

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

March 28, 2025



OVERVIEW

Billings Court Manor, is a 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 hour 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 Billings Court Manor is a place they call home.

The home offers care services with the support of our Physicians, Dietitian, Physiotherapist, Music Therapist, Art Therapy, Social Service Coordinator, Pastoral Care and other support of holistic approaches to care. Residents have access to additional services such as foot care, hairdressing, optometry, aromatherapy, dental care that come in to the facility to offer services.

Our Continuous Quality Improvement Team consists of the Administrator, Director of Care, Department Leads, members of Residents 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 home such as Falls, Skin and Wound, Continence, Pain and Palliation Care, Residents Council and 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 of care and enrichment to the residents who live here. Through education, innovation and change

we are improving or maintaining quality of care.

ACCESS AND FLOW

At Billings Court Manor we are lucky enough to have 4 physicians that are available 24/7, the nursing staff is able to reach out for any immediate concern that might result in transfer 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 transfer to the ER.

Other services that we provide in house to allow the resident to have continued care are but not limited to phlebotomy, mobile diagnostic imaging, laboratory testing, Nurse Practitioner and IV antibiotics, bladders scanner and palliative care.

Billing Court Manor has many community partners that also assist with the continued care of our residents such as BSO, Medical Mart, 3M, Care RX Pharmacy, OLTCA, OHN and Spiritual Partners etc.

Our medical team is extremely supportive of providing as many services within the Billings as possible to prevent emergency department visits. We have a close working relationship with our pharmacy to provide medication on a regular and emergency basis. Residents are reviewed by the care team to monitor for change. Our Charge Nurse floats throughout the building in addition to the home areas nurses to provide clinical expertise and oversight. Our physicians and nursing teams communication regularly with the families and residents to understand their wishes and to education the benefits/disadvantages with being transferred the to ER for

care. All services can be provided in house but at a slower pace then what would happen in the emergency room.

Last year we were able to contract another imaging company that will assist us with avoiding transfers to the ER, families are still requesting residents to be transferred to hospitals as they don't want to wait for imaging or other procedures to occur within the home.

Many residents families are requesting for their loved one to be Full Code or to receive all care necessary including transfer to hospital excluding CPR. This is causing an increase of our transfers to hospitals as a results of the families wishes.

EQUITY AND INDIGENOUS HEALTH

Billings Court Manor has a divers group of residents. Residents age ranges from 47-107 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 t make a connection with our residents.

Our goal for 2025 is to continue to educate staff with diversity and ethics training. This will be done through various methods of in person training and also through educational events that occur throughout the year. The Recreation Department develops programs for each unit based on their cultural and spiritual needs. Community partners are also able to provide spiritual programs to assist the residents. Home wide cultural days are planed to include the culture of the staff and provide education to other staff. Including musical entertainment and variety of cultural food and

celebrations. Our staff are a diverse group of individuals that come from many different ethnic backgrounds and this assist us to provide care for our residents including language barrier and religious celebrations.

Staff have access to translation devices to assist with communication with residents who no longer speak English to allow us to provide person centered care.

Through the kitchen we continue to provide different menu options based on the residents choices when implementing the new menu. These are also brought to Residents Council for approval. Individual menus are available based on dietary restrictions and cultural preferences. Changes continue to be made throughout the year, as new residents express their desires.

Admission are based on a selection process through the OHN which does not allow us to decline residents based on their background or cultural needs. When admissions allow we do our best to pair up residents in the same Home Area that share the same culture to allow them have a build a possible connection.

PATIENT/CLIENT/RESIDENT EXPERIENCE

Quality improvement continues to be put into place with input from various sources, Residents Council, Residents Satisfaction Survey (distributed annually), families, staff and internal and external partners. Information is collected and shared throughout the our quarterly CQI meetings, Residents Council, Family Forum, Committee/staff meeting and care conferences. Residents and families are welcomed to attend our various program meeting throughout the year. We believe that quality is a multi disciplinary

approach effecting all departments and the delivery of the services to the residents.

Billing Court Manor initiates a satisfaction survey annual to receive feedback from the residents and families on areas of improvement. Surveys are electronically collected with the Recreation department, QR Code sent to the families and placed on posters around the facility. This year we have split the survey into a Resident and Family survey. In addition we are open communication between residents/families through emails, conversations, Resident Council, Family Forum and Care Conferences.

Billings Court Management Team works closely together with Residents Council and Family Forum to involve them in providing input on quality improvement initiative, areas of opportunity and reviewing the survey results and creating action plans. for change/improvement. The results of the survey are shared with residents, families and staff.

We continue with a Family Forum set up to involve families with what is happening within the building. We continue to run virtual meetings quarterly to keep families updated with event, and information from the home level. Family Forum is able to provide us input into our quality improvement plan. Education of various topics is provided by community partners and various departments of Billings Court Manor.

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

Our interdisciplinary care conference meetings are doctors attendance rate is 100% and families attend 95% of the time with the option of in person or over the phone to express any concerns. Families are asked directly if they are stratified 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 insight to the residents care they are receiving.

