SENIORS HOUSING LAB

Insights Report – Workshop 3
Feb. 5, 2020

The Seniors Housing Lab was initiated and is now supported by the partners below, and made possible by funding from the National Housing Strategy under the NHS Solutions Lab.

1

Context

The project, **Seniors Housing Stability Solutions Lab**, otherwise referred to as the Seniors Housing Lab, intends to tackle the following challenge statement:

The Challenge Statement:
What might enable low-income senior renters in multi-unit buildings to retain their housing, age in the right place and thrive?

| Workshop #1: Sept. 18, 2019 Current reality and desired future | Workshop #2: Nov. 13, 2019 Synthesis & Idea Generation | Workshop #3 Integration & Prototyping | Workshop #4 Embedding & Sustaining |

Workshop 1: Participants became aware of the breadth of knowledge, experience and passion for the issue, which provided a strong foundation to delve deeper into our various perspectives on seniors housing stability in Metro Vancouver. We explored visions for a desired future for senior renters, and considered key themes related to our Challenge Statement.

Workshop 2: Participants identified problem spaces and formed six "working groups" to brainstorm and develop possible solutions, and built skills and tools to test ideas with the community.

Welcome, Introductions and Framing

Our third Seniors Housing Lab workshop took place February 5, 2020. We welcomed participants from the first two workshops, as well as a few individuals joining on behalf of those who could not attend.

In total, 33 participants gathered for a full workshop day at the Collingwood Neighbourhood House Annex in Vancouver, BC.

The workshop was designed and facilitated by a team of individuals: Annelies Tjebbes (RADIUS SFU), Tamara Connell (RADIUS SFU), Leah Sanford (RADIUS SFU), Stephen D'Souza (Homelessness Services Association of BC) and Mariam Larson (Lab Manager).

Onsite photos: Mariam Larson

Welcome, Introductions and Framing

Dr. Beverly Pitman, Senior Regional Community Developer, Population Health, United Way of the Lower Mainland, opened the day by welcoming participants and acknowledging our workshop was taking place on the traditional, ancestral and unceded territory of the Coast Salish Peoples, including the territories of the Sḵwx̱wú7mesh (Squamish), Səl̓ílwətaʔ/Selilwitulh (Tsleil-Waututh) and xʷməθkʷəy̓əm (Musqueam) Nations.

Bev also recognized project funders and spoke about the urgency of seniors' housing needs and the importance of indigenizing our work. She then introduced Mariam Larson, the new Lab Manager. Mariam is a gerontologist with experience as a community developer working with municipalities and organizations on a wide range of seniors' issues.

Alice, an elder, used an interview format with Stephen D'Souza to share Aboriginal elders' experiences that impact housing. Loss of status, breakdown of family structures and supports, and inadequate resources are pathways to homelessness. Limited availability of appropriate, accessible housing is a significant barrier for those with mobility issues and cognitive loss.

Alice is on the board of REACH Community Health Centre, which works to take care to the elders, instead of the elders having to go to the care.

Photo: Alice being interviewed by Stephen

4

Welcome, Introductions and Framing

We are grateful for the seniors with lived experience who are taking their personal time to guide us in this work.

These organizations have made the commitment to join the Seniors Housing Lab and work together over the 8 months of the project:

411 Seniors Centre Society
Advent Real Estate Services Ltd.
Amacon
Atira Women's Resource Society
BC Housing
BC Non-profit Housing Association
Brightside Community Homes Foundation
Burnaby Community Services
Canadian Mortgage and Housing Corporation
Carnegie Community Centre, City of Vancouver
City of New Westminster
City of Richmond
City of Vancouver
Fraser Health Authority
Gerontology Research Centre, Simon Fraser University
Hollyburn Family Services
Homelessness Services Association of BC
Jewish Family Services
LandlordBC

