



Behavioural Supports Ontario
Soutien en cas de troubles du comportement en Ontario

ANNUAL REPORT

2022 - 2023



Impact. Innovation. Integration



brainxchange.ca/BSO



@BSOProvOffice



1-855-276-6313

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Message from the Behavioural Supports Ontario (BSO) Provincial Coordinating Office (PCO)

With great honour, we present BSO's annual report for the 2022-2023 fiscal year. This report offers valuable insights into the exceptional efforts of our dedicated BSO teams and key partners who play an important role in driving positive change and fostering innovation in the field of behavioural support services throughout Ontario.

The commencement of this fiscal year marked the joyous celebration of BSO's 10-Year Anniversary! Reaching this significant milestone offered a time to reflect on BSO's endurance, passion, impact, and commitment to our values and our vision. Provincial celebrations included a [video](#), [key milestone infographic](#), [special edition newsletter](#), and an *I belong to the BSO Family* poster campaign (see page 4). Despite the challenges posed by COVID-19, BSO teams successfully reimagined ways to celebrate this significant milestone, organizing local-level festivities as well.

This year also witnessed additional growth of BSO, largely attributed to a new \$10M investment from the Ministry of Long-Term Care. Simultaneously, the BSO PCO launched the BSO Provincial Toolkit, providing new standardized clinical tools to BSO team members, along with BSO Foundations, an educational program tailored to equip them in their roles. These collective efforts aim to strengthen BSO teams, improve outcomes, enhance access to care, and forge stronger partnerships across sectors.

As you explore this annual report, we hope it offers you a deeper understanding of the transformative work of BSO teams. Each page tells a story of compassion, resilience, and the power of human connection. Together, we embrace the responsibility to build upon these achievements and shape a future that prioritizes the unique needs of each individual in our care. Thank you for taking the time to review BSO's key accomplishments in 2022-23!



Monica Bretzlaff
Manager, BSO PCO, North East BSO & Seniors Mental Health Regional Consultation Service, North Bay Regional Health Centre



Debbie Hewitt Colborne
Project Advisor, BSO PCO & Coordinator, Seniors' Services, North Bay Regional Health Centre



Katelynn Aelick
Project Coordinator, BSO PCO, North Bay Regional Health Centre



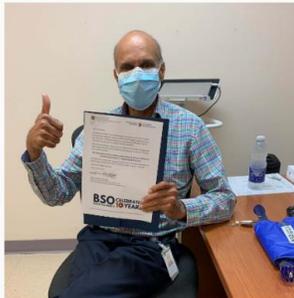
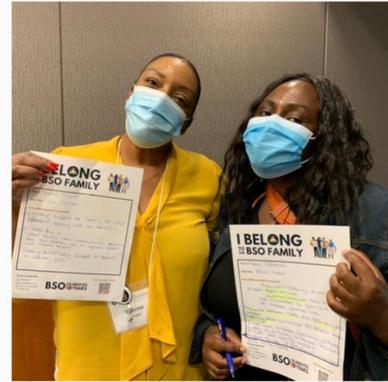
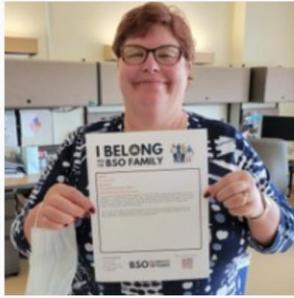
Courtney Stasiuk
Project Specialist, BSO PCO, North Bay Regional Health Centre (November 2022- Present)



Natasha Fortin
Project Assistant, BSO PCO, North Bay Regional Health Centre (until August 2022)

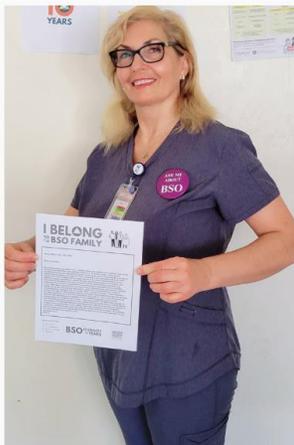
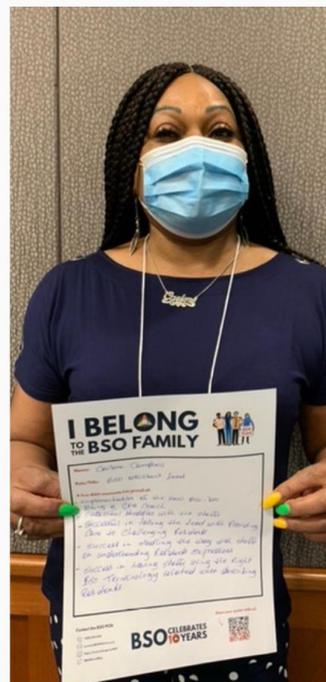


Taryn Leach
Strategic Communications Specialist, BSO PCO, North Bay Regional Health Centre (until July 2022)



**JULIET WOODSON,
ACUTE CARE BEHAVIORAL
CONSULTANT**

A few BSO moments I'm proud of:
"I am most proud of delivering education sessions focused on the 8As, Redirection, and Documentation as well as our ongoing dedication to BSO rounds."

**ELIZABETH PALMATEER,
RN/DIRECTOR OF CARE**

A few BSO moments I'm proud of:

- Seeing activities and programs implemented for smaller groups
- Implementing activities for people with dementia
- Seeing people's eyes light up when they have an 'Aha' moment
- Supporting transitions

"It isn't the number of people that participated in the activity, but the engagement in the participation."




I BELONG TO THE BSO FAMILY..

BSO Provincial Framework, Structure & Acknowledgments

BSO provides behavioural healthcare services for older adults in Ontario with, or at risk of, responsive behaviours/personal expressions associated with dementia, complex mental health, substance use and/or other neurological conditions as well as family care partners and healthcare providers.

BSO leverages existing resources and enhances coordination across the continuum of care. BSO teams are available to individuals residing in various settings such as long-term care (LTC), the community (including private dwellings, assisted living, retirement homes, etc.), and certain hospitals in Ontario. While BSO models (i.e., team structures) may vary across Ontario, all BSO teams operate under a common mandate, framework of care, and practice standards.

Below is the BSO Provincial Structure for 2022-23, which encompasses BSO’s reporting bodies, committees, advisories, collaboratives, communities of practice, and working groups.

The BSO PCO expresses sincere gratitude to all of BSO’s Regional Clinical/Strategy Leads, Ontario Health Leads, and to all of those who provide leadership to the groups in the provincial structure. In addition, the BSO PCO recognizes the tremendous support of our host organization, the North Bay Regional Health Centre.

Updated March 2022



Leadership of the BSO Provincial Structure



Kathy Baker
Regional Director, Seniors Mental Health & Behavioural Support Services, Providence Care
Co-chair, BSO Provincial Operations Committee (term ending September 2022)



Melanie Beaulieu
Psychogeriatric Resource Consultant, North Bay Regional Health Centre
Co-lead, BSO Personhood Tool Working Group



Sarah Clark
Nurse Manager, Behavioural Support Unit – McGarrell Place
Co-chair, Behavioural Support Transition Units (BSTU) Collaborative



Nancy Cooper
Director of Quality & Performance, Ontario Long-Term Care Association
Chair, BSO Provincial Steering Committee (term ending February 2023)



Allison Corby
Social Worker – Fairview Lodge, Regional Municipality of Durham
Co-chair, Behavioural Support Transition Units (BSTU) Collaborative



Audrey Devitt
Waterloo Wellington Behavioural Supports System Lead, St. Joseph's Health Centre Guelph
Co-chair, BSO Substance Use Collaborative
Co-chair, BSO Knowledge Translation & Communications Advisory (term ending September 2022)



Terri Glover
BSO Strategic Lead, Hamilton Niagara Haldimand Brant, Hamilton Health Sciences
Co-chair, Behavioural Supports in Acute Care Collaborative



Jordanne Holland
Program Director, BSO Toronto Region, Baycrest Health Sciences,
Co-chair, BSO Operations Committee (term commencing January 2023)



