

# AGM REPORT 2020



**TORONTO HOSTELS  
TRAINING CENTRE**

*Training for Change*

## TORONTO HOSTELS TRAINING CENTRE



### *Mission*

To enhance the capacity of the homeless and housing sector to better respond to emerging needs through high quality, practical training, promoting evidence-based practices, and supporting coordination of the sector.



### *Vision*

A robust and dynamic homeless and housing sector with the skills, knowledge, and experience to end homelessness - inspiring growth and transforming lives.



## ED REPORT 2020

On March 19 of 2020, we shut down our location at 65 Wellesley Street for what we thought would be for a short pause in the delivery of our training program. The prevailing outlook was that things would be back to normal in a few short weeks. The prevailing outlook was badly mistaken.

When it became clear that a return to in-person training was not going to be in the cards for some time, I admit to an initial feeling of powerlessness as we commenced to cancel sessions, both classroom and in-service, from week to week, hoping all the while that we could save at least a portion of the March-August training calendar. Turns out that was not to be either, at least not in a way we initially contemplated.

So, what to do? First, we made the necessary arrangements for all THTC staff to have sufficient technology to work from home. We ordered and dropped-off supplies as needed, and regularly ventured down to THTC, fully masked of course, to pick up the mail.

Next, I contacted Felipe Villegas and Susan Medeiros from THINK eLearn, instructional designers who had worked previously with THTC to develop eLearning, self-paced training. I asked Felipe if he was available to assist us with moving our classroom training to an online format. Thankfully, Felipe was available and up to the challenge. We delivered our first live online session on July 8th. A small triumph at the time, but one that would set the stage for what I consider to be a remarkable transition. I can't thank Felipe enough for his efforts, expertise, and professionalism.

Then, with generous support and encouragement from the City of Toronto, we retained the expertise necessary to bring the Toronto Shelter Standards mandatory course offerings online for our clients in very quick order. City funding was also employed to create a subsidy program for our mandated member agencies, thereby helping to fill sessions, and to bring our training to those new staff hired in the sector during the pandemic.

It became clear to us that what started as a response to the pandemic designed to “keep the ship afloat” and provide whatever services we could to our clients, has become a new and remarkably well received tool in our training toolkit. Even when in-person training can once again be carried out safely, online training will be a significant, and so very accessible, component of our programming.

Lastly, I want to recognize the outstanding efforts, dedication, and perseverance of THTC staff: Leticia Urias, Alex Young and Guillermo Lopez. I can’t thank them enough for all they have done over these last eighteen months.

Thank you also to the THTC Board of Directors, Curriculum and Course Committee Members and the Toronto Shelter Network and Shelter Support and Housing Administration, for their continued support and guidance, and to the Centre’s community partners, agencies, individuals who access training, as well as our facilitators for their ongoing commitment to THTC, we couldn’t have done any of this without you. A special thank you to Felipe and Susan from THINK eLearn, you made a huge undertaking easy and seamless.

*Ruth Gillson*

Ruth Gillson  
Executive Director

# DIGITAL TRANSFORMATION REPORT

A summary of THTC’s rapid digital response to the COVID-19 pandemic

On March 13, 2020, THTC delivered its last in-person workshop for the year. In alignment with the provincial response to the pandemic, all workshops as of that date were cancelled indefinitely.

On July 8, 2020, THTC resumed instructor-led workshops using web conferencing technology as the delivery platform.

During this in-between period, THTC continued to offer self-paced learning, uninterrupted, while getting ready for live online delivery.

Figure 1 illustrates the contrast in number of attendees between THTC’s in-person and live online training for the first and second halves of the year.

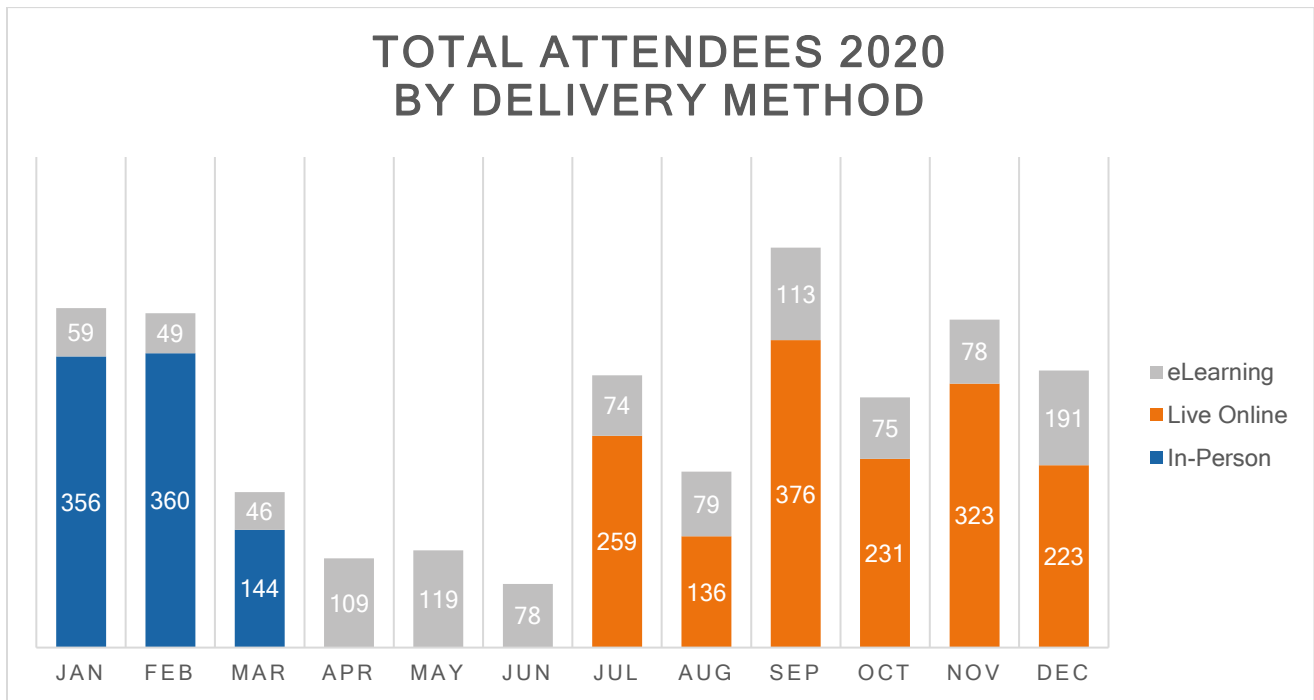


Figure 1. Number of attendees by delivery method for all service types.

## 1st Quarter

All THTC workshops were delivered in person during the first quarter of 2020.

## 2nd Quarter

Starting mid-March 2020, and throughout the second quarter of the year, self-paced eLearning registrations spiked when in-person events were cancelled. During this period, THTC began the digital transformation which would enable instructor-led workshops to resume later without a service impact.

### 3rd and 4th Quarters

THTC effectively transformed its delivery model during the third and fourth quarters of the year, offering nearly its entire catalogue through online platforms.

### THTC's Online Leap

Figure 2 breaks down the number of THTC participants by service type and delivery method for a more nuanced look at operations before, during, and after the core period of digital transformation.

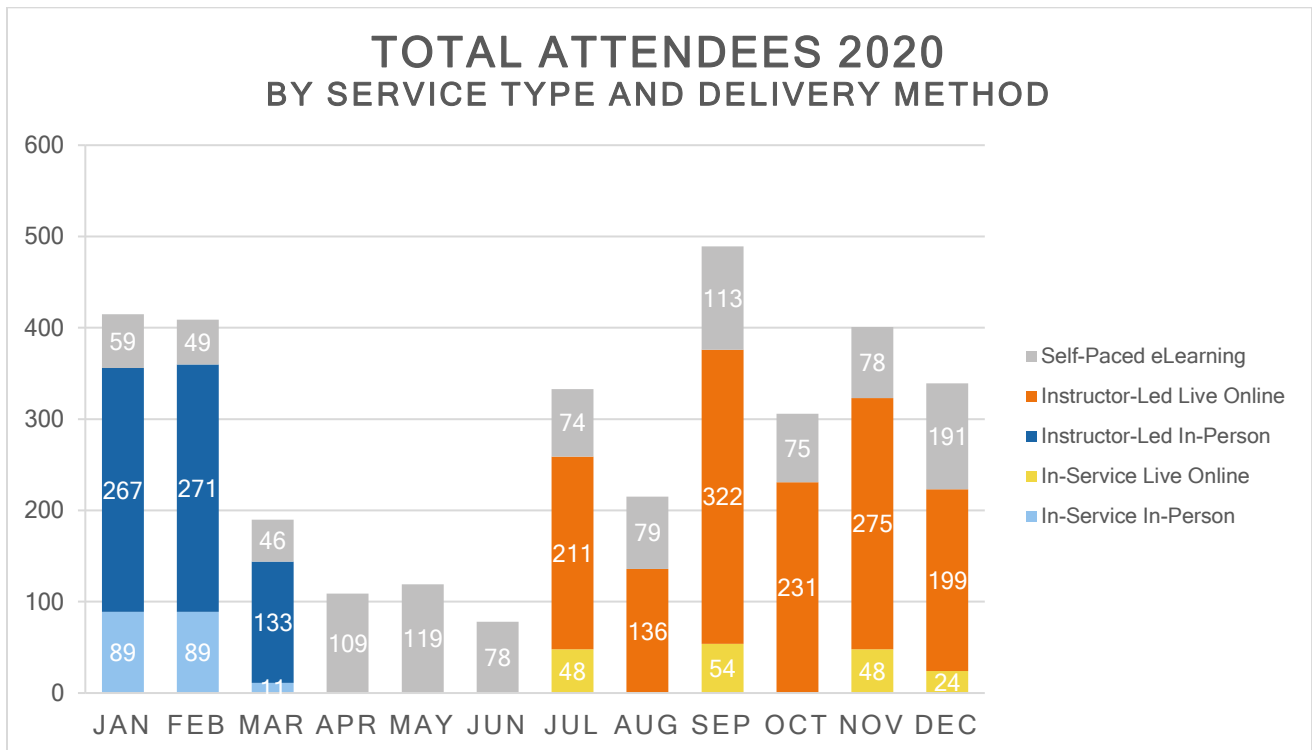


Figure 2. Number of attendees by service type and delivery method.

