

Toronto Seniors Housing Corporation

Board of Directors Meeting

Meeting Date: October 17, 2024

Topic: Quality Improvement Projects (QIPs) Progress

Item Number: 22

Report Name: Quality Improvement Projects Report – One-year Results

To: Board of Directors

From: Grant Coffey, Director, Strategy and Business Management

Date of Report: October 4, 2024

Purpose: For Information

Recommendation:

This report provides the Board of Directors with a one-year progress update on Toronto Seniors Housing Corporation's (TSHC) Quality Improvement Projects (QIPs).

This report was reviewed by the Quality and Tenant Engagement Committee (QTEC) in its September 30, 2024 meeting. It is recommended that the Board of Directors receive this report for information.

Background:

The Board of Directors received the [Quality Improvement Projects Final Report](#) at the meeting on August 3, 2023. The Quality Improvement

Projects Final Report included a summary on the background of the three projects, overview and approach, recommendations developed, and lessons learned highlights.

The three Quality Improvement Projects included:

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

In the final report, a commitment was made to provide a one-year QIP results report to the Board, as well as a recommendation that QIP teams be brought back together to review the one-year report.

On September 12, 2024 TSHC brought Quality Improvement Project teams together, as well as members of the Senior Tenants Advisory Committee, to go over a summary one-year results report. The presentation was well received, and tenants and staff had an opportunity to discuss and ask questions about the QIPs.

Quality Improvement Projects Tracker:

The actions and recommendations from the Quality Improvement Projects were aligned to time limited activities from the Interim Strategic Directions (ISD) Roadmap (now referred to as Strategic Directions). A tracker was created to enable regular reporting and monitoring on the progress of the QIPs' actions (aligned to time limited activities). A 'time limited' activity generally has an end date, whereas 'ongoing' work includes work that is done on a continuous basis and may include day-to-day operations work.

Out of 100 actions in the [Final Report on the three Quality Improvement Projects](#), there are 31 actions aligned to time limited

activities, 58 actions categorized as ongoing, 9 actions that are not feasible, and 2 actions for future consideration. The statuses of all 100 Quality Improvement Projects actions can be viewed in Attachment 1 – TSHC Quality Improvement Projects (QIPs) Actions and Recommendations with One-year Report Update. To date, there have been four quarterly reports on the Quality Improvement Projects (including the Q2 2024 report), with 15 actions completed.

One Year Update:

This report provides highlights on the Quality Improvement Projects' actions that have been completed. For additional information on actions that are that are not being considered for implementation at this time refer to Attachment 1 – TSHC Quality Improvement Projects (QIPs) Actions and Recommendations with One-year Report Update. Some of the recommendations that are not feasible may be out of TSHC's ability to action due to external service providers, existing building structure, resourcing limitations and legislation or legal agreements.

It was noted, at the time of publishing the final report, that some actions and recommendations would continue as planned or current practice. These actions are labeled in Attachment 1 and included in the count for actions categorized as 'ongoing' work.

Highlights:

Pest Management

- Microsoft excel and HoMES have enabled enhanced tracking, reporting and compliance to make data driven decisions.

- At the end of 2023, TSHC added two additional Pest Technician staff, bringing the staff complement up to one Technician per region. As a result, TSHC was able to start in-house audits in Q1 2024, technicians are each able to perform two quality inspections per month.
- An approach to reduce refusals for entry into units requiring pest treatment was piloted, and has increased staff and vendor entrance into units that require treatment.
- The Operations and Communications teams have worked together to update the Notice of Entry and unit preparation sheet, for pest treatment, to make these notices easier to understand. The Notice of Entry is now available in 13 languages.
- A building cleanout pilot project was launched. Progress on the pilot is currently on hold until the new pest control vendor is onboarded.
- Annual Unit Inspections (AUIs) now include inspections for pests.

Safety and Security

- The Community Safety Unit (CSU) plays an important role in addressing safety concerns in TSHC communities. When there is an increase of safety and security incidents and concerns in an area, Community Safety Advisors (CSAs) with CSU, CSU officers and third-party security staff may make recommendations for these areas to be patrolled.
- At the end of 2023 an additional Community Safety Advisor was added. There is now a total of two Community Safety Advisors supporting TSHC communities, and they are able to make recommendations for proactive patrols.

- With two Community Safety Advisors to support TSHC, we anticipate safety audits to be completed on 26 percent of buildings managed by TSHC in 2024.
- At the end of May 2024, limited building staff's ability to review security camera video footage was reinstated.

Staff and Tenant Relations

- In 2023, TSHC introduced building Town Halls in direct response to tenants wanting to learn more about who they go to for information and support, and also provide an opportunity for tenants to share ideas with regional and operational leadership and staff.
- Tenant Complaints Process has been updated: A tenant can make a complaint if they remain unclear about the status or outcome of a service request or if the Tenant Support Centre has not responded within 48 hours of a tenant contacting them.
- TSHC has made communications more accessible for tenants so that notifications provided are timely and up-to-date, and TSHC continues to look for ways to evolve channels of communication to facilitate tenant access.

Tenant leadership and engagement

During the 2023 Quality Improvement Project team meetings the importance of having tenant leaders was frequently emphasized. As a result there were some QIP recommendations that were referred to Tenant Engagement.

- In 2023 TSHC collaborated with tenants to develop a new approach to working with tenants named Community Connect+.

- In 2024, TSHC introduced the new Community Activities Fund Policy which provides financial resources to fund projects and initiatives in tenant communities.
- TSHC has been able to increase our capacity to engage tenants with the establishment of our Community Programs and Partnerships team. Each region has a Community Services Coordinator (CSC) whose focus is on community engagement and program development.

Future reporting and next steps

TSHC provided a Q2 update in the report for the September 30, 2024 Quality and Tenant Engagement Committee meeting. The next and final report on these quality improvement projects will be delivered in the new year and will include updates on activities completed during Q3 and Q4 2024. It is anticipated that there will be three remaining QIP actions to be reported beyond 2024, assuming that the actions targeted for completion in 2024 remain on track. The three actions that are to be completed beyond 2024 will be included in future progress reporting for the Strategic Directions, as the QIP actions are aligned to time limited activities from the Strategic Directions Roadmap:

- Consider feasibility of appointment system (target Q2 2025)
- Evolve channels of communication such as mobile app and electronic bulletin boards (target Q4 2025)
- Develop business case for in-house pest management capability (target 2025+)

As planned in the Strategic Directions, TSHC will review and adapt the QIP approach for a new Quality Improvement Project later this year. In

2025, TSHC will identify, still to be determined, a future Quality Improvement Project.

Grant Coffey

Director, Strategy and Business Management

List of Attachments:

1. Attachment 1 – TSHC Quality Improvement Projects (QIPs) Actions and Recommendations with One-year Report Update
2. Attachment 2 – Quality Improvement Projects One-year progress update - Presentation

Attachment 1 - TSHC Quality Improvement Project (QIP) Actions and Recommendations with One-year Report Update

QIP Number	Actions	Recommendation/To Do	One-year Report Update
1.1.1	1.1 Implement a comprehensive Integrated Pest Management (IPM) Database and Analytics Tool	<ul style="list-style-type: none"> •Work with TCHC to utilize existing capabilities of the Yardi software currently used by TCHC/TSHC to support: •Automated data capture from treatment requests, unit inspections, vendor reports and tenant feedback (see Tenant slide for last point) •Automated notification to vendors of missing unit reports and compliance tracking •A dashboard tool, updatable daily from database; functions to include filtering, drill-down, aggregation <p>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</p>	Complete. Update included in Q3 2023 report for December 8, 2023 Board of Directors meeting.
1.1.2	1.2 Enhanced, detailed reports from vendors after treatments to enable analytics	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.	‘ongoing’ Detailed reporting requirements were included in the Request for Proposal (RFP) for pest, led by Toronto Community Housing Corporation with involvement from TSHC. A contract has been awarded to the new pest control vendor.
1.1.3	1.3 Review number of treatments by building to identify high risk buildings	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	Complete. Update included in Q3 2023 report for December 8, 2023 Board of Directors meeting.
1.2.1	2.1 Create education and training program for staff to fulfill their roles	<ul style="list-style-type: none"> •Expand existing activities into a formal education and training program. Elements should include: •Content customized to staff roles 	‘ongoing’ EHU Supervisor meets monthly with building staff and at Integrated Team Meetings to provide Integrated Pest Management education.
1.2.2	2.2 Use prevention tools effectively (e.g., caulking, proper seals, door sweeps, closing of garbage room doors)	<ul style="list-style-type: none"> •Orientation for all new staff on IPM basics •Hands-on demonstrations by IPM staff (build on existing as needed) 	‘ongoing’ TSHC uses prevention tools like sealing access points of entry for pests, caulking and door sweeps as part of current practice.

