

Quality Improvement Plan (QIP)

# Narrative for Health Care Organizations in Ontario

March 27, 2024



## OVERVIEW

The Palace is a 70-bed licensed Long-Term Care Home 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 the Ministry Directive of no longer permitting a standard wardroom of 4 beds to be reduced to 2 beds 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 and Values: Bridging lives together with meaning and purpose. 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 safe, effective, efficient resident centered, quality care for the residents we serve. We have many areas 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 who will have increased person-centered programming and recreational activities to support the specific needs of our residents. Residents will have

increased involvement in decision making, as we now have resident members on all of our committees. We have an active Resident Council and Family Council, and we ensure that all employees are kept informed of what is happening in our home.

Our strategic direction and the initiatives are also aligned with Accreditation Canada standards and meet the requirements of our LSAA. The Palace had their accreditation status awarded in 2023.

### **ACCESS AND FLOW**

The Palace Long Term Care can provide a residential alternative for patients with high care needs, who meet the following criteria:?

18 years of age or older

Have a valid Ontario Health Card

Have health care needs that cannot be met with any combination of caregiving in the home or community

Have health care needs that can be met in a long-term care home

We are focusing on 6 key elements:

The health of the population

Addressing the determinants of health and their interactions

Basing decisions on best practice evidence

Applying multiple strategies

Collaboration within and across our level sectors

At the Palace LTC home, we offer the opportunity for staff to enhance their knowledge practices at the home level as per evidence base practices. This included available courses in numerous subjects from behavioral support, palliation, and wound care. We also do yearly staff surveys to review our staff needs and align our home with the new vision of Long-Term Care.

## **EQUITY AND INDIGENOUS HEALTH**

Our home promotes equity, diversity and inclusion for all our residents and staff. As part of this initiative, Southbridge actively recruits staff from a wide range of ethnic and cultural backgrounds and our staff speak many different languages. We strongly value this diversity and believe that this enhances the care provided to our residents as we strive to provide care to our residents in their native language whenever possible.

All staff receive annual mandatory education on cultural competency, Indigenous Cultural Safety, as well as, the Standards of Employee Conduct which clearly outlines our priorities around non-discrimination, zero tolerance for abuse, neglect and unlawful conduct, ethics, professionalism and the promotion of caring and compassion in all we do. All staff receive training on Accessibility for Ontarians with the Disabilities Act requirements, as well as, education on how to provide excellent customer service to those with various disabilities.

## **PATIENT/CLIENT/RESIDENT EXPERIENCE**

There is a yearly Resident and Family Satisfaction survey where results are collected to measure the services that The Palace?is doing as a Home.? In the 2023 survey, The Palace did well in these top 5 areas:??

I feel that the staff are friendly: 96.77%

I trust the staff in my home: 94.19%

Overall, I am satisfied with the care I receive: 93.55%

I have a good choice of continence care products: 93.33%

I am satisfied with the quality of cleaning within the resident's room: 92.90%

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

I am updated regularly about any changes in the home: 76.43%

I am satisfied with the food and beverages served to me: 76.13%

I am satisfied with the temperature of my food and beverages:  
76.00%

I am satisfied with the quality of care from the Dietician: 74.29%

I am satisfied with the quality of care from the Doctors: 68.00%

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As we continue to improve, The Palace has developed a plan in collaboration with our residents and families to work on not only the areas mentioned above but the overall experience of the resident from admission to discharge.?

## PROVIDER EXPERIENCE

Every year, The Palace strives to deliver quality care for our residents. Since the Pandemic, we have continued to update and strengthen our infection control policies on evidence base practice and optimize integral care for our long-term care for residents.?

Pressure in the health system brings in a new approach in health care with a diversified population with high level and multi complex health care requirements, creating an increase in stress on the mental health and well-being of our workers. As our population ages, we see an increase in advanced dementia residents being admitted. This, along with the multiple comorbidities makes it very challenging to make them feel this is their home.

We, at the home level, with the help of the Ministry, need to continue to upgrade our health care services we can offer at the home level to minimize the need to transfer this population to the emergency department, which are already overflowing with high demands. Through Ministry funding The Palace has received, we will be able to purchase diagnostic equipment that will alleviate some for these transfers to the hospital. Measuring the experience of healthcare providers can help uncover important health system improvement opportunities.

One of the community partners The Palace is working with is the Ottawa Royal Hospital. Our Psychogeriatric team of doctors and nurses are achieving well-balanced therapeutic medication recommendations?to improve behaviors safely without the high usage of antipsychotics, which may contribute to increase falls. Both The Palace and the Royal recommendations, along with our Medical Director, collaborate to address the barriers to resident safety and find innovative solutions to improve quality for our residents. The Palace also has a partnership with BIM PT & OT services for active in-house physiotherapy services, prompt access to mobility aids customized to their special needs assessed by the OT and our home provider for mobility equipment. We also have numerous other partnerships for mobile X-Ray, U/S services, home oxygen and assessments, laboratories services, and visit from a pharmacist provider for further assessments on polypharmacy. ???

## SAFETY

Our 2024/2025 QIP plan builds on our strategic direction to further our commitment to delivering safe, compassionate, high-quality

care in every interaction with every resident, employee, family member and visitor to our home. Safety is embedded in all our policies, processes and workflows to ensure we provide our residents and employees with a safe environment to live, work or visit. Staff and residents receive education annually on many safety related topics to ensure that everyone is aware of current best practices related to safety and hold safety as a top priority in their daily activities.

Here are just some of the highlights from the last year that we are proud to announce:

- Successful reduction of ED visits for ambulatory care-sensitive conditions to 15%, this exceeded our target of 16%
- Significant reduction in the use of antipsychotic medications without a diagnosis of psychosis from 42.02% to 11.27%
- Improved the percentage of residents who responded positively to the statement "I would recommend this site or organization to others" from 79.3% to 92%
- Focused on improved collection and documentation of each resident's goals of care in support of our palliative approach to care
- In keeping with Southbridge's goal of providing excellence in customer satisfaction, we are thrilled to share that our family and resident satisfaction surveys reflected an 82.6% satisfaction rating.

Safety is at the forefront of the care we provide at the Home to our residents. For the past 2 years, we have reduced the use of antipsychotic medications, with the help of Royal Ottawa Hospital, our Behavioral Support staff, geriatric psychiatrist, geriatric psychiatry nurse, nurse practitioner and facility doctor. We have been able to reduce the use of antipsychotic medication without

appropriate diagnosis from 42.02% in 2022 to 11.27% in 2024.

Fall prevention is another safety issue in which the home implements numerous risk mitigations. We have implemented all safety interventions for our residents who are at high risk for falls. These measures include fall mats, anti-slip socks, medication reviews for medications that may affect the resident's mobility, additional monitoring of residents in their rooms, hallways, and dining lounges by staff. Fall prevention is challenging. As residents age, they become weaker, their balance is greatly affected, dementia may worsen, and chronic health challenges may affect their mobility including poorer vision. We continue to strive to improve our falls prevention program.

## **POPULATION HEALTH APPROACH**

Our approach is aimed at improving the health of our entire population. Located in a rural setting, this provides an opportunity for our population of this rural region to have options for care settings. We aim at improving the physical and mental health outcomes and the wellbeing of people within and across a defined local, regional or national population, while reducing health inequalities.

**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 27, 2024**

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**Natasha Gascon**, Board Chair / Licensee or delegate

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**Diane Dupuis**, Administrator /Executive Director

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**Diane Dupuis**, Quality Committee Chair or delegate

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**Julie Puterman**, Other leadership as appropriate

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