



Integrated Service Model Annual Program Report

Item 5

March 29, 2022

Tenant Services Committee

Report: TSC:2022-11

To: Tenant Services Committee (“TSC”)

From: General Manager (Interim), Seniors Housing Unit

Date: March 7, 2022

PURPOSE:

The purpose of this report is to present the Integrated Service Model (ISM) Annual Program Report. This program report provides an overview of the first year of implementation of the Integrated Service Model and is a requirement of the City of Toronto under the terms of the Accountability Framework for the Integrated Service Model (PDF).

RECOMMENDATIONS:

It is recommended that TSC receive this report for information.

REASONS FOR RECOMMENDATIONS:

This Integrated Service Model Annual Program Report is a requirement of the City of Toronto’s Accountability Framework for the Integrated Service Model (PDF). As part of the Accountability Framework, the City of Toronto’s Seniors Services and Long-Term Care Division (SSLTC) is responsible for oversight and evaluation of the model and are the intended audience of the report.

BACKGROUND:

The TCHC Seniors Housing Unit began to implement the Integrated Service Model (ISM) for seniors housing in 18 buildings in the south east region of the city starting in December of 2020. Once fully implemented, the ISM will support more than 14,000 low-income senior tenants (age 59+) living in 83 seniors-designated buildings across the city, most of whom live alone, to age in place and enjoy better quality of life and successful tenancies.

The Integrated Service Model is being implemented over three phases and four regions:

- Phase 1 was launched in December 2020 in 18 buildings in the South East Region
- Phase 2 was launched in September 2021 in the North West Region and included an expansion of the South East Region, resulting in the model being implemented in 52 out of 83 buildings.
- Phase 3 is being implemented in the North East and South West regions in the first half of 2022 to bring the remaining 31 buildings into the model.

Given the timeline and phased approach, the Annual Program Report focuses largely on the 18 buildings from Phase 1 of the ISM implementation; however, other activities are highlighted where applicable.

SUMMARY OF REPORT:

The Integrated Service Model is guided by four key innovations as set forth in the ISM Accountability Framework:

- 1) An enhanced staffing model focused on increased staff resources to provide tenant support with a focus on supporting seniors.
- 2) Seniors-specific policies and procedures to better respond to the unique needs of seniors.
- 3) Locating Seniors Health and Wellness Hubs in select TCHC seniors buildings to offer a range of health, social and wellness services to tenants and the community
- 4) Strengthening relationships with community and health partners, including identifying designated Home and Community Care Support Services (HCCSS) Care Coordinators to each building to help

connect tenants to the health and community support services they need.

The ISM Annual Program report provides a summary on accomplishments for each of these innovations as well as future activities and plans for each of these elements for the upcoming year. The report also summarizes tenant engagement and communication activities associated with the ISM including a Tenant Experience Survey (PDF) conducted in advance as a baseline, and activities of the Seniors Tenant Advisory Committee (STAC) over its first year. The report also includes a summary of the Key Performance Indicators required under the Accountability Framework for the ISM which are reported to the City (SSLTC). It should be noted that the Seniors Health and Wellness Hub innovation is currently paused while further tenant engagement on the model is in progress led through the City.

A summary of the results reported is included below:

New Staffing and Training Model

- The ISM roles of Seniors Services Coordinator (SSC) and Tenant Services Administrator (TSA) are now fully implemented in 52 out of 83 SHU buildings providing enhanced, in-building tenant access to referral services and staff supports.
- Two seniors-specific staff training modules, Mental Health Education and Understanding Dementia, were launched in 2021 for all Seniors Housing Unit staff.

Seniors-Specific Policies and Procedures

- Nine procedures were tested and implemented in at least one ISM region and four procedures are being updated or drafted. Procedure topics include:
 - Tenant needs assessment
 - Referral procedures
 - Internal and external integrated team meetings
 - Tenant on-boarding
 - Arrears and evictions prevention
 - Complex tenancy management
 - Rent reviews

- Turning 65
- Annual Unit Inspections

Seniors Health and Wellness Hubs - currently on pause pending review

- Between the winter of 2020 and summer of 2021, the TCHC Seniors Housing Unit (SHU) worked with internal and external stakeholders to collect ideas on programming and identify a suitable SHU building to establish the first Seniors Health and Wellness Hub.
- In May 2021, based on tenant concerns, the implementation of Seniors Health and Wellness Hubs was put on hold pending further tenant engagement.
- This engagement is being led by the Seniors Services and Long-Term Care (SSLTC) Division at the City of Toronto through a non-profit partner.

Designated Care Coordinators and Health System Partnerships

- Designated Care Coordinators were aligned to 47 of the 83 seniors-designated buildings and full alignment for all SHU buildings is expected by the second half of 2022.
- The Seniors Housing Unit, in conjunction with SSLTC and Ontario Health Toronto, established two working tables, one focused on strategic SHU-wide ISM initiatives and the second on operational regional ISM implementation matters.
- Health and social support providers were engaged in the SHU's COVID-19 response, including supporting vaccination clinics and providing food baskets, digital literacy programs and outdoor social recreation programming as permitted under COVID-19 guidelines.
- Work was initiated to develop a baseline inventory of SHU programs and partnerships in conjunction with TCHC's Programs and Partnerships team and the Tenant Resolution Office.

Tenant Engagement

The Senior Tenants Advisory Committee (STAC) was created with the introduction of the model. The first STAC meeting took place in December 2020 and a total of ten official meetings were held by the end of 2021. Members were consulted and provided input on various aspects of the

model. Members also participated in tenant focus groups held by Toronto Seniors Housing Corporation to get input around the upcoming transition to the new corporation. The City took on the leadership role for the committee in late December 2021, with the Seniors Housing Unit providing support as requested.

Tenant engagement and communication are critical to the success of the Integrated Service Model. The Seniors Housing Unit engaged tenants through the following additional initiatives:

- Quarterly Seniors Housing Unit newsletter for tenants
- Online tenant information sessions on the Integrated Service Model
- The ISM webpage on the TCHC website
- Posters in buildings, translated into the top 10 languages
- Tenant Experience Survey and focus groups
- Regular consultations with the Responsible Personal Accessibility in Toronto Housing (R-PATH) Committee.

Key Performance Indicators

Since the initial implementation of the Integrated Service Model in December 2020, key performance indicators (KPIs) identified in the Accountability Framework for the Integrated Service Model (PDF) were reported on a regular basis to SSLTC.

Many Key Performance Indicators (KPIs) are showing the expected changes under the Integrated Service Model, such as a decrease in the dollar value of arrears owed by households. Most outcomes are at least partially impacted by pandemic-related factors such as rent freezes and eviction moratoriums, staffing levels, and changing rules and guidelines. Actions were taken to make sure that adverse impacts to tenants were limited and critical functions were completed. It is expected that KPIs for the ISM will need to be measured over a longer period of time and will be more completely represented as all buildings move into the ISM in 2022.

Conclusion

The Integrated Service Model is an important initiative for improving the lives of senior tenants and supporting their ability to age in place in comfort and dignity. The Seniors Housing Unit continues to learn through each ISM

phase and looks to continuously improve. The ISM outcomes will take time to be realized and the changes being implemented will continue to be refined as the Seniors Housing Unit transitions to the new Toronto Seniors Housing Corporation in June 2022.

NEXT STEPS:

At this time, the Seniors Housing Unit continues to plan for full ISM implementation while working to improve the service model based on feedback and lessons learned from the first two phases of ISM implementation. The ISM will be assumed by the Toronto Seniors Housing Corporation as this becomes operational for June 1, 2022.

The report will be reviewed with additional stakeholders including the Toronto Seniors Housing Corporation and the Senior Tenants Advisory Committee and will be posted for the public online. The report is also informing the evaluation of the Integrated Service Model being conducted by the City SSLTC as per the ISM Accountability Framework.

IMPLICATIONS AND RISKS:

The report provides an update on the implementation of the Integrated Service Model. There are no identified risks at this time.

SIGNATURE:

“Grant Coffey”

Grant Coffey
General Manager (I), Seniors Housing Unit

ATTACHMENT:

1. Integrated Service Model Annual Program Report

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Item 5 – Integrated Service Model Annual Program Report
TSC Meeting of March 29, 2022
Report#: TSC:2022-11 **Attachment 1**

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Toronto Community Housing
2021 Integrated Service Model Annual Program Report



Integrated Service Model Annual Program Report

Seniors Housing Unit

Toronto Community Housing Corporation

February 2022

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Executive Summary

The Integrated Service Model (ISM) was developed as part of the City of Toronto's Tenants First project in response to challenges faced by older tenants in Toronto Community Housing's (TCHC) seniors-designated buildings. This model brings about new ways of interacting with and supporting senior tenants, with the ultimate goal of making sure tenants can access necessary supports to age in place with dignity and in comfort.

The Seniors Housing Unit (SHU) at TCHC launched Phase 1 of the ISM implementation in December 2020, while also supporting tenants through the global COVID-19 pandemic. The SHU team provided critical onsite supports such as door-to-door wellness checks, mask distribution, and planning and coordination of onsite flu and COVID-19 vaccination clinics with health partners for all SHU buildings. Food security support was also provided where possible.

The Seniors Housing Unit conducted a [Tenant Experience Survey \(PDF\)](#) in November 2020, prior to implementation of the Integrated Service Model, to act as a baseline for measuring the impact of the model. While generally satisfied (82 per cent) with the services they received from the Seniors Housing Unit, tenants identified staff availability and their understanding and appreciation of the unique needs of senior tenants as areas that could be improved. Satisfaction rates for all sections of the survey were significantly lower for tenants with a disability. Tenant input is a key factor for the successful design and implementation of the model and the results of this survey are being used to guide the priorities of and changes to the model, including specific activities around accessibility.



To achieve its goals, the ISM implementation focuses on four key innovations:

- 1) **Staffing and Training** - An enhanced staffing and training model focused on increased¹ staff-to-tenant ratios, more tenant support and advanced training on seniors issues for housing staff.
 - The ISM roles of Seniors Services Coordinator (SSC) and Tenant Services Administrator (TSA) are now fully implemented in 52 out of 83 SHU buildings providing enhanced, in-building tenant access to referral services and staff supports.
 - Four regional Tenant Engagement and Services Supervisors (TESS), a new Assistant General Manager, and two additional regional managers were hired in 2021 to complete the management team for the four SHU regions.
 - A net total of 47 staff across various positions, including those mentioned above, were hired between the launch of the Integrated Service Model in December 2020 and the end of 2021, increasing staff-to-tenant ratios.
 - Two seniors-specific staff training modules, Mental Health Education and Understanding Dementia, were launched in 2021. A third module, Suicide Prevention, is planned for 2022.
 - A new Complex Tenancies team is being established to support the entire SHU portfolio by mid-2022.

- 2) **Policies and Procedures** - Revised seniors-specific policies and procedures to better respond to the unique challenges faced by seniors.
 - A total of 13 seniors-specific procedures have been or are in the process of being updated, drafted or tested. These were prioritized by what best supports the successful tenancies of

¹In the [Accountability Framework for the Integrated Service Model \(PDF\)](#) it says reduced staff-to-tenant ratios in some places instead of increased or improved.

seniors as identified in the [Tenant Experience Survey \(PDF\)](#) and in the ISM [Accountability Framework for the Integrated Service Model \(PDF\)](#), which is the guiding document for the implementation and evaluation of the Integrated Service Model.

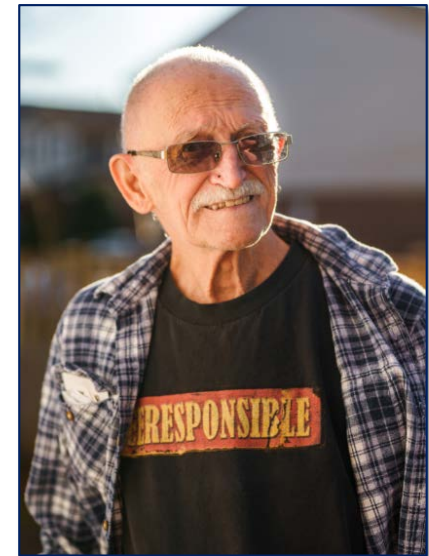
- On June 1, 2022, the Seniors Housing Unit will move to the new Toronto Seniors Housing Corporation (TSHC) which is expected to provide additional opportunities to focus on policies and procedures from a seniors lens.

3) **Seniors Health and Wellness Hubs*** - Establishing Seniors Health and Wellness Hubs in select seniors buildings to offer a range of health, social and wellness services to tenants and the community (*currently on pause pending review):

- Between the winter of 2020 and summer of 2021, the TCHC Seniors Housing Unit (SHU) worked with internal and external stakeholders to identify a suitable SHU building to establish the first Seniors Health and Wellness Hub. Broad tenant engagement was conducted, including focus groups and a survey of tenants within the selected building.
- In May 2021, based on tenant concerns, the implementation of Seniors Health and Wellness Hubs was put on hold pending further engagement with tenants and other stakeholders on key issues including use of space in buildings for hubs, access to programming, and safety.
- This engagement is being led by the Seniors Services and Long-Term Care (SSLTC) Division at the City of Toronto through a non-profit partner. Tenant engagement is expected to take place between February and April 2022, and the non-profit partner must receive tenant input on the design of the engagement process.
- The Seniors Housing Unit and the Toronto Seniors Housing Corporation will also be involved with this engagement.
- A final report and recommendations are expected June 2022 and future direction planning will occur after that together with the City and Toronto Seniors Housing Corporation.

4) **Designated Care Coordinators and Health System Partnerships** - Strengthening relationships with community and health partners, including identifying designated Home and Community Care Support Services (HCCSS) Care Coordinators for each building to streamline tenant access to the health and community support services they need:

- The Seniors Housing Unit along with Ontario Health Teams (OHT) and HCCSS have jointly worked to align HCCSS Care Coordinators to SHU buildings.
- As of the end of 2021, designated Care Coordinators were aligned to 47 of the 83 seniors-designated buildings and full alignment for all SHU buildings is expected by the second half of 2022. This alignment allows for easier referrals and coordination of care within the provincial health care system and its partners for tenants within SHU buildings.
- The Seniors Housing Unit, in conjunction with SSLTC and Ontario Health Toronto, also established two working tables, one focused on strategic SHU-wide ISM initiatives and the second on operational regional ISM implementation matters.
- Health and social support providers were engaged in the SHU's COVID-19 response, including supporting vaccination clinics and providing food baskets, digital literacy programs and outdoor social recreation programming as permitted under COVID-19 guidelines.
- Work was initiated to develop a baseline inventory of SHU programs and partnerships in conjunction with TCHC's Programs and Partnerships team and the Tenant Resolution Office. This work supports the partnership renewal process and allows the Seniors Housing Unit to identify service gaps to be addressed through future partnership development.



Tenant Engagement and Communication

The Senior Tenants Advisory Committee (STAC) was created with the introduction of the model. The first STAC meeting took place in December 2020 and a total of 10 official meetings were held by the end of 2021. Members were consulted and provided input on various aspects of the model, such as seniors-specific procedures, Seniors Health and Wellness Hubs, and new staffing roles, while also providing insight on how to best work with and support senior tenants. Members also participated in tenant focus groups held by Toronto Seniors Housing Corporation to get input around the upcoming transition to the new corporation. The City took on the leadership role for the committee in late December 2021, with the Seniors Housing Unit providing support as requested.

Tenant engagement and communication are critical to the success of the Integrated Service Model. The Seniors Housing Unit engaged and communicated with tenants through the following additional initiatives:

- Quarterly Seniors Housing Unit newsletter for tenants, Seniors Speak, with eight issues published to date (summer 2019 to winter 2021 inclusive).
- Online tenant information sessions on the Integrated Service Model, with three held since December 2020 and a minimum of four sessions, one per region, planned for 2022.
- The ISM webpage on the TCHC website (torontohousing.ca/ISM), regularly updated and promoted in posters and newsletters.
- Posters in buildings, translated into the top 10 languages found in SHU buildings, to provide information and update tenants about upcoming initiatives.
- The [Tenant Experience Survey \(PDF\)](#), including pilot testing of survey with tenants.
- Surveys and focus groups on the Seniors Health and Wellness Hubs; further tenant engagement, led by the City, will be conducted in the first half of 2022.

- Regular consultations with the Responsible Personal Accessibility in Toronto Housing (R-PATH) Committee, a tenant-led group focused on tenant accessibility.

Key Performance Indicators

Since the initial implementation of the Integrated Service Model in December 2020, key performance indicators (KPIs) identified in the [Accountability Framework for the Integrated Service Model \(PDF\)](#) were reported on a regular basis to SSLTC. Most of the data trends align with the expected benefits of the ISM; however, it is early in the ISM implementation and numerous external factors must be considered when analyzing the data. In 2020 and 2021, there were temporary and permanent changes to social housing legislation, the implementation of new vacancy and tenant management systems at the City and TCHC, and a global pandemic.

Transition to the Toronto Seniors Housing Corporation

As of June 1, 2022, the Toronto Seniors Housing Corporation (TSHC) will also start to operate as its own independent corporation, responsible for managing TCHC's 83 seniors-designated buildings. This transition to the new corporation is expected to provide additional opportunities to enhance the model to better support senior tenants. Transition work is underway, informed by tenant input.

As part of the transition, the relationship between TSHC and TCHC will be confirmed and a number of shared services will continue to be offered while the new corporation looks to build capabilities. A third-party vendor has been procured by the City of Toronto to review and recommend shared services, and both TSHC and TCHC have established a joint transition work plan to assess and establish a Service Delivery Agreement between the corporations to support transition on June 1, 2022.

Conclusion

The Integrated Service Model is being implemented across the four SHU regions using a phased approach:

- Phase 1 was launched in December 2020 in 18 buildings in the South East Region
- Phase 2 was launched in September 2021 in the North West Region and included an expansion of the South East Region, resulting in the model being implemented in 52 out of 83 buildings.
- Phase 3 will be rolled out in the North East and South West regions in the first half of 2022 to bring the remaining 31 buildings into the model.

At this time, the Seniors Housing Unit continues to plan for full ISM implementation while working to improve the service model based on feedback and lessons learned from the first two phases of ISM implementation.

The COVID-19 pandemic has provided unprecedented scenarios over the last two years, and it will require more time to fully realize and assess ISM outcomes. The Seniors Housing Unit continues to work with internal and external stakeholders and partners to make sure the implementation of the model remains on schedule, even during a global pandemic, and achieves its goal of ensuring senior tenants can age in place with dignity and in comfort.

Seniors Housing Unit – Integrated Service Model

Background

The City of Toronto in partnership with Toronto Community Housing (TCHC) and Home and Community Care Support Services (HCCSS) – Toronto Central (formerly known as the Toronto Central Local Health Integration Network) jointly developed the Integrated Service Model (ISM) for the Seniors Housing Unit to improve living conditions and services for senior tenants at TCHC, specifically those who live in the current Seniors Housing Unit. The model will address inconsistent delivery of housing services to seniors and lack of integration between housing and health services that negatively impacted housing stability among older tenants, with the ultimate goal of ensuring tenants can age in place with dignity and in comfort.

TCHC's Seniors Housing Unit is accountable to the City's Seniors Services and Long-Term Care Division for implementing the Integrated Service Model, guided by the Council-approved [Accountability Framework for the Integrated Service Model \(PDF\)](#).

The Integrated Service Model has three objectives:

- 1) Build relationships of trust between senior tenants and housing staff.
- 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 the buildings.

To support the three objectives, the model is guided by four key innovations:

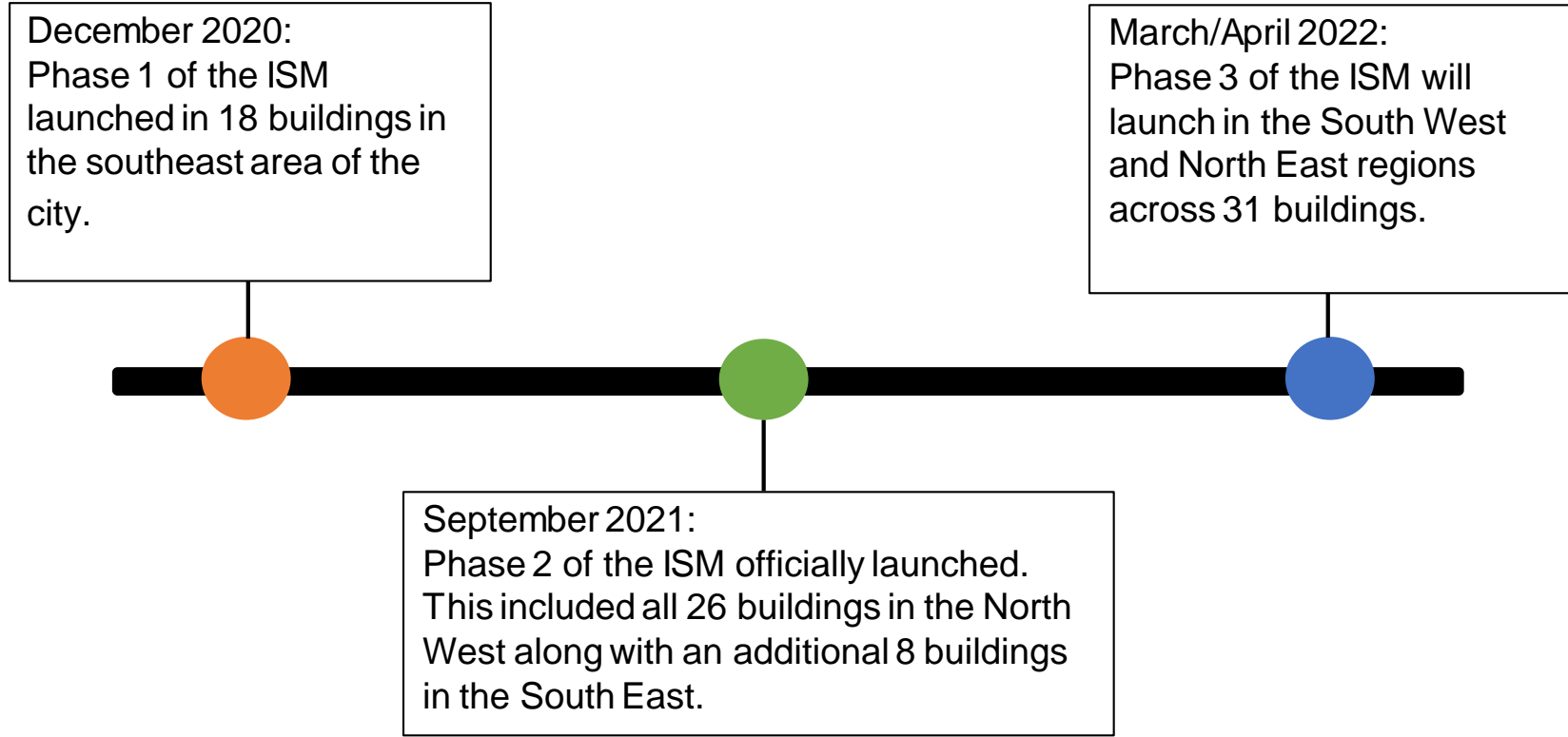
- 1) An enhanced staffing model focused on increased² staff-to-tenant ratios and more tenant support.
- 2) Revised seniors-specific policies to better respond to the unique challenges faced by seniors.
- 3) Locating Seniors Health and Wellness Hubs in select TCHC seniors buildings to offer a range of health, social and wellness services to tenants and the community
- 4) Strengthening relationships with community and health partners, including identifying designated Home and Community Care Support Services (HCCSS) Care Coordinators to each building to help connect tenants to the health and community support services they need.



