



Item 8 – Seniors Housing Transition  
TCHC Board Meeting of December 9, 2021  
Report#: TCHC:2021-90 Attachment 2

# TSHC Service Delivery Model Review and Design

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Board of Directors Meeting

November 23, 2021



Wherever business takes you

MNP.ca



# Agenda

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1. Project Context
2. Analysis Principles
3. Project Approach
4. Key Milestones and Timelines
5. Next Steps
6. Appendices

# TSHC Shared Service Delivery by TCHC

**Shared services in the context of this project**

- Acquisition of service from TCHC which may be in the form of purchase of service agreements.
- Enables TSHC to focus on its core business to improve the experience of TSHC tenants.
- Service delivery needs to consider the impact on both TCHC and TSHC.

## Benefits of this delivery model



**Simplicity of Transition**



**Streamlining costs for both organizations**



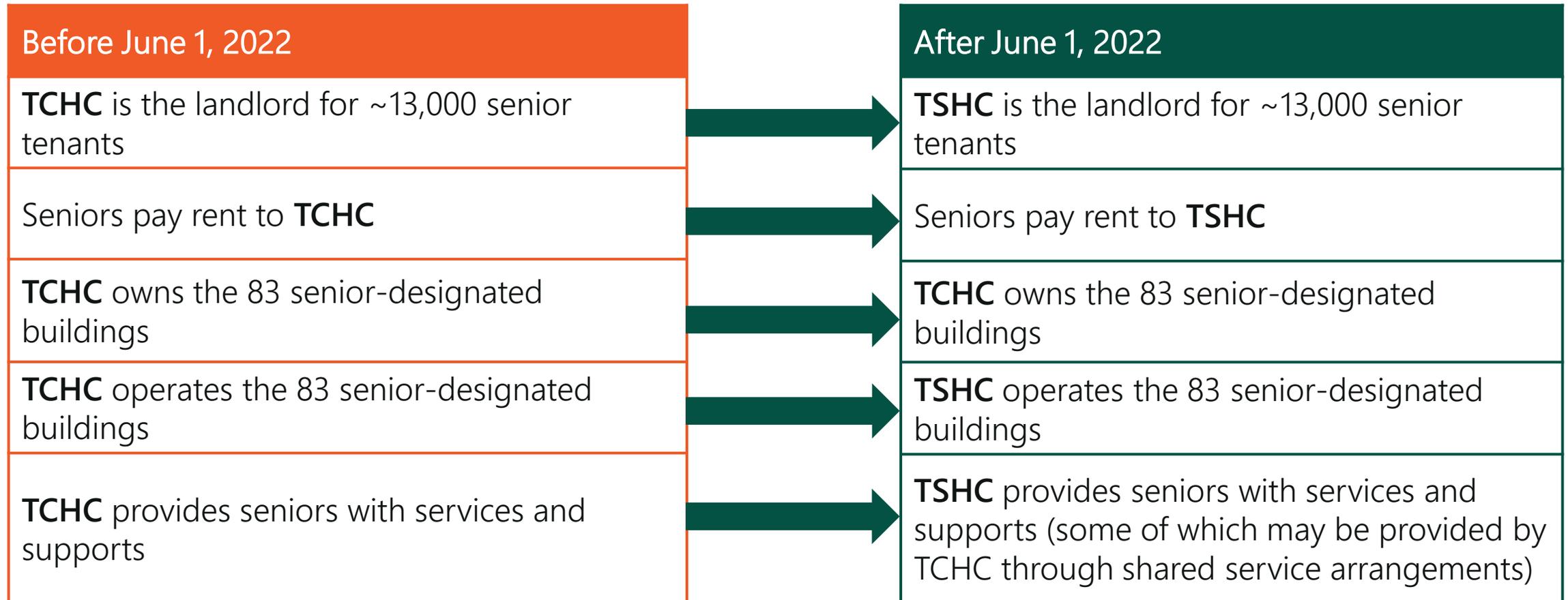
**Minimize impact on tenants and staff**



**Leverages existing capacity and expertise**

# Overarching Roles of TSHC and TCHC

Although TCHC is responsible for the physical assets (i.e. capital maintenance and building ownership), TSHC is accountable to the tenants and responsible for their experience.



