

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

March 27, 2024



OVERVIEW

In keeping with the Southbridge vision to bring lives together with meaning and purpose, Southbridge Cornwall will be focusing on four areas of quality in this 2024/2025 QIP plan: namely Operational Excellence, Risk Reduction, Resident-Focus and building on our Safety Culture.

OPERATIONAL EXCELLENCE:

We aim to continue to enhance our operational excellence through process improvements to ensure that our services are executed in a timely, accurate and cost-effective manner that exceeds stakeholder expectations and ensures our residents and stakeholders full satisfaction with the care and services provided.

RISK REDUCTION:

Risk reduction is always a top priority for our home and we will continue to implement best practices in all facets of our care and services to enhance to quality of care we provide to our residents through risk reduction and quality improvement.

RESIDENT-FOCUS:

Residents are central to everything we do in our home and the care

we provide exemplifies a resident-focused approach where the treatment plan is driven by the needs, preferences, and life-long habits of the resident. Care is individualized to each resident, and the resident is an active participant in their own care decisions.

SAFETY CULTURE:

Our 2024/2025 QIP plan builds on our strategic direction to further our commitment to delivering safe, compassionate, high-quality care in every interaction with every resident, employee, family member and visitor to our home. Safety is embedded in all our policies, processes and workflows to ensure we provide our customers and employees with a safe environment to live, work or visit. Staff and residents receive education annually on many safety related topics to ensure that everyone is aware of current best practices related to safety and hold safety as a top priority in their daily activities.

In the face of unprecedented human resources challenges in the healthcare industry, Southbridge is committed to enhancing the staff experience and effectively navigating these barriers. To achieve these goals, the organization has initiated a series of proactive measures.

Government Grants and Incentives: Leveraging government grants

and incentives, we bolster our workforce development endeavors, ensuring that our staff receives the necessary support and resources to thrive in their roles.

International Recruitment Ventures: To address staffing shortages and promote workplace diversity, we have launched international recruitment campaigns with the goal of attracting a diverse pool of talent.

Partnerships with Educational Institutions: By establishing strong partnerships with educational institutions, we establish a sustainable talent pipeline, ensuring a continuous flow of skilled professionals who are ready to create a positive impact.

Employee Engagement Surveys: We prioritize listening to our staff and conduct regular employee engagement surveys to gather valuable feedback. This feedback helps us identify areas where we can improve and make targeted interventions such as tailored training programs and policy refinements to create a nurturing and engaging work environment.

Emphasis on Professional Development: Our commitment to professional development is a core part of our values. We offer a

range of ongoing training initiatives and developmental opportunities to help our staff grow and advance in their careers. This helps us nurture their competencies, pave pathways for career progression, and facilitate continuous personal and professional growth.

Culture of Quality Improvement: Encouraging a culture of continuous quality improvement, we empower our staff to be active participants in identifying opportunities for enhancement. This collaborative approach not only cultivates a spirit of ownership but also propels staff to spearhead initiatives aimed at enriching the care and services extended to our residents.

In combining these multifaceted efforts, our aim is not only to attract and retain top talent. Rather, it is to cultivate an environment where excellence and determination intersect to encourage growth.

As healthcare organizations face unprecedented human resources challenges, Southbridge is committed to enhancing the staff experience and effectively managing these hurdles. We've implemented various initiatives to achieve these goals, including utilizing government grants and incentives to support our workforce development efforts. Additionally, we've embarked on international recruitment endeavours to address staffing shortages and foster diversity within our workforce. Collaborating with educational institutions, we're building talent pipelines to ensure a steady influx of skilled professionals. Moreover, we regularly conduct employee engagement surveys to gather feedback and identify areas for improvement. These surveys enable us to take actionable steps, such as implementing training programs and refining policies and procedures, to create a supportive and fulfilling work environment for our staff. We also prioritize professional development opportunities by providing ongoing training and development opportunities to enhance staff skills, support career advancement, and foster continuous growth. Furthermore, our commitment to continuous quality improvement fosters a culture where staff are empowered to identify areas for enhancement and actively participate in initiatives to improve the care and services provided to our residents. Through these comprehensive efforts, we aim not only to attract and retain top talent but also to cultivate a culture of excellence and resilience within our organization.