The Integrated Service Model is being implemented over three phases and four regions (see timeline on the next page). Given the timeline and phased approach, this report will focus largely on the 18 buildings from Phase 1 of the ISM implementation; however, other activities will be highlighted where applicable.

² In the [Accountability Framework for the Integrated Service Model \(PDF\)](#) it says reduced staff-to-tenant ratios in some places instead of increased or improved.

Implementation timeline for the Integrated Service Model:



Seniors Housing Unit – Integrated Service Model: Four Innovations Implementation Status

1. New staffing and training model

In developing the Integrated Service Model (ISM), senior tenants identified four priority areas where additional action was required:

1. Tenants should feel safe in their homes and communities.
2. Tenants should have increased access to health services and social supports in their buildings and communities.
3. Tenants should receive frequent, proactive, and respectful communication from staff.
4. Buildings should be clean and repairs should be completed in a timely manner.

As part of addressing these priorities a new staffing and training model was developed for the Integrated Service Model, including a new on-site tenant-support role, increased staff-to-tenant ratios, and advanced training on seniors issues for housing staff.

2021 Accomplishments

ISM Phase 1 and Phase 2 successfully launched over the last year with the Seniors Services Coordinator (SSC) and Tenant Services Administrator (TSA) roles now fully implemented in 52 out of 83 SHU buildings providing enhanced, in-building tenant access to referral services and staff support.

One of the goals of the Integrated Service Model is to improve staff-to-tenant ratios.

Table 1: Pre-ISM - 52 buildings included in ISM Phase 1 and 2

Role	Staff-to-Tenant Ratio	Staff-to-Unit Ratio
Tenant Services Coordinator	1:425	1:404
Community Services Coordinator, Access and Support	1:2,266	1:2,154

Table 2: ISM - 52 buildings included in ISM Phase 1 and 2

Role	Staff-to-Tenant Ratio	Staff-to-Unit Ratio
Seniors Services Coordinator	1:378	1:359
Tenant Services Administrator	1:755*	1:718

*An additional Tenant Service Administrator will be hired for each region in 2022, so this staff-to-tenant ratio is expected to improve.

Under the Integrated Service Model, the new role of Seniors Services Coordinator (SSC) takes on the tenant-facing side of tenancy management, including an access and support function. The new role of Tenant Services Administrator (TSA) takes on the administrative tenancy management for all tenants in their area. The new SSC and TSA job descriptions were defined in alignment with the definitions within the [Accountability Framework for the Integrated Service Model \(PDF\)](#).

- The SSC is the main person to contact for all tenant-facing concerns in the building, including access and support, engagement, and tenancy management. The SSC helps with referrals to health and community agencies. SSCs have weekly office hours posted in their building(s). The Senior Tenants Advisory Committee provided feedback on the early implementation of the SSC role in the first half of 2021.
- The TSA works in the appropriate regional office and performs administrative tenancy management functions, including preparing communications with tenants such as rent notices, completing rent assessments, collecting arrears, analyzing data, and preparing reports.
- SSCs and TSAs were hired and trained for all 52 Phase 1 and Phase 2 ISM buildings and SSCs have posted weekly office hours in their assigned building(s) providing direct access to support for tenants.
- SSCs continue to engage with tenants in all SHU buildings through supporting COVID-19 and flu vaccination efforts. These vaccination clinics also provide an opportunity to build strong relationships between tenants, SHU staff, and health and community partners.
- Four Tenant Engagement and Services Supervisors (TESS) (one per region), were recruited to oversee SSC and TSA staff. The TESS role was referred to as the Services and Engagement Supervisor in the [Accountability Framework for the Integrated Service Model \(PDF\)](#).
- A full management team is in place, including a new Assistant General Manager and four regional managers.
- Regional office locations have been identified for all four regions.
- The ISM Phase 3 staffing plan is in progress with the following recruitment started in fall of 2021:
 - SSC and TSA roles for ISM Phase 3
 - Four SSCs who will be part of the Complex Tenancies team



Table 3: Net total ISM hiring

Role	Description	Net new staff for ISM Phase 1 and 2 – to end of 2021	Net new staff planned for 2022
Seniors Services and Tenant Services, Administration, Strategy and Communication (Local 79)	Facilitating, coordinating, and providing support to tenants. Tenant-facing and administrative tenancy management.	11 Includes the addition of 18 new SSCs and 9 TSAs; deletion of 16 positions not in ISM model.	6 Includes the addition of 17 new SSCs and 12 TSAs; deletion of 23 positions not in ISM model.
Custodial, Building Maintenance and Cleaning (Local 416)	Repairs, cleaning, fire life safety inspections, annual unit inspections, supervising contractors on site, managing site crew team, and some administrative duties.	24 Primarily custodial maintenance staff. Implemented in buildings across all four regions.*	9
Business Support	Developing and supporting initiatives, and manages projects that further Toronto Community Housing/SHU strategic goals.	4 Includes business planner, business analyst and admin/clerks.	

Role	Description	Net new staff for ISM Phase 1 and 2 – to end of 2021	Net new staff planned for 2022
Managers	<p>Oversee general operations of buildings and staff.</p> <p>Oversee tenant engagement, access and support.</p>	<p>3</p> <p>Includes regional managers and Assistant General Manager</p>	
Supervisors	<p>Supervising and managing building staff (Local 416).</p> <p>Supervise and managing tenant services staff (Local 79).</p>	5	
Complex Tenancies team	Identify and assist senior tenants experiencing complex tenancy challenges due to declining health, mobility as well as mental health and addiction issues.		<p>10</p> <p>Includes four SSCs, four building maintenance roles, one supervisor and one clerk.</p>

Role	Description	Net new staff for ISM Phase 1 and 2 – to end of 2021	Net new staff planned for 2022
Senior Communications Consultant	Provides senior-level communications consulting services and counsel to support corporate and internal communications.		1
Total		47	26

* Staff resources specific to COVID requirements were not added, however staff schedules were adjusted to address enhanced cleaning protocols and contract cleaning was used to supplement.

The Seniors Housing Unit works closely with TCHC Human Resources and other internal and external stakeholders to make sure staffing for the model remains on schedule.

Staff training

- Two new seniors-specific staff training modules were developed and launched online in 2021 to provide staff with knowledge, resources and tools to support senior tenants, especially those that may have more complex requirements. A third module is currently in development and additional topics/modules are being planned. These training modules are mandatory for all SHU staff, including management, maintenance, and tenant support staff (see Appendix C for module training goals):
 - Mental Health Education, launched in April 2021

- Understanding Dementia, launched end of August 2021
- Suicide Prevention is in development and expected to launch in early 2022
- These training modules were developed and adapted to the SHU context using course materials shared by Seniors Services and Long-Term Care (SSLTC), along with case studies developed with front-line staff and design support from TCHC's Learning and Organizational Development unit.
- Joint training between Provincial Home and Community Care Support Services (HCCSS) Care Coordinators and Seniors Services Coordinators occurred in the South East and North West regions to strengthen the relationship between the two roles and organizations (TCHC and HCCSS) and promote a smooth referral process for tenants.

Planned for 2022

Implementation of Phase 3 of the model is expected to launch in March/April 2022.

- Full SSC and TSA staffing in all 83 SHU buildings is expected by the end of April 2022. All tenants will then have direct access to support from an SSC assigned to their building.
- To identify and provide assistance to tenants with complex needs, the Seniors Housing Unit is establishing a Complex Tenancies team, expected to be in place to support the entire SHU portfolio by mid-2022. The goals of the Complex Tenancies team are to:
 - Identify seniors experiencing complex tenancy challenges due to declining health, mobility issues as well as mental health and addiction issues.
 - Offer intensive onsite support and remediation of corresponding unit condition issues.
 - Collaborate with regional health and social services and regional SHU teams to support tenants to successfully address their complex challenges.

- COVID-19 and flu vaccination clinics are anticipated to continue into the first half of 2022, with support from SSCs and health and community partners.
- The third seniors-specific training module, Suicide Prevention, will be rolled out in early 2022. The new training module has been developed with input from various stakeholders including TCHC, City of Toronto, and experts in the field of suicide prevention to create a comprehensive training that is seniors-specific. The training module will be assigned to all SHU staff for completion. This training is part of a comprehensive SHU-staff training plan for 2022 informed by priorities identified in the [Accountability Framework for the Integrated Service Model \(PDF\)](#), the [Tenant Experience Survey \(PDF\)](#) and through feedback from SHU staff and SSLTC.



The Seniors Housing Unit will continue to review progress of the new staffing model and its impacts on tenants to determine successes, challenges, and improvement opportunities.

2.Seniors-Specific Policies and Procedures

2021 Accomplishments

Policies are broad guiding principles, standards or objectives of an organization while procedures identify step-by-step actions to accomplish a task related to a policy. As the Seniors Housing Unit is part of TCHC, it must follow TCHC policies. To address seniors-specific requirements there has been a focus on updating, amending or drafting procedures.

The Seniors Housing Unit has prioritized modifying or developing procedures anticipated to help seniors the most, as identified in the [Accountability Framework for the Integrated Service Model \(PDF\)](#) and through the [Tenant Experience Survey \(PDF\)](#). For example, senior tenants may require referrals to seniors-serving agencies. In the Tenant Experience Survey, only 66 per cent of tenants accessed health and support services when needed and only 56 per cent were aware of who to ask for help if they needed access to these services. The Seniors Housing Unit developed a Tenant Needs Assessment procedure along with clear and consistent referral procedures to make sure senior tenants can access the services they need as quickly as possible.

Procedures were drafted or updated in collaboration with staff at various levels, as well as with tenants from the Seniors Tenant Advisory Committee.

- A total of 13 procedures have been or are in the process of being updated, drafted and/or tested. (See Appendix D for additional information on procedures)
- Nine procedures were tested and implemented in at least one ISM region, with data and feedback collected from tenants and staff involved in the testing phase used to inform improvements:

- Tenant Needs Assessment (new)
- Referring Tenants to Health and Social Supports
- Tenant Referral to Specialized Program (Specialized Program for Inter-Divisional Enhanced Responsiveness to Vulnerability – [SPIDER](#), and Furthering Our Community by Uniting Services – [FOCUS](#))
- Referral File Management System
- Internal Integrated Team Meeting (new)
- Primary and Community Care (PCC) Response Team and other regional integrated care teams (new)
- Tenant On-boarding
- Arrears Collection and Evictions Prevention for Seniors and Vulnerable Tenants
- Soft Landing for Eviction
- Four procedures are being updated or drafted:
 - Complex Tenancy Management (new)
 - Rent Review and Notice of Decision
 - Turning 65 (new)
 - Annual Unit Inspections (AUI)

Several procedures are currently limited by the availability of technology to support further enhancements. For example, new senior-friendly communications and building level reports on tenant needs assessments cannot be automated until a later stage of implementation of TCHC's new tenant management system application HoMES. The Seniors Housing Unit is working to design interim tools to assist with these procedures where possible.

The Seniors Housing Unit has continued to advance procedures despite the COVID-19 pandemic and other challenges experienced over the last year. The procedures prioritized in the first year of the ISM

implementation address the unique and specific needs of seniors and enhance communications and relationships between tenants, staff, and community partners. The Seniors Housing Unit will continue to engage tenants to make sure the procedures are working for them.

Planned for 2022

On June 1, 2022, the Seniors Housing Unit will move to the new Toronto Seniors Housing Corporation. The new corporation will look to adopt their own policies, focusing on the perspectives and needs of senior tenants. This will provide additional opportunities to apply a seniors-specific approach to housing services to the benefit of tenants. Additionally, by mid-2022, all ISM staffing will be in place to implement policies and procedures across the entire portfolio.

- In the first half of 2022, the Seniors Housing Unit will prioritize the implementation of procedures that affect housing retention like the Rent Review and Notice of Decision procedure, and the new Turning 65 procedure, which will provide early support and education to tenants who are turning 65 to successfully transition to income supports for seniors.
- The Seniors Housing Unit will continue to monitor the results of the procedures currently undergoing testing. Procedures will be evaluated, adapted as necessary and implemented fully across all ISM buildings.
- Implementation of the 13 procedures currently in testing or development is expected in all regions by the second half of 2022.



- Procedures related to partnerships and complex tenancies will be supported by the Complex Tenancies team as well as Engagement Community Services Coordinators (CSCs). Engagement CSCs exclusively assigned to the Seniors Housing Unit are expected to be in place in the first half of 2022 and the Complex Tenancies Team is currently in recruitment with the full staffing complement expected by mid-2022.
- The Seniors Housing Unit will work with TCHC and TSHC to identify technology that can best support the smooth implementation of these procedures, as well as enhance reporting and accountability measures in the future.

3. Seniors Health and Wellness Hubs (currently paused and under review)

2021 Accomplishments

One of the four innovations of the ISM is to establish Seniors Health and Wellness Hubs in conjunction with regional community health and social support partners to offer tenants social, recreation, and health programming. Seniors Health and Wellness Hubs are seen as an opportunity to address gaps and challenges for senior tenants in areas such as access to recreation and physical activity programs, social connections, food security, health promotion, and more.

Between winter 2020 and summer 2021, the TCHC Seniors Housing Unit partnered with a community support service agency, with support of a research group from Ryerson University, to identify a suitable building to establish the first Seniors Health and Wellness Hub. The City (SSLTC) also participated in these discussions. An initial proposed location at 145 Strathmore Boulevard (Greenwood Towers) was considered. The building was recommended due to its centralized location in relation to other TCHC buildings, the large number of tenants within the building and high seniors population in the neighbourhood, accessibility to transportation, appropriate building amenities and identified service gaps in the area that could be addressed through a Seniors Health and Wellness Hub.

The Seniors Housing Unit conducted tenant engagement to assess the feasibility of and interest in locating a Seniors Health and Wellness Hub at 145 Strathmore Blvd. These activities included:

- Meeting with Senior Tenants Advisory Committee (STAC)
- Tenant survey at proposed site including door-to-door outreach (141 tenants responded)

- Virtual/phone tenant focus groups conducted with 16 tenants residing in the South-East Region across six buildings

Through these engagements, tenants indicated a shortage of programming and increased social isolation, and provided programming ideas that could be supported through a hub. However, several SHU tenants also voiced concerns including the ability to access their common room for tenant use if it was mainly being used for agency purposes, safety and security concerns with potential non-tenant participants, and a need for broader tenant engagement on the hub model and how hubs would be considered in buildings. With this under consideration and further to City Council direction, 145 Strathmore Blvd. was removed from consideration as a hub pending the review of the Seniors Health and Wellness model. The implementation of any Seniors Health and Wellness Hubs is currently paused until more in-depth consultation with tenants and other key stakeholders is completed.

Programming will still be available in buildings (as permitted under COVID-19 health and safety protocols) while the stakeholder engagement is underway, however, this programming is separate from the Seniors Health and Wellness Hub model.

Planned for 2022

- For a broader understanding of tenant perspectives on Seniors Health and Wellness Hubs, stakeholder engagement (focused on SHU tenants) will be led by the City's Seniors Services and Long-Term Care Division (SSLTC) moving forward. SSLTC will engage a non-profit partner with expertise in tenant engagement and community development work to lead this review and engagement.
- As part of the requirements, the non-profit partner must receive tenant input on the design of the engagement process. The partner is expected to conduct tenant engagement between February and April 2022, and report back with findings and recommendations by June 30, 2022.
- Next steps and timelines will be determined by SSLTC and the new Toronto Seniors Housing Corporation after the results and recommendations have been received from the partner.



4. Designated Care Coordinators and Health System Partnerships

2021 Accomplishments

One of the goals of the Integrated Service Model is to increase tenant access to health and community support services through enhanced integration of community agencies and programming in the buildings. This requires strong partnerships with health and community partners.

Designated Care Coordinators

Establishing strong health partnerships and ensuring tenants are connected with necessary supports is a foundational piece for the ISM. Home and Community Care Support Services (HCCSS - formerly the Local Health Integration Network, LHIN) was an important partner in the development of the Integrated Service Model. Work continues in aligning Provincial HCCSS Care Coordinators to each of the ISM buildings. HCCSS Care Coordinators are Provincial staff that develop, co-ordinate, and monitor comprehensive service plans, and act as the contact between clients and various community agencies and providers. Provincial Care Coordinators are identified for each building to provide a more direct connection for our tenants to healthcare services. SSCs will support tenants in contacting their designated Care Coordinator. It should be noted that Care Coordinators do not reside within SHU buildings and the Care Coordinators serve households in their regional/geographic catchment areas beyond SHU-specific needs.

- The Seniors Housing Unit along with Ontario Health Teams (OHT) and HCCSS have jointly worked to align Care Coordinators to SHU buildings.
- As of the end of 2021, 47 SHU buildings (57 per cent) had designated Care Coordinators and work is underway to align the remaining buildings, expected to be completed by mid-2022.
- This alignment allows for easier referrals and coordination of care within the provincial health care system and its partners for tenants within SHU buildings.
- In conjunction with SSLTC and Ontario Health Toronto, the Seniors Housing Unit established two working tables. One table focused on strategic SHU-wide initiatives and the second table focused on regional ISM implementation and operations matters.
 - The ISM Strategy Table focused on aligning Care Coordinator support to ISM buildings, supporting the SHU's COVID-19 response, and reflecting on the ISM implementation. Eight meetings were held, beginning in March 2021.
 - The Operations Table focused on how TCHC support staff and Care Coordinators would work together, including planning for joint regional orientation sessions. Four meetings were held in 2021.
 - These working tables are expected to focus on program innovation, regional partnership alignment, and better health and social systems integration across the Seniors Housing Unit in 2022.
- Joint training and information sharing orientations with SSCs and Care Coordinators involved in Phase 1 and Phase 2 implementation were completed in in the South East and North West Regions



to make sure housing staff and HCCSS Care Coordinators were working together effectively to meet the care needs of senior tenants.

- Care Coordinators implemented protocols to support sharing of information between housing staff and external health and social service partners, ensuring privacy and consent were maintained.
- Seniors Services Coordinators and Care Coordinators are aligned to four Primary and Community Care (PCC) Response Teams in the East Toronto Region. The teams represent stakeholders from Community Health Centres, Family Health Teams, and regional health and social service partners that work together to address the needs of seniors, including TCHC SHU tenants facing complex health, support and wellbeing issues. SSCs from the South-East Region attend PCC Response Team meetings weekly.
- Care Coordinators continue partnering with the Seniors Housing Unit in the ongoing COVID-19 response, such as the flu and COVID-19 booster vaccination and implementing other population health initiatives across the Seniors Housing Unit.

Partnership Agreements

The Seniors Housing Unit works with numerous community and health partners to bring programs and services, such as foot clinics or yoga classes, directly into SHU buildings. These partners must enter into a formal agreement with TCHC to use any of the building spaces or amenities. (For more information on agreements see Appendix E). The Seniors Housing Unit is working to make sure partnerships agreements are prioritized by the needs and wants of tenants within the building and are evaluated on an ongoing basis.

- The Seniors Housing Unit hired a business planner in the fall of 2021 to focus on partnership compliance and development as a key part of their responsibilities.

- In tandem with other TCHC divisions, the Seniors Housing Unit indexed and reviewed existing partnership agreements related to SHU buildings to develop a baseline inventory of SHU programs and partnerships, update agreements and make sure all agreements meet the needs of tenants.

Table 4: Number of unique partners by agreement type

Agreement Type	Number of unique partners*
Referral	13
Head Lease	9
Exclusive Use of Space**	11
Non-Exclusive Use of Space	33

*Multiple agreements can be in place for each partner agency. These numbers represent verified partners with existing or paused (due to COVID-19) agreements; this number is anticipated to be higher once the review of all agreements is completed.

**Exclusive Use of Space agreements are for office-type spaces, not tenant recreation/community rooms.

- The Seniors Housing Unit is also reconnecting with partners whose agreements expired during the pandemic and is establishing new agreements where appropriate. Shorter terms are being used for partnership agreements in preparation for the transition to the new Toronto Seniors Housing Corporation.

- Use of Space agreements were gradually updated as partner-led community programs were being re-initiated across SHU buildings after COVID-related pauses; these updates will continue in 2022. The Senior Tenants Advisory Committee provided feedback on Use of Space agreements, both for partners and for tenants, and their recommendations are informing updates on these procedures.

COVID-19 Partnerships

While social recreation and tenant programs being on hold and common rooms were closed due to COVID-19 restrictions, the Seniors Housing Unit was able to build stronger relationships with health and social support providers across all four regions through the COVID-19 response.

