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Report to: Board of Directors
CityHousing Hamilton Corporation

Submitted by: Tom Hunter
Chief Executive
Officer/Secretary

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Tenant Engagement &
Support Services

Subject: **Integrated Pest Management Program (Report #16008)**

RECOMMENDATION:

That Report #16008 is received for information.

A handwritten signature in blue ink that reads "Tom Hunter".

Tom Hunter
Chief Executive Officer/Secretary

EXECUTIVE SUMMARY:

The internalization of Pest Control at CHH has been in place for over one year. Throughout this time staff has continually worked to optimize the delivery of an efficient and high quality service.

Since Report #15027 was presented to the Board in November 2015, CHH has continued to see ongoing improvement in the Pest Management Program. The total number of bed bug treatments has increased by 71%, while total number of all other pest treatments increased by 18%. Subsequently, this has resulted in over a 50% reduction in treatment cost to the organization.

CHH has developed and implemented standard operating procedures (SOP) that have aligned the teams in their work and resulted in higher productivity and increased morale. As well, there has been continued work on refining the performance indicators, and this has provided further information relating to resident satisfaction and quality control. This will assist CHH in determining the success of the internalization of the pest control program and inform the decision on how it should be operated in the future.

BACKGROUND:

This report serves as a follow up to Integrated Pest Management (IPM) Program (Report #15027) dated Oct 27, 2015.

DISCUSSION:

Information presented in this report tracks the performance of quarter one, two, three and four up to January 31, 2016. It will detail the following key elements of the Pest Control Program:

- Service Delivery
- Tenant Education
- Training/Capacity Building
- Call Management
- Quality Control and Evaluation
- Financials
- First Place Pilot (full building IPM)

Service Delivery

There have been numerous improvements made to create efficiencies throughout the operating framework. This includes a multi- faceted cancellation process, robust quality controls, and a focus on outcomes.

In the first 12 months of the pilot, CHH has increased its bed bug treatments by over 71% and 18% in all other pest treatments. Overall, there has been a 35% increase in total pest treatments. As well, CHH has reduced the cost per treatment by 57%. The below charts highlight these results:

Number of Pest Treatments		
	2014	2015
Bedbugs	1939	3322
Cockroaches	3462	3977
Other pests	656	897
Total	6057	8196

Cost of Treatments		
	2014	2015
Average cost per treatment for all pests	\$288.92	\$122.10

With 100% control of the entire process, CHH continues to deliver a strong service and works towards delivering industry best practices in the prevention, identification, action and control of pests. CHH is utilizing continuous improvement methodologies, and is focussing on developing the staff while creating a healthy culture that yields high productivity and morale.

Tenant Education

Education to residents remains a critical fundamental principal. There are many benefits to tenant engagement for both the tenant and landlord. By engaging tenants at a level they choose, CHH:

- Ensures that services provided reflect tenants' needs, continuously improving service delivery
- Provides tenants with opportunities to develop new knowledge, helping tenants to become informed and knowledgeable, and building their skills and confidence to influence decisions
- Builds better communication and trust between staff and tenants, and this leads to a greater awareness of each other's perspectives and organizational and financial limitations

Training/Capacity Building

CHH has developed and implemented a number of operating best practices. In order to mobilize them, an employee handbook was developed that streamlines Standard Operating Procedures (SOP). This provides staff with on-the-job guidelines, clear documented processes, and performance expectations.

The Pest Management Team has embarked on an eight-week voluntary employee development "lunch and learn series" in collaboration with human resources, aimed to develop the staff and increase productivity. To date, there has been 100% voluntary staff participation.

CHH is developing robust building-specific Integrated Pest Management (IPM) Plans to gain control of all spaces in the building while, at the same time, taking a prevention approach and not just being reactionary.

CHH is committed to citywide engagement and on-going training with staff to ensure that CHH is aligned and seen as an industry leader in IPM.

