Residential Care Facilities Subsidy Program Review

Emergency and Community Services Committee Meeting
December 6, 2019
Subsidy Program Overview

• Residential Care Facilities (RCF) Subsidy program (formerly Domiciliary Hostels Subsidy Program)

• Operate as a form of Housing with Supports

• Funded through Community Homelessness Prevention Initiative (CHPI); total subsidy budget $6.84M (2019/2020 Fiscal)

• Administered through Housing Services Division and subsidizes the cost of accommodation, meals, supervision & activities of daily living

• Subsidy contracts exist with 52 RCF’s for a total of approximately 900 beds
  • There are approximately 90 total RCF’s Licensed through Licensing & By-Law Services Division, with approx. 3,700 total beds
1. Service Orientation / Philosophy
2. Service Delivery
3. Performance benchmarks; outputs, outcomes and impacts
What We Heard

Resident Surveys
- Tenants shared overall positive feedback
- Feel staff care about their housing & life stability and health
- Feel safe and supported

RCF Staff/Operator Surveys
- Sense of passion to their work
- Need additional funding and support for health related supports
- Agency supports could do more

Community Partner Surveys
- Important part of the larger homelessness system
- Need for increased case management
- Staffing ratios and qualifications need to be enhanced for high risk residents (staff not medically trained for high risk)
- Community not educated on RCF (what can/cannot be provided)
Financial Analysis - Comparators

Consultation with 7 comparator municipalities operating RCF’s

- Hamilton’s current regular per diem - $50.00/day
  - Temporary increase to $52.00/day to March 31/2020
- Average per diem – $54.60
- Period of transition to Housing with Supports to align with CHPI and Corporate best practice (e.g. coordinated waitlist, outcome focused, financial reporting)
- Not looking at significant increases in financial system, more focused on system approach to address homelessness within existing budget
- Focus on non-direct financial supports & opportunities (i.e.: Ontario Renovates, tax breaks, licensing fees, community agency supports, etc).
Financial Reporting – Local Operators

• Significant Variance in Cost Drivers across homes
• 50% to 90% of budget covered through RCF subsidies
• Labour – 37% to 58% of budget (admin, pest control, hourly rate)
• Overhead – 28% to 44% (Mortgages, Property Taxes & Utilities)
• Food per diem - $5.58 to $9.91
• Resident programming costs – 2.1% to 6%
Overall system issues

- Overall, residents conveyed positive experiences in relation to their residency and supports provided through the RCF.

- Need for enhanced service delivery to foster resident independence, as well as a need for more external and community-based case management supports.

- The current model of RCFs is rooted in historical context and remains disconnected from the broader homelessness serving system.

- The relatively large scale of the RCF system in Hamilton presents logistical challenges in ensuring a common vision and value which guides service.

- Concerns around current investment levels provided to RCFs requires further investigation.
Next Steps

Short Term:

• Utilization of a common assessment tool to ‘right match’ individuals with appropriate supports
• Develop a ‘catalogue’ of RCFs to benefit potential residents and community partners connecting individuals to RCFs
• Develop shared principles and values around Housing with Related Supports
• Re-branding exercise to ensure shared vision, principles, values, and key outcomes
Next Steps

Intermediate Term:

• Development of reporting indicators and metrics to measure impacts and effectiveness of RCF supports
• Explore formalized partnerships with community service providers in other sectors
• Explore the creation of a Quality Assurance Framework to measure accountability regarding compliance with standard operating procedures

Long Term:

• Ensure reporting reflects community standards and demonstrate impact, effectiveness and value of the investment
• Development of a resident engagement strategy
THANK YOU