



Operating Plan 2022
**Highlights of our Strategic Plan, Mission,
Vision, Values and 2021 Accomplishments**
The Seniors' Home of Choice

February 2022

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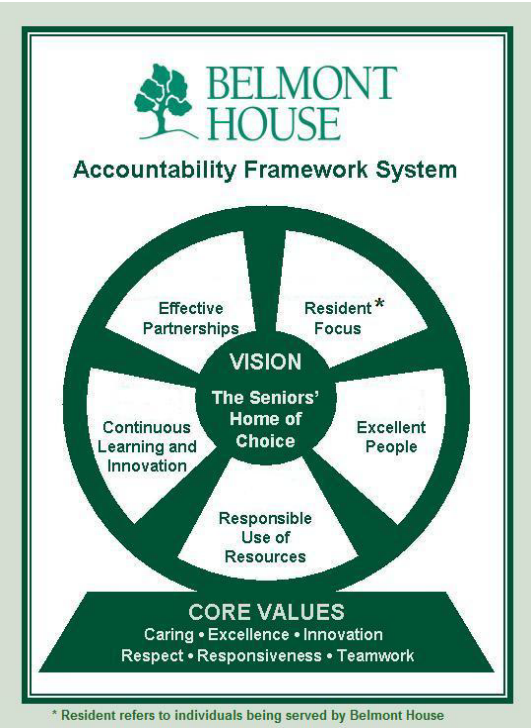
Introduction

Belmont House is 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. 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. Retirement Living offers various levels of care and services for seniors depending on the needs of the individual.

All aspects of life at Belmont House including care, support and the environment are designed and managed to surpass the needs and expectations of our residents and tenants.

This operating plan highlights our actions in 2021 and our goals and objectives for the next year and is guided by the 2019-2024 strategic plan’s goals and directions.

The framework for the strategic and operating plans is aligned with Belmont’s Accountability Framework. The framework outlines the success areas of Resident Focus, Excellent People, Responsible Use of Resources, Continuous Learning and Innovation and Effective Partnerships.



Belmont House 2019-2024 Strategic Plan

In the spring of 2019, the 2019-2024 strategic plan was approved by the Belmont House Board of Directors and presented to the Belmont Community. There are three overarching directions, with more specific sub-directions, listed below.

1. Provide an Extraordinary Resident/Tenant Experience

- Strengthen our person-directed model of care and service
- Expand Belmont services to address the needs of our continuum of care
- Position Belmont to meet the increasing care requirements of residents and tenants into the future

2. Grow in Leadership and Influence Seniors' Care

- Use leading technologies and innovation to optimize the quality and safety of the resident, tenant, and family experience
- Be recognized as a partner of choice within our expanded network of healthcare and academic partnerships
- Be a community leader in healthcare and seniors' care

3. Prepare Our People and Community for the Future

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

The context for these plans is based on escalating growth of an aging population, continuing resource constraints, increasing demands for best practices, technology-based information systems and changes to legislation within the health care sector and other related ministries. It is from this perspective that the Board of Directors and the Senior Management team, with input from internal and external stakeholders, set our directions for the future.

A Focused Approach

Each year, Belmont House creates an operating plan to share its plan of activities, based on the strategic plan and approved goals and objectives with the Belmont Community (staff, residents, tenants, families, volunteers, and Board members) and provides a summary of the home's accomplishments over the past year. Based on numerous internal and external factors, Belmont makes changes and enhancements to the care and services provided, to meet and, in some cases, exceed the ever-changing needs and expectations of our residents, tenants, family members, visitors and staff.

Belmont House tries to focus improvements on areas that help the organization achieve its vision "To be an exemplary community for seniors within a caring environment" ("Seniors' Home of Choice.") To do this, we ensure that our improvements are aligned with one or more of the following:

- Belmont House Strategic Plan 2019-2024;
- Ontario Health directions;
- Ministry of Health (MOH) and the Ministry of Long-Term Care (MOLTC) legislation, regulations and directives;
- Retirement Homes Regulatory Authority (RHRA) and its regulations and directives;
- Other relevant legislation including Labour, Public Health etc.;
- Accreditation Canada Standards;
- Areas arising from the Quality, Risk and Safety Management Program;
- Areas for improvement identified in our satisfaction surveys, focus groups and overall feedback from residents, tenants, families, and staff.

