

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

April 1, 2024

OVERVIEW

Golden Years Nursing Home, an 88-bed facility nestled near downtown Preston in Cambridge, boasts a scenic backdrop overlooking the serene Speed River. Originally the esteemed residence of a prosperous merchant, Golden Years has undergone a sophisticated transformation to become the preferred choice for local elderly residents. Equipped with cutting-edge pharmacy technology, a cloud-based point-of-care documentation system accessed via handheld devices, and an advanced online scheduling program, Golden Years is dedicated to refining care delivery and enhancing quality management practices.

Since 2014, Golden Years has been under the dedicated management of peopleCare communities. peopleCare upholds its esteemed status as one of Canada's Best Managed Companies within the sector, holding an exemplary accreditation from Accreditation Canada. At Golden Years nursing home, we have fully integrated peopleCare's core values, emphasizing a commitment to people, professionalism, integrity, growth, and excellence. We express our heartfelt gratitude for the invaluable support, visionary leadership, and collaborative opportunities that this partnership brings to our family-owned establishment.

This year, Golden Years has placed a strong focus on ensuring the safety and providing support to our residents, families, team members, and the wider community, while maintaining a collaborative relationship with the leadership of peopleCare Communities. We continue our Quality Improvement committee meetings to strategize and implement plans aimed at enhancing the experience and quality of life for our residents and their families. The leadership team at Golden Years has been actively involved in

providing hands-on support and facilitating access to educational resources from reputable resources such as the “Take the lead” course, Behavioral Support Ontario (BSO) and our Bioethicist to equip our team members with essential tools for success.

In our pursuit of resident quality of care, we have continued to uphold a palliative care approach in developing personalized care plans for residents, from admission throughout their stay and collaborative Care Conferences involving the resident, their family, and our interdisciplinary team to ensure interventions are tailored to individual needs. Additionally, we are working in collaboration with the RNAO Best Practices to introduce new seamless assessments through Point Click Care for Resident Family Centered Care, pain and palliative, early detection of delirium and to be completed within 21 days of admission. Utilizing tools and resources such as "Clinical Connect" and "Amplifi" to enhance communication and access to historical and new health information for each resident between Golden Years LTC and community acute care hospitals.

Our key focuses for quality improvement this year at Golden Years include ongoing reduction in prescribing of antipsychotic medication to long-term care residents without psychosis, minimizing Emergency Department Transfers, and falls especially with injury among our resident population. Additionally, we are enhancing our Quality Improvement Plan to prioritize the outcomes of our Resident and Family Quality of Life surveys, with a focus on improving staff familiarity with residents' life stories and ensuring family members are aware of the services their loved ones receive.

To monitor and measure progress, Golden Years has established a

robust communication network that supports regular reviews of outcomes through data analysis during daily huddles, weekly and monthly leadership team meetings, monthly departmental meetings, resident and family council meetings, professional advisory committee sessions, and bi-annual quality meetings. Our data collection and evaluation processes are conducted in alignment with provincial benchmarks for clinical indicators, aiding in the development of action plans with SMART goals and emphasizing stakeholder engagement.

Striving to uphold resident, family, and staff satisfaction, Golden Years remains dedicated to meeting organizational goals in compliance with legislative standards outlined in the FLTCA 2021 to enhance the quality of life within our community. Aligned with the guiding principles of peopleCare Communities, our team at Golden Years is committed to driving positive change in the world of senior living through the ongoing practice of our Mission, Vision, and Values.

ACCESS AND FLOW

At Golden Years Long Term Care, we are committed to optimizing system capacity and improving patient flow to enhance the care experience for our residents. Through collaborations with various health service organizations, including RNAO Best Practice Nursing advantage Canada and interprofessional primary care teams, we actively participate in initiatives aimed at preventing unnecessary hospitalizations and emergency department visits. Our partnerships with our in-house physicians (available 24/7), STL imaging for X-rays and ultrasounds, physiotherapy, dietician, occupational therapy, pharmacy, respiratory therapy, dental, and optometry contribute to timely access for residents to primary care providers.

An important enhancement to patient access at Golden Years is the inclusion of a dedicated Psychogeriatric Specialist within our interdisciplinary team. This specialized professional brings invaluable expertise in addressing the unique mental health needs of elderly residents, working collaboratively with our in-house BSO team to enhance the quality of care provided.

We have also implemented the Launch Pad service from Life Labs, streamlining the process of receiving lab results for blood work and swabs. This enables faster diagnoses and treatment planning, promoting prompt intervention and effective management of residents' health conditions within the comfort of our home.

