



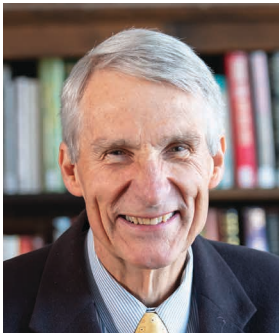
BELMONT
HOUSE



Moving Together
— *into the Future* —

A N N U A L R E P O R T 2 0 1 9

A message from the Belmont House Board Chair and Chief Executive Officer



Tom Ouchterlony,
Chair, Board of Directors

Moving Together — into the Future —



Maria Elias,
Chief Executive Officer

Being around since 1852, you might think that Belmont House has seen and done it all. We have many accomplishments to be proud of throughout our history, and we have learned a lot along the way. Having said that, we will continue to challenge ourselves to say – *What's next?*

2019 was an exciting year for Belmont House. The Board of Directors along with the Belmont House Foundation, staff, long-term care residents, retirement tenants, families, medical team, volunteers, and our partners in government, and academic institutions came together to look at the great opportunities that lie ahead for Belmont House. There were so many ideas that were identified which will ensure that for many years to come Belmont House will continue to be seen as a leader in long-term care and retirement living.

In this Annual Report, we are pleased to highlight our new Strategic Plan 2019-2024 which was introduced in 2019. The three strategic directions are: Provide an Extraordinary Resident and Tenant Experience; Grow in Leadership and Influence Seniors' Care; and Prepare Our People and Community for the Future. Our strategic plan focused on the escalating growth of an aging population, dementia and utilizing technology, innovation, and best practices to support the increased demands and the changing needs of our community.

In partnership with our academic institutions and Toronto hospitals, we participated in research projects, such as the University Health Network hospital project with Dr. Andrea Laboni looking at measuring gait using video recordings; and the Robotics project with the University of Toronto. We are also proud of the many students that chose Belmont House for their placements; students in healthcare, housekeeping, dietary, nursing, recreation, social work, occupational therapy, information technology, and engineering. In addition, our management team serve on advisory committees to influence the community college curriculums.

The Provincial Government continued to make changes in the restructuring of the healthcare system. The Ministry of Health and Long-Term Care was divided into separate Ministries and new Ontario Health Teams were introduced in an effort to enable greater partnerships and decision-making at a local level. These changes will result in the elimination of the Local Health Integrated Networks, and the creation of a new structure called Ontario Health, which will oversee the healthcare sector.

We enthusiastically developed a partnership with Women's College Hospital to focus on expanding and enhancing virtual care in long-term care homes. We also began exploring future opportunities and partnerships with newly created Ontario Health Teams.

In 2019, we continued to maintain our buildings in good working order and installed new sliding doors for the Belmont Street and Davenport Road entrances along with new sensor systems and a key fob entry system. Upgrades are done on an annual basis to our building automation systems, and we also upgraded our nurse call system.

Belmont House prides itself in having dedicated and hard-working employees. Our employees are our most valuable resource and annually we review our education strategies to enable our employees to have the best skills possible in providing care and services to our Belmont community.

Belmont's operating budget was \$17.7 million, and we had a small surplus that will help enhance future programs and nursing care hours. We continue to spend more than we receive from the Ministry of Long-Term Care, long term care residents, and retirement tenants to ensure that everyone living at Belmont House receives the care that they deserve. In 2019, we continued to increase staff hours in nursing, recreational programming, and retirement living. Our donors and the Belmont House Foundation have generously supported additional funding required to cover our expenses in nursing care, chaplaincy services, and recreational programs.

A message from the Belmont House Board Chair and Chief Executive Officer

We would like to thank Board members who retired in 2019 - Tony Marino, Brenda McCauley, and Rani Srivastava - for their significant contribution to ensuring that Belmont House provides the highest level of care and services today and into the future. We are pleased to welcome Diane McArthur, Valerie Pringle, and Kathryn Ramsay as new members of the Board of Directors, and look forward to their contributions.

