

# A New Model of Seniors Housing in Toronto Community Housing

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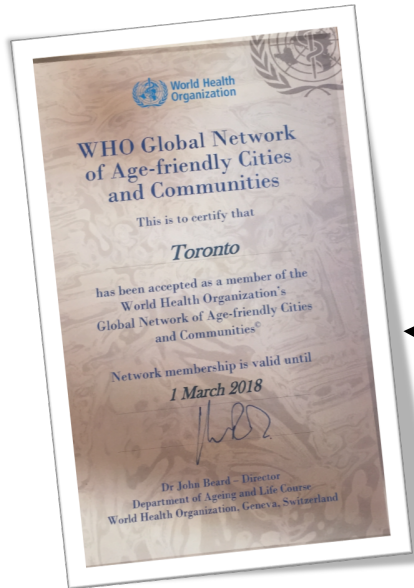
# City of Toronto – Actions Towards an Age-Friendly City

2011: City Council directed plan to address increase in seniors living in Toronto

2013: Launched Toronto's first Seniors Strategy

February 2016: Toronto becomes member of the WHO's Global Age-Friendly Cities Network

2018: Launched Toronto's Seniors Strategy 2.0



# Setting the Context

- TCHC is the second largest housing provider in North America -165,000 tenants
- City of Toronto is the sole shareholder
- Operating funds from rental payments, subsidies from City of Toronto and other income
- 89% of tenants pay rent-geared-to-income (~30% of gross income)
- Remaining tenants pay market rent or affordable rent



# Why a new model of seniors social housing?

- TCHC has 83 seniors-designated buildings; 14,000+ senior tenants
- In July 2017, City of Toronto approved Tenants First – a broad strategy to improve TCHC, including a dedicated focus on seniors

***Tenants First Goals:*** Focus on being a social housing landlord, where buildings are in a good state of repair, and tenants are connected to appropriate services and active participants in their communities

# Senior Tenants Have Four Priorities...



- Units and buildings should be clean and well maintained
- To feel safe in their buildings and communities
- Opportunities to connect with programs and services
- More frequent, proactive and respectful communication



# Integrated Service Model (ISM) Premise



## Seniors' Challenges

- Barriers in accessing services
- Aging and declining mobility
- Increasing vulnerabilities
- Persistent poverty
- Increased isolation

## Geographical/Building Based Model

- Specialized roles and increased staffing at the building level
- Partnerships built at the building level and specific to building needs
- Better communication between staff, tenants and service providers

## Impact

- Cleaner and better-maintained buildings
- Enhanced trust and rapport
- Building based support and services - better accessibility
- Better coordination of regional partners
- Proactive intervention



# ISM Implementation

- ISM is being rolled out in phases across 83 seniors-designated TCHC buildings
- Initial implementation in 18 buildings in South East Toronto – Dec 2020
- Full Implementation expected by end of 2022



# Key ISM Innovations



1) New Staffing Model



2) Seniors Specific Policies and Procedures



3) Designated Care Coordinators





# ISM – A Closer Look

## New Staffing Model

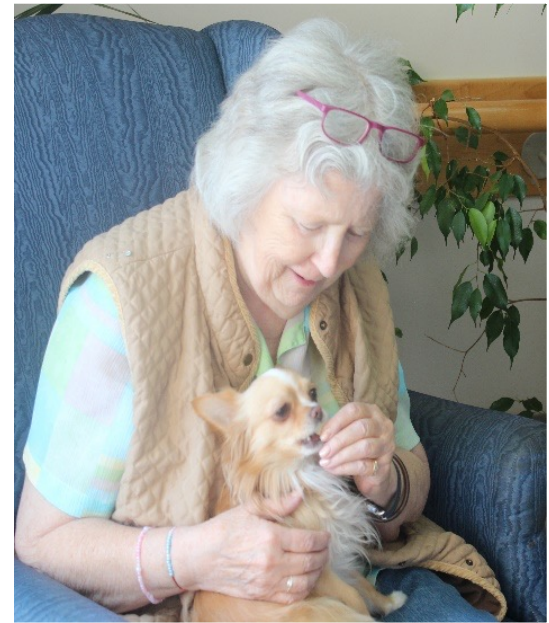
- Increasing staffing levels across all seniors' buildings
- Expanding training relevant to seniors tenants
  - Examples: mental health, suicide prevention, cognitive impairments
- Hired new tenant-facing position: **Seniors Services Coordinator**
  - Combines two previous roles – tenancy & support related
  - Creates integrated role to help seniors access supports



# ISM – A Closer Look

## Seniors Specific Policies and Procedures

- Applying a “seniors lens” to existing housing policies
- Developing new policies to enable the ISM
- Examples:
  - Referral processes between housing and health staff
  - Tenant needs assessment
- Engagement with staff, tenants and partners to develop policies



# ISM – A Closer Look

## Designated Care Coordinators

- Partnership with Ontario health system – designating “care coordinators” who assess clients and connect them to home and community care
- Will also participate in joint training and joint meetings with building staff
- Care coordinators have been assigned for the first ISM region