### Digital Transition was a Natural Adaptation for Participants

Consistent with previous years, except for the second quarter, THTC's in-house instructor-led events accounted for most attendees. It is significant, however, that as THTC resumed instructor-led workshops, in-service customers adapted to the new normal.

## Year-To-Year Comparison

### A Successful Year Despite Less Participants

As seen in Figure 3, despite experiencing over three months of no instructor-led workshops, 2020 ended up being a relatively successful year for THTC if measured by the number of people trained.

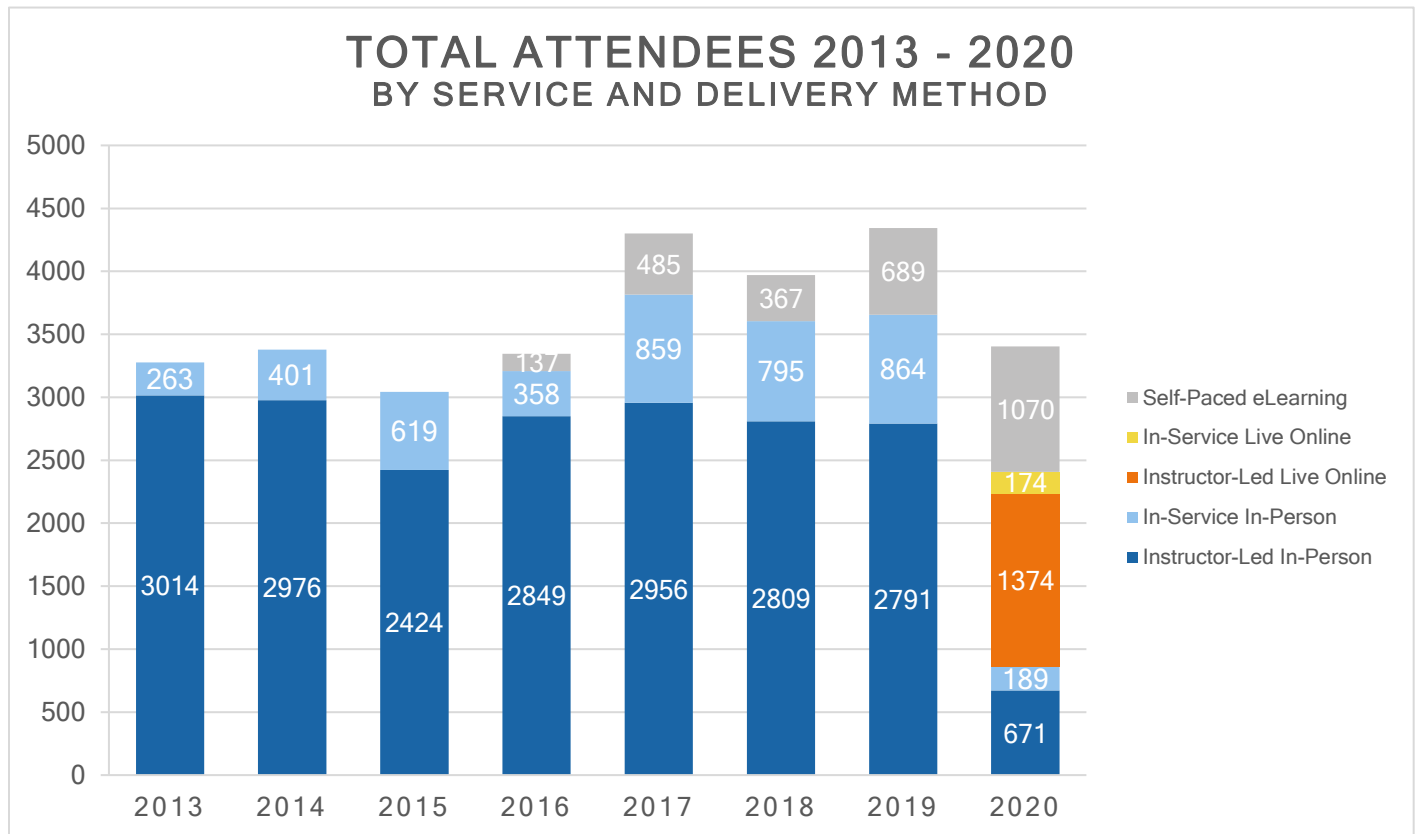


Figure 3. Comparison of total number of attendees for all service types and delivery methods.

In 2020, there were 3,478 attendees for all service types compared to 4,344 in 2019. Expressed as a percentage, this is a 20% reduction in attendees, while the total calendar time available for instructor-led events was reduced by 29% (3.5 months out of 12).

# Instructor Support

## Creation of Facilitator Guide

As THTC began getting ready to move all workshops online, a decision was made to support instructors with the transition. Most had never taught online, and many doubted it would be possible to teach their subject matter in a remote setting with some questioning the practicality of having hours-long sessions online.

THTC compared multiple available web conferencing solutions early in the process and settled on Zoom. Next, instructors needed help adapting their sessions for online delivery through Zoom. A two-prong approach was implemented. THTC invested in the development of a self-paced train-the-trainers online course, as well as one-on-one support.

Every instructor was eligible to enroll in the self-paced online training course at no cost as well as receive at least one hour of personalized training with an experienced consultant.

THTC’s partner, THINK eLearn, began development of the course and provided individualized trainer support.

## Live Online Trainer Guide

The self-paced course, titled “THTC Live Online Trainer Guide,” featured content ranging from the Zoom interface and training-friendly features to ideas for participant interactivity, including engaging activities and recommendations for facilitator presentations, online training design and delivery

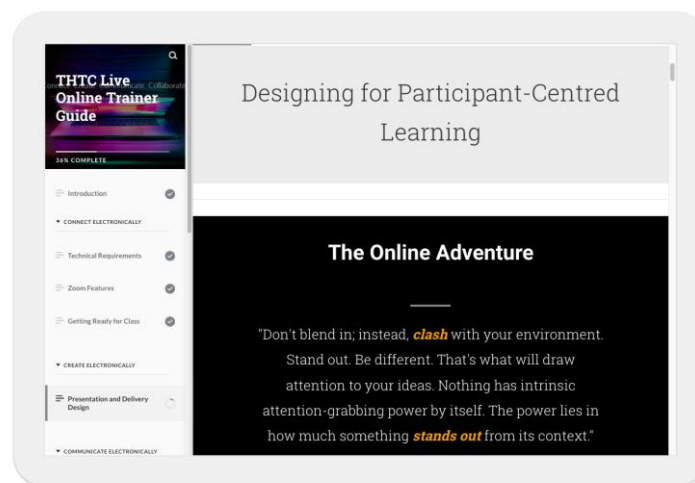


Figure 4. Screenshot of THTC's self-paced live online instructor training modules.

Print-friendly quick guides were also developed for instructors, as well as attendees and THTC staff.



## Supporting Facilitators to Go Live

Between May 21, 2020, and July 2, 2020, the period before the first live online course was delivered, nine trainers received individualized train-the-trainer support. By the end of 2020, 28 instructors had been trained during 42 one-on-one sessions. Some instructors were provided additional sessions based on need.

During these sessions, depending on their individual needs, instructors had an opportunity to practice with Zoom's presentation and basic-to-advanced engagement features such as screen-sharing, polling, and breakout rooms. In addition, instructors received feedback on presentation design and were given ideas for converting in-person activities to the online format.



Figure 5. Live online instructor support by the numbers.

## Attendee Feedback

### Successful Transition Confirmed

The ultimate test of whether the digital transformation experiment had worked was whether THTC's mission was still being fulfilled. Attendee feedback, provided via surveys, is one of the most important indicators of success. Despite the change of delivery method, THTC continued to receive highly positive feedback, in line with historical trends. Responses throughout the survey mirrored the distribution observed in Figure 6. Cont'd p. 20.

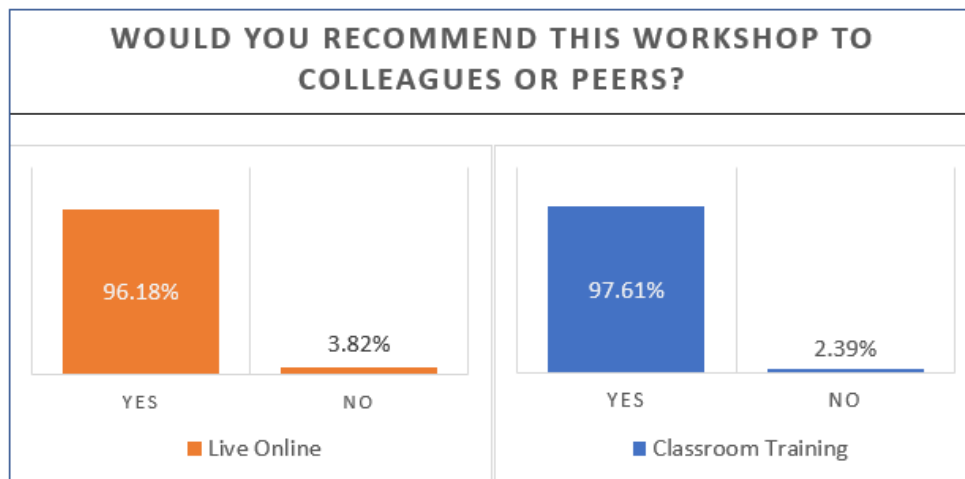


Figure 6. Comparison of survey responses for live online and classroom deliveries in 2020. Live online respondents n = 1,020. Classroom respondents n = 209.