There are exciting opportunities and challenges as we look to the future. But, first and foremost, our goal has always been to provide the highest quality care and services while supporting each individual's independence, safety, dignity, privacy, and choice. Our numerous partnerships, our dedicated team of staff, physicians, volunteers, Board of Directors, and the Belmont House Foundation Board of Directors are committed to continuing our history of remaining a leader in long term care and retirement living as "The Seniors' Home of Choice".

Ensuring that Belmont House is always a home that is safe, stimulating, and providing the highest level of care and services requires continued effort on everyone's part. At the time of writing this report, the World finds itself dealing with the COVID-19 Pandemic. The World Health Organization declared this pandemic on March 11, 2020. In next year's report, we will have more to say on how we weathered this storm.

The future is bright for Belmont House and we look forward to Moving Together into the Future.

Tom Ouchterlony
Chair, Board of Directors

Maria Elias
Chief Executive Officer

Special Message from Tom Ouchterlony Chair, Board of Directors

If this were a "normal" springtime, we would be preparing for the usual annual general meeting in May 2020. At that meeting, one of the pleasant duties of the Board Chair is to speak briefly about Maria and her management team. This spring is anything but normal and such meetings are not allowed so, instead of speaking to an overflowing auditorium of tenants, residents, family members and friends of Belmont, I will have to do it in writing.

You know that Maria has been our CEO for many years. I wonder, however, if circumstances have ever challenged her abundant leadership skills and foresight in previous years the way they have done since the start of 2020. She has responded wonderfully. Those skills and those of the managers have established and maintained Belmont's status as a leading choice of seniors. Especially in this year, Maria's team and our excellent employees and medical staff have led the way in responding to COVID-19, often anticipating problems and taking action before such actions became the subject of governmental edicts or recommendations.

It has been my privilege to serve as Belmont House's Board Chair for the past year. On behalf of the Board and everyone involved in Belmont, we recognize how fortunate we are to have such remarkable talents in this team. We look forward to relief from the present circumstances that the pandemic has brought to us.

Note: For more details on our accomplishments in 2019, plans for 2020, and the Strategic Plan 2019-2024, please read our 2020 Operating Plan and our Strategic Plan that are available at Belmont House and on our website: www.belmonthouse.com

Belmont House Medical Director's Report

Belmont House continues to be committed to providing high quality individualized care to our residents in long term care, and to our retirement tenants. We strive to maximize dignity, quality of life, comfort and independence.

Our team includes professionals with a broad range of skills and experience, including registered nurses, registered practical nurses, personal support workers, physiotherapists, recreationists, clergy, and a registered dietician, amongst others.

Our dedicated staff, along with our families, visitors and volunteers, enhance the lives of our residents and tenants.

Our residents and tenants face a broad set of challenges, both cognitive and physical in nature. Some of our ongoing areas of focus include management of behavioural and psychological challenges in dementia, palliative care, mobility and risk of falls, depression, skin issues, polypharmacy, as well as treatment of a litany of neurological, musculoskeletal, cardiac, respiratory and other illnesses. The level of acuity and severity of illnesses being cared for here continues to increase well beyond that of the past. Our team at Belmont House continue to provide exemplary care.

We are fortunate to have four primary care physicians at Belmont House. We are also fortunate to receive in-house medical consultations in dermatology, psychogeriatrics, ophthalmology, and psychiatry. We are also able to offer additional health care services at Belmont House including dental screening, audiology, podiatry, laboratory services, portable x-ray and ultrasound, skin wound and pressure sore assessments, seating assessments, swallowing and speech assessments, and pharmacy services. These consultations and services allow us to continue to manage issues that previously would have been managed in hospital.



Dr. Bradley W.C. Birmingham, Medical Director

Belmont House remains "The Seniors' Home of Choice".

In 2019, we admitted 35 Residents to Long-Term Care. The average age amongst Long-Term Care residents is 88 years.

We also welcomed 15 new Tenants to our retirement wing in 2019. The age of tenants ranged from 75 to 102, with an average age of 89 years.

