



Corporate Restructuring Update

Item 8B

September 25, 2020

Board of Directors

Report: TCHC:2020-74

To: Board of Directors (the “Board”)

From: Sheila Penny, Chief Operating Officer

Date: September 11, 2020

PURPOSE:

The purpose of this report is to provide the Board with an update on the corporate restructuring.

RECOMMENDATIONS:

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

BACKGROUND:

In September 2019, the organizational restructuring was approved by the Board. Over the past year, the team has built an operating model that:

- brings services closer to tenants;
- instills regional leadership accountability for housing services;
- promotes collaboration across service pillars and regions; and
- enables staff to track and measure the quality of services delivered at a local, regional, and corporate level.

While work to fully realize the benefits of the tenant centered change is ongoing, key deliverables have been actioned in key areas.

A. Recruitment

We will have fulfilled 100% against the planned objectives as we have added essential front line resources to support the delivery of tenant centered services by staff who understand their needs. We have recruited 116 front line staff (superintendents, maintenance, and cleaning staff, community service coordinators, operating unit clerks, and administrative assistants). Attached is an organizational chart for the Operations team.

B. Training

As training is an essential component for the successful implementation of the operating structure, a virtual on-boarding training program was developed that respects physical distancing guidelines, while pairing experienced peers with new staff to help apply learnings from their virtual training. As well, we continue to leverage front line knowledge to develop best-practices through the hub simulation workshops, which are geared to empowering front-line staff to problem solve on how to effectively serve tenants. This will inform the Hub Playbook, a reference document for staff in the tenant service hubs. Additionally, we are in the final stages of developing an integrated service delivery training program, which will be essential in supporting the operating structure through on-going cross-functional customer service training.

C. Tenant Service Hubs

We are proceeding with the outfitting of the Tenant Service Hubs. The first three hubs have had a soft opening with official openings to be held in early October. A further 30 hubs will be opened prior to year end, and the balance of the hubs will be opened during the first half of 2021.

D. Process Improvements

Through the implementation of the HoMES project, we have taken the opportunity to review all business processes. We have worked with the HoMES team to ensure that tenant centered changes arising from the restructuring have been incorporated into the new system and that staff receive the appropriate training on the updated processes. As well, we have initiated process improvement initiatives to address long-standing challenges. Below are examples of three

projects in-progress aimed at enhancing tenant service delivery and monitoring.

Arrears Collection Process

This process has been reviewed in partnership with the Office of the Commissioner of Housing Equity and the HoMES team with a fiscally responsible tenant, centered approach. We have made changes to streamline and shorten the overall process for pursuing arrears, as well, we are developing an implementation plan to train staff on the revised approach and process. The new process will be implemented by Q4 2020.

Rent Collection Process

This process has been reviewed to identify areas where process improvements will enable a more efficient and effective manner to collect rent from tenants. As a result of this review, we will be working more closely with other levels of government to streamline and simplify the way that rent payments come to TCHC from OW and ODSP clients. The new process will be implemented by Q2 2021.

Service Quality Indicators

The SQI's have been completed at a staff level that allowed the assessment of service quality across the four service pillars: cleaning, maintenance, tenancy management, and community safety and support. Moving forward, as tenant leaders are elected/selected through the *Tenant Engagement Refresh*, we will begin to assess the quality of services delivered at a hub level.

The on-going work to implement the Board approved tenant centered restructuring is deeply embedded in the 2020-21 strategic priorities with clearly defined outcomes and measurable actions. The benefits of restructuring that the Board contemplated and approved are underway across the portfolio.

