

Quality Improvement Plan (QIP)

# Narrative for Health Care Organizations in Ontario

March 22, 2024



## OVERVIEW

Oxford County, operating as Woodingford Lodge, owns and operates 228 long-term care beds throughout the county, with 34 beds in the Town of Ingersoll, 34 beds in the Town of Tillsonburg, and 160 beds in the City of Woodstock.

Our history is as rich as our future. Woodingford Lodge first opened its doors in October of 1969 and has been committed to providing high quality accommodation and care every day since then.

The name comes from the original three municipalities who operated the facility- Woodstock, Ingersoll, and Oxford.

Woodingford operates as a not-for-profit long term care facility, with funding from long-term care residents, the County of Oxford, and the Province of Ontario.

Our QIP is based on maintaining steady movement towards Person and Family Centred Care which is fully aligned with the County of Oxford's Strategic Plan, as it pertains to the following Strategic Directions:

A County that Performs and Delivers Results

i. Enhance our service focus and responsiveness to our municipal partners and the public by:

- Implementing clearly defined service standards and expectations
- Regularly monitoring and reporting service performance

ii. Deliver exceptional services by:

- Regularly conducting service reviews and reviewing service levels to identify appropriate adjustments

- Developing and tracking key performance indicators against goals and reporting results

- Identify best practices and appropriate benchmarking

The feedback from the Resident Annual Satisfaction Survey, together with program specific statistics and stakeholder support assist us to hear the voices of all our Residents and indicate that our commitment to Person and Family Centred Care is well received.

## ACCESS AND FLOW

Woodingford Lodge has historically had low transfer rates between the long-term care home and the emergency departments in Oxford County. Woodingford Lodge works closely with the practitioners in the home to treat residents on site without having to transfer them to a new/different environment.

In October of 2023, Woodingford Lodge incorporated AMPLIFI through Point Click Care as a home initiative. AMPLIFI improves the access and flow of information to and from the long-term care home to the receiving hospital and from the hospital back to the home upon readmission. This service is to ensure that both the hospital and the home have the most recent and imperative information to help residents have the best outcomes.

Woodingford Lodge will be introducing two new initiatives in 2024 to help reduce transfers to the emergency department:

- All Registered Nurses who are currently employed at Woodingford Lodge will receive IV initiation, IV therapy and phlebotomy education. This will allow for the RN's to start IV and manage IV's in the home as order and in rare cases take blood and send for testing immediately, instead of having to send to the local hospital.

- Woodingford Lodge has successfully recruited a full time Wound Care Nurse that will be starting in April 2024, who has extensive training and knowledge about complex wounds and ostomies.

The incorporation of the above initiatives will help improve outcomes and the experience of care for the residents of Woodingford Lodge.

## **EQUITY AND INDIGENOUS HEALTH**

Oxford County has historically been represented by a very low proportion of visible minorities. We are encouraged by the significant increase in visible minorities between 2016 and 2021, as reported through StatsCan Census data for those years, respectively, from 3% to 9%. We recognize that health equity is about much more than the visible presence of a minority, however, the statistics reported by the federal Census, is representative of our residents in our three homes.

Our efforts to address the expanding diversity of our residents, and in anticipation of this to continue, our staff have embraced opportunities to learn more about our residents through “my life stories” that are developed prior to moving into one of our homes, creating an emotion-based narrative of the lives’ of those we serve. While at this point an informal initiative, we look to continually enhance the implementation and ‘spread’ of the stories.

Our Nutrition Services Team has also been introducing menus with ever-expanding cultural culinary items, hosting ‘food fair’-like events for residents, families, and staff to provide input and feedback.

Oxford County has hired a full-time, permanent Diversity, Equity and Inclusion Coordinator in 2022 to assist all County Departments with their respective learning journeys related to recognizing and reducing disparities of health outcomes, access, and experiences of diverse populations.

