

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

March 24, 2023

OVERVIEW

The Golden Plough Lodge is first and foremost home to 151 residents, cared for and supported by over 200 dedicated union and non-union staff members providing Nursing, Dietary Services, Life Enrichment, Environmental Services, Chaplaincy, Social Worker, PT/PTA and Administrative support. As a municipally owned and operated long term care home, the Golden Plough Lodge has a long history in Northumberland County, established in the 1850's as the County House of Refuge and Work Farm. Today, The Golden Plough Lodge serves those whose health and care needs cannot be met in the community, requiring intensive personal care. Additionally, many residents present with conditions of cognitive impairment, ranging from mild to severe dementia and increasingly complex mental health related care needs. Care is provided through means of a committed interdisciplinary team to fully support both residents and their families.

Our Mission:

We are committed to supporting the individual in maintaining a life with purpose, choice, dignity and respect.

Our Vision:

We strive to establish close, continuous and meaningful relationships among our residents, families and members of the community.

Our Shared Values:

- Accountability
- Ethical Behavior
- Professional Integrity

- Compassion and Companionship
- Mutual Trust and Confidence

Philosophy of Care:

In 2010, the Golden Plough Lodge adopted the Eden Alternative Philosophy of Care as the philosophy and decision-making framework for our resident focused model of care. Founded in 1991, the Eden Alternative is based upon the creation of a resident centred community through;

- Development of close, loving relationships
- Regular and meaningful contact with plants, animals and children
- Placement of maximum possible decision-making authority with our residents, and
- Recognition of medical care as "the servant of genuine human caring, never its master".

The Golden Plough Lodge is committed to ensuring that the unique needs and desires of residents are respected and supported to the greatest possible extent. One of our guiding principles is that residents do not live in our workplace; rather, we work in the residents' home.

REFLECTIONS SINCE YOUR LAST QIP SUBMISSION

The Golden Plough Lodge has been awarded a three year Accreditation Certificate from CARF (Commission on Accreditation of Rehabilitation Facilities). The Golden Plough Lodge has been recognized as health and human service providers meeting standards for quality of service through a consultative peer review process.

Accreditation was awarded in the areas of Person Centered Long Term Care Community and Dementia Care Specialty Program.

The Golden Plough Lodge has met conformance requirements for quality standards that enhance the lives of persons served. The Golden Plough Lodge Accreditation renewal date is June 30, 2025

As QIP submissions were suspended the past 2 years, we would like to share the many quality improvements we have made at GPL to enhance resident care.

Nursing Program

- Enhanced recruitment practices to improve staffing levels
- Utilization of Enhanced Funding from the Ministry of Long-Term Care to create new direct care positions across the Nursing team (RN, RPN and PSW positions)
- Utilization of Enhanced Funding from the Ministry of Long-Term Care to create a FT Physiotherapist and additional Physiotherapy Assistants
- New Program in our online charting system was implemented, the Risk Management platform, enabling consistent reporting, tracking, and analyzing of data for mitigation of resident risk
- Daily morning report with ADOC/DOC, NP, RAI, RN Supervisors to enhance communication of pressing resident concerns
- New Shift Reporting Tool to ensure accurate and timely communication
- Established a new checks and balances system for Critical Incident reporting to the Ministry of Long-Term Care
- Orientation booklets and accountability sign off for all new staff
- Auditing program initiated for Resident Care Plan reviews
- Creation of Essential Caregiver Package
- Mass communication system developed to reach all staff

simultaneously via SMS

IPAC PROGRAM

- Full-time IPAC Coordinator position was created to meet Ministry of Long-Term Care requirements, effective November 2021
- IPAC program development in progress (Policy update)
- Initiated IPAC assessments, by an external IPAC partner, were completed and will remain ongoing (IPAC Hub, NHH)
- Initiated ongoing IPAC assessments, internally, biweekly
- Internal IPAC precaution signage was updated, and education provided on same, to staff and visitors
- Initiated hand hygiene and PPE donning/doffing audits conducted daily
- Onsite N95 mask fit testing completed with all staff and ongoing N95 fit testing now part of IPAC program
- Updated Orientation IPAC education materials for both new hires and volunteers
- IPAC Education package created for Caregivers and Visitors
- IPAC monthly meeting reinitiated
- Held staff communication sessions to support mental health during the pandemic

RESIDENT AND FAMILY SERVICES PROGRAM

- Addition of Social Worker position at GPL, to assist with Resident and Family support
- Programming fully resumed, including BBQ's, social hours, day trips, live entertainment
- Tuck Shop reopening
- Pet Therapy

- Spiritual Care programming
- Resident and Family Council Meetings have resumed

ENVIRONMENTAL SERVICES PROGRAM

- Replaced chemical delivery system in Laundry to help with making whites bright and fresh.
- Replaced primary boiler which produces heat for the McMillan area
- Added additional cleaning for high touch areas in the GPL
- Installed 3 speed fans in the auditorium for resident comfort
- Purchased an additional 2 lifts for Blacklock and Symon House areas
- Purchased 5 new resident beds including a special low height bed
- Implemented a new system for new resident clothing system to better track clothing when a new resident is introduced to the GPL
- Installed new water heaters for laundry with a quicker return rate for hot water
- Crated a new tracking system within Maintenance Care to make sure repairs are completed in a timely manner
- Increased Housekeeping audits for monthly cleaning and room audit for repairs when rooms become available
- Purchased new maintenance carts to allow more repairs to be completed on the floor
- Designed a better system for tracking lost and found items for residents clothing

Dietary Services Program

- Introduced a four-week menu cycle for greater choice and less repetition.