# Short and Longer Term Service Delivery Models **MNP**

What may be optimal for TSHC launch on June 1 may not be optimal for TSHC longer term

## June 1 Service Delivery Model

Considers optimal service delivery to ensure there is no interruption to tenants at transition

- ✓ Some services continue to be delivered by TCHC to ensure continuity
- ✓ Some services to be delivered by TSHC

## Longer Term Service Delivery Model

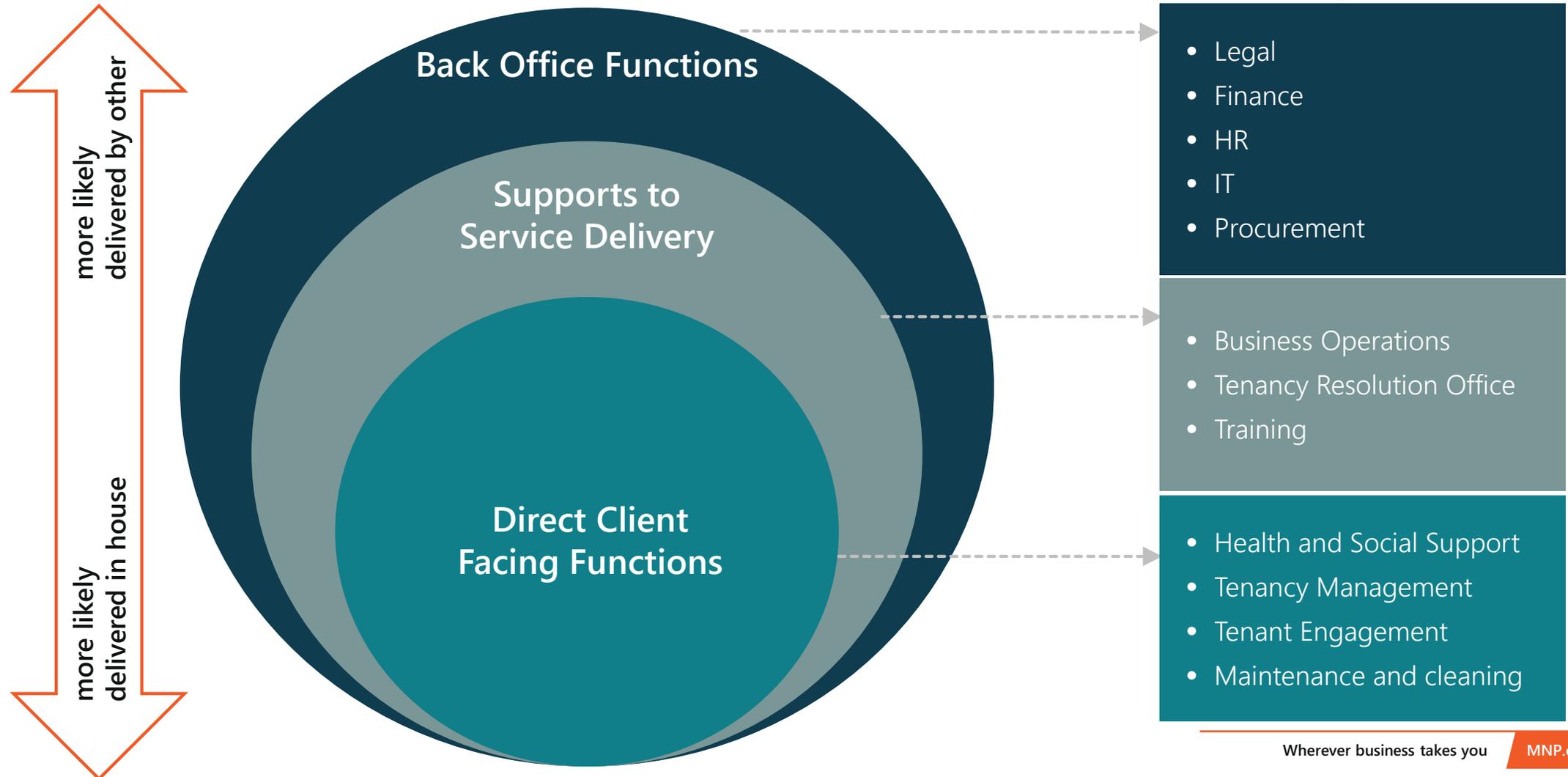
Considers the optimal TSHC service delivery model for services currently delivered by TCHC

