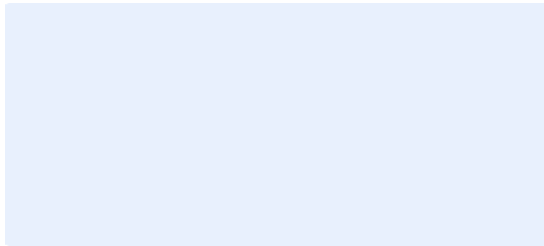


Let's Make Healthy
Change Happen.



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.

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Overview

Located in the city of Niagara Falls, Oakwood Park Lodge is Home to 84 long term care residents. We also have an additional two beds allocated for Short Stay/Respite Care. Oakwood Park Lodge is part of the Conmed Health Care Group and we have recently begun preparations for the start of our new building. Construction is expected to last approximately 18 months.

Starting in January 2024 and continuing for the next three years, Oakwood Park Lodge will be completing an initiative in partnership with The Registered Nurses Association of Ontario (RNAO) Best Practice Guidelines Program, PointClickCare and Nursing Advantage Canada - to implement key RNAO Clinical Pathways - with the initial ones being Admissions, Delirium and Resident/Family Focused Care. The initiation of these Clinical Pathways will allow our Home the opportunity to continue meeting and exceeding the legislative and regulatory requirements in key areas of the Fixing Long Term Care Act. The evidence-based RNAO Clinical Pathways will improve quality of care, resident outcomes, improve staff efficiency, reduce the risk of errors, and further expand and standardize evidence-based practices.

As part of our commitment to continuous improvement, we have developed a Quality Improvement Plan (QIP) that focuses on enhancing the quality of care we provide and ensuring that our residents receive the best possible care experience. Our QIP also aligns with our Strategic and Operational Plans as we strive to enhance resident safety and security in all aspects of the operation. We strive to ensure resident-centered care and are committed to resident safety and well-being through exemplary care and services.

In 2023, Oakwood Park Lodge received the designation of Accreditation with Exemplary Standing from Accreditation Canada - an accomplishment we are very proud of!

Access and Flow

As a corporation, Conmed is committed to working closely with our community partners including Home and Community Care Support Services (HCCSS), local hospitals and other partners to ensure safe and effective care of all the residents throughout the Homes. On this level, we have partnered with the Registered Nurses Association of Ontario (RNAO) to implement Best Practice Clinical Pathways which will benefit all the residents of our Homes. On a Home specific level, the success of this QIP requires the continued collaboration with multiple partners, such as HCCSS, BSO, local hospitals, RNAO, etc. We continue to educate at all levels of the interdisciplinary team in regards to our residents to ensure that the right care is given at the right place at the right time. Our physicians along with our nurse practitioner provide us with professional leadership and guidance to enhance our resident outcomes. The process begins with HCCSS. We work closely with HCCSS to ensure the Home is a suitable match for the resident. We also work in collaboration with them if a resident requests to move to a different Home, back to the community or on occasion to a facility that is able to provide care (even short term) to more complex residents. We work with Behavioural Supports Ontario (BSO) to ensure the transition to Long Term Care is smooth. As well, they support us with our residents with behaviours. Our residents requiring more acute care are transferred to either of our two local hospitals. On transfer, the EMS is provided with a thorough transfer of accountability (TOA), ensuring our resident's interim care givers have the right information at the right time. Most importantly, we encourage our residents and families to participate in all aspects of the care, including the areas mentioned above. We ensure that residents and families are kept informed at

all times and review directives with them at Care Conferences at least annually or with changes in the resident's condition. Through these collaborations, we will continue to enhance this area for the best resident experience and outcome.

Equity and Indigenous Health

Oakwood Park Lodge is very diverse in race, religious beliefs, and sexuality. All our residents are treated with respect and dignity. Our staff is also very diverse in all areas and that is transferred directly to the care that is provided to each resident. We feel our staff work effectively, cross culturally, by understanding, appreciating and respecting differences and similarities through our beliefs, values and practices. Residents feel comfortable in expressing their uniqueness. At Oakwood we are proud of our multicultural heritage, and celebrate these differences.