To improve communication and coordination, we utilize the Care Connect and Amplifi platforms, facilitating seamless information sharing among acute care facilities and community care providers. By leveraging these technologies, we ensure that residents receive the right care at the right time, promoting better care transitions and enhancing continuity of care.

In line with our commitment to continuous improvement, Golden Years will be introducing the "ENRICHED Admission Model" in the upcoming year. This model builds upon our unique and award-winning clinical pharmacy model, incorporating innovative HR solutions such as 24/7 clinical pharmacists and onsite pharmacy technicians to support our registered team members and residents. Utilizing technology and pharmacist-led medication reconciliation, this model enhances transitions and allows for enhanced time allocation to resident care. We have also elevated the role of social work in our home, with the implementation of the RAO Best

Practice Resident and Family-Centred Care Assessment Tool. This tool ensures that residents' and families' wishes, wants, and needs are integrated directly into the initial plan of care, leading to improved resident, family, and staff experience.

The ENRICHED Admission Model also includes the integration of new technologies, such as AMPLIFI, which digitally links our home with rapid and accurate medical information for our residents during admissions and transitions. This integration provides comprehensive health information, including allergies, medications, problem lists (diagnoses), and immunizations, to improve safety during admissions.

By adopting the ENRICHED Admission Model, we align with the Ministry's objectives of faster access to care, ensuring the right care is provided in the right place, and maximizing our interdisciplinary team to increase staff satisfaction and optimize care outcomes. As we continue to prioritize resident and family-centered care, we look forward to developing further quality improvement ideas to enhance the overall experience in our home.

EQUITY AND INDIGENOUS HEALTH

Golden Years, in collaboration with the Ontario CLRI, is dedicated to cultivating workforce capacity and fostering person-centered care. We emphasize the importance of diversity and inclusion in our long-term care homes, recognizing that care experiences can be influenced by various individual circumstances. These include language, ability, race, ethnicity, religion, spirituality, gender identity, gender expression, sexual orientation, and socio-economic status.

To ensure comprehensive equity, diversity, and inclusion practices, we are committed to completing the Equity, Diversity, and Inclusion in LTC: Assessment and Planning Tool. This assessment will be undertaken by our interdisciplinary team, guided by feedback from residents, families, staff, and partners. It will serve as a valuable resource for identifying areas of strength and areas where our equity, diversity, and inclusion practices can be further enhanced. These areas encompass planning and policy, organizational culture, education and training, human resources, community capacity building, resident and family engagement, and service provision.

At Golden Years, health equity has always been a priority, as we strive to provide accessible quality care without barriers. Our partnership with Community Care Coordinators enables us to match potential residents with appropriate care beds based on our clinical capabilities, ensuring that individual needs are met. Our dedicated team, consisting of the Director of Programs, Social Worker, Ethicist, Chaplain, psychogeriatric specialists, and the interdisciplinary team, works collaboratively to offer comprehensive support to residents and families.

We actively engage with residents and caregivers to identify and address specific social and cultural requirements. Specialized tools such as the Personal Leisure Profile and the Resident and Family Centered Care assessments, developed by RNAO within our Point Click Care system, assist us in understanding and catering to each resident's preferences and needs. Through this commitment, we foster a culture of health equity by effectively addressing all barriers.

As we continue to welcome residents into their new home, we

remain steadfast in our dedication to gaining a holistic understanding of their individual needs. Through ongoing efforts to enhance our knowledge of residents' backgrounds, preferences, and requirements, we create an inclusive environment that upholds the principles of health equity and promotes overall well-being.

PATIENT/CLIENT/RESIDENT EXPERIENCE

At Golden Years Long Term Care, our priority for this year is to continue to focus on quality improvement initiatives that address key performance indicators. These include continuing to maintain a below provincial average for reducing the use of antipsychotic medication for LTC residents without psychosis prior to assessment, minimizing emergency department transfers, and monitoring fall rates among residents. Our Quality Improvement Plan also centers around the feedback obtained from our in-house Resident and Family Quality of Life surveys, specifically targeting areas such as staff familiarity with residents' life stories and ensuring families are aware of the services their loved ones receive.

Our commitment at Golden Years is to transform the experiences of all individuals impacted by our services, including residents, families, staff, and partners. We foster purpose and fulfillment, guided by a person-centered approach that puts the needs and preferences of residents at the forefront. Through investments in experiential learning, mentorship, and leadership development, we empower our teams to strive for excellence.

