

CIVIC PARTNER 2019 ANNUAL REPORT SNAPSHOT- SILVERA FOR SENIORS

SILVERA FOR SENIORS

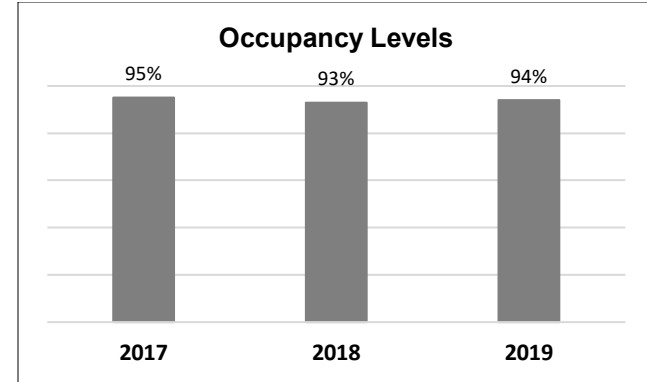
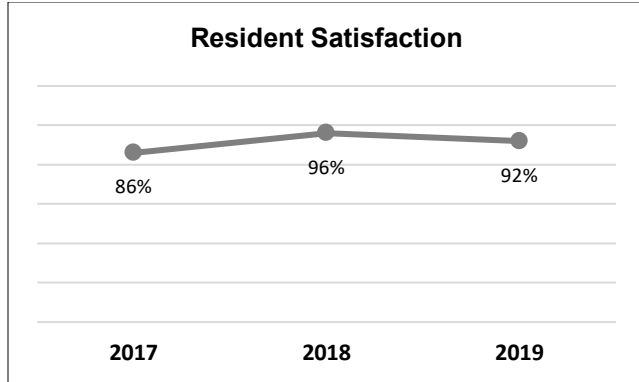
Our Purpose: To support seniors to Live their Best Life.
Values: Accountability, relationships, honesty and innovation.
One Calgary Line of Service: Affordable Housing

Registered Charity

2019 City Investment

Operating Grant:\$5,673,000
Capital Grant: \$940,318
City owned asset? No

2019 Results



The story behind the numbers

- Resident engagement and satisfaction with quality of service (food, cleanliness, activities, safety) remains high.
It is increasingly difficult to maintain high occupancy levels in buildings that deteriorate over time, especially in absence of adequate maintenance funding.
Employee engagement remained high for direct service staff providing clean and safe housing and quality services to residents.
Employee overall engagement has been tested during the months of COVID lockdown: as an essential service staff continued to report to work, adopting new safety protocols during a changing an uncertain time.

Current state 2020: COVID-19 impact

- Occupancy has been adversely affected and more noticeable in the large communities, due to COVID-19 outbreaks and public fear.
Staff fatigue and demonstration high mental health strain.
Multiple strategies in place including enhanced cleaning, centralized coordination, monitoring and distribution of PPE resources, virtual tours, health screening, COVID readiness and response plan, research on seniors' mental health in response to isolation.

Service impact: Minor but requiring shift to support programs with physical distancing or through isolations. Dining has been strained to provide significant tray service through isolations and outbreaks.

Current demand for service: Demand is steady, largely business as usual.



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Organizational Structure: Legislated Body (Alberta Housing Act; Ministerial Order H:029/16)

Fiscal Year: Ended December 31, 2019

City 2019 Operating Grant: \$5,673,000

City 2019 Capital Grant: \$834,161

STRUCTURE

1. Vision, Mission and Mandate:

Silvera for Seniors Purpose: Live your best life.

