

**Welcome and Introductions:**

- Attendees were informed that the meeting was being recorded to share with those unable to attend.
- Land Acknowledgement was offered in the spirit of Truth and Reconciliation.
- Participants were welcomed to the meeting and invited to raise their hands as they were introduced to the group.
- A total of 10 family members, 2 representatives from the Ministry of Social Service – Community Living Services Delivery (CLSD), and members from Elmwood’s Board of Directors and Leadership Team from Elmwood were in attendance.

**Manor Transition Initiative Update:**

- **Status and Timelines of the Manor Transitions**
  - Home #1, 2920 14<sup>th</sup> Street opened on January 23<sup>rd</sup>.
  - Home #2, 706 Brightsand Crescent, opened on February 27<sup>th</sup>.
  - Home #3, 103 Holmes Crescent, opened on April 16<sup>th</sup>.
  - Home #4, 3204 Mountbatten Street is now finished construction. Possession will take place in the spring with a move- in in late summer/early fall of 2024.
  - Transition Homes #5 and #6 have been approved as part of the 2024/2025 provincial budget.
  - Once Transition Homes #5 and #6 become operational, this will allow for the permanent closure of Kinsmen Manor.
  - Now that funding has been approved, Elmwood will work in conjunction with the Ministry of Social Services- Community Living Services Delivery (CLSD) and the Saskatchewan Housing Corporation (SHC) to seek out and secure lots to build the last 2 homes. Once this has taken place, design plans for these homes will take place.
- **Resident, Family and Community Engagement**
  - Residents continue to be engaged through many 1:1 conversations, individualized stories, and the “Road to Home” Vision Board.
  - Regular updates continue to be provided to the families of the residents that have transitioned.
  - Elmwood continues to engage with communities of the 4 homes that have been built. Greystone Heights Community has been exceptional.
  - Many residents have a completed individual story of the transition named “My Manor Transition Journey.” Residents were able to share their story and capture their journey now that they had moved.
  - Roommate planning dinners for homes #3 and #4 have taken place.
  - *The Future Focus* and Family Engagement Roundtables continue to be used to communicate updates.
  - Start-up shopping trips for homes #3 and #4 have taken place.
- **Outcomes and Evaluations**
  - Elmwood partnered with the Community University Institute for Social Research (CUISR) to complete a Quality-of Life Study for the Manor Transition Initiative.

- The initial Resident and Non-Resident portions of the study have now concluded.
- The Year One Report of findings has been compiled by CUISR and will serve as the benchmark for the subsequent stages of the study.
- Year Two of the study to commence in spring 2024 which includes a second interview of Non-Residents.
- The second round of Resident interviews will begin in fall 2024 once residents who have moved have settled into their new homes.
- Dr. Isobel Findlay has provided the Manor Transition Steering Committee with the Year One Report of findings from interviews held with both Non-Residents and Residents.
- It was important to ensure that all residents who chose to participate had support in place for their individual interviews. When residents are re-engaged this fall, they will be provided support to participate in the study should they choose.
- If you are interested in participating in Phase Two of the study as a non-resident, reach out to Linda Boyko, Project Specialist for more information.

**Resident Support Update:****• Intergenerational Learning**

- Elmwood has recently expanded our partnership with Wild Spirit Education.
- Students now attend daily and range from 2 years old to 18 years old.
- Residents are encouraged to participate in activities and lectures.
- This promotes cross ability and cross generational partnership between residents and students.
- Wild Spirit Education utilizes two rooms in Suite 5 – one as a classroom for younger children, who attend daily 9-12. The other space is for breakdown/study time for older students. Most of the space in Suite 5 is now vacant as many residents have transitioned to their new homes.
- Wild Spirit Education is also attending our Community Inclusion Program (CIP) and running a music, cooking, and craft group for participants in the CIP program.

**• Health and Wellness**

- With the Manor Transition in full swing, here are the ways the Health and Wellness Team have adjusted their services to continue to meet needs: Shift to Community Based Model, adjusted hours, strengthened partnership with Home Care and in clinic Dr. appointments.
- Shift to Community Based Model – Health Connectors are now in Community 50% of their day. They are beginning their day in a Community Home and making rounds to meet with frontline staff, assess residents based on ongoing or new concerns, and provide in-person training.
- Adjusted Hours – Health Connectors now work 8am – 6pm, 7 days a week. This allows Health Connectors to focus their time on advocacy and resident care during the working hours of many other health agencies and organizations. All Community Home Coordinators (CHCs) are now trained in

PRN approval for the evenings, which allows for the new Health Connector schedule.