QIP Number	Actions	Recommendation/To Do	One-year Report Update
1.2.3	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	<ul style="list-style-type: none"> •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	‘ongoing’ TSHC has a comprehensive strategy for move-ins. Staff are educated on the types of work that can be done to a unit to get a unit ready for move-in. Before new tenants move into a unit the unit is cleaned, repaired, and inspected. It is also sprayed for pests if needed.
1.2.4	2.4 Expand annual unit inspections to include inspection for pests		Complete. Update included in Q4 2023 report for February 5, 2024 Quality and Tenant Engagement Committee meeting.
1.2.5	2.5 Proactive prevention strategy to include regular monitoring and treatments	Use Analytics to identify need for preventive inspections	‘ongoing’ The Environmental Health Unit continuously monitors and evaluates current pest management practices to ensure they are working appropriately, and they support tenants in unit preparation before and after treatment. An administrative staff person was hired in April 2024 and is assisting with monitoring treatment effectiveness.
1.2.6	2.6 Reduced refusal of entry	<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. 	Complete. Update included in Q1 2024 report for May 29, 2024 Quality and Tenant Engagement Committee meeting.
1.2.7	2.7 More frequent cleaning and inspections of common areas	<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 	Complete. Update included in Q1 2024 report for May 29, 2024 Quality and Tenant Engagement Committee meeting.
1.2.8	2.8 Reduce spread by tenants visiting other units that are infested and bringing them home	Continue current practice	Continue current practice
1.2.9	2.9 Develop comprehensive approach to reducing hoarding, including seeking support from public health, other agencies and families	Continue current approach	Continue current approach

QIP Number	Actions	Recommendation/To Do	One-year Report Update
1.2.10	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	Continue with current practice for these spaces	Continue current practice
1.3.1	3.1 Block treatment–inspect, treat neighbouring units when infestation reported	<ul style="list-style-type: none"> •Continue current practice. •Automatically flag neighbour units for inspection/ treatment whenever high infection/ repeater units are identified 	Continue current practice
1.3.2	3.2 Monitor treatment effectiveness through repeat treatments, reinfestations	<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 	‘ongoing’ TSHC’s Environmental Health Unit (EHU) Technicians conduct vendor compliance, assist staff with heavily infested units, and coordinate with Toronto Public Health. The EHU continuously monitors and evaluates current pest management practices to ensure they are working appropriately. An administrative staff person was hired in April 2024 and is assisting with monitoring treatment effectiveness.
1.3.3	3.3 Enhanced monitoring (spot checks, tenant report-back) and enforcement of vendor performance (sufficiently equipped, timely remediation of poor work, competence of staff)	<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 	‘ongoing’ - see update for QIP 1.3.2
1.3.4	3.4 Ensure Tenant Access to Driers for Bedbug Treatment	Signs advising to clean filters before use - maximize efficiency, reduce cost	‘ongoing’ Signage is posted in laundry rooms that encourages tenants to clean the lint filters of machines before use.
1.4.1	4.1 Support for neighbours of hoarders	Continue current practice	Continue current practice

QIP Number	Actions	Recommendation/To Do	One-year Report Update
1.4.2	4.2 Provide an orientation package (lease obligations re: unit cleanliness, staff vs. tenant responsibilities, information leaflet, checklist, pictures/ flashcards with icons of what could occur/ what to look for, what to do right away if spotted, what tenants can do own their own)	<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 	New Welcome Package targeted for completion in Q3 2024. Additionally, EHU Supervisor has started to attend townhall meetings to speak to tenants about pest management.
1.4.3	4.3 Inspection pre-check for tenants with known preparation challenges	<ul style="list-style-type: none"> •Implement as planned •Flag unit for intervention if analytics indicate multiple instances of unit not ready for treatment 	‘ongoing’ Where analytics indicate multiple instances of a unit not being ready for treatment, TSHC’s Environmental Health Unit staff support tenants with known unit preparation challenges before and after pest treatment.
1.4.4	4.4 Encourage tenants to initiate treatments immediately, through the call center or through computers provided in the common rooms	<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”). 	‘ongoing’ The welcome guide for tenants, tenant lease, and building posters, direct tenants to connect with staff about pest control. The Tenant Support Centre is also promoted as a channel to report pests. Additionally, TSHC staff encouraged and reminded tenants to report current and future pest problems during the town hall meetings in 2023.
1.4.5	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	<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 	‘ongoing’ Seniors Services Coordinators often work with family members, community partners, and first responders to put supports and services around a tenant to help them continue to live safely and independently. Also see update for QIP 1.4.3.
1.5.1	5.1 In-house pest control capability	<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 	Aligned to Strategic Direction time-limited activity: Develop business case for in-house pest management capability (target 2025+)

QIP Number	Actions	Recommendation/To Do	One-year Report Update
1.5.2	5.2 Pilot Projects	<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 	Complete. Update included in Q4 2023 report for February 5, 2024 Quality and Tenant Engagement Committee meeting.
2.1.1	1.1 Tenant participation in Community Safety Audits	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.	‘ongoing’ Community Safety Advisors (CSAs) invite tenants to participate in safety audits in their building through posters. During the audit the CSA speaks to site staff and tenant participants to listen to their concerns and walks through the building floor by floor. TSHC is working with the Community Safety Unit to increase tenant engagement in safety audits.
2.1.2	1.2 Tenants receive timely notice of repairs initiated by work orders and periodic updates where capital projects are required	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	‘ongoing’ Toronto Community Housing Corporation (TCHC) Facilities Management works with TSHC to post notices and communicate upcoming work to tenants and staff, 60 days in advance.
2.1.3	1.3 Renovate lobbies to create more welcoming environment, 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	‘ongoing’ TSHC staff have the opportunity to provide feedback to TCHC on the capital plan.
2.1.4	1.4 Shutdown of elevators, water etc. conveyed in a timely manner	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	Complete. Update included in Q3 2023 report for December 8, 2023 Board of Directors meeting.
2.1.5	1.5 Ensure mobility, access and physical safety not impaired by delays in maintenance and minor repairs, poor lighting	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	Continue standard practice

QIP Number	Actions	Recommendation/To Do	One-year Report Update
2.1.6	1.6 Access to Lobby channel by tenants. Needs intervention by Rogers or Bell	CSA 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.	Not feasible Rogers and Bell do not have plans to offer this service in the future, and TSHC has no control over how cable companies deliver their services. TSHC has followed up with TCHC who have thoroughly investigated the possibility of providing an in-house lobby watch system and found that an alternative is not feasible as it would require significant financial investment and physical resources to install the necessary hardware, as well as also presenting privacy and security risks.
2.1.7	1.7 Increased staff presence in high-risk buildings (after hours and weekends)	Collaborate with Pest Management and Tenant and Staff QIPs on measures to encourage tenant reporting of all incidents so that deployment of directed patrols can be justified when antisocial behaviour escalates. Consider pilots for high-risk buildings taking a multi-faceted approach, combining increased security with strategies for addressing mental health and addiction issues, possibly in partnership with agencies.	Targeted for completion in Q4 2024
2.1.8	1.8 Timely cleanup after violent incidents	Manager will check protocol for returning site to normal and whether acceleration is possible. However cleaning may be delayed pending police release of location.	'ongoing' TSHC works with a vendor to return the site to normal as soon as possible.
2.1.9	1.9 Ensure that building fobs are returned to the firebox when Fire department leaves the building after a call	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	'ongoing' TSHC has a legislative requirement to ensure the contents of the fire safety plan boxes remain present and accessible to Toronto Fire Services in the event of an emergency. As part of TSHC's policy, staff are responsible for checking the contents of the fire safety plan boxes daily and recording the results in a Fire Log Book.
2.1.10	1.10 Ensure EMS access to firebox (to get fobs)	EMS and Fire both respond to same 911 calls so EMS will have access if firebox has fobs (1.9 above). Check whether 1.9 and/or 1.10 will be addressed by project currently underway to improve access for all emergency services.	Toronto Fire Services staff are able to access the designated box to get building fobs.