This connection helps Belmont stay focused on the strategic directions, ensures organizational integration and coordination while being mindful of the external changing environment.

Belmont House Mission, Vision and Values

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.

Vision

To be an exemplary community for seniors within a caring environment. ("The Seniors" Home of Choice").

Values

Caring, Excellence, Innovation, Respect, Responsiveness and Teamwork.

A Look Within

Belmont is committed to promote creative, innovative ways to meet the changing needs of residents and tenants. Presently, Belmont House provides ideal physical facilities for long-term care residents and for seniors who want to combine their independent lifestyle with the benefits of the unique brand of caring services and community that only Belmont offers. Belmont's distinct environment is accessible, functional, adaptive, and sensitive to the needs and expectations of both long-term care residents and Retirement Living tenants. Belmont's goal is to provide a safe, home-like environment for the Belmont House community.

Who we are:

Staff and Contracted Services

Belmont House has approximately 240 full/part/casual employees and contract service personnel comprised of the following:

• Registered Nurses	• Allied Health Professionals (Physiotherapist, Podiatry, Lab Services, Dental, Pharmacist, Audiology)
• Registered Practical Nurses	• Restorative Care Aide
• Health Care Aides	• Financial Staff
• Physicians	• Clerical Support Staff
• RAI-MDS Coordinator	• Fundraising Professionals
• Administrative Staff	• Human Resource Professionals
• Registered Dietitian	• Chaplains
• Dietary Staff	• Quality and Education Coordinator
• Housekeeping Staff	• Recreation Staff
• Maintenance Staff	• Retirement Living Staff
• Technology and Innovation Lead	• Planning and Community Engagement Coordinator

Belmont House is governed by a volunteer Board of Directors consisting of twelve (12) members.

Volunteers

A volunteer is defined as "any person who gives his or her time, ideas, ideals, resources, knowledge and skill without monetary compensation". They are above the staffing compliment and perform tasks that are not found within the job description of our staff. Belmont House's volunteers are comprised of regular volunteers and one-time volunteers and are described in more detail below.

Essential Volunteers

During the COVID-19 pandemic, volunteers were restricted as per the guidance from the Ministry of Long-Term Care. Throughout this time, Belmont was not able to host many special events and welcome as many volunteers for these events. We hope that 2022 will

enable volunteers to resume their regular duties with the residents/tenants of Belmont House.

Regular Volunteers

Before the pandemic, Belmont House had 60 regular Volunteers that played an important role in making Belmont House the "Seniors' Home of Choice". A regular volunteer comes into Belmont House to help with activities and operations such as feeding, friendly visits etc.

One-time Volunteers

Prior to the pandemic, Belmont House had 60 one-time volunteers. One-time volunteers supplement regular volunteers by helping Belmont House with one or more special events and activities such as the annual Summerfest, decorations, activities, Grandparent's day, assistance with the facilitation of the satisfaction survey and pop-up events such as the Garden Party. One-time volunteers may come back the following year to help with the same event or other events. Many of our one-time volunteers are students fulfilling high school requirements and in corporations that give back to the community.

Both regular and one-time volunteers contribute actively to all aspects of the organization and help provide the highest quality of services to Belmont's residents and tenants. Volunteers range from students to retirees and are a key ingredient to Belmont's success.

Foundation

The Belmont House Foundation is a registered charity dedicated to supporting the efforts of Belmont House in the fulfillment of its mission, vision, and values. The Foundation was established in 1992, and the sole focus is to enhance the lives of Belmont's seniors through the generous contributions of donors.

Foundation Mission

The mission of the Belmont House Foundation is to support the efforts of Belmont House in the fulfillment of its goals and objectives.

Foundation Initiatives

The only way to ensure Belmont House will continue to provide its exceptional level of care and quality of life and meet the challenges the future is going to bring is through generous donations to the Belmont House Foundation.

In 2021, the Foundation raised funds to support several projects. Examples include:

- Brand new ceiling lifts for several of the Long-Term Care rooms;
- Additional nursing hours;
- Entertainment and recreational programs;
- Pastoral care;
- Employee tuition assistance program;
- Palliative Care;
- Personal Protective Equipment; and

- Physiotherapy Equipment.