- The Seniors Housing Unit has provided critical onsite supports to senior tenants over the course of the COVID-19 outbreak. The supports include wellness checks (14,000+ including phone calls and door knocks), mask distribution (48,000+) and food security support (including 4,500 meals through Maple Leaf Sports & Entertainment and 4,139 free produce boxes through FoodShare's Good Food Box program).
- Technology and digital literacy initiatives emerged as critical programs over the past year. These included Toronto Public Library's Tech Help program to connect seniors virtually to technology and digital literacy assistance. Over the last quarter of 2021, Baycrest initiated their Connected Seniors program within three SHU buildings in the North West Region. The program focuses on teaching tenants how to use the internet and their devices to connect virtually to family, friends, and health and social supports.
- WoodGreen initiated outdoor social recreation activities in three SHU buildings in the South East Region over the summer and early fall of 2021 to offer tenants the opportunity for social interaction and exercise in a safe environment that allowed for adequate physical distancing.

- The Seniors Housing Unit worked in close collaboration with regional health partners and with the support of regional staff over the past year to offer all SHU tenants with onsite access to their first, second and third doses of COVID-19 vaccinations as well as flu shots. At least 6,250 tenants (approximately 45 per cent of the SHU tenant population) received their first and second doses predominantly through door-to-door vaccinations and 200+ onsite clinics delivered with health partners.

As Ontario Health Teams evolve to meet the needs of neighborhoods and communities, health partners traditionally aligned to hospitals appreciated the opportunity to work within SHU buildings and offer critical health services within the community as part of a collaborative COVID-19 response.

SHU Seniors Services Coordinators, Community Services Coordinators, Superintendents, Custodial staff and Cleaners played an instrumental role in conducting tenant outreach, coordinating clinics, setting up common rooms and sanitizing them once the clinics were complete. Building staff continued to work 10-hour shifts to provide 7-day coverage to keep all SHU buildings sanitized and safe.

The Seniors Housing Unit was highlighted in the media and recognized by the Mayor for their innovative, collaborative and tenant-centered approach over the past year.

A special thank you to:

- The Ontario Health Teams.
- Clinical teams from Michael Garron Hospital, Baycrest, Toronto Public Health, Scarborough Health Network, Humber River Regional Hospital, Sunnybrook Health Sciences Centre, St. Joseph's Health Centre, St. Michael's Health Centre, University Health Network, VHA Home HealthCare, Toronto Paramedics and Sherbourne Health.

- Volunteer support from Global Medic, The Canadian Red Cross and University Health Network's Friendly Neighbour volunteers, and Community Health Ambassadors.
- Provincial, municipal and community partners including LOFT Community Services, SPRINT Senior Care, The Neighbourhood Organization (TNO), WoodGreen, Bernard Betel, Hong Fook, West Neighborhood House, Cota, Circle of Care, Yee Hong, Vibrant Healthcare Alliance, SSLTC, HCCSS and our various onsite supportive housing partners.

The Seniors Housing Unit thanks all their partners and staff for strengthening the culture of collaboration across the Seniors Housing Unit and being able to offer critical onsite services to the SHU senior tenant population.

Planned for 2022

The focus of 2022 will be to finalize the alignment of the Care Coordinators to the remaining 36 SHU buildings by mid-2022 so tenants have equal access to these provincial resources.

- Joint regional operations tables with HCCSS, the Seniors Housing Unit and the City will be established in all four SHU regions, including developing formal terms of reference in early 2022.
- The regional operations tables will coordinate with the ISM Strategy Table to identify and share innovative programs and improve partnership alignment and health and social system integration across the Seniors Housing Unit.
- The Seniors Housing Unit will confirm representation at the City's situation tables (e.g., [SPIDER](#), [FOCUS](#)) to better support complex tenancies.
- Work on partnership agreements will continue into 2022 to differentiate and establish new referral, head lease and Use of Space agreements as the Seniors Housing Unit transitions to the new Toronto Seniors Housing Corporation.

- As the Seniors Housing Unit updates and develops new partnership agreements, we are committed to enhancing tenant satisfaction through engaging tenants in partnership evaluation and outcome measurement in order to align onsite supports and services to effectively address the needs of our senior tenants.
- The Seniors Housing Unit will continue to work with health and community partners to ensure access for tenants to vaccinations and health and community supports and programming as allowed under COVID-19 protocols.
- The Seniors Housing Unit continues working with regional health and social support partners to offer tenants access to flu vaccine and COVID-19 boosters, beginning in December 2021 and continuing over the next four months. SSCs are playing a primary role in SHU-wide tenant outreach and onsite vaccine clinic support.



Tenant Engagement and Communication

Senior Tenants Advisory Committee

2021 Accomplishments

The Senior Tenants Advisory Committee (STAC) is an advisory body to TCHC's Seniors Housing Unit and the City of Toronto's Seniors Services & Long-Term Care Division (SSLTC).

Toronto City Council approved the creation of the STAC to inform the design and implementation of the Integrated Service Model. The Seniors Housing Unit and the City of Toronto recruited senior tenants who live in TCHC's Seniors Housing Unit buildings to participate in the advisory committee. It is important to make sure senior tenants' voices are heard.

For the first year of the Senior Tenants Advisory Committee existence, its role was defined as:

- Sharing ideas on how the Integrated Service Model can meet the needs of senior tenants.
- Providing advice and feedback on various aspects of the Integrated Service Model.
- Supporting outreach and engagement activities related to the Integrated Service Model with other tenants in the seniors' buildings.
- Promoting the inclusion of tenant voices in decision making on tenant-facing programs.

A call for applicants to the committee opened in February 2020. However, this process was paused in March due to COVID-19 and the required shift in staff priorities to support the pandemic response across the city. A second application call was open from August 17 to October 16, 2020.

A total of 55 applications were received, and after assessment, 20 were selected for interviews. Interviews were conducted by staff from the SHU and SSLTC; 15 members invited to participate in the advisory committee. Additional recruitment to top up membership was conducted in March/April 2021 using the same applicant pool and selection process, resulting in five new members. Selection of qualified candidates focused on diversity and balanced representation of the four SHU regions.

The STAC held its first meeting in December 2020. Over the first year, STAC held 10 official meetings and three optional meetings on additional topics of interest to members. Members were also invited to participate in focus groups to provide input on the transition to the new Toronto Seniors Housing Corporation.

Table 5: Senior Tenants Advisory Committee meetings and agendas

Date	Agenda Topics
December 14, 2020	Introductions; overview and discussion of STAC; Tenant Experience Survey (PDF)
January 25, 2021	Tenants communicating with STAC – email, logo, newsletter; ISM Q&A; Seniors Services Coordinator role
March 1, 2021	Tenant Needs Assessment; Seniors Services Coordinator role
March 5, 2021	Seniors Health and Wellness Hubs

Date	Agenda Topics
March 29, 2021	Q&A with General Manager – open to all topics
April 9, 2021	Tenant Engagement System Refresh
April 26, 2021	Accountability Framework for the Integrated Service Model (PDF) - indicators and survey
June 24, 2021	Procedures and communications related to RGI rent reviews, turning 65, and arrears and eviction prevention
August 17, 2021	Results from a series of eight meetings held with two STAC members on the Tenant Engagement System Refresh were presented and discussed
September 13, 2021	Programming and Use of Space (agreements) in buildings by partners and tenants, and tenant input
September 23, 2021	Meeting with Jag Sharma, President and Chief Executive Officer of TCHC, and Michael Sherar, Transition Lead and Chief Corporate Officer for Toronto Seniors Housing Corporation (TSHC), on transition to the new Toronto Seniors Housing Corporation.
November 15, 2021	Annual unit inspections and maintenance, Tenant Experience Survey (PDF)
December 13, 2021	Review of STAC input and impact; TSHC – CEO recruitment

Meeting agendas were developed to align with timelines for ISM implementation to maximize the input from the committee and to reflect important items identified by members in previous meetings.

Several topics raised at the official meetings were out of scope and so additional optional meetings were held for interested STAC members, highlighted above in green.

- The STAC provided insight into many aspects of the Integrated Service Model as well as general information on how to best work with and support tenants (see Appendix B for greater detail on input received from STAC). Some of the broad themes heard from the committee included:
 - There is a need for enhanced staff and vendor accountability
 - Senior tenant voices need to be prioritized and staff need to work collaboratively with tenants
 - Seniors have unique needs, different from many other tenant groups
 - The needs of senior tenants differ by tenant and building and need to be addressed accordingly
 - A seniors' lens needs to be included in all aspects of ISM implementation and the Seniors Housing Unit, including programming, staff training, procedures, building purchasing and design, accessibility, etc.
 - The organization needs to make sure they are adequately addressing equity and diversity
 - It is often a struggle to get tenants to take part in engagement activities so offering food and/or music could be used to encourage tenant participation
- Highlights informed by feedback from STAC include:
 - Initiating quicker and earlier support for tenants who are in arrears to reduce impact and avoid eviction
 - Providing early support and education to tenants who are turning 65 to successfully transition to income supports for seniors

- Incorporating tenant needs and priorities in determining programming and use of space agreements
- Creating a tenant resource binder specific to their building/community
- Reviewing consent procedures for all tenants
- Building in additional accountabilities for staff, partners and vendors into agreements, procedures and technology
- Three new bulletin boards in each SHU building, two locked and one for tenant postings
- Posting of common room calendar
- Posters translated into the top 10 languages spoken by SHU tenants with larger fonts
- Simpler and friendlier language in official/standard communications and notifications
- Ongoing adjustments to newsletter (Seniors Speak) content to target what seniors need/want
- STAC members were actively invited to participate in all Toronto Seniors Housing Corporation tenant engagement around the transition to the new corporation. Up to the end of 2021, these focus groups included:
 - input on transition tenant communication and engagement plan
 - providing feedback on communication materials and on how input from tenants on the transition would be gathered
 - providing feedback to the consulting group responsible for recruiting the inaugural TSHC Chief Executive Officer
- An active recruitment of new STAC members began in late October to replace members who had reached their one-year term in December.
- On December 17, 2021, City Council directed the leadership of the Seniors Tenants Advisory Committee to come from the City going forward.

- All STAC members who reached their one-year term were invited to remain on the committee. While a transition plan was developed, all activities related to the STAC, including recruitment, were paused.

Planned for 2022

With the oversight and leadership of the Senior Tenants Advisory Committee transferring to the City, directions for the role, term, and longevity of the committee will be established. This is expected to include refreshing the terms of reference (e.g., role, term, code of conduct) for the committee, supporting the transition to the new Toronto Seniors Housing Corporation, and providing input on best principles and methods for future tenant engagement.

- STAC members will be providing feedback on the agendas for focus groups on the transition to TSHC and the Integrated Service Model beginning in 2022 and will continue to be invited to participate in these focus groups. Anticipated topics include identifying priorities for the first 100 days of TSHC, and reviewing tenant transition communications, including a tenant transition guidebook.
- A survey and associated consultation with STAC members will be conducted in early 2022 which will help inform the committee's future as well as a report to the City's Economic and Community Development Committee.
- Current STAC members will be invited to continue their membership. New members (5-10) will be recruited and confirmed to enhance the regional and socio-demographic diversity of the committee.



- The Seniors Housing Unit will continue to support the City and the advisory committee administratively (e.g., recording minutes, coordinating honoraria) and will continue to provide information on the ISM implementation and more detailed activities/plans to help inform conversations with the committee.

Other Tenant Communication and Engagement

2021 Accomplishments

Tenant communication and engagement for the ISM was particularly challenging due to COVID-19 protocols limiting the ability to engage in-person, combined with SHU tenants' lack of access to and/or limited knowledge of technology. Adding to the communication challenges, bulletin boards were also occupied with important COVID-19 content and some tenants were hesitant to leave their units, especially prior to the availability of a vaccine.

Tenant Newsletter: ISM Objective 3 – [Accountability Framework for the Integrated Service Model \(PDF\)](#)

- The Seniors Housing Unit publishes a [newsletter](#) for tenants titled Seniors Speak (named through a tenant contest). The newsletter has been published quarterly since the launch in the summer of 2019, with eight issues released to date (summer 2019 to winter 2021 inclusive). The newsletter is delivered in print directly to tenants and is also available [online](#). Tenants can also request the newsletter by email and in another language or format to meet their needs.

- The standard newsletter content includes:
 - Information and updates on the Integrated Service Model
 - Updates on the Senior Tenants Advisory Committee
 - Updates on the Toronto Seniors Housing Corporation
 - Resources for senior tenants, including COVID-19 information
 - An article in every second issue by the Responsible Personal Accessibility in Toronto Housing (R-PATH) Committee on accessibility matters.
 - Additional articles and resources as appropriate and space permits, focusing on topics identified as important by tenants.
- The Senior Tenants Advisory Committee provided feedback on the design and content of the newsletter, including a committee-member written article on fraud prevention. A tenant contest was also held to generate ideas on newsletter content, some of which were incorporated in subsequent issues.

Tenant voices

- A [Tenant Experience Survey \(PDF\)](#) was conducted in November 2020 within the 18 buildings of Phase 1 ISM implementation to provide a baseline for evaluating the model. The results of the survey have informed priorities for the ISM implementation, as well as for the transition to the TSHC. (See the next section of this report for additional information).
- Three online tenant information sessions on the Integrated Service Model have been held since December 2020 and provided opportunities for tenants to comment and ask questions. In-person sessions were not possible due to COVID-19.
 - December 8, 2020: Launch of Phase 1 – approximately 10 tenants in attendance
 - September 14, 2021: Launch of Phase 2 – approximately 30 tenants in attendance

- November 16, 2021: Update on ISM Phase 1 / South East Region – approximately 53 tenants in attendance
- The Seniors Housing Unit supported TSHC in managing tenant focus groups regarding the transition to the new corporation, including assisting with tenant recruitment, communications, and technology support. Three sessions were held in late fall 2021. Two sessions are currently planned for early 2022.

Information sources

- An ISM webpage has been created on the TCHC website and is regularly updated and promoted in posters and newsletters. All ISM event information and materials, including recordings of the events, are available there.
- All SHU or ISM posters are now being translated into the 10 top languages spoken in SHU buildings.
- Posters were put in all SHU buildings informing tenants of which region their building belonged to and which ISM implementation phase, and when that implementation phase was scheduled to happen.
- Posters were distributed to all 83 SHU buildings regarding the upcoming tenant engagement process for the Seniors Health and Wellness Hubs.

Staff and agency support

- The Seniors Housing Unit worked with various partners to address digital literacy and access for tenants, which would enhance the ability to connect with more tenants as COVID-19 protocols continue to limit meeting in-person. Currently these digital literacy programs are limited in size and are not evenly distributed across SHU buildings.
- The Seniors Housing Unit ensures staff are able to support tenants and answer their questions about the Integrated Service Model by providing Frequently Asked Questions documents to staff and the Client Care Centre, holding quarterly Town Halls, publishing a monthly staff newsletter containing ISM updates and providing ISM information and resources on the TCHC internal website.
- Tenant engagement staff dedicated to seniors housing are expected to be in place by mid-2022.



Planned for 2022

In 2022, the Seniors Housing Unit will look to expand engagement by connecting with newly elected tenant representatives from the Tenant Engagement System. Additionally, by mid-2022 all 83 SHU buildings will have Seniors Services Coordinators, and there will be Engagement Community Services Coordinators exclusively dedicated to the Seniors Housing Unit available to assist in engaging with tenants, allowing the Seniors Housing Unit to connect with a broader and more diverse group of tenant voices.

Upcoming engagement and communication activities include:

- A minimum of one tenant information session per region is planned for 2022.
- A tenant information session on the launch of Phase 3 of the Integrated Service Model and the transition to TSHC is planned for February 2022.
- Broader tenant engagement will occur across the Seniors Housing Unit to consult tenants on the Seniors Health and Wellness Hub model, with the engagement led by the City.
- A subsequent Tenant Experience Survey will be considered post transition to TSHC with specific timing to be confirmed. This and future surveys will be important in helping the Seniors Housing Unit and their partners understand the impact of the Integrated Service Model and identify further improvement opportunities.
- The Seniors Housing Unit is working with TCHC's Tenant Engagement team to establish the new tenant leadership system and to align tenant engagement and the Integrated Service Model.
- New tenant leaders and committees from the recent Tenant Engagement election/selection process will be engaged to support TSHC engagement activities.
- SHU staff will continue to support TSHC tenant input sessions in order to solicit feedback on the corporate transition and related communication strategies, including providing background information on the [Tenant Experience Survey \(PDF\)](#) to inform focus groups on priority setting.
- The Seniors Housing Unit will continue and look to expand the partnership work on digital literacy. This will help address the social isolation tenants are experiencing during COVID-19 and will provide tenants with tools to participate in events and consultations.
- Three new bulletin boards will be installed across all SHU buildings by March of 2022. SHU staff are developing a layout and maintenance plan to make sure the boards remain as useful resource and communication areas for tenants.

Tenant Experience Survey

Prior to the initial Phase 1 implementation of the Integrated Service Model, the Seniors Housing Unit conducted a [Tenant Experience Survey \(PDF\)](#) to better understand current perspectives of tenants and identify opportunities to improve services for seniors. This survey serves as a baseline measurement of tenant satisfaction and will be critical in helping the Seniors Housing Unit and their partners understand the impact of the Integrated Service Model.

- The survey was designed to align with the priority areas of the Integrated Service Model: property management, safety and security, communication with staff, access to supports and services, tenancy management and community development.
- Prior to distribution, the survey was pilot tested with 14 senior tenants living in one of the 18 buildings. Tenants provided feedback on question clarity and relevance, and offered suggestions on how to best distribute the survey to tenant communities.
- Surveys were distributed to 2,826 households in the 18 buildings in the South East Region that were scheduled to be part of the ISM Phase 1 implementation, and were available in multiple languages.
- The survey had a 39 per cent response rate (n=1,114 responses).
- The research team at Sunnybrook Research Institute analyzed the survey results and created the summary report of the results.

Key findings of the survey included:

- Overall satisfaction
 - 82 per cent were satisfied with the services offered in their building
 - Staff could be more accessible and should understand and appreciate the unique needs of senior tenants

- Property Management
 - 87 per cent felt their building was well-maintained
 - Pest control issues and elevator safety continue to be a concern and unit upgrades would create a more home-like environment
- Safety and Security
 - 85 per cent agreed that their building's common areas are safe
 - Safety recommendations included more security features, higher staff and security presence on evenings and weekends, and mental health and crisis intervention training for staff
- Communication with staff
 - 91 per cent felt staff were respectful to tenants
 - Staff could enhance customer services skills to ensure respectful and senior-friendly communication; more translation support is needed
- Access to Support and Services
 - 66 per cent accessed health and support services when needed
 - 56 per cent were aware of who to ask for help if they needed access to health and support services
 - Recommendations included more in-home housekeeping supports, and access to social workers, personal support workers and other health care staff
- Community Development
 - 60 per cent of tenants felt that the current programs available in their building met their needs and interests
 - Recommendations included community gardens, language classes, social gatherings, tenant feedback meetings and staff check-ins

- Tenancy Management
 - 84 per cent understand their legal rights and obligations as tenants
 - Recommendations included that staff be available to support tenants in completing annual rent reviews and provide information or referrals for filing taxes, purchasing tenant insurance and applying for pensions and other benefits

Tenants identified key opportunities for improvements:

- Enhanced accountability
- Increased transparency
- More accessible staff

Other identified tenant priorities include:

- Building a sense of community
- Improving access to services
- Improved understanding of seniors' unique needs and applying a "seniors' lens" when supporting tenants

Housing satisfaction was significantly lower for tenants with a disability; 39 per cent of respondents self-reported a physical, mental, cognitive, learning, communication, sight, hearing, or functional limitation. Future surveys will look to capture more information on where the ISM may be improving the experiences of these tenants and where more work is required.

This survey was conducted in late 2020, and tenants reported that their sense of community was negatively impacted due to the COVID-19 pandemic.



Results of this survey are being used to guide the priorities and changes to the model. For example:

- Improving access to staff and services are the main reasons for creating the Seniors Services Coordinator (SSC) role. The effectiveness of SSCs in achieving these goals will be monitored.
- Staff training was developed around seniors-specific needs and approaches, with two modules launched in 2021 (see Appendix C). Additional training is planned for 2022 focused on recommendations from the [Tenant Experience Survey \(PDF\)](#), the [Accountability Framework for the Integrated Service Model \(PDF\)](#) and the Senior Tenants Advisory Committee.
- To better identify and address accessibility issues, monthly meetings are held with the tenant-led R-PATH Committee. TCHC consults with R-PATH on accessibility projects, and they support accessibility standards that are applied within TCHC. They also conduct advocacy work and collect tenant feedback on support agencies and community partnerships, ensuring organizations are adequately addressing the accessibility needs of tenants.
- All regional and SSC offices are being designed to be accessible.
- Policies and procedures are being reviewed and assessed from a number of perspectives, including equity and accessibility.
- Enhanced accountability for staff and vendors is being built into the procedure updates and into new technology where applicable.
- The incorporation of tenant perspectives is being strengthened in program and service planning.
- Regular tenant ISM information meetings, newsletters, new bulletin boards and translating posters into 10 languages are part of efforts to be more transparent.
- The results of the survey were also reviewed with the Senior Tenants Advisory Committee.

Tenant engagement and input is a key factor for the successful design and implementation of the Integrated Service Model, and the results of this survey will be shared with tenants and inform continuous improvement plans.

Planned for 2022

The next Tenant Experience Survey within the Seniors Housing Unit will be conducted after the transition to the Toronto Seniors Housing Corporation, with specific timing to be determined. This survey will also be completed after the model has been launched in all 83 seniors-designated buildings. The comparison between this and the initial survey will serve to evaluate the Integrated Service Model and assess tenant perceptions of whether the model is meeting its stated objectives. It will also serve to identify further opportunities for improving services to senior tenants.

