

CIVIC PARTNER 2020 ANNUAL REPORT SNAPSHOT- SILVERA FOR SENIORS

CPS2021-0587 Attachment 4
ISC:UNRESTRICTED

SILVERA FOR SENIORS

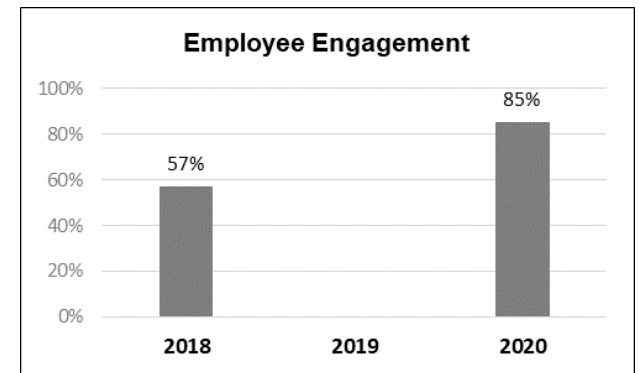
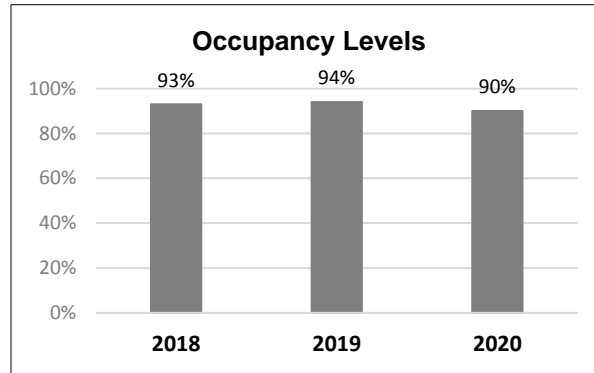
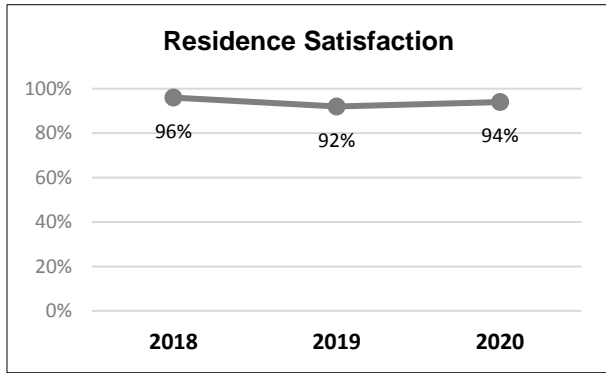
Our Purpose: To support seniors to Live their Best Life.
Values: Accountability, relationships, honesty and innovation.
One Calgary Line of Service: Affordable Housing

Registered Charity

2020 City Investment

Operating Grant: \$6,531,000
Economic Resiliency Fund: \$318,000
Capital Grant: \$2,767,903
 City owned asset? No

2020 Results



The story behind the numbers

- New and improved Resident Engagement Survey format adopted in November 2020 to inform service design and improve quality of service.
- Due to pandemic challenges, conducted an internal on-line staff survey to determine overall employee levels of engagement and fatigue after seven months of pandemic. Overall employee engagement was high. Survey results indicated that employees remain very committed to the work of the organization and believe that Silvera has a strong reputation in Calgary for providing high quality housing to seniors.
- Pandemic influences, outbreaks in congregate communities and public health order restrictions adversely impacted occupancy. It is increasingly more difficult to maintain high occupancy levels in buildings if not maintained. Replacement lodges to address aging infrastructure especially those that are sub-optimal to pandemic safety ex. lack of dedicated showering/bathing space in smaller lodges.

Current state 2021: COVID-19 impact

- More inquiries for housing as the immunization campaign rolled out.
- Community teams adopted innovative ways of service and program delivery to mitigate the impact.
- Increased need for social work supports as we enter third wave, and therefore the presence of community outreach organizations, to support complex resident needs following one year of pandemic

Service impact: Moderate (Some challenges on ability to achieve objectives. Some delay. Some aspects of the programs or service are only being met in part.)

