



PROGRAM  
**GIFT** in residence



# Module 2

## Managing Situations of Intolerance Between Residents: Training and Follow-Up



With the participation of :  
**Québec**



Chaire de recherche sur la maltraitance  
envers les personnes âgées  
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## MANAGING SITUATIONS OF INTOLERANCE BETWEEN RESIDENTS

**Module 2** aims to train staff members to manage situations of intolerance between residents and to clarify the management and follow-up of these situations. Since certain situations of intolerance between residents constitute mistreatment within the meaning of the *Governmental Action Plan to Counter Mistreatment of Older Adults (2022-2027)* and must be reported in some instances under the *Act to Combat Maltreatment of Seniors and Other Persons of Full Age in Vulnerable Situations*, this module is intended to be a complementary tool to existing measures to counter mistreatment of older adults. It contains links to short training videos, a list of existing training courses for staff, a process for managing situations of intolerance between residents, and lists of resources and services to help countering mistreatment, bullying or other types of intolerance<sup>1</sup>.

### BRIEF REMINDER OF THE PROGRAM

The Program GIFT in residence aims **to provide tools and activities to promote goodwill in the living environment and to counter intolerance between residents**. 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 private seniors' residences (PSR) or in this type of situation in general. It suggests guidelines and structures that can be used in whole or in part depending on the needs of the residence.

### MODULE OBJECTIVES

This second module, on managing situations of intolerance between residents, aims to:

- 1** Equip staff members with **training** on topics related to goodwill and intolerance between residents or underlying issues;
- 2** Establish a **clear vision of the management and follow-up of situations of intolerance between residents** as well as the roles of each person in the resolution of these situations;

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<sup>1</sup> Managers and staff members working in PSR are invited to refer to the *Governmental Action Plan to Counter Mistreatment of Older Adults* (<https://publications.msss.gouv.qc.ca/msss/fichiers/2022/22-830-44W.pdf>) (In French only), the *Act to Combat Maltreatment of Seniors and Other Persons of Full Age in Vulnerable Situations* (<https://www.legisquebec.gouv.qc.ca/en/document/cs/1-6.3>), as well as the policy against mistreatment of older adults in effect within the Integrated Health and Social Services Centre in their territory, to learn more about their duties and obligations in countering mistreatment of older adults.

3

**Informing** staff members about resources and services related to mistreatment, bullying or other types of intolerance towards and between residents.

## STAFF TRAINING TO DEAL WITH SITUATIONS OF INTOLERANCE

### TRAINING VIDEOS

Five short training videos **have been created for staff members**. They are designed to develop knowledge and skills about goodwill, intolerance between residents, mistreatment and bullying, and cognitive loss. It is recommended that staff members watch the videos in the order presented below, and that they be replayed occasionally (e.g., once a year), to maintain the knowledge and skills acquired over time.

\*Click on each title to access the video.



[1. What is the Program GIFT in Residence](#)



[2. What is Goodwill and Intolerance Between Residents?](#)



[3. How to Intervene in the Presence of Intolerance Between Residents?](#)



[4. How to Differentiate Mistreatment from Bullying?](#)



[5. How to Interact with Residents with Early Cognitive Loss?](#)

TIP



Have staff members watch the videos as soon as they are hired.

TIP



Play the videos for residents if you want them to understand the program and interventions.

TIP



Inform residents' families and friends of your ongoing efforts to improve the well-being of residents by sending them one or more videos.

## What is intolerance ?

Intolerance between residents refers to all types of **relationships that have 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 circulation 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 behavior).

## LISTS OF TRAINING COURSES FOR STAFF MEMBERS

These training lists<sup>2</sup> aim to **offer staff members a variety of training sessions and have various themes**, including goodwill and intolerance between residents. Three lists have been developed, two proposing a selection of training available in the Montréal and Estrie regions (where the program was developed). The third incorporates a selection of training available everywhere in Quebec. The training lists aim to improve the knowledge and skills of staff members in order to equip them to promote goodwill and to counter intolerance between residents (click on the image to access the list).

TIP



Check annually to make sure the training lists are up to date.

### Estrie



### Montréal



### Province of Quebec



<sup>2</sup> The lists include proposals for existing training and can be enhanced by each organization.



## DOCUMENTS TO BE FILLED OUT



A [Training Appreciation Form](#) to assess the level of relevance and appreciation of the training. It is recommended that it be completed after each training offered to staff members.

## SUGGESTIONS FOR THE TRAINING'S SUSTAINABILITY

- 1 **Survey staff members** about their training interests and take into consideration the feedback from the Training Appreciation Form completed by staff members;
- 2 Establish an **annual training schedule** for staff members.

## PROCESS FOR MANAGING AND MONITORING SITUATIONS OF INTOLERANCE

The process for managing and following up on situations of intolerance between residents proposes three steps to clarify how to manage a situation of intolerance and ensure systematic follow-up. It should be noted that if the situation of intolerance constitutes a situation of mistreatment covered by the obligation to report under the *Act to Combat Maltreatment*, the process for managing the situation to be followed is the one proposed in the *Policy to Combat Maltreatment* in place in the Integrated Health and Social Services Centre of the territory where the residence is located.

Managers are advised to become familiar with the various steps in managing and following up on situations of intolerance between residents, as well as the relevant documents related to them. If necessary, staff members can be included in the implementation of the process in the living environment.