Values: Accountability, Relationships, Innovation and Honesty

Supporting behaviours: Caring, Driven, and Positive

2019 RESULTS

2. What key results did your organization achieve in 2019 that contributed to one or more of the One Calgary Citizen Priorities? (*A Prosperous City, A City of Safe & Inspiring Neighborhoods, A Healthy and Green City, A Well Run City*)

(A Prosperous City, A City of Inspiring Neighborhoods, or A Healthy and Green City?) Council Directives P1/P2/P4 N1/N3 N4/5

Silvera continues to be a strong employer offering opportunities for Calgarians and new Canadians seeking stable and noble work in supporting quality services to our aging population. With an employee turnover rate average for our industry, Silvera hired 136 Calgarians in 2019 for existing full-time, part-time and casual positions. Silvera maintains its credible reputation for offering safe, affordable and quality housing and services for Calgarians in our city. Silvera continues to advance our affordable housing developments. Despite limited budgets, Silvera maintained suites in current Seniors Self-Contained housing and supported greater accessibility via investment in lodge suites. Silvera has maintained safety and quality of existing City affordable housing properties to the best of its ability and in face of aging buildings and infrastructure. Silvera has been very purposeful and strategic in its capital development to increase the availability and accessibility of affordable housing to Calgary seniors; as well as to promote integration of such housing into Calgary communities as means of maximizing inclusivity. Additionally, Silvera has built its capital strategy around the development of mixed-use neighborhoods. Ongoing rejuvenation and the ongoing development of the mixed-market, energy efficient Westview-Glamorgan community hub are an attestation to realizing this commitment. Additionally, such efforts increase the operating and financial viability of the communities. As Silvera builds new lodges, we are also closely collaborated with the Province to optimize and rejuvenate our current lodges, such as Spruce during 2019, to respond to the changing needs of seniors and increased need for aging in place as a result of demands on higher levels of care. One of such new lodge developments in progress is the Gilchrist lodge.

We have engaged our seniors in providing feedback to inform the design of service delivery to promote healthy living and independence as well as Calgary community inclusion as evidenced by Silvera's Healthy Aging programming. Silvera worked alongside of many Calgary community partners, including other non-profit organizations, post-secondary institutions, local services, local businesses, local transportation organizations and produce vendors to increase seniors' physical, mental, intellectual,



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nutritional and social wellbeing. This allowed our seniors to enjoy better quality of life as Calgarians and be more active participants in city's neighborhoods, arts, cultural and recreational events, tourism, public and specialized transit and parks. Moreover, this contributed to strengthening seniors' purchasing power therefore benefiting Calgary's economy.

Silvera continues to ensure equitable access to affordable housing and services. We have processed 625 new applications, and reviewed 2,858 existing applications for seniors' affordable housing during 2019. Out of 625 new applicants, 424 were waitlisted, which calculates to 68%. This waitlist trend is a reflection of the increased demands on affordable housing needs. The average number of calls from inquiring seniors and families was 277 per month.

3. What quality improvement changes did you make, or operational efficiencies did you find in 2019?

Silvera articulated the "Silvera Way" and shared it with partners, funders and influencers to drive the growth in the key service areas. This was conducted via collaborative stakeholder engagement, including residents, their families and Silvera staff to deepen the roots of Silvera strategic imperatives' to Silvera's purpose of seniors living their best life. Silvera Service Strategy was developed. Resource allocation for the oversight of 5 key service areas: Healthy Aging, Dementia, Transitions, Mental Health, and Diversity, was optimized to allow robust development of each key service area via fund development for innovation and research. Silvera adopted Community 2020 model, which optimized the efficiencies and management of key operations areas, such as maintenance, active aging, Resident Support services, dining and housekeeping by decentralizing resources and aligning them with specific community. With the support of committed donors, Silvera launched its own Research Program to better understand trends for older adults in the future, which will help inform its activities and service planning. Silvera developed a growing reputation as a trusted partner and collaborator in areas of research and community development across the city and the province. To help guide Silvera's strategic use of research to inform service redesign and inform best practice, a Research Framework was developed. Dynamic community engagement plan was developed to help increase marketing of vacancies. YARDI software system was implemented to optimize analytical capacity and access to information to guide decision making.

4. What program, service or initiative was most successful in 2019? What lessons learned from this experience can inform future work?

