interpreters in the other top languages spoken by tenants. Food and drinks will be served.

Date	Time	Location	Interpreter
June 12	10 am to 12 pm		
June 12	2 pm to 4 pm	71 Merton St	Russian
June 13	10 am to 12 pm	2567 Yonge St	Cantonese
June 13	2 pm to 4 pm	55 Rankin Cr	Spanish
June 14	10 am to 12 pm	80 Danforth Av	Mandarin
June 14	2 pm to 4 pm	Virtual	

We are limited to **30** people for each event. We want to make sure everyone has a chance to be heard.

If you would like to attend, please email communities@torontoseniorshousing.ca or contact your Senior Services Coordinator.

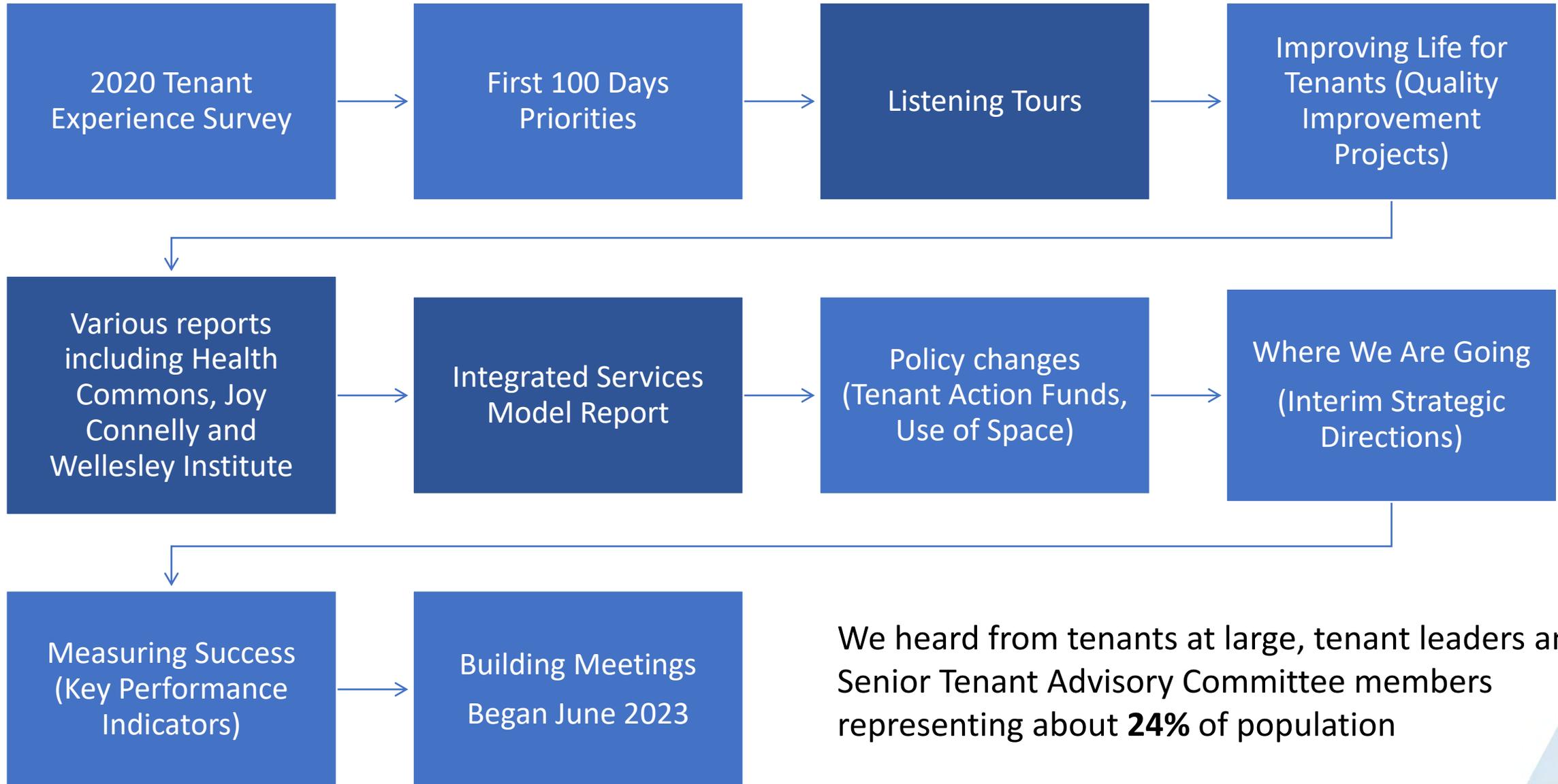
Toronto Seniors
Housing Corporation

BMG Barnes Management Group

03-23-073 – Tenant Engagement Model (English)
Please remove after June 14, 2023

We Have Been Listening to Tenant Voices

**Toronto Seniors
Housing Corporation**



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 not 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 be 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 quiet 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

1. RESEARCH APPROACH – What did we set out to learn?

-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?