In closing, I would like once again to thank everyone who strives to enhance the lives of our residents and tenants.

Respectively submitted,
Bradley W.C. Birmingham, B.Sc., M.D.,
Medical Director

Medical Staff

Dr. Bradley W.C. Birmingham	Dr. Sara Wainberg
Dr. Silvy Mathew	Dr. Jane Podnieks

Belmont House Board of Directors and Management Team



Belmont House Board of Directors

Back (left to right): Ann Katrusiak (Ex-Officio), Myles Mindham, Rani Srivastava, Joanna Beaton

Front (left to right): Elaine Roberts, Tom Ouchterlony (Chair), Mary Kardos Burton

Absent: Donald Stewart, Neel Desai, Tom Little



Management Team

Back (left to right): Gail Walker, Socrates Theophylactou, Trudie Phillips, Donna Locke, Peter Paas, Maria Elias, Hema Kirpal, Dennis Donovan

Front (left to right): Hannah Bontogon, Brittney Hadada, Elleni Bouronikos, Paige Fernandes, Maria Ernesto

Absent: Dr. Bradley Birmingham

Belmont House Financial Report

The Toronto Aged Men's & Women's Homes (Belmont House)

Statement of Revenue and Expenditures for the year ended
December 31, 2019 (\$000's)

	2019	2018
REVENUES		
Resident Fees	9,133	8,824
Provincial Government Subsidies	7,001	6,870
Amortization of Deferred Contributions	720	748
Interest and Sundry	283	277
Total Revenues	17,137	16,719
EXPENDITURES		
Residents' Medical and Nursing Services	7,158	6,730
Residents' Support Services	7,063	6,837
General and Administration	1,899	1,990
Amortization of Capital Assets	1,555	1,582
Total Expenditures	17,675	17,139
Excess of Expenditures over Revenues	(538)	(420)
OPERATING GRANTS AND BEQUESTS		
Belmont House Foundation	223	161
Bequests and Legacies	668	661
Total	891	822
Excess of Revenue over Expenditures from Operations	353	402

Note: PricewaterhouseCoopers LLP are the auditors of Belmont House.

Belmont House Foundation Report

I was so honoured to take up the mantle of Chair of the Belmont House Foundation Board of Directors this year. After serving on the Board the past four years and going through the process of my mother moving into Long Term Care at Belmont House, I have come to understand and respect the vital work done at Belmont to ensure our loved ones are extremely well cared for.

We were all so pleased to participate in the strategic planning process along with the Belmont House Board of Directors. We are excited about the next steps Belmont House is taking and we look forward to supporting all the projects and initiatives that come out of the new strategic plan.

Because of the generosity of our community, we were able to continue investing in our home in 2019. The purchase of 15 brand new laptops have made updating Resident health information much easier and quicker so our nursing staff can be free to focus more on Resident care. Together we purchased 33 brand new ceiling lifts for Residents who need some help getting in and out of bed. These lifts only last so long and we are so pleased to be able to ensure the safety and comfort of our Residents as upgrades are needed.

Brand new care equipment, investments in staff training and education, high quality recreation therapy programming, pastoral care and essential capital upgrades are vital to Belmont's ability to continue to provide the absolute best for all who live with us. Without the support of our generous community, none of this would be possible.



Ann Katrusiak,
Belmont House Foundation
Board of Directors, Chair

The Belmont House Foundation Board of Directors are all committed to continuing the growth of our fundraising program and supporting the mission of Belmont House. Please accept our deepest gratitude for all your generosity. Together we can remain the Seniors' Home of Choice.

With gratitude,
Ann Katrusiak
Chair, Belmont House Foundation Board of Directors



Belmont House Foundation Board of Directors

Back (left to right): Tom Ouchterlony (Ex-Officio), David Hackett, Mary Ellen Gillespie, Peter Salloum, William Lambert

Front (left to right): Winn Oughtred, Ann Katrusiak (Chair), Barbara Hyland, Michael Chan

Absent: Derek Hayes

Strategic Plan

After pooling the collective wisdom of our Residents, Tenants, their Families, our Staff, Physicians, Volunteers, Partners in healthcare and our Foundation, Belmont House has launched its new Strategic Plan for 2019-2024.