Outcomes – Key Performance Indicators

In accordance with the [Accountability Framework for the Integrated Service Model \(PDF\)](#), the Seniors Housing Unit is required to provide SSLTC with monthly reporting of its key performance indicators (KPIs). The following graphs outline the KPIs provided by the Seniors Housing Unit to the City of Toronto's Seniors Services and Long-Term Care Division (SSLTC) since the launch of the Integrated Service Model (ISM) at the end of 2020. Where data is available, it covers October 2020 (pre-ISM) to December 2021. Some KPIs are provided to the City from external sources. These will be included in SSLTC's ISM evaluation as part of a report going to the City's Economic and Community Development Committee in spring 2022.

The KPIs in this report focus on the 18 buildings in Phase 1. As ISM Phase 2 implementation was not launched until September 2021, the data for these buildings is unlikely to show significant change, therefore this data will be provided in the next ISM Annual Program Report.

SSLTC and the Seniors Housing Unit continue to review the KPIs for improvement and are considering other relevant data reporting as it becomes available.

Things to consider about the meaning of the data

There were many changes in 2021 for a variety of reasons including the pandemic. The impact and adjustment period of these changes need to be taken into consideration when reflecting on the meaning of the data. These changes include:

- New ISM roles and initiatives are still being fully established and defined so their impact on these data points is expected to grow over the longer term.
- New technology for data reporting is in the process of being implemented at TCHC which may provide both opportunities and challenges to reporting certain data elements. This is further to the implementation of the new HoMES system in mid-2021. Some aspects of reporting are still being addressed by TCHC's data team which has taken longer than anticipated, resulting in data gaps for some KPIs. The TCHC data team is aware of the required data reporting elements and working to remedy gaps as soon as possible.
- The COVID-19 pandemic has provided unprecedented scenarios over the last two years, and the full impact of this pandemic on ISM outcomes is challenging to determine.
- Since the start of the pandemic there have been temporary changes to income supports and housing:
 - Pandemic-related government benefits (e.g., Canada Emergency Response Benefit or CERB) provided income relief for many, but confusion around eligibility resulted in some recipients having to repay the benefit.
 - The Province issued several COVID-related [declarations](#) and orders during 2020-2021, including a temporary suspension of Landlord and Tenant Board [hearings](#) in 2020, a [rent freeze](#) from January 1 to December 31, 2021, and an emergency order to pause the enforcement of



[residential evictions](#) during declarations of emergency and while the stay-at-home-order was in force.

- Patterns of behaviour for staff and tenants during the pandemic are out of the ordinary. For example:
 - Staff adapted some of their work to make sure tenants stayed safe and healthy and minimize the risk of exposure to COVID-19.
 - There were additional staff absences, both for illness and self-isolation protocols.
 - Tenants were less likely to leave their units.
- In mid-2021, a new centralized waiting list technology for filling social housing vacancies was implemented at the City of Toronto.
- In July 2021, substantial changes to the social housing legislation (*Housing Services Act, 2011*) were implemented.



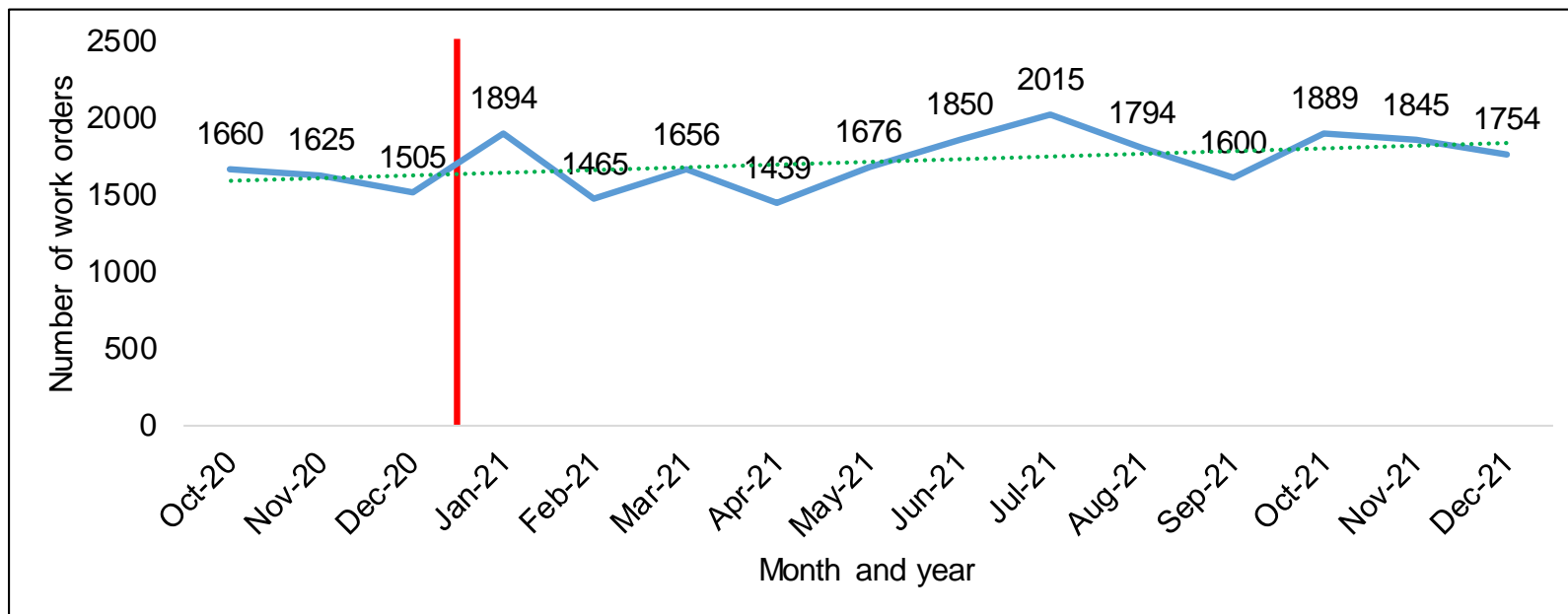
ISM Objective One

Objective one: Improve the delivery of housing services, with an increased focus on issues that impact seniors' housing stability

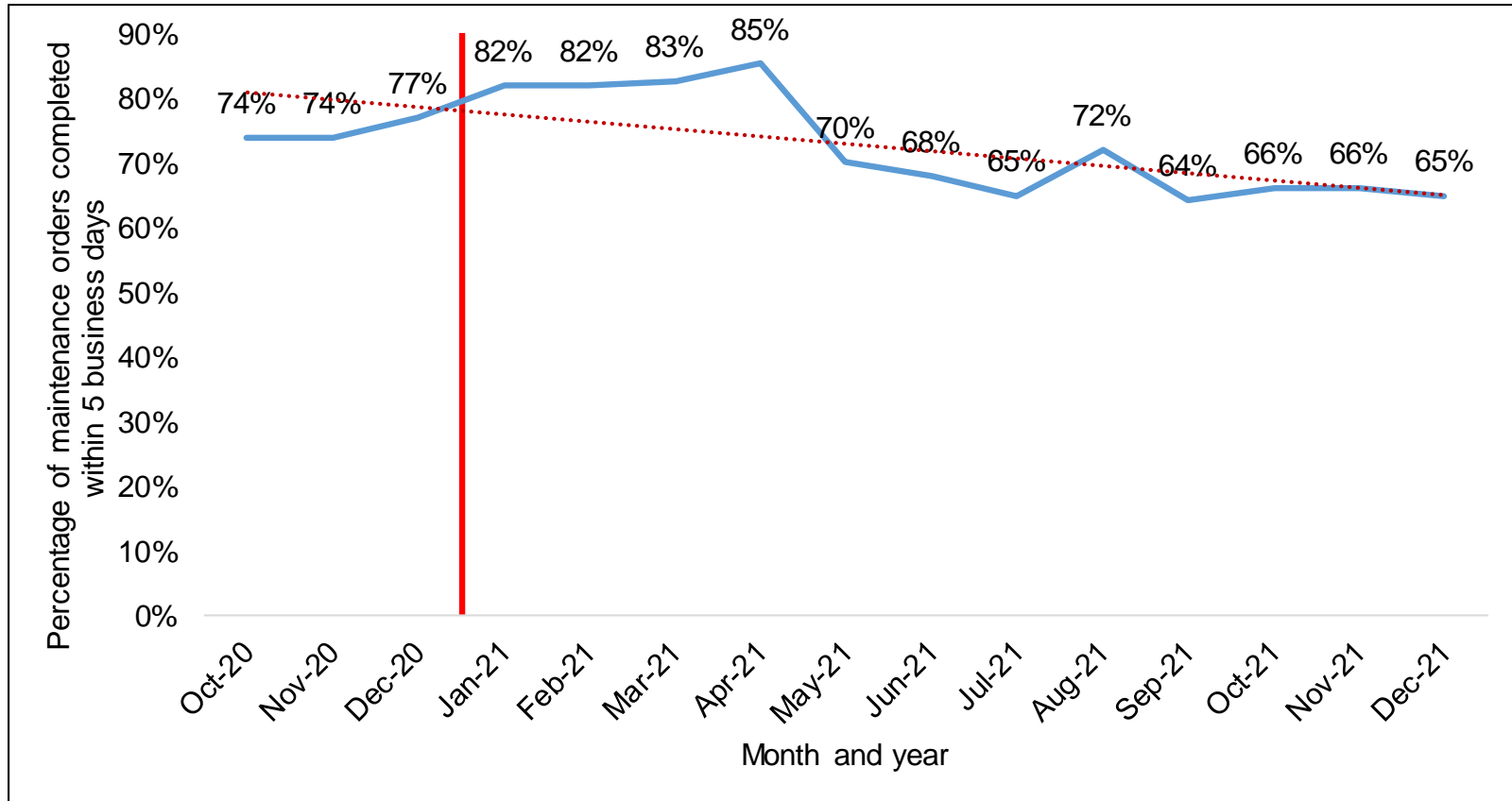
Note: the red line in the data graphs indicates the start of the ISM implementation

Property Management (18 Phase 1 buildings)

Graph 1: Maintenance Requests
 (Number of maintenance work orders created)
 Expected trend: increase then decrease



Graph 2: Service Level¹
 (Percentage of maintenance orders completed within 5 business days)
 Expected trend: increase



¹ Service Levels are only for routine maintenance requests. Process-related, capital items, non-routine, emergency, and non-tenant requests are not considered. Contractors' service levels are considerably lower than SHU's thereby lowering the overall service level percentage figures for the SHU.

Maintenance Requests and Service Levels

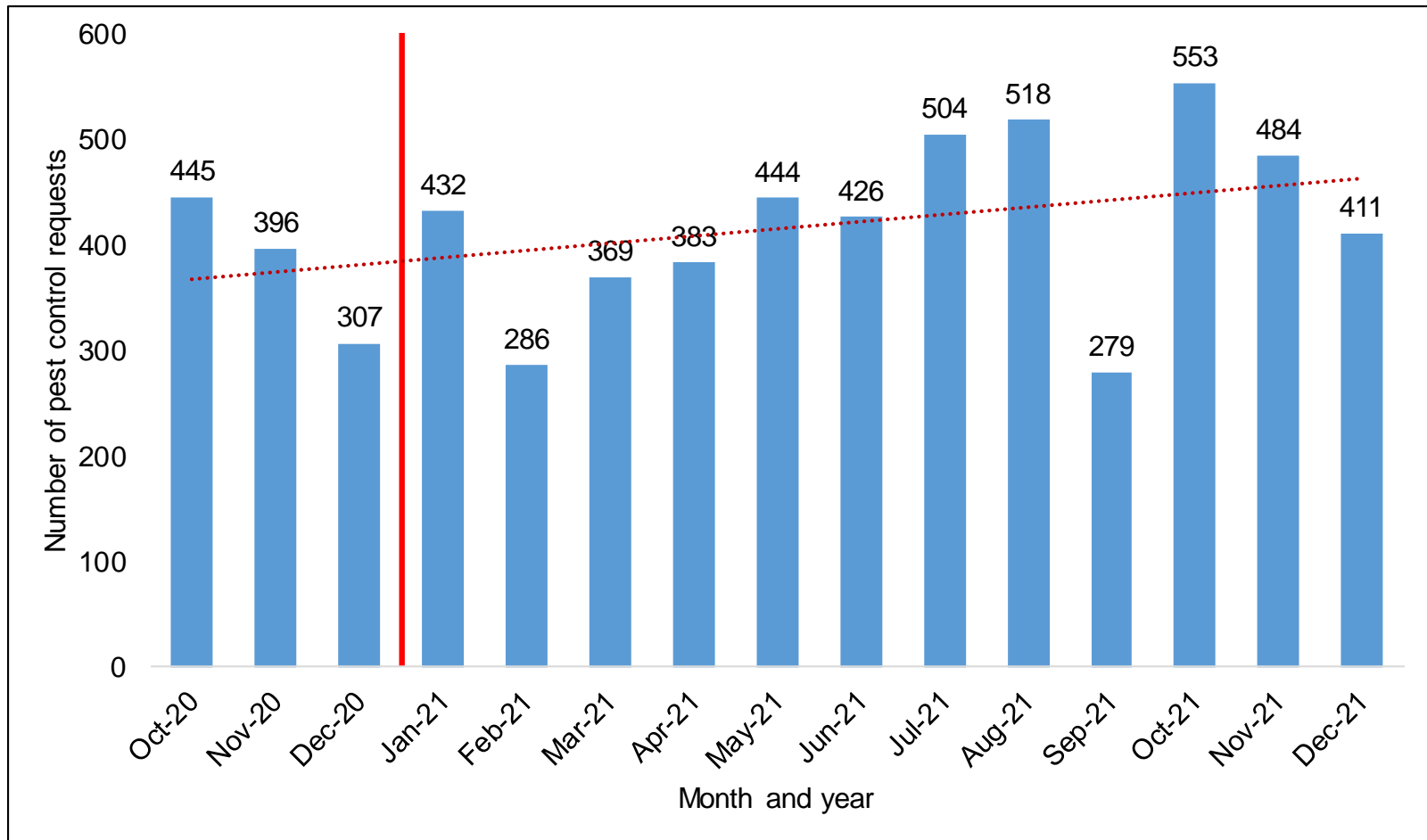
Maintenance requests under the Integrated Service Model are anticipated to first increase and then decrease as tenants are aware of the ability to and comfortable with making maintenance requests and the quality of units gradually improves with these repairs. Service levels are expected to increase as communications, procedures and staff-to-tenant ratios increase resulting in faster response times.

The first year of the ISM implementation shows an upward trend in maintenance requests and a downward trend for service levels. The fact that maintenance requests did not decrease and services levels did not increase is related to how COVID-19 affected the tenants, staff, and buildings. Examples include:

- Non-essential work was deferred during various pandemic waves creating a build-up of maintenance requests and a drop in service levels.
- Mandatory sanitization required staff to work increased hours completing high-touch cleaning as per City bylaws.
- Staff shortages occurred due to self-isolation, accumulated vacation and lieu time, as well as shortages caused by illness as a direct result of the pandemic.
- To lessen critical impacts to tenants, work orders that impacted health and safety were prioritized. This prevented damage and adverse impacts to quality of life. Non-essential maintenance orders were put on hold to reduce risk of transmitting COVID-19 to vulnerable seniors and high-risk populations.

These KPIs are expected to improve once pandemic-related guidelines change and staffing levels return to normal. This will enable the work to be completed to reduce the backlog of maintenance requests that were put on hold.

Graph 3: Pest Control
(Number of pest control requests)
Expected trend: decrease



Pest Control Requests

Numbers of pest control requests under the model are expected to decrease. With increased staffing levels and supports, issues that lead to pest problems are anticipated to be identified and addressed earlier, avoiding or minimizing the need for pest control treatments.

The upward trend of pest control requests is also related to the pandemic. As COVID-19 progressed through 2021 with various waves and lockdowns, tenants stayed in their units for longer periods, resulting in the use of less effective pest treatments in order to avoid adverse health impacts. In addition, the ability to treat surrounding units was not possible; therefore, treatments were more localized than they would be during normal operations.

While the direction of service levels and pest control requests were not in the direction hoped for under the ISM, the changes in these performance indicators were not substantial. This means that staff were able to provide service levels that were close to pre-ISM levels while simultaneously dealing with the pandemic's effects. Pest control requests should decrease as the pandemic subsides and more effective treatments are able to be deployed safely. In addition, internal personnel will become available in 2022, as part of the Complex Tenancies team. This team will be able to assist seniors with pest control preparation and potentially speed up the pest control process.

Hoarding and Pest Issues

Monitoring for hoarding or pest issues is important for the health and safety of tenants within the unit as well as for the entire building. Issues with hoarding or pests may also point to more complex tenancy challenges due to declining health, mobility issues as well as mental health and addiction issues.

Units that are inspected for hoarding and pest issues are done so through the Annual Unit Inspection (AUI) process.

For 2020 and 2021, in accordance with COVID-19 guidelines and physical distancing requirements, the Annual Unit Inspection process across TCHC was simplified by removing certain items/rooms from the checklist. Staff were asked to limit their time in units and their interactions with tenants. As the pandemic subsides the intention is to resume the complete Annual Unit Inspection process.

With the implementation of the Integrated Service Model, it is expected that the number of units identified with moderate or excessive clutter (hoarding) or as having pest issues through the Annual Unit Inspection will decrease as staff build stronger relationships with tenants and conduct tenant needs assessments at least annually. This will allow staff to identify and refer tenants to needed supports earlier.

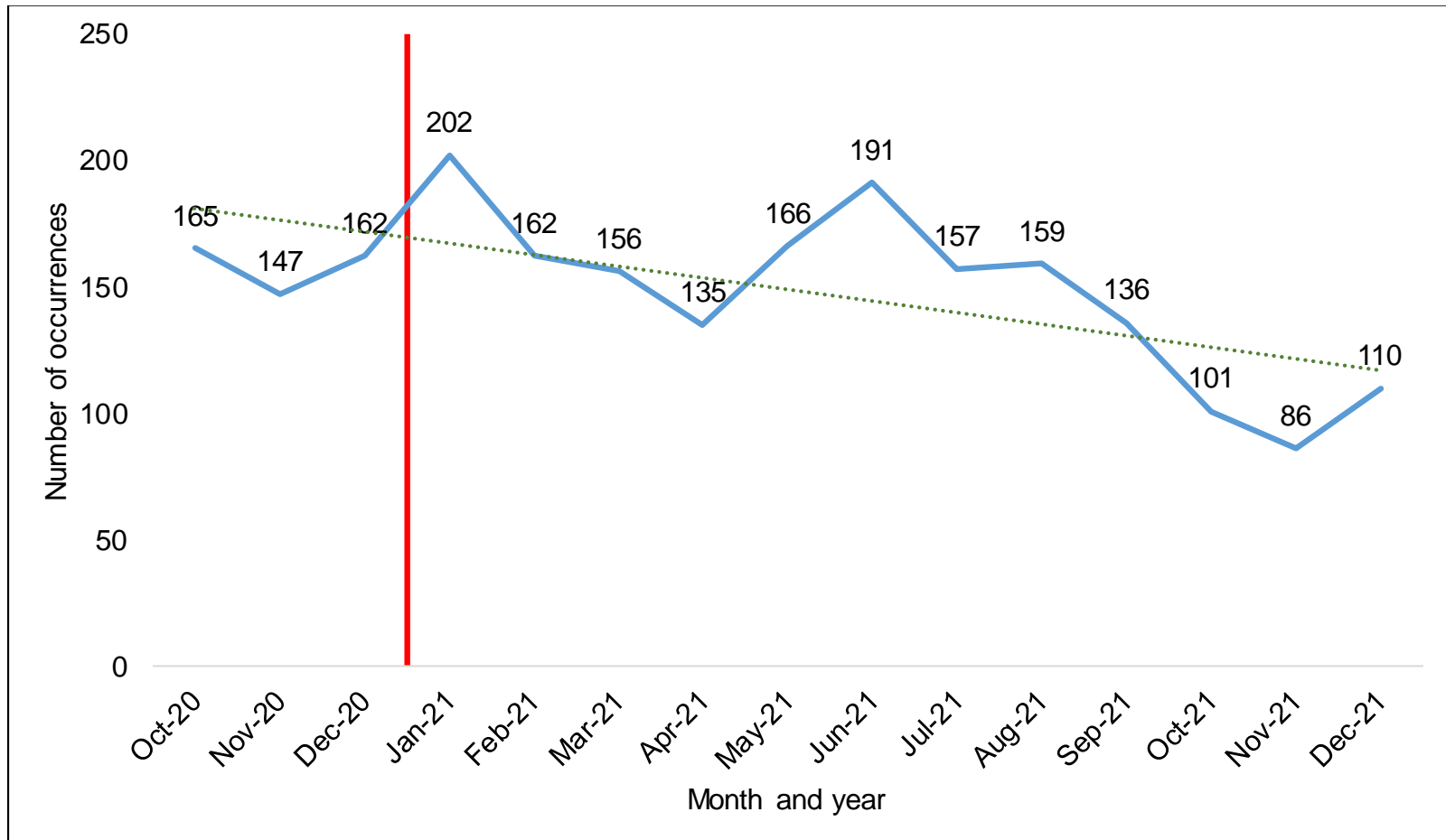
Moderate to excessive clutter can result in fire safety issues, therefore hoarding data was retrieved as part of the Annual Unit Inspection period which took place from June to September 2021. The clutter score assigns ranges between 1 (none) to 9 (excessive). There were 154 inspected units (7.59 per cent) with a moderate to excessive clutter score (a score between 4 to 9).

Pest issues are not deemed critical to fire safety nor required to be captured by the Fire Code; therefore, pest issues were not recorded during the 2020 and 2021 inspections in order to limit contact with vulnerable seniors and high-risk populations. As the pandemic subsides, units of concern will be identified and dealt with in a speedy manner. Pest treatments were still available upon request.

