# Tenants First: Focus on Seniors

Implementing Tenants First – Creating a Seniors Housing Unit at Toronto Community Housing Corporation and Transitioning Towards a Seniors Housing and Services Entity at the City



# **Record of Discussion at Tenants First Information Meetings**

246 Sackville Street, May 7, 2018 City Hall, May 7, 2018 455 Bathurst Street, May 8, 2018 1700 Finch Ave E, May 10, 2018 2950 Lawrence Ave E, May 11, 2018



**Toronto Community Housing** 



#### **OVERVIEW OF TENANTS FIRST INFORMATION MEETINGS**

The comments in this Record of Discussion were collected during five meetings held by the Tenants First Project Management Office with tenants of Toronto Community Housing Corporation (TCHC) in May 2018.

These meetings were open to all tenants. Four meetings were held during the day in seniors' buildings to increase accessibility for senior tenants. A fifth meeting was held in the evening at City Hall. Attendees reported living in seniors buildings, mixed buildings, and an agency house.

The purpose of these information meetings was to:

- Inform tenants about EX 34.3: "Implementing Tenants First Creating a Seniors Housing Unit at TCHC Corporation and Transitioning Towards a Seniors Housing and Services Entity at the City"
- Assist tenants in understanding how the proposed changes would affect their unit, building and community
- Record questions, issues and comments to help Tenants First's work
- Provide information about how to depute at Executive Committee

Ideas and comments generated through these discussions have been grouped into themes. Tenants' ideas will be used to help guide the Tenants First team to collaborate with TCHC and the Local Health Integration Networks to design an integrated service model for senior tenants; and to guide the City's Seniors Transition Team to conduct a review of City services for seniors and to make recommendations on creating a the new seniors housing and services entity. This Record of Discussion will also inform the creation of a new Seniors Housing Unit within TCHC.

A copy of the slideshow presentation and other information was given at meetings. These documents are attached to this overview.

The Tenants First report can be viewed online at: http://app.toronto.ca/tmmis/viewAgendaltemHistory.do?item=2018.EX34.3 The Seniors Strategy report can be viewed online at: http://app.toronto.ca/tmmis/viewAgendaltemHistory.do?item=2018.EX34.2

#### FREQUENTLY ASKED QUESTIONS

Attendees asked a variety of questions about the Integrated Service Model, the Seniors Housing and Services Entity, and the Seniors Housing Unit. We have provided answers to the questions below.

#### 1. How will this plan affect seniors living in seniors-designated buildings?

The proposed integrated service model aims for dedicated staff to work onsite across fewer buildings. It will also ensure that appropriate supports are in place to connect tenants to health care and community resources.

The proposed seniors housing unit at TCHC will have oversight for the portfolio of seniors-designated buildings at TCHC. It will ensure and oversee the change in culture required to successfully deliver the new integrated service model, create clear expectations for staff and tenants, and work with the City to develop tools for closer oversight of seniors housing operations.

#### 2. How will this plan affect seniors living in mixed and family buildings?

The report also proposes a network of seniors hubs to be located in TCHC seniors buildings to deliver an array of services for all senior TCHC tenants, and all senior Torontonians. The proposed seniors housing and services entity will work to foster stronger partnerships with Local Health Integration Networks in Toronto, as well as improve integration of home and community care with City and other government-funded services for all seniors.

#### 3. Will the transition team include tenants? What will it look like?

The transition team will consist of a project manager and two full-time staff with skills in policy development, financial analysis and system review. It has a time-limited mandate and will be in place for two years.

# 4. How much is this all going to cost? Can this money be used to improve services within TCHC so we don't lose economies of scale?

The transition team will report back to City Council in 2020 with recommendations for a governance structure of the seniors housing and services entity as well as how to better integrate operations. The transition team will also report back on the cost of implementing these changes. City staff in the Tenants First Project Management Office are working collaboratively with other City departments and with TCHC to develop a permanent funding formula for TCHC which will: be simple to administer; be sustainable, predictable and stable; encourage investments that reduce operating expenses; allow for inflationary increases to operating expenses; and improve accountability.