Dr. Andrea Iaboni
Associate Professor, U of T, Scientist, KITE Research Institute & Medical Lead, Seniors Mental Health Program and Specialized Dementia Unit, Centre for Mental Health, UHN
Co-lead, BSO-DOS Advisory



Sasha Johnston
 Psychogeriatric Resource Consultant,
 Psychogeriatric Resource
 Consultation Program of Toronto –
 Michael Garron Hospital
Co-lead, BSO Foundations



Teresa Judd
 Director, Behavioural Supports
 System, Home and Community Care
 Support Services, Central West
*Co-chair, Behavioural Support
 Integrated Teams (BSIT) Collaborative
 Co-chair, BSO Knowledge Translation &
 Communications Advisory (term
 commencing September 2022)*



Heli Juola
 Program Lead & Psychogeriatric
 Resource Consultant, Psychogeriatric
 Resource Consultation Program of
 Toronto – Sunnybrook Health
 Sciences Centre
Co-lead, BSO Foundations



Hillary Langen
 Project Specialist, North East BSO,
 North Bay Regional Health Centre
*Co-lead, BSO Personhood Tool
 Working Group*



Dr. Ken LeClair
 BSO Geriatric Psychiatry Advisor



Mélissa Laroche
 Manager, Specialized Geriatric
 Clinical team, Queensway Carelton
 Hospital,
*Co-chair, Behavioural Supports in
 Acute Care Collaborative (term
 commencing November 2022)*



Nancy Lesiuk
 Regional Lead BSO, Champlain
 Manager Geriatric Outreach Royal
 Ottawa Mental Health Centre
*Co-chair, Behavioural Supports in
 Acute Care Collaborative (term ending
 November 2022)*



Andrea Loncaric
 Project Coordinator, Ontario Centres
 for Learning, Research and Innovation
 in Long-Term Care Schlegel-UW
 Research Institute for Aging (RIA)
*Co-lead, Person- Centred Language
 Working Group (term commencing
 February 2023)*



Dr. Rosemarie Mangiardi
 Project Manager, Mental Health &
 Addictions Centre of Excellence,
 Ontario Health
*Co-lead, BSO Sexual Expression &
 Dementia (SED) Working Group
 Co-chair, BSO Knowledge Translation &
 Communications Advisory (term ending
 September 2022)*



Kristy McKibbon
 Coordinator, Behavioural Supports
 Ontario Hamilton Niagara
 Haldimand Brant, Hamilton Health
 Sciences
*Co-lead, BSO Sexual Expression &
 Dementia (SED) Working Group*



Jane McKinnon Wilson
 Waterloo Wellington Geriatric
 Systems Coordinator Canadian
 Mental Health Association, Waterloo
 Wellington
*Co-chair, BSO Substance Use
 Collaborative*



Dr. Birgit Pianosi
 Certified Professional Gerontologist,
*Co-chair, BSO Knowledge Translation &
 Communications Advisory
 Co-lead, BSO Sexual Expression &
 Dementia (SED) Working Group*



Emily Piraino
 Psychogeriatric Resource Consultant,
 Algoma BSO Lead, North Bay
 Regional Health Centre
*Co-lead, BSO Knowledge to Practice
 Community of Practice (CoP) (term
 commencing August 2022)*



Dawn Robinson
 Psychogeriatric Resource Consultant,
 Behavioural Supports Ontario
 Alzheimer Society Peel
*Co-lead, BSO Knowledge to Practice
 Community of Practice (CoP) (term
 ending August 2022)*



Esther Russell
 Project Manager, Ontario Centres for
 Learning, Research and Innovation in
 Long-Term Care Schlegel-UW
 Research Institute for Aging (RIA)
*Co-lead, Person- Centred Language
 Working Group (term commencing April
 2022)*



Suzanne Saulnier
 Director of Behaviour Support
 Services, LOFT Community Services
*Co-lead, BSO Practice Standards &
 Toolkit Working Group*



Dr. Lori Schindel Martin
 Professor, Daphne Cockwell School
 of Nursing Ryerson University
*Co-lead, BSO-DOS Advisory
 Co-lead, BSO Sexual Expression &
 Dementia (SED) Working Group*



Kim Schryburt-Brown
 Clinical Project Resource Consultant,
 Seniors Mental Health Behavioural
 Support Services, Providence Care
*Co-lead, BSO Practice Standards &
 Toolkit Working Group*



Jacquie Seguin

Erie St. Clair Behavioural Supports
Ontario Regional Coordinator,
Alzheimer Society of Chatham-Kent
*Co-chair, Behavioural Support
Integrated Teams (BSIT) Collaborative*



Heleni Singh

Psychogeriatric Resource Consultant
West Park Healthcare Centre
*Co-lead, BSO Knowledge to Practice
Community of Practice (CoP)*



Marilyn White-Campbell

Geriatric Addiction Specialist BSO,
Behaviour Support for Seniors
Program, Baycrest
*Co-chair, BSO Substance Use
Collaborative*

BSO PCO Primary Collaborators

BSO Provincial Lived Experience Facilitators

In their role as BSO Lived Experience Facilitators, Dawn Baxter and Mary Beth Wighton contribute to several BSO and partner organizations' projects as working group members and research participants (see p. 20 to learn more).



Dawn Baxter
BSO Lived Experience Facilitator



Mary Beth Wighton
BSO Lived Experience Facilitator

brainXchange Team

The team at brainXchange facilitates several BSO provincial projects focused on innovation, such as the four BSO Collaboratives, and maintain the BSO website on brainXchange.



Kathy Hickman
Knowledge Broker and Knowledge
Mobilization Lead



Jillian McConnell
Knowledge Broker and Knowledge
Mobilization Lead



Karen Parrage
Resources and Web Support
Specialist



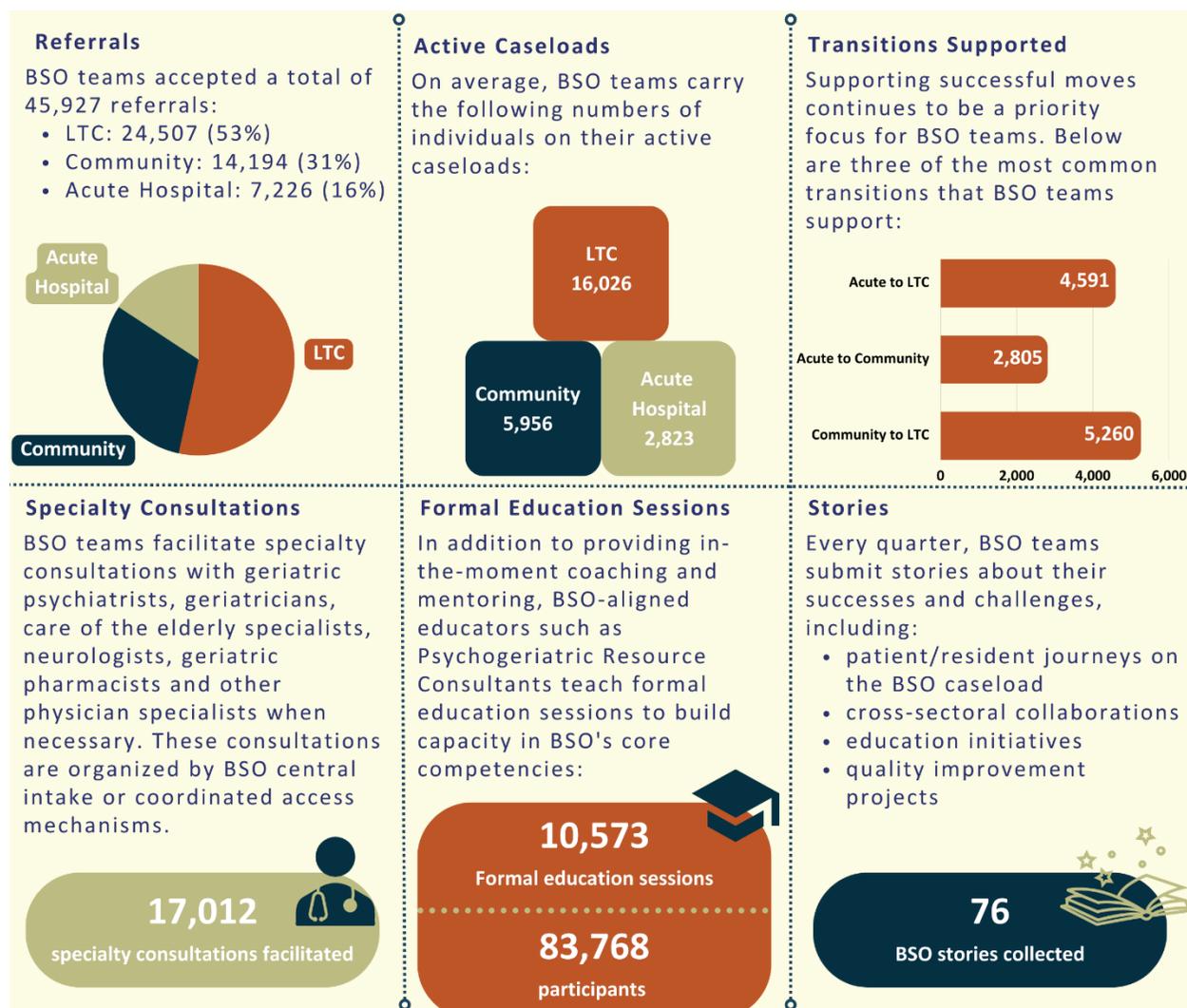
Dr. Dallas Seitz
brainXchange Co-Lead, MD PhD
FRCPC Associate Professor,
Department of Psychiatry, Cumming
School of Medicine, University of
Calgary



