

From Pain Points to Progress: Building and Sustaining Innovation in Long-Term Care

Broadmead Care
Where Love, Life and Living Matter

About Us

Derrick Bernardo, President and CEO

30+ Years of Leadership in Health and Continuing Care

- Extensive experience in both public and private long-term care organizations
- Expert in building cultures of innovation and leading major system transformations

Innovation-Driven Leadership

- Known for implementing creative solutions, managing large-scale projects, and enabling unique revenue strategies
- Passionate about building vibrant communities where seniors and staff thrive

Previous Leadership Roles

- President, Covenant Care (Alberta)
- Executive Director, Baycrest Health Sciences (Ontario)
- President, St. Joseph's Lifecare Centre & St. Joseph's Villa (Ontario)

Education

- MBA, BSc in Nursing, and BSc
- Skilled in cross-sector collaboration and stakeholder engagement across provincial lines



“At Broadmead Care, our vision supports innovation that helps every person live with happiness and wellbeing.”

About Us

Glenn Maxwell, Client Partner, Broadmead Care

Mr. Glenn Maxwell is a current client partner with Broadmead Care's LTC @ Home Initiative. Glenn was born in 1947 in Toronto, Canada. Glenn received his BA in 1970 and soon after completed his professional teaching certificate in 1971. In 1984 he completed his Masters in Public Administration at the University of Victoria.

He devoted his life to teaching and later transferred to the Secretary Treasurers Office in 1990 as Coordinator of Enrollment and Student Information. By the late 90's Glenn experienced profound hearing loss which impacted his ability to work. This diagnosis resulted in his early retirement from the education sector.



“Innovation is most powerful when it restores confidence, connection and purpose

Why This Session?

Innovation in long-term care requires:

- A clear vision
- Structured processes
- A culture that fosters creativity and growth

What You'll Experience:

- Broadmead Care's real-world journey to embed innovation
- How to move from pain points to sustainable solutions
- The full innovation life cycle: from readiness to implementation
- First-hand impact from a patient partner's perspective

Real stories. Practical tools. Actionable insights.

Today's Learning Objectives

1. Understand the Innovation Life Cycle

- Learn the step-by-step process of creating and sustaining innovation in long term care.

2. Identify and Address Relevant Pain Points

- Gain tools to uncover organizational challenges that align with strategic goals.

3. Engage Stakeholders for Success

- Discover strategies to involve leadership, staff, and patient partners to build buy-in and drive meaningful outcomes.

Who We Are



Leading non-profit organization

Serving diverse needs of older adults, veterans, and individuals with complex care requirements.



Mission

We will be the leader in building communities where love, life, and living matter.



