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Supportive Housing Community Project
Margaret's Housing for Older Women
(Maggie's)
Draft Operations Management Plan

The Operations Management Plan for *Margaret's Housing for Older Women (Maggie's)* located at 1010 Sperling Avenue in North Burnaby provides an overview of Atira Women's Resource Society's (Atira) commitment to operating a supportive housing program for older women living in a shared living environment. It is our intent to operate *Maggie's* in a manner that manages any and all impacts of the program on neighbouring residents and business, as well as ensures the safety and security of the older women who live there. This operations management plan outlines the basic housing objectives and operating parameters for the program and incorporates protocols to manage various concerns, which may be raised by residents, neighbours and business owners as well as ensuring an adequate and timely response on the part of Atira staff. This is the beginning of a new program and relationship with the community and we look forward to working together to best respond to resident, neighbourhood and community needs.

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1. Overview

Atira Women's Resource Society, incorporated in 1983, is a not-for-profit organization committed to ending violence against women. The Society provides direct service programs for women, as well as public programs to increase awareness and knowledge around the scope and impact that men's violence against women and children has on our communities.

Historically, Atira has provided housing and related support programs to women who are extremely marginalized. Atira offers a Stopping the Violence Counselling program; a support program for children who have witnessed abuse, a parenting program, a legal advocacy program; a 16-Step addictions recovery program; Enterprising Women Making Art (an alternative employment program for women with significant barriers to employment); The Painter Sisters (an employment training program); outreach programs for older women and for aboriginal women; a 59-space day care and a community garden. Atira also manages 15, women-only housing programs. More information about Atira's programs and services is available at our website at www.atira.bc.ca.

Maggie does will provide housing for 22 women aged 55 and older and who face barriers to securing safe, affordable housing. The house is fully wheelchair accessible and all of the units have a private patio or balcony and their own bathrooms. Two additional units will house a full and a part-time "residential care worker" creating a safe, secure and supportive home for residents.

Shared amenities include:

- Two lounges/tv rooms
- Two shared kitchens
- Sun room
- Reading lounge
- Free, shared laundry facilities
- Internet access
- Patio
- Landscaped grounds
- Covered secure parking with plug ins, for scooters

2. Housing Objectives

Atira will provide a supportive housing program that honours and validates older women. We will nurture belonging, influence and purpose in all women who live at *Maggie's*. We will operate within a relationship-based model of care where desired outcomes are achieved through collaborative relationships and where residents and their support networks/families are at the center our practice.

Relationship-Based Care Principles

- The essence of caring is human connections: harmony, healing and spirit;
- Informed caring is knowledge and skills;
- Everyone has a valuable contribution to make;
- Relationships between residents, their support networks/families and staff are at the heart of service delivery;
- Knowledge of self and self-care are fundamental requirements for quality care and healthy interpersonal relationships;
- Healthy work relationships and environments result in high resident and staff satisfaction;
- Women are most satisfied when their roles and daily work practices are in alignment with their personal and professional values;
- Empowerment and ownership of work and practice are essential elements of Relationship-Based Care;
- Transformational change happens one relationship at a time.

Maggie's will house older women who are marginalized by their age, experience of homelessness (primarily from having stayed in transition homes and/or shelters), poverty, struggles with prescription medication, struggles with mental wellness related to their experience of violence (primarily depression and anxiety) and chronic health issues. *Maggie's* will also contribute to a healthier neighbourhood by enhancing the quality of residents' lives and supporting them to more fully participate in their community, which will include an invitation for neighbours and neighbourhood residents, faith groups, businesses, other groups and organizations to become involved in service delivery.

