

Quality Improvement Plan (QIP)

# **Narrative for Health Care Organizations in Ontario**

March 30, 2025



## OVERVIEW

Millennium Trail Manor is a long term care home located in Hamilton Niagara Haldimand Brant network (LHIN), with 160 residents. Millennium Trail Manor employs over 180 staff members and has other support workers that help with care provision.

Millennium Trail Manor, as part of Conmed Health Care Group, has engaged residents, families, staff, and key partners to form the four pillars of its strategic plan. The four pillars—leadership in long-term care; people's first choice; pursuit of knowledge; and advancement of technology—merge together to reflect a resident focused, quality-driven vision. Millennium Trail Manor is committed to providing high quality care and services to our residents in accordance with the standards set forth by the Ontario Ministry of Health and Long-Term Care. As part of our ongoing commitment to continuous quality improvement, we have developed this Quality Improvement Plan to identify areas for enhancement and implement strategies to ensure the delivery of excellent care to our residents.

## ACCESS AND FLOW

We are committed to working closely with our community partners including Community Care Support Services team, hospitals and business partners to ensure safe and effective care of residents across all Conmed homes. The success of this QIP requires collaboration with multiple partners, including Home and Community Support Services, Behavioral Supports Ontario (BSO), Seniors Mental Health Outreach (SMHO), Ontario Long Term Care Association, and vendors such as Medline, 3M, and pharmacy, hospitals, and other sectors.

We look forward to our monthly Responsive Behaviour Meeting lead by our embedded BSO Behaviour Support Manager, who has a

background in Therapeutic Recreation and shares a unique perspective on non-pharmacological approaches to responsive behaviour. The meeting is held in conjunction with the Psychogeriatric Resource Consultant from Alzheimer's Niagara, our Palliative Pain and Symptom Management Consultant from Hospice Niagara, the Seniors Mental Health Outreach Case Manager from St. Joseph's Hospital, as well as our BSO mobile team members who are based out of St. Joseph's Villa in Dundas, Ontario. In consultation with the physicians, nurse practitioner, and the management team, the meetings were developed in collaboration with the nursing department and our community resource partners. Our goal is to improve and broaden staff awareness and strengthen confidence when planning and carrying out individualized responsive behavior management strategies through troubleshooting, discussion, and action planning together.

Millennium Trail Manor has implemented the RNAO (Registered Nurses Association) Clinical Pathways initiative in 2023, beginning with the Admission Assessment, Delirium, and Resident and Family Centred Care. All residents are screened for Delirium on admission and 100% of direct care staff have been trained to look for the signs and symptoms of Delirium. In May of 2024, the RNAO Clinical Pathways for Pain and Falls began the implementation process, further enhancing resident safety and building capacity with direct care staff by strengthening nursing knowledge. In 2025, the Clinical Pathway for Palliative/End of Life Care will begin the implementation process with support from the RNAO.

Millennium Trail Manor has successfully been accredited by Accreditation Canada, and we are proud of this monumental achievement. The success was possible because of the emphasis that the home management team placed on quality indicators such as pain, falls, pressure injuries, responsive behaviour,

restraints/PASD, infection control, and joint health and safety commission. Our quality in these areas has shown improvement, which were made possible through enhanced auditing processes, staff education, collaboration with external service providers, and the maintaining of a strong and consistent management team.

## **EQUITY AND INDIGENOUS HEALTH**

Millennium Trail Manor has a diverse population of mainly English speaking residents with the next highest population being Italian speaking residents. At the request of Resident Council, one of the activity rooms was converted to a sports room in 2024 to support residents in feeling like they are in a home environment. Another room on the opposite home area was converted to a Wellness Retreat where residents can go to relax and unwind.

In accordance with the Fixing Long Term Care Act, we have designated spaces for spousal reunification or when residents request privacy. For residents who are differently abled in terms of communication, we have devices, pictorial symbols, and communication devices identified in their care plans for use.

The implementation of a "Young Residents Social" has been celebrated as a way to foster social connections with our residents under the age of 50, and includes residents from other Conmed homes. Many strong social connections have been made across homes, and the group has enjoyed meeting for games and movie nights, as well as going on outings.

We will continue to enhance recruitment processes to attract a more diversified workforce. The Supervised Practice Experience Partnership (SPEP) program was initiated in 2023, which is an initiative of the College of Nurses of Ontario and Ontario Health. The program offers Internationally Educated Nurses (IENs) or Canadian Licensed Nurses the option to complete a supervised

practice experience in Ontario to validate current nursing knowledge, skill, and judgement when participating in the program. Since the implementation of this project, several of our Personal Support Worker staff have become Registered Practical Nurses and Registered Nurses and have been successful in obtaining full time employment in our home and beyond.

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

Our team members continue to meet one-on-one with residents and families as the need arises: post-admission and annual interdisciplinary care conferences, significant change care conferences if/when required, family and resident surveys, and family and resident meetings. Millennium Trail Manor's Resident Council meets monthly. Millennium Trail Manor shall consult with and/or share information with the QI Committee, PAC Committee, and our community partners. MTM will continue to work with the head office to follow the strategic plan and ensure that staff are acting in accordance with providing resident care that reflects our mission and vision statements. The resident survey and survey results will be shared quarterly with our Resident and Family Councils, and with our community partners during the CQI and PAC meetings. Input and feedback is welcomed and valued from residents, families, staff, and community partners. We utilize this information to facilitate change that benefits our residents and their families and enhances our Quality Improvement Plan. One of the key areas we aim to focus on for 2025 is improving our responses from the current satisfaction rate to 100% satisfaction rate in 2026.

