

AUD20009 Recommendation	AUD20009 Management Response and Original Anticipated Completion Date	Status of Management Response YTD 2022
<p>1. We recommend that management use the third-party evaluator’s results, municipal benchmarking and their own experiences to evaluate and potentially redesign the eligibility assessment process.</p>	<p>Agreed. ATS will develop an operational plan (subject to budgetary/ resource approvals) to further investigate the differing third-party assessment outcomes and conduct municipal benchmarking. The purpose of the operational plan is to conduct an in-depth assessment of the Lifemark results, review and evaluate the current design, and identify redesign options for an eligibility assessment process.</p> <p>Anticipated completion date (operational plan): Q2 2022.</p>	<p>Complete. Consulting report completed, including municipal benchmarking; roadmap to implement an operational plan presented (Appendix “A” to Report PW21055) (Q3 2021).</p>
<p>2. We recommend that management update the application form by adopting the following: guiding principles, functional ability, conventional transit accessibility features, test results, travel distance, personal care attendant, health care provider’s eligibility option, and health care provider’s review of the applicant’s response.</p>	<p>Agreed. ATS will develop a project plan to review the application form and identify immediate, medium, and longer-term improvements. The goal is to improve the effectiveness of the application, address strategic information gaps and optimize the application process.</p> <p>Anticipated completion date (immediate improvements and project plan): Q2 2021.</p>	<p>Complete (immediate improvements). ATS has implemented some immediate improvements to its application form, including: more clarity around the nature of the door-to-door service provided; updated language in notices regarding the collection and sharing of personal information, and in the sections where consent is signed; and the removal of Recreational Therapist from the list of care providers who can sign Part Two of the application and the addition of regulated, licensed Social Worker (Master of Social Work) (Q2 2022).</p> <p>In progress (project plan). A second revision of the ATS application forms will happen in consultation with the Occupational Therapists employed by third-party functional assessor, Bayshore Healthcare, once they have worked with the current application long enough to identify any further gaps or opportunities for improvement (targeting Q3 of 2023).</p> <p>Longer term improvements would be tied to future staff recommendations to reassess eligibility regularly, increase</p>

		<p>conditions of eligibility, or move to an entirely in-person eligibility process.</p>
<p>3. We recommend that standard operating procedures and assessment guidelines be created for all assessment processes. These procedures may include instructions and evaluation strategies to assist staff in making consistent and supported eligibility decisions.</p>	<p>Agreed. The standard operating procedures and assessment guidelines will be in alignment with the development of a redesigned process in recommendation #1.</p> <p>Anticipated completion date: Q2 2022 (with standard operational procedures to follow).</p>	<p>Complete (operational plan). Consulting report completed, including municipal benchmarking; roadmap to implement an operational plan presented (Appendix “A” to Report PW21055) (Q3 2021). ATS Manager has outlined a table of contents for related policy, procedures and forms (Q3 2022).</p> <p>In progress (development of standard operational procedures). ATS is in the process of documenting eligibility determination procedures, including appropriate use of the contractor for third-party functional assessment, with reference to the April 2022 update to the application form. The first two SOPs have been written and provided to staff: ATS Policy PW-TR-ATS-Y-002-002 ATS Application (Q3 2022) and ATS Procedure PW-TR-ATS-P-006-001 ATS Contact with Client Health Care Provider (Q2 2022).</p> <p>Remainder of ATS internal procedure completion is targeted for Q1 2023. External customer-facing eligibility and assessment policies need to be provided to the Advisory Committee for Persons with Disabilities (ACPD) for comment as these are drafted and updated.</p>
<p>4. We recommend that management implement a quality control process where all eligibility decisions are reviewed for accuracy and approved by someone with adequate expertise and experience before results are communicated to applicants. Review objectives may also include ensuring timely</p>	<p>Agreed. The development of a quality control process will be implemented as an interim measure while the eligibility assessment process is reviewed and redesigned in recommendation #1.</p> <p>Anticipated implementation date: Q2 2021.</p>	<p>In progress. ATS hired a Supervisor of Accessible Transportation Services with a background in disability supports and assessment, at no impact to budget (Q4 2022). The ATS Manager and Supervisor oversee referrals to third-party functional assessor Bayshore Healthcare and validate invoices for this service (Q4 2022), and work with ATS Manager to implement a formal internal application processing quality control procedure (targeting Q1 of 2023).</p> <p>With the start of work done by Bayshore Healthcare in December of 2022, weekly meetings are being held with the third-party functional assessment contractor (Bayshore Healthcare), ATS Supervisor, and ATS Manager to review</p>

