



S.P.I.D.E.R.



Specialized Program for Interdivisional Enhanced Response to Vulnerability (Pilot Project)

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What is SPIDER?

How/Why it Was Designed?

Process

Case Study

What We Have Learned?

System Innovation and Reform



Program Vision

The safe inclusion of vulnerable Torontonians in their neighbourhoods and communities.

Program Mission

To reduce recurrence of risks and ensure the safe inclusion of vulnerable Torontonians in their communities by ensuring that: responses of different City of Toronto Divisions are coordinated; health care, social and community services are made available; and that operational and system level reforms are identified and promoted.

Program Mandate

To reduce recurrence of these risks, and ensure safe integration and inclusion of vulnerable Torontonians in their neighbourhoods and communities by:

- Ensuring City of Toronto responses are coordinated;
- Ensuring existing health care, social and community services are made available; and
- Identifying and driving needed systemic reforms

Defining Vulnerability

- **SPIDER** defines vulnerability as the result of interaction between the challenges a person faces and the resources that they can access when facing those challenges.

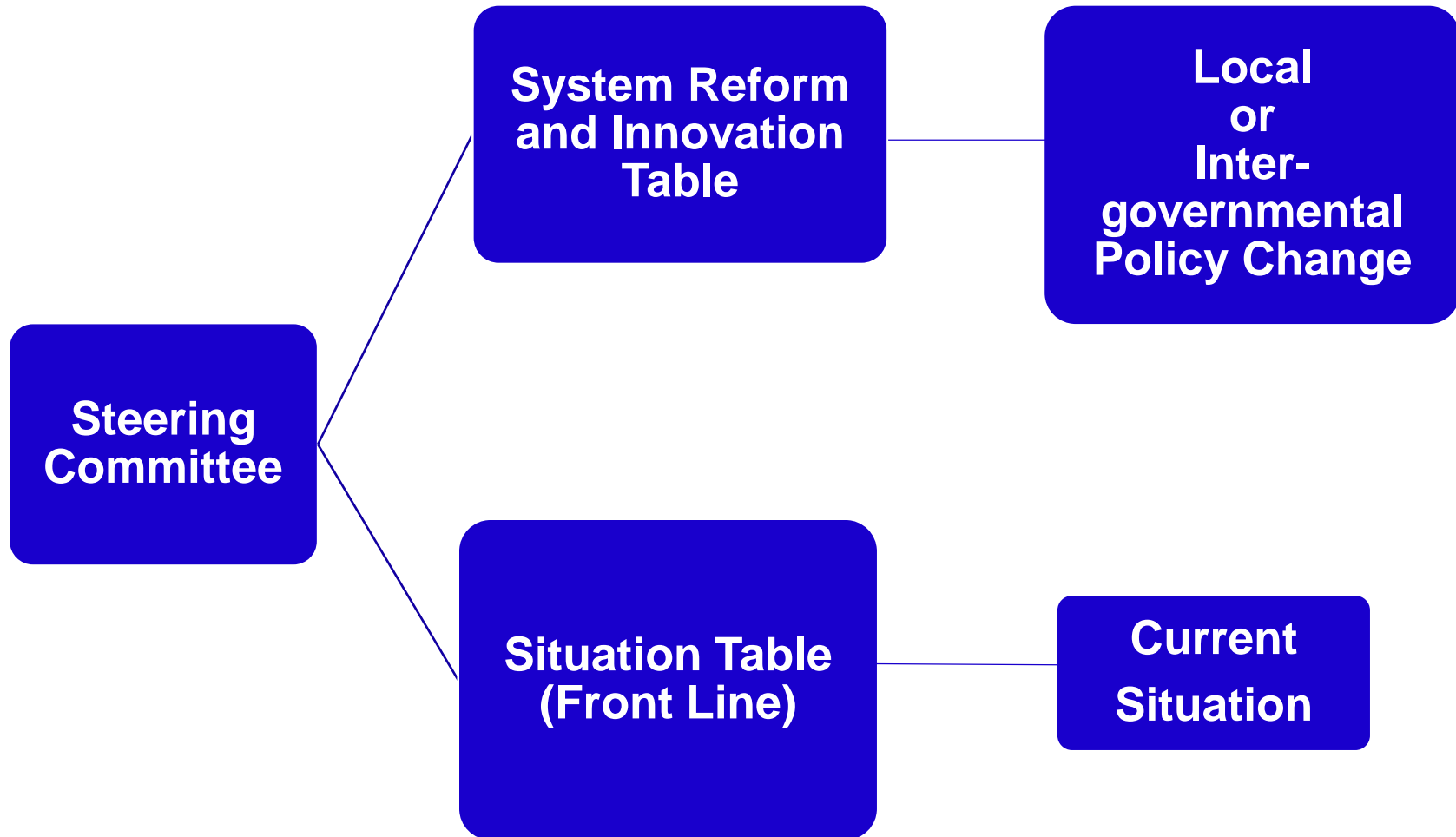
Program Design

SPIDER has two major program components.