Lookout Health and Housing Society
Math Mountain
MOSAIC
Mount Pleasant Neighbourhood House
Network of Inner City Community Services Society (NICCSS)
New Chelsea Society
Private-sector landlord
Reach Community Health Centre
Renfrew Collingwood Seniors Society
Seniors Services Society (SSS) of BC
RADIUS SFU
SHARE Family and Community Services
Silver Harbour Seniors' Activity Centre
The Bloom Group
The New Vista Society
United Way of the Lower Mainland
Vancouver Coastal Health
West End Seniors' Network
Whole Way House Society

Welcome, Introductions and Framing

Annelies Tjebbes, RADIUS SFU lead facilitator, set the stage for our third workshop with a reminder of the Lab focus:

> **What might enable low-income senior renters in multi-unit buildings to retain their housing, age in the right place and thrive?**

Participants were also reminded of our Community Agreements as a tool to guide our thinking, responses, and behaviours. These agreements can help produce an environment that enables collaborative and innovative idea formation to flourish.

Community Agreements
- Stay curious / Learner mindset
- Share the space
- Be present
- Confidentiality
- Speak personally
- Collaboration > Competition
- Patient Urgency
- Generative / Supportive Energy

Workshop 3 Overview

Objectives

- Reground ourselves & check-in on testing / info gathering
- Converge on top ideas to advance
- Pitch idea for feedback
- Test out ideas
- Prototype concepts
- Devise next steps

Agenda

- Welcome, Workshop Framing & Recap
- Grounding, Share Back & Honing in on an Idea
- Pitch & Preparing to Test
- Prototyping
- Testing your Prototype
- Next steps
- Reflections & Closing

Grounding, Sharing and Honing Ideas

Activities in Workshop 2 resulted in participants' forming six working groups to explore solutions and share them with key stakeholders for feedback.

Group 1: Zoning
How might we change zoning so that housing developers can build affordable rental housing anywhere in the region?

Group 2: Affordable for Diversity
How might we build on existing successes to provide enough affordable housing options that meet the diverse needs of seniors now?

Group 3: Transitions
How might we collaborate to improve transitions between service for the long-term goal of achieving aging in place?

How might we move health and community to a common understanding and action to achieve person-centred, long-term aging in place with smooth trusting relationships?

Group 4: System Linkages
How might we connect tenants with/to supports before crisis occurs and create more stable, accessible system linkages between services and tenants?

Group 5: Senior-led System Redesign
How might we give voice to diverse groups of seniors in order to redesign the system that:
- *is both respectful and responds to the urgency of the current situation;*
- *builds on what currently works; and*
- *engages a broad range of stakeholders including landlords?*

Group 6: Place-based
How might we embed place-based programming and service navigation into all multi-unit buildings with a high proportion of seniors (inclusive of other seniors in the neighbourhood)?

Grounding: Feedback loops

For Workshop 3, participants were seated with their working group. Note: There were only a few members of group 2 able to attend, which resulted in members joining other groups and suspension of work on their idea.

Discussions started with each group sharing insights and lessons learned from sharing their ideas through stakeholder interviews, followed by a series of opportunities to get feedback from others in the room.

They then used key questions to hone in on one idea:

1. What idea is the easiest to implement?

2. What idea has the most impact?

3. What idea do you have the most energy for?

4. What have you learned/thought about/ observed/tested since we last met that might contribute to the ideas?

Convergence: Feedback loops

1. Zoning: *How might we change zoning so that housing developers can build affordable rental housing anywhere in the region?*

Key idea: Inclusionary zoning with density bonusing

Rationale: If zoning isn't addressed, we can't build

Feedback and learning:
- Access to density-zoning obstacles
- Lack of city owned land
- Approval risk and lack of predictability in development
- Displacement worry
- De-stabilize the existing affordable stock
- Where are your concerned seniors?

2. Affordable for Diversity: *How might we build on existing successes to provide enough affordable housing options that meet the diverse needs of seniors now?* [Group dissolved.]