<p>management of client information.</p>		<p>functional assessment outcomes before communicating these to customer care representatives and so to applicants (Q4 2022).</p>
<p>5. We recommend that management incorporate more in-person contact into the eligibility assessment process within the next year.</p>	<p>Agreed. ATS will incorporate more in-person contact into the eligibility assessment process.</p> <p>Anticipated implementation date: Q2 2021.</p>	<p>Complete. ATS Procedure PW-TR-ATS-P-006-001 ATS Contact with Client Health Care Provider was written following privacy and confidentiality training provided to direct staff in their contact with client healthcare professionals and agencies, to enable them to more confidently follow up by phone with clients and their health care providers when additional information is needed, including clarification around consent signatures (Q2 2022).</p> <p>ATS has contracted Bayshore Healthcare to provide third-party functional assessments for ATS eligibility as required, where information from the application form is insufficient to allow a determination of eligibility (Q4 2022).</p>
<p>6. We recommend that management assess the need for strengthening the professional qualifications and experience required for making eligibility determinations.</p>	<p>Agreed. ATS will include an assessment of the professional qualifications and experience required to make effective eligibility determinations in the operational plan to redesign the eligibility process in recommendation #1.</p> <p>Anticipated completion date (operational plan): Q2 2022 (with qualification assessment to follow).</p>	<p>Complete (operational plan). Consulting report completed, including municipal benchmarking; roadmap to implement an operational plan presented (Appendix "A" to Report PW21055) (Q3 2021).</p> <p>In progress (implementation). ATS hired a Supervisor of Accessible Transportation Services with a background in disability supports and assessment at no impact to budget (Q4 2022).</p> <p>ATS has contracted Bayshore Healthcare to provide third-party functional assessments for ATS eligibility as required, where information from the application form is insufficient to allow a determination of eligibility (Q4 2022).</p> <p>Recommendations to hire additional FTE(s) with clinical/professional qualifications would be tied to any future staff recommendations to reassess eligibility regularly, increase conditions of eligibility, or move to an entirely in-person eligibility process.</p>

<p>7. We recommend that management prepare a business case outlining the costs and benefits of reassessing all existing clients.</p>	<p>Agreed. ATS will develop a business case to assess the costs and benefits of reassessing all existing clients and alternative options.</p> <p>Anticipated completion date (business case): Q2 2021 (with implementation to follow)</p>	<p>Complete (business case). Consulting report completed, including municipal benchmarking; roadmap to implement an operational plan presented (Appendix "A" to Report PW21055) (Q3 2021).</p> <p>On hold (implementation). Direction from Council is not to reassess eligibility during forthcoming reapplication process (Public Works Committee April 22, 2022, Item 8.1. (b)).</p>
<p>8. We recommend that management explore the feasibility, potential savings, costs and benefits of the following service options: expanded Taxi Scrip Program, integrated service model, expanded travel training, shuttles and community buses.</p>	<p>Agreed. ATS will develop a business case to assess the costs and benefits of reassessing all existing clients and alternative options.</p> <p>Anticipated completion date (business case): Q2 2021 (with implementation to follow).</p>	<p>Complete (business case). Consulting report completed, including municipal benchmarking; roadmap to implement an operational plan presented (Appendix "A" to Report PW21055) (Q3 2021).</p> <p>In progress (implementation). Taxi Scrip program has since been audited due to report of fraudulent scrip use (AUD22009); ATS has increased oversight and is exploring other options for more efficient delivery of the service (targeting Q2 2023).</p> <p>HSR is currently working with the contractor for specialized transit, DARTS, and the software provider, Trapeze, to install an updated service infraction application to track late cancellations and no shows according to the points system outlined in PW21055(a). The goal is to improve scheduling efficiency and, through this, increase the potential success of an integrated transit pilot (targeting Q2 2023).</p> <p>Integrated service model is targeted to pilot pending successful outcome Investing in Canada Infrastructure Program (ICIP) funding to acquire smaller accessible transit vehicles for deployment in potential geographic zones where integrated service can be piloted (PW19083(a)/FCS18048(b)). Opportunities for use of shuttle buses (group trips) and community buses were explored by Dillon Consulting in their 2021 report (Appendix "A" to Report PW21055). If the aforementioned ICIP application is successful, ATS will pursue options to support an integrated transit pilot by identifying potential on-demand transit zones and transfer points and requirements suitable for integrated trips, determining the specific vehicle requirements needed to deliver them, and also</p>

