

**THE REPORT OF THE PRESIDENT AND EXECUTIVE DIRECTOR TO
THE CITY CENTRE CARE SOCIETY (CCCS) AGM
on July 11, 2017**

Our caring for 191 residents in three programs (Complex Care, Assisted Living and Addiction Recovery) has improved as a result of adding and educating staff while focusing on quality indicators and upgrading both buildings.

Central City Lodge's (CCL) Complex Care Program received formal recognition as a specialized Vancouver Coastal Health (VCH) centre. Our speciality is to care for residents who have experienced poverty, addictions and/or mental health problems. They may have with behavioural issues and have lived in the Downtown Eastside. Our theme is "Maximizing the Value of Our Contribution for the Benefit of the Residents". Our staff use their unique skills and participate in Care Planning meetings to address the specific needs of our residents.

STAFFING

Our direct care staffing hours in residential complex care have improved in the last three years. In 2015/16, we received additional funding for a Recreation Program Coordinator, a Social Worker, a Licensed Practical Nurse (LPN) and a Care Aide. We received funding in 2016/17 for additional Care Aides. Our budget for 2017/18 permits the addition of another 13 hours of Care Aide service per day. Consequently, we are better able to respond to our residents' social and physical needs. Hopefully, VCH will continue to increase our funding as our staffing levels are relatively low compared to some other facilities.

There are several staffing matters of note. First, with the addition of the Social Worker and the Resource LPN and Care Aide, our admission procedure in Complex Care is more thorough. Also, more time is spent helping newly admitted residents in complex care transition to communal living. Second, our LPNs are being trained to work on all floors. Previously LPNs only worked in the Special Care Unit. This flexibility is helpful in times of staffing shortages and motivates staff to develop their capabilities. Third, throughout the organization, we employ our own staff rather than contracting out, believing that this results in better care for our residents. Fourth, Recreation staff are spending more creative time with individual residents, sometimes using iPads, as group activities are not suitable for an increasing number of residents. Fifth, staff from all departments including housekeeping and dietary interact with residents and are an important part of improving residents' quality of life. Finally, a number of staff have retired including our Manager of the Addictions Recovery Program.

At Cooper Place in order to deal with the increasingly complex needs of residents in Assisted Living, we have added 4 Care Aide hours per day in 2017/18. We have requested additional funding from Vancouver Coastal Health for staff in our Addiction Recovery Program.

Other persons making significant contributions to the residents' quality of care are VCH employees, allied health staff from agencies, doctors, a Nurse Practitioner and practicum students. This year we introduced a newly created position of Nurse Practitioner to our special care unit in Complex Care. We have had students training to be RNs, Care Aides, Social Workers, and Addiction Workers. This year, for the first time, fourth year Registered Psychiatric Nursing Students from Kwantlen Polytechnic University completed a practicum in complex care.

QUALITY INDICATORS

One measure of the quality of our care is meeting the numerous and onerous licensing standards. We have received good ratings in our two licensed programs – Complex Residential Care and Addiction Recovery. Both programs received the best rating of low risk and no substantiated complaints. VCH has complimented us on our care of residents with challenging mental health and substance use conditions as well as our care for residents with responsive (aggressive) tendencies. As for Cooper Place’s Assisted Living Program, VCH’s site visit, to monitor its increasingly higher standards, also resulted in a good outcome.

Another measure of the quality of our complex care program is a comparison of current and previous year’s ratings as provided by the Senior Advocate. Compared to the previous year we improved in 10 of 19 factors and retained the same rating in 4 factors. Our physicians are involved in monitoring the quality indicators. With the assistance of VCH’s Dementia Care Team we developed more comprehensive and specialized care plans for residents with challenging behaviour.

EDUCATION

The quality of our care improves with the increased knowledge and skill that staff acquire from education. Vancouver Coastal Health’s (VCH’s) educational priorities for all facilities are dealing with aggressive behaviour, dementia care, palliative care, bullying and harassment and pain management. We will continue to have staff attend VCH courses on these topics. VCH has provided a grant to our complex care program for such training.

We have adopted VCH’s goal of increasing the number of residents who stay with us rather than go to the hospital for end of life care. At Cooper Place we are working on minimizing the number of residents admitted to hospital. All Regular staff at Cooper Place have successfully completed the Provincial Violence Prevention Program.

With the recent number of fatal overdoses in the community, we have completed a major training initiative for staff in our three programs to administer Naloxone in the event of an overdose. We have several Naloxone kits at each site and developed procedures to deal with overdoses and cytotoxic drug spills. For potential drug users in complex care who have Do not Resuscitate Orders (DNR) we are asking them if they want an exemption to the DNR order if they should overdose.