1. A **Situation Table** involving front line staff from Participating Agencies to develop coordinated responses to specific local risk situations.

2. A **System Reform and Innovation Table on Vulnerability** to drive relevant policy or legislative changes

SPIDER STRUCTURE



SPIDER is a Tool

Relationship to Existing Services and Added Value

SPIDER is not an organization

SPIDER does not replace regular referral processes

SPIDER does not replace existing systems for collaboration - it enhances them

SPIDER is a tool to enhance service coordination for the most vulnerable.

RISK

- Risk is the probability of quantifiable damage, injury, liability or loss that is caused by external or internal vulnerabilities and that may be avoided through pre-emptive action.

Situation Table Threshold Criteria

A. There is an Identified Unresolved and Elevated Health or Safety Risk involving vulnerable residents, their homes or property, and their neighbours. If left unresolved, there is high probability of requiring targeted enforcement, such as eviction and/or other emergency response. Such situations may include, but are not limited to: possession of many animals, multiple property standards and fire code violations, dilapidated living conditions, accumulation of refuse, environmental and odour issues, bed bug and other pest infestations.

And

B. There is an Existing Need for the Situation Table to intervene to assign a coordinated response to the situation, for example:

(b1) A Participating Division has demonstrably exhausted all normal service provisions – including efforts to coordinate with another participating division(s) - without resolution of the situation;

(b2) A Participating Division has identified an immediate need to coordinate a complex response involving multiple Participating Divisions and lacks the resources to mobilize the response without the advice and support of the Situation Table.

WHO IS AT THE SITUATION TABLE?

City Divisions:

Toronto Paramedic Services
Shelter Support and Housing Administration
Revenue Services
Children's Services
Toronto Employment and Social Services
Toronto Public Health (Healthy Environments and Vulnerable Adults and Seniors)
Municipal Licensing and Standards (Investigations and Animal Services)
Toronto Fire Services
Social Development Finance and Administration
Toronto Community Housing Corporation
Long Term Care Homes and Services

Agencies:

Cota
METHL (Mid East Toronto Health Links)
Woodgreen
Toronto Community Care Access Centre
Office of the Public Guardian and Trustee

CASE STUDY

The “Situation”

- Adult male in his early 20s
- TCHC apartment (one bedroom unit) – adult male and his mother are on the lease
- Tenant has lived in the unit for over a decade with his mother who passed away just a few months prior
- Son has a history of hospitalizations for mental health reasons
- When mom was alive, annual unit inspections showed unit to be cluttered with son’s “collections”, but not in a way that made it unsafe
- Since the mother’s death, the son, has missed paying rent three times, nor has he completed documentation so that he can maintain Rent Geared to Income status and have the tenancy transferred solely to himself
- The son has been observed as having lost weight, and become increasingly unkempt, and interacting with neighbours and staff in an aggressive manner . The neighbours report they feel afraid of him.
- Neighbours have begun complaining of foul odours emanating from the unit and that they are now experiencing bed bug and cockroach infestations
- Neighbours report that they see the son bring “stuff” into the unit – to them it seems like garbage or papers, nothing of value

What happened before it was brought to SPIDER

- TCHC's **Resident Access and Support** division assigned a Community Service Co-ordinator to attempt to connect with the tenant around both rental arrears and concerns identified by neighbours.
→ *looking after the person*
- Concurrently, TCHC's **Asset Management division** began a block inspection of the infested areas of the building as part of its integrated pest management program. At the time, it was unsure whether or not this particular tenant's unit was the source of the infestation.
→ *looking after the community*

When Introduced at the Situation Table



1.SPIDER staff assessment

2 Was introduced to the Situation Table to Determine

1. If the situation met the threshold criteria for SPIDER
2. Determine if the level of risk warranted the sharing of information with applicable law outlined in the SPIDER information sharing protocol
3. Identify which agencies should be a part of the situation

At SPIDER we deal with Elevated Risks and the Vulnerabilities

contributing to those risks:

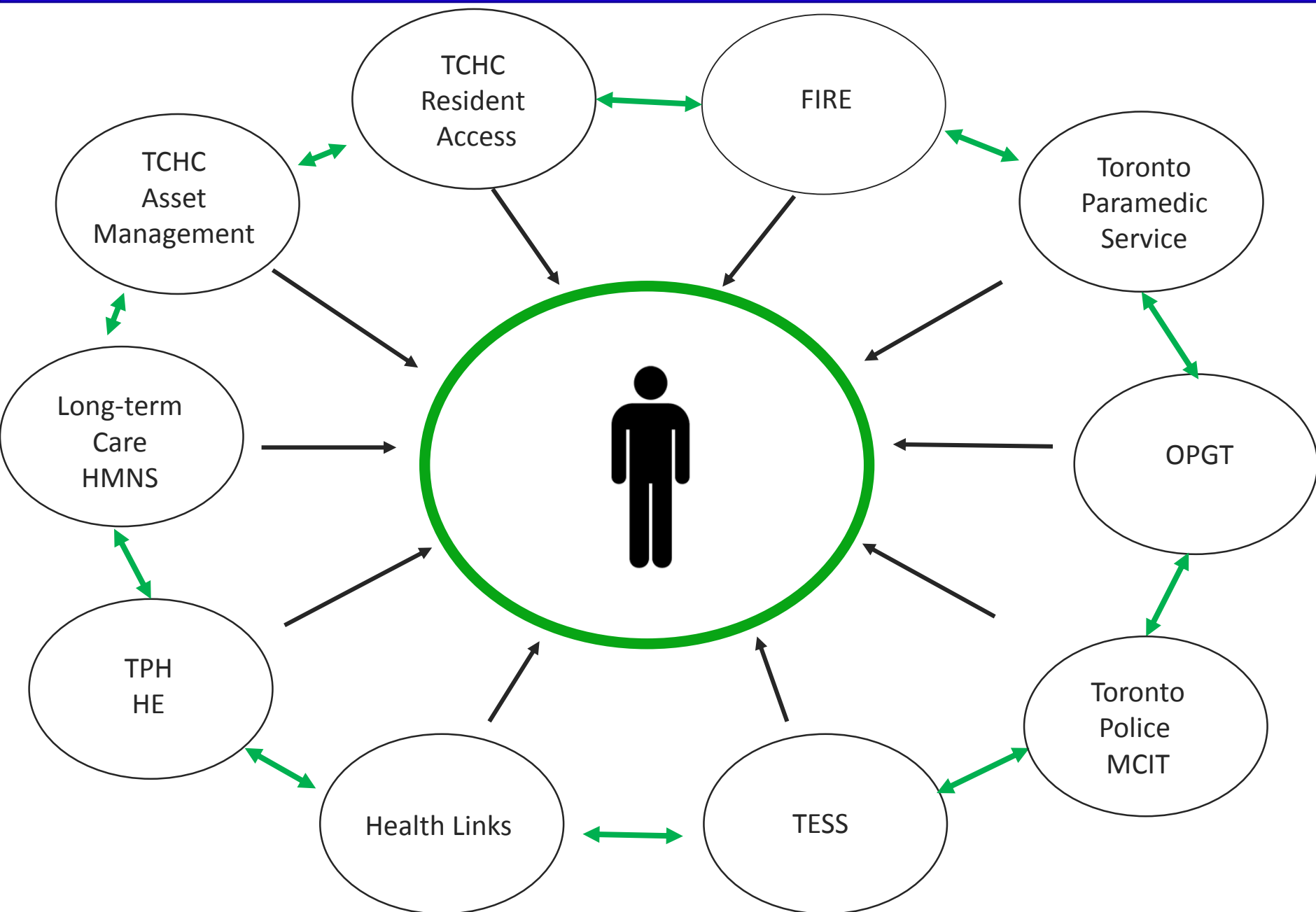
Risks:

- Fire
- Eviction / Homelessness
- Financial Loss
- Odour and Waste
- Injury / Death
- Threatening Behaviour

Vulnerabilities

- Unable to manage functional activities of daily living / Lacks supports to manage ADLs
- Mental Health issues are going untreated / mistreated
- Physical health issues are going untreated / mistreated
- Service Refusal – Engages with services ineffectively
- A lack of income limits the resources that a person can draw upon in times of crisis.
- Lacks the appropriate supports to care for animals
- Inability to engage appropriately with services
- Lacks the appropriate pest management supports

SPIDER Process



SPIDER CASE STUDY

Results

- **Joint Visit from all parties involved**
- **Mobilized Psycho-social Supports resulting in Mental Health Apprehension**
- **Collaboration with Hospital**
- **Effective Discharge Planning**
- **Financial Supports Mobilized**
- **OPGT Investigation**
- **Long Term Support Service Plan Implemented**

