



**STAFF REPORT  
ACTION REQUIRED**

**Supportive Housing Services at Cliffwood Manor**

<b>Date:</b>	September 4, 2009
<b>To:</b>	Community Development and Recreation Committee
<b>From:</b>	General Manager, Long-Term Care Homes and Services Division
<b>Wards:</b>	Ward 24
<b>Reference Number:</b>	

**SUMMARY**

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Through the *Local Health System Integration Act, 2006*, the Ontario government changed the funding and delivery of health care services in Ontario to operate through fourteen (14) *Local Health Integration Networks* (“LHIN”) and local community-based health planning. The Ministry of Health and Long-Term Care (“MOHLTC”) established LHINs as “a critical part of the evolution of health care in Ontario from a collection of services to a true system that is patient-focused, results-driven, integrated, and sustainable”. The *Local Health System Integration Act, 2006* placed significant decision-making power at the community level, focusing the local health system on individual community's needs, system integration and improvement of health results. In devolving authority to the LHINs, the MOHLTC set a mandate to facilitate the effective and efficient integration of health care services and make it easier for people to get the best care in the most appropriate setting, when they need it.

To fulfil this mandate, the MOHLTC required LHINs to develop integrated health service plans (“IHSP”), through health system planning and community engagement. As of April 1, 2007, LHINs also assumed responsibility for funding a wide range of health service providers, and for managing the majority of service agreements with health service providers. The provincial government continues to provide stewardship of Ontario's health system, setting direction, strategic policy, and system standards and delivering provincial programs and services.

In August 2007, the MOHLTC announced a comprehensive *Aging at Home Strategy* to expand community living options for seniors, through a wider range of home care and community support services, to enable people to continue leading healthy and independent lives in their own homes. The *Aging at Home Strategy* recognized that

Ontario's population is aging. Recent estimates project the seniors' population to double in the next 16 years, making it vitally important to ensure that there are resources available to assist those who wish to remain at home. Through the *Aging at Home Strategy*, the government of Ontario launched a four-year \$1.1 billion initiative designed to allow seniors to live healthy, independent lives in the comfort and dignity of their own homes.

The MOHLTC directed the LHINs to lead the *Aging at Home Strategy* on behalf of the MOHLTC by identifying and providing funding for enhanced home care and community support services, as well as for innovative projects specific to the LHINs' assessed community needs. Each LHIN released proposal calls for Health System Improvement Plans ("HSIP") based on the priorities identified in their own IHSP. All HSIPs were required to be developed in partnership with at least one (1) other service provider. HSIPs from single service providers were ineligible for funding. In year one of the *Aging at Home Strategy*, the Central LHIN identified lack of supportive housing as a gap. In year two, the Central LHIN sought proposals that, among other identified priorities, would address gaps identified during year one.

During the first year of the *Aging at Home Strategy*, Long-Term Care Homes and Services submitted an HSIP, to the Toronto Central LHIN for a supportive housing program at 55 Bleecker Street, a Toronto Community Housing Corporation ("TCHC") building located adjacent to the South St. Jamestown neighbourhood, which was accepted. In year two of the Strategy, the Division submitted a proposal to the Central LHIN to establish a supportive housing site at a seniors' building owned and operated by TCHC at 4000 Don Mills Road ("Cliffwood Manor"), which was accepted. Partners in the submission were (i) Better Living Health and Community Services, and (ii) TCHC.

## **RECOMMENDATIONS**

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In order for Long-Term Care Homes and Services and its proposed service provider, Better Living Health and Community Services, to provide 24/7 supportive housing services and other seniors' programs or services to eligible clients of TCHC at TCHC's apartment building at 4000 Don Mills Road ("Cliffwood Manor"), the General Manager of the Long-Term Care Homes and Services recommends that:

- (1) City Council authorize the General Manager, to negotiate the terms and conditions of the following agreements:
  - a. the requisite funding agreement between the City and the Central LHIN, as a condition of the City receiving the proposed provincial funding allocation of \$100,760 for the 2009-2010 provincial fiscal year; and
  - b. the service provider agreement between the City and its contemplated HSIP partner, Better Living Health and Community Services, as required by the approved HSIP.