Current demand for service: Demand has increased notably



SILVERA FOR SENIORS Civic Partner 2020 Audit Report

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

Fiscal Year: Ended December 31, 2020

STRUCTURE

1. Vision, Mission and Mandate:

Our information has not changed since our 2019 submission:

Silvera for Seniors Purpose: Live your best life.

Values: Accountability, Relationships, Innovation and Honesty

Supporting behaviours: Caring, Driven, and Positive

2020 RESULTS

2. What key results did your organization achieve in 2020 that contributed to one or more of the [One Calgary Citizen Priorities](#)? (*A Prosperous City, A City of Safe & Inspiring Neighbourhoods, A Healthy and Green City, A Well-Run City*)

Silvera continues to be a stable and equitable employer that offers work and career growth opportunities for Calgarians. Silvera's reputation for noble work and quality services attracts Calgarians of different cultural backgrounds and age to establish a stable career with Silvera in supporting seniors to live their best lives. With an employee turnover rate average for our industry, Silvera hired 188 staff in 2020 in response to COVID demands as an essential service, and 96 regular staff to replace existing full time, part time roles and casual positions; all our supported living communities remained safe places for Calgary's seniors living with us, despite frequently changing Chief Medical Officer of Health (CMOH) orders. Silvera continues to uphold our credible reputation for safe, affordable, and quality housing and innovative services to support older Calgarians to remain living as independently as possible in community and maintain their best quality of life. To do so, Silvera continues to advance our affordable seniors housing developments, create revenue streams, and leverage research and innovation (and donor support) to reinvest into creating vibrant, multi-purpose, integrated mixed-market communities and neighbourhoods. The Westview-Glamorgan (SW) and Gilchrist (NE) integrated community campus developments and the ongoing lodge rejuvenation integrate, improve, and modernize the functioning of the living space, an attestation to our commitment to a prosperous, safe, healthy, green and inspiring neighborhoods. Silvera's 2020 Resident Engagement Survey reported that close to 90% of SSC and lodge residents feel proud to call Silvera community's home. Additionally, close to 95% of same residents expressed feeling safe in Silvera communities.

Silvera's capital development and service strategies focus on not only improving the connectivity of our seniors to the rest of the City of Calgary but intend to bring the City into Silvera communities. The Covid-19 pandemic specifically highlighted the need for this connection. In light of limited budgets, Silvera continues to maintain the quality and safety of existing affordable housing properties to the best of our ability, despite the ageing buildings. In addition, Silvera continues to optimize the communities' operating and financial viability by introducing a mixed-market model and sustainable fund development. Silvera's enrollment into the Sustainable Energy Management initiative, resulted in energy efficiencies. Furthermore, Investment Readiness Program grant funding awarded to Silvera in 2020, will enable the development of a sustainable, social enterprise business model in 2021 to advance our Fee-For-Service revenue generation to further the financial viability of Silvera communities.

During 2020, Silvera engaged multiple academic institutions, donors, volunteers, and community partners to convene ways to improve seniors' health, wellness, intrinsic capacity and community inclusion via research and innovation (a donor funded program). A few of these research initiatives included resident-led lifestyle programs (lifelong learning and artistic) that will be integrated into Silvera's existing Active Living programs in 2021, pet-friendly tenancy, and technology to support seniors' mental health during pandemic etc. As a result, Silvera developed a pet-friendly tenancy framework for 2021 implementation at select communities, upon securing necessary Public Health approvals. This will further advance the diversity and inclusivity of Silvera communities and allow senior pet owners to age in place with their pet supports, which has proven to enhance quality of life and independence. Valleyview lodge underwent donor-sponsored development of a cat room, another research-based and resident-led project in partnership with Calgary Humane Society, which will sponsor the cat and its maintenance in 2021.