# PERSONNEL & CONTRACTED FACILITATORS

## *Personnel*

**Ruth Gillson**

Executive Director

**Leticia Urias**

Office Administrator

**Alex Young**

eLearning Administrator

**Guillermo Lopez**

Registration Administrator

## *LOT Project Facilitators:*

**Anna  
Travers**

**Dan  
Mossip-  
Balkwill**

**Garry  
Smolyanski**



## Instructors

Adeel Ahmad	ADET Inc.	Advocacy Centre for Tenants of Ontario	Alison Pais (Gerstein Centre)
Atiquah Syed, Boost Child and Youth Advocacy Centre	Akia Munga	Barbara MacGibbon	Canadian Training Institute
Candice Brimmer	Dale Kuehl	Dana Kamin	Diana McNally, TDIN
Farah Jindani	FCJ Refugee Centre	Fran Odette	Hy'N'Hancement Consulting Inc.
Jacqueline Benn- John	Karen Andrews, ACTO	Kimberly Mattinson	Laval Martin
Martez Schembri- Diskey	Michael Fronte	Michelle Lewis	Nene Kwasi Kafele
Nicki Casseres (Gerstein Centre)	Ontario Federation of Indigenous Friendship Centres (OFIFC)	Paulette Marshall	St. Stephen's Conflict Resolution Service
TDIN Members	The 519	Yvette Perreault	

# BOARD

## Course Committee

Diana McNally	• TDIN
Elaine Cote	• NaMeRes
Grace Costa	• Eva's Initiatives
Jamie Lemen	• UVH/THTC Board
Melissa Furlano	• YWCA/THTC Board
Thania Valle	• EYET
Tracy Murdoch	• WoodGreen/THTC Board

## Board of Directors

Bobbie Gunn (Chair)	Heather Mitchell (Vice Chair)	Tracy Murdoch (Treasurer)
Melissa Furlano (Secretary)	Amada Lopez	Jamie Lemen

# THTC MEMBERS

*January 1, 2020, to December 31, 2020*

1. Adelaide Resource Centre for Women
2. Albion Neighbourhood Services
3. Alpha House Recovery Community
4. Bellwoods Residence
5. Birkdale Residence
6. Central Intake
7. Christie Refugee Welcome Centre Shelter
8. COSTI
9. Council Fire Native Cultural Centre
10. Deep Quong Community Fund Inc.
11. Deep Quong Non-Profit Homes Inc.
12. Dixon Hall 354 George Street Respite
13. Downsview Dells
14. East York East Toronto Family Resources
15. Ecuhome Corporation
16. Eden
17. Elizabeth Fry Society of Peel Halton
18. Evangel Hall
19. Eva's Phoenix
20. Eva's Place
21. Eva's Satellite
22. F.V. Bethlehem United Shelter
23. F.V. Transitional Shelter for Older Women
24. F.V. Women's 24 Hour Drop In
25. F.V. Women's Hostel
26. Family Residence
27. Family Service Toronto
28. Fife House
29. Fort York Residence
30. Gerstein Centre
31. Good Shepherd Ministries
32. Healthy Beginnings
33. HIPS Head Office
34. Homes First Society
35. House of Compassion
36. Houselink Community Homes
37. Interval House
38. John Howard Society of Toronto
39. Native Canadian Centre of Toronto
40. New Circles
41. Nisa Homes
42. Our Place Peel
43. P. A. R. C.
44. Project Work
45. Reconnect Community Health Services
46. Red Door Gerrard
47. Red Door Pines
48. Regeneration Community Services
49. Robertson House
50. S.A. Evangeline
51. S.A. Gateway
52. S.A. Homestead Addiction Services
53. S.A. Maxwell Meighen Centre
54. S.A. Toronto Harbour Light Ministries
55. Safe Harbor
56. Scarborough Village Residence
57. Seaton House
58. SHARC
59. Sistering: 24 Hour Drop In
60. Sojourn House
61. Springboard
62. St. Michael's
63. St. Simon's Shelter
64. Street Haven at the Crossroads
65. Street Health
66. Streets to Homes
67. System Oversight
68. TDIN
69. The Housing Help Centre
70. The Neighbourhood Group
71. The Redwood
72. The Scott Mission
73. The Stop Community Food Centre
74. ThriveWell Counselling
75. Toronto Bail Program
76. Toronto Christian Resource Centre
77. Toronto Plaza Hotel
78. Trinity Square Café
79. West Neighbourhood House
80. West Toronto Community Legal Services
81. Women's Residence
82. WoodGreen Community Services
83. Youthlink
84. YWCA Davenport Shelter
85. 144 INDEPENDENTS



# WORKSHOP STATS

## Classroom Courses

IN-PERSON TRAINING	WORKSHOPS	ATTENDANCE
Anti-Racism (Advanced)	1	Cancelled*
Anti-Racism (Introduction)	3	29
ASIST	2	17
Case Management (Introduction)	1	17
Case Management (Advanced)	1	17
Cognitive Behavioral Techniques	1	19
Concurrent Disorders (Advanced)	1	Cancelled*
Conflict Resolution and Negotiation Skills (Intro.)	2	17
Conflict Resolution and Negotiation Skills (Advanced)	1	9
Counselling Skills Part 1	1	8
Counselling Skills Part 2	1	Cancelled*
Defusing Hostility	3	48
Documentation Skills (Introduction)	3	52
Documentation (Advanced)	1	13
Emergency / Recertification FA & CPR	1	Cancelled*
First Aid & CPR Two Day Certification	3	50
For Managers: Responding to Traumatic Grief and Loss	1	12
Foundations to Criminal Justice	1	11
Introduction to Supervision	1	Cancelled*
Legal Responsibilities and Best Practice	1	11
Mental Health Part 1	1	18
Mental Health Part 2	1	17
Mental Health First Aid	1	21
Methamphetamine	1	Cancelled*
More than Just Ramps	2	8
Motivational Interviewing (Introduction)	2	40
Motivational Interviewing (Advanced)	1	9
Non-Violent Crisis Intervention	3	49
Ontario's Social Assistance Programs	1	15
Tenant and Landlord Law	1	15
The Adolescent Brain	1	Cancelled*
Trans Inclusion Training	2	17
Trauma Applied to Supervising Staff	1	16
Trauma Informed Care Part 1	3	50
Trauma Informed Care Part 2	3	24
U.M.A.B.	2	35
WHMIS	1	7
<b>Grand Total</b>	<b>59</b>	<b>671</b>

\*Cancelled due to COVID-19

## Live Online Courses

LIVE ONLINE TRAINING	WORKSHOPS	ATTENDANCE
Aging and Homelessness Part 1	2	10
Aging and Homelessness Part 2	2	10
Anti-Racism/Anti-Oppression (Introduction)	3	63
Building Effective Skills to Address Anti-Black Racism	3	39
Case Management (Advanced)	1	23
Case Management (Introduction)	3	73
Conflict Resolution and Negotiation Skills (Advanced)	1	20
Conflict Resolution and Negotiation Skills (Introduction)	2	43
Counselling Skills Part 1	2	48
Counselling Skills Part 2	2	47
Defusing Hostility	3	48
Documentation Skills (Advanced)	1	21
Documentation Skills (Introduction)	3	59
Drop-In Model Best Practices	1	Cancelled**
Effective Conflict Resolution for Supervisors	1	24
Effective Program Development & Evaluation	1	Cancelled**
For Managers: Responding to Traumatic Grief and Loss	1	11
Fostering Queer & Trans Inclusion Environments	1	15
From Front Line to Supervisor/Manager	1	Cancelled**
Harm Reduction in a Shelter Context	1	14
Hoarding Support Through a Trauma Informed Lens	2	27
Introduction to Supervision	1	25
Legal Responsibilities and Best Practices when Reporting	1	14
Mental Health Part 2	2	33
Methamphetamine: Effectively Supporting Participants	3	49
More Than Just Ramps: Working with People who have Disabilities	2	37
Motivational Interviewing	2	40
Non-Violent Crisis Intervention Blended Learning	10	154
Ontario's Social Assistance Programs	1	22
Psychotropic Medication Use	1	Cancelled**
Responding to Grief and Loss in the Workplace	1	15
Stress, Compassion Fatigue & Burnout	1	22
Substance/Overdose Prevention/Naloxone	3	33
Suicide Prevention – Two Day Training	3	73
Supervisor Health & Safety Awareness Competency	1	13
Trauma Informed Care Part 1	5	91
Trauma Informed Care Part 2	5	75
UMAB - One Day Verbal De-escalation	2	50
WHMIS GHS 2015	2	Cancelled**
Working with Abused Women and Children	1	19
Working with Families	1	14
<b>Grand Total</b>	<b>85</b>	<b>1374</b>

\*\*Cancelled due to low numbers

## eLearning Courses

ELEARNING TRAINING	ATTENDANCE
Board Governance	8
Communicable Diseases	227
Customer Service	75
Ethical Boundaries	63
Harm Reduction	95
Live Online Trainer Guide Self-Paced Training	1
Mental Health Part 1	84
Toronto Shelter Standards	517
<b>Grand Total</b>	<b>1070</b>