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”

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

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

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

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

“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

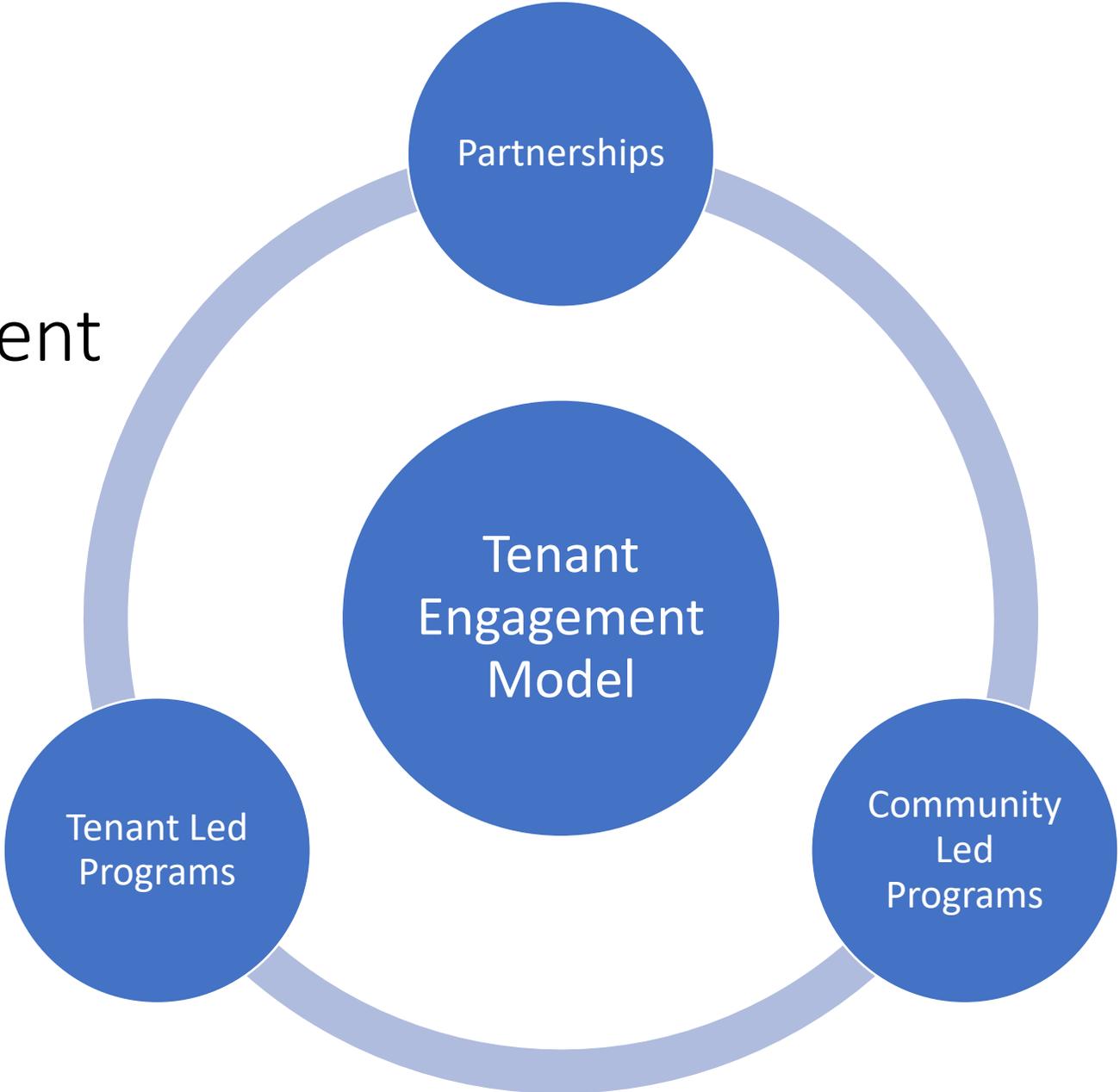
Tenant Suggestions

- 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

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

Current State

Tenant Engagement

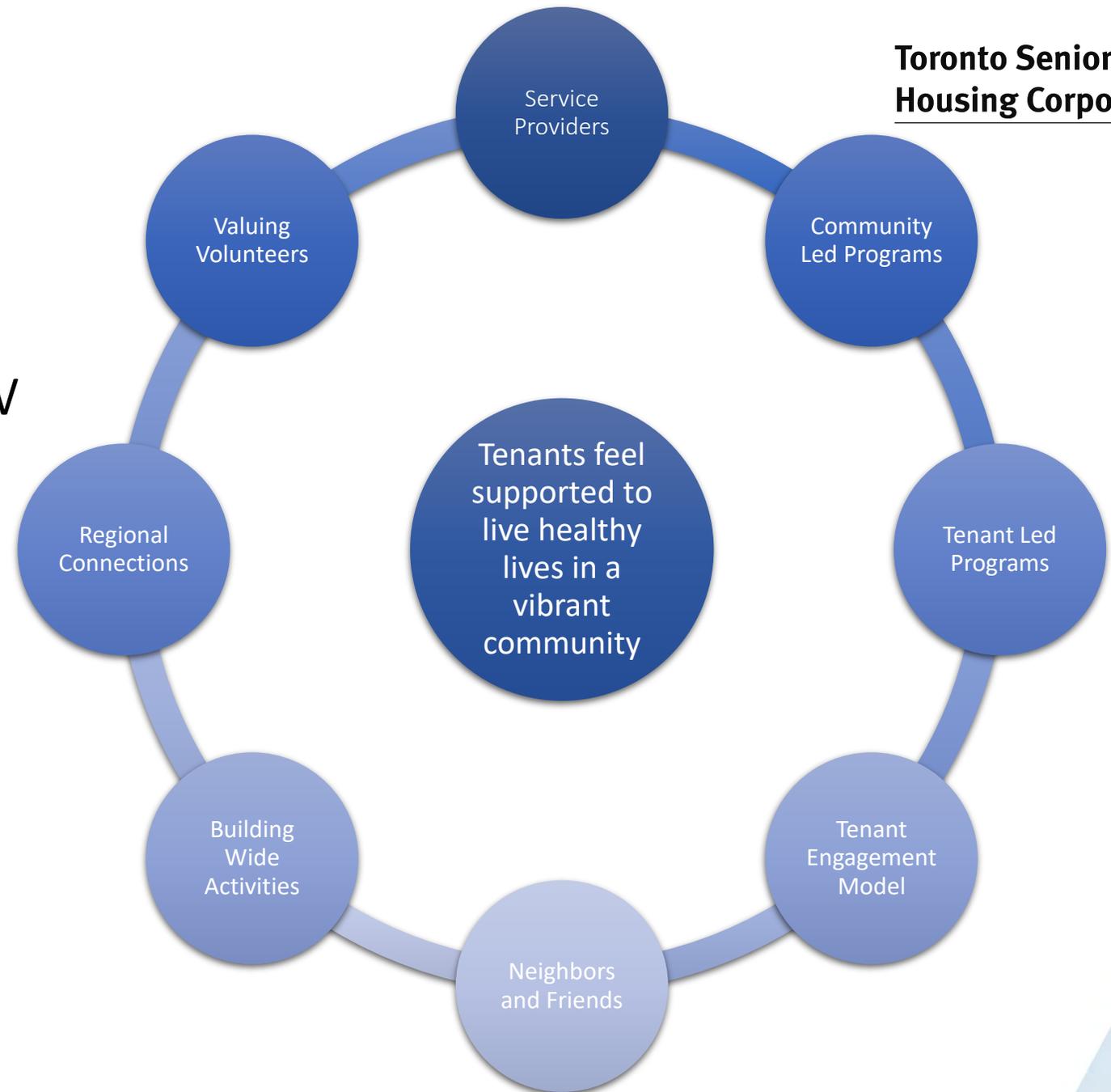


Possible Future State

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.



Wrap Up and Coming Soon

Including recommendation for Co-Sponsors



The Road Ahead

**Toronto Seniors
Housing Corporation**

STAC, Tenant Leaders and Working Group

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



Focus Group Tenants

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



Staff

- Invited to co-design sessions
- Updates in Staff Bulletin
- Support new approach
- Implement



Service Providers

- Invited to co-design sessions
- 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 (TSHC)

Board of Directors Meeting

Topic: TSHC Senior Tenants Experience Survey

Item #11(e)

August 3, 2023

Report: BD: August 3, 2023, #11e

To: Board of Directors

From: Grant Coffey, Director, Strategy and Business Management

Date: August 3, 2023

Purpose: For Information

RECOMMENDATION:

It is recommended that the Board of Directors receive this report for information.