Oakwood has developed cultural awareness days. This is a time to celebrate our amazing multicultural staff.

Our residents with indigenous heritage are encouraged to participate in community activities which have included pow wows, smudging and indigenous art festivals. We are working with our indigenous community to bring cultural awareness to our residents and Oakwood to enhance their emotional and spiritual well being.

We have a significant number of residents that are younger and this presents a challenge with engaging these residents in meaningful activities. We will continue to work with community partners such as Brain Injury, especially with our goal being a specialized unit designed for the younger population in our new building.

Patient/client/resident experience

Residents and family are heavily involved in all aspects of life at Oakwood. This process starts at admission with family and resident involvement in a individualized plan of care and continues up to end of life care when applicable. We receive a significant amount of positive feedback through thank you cards, letters, mentions in obituaries, and voiced compliments by both residents and their significant others.

Through our PAC meetings, management meetings and registered staff meetings areas of concerns are discussed with possible solutions through the interdisciplinary team. Areas of concern may include many facets of daily life at Oakwood. Through resident council, family council, surveys, care conferences, and face to face discussions with family and residents. We then address the concerns to the appropriate areas to resolve the concern before it escalates.

Provider experience

Currently we are experiencing staffing challenges as most long term care homes are. We continue to support our staff through meetings, open door policy, and celebrate milestones. This may be a retirement, a long term employee reaching a significant year of service, random act of kindness to either resident or a fellow colleague. These simple gestures seem to provide assurance to staff that the team is cohesive and works towards the same goals. We include staff education on various topics that would enhance their work experience. Management also are educated on best scenarios in relation to situations that may arise with staff to be prepared for unusual circumstances.

Safety

There is a Joint Health and Safety Committee in place comprised of management and team members who do routine workplace

inspections as well as incident reviews and address any concerns brought forward. The Committee works collaboratively with the union to ensure that the safety of all staff is a priority of the Home.

Oakwood Park Lodge is devoted to creating a safe work environment, where all employees can work in an environment that fosters healthy, positive relationships among employees, residents and families. Our corporate policy outlines responsibilities and strategies for preventing, identifying and resolving instances of harassment and supports employees to report any violations of this policy. Oakwood Park Lodge completes violence risks assessments and all staff receive annual education on workplace violence. We ensure that all staff know how to address workplace violence appropriately. We ensure our staff, residents and visitors safety through our adherence to our policies, regulations and best practices.

By working together to prevent workplace violence, we can improve resident care and create an environment that promotes staff well-being and satisfaction.

Population Health Approach

We are in the early stages of construction on our new Home. There will be a resident home area dedicated to those under 65 with life limiting illnesses (brain injury, MS, ALS). There is a great need to better serve this population in our region. We hope to be able to fill a gap in the current system with the support of our residents, families and community partners. As we move through the stages of construction, we will strive to involve these supports and include them in the vision of quality care for all of our residents, with an increased focus on the needs of those under 65.

In our current population, there are a significant number of residents that are young and/or have a Brain Injury. We work with community groups to access programs and resources to best serve their needs. Through these programs, the residents are able to interact with other people of similar age and ability. These programs have been very beneficial to the mental health of these residents.

We have had some challenges with residents with responsive behaviours. We access several outside agencies to assist with the care of these residents, such as BSO and SMHO. At times we have had to liase with HCCSS in an effort to ensure that the resident is receiving the best possible care. This has involved participation in a Complex Case Review where several parties came to the virtual "table" with suggestions on how to best manage the resident's behaviours while protecting the resident, other residents, family and staff.

To improve on the above areas, we are fortunate to have received education and funding for the position of Behavioural Support Manager. Her role is to work with the staff, the family and the community partners to ensure that the resident is receiving the best care possible. She will follow up with current interventions, provide education as needed to both staff and families, work closely with community partners with the ultimate goal to improve resident care and experience.

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 Steve Moran _____ (signature)

Quality Committee Chair or delegate Grace Zhang _____ (signature)

Other leadership as appropriate Belinda Graye _____ (signature)