

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

March 26, 2024



OVERVIEW

Belmont House celebrates a rich history of more than 170 years of caring since our journey began in 1852. We are a fully accredited charitable, Christian, not-for-profit home with 140 long-term care beds and 81 retirement apartments, located in downtown Toronto. Belmont House principally serves the communities of downtown Toronto, Yorkville, Rosedale, and Forest Hill. Belmont House is classified as an “A” Long-Term Care Home by the Ministry of Long-Term Care.

In long term care there are a total of five care units which includes a secure unit of 26 beds for people with Alzheimer’s and severe dementia. Long Term Care residents are offered programs in general geriatric care, including people with Alzheimer’s disease, cognitive impairment, and palliative care. Residents also receive care for depression, circulatory diseases, osteoarthritis, stroke, Parkinson’s disease and dementia.

Our 5-year strategic plan (2019-2024) focuses on working together to achieve excellence in seniors’ care and provide services that meet the needs of the seniors we serve. In addition to the strategic plan, we align our Quality Improvement Actions with the following:

- Belmont House Operating Plan;
- Long-Term Care Home Accountability Service Plan (L-SAA);
- Ministry of Health and Ministry of Long-Term Care legislation, regulations and directives;
- Ontario Health directions and priority indicators;
- Accreditation Canada Qmentum Long Term Care Standards;
- Areas arising from Belmont’s Quality, Risk and Safety Management Program;
- Areas arising from the annual Resident and Family Experience surveys

Our organizational goals and objectives are derived from the Strategic Plan. Key performance indicators are tracked quarterly utilizing a Balanced Scorecard approach and are reported to Belmont's CQI Committee comprised of the Quality Risk and Safety -Board Committee and Quality Risk and Safety -Operational Committee.

ACCESS AND FLOW

Currently, our resident profile shows the following demographics:

- 64% are older than 85 years old
- >76% of all residents have dementia
- >4% have congestive heart failure

(CIHI, 2022)

While Belmont House has always cared for residents with a range of needs, there is a continuing increase in the proportion of residents arriving at a later age, with complex care needs, high acuity levels, and crisis admissions from hospitals due to delays in the redevelopment and addition of long term care homes. Additionally, Belmont is experiencing the strain of staffing shortages and agency usage like much of the sector.

To address this, Belmont has embarked on planning a new build on the existing property for an additional 168 long term care beds, 34 assisted living beds and community programming. A \$20 million Fundraising Campaign has been launched with \$4.4 million raised to date. With this undertaking, Belmont will strive to meet the growing needs in the community and improve the quality of life for our residents. All aspects of life at Belmont House including care, support and the environment, are designed and managed not only to meet, but surpass the needs and expectations of our residents.

EQUITY AND INDIGENOUS HEALTH

Belmont House demonstrates commitment to equity, inclusion, diversity and antiracism. Our accountability framework and code of conduct provide a foundation for equitable practices in our care and services. This is demonstrated through the following:

- Development of a diversity strategy
- Training for all staff and management on inclusion, anti-oppression and anti-racism
- A transparent admission process
- An open-door policy for residents, families and staff to voice concerns directly with the direct supervisor or senior management
- A just culture environment
- An established HR Advisory committee to advise management on work life matters
- Recruitment of diverse Board members

PATIENT/CLIENT/RESIDENT EXPERIENCE

Belmont's Community Engagement Strategy "Better Together" ensures that stakeholders are appropriately consulted with, to provide input on the care and services from the time of admission. Residents are represented in Belmont's CQI committee structure to ensure their voices are included to inform quality improvement.

Our CQI committee is comprised of:

- 1) Quality Risk and Safety -Board Committee, and
- 2) Quality Risk and Safety -Operational Committee

Together they work to fulfill the requirements for Continuous Quality Improvement, per the FLTCA, 2021.

As part of our 2023-24 QIP, Belmont addressed the priority indicators of residents having a voice, feel they are listened to by staff, and can speak up without fear of consequence. Under this

theme we focused on 2 change ideas: education on the complaints process and implementation of a new emotion-centred model of care.

Improvement initiatives included:

- Staff re-training on the complaints process
- Engagement with residents and families to increase their awareness on how input can be provided on care, services and the life of the home, and how to raise concerns/complaints
- Monitoring the responses to the annual satisfaction surveys
- Implementation of the Butterfly Model of care on the secure unit
- Undergoing accreditation as a Butterfly Home
- Establishing and monitoring performance indicators for the Butterfly Model of care

As a result of these actions, re-training on handling complaints and concerns was achieved in all staff, the information was brought to resident and family councils and distributed to family contacts, and an information display was put up in the home.

The Butterfly Model of care has been an improvement initiative over multiple years to enhance the resident experience for those with dementia. Implementation of this model included environmental changes to the home environment and staff training on butterfly approaches to care and meaningful engagement. As a result, Belmont achieved accreditation in 2023 as a Butterfly Home, the first in Toronto.