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2.1.11	1.11 Install automatic doors in all garbage chute rooms	Staff 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	Not feasible In existing buildings where modification is not practical because of structural and/or building service constraints pose barriers to accessibility for a tenant they may be eligible to transfer to another unit that meets their needs.
2.1.12	1.12 Keep community rooms open 7/24 so tenants can use for socialization or cooling during heat waves	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	'ongoing' TSHC is in the process of installing fobs for all community rooms and kitchens (most community rooms previously had key access). With fob access tenants will be able to stay in community rooms past the time that fob entry allows if they are already in the community room. The Community Safety Unit periodically conducts fob audits for buildings to ensure only authorized individuals have access. TSHC follows the Apartment Buildings Bylaw and has hot weather plans to protect tenants from heat-related illness.
2.1.13	1.13 Limit use of kitchens in community rooms to events	As most kitchens are lockable, investigate magnitude of this issue – take inventory to determine which are not lockable and look for solutions	Not feasible TSHC is in the process of installing fobs for all community rooms and kitchens (most community rooms previously had key access).
2.1.14	1.14 Tenants seek assurance that cameras in buildings are operational 7/24	TCHC cameras do not have indicator lights. Superintendents have access to the live feeds and log in daily to check camera operation	'ongoing' Superintendents have had their access to security camera footage restored and are checking cameras every day, as part of their daily site walk, to ensure cameras are operational.
2.1.15	1.15 Prohibit storage of clutter on balconies	Continue annual inspections that result in orders to remove clutter where identified and respond to reports when clutter is sited.	Complete. Update included in Q4 2023 report for February 5, 2024 Quality and Tenant Engagement Committee meeting. 2024 Annual Unit Inspections, including pests and balcony clutter targeted for completion in Q4 2024
2.1.16	1.16 Ensure all buildings are immediately accessible for fire response	Fire dept inspects regularly for obstacles to access and issues compliance notices for action by TCHC, data available to check for compliance	'ongoing' Superintendents are responsible for a site walk around the building every day they are on site to check that these areas are clear. The fire department also does regular inspections to check that they have access to buildings. If they find any issues they send a notice directly to TCHC, and TCHC lets TSHC know when there is an issue to correct.

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2.2.1	2.1 Security staff should be in unit when tenant is present and vendor staff are working there	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	There are not enough security staff to provide the service suggested through the QIP recommendation, and it would be too expensive to get additional security staff for this purpose. All vendor staff are bonded and secured and tenants are able to check for identification. During planning of capital projects, TSHC and TCHC Facilities Management remind vendors about the importance of locking units when they leave. Future consideration will be given to developing a notice for contractors or superintendents to leave after working in tenants' units identifying who was in the unit and what work was completed.
2.2.2	2.2 Ensure signage for oxygen presence in units is consistent with fire regulations	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.	TSHC will inform tenants they can post this signage as part of the New Welcome Package and orientation (targeted for completion in Q3 2024)
2.2.3	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	Advise at leasing that additional fobs and unit keys can be purchased. Also, CSU prioritizes lockouts after hours. See if data is about lockouts is available that might support changes in practice	New Welcome Package provides information about purchasing additional keys (targeted for completion in Q3 2024)
2.2.4	2.4 Eliminate access to buildings by non-tenants using TCHC public parking	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.	'ongoing' Non-tenants are not able to enter TSHC buildings from parking lots without a fob.
2.2.5	2.5 Inform tenants as soon as threats posed by the actions of a person not in control have been addressed	Current practice is to inform tenants through a community or building meeting. Manager to investigate options for disclosure as soon as crisis is over	'ongoing' Building staff collaborate with the Community Safety Unit to provide information to tenants on how they can take safety precautions and how to report on incidents. Tenant privacy requirements must be considered, and tenant specific information cannot be disclosed without consent.

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2.2.6	2.6 Medical transfers should be expedited	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	Accessibility/Accommodation transfer requests are already prioritized as they are subject to the requirements of the Ontario Human Rights Code. They are handled on a case-by-case basis in compliance with the Ontario Human Rights Code and TSHC's policies. For households that have been approved for a transfer, units will be allocated based on order of approval, suitability, and availability.
2.2.7	2.7 Access to superintendents to security camera footage should be restored.	TSHC Supervisors and Managers will soon have access, which will enable them to investigate incidents in their buildings in a timely manner	'ongoing' - see update for QIP 2.1.14
2.2.8	2.8 Take measures to reduce likelihood of illegal activity by tenants	TSHC cannot screen out tenants based on background. Tenants involved in illegal activities can be dealt with through tenancy management	Not feasible If tenants need assistance reporting an incident, they can contact their Seniors Services Coordinator. Tenants may contact the Tenant Support if they are not sure how to reach their Seniors Services Coordinator. Tenants may also contact the Community Safety Unit at 416-921-2323 to report noise disturbances, loitering, or trespassing. Tenants should always call 911 in emergency situations.
2.2.9	2.9 Provide guidance for tenants who are reluctant to admit strangers to the lobby on how to handle the situation	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	Information regarding what to do when a stranger tailgates tenants into the building will be in the next issue of Seniors Speak (target Q4 2024)
2.3.1	3.1 Monthly calendar with events is posted and updated	Management to confirm that this is being addressed	'ongoing' Calendars are published with recurring partner programs. Programs do not change often and so calendars are updated by TSHC only when changes are required. TSHC also has a bulletin board process to ensure posters are up-to-date and consistent across buildings.

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2.3.2	3.2 Tenant led programming, including meet and greets, is encouraged	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	‘ongoing’ We were able to increase our capacity to engage tenants in 2023 with the establishment of our Community Programs and Partnerships team that includes one Community Services Coordinator (CSC) per region to focus on community engagement and program development (full staff compliment achieved by June 2023). TSHC’s communications team has also helped promote tenant participation in events and programs for tenants on our social media.
2.3.3	3.3 Community spaces are open and pleasing in appearance	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	‘ongoing’ Building staff can affect repairs/replacements for items not requiring capital projects.
2.3.4	3.4 Programs contribute to a sense of community	Include in scope of recommendation for 3.2	‘ongoing’ At the end of 2023, we confirmed Community Connect+ as our new approach to strengthen community connections as its top priority. Through Community Connect+ we plan to foster new tenant volunteer relationships and increase skills to support tenant circles locally.
2.3.5	3.5 Interactions with CSU dispatch are caring so tenants feel they are being responded to	Ensure CSU dispatch staff take relevant training from the program recommended in 3.6 below	‘ongoing’ CSU has made TSHC seniors specific training (available on TSHC’s learning portal) mandatory for CSU staff.
2.3.6	3.6 Seniors' lens training for CSU staff	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	‘ongoing’ - also see update for QIP 2.3.5 Offered training with a seniors focus including: Mental Health First Aid for Seniors, Understanding Dementia, Non-Violent Crisis Intervention and Accessibility for Ontarians with Disabilities training. Identified partnerships for future training with the VHA, Toronto Hoarding Support Program, NORC Innovation Centre Training for Aging in the Community and the Regional Geriatric Program of Toronto and St. Michael’s Hospital Regional team.