The Foundation is excited to support continuing and new projects at Belmont House in 2022. These include:

- Upgrading the building security,
- Leveling out concrete pavers in the interior courtyard,
- Therapeutic surfaces,
- West wing, kitchen and tub rooms flooring replacement,
- Physiotherapy equipment, and
- New nurse call system.

Continued Changes in Health Care

Many changes, challenges and gaps were identified in Ontario's healthcare system in 2021. The increasing age of the population, the growing number of people living with chronic diseases, shortage of LTC beds, changes to legislation and a focus on reducing costs has continued and been amplified by the COVID-19 pandemic.

New Changes

The COVID-19 Pandemic

In 2021, the COVID-19 pandemic continued to impact the Long-Term Care and Retirement sectors. Belmont's decisions were still guided by the government directives around many operational and safety procedures in 2021. The provincial government released directives and guidance documents for the LTC and Retirement sectors stemming from the emergency order, these included:

- **Emergency Order O. Reg. 95/20, under the Emergency Management and Civil Protection Act**
- **Directive # 1: Healthcare providers and healthcare facilities** which outlines the symptoms of COVID-19 and protocols for responding to outbreaks.
- **Directive #3: Amendments to Regulation 79/10**
- **Directive #4: Ambulance Services and Paramedics under the Ambulance Act** guiding paramedics to wear appropriate PPE when interacting with suspected, presumed or confirmed COVID-19
- **Directive #5: for Public Hospitals within the meaning of the Public Hospitals Act and Long-Term Care Homes within the meaning of the Long-Term Care Homes Act, 2007:** relates to the provision of PPE for staff working in Hospitals and LTC homes.

Other changes to legislation affecting the long-term care and the retirement sectors are as follows:

- 1) **The LTC Commission (Final Report):** In May 2020, the provincial government committed to investigate the LTC sector in relation to the COVID-19 outbreak. The report released in April 2021 focused on three key areas: (1) Increased Staffing, (2) Strengthen Healthcare Sector Relationships and Collaboration, and (3) Improve IPAC Measures.
- 2) **Investing in Canada Infrastructure Program (ICIP):** The Ontario government announced it would provide up to \$1.05B in combined federal-provincial funding to support investments in COVID-19 infrastructure.
- 3) **Capital Development:** The provincial government reiterated its commitment to build 15,000 new and redevelop 15,000 LTC beds. The province announced a call for applications in October 2021 for 10,000 beds, that is the 5th tranche of new beds allocation.
- 4) **New Long-Term Care Legislation:** New legislation was released on October 28, 2021. The changes are reflected in the Preamble, Quality Regime, Direct Care Hours, licensing, and the inspections and enforcement regime sections. Details are as follows:
 - a. ***Providing More Care, Protecting Seniors, and Building More Beds Act, 2021***
 - i. Schedule 1: Fixing Long-Term Care Act, 2021
 - ii. Schedule 2: Amendments to other acts resulting from the enactment of the new Act.
 - iii. Schedule 3: Amendments to the Retirement Homes Act, 2010.
 - b. ***Resident Bill of Rights:*** Adds right to care and services based on a philosophy of palliative care
 - c. ***Direct Care Hours:*** By 2025, direct care hours are targeted to average 4 hours per day by PSWs, RNs and RPNs. The hours increase annually until the target date of March 31, 2025. Additionally, a target average of 36 minutes per day of direct care by allied health care professionals by March 31, 2023.
 - d. ***Quality:*** A mandatory quality improvement initiative has been established in regulation. Additionally, the Minister may establish a Long-term Care Quality Centre.
 - e. ***Licensing:*** LTC homes taking on a development agreement must comply with design requirements in the agreement.
 - f. ***New Proactive Inspections Program:*** The government invested \$20M to hire 193 new inspections staff for a new, proactive inspections program in homes. Inspectors will be given the authority to lay provincial offence charges when necessary.