Southbridge Cornwall recently completed a redevelopment project, which transformed a 56-bed home into a 160-bed home in April 2023. The expansion presented the challenge of increasing bed capacity while meeting target metrics. However, throughout the year, the team successfully navigated this challenge and made significant progress in achieving various quality improvements.

In 2023 we had many quality improvement achievements and successes to celebrate. These successes can be attributed to the hard work and dedication of our multidisciplinary team, the collaboration with our residents, families, and stakeholders as we all share the common goal of improving the care, service, experience and life for all that live, visit and work at Southbridge Cornwall.

We are excited to share the story of our achievements, which have marked a transformative year for us.

Here are just some of the highlights from the last year that we are proud to announce:

Advancing Medication Safety:

As part of our commitment to enhancing medication safety, we have achieved reduction in the use of antipsychotic medication in residents without a psychosis diagnosis. Our latest data indicates a decrease, currently standing at 5.97%. Our efforts align with a more extensive commitment to ensure that every element of our care approach conforms to the highest safety and quality standards for our residents.

Empowering Voices:

Our commitment to fostering an environment where each resident feels heard and valued remains unwavering. This is exemplified by our continued record of 88.97% positive responses regarding the ability to express opinions without fear of negative consequences.?

Garnering Trust and Recommendation:

Our top priority is ensuring the trust and satisfaction of our residents and their families. We are delighted to report that the percentage of individuals who would recommend our services is 86.19% surpassing the organization's average of 83.8%. This improvement reflects the growing confidence our organization has earned among our clients.

Exceeding Satisfaction Goals:

We are thrilled to announce that our family and resident satisfaction surveys have resulted in 82.6% satisfaction rating. This is a clear indication of our success in creating a supportive and caring community that is committed to providing excellent customer satisfaction. As we reflect on the past year, we can see that it has been a journey of setting and achieving new benchmarks in the quality of care. Every milestone we have achieved is a result of our team's hard work, dedication, innovation, and compassion. Looking ahead, we are inspired to continue this trajectory of excellence, setting the benchmark for healthcare organizations throughout Ontario.

ACCESS AND FLOW

Our home is committed to optimizing system capacity, timely access to care, and enhancing patient flow to improve outcomes and quality of care for patients, clients, and residents. As part of this important initiative, we work in partnership with our community partners, including Behaviour Supports Ontario and the Regional Psychogeriatric Consultants, among others, on implementing strategies and treatment plans to avoid unnecessary visits to emergency departments through new models of care and by ensuring timely access to primary care providers. We place a strong emphasis on understanding each resident's goals of care and supporting those goals to the fullest extent possible in our home through proactive identification and management of resident's health issues and maximizing the scope of practice of our Nurse Practitioners and clinical staff to manage health challenges on-site as much as possible. In addition, our home has been actively involved with the Ministry of Long Term Care and Point Click Care in the implementation of AMPLIFI, which is a project aimed at Improving the continuity of care for Ontario Long-Term Care residents by streamlining transitions between care institutions, leading to safer care for patients, and more efficient workflows for providers.

EQUITY AND INDIGENOUS HEALTH

Our home promotes equity, diversity and inclusion for all our residents and staff. As part of this initiative, Southbridge actively recruits staff from a wide range of ethnic and cultural backgrounds and our staff speak many different languages. We strongly value this diversity and believe that this enhances the care provided to our residents as we strive to provide care to our residents in their native language whenever possible. All staff receive annual mandatory education on cultural competency, Indigenous Cultural Safety, as well as, the Standards of Employee Conduct which clearly outlines our priorities around non-discrimination, zero tolerance for abuse, neglect and unlawful conduct, ethics, professionalism and the promotion of caring and compassion in all we do. All staff receive training on Accessibility for Ontarians with Disabilities Act requirements, as well as, education on how to provide excellent customer service to those with various disabilities.

