

Integrated Service Model Implementation Plan

Toronto Community Housing
Seniors Housing Unit

December 8, 2020



Toronto
Community
Housing



Brief History of the Integrated Service Model

2018

- City Council directs City and TCHC to create ISM

2019

- ISM developed in consultation with tenants and partners
- City Council approves in principle creation of new Seniors Housing Corporation

2020

- City Council approves new accountability framework to evaluate ISM
- TCHC begins planning for a phased rollout of ISM, starting with South East region



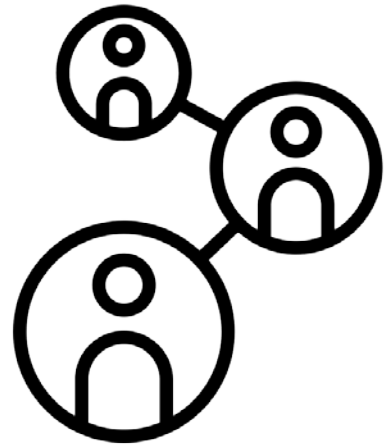
What's the need for an ISM?

The ISM was developed to improve living conditions and services for senior tenants.

The ISM will address:

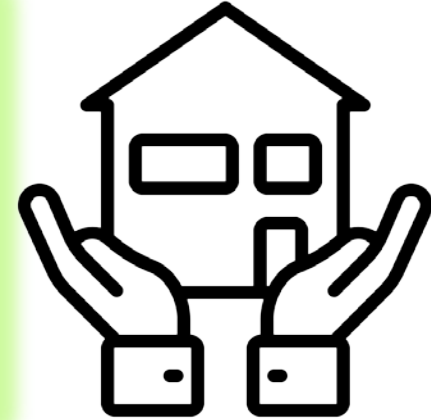
- inconsistent delivery of housing services to seniors
- lack of integration between housing and health services

ISM: Three Goals



Relationships of Trust

Better Housing Services



Access to Health and Community Support



ISM: Four Key Innovations



1) New TCHC Staffing Model



2) Seniors Specific Policies and Procedures



3) Seniors Health and Wellness Hubs



4) LHIN Care Coordinators



Feature #1: New Staffing Model

- Increased staffing levels across all seniors' buildings
- Expanded training on issues affecting seniors
- New tenant-facing position: **Seniors Services Coordinator**
- New administrative position: **Tenant Services Administrator**





Feature #2: Senior-Specific Policies

- Aligning existing TCHC processes to needs of senior tenants
- Developing new processes
- Areas of Focus:
 - Tenant Needs Assessment
 - Referrals and Consent
 - Integrated Meetings
 - Eviction Prevention and Arrears Collection
 - Partnership Agreements





Feature #3: Seniors Health & Wellness Hubs

- On-site and in select Seniors Housing Unit buildings
 - One hub in each of the five regions
- Provide access to health, social and wellness services offered by external agencies
- Exploring partnerships for a Seniors Active Living Centre as part of ISM Phase 1 in South East region. Tenants will be engaged to plan for programs in the hub.





Feature #4: Designated Care Coordinators

- Care Coordinators: a liaison between patients and health care providers
- Partnerships with Toronto Central Local Health Integration Network
- Designated Care Coordinator assigned to each building





ISM Tenant Engagement in 2020

Tenant Communications

- 4 quarterly Seniors Speak Newsletters
- SE region targeted ISM Communication

Senior Tenant Advisory Committee (STAC)

