



PROGRAM
GIFT in residence



Presentation of the Program GIFT in Residence



With the participation of :
Québec



Chaire de recherche sur la maltraitance
envers les personnes âgées
Research Chair on Mistreatment of Older Adults

Writing and review of the guide

Marie-Chantal Falardeau, Ph. D., Project coordinator, Université de Sherbrooke (Nov. 2019 – Oct. 2022)

Marie Beaulieu, Ph. D., Researcher in charge of the project, Professor, Chairholder of the Research Chair on Mistreatment of Older Adults (2010-2022), Research associate to the Chair since November 2022, Université de Sherbrooke

Annabelle Maheu, B. Comm., Université de Sherbrooke (May 2022 – Dec. 2022)

Roxane Leboeuf, M.S.S., Project coordinator, Université de Sherbrooke (since Oct. 2022)

Project Steering Committee

Research Team

Marie Beaulieu, Ph. D., Researcher in charge of the project, Professor, Chairholder of the Research Chair on Mistreatment of Older Adults (2010-2022), Research associate to the Chair since November 2022, Université de Sherbrooke

Hélène Carbonneau, Ph. D., Co-researcher, Professor, Université du Québec à Trois-Rivières

Mélanie Lévasseur, Ph. D., Co-researcher, Professor, Université de Sherbrooke

Marie-Chantal Falardeau, Ph. D., Project coordinator, Université de Sherbrooke (Nov. 2019 – Oct. 2022)

Roxane Leboeuf, M.S.S., Project coordinator, Université de Sherbrooke (since Oct. 2022)

Anabelle Rondeau-Leclair, M.S.S., Project co-coordinator, Université de Sherbrooke (Jan. – April 2023)

Chartwell Retirement Residences (in alphabetical order)

Chantal Beaulieu, General Manager, Villa de l'Estrie

Lucie Brosseau, General Manager, Seigneuries du Carrefour (Nov. 2019 – March 2022)

Annie Duchesne, Regional Manager, Health Care (Sept. 2020 – August 2022)

Jean-Philippe Grossi, Acting General Manager, Seigneuries du Carrefour (Sept. – Dec. 2020)

Martynne Lessard, General Manager, Résidence Principale Cowansville (Nov. 2019 – April 2020), and Villa Rive-Sud (since March 2022)

Anne Marcil, General Manager, Le St-Gabriel (Sept. – Nov. 2020)

Nathalie Pinsonneault, General Manager, Le St-Gabriel (since Nov. 2020)

Michel Tardif, Regional Manager, Operations

Hélène Tôth, Regional Manager, Health Care (Nov. 2019 – August 2020)

Jasmin Roy Sophie Desmarais Foundation

Jasmin Roy, President of the Jasmin Roy Sophie Desmarais Foundation

Project Working Committee (in alphabetical order)

Rita Boudreau, Resident, Chartwell Retirement Residence Villa de l'Estrie

Daisy Biron, Resident, Chartwell Retirement Residence Seigneuries du Carrefour

Valérie de Haas, Lifestyle and Program Manager, Chartwell Retirement Residence Seigneuries du Carrefour (Dec. 2020 – Sept. 2022)

Caroline Grégoire, Lifestyle and Program Manager, Chartwell Retirement Residence Villa de l'Estrie (Dec. 2020 – Feb. 2022)

Nathalie Lalancette, Leasing Consultant, Chartwell Retirement Residence Le St-Gabriel

Marguerite Loiselle, Resident, Chartwell Retirement Residence Le St-Gabriel

Project Advisory Committee (in alphabetical order of organization)

Centre collégial d'expertise en gérontologie, Cégep de Drummondville

Chartwell Retirement Residence Le St-Gabriel (an employee and a resident)

Chartwell Retirement Residence Seigneuries du Carrefour (an employee and a resident)

It is forbidden to modify this document without prior agreement (info@maltraitancedesaines.com)

©Research Chair on Mistreatment of Older Adults (2023)

