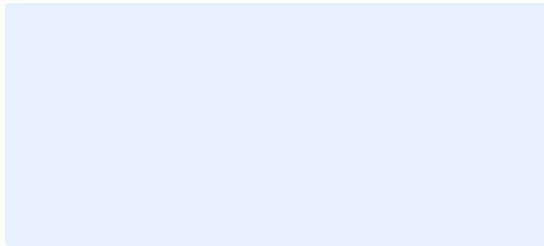


Let's Make Healthy  
Change Happen.



## Quality Improvement Plan (QIP) Narrative for Health Care Organizations in Ontario



4/2/2024

This document is intended to provide health care organizations in Ontario with guidance as to how they can develop a Quality Improvement Plan. While much effort and care has gone into preparing this document, this document should not be relied on as legal advice and organizations should consult with their legal, governance and other relevant advisors as appropriate in preparing their quality improvement plans. Furthermore, organizations are free to design their own public quality improvement plans using alternative formats and contents, provided that they submit a version of their quality improvement plan to Health Quality Ontario (if required) in the format described herein.

[ontario.ca/excellentcare](https://ontario.ca/excellentcare)

## Overview

Billings Court Manor, is an LTC home that is part of the Conmed Health Care Group, and was build in 2004 with 160 beds. Billings Court Manor is located in Burlington, Ontario and proudly provides 24 hours resident centred care. We are committed to providing individualized care to our residents to meet their needs through an interdisciplinary approach. We focus on their needs, values and desires to ensure that Billings Court is a place they call home.

In the spring of 2023 we were accredited by Accreditation Canada and received exemplary standing, focusing on our the positive care that is provided to the resident on a daily basis.

The home offers care services with the support of our Physicians, Dietitian, Physiotherapist, Music Therapist, Social Service Coordinator, Pastoral Care and others to support a holistic approach to care. Residents have access to additional services such as foot care, hairdressing, optometry, dental care that come into the facility to offer services.

Our Continuous Quality Improvement team consists of the Administrator, Director of Care, Department Leads, a member of the resident's council, family representative, the Medical Director and external partners such as pharmacy, physiotherapy, Dietitian, and Public Health. Our team meets quarterly to review our results and to make recommendations on quality improvement opportunities which are identified. We also have nursing programs that focus on various programs within the homes such as our Falls, Skin and Wound, Continenence, Pain and Palliative Care, Resident Council, Family Forum along with others.

Billings Court Manor prides themselves on our hard working, innovative, dedicated front line workers and management team. We work together to bring quality care and enrichment to the residents who live here. Through education, innovation and change we are improving or maintaining quality care.

## Access and Flow

At Billings Court we are lucky enough to have 4 physician that are on call 24/7, the nursing staff is able to reach out them at anytime for any immediate concerns that might result in transfers to hospital. Having access to a physician allows our residents to be able to receive continued care, decreasing the likely hood of having to transfer residents to hospital. We also have a psychogeriatrician available for residents who have increasing behaviours that could result in a transfer to the ER.

Other services that we provide in house to allow the residents to have continued care are but not limited to phlebotomy, diagnostic imaging, Laboratory testing, Nurse Practitioner and IV antibiotic, bladder scanner and palliative care.

Billings has many community partners that also assist with the continued care of our resident such as BSO, Medical Mart, 3M, Care RX Pharmacy, OLTCA, LHIN and Spiritual partners etc.

Our physicians educate the families about residents health issues and the benefits/ disadvantages with being transferred to the ER for care to be provided. All services can be provided in house but at a slower paces then what would happen in the emergency room.

Due to lack of staff through diagnostic imaging, and delays in services, we have had an increase in transfers to hospitals. We have now contracted a second company that is able to provide services and has assisted in decreasing the transfers. (Ultra sounds only) the company is currently waiting for approval from ministry.

### **Equity and Indigenous Health**

Billings Court Manor has a diverse group of residents. Residents age ranges from 46-106 of different races and cultures. All residents who reside within our facility receive the same care level with the access to the same services. Our staff are from various cultures and different races and they are able to make a connection with our residents.

Our goal for 2024 is to educate all staff with diversity and ethics training. Currently our management staff all have received diversity and ethics training.

The Recreation Department develops programs for each unit based to meet their cultural and spiritual needs. Community partners are also able to provide spiritual programs to assist the residents.

Translation devices are used by the staff to communicate with residents who no longer speak English to allow us to provide person centered care.

We continue to provide different menu options based on the residents' choices when implementing new menus. These are also brought to Residents Council for approval. Individual menus are available based on dietary restrictions for cultural preferences.