3. Transitions: *How might we collaborate to improve transitions between service for the long-term goal of achieving aging in place? How might we move health and community to a common understanding and action to achieve person-centred, long-term aging in place with smooth trusting relationships?*

Key idea: Circle Educator; on-site wrap-around services

Rationale: Idea of prevention approach and bridges communication gaps

Feedback and learning:
- Accessibility of services
- Shift from crisis to prevention approaches
- Services need to be more needs based instead of current state (i.e. criterias)
- Privacy and confidentiality concerns
- Learn to receive feedback by <u>active</u> listening
- Ensure prototype suits the audience, i.e. seniors and service providers
- What are the additional resources needed to make this role work

Convergence: Feedback loops

4. System Linkages: *How might we connect tenants with/to supports before crisis occurs and create more stable, accessible system linkages between services and tenants?*

Key idea: New senior supportive housing model

Rationale: Feasibility; other ideas seemed to flow in and support the initiative; addresses a big gap

Feedback and learning:
- Need to build trust with respect to resource person; relationship building takes time
- Always build, maintain and ensure safe environment
- Gap between health challenges in seniors and what they are presently receiving or know what they need to receive
- Social determinants are extraordinarily complex and well beyond just the issue of housing
- Isolation and aging in place
- All the pieces that seniors may need could very well be there, but remain disjointed and confusing to access and navigate
- Who is paying for it?
- Is there a space issue (availability, zoning, etc.)
- Is it doable and reasonable
- Helpful to have a Federal level Ministry for seniors
- There are synergies between and among the other groups

Convergence: Feedback loops

5. Senior-led System Redesign: *How might we give voice to diverse groups of seniors in order to redesign the system that is both respectful and responds to the urgency of the current situation; builds on what currently works; and engages a broad range of stakeholders including landlords?*

Key idea: Super Group that would "channel" Lab projects with oversight from a cross-sectoral group

Rationale: In the absence of a Seniors' Ministry, we need a consolidating "voice", an entity that can drive the necessary system changes

Feedback and learning:
- Really needed data/research to change minds/ policies in government
- No one knows what the "system" looks like
- Fragmentation
- Service providers spinning like hamsters
- Be inclusive of all seniors, all age groups
- Need for community seniors' engagement
- Broad recruitment: Why-we-need-you approach

Convergence: Feedback loops

6. Place-based: *How might we embed place-based programming and service navigation into all multi-unit buildings with a high proportion of seniors (inclusive of other seniors in the neighbourhood)?*

Key idea: C-O-N-N-E-C-T

Rationale: Consistent theme of connection and seeing different models in the community that have the working part of the solution proposed.

Feedback and learning:
- Connecting to different program; increase overall connection (+ social isolation)
- Breaking silos; built environment (space; having security), lack of safety nets
- More neighbourliness/by better programs, social; privacy vs. connection; someone needs to get the older adults out (like the landlord) initially
- Connection between stakeholders is paramount
- Need to decrease housing security, a.k.a. increase connection
- Socio-spatial factors/amenities

- Individual outreach
- Phase the solution
- Learned about new models (New Vista, Wholeway Housing Program)
- Include older adults as main stakeholders
- The issue is complex; complication is in the implementation
- Support is there but needs to be pitched with right factors (feasibility of finances vs. education in ER)
- Need to have one model to implement? How to evaluate the model?

13

Convergence: Key ideas

| Working Group	Idea
1. Zoning: How might we change zoning so that housing developers can build affordable rental housing anywhere in the region?	Inclusionary zoning with density bonusing
3: Transitions: How might we collaborate to improve transitions between service for the long-term goal of achieving aging in place? How might we move health and community to a common understanding and action to achieve person-centred, long-term aging in place with smooth trusting relationships?	Circle Educator On-site wrap-around services
4: System Linkages: How might we connect tenants with/to supports before crisis occurs and create more stable, accessible system linkages between services and tenants?	New senior supportive housing model
5: Senior-led System Redesign: How might we give voice to diverse groups of seniors in order to redesign the system that: • is both respectful and responds to the urgency of the current situation; • builds on what currently works; and • engages a broad range of stakeholders including landlords?	A Super Group that would "channel" the innovation lab projects with oversight from a cross-sectoral group
6: Place-based: How might we embed place-based programming and service navigation into all multi-unit buildings with a high proportion of seniors (inclusive of other seniors in the neighbourhood)?	C – onnecting O – lder adults through N – etworking N – avigating E – mpowering C – are, and T – eaching

