

Quality Improvement Plan (QIP)
**Narrative for Health Care
Organizations in Ontario**

March 28, 2024



OVERVIEW

Kingsway Lodge is a Long Term Care home in St. Marys, Ontario. The home has 61 LTC beds, 1 interim bed, and 1 respite bed, and is co-located on a campus with a retirement home and independent living apartments. Kingsway Lodge has existed as a family-run operation since 1973, with strong integration within the local community, and where generations of families have worked and resided. The home is uniquely situated within a core neighbourhood, which provides a residential sense of living, rather than institutional.

Kingsway Lodge's vision statement is, "A place for living, a place for caring, a place to call home, a community within the community of St. Marys," with a mission "to continually look for innovative ideas to enhance and enrich our residents, staff and visitor experiences at Kingsway Lodge." With a commitment to values-laden care, Kingsway Lodge has listed the following as core values of the organization:

- Dignity, worth and uniqueness of each individual
- Respect for individual differences, cultural values and beliefs
- Teamwork
- Continuous learning
- Compassionate care
- Professional accountability, integrity and honesty
- Mutual trust and respect
- Continually improving quality
- Giving our best

Within Kingsway Lodge's value of continuous quality improvement, we are committed to being a leader in long term care innovations, new initiatives, and program evaluation. Over the past year,

Kingsway Lodge has improved its clinical practice by hiring an experienced full-time Nurse Practitioner, added clinical equipment (e.g., blood-clotting management device, bladder scanner), enhanced staff training (e.g., Dementia and palliative care courses, wound care management), and added new resident comfort equipment (e.g., bariatric/cuddle beds, floor lift, tub chair, low-pressure mattresses). Further, Kingsway Lodge has invested in HVAC upgrades, painting throughout, outside structural upgrades and beautification.

In the upcoming year, Kingsway Lodge has several initiatives planned. Clinically, the focus will be on preventative care for residents, who have primary care access from a nurse practitioner, family physician, and consistent nursing staff. The foot care offerings will be expanded to improve foot health and mobility. Environmentally, Kingsway Lodge is re-prioritizing safety measures, such as hand hygiene and PPE auditing to prevent the spread of infectious diseases. The building will also undergo further HVAC upgrades, the continuation of interior and exterior painting upgrades, and a long-anticipated expansion to parking. It is an exciting time to live or work at Kingsway Lodge!

ACCESS AND FLOW

Kingsway Lodge has multiple process improvement initiatives for access, both in term of how care is accessed, as well as the quality of care accessed. The hiring of a full-time nurse practitioner has improved timely access to primary care, while also avoiding unnecessary hospitalizations, in bridging care provided by nursing staff and the care provided through occasional physician visits. The nurse practitioner's role is also focused on preventative care, and has taken a leadership role in wound care, prescription drug

reviews, medical rounds with physicians, early treatment, and care conferences with families. Foot care services are being expanded in 2024/25, with an addition RN being trained. Foot health is an important component of mobility and avoiding deconditioning.

The quality of care accessed is being enhanced through staff training initiatives, including dementia care (Gentle Persuasive Approaches course) and palliative care (LEAP LTC course). Updates are underway for behavioural services to ensure responsive behaviours are managed, and resident-to-resident abuse is avoided.

Further, Kingsway Lodge is focused on improving access to clinical or comfort equipment. New equipment and processes are in place for INR management, which involves less-intrusive testing and faster results. A bladder scanner and scanning processes are now in place to improve bladder-related diagnostics for earlier treatment. Bariatric beds and lifts are also in place to facilitate access and flow of residents of size to long term care admission, as well as to comfort services such as tub bathing.

While Kingsway Lodge maintains a waitlist for beds, the referrals for admission are processed quickly by nurse management staff, ensure that the flow from hospitals or community settings is not hampered by the home.