- ✓ Continue to deliver by TCHC
- ✓ Deliver directly by TSHC
- ✓ Deliver by a 3<sup>rd</sup> party

# Analysis Principles

In general, services that are closely linked to client are more likely to be delivered directly, while services that are further removed from the client are more likely to be delivered by an outside party.

## Examples



# Analysis Principles

Core to the principles is ensuring successful delivery of the mission for TSHC and TCHC, leveraging the following principles:

**1** Ensure focus on the core business

**2** Consider impacts on both TSHC and TCHC

**3** Ensure financial responsibility

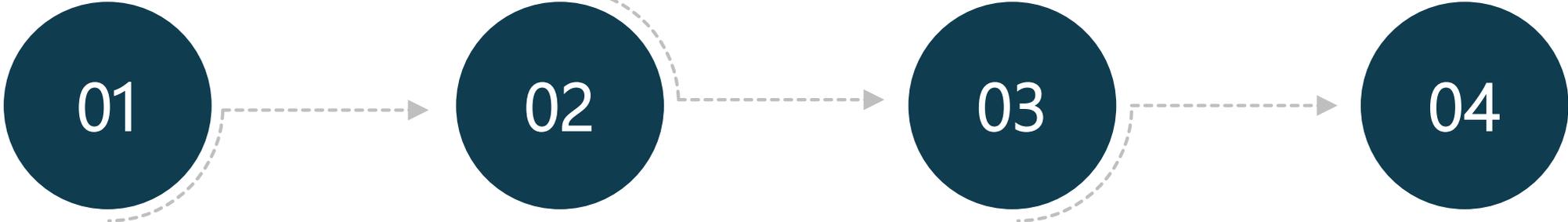
- ✓ Minimize disruption to tenants
- ✓ Simplicity and practicality of implementation
- ✓ Sufficient organizational capacity to deliver services at TSHC and/or TCHC
- ✓ Compliance with existing Toronto Community Housing Corporation capital funding and borrowing agreements

- ✓ Improve service to tenants
- ✓ Impact on staff
- ✓ Alignment of services requirements
- ✓ Minimize financial impacts and risks to the City, TCHC, TSHC
- ✓ Impact on community safety

# Project Approach



A phased approach to service delivery definition will support a successful June 1st launch