Convergence: Pitch

Pre	Test	
What are you trying to learn? How will you gain feedback?	Introduce don't sell Be clear and concise Observe and record	Listen don't defend: Like? Improve? Questions? Barriers? Explore?
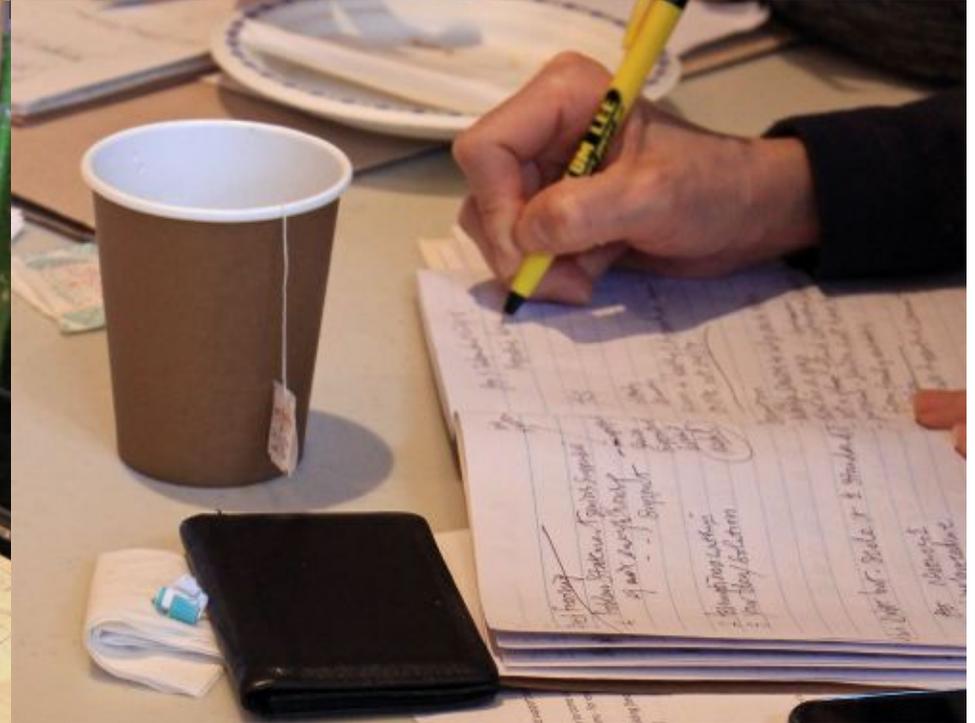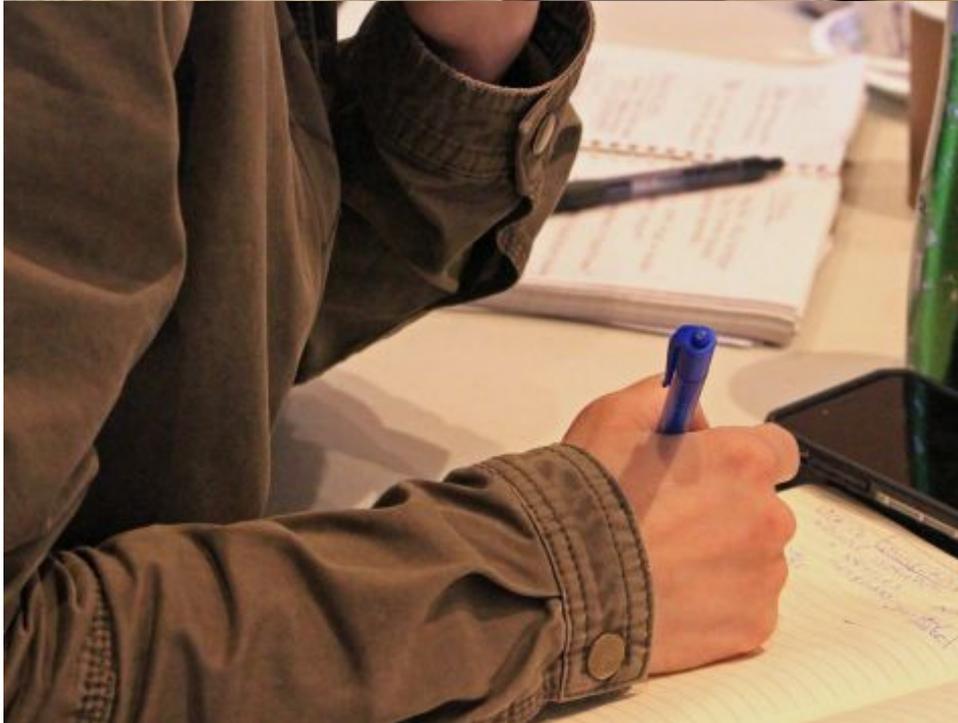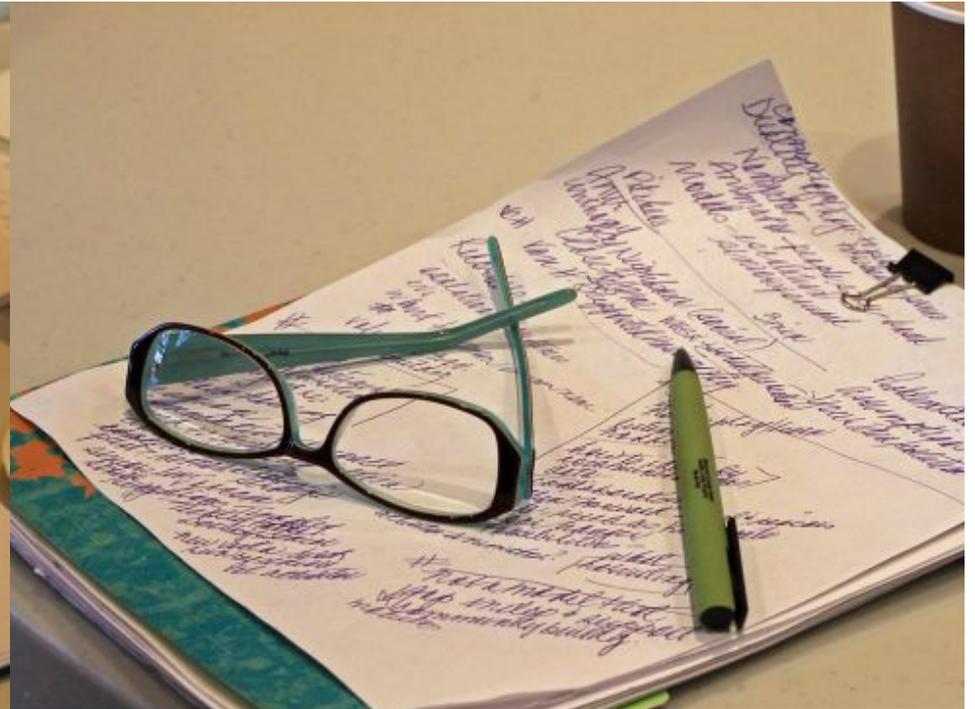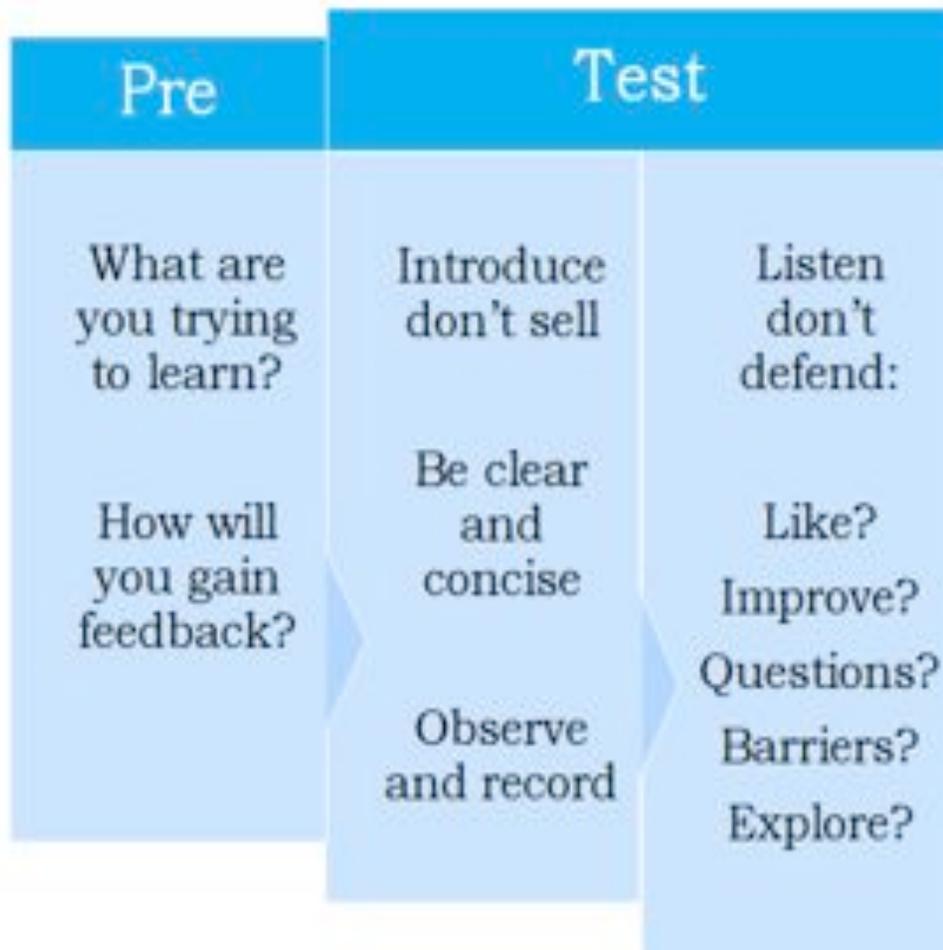
After converging on one key idea, each Working Group developed an elevator pitch to present their approach to other groups.