In addition, the County has an enterprise-wide staff-driven DEI Committee, of which multiple Woodingford Lodge staff members sit on, to bring forth challenges and opportunities, as well as to learn from others. Oxford County has also created a multi-year DEI action plan to foster a culture where everyone is welcome, valued and celebrated and is part of Oxford County’s strategic plan. The plan addresses four main priorities: a diverse workforce, an inclusive workplace, increased understanding through education & awareness, and inclusive and accessible internal communications. These priorities are primarily aimed at staff members, however Woodingford Lodge plans to adapt these to include our resident’s in the home.

## **PATIENT/CLIENT/RESIDENT EXPERIENCE**

Throughout 2023, Woodingford Lodge has continued to work towards becoming an accredited long-term care organization – pursuing accreditation through Accreditation Canada for all three of our homes. It has been an incredibly valuable learning experience, especially through gaining a deeper understanding on how to improve our process of developing, and reporting on, quality improvements with meaningful input from a variety of audiences.

Our residents and their families / caregivers are a deeply rich source of information and feedback – whether to their individual care plans or to overall organizational quality elements. 2023 saw an improvement in the delivery of both Resident Satisfaction Survey’s and Family Satisfaction Survey’s, allowing a more thorough understanding of where they felt that Woodingford Lodge excels and where improvements are required. 2023 has also seen quality improvement efforts grow stronger, including more sustainable methods of engaging residents and their families / caregivers. The home has provided more opportunities through drop in sessions, resident councils and family councils to engage our residents and their loved ones.

Woodingford Lodge continues to maintain vibrant Resident Councils in all three of our homes, using regular scheduled meetings as ways to engage in two-way dialogue about opportunities and challenges brought forth by residents, families, and staff.

Woodingford Lodge completed the 2023 Resident Satisfaction Surveys between September 11-25, 2023 and Family Satisfaction Surveys between September 18-October 2, 2023. The results were presented at Resident Council November 9, 2023. Based on the answers of the survey, it was determined that the areas for improvement would include: residents feel that food temperatures are excellent (18%), residents agree that food quality is excellent (18%) and residents feel spiritual programming meets their needs (25%).

#### 2024 Improvement Actions:

- Food Quality: review with Resident Council and Food Committee to understand what the quality issues are, have cooks attend food meetings to gain feedback, better communication when substitutions are required and create meal satisfaction surveys.
- Food Temperature: review with residents which food items they are finding not at the right temperature and develop actions based on those specific food items, continue to do food temperature audits and education staff of tray service procedures to ensure food is holding its temperature.
- Spiritual Care: advocate for paid chaplain services as a vendor, reach out community churches to volunteer in the home, recreation team will increase spiritual services on Sundays and increase services during the week if possible and emphasis will be placed on obtaining better spiritual information on admission and keeping adequate records to ensure we are reaching the needs of all religions.

Woodingford Lodge Ingersoll did have an overall satisfaction score of 67% (excellent category only), with the highest levels of satisfaction being:

- Overall quality of the laundry service in the home
- Courteousness and helpfulness of the front office staff in addressing inquiries
- The homes processes to keep the residents safe from spread of infections
- Quality of the activities offered in the home
- The residents privacy is respected

The homes CQI team works closely with resident and family councils, and there is a member of each that participates quarterly in the homes CQI meetings. Woodingford Lodge provides opportunities for the residents to be heard and offer opinions on how to improve the quality of care provided in the home, through surveys and routine resident audits. Woodingford Lodge has also developed a new complaint process in 2023, which helps all team members track complaints and ensure they are followed up in a timely manner. The CQI team has put together action plans for the upcoming year that will be posted on the County of Oxford's website and on site so the residents can review, which will also be reviewed at the next CQI meeting in the home in the month of May.

Another one of the organizational keystone projects in 2023 was the development of a multi-year master plan, guided by a joint staff-Oxford County Council steering committee. As part of the master planning process, the consultants engaged with residents, families / caregivers, as well as potential residents / families / caregivers in a Voice of Customer exercise to ensure that a longer-term vision that guides us is built upon the experience that our current and future stakeholders are expecting.