Identify and define the functions and services



Phased Service Analysis Approach



Define Service Delivery Model for June 1<sup>st</sup>



Define Long-term Service Delivery Model

# Phased Analysis Approach

Taking a phased approach to analysis will allow for earlier recommendations



**Phase 1 Services:** Mission critical back-office functions



**Phase 2 Services:** Services currently primarily delivered by TCHC

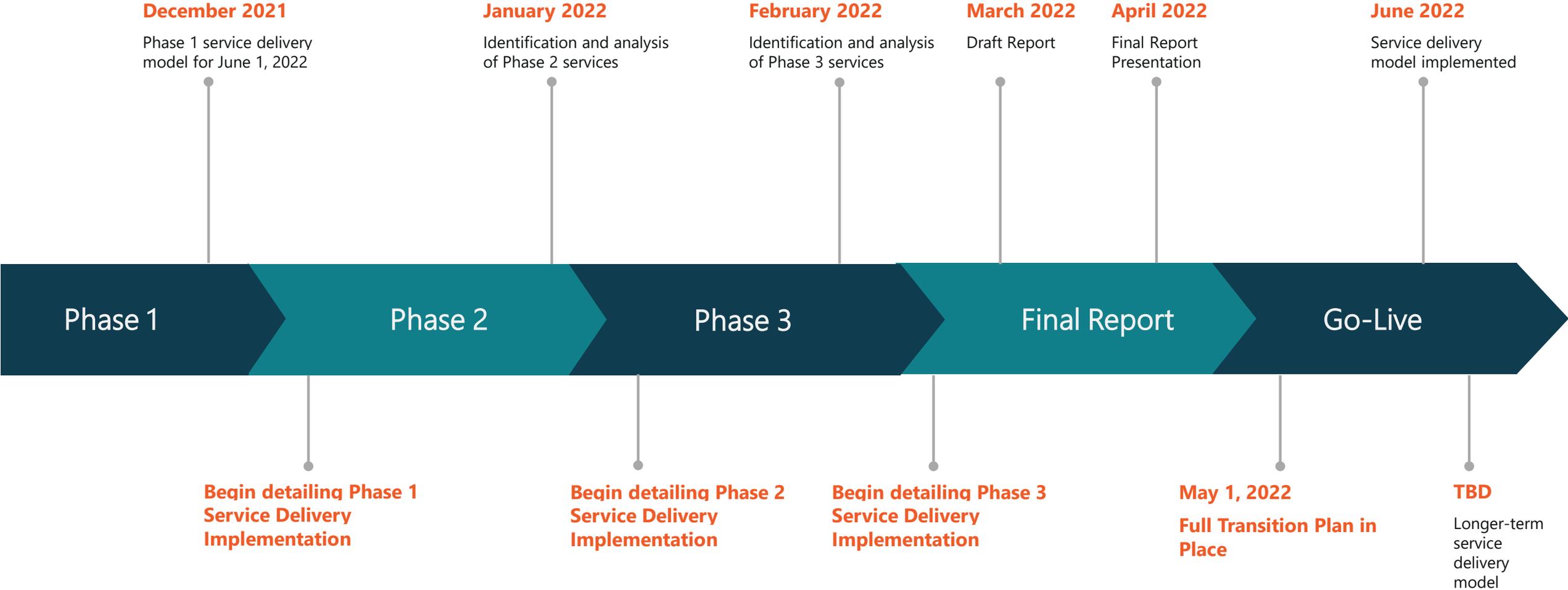


**Phase 3 Services:** Services currently primarily delivered by SHU

# Key Milestones and Timeline



The timeline below outlines the approach and the key project milestones



# Next Steps

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1. Develop complete list of TSHC services
2. Analysis of Phase 1 services
3. Return to TSHC Board in December with preliminary service delivery model for phase 1 services

# Appendices

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# Preliminary Phased Approach: Mission Critical Services



Finance	Human Resources
<ul style="list-style-type: none"><li>• Financial management/ Budget</li><li>• Property Accounting</li><li>• Internal Audit</li><li>• Treasury</li><li>• Accounts Payable</li><li>• Accounts Receivable</li></ul>	<ul style="list-style-type: none"><li>• Recruitment, staffing and compensation</li><li>• Learning and Organizational development</li><li>• Labour Relations and employee services</li><li>• Health and Safety</li><li>• Payroll, Pension and Benefits</li><li>• Internal employee investigations</li></ul>

# High Level Process Example: Recruitment

## Create job description

Defining the requirements and responsibilities of the position



## Post job

Publishing the job opening on various platforms for job seekers



## Interview

Conducting one-on-one discussions with candidates identified on the short list



## Hire

Extending a job offer to the chosen candidates and performing a background check



## Classify position/compensation

Determining the compensation range and role responsibilities



## Short list

Creating a "short list" of all potential candidates well suited for the role



## Send out offers/Negotiate

Identifying the right candidate for the role, and reaching an agreement on the details of their contract



# High Level Process Example: Recruitment



Create Job description	
TCHC	TSHC

Classify Position	
TCHC	TSHC

Post Job	
TCHC	TSHC

Short List	
TCHC	TSHC

Interview	
TCHC	TSHC

Negotiate	
TCHC	TSHC

Hire	
TCHC	TSHC