The goal was to make the idea come to life to gain detailed feedback on:
- What doesn't work
- What can be improved
- What might work

Pitches included:
- Problem Statement
- Assumptions
- Your idea/solution

After developing their pitches, Working Groups had three opportunities to rapidly present their ideas, record and integrate feedback, and then pitch to the next group.

Prototype

Lunchtime was used for reflection, refining and preparing their ideas for prototyping. Groups were asked to:
- Cluster the feedback
- Evaluate the relevance
- Prioritize the feedback, and
- Evolve their idea

The next step was to build a physical prototype to represent their idea. Facilitators presented examples of three different prototypes. Groups then launched into creative materials to prototype their ideas. They were encouraged to:
- Start simple and rough
- Not fall in love with their idea/prototype
- Be flexible and adapt, and
- Build to listen

Product   Interface   Service

Prototype

The final step in the workshop was for groups to present prototypes to other groups for feedback.

Generating prototypes enabled groups to show their ideas more tangibly and thus access more comprehensive feedback on their design. Prototypes included physical representations of ideas including a building design that would provide wrap-around seniors services, in addition to more abstract metaphorical representations of ideas including a kaleidoscope that would support viewers to better understand the multi-faceted dimensions of seniors support.

Feedback around these prototypes enabled groups to further develop their ideas, but also supported them to understand what questions might be asked by community members when they go out to test their prototypes. The focus was on deeply listening to feedback and not defending or selling an idea. This practice will be crucial to the next phase of prototype testing.