EQUITY AND INDIGENOUS HEALTH

Kingsway Lodge has a commitment for a discrimination- and harassment-free workplace and residence. In keeping with this commitment, an important driver is diversity education to better understand similarities and differences, and to recognize the signs of when discrimination is occurring or has occurred. In 2024/25, Kingsway Lodge has mandatory diversity training for management staff, with a plan for future expansion to all staff based on the suitability of the training modules.

PATIENT/CLIENT/RESIDENT EXPERIENCE

The resident experience at Kingsway Lodge is continuously under evaluation for improvements based on participation rates, solicited feedback from residents and families, and suggestions provided from residents, staff, and visitors. The yearly resident satisfaction survey is a key summary tool for overall satisfaction, and can guide specific improvement initiatives. For 2024/25, two core areas of resident satisfaction are being targeted for quality improvement: meal satisfaction and recreation programs.

With the goal of improving ratings of meal satisfaction on the annual resident survey by 15%, Kingsway Lodge has adopted two contributing initiatives: enhancement of processes that maintain food temperature before serving, and enhancements to the dining atmosphere. Under the first initiative, food temperatures will be taken at all points of services and the flow of servers delivering food will be improved to reduce lag time between plated food and arrival at the resident's table. The Director of Dietary will monitor the improvement initiatives with weekly spot checks, as well as soliciting feedback from residents. For the second initiative concerning the atmosphere, the dining rooms will receive

renovations to optimize noise reduction, upgrades to lighting, and new wall coverings or paint. Residents and family members will have input into the updates to the dining atmosphere, as will care staff who assist with dining.

Large events attendance is the focal point for recreation programming quality improvement. With current attendance at 30%, the goal is to improve attendance to 45%, which recognizing several limiting factors as barriers to attendance. To facilitate this improvement, two key initiatives are underway: adjustment to the large event programming times to better align with the activity levels of residents; and, adjustment to the location of large events to better align with the program type. Under the first initiative, key methods will include moving away from large events strictly scheduled at 2:00 p.m., and adding a 10:00 a.m. programming timeslot to improve access for residents who rest or nap in the afternoon. For the second initiative, Kingsway Lodge is fortunate to have access to varied locations for large programs, including an auditorium, lounge, and outdoor venue. Recreation staff will assess the suitability of location based on program type, and reserve the most appropriate location for the activity or performance. An underpopulated or overpopulated space may have a negative impact on large event experience, where a location will be selected to provide the best possible resident experience.

PROVIDER EXPERIENCE

Staffing and human resources challenges are common knowledge in the health care field. Kingsway Lodge has been both fortunate and intentional with low levels of staff turnover relative to other organizations who provide similar services. In order to maintain satisfaction and provide a positive staff experience, Kingsway Lodge

focuses on two main human resource issues: staff retention and staff recruitment.

Under staff retention, Kingsway Lodge has a long history of providing monthly staff appreciation events. More recently, these activities have expanded to include full-family events with a focus on healthy lifestyles and recreation. Rentals of the community pool, hockey rink, and tube sliding are notable recent activities. Kingsway Lodge commonly has catered meals for staff on holidays. Clinically, Kingsway Lodge offers staff opportunities and incentives for training programs and in-services, which serve to increase the nursing ability and scope of practice. Recently, these have included training courses or in-services in dementia, palliative care, and diagnostic devices. Additionally, Kingsway Lodge is offering leadership roles and experience to care staff, such as on the Infection Control Working Group, the Palliative Care Committee, and the Health & Safety Committee. Lastly, for staff who are seeking to increase their scope of practice through a retaining program (e.g., a PSW seeking to become an RPN), Kingsway Lodge has introduced a Retraining Assistance Program to cover tuition fees for those who are upskilling while maintaining part-time employment with the home.