Chartwell Retirement Residence Villa de l'Estrie (an employee and a resident)
DIRA-Estrie
Équijustice Estrie
Laboratoire d'innovations par et pour les aînés (LIPPA), Université de Sherbrooke
Local service quality and complaints commissioner, CIUSSS de l'Estrie - CHUS
Police Department of Sherbrooke
Regional coordinator specializing in countering mistreatment of older adults of Estrie (Nov. 2019 – March 2021)
Regional coordinator specializing in countering mistreatment of older adults of Montérégie (since June 2021)
Estrie's regional concertation table of seniors
Université de Sherbrooke, Doctoral student in gerontology

Student Collaboration

Roxanne Belley, Université du Québec à Trois-Rivières (Sept. 2020 – Sept. 2021)
Justine Hétu, Université de Sherbrooke (October – December 2021)
Sabrina Petit, Université de Sherbrooke (May – Sept. 2021)
Laurie Poisson, Université de Sherbrooke (January – May 2021)

Collaboration with the Fédération québécoise du loisir en institution

Anne-Louise Hallé, General Manager (since April 2022)

Translation

Jasmin Roy Sophie Desmarais Foundation
Jessie Berthiaume, B.A., Université de Sherbrooke, Research Chair on Mistreatment of Older 12

Graphic Design

Annabelle Maheu, B. Comm., Université de Sherbrooke (May – Dec. 2022)
Anna Carraro, B. Comm., Université de Sherbrooke (since Feb. 2023)

Funding

This project (890-2018-0057) is funded in part by the Social Sciences and Humanities Research Council of Canada (2019-2022), the non-profit national research Mitacs and the Jasmin Roy Sophie Desmarais Foundation.

To cite this document

Beaulieu, M., Falardeau, M-C., Carbonneau, H., & Lévassieur, M. (2023). *Presentation of the Program GIFT in residence*. Research Chair on Mistreatment of Older Adults, Groupe interdisciplinaire de recherche sur l'expérience inclusive de loisir (GIREIL) and Chartwell Retirement Residences.

By downloading this document and the tools it includes, you agree not to modify its content. If you wish to adapt it in any way, please contact the Research Chair on Mistreatment of Older Adults (info@maltraitancedesaines.com) to work out an arrangement before proceeding. We will demand to see the final product before allowing its use.

Table of Contents

Presentation of the Program GIFT in Residence	5
General objectives of the program	6
Specific objectives of the program	7
Optimize the Implementation of the Program in Your Facility	8
Diagnose the needs in terms of goodwill	8
Composition of the program modules.....	10
Meet the people involved.....	11
Putting in place evaluation and sustainability mechanisms	11
Learn More About the Program	14
Bibliography	15

PRESENTATION OF THE PROGRAM GIFT IN RESIDENCE

The Program GIFT in residence (**Goodwill against Intolerance For Togetherness**) is a program developed in 2021-2022 with the goal of **promoting goodwill and countering intolerance between residents** in private seniors residences (PSRs). The program was created in partnership with four Chartwell residences in the Estrie and Montérégie regions that accommodate independent and semi-independent residents. It was designed to be adapted to other congregate residential facilities or to other types of senior clients. It is intended for three target groups: 1) people living in the residence, 2) staff members and 3) managers and management teams.

The uniqueness of this program is the result of research based on the **experience of residents** who have witnessed or experienced intolerance between residents, as well as on **the experience of staff members and external intervenors** who have witnessed or intervened with one or more people involved in a situation of intolerance between residents in PSR or in this type of situation more broadly (Beaulieu & Leboeuf, 2019; Beaulieu, Carbonneau, Levasseur & Falardeau, 2021).

In order to better understand the problem and identify its manifestations, research on the state of knowledge regarding goodwill, intolerance and mistreatment between residents was conducted. In order to produce a program based on the current state of affairs in residences, two needs studies have been conducted since 2018 in partner residences in Estrie and Montérégie (Quebec):

- 1 The first was conducted with **witnesses** of intolerance between residents, i.e., people living in partner PSRs, staff members working there, and managers (Beaulieu & Leboeuf, 2019);
- 2 The second was conducted with people who were the **target of intolerance** between residents living in partner PSRs, staff members working there, and external intervenors who **had intervened** in these situations or **had supported** a person in steps related to them (Beaulieu et al., 2021).