Incorporating resident experience information into our improvement efforts, Golden Years utilizes various channels. We conduct regular surveys to gather feedback on various aspects of care and quality of life, such as medical care, staff responsiveness,

facilities, food quality, social activities, and overall well-being. Additionally, we have established and maintained Resident/Family Advisory Councils and a Quality Committee to ensure ongoing input and suggestions for improvement directly from residents and their families. Feedback mechanisms, like suggestion boxes and complaint forms, are in place to encourage open communication. These inputs are carefully analyzed along with other data sources to identify trends and areas that require attention. This analysis informs our targeted improvement initiatives, such as staff training programs, facility upgrades, changes to policies and procedures, and the introduction of new services or amenities.

At Golden Years, we are committed to creating inspired communities where bold ideas thrive. By incorporating resident experience information into our improvement activities, we continuously strive to enhance the well-being and satisfaction of our residents.

PROVIDER EXPERIENCE

In addition to our focus on quality improvement initiatives at Golden Years, we have implemented an employee incentive program to recognize and reward the dedication and hard work of our staff members. This program serves as a motivational tool to encourage excellence in caregiving and to foster a positive work environment where employees feel valued and supported.

Golden Years LTC offers an employee well-being program in partnership with Camino, an accredited not-for-profit professional counseling agency with extensive experience in the community. The program provides a wide range of services, including individual, family, and couples counseling, wellness promotion, training, and

resources, group sessions and workshops, critical incident debriefing, credit counseling, financial literacy programs, children's counseling, and various therapies such as cognitive behavior therapy, play therapy, narrative therapy, mindfulness, and trauma treatment.

Moreover, Golden Years actively collaborates with various organizations, such as Conestoga College, to identify and recruit new talent to join our team. Through partnerships with educational institutions, we aim to attract individuals who are passionate about providing care to seniors and are dedicated to making a difference in the lives of our residents. We provide opportunities for career advancement and professional development, including offering incentives for individuals interested in pursuing a career in long-term care. At Golden Years Long Term Care, we are committed to fostering a culture of learning and growth, not only among our existing staff but also through educational initiatives that benefit students. As part of our dedication to excellence in care and professional development, we actively engage in preceptorship programs such as the Preceptor Resource and Education Program in Long-Term Care (PREP LTC) that allow students to learn from our experienced staff members.

Through these structured programs, students have the opportunity to work closely with our staff, who serve as preceptors, mentors, and guides throughout their learning journey. This hands-on experience provides students with invaluable insights into the daily operations of a long-term care facility, as well as the chance to apply theoretical knowledge in a practical setting. By immersing themselves in the work environment and interacting with our dedicated team, students gain a deeper understanding of the

complexities of caring for elderly residents and the importance of compassionate, person-centered care.

We believe that by offering preceptorship opportunities, we not only contribute to the education and professional development of future healthcare professionals but also enrich our own team by welcoming fresh perspectives and ideas. These programs strengthen our commitment to providing high-quality care and nurturing a supportive learning environment that benefits both students and staff members alike.

At Golden Years, we understand the importance of investing in our staff members and supporting their career growth. We offer financial assistance to those looking to expand their skills and qualifications, particularly for individuals seeking to transition from Personal Support Worker (PSW) roles to Registered Practical Nurse (RPN) positions or higher. By providing these opportunities for advancement and financial support, we aim to empower our staff, cultivate a strong team dynamic, and deliver high-quality care to our residents.

Golden Years, guided by the peopleCare Strategy, aims to optimize innovative solutions for staff recruitment, retention, and engagement. Lessons learned from sister homes will inform the development of partnerships for international recruitment strategies, specifically in support of International Educated Nurses and skilled refugee recruitment.

Investments in education and training opportunities are a priority for our skilled team at Golden Years. In 2024, we have planned leadership training for registered staff and managers, as well as

dementia care education for front-line staff to enhance the dementia care experience within our special care home area. This will prepare us for the implementation of an emotion-based care model in the future. Additionally, we have partnered with an expert in the lived experience of residents and families to provide education on the importance of resident and family-centered care to our front-line staff.

Golden Years is committed to making a positive impact beyond ourselves. This includes empowering women and youth in developing countries to unleash their potential, supporting refugees and immigrants in creating a new life and thriving in Canada, and fostering volunteering and opportunities to give back to our communities and the world.

SAFETY

At Golden Years, resident safety is our top priority within the peopleCare community. We have implemented a proactive and systematic approach to learning from patient safety events, focusing on promptly identifying and addressing risks. Leadership and nursing teams conduct comprehensive reviews, analyzing daily shift reports and holding interdisciplinary huddles to promptly address potential risks and transparently communicate with residents and families.

We utilize an internal Risk Management tool to assess and manage residents' physical and emotional risks. This tool helps identify potential hazards and outlines necessary actions to prevent similar incidents in the future. By proactively addressing safety concerns and implementing targeted interventions, we enhance resident well-being.

