



Operational Review

The Process and System

A Handbook for Providers



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Before You Begin

Who is this Handbook For?

This handbook is for any Non-Profit Housing or Service Providers working on an Operational Review with BC Housing or anyone looking to learn more about the Operational Review framework and process. If your organization participated in the 2023 Beta Pilot of this Operational Review process and system, you are encouraged to consult this handbook before your next review as some aspects will have changed based on your valuable feedback.

"Provider" is used throughout the handbook to refer to both housing and service providers that have operating agreements with BC Housing that are eligible for Operational Review"

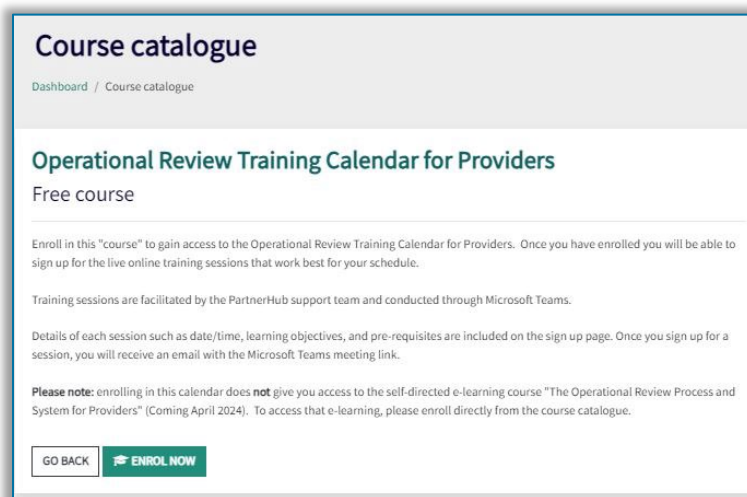
Prerequisites

Before using this handbook, we recommend that you complete BC Housing's self-directed e-learning course about Operational Review and the PartnerHub online platform. This handbook was designed as a complementary learning aid to the self-paced e-learning course.



The BC Housing Learning Portal

"The Operational Review Process and System for Providers" self-paced e-learning course is hosted on the BC Housing Learning Portal. Create a free account at learn.bchousing.org to enrol. In addition to this e-learning, the PartnerHub Support team has created "The Operational Review Training Calendar for Providers" where you can sign up for the live, online training sessions that work best for your schedule, see recordings of previously held sessions, and stay up to date with in-person learning opportunities. Enrol in the Training Calendar on the [Learning Portal](#).



Introduction

What is an Operational Review?

The Operational Review is a collaborative and formative process between BC Housing and its Providers. This process is a key metric of the operational performance of a Provider. The Operational Review is used as the primary assessment tool to identify existing strengths and opportunities for improvement to facilitate capacity building in the housing sector and to achieve standards of operational effectiveness in the delivery of subsidized housing and supportive programs.

Why is Operational Review Required?

The Operational Review is also a key metric for confirming that contracted Providers meet BC Housing's Standards in four Core Areas. The scope of the revised Operational Review has been expanded to cover the full range of BC Housing's funding programs. As part of this expanded scope, the more specific term Housing Provider has been replaced with the more inclusive term "Provider", which includes both Housing and Service Providers that maintain operating agreements with BC Housing.

Objective

The objective of the Operational Review is to facilitate capacity building within the provincial housing sector.

This is achieved by:

- Determining if Providers are compliant with their BC Housing agreements.
- Determining if they require support in developing their policies and processes to improve operating effectiveness.
- Identifying areas of strength and risk as well as operational areas requiring more support.



A Formative Process

The Operational Review process is designed to be a collaboration between BC Housing and our Provider Partners. It focuses on Providers' development, growth, and feedback. It is not a punitive process. Any Action Items that come out of an Operational Review are intended to support, improve, and enhance organizations and the wider housing sector.

Operational Review Framework

Core Areas

The Operational Review is divided into four Core Areas:



Figure 1.1 – The Core Areas

The first three Core Areas focus on [Standards](#) and [Elements](#) that are applicable to all Providers, while the fourth Core Area is dependent on the Funding Programs that a Provider has with BC Housing. The different funding programs determine which [Modules](#) from Core Area 4 are applicable to your Operational Review. Modules, unlike Standards, also contain [Groups](#) of Elements which are closely related.

Core Areas collect Elements into high level categories specific to the main functions of providing housing and services. Core Areas one through three have a set of broad Standards that apply to all Providers. Core Area four is made up of Modules that are applicable to specific Funding Programs.

Standards

Standards break the Core Areas down into more specific categories where policies, process and resources are likely to be shared among the various Elements that make up these Standards. These Standards include a substantial degree of flexibility, allowing Providers to demonstrate compliance in a manner that is appropriate to its size and scope and the P.E.S.T.E.L (Political, Economic, Sociological, Technological, Environmental, and Legal) factors impacting their organization.



To learn more: about

P.E.S.T.E.L considerations, search for any Element article in the PartnerHub Knowledge Base and click on the P.E.S.T.E.L link within the article.

Each Standard is numbered according to the Core Area it is associated with. Subsequent Elements will maintain the number from their parent Standard and Core Area. This naming convention allows any Element to be easily identifiable with its Core Area and Standard. Element 1.1.a, for example, relates to Core Area 1 and Standard 1; while Element 3.2.a, is associated with Core Area 3 and Standard 2.



Figure 1.2 – The Standards

The Standards under Core Area 1 are: Board Accountability, Operational Responsibility, Strategy Policy & Framework, and, Effective Financial Management.

The Standards under Core Area 2 are: Safety & Maintenance, Strategic Capital Planning, Resilience & Business Continuity, and, Environmental Sustainability.

The Standards under Core Area 3 are: Excellent Client Services, Satisfaction & Complaints, and Provider Networking & Community Relations.

Modules

Modules are only found in Core Area 4 and are like Standards with two notable differences. First, Modules are dependent on Funding Programs. If a Provider does not have certain types of Funding Programs, certain Modules will not be applicable for the Operational Review. A Provider would not be required to demonstrate they are meeting the Elements associated with those Modules which are not applicable to them.

Second, Modules contain an extra layer of organization. Because Modules are broadly linked to Funding Programs, the Elements that make up the Modules are categorized into 3 Groups that share a certain level of commonality.

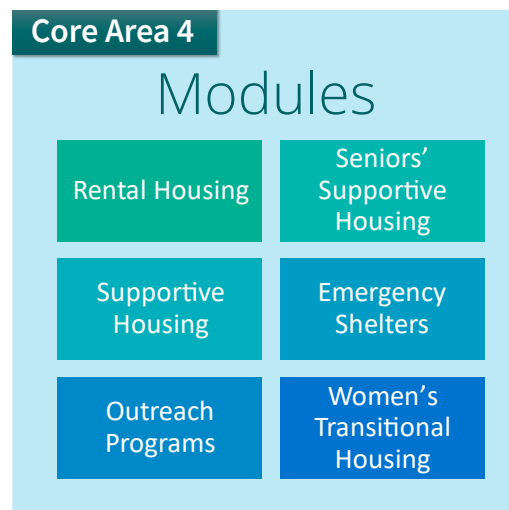


Figure 1.3 - Modules

Groups

Groups, like Standards, are numbered according to the Core Area, and Module to which they are associated and so are their Elements.