## PROVIDER EXPERIENCE

Similar to the commentary in the Patient / Client / Resident Partnering and Relations above, Woodingford Lodge has been using the accreditation initiative to increase the depth and breadth of our connections among staff members – connections between staff teams, between individual staff members, between frontline staff and leaders, and between employer and Union.

Highlights of 2023 key efforts include:

- Completion of a review of how Woodingford Lodge schedules employees in all departments. This has resulted in adjusting the number of staff scheduled to help improve resident care, adding a number of full time lines for employees, adjusting shift times to best suit the needs of the residents and the home, and offering the part time staff the ability to be scheduled by availability to help with work/life balance.
- Employee Satisfaction Survey, revealed the need to improve the culture and communication at Woodingford Lodge. The “Woodingford Way” has been created as a cultural improvement opportunity in the home to help boost the staff morale and the home’s culture, with a specific focus on communication improvements.
- Resident Satisfaction Survey’s showed that there was a need for improvement on resident’s feeling that food choices are excellent. This indicator will be a focus on our 2024-2025 Quality Improvement Plan.

## SAFETY

In regards to staff safety, Woodingford Lodge, has adopted two of the County’s key policies related to workplace violence prevention: (1) Harassment and Discrimination in the Workplace Policy, which

specifically addresses workplace violence is prohibited and will not be tolerated, and (2) Workplace Violence Prevention, which also prohibits workplace violence. All workplace incidents are logged, tracked, and monitored in a newly implemented online tool, by a corporate health and safety resource.

Resident safety also remains a high priority at Woodingford Lodge and the key policy: Resident Abuse - Zero Tolerance for Abuse and Neglect helps direct how the home should respond to ensure that all interventions are put in place to protect our Resident’s. All incidents of abuse or potential abuse towards resident’s (resident-resident and staff-resident) are investigated thoroughly, reported to the Ministry of Long Term Care and are tracked and reviewed quarterly. Also, as part of the care services provided, Woodingford Lodge has an embedded Behavioural Supports Team, including a full-time, permanent Social Service Worker that assists with residents who exhibit responsive behaviours, as well as providing support for staff experiencing the effects of working in an environment with residents who have been diagnosed with dementia(s). Code white exercises are completed throughout the year to help staff know how to properly intervene with aggressive situations.

2023 allowed for the staff employed at Woodingford Lodge to have training on Gentle Persuasion Approach and Dementiability. Both education opportunities have helped learned how to approach and interact with residents who have responsive behaviours.

## POPULATION HEALTH APPROACH

We continued to face the challenges throughout 2023 with staffing changes, team lead changes, committee structures and outbreaks in

the home. Despite the challenges, our teams consistently rose to the occasion, remaining focused on providing high quality care for our residents. Teams managed to maintain a high level of care quality, while working away at ongoing improvement initiatives outlined in our 2023-2024 Quality Improvement Plans.

The past year has allowed Woodingford to reflect not only on what we do well, but how we do it. Of significant importance in 2023, and for years to come, is Oxford County Council's investment in the establishment of a Continuous Quality Improvement (CQI) Team within our organizational structure. 2023 saw many improvements in a number of different areas: Infection Prevention and Control, use of technology to provide quality care to the residents, and changes to the documentation/record keeping formats of many quality improvement initiatives in the home to help with evaluations. This past year has also provided the opportunity to work with Health teams outside of Woodingford Lodge: Ontario Health Teams, Advantage Ontario, OLTC, ISMP and Accreditation Canada.

Woodingford Lodge's largest project for 2024 is to become accredited through Accreditation Canada. This process has shown light on the areas that Woodingford Lodge excels at, but also the areas that improvements need to be made. 2024-2025 will see the continued focus on making changes through the accreditation process to: promote health, prevent disease, and help people live well with their conditions in every interaction with the health system.

## CONTACT INFORMATION/DESIGNATED LEAD

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## 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 22, 2024**

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**Mark Dager**, Board Chair / Licensee or delegate

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**Mary Alice Barr**, Administrator /Executive Director

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**Caitlin Pogson**, Quality Committee Chair or delegate

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Other leadership as appropriate

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