

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

November 14, 2023

OVERVIEW

The Palace LTC is a 70-bed license Long-Term Care Home located in Alexandria, Ontario. The home is owned by Southbridge Care Homes. Since the Pandemic our new bed census has been reduced to 58 as per Ministry Directive no longer permitting a standard Ward room of 4 to be reduced to a 2 bed per room. The principles driving our decisions and actions in which we serve are focused on our Corporate Mission to provide quality care and services through innovation and excellence. As part of Southbridge we are guided by the belief that long-term care residents should remain connected to their communities while receiving individualized quality care in a residence that they can truly call their home.

Southbridge Mission is to provide quality care and services through innovation and excellence.

- We help our residents and clients live better by promoting quality of life.
- We create remarkable moments through highly engaged and motivated team members.
- Stakeholders know this because we continuously measure, improve, and publicly share our performance.

Southbridge Care Vision: Bridging lives together with meaning and purpose. Southbridge Care Values - We utilize the anagram LIVE:

- Live life to the fullest
- Implement change through innovation.

- Value the freedom of choice
- Exceed expectations.

Our team works continuously to provide a safe, effective, efficient, resident centered, quality care for the residents we serve. We have many areas that we are working to improve; we are committed to working in collaboration with our residents, their families, our employees and stake holders to ensure our residents, LIVE life with purpose and meaning.

Our strategic plan ensures services to our residents will have increased person-centered programming and recreational activity to support the specific needs of our residents. Residents will have increased involvement in decision making, as we now have resident members of all our committees, we have an active resident council, Family Council and we are ensuring that all employees are also kept up with what is happening in our home.

Our strategic direction and the initiatives is also align with Accreditation Canada standards and meet the requirements of our LSAA. The Home is also pre-planning for our next Accreditation set for to take place in Spring year 2023.

REFLECTIONS SINCE YOUR LAST QIP SUBMISSION

1. Performance monitoring is a key part of driving our performance and includes but is not limited to: Monitoring key quality indicators, Internal audits, External audits and Program evaluations. To successfully advance quality, all staff are involved in data collection, data analysis, satisfaction surveys and resource utilization analysis. Southbridge measures and monitors our quality initiatives using

data accuracy and quality indicator score cards. Our target is to continuously improve and to reach the HQO benchmark for all our indicators and have upper quartile provincial performance. As a result, since our last QIP submission our work plan for 2023 will focus on the following indicators: reduction of Antipsychotic usage, reduction of emergency visits and residents can express concerns without fear of consequences.

The Palace LTC has experienced numerous challenges in 2022, with some leadership turnover, staff shortages and difficulty recruiting in a remote rural area. High shortages of registered staff directly related to the province wide crisis, higher staff absenteeism related to high infection rates in the community of Covid 19 and the numerous Policies and Procedures that the home and staff had to adhere to with strict IPAC policies continuously evolving. There are several challenges that could impact our ability to achieve our targets such as: change in resident demographic, increased acuity of admitted residents with more advanced dementia, access to resources, maintaining occupancy and residents not choosing our facility as first choice (aging Type C building) a dated facility built in the early 70's hence not able to offer some of the design features that newer homes can and to accommodate residents with more personal space. We are a facility striving towards the best possible care for our resident, but the following example might put this into perspective. The Palace's indicator for 3rd and 4th quarter of year 2022 has made significant stride in improvements in reduction of antipsychotics without a diagnosis from 44.83% in first and second quarter to 27.27% in 4th quarter of year 2022 and still improving in 2023. In regards to worsening behaviors we had an increase from 1st quarter at 11.36% to 21.51% in Q4 of year 2022. The home had

lots of new admissions coming from hospital with high antipsychotic usage upon admission the home worked very hard in collaboration with the Ottawa Royal psychogeriatric team and achieved success and slowly our stats are decreasing to our home average. Our falls unfortunately also increase in 2022 from 17% to 25 % in last quarter and a great cause was due to outbreaks, residents in isolation and losing their mobility and increasing behaviors. Looking forward in 2023 to focus on pain reduction which can also influence the reduction of antipsychotic usage.