## Agency Trainings (In-Service)

AGENCY TRAINING	WORKSHOPS	ATTENDANCE
Advanced Supervision	1	15
Anti-Racism/Anti-Oppression	1	Cancelled*
ASIST	1	19
Case Management	3	43
Conflict Resolution & Negotiation Skills	1	Cancelled*
Counselling Skills	1	13
Ethical Boundaries	1	21
Hoarding Support Through a Trauma Informed lens	1	25
LO - Counselling Skills	1	20
LO - Case Management	3	63
LO - Conflict Resolution & Negotiation Skills	1	16
LO - Group Dynamics Group Facilitation	1	17
LO - Mental Health	1	19
LO - Trauma Informed Care	1	15
LO - Adv Case Management In-Service	1	24
Motivational Interviewing	3	30
Responding to Grief & Loss	2	Cancelled*
Trauma Informed Care	2	Cancelled*
UMAB	1	23
<b>Grand Total</b>	<b>27</b>	<b>363</b>

\*Cancelled due to COVID-19



# TRAINING TOTALS 2014-2020

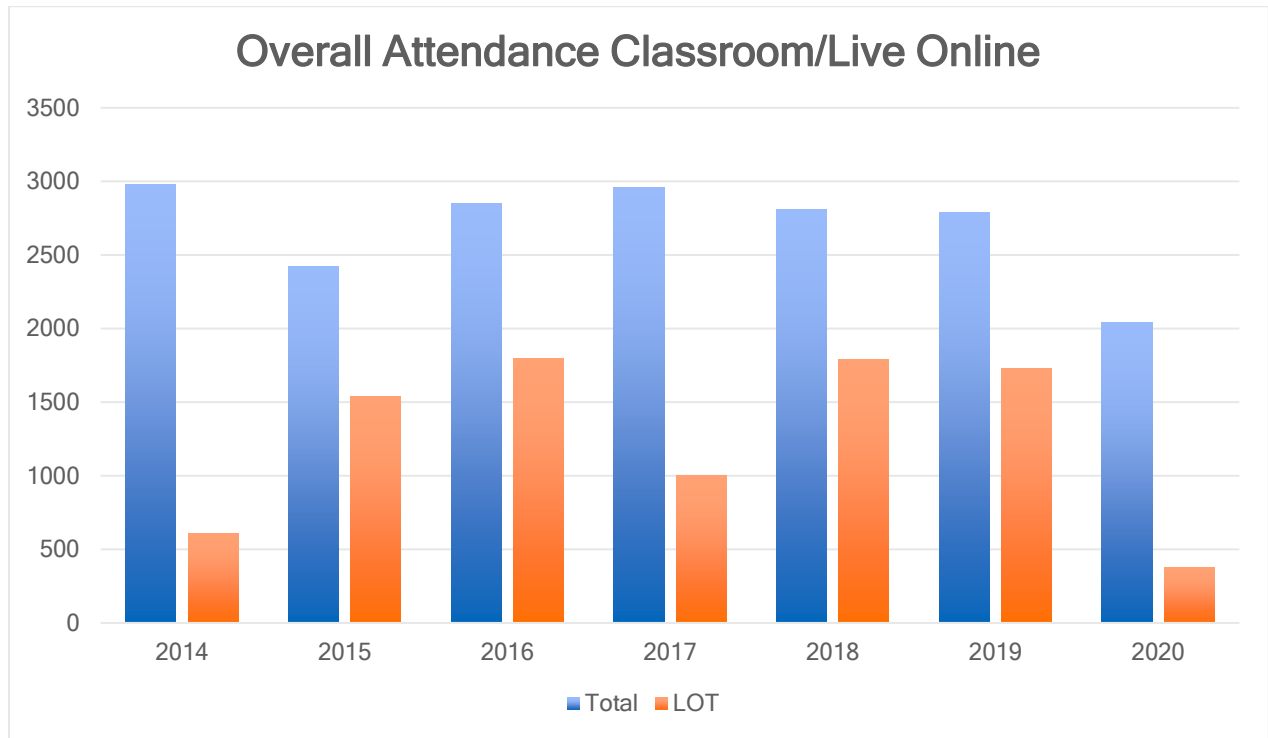


Figure 7. Comparison between 2014-2020 training attendance

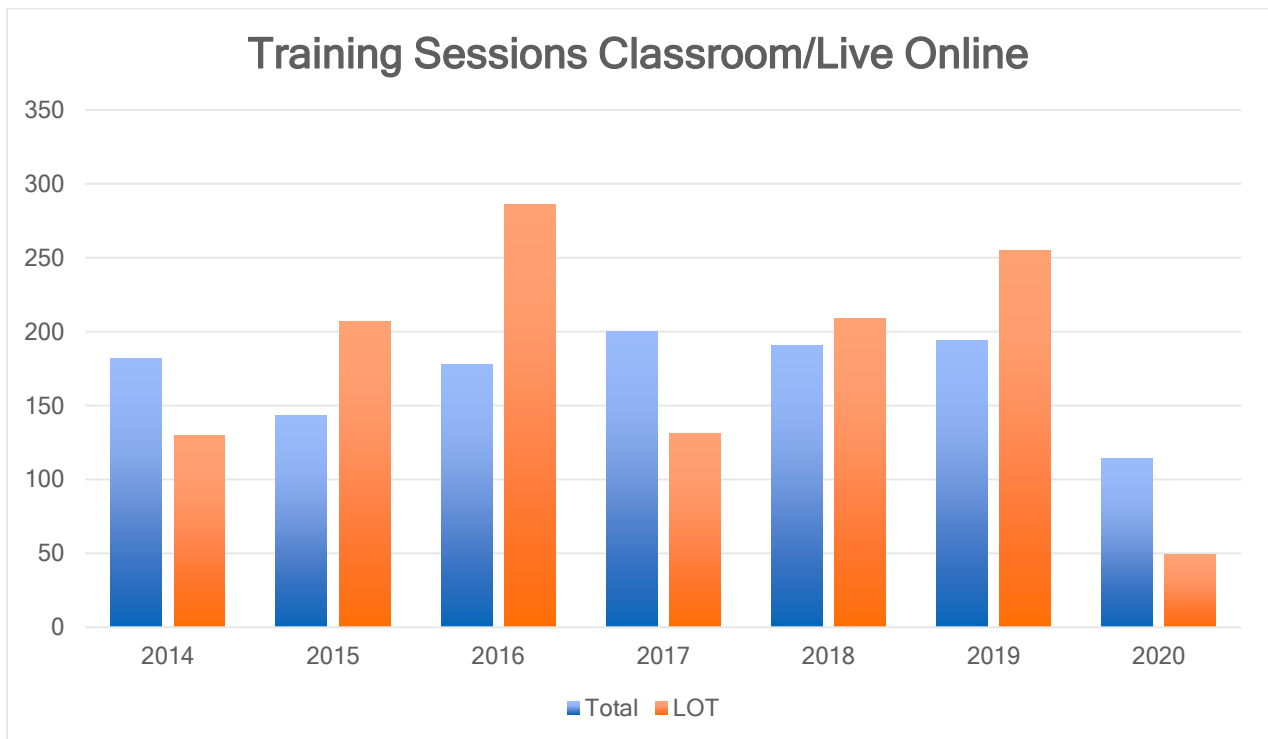


Figure 8. Comparison between 2014-2020 training sessions