- 5) **Extension of Temporary Wage Enhancement:** The Ontario government is investing an additional \$373M to extend the temporary wage enhancement for personal support workers and direct support workers until March 31, 2022, including an extension of the \$3 per hour temporary wage enhancement for eligible personal support workers (PSWs) working in long-term care homes.
- 6) **Supplementary Enhanced Cooling Fund:** Funding up to \$61M for the Infection Prevention and Control Minor Capital Program in 2021-22 (IPAC Minor Capital Program). This program supports long-term care (LTC) homes in completing urgent minor capital upgrades and improvements directly linked to improved infection prevention and control (IPAC). The 2021-22 IPAC Minor Capital Program is targeted to ensuring air conditioning systems were in place in LTC homes by summer 2021.
- 7) **Clinical Decision Support Tools:** \$3M of funding has been allocated to implement the Clinical Decision Support Tools Program in 2021-22. This is included in the Ministry of Health and Long-Term Care's (MOHLTC) programming plan and provides homes with tools to help drive standardization, quality improvement initiatives, access to data and ultimately, ensure appropriate care is put in place to reduce avoidable hospitalizations and reduce hallway healthcare.
- 8) **National LTC Standards:** The COVID-19 pandemic highlighted the importance of federal government leadership in long-term care homes. In 2021, a committee of residents, caregivers, staff, doctors, and academics, were consulted to develop National LTC Standards to ensure that Canada's long-term care home settings are safe, properly supported and that the more than 250,000 residents who call them home are also receiving quality of care. A draft report was released to the federal government in 2022 and this will shape how LTC maintains and delivers quality of care to seniors across Canada.

Long-Term Care Homes Act (LTCHA)

The Resident Quality Inspection (RQI) Program, according to the Act, states that each home must be inspected annually to ensure compliance with the Long-Term Care Homes Act. Belmont House had one follow-up visit from the Ministry of Long-Term Care in November 2021.

Retirement Homes Act (RHA)

Belmont has implemented the requirements of the RHA and its regulations and had its annual inspection from the Retirement Home Regulatory Authority in June 2021.

Ministry of Labour (MOL)

The Ministry of Labour completed one inspection at Belmont House on March 5, 2021, in relation to the COVID-19 pandemic and Infection Prevention and Control.

Our Plan for 2022

Belmont has formalized the 2022 goals and objectives based on the 2019-2024 Strategic Plan, regular operations, feedback from our stakeholder groups and external influences in the health care sector that affect Belmont House.

The following highlights Belmont's 2022 goals and objectives as they align with our Accountability Framework Success Factors:

Resident Focus

- Implement a different model of care (e.g., Butterfly model of care) to provide emotion-centred care on 2W;
- Train staff with support from the Palliative Approach to Care on communication around palliative care discussions;
- Implement Palliative Care in Retirement Living;
- Continue involving families in evaluating compliance of private caregiver roles and responsibilities;
- Continue to explore available grants for enhanced recreational programming;
- Continue assessing feasibility of volunteer expansion and enhanced utilization of volunteers;
- Continue reviewing resident and tenant programs through resident/tenant/family connections;
- Continue assessing Point Click Care (PCC) statistics/changing needs, falls, behaviors, acuity levels, to determine nursing care requests;
- Conduct the annual market survey for 2022 and review current care and service packages to make recommendations for Belmont Retirement Living ;
- Continue evaluating application process and develop tools to determine eligibility to retirement apartments and suites;
- Develop new admission criteria for Retirement Living to manage waitlist;
- Develop discharge criteria and policy for retirement;
- Implement a Customer Relationship Management (CRM) system for Retirement Living (electronic waitlist management program);
- Continue reviewing recommendations for care and service packages in Retirement Living;
- Explore issues/strategies/policies to support tenants with dementia/increased acuity;
- Continue to review the staffing model to meet changing care needs of LTC residents;
- Continue to conduct monthly health and safety and department audits;
- Develop the 2022-2023 QIP in collaboration with staff, residents and tenants; and
- Explore the expansion of our current site to add more LTC beds and Retirement apartments.

Excellent People

- Continue working with Ceridan to support education and training on empathy, tolerance as part of values training;
- Continue exploring leadership and mentoring opportunities;

- Continue training for new supervisors;
- Develop a script for phone calls and messages for the LTC & retirement waitlists;
- Continue to ensure there is pay equity, internal equity, and market competitiveness for staff compensation;
- Continue investigating strategies for student retention;
- Implement the new HR strategy to support the Strategic Plan;
- Review Department Schedules for Nursing to incorporate the new funding; and
- Review Department Schedules for Support Services.

Responsible Use of Resources

- Update the 25-year Capital Plan;
- Complete infrastructure projects for 2022;
- Continue annual review of current contractors;
- Review transportation system for recreation outings (bus);
- Review and update Foundation policies and procedures;
- Redesign the North Garden;
- Explore the redesign of main entrance parking;
- Explore feasibility of upgrading heat/cooling system in tenant rooms; and
- Review the implementation of point of sale in Retirement Living.