We carefully reviewed the changing, challenging and complex needs of today's seniors and proactively anticipated how those needs will evolve in the future. Our plan follows three strategic directions, with each having three goals.

1

Provide an Extraordinary Resident and Tenant Experience

In committing to an extraordinary living experience, Belmont recognizes that we need to continuously change in anticipation of and response to seniors' needs, attitudes and expectations.

Our strategic goals are:

1. Strengthen our person-directed model of care and service.
2. Expand Belmont services to enhance our continuum of care.
3. Position Belmont to meet the increasing care requirements of Residents and Tenants into the future.



Elleni Bouronikos serves Mrs. Anne Gircys some delicious strawberry shortcake at the annual Strawberry Social.

"Belmont is a truly special place that has incredible potential. I'm looking forward to what our future holds."

Mr. Bruce MacGowan,
Tenant Council Chair

Grow in Leadership and Influence for Seniors' Care

With strong leadership and governance, Belmont will extend its leadership role in seniors' care across the continuum, especially where it intersects with the broader healthcare sector.

Our strategic goals are:

1. Use leading technologies and innovation to optimize the quality and safety of the Resident, Tenant and Family experience.
2. Be recognized as a partner of choice within our expanded network of healthcare and academic partnerships.
3. Be a community leader in healthcare and seniors' care.

"We do everything we can to give Residents the best care possible. The use of new technologies allows us to have the most accurate information to provide excellent care plans."

Brittney Hadada,
Nursing Supervisor



Personal Support Workers Kereda Campbell, Sang An and Blenda Carsola are grateful for donor support that made the purchase of new laptops (and faster Resident well-being updates) possible.

Prepare Our People and Community for the Future

Learning and growing together is our path to mastery in the care of and service to seniors. Always thinking about and exploring innovative opportunities is what keeps our path interesting and challenging.

Our strategic goals are:

1. Respond to the needs and challenges facing our workforce.
2. Be a learning and growing organization where innovation is integral to Belmont and our community.
3. Build community connections with our neighbours that enrich the lives of those living, working and visiting Belmont.

Many thanks go to the Strategic Planning Committee for their hard work and leadership in crafting our new plan: Mary Kardos Burton (Past Board Chair), Brenda McCauley, Neel Desai (Committee Chair), and Maria Elias (CEO).



Elleni Bouronikos, Maria Ernesto, Louise Reyes, Antonette Pascual, Brittney Hadada and Donna Locke all keep Belmont working and looking as tip top as possible.

*“I am so proud
of how far
Belmont House has
come and am
looking forward to
all that the future
holds for us.”*

Maria Elias, CEO

Belmont House Councils

Our councils provide a forum for Residents, Tenants and Family members to offer positive and constructive feedback about their experiences of living at and visiting Belmont House. Council members provide vital connections and input regarding Belmont House and our programming.



Family Council

(left to right): Margaret Sandusky, Jillian Vanderkooy, Helen Emanuel, Pam Story, Anna-Sofia McLean, Jane Minett, Barry Russell, Heather Gibson (Chair)



Resident Council

Back (left to right): Pamela Mackenzie, Caterina Gallippi, Dagny Mijovic, Margaret Austin, Andrea Thompson (Staff)

Second Row (left to right): Edith MacKay, Elizabeth Mullan, Jennifer Christodoulou, Diane Smith (Chair), Judith Barber

Front (left to right): Marion Pope, Cynthia Payne



Tenant Council

Back (left to right): Gail Walker, James Hubbard, Bruce McGowan, Christopher Wansbrough (Chair), Ellen Edmonds

Front (left to right): Betty Van Wyck, Dagmar Staf, Mary Walsh, Helen Best

Belmont House Foundation Donors 2019

Without our generous family of donors, we would not be where we are today. Thank you to everyone who so generously supports life at Belmont House.