These two studies, combined with the state of knowledge, identified **needs related to promoting goodwill and countering intolerance between residents in PSR**, which guided the development of the Program GIFT in residence.

The program **provides tools and activities** to **promote goodwill** in the living environment and to **counter intolerance between residents**. It aims to **facilitate the practice of staff members** and to **encourage the creation of links between residents**. It suggests guidelines and structures that can be used in whole or in part depending on the needs of the residence. The program contains a needs assessment chart (shown below) divided into three distinct modules: each module focuses on a specific topic, presents the tools and activities needed to be deployed, and provides access to the sections related to the needs of the stakeholders involved in the program.

The first module touches on the process of welcoming new residents, the second on the intervention and management of situations of intolerance and the last on the promotion of goodwill. Thus, the Program GIFT in residence brings together several objectives **to improve the collective life** of people living in PSR.

Transformational Leadership

The implementation of the program requires transformational leadership to ensure that actions are meaningful to and driven by the people involved. Such leadership implies **mobilizing the various people in place by valuing the contribution of all to the transformation of the living environment**.

A transformational leader relies on **collaboration** to achieve a common goal. The actions proposed must be part of an approach **by and for the people**. This means accompanying the concerned people in the **integration of the program's values**, not dictating behaviours to be adopted. Complete adherence to the program's principles is essential for supporting a lasting change in those people's attitudes and ways of doing things. Such an approach **promotes the sustainability of the actions**.

GENERAL OBJECTIVES OF THE PROGRAM

- 1 To promote goodwill among residents in the living environment;
- 2 To counter intolerance between residents in the living environment.

SPECIFIC OBJECTIVES OF THE PROGRAM

- 1 To promote goodwill among residents and more broadly in the residence;
- 2 To facilitate the adaptation and integration of new residents in the residence;
- 3 To propose intervention tools to counter intolerance between residents;
- 4 To clarify the management and follow-up process of situations of intolerance between residents.

What is goodwill



Goodwill among residents refers to all **relationships that have a positive effect** on individuals: mutual aid, friendship, camaraderie, or a sense of community.

Volunteering, such as greeting new residents, sharing skills, such as accompanying a resident to the signing of their lease, or small everyday gestures, such as simply smiling and holding the door, are acts of goodwill.

Goodwill has positive effects on the people who experience it. Among other things, it helps to consolidate the sense of belonging to the living environment and to break the isolation that some residents experience.

What is intolerance



Intolerance between residents refers to all types of **relationships that have a negative effect** on each other: conflicts, arguments, pushing and shoving, rejection, humiliation, or intentional ignorance.

These situations occur mostly in **public places** such as the dining room, common lounges, recreation areas or traffic areas.

Intolerance causes **several consequences** for the people involved: psychological consequences (insecurity, anxiety, frustration, suicidal thoughts), physical consequences (sleep disorders, taking medication) or social consequences (social isolation, changes in behaviour).

OPTIMIZE THE IMPLEMENTATION OF THE PROGRAM IN YOUR FACILITY

To optimize the implementation of the program in your facility, **four elements** are essential:

- 1 Evaluate the needs of the facility using the diagnostic;
- 2 Consult the modules, their tools and activities, with a view to deployment;
- 3 Meet with the people concerned by the implementation of one or more tools or activities;
- 4 Put in place mechanisms for sustainability and evaluation to promote the use of tools and activities over the long term.

DIAGNOSE THE NEEDS IN TERMS OF GOODWILL

It is important to diagnose the needs of the living environment with regard to goodwill in order to **determine the main concerns** and to be guided towards the relevant modules. To do this, simply read the statements below and refer to the modules that correspond to one or more of the observations made.

- I observe that new residents are often alone.
- I observe that new residents ask staff members many questions.
- I observe that new residents are uncomfortable in public areas of the residence (e.g., dining room, recreation room, etc.).
- I observe that there is little interaction between new residents and residents already living at the residence.
- I observe that there is little or no welcoming activity for new residents to meet those already living at the residence.

OBJECTIVE 1: To facilitate the adaptation and integration of new residents into the living environment.

OBJECTIVE 2: To create links between new residents and those already living at the residence.