Comprehensive range of services

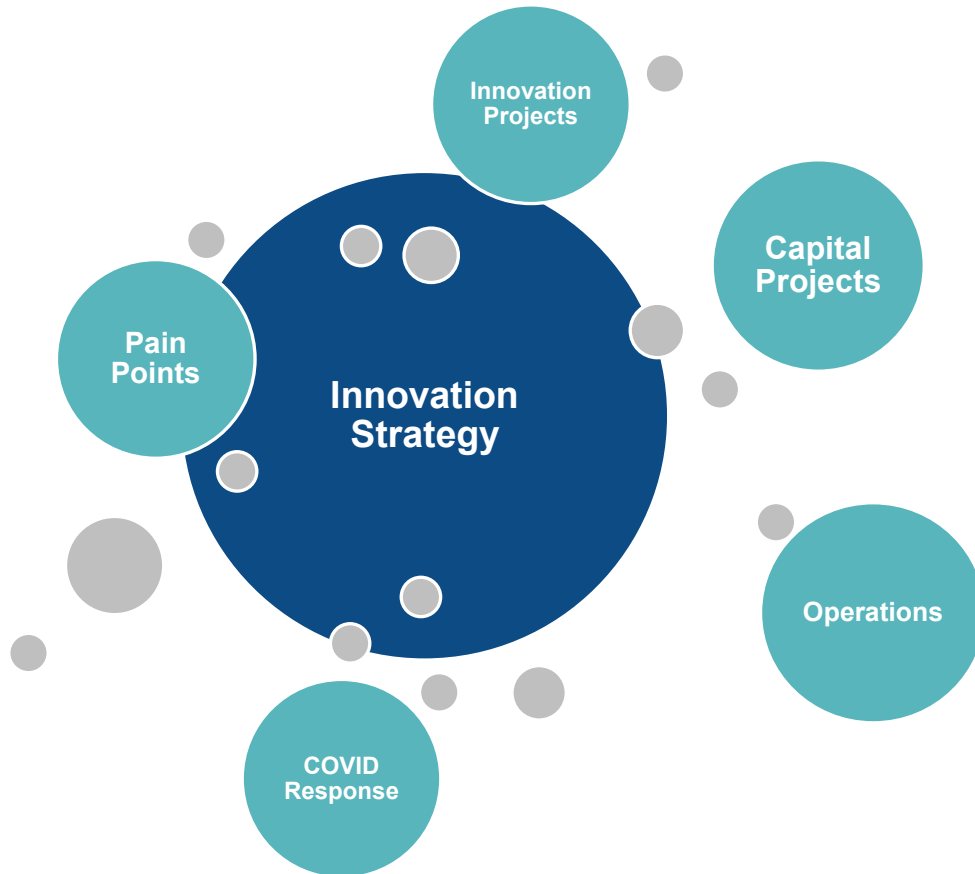
Long-term and dementia care, adult day programs, respite care, and veteran-focused programs.

Broadmead Care is a leading non-profit organization in Victoria, BC, dedicated to serving the diverse needs of older adults, veterans, and individuals with complex care requirements through its comprehensive range of long-term care homes and programs.