Continuous Learning and Innovation

- Continue maintenance of existing annual system reviews of hardware/software and staff training needs;
- Continue to send employees to relevant workshops and working groups for professional development and health care system improvement;
- Maximize SAGE utilization. INFOPOS (point of sale);
- Continue bringing in speakers to educate staff on best practices;
- Prepare to explore the use of care and scheduling system in Retirement Living and LTC;
- Continue to build Board awareness of the diverse client population and needs through data analysis and management presentations;
- Develop Board Succession Plan to reflect diversity of clients;
- Continue training for dietary/housekeeping/maintenance on customer service;
- Continue assessing the use of technology in Retirement Living;
- Continue to research use of technology for Long Term Care;
- Continue developing an education strategy for tenant families;
- Continue to expand the student recreation program; and
- Continue annual fundraising data base audit.

Effective Partnerships: Leadership to improve the broader health system through advocacy and partnership

- Continue to align any revisions to the Quality Framework indicators;
- Continue to look at education and tools for Quality Improvement methodology based on Quality Framework;
- Continue ongoing Board education/orientation;
- Continue exploring new trends within the recreation sector and chair the Retirement Networking Group & RHRA Stakeholder Advisory Committee;
- Maintain roles on external committees and working groups;
- Continue assessing partnerships that allow tenants to age in place through emergency nursing care and palliative care;
- Continue communication with experts who specialize in seniors living spaces to determine trends;
- Tours of retirement homes to determine design layout and functional needs for specific care needs;
- Dialogue with experts who specialize in seniors living spaces to determine trends;
- Continue partnering with suppliers, alliance groups to identify appropriate existing and new technologies e.g. Nurse call systems, adaptive equipment;
- Maintain partnership with U of T Masters in OT program to improve assessment tools in Retirement Living and LTC;
- Continue exploring research partnerships with academic institutions and private sector;
- Continue working with Ontario Health to ensure funding opportunities are known;
- Continue collaboration with the Foundation Board to research external foundations that fit Belmont's needs;
- Maintain collaboration with academic institutions to influence curriculum;
- Continue attending Ontario Health, MOH, LTC meetings and keep up to date with their strategic plans to align with Belmont's strategic directions and ensure our requirements/issues are known;
- Maintain attendance at Alliance CEO, HR, Finance and Quality Networking to share best practices and to collaborate on developing efficiencies, policies and practices, etc.;
- Continue participation on the Long-Term Care Service Accountability Agreement Working Group (LSAA Indicator Group);
- Participate in the Women's College Hospital – Virtual Care Pilot project;
- Work with government funded marketing students on communications;
- Continue to explore and monitor participation in Ontario Health Teams as they evolve; and
- Plan Belmont House 170th anniversary celebration, and the 30th anniversary of the Senator David Walker Wing.

Quality Improvement Plan

For the second year of the pandemic, Ontario Health has decided to pause QIP submissions to allow organizations to focus on supporting staff, health care providers, and communities during the COVID-19 pandemic. Ontario Health communicated their decision not to reopen the Navigator system for 2021/22 submissions and therefore organizations were not required to submit a 2021-22 QIP to Ontario Health. Despite this, Belmont has continued to stay on top of quality improvement efforts through our annual program evaluations and continuing to track important indicators such as rate of ED visits, critical incidents, injuries from falls, skin and wound program. Additionally, we have continued with our annual, tenant, resident, and family satisfaction surveys where patient-centred and quality of care-related questions are linked to QIP indicators and provide direction on improvement actions which will be integrated as part of our consolidated QIP. The consolidated QIP integrates all the quality improvement initiatives across the organization including the Ontario Health QIP, compliance actions and satisfaction surveys. Last year we were able to identify quality improvement indicators in Long Term Care that were appropriate to apply in Retirement Living such as falls management. As we were also preparing for Accreditation, we had the opportunity to reflect and highlight all our QIP activities in our consolidated QIP. We will continue to share and communicate our progress in quality improvement with staff, residents, tenants, and family members.

