



Operating Plan 2023
**Highlights of our Strategic Plan, Mission,
Vision, Values and 2022 Accomplishments**
The Seniors' Home of Choice

January 2023

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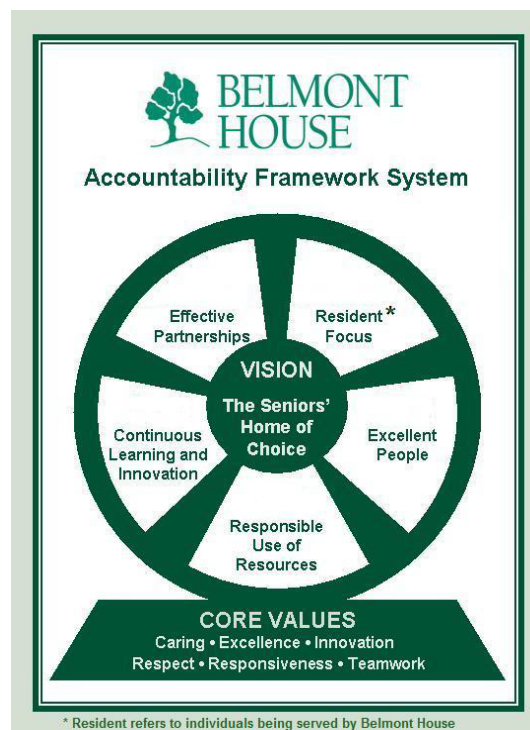
Introduction

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 2022 and our goals and objectives for 2023 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 resident, tenant and family councils 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 comprising 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 Professionals
• 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 compromise regular volunteers and one-time volunteers and are described in more detail below.

Essential Volunteers

During the COVID-19 pandemic, the volunteer program was initially suspended in 2020 and then relaunched in 2021 in essential areas only on a trial basis (for example, Tuck Shop) in order to reduce the spread of COVID within the Home. The number of volunteer

placements expanded in 2022 but was still limited to reduce the number of people in the building.

Throughout this time, Belmont was not able to host many special events and welcome as many volunteers for these events. We hope that in 2023 we will allow 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. We hope that in 2023 we will be able to bring back all our regular volunteers.

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 from 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 to enhance the lives of Belmont's seniors.

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 of the future is through generous donations to the Belmont House Foundation.

In 2022, the Foundation raised funds to support several projects. Examples include:

- Brand new ceiling lifts for several of the long-term care rooms;
- Therapeutic surfaces;
- Additional nursing hours;

- Entertainment and recreational programs;
- Pastoral care;
- Employee tuition assistance program;
- Palliative care; and
- Physiotherapy equipment.
- Implementation of the Butterfly Project on 2W.

The Foundation is excited to support continuing and new projects at Belmont House in 2023. These include:

- New shower chairs
- Hygiene lifts,
- Therapeutic surfaces,
- Ceiling lifts,
- Renovating the west wing's balconies,
- Butterfly Project renovations on 3W, 4W, & 5W,
- Physiotherapy equipment, and
- Replacing the boiler

Continued Changes in Health Care

Many changes, challenges and gaps were identified in Ontario's healthcare system in 2022. 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 2022, 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 2022. In an effort to ease COVID-19 restrictions that were in effect for most of 2022, the Ministry of Health released *COVID 19 guidance for LTC and Retirement Homes* on October 6, 2022. This changed the definition of an outbreak, case and contact management procedures, testing and masking requirements, screening for staff and residents, and changes in visitor limitations.

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

- 1) **Resident Health and Well-Being (RHWB) Program:** The Ministry announced \$19,963,600 of additional funding over the next three years in an effort to increase the social support services of Registered Social Workers (RSWs), Social Service

Workers (SSWs), and other Allied Health Professionals (AHPs) towards a best practice minimum of 30 minutes of care per resident every four weeks.

