

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

April 13, 2023



OVERVIEW

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. Belmont House is classified as an “A” Long-Term Care Home by the Ministry of Long-Term Care. In Long term care there are a total of five care units which includes a secure unit of 26 beds for people with Alzheimer’s and severe dementia. Long Term Care residents are offered programs in general geriatric care, including people with Alzheimer’s disease, cognitive impairment and palliative care. Residents also receive care for depression, circulatory diseases, osteoarthritis, stroke, Parkinson’s disease and dementia.

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

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

Our organizational goals and objectives are derived from the Strategic Plan. Governance key performance indicators are tracked quarterly utilizing a Balanced Scorecard approach and reported to the Quality, Risk and Safety Committee of the Board and key messages are shared with Resident and Family Councils. An interdisciplinary Best Practice committee monitors operational indicators monthly, identifies trends and initiates improvement initiatives.

While Belmont House has always cared for residents with a range of needs, there has been a sharp increase in the proportion of residents arriving at a later age and with complex care needs. Currently, our resident profile shows the following demographics:

- >64% are older than 85 years old
- >74% of all residents have dementia
- >6% have congestive heart failure (CIHI, 2021).

This is attributed to the growing number of people living with chronic diseases, delays in the redevelopment/addition of long-term care homes, changes to legislation and focus on reducing costs to keep individuals at home longer and most recently, COVID-19.

Belmont House strives to address these growing needs while committing to continuous improvement of the quality of life for our residents. All aspects of life at Belmont House including care, support and the environment, are designed and managed not only to meet, but surpass the needs and expectations of our residents.

REFLECTIONS SINCE YOUR LAST QIP SUBMISSION

Since our last submission in 2022, we continued to navigate the ongoing COVID-19 pandemic, its' many waves, and resulting iterations in requirements and guidelines. As we entered the flu season we were not immune to influenza and RSV that began to circulate, and we experienced the triple-demic along with the rest of the province. Other ongoing challenges we have continued to face include staffing shortages, an influx of crisis admissions and challenges with Bill 7.

There have also been new developments in 2022 such as:

- The implementation of the Butterfly Model of Care
- Review of our quality structure to comply with the provincial legislation requiring a continuous quality improvement committee
- Initiation of new committees to support a new build

Our 2022-2023 QIP addressed all three themes:

- 1) Timely Efficient Transitions
- 2) Service Excellence
- 3) Safe and Effective Care

1) Timely Efficient Transitions

To address potentially avoidable ED visits for long term care residents, we focused on improving falls management to reduce avoidable ED visits from falls. Past improvement Initiatives have included a review of our falls program, implementation of a falls audit tool, daily monitoring of falls, review and updates to our falls protocol, and education opportunities for residents and family members. Much of these initiatives continued in our 2022-2023 QIP such as monitoring the completion of root cause analyses, monitoring post fall assessments, continued education initiatives for staff, and health promotion and awareness for residents and

their family members.

2) Service Excellence

Under this theme our 2022 QIP addressed resident-centered care to ensure residents have a voice, are listened to by staff, and feel they can speak without fear of consequence. We focused on the following elements:

- 1) Resident and family engagement
- 2) Staff training and education
- 3) Implementation of the Butterfly Model of Care

Our change ideas resulted in the following actions:

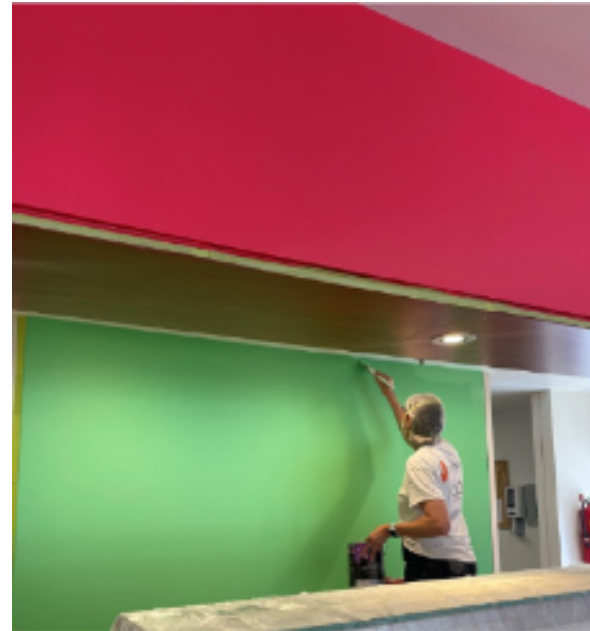
- A cyclical approach to resident and family engagement as we experience an increase in shorter lengths of stay;
- Continued staff training and on addressing complaints and concerns
- Indicators developed to measure the implementation progress of the Butterfly Model of care
- Staff training and education on the Butterfly Model of Care
- Consultation and engagement with residents, their families and unit staff on the transformation of the environment
- Transformation of the unit into a home-like space that residents can freely engage with