Projects & Initiatives: Impact

BSO Activity Tracking: Highlights (2022-23)

The BSO Activity Tracker captures the cross-sectoral behavioural support services provided by BSO team members across the province. Each quarter, the BSO PCO reviews, collates, and submits the data to the Ministries of Health & Long-Term Care. Due to the ongoing exceptional circumstances of the COVID-19 pandemic, data collection was not possible this year from several Long-Term Care Homes (LTCHs), as well as some community and hospital organizations. As a result, the volume of behavioural support services depicted below is under-reported. Notably, as we have transitioned into the later phases of the pandemic, compliance with data collection has improved. We anticipate a full return to regular compliance in 2023-24. In the meantime, please exercise caution when interpreting data from 2022-23.



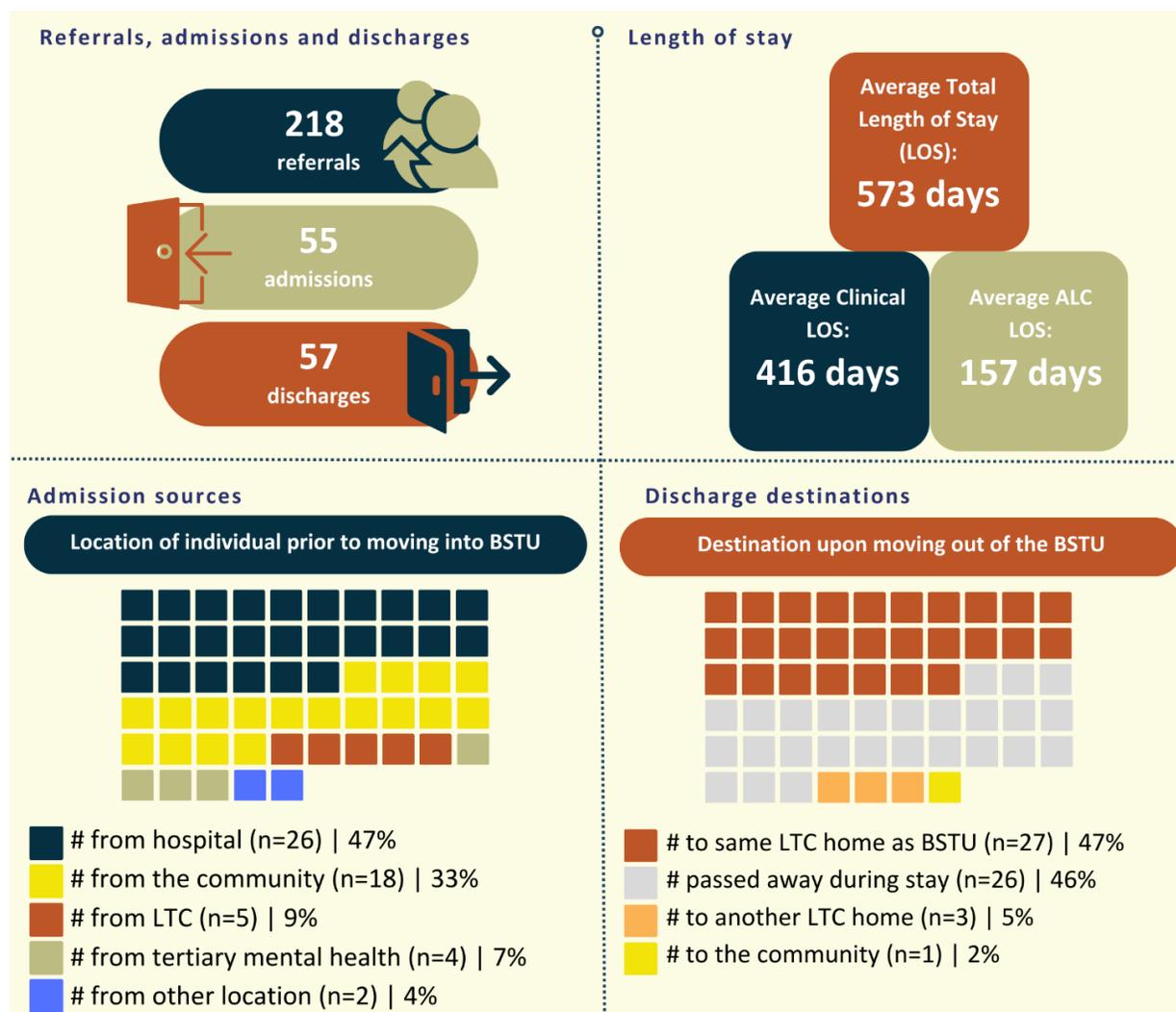
*Due to the exceptional circumstances of the COVID-19 pandemic, data from several LTC Homes as well as some community and hospital organizations were unable to be collected this year. As such, the volume of behavioural support services depicted below is significantly under-reported and must be interpreted with caution.

BSO-funded Behavioural Support Transition Units (BSTUs)

[Behavioural Support Transition Units \(BSTUs\)](#), also known as Behavioural Support Units, Specialized Behavioural Support Units or Transitional Behavioural Support Units, are specialized units located in Ontario LTCHs. These units provide time-limited support to individuals who can no longer have their behavioural care needs met in their current environment. The goal of BSTUs is to be able to transition residents to a lower level of care once they have achieved their clinical goals. To do so, BSTU residents undergo a thorough assessment, care planning, treatment, and monitoring before their discharge. The BSO PCO collects data from five BSO-funded BSTUs:

- The Jewish Home for the Aged Transitional Behavioural Support Unit (Toronto),
- Cummer Lodge’s Behavioural Support Unit (Toronto),
- Perley and Rideau Veterans’ Health Centre’s Specialized Behavioural Support Unit (East),
- Finlandia Village’s Enhanced Care Seniors’ Support Program (North), and
- Hogarth Riverview Manor’s Regional Behavioural Health Unit (North).

Combined, these five BSTUs total 99 spaces. Below are Key data highlights from 2022-23:



Projects and Initiatives: Innovation

BSO Practice Standards & Toolkit Working Group

Purpose: To bring BSO provincial leaders and clinicians together to plan and oversee the development and implementation of BSO provincial practice standards and a common toolkit. The toolkit is a resource for all BSO team members filled with practical tools that will assist in standardizing and streamlining BSO care across the province.