- 2) **More Homes Built Faster Act, 2022:** To address the housing crisis by enabling the province's plan to build 1.5 million homes over the next 10 years, the Minister of Municipal Affairs tabled this legislation on October 25, 2022. Long-term care homes will benefit from these measures. This includes freezing, reducing and exempting fees for building attainable, affordable, and non-profit housing, promoting fairness to support affordable and other rental housing, streamlining bureaucratic processes to get more homes built faster and adding a threshold for how many residential units are allowed to be built on zoned land.
- 3) **A Plan to Stay Open: Health System Stability and Recovery, 2022:** On August 18, 2022, *A Plan to Stay Open: Health System Stability and Recovery* was released to address the current healthcare system challenges. This includes expanding Ontario's health workforce, preserving hospital capacity, providing the right care in the right place, further reducing surgical waitlists and easing pressure on emergency departments. In long-term care, changes include:
 - a. *225 Additional Nurse Practitioners in the Long-Term Care Sector*
 - b. *Preceptor Resource and Education Program* – for PSW fast track program to support LTC homes to advance careers of PSW's
 - c. *Isolation beds* - Beds set aside for isolation purposes won't become subject to occupancy target requirements until January 1, 2023.
 - d. *Reopening of short-stay convalescent care and short stay respite care programs*
 - e. *Phasing out wardrooms* - Unoccupied third and above beds in ward rooms in homes with fewer than 65 beds will continue to receive 100% of the LOC per diem until March 31, 2025.
 - f. *Expiry of the Occupancy Funding Protection Cap* – Under this cap, LTC homes that did not achieve target resident days did not receive less than 90% of their level of care per diem funding on the beds that needed to be occupied.
 - g. *Additional \$5M in BSO funding* to support and enhance teams and purchase more therapeutic equipment and supplies.
 - h. *Baycrest Virtual Behaviour Medicine program* received an additional \$2.6M for dementia and responsive behaviours.
 - i. *\$20M towards the creation of Local Priorities Fund to be administered by Ontario Health.* This is to support a variety of interventions to enable the admission of new residents whose needs are beyond the existing capabilities of a particular long-term care home.
- 4) **Bill 7- More Beds, Better Care Act, 2022:** This Bill amends the *Fixing Long-Term Care Act, 2021*, and authorizes certain actions to be carried out without the consent of Alternative Level of Care (ALC) patients in hospital. The most significant change is that Home and Community Care Support Services (HCCSS) placement coordinators can facilitate an eligible ALC patient's admission into a temporary long-term care

home, while they wait for a preferred home. As of November 20, 2022, hospitals were required under the Public Hospitals Act to charge the standard daily fee of \$400 to patients that no longer need hospital care but remain in hospital after being discharged, including ALC patients authorized for admission into a LTC home.

- 5) **PSW Permanent Wage Enhancement:** In August 2022, the MLTC released amendments to the Long-Term Care (LTC) Personal Support Worker (PSW) Permanent Wage Enhancement (PWE) Funding Policy (Policy) to incorporate it as a part of a PSW's base salary and the impacts on pension and benefit plans.
- 6) **COVID-19 Prevention and Containment and PPE Funding:** The Ministry of Long-Term Care announced in September 2022 that they will provide the remaining COVID-19 funding of up to \$146,622,200 for the 2022-23 fiscal year allocated for Prevention and Containment and personal protective equipment (PPE).
- 7) **IPAC Training and Education Funding:** The Ministry of Long-Term Care (MLTC) announced on September 29, 2022, that they will fund \$26,170,000 for the fiscal year 2022-23 to LTC homes to support infection prevention and control training and education.

Fixing Long-Term Care Homes Act (FLTCHA)

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 two visits from the Ministry of Long-Term Care in March and July 2022.

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 March 2022.

Ministry of Labour (MOL)

The Ministry of Labour completed two inspections at Belmont House on December 1 and December 12, 2022. These focused on COVID-19, RSV, the MLISD occupational dermatitis initiative and compliance with the Occupational Health and Safety Act and Associated Regulations.

Our Plan for 2023

Belmont has formalized the 2023 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 2023 goals and objectives as they align with our Accountability Framework Success Factors:

Resident/Tenant Focus

- Continue to implement the Butterfly model of care to provide emotion-centred care on 2W;
- Explore feasibility to roll out the Butterfly model on 3W, 4W, 5W and 2E;
- Train staff with support from the Palliative Approach to Care on communication around palliative care discussions;
- 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 improve quality of care;
- Conduct the annual market survey for 2023 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;
- Continue to develop discharge criteria and policy for retirement;
- 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;
- Review staffing model to meet changing care needs of tenants;
- Continue to conduct monthly health and safety and department audits;
- Develop the 2023-2024 QIP in collaboration with staff, residents and tenants;
- Implement the new Quality Framework by Ontario Health;
- Continue to explore the expansion of our current site to add more LTC beds and Retirement apartments;
- Develop construction plans for the New Build; and
- Explore feasibility of day program.

Excellent People

- Continue working with Ceridian to support education and training on empathy, tolerance as part of values training;
- Participate in job fairs to recruit top talent;
- 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 supporting student placements;

- Continue the implementation of the new HR strategy to support the strategic plan;
- Review department schedules for nursing to incorporate the new funding;
- Maintain partnership with Dunk & Associates to continuously improve our health and safety program/ safe work environment;
- Review department schedules for support services; and
- Review Department Schedules for Retirement/Nursing.

Responsible Use of Resources

- Complete infrastructure projects for 2023;
- Continue annual review of current contractors;
- Review and update Foundation policies and procedures;
- Explore the redesign of main entrance parking;
- Explore feasibility of upgrading heat/cooling system in tenant rooms; and
- Explore 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;
- Implement Payroll project that includes scheduling system for staff;
- 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;
- Continue annual fundraising data base audit;
- Develop an innovation strategy; and
- Develop and education strategy.