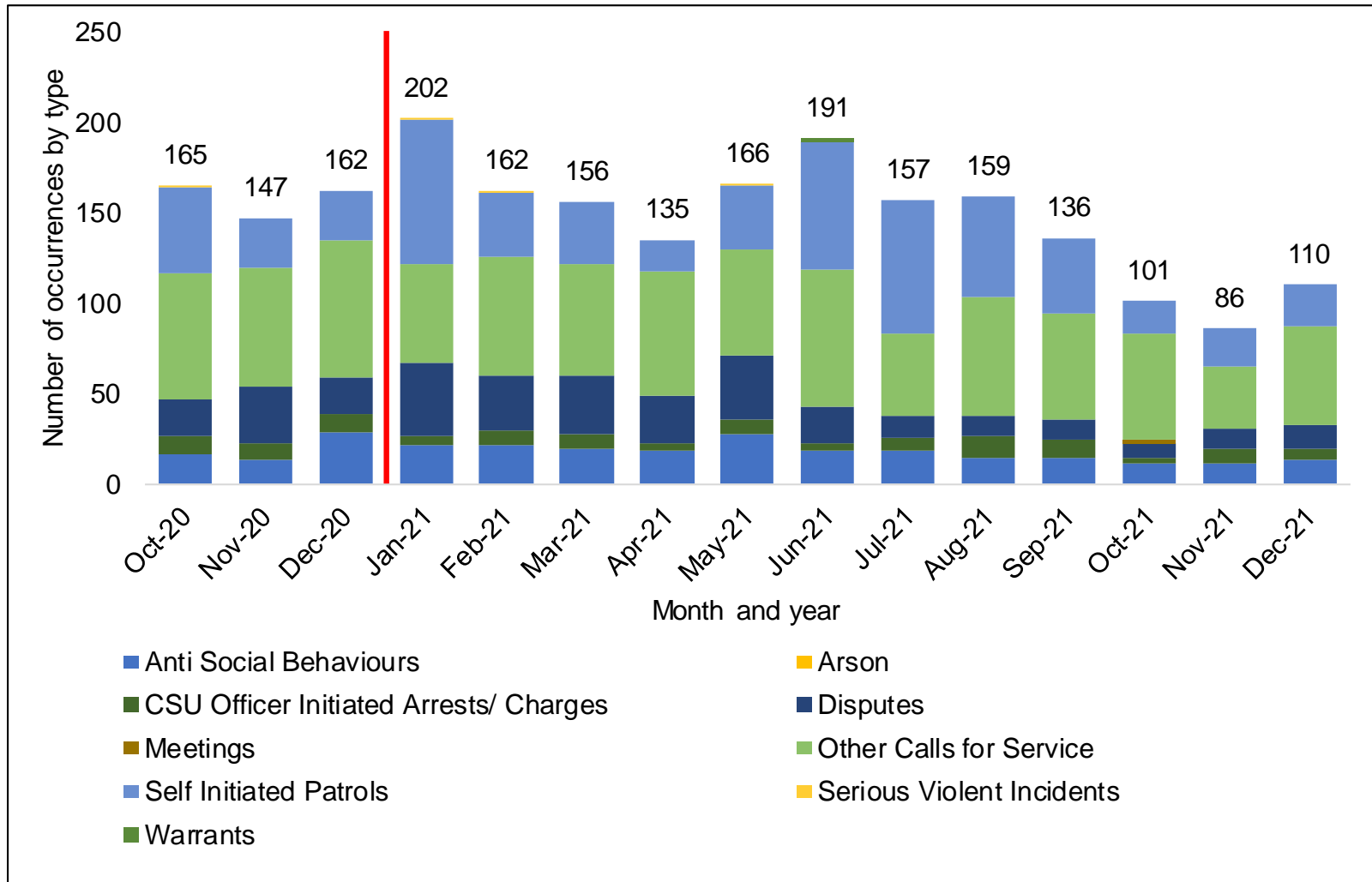
As unit inspections are currently done in a limited period of time within a year, monthly data is not appropriate for analysis and a year-to-year comparison will be provided in future reports to establish a trend.

Community Safety (18 Phase 1 Buildings)

Graph 4: Community Safety Occurrences
(Number of community safety occurrences)
Expected trend: decrease



Graph 5: Types of Community Safety Occurrences



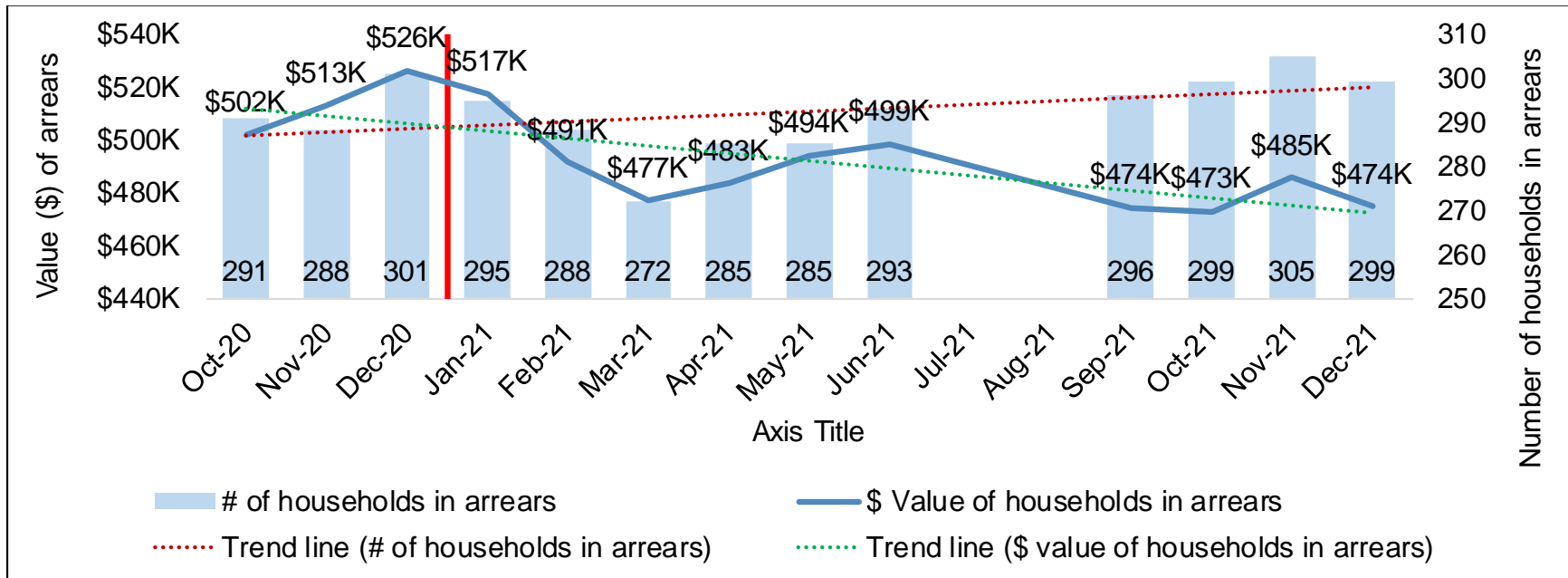
Community Safety Occurrences

The number of community safety occurrences is showing a downtrend which is in line with the expected impact of the model. Areas such as disputes, Community Safety Unit (CSU) officer-initiated arrests/charges, and anti-social behaviour decreased. This may be partially attributed to the pandemic, as more tenants stayed in their units, thereby limiting their contact with other tenants. However, the pandemic was a condition that applied throughout the data collection period shown. The favourable trend may be reflecting the role of the Seniors Services Coordinator (SSC) as well as the increased staff-to-tenant ratios in buildings. The SSC's office/space is generally located directly within the building(s) they support, so they are easier for tenants to reach, are in frequent contact with the superintendent and other building staff, and are more likely to have first-hand knowledge of what is happening within the building. SSCs proactively engage with tenants and those in need of help are supported in a timely manner, reducing the risk of safety occurrences materializing. As relationships are built and strengthened between tenants and staff, there should be a continued downward trend of community safety occurrences over the long term.



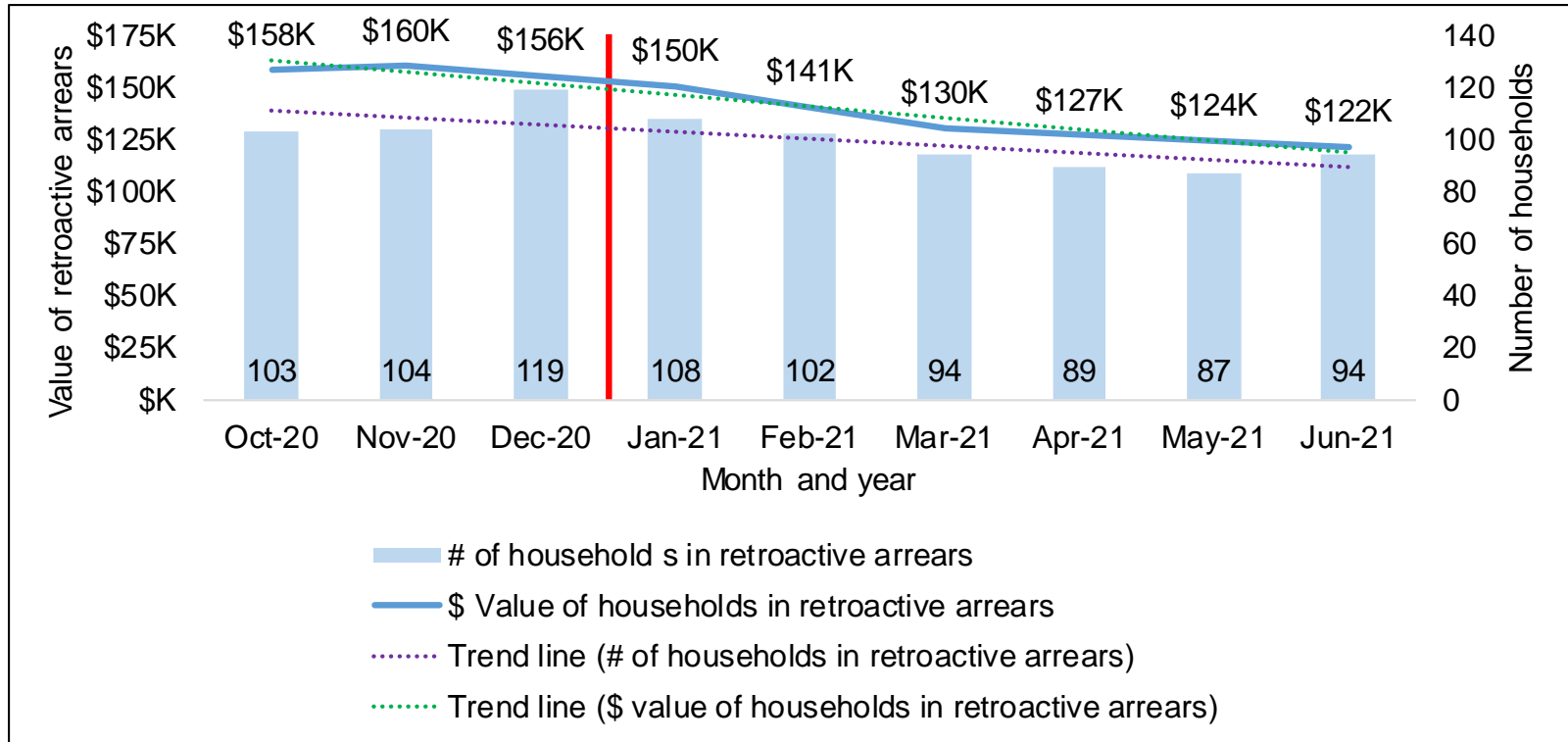
Tenancy Management (18 Phase One Buildings)

Graph 6: Total Arrears²
 (Value and number of households in arrears)
 Expected trend: decrease for both value and number of households



² Business reporting issues due to the transition to new technology resulted in data for this KPI being unavailable for July and August 2021. Note that these arrears include households with retroactive arrears which are often temporary while waiting for tenants to provide documents or other requirements and are often diminished or reversed once these requirements are met. Over the period of this data there were an average of 100 households with retroactive arrears with an average total arrears for all retroactive households of \$140,773.

Graph 7: Retroactive Arrears³
 (Value and number of households in retroactive arrears)
 Expected trend: decrease for both value and number of households



³ Business reporting issues due to the transition to new technology are still being addressed; therefore data for this KPI is only available up to June 2021.

Total Arrears

The dollar value of households under Total Arrears shows a downward trend, in line with the expected impact of the Integrated Service Model. This may be due to an updated, seniors-specific Arrears Collection and Evictions Prevention procedure that was implemented in July 2021 where arrears are identified and addressed sooner. Seniors Services Coordinators actively engage in the arrears process and collaborate with the Tenant Services Administrators to identify and connect with tenants that are in arrears. Higher staff-to-tenant ratios also allow staff to connect with more tenants and offer support in a timelier manner than in the previous TCHC staffing model.



The number of households in arrears was trending upward, which is the opposite of the expectations for the Integrated Service Model. The staffing model includes supporting tenants with education and referrals on income supports and annual rent reviews, which should reduce the number of tenants going into arrears.

- Various COVID-19 income supports, and frequent changes and lack of clarity around these supports, caused confusion for both staff and tenants. In some cases, tenants received benefits they were not entitled to and were required to pay back, placing them in a financially precarious position possibly resulting in arrears.
- The COVID-19 eviction moratorium did not allow for the enforcement of evictions for non-payment of RGI arrears, meaning that tenants who might normally be evicted for non-payment of rent remained housed and therefore increased the number of households in arrears.

- The eviction moratorium also may have resulted in some tenants choosing not to pay their arrears while there were no imminent consequences in place.

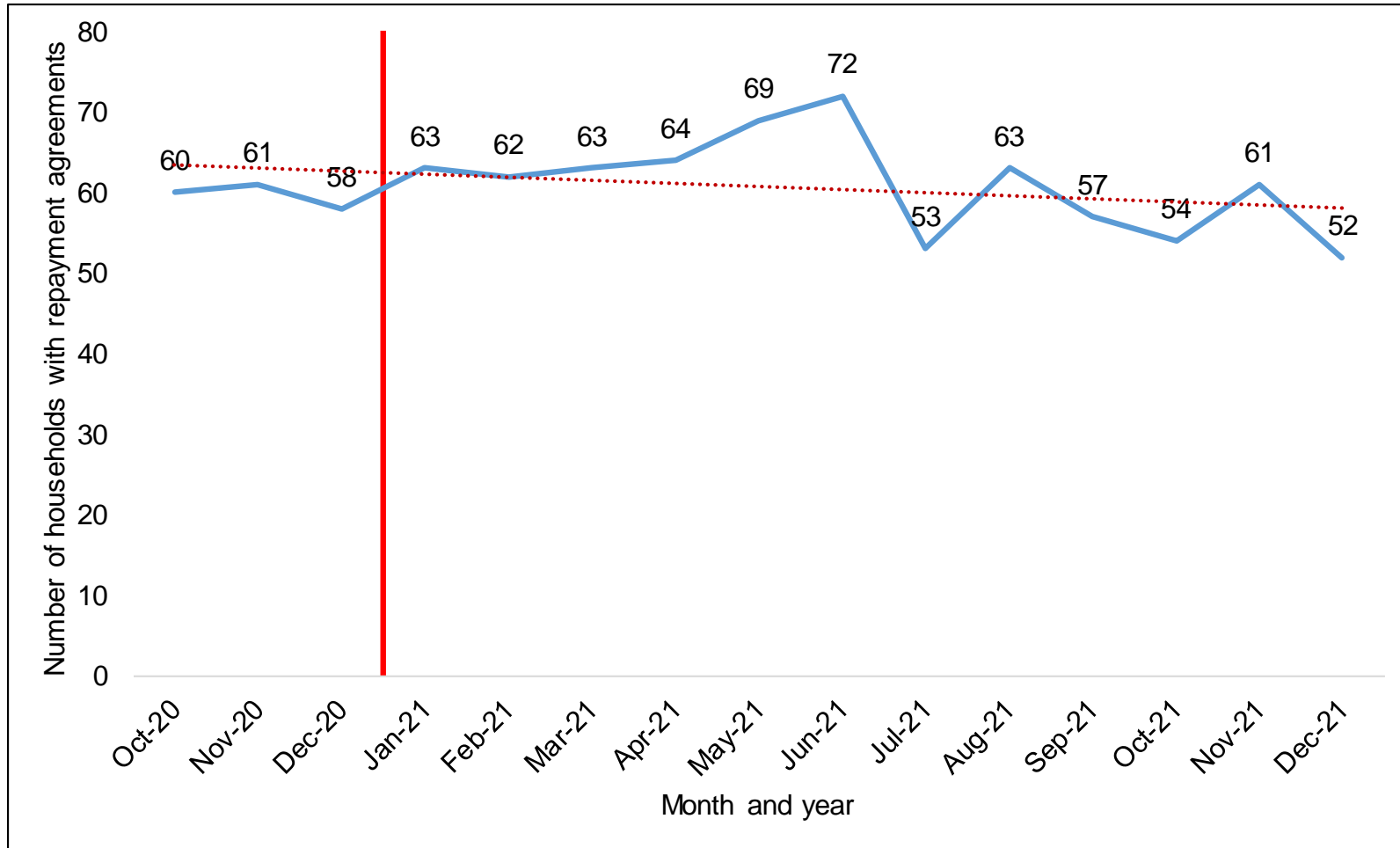
A temporary spike in arrears has been predicted for the beginning of 2022 as rent increases were deferred to January 1. Staff are working to identify tenants at risk to make sure they are prepared for the rent increase. Once the eviction moratorium is lifted and incomes stabilize, arrears are expected to trend downward in alignment with the expectations of the ISM, for both dollar value and number of households in arrears. New and updated procedures will also be initiated in 2022 that should reduce the total arrears. For example, a Turning 65 procedure will support tenants turning 65 in addressing changes in income supports in a timely way, and a procedure supporting senior tenants in completing their annual rent reviews is also in development.

Retroactive Arrears

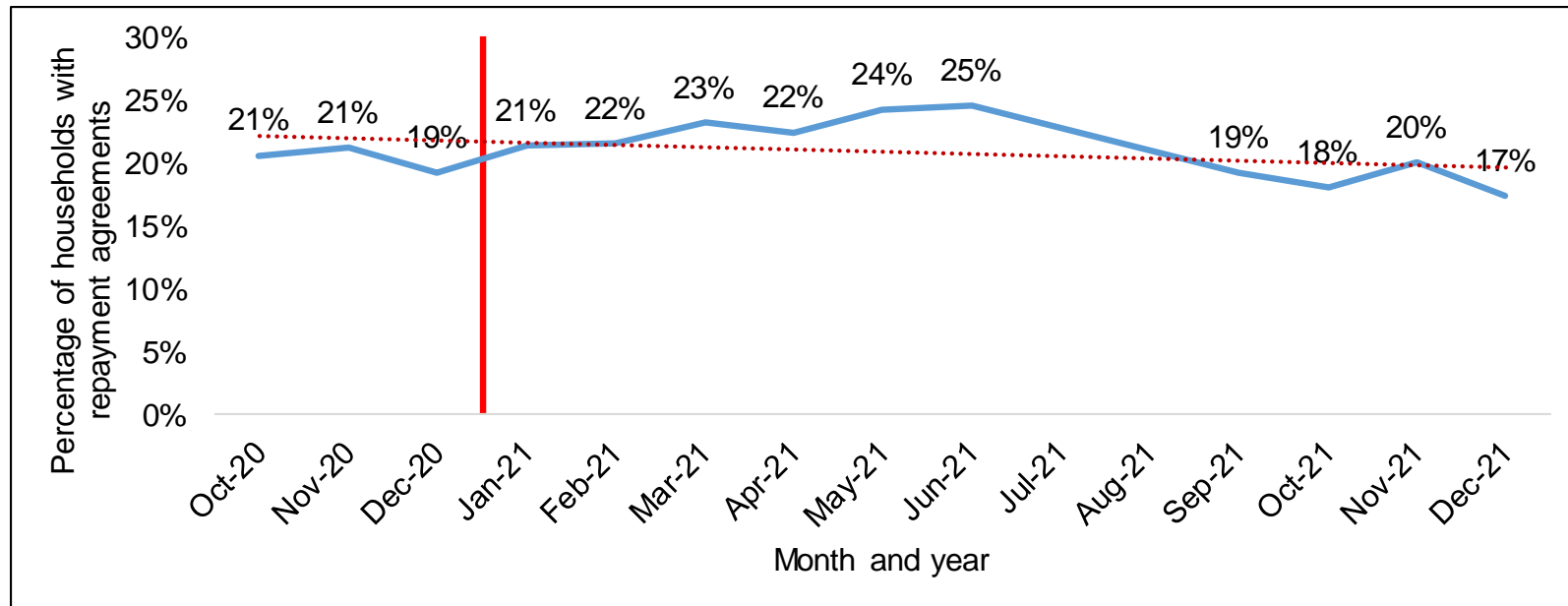
Retroactive arrears had a downward trend for both dollar value and number of households, which is the direction expected under the model. This downward trend may be partially due to the Seniors Services Coordinator role which ensures that a proactive approach is taken with tenants that are at risk of losing their subsidy. The increased staff-to-tenant ratio also allows Seniors Services Coordinators to have meaningful contact with at-risk tenants to address outstanding documentation and payments. However, this downtrend may also be due to retroactive charges not being applied because of the rent freeze implemented in 2021 to help tenants through the pandemic.

Business reporting issues due to the transition to new technology are still being addressed. Therefore data for retroactive arrears is only available up to June 2021. Once data is available, it is expected to show an initial upward trend at the expiration of the rent freeze, followed by a downtrend due to continued early engagement from the SSCs and collaboration with partners such as the Office of the Commissioner of Housing Equity.

Graph 8: Repayment Agreements
(Number of households with repayment agreements)
Expected trend: increase



Graph 9: Percentage of Households in Arrears With Repayment Agreements⁴
 (A ratio of households with repayment agreements versus number of households in arrears)
 Expected trend: increase



⁴ Business reporting issues due to the transition to new technology resulted in data for this KPI being unavailable for July and August 2021.

Note that these arrears include households with retroactive arrears which are often temporary while waiting for tenants to provide documents or other requirements and are often diminished or reversed once these requirements are met. Over the period of this data there were an average of 100 households with retroactive arrears with an average total arrears for all retroactive households of \$140,773.