Following a successful implementation of medical assistance in dying at one of Silvera's communities end of 2018, Silvera developed an operational plan based on the impact and risk of the MAiD legislation relative to residents within the housing sector, employees and organizational reputation. Silvera contracted a research report on Medical Assistance in Dying (MAiD) practice in supportive living (lodge) communities in Q2 2019. A PhD student from Faculty of Nursing-University of Calgary compiled a literature review and facilitated resident focus groups in five Silvera communities to gather information regarding knowledge and attitudes towards MAiD in general, and the provision of MAiD at Silvera. This research is a key component of developing a comprehensive end of life strategy, which will guide training and support for staff as well as residents in community housing. The final report was completed and was submitted for publication in the Journal of Aging and Social Policy to raise awareness of this issue in non-medically supported living environments.



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5. What is one success story from 2019 that demonstrates how you worked in partnership with other community, private or public organizations to achieve shared results for Calgary and Calgarians?

Silvera underwent a visioning exercise to convene a concept of Dementia Village, modelling after Schlegel Village, at Beaverdam community. This collaborative included Urban Matters, social innovation consultant; AHS; Beaverdam neighbourhood; local businesses; residents; caregivers; Silvera staff; Alzheimer’s Society; Dementia Network and involved plans for capital redevelopment, barrier-free wayfinding design, service innovation and neighbourhood engagement. Additionally, Dementia Champions continued to advance two key areas of work; further embedding the “Best Friends Approach” into staff training as well as identifying and recommending “care environment” changes within our buildings and service offerings.

RESOURCES

6. Please estimate how The City’s operating funding was allocated in 2019. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.

0.7%	Advertising and promotion
12.4%	Programs or services
0.1%	Office supplies and expenses
1.0%	Professional and consulting fees
49.8%	Staff compensation, development and training
0.3%	Fund development
0.5%	Purchased supplies and assets
7.1%	Facility maintenance
0.1%	Evaluation or Research
28.0%	<i>Other, please name: Administration (17%); Amortization (3.8%); Utilities (7.2%)</i>

7. Did volunteers support your operations in 2019? If yes:

How many volunteers?	1,545 volunteers
Estimated total hours provided by volunteers:	9,385 hours

8. What resources did your organization leverage to support operations in 2019?

Silvera continued to engage local corporations to invest in operations support with over 4,350 hours delivered by 1,450 volunteers via Silvera Care Days Corporate Volunteer Program as means of offsetting our operating costs. Silvera Care Days benefited both, our SL and Seniors Self-Contained communities. The activities include outdoor maintenance projects, Spring/Fall clean up, planting and maintenance of flower gardens, seasonal activities and supporting active aging through one-time activities (i.e.: crib tournament, pottery painting). Additionally, we partnered with 95 community volunteers, who contributed 5,035 hours of operations support at our SL communities by participating in our Healthy Aging Programming with residents. Silvera leveraged our APAA, ICCER and ASCHA memberships as well as Age Friendly participation for continued advocacy in the sector to keep seniors front and centre on municipal and provincial agenda. Ongoing collaboration continued throughout 2019 with post-secondary partners such as University of Calgary, Mount Royal University, SAIT, and Trico Changemakers Innovation Lab to support quality improvement, research, staff development and innovation. Silvera partnered with Alzheimer Society to redesign early onset dementia care at Beaverdam.



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9. Using the chart below, please report your 2019 performance measures that demonstrate: how much you did, how well you did it, and how **Calgarians are better off**. *Please identify through **BOLD font**, 1-2 measures that are most significant and could be presented in a chart.*

Performance Measure Name	2017 results	2018 results	2019 results	What story does this measure tell about your work?
How much did you do?				
a. Regulatory Compliance b. Maintain Occupancy c. Employee engagement d. Resident satisfaction	a. 100% b. 95% c. 70% d. 86%	a. 100% b. 93% c. 57% d. 96%	a. 100% b. 94% c. d. 92%	a. Silvera maintained audit-ready state to ensure optimal compliance. b. It is increasingly difficult to maintain high occupancy levels in buildings that deteriorate over time, especially in absence of adequate maintenance funding. c. Our participation in 2018's AON Best Employers for Small to Medium Sized Employers provided us with a lot of data, on which we acted in 2019 to increase specific factors of engagement with specific groups. As well, we moved staff engagement questions onto annual performance appraisals rather than solicit more feedback. This provided us with qualitative feedback vs a percentile score. Overall employee engagement remained high for direct service staff providing clean and safe housing and quality services to residents in our lodges. Employee overall engagement has been tested during the months of COVID lockdown: as an essential service staff continued to report to work, adopting new safety protocols during a changing and uncertain time. d. Our residents' engagement and satisfaction with quality of service (food, cleanliness, activities, safety) remains high.
How well did you do it?	Same as above			
How are Calgarians better off?	Seniors have the ability and the means to maintain independent living in community. Silvera communities allow for development of relationships and meaningful connections. Communities are safe, well maintained and landscaped, therefore contribute to the vibrant fabric of Calgary neighbourhoods. The deterioration of the older building and reduced maintenance funding poses difficulties. Staff have meaningful and stable jobs.			