Key Accomplishments:

- ✓ Launched the [BSO Provincial Toolkit](#) in April 2022 to five early adopter regions including Central East, Central West, Erie St. Clair, South West (Grey Bruce sub-region) and the North East . The Toolkit, hosted within a password-protected space on the brainXchange website, includes:
 - Key BSO information (e.g. BSO mandate, framework, core competencies, and BSO Pathway).
 - Clinical tools and resources (inclusive of newly developed standardized BSO provincial documentation: the *Behavioural Support Assessment* and *My Behavioural Support Tip Sheet*).
 - Capacity building and quality improvement resources.
 - Ways to get connected with BSO provincially.
- ✓ Early adopting BSO teams were guided in their implementation of the BSO Toolkit through many supportive resources (e.g., a launch virtual event, guidelines for use, example documents and instructional videos), along with coaching and mentoring by their BSO leadership.
- ✓ Conducted an evaluation of the Toolkit in August and September 2022 through surveys and focus groups with BSO leadership, team members and partners. The results informed updates to the standardized clinical documentation, as well as enhancements to the supportive implementation plan for the next adopters.
- ✓ In January of 2023, updates to the Toolkit were shared with the early adopters and the Toolkit was launched to BSO teams in the remaining regions. All BSO team members officially had access to a common BSO Provincial Toolkit! The word cloud was created from feelings shared by BSO team members at first glance of the BSO Provincial Toolkit.



BSO Foundations

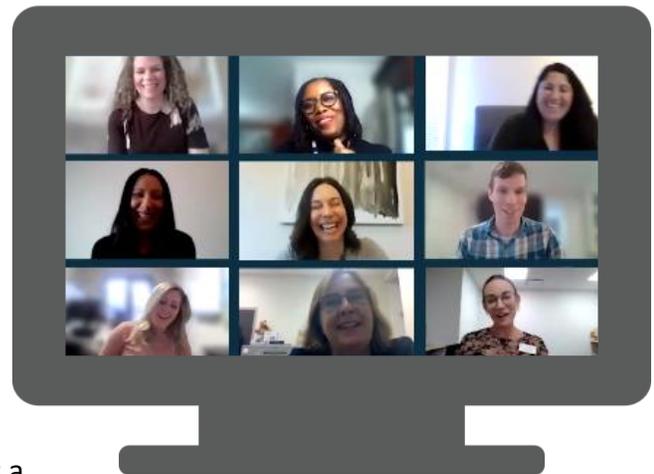
Purpose: Development and sustained delivery of a knowledge to practice program that builds clinical and leadership skills of BSO team members across Ontario and in all sectors.

Goals of Program:

- To increase understanding of the BSO role; and to foster confidence in the ability to fulfill and thrive in the role (through team building, communication and change management skills).
- To enhance knowledge of responsive behaviours/personal expressions.
- To support the application of BSO tools and frameworks found in the BSO Provincial Toolkit.

Key Accomplishments:

- ✓ Launched the BSO Foundations Train-the-Trainer program in March 2022 to five early adopter regions, training 17 facilitators. An additional 28 facilitators were trained in November and December 2022.
- ✓ BSO Foundations offered to early adopting regions starting in May 2022 and the remaining regions as of February 2023 with >450 BSO team members successful participants of the five half-day program at end of March 2023.
- ✓ Evaluation results based on a pre, immediate post and 3 month post design demonstrated growth in participant confidence in areas such as knowledge and skillset related to:
 - Gathering information about responsive behaviours/personal expressions
 - Identifying approaches and strategies to decrease and/or prevent responsive behaviours/personal expressions
 - Engaging and collaborating with family care partners
 - Team communication
 - Fostering teamwork
 - Supporting change management and quality improvement initiatives
 - Supporting transitions between care settings
 - Understanding their role as a BSO team member
 - Carrying out their clinical and leadership skills as a BSO team member



“[BSO Foundations] Highlighted that BSO's overall goal is to effect change in the healthcare system when it comes to geriatric care. As a BSO clinician, we are not just advocating for the clients in our care, but for complete change in values and approach in healthcare. I had not thought of it that way prior to this course.”
- BSO Participant

Behavioural Supports in Acute Care Collaborative

Purpose: To bring together healthcare professionals, leaders and individuals with lived experience to promote and spread best/emerging practices in providing person and family-centred behavioural supports within acute care hospitals.

Key Accomplishments:

- ✓ Released [Behavioural Supports in Acute Care Capacity Building Package](#) in both English and French, which includes a background and guidelines resource, three posters, and three slide decks for mini education sessions (June 2022). The package offers educators within emergency department and inpatient settings knowledge transfer and translation tools with the following key messages: 1) the importance of personhood, 2) all behaviours have meaning, and 3) your approach matters.
- ✓ The Capacity Building Package has been promoted and utilized within acute care by Collaborative members, Psychogeriatric Resource Consultants, BSO team members and Senior Friendly Hospital Committees.
- ✓ Feedback collected (June 2022-April 2023) via QR code surveys on the poster (n=71) and mini education sessions (n=91) showed learners found these resources useful. On a 5 point Likert scale (1= No, not useful to 5= Yes, very useful) the poster mean was 4.2, while the mini education mean was 4.5. Mini education participants articulated concrete strategies that they learned and planned to apply in their practice.



Behavioural Support Transition Units (BSTU) Collaborative

Purpose: To unite healthcare providers and people with lived experience (a) to surface and spread promising and best practices in the provision of specialized person-centred care in BSTUs; (b) to identify emerging trends related to BSTUs and inform research, quality improvement and evaluation opportunities; and (c) to foster knowledge sharing, collaborative problem solving, and mentorship opportunities for BSTUs.

Key Accomplishments:

- ✓ Submitted a briefing note titled *Five Recommendations to Increase Flow in Ontario's BSTUs* to the Ministry of Long-Term Care (MLTC).
- ✓ Initiated the refresh of the [2017 BSTU Environmental Scan](#) to provide an updated overview of the current state of BSTUs in Ontario. Designed and administered a survey, receiving responses from all operational BSTUs as of January 2023. The BSTU Collaborative will release a public summary of the collected information in August 2023.

Behavioural Supports Integrated Teams (BSIT) Collaborative

Purpose: To bring together healthcare professionals, leaders and individuals with lived experience to identify the critical elements for supporting successful transitions using combined team approaches across sectors and providers.

Key Accomplishments:

- ✓ Re-adapted the [My Transitional Care Plan® during the COVID-19 Pandemic](#) tool into a version that supports its continued use post-COVID-19:
 - Created new drafts based on feedback from BSIT Collaborative Members.
 - Conducted a pilot of the final draft in collaboration with seven sites and collected their feedback through a survey.
 - Developed the final version, now known as [My Transitional Care Plan®](#), using the feedback from the pilot.
 - In the first two months after the release (January – March 2023), My Transitional Care Plan® was downloaded 286 times.

The image shows a screenshot of the 'My Transitional Care Plan' form. It includes sections for:

- 1. My Support System Leading Up to and on the Day of My Move: Substrate Decision Maker, Transitional Support Lead, Transitional Support Lead - Home Location, Healthcare Providers/Teams Available to Support My Move.
- Current Location: Hospital, Retirement Home, Private Dwelling, Other.
- Details: Date & Time of Move, Arrival Plan, Arriving alone, Arriving with others.
- My Room Setup: Who will set up my room, Favorite items to make my room feel like home.
- My Personal History (e.g. social/cultural/background): My Typical Daily Routine (e.g., sleep, meals, personal care), My Smoking/Alcohol/Substance Use Plan.
- Section 1 completed by:
- 2. My Functional Status: My Routine (describe frequency of activities and include details pertaining to other goals).
- My Personal History/Needs for the Following Tasks: Hygiene/Personal Care, Medication Administration, Ambulation/Transfers, Nutrition/Eating, Medication Administration.
- Details & Recent Changes: Details, Medication Administration.
- Section 2 completed by:

BSO Substance Use Collaborative

Purpose: To bring together health care professionals, leaders and individuals with lived experience to promote person and family-centred best practices related to substance use.