		<p>identifying next steps to implementing an integrated service delivery plan (targeting Q3 of 2023).</p> <p>Expanded travel training as an in-house program tied to eligibility determinations and use of integrated transit for some ATS trips will be investigated as an option (targeting Q4 of 2023).</p>
<p>9. We recommend that management enhance which assessment and eligibility data is captured in Trapeze for current and future strategic purposes, including historical application information and the limiting factor that contributed most to the eligibility decision.</p>	<p>Agreed. ATS will develop a business case to review and assess the eligibility data captured in Trapeze to enhance the data collected and stored.</p> <p>Anticipated completion date (business case): Q3 2021 (with implementation to follow).</p>	<p>Complete (business case). Consulting report completed, including municipal benchmarking; roadmap to implement an operational plan presented (Appendix "A" to Report PW21055) (Q3 2021).</p> <p>On hold (implementation). A Trapeze upgrade for this purpose would be tied to any future staff recommendations to apply increased conditions of eligibility at a future date, following a successful integrated transit pilot.</p>
<p>10. We recommend that a report library be created in Trapeze containing standard and frequently used reports that have been tested and validated for accuracy for more efficient data analysis.</p>	<p>Agreed. ATS will develop a business case to investigate the report library options with the goal of creating standard, accurate, valid reports that enable efficient data analysis.</p> <p>Anticipated completion date (business case): Q3 2021 (with implementation to follow).</p>	<p>Complete (business case). Consulting report completed, including municipal benchmarking; roadmap to implement an operational plan presented (Appendix "A" to Report PW21055) (Q3 2021).</p> <p>In progress (implementation). Working with the HSR Business Intelligence (BI) Analyst, ATS staff have reviewed the inventory of canned SQL reports in the DARTS Trapeze database and purged broken reports from the list of those used by ATS. The remaining useful 300 reports were then catalogued according to their purpose, folder location, parameters, and data columns (Q2 2022).</p> <p>ATS will be working with the BI analyst to consolidate into a shorter list of multipurpose reports. The Transit Division is working to move all KPI reporting to a dashboard which displays indicator graphics in real time (targeting Q4 2023 for workplan to move ATS indicators to the dashboard).</p>

<p>11. We recommend that management re-evaluate funds spent on travel training services to ensure that value for money is being obtained.</p>	<p>Agreed. The Travel Training program has been suspended since May 2020 (due to COVID) and the terms are being redrafted.</p> <p>Anticipated completion date: Q2 2021</p>	<p>Completed. ATS contracted to the original vendor for travel training services to pilot virtual delivery of a smaller, streamlined program during COVID, within the existing budget, at a lower cost than the previous contract. Overall results of the smaller virtual training program were inconclusive (Q1-Q3 2021).</p> <p>ATS is not renewing this contract, but we are providing direction to the vendor in Q1 of 2023 for their continued use of the City-funded curriculum they developed under the terms of the original signed agreements, to continue to support individuals with intellectual/ developmental disabilities to review community safety and travel skills as part of their own suite of services, rather than as a program funded by the HSR (Q1 2023).</p>
<p>12. We recommend that ATS maintain a record of clients sent for functional assessment and use this to validate invoices received for payment.</p>	<p>Agreed. All functional assessments are suspended (due to COVID). The process to validate invoices will be established.</p> <p>Anticipated implementation date: Q4 2020.</p>	<p>Completed. ATS did not return to third-party functional assessment until Q4 2022. The ATS Supervisor will oversee referrals to third-party functional assessor Bayshore Healthcare and validate invoices for this service. A process has been established for the secure sharing of referrals, tracking and invoices in a City Share folder with access limited to the ATS Manager, ATS Supervisor, and appropriate Bayshore Healthcare personnel; invoices are not approved unless all listed assessments attached to the invoice have been confirmed as filed, and Bayshore contact tracking evidences appointment no shows (for which there is a smaller charge). Appointment no shows are verified with a follow up letter to these clients advising them their application cannot be processed (Q1 2023 - January).</p>
<p>13. We recommend that management create performance metrics to measure process efficiencies and community impact and report on these regularly. (NOTE: Transit to indicate where intend to report)</p>	<p>Agreed. The definition of performance metrics will be an added element in the development of the operational plan in recommendation #1. The optimization of the new metrics will be monitored through the existing performance measurement methodology via the divisional balanced scorecard.</p> <p>Anticipated completion date (operational plan): Q2 2022 (with implementation to follow).</p>	<p>Completed (operational plan). Consulting report completed, including municipal benchmarking; roadmap to implement an operational plan presented (Appendix "A" to Report PW21055) (Q3 2021).</p> <p>In progress (implementation). ATS is providing quarterly reports of the following to Advisory Committee for Persons with Disabilities (ACPD) and Public Works Committee (following a catch-up report encompassing 2019-Q1 2022) of the following metrics: overall system trips requested and delivered (DARTS and Taxi Scrip); system demand by mode (DARTS vs. Taxi Scrip); rate of system trips denied; rate DARTS trips denied;</p>

