

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

March 28, 2025



OVERVIEW

Oakwood Park Lodge is an accredited facility with Exemplary Standing as awarded by Accreditation Canada. Our Home is part of Conmed Health Care Group. Oakwood Park Lodge is currently Home to 84 long term care residents. As well, we have two beds designated as Short Stay (Respite) beds. Respite beds are much needed in this area and we are one of the few Homes who continue to provide this service.

Currently, the grounds surrounding Oakwood Park Lodge are the site of major construction of our new building. Construction is moving at a quick pace and Oakwood Manor is expected to open in late 2025 or early 2026. The residents, families and staff are enjoying watching the progress of the new Home. When completed, Oakwood Manor will be Home to 288 residents. We are especially excited to open a specialized unit for younger residents.

We continue to work on 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. To date we have initiated the Clinical Pathways for Admissions, Delirium, Resident/Family Focused Care, Falls and Pain. Using these Clinical Pathways, we will continue to meet and exceed the legislative and regulatory requirements in key areas of the Fixing Long Term Care Act. The evidence-based RNAO Clinical Pathways has been proven to improve the quality of care, resident outcomes, improve staff efficiency, reduce the risk of errors, and further expand and standardize evidence based practices. We look forward to implementing the Palliative and End of Life Pathway over the next several months.

Aligning with our Strategic and Operational Plans, our Quality Improvement Plan (QIP) focuses on enhancing the quality of care we provide and ensuring that our residents receive the best possible care experience. We strive to ensure resident-centered care and are committed to resident safety and well-being through exemplary care and services. Oakwood Park Lodge's 2024/25 QIP was developed with input from our residents, caregivers, team members and community stakeholders.

Providing quality care and services is the foundation of everything we do at Oakwood Park Lodge. Our programs and services are aimed at improving the quality of life of those we serve and we accomplish this through the Quality Improvement program. Quality Improvement is practiced at all levels of the organization from the front-line team to the Corporate level. Quality improvement practices are promoted and supported by the leadership team.

ACCESS AND FLOW

At Oakwood Park Lodge, we prioritize efficient and effective management of resident care access and flow to ensure that each individual receives the highest quality of care in a timely manner. Central to our approach is transparent communication and proactive engagement with both residents and their families to manage care expectations effectively. We understand the importance of fostering trust and confidence among families regarding the care of their loved ones. Through regular updates, open dialogue, and personalized care plans, we strive to keep families informed and involved every step of the way.

By emphasizing our commitment to providing comprehensive care

within our Home, we aim to alleviate concerns and deliver a range of services available to meet residents' needs. We are able to provide X-rays, Ultrasounds, Bladder Scanning, Phlebotomy and IV Therapy in Home. This helps us reduce the need for residents to visit the hospital unless absolutely necessary. We empower residents and their families to feel confident in their decision to entrust us with their healthcare needs.

We also continue to collaborate with multiple partners, such as Ontario Health atHome, BSO, BICR, SMHO, Niagara Health System, RNAO, etc. 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.

We remain committed to ensuring that each resident receives the personalized attention and support they deserve, ultimately enhancing their overall well-being and quality of life.

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 residents and 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 at Oakwood to enhance their emotional and spiritual well being. We also looking to acquire 5 Indigenous paintings to be displayed around the Home. We are committed to further advancing Indigenous Health by learning from Indigenous partners, particularly focusing on the health disparities experienced by Indigenous people.

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.

As an organization, we continually seek to combat all forms of discrimination and celebrate the complexities of individual experiences beyond predetermined categories. This will be an ongoing journey that requires dedication, continuous learning, and a commitment to combatting all forms of discrimination.

Oakwood Park Lodge values all individuals, irrespective of their background, culture, or identity.

PATIENT/CLIENT/RESIDENT EXPERIENCE

Resident and Family engagement continues to be a priority of

Oakwood Park Lodge. We recognize that the voices of our residents and their families are invaluable in shaping the care and culture of our Home. We use ongoing opportunities to engage residents and their families to support improvements that reflect the collective experiences and voices of those living at Oakwood Park Lodge.

Our Resident Council meetings provide the residents with a platform to express their concerns, share their ideas, and actively participate in decision-making processes related to their care and daily life within our Home. We value their input and we take proactive steps to address any issues raised.