SIGNATURES:

“Sheila Penny”

Sheila Penny
Chief Operating Officer

ATTACHMENT:

1. Operations Team Organizational Chart

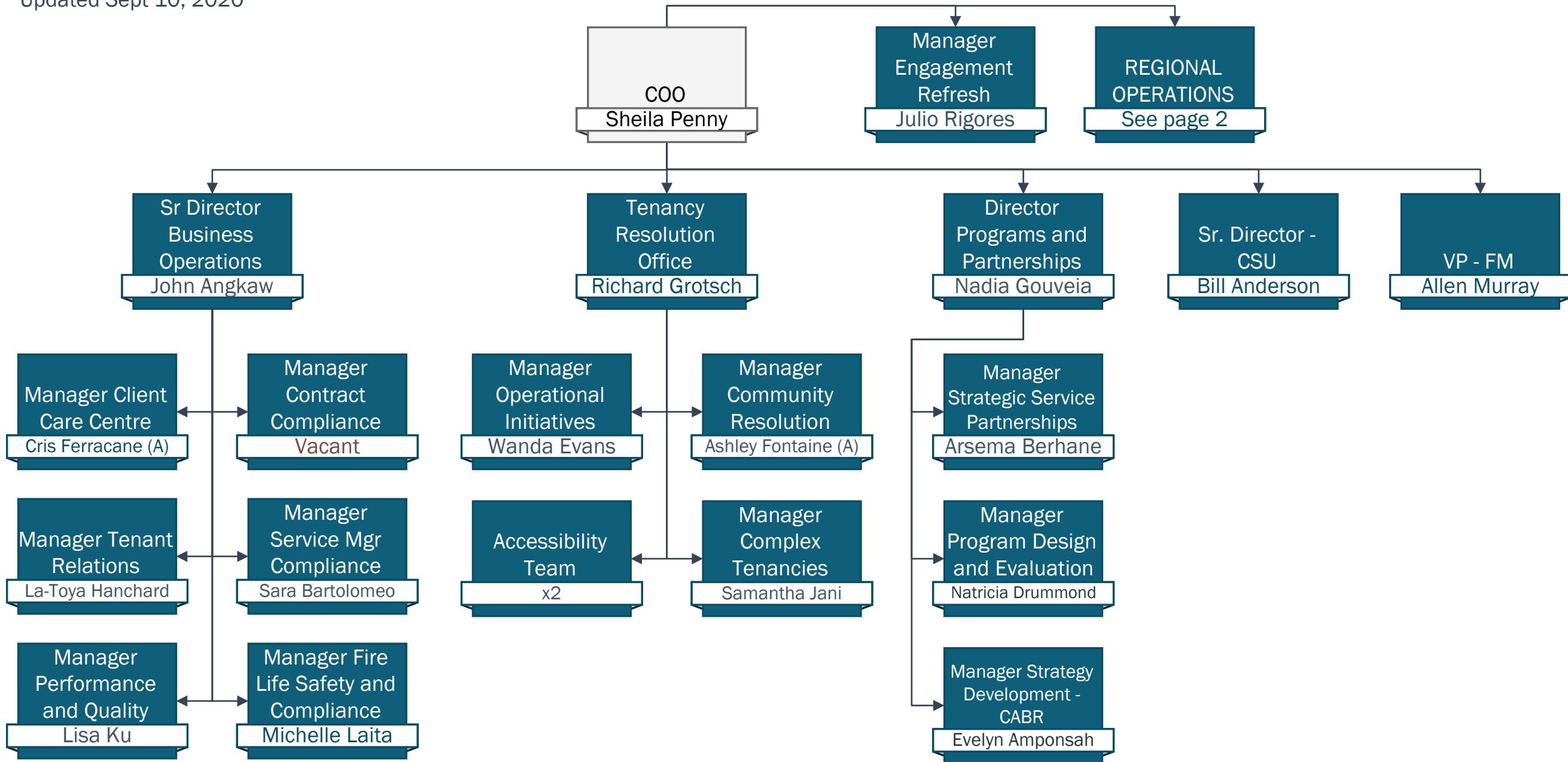
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FINAL – Operations Org Chart