Element 4.1.1.a, for example, relates to Core Area 4, Module 1, and Group 1; while Element 4.3.2.a relates to Core Area 4, Module 3, and Group 2.

Groups are a way of organizing Elements where policies, process and resources are likely to be shared or closely related. The three groups under each Module are: Program Administration, Program Delivery and Program Approach.

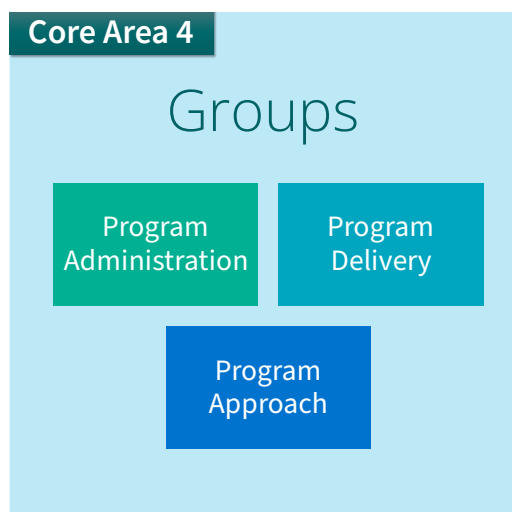


Figure 1.4 - Groups

*Modules and Groups are only applicable to Core Area 4.
Core Areas 1-3 use Standards.
All Core Areas contain Elements.*

Elements

Elements provide descriptions of how Providers are expected to meet the minimum Standards of operation and contract compliance required by BC Housing. Elements are equivocal by design to allow Providers of different scope and size to interpret and demonstrate how they are meeting them. For example, a media and communications plan will look very different for a Provider with one project with ten units of seniors housing, than for a Provider with multiple projects and hundreds of units operating in multiple cities.

Resources such as guides, definitions, examples, checklists and other documents are available through the PartnerHub Knowledge Base. Each Element has an article in the Knowledge Base library that gives a link to resources relevant to the Element, including a detailed description of the Element. If you are not sure what you need to do or have in place to demonstrate you are meeting an Element, these resources are intended to provide an answer. If, after reviewing the resources, you are still unsure, discuss the Element requirements with your Portfolio Manager.

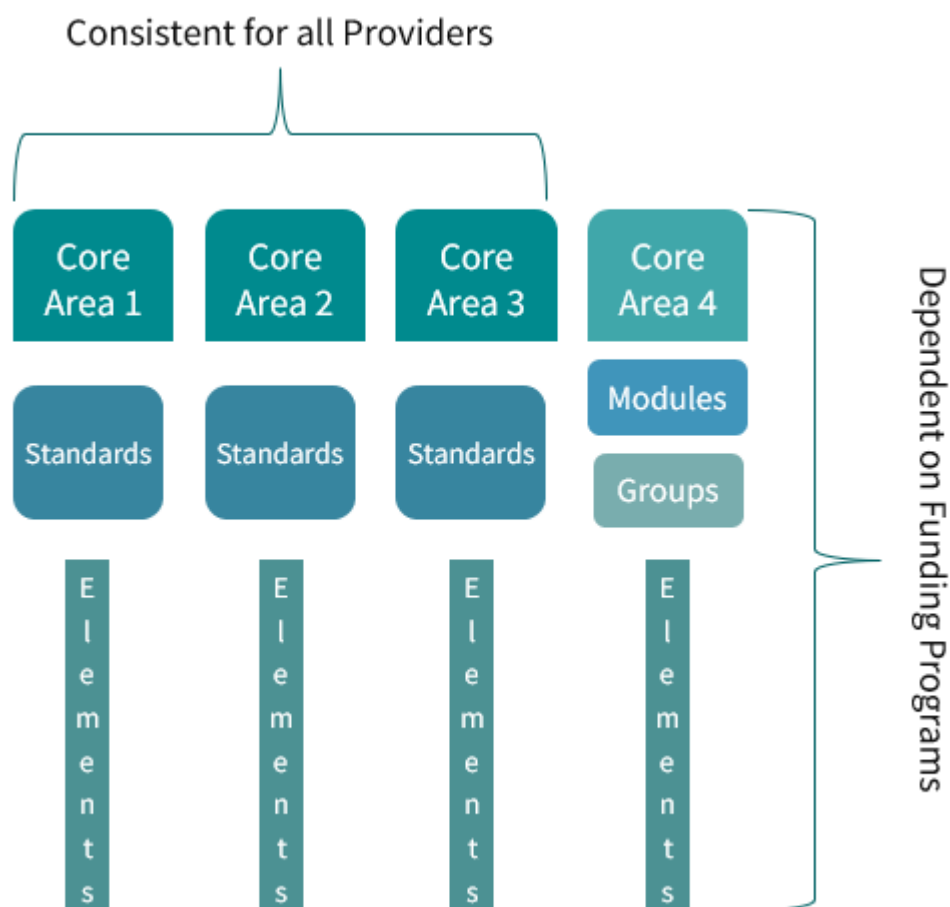


Figure 1.5 – Assessment Framework

PartnerHub

Overview

PartnerHub is the online platform used to conduct the Operational Review process. This platform facilitates collaboration between Providers and Portfolio Managers. PartnerHub features make the Operational Review process collaborative, streamlined, integrated, and efficient for both Providers and Portfolio Managers. Through PartnerHub, you will have access to resources and supporting information related to the Operational Review's Core Areas, Standards, Modules, and Elements.

Through PartnerHub's dashboard you have access to quick and concise information on the progress of your Operational Review and its status. PartnerHub will assist in document exchange, tracking tasks, managing Site Visits, and other general collaboration between BC Housing and Providers.

PartnerHub has been designed to allow Providers to submit supporting documentation to demonstrate contract compliance. The platform includes features such as a Dashboard with real time data to monitor progress, the Knowledge Base, and Case support for questions and system issues. Providers with PartnerHub accounts will have access to the resources and information year-round, not only during an open Operational Review.

System Access

Before accessing PartnerHub, each user is strongly encouraged to complete the Operational Review and PartnerHub e-learning. Each Provider must have a Primary Contact and a Board Member Contact to participate in their Operational Review. Users are also asked to review and accept the User Agreement included in their registration email.



Log in to PartnerHub at

<https://partnerhub.bchousing.org>

Please note, for extra security, you may be required to verify your identity through multi-factor authentication.

PartnerHub requires each individual user to use their own log-in information to access the platform. BC Housing recommends that you do not use a personal email address. In addition, **you must not share or give out your PartnerHub password, even to your own staff.**

Account Administration

The Manage Users page is where the Primary Contact administers their organization's PartnerHub user accounts. Each organization has access to up to 5 user accounts (including the Primary Contact account). The Primary Contact can create and deactivate user accounts. In addition to the Primary Contact, your organization must choose a Board Member Contact who is responsible for signing the General Declaration form which states that all information submitted to BC Housing is true and accurate to the best of their knowledge. Only one user can be designated as the Primary Board Member Contact at any given time. If your organization requires more than 5 active user accounts, please contact your Portfolio Manager for assistance.