QIP Number	Actions	Recommendation/To Do	One-year Report Update
2.3.7	3.7 CSU Dispatch equipped with resource number to direct seniors to other services e.g., 311 or 211	Training delivered as part of recommendation 3.6 to include contact information relevant to seniors and how to assist if they encounter difficulties	‘ongoing’ CSU dispatchers cannot handle calls not related to security; transfer calls to other departments; share personal information; or resolve parking infractions. For other inquiries tenants should call TSHC staff or the Tenant Support Centre. At Community Safety Meetings flyers are circulated to tenants as a resource directing them to call different agencies for varying reasons, including but not limited to 911, CSU, CSA and Crime stoppers. Also see update for QIP 2.3.5.
2.3.8	3.8 Education for tenants on current trends and scams that target seniors	CSU to consider resumption of the educational “travelling road CSU shows” that were suspended due to Covid. CSA 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	‘ongoing’ Community Safety Advisors (CSAs) hold safety meetings in buildings as needed. CSAs also attend TSHC Town Hall meetings where there have been safety concerns. The CSAs present to tenants on the Community Safety Unit and safety tips, including educating tenants on current trends and scams that target seniors e.g. double entry, unit takeovers, etc. Communication Team provides posters in buildings to raise awareness.
2.3.9	3.9 Mental health support program	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	Targeted for completion in Q3 2024 Understanding Dementia and Mental Health Training for all staff. Non-Violent Crisis Intervention Training offered to Regional Managers, Superintendents and Seniors Services Coordinators. Mental Health First Aid for Seniors training offered to SSCs and CSCs.
2.3.10	3.10 Tenant clarity on legitimate chargeback requests	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	‘ongoing’ Seniors Services Coordinators review tenant and landlord responsibilities with new tenant(s) at their lease signing. During the move-in inspection, the building Superintendent explains what chargebacks are to new tenants.
2.3.11	3.11 Tenants and staff are aware of and understand TSHC’s commitment to a healthy and safe workplace	Included in recommendation for 3.10 above	‘ongoing’ - see updates for QIPs 2.3.10 and 3.1.4 This information is included in orientation for new tenants.

QIP Number	Actions	Recommendation/To Do	One-year Report Update
2.4.1	4.1 Data delivery to TSHC to be more granular (response time, patrols, incidents). Provides critical information for tenancy management and integrated team meetings	TSHC to meet with TCHC to ensure that timeliness and content of information it receives as a result of the new system is the same as that within TCHC and not degraded from current service. Monitor to ensure that the level of service is sustained and that when CSA is away, TSHC is notified of the backup covering for him.	Revised timeline – targeted for completion in Q4 2024
2.4.2	4.2 Increase in Community Safety Advisor (CSA) positions for prevention	TSHC to investigate business case with data from CSA and engage TCHC in discussions on funding arrangements for CSA support	Complete. Update included in Q3 2023 report for December 8, 2023 Board of Directors meeting.
2.4.3	4.3 Increase proactive patrols of seniors' buildings	CSAs 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.	Complete. Update included in Q1 2024 report for May 29, 2024 Quality and Tenant Engagement Committee meeting.
2.4.4	4.4 Review allocation of 3rd party security for seniors' buildings	TSHC to discuss with TCHC as indicated for Action 4.2	Revised timeline – targeted for completion in Q4 2024
2.4.5	4.5 Conduct regular safety audits, 33% of portfolio per year	TSHC to discuss with TCHC as indicated for Action 4.2	Complete. Update included in Q1 2024 report for May 29, 2024 Quality and Tenant Engagement Committee meeting.
2.4.6	4.6 Incidents affecting safety and security are not reported by tenants	Collaborate with other QIP teams as recommended for Action 1.7. Also, CSA and team to address when they restart travelling road shows	'ongoing' At safety meetings CSAs highlight the importance of reporting safety and security incidents, and encourage tenants to report incidents. Also see update for QIP 2.3.8.
3.1.1	1.1 Define what is meant by a "seniors' lens", including multicultural education based on tenant demographics, and incorporate in staff training	Develop and implement in collaboration with the Safety and Security QIP and service providers operating in TSHC buildings	Targeted for completion in Q3 2024
3.1.2	1.2 Create scenarios and convene tenant-staff interaction sessions to enhance mutual understanding; employ tools such as role-playing	Include in programming recommended in 1.1	'ongoing' TSHC's onboarding procedure (including training) is being updated and includes customer service principles. Tenant/staff role playing is not being planned or current practice.

QIP Number	Actions	Recommendation/To Do	One-year Report Update
3.1.3	1.3 Bring in outside experts to hold session on issues facing seniors (e.g., Baycrest for aging and dementia, CAMH for mental health)	Include in programming recommended in 1.1	'ongoing' This is happening in some communities, programs are offered at various sites, but not across entire portfolio due to resourcing.
3.1.4	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	In collaboration with Safety and Security QIP, develop suitable messaging for inclusion in tenant orientation	'ongoing' TSHC's Tenant Charter communicates TSHC's service commitments and sets out accountabilities for all tenants and employees, and is included in the leasing package. The tenant lease agreement also informs tenants of their responsibilities. TSHC also has several policies that outline acceptable behaviours for tenants and staff, and staff are oriented to safety guidelines and responsibilities during onboarding and training.
3.1.5	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	Improve process for tenants to raise concerns about interactions with staff. Communicate this process through the tenant orientation package and other regular messaging.	Complete. Update included in Q2 2024 report for September 30, 2024 Quality and Tenant Engagement Committee meeting.
3.1.6	1.6 Devise and conduct outreach programs to encourage tenants to participate in existing activities or offer new ones	Investigate where support is being provided by staff and whether it can be replicated; consider what roles could be played by CSCs and agencies	'ongoing' - see update for QIP 2.3.2 There was a significant uptake in Community Activities Fund (formally tenant action funds) in 2023 which comes from having staff directly advise and promote funds so tenants are aware of and have access to funding.
3.1.7	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	Assess impact of annual meetings and increase frequency if deemed sufficiently beneficial	'ongoing' We introduced Tenant Town Halls in direct response to tenants wanting to learn more about who they go to for information and support.
3.1.8	1.8 Periodically walk the floors with small household items tenants might need, or to help with simple fixes	Note for tenant leaders to consider in buildings with a high proportion of shut-ins or tenants with mobility problems	Not feasible A maintenance cart for superintendents is not being considered at this time. If tenants have a maintenance request they should speak with the Superintendent or Seniors Services Coordinator directly, or contact the Tenant Support Centre.

QIP Number	Actions	Recommendation/To Do	One-year Report Update
3.1.9	1.9 Hold regular staff sessions to share experiences and ideas for tenant support	Convene staff and service providers from different buildings periodically to share beneficial practices for replication	'ongoing' Quarterly staff meetings are held in each region for frontline staff to receive and share information related to maintenance best practices, tenancy issues, and partnerships and programming.
3.1.10	1.10 Take measures to minimize the turn over of SSCs in buildings, or reduce the impact of transitions	Gather data to determine extent and impact of issues – number of transfers and reasons, instances of limited SSC accessibility and not posting open hours or honouring schedules that have been posted. Review SSC transfer policy if transfer frequency is problematic. Develop and implement standard practice for communicating SSC availability including timely notice for absences or other last- minute changes	Not feasible TSHC must work within the provisions of the collective agreement for building staff which includes a stability clause for staff to remain in a permanent location for a period of one year. Seniors Services Coordinator (SSC) office hours are currently posted in buildings. When there is a last minute change of SSC's availability, efforts are made to communicate with building staff to get a notice of absence posted. Contact information for managers and supervisors is posted in buildings if tenants need to escalate concerns and inquiries. Tenants can also call or email the Tenant Support Centre to be connected to other staff.
3.1.11	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)	Consider if there are other staff positions where including some support for tenant activities in the duties would be beneficial and feasible	Not feasible Building staff, including Seniors Services Coordinators (SSCs), are unionized staff and can only carry out functions in their job descriptions, and within their scheduled hours (Monday to Friday during daytime hours). SSCs and CSCs both have components of community development in their job descriptions.
3.1.12	1.12 Check after service has been delivered or answers have been provided to ensure that needs and expectations have been met	Clarify types of requests where follow-up should be mandatory and sample periodically for compliance; promote as a standard practice regardless of request type	For future consideration: TSHC may look into developing a standard notice to tenants that contractors and superintendents can leave in the unit after work noting who was in the unit and what work was completed.
3.1.13	1.13 "Human Touch" -Staying connected, for example, acknowledging good news and challenges, nodding recognition, asking questions if appropriate; following up on earlier conversations	Should be standard practice; incorporate into all staff training	'ongoing' TSHC's onboarding procedure is being updated and includes customer service principles.
3.2.1	2.1 As part of move-in, schedule an orientation session with a tenant's assigned SSC	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.	'ongoing' Seniors Services Coordinators meet with new tenant(s) in person at their lease signing to review tenant and landlord responsibilities.