# 5. How will you guarantee that seniors buildings won't be managed by third parties?

This report does not recommend transferring seniors' designated buildings to third party organisations. This report does not recommend transferring seniors' designated buildings to contract management companies, nor to non-profit organizations.

# 6. Where does the Office of the Commissioner of Housing Equity fit into this plan?

The transition team will conduct a review of seniors services delivered by the City to identify opportunities for integration. This review will consider how the Office of the Commissioner of Housing Equity could fit into the new seniors housing and service entity.

# 7. How many hubs will there be? Will there be a hub in each building?

The City and TCHC will work together with the relevant Local Health Integration Networks to determine how many hubs are required, and where the hubs will be. There will not be a hub in every seniors-designated building.

#### 8. Why did some seniors TCHC buildings get converted to mixed buildings? Why can't they just be switched back?

The report includes an attachment outlining 21 buildings which were converted from seniors-designated buildings to mixed and family buildings in 1992. At that time, there were a lot of vacancies in seniors-designated buildings, and a lot of non-seniors on the waitlist for social housing. The City removed the seniors-designation mandate from those buildings, and the vacant units in the seniors' buildings were filled with people who were not seniors. In 2018, there are a significant number of seniors on the waitlist for seniorsdesignated buildings. However, there are still three times as many nonseniors as seniors on the waitlist for social housing units. If no new units are created, this means that imposing a seniors-designation on any building will limit options for non-senior tenants currently on the waiting list. Any future decision to impose a seniors mandate on any building will need to balance the needs of seniors and other social housing applicants. Any buildings to be converted to seniors will be based on current demographic need, proximity to services, and building makeup rather than historical use.

#### **RECORD OF DISCUSSION**

#### **MEETING ONE – 246 Sackville Street**

This meeting was held from 2-4 pm on May 7, 2018 in the recreation room of 246 Sackville Street. 25 people attended this meeting, including four members of the Tenant Advisory Panel. Interpreters attended to translate for Cantonese and Mandarin speaking tenants.

#### **TOPIC ONE: Integrated Service Model for Seniors Housing** *How do you communicate with staff?*

• Email, face to face, by phone, superintendent's cell phone

#### What is communication like?

- Building staff are often "missing in action".
- Chinese tenants who don't speak English find it difficult to communicate with staff.
- Face to face communication is hard since the superintendent isn't always at the building. For example, 717 Broadview shares a superintendent with 80 Danforth.
- Some people don't even know who their Community Services Coordinator is.

#### How can communications be improved?

- Staff should be more responsive and timely (24 hour turnaround)
- TCHC should hire more staff
- TCHC should improve communication between management and staff, and management and tenants, as well as between departments at TCHC so the information is accurate
- Tenants want to be kept informed week to week on what's happening in their building and the community
- TCHC should have monthly meetings in each building so tenants' voices are heard
- There are a lot of people living in big buildings. If there are more than twenty seniors in a building, there should be staff visiting specifically to check on seniors.

- Need to be aware that seniors may not open the door if they don't know who is there.
- Offer a workshop about accessing the TCHC Clientcare helpline.

# TOPIC TWO: Seniors Hub Model

#### Which services would you like to access in a hub?

- Services should be age-appropriate
- Hub should have an element of informality so people can just hang out
- Services should be community-specific
- Assess what's already there in the community before you add new services.
- We would like to see the following services:
  - Medical services
  - o Recreation spaces to reduce isolation
  - Cooking classes for diabetics
  - Cannabis dispensary
  - o Community garden
  - Computer literacy programs
  - Protection against fraud information
  - Volunteer and community engagement opportunities
  - o Access to culturally-specific foods

#### Would you/people from your building travel to a hub to access services?

- Depends on personal factors like pain and mobility
- Depends on external factors like weather, transit
- Some people are not able to leave their houses, and many people cannot travel far. A hub needs to be no more than a five minute walk, or a bus ride. Because of these limits, it's difficult to choose where a hub might go.