The Primary Contact has the option delegate the responsibility of managing contacts to another user. Only one user can be assigned as a Delegate Admin at any given time. Users assigned as Delegate Admin contacts will be able to manage users, but they are not intended to stand in for the Primary Contact in other areas. Therefore, the Delegate Admin will **not** receive any communications from PartnerHub to the provided email address.

The screenshot displays the 'Create Users' page in the PartnerHub system. The left-hand navigation menu is visible, with 'Manage Users' selected and highlighted by a red arrow. A red-bordered callout box points to this menu item with the text: 'The Manage Users menu is only available for the Primary or Delegate contacts.' The main content area features a form titled 'Create Users' with the following fields and options:

- User Information**
- First Name: [Text Input]
- Last Name *: [Text Input]
- Email *: [Text Input]
- Business Phone *: [Text Input with placeholder 'Provide a telephone number']
- Job Title *: [Text Input]
- Is this person a Board Member?: No Yes
- Is this person a Delegate Admin?: No Yes
- Submit: [Blue Button]

Figure 2.1 - Create Users

For instructions on how to create and maintain user accounts, complete the e-learning or search "Manage Users" in the PartnerHub Knowledge Base to view a guide sheet.

Troubleshooting and User Resources

Contact BC Housing

Troubleshooting and support on the use of PartnerHub is available by telephone at 1-888-571-8260 and via email at OperationalReview_Support@bchousing.org

Case Management System

Both internal and external users can use the PartnerHub Case Management System to report system issues or to get clarification on questions they have regarding Operational Review processes and policies.

Cases will be monitored by the PartnerHub Support team and triaged accordingly. Each Case will be reviewed and worked on depending on the urgency and priority of the issue/inquiry.

Cases are accessed from the PartnerHub support menu (see figure 2.2 below)

The Knowledge Base

The Knowledge Base is a library hosted within PartnerHub that contains information and resources such as system guide sheets and articles that explain the components of Operational Review.

The Knowledge Base is accessed from the support menu (figure 2.2) on the left-hand side of your PartnerHub screen.

If you have questions regarding Operational Review process or policy, please check the Knowledge Base before submitting a Case in the Case Management System.

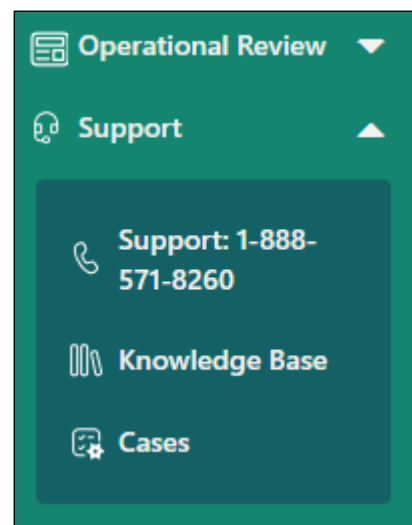


Figure 2.2 – Support Menu

E-Learning Course

For a comprehensive overview of the PartnerHub platform, please complete the interactive e-learning course “[The Operational Review Process and System for Providers](#)” on the [BC Housing Learning Portal](#).

Operational Review Key Steps

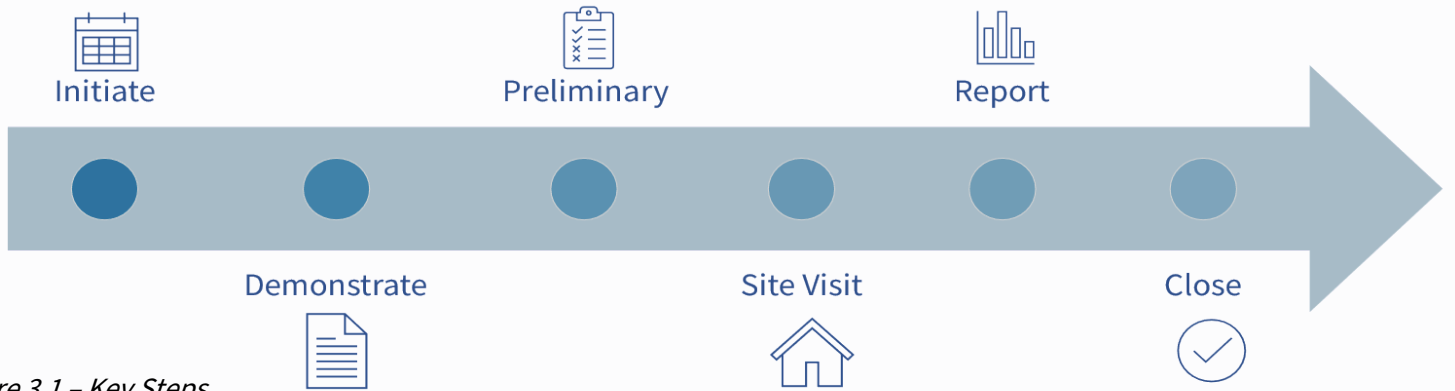
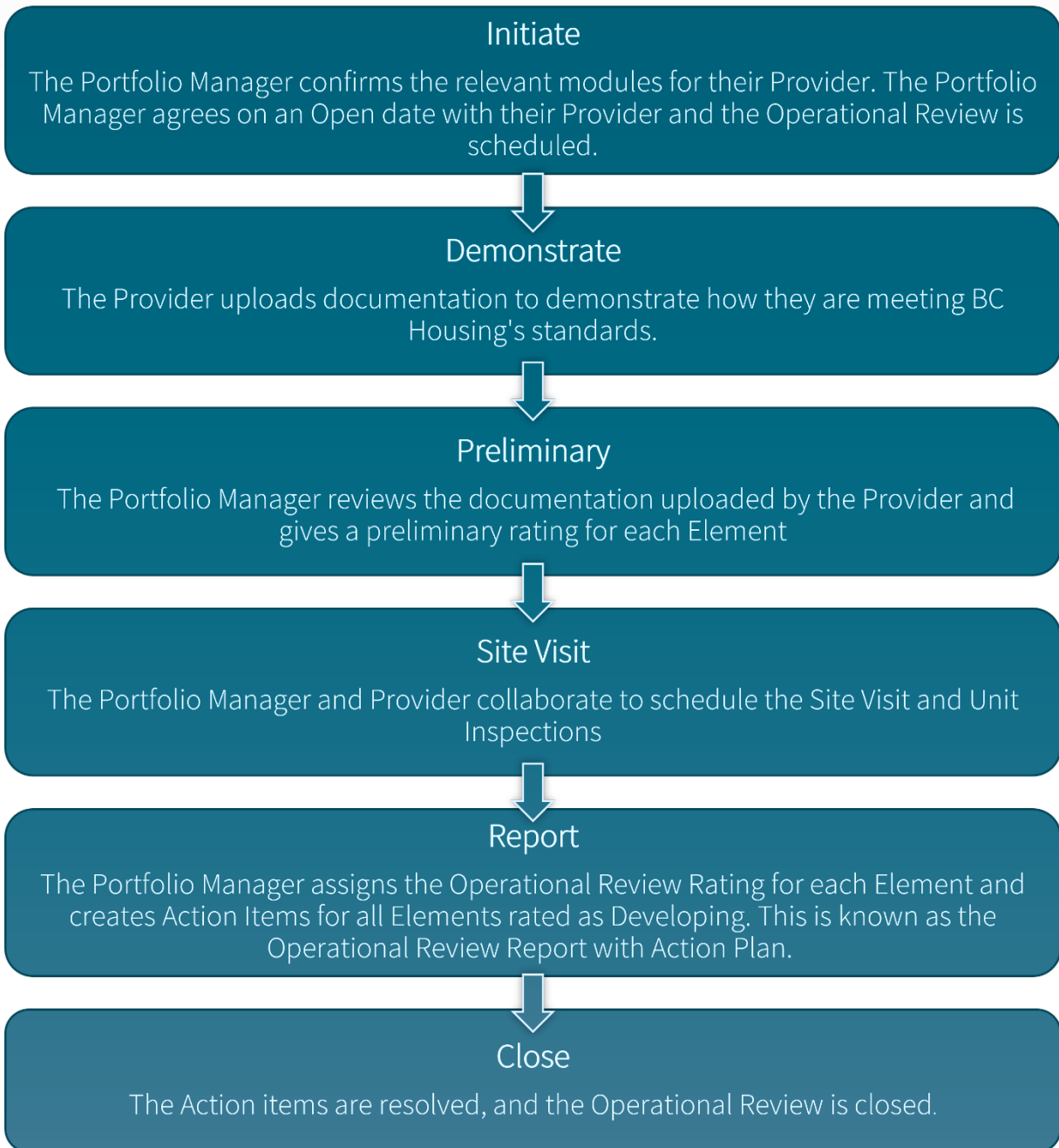