# Measuring Success

- **Goal:** Senior tenants age in place in comfort and with dignity
- Oversight & evaluation by City partner through monitoring of KPIs and other measures, including:

Tenant  
experience  
survey

Evictions

Arrears

Safety incidents  
(police, fire,  
paramedics)

Referrals to  
community  
supports

Home care  
clients

Non-urgent  
emergency  
department visits

# Lessons Learned – So Far!

Takes time to recruit staff with the right skillsets

On-site staff can make a MEANINGFUL impact by being present, engaged and responsive

Meaningful tenant engagement requires dedicated time and resources

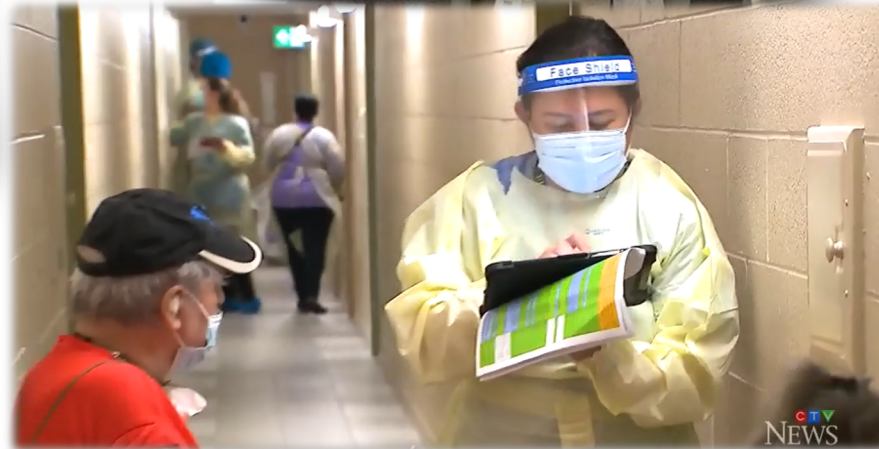
Benefits of academic partnerships for evaluation/engagement support

Value of strong partnerships

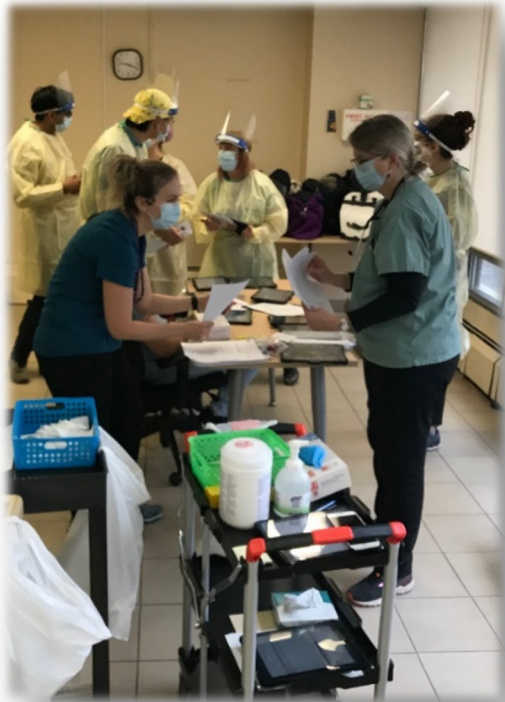
# Looking Ahead – Dedicated, Independent Seniors Social Housing

- In 2019, Toronto City Council approved the creation of a new Seniors Housing Corporation - distinct from TCHC
- Will operate 83 seniors buildings – with a dedicated focus on providing seniors housing, through the delivery of the ISM
  - TCHC will continue to own the properties
- Senior tenants (2) to sit on Board of Directors
- Opportunity to provide new and specialized seniors housing

# Spotlight on COVID-19 Response in Seniors Housing



# Summary of Actions



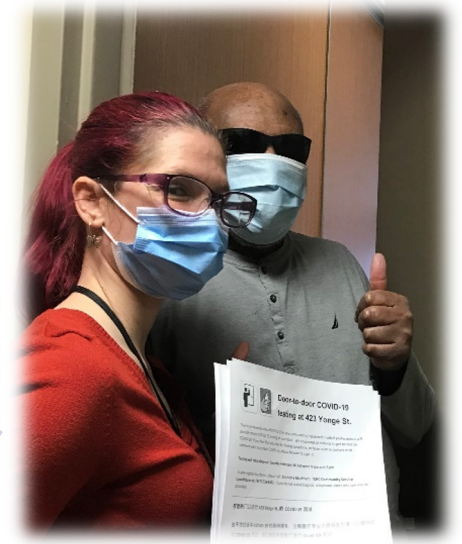
Wellness checks

Food & Mask distribution

Flu vaccine delivery\*

COVID-19 testing & vaccination\*

\* In collaboration with health partners





# Thank you!



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