Key Accomplishments:

- ✓ Collaborated with the Centre for Addiction and Mental Health on their expansion of the Smoking Treatment for Ontario Patients (STOP) Program to individuals within LTCHs. The program aims to provide access to smoking cessation services, including free Nicotine Replacement Therapy. Collaboration has included the development of educational materials for LTC team members to build knowledge and capacity around smoking cessation within LTC.
- ✓ Ongoing promotion of monthly Geriatric Addictions Rounds, a partnership between Baycrest, BSO, Canadian Mental Health Association, the Centre for Addiction and Mental Health and St. Joseph’s Health Care Guelph. These efforts have resulted in >700 participants in the live events, with >250 additional views of the archived events from the 2022-23 season. Since its inception in 2016, Geriatric Addictions Rounds has had >5000 participants/views!

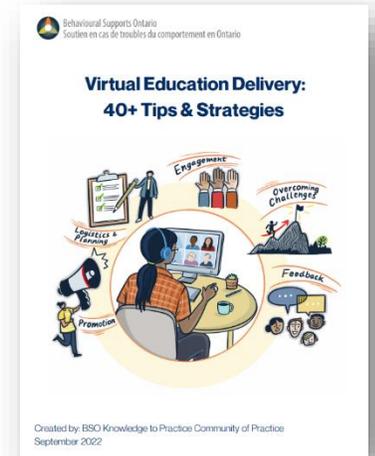
5000

BSO Knowledge to Practice Community of Practice (CoP)

Purpose: To bring together professionals across Ontario who have a shared passion for capacity building and fostering knowledgeable healthcare teams. The CoP promotes the utilization of the [Knowledge to Practice Process Framework](#) to guide knowledge to practice work.

Key Accomplishments:

- ✓ Developed and released [Virtual Education Delivery: 40+ Tips & Strategies](#) (September 2022), a collection of tips and strategies for educators providing education virtually through team huddles, in-services and all-day events.
- ✓ Initiated the development of an educational resource package related to caring for persons living with Personality Disorder.



Behavioural Supports Ontario–Dementia Observation System (BSO-DOS®) Advisory

Purpose: To bring together those with leadership and expertise who are committed to the integrity and sustainability of the [BSO-DOS®](#). Accountable to BSO’s Knowledge Translation and Communications Advisory, the Advisory leads the implementation, knowledge translation and dissemination of the BSO-DOS®. Using the best evidence available, the Advisory contributes to analysis, decision-making, and the evolution of the BSO-DOS®. As a steward of the tool, the Advisory will ensure the BSO-DOS® remains person-centred, feasible, accessible and clinically valuable in understanding responsive behaviours/personal expressions.

Key Accomplishments:

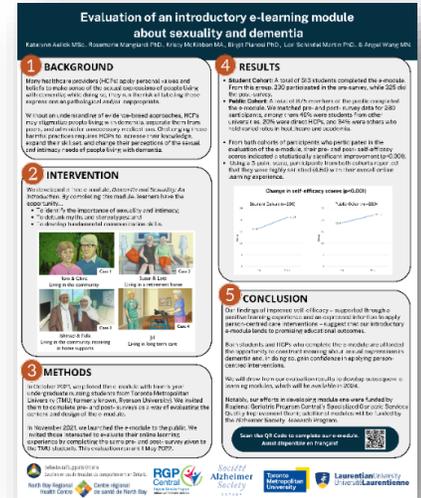
- ✓ Continued engagement in activities that support the education, dissemination, and spread of the BSO-DOS® which had >725 new downloads of the English version in 2022-23, totalling >4,400 downloads since its release in May 2019. The French version saw 31 new downloads in 2022-23, totalling >100 downloads since its release in October 2020.
- ✓ Received confirmation from Point Click Care, the largest electronic medical record vendor in LTC, of their plan to build the BSO-DOS® electronically to be available nationally within their Canadian Nursing Advantage: Registered Nursing Association of Ontario (RNAO) Clinical Pathways program.
- ✓ Continued collaboration and support provided to vendors and clinical informatics team in building the BSO-DOS® electronically within acute and tertiary care.

BSO Sexual Expression & Dementia Working Group

Purpose: To bring leaders and experts in the field of responsive behaviours/personal expressions together to plan and oversee the development, implementation, and evaluation of standardized, open-access, e-learning modules specific to sexual expression and intimacy among people living with dementia.

Key Accomplishments:

- ✓ Continued the dissemination of [Dementia & Sexuality: An Introduction](#), an open-access e-module funded by the Regional Geriatric Program – Central. The e-module was released in November 2021 (refer to posters and presentations on pp. 29).
- ✓ As of June 2023, 2,817 multidisciplinary learners have successfully completed the introductory e-module.
- ✓ Initiated the development of our second e-module, funded by the Alzheimer Society Research Program. This upcoming e-module will focus on communicating with LTC residents with dementia regarding their sexual health and documenting their sexual health needs.

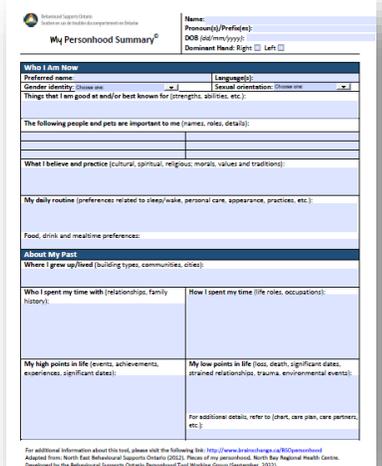


BSO's My Personhood Summary® Tool Working Group

Purpose: To update *PIECES of my Personhood*, an autobiographical BSO tool that supports the provision of person-centred care, for inclusion in the BSO Toolkit.

Key Accomplishments:

- ✓ Collaborated with 13 sites from various sectors across Ontario to pilot the draft version of the [My Personhood Summary®](#) tool. Collected feedback from pilot sites through a survey, implemented suggested edits, and finalized the tool in Microsoft Word and PDF formats.
- ✓ Developed resources to support the implementation of the tool, including guidelines for use, completed examples, and one-page poster templates.
- ✓ Translated the tool and its supporting resources into French, titled [Mon sommaire personnel®](#).
- ✓ Designed a webpage on brainXchange where the tool and its supporting resources can be accessed by healthcare professionals and the general public.
- ✓ Launched the tool in November 2022. In its first four months post-release, it was downloaded 823 times.
- ✓ Disseminated the tool via email announcements, a social media campaign, and presentations at regional, provincial and national forums.
- ✓ Initiated a partnership with Point Click Care to develop an electronic version of the tool as part of their Canadian Nursing Advantage: RNAO Clinical Pathways program.



Projects and Initiatives: Integration

Person-Centred Language (PCL) Initiative

Purpose: To foster and promote the consistent use of person-centred language (PCL) that is appropriate, respectful, life-affirming and inclusive when referring to, providing care to, and interacting with people living with dementia, complex mental health, substance use and other neurological conditions. This work was completed in collaboration with the Ontario Centres for Learning, Research and Innovation in Long Term Care at the Schlegel-UW Research Institute for Aging.



Key Accomplishments:

- ✓ [PCL pledges](#) reached 12,996 (as of March 2023). Celebrated reaching 10,000 pledges in November 2022 via social media.
- ✓ Continued to promote the [PCL E-courses](#) developed in collaboration with machealth. A total of 4,004 individuals completed a PCL E-course during the 2022-23 fiscal year.
- ✓ Updated designs of the Commitment Statement Posters & created an [accessible versions](#) of English and French Commitment Statements Poster (more than 415 posters shipped during the 2022-2023 fiscal year).
- ✓ Added PCL E-course onto Surge Learning Platform.
- ✓ Article included in OARC's Seasons Magazine with Word Swap Poster.



Looking Ahead: A Sneak Peek into 2023-24

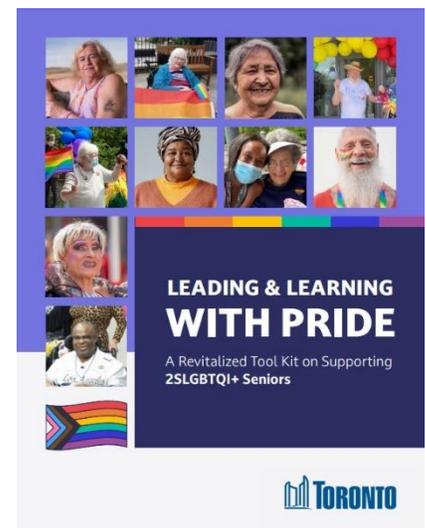


Development of new, co-designed, PCL short videos with accompanying resources (video topics: Why Words Matter & How to Call in VS Call out).