Figure 3.1 – Key Steps



Step

Initiate



Demonstrate



Preliminary



Site Visit



Report



Close



Initiate

Scheduling the Operational Review

Your Portfolio Manager will notify you **three months** before your next Operational Review is scheduled to Open to confirm the date with you. They may ask to schedule the Site Visits at this time as well, or you may collectively agree to wait before scheduling the Site Visits. This is an excellent time to ensure your Portfolio Manager has correct contact information for your organization. Once the Operational Review is Open, you will have eight months to upload documents and information into the PartnerHub System before the Portfolio Manager begins their review.

Once Open, the Operational Review Process is twelve months long with a few milestones along the way, resulting in the Operational Review Report with Action Plan.



Rescheduling, Advancing or Deferring

Prior to the Open date, you can reach out to your Portfolio Manager to request rescheduling, deferring, or advancing of your Operational Review with a valid reason. If the reason for your request is deemed valid, your Portfolio Manager can reschedule your Operational Review to start within the same BC Housing fiscal year (April 1st, through March 31st). Deferring or advancing the Operational Review to start within a *different* fiscal year requires your Portfolio Manager to obtain Regional Director approval.

Once the Operational Review is Open, the review cannot be rescheduled but an extension may be possible. Be sure to **speak with your Portfolio Manager as soon as possible if you need to change any dates related to your Operational Review.**

The following reasons may be valid for Rescheduling, Advancing or Deferring:

- scheduling conflict (significant)
- staffing issue or portfolio change
- extreme weather event
- critical incident
- other



Opening the Operational Review

After you and your Portfolio Manager have scheduled your Operational Review and agreed on an open date, your Portfolio Manager is responsible for confirming that you are eligible for Operational Review, and if any updates to your records are required.

The Open date is the official start of the Operational Review process. You will receive an email confirmation from PartnerHub when the Open date is reached.

Confirming Contacts

For each Operational Review, you must choose a Primary Contact from your society and confirm their details in PartnerHub. You must also identify a Board Member Contact who will be responsible for signing the General Declaration Form after all documents have been submitted to BC Housing.

PartnerHub Account Set Up

Accounts for PartnerHub, the online platform used for Operational Review, are assigned on an individual basis. You **cannot** share your account with other staff in your organization. The person chosen as your Primary Contact will be given access to [administer up to 5 PartnerHub accounts](#) for staff in your organization. The Primary Contact and Board Member Contact accounts are included in the 5 available accounts. Only the Primary Contact or a Delegate Admin Contact will have access to the Manage Users Page (figure 3.2)

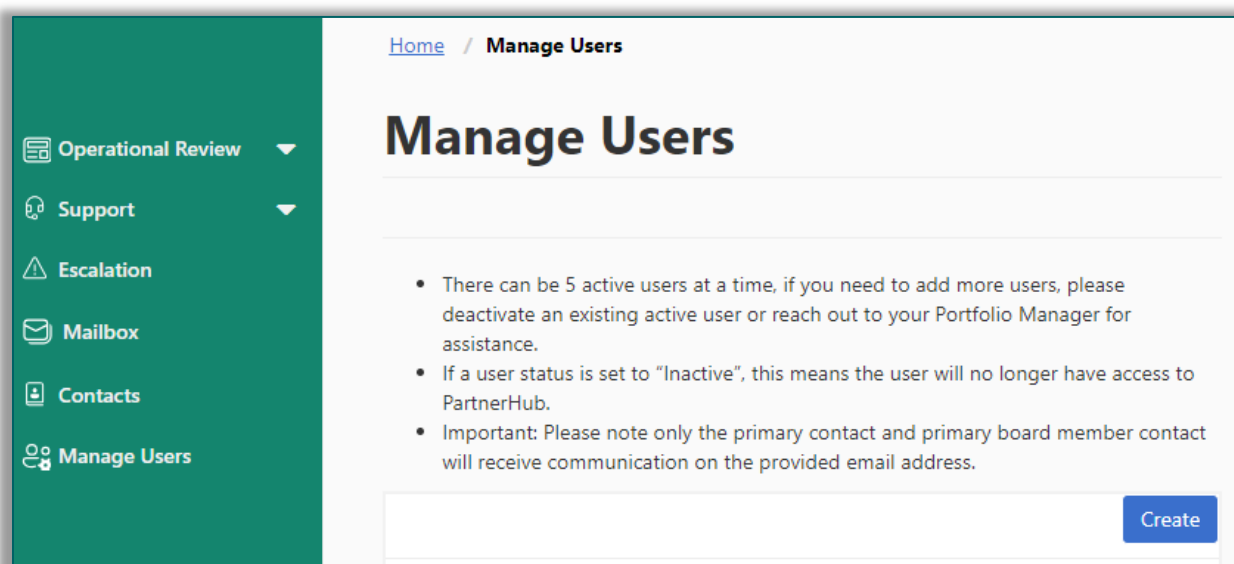


Figure 3.2 – PartnerHub Manage Users Page

Modules in Core Area 4

The Portfolio Manager must confirm that all applicable Modules under Core Area 4 have been applied to your Operational Review. If you believe a module has been applied to or is missing from your Operational Review in error, reach out to your Portfolio Manager right away.

Core Area	Module	Element
4. Understanding of Agreements & Programs	Outreach Program (HOP, HPP, CHB-HPP)	4.4.2.a The provider is engaging with clients who are experiencing homelessness or at risk of homelessness, wherever they are situated, including those living in public places.

