



Hamilton

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

3 Lenses of Examination

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)

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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.

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

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



Hamilton

THANK YOU