REASONS FOR RECOMMENDATION:

This report was received for information at the Quality and Tenant Engagement Committee on July 17, 2023 and is being brought forward to the Board for information.

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) has been issued 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.

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 (TSHC)

Board of Directors Meeting

Topic: TSHC Interim Strategic Directions Key Performance Indicator Dashboard

Item #12

August 3, 2023

Report: BD: August 3, 2023, #12

To: Board of Directors (the Board)

From: Grant Coffey, Director, Strategy and Business Management

Date: August 3, 2023

Purpose: For Information

RECOMMENDATION:

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

REASONS FOR RECOMMENDATION:

In September 2022, the TSHC Board set direction to develop Interim Strategic Directions and actions for 12 to 18 months. Subsequently a process was undertaken and the Interim Strategic Directions (ISD), the list of expected outcomes linked to Strategic Initiatives and Actions and proposed metrics, and a roadmap were brought forward to the Board on April 27, 2023 where they were collectively approved. This included a comprehensive list of Key Performance Indicators. Following the approval of the ISD and the related indicators, a TSHC Interim Strategic Directions Key Performance Indicator (KPI) Dashboard prototype (the Dashboard) has been developed – see Attachment 1.

The Dashboard is a tool that consolidates critical data from multiple sources and provides a unified view of the organization's performance against the ISD. The Dashboard includes the most impactful metrics that align with the four Strategic Initiatives and two Enablers, and can be adjusted based on evolving business needs. The indicators on the dashboard represent a subset of the KPIs approved as part of the ISD. KPIs not reported in the dashboard will still be measured through the work plans and activities aligned in the ISD and the roadmap. The Dashboard prototype has been refined following consultations with different departments, data owners, and the TSHC leadership team, and will be further improved based on feedback of the Board.

The Dashboard is proposed to be updated quarterly and will enable TSHC to monitor progress of the implementation of the ISD, identify trends, and drive continuous improvement across the organization on key strategic initiatives. As the next steps, the Strategy and Policy Team will be working closely with the Communications Team to prepare a web version of the Dashboard on the TSHC website and develop a plan to introduce the Dashboard to various stakeholders. We are targeting to have the dashboard published by October 2023, prior to the next Board meeting.

Grant Coffey

Director, Strategy and Business Management

List of Attachments:

Attachment 1 – TSHC Interim Strategic Directions Key Performance Indicator Dashboard (Prototype) – Q1, 2023

Item #12

Attachment 1

**TSHC Interim Strategic Directions Key Performance Indicator
Dashboard (Prototype) – Q1, 2023**

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

Highlights:

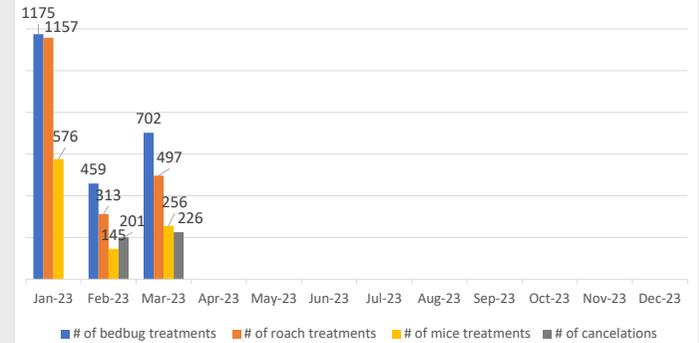
- **Work Orders:** a steady increase in the percentage of work orders completed within Service Standards, where staff achieved an impressive rate of 89% compliance and vendors achieved 30% compliance in March.
- **Pest Management:** 321 units were declared bedbug-free and 152 units were declared cockroach-free in March. Staff have assisted 18 residents in preparation for treatment and coordinated the preparation of 74 units with Toronto Public Health.
- **The housing occupancy rate** at the end of March stood at 98.31%, surpassing the target of 98%. The average unit turnover days were at 73 days, well below the sector average of 104 days.
- **Arrears:** While TSHC experienced a slight increase in arrears during Q1, 88% of the households remained in good financial standing and majority of households in arrears fell within the \$1 - \$2,000 range.