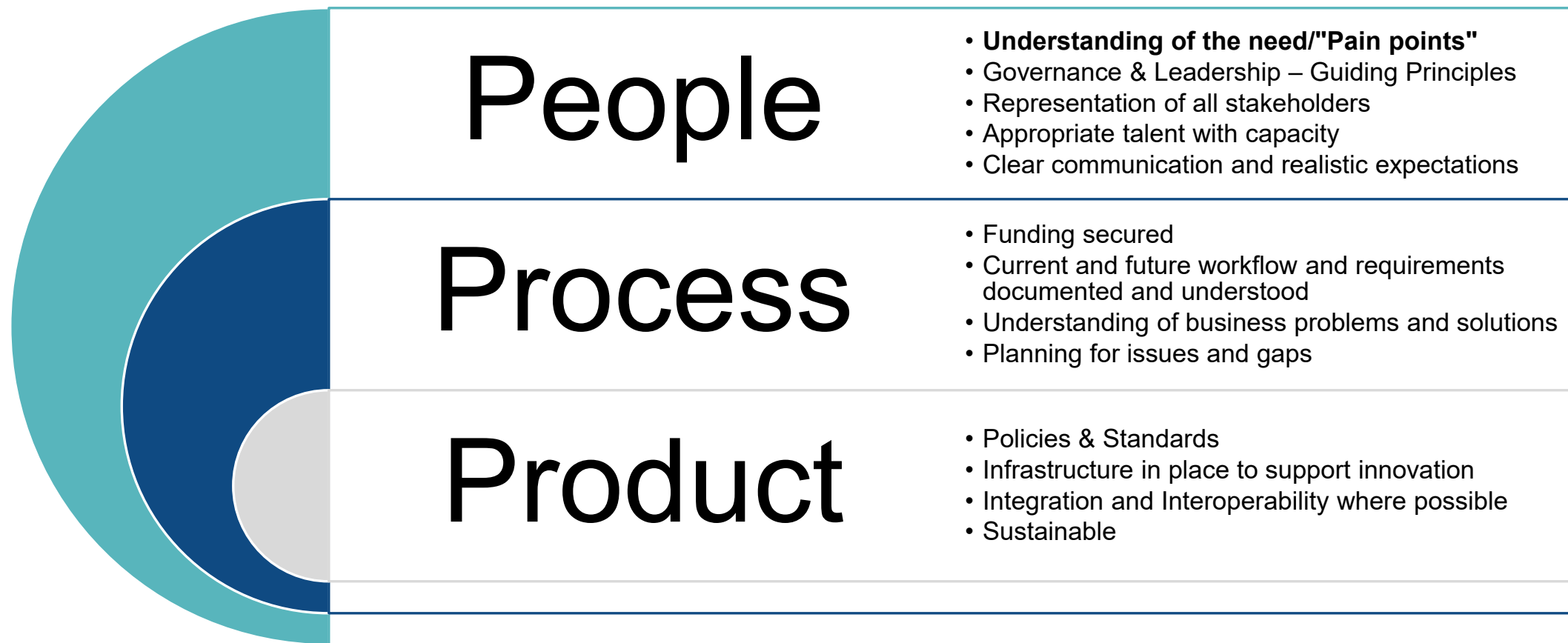
Building a Culture of Innovation

THE FOUNDATION TO SUPPORT FUTURE OPPORTUNITIES

Current State

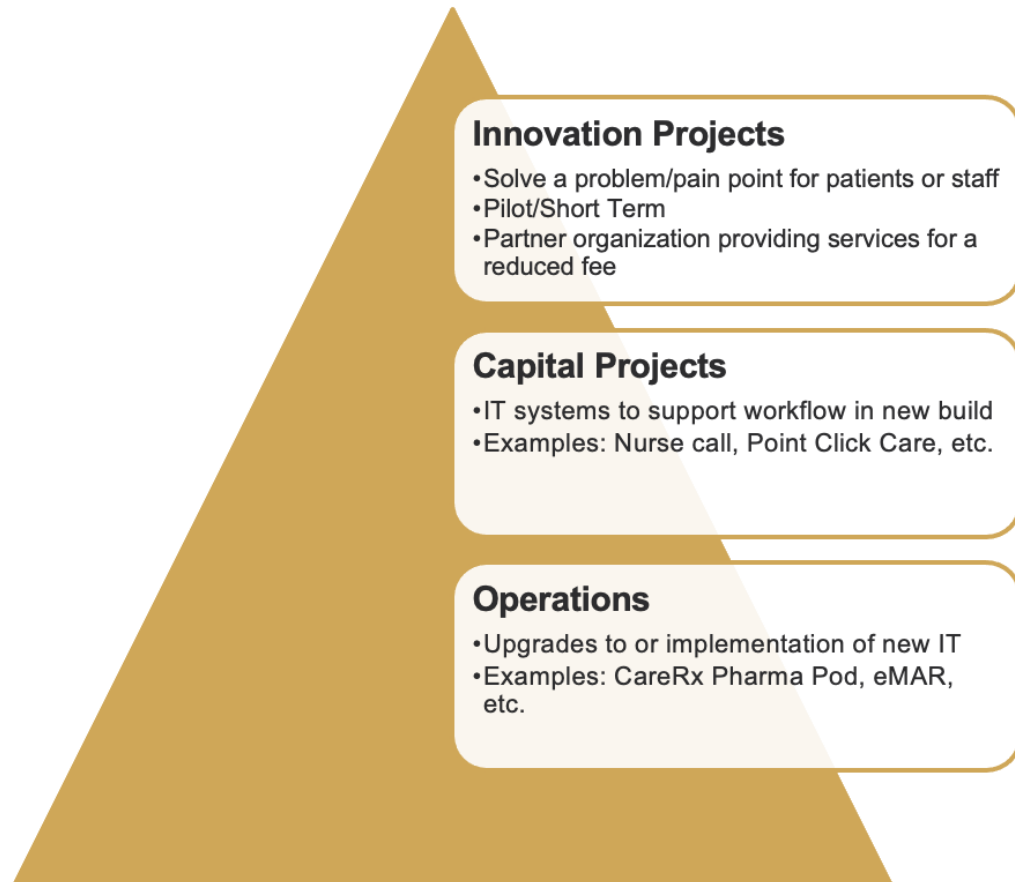


- Large number of priority items with limited direction and resources
- Significant progress/effort by staff to support innovation and growth while trying to do regular duties
- Pain Points may not be recognized by all, or are not driving innovation selection
- No defined intake process for technology or partners
- Operational/Capital Build – (Core Infrastructure) may need to drive priorities in the short term (e.g., payroll systems, eMAR, etc.)