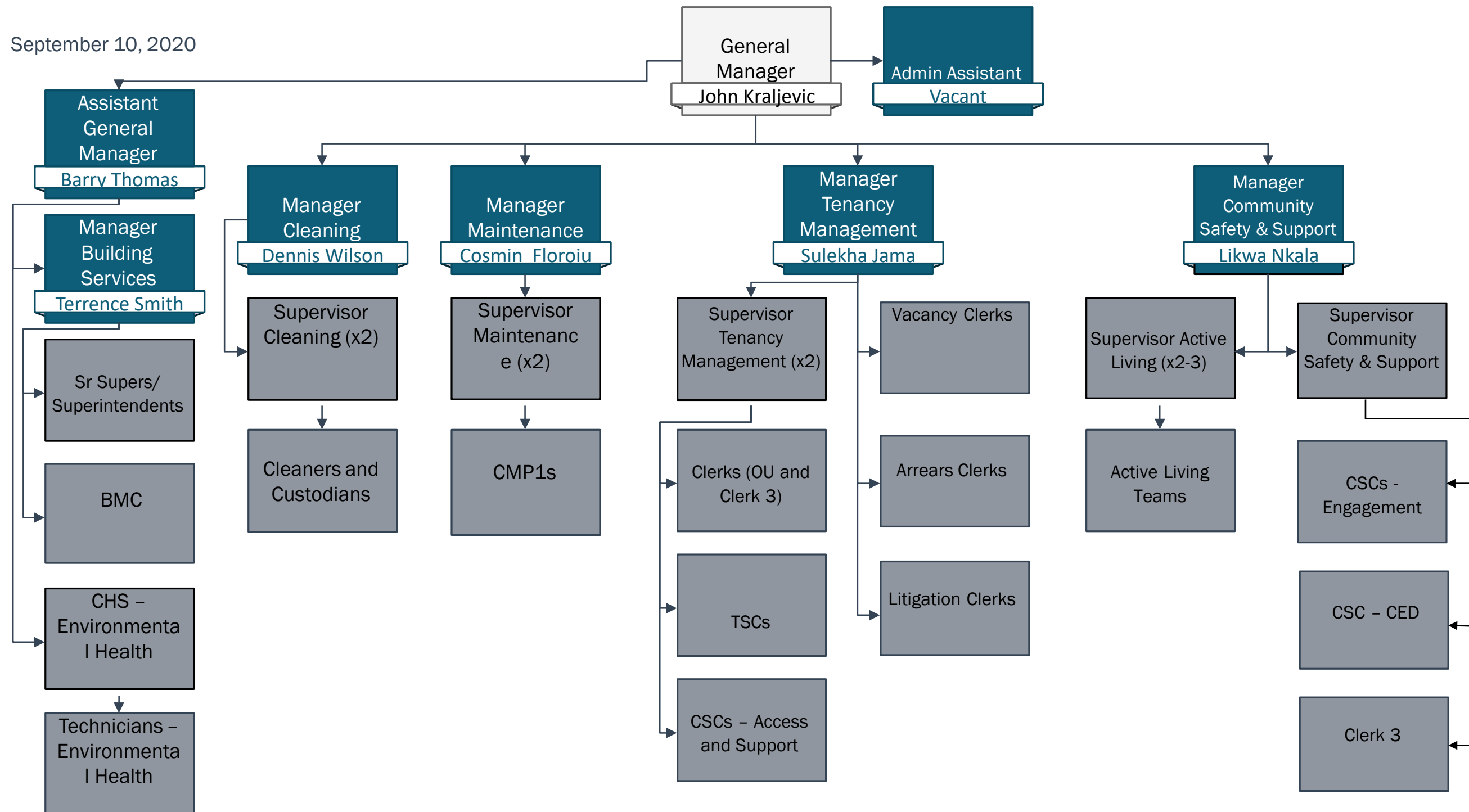
Updated Sept 10, 2020

Item 8B - Corporate Restructuring Update
 TCHC Board Meeting - September 25, 2020
 Report:TCHC:2020-74
Attachment 1