Related to staff recruitment, Kingsway Lodge offers new staff opportunities for flexible schedules according to lifestyle needs. Overall staffing levels have also been supplemented through internationally-trained care staff, including two staff recruited under the temporary foreign worker program, as well as two staff supported by Kingsway Lodge under the Ontario Immigrant Nominee Program. The consistency in staff levels has limited the need for staffing agency support, which also provides residents with predictable care workers.

SAFETY

Resident safety is an area of utmost concern, especially as most new admissions to long term care are arriving via hospital with either recent or chronic medical needs. Whereas many safety initiatives are underway at Kingsway Lodge, often in compliance with best practices or regulations under the Fixing Long Term Care Act, two important issues are being prioritized: reducing resident falls, and ensuring hand hygiene compliance for infection prevention and control.

While a multitude of factors may contribute to resident falls, there are similarly a multitude of mitigating interventions for falls prevention. Kingsway Lodge has six such interventions underway, with the goal of reducing the percentage of residents who fall. The first initiative is having the prescribing team (Medical Director or prescribing physician, nurse practitioner, and pharmacist) undergo a drug review for falls risk for each residents, and implement medication changes where recommended. The second initiative is enhanced room condition audits (i.e., more frequent audits with additional audit points) and the escalation of concerns to reduce room clutter and other environmental issues that may increase the risk of falls. The third initiative is ensuring that risk for falls and transfer status for residents are updated and accurate in the charting software and above the bed, as audited monthly by the Director of Resident Care. The fourth initiative is a trend analysis to be completed by the Director of Resident Care for location and time-of-day for falls. The resulting data will trigger changes to staffing patterns, protocols or adjustments to environmental conditions. The fifth initiative is the enhanced use of the Walking Program, which is a conditioning program for residents who do not meet the criteria to be on the physiotherapy caseload. This

initiative endeavours to ensure that no residents deconditions unnecessarily, and that mobility is a key piece of a resident's day and overall experience. The sixth and final initiative is the appropriate use of restraints, which involves monthly audits of restraints orders and consents for use with at-risk residents. This initiative seeks to ensure the appropriate use of necessary restraining devices.

Under hand hygiene compliance, four initiatives are underway. Firstly, hand hygiene station locations are being reviewed for ease of access by residents, staff, and visitors. New stations will be installed in identified areas of need. The second initiative is improvements to the training of new employees with a distinct portion of the orientation dedication to infection prevention and control. This includes a 2-hour session facilitated one-on-one, with multimedia, including videos, demonstrations, and testing. The third initiative is the increased number of hand hygiene audits performed and an increase in the number of auditors. With greater auditing, Kingsway Lodge will produce more reliable data and also gain an opportunity for point-of-incident retraining of non-compliance. Lastly, the fourth initiative is the use of weekly huddles with care staff, currently scheduled for Fridays at 1:45 p.m., which prioritize hand hygiene and infection control practice, generally.

POPULATION HEALTH APPROACH

Kingsway Lodge has both leadership and participatory roles across health care systems in Ontario. Locally, Kingsway Lodge connects frequently with the Happy Valley Family Health Team, where all residents' primary care physicians are located, as is Kingsway's Medical Director, who holds a similar and connecting role in the acute care setting at St. Marys Memorial Hospital. Allied health services are available at the local health team office, where Kingsway Lodge staff coordinate referrals for residents in need. Kingsway Lodge facilitates quarterly meetings with the local Public Health office as part of the professional advisory group, and contributes to regional long-term care groups, including the Long Term Care Network and Huron-Perth FOG (group of LTC operators). Kingsway Lodge also contributes as a Collaborator with the Huron-Peron & Area Ontario Health Team. Provincially, Kingsway Lodge is a member of the Ontario Long Term Care Association (OLTCA), and Ontario Retirement Communities Association (ORCA).

CONTACT INFORMATION/DESIGNATED LEAD

David Palmer
Director of Operations
Kingsway Lodge (Nursing) Limited
310 Queen St. East
St. Mary's, ON N4X 1C8
519-284-2921 ext. 533