## **PROVIDER EXPERIENCE**

Millennium Trail Manor has a high number of staff who celebrated

their anniversaries in Fall of 2024 along with the 20th anniversary of the home's opening. Our home employs dedicated individuals who take pride in their work, which is evident in the quality of care they provide to the residents. Improvements in the home's physical appearance, including new flooring and furniture, and the introduction of themed activity rooms as chosen by Resident Council have made vast improvements in not only Resident morale, but Staff morale as well. Since the advent of the most recent global pandemic, every Wednesday is Staff Appreciation Day, where snacks are provided to all staff members on every shift. We appreciate the hard work and dedication shown to our Residents by our Staff during the pandemic, and as we begin to leave the vestiges of the past behind us, we can begin to transition into a new era where there is increased focus on wellness opportunities, strong leadership, and a flexible environment to foster a positive team atmosphere. Millennium Trail Manor has a comprehensive policy against workplace violence. All staff must complete annual education on workplace violence and harassment through the Surge Learning website and sign an annual reaffirmation that they have reviewed and understand workplace violence and harassment. The workplace violence and harassment policy is available through the home's online education and training program for families within the home. We investigate all reports of violence and harassment in the workplace and discuss them with the Joint Occupational Health and Safety Committee in order to discuss strategies to mitigate any further occurrence. Working together with USW (United Steel Workers Union), we strive to ensure a safe workplace for all. All managers received training and education in Equity, Diversity, Inclusion, and Anti-Racism in September of 2023 and will train all new management staff in 2025. Increasing cultural competence of staff can only have positive

effects on providing culturally safe care to residents, and mitigate future potential workplace violence and harassment claims that may have resulted from 'culture clash' as our staff becomes increasingly more ethnically diverse to reflect the population of our city.

## SAFETY

Millennium Trail Manor adopts a "safety first" approach in the workplace. Three managers were certified in Health and Safety in September of 2023, and make up the management team on the Joint Occupational Health and Safety Committee. New worker members were recruited in early 2024, two of which are certified as well. In 2025, we are well on our way to creating a robust and active Joint Occupational Health and Safety Committee going forward. The QI committee meets regularly to review all quality indicators and ensure that quality improvement plans are maintained. The Professional Advisory Committee (PAC), which is an inter-professional team of clinical and non-clinical membership, review and provide recommendations on a quarterly basis. Trends in data are discussed and evaluated so that CQI measures can then be implemented.

## PALLIATIVE CARE

Palliative care is an essential component of the care provided at Millennium Trail Manor. Residents often experience advanced, progressive conditions that require specialized care to manage physical, emotional, and spiritual needs. The goal in our home is to provide personalized care that alleviates pain and distress while promoting dignity, autonomy, and quality of life. In 2025, MTM will implement the RNAO Clinical Pathways for Palliative and End of Life Care, further strengthening our commitment to evidence-based practice. Staff receive training annually on palliative care techniques and symptom management, as well as care goals, communicating with residents and families, and care planning. Families are able to use our palliative care room so that they can spend more time with loved ones at end of life, and positive feedback has been received by family members regarding care shown to families by our staff. Our "Walk of Honour" is well-received by residents, families, and staff, where we say a few words to honour our residents as they leave the home for the last time.

## POPULATION HEALTH MANAGEMENT

The population of Millennium Trail Manor has been changing in recent years with the residents who are being admitted trending younger and with more complex medical and mental health concerns. As a result of our high number of residents with complex needs and responsive behaviours, MTM was fortunate to be selected to be one of ten homes in HNHB who would be part of a pilot project through Behavioural Supports Ontario. As a result of this pilot project, MTM was able to hire one full time Therapeutic Recreationist who is an employee of the home, but benefits from collaboration with and training from Behavioural Supports Ontario. As Behavioural Support Manager, our BSO-TR provides support and consultation for responsive behaviours from a non-pharmacological perspective and works closely with the interdisciplinary team. In conjunction with community partners such as BSO, Alzheimer's Niagara, Seniors Mental Health Ontario, and Palliative Pain and Symptom Management Consultants, the home has successfully reduced the number of residents requiring 1:1 staffing through 2023 and into 2024, which has been maintained in 2025. Vaccination rates in 2023 were lower than in previous years as a direct result of pandemic fatigue. For the year 2024, in collaboration between Niagara Region Public Health, our IPAC Lead, and our newly hired Nurse Practitioner, began the education process with residents and families early in the season by holding information sessions and one on one discourse regarding vaccine safety. As of the end of 2024, vaccine hesitancy was lessened and our target rate is 80% uptake for RSV, Influenza, and Covid-19 vaccinations for residents and staff.

## 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 30, 2025**

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**Neil Simon**, Board Chair / Licensee or delegate

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**Holly Rogers**, Administrator /Executive Director

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**Grace Zhang**, Quality Committee Chair or delegate

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**Belinda Graye**, Other leadership as appropriate