Repayment Agreements

The number and percentage of households with repayment agreements trended downward, opposite of the expectations under the ISM, and despite the number of households with arrears increasing (see Graph 6). These opposing trends were most likely due to a combination of pandemic- and ISM-related factors:

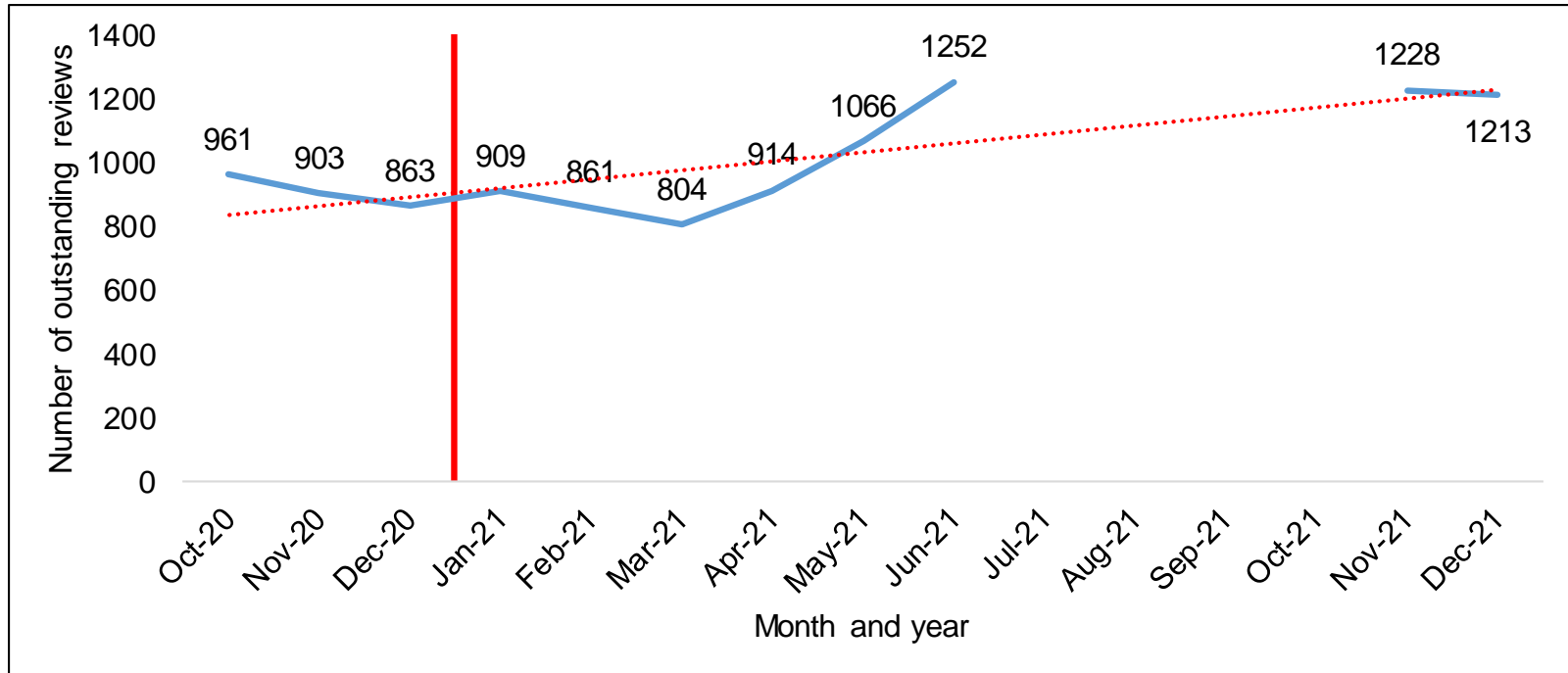
- The unit ratio for the new Tenant Services Administrator (TSA) role, responsible for rent and arrears calculations and agreements, is approximately double that of the former Tenant Services Coordinator role. Despite the tenant-facing customer service role being delegated to the SSC (rather than the TSA), there was still a backlog in processing documentation. Staff worked longer hours and received additional support from the Tenant Engagement and Services Supervisor to address the backlog, and an additional Tenant Services Administrator will be hired for each ISM region in early 2022 to resolve this capacity issue.
- An updated Arrears Collection and Evictions Prevention procedure was implemented in July 2021 where TSAs and SSCs work together to identify and connect with tenants in arrears at an earlier stage. This updated process may diminish the need for a repayment agreement due to less time for accumulation of arrears or it may increase the speed at which local repayment agreements are signed, potentially reducing the accumulation of substantial arrears.
- Pandemic-related government benefits (e.g., Canada Emergency Response Benefit or CERB) received by tenants in error had to be repaid, potentially leaving the tenant with insufficient funds for rent, resulting in arrears. These may have been one-time arrears that tenants were able to pay off without a formal repayment agreement.

- The COVID-19 eviction moratorium meant that those individuals that had arrears but did not agree to a repayment agreement could not be evicted and therefore continued to be counted in the arrears-related KPIs.
- The eviction moratorium may have left tenants less motivated to enter into repayment agreements as there were no immediate consequences.

As pandemic-related moratoriums end, staff will be able to take action with tenants that are in arrears. This should result in a reduction of households in arrears without repayment agreements.

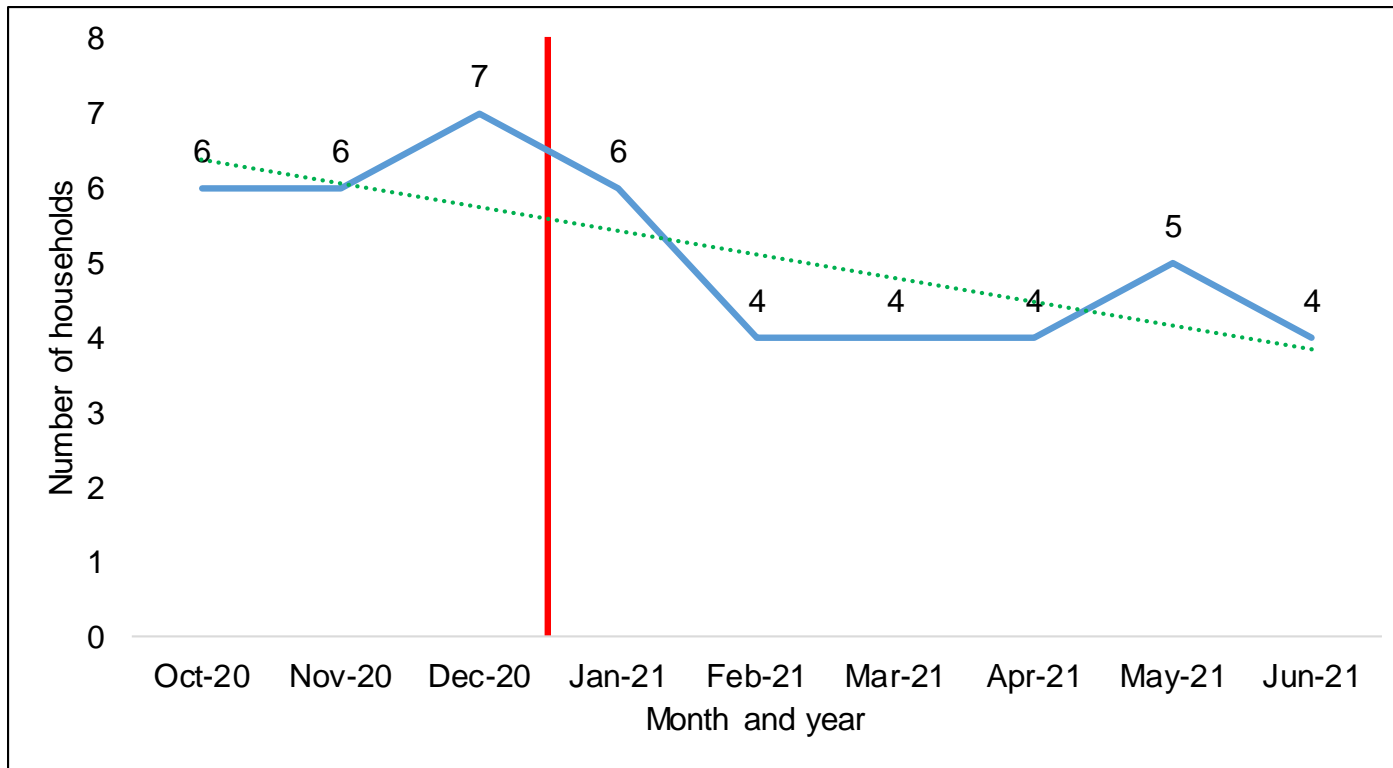


Graph 10: Outstanding Annual Rent Reviews⁵
 (Number of outstanding annual rent reviews)
 Expected trend: decrease



⁵ Business reporting issues due to the transition to new technology are still being addressed; therefore data for this KPI is unavailable from July through October 2021.

Graph 11: Arrears Under the Loss of Subsidy Due to Non-return of Annual Review⁵
 (Number of households)
 Expected trend: decrease



⁵ Business reporting issues due to the transition to new technology are still being addressed; therefore data for this KPI is only available up to June 2021.

Outstanding Annual Rent Reviews and Related Arrears

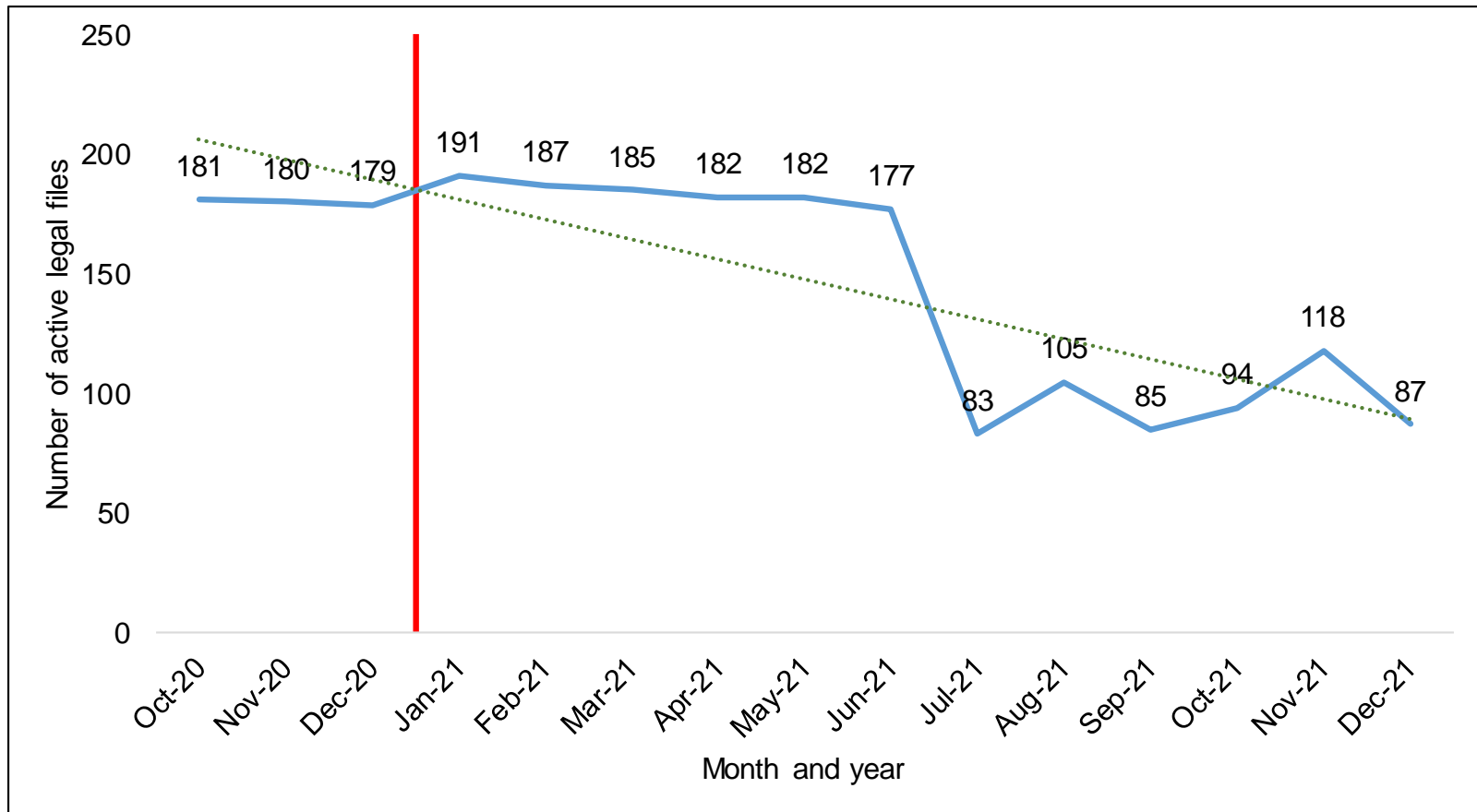
Outstanding annual reviews saw an upward trend. This is the opposite direction of what is expected under the Integrated Service Model as SSCs are available to support tenants in successfully completing their annual review requirements. Meanwhile, arrears under the loss of subsidy due to non-return of annual review was trending downward, as expected under the model. Factors most likely impacting these trends include:

- While a loss of subsidy decision is effective the date it is issued, the increase to market rent takes effect 90 days after the notice is issued. As all rents were frozen in 2021 as part of the pandemic response, the change to market rent for loss of subsidy decisions could not be implemented until January 1, 2022. This means that tenants with a loss of subsidy decision were less likely to accumulate arrears as their rent remained at their most recent rent-g geared-to-income (RGI) level until 2022.
- Staff delayed issuing loss of subsidy notices to give tenants additional time to get documentation during the pandemic and to avoid confusing messaging about the effective date of the notice versus the effective date of the related increase to market rent. This would result in the loss of subsidy being underreported or at least delayed. Staff have communicated that generally tenants are confused about the rent freeze and other temporary COVID-related changes impacting their income and tenancy.
- TCHC paused sending out annual review packages in 2020, which caused confusion about the dates of the annual review and a backlog of annual reviews to complete.
- As of July 1, 2021, filing taxes annually became mandatory to receive RGI. During the pandemic not all tenants had the same access to tax clinics, as many clinics moved online; this impacted the ability of many tenants to complete their annual review owing to barriers with technology and internet access.

- With COVID-19, tenants may have had more frequent check-ins with support networks, such as staff, family, friends or support workers, who may have assisted in completing the annual review documentation, potentially offsetting the upward trend.
- The pandemic caused staffing shortages and impacted operations, making it more time-consuming to receive documents from tenants.
- Some tenants received or had to pay back pandemic-related government benefits (e.g., CERB), which required recalculation of their rent, adding additional work for Tenant Services Administrators. Mitigation of this increased workload included staff working additional hours and receiving additional support from the Tenant Engagement and Services Supervisor. These efforts were insufficient to process the increased workload and to maintain parity with the amount of outstanding annual rent reviews. This will be addressed by the hiring of an additional Tenant Services Administrator for each ISM region in early 2022.

The KPI for arrears under the loss of subsidy is expected to initially increase in 2022, as all changes to market rent for loss of subsidies that were delayed or unable to be implemented due to the rent freeze became effective January 1, 2022. The Seniors Services Coordinators will work to identify and support tenants directly impacted by the lifting of the rent freeze. Staff will also continue their collaboration with the Office of the Commissioner of House Equity. In the long run, KPIs are expected to trend downward as the hiring of four additional TSAs and the implementation of an updated procedure for proactively supporting tenants in completing annual reviews will ensure more manageable caseloads and better outcomes for tenants.

Graph 12: Active Legal Files – Arrears
(Number of active legal files for arrears)
Expected trend: decrease



Active Legal Files - Arrears

Active legal files for arrears trended downward. This trend was expected under the Integrated Service Model as staff process files early and work with TCHC's Legal Services team to coordinate files so that monitoring and action is taken before eviction orders expire. Additionally, the updated, seniors-specific Arrears Collection and Evictions Prevention procedure was implemented in July 2021 and the COVID-19 rent freeze limited escalation.

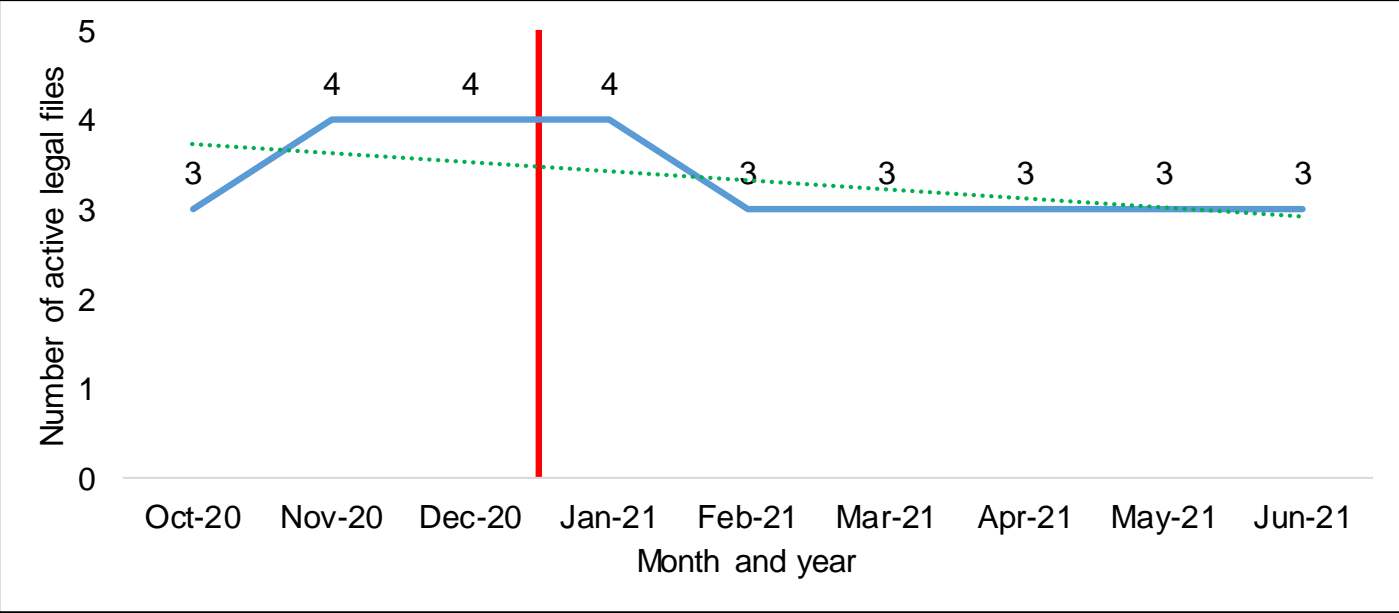
Moving forward, this KPI is expected to trend upward in the short term as the rent freeze lifts, and the eviction moratorium ends. However, the downward trend should continue longer term given the proactive engagement of the Seniors Services Coordinators along with new and updated seniors-specific procedures aimed at reducing adverse housing impacts such as arrears.

Active Legal Files – Illegal Acts

Active legal files for illegal acts were at zero for the first half of 2021. This KPI does not have data after June 2021 because of business reporting issues due to the transition to new technology that are still being addressed.

Due to COVID-19, TCHC's Legal Services team was directed to file only very serious events with specific criteria and all evictions were required to be approved by the Evictions Committee. No cases fit within Legal Service's criteria during the time period for which the data was available. In the future, the criteria used by Legal Services may change, thereby impacting the KPI. The increased staff-to-tenant ratios, increased presence of staffing within buildings, and strengthened relationships between staff and tenants are expected to keep the number of legal files related to illegal acts low.

Graph 13: Active Legal Files – Health and Safety⁵
(Number of active legal files for health and safety)
Expected trend: decrease



⁵ Business reporting issues due to the transition to new technology are still being addressed; therefore data for this KPI is only available up to June 2021.

Active Legal Files – Health and Safety

Active legal files for health and safety were relatively consistent from October 2020 to June 2021, varying by only one; the data for this KPI is only available up to June 2021 because business reporting issues due to the transition to new technology are still being addressed. The consistency of this data may be due to the Landlord and Tenant Board being closed for an extended period as a result of the pandemic, which caused delays in files being closed. Additionally, Annual Unit Inspections, where health and safety cases are commonly identified, were conducted from June to September 2021 where the data for this KPI is currently unavailable.



It is expected that this KPI will trend upward temporarily once pandemic-related restrictions ease and more comprehensive inspections can be completed once again. Long-term, health and safety legal files are expected to decrease as Senior Services Coordinators engage with tenants earlier and additional staff resources are added to help tenants with unit condition concerns and support more complex tenancies.

Evictions

The lack of evictions executed for 2021 reflects exceptional circumstances due to a COVID-19 eviction moratorium. The only eviction, listed between October 2020 and the end of December 2021, was recorded in March 2021 and was a closure of a legal file related to an eviction procedure in 2019 that did not materialize as the tenant agreed to terminate their tenancy in early 2020.

