



INFORMATION REPORT

TO: Chair and Members Emergency & Community Services Committee	WARD(S) AFFECTED: CITY WIDE
COMMITTEE DATE: December 7, 2011	
SUBJECT/REPORT NO: City of Hamilton Domiciliary Hostel Program Review (CS10036(b)) (City Wide) (Outstanding Business Item – “T”)	
SUBMITTED BY: Joe-Anne Priel General Manager Community Services Department	PREPARED BY: Gillian Hendry 905-546-2424 ext 4818 Shari Webb 905-546-2424 ext 3600
SIGNATURE:	

Council Direction:

At the September 8, 2011 Emergency and Community Services Committee meeting, Report CS11036(a) - City of Hamilton Domiciliary Hostel Program Review was received and staff were directed to develop a work plan to address the recommendations contained in the report and report back to the Emergency and Community Services Committee by December 7, 2011

Information:

During the winter and spring of 2011, a Program Review was undertaken by the Housing Services Division, in its role as Service System Manager for the Domiciliary Hostel Program in Hamilton. The Program Review was conducted to respond with current and evidence based information to the concerns raised by the residents, Residential Care Facility operators and community partners. The findings from the review were to be utilized for program planning and future budgetary decisions.

SHS Consulting Inc. was retained through a Request for Proposal process to conduct the review. The review was completed in June 2011. Two separate reports, Room for Potential Summary Report and Room for Potential Full Report resulted from the review.

There are 29 recommendations from the program review that fell into nine main categories as follows:

Role of Domiciliary Hostels and Domiciliary Hostel Model

1. That the City of Hamilton adopt a policy statement recognizing the important role that the Domiciliary Hostel Program provides in the City's housing continuum and that the City commit to working in partnership with the operators, residents and agencies to improve the effectiveness of the program
2. That the housing options for individuals who require supports to daily living be expanded beyond the current Domiciliary Hostel Program Model to offer greater choice to meet the varying needs of residents
3. That the City work with key stakeholders to implement a person-centred approach in the delivery of services within the Domiciliary Hostel Program

Basic Needs, Quality of Life, and Helping Residents Achieve their Potential

4. That the Domiciliary Hostel Program be funded adequately to meet the needs of residents. The per diem funding, direct benefits for residents, and the funding of support services should be reviewed and adjusted.
5. That the City explore ways to improve the quality of life of the residents through either the provision of additional direct service, purchase of service from community agencies or increased funding to the operators
6. That the City collaborate with the operators and the Community Care Access Centre to better meet the basic care needs of individuals with higher needs
7. That a request is sent to the Ministry of Community and Social Services to extend the maximum absence period from 28 days
8. That the City implement a qualitative monitoring of care for residents such as an annual survey or interview
9. That the residents and operators be informed of, be provided with assistance in making use of, and have access to other services including those that are available to all of Hamilton's residents such as recreational opportunities
10. That the City explore the possibility of Resident Support Workers who would offer a broad range of case management supports to every resident who is subsidized through the Domiciliary Hostel Program

Benefits Provided to Residents

11. That the City provide additional benefits for Domiciliary Hostel residents and support an increase to the monthly Personal Needs Benefit

Trusteeships/Assistance with Financial Management

12. That the City improve trusteeships and other supports for management of the residents' personal finances
13. That the City make use of the current policy for Ontario Works recipients, and encourage the Ministry of Community and Social Services to make use of the current policy for Ontario Disability Support Program (ODSP) recipients, to permit personal needs benefits to be provided to the individual separately from the shelter allowance payments provided directly to the landlord, where agreed upon by the individual
14. That the City ensure that all of the operators and residents are provided with accurate information regarding the treatment of tenant earnings and the impact that the employment income may have on subsidy payments

Referral and Placement

15. That a web-based publicly accessible system be established that provides real-time information on the Domiciliary Hostel Program and Residential Care Facilities by location, number of beds, population served, vacancies, care provided, and contact information
16. That there be a feasibility study to establish a centralized placement process where clients are referred to Program staff who will conduct an assessment for subsidy and suitability for the program, determine the client's preferences and potential accommodations; arrange visits; and, enter into a subsidy agreement for the individual with their preferred operator

Cross-Department Integration, Communication and Improved Interactions with Operators