10. Briefly describe how your key results in 2019 contributed to Council approved strategies (As applicable.) For example: Calgary in the new economy: An economic strategy for Calgary; Calgary Heritage Strategy; Climate Resiliency Strategy; Resilient Calgary; Enough for All poverty reduction strategy; Cultural Plan for Calgary; Downtown Strategy; Foundations for Hope: Calgary's Corporate Affordable Housing Strategy; Open Spaces Plan; Recreation Master Plan; Sport for Life Policy.



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Enough for All 2.0 Poverty Reduction Strategy: Resident Support Services actively supported seniors to access funding necessary to secure and maintain living in affordable Silvera communities, therefore preventing risks for poverty and homelessness. This directly aligns with and contributes to Calgary's Enough for All 2.0 Strategy, the Senior Age-Friendly Strategy and A Prosperous City mandate. Silvera continued to be Calgary's only provider of the Municipal Lodge Program and maintained its commitment mandate to serve low/modest income seniors.

Calgary in the new economy: An economic strategy for Calgary: Silvera contributed to Calgary's economic strategy by creating jobs and maintaining a high level of employee retention, which provides a stable workforce. Staff and residents maintained close connection with Calgary's neighbouring communities for accessing services, businesses, events and parks. Silvera's development considers future of technology, energy efficiency and creating livable, inclusive, dynamic integrated communities.

Silvera contributed to the interconnectivity of communities with the integrated design of our Gilchrist and Glamorgan sites and participation in ARP for Bridgeland. Inclusion in our communities, training for staff and residents on diversity, engagement through innovation, efforts to improve our own wage structures as they are fully aligned with a poverty reduction framework.

Cultural Plan for Calgary: Silvera continues to demonstrate strong sense of inclusion with diversity in both residents and staff. As a result, we have undertaken focused effort to create a deliberate Equity, Diversity & Inclusion program model that will inform Silvera's service design within all communities. Partnership with Centre for Sexuality was pursued to explore seniors' LGBTQ+ needs and Silvera's assessment capacity.

Downtown Strategy: Our Bridgeland community hub supports this strategy by contributing to a livable, thriving and caring core. This community provides seniors with better access the downtown landscape, amenities, services and businesses. Also, it provides work environment for many staff who travel or transit towards the downtown core every day. Additionally, Silvera worked collaboratively with the Bridgeland Riverside Community Association (BRCA) to increase participation by Silvera residents in neighbourhood initiatives. This included soliciting resident feedback to improve area wayfinding, accessibility design, security, and social programs which bring residents together from across the neighbourhood. Representatives from the BRCA were invited to promote their vision and discuss shared priorities, including ways to generate and sustain community engagement with surrounding residents in Silvera locations.

Open Spaces Plan: Silvera's housing upgrades and new development continued to consider purpose-built outdoor spaces, gathering green space, pathways that meet City requirements and interconnection with broader communities, common areas for all, and senior appropriate developments.

Foundations for Hope: Calgary's Corporate Affordable Housing Strategy: Silvera continued to offer affordable housing with wide variety of service and housing options on the care continuum. City's HIP funding was leveraged Glamorgan development and planning advanced.