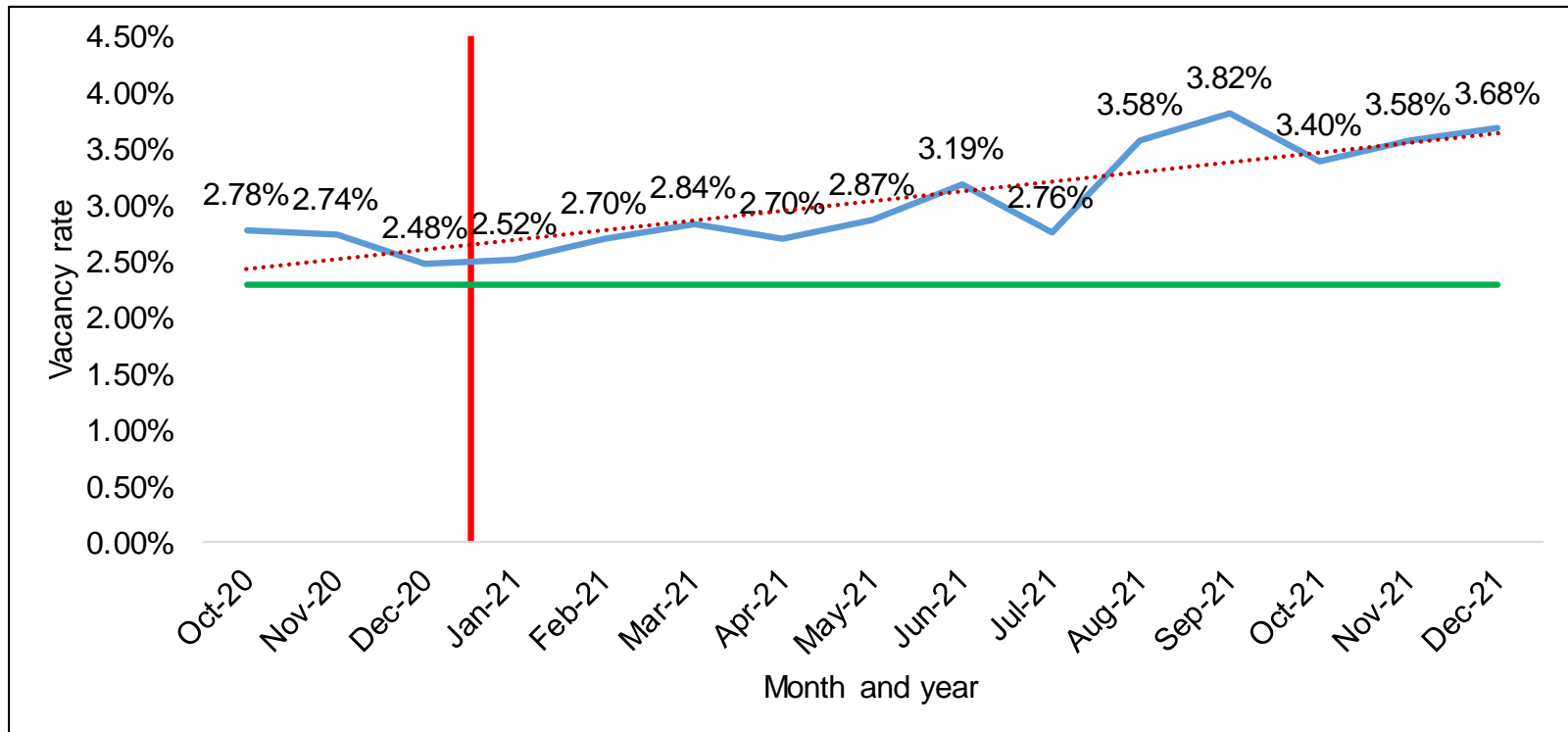
It is expected that this KPI will trend upward as the pandemic limitations on evictions are lifted. Over the long-term, evictions are expected to decrease because of seniors-specific procedures aimed at preventing adverse outcomes such as evictions, along with the proactive engagement and support provided by Seniors Services Coordinators and a new Complex Tenancies team.

Graph 14: Vacancy Rate⁶ (target 2.3%)

(The total number of rentable vacant units divided by the total number of rentable units, calculated on the last day of the month)

Expected trend: decrease

The green line represents the target of 2.3%



⁶ Since the migration to the new tenant management system (HoMES) application, there have been three (3) approved calculations for the vacancy rate.

Vacancy Rate

The vacancy rate was trending upward in 2021, which is the opposite of what is expected under the Integrated Service Model. The City's transition to a new centralized waiting list technology provided challenges in filling vacancies while new business processes were established. A simultaneous change to a new tenant management system within TCHC further complicated vacancy management. As business processes and reporting are finalized, technology changes are expected to assist in reducing vacancy rates in the long-

term. SHU staff continued to monitor and address vacancy rates internally and worked with the City and the technology vendor to minimize the impact of these changes. As the implementation and alignment of the new technologies and business processes are completed, it should be easier for staff to monitor and fill vacancies.

As the pandemic subsides, it is anticipated that additional staffing and supports available to tenants through the Integrated Service Model will ensure more tenants age in place in comfort and dignity, reducing unit turnover.

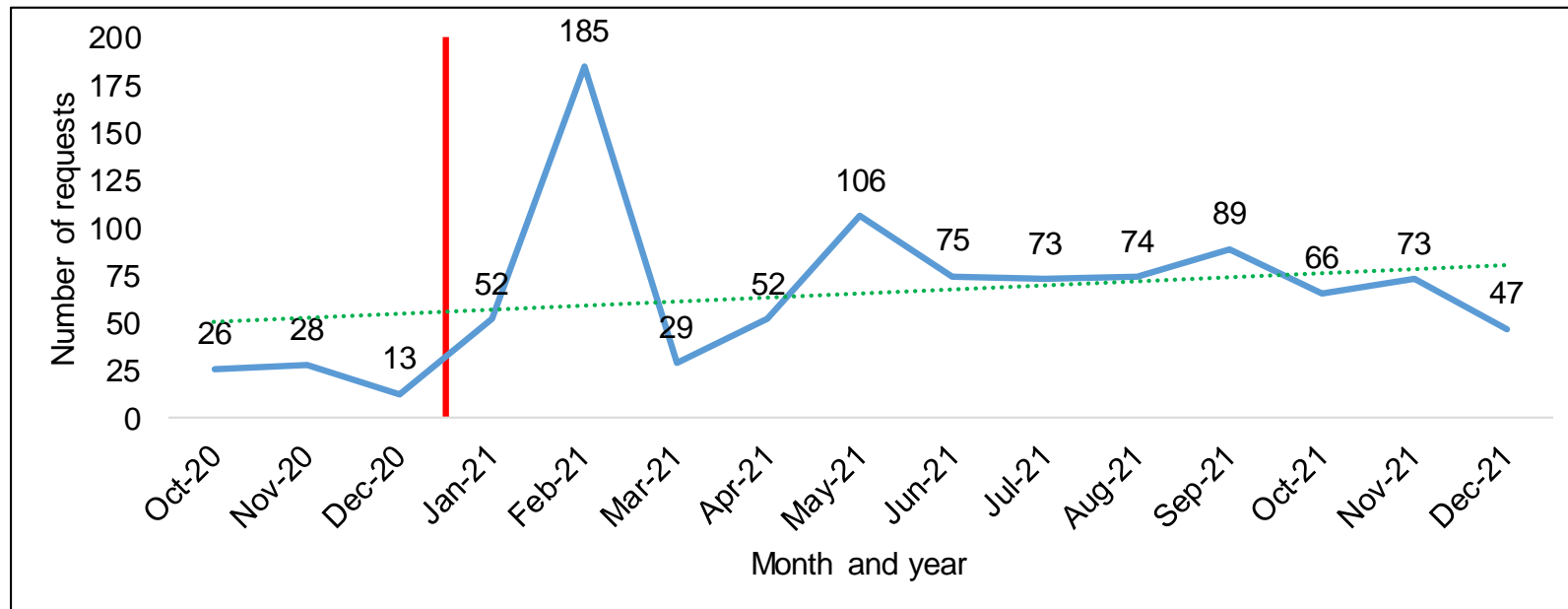


ISM Objective Two

Objective two: Increase access to health and community support services through enhanced integration of community agencies within the buildings

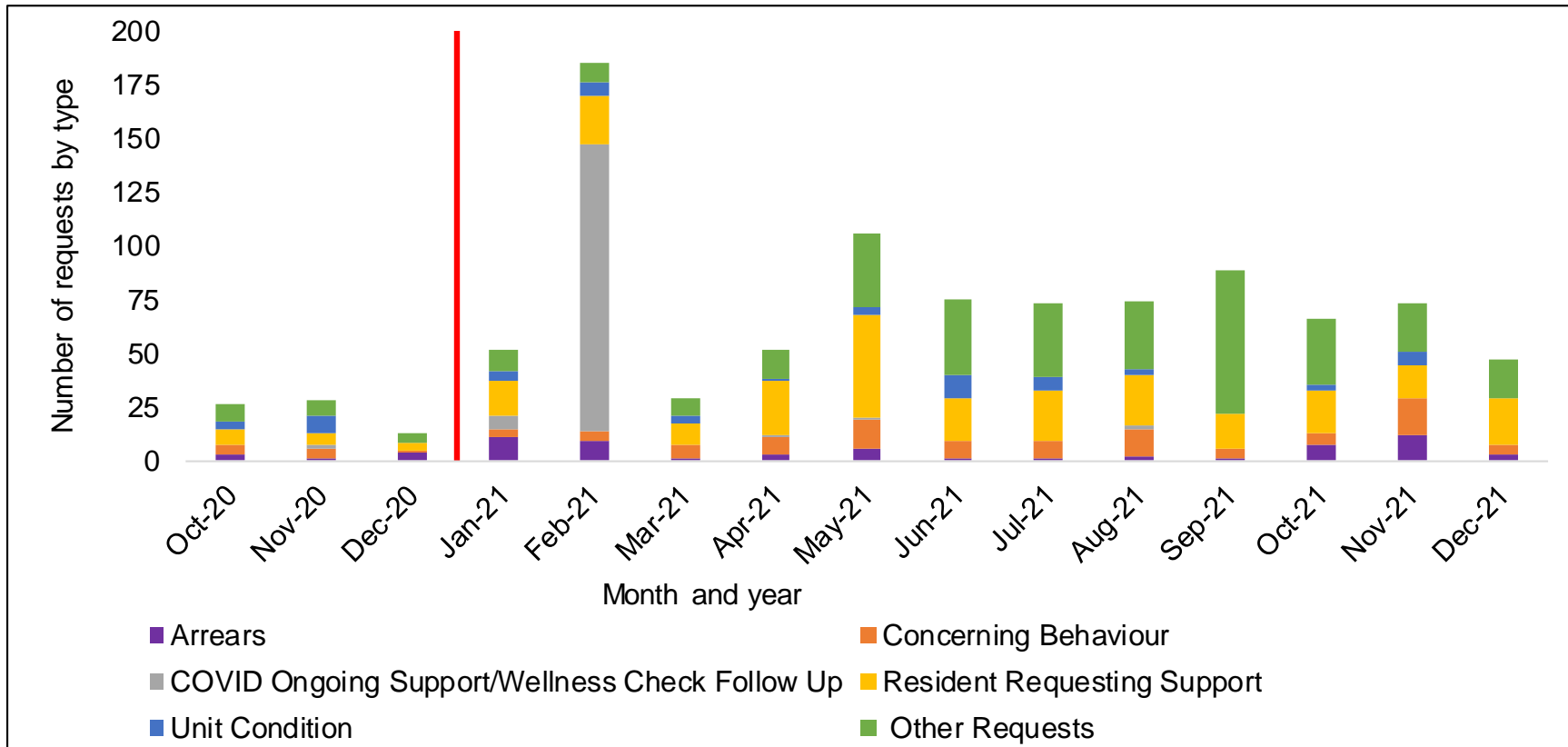
Access to Health and Social Services (18 Phase 1 Buildings)

Graph 15: Tenant and Community Service Requests⁷
 (Number of Tenant and Community Service support requests created)
 Expected trend: increase then decrease



⁷The high number of service requests in February 2021 is primarily due to COVID-19 wellness checks.

Graph 16: Tenant and Community Service Request Type⁸



⁸To make the graph easier to read, we have added a number of service request types with low numbers to the 'Other Requests' category, including: critical incident follow up, external service provider requests, internal unit transfer, loss of subsidy, support relocation of tenant, soft landing support, vulnerable person door knock, and vulnerable person telephone. We have also merged two COVID-related categories: ongoing support and wellness check follow-up.



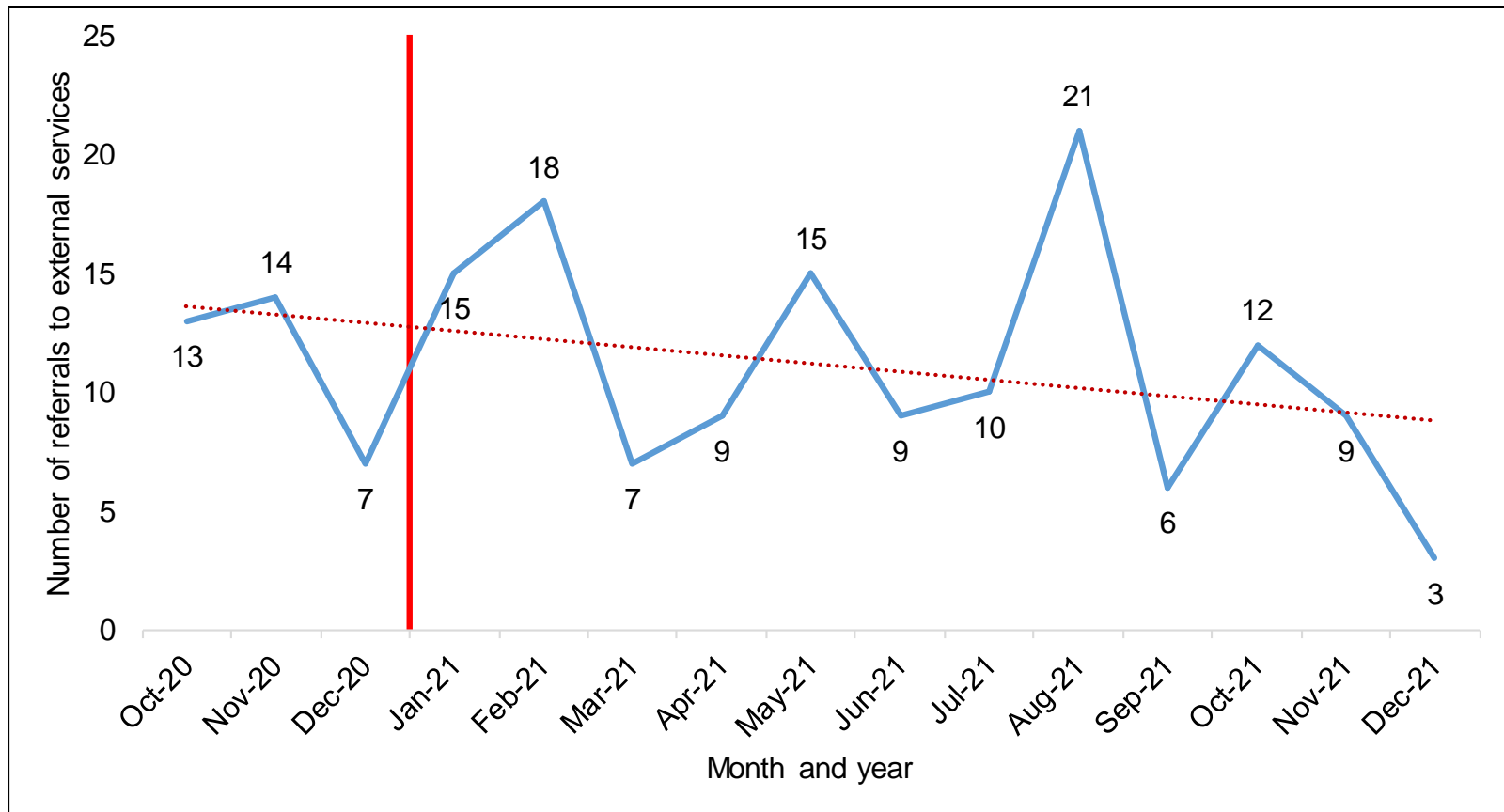
Tenant and Community Service Requests

There was an upward trend in the number of tenants asking for supports, especially in navigating the pandemic. The spike in February 2021 was primarily due to COVID-19 wellness checks conducted by SHU staff. Increases in requests were seen mainly in support requests or reports concerning behaviour, unit condition, and Other Requests (this includes the general category of Other Requests as well as categories with low numbers: critical incident follow-up, external service provider requests, internal unit transfer, loss of subsidy, support relocation of tenant, soft

landing support, vulnerable person door knock, and vulnerable person telephone). These types of requests are directly linked to the pandemic. With Seniors Services Coordinators in place, they will be addressed and closed in a timely manner.

The implementation of the Integrated Service Model was expected to result in an initial upward trend as Seniors Services Coordinators proactively worked with tenants to connect them with needed supports. But, as these supports are established, tenants would have fewer unmet needs and therefore fewer requests.

Graph 17: Referrals
(Number of referrals made to connect tenants with external services)
Expected trend: increase



Referrals and Partnerships

As part of the Integrated Service Model, external referrals and partnerships are both expected to increase as Seniors Services Coordinators work with tenants to identify needs and connect them with appropriate services and supports. With the goal of having seniors age in place, it is ideal to bring some of these services directly to the buildings, resulting in an increase in Use of Space agreements.

For the external referrals, the numbers were lower than expected. Upon further examination inconsistencies in the process for recording this KPI were discovered. All records were reviewed and corrected where possible; however, the scope of the inconsistency was not clear in some records. This has been identified as an area for improvement and additional training has been provided to staff. The KPIs from this report will also be reviewed monthly with regional managers to make sure all staff are tracking their work appropriately and referrals continue to be tracked accurately. Going forward, the number of external referrals will be more accurately reported as a result of these quality improvement measures. This is an example of the challenges of integrating services and new systems and the type of quality improvement needed to ensure proper service delivery.

With respect to partnerships, the KPI in the Accountability Framework was the number of Use of Space agreements signed, with this number expected to increase. Four new Use of Space agreements were signed in 2021, two exclusive and two non-exclusive. Two of these agreements were related to food security, deemed an essential service, and the other two agreements were renewals for onsite supportive housing programs. A number of one-time Use of Space agreements were signed for individual programs, such as digital literacy, where permitted under COVID-19 guidelines. All other Use of Space agreements have been placed on hold due to COVID-19. The Seniors Housing Unit will resume signing agreements with organizations as direction on recreation and common rooms is received from Toronto Public Health and Provincial health guidelines. In the meantime, discussions are

continuing with TCHC's Programs and Partnerships team and Legal Services to update Use of Space agreements for the Seniors Housing Unit.

The number of referrals may lower or stabilize over time as external supports are established for tenants, resulting in fewer unmet needs and therefore fewer referrals. Likewise for partnerships, there are capacity limits for Use of Space agreements so there may be a stabilization in the numbers over time; however, we do expect agreements to increase when the lifting of COVID restrictions/protocols takes place.

Conclusion

The first year of implementing the Integrated Service Model (ISM) has been a success, despite challenges brought on by a global pandemic and a transition to the new Toronto Seniors Housing Corporation. The model has been launched in over half the SHU buildings and will be launched in all buildings by spring 2022, providing better service to senior tenants and improving connections to health and community services. Active communication channels and regular engagement through the Senior Tenants Advisory Committee helped to offset the challenges of fully engaging tenants during a pandemic and ensured that tenant voices were heard and were part of the implementation process.



The pandemic provided new opportunities to engage with our health and community partners and served to strengthen many of these relationships. These partnerships were critical in ensuring early and easy access to COVID-19 vaccines for senior tenants, as well as supporting access to food and health programs when regular programming was paused. TCHC's Programs and Partnerships team used the pause in onsite service delivery to develop a streamlined partnership review process, with the goal of conducting a comprehensive review of all partnership agreements by early 2023. The Seniors Housing Unit expects to complete their review process by the end of 2022.

Despite the challenges brought on by COVID-19, the introduction of the Seniors Services Coordinator role provides an early success story of the Integrated Service Model in action. The role supported tenants by linking them to resources and services such as vaccine clinics and by building collaborative relationships with building staff and community and health partners. We expect to see further

improvements as we implement the Complex Tenancies team in 2022, leading to better outcomes for senior tenants.

While the Seniors Health and Wellness Hubs are currently paused pending further tenant engagement, this engagement will make sure that the model aligns with the wants and needs of senior tenants. Further to this, tenant-led initiatives and on-site health and community services will continue to be a priority in all buildings.

Many Key Performance Indicators (KPIs) are showing the expected changes under the Integrated Service Model, such as a decrease in the dollar value of arrears owed by households, which is encouraging. The outcomes that are not showing the expected results are at least partially impacted by pandemic-related factors such as rent freezes and eviction moratoriums, staffing shortages, and changing rules and guidelines. Actions were taken to make sure that adverse impacts to tenants were limited and critical functions were completed.

Improvements in technology for data collection and reporting will enhance the ability to analyze and target specific areas of the model for further improvements, potentially accelerating the positive impacts of the model.

The next Tenant Experience Survey is expected to indicate where tenants feel the model has made a positive impact as well as where further work is required.

The Integrated Service Model is an important initiative for improving the lives of senior tenants and supporting their ability to age in place in comfort and dignity. The work over the last year has already demonstrated the value of the model to senior tenants. Tracking and evaluating the implementation will allow the model to continue to grow and potentially inform other housing providers who may want to explore implementing a similar model.

The Seniors Housing Unit continues to learn through each ISM phase and looks to continuously improve. The ISM outcomes will take time to be realized and the changes being implemented will continue to be refined as the Seniors Housing Unit transitions to the new Toronto Seniors Housing Corporation in June 2022.



Appendix A: Terms and Acronyms

Annual Unit Inspection(s) (AUI): Annual unit inspections are completed to mitigate the risks related to life safety, fire safety and compliance with legislated building standards while also assessing the potential vulnerability of a tenant and support successful tenancies.

Canada Emergency Response Benefit (CERB): a temporary financial support provided by the federal government to employed and self-employed Canadians directly affected by COVID-19.

Care Coordinator: Home and Community Care Support Services (HCCSS) Care Coordinators are Provincial staff that develop, co-ordinate, and monitor comprehensive service plans, and act as the contact between clients and various community agencies and providers. Provincial Care Coordinators are identified for each building to provide a more direct connection for our tenants to healthcare services. SSCs will support tenants in contacting their designated Care Coordinator. Care Coordinators do not reside within SHU buildings and the Care Coordinators serve households in their regional/geographic catchment areas beyond SHU-specific needs.

Chief Executive Officer (CEO): A chief executive officer (CEO) is the highest-ranking executive in a company.