3. Housing Goals

Atira is committed to working closely with the community toward the effective provision of supportive housing to older women in order to achieve the following goals:

1.) Create **Belonging** thereby honouring our human need to connect with others:

Residents will be encouraged and supported to form a group identity and view themselves as a critical piece of a larger community. They will be encouraged and supported to build meaningful relationships with each other, with staff, with neighbours and volunteers, making *Maggie's* their home. They will be encouraged to support one another. *Maggie's* will also support belonging by:

- honouring women's existing support networks including family, however women define family for themselves;
- Encouraging and supporting the creation of new relationships;
- working together to make *Maggie's* the best possible place to live;
- Encouraging and supporting group interactions and problem solving, which builds community;
- Creating the space and opportunity to make decisions as a group, supporting residents to build new memories together and enjoy sharing them with others.

2.) Creating residents' **Influence** over their environment by facilitating freedom of choice:

Residents will have influence over their environment through participation in household management, service delivery and daily operations including meal planning and preparation and event and activity planning. Residents will be engaged in the household decision-making processes. We will also support Influence by:

- ensuring a barrier free, fully accessible house that women of any ability can navigate;
- facilitating weekly household meetings in order to provide an opportunity for residents to discuss household issues and make decisions;
- providing a simple, consistent and routine environment making it possible for residents to choose when and where to participate.

3.) Supporting Purpose in life by engaging women to the utmost of their abilities:

Having a purpose/making a difference in the world around us drives us throughout our lives. Women who live at *Maggie's* will be expected to allow others to contribute to their lives. Residents will also have an opportunity to give back to those they interact with by acting as mentors and/or by forming meaningful relationships. Purpose will also be realized by:

- The small scale of the house coupled with the nurturing of a strong group identity, allowing all residents to define and form a place for themselves;
- Encouraging residents to acknowledge their appreciation for one another;
- Supporting residents to participate fully in the service delivery in their home and through their contributions, be able to form a lasting legacy they can feel proud of.

3. Programs

Referrals	<ul style="list-style-type: none"> • referrals to <i>Maggie's</i> will be coordinated by Atira staff, who will accept referrals from community. Decisions will be made by the residential care workers based on Atira's mission and mandate and <i>Margaret's Housing for Older Women's</i> specific housing objectives.
Support	<ul style="list-style-type: none"> • Primary support will be provided by live-in residential care workers. • Support will also be provided by a defined group of partner agencies, all with expertise in specific areas including older addictions, health care, mental wellness, etc. and all of which are gender responsive.
Treatment	<ul style="list-style-type: none"> • treatment for mental wellness and struggles with use of prescriptions medication will be provided by a part-time counselor with specialization in older women and addictions and will be voluntary; • Atira will offer 16-step groups to residents who wish to participate.
Medications	<ul style="list-style-type: none"> • medication regimes are primarily the responsibility of the residents and will be supported by BC Women's Hospital nurse practitioners working specifically with older women; • a medication support system will be available to residents who require assistance to achieve independence in this area.

Liaison	<ul style="list-style-type: none"> • staff will refer to and liaise with the Ministry of Health, the Fraser Health Authority, B.C. Women's Hospital, B.C. Housing, the Ministry of Social Development as well as older-serving agencies including physical health, mental health and addictions programs; • Atira will provide educational resources for residents re: BC benefits, CPP, OAS, & GIS mental wellness, addictions, concurrent disorders, medical conditions; • Atira will maintain contact with other community agencies and women's and older support services.
Life skills	<ul style="list-style-type: none"> • staff will provide group or individual support, life skills education and training on such issues as: <ul style="list-style-type: none"> ○ household management and meal preparation ○ conflict resolution skills ○ budget management ○ personal rights /empowerment/self-advocacy ○ mentoring and peer support programming to complement existing staffing and support services
Meal Services	<ul style="list-style-type: none"> • will be provided in a supportive/community kitchen capacity, as part of the life skills component of the program.

