

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

April 11, 2025



OVERVIEW

Kingsway Lodge took important quality improvement steps in the 2024-25 planning cycle, and we plan to build upon this success for the upcoming year. In developing quality improvement plans, Kingsway Lodge uses recommendations from various sources to set key priority areas. These sources include priorities from government and health institutes, survey results from resident and family surveys, staff and management recommendations, outcome data with variances to sector averages, or areas with new innovations. As a small home with an experienced management team and a stable workforce, Kingsway Lodge is well-positioned to work toward quality improvements that can benefit the resident experience and enhance the care provided.

In the upcoming year, quality priorities areas will include clinical condition and prescribing, communication, environment, and meal satisfaction.

ACCESS AND FLOW

Kingsway Lodge is closely monitoring the use of the hospital (i.e., Emergency Room, Acute Care) for clinical areas to improve in-house. With an experienced clinical team that includes a full-time nurse practitioner, a long-term Medical Director and a stable nursing staff, the home has the ability to manage many acute conditions without transferring to hospital.

EQUITY AND INDIGENOUS HEALTH

Kingsway Lodge had two equity-based workplans in 2024-25: Health Equity Workplan, and First Nations, Inuit, Metis, Urban Indigenous Health Workplan.

The Health Equity workplan has focused on ensuring that Kingsway Lodge is partnered and engaged with organizations aligned with health care and long-term care to discuss health equity issues. Kingsway Lodge has also committed to providing health equity information to residents, and has focused on staff education and training. Health Equity has also been entrenched as a long-term priority for the organization, and is a standing topic on all quality improvement work. This work will continue in the upcoming planning year.

The previous work under First Nations, Inuit, Metis, Urban Indigenous Health Workplan has struggled to take hold, and partnerships have not been received, despite Kingsway Lodge's attempts to foster these connections. The work to find areas of common interest and work with First Nations organizations will continue in the upcoming planning year, along with the commitment for education, learning, and information-sharing.

PATIENT/CLIENT/RESIDENT EXPERIENCE

Kingsway Lodge completes resident and family satisfaction surveys each December, with the results presented at the Continuous Quality Improvement meeting the following January, as well as at the subsequent Residents Council and Family Council meetings. Changes were made to the December 2024 survey to include added information on Infection Prevention and Control (IPAC), which has been a focal issue in all health arenas over the past several years, as

well as added focus on communication feedback.

Survey results are interpreted on a per-item basis, and also as an overall satisfaction rating for each department level (e.g., nursing and personal care, dietary/meals, environment/cleaning, recreation/activities). From the survey results and discussions with residents, families, CQI staff participants, and the leadership team, priority areas are selected for the upcoming year.

Meal satisfaction was the most significant key priority area pulled from the resident and family surveys last year. As with many congregate living situations, the topic of food is popular. For the upcoming planning year, food and dining satisfaction remain a priority area, with continued emphasis on food temperature and the dining atmosphere. All facets of communication, such as staff-to-family, staff-to-staff, and staff-to-manager, is added as another key priority from survey feedback. This priority ensures that the right information is provided in the right way and at the right time. Efforts have been made to standardize some communication processes over the past year; further work is necessary. Lastly, resident room condition, specifically related to personal temperature preferences, is added as another priority area stemming from survey results and the ensuing discussions. While each resident has an individual preference for their environment, most heating and cooling systems are built for a whole building. Specific interventions will be taken this upcoming year that can tailor room temperature to the needs and desires of each resident.

PROVIDER EXPERIENCE

Kingsway Lodge is both fortunate and intentional with staffing stability. Consistency within the ranks of managers and senior

workers has allowed for a focus on creative new recruitment initiatives without crisis planning to fill shifts.

Kingsway Lodge has recently added a Retraining Incentive program to assist employees with the financial and logistical process of upskilling their qualifications to a new scope of practice (e.g., PSW to RPN, Dietary Aide to Cook), while guaranteeing a position at the new level. Kingsway Lodge also offers employees financial support for adding new skills to their existing scope of practice. Senior employees in good standing can also avail of leadership opportunities, such as being the lead for a particular area within their discipline (e.g., Restorative Care Lead), which benefits the professional profile of the employee.

Workplace culture and staff experience is assisted with monthly and seasonal staff appreciation events, focused on building bonds between staff and allowing the organization to demonstrate its commitment to the workforce beyond staff wages and salaries. Staff appreciation events are different each month, and may vary from individual to family events, outdoor or indoor events, and often has a partnership with a local vendor or business. The annual Christmas Party has also returned after a multi-year hiatus, which allows staff to group together, enjoy a meal, and reflect on the past year.

