

ANNUAL REPORT OF THE CITY CENTRE CARE SOCIETY

On July 30, 2019

Our caring and housing for 191 residents in three programs (Long Term Complex Care, Assisted Living and Addiction Recovery) has improved due to higher staffing levels, continuing education, focusing on making improvements in quality indicators and upgrading both buildings, equipment and furnishings. Our long term complex care program at Central City provides a home and care for 100 residents including 26 in our secure unit which specializes in caring for persons with dementia. Our Assisted Living program at Cooper Place cares for 69 residents from the Downtown Eastside and nearby Chinatown. Our Addiction Recovery Program provides services to 22 persons.

Our Programs are recognized as specialized care sites for residents who have experienced poverty, addictions and/or mental health problems. They may have behavioural issues and have lived in the Downtown Eastside. Our mandate 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 individual needs of our residents.

In Long Term Complex Care, our population is younger, more mobile and has a much higher proportion of males than the typical care facility. Our residents are potentially more aggressive and more prone to wander than residents in other care facilities. We have a much higher percentage of smokers. Extensive efforts are made to ensure the safety of residents who smoke and protect staff from second hand smoke.

With the redesign of the health care system, persons are being cared for in their homes longer. When residents move into long term care and assisted living homes their length of stay is shorter than in the past because they are frailer and have more complex care needs.

STAFFING

Most services are provided by our staff rather than contractors. We now have more than two hundred staff. Both sites employ Licensed Practical Nurses, Care Aides, Recreation Therapists, Food Service, Housekeeping, Laundry, Maintenance, Management and Administrative staff. We also have a number of wonderful volunteers and students doing health care practicums at CCL. Vancouver Coastal Health Staff provide additional services.

Central City Lodge cares for residents with greater needs and therefore also employs Registered Nurses 24 hours per day and a full time Rehabilitation Assistant and Social Worker. A Physiotherapist, Occupational Therapist, Dietitian, and Music Practitioner work part time on contract. Residents can choose to attend spiritual services on site.

Our Recreation departments at both sites consult with residents to develop and refine programs. The recent purchase of a wheelchair accessible van to transport the residents on outings, greatly increased their quality of life as many residents cannot go places by themselves. Residents have found these trips away from a downtown environment to be peaceful, calming, and stimulating depending upon whether the trips are to a park or an event. Some socially isolated residents are now engaging with others. Our pet therapy program has expanded with four dogs and handlers now visiting both sites on a regular basis. Residents continue to enjoy gardening. Residents are using technology to communicate with relatives and friends.

Recently, we developed two programs that will enhance staff's abilities to relate to residents and provide the care they need. The first, called "What's Their Story", is a multi-department meeting led by our social worker. The goal is to share our collective knowledge about a resident's life. The information compiled is then developed into a one page document and shared with all employees. We believe this program will help foster greater understanding and compassion and will encourage meaningful interactions and communication between residents and staff.

The second new program involves staff providing individualized services for our residents who are nearing the end of their lives. The services will include music therapy, pet therapy, pastoral care, one to one visits from recreation employees, special food requests and environmental changes to their rooms. We will also provide additional support to their family members or friends.

Vancouver Coastal Health (VCH) provided funding for Complex Care to hire an additional 30 hours of Care Aide service per day. We undertook a major planning exercise to determine how to utilize the additional hours to best enhance the quality of life of our residents. With the additional work hours, staff can spend more time addressing individual resident's social and physical needs. Such needs include helping with activities of daily life, assisting in the dining room and participating in outings for the less mobile residents.

One troubling trend is that the long term care sector is encountering an aging workforce that is carrying out physically demanding jobs. Some staff have to work beyond 65 years of age and/or work at more than one job in order to survive financially in our very expensive city. A number of valuable employees with more than 25 years of service have retired. Staffing shortages make recruiting challenging and result in overtime costs when relief staff are not available.

All of our programs have a harm reduction approach. While our Addiction Recovery Program is abstinence based, our long term complex care and assisted living programs provide multi-disciplinary care to a small number of residents who use off site. We offer life skill training and a safe environment to encourage persons to stop using. Some residents are on Opioid Agonist Therapy drugs which work to prevent withdrawal and reduce cravings for opioid drugs.

Our Addiction Recovery Program has a Manager, Case Workers and Night Monitors. In April VCH increased our funding allowing us to add a Case Worker for two more shifts per week. This allowed each resident to have additional time with his Case Worker. Programming was expanded to 7 days per week and was re-distributed throughout the day. In the past two years, the program added exercise, external presenters and indigenous components.