Recruitment of qualified staff in our area often proves to be very challenging and has worsened since the Pandemic and we can see the trend of an aging staff population going into retirement. The Palace is located in a small rural community where population is small and having access to qualified Registered staff is highly challenging the salaries to attract and retain RPN are very difficult and we cannot compete. We have a high turnover of staff thus creating new staff to orientate and train and a high usage of agency staff to meet our Home Residents care needs. The Southbridge Care team has recruiting team in place and we continuously make every effort to recruit and retain our staff.

Ongoing COVID-19 pandemic.

At the home level, resident and employee engagement, culture, has improved. Throughout the pandemic, the Team at The Palace has supported each other through isolation, ever changing legislation, and staffing shortages. We have had amazing community support over the last 2 years. We are active members of our community which demonstrates co-operation and collaboration. Both our Resident and Family Council support has been ever present throughout the pandemic; these partnerships are valued and will

continue to support the planned changes for the future.

PATIENT/CLIENT/RESIDENT ENGAGEMENT AND PARTNERING

As mentioned above, Southbridge's mission is "To provide quality care and services through innovation and excellence". We accomplish this by engaging our residents and families. We promote transparency with residents and families by requesting their participation in various activities such as:

- quality improvement projects,
- annual resident satisfaction surveys,
- continuous quality improvement (CQI) Meeting on a monthly basis by including members of our Family and Resident council.

Which we use to gauge our quality improvement measures, various committees, including Resident and Family councils.

We actively share the following reports:

- Ministry inspection
- Quarterly indicator
- Resident and Family Satisfaction survey
- Recommendations and successes in the home.
- Measuring monthly KPI's indicators
- Monthly Program's evaluation

On an individual basis, we involve residents and/or families by discussing their unique needs, preferences and concerns and then building their plan of care based on these discussions. We also

involve our residents and families in our Home social activities to promote a sense of belonging for our residents and to provide opportunities for social interaction between our residents and their families.

These are a few in-house activities that the Palace offers our residents.

- Trivia games and competitions
- Physical games such as in home volleyball, sandbags, bowling
- Montessori activities
- The Price is Right
- Pet Therapy
- Arts and crafts and painting classes
- Musical entertainment
- Special holiday events
- Special events outings in the community

PROVIDER EXPERIENCE

Every year, The Palace strives to deliver quality care for our residents. This pandemic was an eye opener for all the stakeholders involved and have now realized how integral long term care has been in caring for our residents. Pressure in the health system affects the people working in health care which creates an increase in stress in the mental health and well-being of the worker. Measuring the experience of healthcare providers can help uncover important health system improvement opportunities.

One of the community partners that The Palace is working with the Ottawa Royal Hospital our Psychogeriatric team of doctors and nurses in achieving a well balance therapeutic medication recommendations to improve behaviors safely without the high usage of antipsychotics in which may contribute to increase falls Both the Home and the Royal recommendations along with our Medical Director are collaborating to address the barriers to resident safety and find innovative solution to improve quality of our resident.

RESIDENT EXPERIENCE

There is a yearly Resident and Family Satisfaction survey where results are collected to measure the service that The Palace is doing as a Home. In the 2021 survey, the Home did well in these top 5 areas:

- Staff pay attention to me when it is needed. 100%
- I find the staff are friendly. 100%
- Doctors know what they are doing when caring for me. 100%
- I Am satisfied with the products used to help me with bladder and bowel care (eg briefs , ect) 100%
- There is a variety in recreational and social activities. 100%

These results show that our staffs are continuing to improve their delivery of care with the resident. The following bottom 5 areas are being addressed to continue improvement to our delivery of care:

- It is easy to make friends here.

- I can eat my favorite foods here.
- I can be alone when I wish.
- The smells of the home bothers me (% no) 59.1%
- The noise at the home bothers me (% no) 42.9%

As we continue to improve, Home has/will develop a plan in collaboration with our resident and family to work on not only the areas mentioned above but the overall experience of the resident from admission to discharge.

WORKPLACE VIOLENCE PREVENTION

Protecting the physical and mental health and safety of our team members remains a priority and is carefully considered by our Health and Safety team, who provides direct supports to team members. In 2023, workplace violence prevention policy and incident management education will undergo program enhancements for launch in 2024. It is the policy of the organization that each individual has the right to work in a professional atmosphere, in a harassment, discrimination and violence-free workplace.

