



**BELMONT  
HOUSE**

*Est. 1852*

**Operating Plan 2026**  
**Highlights of our Strategic Plan, Mission,  
Vision, Values and 2025 Accomplishments**  
*The Seniors' Home of Choice*

*January 2026*

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# Introduction

Belmont House is a fully accredited charitable, Christian, not-for-profit home with 140 long-term care (LTC) beds and 81 retirement apartments, located in downtown Toronto. In LTC, there are a total of 5 care units which includes a secure unit of 26 beds for people with moderate to severe dementia. LTC residents are offered programs in general geriatric care, including people with, cognitive impairment, and palliative care. Residents also receive care for depression, circulatory diseases, osteoarthritis, stroke, and Parkinson’s disease. 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 achievements in 2025 and our goals and objectives for 2026 guided by the new 2025-2030 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 2025-30 Strategic Plan**

In this plan we have refined the goals under each direction to consider a long-term vision. The goals and directions are as follows:

## **1. Provide an Extraordinary Resident/Tenant Experience**

- Strengthen our person-centred care and services to support residents, tenants and their loved ones.
- Expand our continuum of care to anticipate the increasing care requirements of residents and tenants
- Use leading technologies and innovation to optimize the quality and safety of the resident and tenant experience

## **2. Grow in Leadership and Influence Seniors' Care**

- Assess and build connections and service opportunities to enrich local seniors' lives.
- 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**

- Anticipate and model future workforce requirements.
- Lead as a learning and growing organization where innovation is integral to Belmont and our community.
- Fortify the organization's current operations and prepare for the opening of our new LTC and assisted living.

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. Additionally, the new build will require new growth in the organization that we will need to prepare for. 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 House 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 focuses improvements on areas that help 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 2025-2030;
- 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, Qmentum Long Term Care 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; and
- Butterfly Model of Care

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.

## Who we are

Belmont House celebrates a rich history of more than 170 years of caring since our journey began in 1852. Belmont is classified as an “A” LTC Home by the MoHLTC. We are committed to promote creative, innovative ways to meet the changing needs of residents and tenants. Presently, Belmont House provides ideal physical facilities for LTC 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. The distinct environment is accessible, functional, adaptive, and sensitive to the needs and expectations of both long-term care residents and Retirement Living tenants. The goal is to provide a safe, home-like environment for the Belmont House community.

## 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<br>(Physiotherapist, Podiatry, Lab Services,<br>Dental, Pharmacist, Audiology) |
| • Registered Practical Nurses        | • Restorative Care Aide  |
| • Personal Support Workers<br>(PSWs) | • Financial Staff  |
| • Physicians                         | • Clerical Support Staff   |
| • RAI-MDS Coordinator                | • Fundraising Professionals  |
| • Administrative Staff               | • Human Resource Professionals   |
| • Registered Dietitian               | • Chaplains  |
| • Dietary Staff                      | • Behaviour Support Ontario Lead   |
| • Housekeeping Staff                 | • Recreation Professionals   |
| • Maintenance Staff                  | • Retirement Living Staff  |
| • Technology and Innovation Lead     | • Social Service Worker  |

Belmont House is governed by a volunteer Board of Directors consisting of 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 include regular volunteers and one-time volunteers.

There are 45 regular volunteers that play an important role in making Belmont House the "Seniors' Home of Choice". They help with special events and activities such as the annual Summerfest, Garden Party, decorations, activities, Grandparent's Day, assistance with the facilitation of the satisfaction survey and pop-up events, and activities and operations such as feeding, friendly visits and running of the Tuck Shop etc. 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 our residents and tenants. Volunteers range from students to retirees and are a key ingredient to 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 2025, the Foundation raised funds to support several projects. Examples include:

- Therapeutic surfaces;
- Ceiling lifts;
- A new tub on 2 East;
- Additional nursing hours;
- Entertainment and recreational programs;
- Pastoral care;
- Employee tuition assistance program;
- Capital upgrades (flooring, windows, heating system) and;
- The new building.

The Foundation is excited to support continuing and new projects at Belmont House in 2026. These include:

- Therapeutic surfaces;
- Ceiling lifts;
- Physiotherapy department
- Bed replacement
- Show replacements
- Flooring replacements
- Additional nursing hours;
- Entertainment and recreational programs;

- Pastoral care;
- Employee tuition assistance program; and
- The new building

## **Current Trends and Changes in Health Care**

The Ontario healthcare system continues to face changes and uncertainties such as the increasing age of the population, the growing number of people living with chronic disease and co-morbidities, increase in crisis admissions from hospital, shortage of LTC beds, shortages in healthcare workers, continued mitigation of infectious disease, changes to legislation and a focus on reducing cost.