BSO Lived Experience Facilitators

Contributions to Projects and Initiatives that ended in 2022-23:

- ✓ **BSO Personhood Tool Project**
 - Provided input into all stages of the development of the new BSO My Personhood Summary[®] Tool.
- ✓ **Driving & Dementia Roadmap**
 - Provided input on content, design, formatting, and strategies to help individuals manage the emotional and practical aspects of the decision to stop driving.
- ✓ **COVID-19 and Dementia Project**
 - Assisted with understanding the experiences patients and care partners had with services during the pandemic.
 - Provided recommendations on protocols, research questions and approach to data.
 - Helped identify quantitative data variables.
- ✓ **Leading & Learning with Pride – Tool Kit**
 - Provided input into updated content and design of the tool kit.
- ✓ **New Horizons: Leading and Learning with Pride. A Workshop on Respectful, Inclusive & Affirming Care for 2SLGBTQI+ Seniors**
 - Provided input into content and workshop training slides.
- ✓ **Leading & Learning with Pride: New Horizons Evaluation report**
 - Provided input into the design, formatting, layout, and other aesthetic features of the evaluation report.
- ✓ **Inaugural Dementia-Friendly Communities Awards**
 - Served as a member of the Selection Committee.
 - Selected winners for six award categories.
- ✓ **Dementia Intergenerational Companions Project**
 - Participated as a person with lived experience and served as a liaison to student volunteers.



BSO Regional Highlights

Ontario Health West

Erie St. Clair (ESC)

Regional Achievements & Celebrations:

- ✓ BSO Annual Education Day (In person): attendees from LTC, retirement homes, community partners and emergency services.
- ✓ Reintroduced in person Gentle Persuasive Approach (GPA): ESC facilitators have reintroduced in person supports for education. Classes offered are full and there is no shortage of response to this education.
- ✓ Internal Champion (Embedded) Quarterly Networking: Internal Champions benefiting from dedicated time to connect and work together towards common goals for the upcoming year.
- ✓ Transitional Working Groups: Redefining the process of transitions from hospital to LTC. Sharing the new algorithm with various sectors.



South West (SW)

Regional Achievements & Celebrations:

- ✓ Held 12 BSO Foundations Courses this year. Response was overwhelming with most courses filled to capacity of 20 learners. Seven educators collaborated to offer the courses over 5 months.
- ✓ Launched a new website for submission of BSO Indicator Data. The indicators for our LTCHs Embedded Teams have been revised to include a clear description of the indicator and a descriptive example. The website will soon be a platform to promote educational opportunities and available resources for BSO Teams across the region.
- ✓ Offered several PIECES Learning and Development programs, Mental Health First Aid for Seniors courses and supported participation in U-FIRST.
- ✓ The Huron/Perth BSO Teams hosted their annual Picnic for BSO LTC embedded team members and community partners to collaborate, learn and celebrate their work. In September, we came together after canceling past events due to COVID-19. This year our picnic celebrated 10 years of BSO work in our communities! Team members shared highlights of pride in their BSO work followed by a refresh of BSO principles and practices and a talk from geriatrician Dr. Peel about her role in supporting BSO clients.



Waterloo Wellington (WW)

Regional Achievements & Celebrations:

- ✓ BSO 10 Year Anniversary Gift Baskets Delivered to all LTCHs in WW.
- ✓ BSO Addictions Medicine Program participated in the Voices of Compassion Story Telling Festival hosted by St. Joseph's Health Centre Guelph.
- ✓ BSO Acute Care Collaborative Guidelines endorsed by all Acute Care Hospitals in WW.
- ✓ BSO Clinical Intake enhances their service to securely receive Ocean e- referrals from Primary Care Practitioners for vulnerable older adult patients requiring Specialized Geriatric Services.
- ✓ Accreditation Canada acknowledges St. Joseph's Health Centre's BSO Community Services pandemic plan to pivot to ensure patient safety by co-designing a virtual care practice with Geriatric Medicine Specialists.



Hamilton Niagara Haldimand Brant (HNHB)

Regional Achievements & Celebrations:

- ✓ The BSO Mobile LTC Team continued working towards their RAO BPSO designation, which commenced in 2020. The best practice guidelines currently in progress are leadership and healthy work environments.
- ✓ The Niagara Health System (Acute Care) invested base funding to support an additional FTE BSO Clinical Lead to support the OH West funded Clinical Lead.
- ✓ The additional base funding from the MLTC supported the development of 8.8 FTE Embedded LTC Recreation Therapy resources within Hamilton & Niagara.
- ✓ The additional base funding from the MLTC supported the development of 2.2 FTE mental health outreach workers seconded from the LTC Team to be located within the Seniors Mental Health Outreach (SMHO) program. The resources will support Burlington, Brant and Niagara regions.
- ✓ BSO LTC Team sponsored an education day featuring Teepa Snow. 455 healthcare providers (HCP) attended from LTCHs, Community and Acute Care settings across HNHB region. The team received extremely positive feedback regarding the education day.



Ontario Health Central

Central West (CW)

Regional Achievements & Celebrations:

- ✓ BSO Foundations training program well received with over 75 staff trained this year. Since transitioning to in person training, we have seen a significant uptake in the use of BSO provincial toolkit at monthly network meetings.
- ✓ GPA education continues to be our number one request for education. Our greatest successes have been supporting cross-sector sessions. Collaboration created a greater appreciation for individual contributions to the healthcare system and supports better patient centered care.
- ✓ CMHA Peel Crisis 24/7 services partnered with our BSO Nurses and Home & Community Care staff to provide strategies for better assessments of patients and families at risk in crisis situations. A BSO placemat was created for patients with neurocognitive-impairments to assist the teams in planning and working towards integration with our Central West Ontario Health Teams (OHT) C.A.R.E pilot.
- ✓ Our BSO Psychogeriatric Resource Consultants (PRC) from William Osler Health System completed a five-day training for the Acute Care for the Elderly (ACE) Unit staff on the Butterfly Model of Care (first Butterfly hospital program in North America). The ACE unit received Level 1 Accreditation in early 2023 after completing this training.



Mississauga Halton (MH)

Regional Achievements & Celebrations:

- ✓ On June 22, 2022 after 2 long years the Alzheimer Society of Peel (ASP) was finally able to host an in-person regional education day at the Sheridan College Conference Centre in Oakville, with over 80 BSO team members present, which included BSO Leads and Assistants from LTC and the BSO Community/Hospital team.
- ✓ In response to the pandemic's impact on BSO teams and at ASP, they dedicated themselves to organizing a day that would 1) reconnect the teams and their working communities, 2) reflect on the past 2 years and the changes, and 3) think about how to rebuild and become stronger and more resilient than they were before the pandemic.
- ✓ 26 out of 28 LTCHs participated in a 5-day Mental Health Recovery Care program from Silver Meridian. The focus of the program is mental health issues in the LTC setting.
- ✓ Data highlights: 683 transitions supported into LTC; 2,170 new referrals triaged through central intake; 1,106 accepted referrals from LTC; 1,426 individual family care partners supported in LTC; 3,718 individual family care partners supported in community; 135 individual family care partners supported in acute care; and 831 accepted referrals from acute care.



Central (CT)

Regional Achievements & Celebrations:

- ✓ On September 22, 2022, LOFT and Mackenzie Health Teams celebrated the 10-year anniversary of BSO. Many past and current team members, along with special guests, gathered to share memories, re-connect, and to honor the individuals that we are privileged to support.
- ✓ LOFT's Behaviour Support Education Facilitators developed an 8-week capacity building program for acute care to support learning related to dementia and responsive behaviours at Humber River Hospital. This program was delivered to over 10 different hospital units and is now being spread to other acute care partners.
- ✓ LOFT's Behavioural Support Services is working towards becoming a Best Practice Spotlight Organization Ontario Health Team (BPSO OHT) through the Registered Nurses Association of Ontario. We presently have over 16 Best Practice Guideline (BPG) Champions and are beginning the implementation of the Transitions in Care and Services BPG.
- ✓ Mackenzie Health received investments to support 14 additional LTCHs within the region, creating nine net new BSO FTEs. Through this investment, 20 LTC staff received their GPA Coach Certification, to support capacity building and sustainability in LTCHs. Lastly, all 47 LTCHs received additional therapeutic supplies (e.g., weighted lap pad and activity apron).