- Various levels of innovation champions and site sponsorship resulting in change and adoption challenges
- Definition of innovation may be misaligned between stakeholders (i.e., innovation vs. operations)
- Limited acknowledgement of projects/success



Broadmead Care follows a simple process to identify, understand, and develop any of our innovation initiatives – starting with understanding “pain points” as the key to engagement activities.

Readiness Scan



What are the guiding principles?

- Pain points, culture, etc.

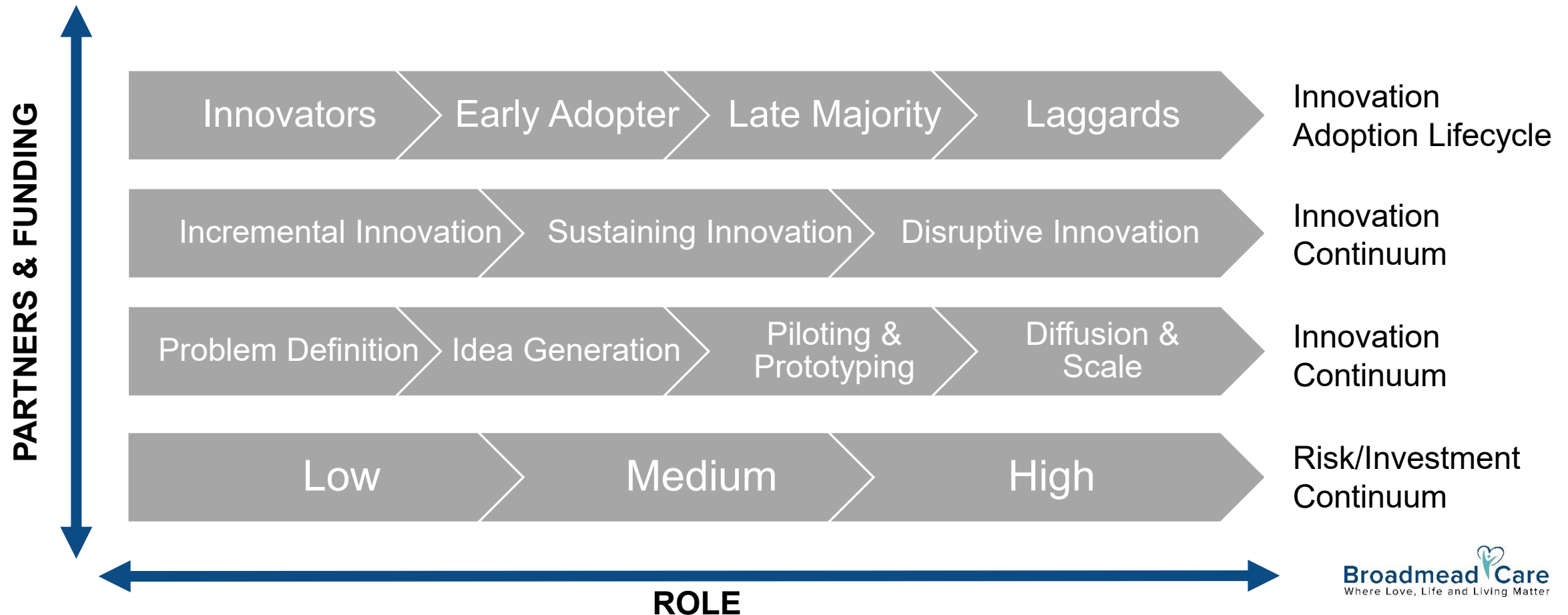
What is the definition of innovation?

