

SILVER CITY GARDENS SUPPORTIVE LIVING – OUTCOMES REPORT
APRIL 1 2019 to MARCH 31 2020

PROGRAM DESCRIPTION – Silver City Gardens consists of thirty-four supportive housing units available to low-to-moderate income seniors and persons with disabilities 55+ who are able to direct their own care and whose health is better managed by support and care received within a community setting. Core hospitality services provided include one primary meal per day, light housekeeping and linen services, some on-site social opportunities and community connections, basic TV cable and access to 24-hour daily response buttons.

Key Demographics	2015 2016	2016 2017	2017 2018	2018 2019	2019 2020	5 Year Average	Findings
Number of males served	6	12	18	20	17	14.6	<p><u>Male/Female Served:</u> This year's data shows an increase in the number of female tenants housed over the year.</p> <p><u>Average Age:</u> This year's data shows that the average age of the tenants is consistent with last year. All 6 Tenants transferred to higher care were well supported with community services and SCG support prior to transfer. The current youngest Tenant is 55. The oldest Tenant is 93, aging in place with social supports and walks daily.</p> <p><u>Length of Stay:</u> There continues to be an increased turnover of Tenants and decreased average length of stay. This is consistent with last year.</p> <p><u>Move to higher support:</u> Slight increase in moves to higher care. All six Tenants were supported by community supports to age in place to a level of care no longer manageable in the supported housing program.</p> <p><u>Deceased:</u> Slight increase in deceased Tenants from last year. Tenants were well supported at Silver City Gardens prior to death.</p> <p><u>Move to less support:</u> 3 Tenants moved to less support, with one of these Tenants returning to Silver City Gardens within the year.</p> <p><u>Minorities:</u> Consistent at 0% last 4 years.</p>
Number of females served	30	28	31	22	27	27.6	
Total	36	40	49	42	44	39.4	
Average age of tenants	84	81	79	75.5	75.6	79.02	
Average length of service	4	4	3	2.4	2.38	3.2	
Number of tenants who moved to higher care facilities	4	3	3	4	6	4	
Number of deceased tenants	6	4	10	1	3	4.8	
Number of tenants who returned to a non-supportive living environment	0	1	1	5	3	2	
Percentage of minorities served	4%	0%	0%	0%	0%	0.8%	

File Status at Year End	2015 2016	2016 2017	2017 2018	2018 2019	2019 2020	5 Year Average	Findings
Opened	32	33	34	34	30	32.6	Current number of files open is 30 on March 31/20. A little lower than past years. Number of files closed this year is 12, up from last year.
Closed	10	8	15	10	12	11	

PURPOSE – This report is intended for board, management, program staff, stakeholders and persons served. Feedback and suggestions to assist with continuous quality improvement planning are both solicited and encouraged.

Risks & Barriers	2015 2016	2016 2017	2017 2018	2018 2019	2019 2020	5 year Average	Findings
% experiencing significant barriers as a result of English as a second language / cultural issues	3%	0%	0%	0%	0%	0.6%	<p><u>Language and Cultural:</u> Data remains consistent.</p> <p><u>Mental Health Barriers:</u> Tenants presenting with mental health barriers continue to be well maintained with Mental Health community supports as well as a supportive community environment at Silver City Gardens. There are a few Tenants with Mental Health challenges that have declined community support and are maintaining their well-being at Silver City Gardens.</p> <p><u>Alcohol and Drug Misuse:</u> There are no current Tenants that are experiencing housing or relational issues with respect to substance use. There is a small percentage of Tenants that use legal substances on a regular basis.</p> <p><u>Physical and Health Barriers:</u> The major concerns with physical and health barriers were related to pain and mobility issues as well as progression of dementia resulting in higher level care.</p>
% experiencing significant barriers based on mental health issues or anti-social behaviors	13%	40%	12%	16%	20%	20%	
% experiencing long term mental health problems	8%	28%	30%	29%	27%	37.6%	
% significantly involved in alcohol or drug misuse	6%	13%	8%	16%	11%	10.8%	
% experiencing significant barriers based on increasing physical and health needs.	*	60%	60%	19%	32%	42.75%	



REFERRAL ELSEWHERE: Tenants typically have moved into Silver City Gardens with existing health and community supports. On-going observation by the Silver City Gardens Housing and Hospitality team and appropriate follow up with Tenants around added support is done on a regular basis to ensure Tenant success. The Property Manager continues to keep Information regarding community supports current and available for all Tenants in pamphlet racks as well as through discussions as required with Tenants. Overall, the Housing and Hospitality staff collaborate as a team along with tenants to maintain safe, affordable housing for as long as possible. Referral records indicate that 6 Tenants over the year have been able to age in place with supports until such time that Complex Care or Assisted Living services were required. Silver City Gardens support, along with other community and health support, has enabled Tenants to live at a higher level of independence as they age in place.