Furthermore, Silvera worked alongside of other affordable seniors housing organizations in Calgary to collectively optimize the efficiency and effectiveness of intake processes and assessment of seniors seeking housing. Silvera continues to ensure equitable access to affordable housing and services. We have processed 306 new applications during 2020 (142 SSC and 164 Lodge) as compared to 625 in 2019. This decline was attributed to the pandemic-related public fear of congregate housing and inability to show potential residents suites. We reviewed 801 (427 SSC and 374 Lodge) existing applications for seniors' affordable housing as compared to 2,858 in 2019. Out of 306 new applicants, 184 were waitlisted, which calculates to 60%. This waitlist trend continues to reflect the increased need and demands for affordable housing.

3. **Briefly describe how your key results in 2020 contributed to Council approved strategies (Select up to three that that are most 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; Calgary's Corporate Affordable Housing Strategy; Open Spaces Plan; Recreation Master Plan; Sport for Life Policy.

Strategy	Key 2020 Results Contribution
<p>1. Enough for All 2.0 Poverty Reduction Strategy</p>	<p>Silvera's Resident Support Services have actively supported residents during the pandemic to minimize the determinants of poverty and homelessness: ensuring access to funding necessary to maintain living in affordable Silvera communities, access to mental health and addictions supports etc. Silvera's fund development program enabled donations and sponsorship to offer supports necessary for residents to thrive during pandemic. Furthermore, Silvera continued to be Calgary's only provider of the Municipal Lodge Program and maintained its commitment mandate to serve low/modest income seniors by offering equitable access to affordable housing.</p>
<p>2. Calgary in the new economy: An economic strategy for Calgary</p>	<p>Deemed by the Government of Alberta as an essential service, Silvera contributed to Calgary's economic strategy by operating through the pandemic, and further creating jobs for 188 Calgarians to allow seniors to remain safe in our supportive living settings and independent living buildings. During the pandemic, Silvera further supported workforce stability by offering a temporary free meal program to community staff in Silvera communities, safe transportation to and from communities at the height of pandemic (March to May 2020) and ample time off for rest and</p>

	<p>recovery. A stable work environment ensured service sustainability and lessened the impact on the local economy. Silvera communities engaged many local businesses and community organizations to offer services to support residents, including remotely via technology during the pandemic. Development of the donation-sponsored arts-based and resident-led “Vitality Arts Fellowship” program, to be implemented in 2021, will create jobs for local artists and further deepen community connections. In addition to research partnerships with academic institutions, Silvera Research and Innovation programs created placement practicum opportunities for nursing and social work students in 2020. Student engagement in noble work of creating quality of life for seniors, allows Silvera to attract talent of younger generations to pursue Silvera career opportunities. In addition to creating inter-generational connections, Silvera’s strategy development considers the future of technology, energy efficiency and creating livable, inclusive, dynamic, integrated communities. Additionally, Silvera continues to improve staff wage structures, learning & development opportunities and career advancement options to fully align with this strategy by attracting human capital to our Calgary sector. One example is the ability to attract executive talent from outside of the Calgary region to join Silvera in 2020 due to its reputation as an innovative seniors’ sector leader. Furthermore, Silvera’s business plan and service outcomes align with this strategy’s core values of remaining “relevant, entrepreneurial, prosperous and connected through incredible community spirit” which is visible in every Silvera community and their Calgary neighbourhoods. Calgary community spirit was exemplified through the generosity of Calgarians and local businesses, which donated funds and products to gift a hand-delivered Christmas stocking to each Silvera resident. Silvera’s prosperity will be further advanced in 2021 via implementation of social entrepreneurship business plan and mixed-market model.</p>
<p>3. Downtown Strategy</p>	<p>Our Bridgeland community hub continues to support this strategy by contributing to an integrated, thriving, and caring core. This integrated community campus provides seniors with better access to the downtown landscape, amenities, services, and businesses. Also, it provides a work environment for close to 50% of Silvera staff, many volunteers and contractors who travel or transit towards the downtown core every day. Silvera’s capital development plans to further develop the Bridgeland campus capacity will further advance the downtown strategy by creating more jobs, increased foot traffic to retail and leasing space as well as enhance connectivity.</p>