Our 2023 QIP will continue to monitor indicators for the Butterfly Model of Care and focus on expansion to other units in the home.

3) Safe and Effective Care

2022 QIP addressed potentially inappropriate use of antipsychotics in residents. We maintained our performance of antipsychotic-use

to better than the provincial average and improved indication of use for residents that triggered this indicator. We continue to monitor this data and affected residents, quarterly in consultation with the interdisciplinary team.





PATIENT/CLIENT/RESIDENT ENGAGEMENT AND PARTNERING

We continue to maintain valued partnerships and while forging new ones as our needs change and interests broaden:

- Belmont is a participant in the UHN network and the Toronto Region COVID-19 Long Term Care Round Table.
- During periods of outbreak, we are well established with Toronto Public Health to determine actions
- We are well established with Life Labs for a quick turnaround of test results
- Belmont works closely with an ET Nurse at Novak Health Consulting to address skin and wound health in residents
- External services from the community is coordinated to provide ongoing dental, audiology and eye care clinics in the home, to residents

- The Nurse Led Outreach Team (NLOT) from LHIN Toronto East Hub provides ongoing support to our nursing staff for a variety of resident health concerns via Emergency Mobile Nursing Services such as emergency resident assessments that aide in avoiding hospitalization and other clinical support
- To address staffing shortages, we have utilized multiple agencies to fill in the gaps and made improvements to the orientation and onboarding of agency staff.
- Belmont has been implementing the Butterfly Model of Care in partnership with Meaningful Care Matters. Ongoing engagement with residents, their family members and unit staff has taken place throughout the implementation process. Training of care and support staff occurred throughout 2022 on the model of care and meaningful engagement. Belmont has also been able to connect with other Butterfly homes in the GTA for information sharing.
- A partnership with researcher Dr. Iaboni at KITE UHN has allowed Belmont to support technological innovations such as the testing of a Dementia Isolation Toolkit (DIT), a prototype technology system that includes a two-way video communication, leisure activities and programming to support isolation during the pandemic. Additionally Belmont is participating in a study on gait and falls prevention with the same research team.
- Belmont has been involved in a proposal for a pilot project on continuum of care to enable tenants in Retirement Living to have prioritized access to Long Term Care.
- Belmont is participating in “Long Term Care +” a virtual care program to reduce emergency room visits.
- With the introduction of the Challenge Fund by the province for paid PSW student placements, enrollment in PSW programs increased and we became overwhelmed with requests for placements. This resulted in several new partnerships with private

career colleges and improvements have been implemented to the orientation and onboarding process. Since the pandemic, PSW student placements at Belmont have significantly grown. We also maintained our relationships with academic institutions and continued to host RN and RPN placements. In 2022 we were fortunate to receive PREP funding from CLRI for student placements.

- Engagement with local secondary schools have gradually resumed to invite students back into the home to volunteer with recreation activities.
- Volunteer programs have gradually resumed to welcome the support of services such as feeding, running our Tuck Shop, and reorganizing our library.
- Family council meetings have continued online which allowed for more family members who lived far away, and sometimes out of country, to participate and voice concerns on behalf of their loved one. Family council meetings have since grown in attendance.
- Resident council remained active and meetings continued when there were no outbreaks.
- Belmont continues to work with Accreditation Canada under their new Qmentum program for long term care and our next onsite survey is expected for 2025.