### **Continued Vigilance with Respiratory Infections**

Our infection prevention and control measures have proved effective based on lessons learned from the pandemic. We continue to keep our ear to the ground for new threats and abreast of the latest guidelines from the MoH and Public Health. We continue to apply universal masking during the cold and flu season, and mandatory masking during outbreaks in home areas. We have also continued with active screening of all individuals entering the building.

Other expected changes to legislation affecting the long-term care and the retirement sectors include the following:

#### **1) LTC Cultural Homes Pilot Project**

- Ontario Regulation 246/22 under the Fixing Long Term Care Act, was amended to implement the MoLTC's LTC Homes Cultural Pilot Project. The previous regulations mandated that applicants on the crisis waiting list for LTC be ranked by urgency. The pilot provided placement coordinators the ability to further prioritize applicants within this crisis category based on cultural, religious, ethnic, or linguistic needs.
- Since April 2025, the model was tested in designated homes across Ontario including Belmont with our designation as a Christian home. The pilot has successfully shown to result in better access to care that needs residents' needs and preferences without negatively impacting the placement of other crisis applicants.
- In January 2026, the program was approved for all cultural, religious, ethnic and linguistic homes. Belmont is an approved religious home under the new regulation.

#### **2) Bill 14, Support for Seniors and Caregivers Act, 2025**

- Introduced in May 2025, this legislation amends both the Fixing LTC Act, 2021 and the Retirement Homes Act, 2010 in the following ways:
  - It redefines the Medical Director role as a Clinical director allowing more flexibility for Nurse Practitioners (NPs) to be able to hold this position. This is in response to the shortage of physicians in LTC homes in remote areas.

- Mandatory dementia programs are now a requirement for Licensees to have organized programs for dementia care and services. This comes in recognition that over 60% of residents live with some form of cognitive impairment.
- Homes must now provide organized programs that address cultural, linguistic (Specifically French language), religious and spiritual needs of residents.
- The Bill introduced new offences for the abuse or neglect of a resident by staff, volunteers or management and harmonized financial penalties for Board of Directors of non-profit homes with for-profit homes with maximum fines reaching \$200,000 for a first offence.

### **3) Fixing Long-Term Care Act, 2021 -4 hours of care provision**

- The deadline for this mandated provision was March 31, 2025, which provided homes with time to meet this target since the Act passed in 2021. As of this date, all LTC homes are mandated to provide an average of four hours of direct care per resident per day. This also includes a target of 36 minutes of care per resident per day from allied health professionals (e.g. physiotherapists, occupational therapists, registered dietitians etc.).

### **4) Health and Supportive Care Providers Oversight Authority (HSCPOA)**

- This is Ontario's first dedicated oversight body for PSWs, which entered its' implementation phase in 2025.
- It is currently voluntary at the provincial level, however becoming more common practice as the MoLTC is using the registry for standardization in the workforce.
- Since the registry opened in December 2024, over 8,400 PSWs have successfully registered, marking a successful milestone for this initiative.
- The HSCPOA has made significant progress in clearing the backlog for Path 2 applicants (those with experience but no formal Ontario certificate). This "grandfathering" pathway remains open until December 1, 2027, allowing experienced staff to stay in the sector without being forced back to school immediately.
- The online Public Register is now fully operational allowing families and LTC operators to verify a PSW's standing, including any disciplinary findings or "Inactive" statuses, which has significantly increased sector accountability.

### **5) Fire Code Compliance -Mandatory Sprinklers**

- As of January 2025, all LTC homes in Ontario were required to have automatic sprinkler systems installed. This was a phased process that led to this date. Unfortunately, it also led to the closure of older facilities that could not afford the necessary retrofitting thus further contributing to the shortage of LTC beds in Toronto.

### **6) Ontario Long Term Care Staffing Plan:**

- The MoLTC committed to increase investments in LTC staffing annually, spending up to \$1.9 billion in 2024–2025 to support increased staffing levels to fulfill an increase in hours of direct care for residents to an average of four hours per day over four years.