Figure 3.3 – Example Module as shown in PartnerHub

Complete the Provider Questionnaire

The Provider Questionnaire gives you the opportunity to share information about the size, scope, and structure of your organization. This information will help your Portfolio Manager better understand your organization’s unique and complex needs when it comes time to complete the Preliminary and Report Ratings for each Element. Respond to the questionnaire by navigating to the “Questionnaire” page from the Operational Review menu on the lefthand side of your PartnerHub screen. If the answers to these questions change during the course of your Operational Review, you can update the questionnaire at any time.

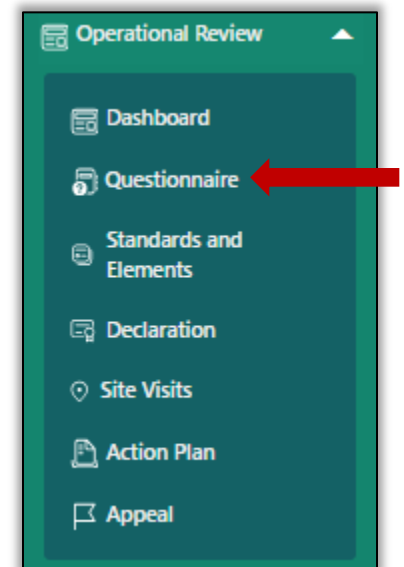


Figure 3.4 – Operational Review Menu

Step

Initiate



Demonstrate



Preliminary



Site Visit



Report



Close



Demonstrate

Document Submission

Providers demonstrate that they are meeting BC Housing's requirements by submitting documents for their Portfolio Manager to review. During this stage of the Operational Review, Providers must upload their documentation to PartnerHub. In addition to documentation, you can include any relevant notes about individual Elements on each Element Details Page.

Providers can upload documents in many formats (image, word, excel, lists, email, etc.) to demonstrate that they are meeting the minimum requirements for each Element. Providers may be permitted by their Portfolio Managers to report for select Elements by using text boxes to explain how they are meeting the minimum requirements for that Element or displaying Promising Practices.



Did You Know?

If you click [submit](#) on an Element by mistake, you can request that your Portfolio Manager "resume" the Element to allow you to add additional documents.

Uploads to the individual Elements can be completed in any order. Documents do not need to be uploaded all at once; you can save your work as you go. When you are satisfied that you have uploaded all the necessary documents to an Element, select submit for that Element.

Once you have submitted documents to all Elements, you will be presented with a General Declaration form that must be signed by the Board Member Contact.

Board Involvement

While board members may not always be directly involved in the day-to-day operations of their organizations, effective boards continually seek to better serve their members, tenants, and community. An informed board stays aware of the diverse and emerging perspectives among the populations they serve and includes relevant stakeholders in discussions on strategy.

Board Governance is the system and processes concerned with the overall direction, control, and accountability of an organization. A board of directors is legally responsible for governance decisions. Boards must do their due diligence when providing fiscal, legal, and risk mitigation oversight. Boards are responsible for making sure their society remains relevant and valid. While they make big-picture decisions such as determining the society's mission and strategic direction, boards must also make sure that governance-level and management-level policies and procedures are implemented, evaluated, and amended to ensure that they align with the needs of the society. A board's governance role cannot be delegated. ¹

During the Operational Review the [Board Member Contact](#) is responsible for ensuring that all information submitted to BC Housing is true and accurate to the best of their knowledge. They confirm this by signing the [General Declaration Form](#) through PartnerHub. Your Portfolio Manager will be notified when the Board Member contact signs the declaration, signaling that your organization's documents are ready for review.

What to Upload

Elements are equivocal by design. Because the requirements for each Element are open to multiple interpretations, there is no list of specific documents that you need to upload. This design allows for greater flexibility among Providers and accounts for the different size, scope, and P.E.S.T.E.L factors of each organization. Each Element has a dedicated article in the Knowledge Base library available in PartnerHub. These articles describe the general requirements for the Element and offer resources related to the Element. Requirements can often be demonstrated by uploading documents like policy manuals, meeting minutes, employee handbooks, or decision logs. If you have a document that applies to multiple Elements, you only need upload it once. In the other relevant Elements, you can write instructions for your Portfolio Manager in the Provider's Notes section.

¹ Content adapted from [Board Governance Program for the Non-Profit Housing Sector | BC Non-Profit Housing Association | BCNPHA](#)

What if I Don't Have Anything to Upload?



If you don't have anything to upload for an Element, that is okay. The intent is not to have Providers scrambling to create documents during their Operational Review but rather to identify those areas where Providers might need more resources and support to create or update their policies and procedures.

The PartnerHub Advantage

When you get started with your first Operational Review facilitated through PartnerHub, uploading documents to so many Elements can seem daunting. We acknowledge that significant time and effort may be required from your organization to complete this task. The timeframe for uploading documents has been set to 8 months to reflect this.

The advantage of PartnerHub is that once you have uploaded your documents, they will be stored there for future reference. In three years' time when your next Operational Review is opened, you will be able to refer to all the documents from your last review. If nothing has changed for an Element, you do not need to make any additional uploads - simply note this in the Provider's Notes section of the Element.

File Attachments

Name ↑	Modified
 1.1.JPG (24 KB)	3/1/2024 10:53 AM
 Connection Community Policy and Procedure Manual 2023.docx (17 KB)	3/1/2024 12:02 PM



Did You Know? You may not need to upload demonstrating documents to every Element. If the documents are applicable to multiple Elements within a Standard, Module, or Group, simply upload them once and reference them in the other related Elements using the Provider Notes field on the Element Details Pages.

Elements of Note

While there is no list of specific documents that you need to upload to all Elements, there are 3 special Elements that do require some specific information. These Elements are for the Rent Calculation Review (4.1.1.c), the IT Assessment (1.2.f) and the Building Condition Assessment (2.2.b).

Rent Calculation Review

The Rent Calculation Review Element is Element 4.1.1.c. It is an important component of the Operational Review. PartnerHub will notify the Rent Desk team at BC Housing to conduct the Rent Calculation Review portion of the Operational Review.



The Rent Desk will contact you, the Provider, directly. They will ask you to upload the specific information required to perform the Rent Calculation Review. This information needs to be uploaded into PartnerHub by the Provider for Tenant confidentiality. [The due date to submit the Rent Calculation Review documents will be different than your overall document submission due date.](#)

IT Assessment

The IT Assessment Element is Element 1.2.f. Within this Element, you will see the IT awareness questionnaire. Providers are encouraged to seek assistance in completing the questionnaire from someone who understands IT systems, such as an IT specialist. Once completed, you will also need to upload any related documents to Element 1.2.f. for your Portfolio Manager and BC Housing's IT assessment team to review.