\$100,000+

The Estate of Willard Piepenburg

\$25,000+

David and Jean Hackett
Home Instead Senior Care
Linda and Steve Lowden

\$10,000+

Walter and Lisa Bowen
Rabin Chatterjee
The C&F Eaton Charitable Foundation
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MediSystem Pharmacy
Nexus Investment Management Inc.
Betty and Chris Wansbrough

\$5,000+

John Berton
Michael Chan
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Anthony and Shari Fell
Home Instead Senior Care
Foundation of Canada
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\$2,500+

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\$1,000+

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\$750+

Linda Boutilier
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Joan Hodgson
The Barbara M Johnston Foundation
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Jocelyn Macdonald
Donald Stewart
Elizabeth Yarnell

Belmont House Foundation Donors 2019

\$500+

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Cairine and Henderson Scott
Stanley Shortt
Eleanor Smith
Pamela Story
Jacqueline Sutherland
Kathleen Taylor
Luella Thomson
Barry Wansbrough
WeirFoulds LLP
Neil Wood



Paige Fernandes and Resident Mrs. Zulma Guiding enjoy a stroll together at the 2019 Walk and Roll.

In Memoriam | January 1 - December 31, 2019

Mr. Morteza Adilipour
Mrs. Carol Andrews
Mrs. Margaret Austin
Mrs. Hildegard Baethmann
Mr. Walter Bowen
Mrs. Irene Bradshaw
Mrs. Joan Brown
Mrs. Joyce Bryant
Ms. Theresa Bryden
Mrs. Melody Brydon
Mrs. Elizabeth Burns
Mr. James Burry
Mrs. Janet Charlap
Mrs. Xenia Elfvengren
Mrs. Lorraine Emery
Mrs. Elsie Etchen
Mrs. Stella Etherington
Mrs. Margaret Fitzwilliam
Mrs. Loanna Ford
Mrs. Hertha Fundner
Mrs. Marion Hall
Ms. Carol Hendrick

Mrs. Jane Holland-Poirier
Mrs. Virginia Ingoldsby
Mr. Richard Ivey
Mrs. Constance Langstaff
Mr. William Lawrence
Mrs. Joan Linklater
Mr. Charles Loewen
Mrs. Margo Linda Lowden
Mrs. Eufrosina Marcu
Mr. Ian McCormick
Mrs. Phyllis Morgan
Mrs. June Muir
Mrs. Elizabeth Murray
Mr. George Murray
Mrs. June Oleksijczuk
Mrs. Louside Osendarp
Mrs. Brenda Palmer
Mrs. Joyce Peltier
Mrs. Frances Puffer
Mr. John Henderson Scott
Ms. Diane Smith
Mr. John Tinker



*"Peace I leave with you,
my peace I give unto you:
not as the world giveth,
give I unto you.
Let not your heart
be troubled,
neither let it be afraid."*

John 14:27

Moving Together into the Future



Our Mission

Belmont House is a charitable, not for profit Christian organization dedicated to providing seniors with excellent care within a safe, stimulating community. Belmont House provides support for independence, companionship, choice, dignity and privacy.

Our Vision

To be an exemplary community for seniors within a caring environment.

Our Values

- Caring
- Excellence
- Innovation
- Respect
- Responsiveness
- Teamwork

Belmont House is operated by a volunteer Board of Directors licensed by the Ministry of Health and Long Term Care, the Retirement Home Authority and operates under a service agreement with the Toronto Central LHIN.





Front Cover Photos:

Top: Tenants Mrs. Ruth Clarke, Mrs. Isabel Paterson-Smyth and Mrs. Betty Van Wyck with Gail Walker

Bottom Left: Hema Kirpal and Resident Mrs. Cynthia Payne

Bottom Right: Residents Mrs. Donna Digby and Ms. Matilde Barsby with Kim Barton

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**BELMONT
HOUSE**

The Seniors' Home of Choice

55 Belmont Street, Toronto, ON M5R 1R1

Tel: 416-964-9231 | Fax: 416-964-1448

Website: www.belmonthouse.com

Email: frontdesk@belmonthouse.com