- IT projects? Workflow/best practice projects? Etc.?

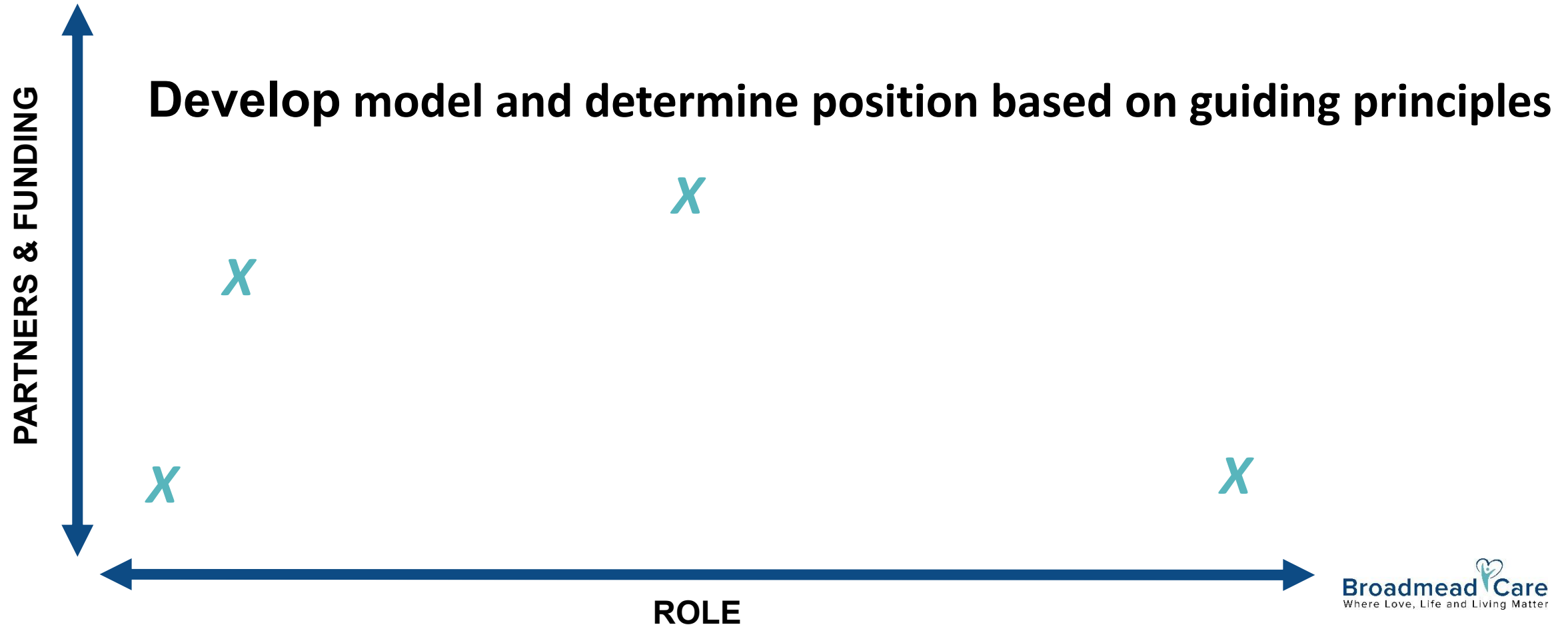
Is IT the driver, or the enabler?

