

## **Mainstay Housing Quality Improvement Forward Looking Narrative 2019-2020**

### **1. Overview**

For over 35 years, Mainstay Housing has been the largest provider of mental health supportive housing in the province of Ontario, providing 976 households with permanent affordable homes, from which tenants can build meaningful lives and take their rightful place in society.

Mainstay's vision is "with stable housing as a foundation, everyone belongs and has a bridge to a better life", and our mission is to "operate high quality housing, support housing stability and create inclusive communities". Mainstay's vision and mission form the basis of our commitment to quality.

Our three Strategic Directions are to: 1) improve the quality of the Mainstay tenant experience; 2) secure our foundation; and 3) implement innovative housing solutions. The first of these strategic directions focused on Tenant Experience forms the foundation for our three-year quality priorities, which cascade to our annual Quality Improvement Plan. Our quality priorities focus on improving the stability and quality of the tenant housing experience and on meaningful engagement of tenant members within Mainstay and in the external community. Specifically, these two priorities are:

- By December 31, 2020, we will improve the tenant housing experience by:
  - increasing the percentage of tenants who rate their building as safe, from 55% to 75%.
  - increasing our responsiveness to tenants complaints and their requests for maintenance.
  - increasing the percentage of tenants involved in decisions about their housing experience from 22% to 50%.
- By December 31, 2020, we will enhance tenant perception of community and belonging by:
  - Increasing the number of tenant participation in goal coaching related to housing stability by 20%
  - Increase the number of tenant members actively engaged in primary care

Mainstay's Quality Improvement Plan (QIP) was developed collaboratively with our tenant members, community partners and other stakeholders. The QIP outlines key actions we are committed to making to help improve the services we provide to our tenant members. The 2019/20 QIP includes developmental work and quality improvement initiatives to support Mainstay's achievement of the targets on these three-year quality priorities.

### **2. Alignment with Other Planning Processes**

Our quality aims and initiatives cascade from the strategic directions in our Strategic Plan related to quality which are noted above. It is also aligned with the Toronto Central Local Health Integration Network's (TC LHIN) Strategic priority of designing health care for the future which includes our involvement in the Mid-East Toronto Health Link Care Coordination pilot which was scaled to a core service in 2016/17. In 2015 we launched a primary healthcare survey with our tenant members to understand their unaddressed primary

health care needs. Thirty three percent of 758 tenants responded. Results from the study are being used to address identified unmet healthcare needs. We will build on this initiative by gathering information on the number of tenant members who are actively engaged in primary care.

It is also aligned with our Multi Sector Accountability Agreement (MSSA) Health Equity dimension where we are leading a cross-sector collaborative researching aging in place needs of supportive housing tenants and those eligible to reside in supportive housing, with the goal of developing a framework that supportive housing and partnering organizations can utilize to develop services to address this area of growing need.

### **3. Partnerships and Continuity of Care**

Mainstay relies on, and is partnered with, external mental health and social service agencies that provide case management and other services to support the needs of many of our tenant members. Their partnership is key to achieving our targets on our initiatives that focus on achieving tenant members' service goals, coordinated care planning, ensuring that case managers respond to calls for serious issues within 24 hours, and improving tenant members experience of belonging and community within and outside of Mainstay.

### **4. Challenges, Risks and Mitigation Strategies**

The greatest risk to accomplishing these objectives is the resource impact to address multiple priorities embedded in our strategic plan goals and objectives, operational imperatives and opportunities and/or demands required by the external environment. We hope that selecting a small number of important improvement initiatives will mean Mainstay will be able to respond to new, emerging priorities without compromising achievement of the QIP initiatives or our operating plans to provide safe, high quality housing and support.

Another risk is the innovative, joint agreements we've developed with external agencies that rely on collaborative efforts. Specifically these include our Support Service Agreements and Memorandums of Understanding with external mental health and social service agencies, through which tenant members access our housing and receive in-depth clinical support from referring agencies.

### **5. Leveraging Information Management Systems**

Information technology is critical to enabling the support and services that we provide to our tenant members. Mainstay is using data from The Access Point to facilitate equitable access. The Tenant and Member Services Department implemented an Access Database to help collect and extract more meaningful data on engagement and service outcomes. It also supports compliance with the TCLHIN Community Business Intelligence (CBI) initiative. Finally, new property management software was implemented in 2018/19, which allows for tracking of types, volumes and timeliness of responses to maintenance work order requests.

## **6. Engaging Tenant Members, Staff and Broader Leadership**

### **i. Tenant Members**

Mainstay continues to create a culture where tenant members are engaged to support the creation, delivery and improvement of safe, quality, tenant-centered services and high quality housing. Below are examples of opportunities for tenant member voice and engagement in setting organizational directions and decision making about services.

- a. Direct Service: Mainstay incorporates principles of recovery that are person-driven (client centered) where the person defines their own life goals, designs their unique path towards those goals by having choice over the services and supports they receive and getting the information they need to make informed decisions in order to build on their strengths and gain or regain control over their lives. This is done in partnership with staff who support tenant members in developing their service plans, drawing on tenant members' extensive expertise and knowledge. As a component of our quality improvement plan, we will continue to engage tenant members in our quality improvement work for 2019/20. Examples include: one on one goal coaching with tenant members;; co-designing and piloting the tenant member engagement framework; surveying tenants on their engagement with their primary care providers
- b. Organizational Design and Governance: Tenant members form 1/3 of our board of directors, and as such participate as members on Board committees including the Quality Committee. Tenant Members receive board governance training to equip them with skills and knowledge to participate at the board governance level. Tenant members participate in General Members Meeting (GMM). They participate, vote and review the annual report at the Annual General Member Meeting (AGM). Tenant members are consulted during building-based community meetings and are active participants in co-designing building-based and agency-wide activities and programs, such as the survey to measure tenant member experience relating to “community and belonging”, which was used to inform quality improvement initiatives.
- c. Policy Development: Tenant members are consulted, make recommendations, and sit as equal members on Mainstay program committees focused on tenant member engagement, program design and service delivery; for example, the Tenant Member Advisory Committee and Quality Improvement Working Group.

### **ii. Staff and Broader Leadership**

Ensure new staff hired oriented to Mainstay's quality improvement initiative. Looking ahead to 2020/2021 ensure all staff are adequately trained on quality improvement, and organizational culture enables and empowers staff to engage in quality improvement work.

## **7. Leadership Accountability**

The Quality Committee is involved in the development of the QIP and in overseeing progress on QIP initiatives through regular review of performance data. The Quality Committee reports quarterly to the Board on quality issues and services provided. Designated staff lead quality improvement initiatives and provide administrative support to the Quality Committee.