Module 1

- I observe that staff members do not feel sufficiently equipped to intervene in situations of intolerance between residents.
- I observe that staff members would like additional training regarding goodwill and intolerance between residents, and other underlying issues (e.g., cognitive impairment).
- I observe there are no adequate tools to manage and follow up on situations of intolerance between residents.
- I observe that staff members do not have the knowledge of the resources and services available to refer residents in the event of problems related to mistreatment, bullying or any other manifestations of intolerance.

OBJECTIVE 1: Train staff members on goodwill and intolerance between residents, as well as other underlying themes.

OBJECTIVE 2: To mobilize staff members in managing situations of intolerance between residents.



Module 2

- I observe that the bonds between residents could be further developed and strengthened.
- I observe that it would be interesting to integrate new individual and group activities for the residents.
- I observe that there are no visuals that promote goodwill among residents, raise awareness of intolerance between residents, or provide information on the different ways to intervene in situations of experienced or observed intolerance.
- I observe that discussions aimed at improving residents' knowledge and skills in promoting goodwill and addressing intolerance are lacking.
- I observe that residents care about improving the quality of life of other residents and want to be more involved.

OBJECTIVE 1: Promote goodwill among residents by involving them directly in the process.

OBJECTIVE 2: To raise awareness of the manifestations and consequences of intolerance between residents, and to suggest ways to intervene.