The staffing plan focuses on six areas of action:

- Increasing the hours of direct hands-on care provided by Nurses and PSWs, to an average of four hours per day per resident—including a significant increase in nursing care to reflect the acuity of long-term care residents; and expanding resident access to allied health staff like physiotherapists, occupational therapists and social workers.
- Accelerating and expanding educational pathways to help recruit the tens of thousands of new staff that will be needed.
- Supporting continued development and professional growth for long-term care staff, which will also improve retention.
- Improving working conditions for staff.
- Building effective and accountable leadership in homes across the province to improve oversight within homes, guidance and medical outcomes in LTC homes.
- Measuring progress against key performance indicators.

#### 7) **More Homes Built Faster Act, 2022:**

- The government continues to make progress towards its commitment of building 58,000 new and upgraded beds to modern design standards across the province by 2028, with over 18,000 beds that are either open, under construction, or have approved to start construction in 2025.
- To get more LTC homes built faster, Ontario has extended funding of up to \$35 per bed per day to the existing construction funding subsidy for eligible recipients. This fixed, time-limited funding will help address challenges due to escalating construction costs and borrowing rate increases which prevent many operators from advancing to the construction phase. The funding increase may expedite eligible projects.
- A new construction funding program was introduced in July, 2025 which will support new beds including Belmont House’s new building.

#### **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 LTC Homes Act. Belmont House had four 4 visits from the Ministry of Long-Term Care in February, May, August and September 2025.

#### **Retirement Homes Act (RHA)**

Belmont has implemented the requirements of the RHA and its regulations. The Retirement Home Regulatory Authority conducted an inspection in April 2025 with no unmet found.

## **Ministry of Labour (MOL)**

The Ministry of Labour completed two 2 in-person visits in July and August 2025 in response to reported occupational illnesses. There were no findings for both visits.

## **Our Plan for 2026**

The 2026 goals and objectives are based on the new Strategic Plan 2025-2030, government legislation, regular operations, feedback from our stakeholder groups and external influences in the health care sector, and the new expansion project to add 168 LTC beds and 30 assisted living beds (32 beds).

The following highlights 2026 goals and objectives as they align with the Accountability Framework Success Factors:

### **Resident/Tenant Focus**

- Achieve re-accreditation for the Butterfly Model of care on 2W;
- Achieve accreditation for the Butterfly Model on expanded units, 3W and 4W;
- Implementation of the Butterfly Model on 2 remaining units, 5W and 2E;
- Develop a sustainability plan for the Butterfly Model of Care for all floors;
- Review and revise Private Duty Companion policies, roles, responsibilities and communication;
- Work with families to evaluate compliance with private caregiver roles and responsibilities;
- Explore grants available for enhanced recreational programming;
- Explore feasibility of volunteer expansion and enhanced utilization of volunteers;
- Explore resident and tenant recreation programs through Leisure Interest Surveys;
- Look at current Point Click Care (PCC) statistics to assess changing needs, falls, behaviours and acuity levels to improve quality of care
- Conduct market survey and review current care and service packages in Retirement Living -survey annually to stay with current trends; compile and analyze data for recommendations;
- Re-evaluate application process and develop tools to determine eligibility to retirement apartments and suites;
- Re-develop new admission criteria for Retirement Living to manage waitlist;
- Review and make recommendations for care and service packages in Retirement Living;
- Explore issues, strategies and policies to support tenants with dementia/increased acuity;
- Review staffing model to meet changing care needs of tenants;
- Review and develop policy and protocols responding to emergency sensor in Retirement apartments;
- Review and develop policy and protocols responding for sign-in/out and absence procedures for Tenants;
- Review Recreation Program in retirement and implement PCC and Activity Pro
- Implement recommendations from Recreation review;
- Review staffing model to meet changing care needs of residents;

- Add a new position of Nurse Practitioner to model of care;
- Develop and implement diabetic foot ulcer protocol and leg ulcer protocol for LTC;
- Develop policies for lifts and transfers, ostomy and catheter care for retirement;
- Implement defibrillator and develop policy;
- Evaluate pilot OT and explore fee for service options in retirement;
- Continue to conduct monthly health and safety and department audits;
- Continue to monitor performance in the Quality Improvement Plan (QIP) and determine the need for further changes;
- Develop and submit the 2026-2027 Ontario Health QIP in collaboration with staff, families and residents;
- Develop and implement construction plans for the New Build;
- Maintain programs and public spaces for residents and tenants during new build;
- Develop communication strategy for ongoing construction updates (internal communication boards, website, social media, community liaison committee)
- Explore the feasibility of a day program;
- Participate in advocacy for campus of care and specialty units;
- Plan for lab integration in PCC for LTC;
- Participate in Slight Foundation collaborative;
- Participate in Integrated Care Plan Technology research for dementia care with the Centre for Addiction and Mental Health (CAMH);
- Review and implement safety measures for LTC and retirement;
- Explore new service package between enhanced and full service for Tenants; and
- Explore feasibility of IT service package for tenants.