% of Maintenance Work Orders Completed within Service Standard

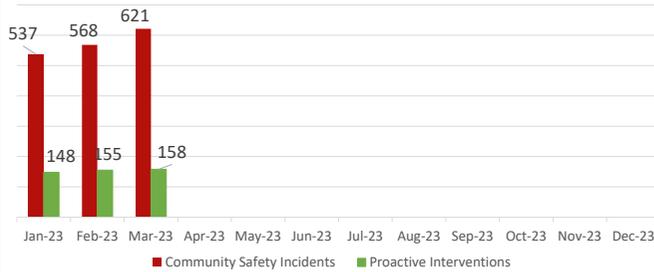


* The Service Standard for staff work orders is 2 days, while it is 5 days for vendor work orders.

Number of Pest Treatments

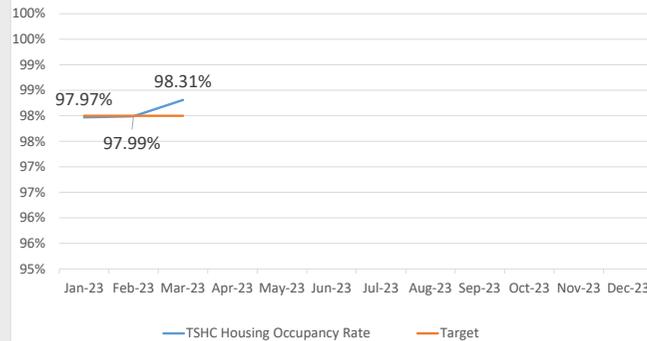


Community Safety

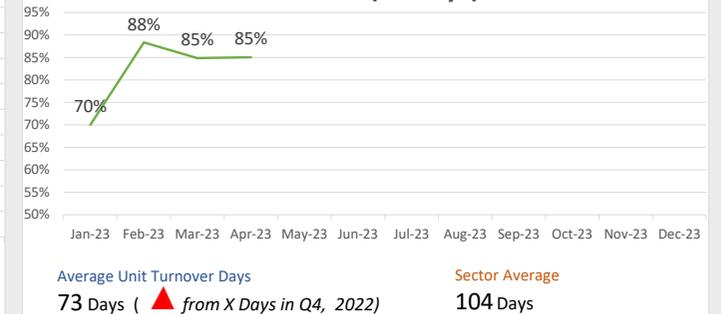


Community Safety Incidents include anti-social behaviours, arsons, CSU initiated arrests/charges, disputes, incidents affecting quality of life, other calls for service, serious violent incidents, and warrants.
Proactive Interventions include meetings and self-initiated patrols.

Housing Occupancy Rate



% of Units that Met the Unit Turn Over Standard (60 days)

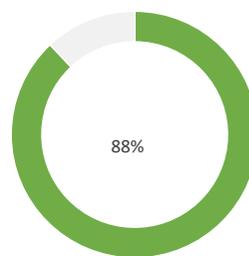


Monthly Rent and Parking Arrears



Rent Collection Rate: 99% (▲ from X% in Q4, 2022) | Sector Average: 95.9%

% of Households in Good Financial Standing



2 Evictions Enforced (X evictions in Q4, 2022)

Households in Arrears

Rent and Parking Balance Range	No. of Households with Arrears
\$1-\$2,000	1153
\$2,001-\$4,000	105
\$4,001-\$6,000	51
\$6,001-\$8,000	23
\$8,001-\$10,000	15
\$10,001 and above	33
Grand Total	1380

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

Highlights:

- As of Q1, Tenant Listening Tours have been held at 63 buildings with near 2,000 tenants in attendance and 55 interpreters provided. The CEO has also started Staff Connecting Tours early 2023.
- A total of 12 Quality Improvement Project meetings were held on the topics of Pest Management, Safety and Security, and Staff and Tenant Relations.
- The second edition of Seniors Speak since the launch of the new corporation was published in February 2023, featuring stories about tenant food markets, R-PATH and STAC updates and local discounts for seniors.

Tenant Action Fund Distribution

\$ Tenant Action Fund Distributed Year to Date:

\$20,915

\$ Tenant Action Fund Distributed in 2022:

\$61,250 (full year)

Average Time for Tenants to Receive Funding:

X weeks

Communications with Tenants:

1 issue of Seniors Speak and 1 issue of Community Letters

100% corporate posters translated into top 8 languages

Engagement Year to Date

Tenant Engagement Activities

- 19 Listening Tours
- 4 Senior Tenants Advisory Committee Meetings
- 3 Tenant Focus Groups/Consultations
- 12 Quality Improvement Project Meetings
- 919 tenants participated

Online Engagemnet

Website Traffic Users:

8,430

Total Audience:

1,082

Audience Growth:

