

Quality Improvement Plan (QIP)

# Narrative for Health Care Organizations in Ontario

March 31, 2026



## 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, close to downtown and local amenities.

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."

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

1. A 97% reduction in PRN medication utilization at bath time. Our nursing staff successfully addressed bathtime agitation with several alternatives to PRN medication, including improved staff training (GPA training course), non-pressure staff approach, use of music, and use of comfort supplies (larger towels, bathing caps).
2. Improved accuracy of weight-taking and escalation process for significant weight gain or loss. Our nursing staff have an improved process for taking weights, and our Nurse Practitioner and dietitian now follow a specific protocol when an accurate weight shows a significant change.

3. Communication Plan rolled-out for staff to understand what communication tool to use at which frequency when there is a need identified.
4. Improved meal satisfaction and dining experience initiatives completed with the dietary department.
5. Improvements to residents engagement in Recreation activities through improved tracking processes.
6. Room organization strategies implemented (bins for dresser, vanity-top organizers, closet hanging systems) to reduce clutter and help organize belongings.

In the upcoming year, Kingsway Lodge has several initiatives planned across all departments. These will include enhancing our admissions process, completing medication compressions, expanding our resident activities capture to a higher percentage, prioritizing “food first” nutritional practices, and improving training for IPAC-related material.

### **ACCESS AND FLOW**

Kingsway Lodge continues to use several strategies to enhance access and flow. In terms of access, Kingsway Lodge has improved the admissions process with better and streamlined information for new residents. The home has also updated policy to allow for weekend admissions, which is done safely by having all prerequisite tasks organized during the business week. This change has facilitated more timely access for the resident, offers a discharge option over the weekend if the transfer is from hospital, and assists

the home with maintaining high occupancy for funding purposes. This change has been a win-win-win.

Related to flow, Kingsway Lodge continues to offer advanced nursing services through our full-time nurse practitioner and trained staff. The home has two advanced foot care nurses, two wound specialist nurses, and have nurse leaders in Infection Prevention and Control (IPAC), palliative and end-of-life care, and behavioural supports. The advanced training for nurses contributes to reduced reliance on hospital transfers for procedures or because of deteriorating conditions. Kingsway Lodge also emphasizes goals of care discussions throughout the residency period to ensure that residents and family members have made decisions before any acute medical episodes occur. Kingsway Lodge also requires staff to take dementia care and behaviours training, reducing resident agitation and the need for transfer out. This has further been helped by the introduction of non-pharmacological initiatives to reduce agitation by improving the home’s environment (e.g., individualized music services, artwork to cue memories, warm blankets and heaters).

Lastly, Kingsway Lodge works closely with the local family health team, each of whom have admitted residents, and where the local physicians also cover services at the acute care hospital, allowing for an easy flow of information between service levels.

## 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. Kingsway Lodge has mandatory diversity training for management staff. Kingsway also has specific workplans for Health Equity and First Nations, Inuit, Metis, and Urban Indigenous (FNIMUI) Health.

## PATIENT/CLIENT/RESIDENT EXPERIENCE

The resident experience at Kingsway Lodge is assessed and evaluated formally and informally. Informally, staff members are expected to seek feedback from residents and family members and pass this information along to managers. Residents may also offer input on their experience to staff or management, which again is considered by managers or executives for implementation. Formally, the resident experience is assessed through structured feedback at Resident Council and Family Council meetings. Most impactfully, Kingsway Lodge conducts a formal resident and family satisfaction survey each year, available in print and online formats, which covers 50 points of interest on the resident experience. Due to the statistical significance of the results of the surveys, quality planning most seriously considers the trends observed in this annual initiative.

Over the last year, meal satisfaction has been prioritized and has responded with significant improvements for the resident experience. The dining atmospheres have been upgraded with sound-absorbing wall art, fresh paint, and subtle music. The menus have been updated to prioritize in-season and local products, and

special menus are offered for many celebratory days and holidays (e.g., Robbie Burns Day, St. Patrick's Day, Easter, etc.). The food serving process and equipment has been updated to ensure food is served at the correct temperature. Additionally, the Recreation staff now host programming for the residents who arrive first into the dining rooms, to help occupy the time waiting for meal service to begin. Over the next year, quality initiatives are underway to adopt a food first nutritional program, reducing the need for supplements.

Recreation programming is also a frequent topic for resident experience. To ensure accuracy and consistency in program offerings, Kingsway Lodge partnered with the digital platform, Welbi. In using Welbi's software, Recreation staff are able to log and track residents' preferred activities, engagement, and the frequency with which a resident receives activation. Kingsway's goal for the upcoming year is to improve the capture of residents who participate in programming to 98%.

Environmental Services initiatives this past year have also contributed to the resident experience. Organizational strategies for care items for bathrooms and personal care have reduced the clutter on bathroom vanities. Closet improvements to hanging systems and lighting allow for residents to better sort and select clothing. In the upcoming year, Environmental Services will prioritize Infection Prevention and Control (IPAC) with enhanced training and staff engagement initiatives.