Call Management

Scheduling for all incoming calls continues to be managed through CHH's Pest Control Call Centre. Callers are greeted by two Pest Control Clerks who follow-up on the tenant's request for treatment by scheduling them the first available appointment with the appropriate team in the tenant's location.

Following a rise in wait time for treatments, CHH Pest Control responded by employing another full-time Technician, and temporary Prep Worker as well as reorganizing the existing teams and creating a "floater position". This position is filled by a staff member from the Preparation Team who recently became a fully licensed exterminator. This enables the team to provide coverage, where needed, in the event of staff shortage due to such factors as illness and vacation. This further assists in reducing wait time for our tenants which ultimately increases tenant satisfaction.

Improvements have been made to more closely manage the cancellation list. When there is a cancellation, tenants are called, and if they are willing, the team is re-assigned to complete the updated treatment. This reduces the lead time while simultaneously decreasing staff down-time due to a cancellation.

When the Pest Control pilot was implemented, it was anticipated that the average wait time for treatment would be seven (7) to ten (10) days. The chart below reflects a month to month breakdown.

	Bed bugs	Other pests	Grand Total
January	11.1	10.3	10.7
February	12.6	13.9	13.5
March	9.9	9.3	9.5
April	8.2	9.6	8.9
May	7.9	8.2	8.1
June	9.6	7.7	8.6
July	9.9	9.6	9.7
August	11.3	9.2	10.2
September	13.1	8.8	10.9
October	12.0	8.8	10.4
November	11.0	9.6	10.3
December*	16.6	12.8	14.7
Grand Total	10.5	9.5	9.9

Net working days from receipt of call to scheduled appointment day (Note this excludes tenants that rescheduled their appointment)
*December lead times dramatically increased due to lost time for mandatory team training (0.5 day) and holiday office closure (5 days)

Quality Control and Evaluation

The Supervisor is scheduled to complete four quality audits in a week, and coaching visits each day with the various teams. In addition, the Manger is randomly selecting five units per week to audit. Given there are now SOPs in place, there is the ability to closely manage performance and provide remedial guidance where necessary.

A vital quantitative measurement has been the tenant survey. The tenant survey has been a significant tool in quantifying the overall satisfaction of the pest control service. The focus has been on four key areas:

- Overall tenant satisfaction with the team and service
- Service from Call Centre Staff
- Service from staff working in our tenants homes
- Condition of the unit after the service was complete

Overall, the tenants, even in the midst of dealing with a very unpleasant situation, are extremely happy with the level of service provided. To date, there have been 97 respondents (9.8%) with the following results:

- Over 80% of respondents were happy or very happy with the overall service and team
- Almost 90% of respondents were happy or very happy with the service received from call centre staff
- Over 90% of respondents were happy or very happy with the service received by staff working in their home
- 94% of respondents were happy or very happy with the condition in which their home was left

While pleased with the results of the ongoing tenant survey, CHH will constantly strive for continuous improvement. Using the feedback from the tenants, CHH is able to improve on the level of service provided and can make the necessary adjustments based on the recommendations of by tenants and employees.

The below chart highlights the number of total treatments and the repeat treatments that were undertaken by external contractors as compared to the internal service provided by CHH.

	2014		2015	
Total treatments	1939		3322	
Breakdown of treatments	Units	Treatments	Units	Treatments
One treatment	839	839	962	962
Two treatments	306	612	451	902
Three treatments	102	306	201	603
Four treatments	35	140	112	448
Five treatments	6	30	44	220
Six treatments	2	12	16	96
Seven treatments			6	42
Eight treatments			5	40
Nine treatments			1	9
Bedbug total	1290	1939	1798	3322

Furthermore, CHH continues to monitor the infestation rate of nine buildings that have historically had persistent pest control issues. This list previously contained 360 King St. (i.e. First Place); however, with the implementation of a full IPM plan at 360 King St., it was removed from the list. The infestation rate for these nine buildings is based on the actual numbers of residents that called in and reported a pest issue. It is Important to note that CHH did not actually inspect to confirm, thus potentially inflating the actual infestation rates.