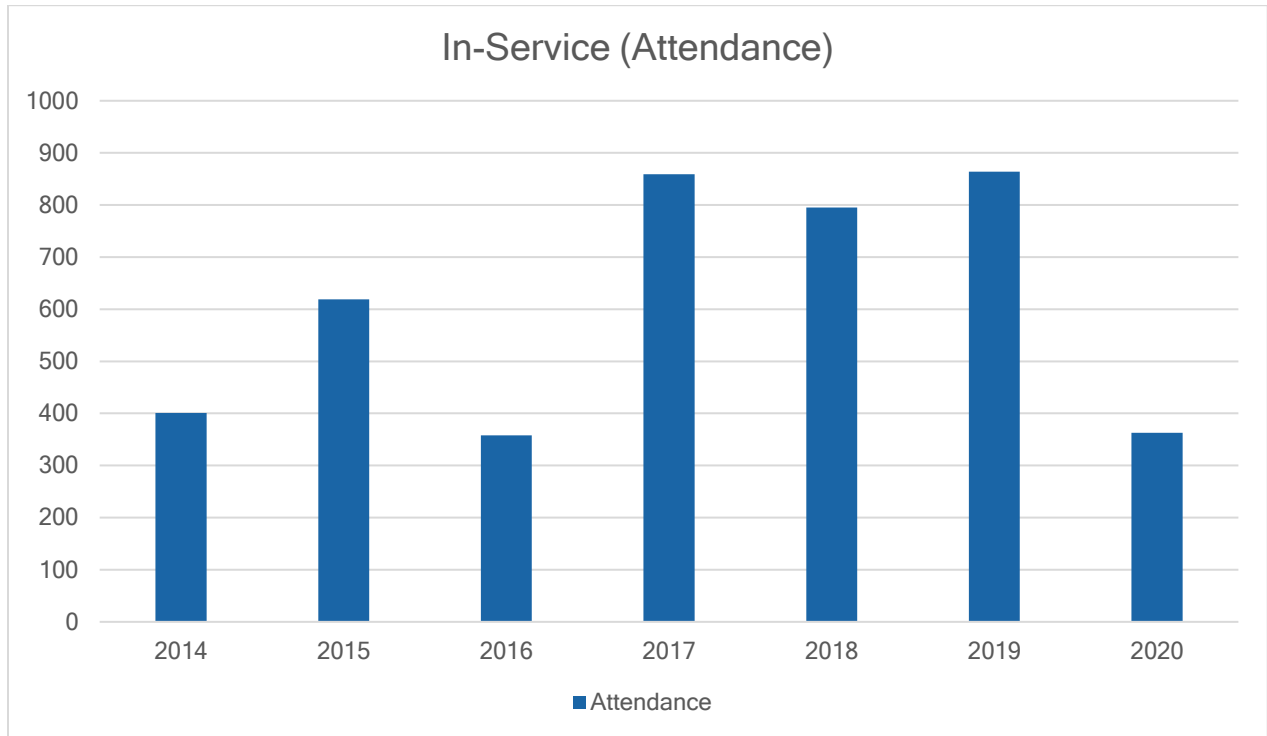


Figure 9. Comparison between 2014-2020 in-service attendance

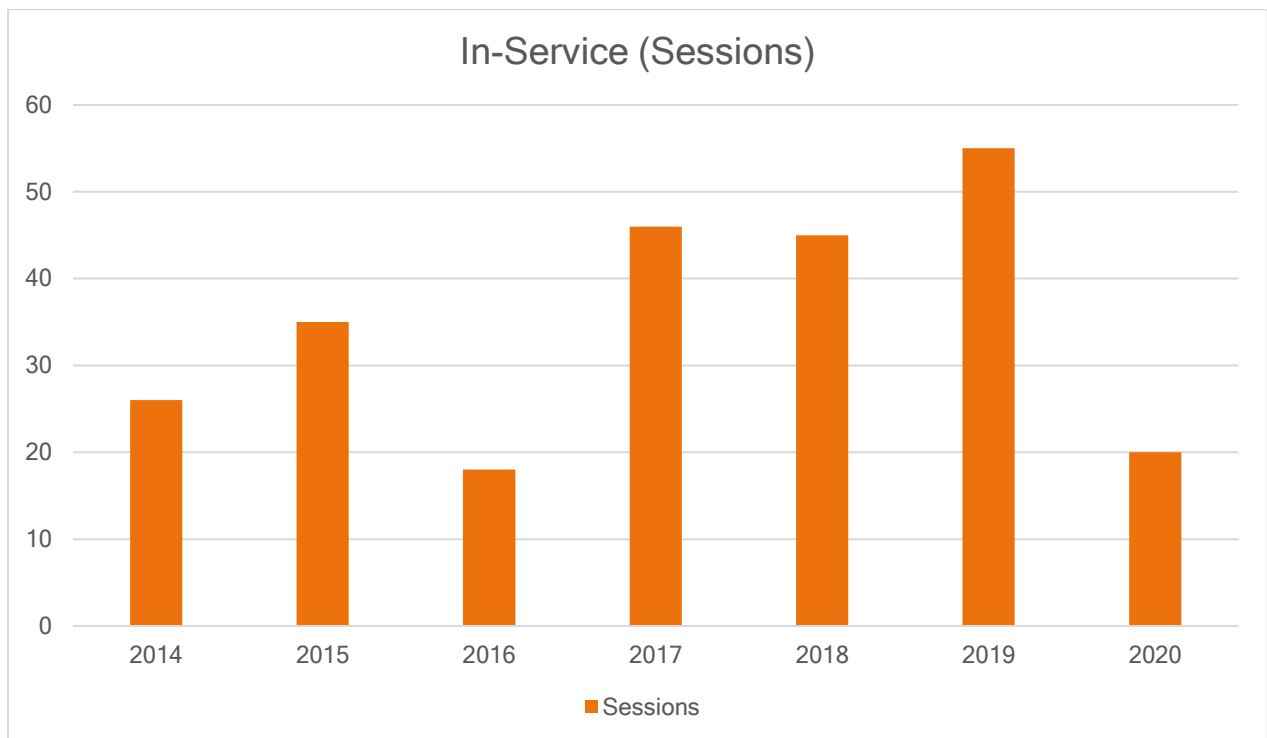


Figure 10. Comparison between 2014-2020 in-service sessions

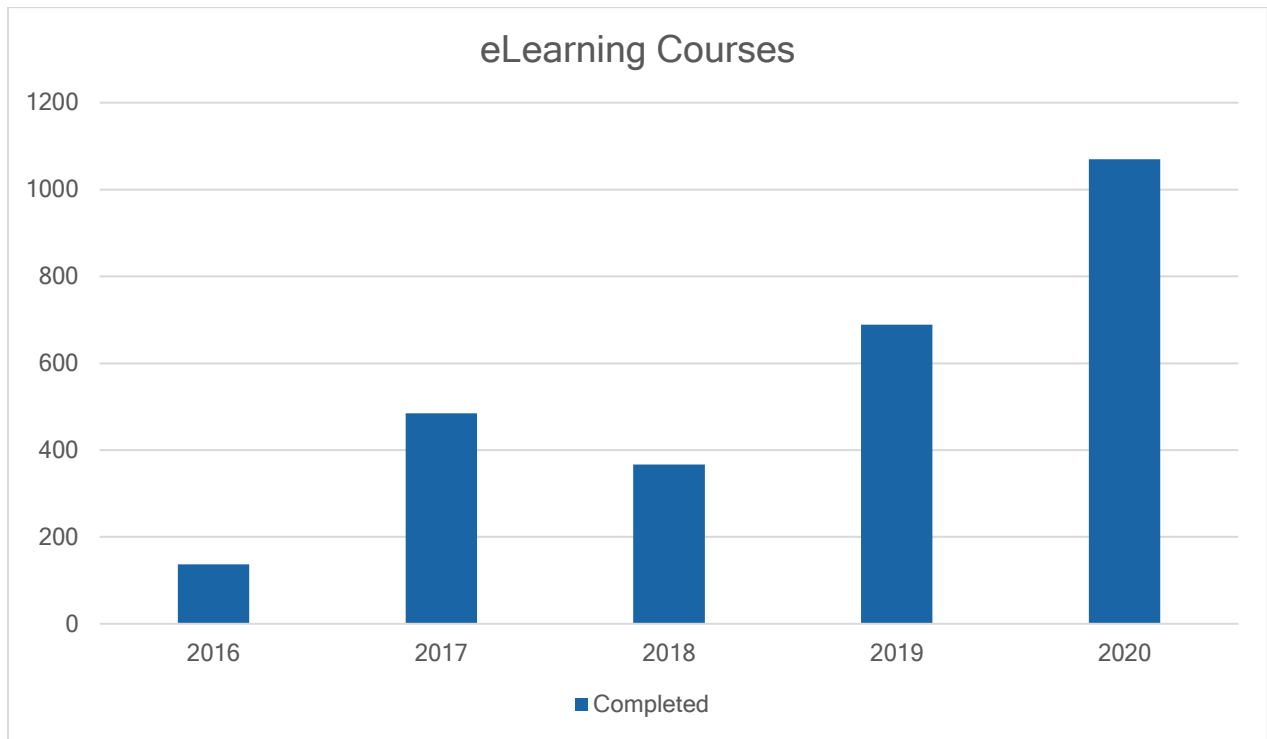


Figure 11. Comparison between 2016-2020 eLearning courses

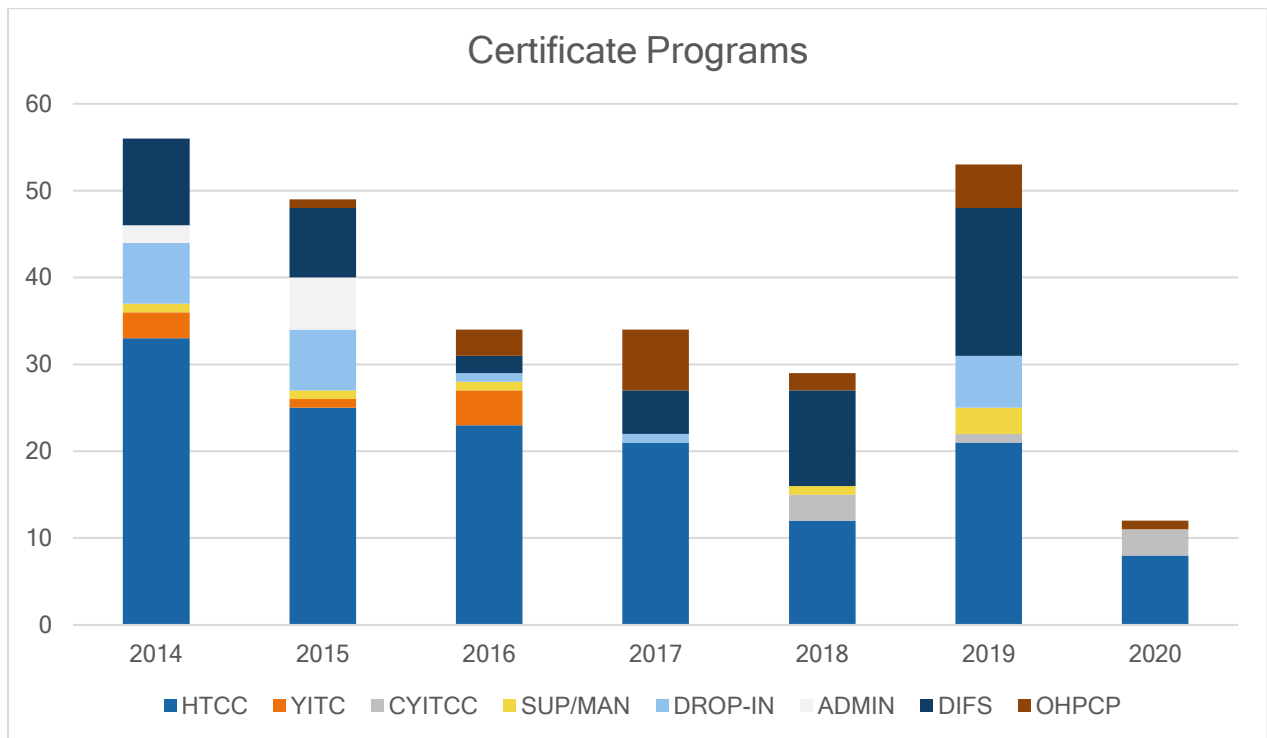


Figure 12. (HTCC) - Hostels Training Centre Certificate // (CYITCC) - Children & Youth Issues Training Centre Certificate // (HTCCSM) - Hostels Training Centre Certificate Supervisors/Managers // (DISC) - Drop-In Skills Certificate (DIFS) - Drop-In Foundation Series // (OHPCP) - Older Homeless Population Certificate Program

# 2019-2020 EVALUATIONS

The following charts illustrate participants' feedback in all areas covered by the survey. The 2020 information is divided into live online and classroom surveys and presented as percentages for easier comparison to 2019 data. See Appendix for the source data.