QIP Number	Actions	Recommendation/To Do	One-year Report Update
3.2.2	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	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	‘ongoing’ Building tours are given during the unit showing, and tenants also have the opportunity to meet building staff at their annual building town hall meeting. Staff contact information is also posted on the building’s notice board with their office hours. This information is also included during lease signing in the orientation package.
3.2.3	2.3 Ensure that tenants know where to find summary or detailed descriptions of all staff positions	Prepare staff role descriptions (summary and detail) and include (or link to) in orientation material recommended in 3.1	‘ongoing’ Posters with building staff roles and descriptions are often posted on the rent safe board in buildings. Additionally, this information is included in the welcome guide that new tenants receive, and tenants were provided a reminder of staff roles and responsibilities during the tenant building town halls held in 2023.
3.2.4	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	Ensure staff training emphasizes important of explanations when fulfilment of requests is complex and/or dependent on staff besides the initial contact	‘ongoing’ Frontline staff receive detailed updates at quarterly meetings with their manager and peers. These meetings are an opportunity to receive and share information, and help staff to stay informed so that they are current on how to respond to tenant inquiries and requests. As well, all TSHC staff now receive emails related to maintenance emergencies like power outages. These all-staff emails will assist staff to have up-to-date information when there is a major service interruption.
3.2.5	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	Include in orientation material recommended in 3.1. Card could be two-side for maximum information and be plasticized for retention	‘ongoing’ A lot of this information is already included within the welcome guide that new tenants receive, as well as TSHC’s website: -Regional Offices and office hours are posted on TSHC’s Local Staff Roles webpage -Information on Community Services and Supports is posted on TSHC’s Get Service or Support webpage -Other quick links for seniors are posted on TSHC’s Health and Community Connections webpage

QIP Number	Actions	Recommendation/To Do	One-year Report Update
3.2.6	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.	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.	Aligned to Strategic Direction time-limited activity: Consider feasibility of appointment system (revised timeline target Q2 2025)
3.2.7	2.7 Ensure timely posting and communication of staff absences along with referrals to alternates	Include with implementation of 1.10 above	'ongoing' Contact information for managers and supervisors is posted in buildings if tenants need to escalate concerns and inquiries. Tenants can also call the Tenant Support Centre to be connected to other staff.
3.2.8	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	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	'ongoing' - see update for QIP 3.2.4
3.2.9	2.9 Consider protocol for when requests can't be met, .e.g., a timely response, with reasons and suggested alternatives if possible	Include with recommendation 2.10	'ongoing' - see update for QIP 3.2.4

QIP Number	Actions	Recommendation/To Do	One-year Report Update
3.2.10	2.10 When questions or requests cannot be satisfied immediately, provide a) A realistic and achievable timeline for response/completion b) If delays, timely updates, with details on how the matter will be expedited c) Recourse to escalate if neither (a) nor (b) appears to be happening d) Follow up with requestor to confirm satisfactory resolution	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)	'ongoing' - see update for QIP 3.2.4
3.2.11	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.	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	'ongoing' - see update for QIP 3.2.4
3.3.1	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	Implement 3.1 – through 3.4 Organize TSHC 101 as a slide deck with the following sections at a minimum: •An introduction with brief description of the contents •Sections for "How do I...", "Where do/can I..." and "Who do I contact to..." •Q&As with the questions most often posed by new tenants •An index with links or references to the more detailed and authoritative TSHC content that tenants may need to access over time.	New Welcome Package targeted for completion in Q3 2024
3.3.2	3.2 At move-in, walk each new tenant through the deck to confirm understanding.	Update content at least annually	New Welcome Package targeted for completion in Q3 2024

QIP Number	Actions	Recommendation/To Do	One-year Report Update
3.3.3	3.3 Show tenants where and how to access all detailed TSHC information and provide hard copy if they are not computer literate		New Welcome Package targeted for completion in Q3 2024
3.3.4	3.4 Follow up within a week to assess their understanding of the material and whether they need further assistance understanding and accessing it		'ongoing' Seniors Services Coordinators meet with new tenant(s) in person at their lease signing to review tenant and landlord responsibilities. Senior Services Coordinators are available to answer follow up questions.
3.3.5	3.5 Evolve channels of communication to facilitate tenant access	Investigate interest in email subscription to TSHC/Building info and implement if sufficient. Plan for the development of a mobile application – survey periodically for interest and being development when sufficient. Consider electronic bulletin boards in lobbies and common areas, with content accessible from the TSHC website and mobile app	Aligned to Strategic Direction time-limited activity: Evolve channels of communication such as mobile app and electronic bulletin boards (target Q4 2025)
3.3.6	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	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.	Complete. Update included in Q4 2023 report for February 5, 2024 Quality and Tenant Engagement Committee meeting.
3.3.7	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	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	Complete. Update included in Q4 2023 report for February 5, 2024 Quality and Tenant Engagement Committee meeting.

QIP Number	Actions	Recommendation/To Do	One-year Report Update
3.3.8	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.	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).	Complete. Update included in Q4 2023 report for February 5, 2024 Quality and Tenant Engagement Committee meeting.
3.3.9	3.9 Whiteboard outside superintendent’s office are updated with daily events	Launch new white board for outside super’s office, managed as described above (3.8) and require supers to keep up-to-date with daily events and other time-sensitive matters	Not feasible TSHC is not able to control what is written on whiteboards. However, TSHC will be introducing and installing tenant bulletin boards in buildings in Q3 2024.
3.4.1	The following—aimed at encouraging and supporting tenant leadership—are offered for referral to Tenant Engagement <ul style="list-style-type: none"> • Consider how funding for tenant activities could be set up and governed 		Complete. Update included in Q4 2023 report for February 5, 2024 Quality and Tenant Engagement Committee meeting.