PROGRAM UPDATE

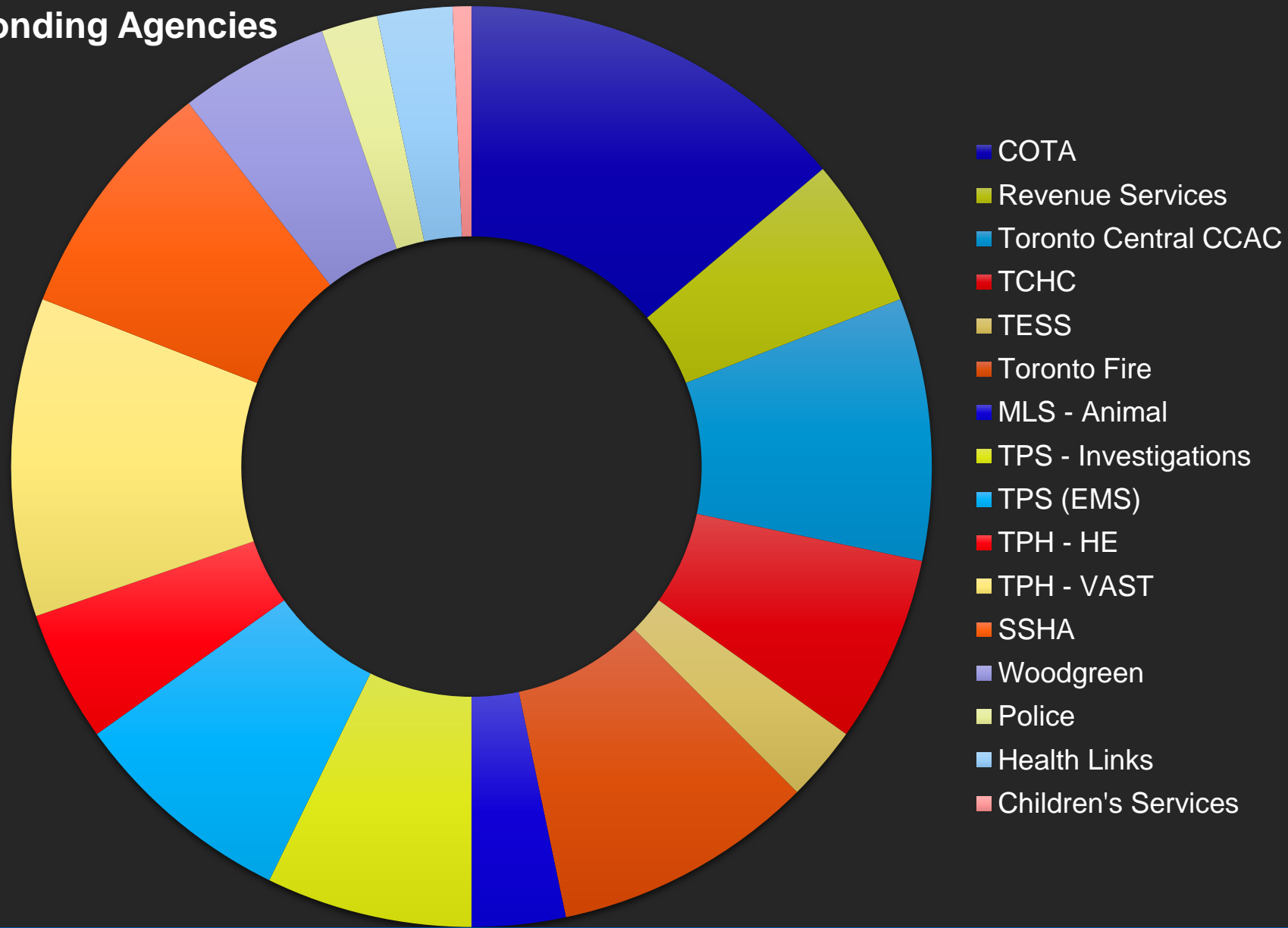


Originating Agencies

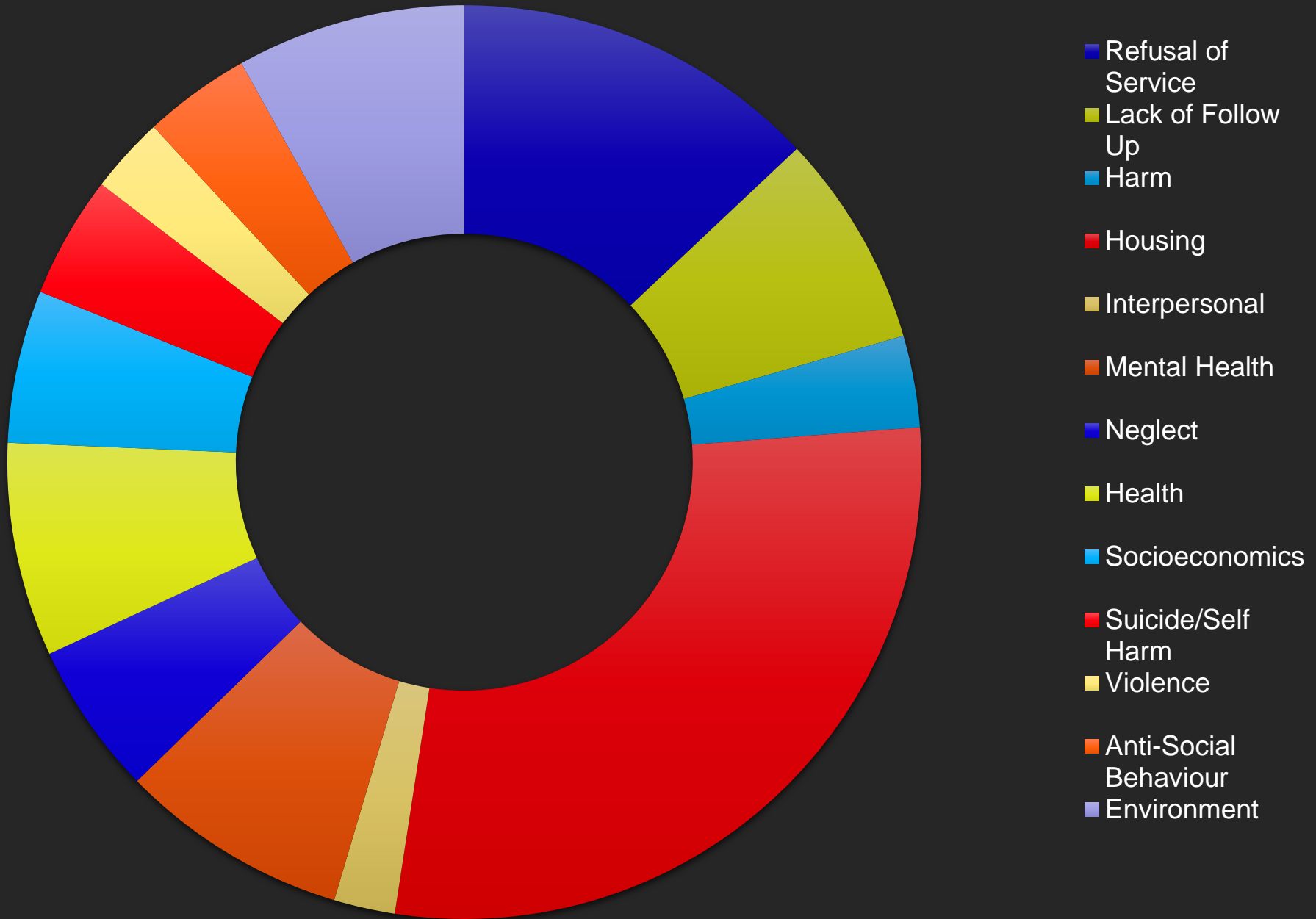
- Toronto Community Housing
- Toronto Municipal Licensing and Standards
- Toronto Public Health VAST
- Shelter Support and Housing
- Toronto Fire

Enhanced Collaboration

Responding Agencies



RISK CATEGORIES



Who is SPIDER Serving?



22 Females
23 Males
2 Trans identified



5 Families



3 Buildings /
Communities

The System Reform and Innovation Table on Vulnerability in Toronto

- To drive system-level reforms that will increase the capacity of the City and its partners to respond effectively to complex health and safety risks involving vulnerable Torontonians, their homes or property, and their neighbours.
- Focused on policy, legislative, or resourcing barriers that preclude effective resolution of a risk situation.
- Includes: City of Toronto senior management and external decision-makers.

System Level Submissions

- Programming for Clinical Program Service Model for Hoarding Supports
- Hospital Discharges to No Follow-Up/Social Service Supports
- Need for complementary definitions, policies and procedures for responding to vulnerability.
- Housing that lacks utilities
- Capacity and Consent Issues (clients refusal of support services, even when this puts self, property, neighbours at risk)
- Supports for those working with vulnerable populations
- Open Dialogue on Vulnerability Series
- Training Curriculum for those working with Torontonians



WORKSHOP: What can SPIDER learn from you?

Contact us

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