Other courses attended by staff were “Disclosing Unanticipated Medical Outcomes”, Conducting Workplace Investigations, various Occupational Health and Safety courses and Labour Relations and Discipline. A new initiative is our Social Worker presenting or coordinating a number of staff in-services.

One ongoing initiative is to reduce the number and severity of work place injuries. To this end we have engaged the services of an occupational therapist to conduct an ergonomic assessment of our jobs and provide education to staff. Also, injury prevention and management are discussed at all regularly scheduled management meetings and at Occupational Health and Safety Meetings.

FINANCES

From a financial point of view we also had a successful year by operating within budget while completing numerous projects. Our audited financial statements show a small surplus of \$1,630 on revenues of \$11,610,764. The spreadsheet below shows a summary of our audited “Combined Statement of Operations”.

COMBINED STATEMENT OF OPERATIONS OF CCCS	
FOR THE YEAR ENDING MARCH 31, 2017	
REVENUE	
VCH Grants - Operating	8,593,388
Resident User Fees	2,300,929
Amortization of Deferred Capital Contribution	274,753
Ministry of Social Development	264,149
Miscellaneous	60,706
BC Housing Mortgage Subsidy	51,013
Interest	40,018
VCH Accommodation Fee Subsidy	24,124
Donations	1,684
Total Revenue	11,610,764
EXPENSES	
Salaries and Benefits	9,048,203
Building and Property	844,549
Supplies	753,906
Amortization	717,596
Administration	192,792
Interest on Long Term Debt	26,288
Replacement Reserve	25,800
Total Expenses	11,609,134
EXCESS OF REVENUE OVER EXPENSES	1,630

Purchase of Capital Assets totalled \$262,000 and were mainly for Central City Lodge’s Complex Care Program. The assets consisted of a third floor renovation, a roofing project, exterior painting, floor replacements in resident rooms, and a fourth floor patio renovation. The largest project was the renovation and refurbishing of our Special Care Unit and we are very grateful for the very generous donation from the Central City Foundation. This renovation has significantly enhanced the quality of life of both residents and staff. Other capital projects were for renovating the Addiction Recovery Program (ARP) shower room and installing security door sensors at Cooper Place.

There are several other finance related items of note. We continue to have relatively low administration costs. Secondly we received \$18,000 from parking lot operations and from the film industry using our premises. It is hard to predict the interest rate that we will receive for our GIC renewals. We will monitor developments with Coast Capital Savings Credit Union’s application to become a federal agency.

FUTURE

We are part of a larger system of services coordinated by Vancouver Coastal Health which receives its funding and some directives from the provincial Ministry of Health. VCH is also influenced by the Senior Advocate who has advocated for higher staffing levels in complex care. The outgoing Liberal government committed to implementing increases over a four year period. It is unknown when the incoming government will implement any increases. The Senior Advocate is expected to continue monitoring quality indicators.

Central City Lodge and Cooper Place are now 24 and 34 years old respectively and the buildings require increasing amounts of work to maintain their suitability for the needs of the residents that we serve. Our building and land leases for Cooper Place and Central City Lodge terminate in 2040 and 2051 respectively. At Cooper Place we are planning for replacing the roof, modernizing the elevators, improving the drainage in the parkade and upgrading the building security. In the complex care program we are planning for re-piping the domestic hot water system and modernizing our four elevators. In the Addiction Recovery Program, planning has begun to install security cameras and refurbish the unit.

On an organizational level there are three priorities. This year we are planning on upgrading our computer system by installing two newer programs - an Accounts Receivable/Trust program and an operating system program. We hope to refurbish parts of our buildings to make them feel more home like. We are exploring various options for replacing our resident bus which has been taken out of service.

IN CLOSING

We would like to thank our Board, staff and volunteers for their contributions of time and energy to enhance the quality of life of our residents who have very diverse needs. We want to acknowledge that staff face many challenging circumstances and are to be commended for their tolerance and respect for residents. We appreciate that the Management team has initiated many resident centred changes.

Our Board Members for the past year are:

Linda Ruiz: Board President
 Patricia McDonald: Vice-President
 Anne Murdock: Treasurer

Marie Whelan: Secretary
 John Hood: Director
 Michael Sorochan: Director

For the future, we will continue to operationalize our theme of “Maximizing the Value of our Contribution for the Benefit of the Residents.” We can be proud of our organization’s ability to care for residents with very complex needs. We will continue to strive to improve the quality of life for our residents.

Linda Ruiz
 President, Board of Directors

Seamus O’Melinn, CHE, CPHR
 Executive Director