#### How could your access to services be improved?

- The hub should do outreach to ensure seniors are aware of it
- Hubs should be managed separately from service providers, because the model of a service provider managing a hub can create management issues.
- Staff at the hub need to be aware of City services.

- There should be a community bus to take people to the hub
- There should be clear standards for agencies occupying hubs to ensure they serve seniors fairly
- The hubs should have mobile units that visit TCHC buildings, For example, a mobile mental health unit.
- Need to consider whether everyone wants integrated services? Some residents don't want other people making decisions about how to help them; residents can make these decisions themselves.

#### **TOPIC THREE:** Seniors Housing and Services Entity Which City services do you know about?

- Dental program (Toronto Public Health)
- Mobile libraries
- Property tax assistance
- Disability tax credits
- I don't know much about City services for seniors

#### What would make it easier for you to find out about services?

- The City should list all this information in a booklet
- 311 should give us this information
- Not every senior has access to a computer, so make sure it's not just accessible online.

#### **Other comments**

- Security and strong relationships are important. There should be security guards so that people are not allowed to enter the buildings.
- Tenants need to be represented on governance structures.
- A stable TCHC is required to ensure that staff turnover decreases.

#### MEETING TWO – City Hall

This meeting was held from 6-8 pm on May 7, 2018 in Committee Room 2 of City hall. 19 people attended this meeting, including five members of the Tenant Advisory Panel.

#### **TOPIC ONE:** Integrated Service Model for Seniors Housing *How do you communicate with staff?*

- Depends on the building
- Go in person to the superintendent

#### What is communication with staff like?

- Staff are not on site consistently
- Repairs don't get done
- Client care centre is not responsive
- Staff turnover complicates building relationships
- The Easytrac system is good because it adds a level of accountability

## How could communications be improved?

- TCHC staff should care about tenants
- A good superintendent is like a social worker; they should create connections with tenants
- There is a huge need for face to face contact between staff and tenants; staff should work on-site
- TCHC staff need better communication skills
- Frontline staff (TSCs, CSCs, etc.) should be able to communicate in the languages spoken in TCHC buildings
- English-speaking tenants should not face pushback from TCHC staff when assisting their non-English speaking neighbours to communicate with management
- Operating Units are not close enough for tenants to access
- Communication should be more timely
- TCHC is too big to be engaged with tenants' day-to-day issues.
- Many people don't have access to phones, so TCHC staff must be in buildings
- Mixed buildings should have the same services as seniors' buildings to promote ageing in place

- TCHC has to make sure live-in superintendents don't get involved in criminal activity in buildings
- There are 55 mainstream languages in Toronto; we need strategies for cross-cultural communication
- 311 should be available in translation

#### **TOPIC TWO: Seniors Hub Model**

#### Which services would you like to access in a hub?

- Foot care specialist for my diabetes
- Nurses, doctors
- Program to combat social isolation
- Low impact exercise
- Ombudsman representative
- Legal clinic
- Culturally specific activities depending on demographic
- Arts and crafts
- Shuttles to take us to the supermarket

#### Would you/people from your building travel to a hub to access services?

- Need a shuttlebus to the hub
- Some buildings have space which is underutilised for example, our building has a medical suite which is used as a lunchroom

#### How could your access to services be improved?

- The hub should not cater to English-speaking seniors only; they should provide interpretation services
- Addressing hoarding and eviction prevention are serious issues
- Tenants First needs to connect with Raging Grannies and the Older Women's Network

#### **TOPIC THREE:** Seniors Housing and Services Entity Which City services do you know about?

- Reduced fare on TTC for seniors
- Unaware of City services for seniors

#### Which City services would you like more information about?

• Would like to know more about social supports for harm reduction/prevention

#### What would make it easier for you to find out about services?

- 311 should be accessible for people who don't speak English
- Information should be sent by mail, email, flyers
- Posters should go up in buildings
- TCHC should send this information out with the annual rent review mailouts
- This information has to be updated and refreshed regularly

#### Other comments

- Seniors built our city!
- Skill levels for repairs need to be improved

#### **MEETING THREE – Sheppard Place**

This meeting was held from 10am-12pm on May 8, 2018 in the recreation room of 4455 Bathurst Street. 19 people attended this meeting, including four members of the Tenant Advisory Panel. An interpreter attended to translate for Russian-speaking tenants.