Recreation Master Plan & Sport for Life Policy: The Active Aging Strategy, modeled after World Health Organization's determinants of health, focused on establishing new long term partnerships with YMCA Calgary older adult program team. This partnership resulted in expanding the resident Silvera



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Games to an inter-agency event at an external location. Silvera also trialled the SHAW Tri-bikes program with CNIB and collaborated with the City of Calgary Parks and Recreation department active aging project team to maximize seniors’ outdoor sport opportunities.

Did your organization receive any awards or recognition in 2019 that you want to highlight?
Not Applicable

11. CAPITAL AND ASSET MANAGEMENT (for Civic Partners managing City-owned assets)

Asset: *Insert Name of City owned asset managed or operated*

a) Provide a summary of your organization’s 2019 capital work, including specific lifecycle/maintenance projects or new capital projects.

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1. Confederation Park Lodge Community – Total \$21,368: Remodeling of public washrooms \$9,509; Security cameras \$11,859
 2. Bow Valley Lodge Community - Total \$9,567: Remodeling of public washrooms
 3. Beaver Dam Lodge Community - Total \$33,720: Window replacement
 4. Shouldice Lodge Community - Total \$32,870: Suites window replacement
 5. Valleyview Lodge Community - Total \$12,162: Wall sconce light replacement \$1,200; Kitchen hot water tank \$10,962
 6. Shawnessy Lodge Community - Total \$25,129: Replacement of fire alarm system \$3,680; Replacement of fire system piping \$14,970; Dining room painting \$6,479
 7. Spruce Lodge Community – Total \$421,018: Flat roofing (south) \$78,573; Roof next phase \$52,350; Fire shutters \$9,031; Renovation \$281,064
 8. Aspen Lodge Community – Total \$278,328: Vestibule work \$40,653; Suite blinds & door closures \$27,868; Scooter garage \$15,860; Rear entrance elevation correction \$40,039; Common areas blinds & flooring \$53,980; Staff space \$17,500; Stainless steel phase \$2,403; ISW Fiber, Cat6 & cordless phone system \$76,025
-
- Total – Lifecycle grant: \$834,161
9. All Lodges – Dining Equipment upgrade \$99,633 – Suzie Qs
 10. Spruce continuing renovation - \$68,093
- Total – Internal sources: \$167,726
Total All Sources - \$1,001,887

b) What funding did your organization leverage to support capital activities in 2019?

Internal reserves - \$68,093 (spruce renovation from 2018)
Operating Cash - \$99,633 (Dining equipment – Suzie Qs and other)

COVID-19 UPDATE



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12. Briefly describe the key impacts of COVID-19 on your operations to date.

Impact on community operations fluctuates with respective community's risk tolerance levels and exposure. We are constantly balancing resident risk and choice along with the City's progressive relaunch activities and CMOH order changes. Occupancy has been adversely affected and more noticeable in the large communities, due to fear of COVID-19 exposure. Enhanced cleaning protocols are maintained within each community on regular basis, including a regular Clorox360 disinfection rotation. Silvera communities have managed exceptionally well throughout the pandemic. Resident and family engagement and trust in Silvera staff's abilities to maintain a safe home environment remains high. Staff engagement, spirit and level of energy also remains high within each community, although risk of staff burnout is increasing as the influenza season starts. Due to shifting priorities as a result of short notice-CMOH order changes and outbreak declarations, risk of underutilized vacation accruals is likely.

The opening of the school system and increased risk of exposure also adversely delays the staff ability to take vacation due to reduced team capacity as staff need to isolate, therefore stretching the team even further.

The heightened pandemic activity and the reopening of the school system exerted an increased pressure on scarce system resources, revealing certain gaps and inefficiencies in the health sector, both of which increase the complexity of housing operators' risk management and adversely impacting outbreak mitigation efforts. Residents of congregate living communities experience a significant delay in COVID-19 testing, on average 1 week in both outbreaks. Contact tracing delays contribute to the testing lag to a certain degree. Instances of delayed communication from Public Health to confirm the testing arrangements for symptomatic residents have been noted. Neither Public Health, nor Home Care have the capacity to swab the housing operator staff as the outbreak is declared, necessitating staff to arrange the testing via Health Link or community pharmacies. Contact tracing delays contribute to the testing lag to a certain degree. Many community pharmacies declined to facilitate testing upon learning of the outbreak activity, despite staff being asymptomatic, hence exerting more pressure on the Health Link resources. Significant delays of 1-2 weeks have been experienced, leading to potential unnecessary exposure, which will contribute to the breakdown of the already-stretched workforce structure, leading to staff shortages during an active outbreak. To mitigate this issue, Silvera was fortunate to partner with a local pharmacy provider and coordinate timely testing at the pharmacy location. Since the pharmacies are not permitted to swab on-site, staff needed to be transported to the pharmacy location. Another mitigated risk was the lack of test results communication by Communicable Disease Centre to Silvera management about resident status, resulting in a positive resident not being isolated on time.