North Simcoe Muskoka (NSM)

Regional Achievements & Celebrations:

- ✓ Launched the Behaviour Success Agent (BSA) project in January 2023 in area acute care hospitals through BSO ALC funding.
- ✓ LTC Life Enrichment Training - Recreation Therapist partnered with McLaren Art Centre and Bradford Greenhouses Garden Gallery to offer two different training series for Life Enrichment teams in LTC: focused on hands on, creative training and horticultural activities to equip participants with new skills and to provide an opportunity to network and learn new ideas, tools, and techniques.
- ✓ NSM Specialized Geriatric Services (SGS) and regional partners in LTC, community, and acute care promoted the annual World Delirium Awareness Day on March 15th to raise awareness and build capacity of what is delirium, signs and symptoms and how to respond.
- ✓ NSM SGS partnered with the County of Simcoe to support the development and launch of the BSTU in the region. BSO team members collaborated in the transition of residents to and from the LTC home and in building capacity of staff through education, coaching and mentoring.
- ✓ Increase in NSM geriatric mental health beds in the past year: Area partners, including BSO leaders collaborated regarding eligibility and access to the specialized beds. With the goal to ensure scarce resources are used in the most efficient way, a one-pager document was created to make sure referring sources are clear on where referrals should/could be directed.



Ontario Health Toronto

Toronto Central (TC)

Regional Achievements & Celebrations:

- ✓ Adopted a BSO One Team Model across six operational partners – including a common referral form, common documentation, care pathways and reporting portal. The BSO Coordinating Office plays a critical role in the Toronto Region, providing a “One Stop” intake, triage, navigation and capacity building for behavioural care in the system, processing almost 1800 referrals in 2022/23.
- ✓ Enhanced staffing for BSO in LTC was implemented with new MLTC investment to add 8.5 embedded lead positions for a total of 39 full time equivalents (FTE) and enhanced two mobile team roles to full time.
- ✓ Securing and implementing BSO team expansion in community and hospital, hiring and training 25 new staff at Baycrest, LOFT and the Alzheimer Society of Toronto.
- ✓ The BSO One Team model also allowed our LTC and Community teams to combine and work across sectors to offer enhanced care during transitions, provide better coverage and responsiveness, and nimbly respond to increases in referrals where needed.
- ✓ Created a system pathway for providing the right behavioural care at the right time. Along with BSO services, other specialized programs including the Virtual Behavioural Medicine (VBM) Program, Geriatric Mental Health Outreach Teams (GMHOTs), Centralized Access to Seniors Specialty Beds (CASS), and Behaviour Support Units (BSUs) are incorporated into the integrated care pathway.



Ontario Health East

Central East (CE)

Regional Achievements & Celebrations:

- ✓ With new funding announcement: all 68/68 LTCHs in the Central East Region have embedded BSO leads.
- ✓ Top up embedded leads position in some LTCHs to meet the provincial benchmark recommendations.
- ✓ Development and implementation of new LTC mobile team.



South East (SE)

Regional Achievements & Celebrations:

- ✓ Celebrated 10 years of knowledgeable, compassionate, and person centred care with a virtual event in Dec 2022. Key note speakers included Dr. Ken LeClair, as well as Andre Picard award winning author of *Neglected No More* and health columnist with the Globe and Mail.
- ✓ The new LTC BSO provincial investment allowed for nine additional LTCHs in the SE to receive funding for an embedded BSO team. 26 out of the 36 LTCHs now have a funded BSO team. The integrated BSO teams in the SE (embedded + Mobile Response Team (MRT)) are making a difference in the lives of the residents in LTC. There were over 2,200 residents in LTC supported and 482 residents were supported with their transition into LTC!
- ✓ In response to immense demand for GPA in our region, we added seven new GPA Certified Coaches: one from the Seniors Mental Health Outreach Team, four from MRTs & two from LTC.
- ✓ Congratulations to Melissa, PSW MRT - Lanark Leeds Grenville for being the first and only PSW to become a DementiaAbility Coach. Melissa expressed an interest and in partnership with Gail Elliot - Founder of DementiaAbility, we made that happen!
- ✓ The SE has partnered with brainXchange since 2013 as part of their Capacity Enhancement & Knowledge Exchange Strategy. The webinar series was well attended and the archived webinars in 22-23 had over 1,900 views. To view these & all archived webinars please visit <https://brainxchange.ca/SEKENRecordings>



Champlain (CH)

Regional Achievements & Celebrations:

- ✓ Onboarding of six full-time FTE BSO RPNs to support the BSO embedded Champions in LTCHs. Moving forward with the standardization of the BSO referral, supporting BSO Foundations and implementation of the BSO Toolkit across our 61 LTCHs.
- ✓ BSO funding enhancements to the Royal Ottawa Place to support residents with complex mental health needs.
- ✓ BSO Community of Practice meetings across LTCHs, presentations and attendees over the last year include: legal and ethical issues concerning sexual consent capacity for people living with dementia in LTC (26), recap of transitions to LTC for individuals who experiences homelessness webinar (or other adverse life events) (26), personality disorders (25), suicide in older adults (17), normalized behaviours (22), receiving support from management & providing support to staff and residents: case reviews and discussions (26), how do you communicate you interventions/ strategies to staff? (27), various case studies (~85).
- ✓ Targeted BSO Team training and education sessions (316) and attendees (1,106) for staff working across sectors.



Ontario Health North

North East (NE)

Regional Achievements & Celebrations:

- ✓ Our Regional Central Intake Office went paperless! Throughout the patient and care partner journey through our services, our processes are completely electronic.
- ✓ In 2022, the North East adopted the BSO Provincial Toolkit, across community, acute and LTC sectors. BSO Foundations was also rolled out within each sub-region, connecting new and existing staff with positive reviews.
- ✓ In further efforts to streamline processes, a Standardized LTC Referral Form was launched and rolled out across all our LTCHs.
- ✓ With the goal to enhance the availability of Cognitive Behavioural Therapy trained health professionals and facilitate access to CBT therapy to older adults in the NE, 55 registered staff (LTC & IRT community) were supported in completing an 18hr self-paced, online “Cognitive Behavioural Therapy: Essentials”.
- ✓ In celebration of BSO’s 10yr anniversary, we hosted a 2-Day Development Event, grounding staff in BSO’s foundations, while highlighting the successes achieved over the past 10yrs and looking ahead to new and emerging best practices.



North West (NW)

Regional Achievements & Celebrations:

- ✓ Received a significant new funding investment! Eight new FTE BSO positions within regional LTCHs were funded: Wiigwas in Kenora, Princess Court in Dryden, Rainycrest in Fort Frances, Pinecrest in Kenora and Hogarth Riverview Manor in the City of Thunder Bay.
- ✓ December 2022: four PRCs from St. Joseph’s Care Group and CMHA Fort Frances Branch completed the Provincial BSO Foundations Training program.
- ✓ June 2022: Gathered in person and virtually in Thunder Bay and Dryden to celebrate BSO 10th Anniversary. Gail Elliot presented “Transcending the daunting COVID Trajectory: Filling your Mugs with Hope,” and the team celebrated Ruth Wilford’s, Knowledge Broker from the Centre for Education and Research on Aging and Health, retirement.
- ✓ January 2023: Introduced the BSO Toolkit to all BSO team members.
- ✓ January 2023: Received additional temporary funding for BSO positions for ELDCAP Beds within small regional Hospitals – we are now fortunate to have more embedded BSO positions across the Region.



Conclusion

The BSO PCO extends our deepest gratitude to BSO's dedicated team members and leaders for their thoughtful contributions to the 2022-23 annual report. We eagerly anticipate celebrating key accomplishments in the coming year. In the spirit of continued celebration, we are honoured to conclude this year's report with two exciting provincial announcements.