PATIENT/CLIENT/RESIDENT EXPERIENCE

Performance monitoring is a key part of assessing our resident's experience and driving our performance and includes, but is not limited to, the following:

- Monitoring key quality indicators
- Internal audits
- External audits
- Program evaluations
- Resident satisfaction surveys

Southbridge Care Homes measures and monitors quality initiatives by ensuring effective data collection and accuracy and quality indicator score cards. Our home collects, monitors and analyzes all the data we collect to continually improve the care and services we provide our residents.

With this in mind, we put considerable effort into regularly and actively engaging residents and families for their insights and feedback, provide channels for open dialogue, and share ongoing progress through regular updates, collaborative face-to-face meetings, townhall sessions and experience surveys. Our ongoing goal is to continue to build on our existing approaches to resident and family engagement and continue to evolve our approaches to resident and family Partnership.

PROVIDER EXPERIENCE

At Southbridge, we believe our staff are our greatest resource and as such, we are continually engaging them in evaluating the care and services we provide, getting their feedback on improvement plans, including this QIP, as well as, other quality improvement initiatives in the home. Staff are engaged and their feedback is sought throughout the change management process whenever new programs, equipment, and/or services are introduced. Staff satisfaction surveys are conducted and analyzed, and improvement plans developed based on the results of these surveys. Our staff have access to a wide range of educational opportunities and also incentive programs such as, “Perkopolis” which is Canada's leading provider of fully managed perk programs.

SAFETY

Our home prioritizes safety for all our residents, staff, families and visitors because we know that residents can not enjoy a living environment where they don't feel safe, nor can our employees provide excellent care in an environment which does not prioritize safety. As such, safety is embedded in all our policies, processes and workflows to ensure we provide our customers and employees with a safe environment to live, work or visit. Staff and residents receive education annually on many safety related topics to ensure that everyone is aware of current best practices related to safety and hold safety as a top priority in their daily activities. Continuous learning is always encouraged in our homes and we offer training on many safety-related topics, including body mechanics, lifts and transfers, ergonomics, safe resident bathing and showering practices, prevention, identification and management of heat and cold related illnesses, prevention of pressure injuries, non-violent crisis intervention as well as, a comprehensive education program centered on Emergency Preparedness.

POPULATION HEALTH APPROACH

Our home is a reflection of the community in which we operate and as such, we work hard to ensure the unique needs of our residents and staff are reflected in the care and services we provide. We are committed to providing service in a manner that respects the dignity and independence of all people, addressing unique populations and striving to meet the needs of those that require our care and services, each and every day. As an early-adopter of the Amplifi project, our home is currently working with our community partners to improve patient transitions, ensuring their health information follows them as they move from local hospitals to our home and vice versa. This has been a focus of continued work to ensure safe, effective and timely discharge from hospital for our residents.

CONTACT INFORMATION/DESIGNATED LEAD

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We encourage organizations to support a culture of transparency and shared learning. If you are open to having a member of the public or another organization, contact you to learn more about the activities described in your QIP, please include your name and contact information. Please note that this is optional and that anything included in this field will be publicly posted along with your QIP.

OTHER

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 - Andrea Loft, VP of Operations
_____ (signature)

Administrator /Executive Director - Lilibeth Medina, RN
_____ (signature)

Quality Committee Chair or delegate - Sarah Walker, RN
_____ (signature)

Other leadership as appropriate - Chelsea Pecore, RN (DOC)
_____ (signature)

Regional Director: Andrew Lauzon _____
(signature)

Clinical Consultant: Davina Dowdall, RN (BScN)
_____ (signature)

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 27, 2024**

Andrea Loft, Board Chair / Licensee or delegate

Lilibeth Medina, Administrator /Executive Director

Sarah Walker, Quality Committee Chair or delegate

Chelsea Pecore, Other leadership as appropriate