17. That the City identify a single department in the municipal leadership role for the management of Domiciliary Hostels and provide the additional capacity to effectively fulfill this responsibility, including staffing and infrastructure
18. That the roles of various stakeholders in the Domiciliary Hostel Program be clearly defined
19. That the City consider creating a one-window approach, with a partnership focus, to support Domiciliary Hostel residents and operators, that

coordinates a team of municipal staff from various departments which interacts with operators and facilitates communication. This may include joint inspections from more than one Department

20. That the City continue to strengthen cross-departmental communication and information sharing, including the development of shared objectives to avoid the adverse impacts of different mandates
21. That the City expand activities to improve communications with stakeholders, such as expanding outreach to operators, developing a newsletter, and setting up a formal advisory committee to provide advice to Council

Infrastructure, Policies and Procedures

22. That the City improve, update and formalize infrastructure, including information technology and operational policies and procedures, to facilitate stakeholders in fulfilling defined roles and responsibilities for the Domiciliary Hostel Program
23. That the City update the Domiciliary Hostel Subsidy Agreement Point Schedule

People Focused Subsidy Reallocation and Expansion Policies

24. That the City study the impact of reallocating subsidy agreements and explore potential reuse of existing beds, and if appropriate to reallocate subsidy agreements, develop a formula for reallocating subsidy agreements based on chronic vacancies and undertake the reallocation of service agreements based on the formula chosen
25. That the City establish an evaluation framework for new or expanded subsidy agreements for reallocated beds that considers the client group served, locational amenities, existing facilities for specific population groups, available support services, and size

Funding

26. That the City increase the per diem funding to \$55, with annual adjustments for inflation, to better reflect the cost of operating Domiciliary Hostels, and encourage the Ministry of Community and Social Services to increase the per diem funding levels it establishes for the Program
27. That the City provide input to the Province on program funding consolidation to encourage flexibility in the use of Domiciliary Hostel program funding
28. That the City work collaboratively with operators and community partners to continue to advocate for changes to the ODSP system so that benefits are

not provided at the end of the month for the preceding month

29. That the City monitor the development of the Accessibility for Ontarians Act Standards on Built Environment and Ontario French Language Services Act in relation to the potential financial impact on Domiciliary Hostels

Given the range of recommendations, it is critical to establish a work plan with priorities and timeframes. Appendix A to Report CS10036(b) is the Domiciliary Hostel Program Review Work Plan. The document outlines the targeted completion date and current status for each recommendation. This will be a multi-year process however; some early steps have been taken as follows:

- The provision of electronic billing for operators (Recommendation 22);
- All three City departments involved in the administration of Residential Care Facilities (Community Services, Public Health Services and By-Law Enforcement) now participate on the Domiciliary Hostel Working Group (Recommendation 20);
- Correspondence has been sent by the Mayor to the Minister of Community and Social Services regarding the adequacy of the per diem payments for the Domiciliary Hostel Program and the allocation of year-end surplus funding (Recommendation 26): and,
- Additional funding is being issued to the operators for additional quality of life activities for residents (Recommendation 9).

There is a projected completion date of the fourth quarter 2013 for those recommendations that are within the decision-making authority of the City of Hamilton. It is to be noted that some recommendations are dependent upon the availability of additional staff and financial resources. There are other recommendations that will rely upon the approval of the Ministry of Community and Social Services or local community agencies.

It will be necessary to continue to engage the Domiciliary Hostel Program residents, operators, community agencies and all related City Departments in the review of the recommendations and the creation of the implementation strategy. The consultation process should be comprehensive and include not only members of the Ontario Homes for Special Needs Association but the many other Residential Care Facility operators who deliver the Domiciliary Hostel Program. A Domiciliary Hostel Program Planning Committee will be established by January 2012 to provide oversight to the implementation strategy and explore ways to continue to engage the many stakeholders who are connected with the Domiciliary Hostel Program.

The Emergency and Community Services Committee will receive updates regarding progress in the implementation of the Domiciliary Hostel Program Review Work Plan with the first update planned for June 2012.