The Palace LTC promotes the awareness of and proactive approach to dealing with violence and harassment in the workplace, and therefore will take reasonable steps to identify potential sources of violence and harassment, and to eliminate or minimize these risks through the Workplace Violence Prevention Program and application of associated policies.

Southbridge Care homes' safety talks also include the prevention of violence and harassment in the workplace and is a standing agenda item during our monthly meetings. Workplace Violence and Harassment Assessment is completed on an annual basis which determines the probability of injury and frequency of exposure to risk and used to create an action plan that will mitigate any risk identified.

PATIENT SAFETY

Over the past year at Southbridge Care Homes, we have introduced a number of strengthened quality and safety initiatives including comprehensive safety culture education for all team members. Our Medication Safety Technology (MST) Project is focused on improving medication safety through several streams of work, including by directly targeting one of our core quality indicators,

antipsychotic deprescribing. Each home completed Medication Safety Self-Assessment to identify risk levels.

Southbridge Care Homes has increased Infection Prevention and Control (IPAC) capacity across all homes. IPAC Leads are designated in every home, providing daily oversight over proper IPAC practices throughout the home. IPAC Leads are supported by a central team of specialist IPAC consultants, who provide education, coaching and best practice implementation support. In addition, our regional IPAC specialists have advanced designations and certificates in various targeted aspects of IPAC practice, including facilities and redevelopment expertise, enabling them to support our communities in embedding prevention measures in various projects. Comprehensive IPAC reviews of each home are done annually, with frequent audits, to ensure the sector-wide learnings from the pandemic remain entrenched in all home operations. Our Pandemic Plan reflects the evolution of infection prevention in long-term care resulting from COVID-19's onset and is part of a more fulsome Emergency Preparedness program.

All key pandemic workstreams, such as staffing levels and PPE oversight, continue to be monitored which remains in effect to manage all outbreaks. Our vaccination programs – for COVID

boosters and influenza – are ongoing and enabled by data analysis and weekly reporting to senior leaders. Daily case and outbreak reporting for all infections – COVID and non-COVID, across all homes – enables immediate central response to support homes. To strengthen our emergency preparedness program, we have provided enhanced planning and preparedness training for homes, to ensure our teams are best equipped for swift and comprehensive responses to any and all emergencies if and when they do occur. Interactive preparedness training, frequent drills, scenario-playing,

and introduction of tools that are easy to use in an emergency, are all part of our efforts in ensuring the safety of all of our residents and team members.

HEALTH EQUITY

Southbridge Care Homes uses a health equity and diversity equity and inclusion lens when developing programs and services. Our programming honours the cultures and identities of our residents. Our homes with Francophone residents, offer group programs in French and English,. First Nations programming is provided in Southbridge Care homes where any First Nations people reside. Through such programs, First Nations residents and other participants join in group art and music activities, and smudging and spiritual ceremonies, facilitated by First Nations community members.

Pride celebrations are enjoyed throughout Southbridge Care homes, during Pride month and beyond. Group activities such as 2SLGBTQ (same acronym used by Ontario health) movie night and Rainbow Day are featured in our programming, alongside education and celebrating the lives of our 2SLGBTQ residents.

Many homes host an annual Carousel of the Nations, featuring booths and information hosted by residents, their loved ones, and our team members, where everyone in the home can sample food and learn more about one another's cultures. Several homes host large celebratory events! During Black History month, homes have hosted everything from cultural fashion shows to artifact displays, to acknowledgement presentations for residents of colour who have served their communities. Diet offerings are tailored as much as possible to the requests of residents. Food choices that help a resident feel truly at home are an important part of honouring resident culture and

dignity.

A proud part of our cultural diversity is related to our spiritual supports offered. We invite all denominations to our homes and ensure each resident has their specific needs met. Newly developed homes include a reflections space and a prayer mat for resident use.

CONTACT INFORMATION/DESIGNATED LEAD

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SIGN-OFF

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

I have reviewed and approved our organization's Quality Improvement Plan on **March 15, 2023**

The Palace Long Term Care, Board Chair / Licensee or delegate

Diane Dupuis, Administrator /Executive Director

Natasha Gascon, Quality Committee Chair or delegate

Julie Puterman, Other leadership as appropriate