QIP Number	Actions	Recommendation/To Do	One-year Report Update
3.4.1	<ul style="list-style-type: none"> • 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 in-building events—e.g., rooms and setup, logistics • 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 		<p>‘ongoing’ Referred to Tenant Engagement</p>
	<ul style="list-style-type: none"> • Provide support for communications, e.g., dedicated bulletin boards, templates for meeting announcements, attendance, evaluation 		<p>‘ongoing’ - see update for QIP 2.3.1</p>
	<ul style="list-style-type: none"> • 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 		<p>Pilot tenant roundtables i.e. one building per region (targeted for completion in Q4 2024)</p>

Quality Improvement Projects

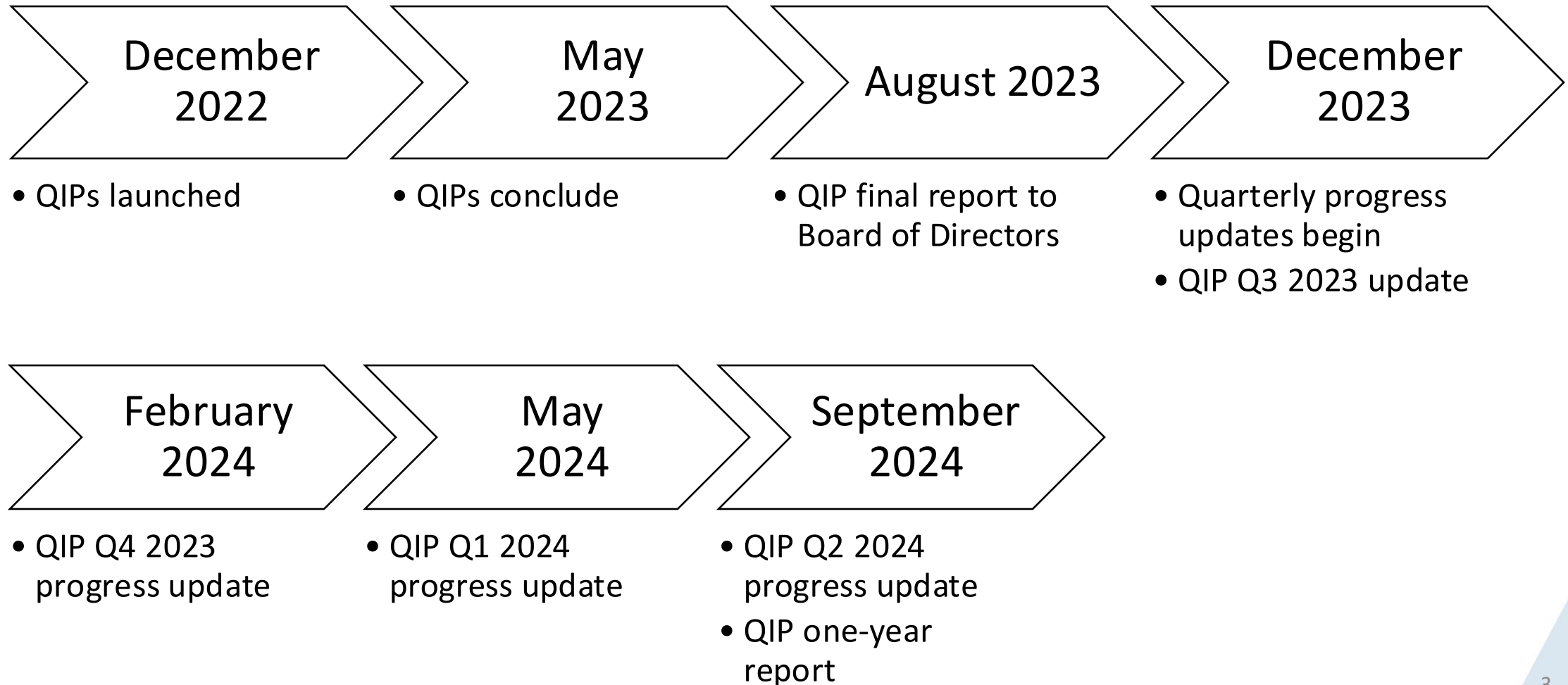
One-year progress update



Agenda

- Quality Improvement Projects – Background
- Quality Improvement Projects – highlights of completed work
 - Pest Management
 - Safety and Security
 - Staff and Tenant Relations
- Next Steps

Quality Improvement Projects - Background



Quality Improvement Projects - Tracker

- QIPs aligned to the Strategic Directions Roadmap
- Quarterly tracker tool (aligned to Strategic Directions' time limited activities)
- A 'time limited' activity generally has an end date, whereas 'ongoing' work includes work that is done on a continuous basis and may include day-to-day operations work

Quality Improvement Projects - Status

48%
Complete

(15 of 31 recommendations)

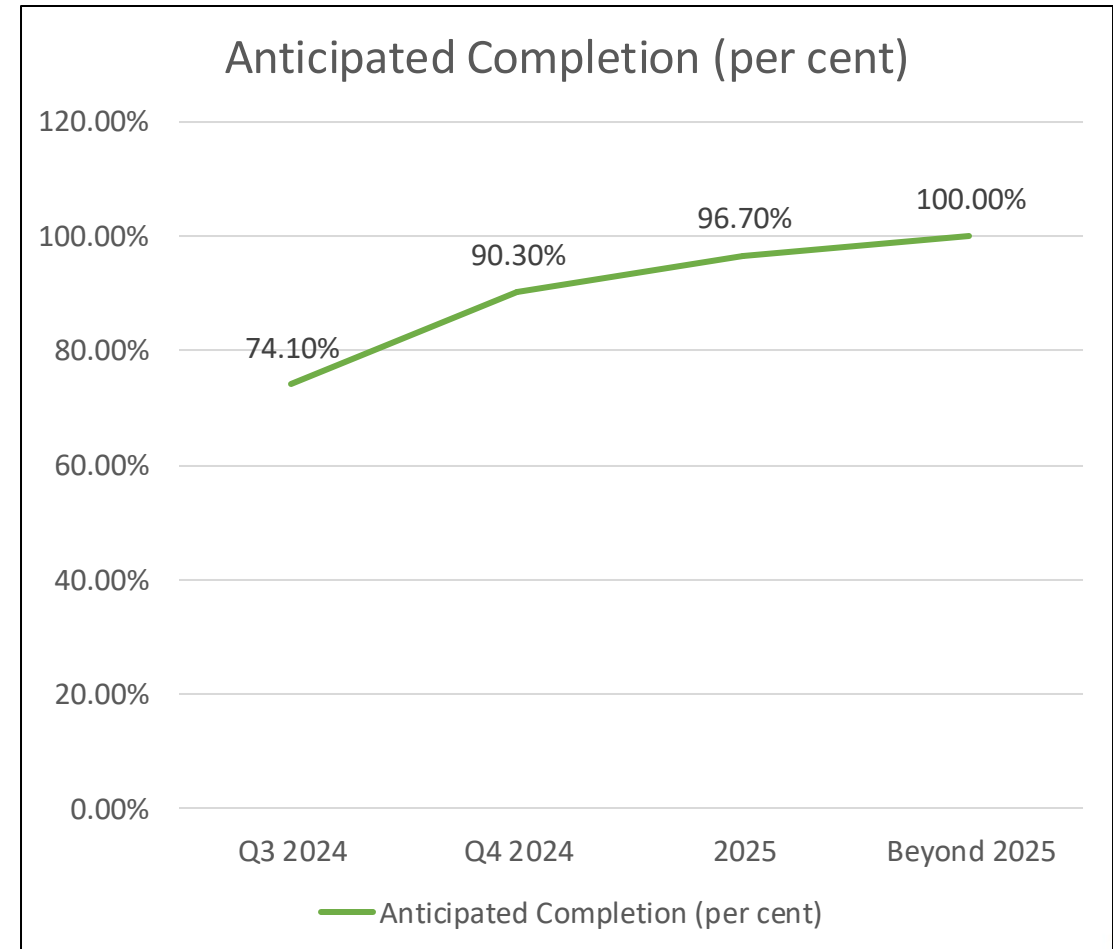
58 actions that are 'ongoing'

2 actions for future consideration

9 actions that are not feasible*

*May be out of TSHC's ability to action due to external service providers, existing building structure, resourcing limitations and legislation or legal agreements

9/3/2024



Pest Management

Quality Improvement Project



Pest Management QIP Highlights – Summary

- Tracking and reporting requirements have been enhanced
- Started in-house audits in Q1 2024, technicians are each able to perform two quality inspections per month
- Piloted an approach to reduce refusals for entry into units requiring pest treatment
- Updated the Notice of Entry and unit preparation sheet, for pest treatment, to make these notices easier to understand
- Launched a building cleanout pilot project
- Annual Unit Inspections (AUIs) now include inspections for pests

Pest Management QIP – highlights (1/4)

The Environmental Health Unit (EHU) team:

- Conducts vendor compliance
- Assists staff with heavily infested units
- Supports tenants in unit preparation
- Coordinates with Toronto Public Health
- Two additional technicians were hired at the end of 2023. There is now one technician per region, and an administrative staff person.