Regarding recruitment, Kingsway Lodge is committed to supporting local employment, and is also assisting people new to Canada with employment opportunities and a pathway to permanent residency. Kingsway's flexible hiring process has attracted people on work permits to achieve the required full-time employment hours to remain in the province, and to build a new life in Canada. Over the

past year, the majority of employees on work permits at Kingsway Lodge have successfully brought family members from overseas, reuniting families in a new setting.

SAFETY

Safety is a core priority in all operations at Kingsway Lodge, and several concurrent initiatives ensure that residents, staff, and visitors are safe and secure.

For residents, Kingsway Lodge completes monthly audits concerning the safety of each resident. Examples of these audits include transfer status, room condition, falls prevention, restraint use, and medication administration. Kingsway Lodge prioritized falls prevention in 2024-25, which was underpinned by safety initiatives in auditing, trend analysis, clutter identification and prevention, and medication use. Infection prevention and control (IPAC), by way of hand hygiene compliance and new worker training, were also key initiatives in 2024-25. Kingsway Lodge's hand hygiene compliance rate rose above 80% in the last three months of the 2024-25 planning cycle, while more hand hygiene audits were being done by more auditors, creating more reliable data. New workers at Kingsway Lodge receive a breadth of training, but due to the significance of IPAC practices for reducing the spread of infectious illnesses, over 90% of new employees received supplemental training in this area of safety. In the upcoming planning year, communication is a key safety initiative, ensuring that the right information is being relayed to the right person at the right time.

For employees, Kingsway Lodge has established a partnership with WSIB for the 2025-26 planning cycle by joining the Excellence Program. This program assists with outlining workplace safety areas

of need for organizations, setting plans to improve the areas of need, and receiving reduced WSIB premiums as recognition of efforts made. Kingsway Lodge is starting with three Excellence Program initiatives, and working toward completing five total initiatives in 2025-26. This work is complemented by a long-standing Health & Safety Committee, workplace safety policies and practices, and a new employee-led Action Committee for both resident and employee safety and IPAC ideas.

PALLIATIVE CARE

Kingsway Lodge delivers palliative care through a three-part process: employee education and training, site readiness, and engagement with the resident and family.

Regarding employee education and training, Kingsway Lodge's prescribers (i.e., Medical Director and nurse practitioner), nurses and care providers have received Pallium Canada's Learning Essential Approaches to Palliative Care (LEAP-LTC) training. This course covers the attitudes, knowledge and skills to provide a palliative care approach to care. The site also has a Palliative Care Committee, which covers practice updates, new information, and discussion of recent approaches with residents.

Building on employee education and training, Kingsway Lodge has readied the site to provide palliative care services. Palliative care information is provided to residents upon admission, and is covered in depth by the registered staff person who hosts the admission. A dedicated suite is provided to residents who are nearing end-of-life and wish to have enhanced privacy. Kingsway Lodge works with local hospital to ensure all partners are aware that palliative care services are available and will be provided in a resident's preferred

setting, including at the long term care home.

Lastly, Kingsway Lodge employees ensure that engagement is ongoing, timely, and appropriate with residents and family members involved with palliative care services. Again building upon employee education and training, as well as site readiness, Kingsway Lodge can confidently host end-of-life discussions, such as symptom management and other comfort measures, to provide peace to residents and their family members in the resident's final weeks or days.

POPULATION HEALTH MANAGEMENT

Kingsway Lodge is located in a small, rural area in southwestern Ontario. Frequent health partners include the local family health team, Happy Valley Family Health Team (which also includes allied health professionals), the local public health organization, Huron Perth Public Health, the local hospital, St. Marys Memorial Hospital, and the closest health care organization with specialist care, Stratford General Hospital and Huron Perth Health Care Alliance.

Kingsway Lodge is an active member of the Huron Perth Long Term Care Homes group, and is a Huron Perth representative on the South West Long Term Care Homes Network. Further, Kingsway Lodge holds membership with the Ontario Long Term Care Association (OLTCA) and Ontario Retirement Communities Association (ORCA).

In St. Marys, Ontario, Kingsway Lodge is an active community partner through various sponsorships, event hosting (including an annual street fair), and part of the historic core of the "Stone Town."

CONTACT INFORMATION/DESIGNATED LEAD

Designated Lead for QIP & Continuous Quality Improvement - David Palmer, Administrator, Kingsway Lodge. Email: david@kingswaylodge.com.

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 **April 1, 2025**

Kristen Palmer, Board Chair / Licensee or delegate

David Palmer, Administrator /Executive Director

David Palmer, Quality Committee Chair or delegate

Other leadership as appropriate