Module 3

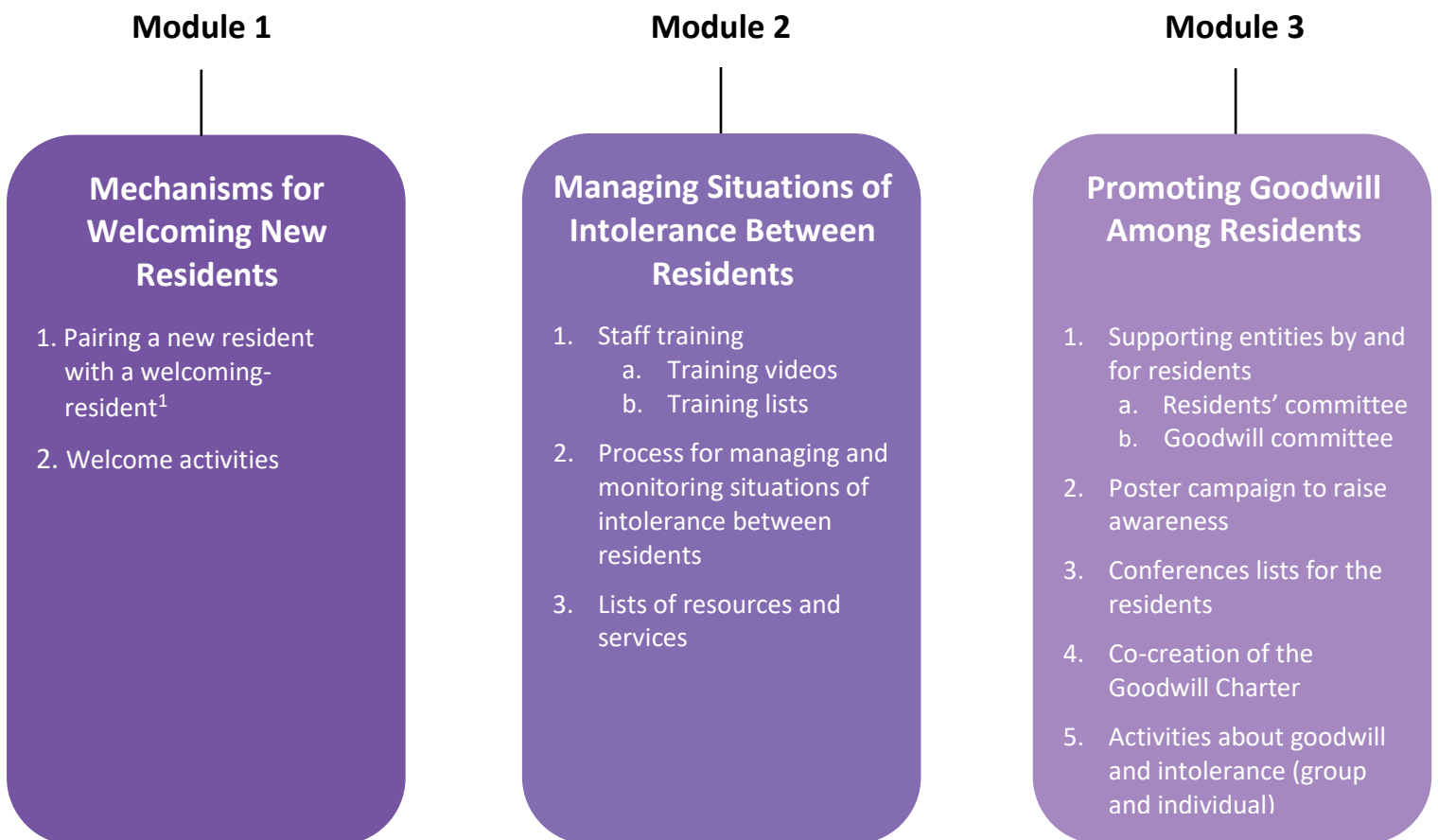
COMPOSITION OF THE PROGRAM MODULES

The three modules of the Program GIFT in residence include tools and activities inherent to their objectives (see image below). The modules are as follows:

Module 1. Mechanisms for Welcoming New Residents

Module 2. Managing Situations of Intolerance Between Residents: Training and Follow-Up

Module 3. Promoting Goodwill Among Residents



THINGS TO REMEMBER



Because the different modules of the Program GIFT in residence are complementary, it is recommended to implement the entire program in the living environment. Nevertheless, the program is specifically designed to address the individual needs of each setting.

¹ The term "welcoming-resident" is inspired by [Health Standards Organization](#).

MEET THE PEOPLE INVOLVED

Once the needs assessment has been completed and the relevant documents have been consulted in preparation for the deployment of the tools and activities, **it is important to meet with the people involved in the implementation of the tools and activities**. This is to ensure everyone understands their role in the implementation of the program.

It is up to **the general manager** to determine who is responsible for implementing any of the program tools and activities. Nonetheless, some staff members are suggested:

- The **lifestyle and program manager**, for the tools and activities for residents ([module 1](#) and [module 3](#));
- **General manager and director of care**, for managing and following up on situations of intolerance between residents ([module 2](#));
- **The leasing consultant**, for the process of pairing a new resident with a welcoming resident ([module 1](#)).

TO REMEMBER



For any questions regarding the tools and activities or the implementation of the program, please contact the Research Chair on Mistreatment of Older Adults (info@maltraitancedesaines.com) or the [Fédération québécoise du loisir en institution \(FQLI\)](#).

PUTTING IN PLACE EVALUATION AND SUSTAINABILITY MECHANISMS

Once the various modules have been implemented, it is important to ensure that evaluation and sustainability mechanisms are put in place to promote goodwill and that the countering of intolerance between residents continues. Below are documents or actions to be implemented to evaluate the tools and activities of the Program GIFT in residence and recommendations that could promote their sustainability within the living environment.

Module 1: Mechanisms for Welcoming New Residents

Tools/Activities	Evaluation of tools and activities	Sustainability of the program
Pairing Process	Pairing Appreciation Form	Once pairing is completed between two residents, recruit the new resident to become a welcoming-resident
Hosting activities	Activities Evaluation Form by the Facilitator Activities Appreciation Form by the Residents	Improve the animation of the activities according to the completed evaluation forms, and alternate the activities

Module 2: Managing Situations of Intolerance Between Residents

Tools/Activities	Evaluation of tools and activities	Sustainability of the program
Staff training (training lists and video clips)	Training Appreciation Form	Survey staff members on their training interests Establish an annual training calendar for staff Annually check the availability of the training proposed in the training lists for staff members and the associated contact information
Process for managing and monitoring situations of intolerance between residents (Documentation Form of Situations of Intolerance Between Residents and Checklist Before Concluding a Follow-Up Regarding a Situation of Intolerance Between Residents)	Gather feedback from those involved in a situation after it has been managed to improve the follow-up	

