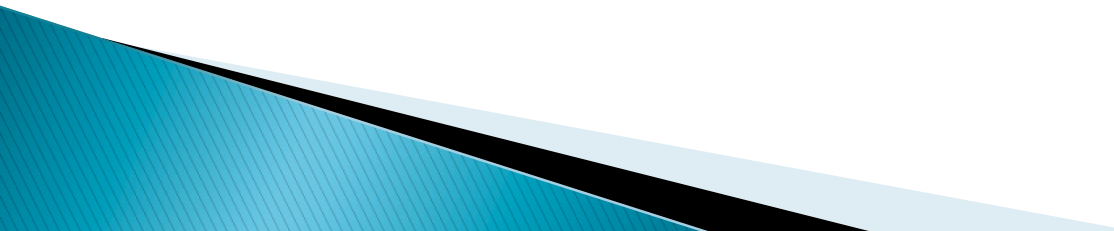


Shared Services Project

Ottawa Social Housing Network

CHRA National Congress
April 4th, 2019

Agenda

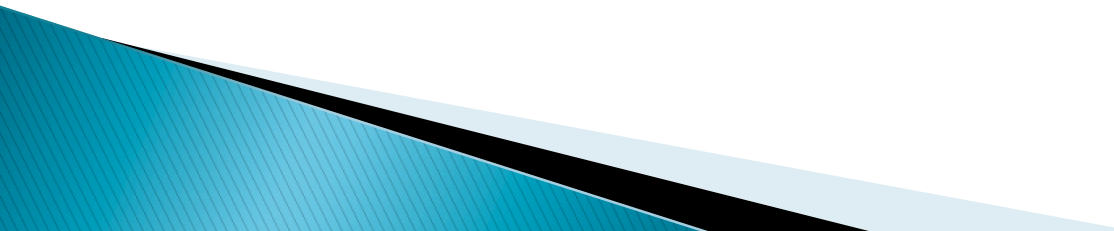
- ▶ Introductions
 - ▶ Purpose of the Session
 - ▶ Ottawa Social Housing Network (OSHN)
 - ▶ Joint Services Working Group (JSWG)
 - ▶ Shared Services Project – Phase I
 - ▶ Phase I – Report & Findings
 - ▶ Shared Services Project – Phase II
 - ▶ Next Steps
 - ▶ Questions
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Introductions

▶ **Ishbel Solvason**


- Executive Director – The Social Housing Registry of Ottawa
- Member of OSHN
- Member of JSWG

▶ **Chris Laundry**

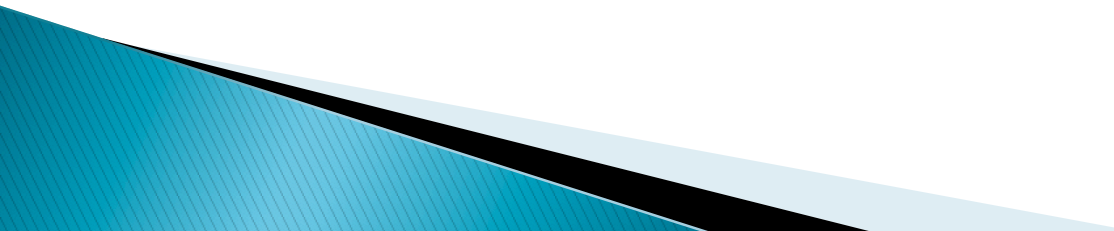
- Manager – Cartier Square Housing Co-operative
 - Member of OSHN
 - Member of JSWG
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Purpose of this Session

Review

- ▶ Ottawa Social Housing Network (OSHN)
 - ▶ Joint Services Working Group (JSWG)
 - ▶ Ottawa Shared Services Project
 - ▶ Outcomes to Date
 - ▶ Next Steps
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Ottawa Social Housing Network

- ▶ The Ottawa Social Housing Network (OSHN) has been in place for about 26 years with a very active Steering Committee
 - ▶ The purpose of the Network is to share best practices, discuss common concerns, and advocate for housing and housing programs
 - ▶ OSHN is a Network that speaks with one voice and includes: non-profit and co-op housing providers with market and RGI stock, First Nations Housing providers, Ottawa Community Housing (OCHC), umbrella housing groups, supportive housing providers and new housing providers
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Ottawa Social Housing Network