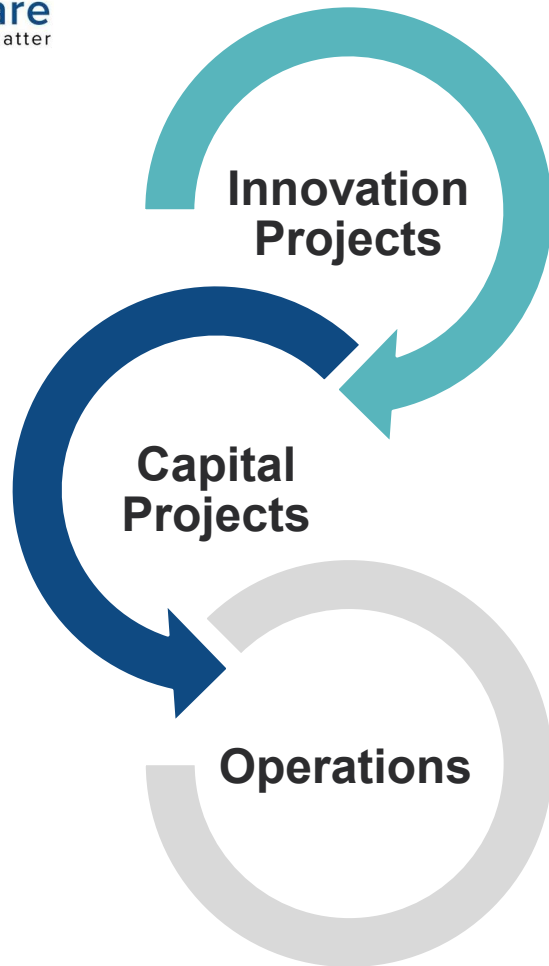
Innovation vs IT Strategy?

Current Readiness Level?



Readiness Scan – Innovation Continuum





- Pilot, evaluate, inform implementation and investment
- Sandbox for innovation
- Infrastructure to support innovation projects
- Requires workflows, processes, resources to support activities
- Based on need and data to support investment

Innovation requires a structured approach to ensure that activities are supported by engagement and lead to operational success – based on the IT Strategy and Infrastructure available in the organization.

Key Players

- Broadmead Board
- Broadmead Leadership
- Innovation Committee
- Project/Initiative Sponsors/Committee

- Engagement occurs at all levels of the organization to ensure that initiatives are aligned with mission and values
- Pain-points are discussed and validated at all levels to ensure there is a common understanding of the “WHY”
- Board and Leadership are required to support innovation and provide the capacity to the organization to enter into innovative initiatives
- **Innovation Committee** – reviews suggestions brought forward to ensure there is real impact but also a plan for operational sustainability
- **Project/Initiative Sponsors/Committees** – ensure on-going support for teams/departments implementing the new service/program



Broadmead's Innovation Committee utilizes this process to identify, review, implement, and evaluate all technologies/solutions within the organization's innovation ecosystem.

Getting Started

We've established the core elements - now what?

- Does it address a significant pain point? What problem am I solving?
- Have I considered the 3 Ps?
- Are there any gaps in my process/approach?
- What readiness level am I at? Am I able to successfully complete the initiative or do I require a change in readiness?
- Have I established my governance?

- Building a culture of innovation is dependent on leadership supporting and continuing to develop the processes' that have been established, allowing them to mature over time
- Starting can sometimes be the hardest part so starting with the low hanging fruit can help to test/validate/educate
- Challenge teams to do something and build off small wins
- ***What can be done in 90 days?***
 - Are there existing pilots or initiatives that you can complete?
 - Are there any pain points we identified that can be initiated?
- **Innovation is a marathon, not a sprint – projects don't need to be flashy to have an impact, so start small**

Key Aspects of an Innovation Culture

Innovation Committee and Pilot "Sandbox" Model

- Broadmead Care has established an Innovation Committee to guide the ideation, prioritization, and implementation of pilot projects. This "sandbox" approach allows for calculated risk-taking and iterative learning. or delay admission to long-term care

Clear Intake and Evaluation Pathways

- Broadmead Care has streamlined the process for staff, residents, and families to submit ideas and proposals. These ideas are evaluated based on feasibility, impact, and scalability.