GOAL SETTING & RESULTS: Service outcomes are intended to assess the safety and affordability of the living environment, quality of hospitality services, and value of social opportunities provided. Service outcomes are reported in the table below and represent current tenants and in some questions also tenants who have ended tenancy during the year.

Objective: Effectiveness Measures	Indicator	Who Applied to	Actual Result	Met or Exceeded
1. Promote aging in place	70% of tenants of SCG have held a tenancy longer than 12 months on March 31st 2020	SCG tenants	66% (29 of 44)	X
2. Maintain health and minimize hospital visits	70% of tenants who resided in SCG from April 1/19 to March 31/20 were not hospitalized longer than 24 hrs.	SCG tenants	73% (32 of 44)	✓
3. Maximize involvement in social and community activities	70% of tenants of SCG are involved in 2 or more social activities each week (both on and off site) over the 12 mo. period	SCG tenants	93% 41/44	✓
<p>Findings: 66% of the targeted 70% of SCG tenants sustained their housing throughout the year. There was an increase in transfer to higher level of care which indicates Tenants are aging in place. Hospital visits/stays of Tenants where recorded. All hospitalizations that did occur for more than 24 hours were due to health issues, with the Tenant returning home. One Tenant had repeated hospitalizations related to a chronic health condition. There were 2 deaths in hospital and 1 transfer to higher level of care.</p> <p>93% of tenants were engaged in some form of social activity both on and off site. Examples of activities include, but are not limited to: bingo, church, games, senior centre activities, aquatic centre swimming and exercise, walking, social outings, regular social visitors, meals at SCG, mental health outreach outing support and Bridges day program.</p>		<p>Recommendations: Continue to promote aging in place and maintain tenant health particularly through nutrition, appropriate referrals to community health care supports, and social involvement on and off site. Continue to monitor hospital stays and promote community involvement so that tenants remain active and the potential of isolation is reduced.</p>		

PAST PARTICIPANT FEEDBACK – Past participant feedback is intended to solicit feedback from tenants after they have left the program. However, due to the natural aging and end of the life cycle reality, we are for the most part unable to obtain past participant. The number of files closed due to tenant moving on to higher care facilities was 6 and tenant death was 3. 3 Tenants moved to un-supported care as they did not require the hospitality portion.

PROGRAM EFFICIENCIES –Two efficiency measures were selected by staff. The first efficiency measure was to monitor occupancy rates. The target occupancy goal established was 99%. The second was to monitor food costs without compromising nutritional value and, as such, the costs per person, per meal, per day were documented. The target goal established was to maintain food costs at budgeted levels (at a projected 13% increase per person) without compromising nutrition. Efficiency results have been tabulated below.

Objective: Efficiency Measure	Indicator	Who Applied to	Target Goal Expectancy	Actual Result	Met or Exceed
1. Maintain occupancy at 99%	Occupancy rate	SCG Units	99%	93%	X
2. Maintain costs of food service without compromising nutrition	Meal cost per person, per day does not increase by more than at 13%	SCG Tenants	11% increase over prior year per person, per meal, per day	2% increase in cost per meal, per person, per day over year but staying within the 13%	✓
<p>Findings: i. Occupancy rate-There are a total of 34 units available at Silver City Gardens. During the course of the 12 month reporting period there was a total of 27 vacant units for the year. In calculating the occupancy/vacancy rates our formula is as follows: 27 vacant units/408 total units = 7%. The corresponding occupancy rate is 93%. The majority of the Tenant turnover was Tenants moving to higher level care which indicates successful aging in place. There was also 3 deceased and 3 moving to lower level care.</p> <p>ii. The meal costs are tracked monthly to determine average cost pp/ per day. This year the cost per person per meal increased by 2%. This is keeping within goal of 13% increase. During the year we again chose to make more 'in house' prepared foods (i.e. homemade desserts, sauces, salad dressings, etc.) with the goal to provide an enhanced nutritional diet to tenants. We continue to have monthly buffets. The 4 week seasonal menus have been updated with standard food order forms. Also, the Cook is now doing the food orders and shopping which will facilitate comparison shopping.</p>			<p>Recommendations: Staff will continue to monitor and attempt to achieve an occupancy rate of 99% for the 2020-21 year. Staff will continue to comparison shop and keep processed food purchases to a minimum. This will result in continued healthy dietary intake for tenants and maintain reasonable food purchase costs. Staff will strive to average a meal cost per person at a rate that does not exceed a 13% increase over the year while also ensuring these efficiencies do not compromise nutritional value.</p>		