4. Community Liaison

Contact Information

The Executive Director of Operations, Atira Women's Resource Society, as the designated community liaison, is responsible for addressing any issues related to the ongoing operation of this facility. Her contact information is as follows:

Name: Linda or Marlene, Live-in Residential Care Workers
Phone: 604.205-9350, during normal business hours (9:00 a.m. to 5:00 p.m.)
778.874.5207 cell phone for after hours calls (emergencies only)
Email: maggies@atira.bc.ca
Mail: Margaret's Housing for Older Women
Atira Women's Resource Society
101 East Cordova Street, Vancouver, B.C. V6A 1K7
www.atira.bc.ca

The secondary designated liaison is:

Name: Jan Radford, Director, Mothers, Infants, Children, Youth & Health Programs
Phone: 778.870.6757
Email: jan_radford@atira.bc.ca
Mail: Jan Radford
Atira Women's Resource Society
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778.874.5207 is a 24-hour cell-phone number available to community members who wish to contact staff at the facility to report an emergency problem.

Community Advisory Committee

Atira may establish a Community Advisory Committee to ensure there is open communication and that community issues are dealt with.

The Margaret's Housing for Older Women (Maggie's) community advisory committee (CAC), should one be required, will be a group of community agencies formed to partner with Atira. It will have an advisory and referral role, not a decision-making role, and will fulfill its purpose by being solution-focused and responsive to community issues. Members will operate in agreement with Terms of Reference they have established.

If required, The *Maggie's* CAC will meet monthly to start, then as determined by the CAC. This schedule may change from time-to-time, based on the advice of the CAC, but would meet no less frequently than semi-annually.

The purposes of the committee would be to:

1. provide support to Atira in its commitment to meeting its goals with *Maggie's*;
2. address the impact *Maggie's* has on the community and provide input to address issues;
3. review Atira's response to complaints; and
4. act as a liaison between Atira and the neighbourhood/community.

Membership on the *Maggie's* CAC would be comprised of the following, plus an alternate:

1. Atira (2)
 - Atira senior management representative (1)
 - Maggie's Residential Care Worker (1)
2. City of Burnaby (2)
 - Social Development Department (1)
 - Burnaby RCMP (1)
3. Community Representation (8-11)
 - Older-Serving & Government Agencies including;
 - Ministry of Health (1)
 - Ministry of Social Development (1)
 - BC Women's Hospital (1)

- Fraser Health Authority (1)
- Older Outreach/support Program (2)
- Older Drug & Alcohol Treatment Program (2)
- Community Residents & Business Owners (2-3)
 - Anglican Parish of St. Margaret's of Scotland (1)

5. Management Protocols

Atira is committed to the following management protocols to reduce the potential for harm or nuisance to the residents, neighbourhood individuals and property from the operation of *Maggie's* and, where necessary, to take appropriate actions to address issues within its control.

Staffing

- Regular operating staff numbers will include one staff on duty at all times (24/7), allowing for an immediate response to any issues as they arise. Staffing levels will be reviewed regularly to determine if adjustments are warranted;
- Staffing support will also be provided by partner agencies, each of which will undertake a Memorandum of Understanding, outlining their commitment and specific services to be provided at Margaret's Housing for Older Women;
- Staff responsibilities: will include receiving referrals; managing all resident issues, including incoming and outgoing residents; liaising with mental health and addiction services, as well as other relevant community services; working with residents to achieve their goals; coordinating and delivering recreational opportunities; and medication support duties as requested;
- Staff experience and educational level requirements will be as follows:
 - experience with a population similar to *Maggie's* residents;
 - All staff have undergone a reference and background check including a criminal record check;
 - All staff members are trained in Atira's established risk management procedures;

- All staff members are oriented to protocols within The Operations Management Plan, including responsiveness to resident safety and community concerns.

Resident's Agreement

Residents will be required to sign a housing agreement which will include specific information about the *Maggie's* program, resident rights and obligations of living at *Maggie's* and "good neighbour" expectations that will clearly outline grounds for eviction from *Margaret's Housing for Older Women*.