Firstly, we are thrilled to announce a three-year funding commitment from the Ministry of Long-Term Care for the BSO PCO. This investment empowers us to amplify BSO's impact on a larger scale.

Secondly, we are pleased to share that, as of July 2023, our key partner in knowledge translation, brainXchange, has relocated to the North Bay Regional Health Centre. This move will reduce organizational and infrastructure barriers, improve access to knowledge experts, and introduce new competencies and resources to the BSO PCO team.

In conclusion, we express our sincere appreciation to our valued partners whose collaboration and support have been instrumental in our achievements. Together, we have fostered a network of care that embraces diversity and collaboration, ensuring that no one is left behind. Thank you for your continued support and for being part of this remarkable journey. We eagerly look forward to the opportunities ahead as we continue to drive positive change and empower those that we have the privilege of supporting.



APPENDIX A: Knowledge Exchange Events & Publications

The following list highlights numerous presentations facilitated by the BSO PCO and BSO-aligned team members at various knowledge and capacity-building events (e.g. webinars, conferences, publications).

Aelick, K., Apothecary-Reid, E., & Joworski, L. (2022, June 8). *Emerging trends in the provision of recreation therapy for older adults presenting with responsive behaviours: key themes and updates from the BSO-TRO 2021 workshop*. Therapeutic Recreation Ontario Conference [virtual].

Aelick, K., Mangiardi, R., McKibbon, K., Pianosi, B., & Schindel Martin, L. (2022, October). *Evaluation of an introductory e-learning module about sexuality and dementia*. [Poster presentation]. Canadian Association of Geriatric Psychiatry & Canadian Coalition for Seniors' Mental Health Annual Scientific Meeting, Montreal, Quebec, Canada.

Aelick, K., Mangiardi, R., McKibbon, K., Pianosi, B., & Schindel Martin, L. (2022, June 7). *Sexuality and aging. ECHO Care of the Elderly: Long-Term Care Program* [webinar]. Baycrest Health Sciences.

Aelick, K., Mangiardi, R., McKibbon, K., Pianosi, B., & Schindel Martin, L. (2022, May 13). *The behavioural supports ontario sexual expression and dementia initiative. North Simcoe Muskoka Specialized Geriatric Services Practice Short* [webinar]. North Simcoe Muskoka Specialized Geriatric Services.

Aelick, K., Mangiardi, R., McKibbon, K., Pianosi, B., & Schindel Martin, L. (2022, April 21-22). *Development of an e-learning program about sexuality and dementia* [Conference session]. AdvantAge Ontario Annual Convention [virtual].

Aelick, K., Mangiardi, R., McKibbon, K., Pianosi, B., & Schindel Martin, L. (2022, April 4-6). *Sexuality and dementia: Implementing an introductory e-learning module* [Conference session]. Together We Care Convention [virtual].

Bilger, K. (2022, June 4) *Stronger Together Building Capacity and Collaborative Relationships in Behaviour Support Care*. 48th Annual Canadian Association of Music Therapists Conference Riding the Rapids- Trusting The Process. Niagara Falls, Ontario, Canada.

Blind, M., Piraino, E. (2022, June 22). *Supporting older Indigenous adults by incorporating life stories: The adaptation and use of the PIECES of my Relationships Tool*. Regional Geriatric Program of Eastern Ontario Geriatric Refresher Days [virtual].

Hewitt Colborne, D., Jeyabalan, S., Schindel Martin, L., Newman, K., Barel, A., Fresco, F., Grant, K., Iaboni, A., Kilik, L., VanBussel, L., & Bretzlaff, M. (2022). Reconstructing a Dementia-Focused Direct Observation Tool: Documentation and Analysis of Responsive Behaviours. *Perspectives*, 43(2), 12-22.

Hewitt Colborne, D., Laroche, M., Choi, S., Fortin, N., Glover, T., Lesiuk, N., McConnell, J. (2022, October 14). *Changing hearts and minds in acute care: A behavioural supports capacity building package*. [Conference session]. Canadian Association of Geriatric Psychiatry & Canadian Coalition

for Seniors' Mental Health Annual Scientific Meeting, Montreal, Quebec, Canada.

Holland, J & Ramirez, J. (2022, June 14). *We Are Not in Kansas Anymore – Navigating the Management of Complex Dementia-Related Behaviours*. Sinai Health & UHN Geriatrics Institute Education Day. Toronto, Ontario, Canada.

Kitamura C., Malinowska O., White-Campbell M., & Conn D. (2022, October). *Creating a Comprehensive Addictions Curriculum in a Geriatric Psychiatry Subspecialty Training Program*. [conference session]. Canadian Association of Geriatric Psychiatry & Canadian Coalition for Seniors' Mental Health Annual Scientific Meeting, Montreal, Quebec, Canada.

Kitamura C. & White-Campbell M. (2023 March). *Creating and promoting Geriatric Addictions Knowledge in Canada American Academy*. Geriatric Psychiatry AAGP Annual Scientific Meeting, New Orleans, Louisiana, USA.

Peters C. & White-Campbell M., (2023, January). *Supporting smoking cessation in long term care*. Annual Ottawa Smoking Cessation Conference, Ottawa, Ontario, Canada.

Schryburt-Brown, K. Lamothe, R., Greene, K. & Dominik, T. (2022, October 14). *Elder Abuse and Seniors Mental Health Outreach: What Do We Do Now?* [Conference session]. Canadian Association of Geriatric Psychiatry & Canadian Coalition for Seniors' Mental Health Annual Scientific Meeting, Montreal, Quebec, Canada. Abstract on page 16 at <https://www.cagp.ca/resources/Documents/2022%20ASM/CAGP-CCSMH%202022%20Book%20of%20Abstracts%20Updated%2010.27.22.pdf>

White-Campbell, M. (2023, March). *Geriatric Considerations for Supporting Smoking Cessation with Older Adults*. [Presentation]. Yukon Government [virtual].

White-Campbell, M. (2022, November). *Geriatric Considerations for Supporting Smoking Cessation with Older Adults*. 2022 – 2023 TEACH Educational Rounds CAMH national education Tobacco Education sessions. Toronto, Ontario, Canada.

White-Campbell, M. (2023, February). *Alcohol Use Disorders In Older Adults*. UBC Faculty of Medicine Care of the Elderly Intensive Review Course. Vancouver, British Columbia [virtual].

White-Campbell, M. (2023, February). *Geriatric Considerations to Support Transitions To Long Term Care for Alcohol Use Disorder and Nicotine Dependence in Older Adults*. Division of Geriatric Psychiatry Schulich School of Medicine and Dentistry Western University. London, Ontario, Canada [virtual].

White-Campbell M., Anbalagan K., Bertram J., Rego C., & Devitt A. (2022, October). *Learning Needs Assessment for proposed Project ECHO for Geriatric Addiction Rounds an interdisciplinary collaborative approach*. [Poster presentation]. Canadian Association on Gerontology 51st Annual Scientific and Educational Conference, CAG2022, Closing the Research-Practice Gap Knowledge Mobilization & Implementation Science. Montreal, Quebec, Canada.

White-Campbell, M., Butt, P., Skinner, W., & Brown, D. (2023, February). *Alcohol Use Assessment,*

Withdrawal Management, Treatment, and Therapy: Ethical Practice. In P. Butt, W. Skinner, & D. Brown (Eds.), *Older Adult* (Chapter 15). Springer Press UK.

<https://link.springer.com/book/10.1007/978-3-031-18381-2>

White-Campbell M., Hansen H., & Rostas A. (2022, October). *Silver Linings : Implementing Smoke-Free Environments for Older Adults with and without dementia in long term care : Lessons for Long-term Care Implementing Smoke-Free Environments for Older Adults with and without dementia in long term care during COVID-19.* Canadian Academy for Geriatric Psychiatry/ CCSSM conference. Montreal, Quebec, Canada.

White-Campbell, M., & Holland, J. (2022, October). *Silver Linings: Supporting Smoking Cessation for smokers in Long term care: and Ethical considerations and Moral Responsibilities during COVID.* Canadian Academy for Geriatric Psychiatry/ CCSSM conference. Montreal, Quebec, Canada.