PROGRAM SATISFACTION

Objective: Consumer Input Measures	Indicator	Who Applied to	Target Goal Expectancy	Actual Result	Met or Exceeded
1.To maintain personal satisfaction levels	Persons served report overall satisfaction with Tenancy and Hospitality Services	All Tenants accessing services who responded to the survey	85%	96% (22/23)	✓
Objective Stakeholder Input Measures	Indicator	Who Applied to	Target Goal Expectancy	Actual Result	Met or Exceeded
2. To maintain stakeholder satisfaction levels	Stakeholders who report overall service satisfaction	All stakeholders responding to survey (3 sent 1 returned)	85%	100% (1 of 1)	✓
Findings: 22/23 Surveys reviewed indicated overall satisfaction with the Silver City Gardens Property Management and Hospitality Services. The surveys were both new		Recommendations:			

<p>Tenant and Annual. Positive comments such as “everything is awesome”, “I am very pleased”, “Very safe place to live”, “Happy with everything”, “Quiet building and great food”. A few concerns noted were around lack of variety in meals and not needing hospitality services. Only one stakeholder returned survey this year. It has been a particularly busy year for the community supports with present community crises.</p>	<p>1) Continue to be open to tenant feedback and work with staff to achieve continuous quality improvement. Continue to keep an open-door policy for Tenants to bring forth concerns and suggestions. Continue to maintain good relationships with stakeholders and community members.</p>
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PROGRAM ACCESSIBILITY: The Silver City Gardens application process was transferred to the BC Housing website in late 2014 to expand access to seniors and persons with disabilities for housing. Interior Health Authority staff and other community partners (including Home Health, Mental Health and Substance Use and Acute Care services) were given information regarding the new application process and are consistently contacted when there are vacancies. Silver City Gardens general information is in the “Closing the Gap in Senior’s Care” on-line resource pamphlet. The information is also on the FETCH website. The “Thriving for Poverty Reduction for All” website is now operational of which Silver City Gardens information is accessible through this on-line resource. Also, marketing was done through Pennywise.

Objective Type: Access Measures	Indicator	Who Applied To	Target Goal Expectancy	Actual Result	Met or Exceeded
1. To increase access to health and personal care	100% of tenants who connected with appropriate services	Tenants with identified needs	80%	100%	✓
2. Housing Registry Waitlist	% of tenant on waitlist to receive housing	All new tenant application and move-in’s were received from the BC Housing waitlist	100%	100%	✓
<p>Findings: This objective to increase access to health and personal care was achieved by monitoring tenants for service requirements and working with the Tenants to get appropriate available support in place. All necessary referrals were made 100% of the time with excellent follow up and support from case managers and acute care. Also, the community resource information area and bulletin board are maintained which increased tenant education on community supports. Housing Registry Waitlist-all of the tenants who were housed were applications on the BC Housing Registry.</p>			<p>Recommendations: Continue to build relationships with seniors’ community services representatives as there is an increase in the number of tenants who require additional services in order to remain independence as they age in place. Continue to reach out to community services and market to increase BC Housing applications for Silver City Gardens.</p>		

ADMINISTRATIVE OBJECTIVES

Objective Type: Administration Objective	Indicator	Who Applied To	Actual Result	Administrative Objective Achieved
1. Expand staff development opportunities	Key duties of staff positions and routines reviewed and updated Staff Education completed	SCG Staff	All employee job duties were reviewed and updated to correspond with the new routines in dietary and housekeeping roles. Efficiencies in job duties and process resulted in a reduction of management requirements. One full-time Property Manager position was implemented in March, 2020. All regular staff access Relias to complete core trainings. Servers' training was completed for all required core courses. Monthly Staff Meetings continue and include regular OH&S drills/discussion.	✓
2. Develop and build the distribution, return rates, and collection of statistical information for both tenants and non-tenant stakeholders.	Increased survey response and feedback rates for 2019-2020 year	Trail Property Manager	50% returned surveys of those distributed. This is a slight increase from 47% last year.	✓
Findings: 1) Clarification of routines and procedures have allowed for a streamlined and more efficient hospitality service. 2) Regular Staff meetings encourage participation in quality improvement and ensure OH&S drills are covered. 3) Tenant survey response was very consistent with last years' responses, with a very slight increase.			Recommendations: 1) Continue to look for ways to empower, involve and develop staff. 2) Continue to have monthly staff meetings including an OH&S focus. 3) Continue to encourage informal and formal Tenant feedback.	

Data Confirmed by: Barb Cole and Kellee Woods, Property Manager Trail Services
 Reviewed by: Justine Cohen, Director of Housing Services

Date: March 31, 2020