

Attachment 5: Summary of the Integrated Service Model

The objectives of the integrated service model are to promote aging in place, better quality of life, and successful tenancies for tenants living in Toronto Community Housing Corporation's (TCHC) 83 seniors-designated buildings. The model aims to better integrate housing services for seniors with social services delivered by the City as well as health services funded and/or delivered by the Toronto Central Local Health Integration Network (TC-LHIN).

The model proposes new ways of operating and interacting with tenants in the following domains: property management, tenancy services, health and social systems navigation, community development, safety and security, and general communication.

The proposed integrated service model intends to resolve two main challenges:

- 1) inconsistent staff-tenant interactions, due to an operating model which requires TCHC staff to travel between a large number of buildings, and
- 2) a lack of integration between services focusing on people and those focusing on property management which are delivered and managed separately at TCHC, and in some cases provided by community partners.

The City, TCHC and TC-LHIN have developed a service model which centers around four key innovations: 1) new roles, 2) fewer units for staff, 3) joint accountability and training, and 3) regular forums for building staff, including LHIN Care Coordinators and City staff where appropriate.

Innovation 1: New Roles

The integrated service model reapportions the responsibilities of the current Tenant Services Coordinator (TSC) and Access & Support Community Service Coordinator (CSC) and divides them between two new proposed roles: the Housing Stability Coordinator (HSC) and the Tenant Services Administrator (TSA). These new roles are intended to integrate tenancy management with support, give more time to tenant-facing staff to build relationships and consolidate administrative functions.

Under the current model, the TSC works out of the operating unit office and is responsible for the clerical and tenant-facing functions of tenancy management. The CSC may work across a number of geographic locations and coordinates consent-based support for residents and connects them to external agencies and service provider that can assist with their specific needs.

In the proposed integrated service model, the newly created HSC role works in one building, or a cluster of small buildings, and takes on the CSC's access and support function, with an added responsibility for the tenant-facing side of tenancy management. The newly created TSA, who works out of an area office, is responsible for the administrative tenancy management for tenants in their area. The TSA prepares routine correspondence, perform rent assessments, collect arrears, and prepare reports.

The HSC works in buildings alongside the Superintendent, Cleaners, and Custodial Maintenance Person 1. All staff in buildings report out to managers in the area office. All positions, along with designated LHIN lead agency staff and LHIN Care Coordinators, work together to ensure successful outcomes for tenants.

Currently, the CSCs and TSCs are represented by CUPE Local 79. The Senior Superintendent, Superintendent, Building Maintenance Coordinator, Cleaner and Custodial Maintenance Person 1 positions are represented by CUPE Local 416. While these roles will not be deleted or replaced in the new model, staff will experience changes in their work which are discussed further in this attachment. Additional staff will be hired to ensure high cleaning and maintenance service level standards.

City and Toronto Community Housing staff are consulting with both labour partners to ensure that the integrated service model's proposed changes are informed by employee input.

Innovation 2: Fewer Units for staff

The integrated service model aims to assign building staff fewer units, allowing them to work in buildings, spend time with tenants, and build relationships of trust.

In the current model, TSCs in the Interim Seniors Housing Unit have an average 600 units each, while CSCs are responsible for roughly 2100 units each. CSCs carry an average caseload of 25-35 individuals per month, with 6 to 12 new files per month.

By reducing the number of units each staff person is responsible for, additional staff will have to be hired.

The first phase of implementation will experiment with a range of staff to tenant ratios, taking into account factors like tenant needs, demographics, and proximity to services.

Innovation 3: Joint Accountability and Training

The integrated service model ensures that staff in buildings are trained in, and jointly responsible for, observing risks outside their direct service responsibility. Staff are trained in identifying vulnerabilities, and protocols will be developed to ensure that tenants do not fall through the cracks. Lead agency staff and Care Coordinators will be trained in key housing policies and tenancy-related legislation to ensure they too are observing risks outside their direct service responsibility.

Innovation 4: Regular Forum for Building Staff

The integrated service model proposes a regular forum for staff at the building level to connect, share information and problem solve together. Staff, as well as lead agency staff and Care Coordinators meet once a week to connect on tenancy, property and community related issues and form solutions.

Projected Costs

Any increase in implementation costs for Phase One of the model will be brought forward as part of the City's 2020 budget process. It is estimated that the first phase will cost \$1.78M.

Full implementation is expected to be completed by 2022 and will cost up to an additional \$5 - \$6M.

These figures do not include costs for TC-LHIN or City staff.

The chart below outlines the proposed difference in numbers of staff and cost between the current service model and the proposed integrated service model.

Figure 1: The cost and staffing difference between the current service model and full implementation proposed integrated service model

	Current # of staff working across seniors-designated portfolio	Proposed # of staff working across seniors-designated portfolio when integrated service model is fully implemented	Difference
Unionized (CUPE Local 416 and CUPE Local 79)	180	262	+ 82
Non-unionized (Management & Exempt)	14	17	+ 3
Total number staff	194	279	+ 85
Total cost			+ \$5 - \$6 M

In addition to improved tenant outcomes. It is expected that there will be cost savings associated with increased savings and these will be tracked and evaluated.

Next Steps

Staff are working to develop an implementation plan that begins in 2020. Staff are also developing an evaluation framework to inform staged implementation and to compile learnings to contribute to a community of practice.

Implementation Plan

The integrated service model will be rolled out starting in 10 buildings in the seniors-designated housing portfolio in 2020. Ten buildings will be selected to represent a range of different characteristics, including need, demographics, geography and proximity to services.

The City's Seniors Services and Long-Term Care Division will have program accountability for the model in the form of service agreements and in 2019 will provide support in developing and implementing an evaluation framework.

Evaluation Framework

The Integrated Service Model will be monitored and evaluated by the City, the TC-LHIN and TCHC. An evaluation framework will be developed over Q3 and Q4 2019. The results of the evaluation will inform the phased roll out of the model to the rest of the 83 seniors-designated buildings.