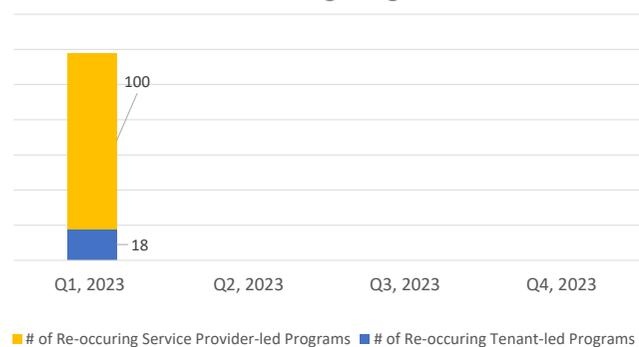
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Strategic Objective 3: Facilitate access to services and programs that tenants need and want

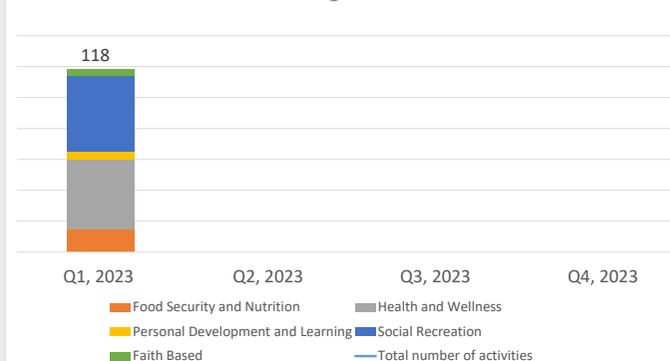
Highlights:

- A total of 118 reoccurring programs led by tenants and service providers are being offered across 46 buildings, covering a wide range of areas including social recreation, food security and health and well-being activities.
- TSHC is collaborating with tenants to develop tenant leadership and engagement opportunities while supporting tenant-led programs by providing funding, coordination support, and access to common areas.
- TSHC has recently established a partnership with Baycrest and allied service providers to offer onsite health and social supports in the Northeast and Northwest regions.

Re-occurring Programs



Building Activities



Strategic Objective 4: Promote innovation

innovations implemented across the organization

Enabler: Be an Employer of Choice

Training Opportunities Offered and Participation Rate:

X% of staff have received Confronting Anti-Black Racism training

Staff Engagement in this quarter:

1 Staff Town Hall held with 100+ staff in attendance

6 Staff Bulletins distributed to staff

Enabler: Organizational Excellence and be an Employer of Choice

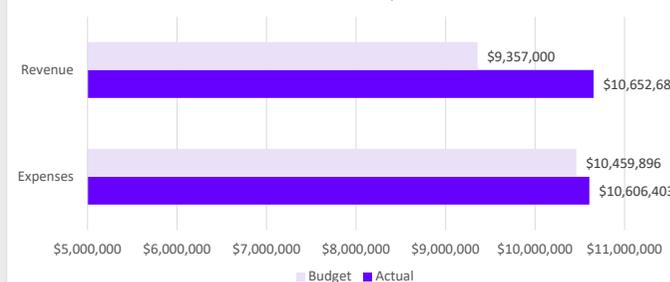
Staff Vacancy Rate and Turnover Rate



Note: The staff vacancy rate and turnover rate will start to be tracked from Q3, 2023.

Statement of Operations

As of March 31, 2023



Toronto Seniors Housing Corporation

Board of Directors

Topic: Quality Improvement Projects Final Report

Item #13

August 3, 2023

Report: BD: August 3, 2023, #13

To: Board of Directors

From: Grant Coffey, Director, Strategy and Business Management

Date: August 3, 2023

Purpose: For Information

Recommendation:

It is recommended that the Board of Directors receive this report for information purposes.

Reason for Recommendation:

This report was received for information at the Quality and Tenant Engagement Committee on July 17, 2023 and is being brought forward to the Board for information.

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.

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.

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
 - Inform tenants as soon as threats in buildings have been resolved
- Community building e.g.,
 - Ensure that community spaces are open and appealing

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

Staff and Tenant Relations recommendations fall into 4 categories

- Relationship building e.g.,
 - Define what is meant by “seniors lens/focus” and develop training including bringing in outside experts on issues facing seniors
 - Improve communication safe channels for tenants to express concerns about interactions with staff
 - Develop outreach programs to encourage tenants to take part in programs and regularly scheduled “meet and greets”
 - Minimize turnover of SSCs in buildings
 - Stay connected with tenants by allocating staff time to tenant activities, checking after service provided if needs have been met
 - 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
- 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