- ▶ OSHN also plays an active role in speaking to all levels of government on housing-related matters

EXAMPLE: OSHN was the lead in “The Housing Answer” campaign that saw Ottawa City Council invest in affordable housing in a significant manner

- ▶ A decision was made in 2017 to have a sub-committee of OSHN explore the possibility of shared services
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Joint Services Working Group

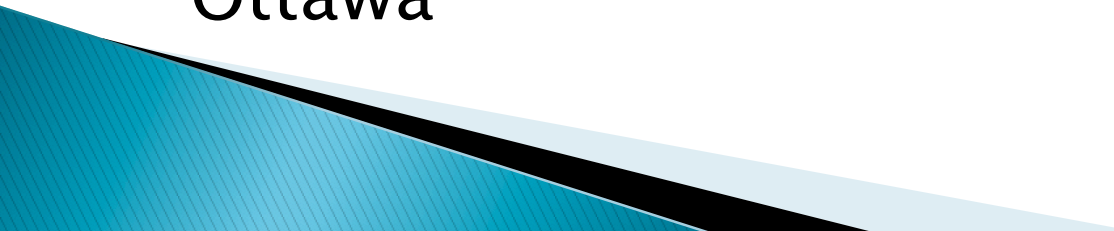
- ▶ The Joint Services Working Group (JSWG) was established as part of OSHN
 - ▶ The Working Group will explore options for shared services among housing providers in Ottawa, including:
 - making recommendations to the broader housing community
 - facilitating dialogue among housing providers and other stakeholders
 - seeking funding opportunities and developing proposals to further its mandate
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Examples of Shared Services

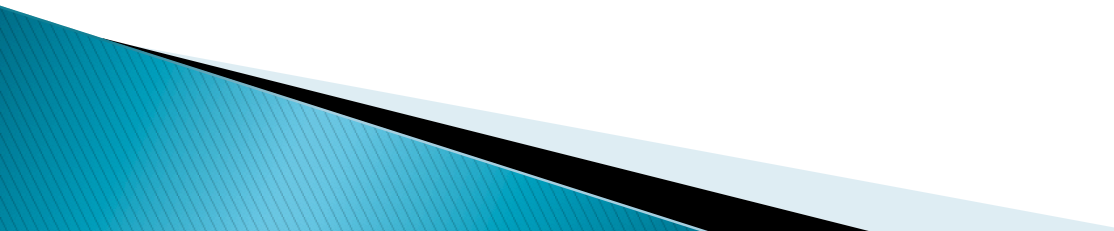
- ▶ **CCOC & Nepean Housing**
 - CCOC purchases capital works from Nepean
- ▶ **CCOC & Unity Non-Profit**
 - CCOC does maintenance & repairs for Unity NP
- ▶ **OCHC & Gloucester Housing**
 - Gloucester uses OCHC's after hours call centre
- ▶ **Housing Outreach Program (HOP)**
 - Options Bytown provides outreach and support services to local housing providers

Shared Services Project

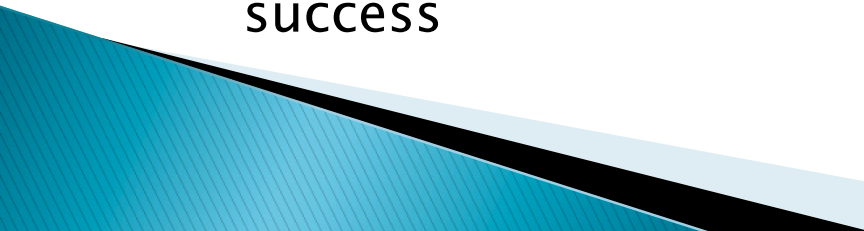
Phase I

- ▶ The Working Group received a grant from the Ontario Ministry of Housing (Innovation, Evidence and Capacity Building Fund)
 - ▶ SHS Consulting undertook Phase I – Shared Services review
 - ▶ The purpose of Phase I was to conduct research and create a plan for a pilot project to share services among housing providers in Ottawa
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Phase I Review Included...