Belmont's valued partnerships also serve to enhance and contribute to the resident experience such as:

- Belmont is a participant in the UHN network and the Toronto Region COVID-19 Long Term Care Round Table.
- During periods of outbreak, we are well established with Life Labs and Toronto Public Health for quick turnaround of testing and

determining actions.

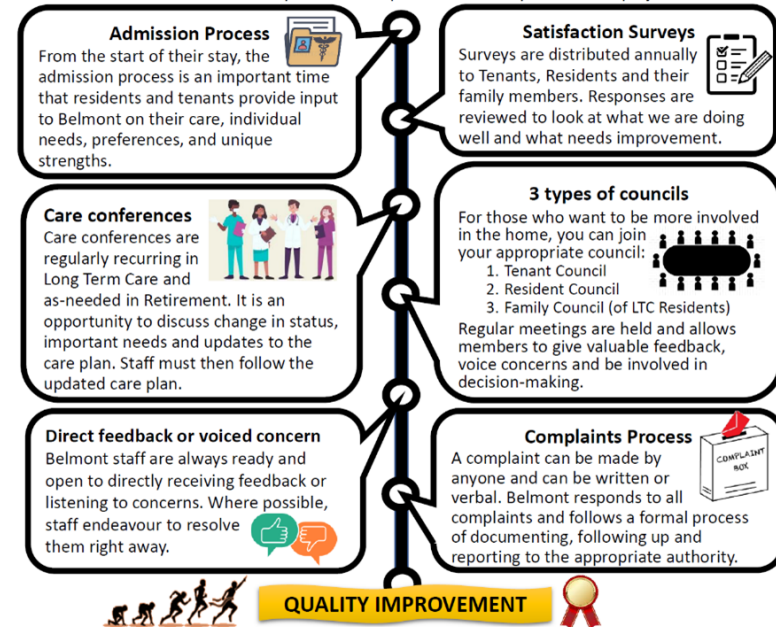
- Belmont works closely with an ET Nurse at Novak Health Consulting to address skin and wound health in residents.
- External services from the community is coordinated to provide ongoing dental, audiology and eye care clinics in the home, to residents.
- The Nurse Led Outreach Team (NLOT) from LHIN Toronto East Hub has been an important resource for Belmont to provide ongoing support to our nursing staff via Emergency Mobile Nursing Services such as emergency resident assessments that aide in avoiding hospitalization and other clinical support.
- Belmont is connected with the Geriatric Mental Health Outreach Team and Behavioural Neurology to provide consultations for individual residents when needed
- Belmont has a Behavioural Support Nurse on staff who provides consultation and recommendation to the care team on individual residents exhibiting behavioural concerns
- To address staffing shortages, we have utilized multiple agencies to fill in the gaps and made improvements to the orientation and onboarding of agency staff.
- Belmont has been implementing the Butterfly Model of Care in partnership with Meaningful Care Matters. Ongoing engagement with residents, their family members and unit staff has taken place throughout the implementation process. Training of care and support staff occurred throughout 2022 on the model of care and meaningful engagement. Belmont has also been able to connect with other Butterfly homes in the GTA for information sharing.
- A partnership with researcher Dr. Iaboni at KITE UHN has allowed Belmont to support technological innovations such as the testing of a Dementia Isolation Toolkit (DIT), a prototype technology system that includes a two-way video communication, leisure activities and

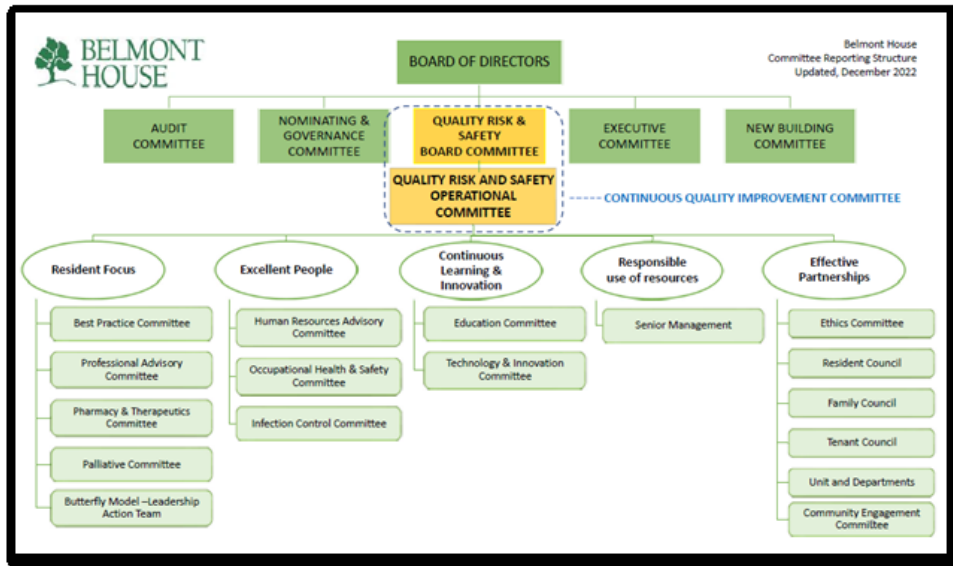
programming to support isolation during the pandemic. Additionally, Belmont is participating in a study on gait and falls prevention with the same research team.