Grant Coffey

Director, Strategy and Business Management

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 #13

Attachment 1

Final Recommendations

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

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	<ul style="list-style-type: none">• Work with TCHC to utilize existing capabilities of the Yardi software currently used by TCHC/TSHC to support:<ul style="list-style-type: none">• 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 <p><i>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</i></p>

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.	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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
<p>2.1 Create education and training program for staff to fulfill their roles</p> <p>2.2 Use prevention tools effectively (e.g., caulking, proper seals, door sweeps, closing of garbage room doors)</p> <p>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</p> <p>2.4 Expand annual unit inspections to</p>	<p>One of Ryan's first projects is to work on a staff training tool - has been successful in engaging with regional staff</p> <p>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.</p> <p>Simon educates staff on what exclusion work can be done for move-in</p> <p>Supers/staff will need to be trained for this – estimate will add 15 mins to inspection, privacy m/b considered</p>	<ul style="list-style-type: none"> • Expand existing activities into a formal education and training program. Elements should include: <ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • 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 difference in preventing spread	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • 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 on their own)	<p>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.</p> <p>Graphics and pictures may help convey messages for tenants whose first language is not English</p>	<ul style="list-style-type: none"> • 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

4. Tenant Support and Participation (2)

Prioritized Actions	Comments from Previous Meetings	Recommendation/To Do
<p>4.3 Inspection pre-check for tenants with known preparation challenges</p>	<p>A post move-in check after the first three months is being considered as part of revised leasing process</p>	<ul style="list-style-type: none"> • Implement as planned • Flag unit for intervention if analytics indicate multiple instances of unit not ready for treatment
<p>4.4 Encourage tenants to initiate treatments immediately, through the call center or through computers provided in the common rooms</p>	<p>For documentation purposes, it would be preferable 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</p>	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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
<p>1.6 Access to Lobby channel by tenants. Needs intervention by Rogers or Bell</p>	<p>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</p>	<p>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.</p>
<p>1.7 Increased staff presence in high-risk buildings (after hours and weekends)</p>	<p>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</p>	<p>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</p> <p>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</p>

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	<p>EMS and Fire both respond to same 911 calls so EMS will have access if firebox has fobs (1.9 above).</p> <p>Check whether 1.9 and/or 1.10 will be addressed by project currently underway to improve access for all emergency services.</p>

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 operational 7/24	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	<p>Items stored on balconies can be a fire hazard. Tenants raise the issue to site staff but nothing is done.</p> <p>The problem is akin to and as difficult to address as hoarding . For repeated non-compliance, a standard process is followed, but with the only remedy being legal action, it takes time</p>	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 with the info on the back
2.2 Ensure signage for oxygen presence in units is consistent with fire regulations	It was suggested that fire marshal 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 may 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 available about lockouts 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 programming 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

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
<p>4.1 Data delivery to TSHC to be more granular (response time, patrols, incidents). Provides critical information for tenancy management and integrated team meetings</p>	<p>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</p>	<p>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</p> <p>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.</p>

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 3 rd 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 process is 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	<p>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</p> <p>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</p>

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 can 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
<p>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</p>	<p>Important to explain the steps as tenants need the feedback</p>	<p>Ensure staff training emphasizes important of explanations when fulfilment of requests is complex and/or dependent on staff besides the initial contact</p>
<p>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</p>	<p>TSHC considering tenant guides or resource binders for conveying this kind of information</p>	<p>Include in orientation material recommended in 3.1. Card could be two-side for maximum information and be plasticized for retention</p>

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
<p>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</p>	<p>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</p> <p>For example, front line staff may not know why water is still running at 3pm when a shutoff was announced for 1-4pm</p>	<p>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</p>
<p>2.9 Consider protocol for when requests can't be met, .e.g., a timely response, with reasons and suggested alternatives if possible</p>	<p>Discussion was limited and did not suggest any specific recommendations</p>	<p>Include with recommendation 2.10</p>

2. Interactions (5)

Possible Actions Identified to Date	Comments	Recommendation/To Do
<p>2.10 When questions or requests cannot be satisfied immediately, provide</p> <ul style="list-style-type: none"> 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 	<p>General agreement that there should be explanations when requests are difficult or complicated to fulfil, or cannot be met at all</p>	<p>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)</p>
<p>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.</p>	<p>There was no discussion on this item</p>	<p>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</p>

