



## Coast Foundation Society (1974)

*Draft – Sept 4, 2008*

### **OPERATIONS MANAGEMENT PLAN DUNBAR STREET APARTMENTS**

#### **About Coast Mental Health**

Coast provides housing and support to people with mental illnesses and other challenges. Currently, Coast provides a broad array of services for 3,000 people per year of which 700 people live in over 30 housing sites, 5 of which are on the West side of Vancouver. Coast has learned a great deal from its clients and gained a vast amount of knowledge through its decades of service.

This management plan outlines the basic operating parameters for this building and is based on the themes of safety & security, competence and trust. It incorporates protocols to manage various issues raised by the neighboring residents and business owners as well as ensuring an adequate and timely response from Coast staff. We look forward to working with the community to find ways to make this project one that Coast and the Dunbar community can be proud of.

The Operations Management Plan for the 3212 Dunbar Apartments is typical of plans for other similar facilities Coast operates.

#### **Coast Foundation's Mission & Vision and Values**

Mission Statement: *Coast promotes recovery of persons with Mental illness*

Vision: *A society where possibilities become reality*

A key value is excellence and Coast is committed to accountability, learning, quality improvement and measuring results. As part of this commitment, Coast has recently completed its second successful Accreditation through the Canadian Council on Health Services Accreditation (CCHSA).

#### **Coast Philosophy**

- People in any circumstance, with any condition, need hope – for affordable and stable housing, for a better life, for recovery, for people in the community to help, respect and support them.
- Lasting individual improvements in health, social functioning, community involvement, or obtaining employment are best obtained and maintained when a person has stable, supported housing as a foundation for moving towards a better life.
- Supported housing is the best option to address homelessness. Temporary or emergency housing is more expensive to provide and is not as effective.
- Secure supported housing helps stabilize a person so they can build upon their skill sets to live as an individual and participate in the community.

## **The Building Manager & Operating Partners**

- Coast Foundation will manage the 51-unit apartments. Coast intends to operate this building in a manner that will exemplify its mission and values and enhance the neighborhood.
- Yaffa Housing Society
- St. George's Place Society
- Vancouver Coastal Health professionals will also provide individualized services to the mental health residents through their local mental health teams.

## **Program Funding**

BC Housing will provide the general operating funds for the building and general tenant support.

City of Vancouver owns the land and will lease to Coast Foundation Society

Vancouver Coastal Health will provide funding for Mental Health Program Staff.

## **The Building**

The building will be designed to LEED<sup>1</sup> Gold and Carbon Neutral standards as dictated by current policy and standards established by the Province of British Columbia.

The building will consist of:

- Approximate 4,000 sq. ft. of ground floor retail space owned by the City of Vancouver who in turn will lease the Commercial/Retail Units (CRU's) to retail business operators.
- 47 small self-contained studio residential units of approximately 350 +/- SF in size.
- 4 wheelchair accessible units of approximately 510 SF.
- Various amenities including a kitchen, a small kosher kitchenette, a lounge, meeting rooms, offices and other spaces designed to serve the residents' program and leisure needs.

Coast will operate the building under a 60 Year lease arrangement with the City of Vancouver. An operating agreement between Coast, City of Vancouver and BC Housing will be placed on title and will set out operating conditions and requirements.

## **Who Will Live Here**

The Dunbar Apartment is intended for low-income people, disabled people and individuals with mental health issues who currently reside in the Dunbar, West Point Grey and Kitsilano areas, or whose origins were these communities.

The residence will provide housing as follows:

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<sup>1</sup> Leadership in Energy and Environmental Design (LEED) <http://www.cagbc.org/leed/initiative/index.htm>

- 30 units will serve tenants with Mental Illness referred through Vancouver Coastal Health. These residents will be people with mental illness who are able to live independent, productive lives with support.
- 5 units will be referred through Yaffa Housing Society, a Jewish Faith-based society, will provide referral and supportive cultural services to people as part of the collaborative housing arrangement.
- 4 units will be referred through St. George's Place Housing Society who will provide referral and consultative services to residents in the 4 wheelchair accessible units in the building.
- BC Housing will refer low-income clientele from the BC Housing Access System waiting list for the remaining units.

Priority will be given to those living in Dunbar, West Point Grey and Kitsilano. Clients generally do not own cars and the location is ideal for its proximity to shopping, transit and other support services.

In the event that individuals who meet the above criteria cannot fill units, VCH and BC Housing will work with Coast to select individuals who will be best served by the accommodation in this environment.

### **Program Support and Methodology**

Coast will operate within a Psychosocial Rehabilitation methodology<sup>2</sup> at the Dunbar Enhanced Housing Project. B.C.'s best practices indicate that PSR and a recovery model are critical underpinnings to the delivery of housing services. Coast uses these practices.