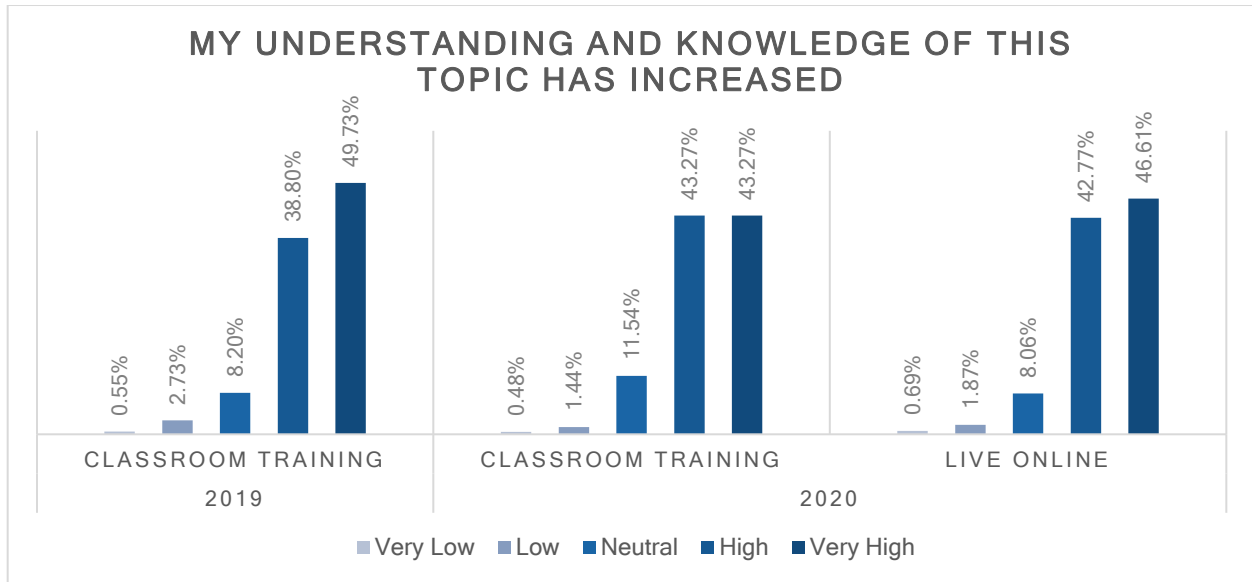


Figure 13. Comparison of 2019 and 2020 survey responses for the question “My understanding and knowledge of this topic has increased.” 2019 classroom respondents n = 183. 2020 classroom respondents n = 208. 2020 Live online respondents n = 1,017.

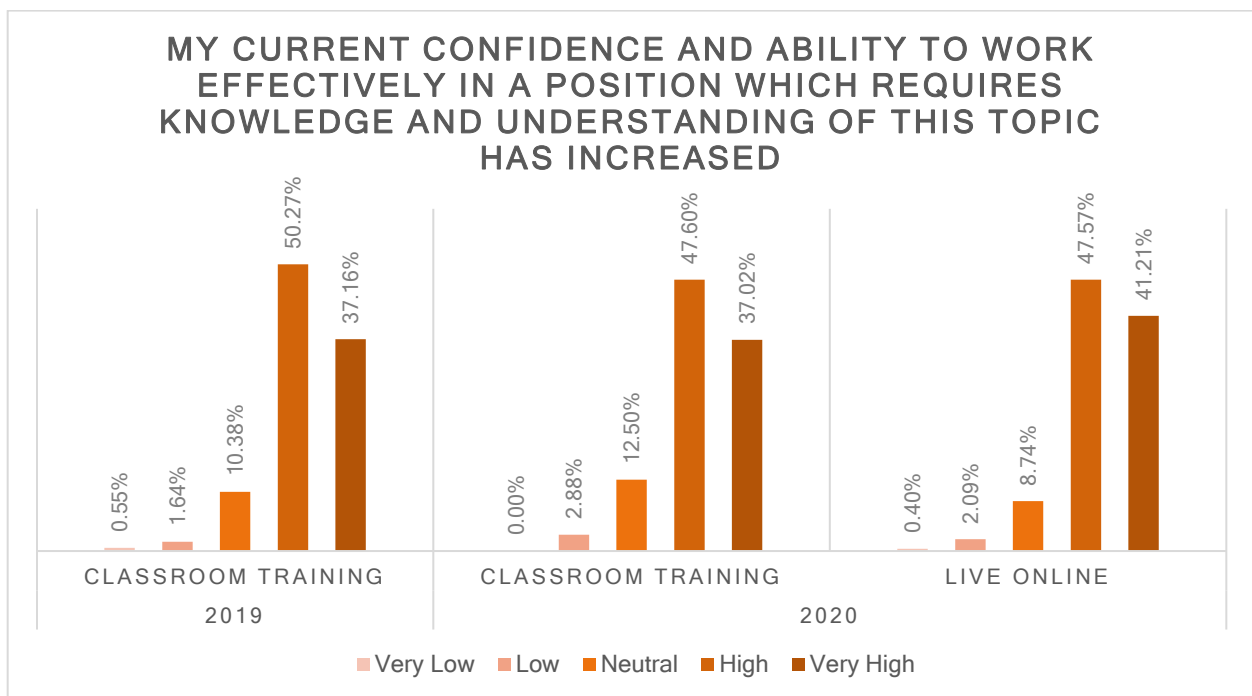


Figure 14. Comparison of 2019 and 2020 survey responses for the question “My current confidence and ability to work effectively in a position which requires knowledge and understanding of this topic has increased.” 2019 classroom respondents n = 183. 2020 classroom respondents n = 208. 2020 Live online respondents n = 1,007.

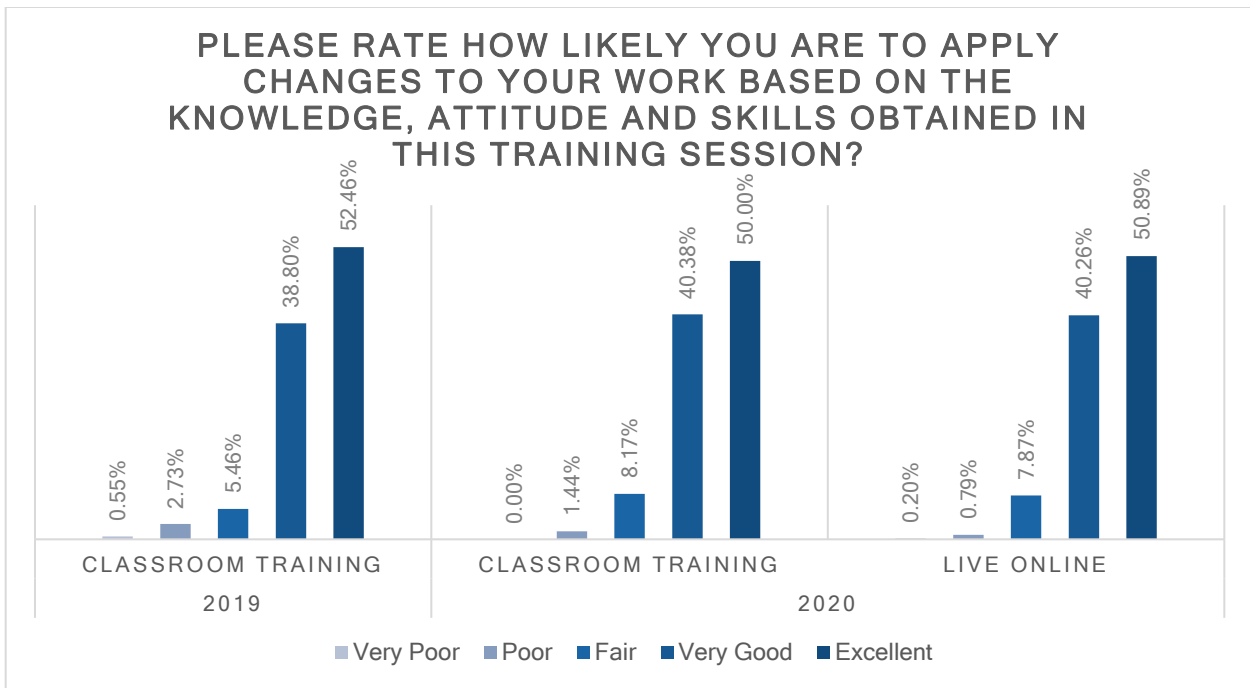


Figure 15. Comparison of 2019 and 2020 survey responses for the question “Please rate how likely you are to apply changes to your work based on the knowledge, attitude and skills obtained in this training session?” 2019 classroom respondents n = 183. 2020 classroom respondents n = 208. 2020 Live online respondents n = 1,016.