3. Information and Communications

Possible Actions Identified to Date	Comments	Recommendation/To Do
<p>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</p> <p>3.2 At move-in, walk each new tenant through the deck to confirm understanding.</p> <p>3.3 Show tenants where and how to access all detailed TSHC information and provide hard copy if they are not computer literate</p> <p>3.4 Follow up within a week to assess their understanding of the material and whether they need further assistance understanding and accessing it</p>	<p>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</p> <p>Include on TSHC website and as content when a mobile app is created</p> <p>Pages should be plasticized for retention consideration</p> <p>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</p> <p>Emphasize to Tenant Engagement the importance of ambassador role for welcome, walkthrough and follow-up</p>	<p>Implement 3.1 – through 3.4</p> <p>Organize TSHC 101 as a slide deck with the following sections at a minimum:</p> <ul style="list-style-type: none"> • 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 <p>Update content at least annually</p>

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
<p>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.</p>	<p>The point has been raised in this QIP and others that posted information is often out of date, often by weeks or months</p> <p>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.</p>	<p>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).</p>
<p>3.9 Whiteboard outside superintendent’s office are updated with daily events</p>	<p></p>	<p>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</p>

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 #13

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

Strengths

- 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 difference 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”

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 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)

- 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 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
 - **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
- **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
- **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
 - 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 #13

Attachment 3

Facilitator's Report



Toronto Seniors Housing Corporation
Quality Improvement Projects
Facilitator's Report

Final June 14, 2023

Western Management Consultants of Ontario

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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 on¹ 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 managers, 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 facilitator⁵ 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:
 - What worked well in terms of format, preparation, content, facilitation, timing, logistics?
 - What areas could have been improved and how?
 - What did you learn from the exercise?
 - If you knew then what you know now, would you still participate?
 - 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Discussion of tenant experiences at the following times <ul style="list-style-type: none"> ○ Move-in ○ Daily living ○ Initiation (requesting treatment for pests) ○ Preparation for treatment ○ Treatment ○ Follow-up

Pest Management	Date	Topics/Discussion
Staff Experience Session	Dec 20 2022	<ul style="list-style-type: none"> • Staff experience with, and perceptions about tenant experiences with, pest management under the same categories as for tenants
Meeting #2	Jan 9 2023	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Rated possible actions (from previous meeting) on currency (whether being carried out now), impact and cost, in the following categories: <ul style="list-style-type: none"> ○ Inspections, monitoring and recordkeeping ○ Pest exclusion and structural repair ○ Sanitation ○ Pest treatments ○ 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	<ul style="list-style-type: none"> • Reviewed for discussion, confirmation and revision as required:

Pest Management	Date	Topics/Discussion
		<ul style="list-style-type: none"> ○ 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
Meeting #5	April 3 2023	<ul style="list-style-type: none"> ● 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	<ul style="list-style-type: none"> ● 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
		<ul style="list-style-type: none"> • Brief walkthrough of background information to orient the team to the some of the topics for subsequent meetings
Meeting #2	Jan 16 2023	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Discussed views on safety and security as it relates to tenants and staff
Meeting #3 (2 sessions)	Feb 13, Feb 27 2023	<ul style="list-style-type: none"> • Rated possible actions (developed from previous meeting's discussion) on currency (whether being carried out now) and impact under the following categories: <ul style="list-style-type: none"> ○ Buildings and Physical Spaces ○ Community Programming ○ Community Safety Unit

Safety and Security	Date	Topics/Discussion
Meeting #4	March 13, 2023	<ul style="list-style-type: none"> • Reviewed for discussion, confirmation and revision as required: <ul style="list-style-type: none"> ○ 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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
		<ul style="list-style-type: none"> • 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	<p>Facilitated session for staff to share perspectives on tenant relations. Topics included:</p> <ul style="list-style-type: none"> • 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	<p>Facilitated session for tenants to share perspectives on relations with staff. Topics included</p> <ul style="list-style-type: none"> • 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
		<ul style="list-style-type: none"> • Staff roles and responsibilities, especially the Seniors Services Coordinator • Tenant representation, leadership and engagement • Communication and Information, bulletin boards
Meeting #2	Feb 22 2023	<p>Discussion of staff-tenant relations under the following topics:</p> <ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Reviewed Possible Actions Identified to Date, considering if there should be additions, in the following categories <ul style="list-style-type: none"> ○ Relationship Building ○ Interactions ○ Information and Communication • Rate the actions according to whether currently carried out and impact
Meeting #4	April 19 2023	<ul style="list-style-type: none"> • Continued the review and rating work started in Meeting #3
Meeting #5	May 17 2023	<ul style="list-style-type: none"> • 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
		<ul style="list-style-type: none"> • Discussed lessons learned from the project • Closing remarks by Jim Meeks, Tenant Board Director and Corporate Co-sponsor