Admission are based on a selection process through the LHIN which does not allow us to decline residents based on their background or cultural needs.

### **Patient/client/resident experience**

Quality improvement continues to be put into place with input from various sources, Residents Council, Resident Satisfaction Survey (distributed annually), families, staff and internal and external partners. Information is collected and shared through our quarterly CQI meetings, Residents Council, Family Forum, Committee/staff meetings and Care Conferences. We believe that quality is a multi-disciplinary approach effecting all departments and the delivery of the services to the residents.

Over the past year we have had a more engaged Residents Council that continues to bring quality improvement issues to our attention and as a result we work and strive to improve the issues they feel are important to them.

In past years we have been running a Family Forum despite our efforts we have not had a family member willing to step forward to facilitate a Family Council. We have been running virtual and in person meetings quarterly to keep families updated with events and information from the home level. Our hope is that in the coming year we will have a Family Council running to be able to provide them with resources and support necessary.

As the demographic and residents change within the home, quality improvement must continue to change as well. We continuously are working to meet the needs of current residents and families.

When care conferences are held our doctors attendance rate is 100% and families attend 95% of the time, either in person or over the phone to express any concerns. Families are asked directly if they are satisfied with the care that is provided. If not details are provided and taken back to the department and issues are

addressed. All members of the interdisciplinary team attend to provide an incite to the residents care they are receiving.

Staff are encouraged to "Word Swap" to have the residents feel more welcome and accepted while living in LTC.

### **Provider experience**

Staffing continues to demon straight to be difficulty during this time. We are currently seeing an upswing in qualified applicants that are willing to work within LTC.

Billings allows students the opportunity to have their final placement at the facility, hiring of placements students into full time lines has been successful and an easy transition.

Staff appreciation events are scheduled throughout the year to assist with staff moral of current staff. Events such as BBQ Lunches, bagels and coffee, cultural days, raffles and draws.

Management shows a presence on the floor to support staff with needs and on the spot education especially with the new staff to help them transition into this fast pace environment.

Job Fair were attended to seek new staff as an alternative to online recruitment.

### **Safety**

To improve resident safety due to increased behaviours between residents, we have a psychogerintrician that comes into the facility to assist with difficult behaviours as well as BSO. We are also increasing the number of staff that are receiving GPA training throughout the year.

New funding that has been provided to from the ministry with increasing staff levels will allow more staff on the floors to observe and monitor residents through out the day to assist with residents safety.

Fall prevention measures are readily available for staff to implement and put into place as needed.

To prevent medication reconciliation error, we have implemented a Boomre program through our pharmacy that has has one person completing the medication reconciliation process for new admission to decreased the number of medication errors. Audits are conducted 1/4ly by the pharmacy to ensure the process complete correctly.

To improve safety for the residents and person centered care consistent staff assignments, resident directed care and activities allows both residents and staff to know each other on a more personal level and helps to reduce the amount of behaviors demonstrated by residents.

Preventative measures that we put into place to reduce resident to residents aggression include preadmission screening for aggressive behaviours the development approach of person center care, and provide care based on screening assessment and internal approach to roommate selection.

New surveillance cameras that were installed this year to provide us with a better insight into safety incidents that occur in the home.

### **Population Health Approach**

Billings Court Manor is providing services to be proactive in their care approach to assist people to live well with their disease and prevent disease progression. We offer the restorative programs for residents who qualify to improve their ability and to allow them to regain independence and be less dependent on staff to complete tasks.

Services are provided from Seniors Mental Health Outreach program, to provide mental health assistance for seniors struggling with mental health while living within LTC. Strategies are provide to staff to assist the residents with success.

We have access to Behavioral Support Ontario (BSO) to assist with residents transitioning from the community into LTC home, to make the transition easier for both resident/ family and staff. BSO provides the home with an in-depth history of the residents background and strategies that have work in the past for families and BSO. Through this program we are able to make the transition into LTC easier and more enjoyable for the resident.

Acclaim Health pain consultant, is used when necessary to assist with residents who have unmanageable pain to allow them to continue to with daily activities and maintain their baseline functions.

Annual vaccination program to eligible residents, for OHIP covered vaccines. Non covered vaccines as also discussed with family at care conference by the doctor.

## 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

Board Chair / Licensee or delegate Neil Simon \_\_\_\_\_ (signature)  
Administrator /Executive Director Heather Whitehall \_\_\_\_\_ (signature)  
Quality Committee Chair or delegate Grace Zhang \_\_\_\_\_ (signature)  
Other leadership as appropriate Belinda Graye \_\_\_\_\_ (signature)