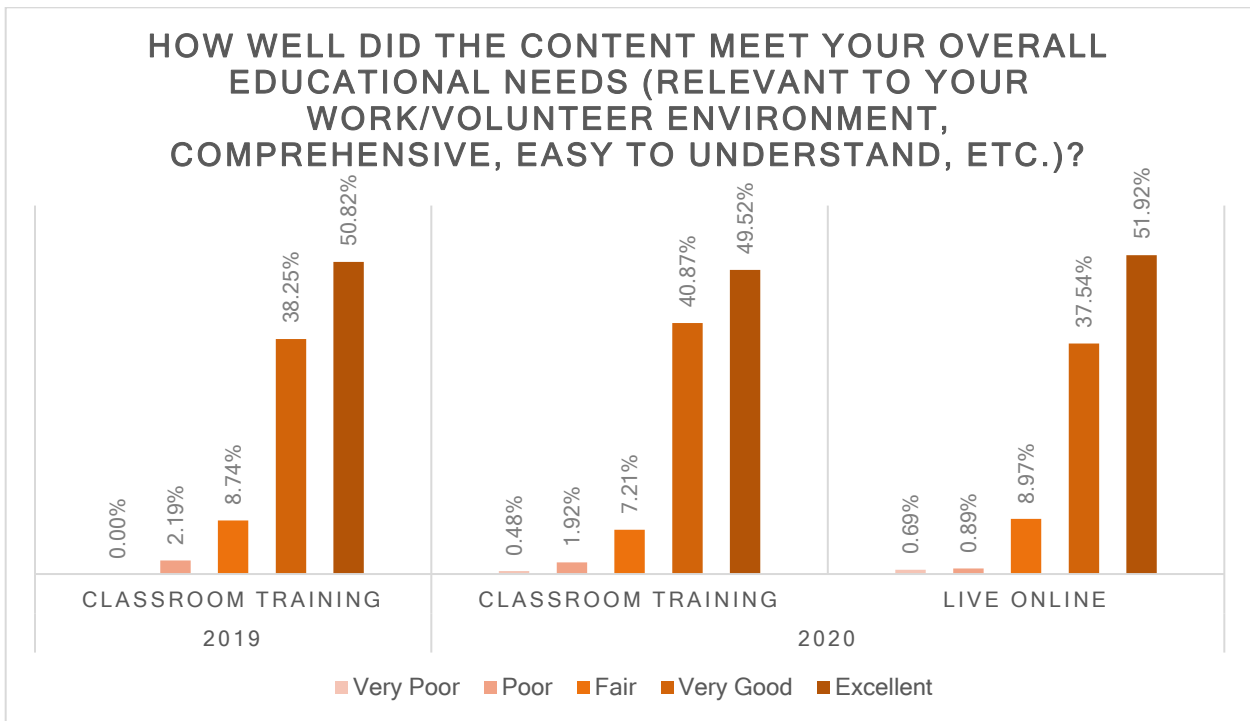


Figure 16. Comparison of 2019 and 2020 survey responses for the question “How well did the content meet your overall educational needs (relevant to your work/volunteer environment, comprehensive, easy to understand, etc.)?” 2019 classroom respondents n = 183. 2020 classroom respondents n = 208. 2020 Live online respondents n = 1,015.

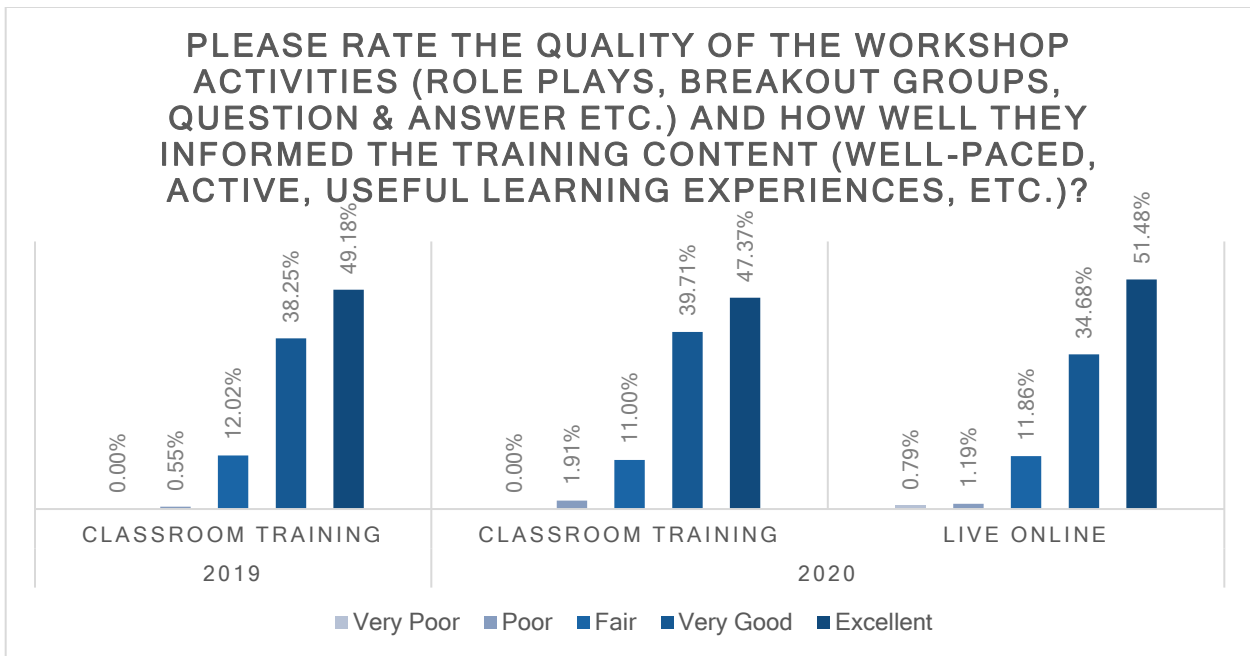


Figure 17. Comparison of 2019 and 2020 survey responses for the question “Please rate the quality of the workshop activities (role plays, breakout groups, question & answer etc.) and how well they informed the training content (well-paced, active, useful learning experiences, etc.)?” 2019 classroom respondents n = 183. 2020 classroom respondents n = 209. 2020 Live online respondents n = 1,012.

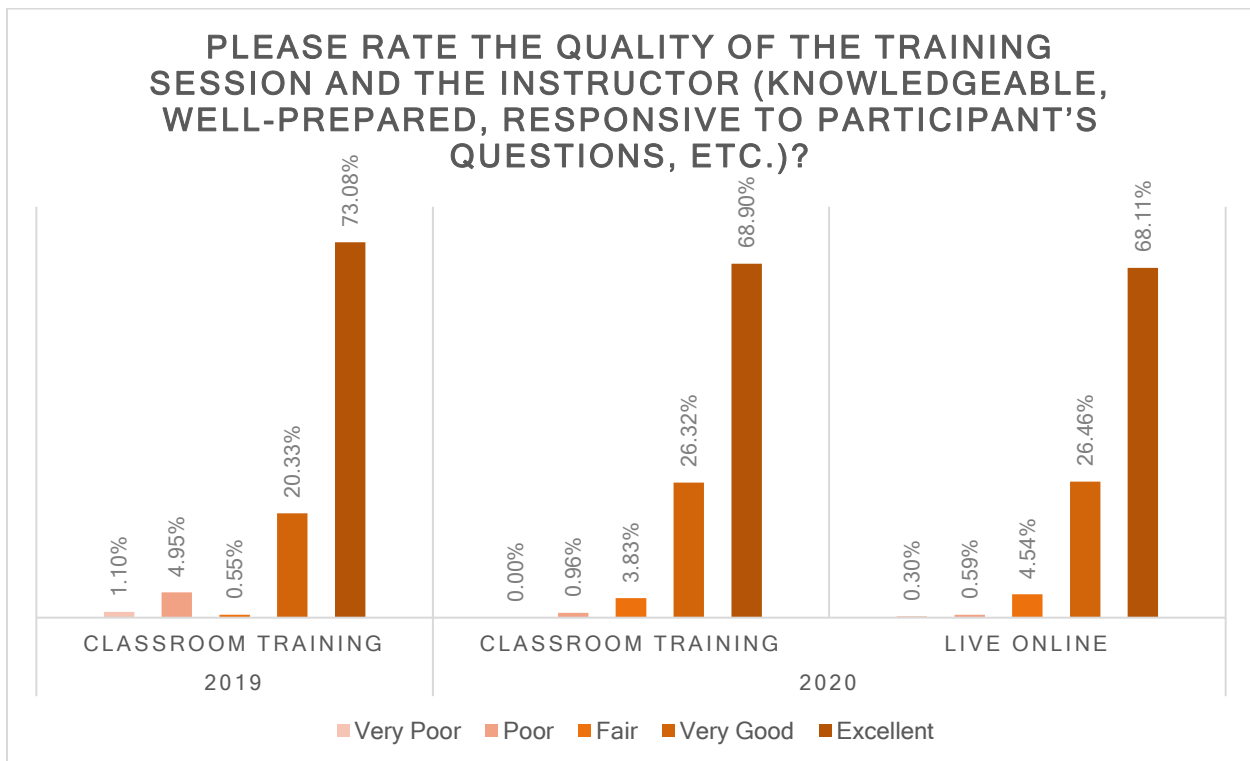


Figure 18. Comparison of 2019 and 2020 survey responses for the question “Please rate the quality of the workshop activities (role plays, breakout groups, question & answer etc.) and how well they informed the training content (well-paced, active, useful learning experiences, etc.)?” 2019 classroom respondents n = 182. 2020 classroom respondents n = 209. 2020 Live online respondents n = 1,013.