Pest Management QIP – highlights (2/4)



Analytics and Inspections

- Excel and HoMES have enabled enhanced tracking and reporting
- New in-house audits: EHU Technicians each perform two quality inspections per month
- Inspections for pests are now included in Annual Unit Inspections
 - Last year 706 units were flagged for pest treatment through AUIs

Pest Management QIP – highlights (3/4)

Pilot for High-risk buildings

- In September 2023, a full building cleanout was completed in South East region
- Staff were able to access all 194 units, locating evidence of pests in 59 units (41 of these units had not been reported by residents)
- Staff carried out preventative treatments in all units



Pest Management QIP – highlights (4/4)

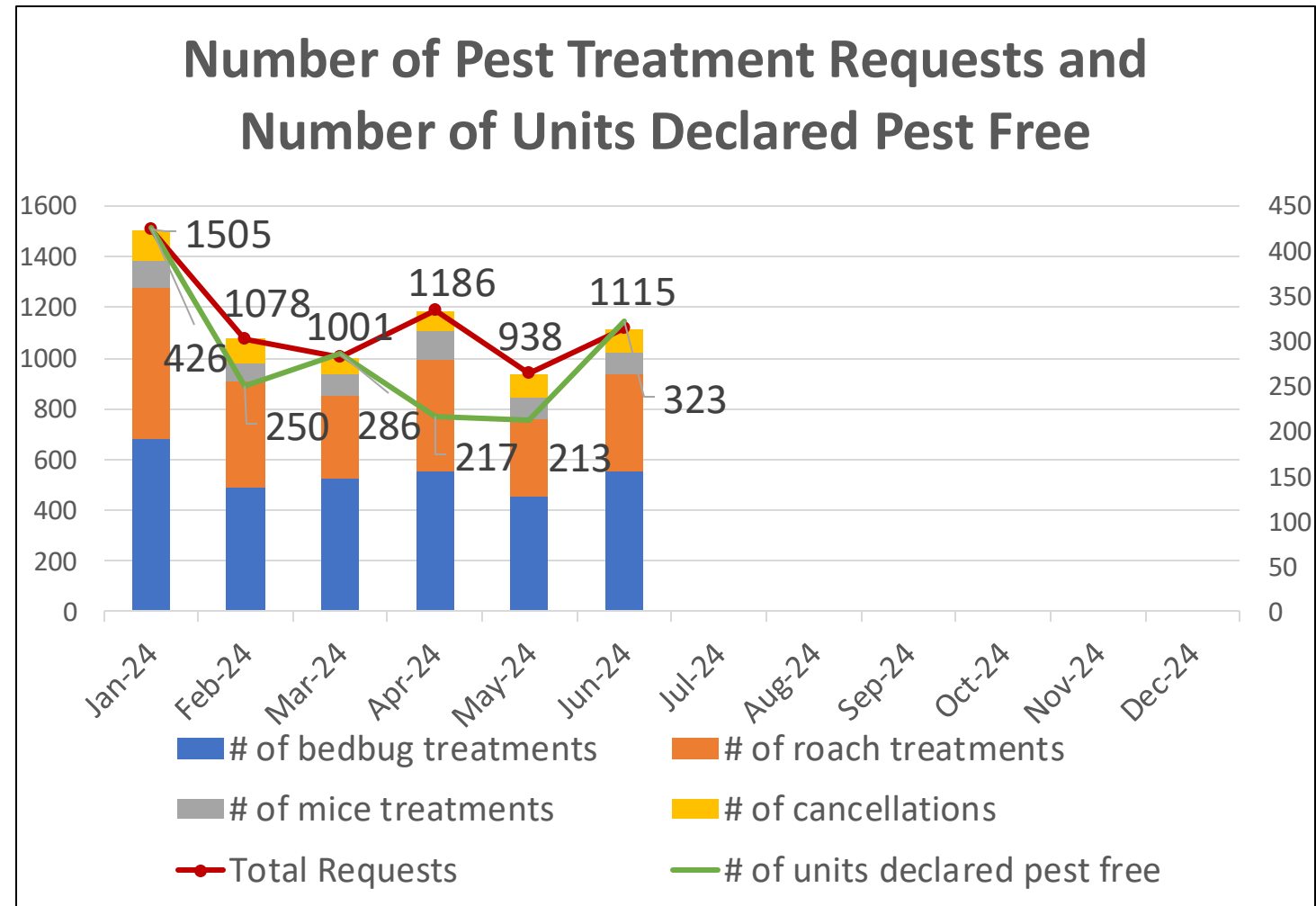
Pilot to reduce refusal of entry

- Supported by in-house paralegal services
- Two refusals for pest treatment results in a notice for eviction, which is reversible
- Increase in staff and vendor entrance into units that require treatment
- Notice of Entry (NOE) and unit preparation sheet have been updated to make the notices easier to understand.
 - NOE is now available in 13 languages

Pest treatments in Q2 2024

In Q2:

- Requests for treatment totaled 3239
- A total of 753 units were declared pest free
- Staff have assisted 24 tenants in preparation for treatment and coordinated the preparation of 13 units with Toronto Public Health



Safety and Security

Quality Improvement Project



Safety and Security QIP Highlights – Summary

- At the end of 2023 an additional Community Safety Advisor was added. There is now a total of two Community Safety Advisors supporting TSHC communities, and they are able to make recommendations for proactive patrols
- In 2024, anticipate safety audits to be completed on 26 percent of buildings managed by TSHC
- At the end of May 2024, limited building staff's ability to review security camera video footage was reinstated

Safety and Security QIP – highlights (1/2)

Staff Presence, Safety Audits, and Proactive Patrols

- Two Community Safety Advisor support TSHC communities
- Anticipate safety audits will be completed on 26 percent of the buildings in 2024
- CSAs, CSU officers and third-party security staff may make recommendations for areas to be patrolled
- CSAs monitor results of patrols to determine if activity is increasing or decreasing based on CSU presence. CSAs will review and make additional recommendations as needed

Safety and Security QIP – highlights (2/2)

Update on Security Cameras

- At the end of May 2024, limited staff's ability to review video was reinstated

Update on Lobby Cameras

- Rogers and Bell do not have plans to offer this service in the future
- It is not feasible to construct and implement an in-house lobby watch system, doing so would require significant financial investment and physical resources to install the necessary hardware into each residential unit

Staff and Tenant Relations

Quality Improvement Project



Staff and Tenant Relations QIP Highlights – Summary

- TSHC has introduced Annual Tenant Town Halls meetings
- Updated the Tenant Complaints Process
- TSHC has made communications more accessible for tenants so that notifications provided are timely and up-to-date, and TSHC continues to look for ways to evolve channels of communication to facilitate tenant access

Tenant Engagement – Highlights Summary

During the 2023 Quality Improvement Project team meetings the importance of having tenant leaders was frequently emphasized. As a result there were some QIP recommendations that were referred to Tenant Engagement.