4. Using the chart below, please report your 2020 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	2018 results	2019 results	2020 results	What story does this measure tell about your work?
<p>How much did you do?</p>	<p>a. Regulatory Compliance b. Maintain Occupancy c. Employee engagement d. Resident satisfaction</p>	<p>a.100% b. 93% c. 57% d. 96%</p>	<p>a.100% b. 94% c. N/A d. 92%</p>	<p>a. 100% b. 90% c. 3.4/4 (85%*) d. 94%</p>	<p>a. Silvera always maintains an audit-ready state, including for any unannounced Covid-19 outbreak-related IPC safety audits, to ensure optimal compliance, and over and above the pandemic safety standard. Regular and robust staff training is delivered to maintain effective staff awareness of compliance needs. b. Pandemic influences, outbreaks in congregate communities and CMOH order</p>

					<p>restrictions adversely impacted occupancy. It is increasingly more difficult to maintain high occupancy levels in buildings if not maintained. Replacement lodges to address aging infrastructure especially those that are sub-optimal to pandemic safety ex. lack of dedicated showering/bathing space in smaller lodges.</p> <p>c. Due to pandemic challenges, Silvera opted to conduct an internal on-line staff survey (52% participation rate) in October 2020 as opposed to using an external third party. Intent was to determine overall employee levels of engagement and fatigue after 7 months of pandemic. Overall employee engagement was quite high, with an overall average of 3.4 out of 4 or 85%. Survey results indicated that employees remain very committed to the work of the organization and believe that Silvera has a strong reputation in Calgary for providing high quality housing to seniors. We continue to monitor employee engagement as part of the annual performance appraisal process.</p> <p>d. New and improved Resident Engagement Survey format was adopted in Nov 2020 to better inform service design and improve quality of service.</p>
How well did you do it?	<p>a. Silvera communities passed all inspections and regulatory audits with great results.</p> <p>b. Compared to similar housing management organizations, Silvera's occupancy was less affected during pandemic. This was attributed to maintaining a high profile for being a safe housing organization and maintaining a robust and transparent public relations and robust communication with residents, families and staff.</p> <p>c. Silvera was notified in August 2020 of being shortlisted for the 2021 edition of Canada's Top 100 Employers. Although we were not selected from the final list of winners, we were informed that "the shortlist consists of employers that could be suitable candidates for this year's national and regional competitions".</p> <p>d. Silvera residents' engagement and satisfaction with quality of service (meals, cleanliness and maintenance, activities, social opportunities, safety, support services, coping through pandemic, customer service) remained very high despite pandemic influences.</p>				
How are Calgarians better off?	<p>Seniors have the ability and the means to maintain living independently in community by having access to necessary supports (internally to Silvera and externally). Silvera communities allow for development of relationships and meaningful connections, including opportunities for inter-generational connections, seniors being able to date and get married. Seniors have more opportunities to remain living with their pet, therefore having a better quality of life. Also, ability to age within an integrated community campus with supports, prevents premature transitions to higher level of care, therefore reducing pressures on Calgary's continuing care system. Specialty services allow seniors with early onset dementia to remain living independently in community with supports as opposed to transitioning to DSL option. 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 and career opportunities.</p>				

5. Briefly describe the key impacts of COVID-19 on your operations in 2020.

Impact on community operations fluctuated with respective community's risk tolerance levels and exposure, while constantly balancing resident risk and choice along with the City's progressive relaunch activities and CMOH order changes. Proactive workforce contingency and safety protocol planning, as well as continuous assessment of risks, allowed Silvera's operations to remain stable and deliver services conducive to good quality of life. Enhanced cleaning protocols were maintained