- ▶ Literature review and research on shared services
 - ▶ Survey of local housing providers
 - ▶ Identify services suitable for a pilot project
 - ▶ Identify design principles of a shared services model
 - ▶ Identify actions, assumptions, risks and opportunities required for a successful pilot
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Findings – Literature Review

- ▶ **Two Motives for Sharing Services**
 - Increase efficiency
 - Achieve economies of scale
 - ▶ **Four Approaches to Sharing Services**
 - Joint purchasing
 - Consortium bidding
 - Service management organizations
 - Sharing service delivery
 - ▶ **Challenges to Sharing Services**
 - Ignoring evaluation and adjustments to the model
 - Lacking a shared mission and vision
 - Focusing on cost savings over relationships
 - Underestimating the time and resources required for success
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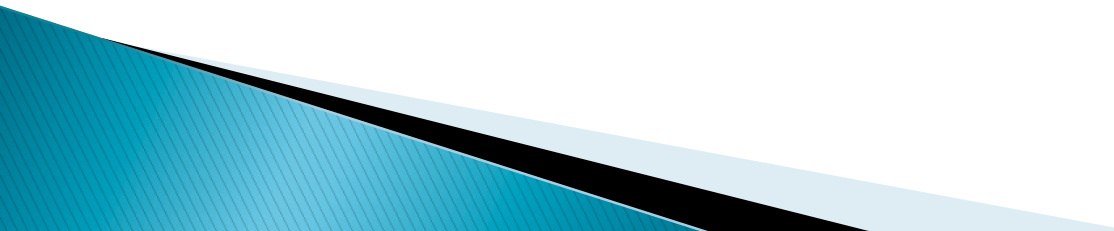
Findings – Literature Review

The Continuum of Shared Service Delivery

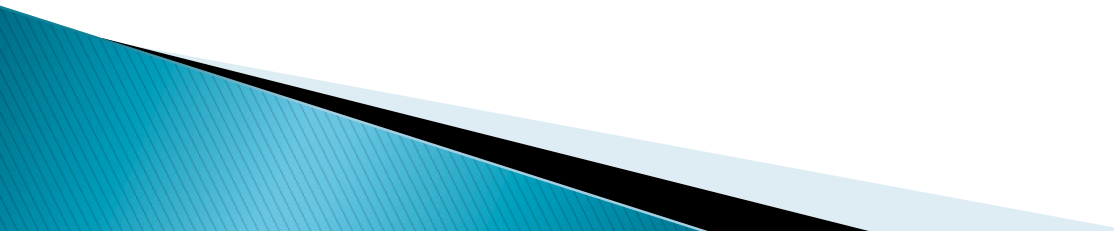
	Autonomous	Cooperation	Coordination	Collaboration	Integration
Description	Agencies act independent from each other. There is no formal relationship although they may affect each other through their actions.	Agencies establish ongoing ties and provide limited supports to one another. Communication and sharing information is emphasized.	Separate partners plan the alignment of their activities. Duplication of activities and resources is minimized.	Partners put their resources into a pool for a common purpose but remain separate. Responsibility for using the pooled resources is shared by each of them.	Links between separate agencies draw them into a single system. Boundaries between the agencies dissolve.

Source: Lennie 2010. Learnings, Case Studies and Guidelines for Establishing Shared and Collaborative Service Delivery in the Non-Government Sector

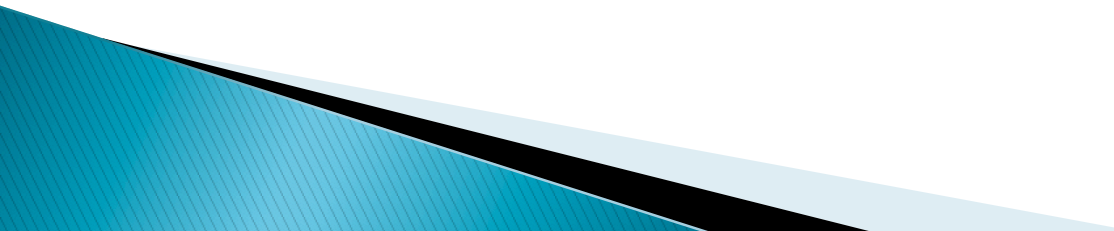
Findings – Literature Review

- ▶ **Sharing Services Impacts Staff but Leads to Improved Service Delivery**
 - important to obtain buy-in from all employees
 - possible re-assignment of some staff
 - new internal processes
 - possible extra layers of management
 - no automatic reduction in the number of staff
- 