## **TOPIC ONE: Integrated Service Model for Seniors Housing** *How do you communicate with staff?*

- Through the superintendent
- Phoning the call centre
- Through the TCHC website

## What is communication with staff like?

- TSCs don't always call back or acknowledge when they've made mistakes
- Have to ask someone who speaks English to talk to the superintendent for me; language barrier is a major problem for Russian speakers
- Tenants have had to take measures like protesting for proper cleaners, after which things changed

#### How could communications be improved?

- Communications are responsive and polite but don't always solve my problem
- There should be accountability for staff. If they don't want to do their job, the solution isn't to switch them to a different building
- A Russian-speaking superintendent or at least building staff would be a big improvement

# TOPIC TWO: Seniors Hub Model

#### Which services would you like to access in a hub?

- Services should be appropriate for a range of seniors, such as those with higher needs, but also for active seniors who want to work and volunteer
- There should be social activities to connect seniors from different buildings
- Excursions to museums
- A way to hold garage sales

- 4455 Bathurst is a good model.
- Activities include music, lectures, ESL classes, bingo, card-playing
- Observe holidays for religious groups
- Used to have a doctor attend once a week. Now we have a podiatrist once a month.
- A doctor or nurse should be available at night
- A hub could include legal services, medical and dental services, and a foodbank

#### Would you/people from your building travel to a hub to access services?

- Transport to the hub is a necessity. There could be a free community bus or van and the schedule should be made available
- If the hub is outside the community, tenants won't go. Walking distance is important

#### How could your access to services be improved?

- Services can be brought to seniors buildings once a week
- A list of services in the hub with their contact information should be available
- Hub services must fit community needs and should be flexible to reflect the changing community

## **TOPIC THREE:** Seniors Housing and Services Entity *Which City services do you know about?*

- Meals on Wheels
- Paramedics coming to do blood pressure checks
- Black Creek Community Health Centre has nutrition classes and diabetes programs
- Not aware of any City services for seniors

#### Which City services would you like more information about?

- Would like to know about services related to health care
- The focus is on vulnerable seniors but there are also many active seniors
- Employment for seniors is an issue

#### What would make it easier for you to find out about services?

- Services shouldn't have restrictive eligibility criteria, they should be available to all seniors equally
- We should have a notice board with basic information in different languages providing details. It should be kept current and up to date.
- The City should have public meetings in the building regularly
- The City should mail or email information to seniors monthly.
- There should be printed copies about this information available in Russian

#### **MEETING FOUR – Seneca Towers**

This meeting was held from 1-3 pm on May 10, 2018 in the recreation room of 1700 Finch Ave W. 55 people attended this meeting, including four members of the Tenant Advisory Panel. Interpreters attended to translate for Cantonese and Mandarin-speaking tenants.

#### **TOPIC ONE: Integrated Service Model for Seniors Housing** *What is communication with staff like?*

- Staff here are English-speaking only. Only English-speaking residents can communicate with them.
- We make maintenance requests but nobody follows up.
- There are a lot of maintenance issues that don't get fixed.
- Issues with elevator, heat being on when it's warm out, want new blinds. Treadmill is broken.
- Sometimes we get translated posters, but it's not consistent.
- The language barrier leads to worse service and maintenance, and an increase in delay
- Cantonese and Mandarin-speaking tenants must ask English-speaking tenants to translate for them

#### How can communications be improved?

- We want Cantonese or Mandarin-speaking staff
- We should have an interpreter come to the building once a week
- Announcements on loudspeaker should be translated into Cantonese/Mandarin
- We should have free Wi-Fi in our building so we can access information on the internet
- In case of emergency, senior tenants should keep a list of contact numbers and medications which you can share with staff or neighbours if you wish.
- Information should be posted in buildings and translated.