within each community on regular basis, including a regular Clorox360 disinfection rotation. Every lodge community implemented electronic, including touchless via smartphone app, health screening format for efficient risk management and contact tracing. Hand sanitation stations and safety protocol signage were posted at every SSC community. Many services, such as dining experience and active living activities were adapted to fit the public health restrictions, where limitations were turned into innovative opportunities. Communities re-oriented the common and outdoor spaces in creative ways, especially to facilitate essential designated visits and fun activities. Mobile activity carts were set up to facilitate meaningful interactions for residents, particularly through long isolations to keep residents engaged, reduce mental strain and depression.. Additionally, technology was introduced to facilitate inter-community and personal connections for residents (tablets, mobile carts with SmartScreen, cameras, speakers, and microphone). Additional Resident Support staff were re-deployed to outbreak communities to support residents during times of isolation. Silvera residents demonstrated an exceptional resilience throughout the pandemic. Resident and family engagement and trust in Silvera's ability to maintain a safe home environment remained high. Although 63% of lodge residents and 70% of SSC residents reported feeling anxious about the Covid-19 virus, 86% of SSC and 95% of lodge residents identified as coping with the pandemic challenges. As the pandemic wave and transmissibility intensified in the winter 2020, 56-61% of residents reported as having no change in their pandemic anxiety level, which was indicative of effective safety protocols and trust in Silvera's ability to maintain safety and quality of life. Occupancy was adversely affected and more noticeable in the large communities, Bridgeland with its proximity to NE quadrant activity, due to fear of Covid-19 exposure.

Staff engagement, spirit and level of energy also remained high within each community, although risk of staff burnout was increasing with transmission activity. Staff demand on the benefit program increased, currently we have double the LTC (11)/STD (17) cases than prior to the pandemic. The opening of the school system and increased risk of exposure adversely affected workforce capacity due to exposure-related isolation needs. To ensure workforce stability and recovery from stress, Silvera has employed a contingency workforce of 188 additional staff during the pandemic, of whom 51 are still working with us in temporary, contract roles to support community operations and ensure safety protocols are adhered to. Additionally, staff were allowed to borrow time off in cases of depleted sick banks to ensure safe isolation at home, in events of exposure or when becoming symptomatic. The temporary free meal plan was extended to all community staff for the duration of the pandemic. Mental health, stress relief and crisis debriefing seminars were offered remotely and via safe in-person counselling. Staff engagement between communities and head office became more remote via online technology as transmission activity increased.

With ever changing CMOH direction, Silvera adopted a strategy to exceed safety standards and instituted resident masking in common areas on voluntary basis due to increased outbreak across Silvera communities. Additionally, resident mass isolation was implemented, whenever a resident was symptomatic and under investigation until the results were received. Both measures were successful in helping curb the transmission to a certain extent as the outbreak activity could have been much higher as compared to peer organizations. Efficiencies in resident testing, contact tracing timelines and communication were negotiated with the health authority over time. To mitigate delays in staff testing due to lack of Public Health and Home Care capacity, Silvera negotiated a swabbing contract with a Home Care vendor, CBI, for fee for service. This prevented potentially exposed and positive staff being forced to travel to the swabbing centre via public transit. Close communication and collaboration with both AHS and CBI were critical to ensure all health care providers worked cohesively and followed same safety standards in Silvera communities. For a short period of time, a partner community pharmacy was able to assist in coordinated asymptomatic staff swabbing at their pharmacy location; however, this became unavailable when the province discontinued the program.

From March until December 31st Covid-19 pandemic activity resulted in:

- 13 lodge community outbreaks

- total of 314 days in outbreak, which included two Bridgeland lodges: Aspen for 91 consecutive days and Spruce for 92 consecutive days in outbreak
- 30 confirmed lodge resident cases (many of which in Bridgeland), 23 confirmed staff cases, 2 resident deaths
- Over 2020 we responded top 28 CMOH orders adopted and operationalized
- 261 communication letters distributed to residents and families detailing the impacts of public health orders and outbreak responses, as well as raising awareness of emerging risks
- 62,997 tray- delivered meals to resident suites during isolation

Silvera actively championed and advocated for timely access to vaccine for both, residents and staff, with ministries and health authorities, including sharing its own outbreak trends and research learnings within the sector and with ministries. Outbreak trends indicated that rising rates of confirmed positive resident hospitalization were directly correlated to the rising rate of transmission as not all residents chose to mask in common areas. Hence timely immunization was critical to prevent further resident fatalities, health care system strain, and to lower the outbreak related costs.