### **Excellent People**

- Develop and implement education and training on Respect in the Workplace/Values through Lunch and Learn sessions with staff;
- Work with vendors to support education and training for staff;
- Implement action from Diversity Equity and Inclusion (DEI), assessment;
- Staff, residents, tenants, and family education for Truth and Reconciliation Day;
- Staff education and awareness on indigenous community and relations;
- Determine clinical education priorities through a needs assessment;
- Develop recruitment strategy for new build;
- Develop new human resources strategy for new build (succession planning, recruitment, scheduling)
- Continue exploring leadership and mentoring opportunities;
- Continue training for new supervisors, middle management and leads;
- Continue to ensure there is pay equity, internal equity, and market competitiveness for staff compensation;
- Review pastoral care services;
- Maintain student education program through school partnerships and ensure compliance with policies and procedures;

- Review cannabis policies and procedures related to cannabis for staff, residents, tenants, to include all forms;
- Retirement Home Management Training with ORCA;
- Continued management training for Nursing Supervisors;
- Continue the implementation of the HR strategy to support the new strategic plan;
- Review department schedules for nursing to incorporate new funding;
- Explore government initiatives for staff incentive for retention;
- Review recruitment of NP, RN, RPN, PSW positions under new government initiative;
- Review department schedules for support services;
- Review nursing supervisor schedule to support Retirement and LTC;
- Determine feasibility/pilot project for creating 12-hour shifts for LTC/Retirement;
- Review department schedules for Retirement and Nursing
- Maintain partnership with safety group to continuously improve our health and safety program/ safe work environment;
- Review of front desk including during construction of new build;
- Review of Security Services; and
- Directors to continue developing and reviewing departmental goals with supervisors.

### **Responsible Use of Resources**

- Update the 25-year Capital Plan;
- Complete infrastructure projects;
- Continue annual review of current contractors;
- Review of contracted services and vendors;
- Review of funding envelopes;
- Explore feasibility of 3-East in Retirement Living for an assisted nursing unit;
- Update to furniture and décor in West Wing units;
- Update McDonald Room furniture;
- Review and update Foundation policies and procedures;
- Review Donor Wall;
- Explore new donor wall for the new build;
- Continue to explore Point of Sale in PCC for care in Retirement Living;
- Explore external electronic Point of Sale System;
- Implement incident response plan for cyber security incidents;
- Implement Business Continuity Plan in the event of cyber security incidents; and
- Review of IT services.
- Develop strategies for IT and IM for new build;
- Explore strategies for IT and IM for clinical support (e.g. scheduling system);
- Explore strategies for IT and IM for back office support e.g. accounting, payroll;
- Monthly Management review of budget and annual preparation; and

- Explore menu and RDS technology.

### **Continuous Learning and Innovation**

- Continue maintenance of existing annual system reviews of hardware/software and staff training needs;
- Develop cyber security training for staff;
- Continue to send employees to relevant workshops, working groups and conferences for professional development and health care system improvement;
- Continue bringing in speakers to educate staff on best practices;
- 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;
- Continue Board Succession Plan to reflect diversity of clients;
- Foundation life speaker series;
- 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 and new build;
- Continue developing an education strategy for retirement Tenant families;
- Advocacy for student recreation programs;
- Host OT placement students through partnership with University of Toronto;
- Continue annual fundraising data base audit;
- Develop an innovation framework and strategy; and
- Develop an education strategy.