### **Programs**

An array of staff support, programs and services will be made available to clients:

1. Meal Program
2. Group Programs
3. Community Based Programs
4. Assistance with medication
5. Peer Support Programs
6. Volunteer Programs
7. Life Skills Programs
8. Community Building Programs
9. Employment preparation & support

### **Client Selection Process**

30 Units will house referrals from Mental Health Housing Services, Vancouver Coastal Health. Potential residents will be assessed by professional staff at VCH for their appropriateness and ability to live in a supported apartment program. This process is one that Coast Mental Health is very familiar with and currently uses. Coast will have the final say in selection. All 30 tenants will be connected to mental health clinical supports and follow-up in the community.

The other 21 referrals will come from BC Housing with preference given to applicants of the Dunbar/Westside Community. Applicants will be placed on the list for Dunbar based on the

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<sup>2</sup> PSR is broadly practiced strengths-based approach to supporting recovery of persons with mental illnesses.

criteria mandated for that building. Specifically people who have lived or have ties in that area that are currently unable to access affordable accommodations in their community. Yaffa and St. George's Place referrals will be processed through BC Housing's system.

Once a vacancy is determined and an individual has been waitlisted for the Dunbar building, a thorough screening and assessment will take place to ensure that the individual is suitable for the building. Coast as the operator of the building will have final say in who is selected for the building.

All clients will be required to sign a Residential Tenancy Agreement including the Addendum for Crime Free Housing prior to admission.

### **Client Operating Rules and regulations**

A Supported Housing Programs Service Agreement will be in place and apply to operators and residents.

### **Staffing and Support Services**

A staffing plan has been developed in writing that reflects the high level of support that will be given to residents of the 3212 Dunbar residence. The building will have staff on duty at all hours of the day, seven days a week.

The following staff positions are planned:

- Manager
- Residence Coordinator
- Community Mental Health Worker
- Custodial/Janitorial

### **Safety and Security**

Coast is committed to providing a safe environment by being dedicated to continuous improvement in its health and safety program. Coast staff, management and operating policies ensure a safe and secure environment for clients. This is achieved through design and management initiatives:

- 24/7 staffing will assure that the building environment will be monitored at all times.
- Cameras will be installed in the lobby and other strategic areas to protect the building.
- Elevators to each floor and entry to the building will be equipped with modern key coding to limit access and provide better security for clients.
- Clients will have a key fob to enter the building. This system will be deactivated from 11:00pm until 7:00 am daily. The clients can still come and go but will have to access staff to let them in during these hours. This eliminates late-night unwanted guests.

Coast has well-established on-call systems to address safety and security and these include:

Ongoing 24 Hour emergency response:

- Coast Mental Health provides a clinical on call system 24 hours a day via telephone.
- The pharmacy has a pharmacist available to the Manager on Call, 24 hours a day.

- The Properties department at Coast Mental Health provides a 24-hour on call service to deal with any property issues that may arise.

Coast Mental Health current practices also address safety and security and include:

1. An established Infection Control Program and dedicated Infection Control Manager
2. Established Safety Committee that complies with all Worksafe BC and other legislation. This Committee is active in doing site inspections that promote safety.
3. Established Quality Improvement and Risk Management Committee with a dedicated Director of Quality Improvement and Safety. This Committee responds to Risk and Safety issues and reports directly to a Board Committee of Coast Mental Health.
4. An efficient reporting system that ensures any risk/safety/security issues are documented and reported immediately and responded to in a timely manner.
5. A Properties Division is responsible for managing the building, including maintenance.
6. Building design will incorporate Crime Prevention through Environmental Design principles to assure tenant safety.

### **Good Neighbor Practices**

Coast Mental Health endeavours to be good neighbours in every community.

1. Maintaining the exterior of the building.
2. Regular maintenance of the grounds
3. Pro-active Snow removal
4. Community watch program
5. Being responsive to any concerns that may arise

### **Tenancy**

All tenants are protected under the provisions of the Residential Tenancy Act. In addition to the standard tenancy agreement, Coast requires all tenants to sign a Crime Free Housing Addendum.

### **Community Advisory Committee**

As part of Coast Mental Health's commitment to responding to the needs of the residents and businesses in the vicinity of 3212 Dunbar St. a Community Advisory Committee will be established to ensure there is open communication and to address community concerns. It will meet at least 3 times a year once the building is completed.

A 24 hr. phone number will be made available to community members who wish to contact staff at the facility to report a problem or discuss a situation.

### **Neighborhood Relations – Staff Liaisons with Community**

The Executive Director of Coast Mental Health, as the designated community liaison, is responsible for addressing any issues related to the ongoing operation of this facility. His Contact information is:

**Darrell Burnham**, Executive Director  
 Phone: 604-675-2324 (direct) or 604-872-3502 (general line)  
 Fax: 604-675-2312

Email: darrellb@coastmentalhealth.com

The secondary designated liaison is:

**Renay Bajkay**, RPN, Director of Residential Services

Phone: 604-675-2304 (direct) or 604-872-3502 (general line)

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