6. Are there any program or service changes made in 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".
- Permanent adoption and integration of online and remote technology to residents' lifelong learning programs and webinars, same applies to staff
- Clorox360 disinfection roster in every community – reducing workload for community sanitization
- Staff use of eye protection in addition to masks as means of enhancing safety and mitigating risk of transmission, as recently evidenced by health-care originated outbreaks
- Centralized scheduling of casual staff for 24/7 operation (3 shifts) 9 lodges.
- Health self-check in, at entry with IPAD/technology
- Online training for staff
- DocuSign and other online process improvements
- Permanent adoption of combined staff roles due to demonstrated efficiencies

7. Briefly describe any quality improvement changes or operational efficiencies your organization was able to achieve in 2020.

Silvera community management developed expert knowledge in nimble risk management of Covid-19 and its transmission. As a result, a Manager's Pandemic (Covid-19) Playbook was created to capture best practices and innovative ways of managing risks to contain the outbreak. This will be added to our current proven Outbreak Management protocols and review committee process. This was exemplified by stable, autonomous, and confident management of Manager on Call duties in response to emergencies and outbreak declarations.

As aforementioned, Silvera evolved its service strategy to more holistically support residents to live their best lives and create solutions to challenges of aging in an outdated housing sector system. This was achieved through research and innovation approach. The framework will be implemented throughout 2021 and outcomes (resident quality of life, determinants of health and system cost efficiencies) will be reported next year. Furthermore, the pandemic created an opportunity for an organizational transformation which will yield more effective re-positioning of resources to meet Silvera's strategic goals, systematic quality development, cost efficiencies and optimized reporting of business performance outcomes throughout 2021. With the support of committed donors, Silvera launched its own Research Program to better understand trends for supporting older adults in the future, which already informed

service design and operationalized best practice. Previously completed Medical Assistance in Dying in Supportive Living research report was submitted for peer review to a reputable academic publications journal.

Program redevelopment to take advantage of technology for our residents.

Silvera developed a growing reputation as a trusted partner and collaborator in areas of research and community development across the city, the province and even nationally. Silvera was invited by University of Toronto to participate in research on aging as a community partner. University of British Columbia also reached out to Silvera to participate in our Benefits of Pet-Friendly Tenancy on Older Adults research project. Dynamic community engagement plan, including a digital marketing platform, were implemented to help increase marketing of vacancies. Implementation of Yardi software system, although slowed by pandemic, continued to advance internal knowledge and staff adoption as we prepare to realize our longer strategic vision to become a Yardi training resource for Southern Alberta for our industry

8. Briefly describe some success stories in 2020 that demonstrates how your organization worked in partnership with other community, private or public organizations to achieve shared results for Calgary and Calgarians.

Silvera collaborated with other affordable seniors' housing management organizations to coordinate and optimize intake and assessment processes; approaches to streamlines waitlist management to facilitate more efficient and timely access to housing. Silvera partnered with multiple academic stakeholders and community organizations to research best practices to support older Calgarians and reinvent seniors housing sector: University of Alberta, University of Calgary (Haskayne School of Business and Cummings School of Medicine), MRU, SAIT, University of British Columbia, University of Toronto; Carya, Kirby Centre, Radley Robots, Cyberseniors, Calgary Association of Lifelong Learners, AHS etc.

Application for funding to develop Vitality Arts Fellowship framework was considered by Rosza Foundation. New Horizons funding for Silvera Scholar framework development was also secured.

RESOURCES

9. Please estimate how The City's operating funding was allocated in 2020. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.