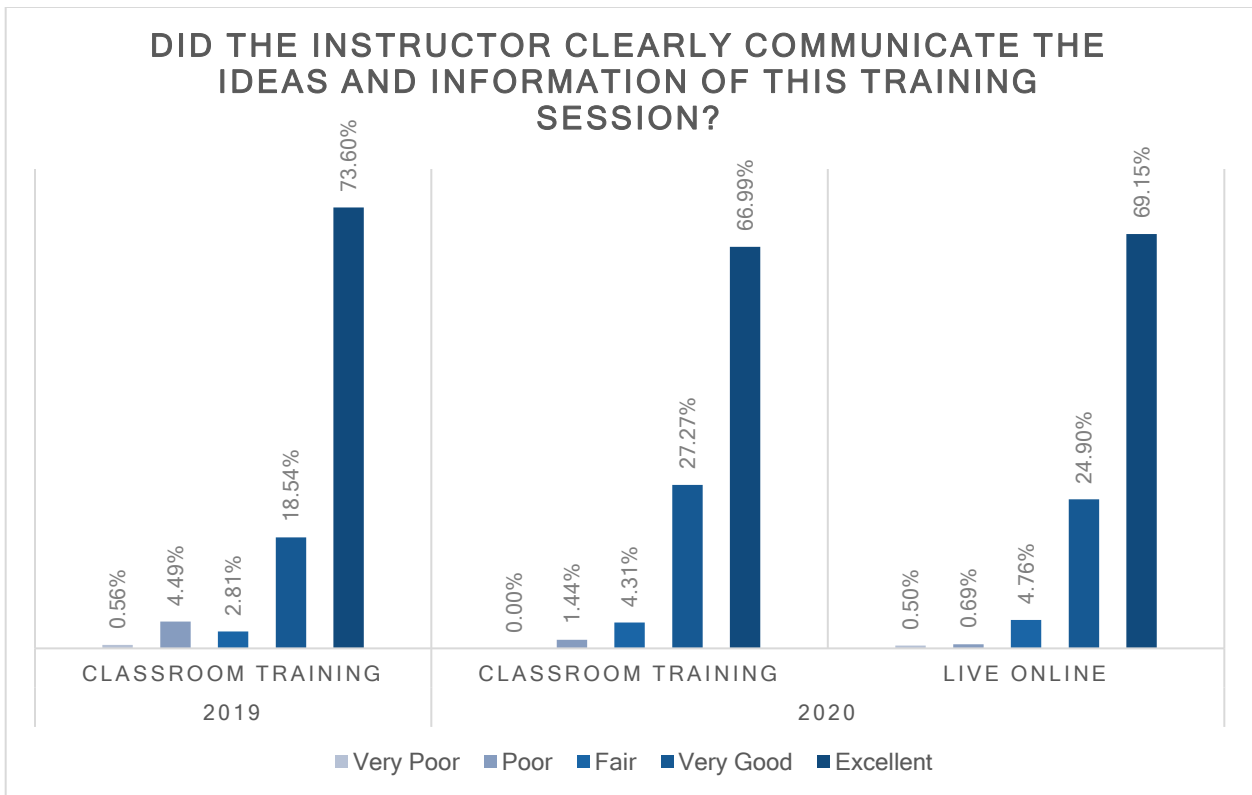


Figure 19. Comparison of 2019 and 2020 survey responses for the question “Did the instructor clearly communicate the ideas and information of this training session?” 2019 classroom respondents n = 178. 2020 classroom respondents n = 209. 2020 Live online respondents n = 1,008.

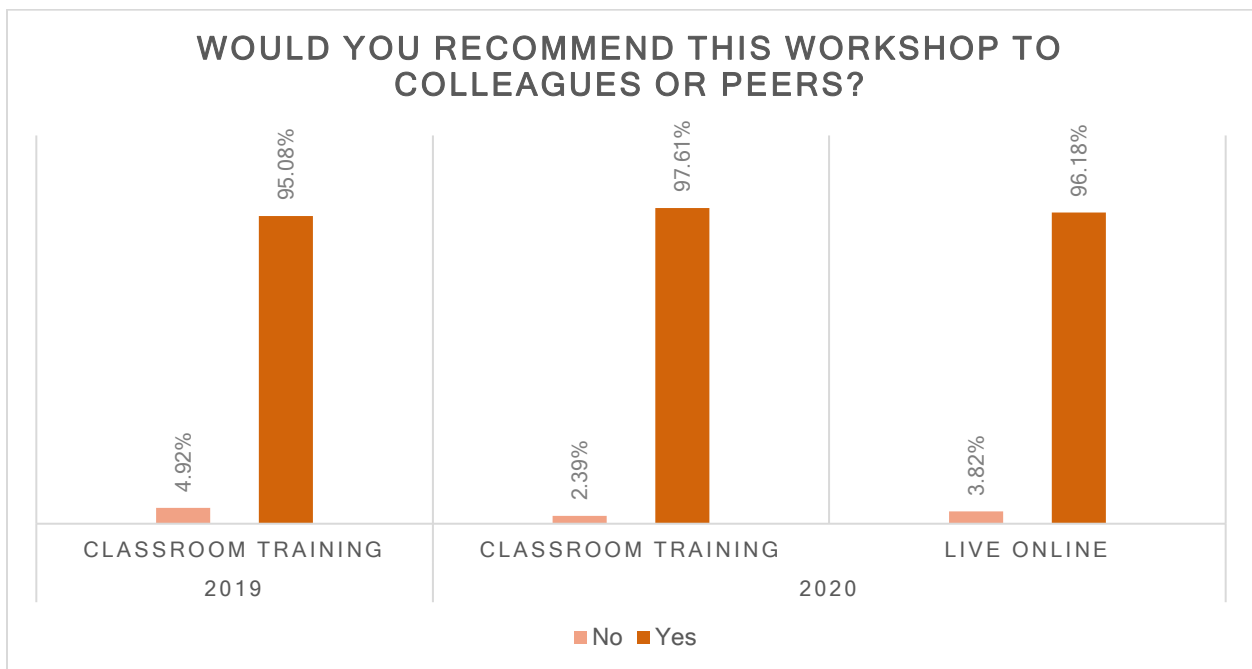


Figure 20. Comparison of 2019 and 2020 survey responses for the question “Would you recommend this workshop to colleagues or peers?” 2019 classroom respondents n = 183. 2020 classroom respondents n = 209. 2020 Live online respondents n = 1,020.

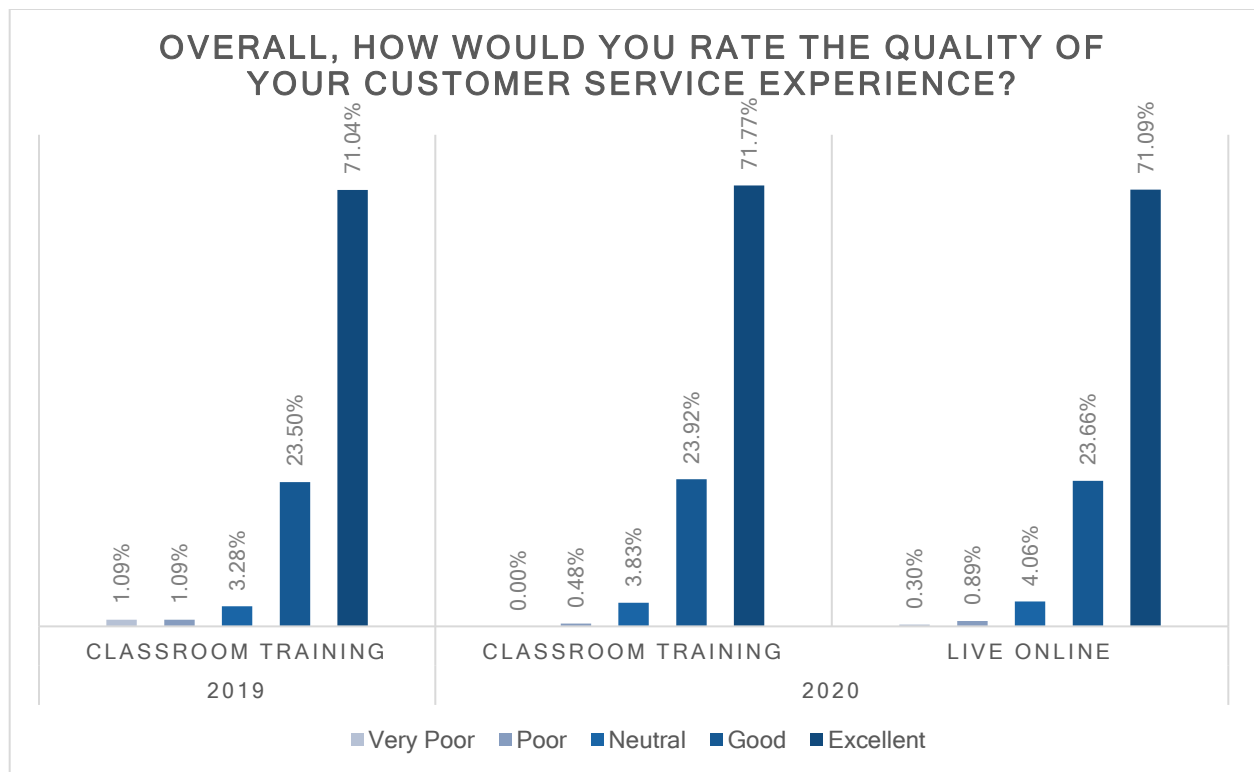


Figure 21. Comparison of 2019 and 2020 survey responses for the question “Overall, how would you rate the quality of your customer service experience?” 2019 classroom respondents n = 183. 2020 classroom respondents n = 209. 2020 Live online respondents n = 1,010.

## Our Attendees say it best...

***“The session was very interactive, engaging even though online”***

***“Excellent instructors – well done!”***

***“Smooth transitions to and from break-out rooms”***

***“The training was so relevant”***

***“Thank you for responding to the current climate and offering this on a virtual platform”***



**THANK  
YOU**



**TORONTO HOSTELS  
TRAINING CENTRE**

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