Building Condition Assessment

The Building Condition Assessment Element is Element 2.2.b. The Asset Strategies team at BC Housing conducts a Building Condition Assessment on applicable projects every 5 years. Since Portfolio Managers already have access to these reports, Providers do not need to submit them again. [Providers should upload their Capital Plan to this Element.](#)



Step

Initiate



Demonstrate



Preliminary



Site Visit



Report



Close



Preliminary

The Preliminary Review is carried out by your Portfolio Manager and is an important step in the Operational Review process. After uploading your documents and other files into PartnerHub, your Portfolio Manager reviews the information and provides feedback through the Preliminary Review Report. If there are areas of concern, your Portfolio Manager may have suggestions on ways to quickly address them before the Operational Review Report with Action Plan is created.

This is an important time to work together on possible solutions. The Operational Review with Action Plan will reflect any updates done between the Preliminary Review and the Operational Review Report.

Rating Categories

Your Portfolio Manager is responsible for evaluating the supporting documents that you upload into PartnerHub and for determining if your organization is meeting the minimum requirements for an Element or if you have demonstrated Promising Practices in the sector.

If the minimum requirements are not met, the Portfolio Manager determines what actions are required. Through a simple color-coded system, any issues or risks are easily identified to both BC Housing and the Provider (including their Board and senior staff) to support a timely resolution.

Rating categories

D DEVELOPING

M MEETS

PP PROMISING PRACTICES

Elements which do not yet meet the minimum requirements are rated as “Developing” (yellow). If you are meeting the requirements for an Element, your Portfolio Manager will rate it as “Meets” (green). If you are demonstrating some exemplary practices that would be inspirational to others in the sector, your Portfolio Manager will rate those Elements with a “Promising Practices” (green with stripes).

How Elements are Rated

When reviewing the Elements, Portfolio Managers will use a group of documents called “Understanding Standard” as a guide. These Understanding Standard guides provide broad descriptions of what BC Housing considers as Developing and Meeting. The Developing category is further broken down into ‘aware’ and ‘unaware’ to help inform the Action Items a Portfolio Manager creates for each Element that they rate as Developing.

Once your Portfolio Manager has assigned a Preliminary Rating to each of your Elements within PartnerHub, they will generate and send you the [Preliminary Review Report](#).

Rating the Elements of Note

Rent Calculation Review

Only the Rent Desk will access the information uploaded to this Element. Once all required documents are submitted, the Rent Desk will perform the Rent Calculation Review and submit a report to the Portfolio Manager. The Portfolio Manager will use the Rent Desk report to assess the related Element and provide the rating.

IT Assessment

BC Housing’s IT team will review the questionnaire and upload a review and recommendations document for the Portfolio Manager. BC Housing’s IT team review is used by the Portfolio Manager to determine if the Provider is Meeting or Developing in this Element. If the Provider is determined to be Developing, the review and recommendations document should provide information that can be used to create appropriate Action Items.


Building Condition Assessment

The Portfolio Manager will go through the Building Condition Assessments, making note of any flagged items and use this information to rate the related Elements appropriately. All building Condition Assessments contain a Facility Index Score (FCI). A Facility Condition Index is an industry standard asset management tool which measures the constructed asset’s condition at a specific point in time. It is a functional indicator resulting from an analysis of different but related operational indicators (such as building repair needs) to obtain an overview of a building’s condition as a numerical value. Your Portfolio Manager will review your Capital Plan to ensure it aligns with the latest Building Condition Assessment reports and includes methodology for resource allocation across your portfolio in line with Facility Condition Index number(s).

Preliminary Review Report

The Portfolio Manager will review and rate each applicable Element based on the information supplied by the Provider. When reviewing the information, the Portfolio Manager must consider the size and sophistication of the Provider’s organization as well as the P.E.S.T.E.L (political, economic, social, technological, environmental, and legal) considerations affecting them. The Portfolio Manager completes the Preliminary Review by reviewing and assigning an initial rating to all Elements.

A Preliminary Review Report is generated by PartnerHub when all ratings are submitted by the Portfolio Manager. This report is submitted to the Provider for consideration.



Did You Know? To improve the rating, the Portfolio Manager can ask the Provider to give additional information or complete an action. The Provider can also request to supply additional information or complete an action.



If the Portfolio Manager determines the Provider is not meeting BC Housing’s minimum requirements for an Element, the Portfolio Manager will rate that Element as Developing. The Portfolio Manager can then ask the Provider to submit additional documents or perform specified actions/tasks to improve the rating from Developing (yellow) to Meets (green).

The Provider then has one (1) month to upload any additional documents or demonstrate further action to the Elements which have received a Developing rating. All Elements that have been updated with documents or comments prior to the 1-month deadline will be reviewed and rated again by the Portfolio Manager. The Preliminary Review Report will be available for download from your Mailbox in PartnerHub (figure 3.5)

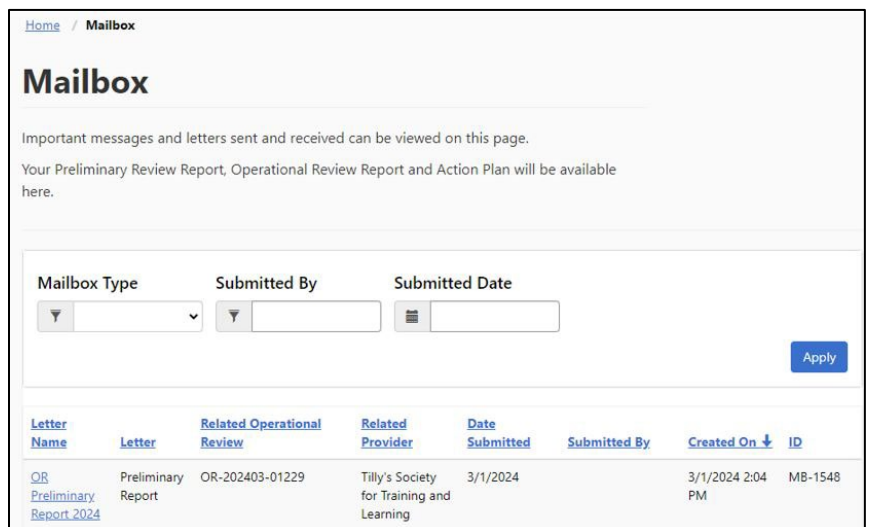





Figure 3.5 – PartnerHub Mailbox

Step

Initiate Demonstrate Preliminary Site Visit Report Close 

Site Visit

The Site Visit is when your Portfolio Manager comes to view one or more Projects. This is a great opportunity to connect with your Portfolio Manager and introduce them to your Board of Directors and staff. The Portfolio Manager will want to view the grounds, office and kitchen spaces, common areas, and tenant units.

During their Preliminary Review of the documents you've submitted, the Portfolio Manager may have created a list of specific items they would like to see. The former Operational Review was based heavily on the Site Visit, and it remains an important part of the reformed Operational Review process.



Scheduling the Site Visit

Scheduling the Site Visit can be different from one Provider to another depending on the size of your organization. A Portfolio Manager is responsible for visiting all Projects with a Provider every ten years. Meaning that, on average, they should see 33% of a Provider's Projects every three years.



Did You Know?

To get an idea of what your Portfolio Manager may wish to view during the Site Visit, you can see the Site Visit Resources section of the PartnerHub Knowledge Base.