0.4%	Advertising and promotion
10.3%	Programs or services
0.1%	Office supplies and expenses
0.1%	Professional and consulting fees
53.9%	Staff compensation, development, and training
1.1%	Fund development
0.3%	Purchased supplies and assets
4.3%	Facility maintenance
0.1%	Evaluation or Research
29.3%	Other, please name: Administration (18.6%); Amortization (3.6%); Utilities (6.4%)

10. Did volunteers support your operations in 2020? If yes: Yes

How many volunteers?	84 volunteers
Estimated total hours provided by volunteers:	920 hours

11. What resources or funding sources did your organization leverage to support operations in 2020?

Silvera’s use of volunteers was severely restricted by the pandemic due to public health restricted presence in communities for much of the pandemic. Silvera continued to remotely engage local corporations and volunteers via its website and social media campaigns to invest in and donate to support operations and resident needs.

Alberta Health continued to provide essential PPEs to support pandemic safety protocols. Calgarians, Calgary Foundation and United Way contributed donation funds to establish Emergency Resident Support Fund and Covid-19 Relief Fund to facilitate moves and securing personal supplies. City of Calgary Family and Community Support Services provided social worker funding to support residents’ isolation and mental health needs. Silvera residents received 65 donated tablets to assist with remote connections.

Calgary Humane Society committed to sponsoring two cats in the Valleyview’s cat room, including covering the food, care supplies and vet needs for the duration of the cat room operation. Local vet clinics also committed to offer free emergency pet housing for future Silvera pet owners for up to 6 days.

12. Did your organization receive any awards or recognition in 2020 that you want to highlight?

None

13. CAPITAL AND ASSET MANAGEMENT

Asset: *Manage and Operate the Lodge Program*

a) Provide a summary of your organization’s 2020 capital work, including specific lifecycle/maintenance projects or capital projects.

Lodge	Amount	Significant projects
Confederation	\$-	
Bow Valley	106,253	Structural beam, fencing & concrete repair
Beaverdam	257,689	Windows, fire alarm panel, walkways, and stucco
Shouldice	19,492	Stucco
Valleyview	79,410	Handrail and concrete
Shawnessy	167,814	Parking lot and concrete repairs and fire alarm panel
Spruce	988,683	Renovations
Aspen	1,104,780	keyless entry, door hardware, furniture, resident mobility storage, fiber & Cat6
All lodges	213,340	Furniture, fixtures, and equipment upgrades
Total	2,937,461	

b) What funding did your organization leverage to support capital activities in 2020?

Internal reserves - \$188,209

14. CURRENT STATE: COVID-19 MARCH 2021 UPDATE

The section focuses on the impact of COVID-19 in the month of March 2021, to provide a snapshot of your organization’s current state.

Impact

Please choose the one option below that best describes the impact of COVID-19 on your programs or service in March 2021.

<input type="checkbox"/>	Negligible	Minimal to no impact on service. Service is currently operating close to normal.
<input type="checkbox"/>	Minor	Continuing to provide programs and services but some coping strategies required – able to be addressed with existing strategies and resources.
<input checked="" 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)

Impact Description:

Please briefly describe how your programs and services were impacted in March 2021.

Silvera staff have been involved in maintaining consistent service to residents within a changing environment, primarily focused on safety. Community teams adopted innovative ways of service and program delivery to mitigate the impact. This included using common and outdoor areas creatively to facilitate physical distancing during activities and essential visits; modifying dining room layouts and increased resident room tray service to accommodate safety protocols, reviewing and modifying recipes and nutritional content to account for resident inactivity and lack of sunlight; adoption of mobile activity carts in times of room isolation, adoption of AV and online technology to offer programming, streaming and connections. Laundry support and resident smoke break escorts needed to be established in times of prolonged resident isolation during outbreaks ex. 90+ consecutive days at each, Spruce and Aspen communities. Increased use of Clorox 360 foggers to disinfect common and high traffic/touch areas. Increased need for social work supports as we enter 3rd wave, and therefore the presence of community outreach organizations, to support complex resident needs following 1 year of pandemic.

Current Demand for Service:

What is the current demand for your service compared to typical demand?

<input type="checkbox"/>	Demand is steady, largely business as usual.
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<input checked="" type="checkbox"/>	Demand has increased notably: more inquiries for housing as the immunization campaign was rolled out
<input type="checkbox"/>	Demand has decreased notably.