Safety and Security

As part of its commitment to operating this project, Atira has established the following set of protocols to ensure the safety and security of residents, staff, and the community. In case of immediate danger inside or outside of the facility, 9-1-1 will be called.

Exterior Perimeter Security	<ul style="list-style-type: none"> • 24-hour on-duty staff will allow the monitoring of all activity in and around the building, responding as necessary. • Atira will remotely monitor activities at the facility through the use of security cameras at all exits. Any suspicious activity will be immediately reported to the Burnaby RCMP and the on-site staff.
Interior Security	<ul style="list-style-type: none"> • all exits are alarmed and monitored by security cameras • there is a monitored magnetic entrance card system for residents (room doors, offices, lounge, storage) • there will be no visitors, with the exception of "safe" family members • staff will be alerted to "unwanted" persons – e.g. people who have a known history of unacceptable behaviour – through its existing internal processes, advice from partner agencies and community alerts • Atira has a response plan with protocols for staff to follow in respect to potential safety related events that could occur – staff are trained in these procedures

	<ul style="list-style-type: none"> the Community Advisory Committee will be consulted in the development of and informed of Atira's response plan
Police Liaison	<ul style="list-style-type: none"> Atira will maintain regular communication and consultation with the Burnaby RCMP through a designated liaison; The 911 and Mental Health Emergency Services systems will be used in all situations involving violence or potentially volatile situations
Criminal Activity	<ul style="list-style-type: none"> Atira will take appropriate action to intercede in cases of vandalism or other criminal activity, up to and including reporting the incident to police.

6. Community Responsiveness

Atira will ensure that careful consideration is given to any concerns or issues expressed by residents and members of the community about the facility, and will take appropriate actions to address problems within its control.

The goal of being responsive to the residents and community is to ensure, as much as possible, that residents are safe and respected and that the community has positive and helpful experiences with *Margaret's Housing for Older Women*. The secondary goal is to ensure that continuous quality improvement issues are made evident, so they can be addressed.

Safety, Security and Nuisances

Any situation that affects the safety and security of residents, staff or a member of the community will be dealt with immediately, following the protocols set out in the "Safety and Security" section of this document. The procedures below will be followed to address community concerns:

1. When a complaint comes in, the appropriate staff will acknowledge the question or concern with a rapid response.

2. In cases where staff cannot respond to the question or concern to the satisfaction of the individual, the issue will be brought to *Maggie's*House Coordinator to address.
3. In most cases, *Maggie's*House Coordinator should be able to resolve the issue to the satisfaction of the individual. Where the issue is not resolved satisfactorily, the individual has the option of launching a complaint, following the issue resolution process outlined below.
4. All complaints or incidents will be logged and this information will be shared with the Community Advisory Committee.

Issue Resolution Process

In addition to the preceding protocols to address issues regarding safety & security and nuisances, occasionally, there may be other types of concerns that arise from members of the community. While the intent is to address these concerns through dialogue, if the individual feels the situation warrants an official complaint, Atira's issue resolution mechanism will ensure that an objective and thorough response is provided.

1. An individual wishing to make a formal complaint should do so in writing to the *Maggie's* House Coordinator within 30 days of the situation that resulted in the complaint. The House Coordinator will log all concerns that reach this level and will be reported to the *Maggie's* CAC at the next advisory committee meeting.
2. The *Maggie's* House Coordinator, or her designate, and where appropriate in consultation with Atira's Executive Director, Operations, will confer with the individual as to how the complaint is to be addressed, and the individual will be informed as to the action to be taken regarding the complaint, within 15 days of the written statement.
3. If the individual is not sufficiently satisfied as to the outcome of this procedure, they may write to the CEO of Atira and should do so within 15 days of being notified of the outcome of the initial dispute procedure.
4. The CEO will inform the individual, in writing, of the response to the complaint, within 15 days of the receipt of the letter. If the individual is not satisfied, the complaint may then be brought to the attention of the Atira Board of Directors.