

Goal 1: Evaluate new Arrears Collection Process	Key Performance Outcomes	Results
<p>The OCHE will evaluate the new Arrears Collection Process (ACP) implemented by TCHC on June 28, 2021, to ensure the changes have been effective and staff are complying with the new process.</p>	<p>a) Develop an evaluation of the ACP and provide the Board of Directors with the findings in the first six-month report of 2022.</p> <p>b) Provide feedback on the new ACP gathered from tenants during their engagement with EROs in the six-month report.</p> <p>c) Provide TCHC with systemic recommendations related to the new ACP based on its evaluation.</p>	<p>a) The ACP evaluation was included in the January 1 to June 30, 2022 Bi-Annual Report which was accepted by the Board in September 2022. This evaluation included a comparison between files audited during the same period of time based on the previous ACP. As part of this evaluation, it was recommended to TCHC that changes to the ACP be put into place, in order to place more emphasis on the Tenant Service Coordinators (TSCs) intervention to resolve the arrears prior to the OCHE referral.¹ Achieved</p> <p>b) The OCHE completed a survey with tenants each time a file was closed and collected 134 surveys from tenants and the results of the surveys were reported to TCHC and the Board in the January 1 to June 30, 2022 Bi-Annual report. Achieved</p> <p>c) Based on the OCHE’s evaluation of the ACP and the surveys collected from the tenants recommendations were made to TCHC related to changing the ACP to shift the focus to the front line staff to resolve more files. These were reported to TCHC and the Board in the January 1 to June 30, 2022 Bi-Annual Report. Achieved</p>

¹ TCHC concurrently conducted an ACP review and the OCHE will continue to work with TCHC as appropriate on improvements to the ACP as a result of both reviews.



Goal 2: Transition into the Integrated Service Model	Key Performance Outcomes	Results
<p>The OCHE will collaborate with the Toronto Seniors Housing Corporation ("TSHC") Board of Directors and Senior Management to support the formation of the TSHC and continue to make the OCHE's services available to senior tenants.</p>	<ul style="list-style-type: none"> a) Develop a reporting process to allow the OCHE to work with the TSHC, incorporating the goals of the Board and ensuring sustainable tenancies for seniors. b) Develop a new process for auditing TSHC's ACP, which includes the development of a new audit tool for EROs. c) Develop a training module for EROs on the steps and procedures of TSHC's ACP and the new audit process. d) Develop a communication strategy with the TSHC Board that ensures the OCHE's work is coherent with the Board's vision for the TSHC. 	<ul style="list-style-type: none"> a) The TSHC Board has requested Quarterly Reports from the OCHE and the first was delivered to the Quality & Tenant Engagement Committee in October, 2022 and to the Board in November, 2022. The OCHE will report to the TSHC Board quarterly in 2023. Achieved b) The OCHE developed a new process and internal tool for auditing the TSHC's ACP effective June 1, 2022, which is currently being used by EROs. In 2022 the OCHE completed 113 audits for the TSHC. Achieved c) All OCHE EROs received training in Q2 2022 on the TSHC's ACP and new audit process. Achieved d) The OCHE met with TSHC's Senior Management monthly to ensure coherence with the TSHC's Board vision and will continue to do so in 2023. Achieved
Goal 3: Ensure successful tenancies and address underlying issues leading to arrears.	Key Performance Outcomes	Results
<p>The OCHE will support tenants by identifying and addressing the underlying issues leading to the accumulation of arrears and providing practical solutions to address arrears. This results in the reduced accumulation of arrears and sustainable tenancies.</p>	<ul style="list-style-type: none"> a) Develop a report summarizing key findings to TCHC management for each tenant the OCHE works with. In addition, these reports will contain forward-looking recommendations to ensure successful tenancies. 	<ul style="list-style-type: none"> a) The OCHE issued 892 arrears reports (779 were for TCHC and 113 for the TSHC) and 64 breach reports (56 were for TCHC and 8 for the TSHC) in 2022. The reports summarized the key audit finding and provided forward-looking recommendations for service improvement and ongoing case management where applicable. The recommendations were composed of both systemic recommendations to the organization as a whole and tenant specific recommendations. In total the OCHE made 2266 recommendations (1999 were for TCHC and 267 were for the TSHC). Achieved

	<p>b) Broker sustainable repayment agreements by completing a financial literacy exercise, including a budget.</p> <p>c) Connect tenants to internal and external supports to address underlying issues contributing to arrears, such as mental health challenges or financial illiteracy.</p> <p>d) Prevent evictions and reduce arrears in 80% of cases where the tenants engaged with EROs.</p>	<p>b) The OCHE brokered 402 repayment agreements (340 were for TCHC and 62 for TSHC) in 2022 managing arrears worth \$1,907,957.61. For all tenants who opted to enter into a repayment agreement a budget exercise was offered. In 80% (311/402) of cases (262 were for TCHC and 49 for TSHC) a budget was completed. ² Achieved</p> <p>c) The OCHE was able to successfully engage with 791 households and identified that additional supports were required to address underlying issues in 67% (533/791) of those cases. Of those 533 households the OCHE made a total of 855³ referrals to internal and external agencies to address these issues and stabilize tenancies. These included referrals to mental health agencies, tax clinics, income supports and trustees. Achieved</p> <p>d) The OCHE was able prevent evictions and reduce arrears in 78% (619/791) of cases (531 were for TCHC and 88 for TSHC) where tenants engaged with the ERO.</p> <p>Referrals to the OCHE in 2022 totaled 962 compared to 2021 where the OCHE received 478 of referrals. This was the result of the mandate change⁴ and an increase in referrals from tenant households which were not senior or deemed vulnerable, the OCHE also noted a decrease in the total number of tenants who chose NOT to engage with the ERO or use the services of the OCHE from the family portfolio. Not Achieved</p>
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² In some cases a budget was not applicable, for example tenants who were working with the OPGT, OW and ODSP who were making payments on behalf of the tenants and/or determining the repayment amounts. In addition, in 15% of cases (62/402) tenants declined to participate in the budgeting exercise.