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;
- 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, MLTC 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 – Long-Term Care Plus project;
- Continue to explore and monitor participation in Ontario Health Teams as they evolve;
- Develop a communication strategy for Belmont House;
- Develop a partnership strategy for Belmont House;
- Explore opportunities for community partnerships; and
- Implement the new Accreditation process.

Quality Improvement Plan

Ontario Health had paused Quality Improvement Plans in 2020 to support homes in focusing their efforts on the pandemic. Despite this, Belmont continued with Quality

Improvement efforts. The QIP has now resumed as of 2022. Ontario Health announced priority indicators in March 2022 and homes were expected to complete a workplan and narrative report by June 30th.

Ontario Health established three priority areas for Long Term Care in 2022 which remain the same for the 2023-2024 QIP. The priorities are organized into three themes and indicators for each are specified. The three themes are as follows: (1) Timely and Efficient Transitions; (2) Resident Experience; and (3) Safe and Effective Care. Belmont is addressing all three areas in our QIP and captured important projects such as the Butterfly Program into our workplan. The workplan and narrative report can be found on Belmont's website.

Accreditation

After our successful accreditation survey in 2021 that resulted in Exemplary standing, Belmont implemented an action plan to address minor areas of improvement from the survey. As of 2022, Accreditation Canada has made changes to their programs and criteria. Belmont will be following the new Qmentum for Long-Term Care which includes criteria for Retirement Homes. Staff teams have begun the self-assessment process to review Belmont's compliance with the new standards. Our next survey is expected in 2025.

Balancing the Budget

The 2023 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 2023 has been established at approximately \$20.2 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 2023, Belmont will be using approximately \$1.1 million in other revenues such as donations to balance our budget and enhance our services. Capital expenditures for 2023 are forecasted to be \$1,549,960. In 2023, Belmont will continue to maintain and improve its structure and the underlying mechanical systems and building encapsulation. It will also look to replace concrete walkways and metal railings on balconies. Floor and ceiling lifts will be added, and therapeutic surfaces and flooring will be replaced throughout the year.

Highlights of 2022

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

2022 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/Tenant Focus

Belmont House fosters a culture of safety for residents, tenants, staff, volunteers and staff and the following initiatives in 2022 addressed this area of focus:

- Began implementation of the Butterfly Model of Care 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;
- Completed an annual 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 improve quality of care;
- Conducted a 2022 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 dementia/increased acuity;
- Completed a 2022 review of the staffing model to meet changing needs of residents;
- Conducted monthly health and safety department audits;
- Monitored performance in the 2021-22 Quality Improvement Plan (QIP) and determined the need for further changes;
- Developed the 2022-2023 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 2022, Belmont House:

- Continued work with Ceridian to support education and training on empathy, tolerance as part of values training;
- Explored leadership and mentoring opportunities;
- Continued training for new supervisors;
- Ensured pay equity, internal equity, and market competitiveness, for staff compensation;
- Continued supporting student placements;
- Developed an HR strategy to support the strategic plan;
- Reviewed department schedules for nursing;
- Maintained partnership with Dunk & Associates to continuously improve our health and safety program/ safe work environment;
- Reviewed department schedules for support services; and
- Reviewed department schedules for Retirement Living 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:

- Updated the 25-year capital plan;
- Completion of 2022 infrastructure projects;
- Reviewed current contractors as of 2022;
- Reviewed transportation system for recreation outings (bus);
- Explore feasibility of upgrading heat/cooling system in tenant rooms;
- Explored the implementation of Point of Sale in Retirement Living; and
- Advanced computerization of accounting systems.

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);
- Initiated a payroll project that involves scheduling system for staff;
- Explored the use of care and scheduling system in Retirement Living;
- Continued Board succession plan to reflect diversity of clients;
- Continued customer service training for dietary/housekeeping/maintenance;
- Planned for the assessment of technology use in Retirement Living;
- Reviewed technology use in long-term care;
- Developed an education strategy for retirement families;
- 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;
- 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;
- Participated in government working groups;
- Continued assessing partnerships that allowed tenants to age in place through emergency nursing care and palliative care;
- Participated in tours of retirement homes to determine design layout and functional needs for specific care needs;
- 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.);
- 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;
- Work with the Ontario Health to ensure funding opportunities 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 Long-Term Care Plus Project, COVID-19 Immunity Study (Bruyere), and an iPad study;
- Continued exploring and monitoring opportunities for participation in Ontario Health Teams;
- Celebrated Belmont House's 170th anniversary and 30th anniversary of the Senator Walker Wing; and
- Collaborated with marketing students on a communication plan.

In Closing:

2022 was another busy year as Belmont House's operational and strategic plan, day-to day operations and managing the COVID-19 pandemic continued to fill the days. The ongoing COVID-19 pandemic and its impacts resulted in challenges and changes to the normal operations of both Retirement Living and Long-Term Care. 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 2023 Operating Plan is available on our website: www.belmonthouse.com