Staff and Resident Voices at the Center

- Broadmead Care ensures that the perspectives and needs of staff, residents, and families are central to the innovation process. Co-design and user feedback are integral to their approach.

Recognize and Reward Innovation Champions

- Broadmead Care actively recognizes and celebrates the efforts of staff who champion innovative ideas and drive positive change. This reinforces the organization's commitment to a culture of innovation.

Innovation Example

LTC@HOME PROJECT

Project Example: LTC@Home

Project Overview: A model of care that enables individuals eligible for LTC to safely remain at home with comprehensive supports.

Goals

- Prevent or delay admission to long-term care
- Support independence, dignity, and quality of life
- Reduce system pressure through innovative community-based solutions

Key Features

- Person-Centred Wraparound Care: Integrated health, home, and social supports (Tuktu)
- Technology-Enabled: Smart home monitoring, virtual check-ins, and digital care coordination (Best Buy Bundle, MedaCube, Chirp, RemindHelper)
- Customized Care Plans: Tailored to individual needs and preferences – only get technology that fits unique use case

Impact & Progress

- Currently have 78 participants enrolled and utilizing the service with positive feedback
- Evaluation framework tracking outcomes, experience, and scalability
- Continuous monitoring and improvement on all aspects of the program (e.g., technology, processes, etc.)

LTC@Home reflects Broadmead Care's commitment to meeting people where they are—at home, with the care they need and follow the Broadmead Innovation lifecycle.

Aging in Place; Our Purpose

77% of adults aged 50+ would prefer to remain at home as they age, but only 10% of homes are 'aging ready'.¹

We Aim to Address:

- Suboptimal safety in the home.
- Lack of awareness of community resources.
- Inability to stay connected to loved ones.
- Lack of education regarding use of technology.
- Caregiver fatigue.

In Order to Support:

- Maintaining autonomy and identity.
- Successful utilization of community resources.
- Increased perceived safety and self-sufficiency.
- Technology readiness for seniors.

Aging in Place

Supporting the autonomy, safety, and connectedness of seniors in our program.



Assisting Activities of Daily Living ⁽¹⁾

Technologies Provided:

iPad, Alexa Show, and a 'Dot'

Philips Smart Lighting

- Nightlight strip, motion activated.
- Smart light bulbs, voice activated

iRoomba, Robot Vacuum

RemindHelper



Assisting Activities of Daily Living ⁽²⁾

MedaCube

- Holds 12 medications, up to 16.
- Completely customizable schedule.
- 'Away' and early dose features.
- Remote monitoring and adjustments.



Technology for Remote Monitoring

Technologies Provided:

Chirp Fall Detection System

- Radar-based for privacy
- Multiple care team members

Alexa Hub



Community-Based Service Providers

We have partnered with Tuktu:

Connects our participants with general services such as:

- Housekeeping
- Kitchen Assistants
- Companionship & Travel Assistance
- Gardening Buddies

Tuktu employees are vetted, and choose what services they offer.



Supporting Caregivers

Respite Services

We have partnered with Trillium Communities to offer respite at:

St. Charles Manor

- The home was designed to meet the needs of residents requiring assisted living or long term care.

Tuktu Services

Helping to alleviate stress from both the participants and their caregivers.



Seamless Transitions to Long Term Care

Creating connections with members of our community who may need to enter long term care in the future.

Fosters sense of safety, belonging, and familiarity.

Opportunities to implement the 'life care' technologies one was accustomed to as part of the program, into their life at a Broadmead Care home.



Eligibility

Prioritization given to those at risk of hospitalization or LTC admission within 6-12 months, or those already on a waitlist.



Age: Individuals must be aged 65 or older.



Residence: Must reside within Victoria, BC or the Greater Victoria area, with stable housing.