Family council fosters a supportive partnership between our staff and residents' families. Through open communication and mutual collaboration, we ensure that the care and services provided reflect the values and expectations of our residents and their families.

Our QIP is shared with our residents, families and staff for their input and revised as needed. The outcomes and ongoing progress of our QIP is reviewed with Resident and Family Councils, at Professional Advisory Committee Meetings and at staff meetings.

Our resident and family satisfaction survey serves as essential tool for understanding the needs, preferences, and experiences of those we serve. This survey is sent out electronically as well as in paper copies in an effort to increase the number of surveys completed. We analyze survey data to identify areas for improvement. We implement targeted initiatives to enhance the quality of care and services we provide. We are dedicated to cultivating a culture of collaboration and continuous improvement, guided by the valuable input and feedback of our residents and families.

PROVIDER EXPERIENCE

At Oakwood Park Lodge we realize that a supportive and positive work environment is essential for delivering exceptional care to our residents.

We acknowledge the challenging staffing gaps post pandemic. Workplace culture changed throughout the pandemic and it is important to focus on staff wellness, both physically and mentally, as this positively impacts resident care and a positive resident experience. We ensure that employees have a voice in shaping their work environment, we provide various channels for feedback, such as staff meetings, team huddles, open door policy, and celebrating milestones.

As we look toward the move to a larger Home, the input of the staff on recruitment and retention will be invaluable.

SAFETY

Resident safety is a top priority at Oakwood Park Lodge. We view every patient safety event as an opportunity for learning and improvement. We thoroughly review and analyze every incident with a multidisciplinary approach. The areas we continually review are: medication incidents, critical incidents, complaints, etc. This is done at staff meetings and Professional Advisory Committee meetings. These teams includes representatives from various departments within our facility as well as our Medical Director and other Community Partners to ensure that we can draw upon a diverse range of perspectives and expertise and who bring years of experience and varied backgrounds to the table. Their insights and guidance are invaluable as we work together to achieve the best possible outcomes for our residents. By fostering this communication and collaboration, we can identify areas for improvement and implement strategies to enhance the safety of our Home.

We are committed to ongoing learning and improvement, ensuring that we provide the highest quality of care to those we serve.

PALLIATIVE CARE

Palliative Care is an approach to care that aims to improve the quality of life for persons facing life-limiting illness and their families by preventing and relieving suffering. Palliative care extends across a trajectory - from admission to end of life.

At Oakwood Park Lodge, we address Palliative Care during the admission process. We openly discuss end of life with our residents (if able) and our families. Palliative/End of Life Care is discussed at the six week and annual Care Conferences. Our Home's physicians are very knowledgeable and comfortable with discussing Palliative Care and End of Life. If needed, we have access to a Palliative Pain & Symptom Management Consultant through Hospice Niagara or a Palliative physician through SCOPE (Seamless Care Optimizing the Patient Experience) Niagara.

Throughout 2025, we continue to work on an initiative in partnership with The Registered Nurses Association of Ontario (RNAO) Best Practice Guidelines Program, PointClickCare and Nursing Advantage Canada to implement the Palliative and End of Life Clinical Pathway. This Clinical Pathway will use standardized evidenced based practices to expand and strengthen Oakwood Park Lodge's Palliative Care Program while ensuring we meet and/or exceed the legislative and regulatory requirements of the Fixing Long Term Care Act.

POPULATION HEALTH MANAGEMENT

There is a great need in Long Term Care to better serve those under the age of 65 with life limiting illnesses (Huntington's, ABI, MS, ALS). In our current population, there are a significant number of residents that are younger 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. As an example, our Home and some of our sister Homes have together created a "Young Guns Club" where some of the younger population of residents can participate in activities geared to their interests. Many bonds have been formed.

In our new Home, there will be a resident home area dedicated to these underserved group of residents. We hope to be able to fill a gap in the current system with the support of our residents, families and community partners. 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.

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. This past year we implemented an in house BSO Manager. This has been very successful. The residents with behaviours, the staff and families are supported. The BSO Manager also provides education to staff and families as needed and works closely with community partners. At times we have had to liaise with Ontario Health at Home in an effort to ensure that the resident is receiving the best possible care. We have requested Complex Case Reviews 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.

We are always working toward strengthening our commitment to

resident focused care.

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

Steve Moran, Administrator /Executive Director

Grace Zhang, Quality Committee Chair or delegate

Belinda Graye, Other leadership as appropriate