- Added more choices to the nourishment carts for snacks, including healthier treats
- Updated dining room and servery audit schedule
- Streamlined spread and temperature sheets for dietary staff to make it easier to find portion size/therapeutic diets
- Introduced an electronic dining solution system for order taking production and cost-effectiveness
- Installed tabletop watercoolers in all dining areas
- Provided air coolers to dining rooms and serveries for added comfort
- Updated all artwork in dining rooms
- Increased emergency supply holdings and purchased extra equipment to ensure improved/consistent tray service in event of outbreak

PATIENT/CLIENT/RESIDENT ENGAGEMENT AND PARTNERING

Co-Designed initiatives include:

Our Shared Purpose:

As a collective of caregivers, The Golden Plough Lodge staff has created a purpose that reflects the heart and soul of everything we do: We actively build a caring community and a home in which our residents can live life to the fullest...giving them choices and a voice.

We will continue to embody this purpose by:

- Keeping our residents at the centre of everything we do
- Acting with care, compassion and empathy
- Working as a team to serve and support our residents
- Building supportive relationships between residents, families and partners in caregiving

- Staying abreast of best practices
- Remaining committed to learning and continuous improvement
- Being strong advocates for our long-term care home

Our leadership team supports staff in enacting our common purpose by:

Creating the holistic framework to support and enhance the lives of residents, their families and our staff.

We will continue to achieve this by:

- Representing Northumberland County with excellence
- Striving to be trend setters in long term care
- Holding and maintaining an impeccable reputation

Our Four Strategic Pillars

1. Provide Excellence in Care: We commit to the ongoing provision of high quality, innovative and individualized resident focused care.
 - We will continue to utilize the Eden Alternative Philosophy of Care and place residents and their families at the centre of all care decisions and practices
 - We will continue to seek out new, best practice and enhanced care supports for our residents
 - We will provide an integrated circle of care by furthering and expanding our interdepartmental multidisciplinary teams
 - We will ensure sufficient and appropriate resources to meet the current and future needs of our residents; being mindful of changing demographics, complex care requirements and individual personal preferences
 - We will maximize our internal specialized quality control initiatives, care practices and solutions by implementing and utilizing advanced technology solutions

-We will proudly maintain our CARF International Accreditation in Person Centered Long-Term Care and Dementia Care Specialty CARF standards and expectations

2. Actively Support and Develop Our Staff: As our most valuable asset, we commit to attracting, developing, engaging and aligning our employees.

-We will recruit, attract and retain the best employees by offering a positive workplace culture that fosters fairness, respect, accountability, mutual support, communication and transparency

-We will ensure our staff excel and have the resources to do their best work through orientation, professional education and development opportunities, mentoring and support

-We will actively provide opportunities for staff engagement/involvement in planning and decision making through consultative appreciative inquiry, focus groups and committee membership

-We will recognize and celebrate staff accomplishments, ensuring annual performance appraisals are a positive experience which provide goal setting, coaching and identification of growth and learning opportunities

-We will support the health and wellbeing of our employees and consider safety as key in promoting a healthy, safe environment and work/life balance

3. Work Within a Community of Partnerships: We recognize the strength of our services depends largely on the community we serve and from which we receive support.

-We will recognize and acknowledge the importance of our extended network of relationships with community partners, service providers and other levels of government

-We will seek to enhance current collaboration with community partners through expanding our engagement and participation in the broader community

-We will be a positive voice for long term care, health care and a supportive partner to our collective system partners

-We will continue to recruit, engage, honour and support volunteers, leveraging their strengths, experience and expertise and formally recognize the valuable role they play

-We will continue to actively involve, consult and work collaboratively with our Resident and Family Councils in planning and decision making to meet resident needs, now and in the future

4. Modernize Our Infrastructure and Facilities: Our existing infrastructure/facilities

-We commit to continuing to maintain, upgrade and augment Golden Plough Lodge physical assets including building, equipment, furniture and grounds, to provide a safe, stimulating and homelike environment

-We commit to continuing to operate efficiently, effectively and maintaining the highest living and work environment possible

-We commit to utilizing our robust Continuous Quality Improvement process and the results of our annual Resident and Family Satisfaction Surveys as benchmarks on which to measure success and implement change\

Our future infrastructure/facilities:

-During the redevelopment process, we will work closely and collaboratively with our Northumberland County Corporate Partners, Project Manager, Architectural Firm, internal stakeholders and ad hoc working groups to ensure successful and timely project completion.

-During the redevelopment process, we will use change

management to effectively plan and prepare for the best possible outcome for our residents, families and staff members. Ensuring frequent and transparent communication, ongoing updates regarding project status and next steps

-Providing formal and informal opportunities for consultation regarding environmental design, comfort and efficiencies.