# TOPIC TWO: Seniors Hub Model

#### Which services would you like to access in a hub?

- Field trip to see cherry blossoms in High Park
- English lessons

- Interpreters to accompany us to the doctor's office
- Wi-Fi, access to computers and internet
- Exercise programs like Tai Chi
- Opera, singing classes
- Bingo, movie nights
- Dental care, nurses, haircuts, nail-cutting
- Nurses to check blood pressure
- Mental health services
- Physiotherapist
- Cafeteria for social gatherings
- Coordinate services with restaurants to create smaller sized meals for seniors.
- A hub is not necessary, we have programs in the building

#### Would you/people from your building travel to a hub to access services?

- People will only travel if the hub is offering a vital service
- The hub should be in the building

#### How could your access to services be improved?

- The hub should have a mobile unit that travels to seniors' buildings
- Want programs for English-speaking tenants, not just Cantonese and Mandarin-speaking tenants, to ensure there's a balance
- Post information in buildings and ensure they are translated to the appropriate languages
- Services should be available on the weekend too, not just Monday to Friday

#### **TOPIC THREE:** Seniors Housing and Services Entity Which City services do you know about?

- Dental for low income senior
- Mobile libraries
- Not aware of any services
- Homemaker service is very hard to apply for, I don't agree with eligibility
- Meals on Wheels, though they need more ethnically diverse meals.

# What would make it easier for you to find out about services?

- Information should be provided in Cantonese and Mandarin
- Signs and posters should be translated and put up in the buildings

#### **MEETING FIVE – Brimley Acres**

This meeting was held from 10am-12pm on May 11, 2018 in the recreation room of 2950 Lawrence Ave E. 26 people attended this meeting, including four members of the Tenant Advisory Panel. Interpreters attended to translate for Cantonese and Mandarin speaking tenants.

### **TOPIC ONE: Integrated Service Model for Seniors Housing** *How do you communicate with staff?*

- As a tenant rep, I call or email the superintendent, OU or head office on behalf of other people.
- Some people stay in their units and don't call anyone for help

## What is communication with staff like?

- Not all tenant reps are helpful
- People with language barriers don't want to call the OU or call centre
- The OUs refuse to speak to English-speaking tenants who are calling on behalf of non-English speaking tenants
- The call center asks too many questions when I call.
- My issues don't get resolved when I call the call center
- The CSC only comes once a month
- Maintenance is slow to take place
- If something is wrong I go to the office to tell the superintendent but sometimes things don't get done
- Our building used to have a live-in superintendent, and their wife was the cleaner and worked 8-5. There was a part-time super who covered on the weekends. Now our superintendent works 8-4 and sometimes gets called offsite for meetings but nobody covers for them on evenings and weekends.
- Some superintendents don't feel supported by the rest of the organization as they are responsible for doing paperwork as well as handling social issues.
- People who work 9-5 never see the superintendent.
- Seniors are reluctant to see the superintendent in person if they have language barriers.
- The quality of communication depends too much on which frontline staff you are talking to.

- It's hard to locate the supervisor and Community Services Coordinator.
- It's a struggle to connect people.

#### How can communications be improved?

- Staff need to be accessible.
- TSCs should make sure communications are translated appropriately
- Front line staff should be equipped with patience when dealing with seniors
- Superintendent should leave notes when they're not in the office
- With service requests, communication loops need to be closed
- TCHC should have an employee who is directly responsible for specific buildings
- We need staff at the buildings for evenings and weekends
- Tenants should be notified of meetings
- An interpreter should come twice a week to help people communicate with building management
- We need someone on site at all times.
- When you leave a message, it should be returned in 24-48 hours.
- Call centre staff are very defensive. They need training on how to defuse a situation with an upset tenant.
- We used to be able to submit a written work order request in a box.
- There's too much staff turnover in buildings and OUwe need to have a picture of staff with their names underneath in the lobby, along with their contact information; this should be regularly maintained.