All new admissions receive a welcome basket upon admission day that provides the a little personal touch to the rooms as residents arrive. The Recreation Department holds Welcome Teas bi-monthly and invites all new admission and members of the Residents Council to allow residents to meet and connect with residents who are transitioning into the home.

PROVIDER EXPERIENCE

Over the past year we have seen an increase in staff returning to LTC homes. Over the past year we have had a decrease in the amount of agency used therefore have more continued care or our residents due to employing our own staff and relying less on agencies.

We continue to welcome students to provide them with the opportunity to have placements and have hands on learning at Billings Court. After placements are complete the facility often hires students into lines that are available that have been successful and an easy transition.

Staff appreciation continues throughout the year to continue to raise staff moral. We continue with events such as staff BBQ's, raffles and draws, cultural days and snack and treats.

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

SAFETY

To improve residents safety with continued increased resident behaviors between residents, we have continue to have a psychogeriatrician that comes into the facility to assist with difficult behaviors as well as BSO. We also continues with increasing the numbers of staff members who receive GPA training throughout the year.

The Ministry funding continues to increase the number of hours per resident to meet their goal of 4 hours per resident by spring of

2025. This will allow the staff to spend more time with the resident and observe residents on the floor throughout the day to assist with residents safety and to decrease the responsive behaviors.

To prevent medication reconciliation error, we have implemented a Boomer programs through our pharmacy that has one person completing the medication reconciliation process for new admissions to decrease the number of medication errors. Audits are conducted 1/4ly by the pharmacy to ensure the process is completed correctly. Monthly meeting are held between the pharmacy and management to ensure any issues are being address quickly resolved.

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

The facility completes on line and in person training on lift and transfer training to ensure the safety of our residents. Emergency procedures are in place which provide direction in the event of any emergency within the facility. The team is trained on all procedures and Emergency preparedness is extremely important. In the event of an incident occurs, the team debriefs to determine what went well and to identify what are areas of improvement.

Billings Court Manor reviews critical incidents, inspections by MLTC, Public Health and Ministry of Labor quarterly. Action plans are developed to address all non compliances, wherever possible non compliant issues are identified rectified immediately while the

inspector remains onsite and before the inspection has been completed.

Joint Health and Safety Committee consists of worker and management members is an active committee that conducts monthly audits and inspection of the facility. The team meets bi-monthly and follows up with any concerns that have been brought forward.

Billings Court Manor participates in Commission on Accreditation of Rehabilitation Faculties (CARF). Most recently accredited in May of 2023 with Exemplary Standards.

PALLIATIVE CARE

At Billings Court Manor our resident have timely access to palliative support through our physician and our nursing staff that is available as needed.

Our palliative care committee consist of members from our interdisciplinary team, who provide different aspect of holistic approach to palliative residents and families. Our gorals of care are reviewed at care conferences with families and as are addressed needed as the residents conductions changes.

Registered Staff have attend education from external providers and has extensive knowledge for early identification and assessment of needs of the residents who are palliative. Nursing uses different type of screening and assessment tools (PPS, CHESS, FICA and ESAS) for early identification for residents. Pain management and other symptoms management are provided 24/7 by our registered staff. When residents are deemed palliative and end of life, families

choose to keep their loved one within the facility to be surrounded by staff and co resident that have been active in their daily lives in a familiar setting.

Spiritual partners are available to meet the spiritual/ religious needs of our resident and families upon request.

Recreation has developed and implemented Palliative Care Carts that are place in residents rooms, that provide supplies and resources for the families during this time. Families are welcome to stay with their loved one as long as necessary and refreshment carts are available throughout the day from our kitchen. Upon residents passing, Code Angle is called and a dignity blanket is placed over the resident and staff line up to pay their respects as the resident leave the facility through the front doors.

Acclaim Health Pain and Palliation consultant available for case by case needs.

POPULATION HEALTH MANAGEMENT

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 which living in LTC. Strategies are provided to staff to assist the residents with success.

Billings Court Manor have access to Behavioural Support Ontario to assist with residents transiting from the community into the LTC home, to make the transition easier for both residents/families and staff. BSO provides the home with an in depth history of the residents background and strategies that have worked in the past for families and BSO. Through this programs we are able to make transition into LTC easier and more enjoyable for the resident.

Our Social Service Worker focuses on our residents well being, she provides individual supports to our residents and families. The Social Service Works plays an important role in the admission process for both families and residents. They ensure the residents is settling in and works with the nursing department to ensure that needs their individual needs are being met. They also provide support to the families who have loved one whos disease is progressing, she allows for they to express their concerns and assist them through the grieving process. She is able to connect families and residents to outside providers to assist with their needs

Annual vaccination programs to residents who are eligible, for OHIP coverage. Non covered vaccines are also discussed with families at care conference by the doctor.

We also offer services on-site for residents to reduce the need to leave the facility to access essential care, and prevent decline. We have contracts in place for Audiology, Foot Care, Optometry, and Dentistry accessible to the residents in the facility. We believe in a holistic approach to well-being, and we strive to provide this for each and every resident living in our facility.

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 28, 2025

Neil Simon, Board Chair / Licensee or delegate

Heather Whitehall, Administrator /Executive Director

Grace Zhang, Quality Committee Chair or delegate

Belinda Graye, Other leadership as appropriate