Health Status: Individuals must have stable or manageable health conditions that can be monitored remotely. The Clinical Team is also looking to understand if the participant is at risk or has a history of:

- Recurrent falls within the last 3 months
- Acute functional decline (loss of one or more ADLs/IADLs) within the last 3 months
- Wandering history
- Forgetfulness with medication adherence

Eligibility

Prioritization given to those at risk of hospitalization or LTC admission within 6-12 months, or those already on a waitlist.



Technology Accessibility:

- Must be willing to use technology provided by Broadmead Care.
- Must have internet connection or willing to have internet installed in home.



Ability to Participate: Must be able to follow basic instructions for using technology and participating in remote monitoring.



Caregiver/Support Person: Must have a support person who can help them with their technology and act as a potential point of escalation and support.

Exclusions

Our team will review each application to determine eligibility and necessary technology, considering both the applicant's needs and their willingness to engage with the program.

Severe Cognitive Impairment:

Individuals with severe cognitive impairments that would prevent them from effectively using technology or participating in remote monitoring.

Unstable Health Conditions:

Individuals with health conditions that require constant, intensive medical intervention beyond what remote monitoring can offer.

Non-Compliance:

Individuals who are unable or unwilling to comply with the program's technological requirements or protocols.

A Client's Perspective

IMPACT OF THE LTC@HOME PROJECT

Meet Glenn – A Story of Courage and Change

Why I'm part of this initiative

- Diagnosed with inner ear nerve damage in 1990
- Equilibrium worsened in 2023, leading to multiple dangerous falls
- Worst episode: fell backwards into TV and remained stuck for 15–30 minutes
- Missed daughter's wedding due to fear of falling

“Still upsets me to speak about it. I felt I had nothing left to contribute.”

Seeking Help – But No Clear Solution

- Saw a doctor in 2024 after isolation worsened
- Underwent multiple tests: neuropathy, MRI, CAT scan
- Ruled out tumors; confirmed damage was permanent
- No treatment or medication available
- Became even more reclusive, stopped driving, withdrew socially



“The fear of falling is governing your life choices”

Taking Action – Choosing Change

- In Spring 2024, I chose to act
- Purchased a smartwatch with fall detection
- Gained confidence to leave the house again

“The hardest door to open is the front door—not to enter,
but to go out into the world.”

The Power of the LTC@Home Initiative

Key supports that changed Glenn's life:

- **Alexa + Hue Light Bulbs** – Voice-activated lighting for safer mobility
- **MedaCube** – Timely, accurate, accessible medication dispensing
- **iRobot** – Reduced strain from household tasks
- **Tuktu Care** – Help with bed linens and daily living
- **CHIRP + Smartwatch** – Combined fall detection for in-home and mobile safety

“You can’t live independently unless you feel safe—both inside and outside your home.”

Challenging Shame and Embracing Support

- Many older adults feel shame in asking for help
- This experience reminds us:
 - There's no shame in aging
 - Support gives people their lives back

“They’ve simply added more candles on their cake.”

Concluding Reflections

- Living with equilibrium issues and hearing loss is an ongoing challenge
- Every day is difficult, but this initiative provided:
 - **Courage to reconnect**
 - **Tools to feel safe**
 - **Confidence to share my voice**

“Without this initiative, I wouldn’t be able to stand here and speak to you today.”

Summary

KEY TAKEAWAYS AND FINAL REFLECTIONS

Key Takeaways & Final Reflections

Innovation Is a Journey, Not a Moment

- Starts with listening to pain points
- Requires structure, culture, and commitment
- Sustained by leadership, collaboration, and feedback loops

Real Change Happens Close to Home

- The **LTC@Home** model shows how technology + care = independence
- Innovation isn't just about devices—it's about dignity, safety, and belonging

Remember the Learning Objectives:

- **Understand the innovation life cycle** in a long-term care context
- **Identify pain points** that align with strategic and operational goals
- **Engage stakeholders**—especially those with lived experience—to co-design better outcomes

“Innovation is most powerful when it restores confidence, connection, and purpose.”



**Thank you for
your time and
attention.**

Questions?