13. What operational efficiencies did you implement to address the impact of COVID-19 up to September 1, 2020?

- Adoption of Clorox360 technology to increase disinfection efficiency and reduced strain on staffing levels
- Centralized coordination, monitoring and distribution of PPE resources
- Absorption of health screening role into receptionist duties
- Leveraged tablet technology to mitigate resident social isolation and access to services/supports
- Virtual tours to facilitate suite viewings
- Coordination of asymptomatic staff testing via partner pharmacy during an outbreak to mitigate breakdown of workforce stability
- Development of COVID readiness and response plan, along with communication framework



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- Utilized Research Lead position to research Covid-19 impact on seniors’ mental health in response to isolation
- Initiated short term respite occupancy during a vacancy period due to increased Home Care needs for restorative care, in light of diminished access in LTC and subacute by pandemic.

14. Were there any program or service changes made during the response to COVID-19 that you plan to integrate into longer term operations? For example, shifting some programming online, or modifications to your delivery model or operations.

- Virtual format of some programming ex. seniors’ Silvera Games over MS Teams, shifting to brain games vs. physical “Olympics”.
- Clorox360 disinfection roster in every community
- Staff wear eye protection in addition to masks as means of enhancing safety and mitigating risk of transmission, as recently evidenced by health-care originated outbreaks.

**COVID-19 Service and Impact Demand Update
Reporting for September 2020**

The following information is collected to align with City of Calgary report to Council on the current impact of COVID-19 on delivery of services and programs and may be shared with Council separately from the previous Civic Partner Annual Report Template content.

Service Impact

Please choose the one option below that best describes the impact of COVID-19 on your programs or service in the month of September 2020.

<input type="checkbox"/>	Negligible	Minimal to no impact on service. Service is currently operating close to normal.
<input checked="" type="checkbox"/>	Minor	Continuing to provide programs and services but some coping strategies required – able to be addressed with existing strategies and resources.
<input type="checkbox"/>	Moderate	Some challenges on ability to achieve objectives. Some delay. Some aspects of the programs or service are only being met in part.
<input type="checkbox"/>	Significant	Difficulties to achieve objectives. Delays or notable aspects of objectives not completed. Falling well-short of normal operations.
<input type="checkbox"/>	Severe	Unable to meet normal objectives due to serious extended disruption. (e.g. full facility closure, major decrease in users)

Service Impact Narrative:

Silvera staff adopted innovative ways of service and program delivery, therefore were able to mitigate the impact.

Please briefly describe the impact of COVID-19 on your service for the month of September. You may want to include any major issues/events you experienced.

Current Demand for Service:



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At this point in time, based on what you know right now, what is your best estimate of the current demand for your service compared to typical demand?

<input checked="" type="checkbox"/>	Demand is steady, largely business as usual.
<input type="checkbox"/>	Demand has increased notably.
<input type="checkbox"/>	Demand has decreased notably.

Service Demand Narrative:

Please provide a supporting narrative that describes how COVID-19 has impacted the demand on your programs or services for September 2020. This may include any new program or service impacts that your organization has faced in the past month.

Occupancy remains steady, although uptick in COVID outbreaks and heightened activity in Calgary did impact tenancy desirability at large lodges. Outbreak declarations further contributed to delays of filling vacancies. Active aging programming and communal dining is in high demand as residents are eager to participate in social activities. The need for Resident Support Coordinators remains high to due continued COVID impact on resident mental health and availability of external supports.