Things to keep in mind when scheduling the Site Visit:

- Appropriate staff need to be available to meet and spend time with the Portfolio Manager.
- Access should be arranged ahead of time to office files and common areas, including mechanical rooms, out buildings, storage areas, supply closets etc.
- The Portfolio Manager may ask to see maintenance logs and annual fire inspection records, depending on what you have already uploaded and when the Site Visit occurs.

BC Housing understands that you are busy and asks that you provide staff and management the time to meet with BC Housing. Remember that your Portfolio Manager is here to support you and your organization, to determine what needs you may have and to advocate on your behalf towards solving those needs. Please note, if more than one Site Visit has been scheduled, the Earliest Site Visit date will be displayed on the Operational Review Dashboard in PartnerHub.

Unit Inspections

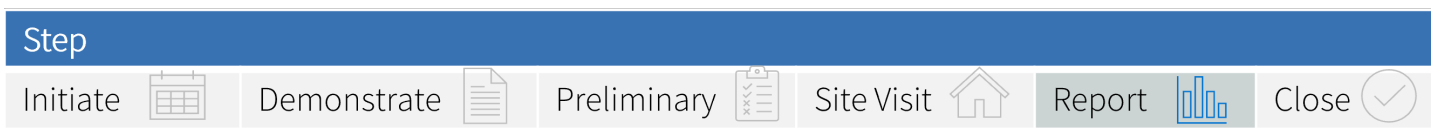
Unit Inspections are an important part of the Site Visit. Your Portfolio Manager will select the Units for inspection. It is important that you serve proper notice to the tenants or clients in these units as per the [Residential Tenancy Act](#). If there is a reason why the units selected are not suitable for Unit Inspection, be sure to let your Portfolio Manager know right away, so that alternate Units can be selected if needed.



When managing the Site Visit and Unit Inspections, keep the following things in mind:

- It's important to respond to your Portfolio Manager A.S.A.P.
- Consider the size of your organization and the availability of staff.
- Provide staff and management the time needed to work on the Operational Review.
- Communicate with your Portfolio Manager if you have any questions or concerns.
- Be sure to give Tenant's in the Units selected by your Portfolio Manager proper notice.
- Arrange to meet with your Portfolio Manager on site in a convenient location for both of you.
- Your Portfolio Manager may take photos on site using their BC Housing iPad or mobile phone.





Report

Report Rating

After the Preliminary Review, you have one month to upload further documentation or provide additional information to Elements which received a rating of Developing. Your Portfolio Manager will review what you provided and take it into account when completing the Report Rating.

Your Portfolio Manager will again rate each Element as either Meeting or Meeting with Promising Practices (both green) or Developing (yellow) based on the information you have provided. Meeting means that you are meeting the minimum requirements for that Element; Meeting with Promising Practices means that you have developed or are following some exemplary practices to meet the requirements; and Developing means you are not yet meeting the minimum requirements for that Element and additional work and/or support is required.

Calculating the Ratings for the Core Areas

Assessment of the Operational Review begins at the Element level and rolls up to the Core Area. Each Element is rated individually by your Portfolio Manager based on the information you uploaded into PartnerHub. Then, each Standard or Module is assigned an overall rating. If any Elements within the Standard or Module are rated as Developing, that Standard or Module will also have a Developing rating.

If there are no Developing ratings, the overall rating of the Standard or Module will be based on the most common rating among the Elements within that Standard or Module.

Finally, the overall rating of each Core Area is assigned. If any Standards or Modules within the Core Area receive a Developing rating, the Core Area will also be rated as Developing. If there are no Developing ratings within the Core Area, the rating will be based on the most common rating among the Standards/Modules.



Did You Know?

In situations where there are no Developing ratings but an equal number of Meets and Promising Practices ratings, a rating of Promising Practices will be assigned.

Action Items

If your Report Rating includes Developing ratings, there will be one or more Action Items linked to each Element rated as Developing, explaining what your organization needs to do to meet the minimum requirements and the date by when you need to have the Action Item completed.

The due date on some Action Items will be sooner than others depending on how urgent the issue is. For example, a blocked fire exit might have a due date of only a few days, while a maintenance item might have a due date of weeks or even months from the date of the Operational Review Report.

Some Action Items may be assigned to BC Housing such as submitting a request for an Energy Audit, scheduling Rent Calculation training, or requesting an information technology (IT) risk assessment.

Operational Review Report with Action Plan

Once your Portfolio Manager has completed the Report Ratings for all Elements and assigned Action Items for all Elements that received a Developing rating, they will generate the *Operational Review Report with Action Plan* in PartnerHub and send it to you. This report will be available from your mailbox in PartnerHub.

Senior Management should carefully review the Operational Review Report with Action Plan with their Board of Directors to discuss and plan how best to complete the Action Plan within the allotted time.

Addressing Your Action Items

After you address an Action Item that has been assigned to you, you must mark it as addressed and upload proof in PartnerHub. This notifies your Portfolio Manager that you have completed work on the Action Item. The Portfolio Manager will review the addressed Action Item. If it has been addressed to their satisfaction, they will mark the Action Item as Resolved. If more information or action is still required, they will change the Action Item back to assigned and you will be notified by email so you can continue to work on the item.

Title
OR-ACTN-1216
Status *
Assigned
Description *
Attend training with Rent Desk
Notes from PM
—
<input type="button" value="Save"/> <input type="button" value="Address Action Item"/>

Step

Initiate



Demonstrate



Preliminary



Site Visit



Report



Close



Close

Closing the Operational Review

A Provider's Operational Review is closed once all Action Items have been resolved to the satisfaction of the lead Portfolio Manager for the Provider. An Operational Review should not be closed until all Action Items are resolved. Action Items do not need to be closed within the same fiscal year, but they should be closed prior to the start of the next Operational Review. Action Items should not be left unresolved.



Did You Know?

All Action Items must be completed before a new Operational Review can be opened.

Operational Review Closure Report with Resolved Action Plan

Once all Action Items have been resolved and your Portfolio Manager has closed your Operational Review, they will generate and send you a Closure Letter along with the *Operational Review Closure Report with Resolved Action Plan*. The letter confirms that your Operational Review has been formally closed. The report outlines the resolved Action Plan and Closure Ratings for all Core Areas. This correspondence will be available in your Operational Review Mailbox in PartnerHub.

Your next Operational Review will be scheduled to open approximately 3 years after the date that your last Operational Review Report with Action Plan was created.

Feedback and Survey

The final step in the Operational Review process is to receive feedback from the Provider. This feedback and survey are an opportunity to understand the Provider's expectations and improve their experience of the Operational Review Process as well as the PartnerHub system.

The actual Feedback mechanism and methodology may change from year to year, but it is an important component to ensure that the process is a positive and collaborative experience.