Next Steps

Workshop #1 Current reality and desired future	Workshop #2 Synthesis & Idea Generation	Workshop #3 Integration & Prototyping	Workshop #4 Embedding & Sustaining
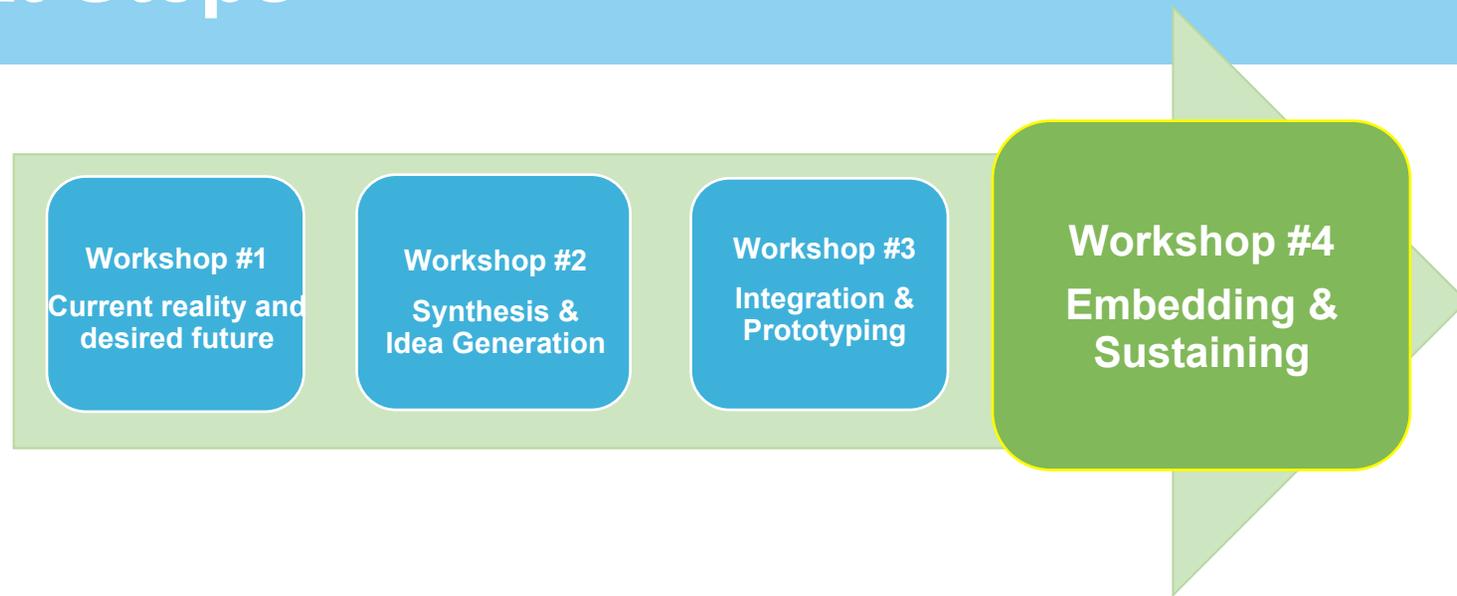
The fourth and final Workshop will be on April 29, 2020, at Collingwood Neighbourhood House Annex.

In the plenary closing, participants were reminded of actions to take place before the next gathering and encouraged to begin detailing specifics of their group's collaboration and tasks:

A. In your group, discuss what you heard as feedback.

B. Plan out your next steps:

- How will you keep in touch (phone, email, etc.)?
- When can you meet again?
- How will you record and share your learnings from interviews?
- Who will reach out to which stakeholders?
- What else do you need to do to prepare yourselves to get some input on your solution directions?

Groups were encouraged to connect 1 – 3 times and will have a coaching call with the Seniors Housing Lab Facilitation team to support their work.

Feedback

Participants completed 29 feedback forms at the closing of Workshop 3. Over all the Lab participants enjoyed the experience – 38% indicated they were **'very satisfied'** and 55% were 'satisfied'.

Suggestions for improvement included:
- Better pacing of activities and clarity of instructions
- More time for feedback processes and strategizing
- More opportunities to connect across working groups

Highlights included:

"Prototyping… making a model of our proposal."

"Giving and sharing feedback with each other. Dreaming big to address this problem."

"Learning more about the zoning challenges."

"Understanding from individuals with lived experience how to better engage seniors/older adults."

"This was super fun and informative"