Accreditation

After delays in preparation and a postponement from Accreditation Canada which moved our survey date from May to November 2021, we finally completed our onsite survey. Two surveyors came onsite in November and met with staff, residents, tenants, family and board members to get insight on our practices and policies. The survey was a success and Belmont was awarded Accreditation with Exemplary standing which will give us 4 years until the next survey. As is the culture at Belmont, improvement doesn't stop here, and we will continue to address the minor areas that came up during the survey.

Balancing the Budget

The 2022 budget was developed by the management team and approved by the Board of Directors. The budget is monitored by management monthly to ensure appropriate use of financial resources.

The operating budget for 2022 has been established at approximately \$18.2 million. These expenses are covered by resident and tenant rents, Ministry of Long-Term Care funding, and the Belmont House Foundation grants. Monies donated to Belmont House significantly enhance the quality of care and services provided to our residents.

In 2022, Belmont will be using approximately \$1.3 million in other revenues such as donations to balance our budget and enhance our services. Capital expenditures for 2022 are forecasted to be \$1,461,640. In 2022, Belmont will continue to maintain and improve its structure and the underlying mechanical systems and building encapsulation. Floor and ceiling lifts will be added, and therapeutic surfaces and flooring will be replaced throughout the year.

Highlights of 2021

Belmont House's senior management team was guided by the operating plan, new strategic plan, under the direction of the Board of Directors, worked with staff to realize the following achievements:

2021 Accomplishments – Another Year of Adaptation:

Over the past two years, the Belmont House community united and worked hard to ensure that the people served have the best possible experience while living at Belmont House under these unprecedented circumstances. Belmont House provides a safe, home environment for its residents and tenants by offering an environment based on independence, choice, and respect. Using a similar philosophy, Belmont strives to provide a learning environment for the staff encouraging decision-making, participation, and sharing. Community partnerships strengthen diversity and revitalize Belmont House.

Resident Focus

Belmont House fosters a culture of safety for residents, tenants, staff, volunteers and staff and the following initiatives in 2021 addressed this area of focus:

- Explored the feasibility of implementing a different model of care to provide emotion-centred care;
- Launched the Butterfly Project on 2W;
- Implemented palliative Care in Retirement Living;
- Continued involving families in evaluating compliance of private caregiver roles and responsibilities;
- Continued exploring available grants for enhanced recreational programming;
- Annual a feasibility study of volunteer expansion and enhanced utilization of volunteers;
- Annual review on resident and tenant programs through resident/tenant and family connections;
- Continued to review of Point Click Care (PCC) statistics / changing needs, falls, behaviors, acuity levels, to determine nursing care request;
- Conducted a 2021 market survey and review of current care and service packages to compile, analyze data and make recommendations from market survey and tours for Retirement Living;
- Evaluation of the application process and implementation of assessment tools to determine eligibility to Retirement apartments and suites;
- Began developing new admission criteria for Retirement Living to manage waitlist;
- Began developing discharge criteria and policy for Retirement;
- Annual review & recommendations for care and service packages in Retirement Living;
- Evaluation of issues/strategies/policies to support tenants with
- Completed a 2021 review of the staffing model to meet changing needs of residents;
- Conducted monthly health and safety department audits;

- Monitored performance in the 2020-21 Quality Improvement Plan (QIP) and determined the need for further changes;
- Developed the 2021-2022 QIP in collaboration with staff, residents and tenants; and
- Explored the expansion of our current site to add more LTC beds and Retirement apartments.

Excellent People

Belmont House recognizes its employees as its most valuable resource and has developed a comprehensive Human Resources strategy to promote itself as an “employer of choice”. In 2021, Belmont House:

- Continued work with Ceridian to support education and training on empathy, tolerance as part of values training;
- Explored leadership and mentoring opportunities;
- Initiated training for new supervisors;
- Ensured pay equity, internal equity, and market competitiveness, for staff compensation;
- Began to develop a strategy for student retention;
- Began developing a new HR strategy to support the strategic plan;
- Reviewed department schedules for nursing;
- Reviewed department schedules for support services; and
- Reviewed department schedules for retirement/nursing in relation to LTC nursing.

Responsible Use of Resources

Belmont House recognizes its fiduciary responsibilities and has developed cost effective strategies to ensure efficient resource utilization including:

- Completion of 2021 infrastructure projects;
- Reviewed current contractors as of 2021;
- Reviewed transportation system for recreation outings (bus);
- Installed a new donor wall;
- Implemented Point of Care in Retirement Living; and
- Advanced computerization of accounting systems.