Bed bugs	Units in building	Total Treatments	Total treatments	Percentage of building
155 Park Street West	375	201	409	53.60%
30 Sanford Ave. South	350	148	283	42.29%
200 Jackson St. West	245	100	202	40.82%
181 Jackson St. West	265	120	233	45.28%
226 Rebecca Street	198	111	222	56.06%
95 Hess Street South	291	100	181	34.36%
191 Main Street West	223	103	177	46.19%
430 Cumberland Ave.	153	60	155	39.22%
500 MacNab St. N	146	47	96	32.19%
Total	2246	990	1958	44.00%

Financials

The below chart compares the financial profile of operating the service with two years of contracted service (i.e. 2013 and 2014) and one year with the internal service (i.e. 2015). Rates are based on contractor values to demonstrate an accurate depiction of costs saved.

Year	Budget	Actuals
2013	\$ 1,000,020.00	\$ 1,370,000.00
2014	\$ 1,260,000.00	\$ 1,750,000.00
2015	\$ 1,280,000.00	\$ 1,000,080.00

First Place

In October of 2015, CHH made the commitment to develop a full building IPM Program at First Place. This was one of the large apartment buildings with a significant challenge in managing pests. The first step in the IPM was to inspect every unit at First Place. The results identified 36% of the building as having a bedbug concern and of these units, 22% were found to have a low infestation, and less than 6% had a high infestation. All of these units were treated (or are being treated) and a follow-up inspection of the entire building will take place to determine the effectiveness of the most recent pest control efforts.

During the same time period, a major focus has been the common and commercial spaces. Over 100 staffing hours and 10 education seminars and resident focus groups have been dedicated to educating, exterminating, controlling and monitoring bedbugs and other pests in all areas of the building. With the support of on-site staff, tenants, and the dedication of the pest control staff working in this building, CHH is more equipped than ever to manage pests in the common and commercial spaces.

Another vital component to this IPM was Team Dignity. In just under three months Team Dignity has grown to include 13 tenant volunteers and 12 first- and second-year Mohawk College students. This project has provided assistance in a variety of invaluable ways. Services provided to tenants through the Team Dignity program have included, but are not limited to the following:

- 122 people accessed the Team Dignity space for comfort (McClemont Lounge)
- 69 people were sold at cost or given further information about mattress encasements, roach traps and defenders
- 24 tenants were assisted prior to their treatment

- 37 tenants were assisted after their treatment (laundry, making beds etc.)
- 19 treatments were allowed to go ahead as scheduled due to animals being crated (animal carrier) by the Team Dignity Staff

Without the assistance of Team Dignity this would have resulted in many treatments being rescheduled, delaying the effective treatment of units, and exacerbating an already significant or complex problem. Moreover, the Team Dignity program has allowed tenants a safe, non-judgemental, comfortable, supportive environment, greatly reducing the stigma associated with bedbugs while building a stronger sense of community.

CONCLUSION:

With the internalization of the pest control program, CHH continues to see improvements in the operation of the program and resident satisfaction. To date, a key part of the success of the pilot project has been achieved through strengthening communication and relationships with staff and tenants. Improvements have been realized in areas such as number of treatments, cost per treatment, quality control and customer satisfaction. These and other indicators will be continually monitored and analyzed to inform the future viability of the program.

OPERATIONAL PLAN:

This report implements:

Goal 1. Create Financial Sustainability – *Ensure that CityHousing Hamilton has sufficient capital to invest in buildings to minimize the impact on City of Hamilton taxpayers.*

Goal 2. Maintain and Improve Building Conditions - *Ensure that the CityHousing Hamilton portfolio is managed effectively and sensitively and is in a good state of repair to meet the affordable housing requirements of Hamilton residents now and in the future.*

TH/MB