

# Auditor General Audit on Case Management

June 2022

Audit Committee

SSHA Overview





# Support for Audit Findings

SSHA welcomes the recommendations made by the Auditor General for the Case Management audit.

# Support for Audit Findings

Overall, the recommendations for the Case Management audit:

- Align to the priorities and actions of **SSHA's Homelessness Solutions Service Plan**
- Recognize the need of **enhanced technology** to support improved data for client service
- Reinforce the need for a consistent approach to **case management**
- Align with initiatives being actioned to support client transitions into **stable housing**

# Audit findings align with SSHA Homelessness Solutions Service Plan

## Implementation Priorities:

1	2	3	4	5	6
Advancing reconciliation	Focusing on equity	Delivering high quality service	Reducing chronic homelessness	Developing an integrated systems response	Strengthening and modernizing the sector
<ul style="list-style-type: none"> <li>• Meaningfully address Indigenous homelessness</li> </ul>	<ul style="list-style-type: none"> <li>• Address Anti-Black racism</li> <li>• Incorporate an intersectional and inclusive approach</li> </ul>	<ul style="list-style-type: none"> <li>• Improve access to homelessness services</li> <li>• Enhance safety and quality</li> <li>• Provide a range of person-centred supports</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance housing focused service delivery</li> <li>• Prioritize available housing resources for maximum impact</li> </ul>	<ul style="list-style-type: none"> <li>• Implement shelter diversion approaches</li> <li>• Increase system coordination and planning</li> <li>• Enhance collaboration and engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance system tools and data</li> <li>• Invest in staff and sector capacity</li> </ul>



# Increasing the Focus on Case Management

Opportunities to strengthen support for shelter providers include:

- Updating the Toronto Shelter Standards
- Creating new contracts that provide clear guidance on the minimum expectations of case management (governed by the Toronto Shelter Standards)
- Work with Legal Services to strengthen information sharing practices across the sector within privacy legislation

# Continuous Improvement Action Taken by SSHA

- **Technology Improvements**

Updated **Shelter Management Information System (SMIS)** for case management activities and information sharing

- **New Shelter Service Model**

Identified need to implement **standardized service** levels consistent with the New Shelter Service Model approved by Council and assess levels of housing case management supports across the system

- **Coordinated Access**

Implemented the **Service Triage, Assessment Referral Supports (STARS)** tool to collect more information on case management needs and better match people with appropriate level of support

- **Access to Housing**

Issued a directive to the shelter system about the requirement to ensure clients have completed **housing applications** and assigned the disadvantaged status

# Next Steps

- **Toronto Shelter Standards**

In consultation with **key stakeholders and service providers**, expectations regarding the components of documenting a housing plan and case management activities will be clarified and integrated into the Toronto Shelter Standards

- **Enhance Outreach Service Model**

Bolster **outreach services** to meet the unique needs of people sleeping outdoors, based on a human-rights approach, meaningful engagement and choice

- **Quality Assurance for Case Management**

Review of the **Toronto Shelter Standards** and audits to incorporate City-issued Shelter Directives, benchmarks, and revised health & safety practices

- **Implement Assessment Tools (PATHS)**

Implement common assessment and prioritization approaches to expand the **Priority Access to Housing and Supports (PATHS)** process to match people experiencing chronic homelessness to new housing with support opportunities

# Next Steps

- **Addressing Chronic Homelessness**

SSHA, in partnership with CREM and the Housing Secretariat, continue to work together to identify potential properties for conversion to **supportive housing** and conduct cost-benefit analysis scenarios

- **Pivot to Housing**

SSHA, in collaboration with CREM , Housing Secretariat, CreateTO, all orders of government and agency stakeholders, will develop a financial analysis tool that will help determine whether there are viable opportunities to **pivot from shelter services to supportive housing services**

- **Continue Advocacy**

Homelessness is a complex social issue that has become more challenging as a result of the pandemic, and requires solutions from all orders of government, businesses, community organizations and individuals



**Thank you**