Summary Table of Domiciliary Hostel Program Review Work plan

Sub-category	#	Recommendation	Targeted Completion Date	Status	Key Decision Makers	Updates
Role of Domiciliary Hostels and Domiciliary Hostel Model						
	1	That the City of Hamilton adopt a policy statement recognizing the important role that the Domiciliary Hostel Program provides in the City's housing continuum and that the City commit to working in partnership with the operators, residents and agencies to improve the effectiveness of the program	Q1 2012	Ongoing	Community Services Department	
	2	That the housing options for individuals who require supports to daily living be expanded beyond the current Domiciliary Hostel Program Model to offer greater choice to meet the varying needs of residents	Q3 2012 for completion of feasibility study and recommendations for implementation	Ongoing	Community Services Department and the Ministry of Community and Social Services	
	3	That the City work with key stakeholders to implement a person-centred approach in the delivery of services within the Domiciliary Hostel Program	Q3 2012 Completion of analysis and recommendations for implementation	Ongoing	City of Hamilton representatives from Public Health, Community Services and Parking and By-Law Services, Domiciliary Hostel Operators, residents and Community agency representatives	
Basic Needs, Quality of Life, and Helping Residents Achieve their Potential						
	4	That the Domiciliary Hostel Program be funded adequately to meet the needs of residents. The per diem funding, direct benefits for residents, and the funding of support services should be reviewed and adjusted	Q4 2013	Ongoing	Ministry of Community and Social Services and Community Services Department	Letter sent by Mayor to Minister of Community and Social Services on September 16, 2011 requesting an increase to the per diem rate and the allocation of surplus funding.

Sub-category	#	Recommendation	Targeted Completion Date	Status	Key Decision Makers	Updates
	5	That the City explore ways to improve the quality of life of the residents through either the provision of additional direct service, purchase of service from community agencies or increased funding to the operators	Q2 2012		Ministry of Community and Social Services and Community Services Department	\$138,000 in reinvestment funding allocated for administration costs of \$1000.00 per home and \$100 per subsidized resident for recreational activities

Sub-category	#	Recommendation	Targeted Completion Date	Status	Key Decision Makers	Updates
	6	That the City collaborate with the operators and the Community Care Access Centre to better meet the basic care needs of individuals with higher needs	Q3 2012	Ongoing	Community Care Access Centre, Domiciliary Hostel Operators, City of Hamilton representatives from Public Health and Community Services	
	7	That a request is sent to the Ministry of Community and Social Services to extend the maximum absence period from 28 days	Q2 2012	Ongoing	Ministry of Community and Social Services and Community Services Department	
	8	That the City implement a qualitative monitoring of care for residents such as an annual survey or interview	Q4 2012	Ongoing	City of Hamilton representatives from Public Health, Community Services and Parking and By-Law Services	
	9	That the residents and operators be informed of, be provided with assistance in making use of, and have access to other services including those that are available to all of Hamilton's residents such as recreational opportunities	Q2 2012	Ongoing	Community Services Department	
	10	That the City explore the possibility of Resident Support Workers who would offer a broad range of case management supports to every resident who is subsidized through the Domiciliary Hostel Program	Q3 2012	Ongoing	Public Health Department and Community Services Department	
Benefits Provided to Residents						
	11	That the City provide additional benefits for Domiciliary Hostel residents and support an increase to the monthly Personal Needs Benefit	Q2 2012	Ongoing	Ministry of Community and Social Services and Community Services Department	\$138,000 in reinvestment funding allocated for administration costs of \$1000 per home and \$100 per subsidized resident for recreational activities

Sub-category	#	Recommendation	Targeted Completion Date	Status	Key Decision Makers	Updates
Trusteeship/ Assistance with Financial Management						
	12	That the City improve trusteeships and other supports for management of the residents' personal finances	Q3 2012	Ongoing	Community Services Department and community trustee programs	
	13	That the City make use of the current policy for Ontario Works recipients, and encourage the Ministry of Community and Social Services to make use of the current policy for Ontario Disability Support Program (ODSP) recipients, to permit personal needs benefits to be provided to the individual separately from the shelter allowance payments provided directly to the landlord, where agreed upon by the individual	Q3 2012	Ongoing	Ministry of Community and Social Services and Community Services Department	
	14	That the City ensure that all of the operators and residents are provided with accurate information regarding the treatment of tenant earnings and the impact that the employment income may have on subsidy payments	Q1 2012	Ongoing	Community Services Department	
Referral and Placement						
	15	That a web-based publicly accessible system be established that provides real-time information on the Domiciliary Hostel Program and Residential Care Facilities by location, number of beds, population served, vacancies, care provided, and contact information	Q2 2012	Ongoing	Community Services Department	
	16	That there be a feasibility study to establish a centralized placement process where clients are referred to Program staff who will conduct an assessment for subsidy and suitability for the program, determine the client's preferences and potential accommodations; arrange visits; and, enter into a subsidy agreement for the individual with their preferred operator	Q2 2013	Ongoing	Community Services Department	