PROVIDER EXPERIENCE

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

WORKPLACE VIOLENCE PREVENTION

Workplace violence is a strategic priority at Belmont House. We have an active Occupational Health and Safety committee that monitors the following violence in the workplace incidents:

- Staff to staff
- Resident to staff; and
- Resident to resident

Environmental services monitors general incidents that may involve visitors and environmental incidents. Each incident is managed as it occurs and preventative actions are put in place.

Since the addition of a Behavioural Support Nurse to the team, staff are provided with onsite, face-to-face training on management and/or avoidance of responsive behaviours. As well, the BSO nurse provides consultations to the care team for individual residents and

makes recommendations for the resident's plan of care.

Belmont's Quality Risk and Safety Operational Committee meets quarterly and all Workplace Violence incidents are reviewed. Incidents are categorized to determine what contributed to the incident(s). Categories include:

- 1) Human Factors such as communication and training
- 2) Environmental Factors such as equipment and procedures
- 3) System/Policy such as policy failure, documentation, external factors

Based on this multidisciplinary analysis, SMART (Specific, Measurable, Attainable, Realistic and Timely) recommendations are established with specific action plans. The team determines to accept, reject or delay recommendations. For example, a recommendation may be delayed due to a budgetary constraint. Each accepted recommendation is assigned to a staff member as well as an implementation date and status to date is reviewed at the next quarterly meeting.

Belmont House has implemented a number of initiatives to prevent violence in the workplace and ensure staff safety. The Workplace Anti-Violence, Harassment & Sexual Harassment Policy is reviewed by the Health and Safety Committee (H&S) on an annual basis. An environmental audit is conducted under the program on a yearly basis by an employee member of the committee.

Recommendations are forwarded to H&S Committee and then Senior Management for review and approval on actionable items.

In addition:

- Board members are required to complete the health and safety

training

- Training occurs annually for all staff including supervisors/department heads who are responsible for preserving a safe environment;
- Employer meets with union at labour/management meetings quarterly and violence In the Workplace has been discussed at these meetings;
- Employee, volunteer and visitor violence in the workplace incidents as well as resident action incidents are reviewed by the Health and Safety committee monthly. Senior Management reviews all incidents quarterly and based on the root cause of the incidents, develops system wide recommendations for implementation to prevent reoccurrence.
- Belmont House is part of Dunk & Associates Safety Group which has helped us comply with Ministry of Labour standards.

PATIENT SAFETY

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

- Accountability framework and Balanced Scorecard reporting
- Accountability and oversight via our continuous quality improvement structure
- Residents and family members are represented on our Quality Risk and Safety Committee of the Board
- Standing agenda items on all committees addressing resident safety and concerns
- Continuous monitoring and reporting of data and performance indicators in real-time by the interdisciplinary team
- Safety Incident reporting and analysis
- Action plans are initiated when data is outside desired range
- Staff training and education
- Staff support and a just culture environment
- Accreditation process with Accreditation Canada
- Private Caregiver Program -registration of all private caregivers and requirements for liability insurance and vulnerability sector screening
- Audits and annual program evaluation

HEALTH EQUITY

Belmont's accountability framework and code of conduct provide a foundation for equitable practices in care and services. Strategies to demonstrate this include:

- A transparent admissions process
- An open-door policy for residents, families and staff to voice concerns directly with the direct supervisor or senior management
- Staff training on diversity, equity and inclusion
- Training and compliance with AODA and the Ontario Human Rights Code.

CONTACT INFORMATION/DESIGNATED LEAD

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

I have reviewed and approved our organization's Quality Improvement Plan

Board Chair / Licensee or delegate _____ (signature)

Administrator / Executive Director M. Elias (signature)

Quality Committee Chair or delegate Paul McArthur (signature)

Other leadership as appropriate _____ (signature)

Insert Organization Name
 Insert Organization Address

SIGN-OFF

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

I have reviewed and approved our organization's Quality Improvement Plan on
March 8, 2023

Donald Stewart, Board Chair / Licensee or delegate

Maria Elias, Administrator /Executive Director

Diane McArthur, Quality Committee Chair or delegate

Other leadership as appropriate