Surprisingly, despite an overdose crisis in the community, occupancy in many addiction treatment centres is lower than normal. Our Addiction Recovery Program (ARP) is actively marketing and rebranding our enhanced program. We are in the process of developing a stand alone website and social media solely for the program so that it is easier to access. We continue to offer new topics to better meet the needs of the residents. For instance, two staff have taken training in dialectical behavioural therapy which provides an array of strategies designed to help people struggling in life, lead happier and more productive lives.

We continue to upgrade our physical settings in ARP. The program occupies the second floor of Central City Lodge. Each of the 20 bedrooms has its own toilet and sink. Eighteen residents have their own bedroom and four residents share two larger bedrooms. The floor contains a dining room, lounge, library with computer access, outdoor patio, weight gym and shower rooms.

We are very fortunate in that the Central City Foundation is funding a replacement of many pieces of equipment and furnishings including new mattress, drapes, chairs for group sessions, gym equipment and patio furniture. Our next project is to renovate the shower room.

FINANCES

From a financial point of view we had a successful year by operating within budget. Our surplus this year will be used to partially pay for the completion of three capital projects – the two elevator replacements at Cooper Place, upgrading the security system at Cooper Place and the fire panel replacement at Central City Lodge. The costs to complete the Elevator and Fire Panel projects are \$211,000 and \$49,000 respectively. The spreadsheet below shows a summary of our audited “Combined Statement of Operations”.

REVENUE	2019	2018
VCH Grants - Operating	9,618,123	9,045,343
Resident User Fees	2,434,131	2,370,195
Amortization of Deferred Capital Contribution	257,555	269,199
Ministry of Social Development	227,236	223,907
Miscellaneous	176,788	50,739
Interest	67,244	63,905
BC Housing Mortgage Subsidy	34,008	51,013
VCH Accommodation Fee Subsidy	26,564	34,572
Total Revenue	12,841,649	12,108,873
EXPENSES		
Salaries and Benefits	8,063,088	7,507,620
Employee Benefits	2,009,424	1,882,470
Supplies	782,685	782,694
Building and Property	776,097	871,119
Amortization	683,580	698,828
Administration	227,971	227,040
Replacement Reserve	140,800	125,800
Interest on Long Term Debt	3,184	14,675
Total Expenses	12,686,829	12,110,246
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES FROM OPERATIONS	154,820	-1,373
Donations	200	490
Gain on Disposal of Capital Assets	6980	0
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES FOR THE YEAR	162,000	-883

Our Society purchased the following Capital Assets totalling \$331,000:

- 1) for Central City Lodge – a wheelchair accessible resident van, the fire panel replacement (Phase I), an air conditioner for the electrical vault, main floor bathroom renovations, security doors, computer server upgrades, and elevator improvements.
- 2) for Cooper Place – elevator replacements (Phase I), bed bug chamber, housekeeping equipment and a power lift.

QUALITY INDICATORS

Licensing standards are one measure to assess the quality of our care. 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. VCH conducts site visits to monitor Cooper Place’s Assisted Living Program. The last visit resulted in a good rating. Also, we utilize the indicators in the Seniors Advocate Reports to ensure that we continue to strive to improve the quality of our complex care program.

A large focus this past year has been put on quality improvement within the care department. Our standing orders, hypoglycemic protocol, death policy procedures, and falls and restraint protocols were reviewed and updated to reflect best practice standards. Staff attended education sessions on these topics and on End of Life, Palliative Care and Opioid Agonist Therapies.

All staff provide a valuable role in improving the quality of our care which improves with the increased knowledge and skills that staff acquire from education. Staff completed courses in Food Safe, administering naloxone, mindfulness, understanding and working with people who have brain injuries and cognitive impairment, empathy, managing dysphagia and body mechanics.

Making work place safety a priority has resulted in fewer WorkSafe accidents and a reduction in WorkSafe costs. We are now in a merit standing. Members of the Health and Safety Committee focused on violence prevention and musculoskeletal injuries. The Committee conducted a Violence Risk Assessment and some members attended a Mental Health First Aide course.

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	John Hood:	Director
Patricia McDonald:	Vice-President	Michael Sorochan:	Director
Anne Murdock:	Treasurer		

For the future, we will continue to operationalize our mandate 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