City: When City is capitalized it refers to the City of Toronto as an organization. As a partner to the ISM, the two main City divisions involved in the Integrated Service Model are Seniors Services and Long-Term Care (SSLTC) and the Tenants First team at Shelter Support and Housing Administration (SSHA). Note that the Tenants First team previously was located within the Social Development and Finance Administration Division. At the end of March, the Tenants First team will be located within the Housing Secretariat Division.

Community Safety Unit (CSU): A unit within TCHC. CSU staff work directly in the communities, conducting patrols and site visits, responding to calls at TCHC properties, helping to resolve complaints and disputes, assisting victims and apprehending offenders, building relationships within the communities, and partnering with other law enforcement, fire, and social service agencies.

Furthering Our Community by Uniting Services (FOCUS): A situation table that uses an innovative, collaborative risk driven approach to Community Safety and Wellbeing co-led by the City of Toronto, United Way Toronto and Toronto Police Service that aims to reduce risk, harm, crime, victimization and improve community resiliency and wellbeing.

Home and Community Care Support Services (HCCSS): This is a Provincial organization(s) with a focused mandate to deliver local health care services such as home and community care, access to community services and long-term care home placement. This is the organization(s) previously known as the Local Health Integration Network(s) when they also led local health care planning and funding, and those functions are now part of Ontario Health

HoMES: a tenant management system application being implemented at TCHC

Hub(s): refers to the Seniors Health and Wellness Hubs, one of the four innovations in the Integrated Service Model.

Integrated Service Model (ISM): A new service model developed as part of the City of Toronto's Tenant First project and as approved and detailed by the City in the ISM Accountability Framework. The model brings about new ways of interacting with and supporting senior tenants, with the ultimate goal of making sure tenants can access necessary supports to age in place with dignity and in comfort.

Key Performance Indicator (KPI): This is a type of performance measurement used to evaluate the success of a program or organization, and in this case, to measure the success of the Integrated Service Model implementation.

Local 79 and Local 416: the TCHC employee unions.

Local Health Integration Network (LHIN): see HCCSS

Office of the Commissioner of Housing Equity (OCHE): The OCHE's mandate is eviction prevention for senior and vulnerable tenants living in Toronto Community Housing (TCHC) who have arrears (unpaid rent). OCHE also provides TCHC with recommendations when a senior or vulnerable tenant has lost their rental subsidy.

Ontario Health Team(s) (OHT): Ontario Health Teams are groups of providers and organizations that, at maturity, will be clinically and fiscally accountable for delivering a full and coordinated continuum of care to a defined population.

Primary and Community Care (PCC) Response Team(s): This is the name for the South East regional integrated care teams. The objective of regional integrated care teams is to create neighbourhood-based teams that support system navigation and service connection through the creation of coordinated care plans for vulnerable adults.

Question and Answer (Q&A): Usually a document or a part of an event or meeting where questions are asked and answered.

Rent-geared-to-income (RGI): A form of housing subsidy where rent is based on income. For Ontario, RGI is calculated according to provincial legislation, specifically the *Housing Services Act, 2011*.

Responsible Personal Accessibility in Toronto Housing Committee (R-PATH): a tenant-led group at TCHC focused on tenant accessibility.

Seniors Housing Unit (SHU): This is the unit within TCHC responsible for the 83 seniors-designated buildings that will become part of the new Toronto Seniors Housing Corporation.

Seniors Services Coordinator (SSC): A new role within the ISM that is the main staff person to contact for all tenant-facing concerns in the building, including access and support, engagement, and tenancy management. The SSC helps with referrals to health and community agencies. SSCs have weekly office hours posted in their building(s).

Seniors Services and Long-Term Care (SSLTC): A Division at the City of Toronto. TCHC's Seniors Housing Unit is accountable to the City's Seniors Services and Long-Term Care Division for implementing the Integrated Service Model.

Senior Tenants Advisory Committee (STAC): The Senior Tenants Advisory Committee (STAC) is an advisory body to TCHC's Seniors Housing Unit and the City of Toronto's Seniors Services & Long-Term Care Division (SSLTC). Toronto City Council approved the creation of the STAC to inform the design and implementation of the Integrated Service Model.

Specialized Program for Inter-Divisional Enhanced Responsiveness to Vulnerability (SPIDER): A City run situation table that delivers customized responses for the purpose of mitigating elevated health and safety risks that affect people, property and neighbourhoods. This table is external to TCHC.

Tenant Engagement and Services Supervisor (TESS): This is the regional supervisor for the Seniors Services Coordinator and the Tenant Services Administrator roles.

Tenants First: [Tenants First](#) is a City of Toronto-led initiative that sets out to make improvements to Toronto Community Housing Corporation (TCHC) and support it to become a more focused landlord. The Integrated Service Model and the creation of the new Toronto Seniors Housing Corporation are important parts of the Tenants First initiative.

Tenant Services Administrator (TSA): A new role within the ISM that works in the regional office and performs administrative tenancy management functions, including preparing communications with

tenants such as rent notices, completing rent assessments, collecting arrears, analyzing data, and preparing reports.

Toronto Community Housing Corporation (TCHC): Toronto Community Housing is the largest social housing provider in Canada and the second largest in North America. The Seniors Housing Unit is currently a part of TCHC.

Toronto Seniors Housing Corporation (TSHC): This is the new corporation that will take on the responsibility of operating TCHC's 83 seniors-designated buildings that form the Seniors Housing Unit as of June 1, 2022.

Appendix B: Senior Tenants Advisory Committee Feedback Details

The Senior Tenants Advisory Committee (STAC) members provided extensive feedback over the first year of the Integrated Service Model (ISM) implementation. Due to the volume of feedback only highlights were provided in the body of this report, however more details are provided below. Additionally, STAC members provided feedback on a draft of this report, and a summary of those comments are also included below.

ISM Annual Program Report

- General design is good and appreciate that photos are of actual tenants versus stock photos.
- Annual program report does not feel focused on seniors but more like a strategic directions document - recommend adjusting this in future.
- Need to make sure to include a glossary of terms and/or abbreviations (added as Appendix A).
- Should be written to be accessible/useful to a broader audience.
- The report should be made easily available for tenants – for example a bound copy in a building’s common room (will look to have a printed copy in all buildings). Could make a reference section of materials within a common space of each building.
- Coverage of STAC feedback is insufficient to fully inform future decisions. Specifically missing some details around concerns raised by STAC, including policies on use of space, the Seniors Health and Wellness Hubs, and the role of the Seniors Services Coordinator (this appendix added in response).
- Too general in some places and therefore not an accurate or complete representation of what is happening on the ground.

- Staffing numbers could be further broken down. Unclear if some added custodial positions were only for COVID to ensure proper cleaning protocols (wording adjusted in report).
- Report is focused on the South East region – this is not necessarily relevant to the other three regions. Need to reflect the differences culturally and socially in the other regions (next report will include all regions).
- The report implies that all buildings received food services during COVID, but these services were not provided to all buildings (wording adjusted).
- The four tenant priority areas listing under the new staffing and training model list buildings first, not tenants. The order should be changed here and consider changing in the order in the Accountability Framework (order changed in report).
- Need to make sure the model and the report recognize and treat tenants as independent adults and not like long-term care residents.
- 2022 plans look promising.

Accountability Framework for the Integrated Service Model

- The framework needs a detailed review by tenants to make sure the ISM continues down the proper path.
- The framework prioritizes accountabilities of staff/TCHC, partners and the City but not tenants.
- There is no mention of the engagement system or a proper incorporation of tenant engagement in the framework/ISM. Tenant engagement should be a top priority connected to all parts of the model, not just mentioned as a part of the Seniors Services Coordinator role.
- The ISM needs to be designed and implemented **with** tenants, not just for tenants.
- The order of some priorities or goals list things like building maintenance first rather than items related directly to tenants (adjusted in ISM report for now).
- Should separate out health versus community services, with health being the higher priority.

Communication

- Communication pathways are not functioning well. Needs to be a top priority.
- Definitions for words being used by staff versus seniors often not the same - need to come to consensus.
- Language used is often confusing and harsh, especially in standard communications and notices, such as those for annual rent reviews.
- Need improved access to translation and interpretation services. More and prompt translation and interpretation support.
- Language data may not be representative because many tenants do not provide information about languages spoken – should check with building staff to verify.
- Communications need to focus on what tenants need and want. Seniors are getting communications and posters that do not apply to seniors – need to make sure this is addressed.
- Communication materials are often missing or late.
- Need to keep tenants better informed, both on general communications as well as progress updates on work orders and other requests, inquiries or concerns.
- Messages not cascaded to tenant representatives to help support and inform other tenants.
- Print items provide challenges for tenants with low vision – need larger font with high contrast.
- Tenants have limited access to technology – computers, phones – so needs to be considered when planning communications.
- Bulletin boards are a challenge for communicating as they are crowded, poorly maintained or organized, and if they are not locked, posters sometimes go missing.
- When using the term “we” it would be helpful to know the department or team responsible, and when stating City be sure to identify the division.
- Seniors Speak needs to be geared toward what tenants want

- Tenants need more information about the ISM.
- Pamphlets for programs and services in the community available in the building would allow tenants to find services on their own if desired.
- Suggestion that TVs in buildings display relevant information in different languages.

Tenant Engagement

- Need to differentiate clearly between communication and engagement, in the report and elsewhere. Communication, such as posters, is not engagement.
- Definition of engagement by staff and tenants is often different – need to come to consensus.
- Should have and value tenant-led engagement. Staff should encourage tenant leadership.
- Tenant leaders should be made aware of what resources are available to them.
- Tenant engagement needs to be a major focus of the ISM.
- There is still no proper engagement model for seniors.
- Tenant engagement system needs to be overhauled to be geared to what seniors need and want.
- STAC had two meetings on the Tenant Engagement System Refresh but there has been no follow-up since the last meeting in August 2021.
- There has been confusion around the election and selection processes of the tenant engagement system resulting in some buildings not having representation or those who had originally expressed interest no longer participating.
- It would be good to have a panel or advocate group for tenants around mental health, potentially including tenants, spiritual leaders and health and legal advocates, to make sure the ethics, morals, rights and complexities of mental health are being identified and addressed appropriately. This would allow tenants to be more engaged and have a greater voice.

Staff and Training

- Staff need to understand seniors.
- Need consistency of staff and delivery of services across regions and built in accountabilities. However, staff should be flexible and autonomous in their approach to address issues in buildings, tailored to the needs and issues of the building.
- Need to provide description of various staff roles and introductions to staff for tenants so they know where to go and are not fearful of losing their autonomy. A tenant network to support this communication would be helpful.
- Concerned that some training may not be specific or detailed enough or delivered in an effective manner - want to make sure background/training is substantial enough to assess for suicide and support.
- Need to make sure that staff have dedicated, uninterrupted time to complete training so it can be properly absorbed.
- Recommend that mental health and dementia and similar trainings be required to be taken by staff every year.
- Training needs to focus not just on mental health, but how to treat other people – a life approach.
- Recommend some of the trainings, such as those about dementia and suicide, also be delivered to tenants.
- Recommend adding information on assisted suicide to the training and bringing this training/information to tenants as well.
- Staff need to be trained and available to support routines for tenants with dementia to help avoid disorientation – staff could have a photo with their name and role underneath to help tenants.

- Agencies in buildings providing extra services, such as Personal Support Workers, need to take on a proper level of responsibility, especially in identifying issues such as mental health, dementia or suicide – need to look at this role more in-depth.
- Round tables provide another option for understanding/identifying other supports.

Seniors Services Coordinator (SSC)

- Concerns about the role, especially around the potentially high workload and their role in engagement, including how their role would align with any current or future tenant engagement system.
- Role needs further and ongoing evaluation.
- Currently this role seems to be only supporting those with greater needs or helping in rent reviews, but not doing fulsome tenant engagement.
- SSC role needs to be clear to tenants; need to find ways to build relationships and trust.
- SSCs need to know/have resources, for example how to connect tenants to a public trustee if required.
- Tenants returning from hospital stays need additional and specialized supports that SSCs could help coordinate.

Policies and Procedures

Use of Space

- Missing acknowledgement and prioritizing of tenant-led programs.
- Simplify the use of space requests for tenants and make sure tenants are educated on the process.
- Concerns about potential costs for tenants who lead tenant programs and events, such as insurance or other expenses.

- Tenant leaders are sometimes absorbing costs of events – needs to be clear to tenants that tenant leaders are volunteers and not paid and may be incurring expenses that may or may not be reimbursed.
- Need schedules of programs and bookings of common spaces posted and easily available for tenants.
- Missing tenant voices when selecting and evaluating partners and programs.
- Programs need to be tenant-focused and informed by their expressed needs and wants - agencies often provide what they think tenants need without asking what they want.
- Build in tenant voices/preferences, substantial accountabilities and regular evaluations into all use of space agreements.
- Make sure tenants have priority access to programming provided by agencies in their buildings and participation/sign-up lists are refreshed regularly.
- Make sure agencies are not able to dominate the use of common spaces – prioritize access for tenants and tenant-led programs.
- There should be no exclusive use of space agreements / exclusive access for agencies related to common spaces.
- Need to ensure that there is still availability in common spaces for casual, drop-in use by tenants.
- Support more tenant-led activities on evenings and weekends, such as movie nights.
- Need to make sure that inclusiveness is a top priority for programming and services.

Tenant Needs Assessment

- Concern about long-term sustainability/adherence to procedure.
- Tenants may be concerned with how it may impact their tenancy.
- Concern about privacy / consent, especially if done during annual unit inspection.
- Need to be clear on consent and role of family in assessing and supporting tenant needs.

- The needs assessment form should include community/social program engagement to ensure social wellbeing of tenants.
- Note: STAC members helped in the development of training case studies for the Tenant Needs Assessment.

Turning 65, arrears and annual rent reviews

- Staff should be aware of arrears and act to support tenants on them earlier.
- Staff should have awareness of vulnerabilities and support earlier/appropriately.
- Inform tenants of impact of switch from ODSP/OW to CPP – especially prior to turning 65.
- OCHE plays a critical role – need to keep this service available after the transition to the Toronto Seniors Housing Corporation.
- All forms and standardized letters should be available in multiple languages and staff should be aware of tenants' language preferences.
- Preferences for font size or other accessibility issues should also be considered in any notices.
- Notice of rent change should include the calculation that was made to establish the new rental charge. Market rental cost of unit is confusing to include. Legal language should be kept to the end of the letter as an addition rather than in the body of the communication.
- Staff need to be aware of and support tenants who may be late with annual rent reviews or rental payments due to illness or hospitalization.

Maintenance and Annual Unit Inspections

- Client Care Centre unresponsive and message too quiet
- Tenants may not understand what or where to report
- Tenants may be afraid to report
- Technology challenges – need paper option for reporting

- Suggest monthly maintenance cart
- Language issues

Seniors Health and Wellness Hubs

- Seniors need opportunities to promote their physical, mental, and social wellbeing
- Some tenants don't want to travel outside of their building to access programs and services.
- Concern with security issues with external parties coming into building and staff unable to discern who is a participant in a program versus an unwanted visitor
- Concern about hub programming dominating the building space, not allowing room for tenant-led programming or casual tenant use.
- Concern that external participants will take up space in programming ahead of building residents and that programming will be designed to target needs of community but not the building.
- Need to ensure that if the hubs are located in a building there are enough spaces in the building for tenants to have sufficient access for their own planned or unplanned activities.
- Transportation to hub locations is a challenge that needs to be considered and addressed.

Recommendations for programs and services

- Registered Nurses to run clinics (e.g., blood pressure clinics to monitor blood pressure).
- Education programs on health conditions.
- Support groups, especially for mental health (e.g., anxiety, depression, substance use).
- Programs that support bio-psycho-social wellbeing.
- Excursions to community locations (e.g., aquarium, museum, movies, etc.).

Provincial Care Coordinators

- Concerns about privacy, tenants understanding consents, and consents being too broad.
- Referrals may take too long.

Appendix C: Staff Training

Training goals for Mental Health Education, launched April 2021 – online course for all staff:

- identify common mental health disorders
- recognize symptoms
- implement the necessary actions when we recognize the symptoms
- acknowledge some of the Communication Tips
- apply Language Matters approach to reducing stigma

Training goals for Understanding Dementia, launched August 2021 – online course for all staff:

- identify cognitive function and cognitive impairment
- define dementia
- identify the difference between regular aging and dementia
- identify early signs/symptoms of dementia
- define Alzheimer's disease (most common form of dementia)
- apply communication strategies

Training goals for Suicide Prevention, launching in 2022 – online course for all staff:

- identify who is at risk for committing suicide
- recognize the warning signs that someone may be suicidal
- apply interventions and communication strategies
- apply immediate risk interventions
- identify steps following a suicide attempt

Appendix D: Procedures

The purpose of the thirteen procedures started or implemented since the beginning of ISM implementation are provided below.

Tenant Needs Assessment (new procedure)

The Tenant Needs Assessment is conducted at least once a year (or within the first 30 days of tenancy for new tenants) to identify and address supports needed by a tenant at an early stage. The assessment is intended to assist tenants to safely live in their units, maintain housing stability and ultimately link tenants to supports.

Referring Tenants to Health and Social Supports

Intended to provide detailed steps to assist Senior Housing Unit staff to identify and support tenants who request or require services that will support them to continue living independently in their community and maintain their tenancy. Senior Service Coordinators will engage with tenants to support them by referring them to available services.

Tenant Referral to Specialized Program (Specialized Program for Inter-Divisional Enhanced Responsiveness to Vulnerability – [SPIDER](#), and Furthering Our Community by Uniting Services – [FOCUS](#))

Seniors Housing Unit tenants that require immediate support from an interdisciplinary team may be referred to a City of Toronto situation table; the Specialized Program for Inter-Divisional Enhanced Responsiveness (SPIDER) or the Furthering Our Community by Uniting Services (FOCUS) tables. These situation tables are coordinated by the City of Toronto and available if a Seniors Services

Coordinator (SSC), Tenant Engagement Services Supervisor (TESS) and Senior Housing Manager deem the referral necessary.

Referral File Management System

To outline the process to manage referrals made to the Tenant Engagement Services Supervisor and/or Senior Services Coordinator and standardize the process staff use to provide service coordination for tenants.

Internal Integrated Team Meeting (new procedure)

To support successful tenancy for seniors identified as requiring complex tenancy management, who are identified as acute elevated risk of complex internal supports to resolve any issue related to housing and de-escalation. Team members will actively identify, address and track tenant related issues through a case management approach that includes flagging tenancy concerns, assessment, service planning, monitoring and evaluation.

Primary and Community Care Response Team and other regional integrated care teams (new)

The Primary and Community Care (PCC) Response Teams is the name for the South East regional integrated care teams. The objective of regional integrated care teams is to create neighbourhood-based teams that support system navigation and service connection through the creation of coordinated care plans for vulnerable adults.

Tenant On-boarding

To provide staff with detailed instructions about unit showing, acceptance, lease signing and onboarding in order to provide tenants with the necessary information and resources, create a positive experience and support successful tenancy.

Arrears Collection and Evictions Prevention for Seniors and Vulnerable Tenants

To resolve arrears as early as possible by connecting staff with tenants and working with them to develop successful repayment agreements.

Soft Landing for Eviction

To provide staff with the necessary steps required once an eviction order has been issued by the Landlord and Tenant Board. The intent is to assist seniors tenants minimize adverse housing impacts by providing them with the necessary information and support to find alternative housing and/or emergency accommodations.

Complex Tenancy Management (new procedure)

To guide decision-making when an individual tenant's actions are impacting the safety and wellbeing of other tenants or themselves and attempts to support the tenant to mitigate risk have been exhausted or refused to prevent a possible eviction, litigation, loss of services, or senior abuse.

Rent Review and Notice of Decision

To determine the quantum of tenants' rent based on tax and subsidy documents that the tenant provides. When necessary, the Senior Service Coordinator (SSC) will support tenant's effort to collect and submit the required documents on time.

Turning 65 (new)

To assist tenants with the transition to seniors pensions when turning 65, in order to mitigate any gaps in income supports.

Annual Unit Inspections (AUI)

To mitigate the risks related to life safety, fire safety and compliance with legislated building standards while also assessing the potential vulnerability of a tenant and support successful tenancies.

A number of these procedures, such as Tenant On-boarding, encompass a series of procedures and some include the creation of additional tools or resources for staff working with tenants, such as an information package for tenants turning 65.

Appendix E: Agreements

There are two types of agreements for partner agencies who refer their clients to become tenants within SHU buildings:

- **Referral Agreement:** An agreement between TCHC and an Agency to fill RGI units with clients receiving services from a particular Agency. TCHC leases one of these units directly to the tenant. The Agency must have an individual agreement with the tenant to provide ongoing services.
- **Head Lease Agreement:** The Partner Agency subleases individual units in the building to tenants and is the landlord for those tenants.



Agencies or tenants wanting to use available common space must enter into a Use of Space Agreement as defined:

- **Exclusive Use of Space:** Exclusive use of non-residential space by an Agency on a reoccurring basis to provide programs, services, and activities for the benefit of SHU tenants. These types of agreements are for office-type spaces, not tenant recreation/common rooms.
- **Non-Exclusive Use of Space:** Shared use of non-residential space on a reoccurring basis by tenants, tenant-led groups, and Agencies to provide programs, services, and activities for the benefit of SHU tenants.
- **One-Time Use of Space:** Use of non-residential space by an Agency, tenant or tenant-led groups for a defined, nonrecurring, time period for a private or community event.

- **Private Event:** A one-time event organized by a tenant or tenant-led groups that is not open to all tenants or the public such as a birthday party or a wedding.
- **Community Event:** A one-time event such as a community BBQ that is open to all tenants; that is free or charges a nominal fee; and where the activities and purpose of the event are to provide tenant support and/or engagement.

Tenants are also able to use common rooms on an informal basis, such as meeting other tenants for coffee, whenever tenant- or agency-led programs aren't scheduled. Common room schedules will be posted outside of the space once COVID-19 restrictions lift and regular levels of programming can resume.

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