Belmont House incurred approximately \$1.2 million of COVID-19 expenses in 2021. Funds were spent in areas such as additional staffing, personal protective equipment, and surveillance COVID testing. The Ministry of Long-Term Care funded most of these incremental costs.

Continuous Learning and Innovation

Belmont House encourages learning to create an environment that fosters inquiry, innovation, and professional development. Managers are active in professional associations such as AdvantAge Ontario (previously the Ontario Association of Non-Profit Homes and

Services for Seniors (OANHSS), and the Ontario Long-Term Care Association (OLTCA) and various staff have membership in associations such as Dietitians of Canada, Human Resources Professionals Association, Leading Age (Association of Homes and Services for the Aging in the USA), Activity Professionals of Ontario, the Canadian College of Health Services Executives. In addition, Belmont participates on various committees hosted by the MOH and MOLTC, Ontario Health, and Stakeholder Advisory Committee as part of the Retirement Homes Regulatory Authority and the various associations.

Belmont has improved technology, professional development, and planning systems in the following ways:

- Hardware/software annual system review and staff training needs;
- Professional development and health care system improvement webinars;
- Brought in speakers to educate staff on best practices;
- Continued to build Board awareness of the diverse client population and needs through data analysis and management presentations;
- Maximized SAGE utilization. INFOPOS (point of sale);
- Explored the use of care and scheduling system in Retirement Living;
- Continued Board succession plan to reflect diversity of clients;
- Initiated customer service training for dietary/housekeeping/maintenance;
- Planned for the assessment of technology use in Retirement Living;
- Reviewed technology use in Long-Term Care;
- Planned for the expansion of the student recreation program; and
- Completed the annual fundraising data base audit.

Effective Partnerships

Belmont House is well integrated into the community and has developed and established relationships and partnerships in a variety of settings. For example:

- Continued to align with any revisions to the Quality Framework indicators;
- Participated in Alliance initiative regarding privacy policies and procedures;
- Continued exploring education and tools for QI methodology based on the Quality Framework material;
- Continued with Board education/orientation;
- Explored new trends within the retirement sector and chair the Retirement Networking Group & RHRA Stakeholder Advisory Committee;
- Participated in LHIN/Retirement home working group;
- Worked on external committees/LHIN;
- Continued assessing partnerships that allowed tenants to age in place through emergency nursing care and palliative care;
- Communicated with experts who specialize in seniors living spaces to determine trends;
- Partnered with suppliers, alliance groups to identify appropriate existing and new technologies (e.g. nurse call systems, adaptive equipment etc.)
- Continued to partner with U of T Masters in OT program to improve assessment tools in Retirement Living and LTC;

- Investigated additional research partnerships with academic institutions and private sector;
- In collaboration with the Foundation Board, researched external foundations that fit our needs;
- Continued ongoing collaboration with academic institutions to influence curriculum;
- Continued to attend Ontario Health, MOH, LTC meetings and keep up to date with their strategic plans, align with our strategic directions and ensure Belmont House requirements/issues are known;
- Attended ongoing Alliance CEO, HR, Finance and Quality Networking to share best practices and to collaborate on developing efficiencies, policies and practices, etc.;
- Participated on the Long-Term Care Service Accountability Agreement Working Group (LSAA Indicator Group);
- Participated in the Women's College Hospital Virtual Care Pilot project, COVID-19 Immunity Study (Bruyere), and an iPad study; and
- Continued exploring and monitoring opportunities for participation in Ontario Health Teams.

In Closing:

2021 was a busy year as Belmont House's operational goals were guided by the 2019-24 strategic plan, day-to-day operations, preparation for Accreditation, among others. Furthermore, the emergence and progression of the COVID-19 pandemic resulted in many challenges and changes to the normal operations of both Retirement Living and LTC. Belmont House continues to monitor and adapt to the current directives, best practices, and trends in the aging healthcare sector. The goal of Belmont House is and has always been to provide quality care and a seamless transition while supporting our residents and tenants' independence, safety, dignity, and privacy. Belmont's numerous partnerships, dedicated staff, Board of Directors, Foundation, and commitment to continuously improve helps achieve the goal of being the Seniors' Home of Choice.

A copy of the 2022 Operating Plan is available on our website: www.belmonthouse.com