³ In some instances tenants required multiple referrals.

⁴ On January 1, 2022 the OCHE's mandate changed from only reviewing senior and vulnerable tenants to all TCHC tenants.

Goal 4: Support TCHC with training frontline staff	Key Performance Outcomes	Results
<p>The OCHE will work collaboratively with TCHC to provide training to frontline staff with a focus on improving client service experience, reducing evictions, and improving compliance with the ACP.</p>	<ul style="list-style-type: none"> a) Provide training materials and staff resources to support TCHC in their training goals on the ACP and the importance of eviction prevention. b) Collaborate with the Center for Anti-Black Racism ("CABR") to support CABR in delivering specialized training on equity and anti-black racism. c) Collaborate with TCHC to support their delivery of training on trauma-informed practice through an anti-oppressive lens. 	<ul style="list-style-type: none"> a) The ACP is currently under review by TCHC. As a result, the training could not be completed. Once the ACP has been finalized, the OCHE has committed to work with TCHC to roll out this training.⁵ Unable to achieve as ACP is under review b) Due to staffing changes within OCHE and CABR, this could not be completed. Discussions began in November 2022, between OCHE and CABR to develop a training module which considers systemic barriers and historic trauma when engaging with tenants. The OCHE will work with CABR to develop this module and it is expected that this training will assist frontline staff in relating to, and engaging with tenants which will contribute to better outcomes with respect to managing arrears of rent. Unable to Achieve c) The OCHE provided this training to all of its staff in Q4 2022. Now that the OCHE staff have received this training it will inform future content for training at TCHC in 2023. Achieved
Goal 5: Provide systemic findings and recommendations to TCHC and the Board	Key Performance Outcomes	Results
<p>The OCHE will provide TCHC and the Board of Directors with systemic findings and work with TCHC to address them to improve the ACP, the EPP, and the quality of service for tenants.</p>	<ul style="list-style-type: none"> a) Co-Chair monthly meetings with TCHC Senior Management to discuss systemic findings and provide recommendations for improvement. 	<ul style="list-style-type: none"> a) The OCHE met with TCHC Senior Management monthly in 2022. The OCHE and TCHC worked together to determine how best to ensure the OCHE expanded mandate was delivered. This included the ACP review (ongoing) and stricter criteria for the Stage One Checklist which aims to have TCHC resolving more files without an OCHE intervention. This will be finalized and rolled out in Q1 2023. Achieved

⁵ It should be noted that the OCHE will be providing training to TCHC in Q1 2023 on the N4 Checklist.



Goal 6: Update referral process	Key Performance Outcomes	Results
<p>Contingent on Board Approval, the OCHE will update the referral process to encompass files from the family portfolio.</p>	<p>b) Identify and provide status updates on systemic recommendations to the Board of Directors through the OCHE six-month reports.</p> <p>a) Develop new template documentation for working with tenants from the family portfolio.</p> <p>b) Modify the Administrative Audit Assistant position as needed to assist with the added workload and complexities of accepting referrals of all tenants from TCHC.</p> <p>c) Develop and implement a new system for collecting and tracking data for tenants from the family portfolio.</p>	<p>b) The OCHE provided status updates and systemic recommendation to the Board through its Bi-Annual Reports, which covered the periods of June 2021 to June 2022. It should be noted, that the period of July to December 2022 will be reported to the Board in the OCHE’s Bi-Annual report, which will be presented in March 2023. Achieved</p> <p>a) The OCHE started working with the Family Portfolio on January 1, 2022 and created a new template for reporting these cases to TCHC and a new process for engagement. Achieved</p> <p>b) The AAA position is meant to support the OCHE in auditing files at Stage 1 or Stage 2, depending on organizational needs and was modified accordingly when OCHE began reviewing arrears files from the family portfolio. Of note the AAA took on an ERO role from August 2022 to January 2023 and the position was vacant during this time. As of January 2023 the AAA position is no longer vacant. Achieved</p> <p>c) The OCHE started working with the Family Portfolio on January 1, 2022. Since that date, the OCHE has collected data to determine how best to serve these tenants in order to determine the most effective and efficient way to provide services to these tenants. In 2022 the OCHE received 688 family referrals, which represents 53% (688/1310) of total referrals to the OCHE. Given that this demographic represents a large number of the cases the OCHE will work with going forward, the 2023 Work Plan includes a review of these files within the first half of 2023, so that the OCHE can make recommendations to the Board and to TCHC related to serving this clientele. Achieved</p>