- Strengthened Partnership with Home Care – through ongoing advocacy by the Manager of Health and Wellness, homecare is now providing regular support to several residents in the areas of catheterization, wound care, etc.
- In Clinic Dr Appointments – As residents are moving from the Manor, the Health and Wellness Team is making efforts to have people attend in-clinic doctor appointments, rather than having the Doctor address concerns during bi-weekly rounds. The Health and Wellness Team is also working towards decreasing phone orders and doctor calls and will instead be making appointments for the residents to attend the clinic.

### **Community Hub Initiative- The Homebase:**

- Through the Manor Transition Initiative, we've learned so much – from you as family members, from the individuals we serve, from our Team Members and from the broader community. But specifically, from the family group, we previously engaged with you about three major areas of concern – Transportation, Health and Wellness services, and the need for a collective place to come together.
- The Elmwood Disability Service Sector Community Hub Initiative concept was shared as part of tonight's presentation. Please note that it's currently in the conceptual and design phase and may evolve based on various internal and external factors.
- The Community Hub Initiative would be the first of its kind in Saskatoon, in Saskatchewan and within the country. This is an iterability, intergenerational, interconnected, and inclusive community for all.
- The model for the Community Hub Initiative was developed directly based on feedback from residents, families, Team Members, advocates, partners, and stakeholders to respond to many of the challenges that individuals living with disabilities face, that Elmwood faces and that the broader sector faces. As part of the development process, our organization has completed research and service scans from other provinces and countries who are on the cutting edge of best practice in disability services including Australia and European Nations. But this is a Saskatchewan solution.
- This initiative has the potential to be a pilot initiative and set apart Saskatchewan as a leader in Disability Services.
- The Community Hub Initiative is specifically designed to bring the sector together – a sector comprised of over 110 organizations from across Saskatchewan.
- **Intentional Services: Health and Wellness (Orange) – 8 million dollars**
  - Frequently, those living with intellectual and physical disabilities receive sub-par Health and Wellness supports due to lack of knowledge, gaps between human service authorities and Ministries and lack of accessible spaces.
  - The intentional services spaces will be open to all, but designed for accessibility and may include things such as a medical clinic, dental office, pharmacy, corner store, coffee shop, etc.

- **Interconnected Support: Programming (Green)– 13 million dollars**
  - The Community Hub will serve as the *Homebase* for Elmwood Residences programming and administration and may include Community Inclusion Programming (Day Program) and Skills Lab; Childcare Centre and/or Educational Partnerships to facilitate intergenerational and integrability learning; Collaborative administration spaces for Elmwood and other community-based organizations including meeting/training spaces.
- **Inclusive Community: Residential (Blue) – 45 million dollars**
  - Residential Units comprised of 70% Market Rate Rentals and 30% Dedicated to Affordable Housing
  - This will include up to 190 units (1, 2 and 3 Bedrooms) to foster a diverse, inclusive, living environment, with a representative portion available for people living with disabilities.
  - To support the overall sustainability of the initiative, we are currently exploring the residential component. This increases access to funding that make all parts of the initiative work and for Elmwood to be able to continue and grow and expand its impact in the community.
  - Speaking proactively about the residential component, it's important to highlight that Elmwood intends to secure a Property Management Firm to oversee the residential component to ensure that Elmwood maintains its focus on delivering high quality services for those we support.
- **Financial Overview and Funding Strategy**
  - The total cost of this initiative is 65-70 million. Elmwood is actively: Submitting applications for SEED Funding through CMHC, Enabling Accessibility Fund and FCM. We are pleased to confirm that we have been granted funding through CMHC's SEED Funding Pool to continue to develop this initiative.
  - Completing a philanthropic feasibility study to ensure viability of the initiative. Community support is strong for this initiative as indicated through initial interviews with potential donors for the initiative.
  - Meeting with key stakeholders to build momentum for this initiative.
  - Affordable Housing Grants
  - Provincial and Municipal Governments
  - Traditional Debt Servicing – while ensuring that this initiative supports the long-term viability of the organization.