- (2) should the above negotiations be successful, authority be granted for the City to enter into and for the General Manager to execute on behalf of the City the agreements described in (1) above, all in form satisfactory to the City Solicitor;
- (3) the CCO, in consultation with the General Manager, be authorized to negotiate a licence of Cliffwood Manor with TCHC consisting of a rentable area of 200 sq. ft. approximately, at a gross rental rate to be negotiated by TCHC and the CCO, in consultation with the General Manager, a term of ten (10) years less a day, and based substantially on the terms and conditions as set out in the attached Appendix "A", subject to such further revisions and other terms and conditions as may be deemed appropriate by the CCO in consultation with the General Manager and City Solicitor, and should the above negotiations be successful, authority be granted for the City to enter into such licence;
- (4) the CCO be authorized to administer and manage the licence described in Recommendation No. 3, including the provision of any consents, approvals, notices and notices of termination, provided that the CCO may, at any time, refer consideration of such matters (including their content) to City Council for its determination and direction;
- (5) subject to and in order for the City to receive authorized provincial health services funding in subsequent years to sustain supportive housing services at Cliffwood Manor, Council authorize:
  - a. the General Manager to negotiate a renewal of the terms of the City's respective agreements with the Central LHIN, TCHC and Better Living Health and Community Services or any other service provider as the General Manager, or her/his designate, deems appropriate, based substantially on the terms and conditions of the agreements described above, subject to such further revisions and other terms and conditions as may be deemed appropriate by the General Manager and the City's then HSIP partner; and
  - b. should the above negotiations be successful, authority be granted for the City to enter into such agreements described above, in form satisfactory to the City Solicitor.
- (6) the appropriate City officials be authorized and directed to take the necessary action to give effect thereto.

### **Financial Impact**

There is no net impact in the approved 2009 operating budget as a result of this report as the supportive housing services will be fully funded by the MOHLTC. The total annualized impact of this funding will not be realized until 2010. The 2011 budget submission will be developed to include this new allocation. Long-Term Care Homes

and Services received a letter dated June 22, 2009 from the Central LHIN which confirms funding for the provincial 2009/2010 fiscal year.

## **ISSUE BACKGROUND**

Through the Province of Ontario's *Local Health System Integration Act, 2006*, LHINs assumed authority to plan health services on a local basis. There are five (5) LHINs serving various geographic areas of the City of Toronto, including the Central LHIN that serves the area of Toronto roughly between the Humber River and Victoria Park Avenue north of the 401.

On August 28, 2007, the Province of Ontario announced the *Aging at Home Strategy* to expand community living options for seniors through a wide range of home care and community support services, with funding to flow through the LHINs. Each LHIN developed their own priorities for enhanced health services to meet the objectives of the *Aging At Home Strategy* in their geographic areas as part of their IHSP and released calls for HSIPs.

In the call for HSIPs to support the *Aging at Home Strategy* in year two, the Central LHIN requested proposals to expand supportive housing for seniors, as supportive housing was identified as a service gap during year one. The Long-Term Care Homes and Services developed and submitted a HSIP in collaboration with TCHC and Better Living Health and Community Services for the provision of supportive housing services at Cliffwood Manor. Currently, this building has no identifiable program that supports and enables tenants to access the required health services.

The submission focused on providing supports and wellness programming at Cliffwood Manor, recognizing the importance of coordinated access, the provision of supportive services, the reduction of social isolation and the facilitation of referrals in a preventative manner before people suffer crises. The three-way partnership among an established seniors' landlord (TCHC), a Community Service Support Agency well-experienced in providing a multitude of services to seniors in the neighbourhood, and Long-Term Care Homes and Services who already operates eight successful supportive housing sites throughout the City will result in a program based on proven expertise in the field.

On June 30, 2009 the Central LHIN publicly announced funding approval for 47 projects including the submission for supportive housing services at Cliffwood Manor by the City of Toronto, and Long-Term Care Homes and Services.

