



*in*Site

Housing, Hospitality, & Health Services

*Building Capacity  
in Small Communities Through Mentorship*

# Assisted Living in B.C.

## *Partnership between:*

1. A Regional Health Authority
2. BC Housing (Government Social Housing Agency)
3. A for profit / not-for-profit entity

## *Target Client:*

Low to moderate income seniors who require accommodation, hospitality services (dining / hskp / ldy / social programs / ERS) and personal care

# Assisted Living in B.C.

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*BC Housing:* Subsidizes accommodation

*Health Authority:* Pays for personal care services and tops up hospitality services

*Tenant:* Pays 70% net income towards accommodation and hospitality services

# Mentorship Program Objective

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## *Objective:*

To assist non profit entities gain Assisted Living operating capacity in small and rural communities throughout the Interior Health Authority

# Mentorship Program Overview

## *Mentor Communities / Units*

Westbank (pop 24,600) - 40 units

Grand Forks (pop 4,159) - 17 units

Lake Country (pop 10,668) - 25 units

Keremeos (pop 1,369) - 13 units

Ashcroft (pop 1,825) - 10 units

Golden (pop 4,498) - 8 units

Barriere (pop 3,450) - 10 units

Revelstoke (pop 8,029) - 11 units

# Mentorship Program Overview

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- ❖ Some of the selected Societies had experience providing affordable housing
- ❖ None of the Societies had ever provided personal care or hospitality services within their housing operations
- ❖ Some projects were converted care facilities
- ❖ Some projects were new construction

# Mentorship Program Overview

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## *Society Role*

- ❖ Society members demonstrate willingness to commit time and energy to learning
- ❖ Effective board governance model in place (operating boards performed better than policy boards)

# Mentorship Program Overview

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## *Interior Health Authority Role:*

- ❖ Oversees mentorship activities
- ❖ Coordinate annual mentorship forum
- ❖ Determine / refer eligible seniors & provide ongoing personal care support
- ❖ Provide operating funding for services

# Mentorship Program Overview

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## *BC Housing Role:*

- ❖ Development Services - oversee construction
- ❖ Regional Operations - provide property management training, support and ongoing oversight
- ❖ Provide accommodation subsidy

# Mentorship Program Overview

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## *inSite Housing, Hospitality & Health Role:*

- ❖ Mentors the Society in the provision of assisted living services
- ❖ Assists the society in establishing systems for ops, administration, human resource and financial management of the assisted living residence
- ❖ Carries the IHA Operating Agreement until the Society is ready to take over independently



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*Phases of Mentorship*

# Mentorship Phases

## Phase I: *Terms of Reference*

- ◆ Society indicates interest to participate in the Mentorship Program
- ◆ IHA / BC Housing selects Society
- ◆ The Society passes a resolution to proceed with mentorship to sponsor assisted living in their community
- ◆ Interior Health, BC Housing, inSite and the Society sign Terms of Reference outlining the requirements and desired outcomes of the mentorship program

# Mentorship Phases

## Phase II: *Gaining Operating Capacity*

The Society works with inSite to learn all aspects of service delivery and program administration including:

- ◆ Personal Care Services
- ◆ Hospitality Services
- ◆ Human Resource Management
- ◆ Financial Management & Reporting
- ◆ Social / Recreation / Volunteerism
- ◆ Risk Management / Quality Improvement
- ◆ Governance / Administrative Management

# Mentorship Phases

## Phase III: *Self Sufficiency*

- ◆ Society has up to 5 years to reach self sufficiency
- ◆ The Society demonstrates proficiency in all areas of operations / administrative management
- ◆ Society indicates interest / willingness in assuming primary responsibility for operation
- ◆ IHA approves move to self sufficiency
- ◆ IHA Operating Agreement (funding) assigned to Society
- ◆ inSite moves to a consultative role and Society takes over

# Mentorship Phases

## Phase IV: *First year of Self Sufficiency*

The Society operates the project independently with inSite's support and assistance as needed

- ◆ Monthly consultation Meetings with inSite
- ◆ Semi-annual site audit by inSite
- ◆ As needed support / consult by phone



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*Building Operating Capacity*

# Building Operating Capacity

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## *Human Resources:*

- ◆ Hiring staff
- ◆ Training Staff (orientation / ongoing)
- ◆ Job Descriptions
- ◆ Performance Management
- ◆ Leadership
- ◆ Payroll & Employee Benefits

# Building Operating Capacity

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## *Hospitality Services:*

- ◆ Food and dining
- ◆ Weekly Housekeeping
- ◆ Weekly Flat Linen
- ◆ Social and Recreational Programs
- ◆ 24 hour Emergency Response

# Building Operating Capacity

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## *Personal Care:*

- ❖ Assistance with ADL's
- ❖ Delegated Tasks (PAG's)
- ❖ Medication reminder, assistance or administration

# Building Operating Capacity

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## *Tenancy:*

- ◆ Tenancy Agreement
- ◆ Resident Handbook
- ◆ Eligibility Screening and Service Planning
- ◆ Suite Selection
- ◆ Move in / Move Out Criteria

# Building Operating Capacity

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## *Administrative Management:*

- ❖ Property Management Budget (BCH)
- ❖ Operating Budget (services)
- ❖ Banking / payment schedules
- ❖ Chargeable Extras (Ancillary)
- ❖ Contractors (bookkeeping, maintenance)
- ❖ Building Fire Plan

# Mentorship Costs / Rewards

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## *Costs:*

Each site has an annual mentorship fee to cover travel and overhead

Mentorship fee eliminated when Society reaches self sufficiency

# Mentorship Costs / Rewards

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## *Rewards:*

Local Capacity: AI and future programs

Local Employment

Economic benefits - purchase supplies & services from local businesses



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*Example: Assisted Living in Grand Forks*

# Boundary Lodge Assisted Living



# The Official Grand Opening



# The Official Grand Opening



# The Official Grand Opening

Tenants celebrate  
their new home

Average Age: 87



# The Assisted Living Community



# The Assisted Living Community



# The Assisted Living Community



# The Assisted Living Community



# The Assisted Living Community



# Tenant Suite



# Guest Suite



# Spa



# Tenant Suite



# Tenant Suite



# The Kitchen



# Relationships with Staff



# The Dining Experience

The dining room is the most important room in the building



# The Fireside Lounge





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*Challenges in Small Communities*

# Challenges in Small Communities

- ◆ No Economies of Scale in Small Projects
- ◆ Difficulties Recruiting Qualified Staff
- ◆ Confidentiality (staff / tenant information)
- ◆ First / Only AL in Community:
  - Higher / different tenant needs
  - Mixed Population (young / old)
  - Need for Flexibility - less community resources
- ◆ Project Leadership

# Opportunities in Small Communities

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- ◆ Higher community involvement
  - Volunteerism
  - Fund Raising / Donations
- ◆ Faster sense of “community”
- ◆ Staff retention
- ◆ More family involvement with tenants



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[www.insiteseniorcare.com](http://www.insiteseniorcare.com)