Findings – Literature Review

- ▶ **Need to Set Clear Goals and Expectations around Costs and Benefits**
 - important to measure cost of service delivery
 - include upfront costs and time investments
 - sharing savings among partners
 - prevent diseconomies of scale
- 

Findings – Literature Review

- ▶ Continued Measuring of Impact on Service Quality is Critical
 - ▶ Important to have:
 - a shared definition of service quality
 - on-going measuring of impact
 - continuing feedback to/ from staff and governance organization
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Survey Findings

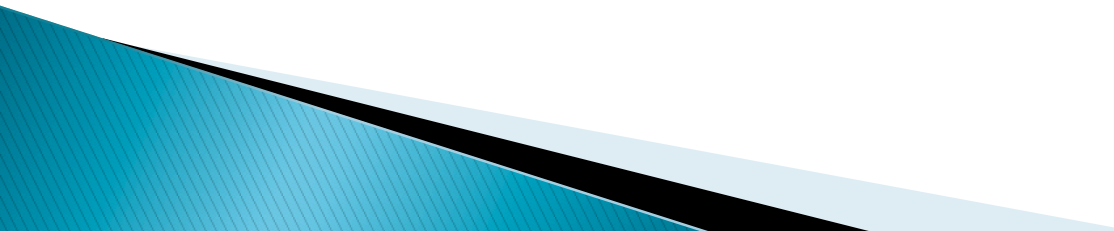
- ▶ **Housing Providers are Generally Small**
 - 75% manage less than 100 units
 - 42.3% operate with a team of 1–5 full-time staff
- ▶ **Limited Capacity to Provide Certain Services**
 - Computer system maintenance
 - Communications
 - Strategic planning
 - Snow removal
- ▶ **Some Services are More Often Outsourced**
 - Marketing
 - Tenant administration
 - Landscaping
 - Painting
 - Snow removal

Survey Findings

- ▶ **Survey Respondents Indicated a Desire to Work Closer Together**
 - 21.2% indicated they are very interested
 - 50.0% indicated they are somewhat interested
 - 25.0% did not know if they were interested
 - 3.8% indicated they are not interested


Survey Findings

▶ Certain Services Might Be More Suitable for a Pilot

- day-to-day maintenance (e.g.: snow removal, landscaping or cleaning of common areas)
 - computer systems
 - pest control
 - unit inspections
 - marketing and communications
 - capital projects management
- 


Phase I – Report

Findings:

- ▶ Shared services can have positive impacts on an organization – fostering innovation, improving quality of service and reducing costs
 - ▶ However, significant upfront time and financial investments may be necessary
 - ▶ More elaborate models often require aligned visions and high levels of trust and familiarity among participating organizations
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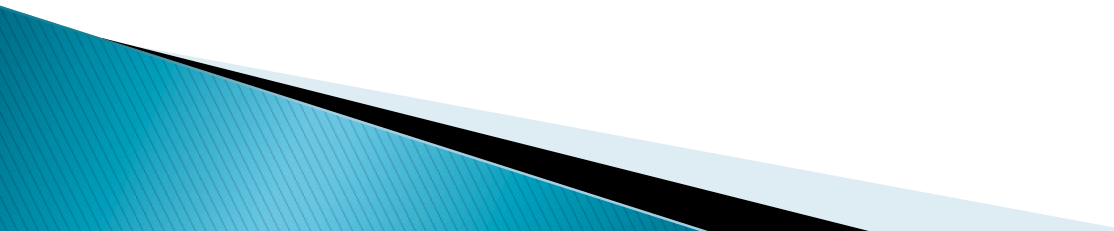
Phase I – Report

Findings:

- ▶ Survey data confirms several housing providers are very interested in a shared service delivery model
 - ▶ These early adopters may be able to demonstrate the concept to the other member organizations
 - ▶ The literature suggests introducing models slowly (This suggests a smaller pilot project that requires less commitment from the parties involved)
 - ▶ The literature suggests developing a thorough evaluation framework to accurately measure the impacts on staff, quality of service, and potential cost reductions
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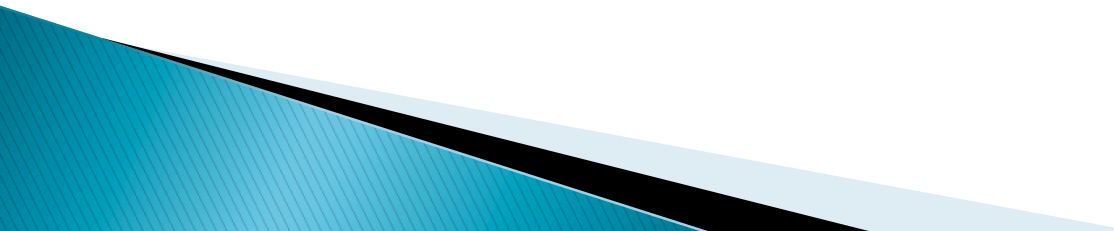
Phase I – Goals

Short Term Outcomes

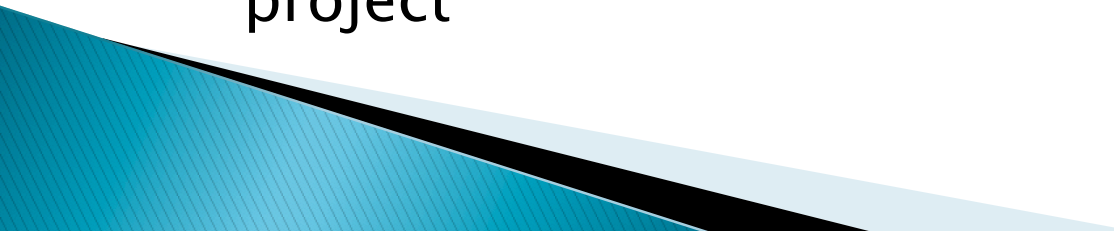
- ▶ By June 2019 – a project plan and governance structure has been developed.
 - ▶ By June 2019 – a one-year shared services pilot will commence with 5–10 providers sharing 1–3 services (dependent on the availability of funding)
 - ▶ By June 2020 – an evaluation of the shared services pilot
 - ▶ By June 2020, the majority of providers have entered into a memorandum of understanding
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Phase I – Next Steps

Next Steps Included:

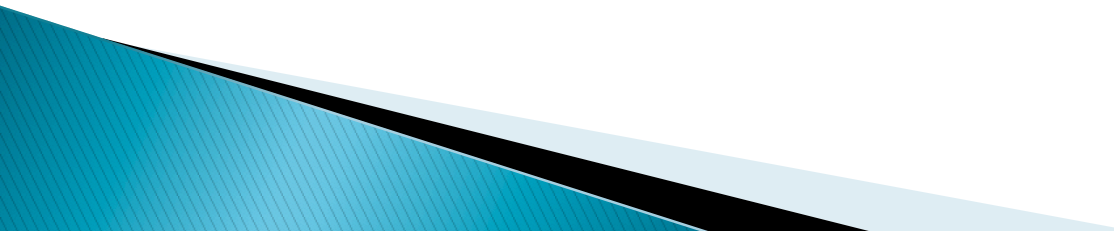
- ▶ Identifying the design principles
 - ▶ Confirming the motivations (and interests) of each organization
 - ▶ Confirming the desired outcomes
 - ▶ Developing the proposed pilot
 - ▶ Developing an implementation plan
 - ▶ Developing an evaluation strategy
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Shared Services – Phase II

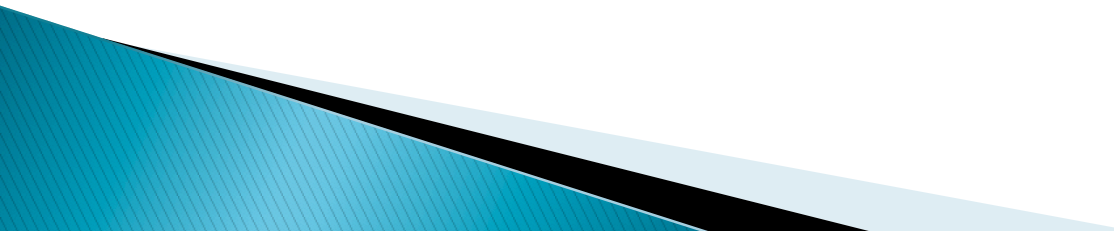
- ▶ The Working Group accepted the recommendations from the Phase I report and created a new scope of work for Phase II.
 - ▶ **Scope of Work Includes:**
 - developing a marketing and communication plan to update housing providers
 - establishing specific services which would form part of the pilot project
 - confirming a list of both buyers and sellers
 - assessing readiness to participate in the pilot project
- 

Shared Services – Phase II

Scope of Work cont'd.