- Belmont has been involved in a proposal for a pilot project on continuum of care to enable tenants in Retirement Living to have prioritized access to Long Term Care.
- Belmont is participating in “Long Term Care +” a virtual care program to reduce emergency room visits.
- With the introduction of the CLRI funding, Belmont was fortunate to use funds towards staff preceptor training, enhance the student placement program and fostering new partnerships with private career colleges. PSW student placements at Belmont have significantly grown and we continue to host nursing placements with existing partner academic institutions. This

contributes to our recruitment efforts and our hope is the student experience will prepare future healthcare workers for the sector.

- Partnership with local secondary schools invites students to support recreation programs and add to the life of the home.
- Volunteer provide invaluable supports such as feeding and running our Tuck Shop.
- Family council meetings have continued online, which allowed for more family members who lived far away, and sometimes out of country, to participate and voice concerns on behalf of their loved one.
- Resident council remains active, and meetings continue when there were no outbreaks.
- Belmont continues to work with Accreditation Canada and achieved Accreditation with Exemplary standing, the highest award. Under their new Qmentum program for long term care, our next onsite survey is expected in 2025.





Belmont's commitment to safety is demonstrated in numerous ways:

- Accountability framework and Balanced Scorecard reporting
- Accountability and oversight via our continuous quality improvement structure with representation from frontline staff, residents, families and management and board members
- Standing agenda items on all committees addressing resident safety and concerns
- Continuous monitoring and reporting of data and performance indicators in real-time by the interdisciplinary team
- Action plans are initiated when data is outside desired range
- Staff support and a just culture environment
- Accreditation process with Accreditation Canada
- Private Caregiver Program -registration of all private caregivers and requirements for liability insurance and vulnerability sector screening
- Audits and annual program evaluation
- The Joint Occupational Health and Safety committee monitors all safety related incidents
- Senior Management reviews all incidents quarterly and based on the root cause of the incidents, develops system wide recommendations for implementation to prevent reoccurrence
- Workplace violence is a strategic priority
- The Behavioural Support Nurse provides consultation and recommendation to the care team for residents exhibiting responsive behaviours
- Board members are required to complete the health and safety training
- Training and education, annually for all staff including supervisors/department heads who are responsible for preserving a safe environment

PROVIDER EXPERIENCE

Belmont continues to experience similar challenges across the province such as managing continued COVID-19 outbreaks, burnout in staff, staffing shortages and retention, and reliance on agency to fill staffing gaps. Our decisions are guided by the Ministry and public health, around many operational and safety procedures. We continue with engagement efforts to ensure residents, families and staff can voice their concerns. On our annual satisfaction survey, we asked residents, families and staff members how they feel they were communicated with and how safe they have felt throughout the ongoing pandemic. The feedback we received has been overwhelmingly positive that those who live and work at Belmont feel safe and are informed.

SAFETY

- Employer meets with union at labour/management meetings quarterly and safety related matters are discussed
- Belmont House is part of Dunk & Associates Safety Group which has helped us comply with Ministry of Labour standards.

POPULATION HEALTH APPROACH

Belmont is currently in the planning stages for a new construction project on its current site, aiming to add 168 long-term care beds, 34 assisted living beds, and community programming. A \$20 million Fundraising Campaign has been initiated, with \$4.4 million already secured. This initiative reflects Belmont's commitment to proactively addressing the evolving demands of the aging population and needs in the long-term care sector.

CONTACT INFORMATION/DESIGNATED LEAD

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Sign-off

It is recommended that the following individuals review, approve, and sign-off on your organization's Quality Improvement Plan (where applicable):

Board Chair _____ (signature)

Board Quality Committee Chair _____ (signature)

Chief Executive Officer _____ (signature)

Other leadership (as appropriate) _____ (signature)

SIGN-OFF

It is recommended that the following individuals review and sign-off on your organization's Quality Improvement Plan (where applicable):

I have reviewed and approved our organization's Quality Improvement Plan on **March 25, 2024**

Christeopher Morgan, Board Chair / Licensee or delegate

Maria Elias, Administrator /Executive Director

Diane McArthur, Quality Committee Chair or delegate

Other leadership as appropriate