## ROLES OF STAFF AND MANAGERS

Several entities can play an active role in managing and monitoring situations of intolerance between residents, such as **staff members and managers**. Managers may also designate one or more individuals within the organization to manage and monitor intolerance between residents actively.



The **consent** of the person testifying is required before taking steps to manage a situation of intolerance between residents. In order to respect and protect the person testifying, their identity must remain **confidential** unless they allow otherwise.

### Roles of staff members when witnessing a situation

1. Refer to the [Memory Aid](#) for staff members on actions to take when they observe intolerance between residents or a resident confides in them, and take appropriate action;
2. Complete the [Documentation Form of a Situation of Intolerance Between Residents](#).

TIP



Make the Memory Aid visible in areas of the residence frequented by staff (break room or meeting room, etc.). Give a copy of the document to new employees.

### Roles of the residence manager

1. Ensure **the management and follow-up of situations of intolerance** between residents, especially when they require the implementation of measures or when they constitute mistreatment within the meaning of the *Action Plan* and the *Act to Combat Maltreatment*;
2. Use the [Decisional Diagram for the Management and Follow-up of Situations of Intolerance Between Residents](#) for the residence's general manager to determine appropriate actions;
3. Follow the steps for the management and follow-up of situations of intolerance between residents (refer to the section: **Process for Managing and Monitoring Situations of Intolerance**).

## STEP 1: RECEIVE A TESTIMONY

- Meet with the person who wishes to testify about a situation of intolerance in a confidential setting while emphasizing empathetic listening.
- Understand the person's needs by determining if they wish to confide in you about the situation or if they wish to initiate interventions.

With the [Documentation Form of a Situation of Intolerance Between Residents](#) in hand, you can either:

1. Proceed to Step 2, which is to consult the [Decisional Diagram for the Management and Follow-up of Situations of Intolerance Between Residents](#) for the residence's general manager and discuss it with the person testifying;

2. Thank the person for their statement and advise them that they will be contacted to discuss the next steps as needed.

#### DOCUMENT(S) TO BE FILLED OUT



All interventions must also be registered in the [Documentation Form of a Situation of Intolerance Between Residents](#) to ensure proper follow-up.

#### TIP



Create a binder where the Documentation Forms of a Situation of Intolerance Between Residents can be stored.

#### STEP 2: MANAGE THE SITUATION

- Determine appropriate interventions based on the needs of the person who has testified. To do this, refer to the [Decisional Diagram for the Management and Follow-up of Situations of Intolerance Between Residents](#) for the residence's general manager for pathways to support a person who is the target of intolerance from other residents or who is a witness.
- It is important to inform the person who shared the situation of the follow-up steps.
  - If it is the targeted person, options should be provided based on their needs and the [Decisional Diagram for the Management and Follow-up of Situations of Intolerance Between Residents](#) for the residence's general manager.
  - If it is a witness, contact should be initiated to explain what actions will be taken with those involved in the situation and that the confidentiality of the parties is assured.

#### DOCUMENT(S) TO BE FILLED OUT



Complete the [Decisional Diagram for the Management and Follow-up of Situations of Intolerance Between Residents](#) to help manage the situation appropriately and relevantly.

#### NOT TO BE FORGOTTEN



Each situation will be unique, but the interventions may be similar.

### STEP 3: FINALIZE A FOLLOW-UP OF A SITUATION OF INTOLERANCE

- Follow up with the target and the instigator to ensure that they are satisfied with the management of the situation and determine their feeling.
- Contact the witness of the situation of intolerance (if applicable) to explain that follow-up has been taken and the situation has been managed.



### DOCUMENT(S) TO BE FILLED OUT

Complete the section on the [Documentation Form of a Situation of Intolerance Between Residents](#) to note the interventions made. Then file the form in a binder created for this purpose.



Refer to the [Checklist Before Concluding a Follow-up Regarding a Situation of Intolerance Between Residents](#) to confirm that the elements of the process have been completed.

### SUGGESTIONS FOR SUSTAINABILITY OF THE MANAGEMENT PROCESS

- 1 After it has been managed, gather feedback from those involved in a situation to improve the follow-up;
- 2 Note any specifics within the process uniquely apply to the living environment;
- 3 Involve staff members or assign this responsibility to a specific person acknowledge this task.

### RESOURCES AND SERVICES LISTS

The lists<sup>3</sup> bring together, in one place, the **resources and services available in relation to mistreatment, bullying or other manifestations of intolerance**. Three lists have been developed, two proposing a selection of resources and services available in the Montérégie and Estrie regions (where the program was developed) and a third, proposing a selection of resources and services available throughout Quebec. The lists of available resources and services are intended to improve staff members' knowledge



<sup>3</sup> The lists include suggestions for existing resources and services and can be enhanced by each organization. It is forbidden to modify this document without authorization ([info@maltraitancedesaines.com](mailto:info@maltraitancedesaines.com))  
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to refer residents experiencing specific problems related to intolerance between residents (click on the image to access the list).

### Estrie



### Montréal



### Province of Quebec



## SUGGESTIONS FOR CREATING A RESOURCE LIST FOR RESIDENTS

### IT IS RECOMMENDED THAT YOU CREATE A LIST OF RESOURCES AND SERVICES FOR RESIDENTS:

- Select a few resources included in one of the above lists and add resources from within the residence (e.g., a staff person, resident, etc.);
- Give a copy of the list to each resident and each new resident;
- Publish the list in the residence newsletter or post it in the areas residents frequent.

#### TIP



Have the residents create this list and make it the subject of a group activity.

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