**Questions, Concerns, Comments and Discussion:**

Question: How is the transition with staff and care givers going? Are we seeing a high turnover in staff? Trying to get a sense of harmony within the organization.

**Answer:** We've successfully negotiated a Workplace Adjustment Plan with the union, aimed at supporting employees transitioning to the new Community Homes. This has been particularly evident in the first two homes, with smooth transitions and continuity of care determined for the Montgomery home, largely due to its convenient west side location where about 50% of our staff reside. Currently, we're focused on temporary measures, including active training, downsizing activities, improving communication channels, and addressing wage disparities outlined in the agreements.

**Comment:** First Bus service needs to be part of the criteria in land selection. It was suggested to engage with Cosmo and First Bus about this.

**Answer:** Cosmo has not communicated this information to Elmwood. We were not aware of the areas where the bus could not go. Thank you for bringing this to our attention as we will work collectively with Cosmo to ensure that the homes yet to be built are in areas of the city where transportation is not challenging.

**Question:** Could you clarify the disparity in wages? How are the residents doing regarding the staff left behind?

**Answer:** We've been addressing wage disparities, particularly between Elmwood and Kinsmen Manor, aiming to align salaries despite similar qualifications and job complexities. While historically there was a perception of higher care levels at Kinsmen Manor, wages in Elmwood's Community Homes have remained \$3 to \$4 lower per hour for many years. We're striving to rectify this through salary adjustments to match job demands. Despite staff turnover, stability is maintained within leadership and administration, ensuring continuity for residents. However, challenges persist in retaining staff across both agreements due to funding constraints. Our focus remains on supporting individuals during transitions, which can take 18 to 22 months, emphasizing the importance of providing companionship and support throughout the process, albeit acknowledging imperfections in the system.

### **Community Hub Engagement**

#### **Future Vision for Elmwood:**

- What do you envision for the future of Elmwood?
- How can Elmwood become an even more vibrant and supportive community in the years to come?

**Comment:** It is a lot to take in, but it is an amazing and ambitious concept. This concept really shows that Elmwood wants to be a leader in the sector.

**Answer:** For all those participating tonight we will send out the engagement questions via email. This way you have more time to process and engage later.

**Comment:** A few years back, the Board of Directors met to plan Elmwood's future. We wanted to improve it for residents and families. As more people moved into Community Homes, we decided to create a central gathering spot. The concept started with a community kitchen and grew from there.

**Comment:** As the brother of a resident in our new Community Homes, I've noticed a recurring theme that he likes: gatherings at the Manor for coffee and dances. This suggests an opportunity to create a central hub for regular meetings. We should plan spaces for residents to enjoy coffee nights, movie viewings, and small gatherings. This level of intimacy has been a key consideration in our community development.

**Comment:** I'm thrilled about the Community Hub concept—it's long overdue. In healthcare, social services, and education, we've been operating in silos for too long. This facility could bridge those gaps. I envision it as a gathering place. It's accessible and exciting. If I had millions, I'd invest immediately. The concept looks promising, and I'm eager to learn more and hear others' thoughts.

**Elements for the Community Hub:**

- What are the most important features you would like to see in a Community Hub to make it a welcoming and accessible space?
- Are there specific interests or hobbies that you'd like to see included?
- What design elements are important to promote inclusivity and social connection in the hub?

**Comment:** These questions are crucial because it challenges the traditional approach to community inclusion, especially pre-Covid. Previously, the focus was solely on supporting individuals to integrate into the community. However, this concept suggests inviting the community into their space as well, creating a shared experience. Despite generational differences, many, including myself, envision spending their senior years in such a diverse and engaging community. It presents unique challenges, but that's part of its appeal.

**Comment:** One of the most exciting aspects to focus on is the Health and Wellness component. Currently, it's disjointed for all of us, so making it inclusive and respectful would be a priority. Breaking down barriers is essential, and creating a hub that achieves this vision would be incredibly impactful.

**Question:** What's the plan for Kinsmen Manor once everyone moves into Community Homes? Will it be demolished? And how long will the planning and construction take?