#### Other comments on seniors service model:

- There are some forms of assistance specific to seniors for example, changing a lightbulb; staff need to be ready to provide this kind of assistance
- We need someone to help one-on-one if seniors are not able to access services through a drop-in centre

#### TOPIC TWO: Seniors Hub Model

#### Which services would you like to access in a hub?

- Nurses and doctors
- Programs to mentally stimulate people

- English language lessons
- Excursions
- Computer classes
- Healthy living programs
- Food preparation assistance
- Shared meals and barbecues
- Exercise programs (yoga, tai chi)
- Pharmacy deliveries
- Regularly occurring housing meetings

#### Would you/people from your building travel to a hub to access services?

- Travel times should be as short as possible
- Would travel to another building
- Need to address any parking issues associated with hubs in TCHC buildings, or community use of spaces in TCHC buildings
- There should be parking for scooters inside buildings
- Community buses should be provided as an alternative to WheelTrans

#### How could your access to services be improved?

- The hub shouldn't duplicate services that are already operating
- Hubs should bring services to buildings as not everyone feels comfortable going out

#### Acknowledgements

The Tenants First Project Management Office would like to thank all participants for sharing your time and thoughts with us as part of the continuing engagement work for Tenants First. Your thoughts, suggestions and advice are a critical part of the efforts to bring transformative change to TCHC. We would also like to thank the members of the Tenants First Tenant Advisory Panel for their ongoing guidance and assistance.

To find out more about Tenants First, please visit <u>www.toronto.ca/tenantsfirst</u>. You can also email <u>tenantsfirst@toronto.ca</u> or call (416) 338 5716.















- Increase staff presence at buildings
- Improve communication with tenants.
- Seniors have specific physical and mental health needs.
- Vulnerable tenants need more support.
- Provide community space in buildings for seniors programs.
- Services should be provided both on-site and off-site.
- Better coordinate services provided by the City, TCHC and other providers.

**DI TORONTO** 

• We need to improve maintenance and repairs, accessibility, and security.

**Tenants First** 

Proposed Service Model for seniors housing to promote ageing in place, better quality of life, and successful tenancies
Partnership with Toronto Central Local Health Integration Network and the Ministry of Health and Long-Term Care





















# Seniors Housing and Services Entity

- Aim: Make it easier for seniors to access services provided for seniors.
- The City offers a wide range of services for seniors
  - Meals on Wheels
  - Seniors social and recreational programs
  - Seniors social housing
  - Free dental care for low-income seniors
- Seniors report that it is difficult to find the service you need.
- The City can better coordinate our services.





# **Examples of City Services and Programs for Seniors**

May 2018

#### Homemakers and Nurses Service Program

The Homemakers and Nurses Services Program (HMNS) is a community-based service operated by Toronto Long-Term Care Homes & Services. They offer homemaking services to eligible individuals who reside within the City of Toronto.

HMNS provides homemaking services through community agency contracts. They provide services such as light housekeeping, laundry, shopping and meal preparation to individuals who require assistance with household activities of daily living, and who have limited financial resources. Our customer service commitment is to enrich the lives of the people we serve.

Website: https://www.toronto.ca/community-people/housing-shelter/seniorsdisabled/homemakers-and-nurses-services/

#### HMNS program phone: 416-392-8579

Email: ltc-comm@toronto.ca

#### Intake caseworker: 416-392-8579

#### Vulnerable Adult and Seniors Team Program (VAST)

Public Health nurses on the Vulnerable Adults and Seniors team respond to calls from family, community members and/or agencies with concerns about people living in challenging situations. The team provides services to vulnerable adults and seniors, with a focus on older adults over 55 years.

Website: https://www.toronto.ca/community-people/health-wellness-care/healthprograms-advice/vulnerable-adults-and-seniors/

To make a service request:

- Call Toronto Public Health at 416-338-7600 and ask to speak to a Public **Health Nurse**
- E-mail: publichealth@toronto.ca
- Live eChat with a public health nurse on website

#### Home Delivery of library materials

Home Library Service is available for Toronto residents who are homebound for three months or longer due to age, illness or disability.

#### Website: https://www.torontopubliclibrary.ca/home-library-service/

**Phone: 416-395-5557**. Home Library Service staff will verify your eligibility, tell you which day of the month your deliveries will come, and ask you about your reading interests and needs so that each month they can send you items that you will enjoy.