- recruiting participants and confirming willingness to be involved in the pilot project
 - completing research on possible funding sources for a pilot project and developing a business case to apply for funding
 - designing an effective evaluation process for the pilot project
 - reviewing potential governance options for a permanent shared services model in Ottawa
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Shared Services – Phase II

- ▶ The Working Group hired a second consultant (DH Consultants) in December 2018
 - ▶ The consultant is currently in the process of completing the scope of work for Phase II
 - ▶ The goal of Phase II is to put all necessary structures in place in order to undertake an actual pilot project (Phase III)
 - ▶ Pilot project targeted for late 2019 or early 2020
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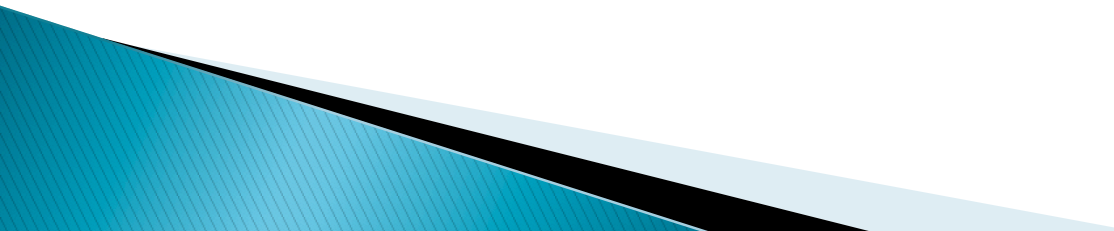
Shared Services – Phase II

Housing Provider Survey

- ▶ A second survey of housing providers was conducted in February 2019 to confirm which services would best work for a pilot project
- ▶ **Survey Results Indicated:**
 - ▶ 31% of housing provider responded
 - ▶ 15 organizations were interested in participating in the pilot
 - ▶ 17 were not (but 15 of the 17 negative may be interested after the pilot is completed)

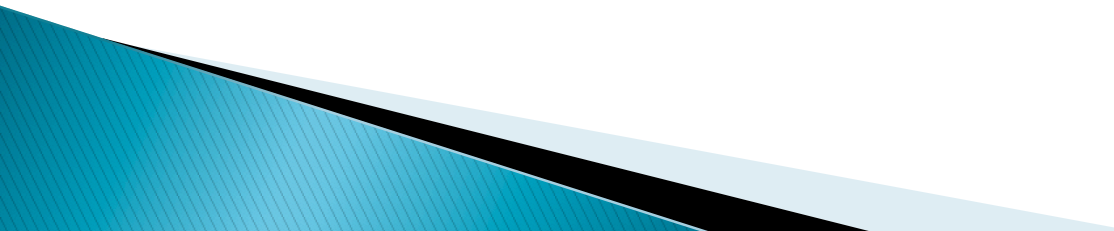
Shared Services – Phase II

Survey Results Indicated:

- ▶ The survey identified potential buyers and sellers in specific geographical locations
 - ▶ A limited response rate indicated that there are no obvious matches for a full-on pilot project
 - ▶ There are a number of options for sharing services between housing providers and possibly a more limited pilot project
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Shared Services – Phase II

Next Steps

- ▶ Applying for program funding (including developing a 'Plan B' for funding)
 - ▶ Drafting a job description or scope of work for Phase III
 - ▶ Drafting an evaluation process
 - ▶ Reviewing potential governance options
 - ▶ Delivering a final report to the Ottawa housing community (OSHN Annual Meeting)
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Shared Services – Phase III

▶ To be continued...

Shared Services Project

- ▶ **Thank You!**
- ▶ **Questions....**

Shared Services Project

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