Sub-category	#	Recommendation	Targeted Completion Date	Status	Key Decision Makers	Updates
Cross-Department Integration, Communication and Improved Interactions with Operators						
	17	That the City identify a single department in the municipal leadership role for the management of Domiciliary Hostels and provide the additional capacity to effectively fulfill this responsibility, including staffing and infrastructure	Q4 2012	Ongoing	City of Hamilton representatives from Public Health, Community Services and Parking and By-Law Services	in conjunction with recommendation #19 and #20
	18	That the roles of various stakeholders in the Domiciliary Hostel Program be clearly defined	Q1 2012	Ongoing	City of Hamilton representatives from Public Health, Community Services and Parking and By-Law Services	
	19	That the City consider creating a one-window approach, with a partnership focus, to support Domiciliary Hostel residents and operators, that coordinates a team of municipal staff from various departments which interacts with operators and facilitates communication. This may include joint inspections from more than one Department	Q4 2012	Ongoing	City of Hamilton representatives from Public Health, Community Services and Parking and By-Law Services	in conjunction with recommendation #17 and #20
	20	That the City continue to strengthen cross-departmental communication and information sharing, including the development of shared objectives to avoid the adverse impacts of different mandates	Q4 2012	Ongoing	City of Hamilton representatives from Public Health, Community Services and Parking and By-Law Services	in conjunction with recommendation #17 and #19. Three City Departments now participate on the Domiciliary Hostel Working Group.
	21	That the City expand activities to improve communications with stakeholders, such as expanding outreach to operators, developing a newsletter, and setting up a formal advisory committee to provide advice to Council	Q2 2012	Ongoing	City of Hamilton representatives from Public Health, Community Services and Parking and By-Law Services	

Sub-category	#	Recommendation	Targeted Completion Date	Status	Key Decision Makers	Updates
Infrastructure, Policies and Procedures						
	22	That the City improve, update and formalize infrastructure, including information technology and operational policies and procedures, to facilitate stakeholders in fulfilling defined roles and responsibilities for the Domiciliary Hostel Program	Q2 2012	Ongoing	City of Hamilton representatives from Public Health, Community Services and Parking and By-Law Services	
	23	That the City update the Domiciliary Hostel Subsidy Agreement Point Schedule	Q3 2012	Ongoing	Community Service Department in conjunction with Domiciliary Hostel Operators	
People Focused Subsidy Reallocation and Expansion Policies						
	24	That the City study the impact of reallocating subsidy agreements and explore potential reuse of existing beds, and if appropriate to reallocate subsidy agreements, develop a formula for reallocating subsidy agreements based on chronic vacancies and undertake the reallocation of service agreements based on the formula chosen	Q4 2012		Community Services Department	
	25	That the City establish an evaluation framework for new or expanded subsidy agreements for reallocated beds that considers the client group served, locational amenities, existing facilities for specific population groups, available support services, and size	Q2 2013		Community Services Department	

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Funding						
	26	That the City increase the per diem funding to \$55, with annual adjustments for inflation, to better reflect the cost of operating Domiciliary Hostels, and encourage the Ministry of Community and Social Services to increase the per diem funding levels it establishes for the Program		Ongoing	Ministry of Community and Social Services and Community Services Department	Letter sent by Mayor to Madame Meilleur September 16, 2011 requesting increases to the per diem rate to \$55.
	27	That the City provide input to the Province on program funding consolidation to encourage flexibility in the use of Domiciliary Hostel program funding	Q2 2012	Ongoing	Members of Council with City of Hamilton representatives from Community Services	
	28	That the City work collaboratively with operators and community partners to continue to advocate for changes to the ODSP system so that benefits are not provided at the end of the month for the preceding month	Q2 2012	Ongoing	City of Hamilton staff representatives from Community Services	
	29	That the City monitor the development of the Accessibility for Ontarians Act Standards on Built Environment and Ontario French Language Services Act in relation to the potential financial impact on Domiciliary Hostels	Q 2 2013	Ongoing	Community Services Department	