## **COMMENTS**

This newly funded Supportive Housing program will include on-site coordination, counselling, wellness programming, referral to other community services as warranted by assessment, homemaking services (e.g. laundry, cleaning, meal preparation), personal care (e.g. bathing, dressing), security checks and medication reminders for up to fifty (50) clients.

Components of the approved submission include:

1. a licence agreement for office and program space with TCHC;
2. the hiring of 1.4 FTEs Registered Practical Nurses (RPN's) to provide 7-day per week coverage to provide site coordination assessment, reassessment and wellness programming;
3. a purchase-of-service agreement with Better Living Health and Community Services for the provision of Personal Support Worker ("PSW") coverage, 24 hours a day, 7-day per week coverage to provide all aspects of the supportive housing service.

Long-Term Care Homes and Services has an established working relationship with the TCHC, providing supportive housing services (through on-site coordination and purchase-of-service agreements with community agencies for the provision of direct support services) in seven (7) other TCHC buildings. The licence for this new program is expected to be very similar to current licence agreements.

Better Living Health and Community Services, a not-for-profit community support service agency, operates Thomson House, a long-term care facility, and currently provides many Community Services in the building such as Meals-on-Wheels, homemaking and palliative care. In addition to home help, the agency has a long history of providing other services to seniors such as chiropody, income tax preparation, other legal and financial programs, and transportation.

The *Aging at Home Strategy* expands services to help seniors stay healthy and live in their homes, such as community support services, home care, assistive devices, supportive housing, long-term care and end-of-life care. The *Aging at Home Strategy* breaks new ground with its focus on innovation – finding new ways to provide the supports and services that seniors require in order to spend more of their final years living “where they want, the way that they want”.

The goals of the *Aging at Home Strategy* are: ensuring that seniors' homes support them; that seniors have supportive social environments; that senior-centered care is easy to access; and identifying innovative solutions to keep seniors healthy.

This new supportive housing option is consistent with the City of Toronto's priority of opportunity for all and is consistent with the previous direction to the Long-Term Care Homes and Services to explore expansion of the supportive housing program.

The supportive housing program at Cliffwood Manor meets the goals of both the *Aging at Home Strategy* and the City of Toronto's own priorities through an innovative and collaborative model of care. It provides service for a segment of the seniors' population generally not well-served by other options.

**CONTACT**

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**SIGNATURE**

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Sandra Pitters

General Manager, Long-Term Care Homes and Services

## Appendix “A”

1. Landlord/Licensor: TCHC
2. Tenant/Licensee: City of Toronto
3. Building Location: 4000 Don Mills Road, Toronto Ontario
4. Description of Licensed Premises: Exclusive use of designated office space on ground floor of Building + exclusive use of two (2) designated parking spaces.
5. Term: 10 years less a day commencing as soon as reasonably possible.
6. Renewal Terms: One further term of ten years less a day on condition of the City receiving authorized funding on such terms as acceptable to the General Manager.
7. Basic Rental/Licence Fee: At a gross rental rate to be negotiated by TCHC, and the General Manager in consultation with the CCO.
8. Parking Costs to City: At a rate to be negotiated by TCHC, and the General Manager in consultation with the CCO.
9. Insurance: City to maintain \$5M Commercial General liability insurance coverage and applicable workers’ compensation and occupational health and safety insurance coverages.
10. Other Financial Obligations: City to equip its administrative office space; be responsible for its own telephone, fax and internet services and any damage caused by the wilful misconduct or negligent acts of the City or its authorized workers. Otherwise, net and carefree to City with TCHC to be responsible for all applicable costs and charges, including realty taxes, utilities, insurance, operating expenses including snow and ice removal, pavement maintenance, janitorial services, repairs and maintenance, and security.
11. Form of Agreement: Similar to the supportive housing models in existence at Winchester Square, Willowdale Manor, Brimley Acres and 111 Kendleton Drive.
12. Remaining Terms & Conditions: Subject to such further revisions and other terms and conditions as may be satisfactory to the General Manager, in consultation with the Chief Corporate Officer, and TCHC, all in form satisfactory to the City Solicitor.