Perhaps most evident with the resident experience has been the nursing and personal care services. Kingsway Lodge exceeds the 4.0 hours of daily care standard, now consistently closer to 4.1 hours of

daily care per resident per day in recent quarters. The nursing department continues to beat benchmarks on wound care and restraint use. The home saw significant successes in PRN use reductions, functionally eliminating the use at bath time, as well as gains in accuracy with resident weight-taking. Over the next year, the nursing department plans to focus on medication compressions and continued improvements to the admissions processes.

## **PROVIDER EXPERIENCE**

Kingsway Lodge continues to work hard to recruit and retain quality staff. Our turnover rate, at under 3% for the last two years, remains much lower than the sector average. Each year, Kingsway Lodge conducts a staff experience survey to better understand the motivations and frustrations of staff. These results are snapshotted at the organizational and departmental levels, and help management with plans for recruitment and retention.

For staff retention, Kingsway Lodge continues to provide creative monthly staff appreciation events. Appreciation events over the last year have included food trucks, holiday giveaway, Sumo suits, make-you-own omelettes, a street fair, and a Christmas party. Kingsway also supports staff with training and upskilling opportunities, as well as leadership roles, even as front-line providers. For example, Kingsway Lodge approved two nursing staff to attend foot care and wound care programs, a staff-led IPAC committee set a workplan and attended regional IPAC meetings, and each senior nurse takes on a program leadership position (e.g., IPAC, palliative care, behavioural supports, etc.).

Related to staff recruitment, Kingsway Lodge offers new recruits higher-than-average wages, good benefits, and RSP contributions. As a small home, Kingsway Lodge is able to offer a flat management hierarchy and accessible managers, which allows for issues to be resolved quickly.

For the upcoming year, Kingsway Lodge plans to continue with staff appreciation events, leadership and training opportunities, and competitive recruitment offers.

## SAFETY

Resident and staff safety are important parts of the Kingsway Lodge operation. All staff, from front-line to management, are responsible for ensuring safety standards are met at all times.

Kingsway Lodge completes regular safety audits to ensure that workplace hazards are identified before an incident arises. A workplace Health and Safety committee meets regularly, which has representation from all employee types. When a workplace safety incident does occur, Kingsway Lodge has adopted a new return-to-work program to better manage and support an employee's ability to return to their position. The new program was supported as part of Workplace Safety and Insurance Board's (WSIB) Excellence Program, which is a further commitment by Kingsway Lodge for safety measures at the home.

For resident safety, Kingsway Lodge manages the physical environment with modern equipment on service contracts for regular maintenance. De-cluttering initiatives over the past year have also reduced the physical hazards for residents while improving organization of personal belongings.

In terms of infection prevention and control, Kingsway Lodge conducts 40 monthly audits, hosts a monthly surveillance meeting for infection trend analysis, and has adopted policy based on public health guidelines. While Kingsway Lodge does not adopt universal masking during the flu season, we have clear guidelines on mask use based on triggers for resident illnesses. The guidelines are able to be implemented quickly, such as on weekends.

In the next year, Kingsway Lodge plans to work on additional WSIB

Excellence Program topics, as well as continue with safety and IPAC initiatives.

## PALLIATIVE CARE

Kingsway Lodge has prioritized palliative and end-of-life care over the last few years with commitments to training, new procedures, new services, and new staff members to provide support.

As part of ongoing competency for palliative and end-of-life care, Kingsway Lodge care staff have attended LEAP-LTC training, gaining valuable insights and approaches to a palliative approach to care.

Kingsway Lodge has made two important staffing additions: a full-time nurse practitioner, and, in 2025, a part-time registered social worker. Both of these staff members are part of the organization's palliative care committee, and both ensure that they support goals of care discussion, assessment of need for palliative services, and timely access to palliative care supports, which are all quality standards for the Ontario Palliative Care Network. In particular, the nurse practitioner facilitates goals of care discussions at regular opportunities to ensure services and care match expectations. The social worker also ensures that supports are offered not only to the resident, but to family members in need. This additional service provides wrap-around palliative care support.

In the upcoming year, Kingsway Lodge is committed to further enhancing quality of palliative care by soliciting feedback from family members as part of the annual resident satisfaction survey.

## POPULATION HEALTH MANAGEMENT

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. Kingsway Lodge facilitates quarterly meetings with the local Public Health office as part of the professional advisory group, and also contributes to long-term care groups, including the Long Term Care Network and Huron-Perth Long Term Care Committee. Kingsway Lodge's Administrator is a representative on South West Long Term Care Home Network Council. 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, Administrator, david@kingswaylodge.com, 519-284-2921 ext. 221.

## 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

---

Board Chair / Licensee or delegate

---

Administrator /Executive Director

---

Quality Committee Chair or delegate

---

Other leadership as appropriate

---