-Preparing staff, residents and families for operational changes needed to occupy the new home.

PROVIDER EXPERIENCE

Golden Plough Lodge has been able to engage staff in discussions of caregiver burnout in a variety of ways:

We have had townhall forums, allowing staff to share and express their feelings to Senior Management in an open and supportive forum.

The IPAC Program at GPL has also held numerous "Let's vent about COVID" sessions, across all shifts, allowing staff to discuss and share their struggles, challenges as well as successes during the pandemic.

During annual education days, all staff participated in a Caregiver Stress/Burnout Post Covid sessions, lead and facilitated by an expert in the field of communication and caregiver strain.

Golden Plough Lodge has also utilized LTC funding allocations to increase staffing levels across all areas of our Long-Term Care home. This has increased staff morale. As we continue to plan for our new build and increase in resident beds, we will continue to review and amend our staffing models to increase to four hours of care for residents.

WORKPLACE VIOLENCE PREVENTION

The Golden Plough Lodge has a robust emergency planning protocol for facility and natural disasters which is reviewed annually. All Golden Plough Lodge staff members participate in annual fire safety training and regular monthly drills. Infection Prevention and Control is the proactive approach by which Golden Plough Lodge prevents and manages any outbreak situations.

Infection control principles are utilized and followed in all aspects of resident care and home maintenance. Immunizations are an important infection control safeguard for everyone. Vaccinations, including Covid, as well as annual influenza vaccine are strongly encouraged.

The Golden Plough Lodge abides by the Occupational Health and Safety Act related to Bill 168, ensuring a safe workplace. Every precaution reasonable is taken to protect workers at risk of physical injury as part of our policy related to violence.

Monthly Labour Relations meetings with the Canadian Union of Public Employees (CUPE) and the Ontario Nurses Association (ONA) assesses the risks of potential violence and interventions to mitigate risk as well as debriefs regarding any actual workplace violence. A Violence Risk Assessment is completed for each resident on admission, with quarterly RAI assessments and each time a responsive behavior is noted. The Joint Occupational Health and Safety Committee (JOHSC) of the Golden Plough Lodge tracks and trends all incidents related to violence.

PCC module Risk Management was introduced and implemented in 2022, in order to better track and trend all incidents, including those involving workplace violence, as an assistive measure in planning interventions and risk mitigation strategies.

PATIENT SAFETY

To help support quality improvement, enhance a safe and just culture, and improve the success of incident analysis:

Golden Plough Lodge implemented the Risk Management Module in PCC in 2022. This new module will assist our organization to learn from patient safety incidents.

Analysis and review of these incidents will be used to share insight into risk mitigation and prevention with our staff to prevent further recurrences.

Annual review of Critical Incidents is also completed, and these results shared to identify any areas of focused improvement needs.

Resident Council discussion and areas identified by residents also drive quality improvement change and fuel action items.

Care Conferences and team meetings identify any areas of potential risk and also provide valuable insight from residents and their families to further mitigate any potential risk or safety challenges.

Golden Plough Lodge has a robust Health and Safety Committee, with representation from across the home. Monthly meetings review, analyze and discuss any actual or potential risk situations. Mitigation strategies are reviewed and shared with staff and residents.

HEALTH EQUITY

Golden Plough Lodge is a department of the Corporation of Northumberland County, and as such strives to excel in best practices with all our services. This includes a robust quality

improvement strategy designed to recognize and reduce/eliminate disparities amongst diverse populations.

-Golden Plough Lodge collects data, annually on our Francophone population, via the French Language Health Services Database, to recognize Francophone needs within the community of residents we serve.

-Staff have completed Indigenous Cultural Safety Training Programs, at both Golden Plough Lodge and Northumberland County.

-Golden Plough Lodge also recognizes and supports religious accommodations for staff.

-Residents have choice that includes their culture, and there are monthly cultural theme nights as well as Resident's old family recipes on the menu. We continue on our cultural recognition and change journey being Resident focused and driven, by ensuring all decisions made include Resident input.

-Golden Plough Lodge provides education on privacy and sexuality recognition of residents.

-Gender equity is supported, and in the new Golden Plough Lodge (expected completion date 2024), Gender Neutral washrooms will be in place.

-Hiring practices do not include gender specificity, everyone is treated individually, regardless of sexual orientation or gender.

-The home has created a non-denominational spiritual space for all residents to enjoy.

-Golden Plough Lodge also recognizes the socioeconomic challenges faced by some of our residents and have measures in place to financially assist those residents in need of support.

Northumberland County is focusing on the Equity, Diversity and Inclusion Policy and this will be adapted by the Golden Plough

Lodge as well.

CONTACT INFORMATION/DESIGNATED LEAD

Catherine Galbraith, Director of Care, 905-372-8759 ext. 3270

William Detlor, Administrator, 905-372-8759 ext. 3271

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 24, 2023**

Bill Detlor, Board Chair / Licensee or delegate

Bill Detlor, Administrator /Executive Director

Catherine Galbraith, Quality Committee Chair or delegate

Other leadership as appropriate