Module 3: Promoting Goodwill Among Residents

Tools/Activities	Evaluation of tools and activities	Sustainability of the program
Entities by and for residents (Residents' Committee and Goodwill Committee)	Gather feedback from involved residents on their experience	
Poster awareness campaign	Display posters on relevant global or international days, e.g.: <ul style="list-style-type: none"> - National Anti-Bullying Day (last Wednesday in February) - World Elder Abuse Awareness Day (June 15) - International Day of Older Persons (October 1) - International Day of Tolerance (November 16) Gather feedback from residents on the relevance and impact of the posters after each use in the residence	
Conferences Lists for Residents	Conferences Appreciation Form	Survey residents on their interests Establish an annual conferences calendar Annually check the availability of proposed conferences in the Conferences Lists for Residents and associated contact information
Co-creation of the Goodwill Charter	Activities Evaluation Form by the Facilitator	Plan an annual signing of the Goodwill Charter Review the Charter every two years
Activities on goodwill and intolerance	Activities Appreciation Form by the Residents	Create an annual activity planning
Resources and Services Lists	Annually check the contact information	



LEARN MORE ABOUT THE PROGRAM

The project is conducted jointly by the Research Chair on Mistreatment of Older Adults of the Université de Sherbrooke (located at the Research Centre on Aging of the CIUSSS de l'Estrie-CHUS, and funded by the Secrétariat aux aînés of the Ministère de la Santé et des Services sociaux of the Government of Quebec), Chartwell Retirement Residences, and the Université du Québec à Trois-Rivières.

This project (890-2018-0057) is funded in part by the Social Sciences and Humanities Research Council (2019-2022), the national non-profit research organization Mitacs, and the Jasmin Roy Sophie Desmarais Foundation. Post-project support is provided by the Fédération québécoise du loisir en institution.

The research team leading this project has surrounded itself with three committees to develop the program:

- 1** Steering Committee: which brings together the members of the research team, the General Managers of the partner PSRs and the president of the Jasmin Roy Sophie Desmarais Foundation;
- 2** Advisory Committee: which includes people living in the partner PSRs, staff members working there and stakeholders who work with older adults, or particularly in the countering of mistreatment of older adults;
- 3** Working Committee: which includes people living in the partner PSRs and staff members working there. The program was co-created in partnership with the working committee in 2021-2022 to ensure it is grounded in the reality of the people who live and work in PSRs.

BIBLIOGRAPHY

Bass B. M. (1985). Leadership: Good, better, best. *Organizational Dynamics*, 13(3), 26-40.
[https://doi.org/10.1016/0090-2616\(85\)90028-2](https://doi.org/10.1016/0090-2616(85)90028-2)

Beaulieu, M., Carbonneau, H., Levasseur, M., & Falardeau, M-C. (2021). *Promoting goodwill and countering intolerance among residents in independent living facilities. Needs study with a view to developing a program. Research review report*. Research Chair on Mistreatment of Older Adults and Chartwell Retirement Residences. https://maltraitancedesaines.com/wp-content/uploads/2021/11/Beaulieu-et-al.-2021-Rapport_obj1_e%CC%81tude_besoins_EN.pdf

Beaulieu, M. & Leboeuf, R. (2019). *Synthesis Research Report. To improve the quality of community living in private residences: Establish the needs to counter resident-to-resident mistreatment and promote the concept of 'living well together'*. Research Chair on Mistreatment of Older Adults and Chartwell Retirement Residences. https://maltraitancedesaines.com/wp-content/uploads/2019/11/2019_Rapport-Synthese_ANG_V4.pdf

Bycio, P., Hackett, R. D., & Allen, J. S. (1995). Further assessment of Bass's conceptualization of transactional and transformational leadership. *Journal of Applied Psychology*, 80(4), 468-478.
<https://psycnet.apa.org/doi/10.1037/0021-9010.80.4.468>

Gillet, N., Fouquereau, E., Huyghebaert, T., & Vandenberghe, C. (2016). Transformational leadership, work-family conflict and enrichment, and commitment. *Le travail humain*, 79, 339-362. <https://doi-org.ezproxy.usherbrooke.ca/10.3917/th.794.0339>