### **Effective Partnerships:**

- Continue with action plans for new strategic plan 2025-2030;
- Continue to align with 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 retirement sector and chair the Retirement Networking Group;
- Continue to participate in government working groups;
- Continue exploring partnerships that allow tenants to age in place through emergency nursing care and palliative care;
- Continue touring retirement homes to determine design layout and functional needs for specific care needs;
- Continue communication 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 Occupational Therapy 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 Foundation Board and research external foundations that fit our needs;
- Maintain collaboration with academic institutions to influence curriculum;
- Continue attending Ontario Health, MoH, MoLTC meetings and keep up to date with their strategic plans to align with Belmont's strategic directions and ensure our requirements/issues are known;
- Participate at Alliance CEO, HR, Finance and Quality Networking to share best practices and to collaborate on developing efficiencies, policies and practices, etc.;
- Continue participation in Ontario Health and MoH Teams (Formerly Long-Term Care Service Accountability Agreement Working Group -LSAA);
- Continue participation in the Women's College Hospital – LTC Plus project;
- Continue to explore and monitor participation in Ontario Health Teams as they evolve;
- Begin planning for Belmont House 175<sup>th</sup> Anniversary celebration in 2027;
- Revise communication strategy;
- Maintain partnership strategy;
- Explore opportunities for community partnerships; and
- Continue to implement the updated Qmentum Accreditation process.

### **Quality Improvement Plan**

Belmont continues to develop an annual Quality Improvement Plan, aligned with Ontario Health priorities. We have monitored indicators for the 2025-26 year and will be submitting our narrative report and progress report by March 31<sup>st</sup>, 2026.

Ontario Health's priority areas for 2026-27 are:

- 1) Potentially avoidable emergency department visits for LTC residents;
- 2) Staff completion of relevant equity, diversity, inclusion and antiracism education;
- 3) Residents have a voice and are listened to by staff;
- 4) Residents feel they can speak up without fear of consequence;
- 5) Residents given antipsychotic medications without a diagnosis;
- 6) Falls in Residents;
- 7) Residents with worsened stage 2-4 pressure injury; and
- 8) Residents in daily physical restraints.

A 2026-27 workplan has been developed based on these priority areas which will also be submitted to Ontario Health. The submitted documents can be found on the website.

## **Accreditation**

In November 2025 we had our onsite survey with Accreditation Canada. Surveyors shared their observations highlighting themes of compassionate care, a welcoming and responsive environment, and strong communication across the organization. They acknowledged our efforts related to the Butterfly program, the thoughtful use of technology to support care delivery, the introduction of meaningful rituals to honour life and loss, and planning for our upcoming redevelopment. Based on these observations, we were awarded Accreditation with Exemplary Standing, the highest level of accreditation. This outcome reflects our ongoing commitment to fostering a just culture that supports staff, residents, and families, and our continued focus on learning, reflection, and quality improvement.

We will enter the beginning of a new accreditation with the updated Qmentum Standards for LTC from Accreditation Canada.

## **Balancing the Budget**

The 2026 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 2026 has been established at approximately \$27 million. These expenses are covered by resident and tenant rents, MoLTC funding, and the Belmont House Foundation grants. Monies donated significantly enhance the quality of care and services provided to our residents.

In 2026, approximately \$2 million in other revenues such as grants and donations will be used to balance our budget and enhance our services. Capital expenditures for 2026 are forecasted to be \$1,666,020. In 2026, Belmont will continue to maintain and improve its structure and the underlying mechanical systems and building encapsulation. It will also look to complete the windows replacement in the East building and upgrade IT infrastructure. Floor and ceiling lifts will be added, and therapeutic surfaces, beds and flooring will be replaced throughout the year.

## Highlights of 2025

The Senior Management team is 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:

### **Continued Adaptation and Preparedness for the Future:**

Belmont House Community has continually adapted to the changing needs to ensure that individuals have the best possible experience. Belmont House provides a safe, home environment for its residents and tenants by offering an environment based on independence, choice, dignity 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 2025 addressed this area of focus:

- The Butterfly Model of Care was expanded to 3W and 4W;
- Staff training on the Butterfly model continues and will be ongoing as new staff are onboarded;
- A Butterfly implementation plan was developed for the remaining home areas and an education plan for ongoing staff training;
- Program evaluation of the Palliative Care Program was conducted and implementation of additional palliative supports for families;
- Continued involvement of families to remain in compliance with private caregiver roles and responsibilities;
- Continued exploring available grants for enhanced recreational programming;
- Continued volunteer expansion and enhanced utilization of volunteers;
- Leisure interest survey conducted to tailor and plan relevant recreation programming for residents and tenants;
- Continued to review of PCC statistics / changing needs, falls, behaviors, acuity levels, to improve quality of care;
- Transitioned medication incidents to electronic documentation on MIRs;
- Conducted a 2025 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;
- Developed new admission criteria for Retirement Living to manage waitlist;
- 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 2025 review of the staffing model to meet changing needs of residents;
- Reviewed recreation model of service;
- Reviewed recreation program in retirement and implemented PCC and Activity Pro;
- Conducted monthly health and safety department audits;
- Monitored performance in the 2025-2026 QIP and determined the need for further changes;
- Developed the 2026-2027 QIP in collaboration with staff, residents and tenants;
- Developed construction plans for the new build;
- Explored the feasibility of day program;
- Participated in the Cultural Home Pilot Project;
- Implemented Honour Walk in LTC and Retirement; and
- Participated in the Slight Foundation Collaborative.