		<p>rated of DARTS trips cancelled on time, cancelled late, cancelled at door, and refused; DATS on-time performance; rate of complaints and commendations (ongoing).</p> <p>ATS will gather baseline data from the reapplication process and the re-introduction of third-party functional assessment on the following metrics, as recommended by Dillon Consulting: number of applicants in a period, number of registrants per capita, number of unconditional/conditional/temporary/ineligible determinations, and number of in-person assessments, in order to benchmark the effectiveness of the reapplication process, the introduction of integrated transit, and any subsequent adjustments to the eligibility determination process that ATS recommends and Council approves (e.g., increased conditions of eligibility, reassessments of eligibility) (targeting Q1 2023).</p> <p>The Transit Division is working to move all KPI reporting to a dashboard which displays indicator graphics as updated; ATS will work with the HSR Business Analyst on a workplan to use the dashboard to track the above targets (targeting Q4 2023).</p>
<p>14. We recommend that management address the administrative issues identified by:</p>	<p>Agreed. ATS will develop a workplan to assess the feasibility and address the administrative issues identified.</p> <p>Anticipated completion date (workplan): Q1 2021 (with implementation to follow).</p>	
<p>• Ensuring adequate document is kept about differences between the eligibility recommendation of the functional assessment provider and ATS' final eligibility decision;</p>		<p>Complete. ATS Manager or Supervisor emails Customer Care Representatives (CCRs) to notify that assessment report is now in applicant file (according to client number) and provides direction whether or not ATS concurs with the outcome and why, and next steps for CCRs to take (Q4 2022).</p>

<ul style="list-style-type: none"> • Reviewing Trapeze status codes at least annually and investigate the state of pending applications; 		<p>Complete. These are reviewed monthly and status of applications tracked both in Trapeze (Since Q4 2019) and in monthly tracking log sent by third-party functional assessor (Q4 2022).</p>
<ul style="list-style-type: none"> • Ensuring staff only accept completed current versions of the application form; 		<p>Complete. Out of date forms are not accepted; letters are sent to applicants who have used outdated forms to inform them and as a follow up to any phone calls made concerning same (Q3 2022). ATS Manager is following up with community websites which have posted outdated PDFs of the outdated forms as we become aware of their existence, to ensure their removal and to direct these community websites to send their stakeholders to the ATS web page for the most up to date information (ongoing).</p>
<ul style="list-style-type: none"> • Creating a separate, shortened application for long term care and nursing home applicants that obtains more information from their health care provider; 		<p>Complete. A shorter version of the updated application form has been created for applicants living in long-term care which collects more information than was previously collected for these applicants (Q2 2022).</p>
<ul style="list-style-type: none"> • Exploring how to use technology to track Taxi Scrip sales in a timelier manner and providing sales locations with access to up-to-date client sales records; and 		<p>Complete. Fare Revenue is accessing reports from Municipal Service Centres (MSCs) weekly, rather than monthly (Q2 2022). Double/ excessive purchases now happen only rarely. HSR Fare Revenue staff now have access to the Trapeze database and can verify if the purchases have been made by eligible people (Q3 2020).</p>
<ul style="list-style-type: none"> • Evaluating and potentially redesigning the application appeal process. 		<p>In progress. ATS is targeting the January meeting of the ACPD Transportation Working Group to review an updated appeal process for their review and participation as a member of the tribunal (targeting end of Q1 2023).</p>