**Answer:** Contingency planning is crucial here, especially regarding the remaining eight residents awaiting the build of their new homes and the timeline for

vacating this building within 6 to 8 months, at the earliest. The dark green building may have a foundation suitable for Suite 5, but demolition of the other parts of the building is necessary. Realistically, breaking ground could take around two years, with construction spanning a few more.

**Comments:** Elmwood's vision is to create a symbiotic community where housing and services for intellectually and physically disabled individuals, along with an art community, are integrated on one site. This setup enhances transportation and collaboration among people. Leveraging their land and location for these services can generate positive cash flow, enabling Elmwood to innovate and thrive independently. With supportive partnerships and innovative leadership from CLSD, Elmwood has a unique opportunity to secure sustainable income and foster independence.

**Comment:** We have POW onboard, who has a financial analyst, dedicated to ensuring this initiative is financially sustainable. Transparency is key; and 95% of Elmwood's funding comes from government. We want more flexibility to explore new ideas, take calculated risks, and ultimately support other programs within the organization. This approach empowers us to experiment, learn from failures, and ultimately succeed. There is a benefit and importance for Elmwood to become more financially diverse in the future.

**Question:** What happens to the day program and office while construction is happening?

**Answer:** The gym space will remain available for our ongoing use as the McNeil Fitness Center will remain and become part of the hub. However, considering the growth of our day program, which now nears 30 participants, we may need to seek an offsite location during construction. There's also been talk of using Suite 5 temporarily for offices or programming, but the decision hinges on which version we proceed with and whether Suite 5 becomes part of the hub or is demolished. So, the specifics of our programming location are still to be determined, but the programming will continue, albeit possibly in a different location for the time being.

**Question:** I see this as a potentially unique and novel initiative for our country. It could garner support at the national level for inclusive ventures. Exploring financial support options at a Canadian level rather than just a local level. Has this been explored?

**Answer:** Let's consider the three levels of government: federal, provincial, and municipal. Federal funds typically focus more on design principles, while provincial funding often supports human services. Currently, our funding is mainly through social services, but there's potential to explore broader support. For example, in Manitoba, funding is evenly split between health and social services. We're considering a service scan across the country to



understand funding models better. We believe in integrating support across sectors like health, education, and housing for a comprehensive approach to disabilities strategy. Municipal support is also crucial, and we're exploring all avenues to make this initiative a success.

Let's consider the federal level. There are entities focused on multiculturalism, inclusion, and diversity, which aligns with Charles's design efforts. This initiative, possibly the first of its kind in Canada, could set a precedent nationally and even internationally. Drawing inspiration from countries like Denmark, known for their strong inclusion efforts, offers valuable insights. Collaborating with federal inclusion, diversity, and equity entities opens significant opportunities for cooperation.

There are contributions in the form of tax concessions and waived fees as we navigate through this process. Additionally, access to municipal funding is available. One avenue we'll be exploring is the Housing Accelerator Fund. Moreover, we're also considering leveraging programmatic dollars for arts and recreation initiatives.

**Enhancing Community Inclusion:**

- What barriers to inclusion currently exist in Elmwood, and how can the Hub address or mitigate them effectively?
- How would you like to be involved in the planning and implementation process of the community hub?

**Comment:** Unpaid relationships, like those with staff and volunteers, are genuine but often event driven. Initiatives like housing can foster more natural connections, beyond task-based interactions. Authentic relationships are crucial for success in my work but creating them naturally is challenging. Transitioning to new Community Homes can reduce competition for attention and foster better environments. When we map out our social circles, we often find a saturation of paid support but lack authentic friendships or natural interactions. Creating spaces for organic moments, like chatting in the hallway or elevator, is essential for building genuine connections.

**Comment:** Looking forward to a space to come together for sports, arts, music, food, and a place to learn life-based skills.

**Comment:** One barrier is the lack of educational resources for professionals assisting individuals with disabilities. Although resources exist for early childhood education and other fields, this specific area is notably lacking. Addressing this gap in our organizational structure is crucial, as it affects the effectiveness of support services for individuals with special needs.





## Family Engagement Roundtable Notes

April 24, 2024

Answer:

Yes, there's a program, but Disability Support Workers frequently transition into healthcare roles, resulting in the program's discontinuation. Engaging with universities and colleges to incorporate disability support education into various fields such as medicine, dentistry, social work, and nursing could effectively address this gap. Advocating for more specialized education could help bridge this divide.