### **Excellent People**

Belmont House recognizes its employees as its most valuable resource and has developed a comprehensive HR strategy to promote itself as an “employer of choice”.

In 2025, Belmont House:

- Worked with vendors to support education and training for staff;
- Worked on DEI initiative, completed an organizational assessment and implemented an action plan;
- The Board participated in education to increase awareness on the Indigenous community and relationships with the community;
- A recruitment strategy was developed for the new build;
- Continued to explore leadership and mentoring opportunities;
- Continued training for new supervisors, middle management and leads;
- Script for phone calls and messages for the waitlist was developed and implemented;
- Ensured pay equity, internal equity, and market competitiveness, for staff compensation;
- Reviewed and implemented changes for pastoral care services;
- Continued supporting student placements;
- Nursing supervisors completed Management training;
- A new HR strategy was developed to support the strategic plan;
- Reviewed department schedules for nursing to incorporate new funding;
- Reviewed Nursing Supervisor schedule to support Retirement and LTC;
- Reviewed department schedules for support services;
- Maintained partnership with safety group to continuously improve our health and safety program/ safe work environment;

- Reviewed department schedules for support services;
- Reviewed department schedules for Retirement Nursing;
- Continued to explore feasibility for creating 12-hour shifts for LTC/Retirement;
- Role of the front desk was reviewed to plan for construction of new build;
- Continued review of security services; and
- Departmental goals with supervisors developed.

### **Responsible Use of Resources**

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

- Completion of most 2025 infrastructure projects;
- Reviewed current contractors as of 2025;
- Review of contracted services and vendors;
- Review of funding envelopes;
- Continued updates to furniture and décor in West Wing units;
- Review of Foundation policies and procedures;
- Review current donor wall;
- Review new donor wall for new build;
- Continued exploration of the implementation of Point of Sale in Retirement Living;
- Explore external point of sale system;
- Implementation of response plan for cyber security incidents;
- Implementation of business continuity plan in the event of cyber security incident;
- Review of IT services;

### **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, and the OLTC 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 RHRA 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 education resources for staff on best practices;
- Continued Board initiatives to raise awareness of diverse client population and needs through data analysis and management presentations;
- Continued Board succession plan to reflect diversity of clients;
- Continued customer service training for dietary/housekeeping/maintenance;
- Explored the use of technology in Retirement Living and Long Term Care;
- Began to research use of technology for LTC for new build;
- Developed an education strategy for retirement families;
- Advocacy for student recreation programs;
- Hosted OT placement students through partnership with University of Toronto;
- Completed the annual fundraising database audit;
- Conducted a fundraising database audit;
- Began the development of an innovation framework/strategy; and
- Developed an education framework and continue to develop education strategies.

### **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:

- Developed a new strategic plan for 2025—2030;
- Developed a process to communicate the new strategic plan;
- Developed action plans for the new strategic plan;
- 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.);
- Continued partnership with OT Master's program from U of T to improve assessment tools in Retirement Living and LTC;

- Continued exploration of research partnerships with academic institutions and private sector;
- Continued work with Ontario Health to ensure funding opportunities are known;
- In collaboration with 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 LTC Service Accountability Agreement Working Group (LSAA Indicator Group, soon transitioning to Ontario Health);
- Continued participation in the LTC Plus project;
- Continued exploring and monitoring opportunities for participation in Ontario Health Teams;
- Continued to explore opportunities for community partnerships; and
- Continued to go through the new Qmentum LTC program with Accreditation Canada.

## **In Closing:**

2025 marked a pivotal milestone for Belmont House with the new build coming to fruition, the achievement of Accreditation with exemplary standing, and a sustained focus on the expansion and strengthening of the Butterfly Program. We strive to take a balanced approach to operational excellence, accountability, and long-term strategic priorities. Belmont continues to monitor and adapt to updated guidelines and directives, best practices, and trends in the aging healthcare sector. The goal 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 2026 Operating Plan is available on our website: [www.belmonthouse.com](http://www.belmonthouse.com)*