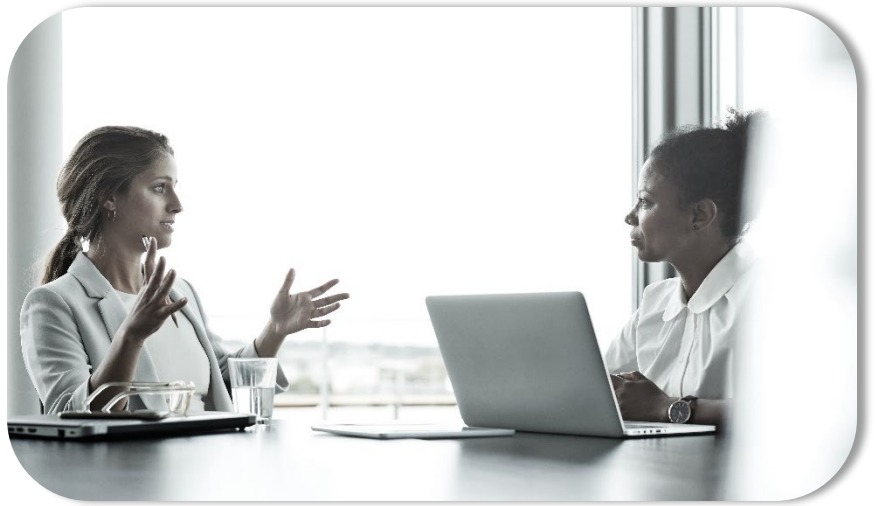
Appeals and Escalations

Appealing a Rating

Providers can appeal a rating assigned to any Element by their Portfolio Manager.

Appeals should only occur if an agreement cannot be reached.

There are three levels of appeal within the framework of Operational Review.



Types of Appeal

Informal Appeal

A Provider can submit an Informal Appeal to the Portfolio Manager if they disagree with an initial rating during the Preliminary Review phase of the Operational Review process. The Provider must appeal within 2 weeks of the initial rating being communicated with the Provider. If the Provider disagrees with more than one Element rating, the Provider must appeal each Element rating separately. Informal Appeals will be sent to the attention of the Portfolio Manager.

Formal Appeal

A Formal Appeal can be made if the Provider does not agree with the Portfolio Manager's finalized Element Rating, Action Item, or Action Item due date as communicated in the Operational Review Report. The Provider must appeal within 2 weeks of the Operational Review Report being communicated with the Provider. If the Provider disagrees with more than one item, the Provider must formally appeal each separately. Formal Appeals must be signed off by a member of the Provider's board. Formal Appeals will be sent to the attention of the Portfolio Manager and the Regional Director (RD).



Did You Know?

If a Provider disagrees with more than one Element rating, a separate appeal must be made for each rating.

Final Appeal

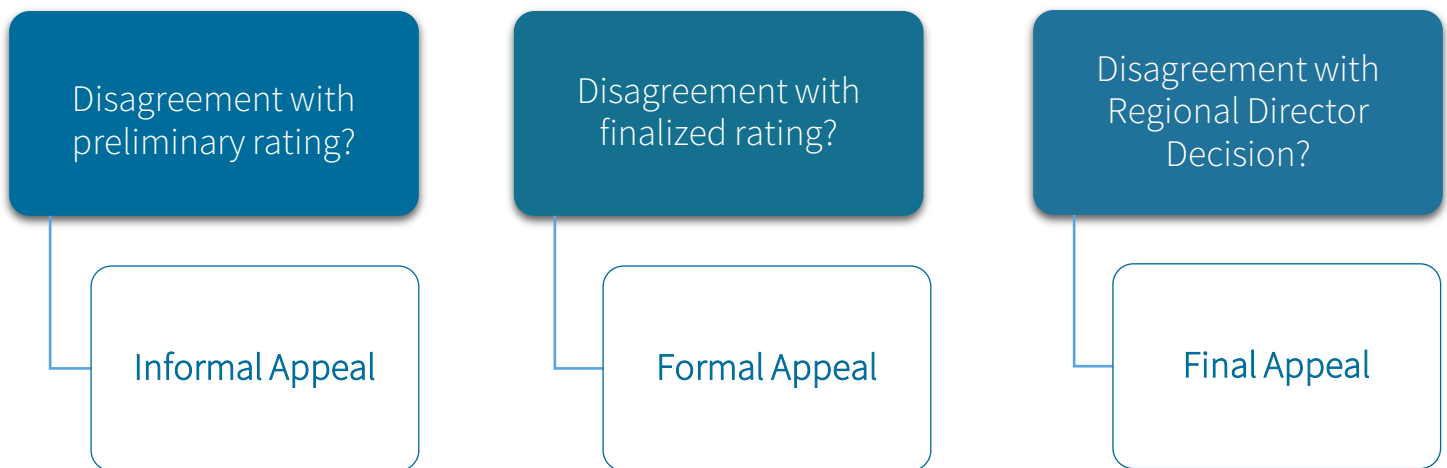
A Final Appeal can be made if the Provider does not agree with the decision of the Regional Director.

The Provider must appeal within 2 weeks of the Formal Appeal response being communicated with the Provider. If the Provider disagrees with more than one Element Rating, Action Item or Action Item due date, the Provider must appeal each item separately.

Final Appeals must be signed off by a member of the Provider's board. Final Appeals will be sent to the attention of the Portfolio Manager, the Regional Director, and the Manager of Housing Partners Performance.

The Manager of Housing Partners Performance will convene an Operational Review Committee and compare the Appellants evidence against available precedents, if any. Final Appeals are tracked within PartnerHub, and replies are sent to the Provider's Mailbox.

PartnerHub will notify the Provider (Primary Contact and Board Contact) when the reply letter from the Review Committee has been uploaded into the system.



To learn more: about how to submit appeals, search “appeal” in the PartnerHub Knowledge Base to view the guide sheet.

What is Escalation?

The purpose of escalation is the mutual resolution of an issue resulting from either action or inaction on the part of the Provider. A Portfolio Manager may decide to Escalate (bring to the attention of BC Housing's management) a Provider whenever the Portfolio Manager determines that a Provider's actions or inaction make it necessary. Non-performance of the terms and conditions set out within a Provider's Operating Agreement would warrant escalation. Refusal to cooperate during an Operational Review, or failure to complete assigned Action Items are valid reasons to escalate a Provider.

Levels of Escalation

Level 1

The Portfolio Manager escalates the Provider to the attention of the Provider's Board of Directors. A formal Letter of Escalation—Level 1 is sent to the Provider's board for review and consideration. The Portfolio Manager will follow up with the Provider one time. The Portfolio Manager will escalate the Provider to level 2 if the Provider continues to be unresponsive after the follow up.

Level 2

The Portfolio Manager escalates the Operational Review to the attention of their Regional Operations Manager and Regional Director. The Manager of Housing Partners Performance is notified by PartnerHub and will act as a verifier of the process to ensure the proper escalation process is followed and may be able to provide established precedents and other resources to help resolve the escalation situation. A formal letter of Escalation level 2 is sent to the Provider's Board for review and consideration. After following up, if a Provider is still unresponsive, the Portfolio Manager will discuss with their Regional Director if there is a need to escalate to Level 3.

Level 3

The Portfolio Manager escalates the Operational Review to BC Housing's executive leadership. A formal letter of Escalation level 3 is sent by BC Housing Executive to the Provider's Board for review and consideration. There is no further escalation. The matter is now in the hands of senior management.



Level 3 Escalation is intended for use only in extreme situations where serious concerns have been raised and little or no progress has been made in resolving these concerns.