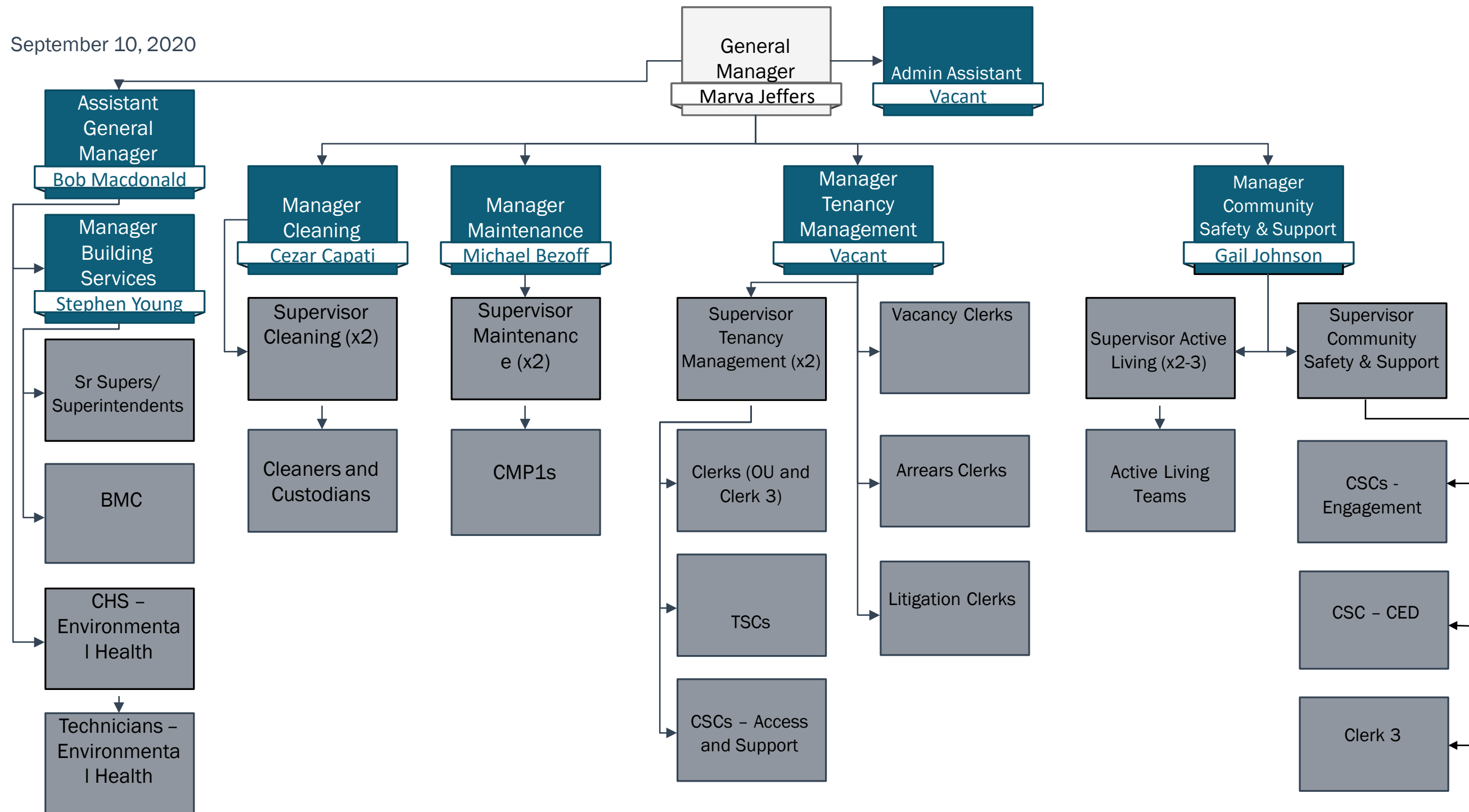
FINAL – Regional Operations Org Chart – Central Region

September 10, 2020



FINAL – Regional Operations Org Chart – East Region

September 10, 2020



FINAL – Regional Operations Org Chart – West Region

September 10, 2020

