



## **Rollout of the Integrated Service Model | Tenant Qs and As**

### **December 2020**

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#### **Q. What is happening with the Integrated Service Model?**

Toronto Community Housing (TCHC) is moving forward with the first stage of implementing an Integrated Service Model (ISM) for seniors housing. Designed and developed by TCHC and the City of Toronto with input from the Toronto Central Local Health Integration Network (LHIN) and senior tenants, the ISM will support senior tenants to age in place, have successful tenancies and enjoy a better quality of life.

The TCHC Seniors Housing Unit will begin implementing the model in December 2020 in 18 buildings in its South East Region. The model will be implemented in additional TCHC seniors buildings in 2021 and 2022. Once fully implemented by the end of 2022, the ISM will support improved housing services more than 14,000 low-income senior tenants (age 59+) living in 83 seniors-designated buildings across the city.

#### **Q. What are some of the features of the ISM?**

The ISM will significantly increase specialized staffing in all seniors buildings, provide training to staff in seniors issues, add Seniors Health and Wellness Hubs in selected buildings, and assign Care Coordinators to specific buildings to work with TCHC staff to help tenants access health supports.

#### **Q. How does this fit into Tenants First?**

Implementing the Integrated Service Model is a key deliverable of the City's Tenants First plan. Toronto City Council directed TCHC and the City to develop a model to integrate health and housing services for senior tenants in 2018 based on a recommendation in the Tenants First report.

#### **Q. What are the goals of the Integrated Service model?**

In designing the ISM, the City and TCHC established three shared goals:

- 1) Build relationships of trust between senior tenants and housing staff, by adding more employees who will focus only on serving senior tenants;
- 2) Improve the delivery of housing services, with an increased focus on issues that impact seniors housing stability'.



- 3) Increase access to health and community support services through enhanced integration of community agencies within seniors buildings.

Seniors will be involved in evaluating the changes through surveys, tenant engagement/feedback sessions and participation in a Seniors Tenant Advisory Committee.

**Q. What will be the major changes in the way TCHC operates?**

TCHC will put in place a new staffing model for seniors buildings. We'll also create seniors-specific housing policies and procedures and we will better link tenants to health services by introducing designated LHIN Care Coordinators to our seniors buildings.

Administratively, TCHC's seniors portfolio will be organized into five regions. Each region will house a new Seniors Health and Wellness Hub where seniors can access a range of community services more easily. TCHC employees will also be able to plan and coordinate programs with care and community partners more easily.

**Q. What new positions are being added to TCHC's seniors buildings?**

The ISM includes a new staffing model that creates a new tenant-facing position, the Seniors Services Coordinator (SSC). These employees will be assigned to specific buildings to enable closer connections between tenants and staff, and closer working relationships between housing staff and LHIN Care Coordinators. The SSC will be the main point of contact for all tenant-facing concerns in the building. They will liaise with other building staff and TC LHIN Care Coordinators, foster strong relationships with senior tenants, support early identification of tenants requiring additional supports and facilitate referrals to community agencies as required.

Another new position is the Tenant Services Administrator (TSA). The TSA will work out of the regional office and perform administrative tenancy management functions.

**iQ. Are the new Seniors Health and Wellness Hubs the same as the Tenant Service Hubs created in the TCHC's restructuring announced in September 2019?**

No. The Seniors Health and Wellness Hubs (on-site in selected SHU buildings) will provide senior tenants with access to a range of health, social, and wellness services delivered by external community agencies.

The Tenant Service Hubs being implemented across TCHC's family portfolio provide access to services delivered by TCHC employees, such as maintenance, cleaning and tenancy management.

**Q. What tenant engagement has happened as part of the ISM Implementation?**

Over the past year, TCHC has conducted a Tenant Experience Survey to solicit tenant perspectives. It produced four issues of its quarterly seniors newsletters and distributed them to all households in the seniors portfolio. It also shared information to encourage senior tenants to apply for the Senior Tenant Advisory Committee, which will hold its first meetings in December 2020. In addition, through the support of a CMHC grant and the Sunnybrook Research Institute, 58 in-depth interviews were held with senior tenants living in seniors buildings between November and December of 2019. Finally, a Virtual Tenant Information Session on the ISM was held on Dec 8 2020.

**Q. How will you track progress?**

The City, TCHC, and the Toronto Central LHIN have developed 25 indicators to evaluate the Integrated Service Model. The indicators will measure the delivery of housing services with an increased focus on issues impacting seniors housing stability; access to health and community support services; and relationships of trust between senior tenants and housing staff. The Seniors Housing Unit will be responsible for submitting indicators to the City of Toronto – Seniors Services and Long-Term Care division to track progress and outcomes of the model.

**Q. What challenges for our seniors is the new model intended to address?**

Isolation and poverty put many senior tenancies at risk. In addition, as many senior tenants experience decreased health and social wellbeing, they become less able to reach out for supports. The ISM will provide senior tenants with improved access to wellness and community supports, and puts additional staff resources in place to better support successful tenancies for senior tenants.

**Q. Who will be accountable for what under the ISM?**

TCHC is directly accountable for delivering housing services. TCHC will still be responsible for delivery of housing services, and play a key role in connecting tenants to appropriate health service providers.

The City in turn holds program accountability for ISM performance through an Accountability Framework.

The Toronto Central LHIN and health partners play a role in liaising with TCHC staff to support early interventions and ongoing care to senior tenants.

**Q: What are Seniors Health and Wellness Hubs?**

Seniors Health and Wellness Hubs (onsite in select SHU buildings) will provide senior tenants with access to a range of health, social, and wellness services delivered by external community agencies. These hubs differ from the Tenant Service Hubs currently being implemented across TCHC's family portfolio. Specific services offered in the hubs will respond to building and community needs. Tenant participation will be sought in the planning and delivery of programs in the hub to ensure the hub is meeting tenant needs.

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