To further strengthen our safety protocols, comprehensive assessments are conducted by our clinical team and on-site social worker, ensuring that resident and family care needs are assessed prior to admission. Within the first 21 days of a resident joining Golden Years, a comprehensive assessment is shared with all staff. We also conduct six-week care conferences for new admissions and annual care conferences for all residents. These conferences provide opportunities to assess successes and areas of risk in collaboration with our interdisciplinary team, including key care providers such as the medical director, clinical leads, program and social service representatives, and food and nutrition specialists. The active involvement of residents and their families in these conferences promotes transparent communication and collaborative decision-making, upholding the highest standards of resident safety.

Monthly Health and Safety team meetings at Golden Years bring together members from various departments, including frontline staff, registered nurses, housekeeping personnel, clinical leads, and program coordinators. This collaborative platform effectively addresses key health and safety matters within the facility, allowing for comprehensive strategies and measures to maintain a secure and healthy environment for all individuals at Golden Years.

By consistently reviewing and addressing patient safety events through standardized processes, Golden Years strives to continuously learn, implement improvements, and effectively communicate lessons learned to residents, families, and staff. This proactive approach fosters a culture of safety and quality care, ultimately enhancing the overall well-being and experience of those

entrusted to our care.

POPULATION HEALTH APPROACH

At Golden Years, we embrace a population health-based approach by proactively addressing the diverse needs of our community. Our focus extends beyond individual care to encompass the well-being of the entire population we serve. We collaborate with various health system providers, including in house nursing restorative services, physiotherapy, occupational therapy and Infection Prevention and Control (IPAC) specialists. We also utilize advanced technologies such as a bladder scanner, to deliver comprehensive care that promotes health, prevents infection and illness, this supports individuals in living well with their conditions.

When addressing the population health considerations for Golden Years in Cambridge, Ontario, we emphasize the importance of assessing, documenting, and care planning in the following domains:

Demographics: Understanding the demographics of the residents at Golden Years is crucial. This includes analyzing age distribution, socioeconomic status, cultural backgrounds, and any specific health needs associated with these demographics.

Health Status: Assessing the overall health status of the residents is essential for identifying prevalent health conditions, chronic diseases, disabilities, and any existing health disparities within the population.

Access to Healthcare Services: Ensuring access to healthcare services, including primary care, specialists, mental health services,

and emergency care, is a priority for maintaining the health and well-being of the residents. This includes considering transportation barriers and the availability of health resources within the community. Golden Years actively collaborates with various healthcare providers in the community to ensure seamless access to necessary care.

Preventive Care and Health Promotion: Implementing programs and initiatives focused on preventive care and health promotion is given high priority. These programs can help improve the overall health outcomes of the residents and may include health education, screenings, vaccinations, and lifestyle interventions.

Environmental Factors: Assessing the environmental factors within and around Golden Years is important for identifying potential health hazards or exposures that could affect the residents' well-being. This includes monitoring air and water quality, implementing safety measures, and ensuring access to green spaces for the residents.

Social Support and Community Engagement: Promoting social support networks and community engagement activities is vital for fostering a sense of belonging and improving mental health outcomes among the residents. Golden Years organizes various social events, support groups, and volunteer opportunities to encourage community involvement and positive social interactions.

Crisis Management and Emergency Preparedness: Developing comprehensive plans for crisis management and emergency preparedness is crucial in addressing potential health crises such as infectious disease outbreaks, natural disasters, or other

emergencies. Golden Years prioritizes the safety and well-being of residents by ensuring appropriate crisis management strategies and emergency response plans are in place.

By addressing these population health considerations, Golden Years fulfills its commitment to promoting the health and well-being of its residents, families, and staff, while creating a supportive and thriving community environment.

Through strategic partnerships with other healthcare providers and as part of an Ontario Health Team, we are committed to implementing population health-based approaches to the unique needs of our community. By integrating preventive services, health promotion initiatives, and personalized care plans into every interaction within the health system, we aim to facilitate positive health outcomes and enhance the overall well-being of our residents. Our coordinated efforts with multidisciplinary teams and external partners underscore our dedication to delivering holistic, patient-centered care that addresses the complex and evolving health needs of our community.

CONTACT INFORMATION/DESIGNATED LEAD

Stella Annan, Executive Director
Golden Years Nursing Home
704 Eagle St N
Cambridge, ON
N3H 4A4
sannan@peoplecare.ca

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 29, 2024**

Jenn Killing, Board Chair / Licensee or delegate

Stella Annan, Administrator /Executive Director

Stella Annan, Quality Committee Chair or delegate

Other leadership as appropriate