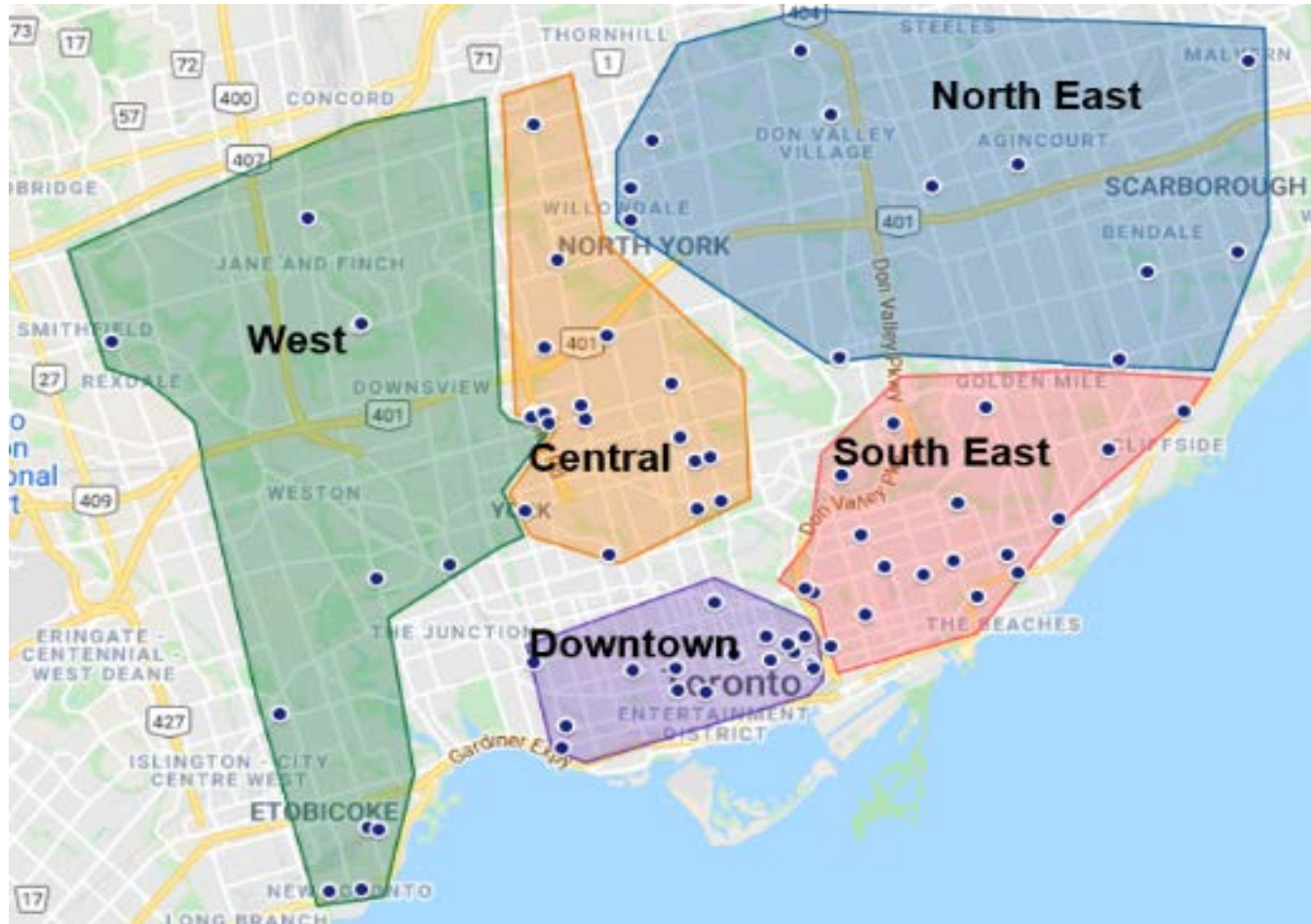
- Provides advice on ISM implementation
- First meeting to be held mid-December

Tenant Experience Survey

- Distributed to SE Region in October 2020
- 1200 Responses– closed November 27



ISM Phased Implementation



- **Phase 1** (Starting December 11, 2020) - South East, 18 buildings
- **Phase 2** (2021) - West and Downtown, 30 buildings
- **Phase 3** (2022) - Central and North East, 35 buildings



Buildings in South East Region

- Beginning December 2020, the ISM will launch in the following 18 buildings that make up the South East Region

145 Strathmore Boulevard	80 Danforth Avenue
17 Brimley Avenue	12 Thorncliffe Park Drive
575 Danforth Road	10 Deauville Lane
828 Kingston Road	7 Coatsworth Crescent
3330 Danforth Avenue	717 Broadview Avenue
266 Donlands Avenue	1420 Victoria Park Avenue
50 Norway Avenue	2287 Gerrard Street East
133 Merrill Avenue	369 Pape Avenue
859 Dundas Street East	9 Haldon Avenue



ISM and Accountability

- TCHC will directly deliver the ISM in seniors buildings
- The City of Toronto will oversee and evaluate the ISM to ensure it is making a difference in the lives of senior tenants
 - The Accountability Framework outlines how the City of Toronto will oversee and evaluate the model





Measuring ISM Progress

- Annual Tenant Experience Survey will evaluate tenant perceptions
- Over 25 indicators from TCHC, TC LHIN and City of Toronto will be used to evaluate the model
- Examples:
 - # of maintenance work orders
 - # of pest control requests
 - # of community safety events
 - Value and # of arrears
 - # of LHIN funded services offered in buildings
 - Other indicators outlined in the Accountability Framework





New Seniors Housing Corporation: What is it?

- In 2019, City Council approved the creation of a new seniors housing corporation to operate the Seniors Housing Unit
- Key features:
 - City-owned corporation with its own Board of Directors and CEO
 - Independent from TCHC
 - Will manage and operate TCHC's 83 seniors buildings. TCHC will continue to own the properties.
 - Will be responsible for running the ISM
 - Tenant leases in 83 buildings will carry over to new seniors housing corporation
 - Tenants will NOT lose their housing as a result of the new seniors housing corporation taking over

New Seniors Housing Corporation Status Update



- Due to COVID-19, the due diligence required to get final Council approval for the corporation was delayed.
- In October 2020, City Council recommended that the creation of the new seniors housing corporation be delayed until the City's needs related to COVID are clearer. City staff will report back to Council Spring 2021 with a recommended timeline for creation of the corporation.
- In the meantime, the ISM will continue to be rolled out in accordance with the phased implementation plan



Upcoming Activities for Q1 2021 Integrated Service Model

- Continue developing and aligning policy and processes to ISM
- STAC will meet every 6-8 weeks
- Continue planning for Seniors Health and Wellness Hub implementation
- Engagement with staff, unions, stakeholders and tenants
 - Dr. Christine Sheppard is holding virtual focus group consultations for tenants in the South East region in January/February
- Analyze data from Tenant Experience Survey
- Assess ISM performance measures
- Continue planning for ISM Phases 2 and 3



Upcoming Activities for Q1 2021 Seniors Housing Corporation

- City staff will report back to Council in spring 2021 with a recommended timeline for creation of the corporation
- TCHC to support City on next steps for seniors housing corporation