- New approach to working with tenants developed in 2023: Community Connect+
- New Community Activities Fund Policy became effective in April 2024
- TSHC has been able to increase our capacity to engage tenants with the establishment of our Community Programs and Partnerships team

Staff and Tenant Relations QIP – highlights (1/9)

Community development

- Components of community development are a part of Seniors Services Coordinators (SSCs) and Community Services Coordinators (CSCs) roles
- Increased capacity to engage tenants in 2023 with the establishment of Community Programs and Partnerships team
- Significant uptake in Tenant Action Funds in 2023 which came from having staff promote funding and more uptake of Community Activities Fund in 2024
- Communications team promotes events and programs for tenants on social media, Seniors Speak and Regional Tenant Meetings

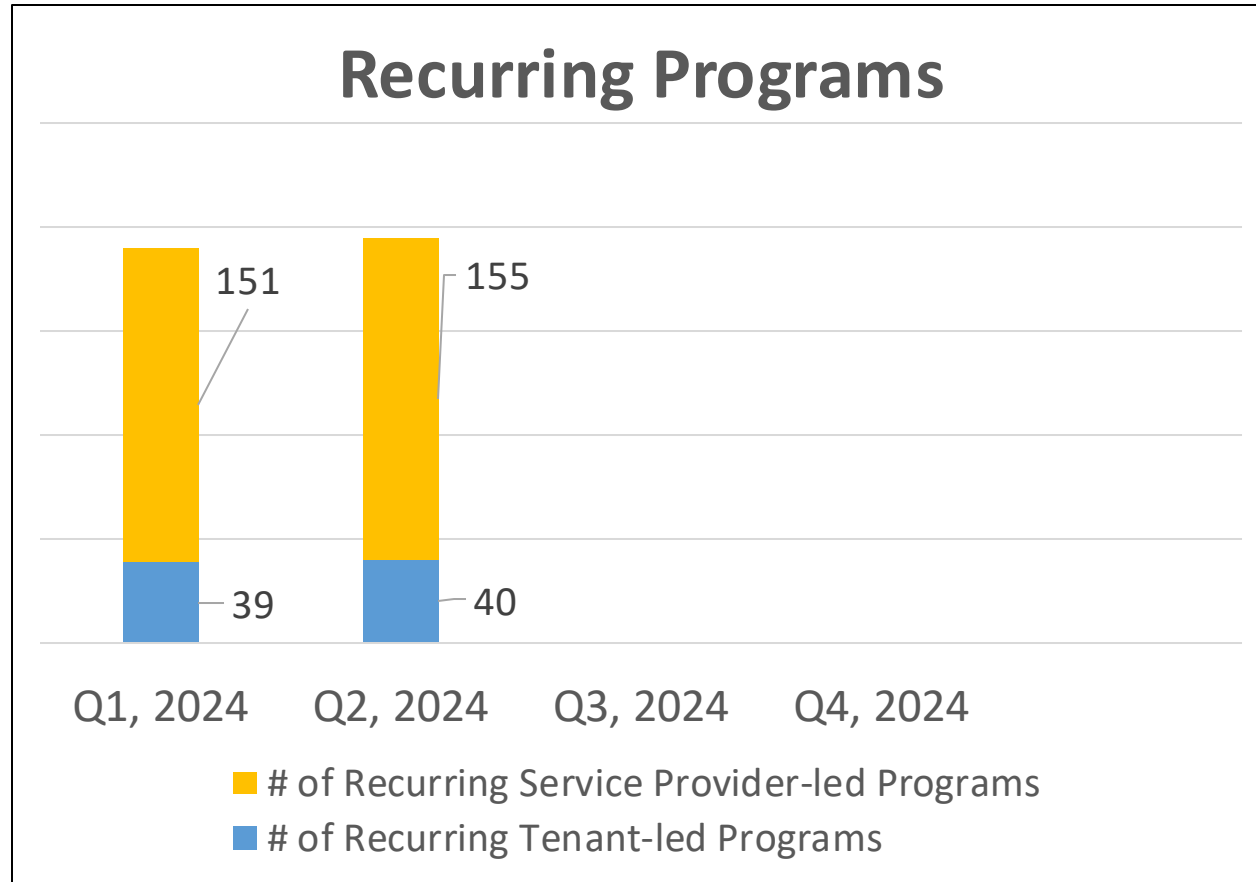
Staff and Tenant Relations QIP – highlights (2/9)

Community Activities Fund

- New policy went into effect April 2024
- Provides tenants with the necessary financial resources to improve the well-being of their communities and support events and activities. It outlines what can be funded and fund distribution process.
- As of Q2 2024, TSHC has distributed \$22,364 through the Community Activities Fund



Staff and Tenant Relations QIP – highlights (3/9)



Tenant-Led Programming

In Q2 2024, almost 26% of recurring programs were led by tenants

Staff and Tenant Relations QIP – highlights (4/9)

Opportunities for tenants to share ideas and meet staff

- Town Halls were introduced in 2023
- In 2023, tenants were given a refresher of building staff roles and responsibilities, and able to meet staff, 68 Tenant Town Halls were held for 79 buildings
- Annual Tenant Town Halls hosted by the Operations team will be an ongoing part of how we engage and work together with tenants

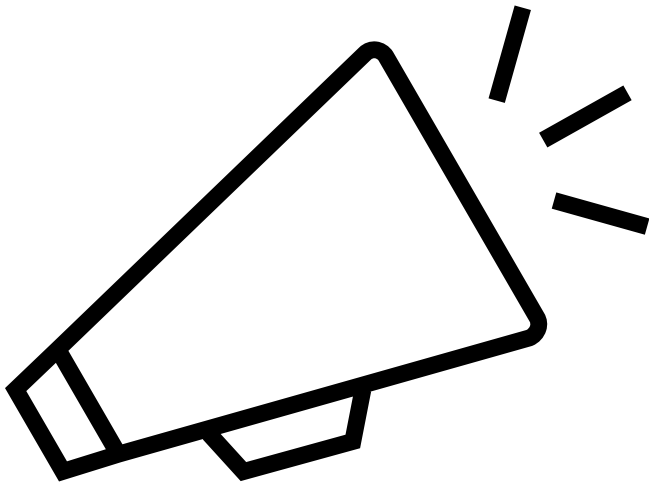


Staff and Tenant Relations QIP – highlights (5/9)

Opportunities for tenants to share ideas and meet staff

- Annual Building Planning Meeting introduced in 2024 where tenants gather to provide input on community building ideas for their building – 68 meetings were held with over 1500 tenants participating

Staff and Tenant Relations QIP – highlights (6/9)



- TSHC has made communications more accessible for tenants so that notifications provided are timely and up-to-date
- TSHC continues to look for ways to evolve channels of communication to facilitate tenant access

Staff and Tenant Relations QIP – highlights (7/9)

Updated Tenant Complaints Process

- Interim procedure has been posted to TSHC's website
- A complaint can be made if a tenant remains unclear about the status or outcome of a service request or if the Tenant Support Centre has not responded within 48 hours
- Tenants can track the progress of their service request at any time



Staff and Tenant Relations QIP – highlights (8/9)



Tenant Community Building

- Community Connect+ is our new approach to strengthen community connections as its top priority
- Through Community Connect+ we plan to foster new tenant volunteer relationships and increase skills to support tenant circles locally
- Tenants will identify community programming priorities through Annual Building Planning Meetings

Staff and Tenant Relations QIP – highlights (9/9)

In the first half of 2024:

- Implementation Table established with seven tenants advising on priorities and metrics for Community Connect +
- The table has drafted a Code of Conduct for Tenant Volunteers and informed future volunteer development and training
- Two temporary staff have been hired to support Community Connect +
- One temporary staff hired to support expansion of partnerships related to fulfilling requests for new programs in 2024 along with updating existing partnerships
- Three tenants at Partnership Table

What's next?



9/3/2024



Upcoming work

Target completion - Q3 2024

- New Welcome Package for tenants
- Launch Understanding Dementia and Mental Health Training for all staff

Target completion - Q4 2024

- Investigate increased staff presence, and third-party security in high-risk buildings
- Feature in Seniors Speak on how to handle tailgating
- Building circles anticipated to be established by the end of 2024, for buildings that want to participate

Next steps – Reporting

- Final report on the progress of the quality improvement projects will be delivered in the new year and will include updates on activities completed during Q3 and Q4 2024
- It is anticipated that there will be three remaining QIP actions to be reported beyond 2024. Reporting on the completion of these actions will be included in future progress reporting for the Strategic Directions

Future Quality Improvement Project

- TSHC will review and adapt the QIP approach for a new Quality Improvement Project later this year
- In 2025, TSHC will identify a future Quality Improvement Project



Thank you!



9/3/2024

