

Woodingford Lodge's continuous quality improvement initiatives are decided upon by our Continuous Quality Improvement (CQI) Committee which consists of membership from the following individuals as outlined in Ontario Regulation 246.22: Administrator, Director of Care, Medical Director, Registered Dietician, Pharmacist from Pharmacy Service Provider, one employee from the nursing staff, one employee hired as a personal support worker, one member of the home's Resident's Council, one member of the home's Family Council (if any) and every other designated lead in the home.

The CQI Committee meets quarterly with the Professional Advisory (PAC) and Infection Prevention and Control Committees (PIC) as per Woodingford Lodge Policy 1.220 Continuous Quality Improvement.

The priority areas for quality improvement outlined in our 2022/23 Quality Improvement Plans are based on a review of our previous years' performance on key quality indicators, feedback received in the annual resident satisfaction survey, as well as alignment with the 2020-2022 strategic plan for Oxford County.

Our priorities fall under Oxford County's Strategic Directions 5 and 6:

5. 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
6. A County that employs people who make a positive difference
 - i. Attract retain and develop the highest quality staff through:
 - Management and organizational excellence
 - Open communication, dialogue and understanding
 - Vibrant and challenging career opportunities
 - Progressive policies and practices that enhance our supportive work environment and culture

Our 2022-23 priority areas include staff satisfaction and retention, continued technological advancements to improve workflow and decrease workload as well as to aid in improving our resident's connectedness, and to continue to enhance our relationship with our community and local stakeholders.

As a result of the pandemic, Woodingford Lodge has had to make many changes in regards to the format and structure of its programs and services. For example, the Family Transition

Program adapted the method of support for families from in-person to virtual / telecommunication. To ensure care continuity, the team provided supports via methods such as telephone calls, emails and even postal mail.

Woodingford Lodge assisted our local community by supporting the decanting of those waiting for a long-term care placement from hospital. Proactively we set up a home area within our facility's General Purpose Area to relocate these individuals as required. We also implemented a negative pressure room as a short-term proactive measure to mitigate risks. Overall Woodingford Lodge was proactive in adherence to the Ministry directives and in collaboration with our medical director additional measures beyond the baseline directives were implemented as needed. Our facility was active in our advocacy to provincial legislative bodies to advocate for best practices that were yet to be established.

The pandemic has shown us how as a community (internally and externally) we need to rally together and collaborate on initiatives to support our residents. We have formed many new relationships and developed strategies to work together if these events were to happen again.

During the pandemic, the residents of Woodingford Lodge continued to require supports externally despite some health care providers being unable to attend the facility. This proved to be a challenge for our Behavioural Supports Ontario (BSO) Team and being able to continue collaborative care approaches. For example, the Geriatric Psychiatrist was now unable to provide consultations in person so our BSO Team resorted to virtual consults to continue to support our Resident's mental health needs and continue working with Woodstock Hospital's Mental Health Team.

Residents were not only physically separated from their health care providers but also their family and friends as a result of the pandemic's restrictions on those entering long term care facilities. Our organization had to rely on technology to connect Residents with their loved ones. Previously this had not been a popular platform with the population but it has since taken off and provides increased accessibility to those whose family and friends may not be close enough to visit. The Recreation department routinely uses virtual programming to maintain these visits and also has added new virtual programming to their calendar including music programs, exercise classes and intergenerational programs.

The pandemic proved challenging in many ways to residents and their families as well as for the health care providers working within the organization. The constant changing and updating of directives from the ministry left Woodingford Lodge with little time to reformat practices to reflect these changes. Daily covid meetings would take place with an interdisciplinary team to review and determine our route of implementation with each set of new directions. It also was difficult to relay these changes to front line staff, whom work shift work and odd hours, to ensure they were kept informed and up to date on the ever-changing long term care regulations and directives. Staffing challenges were and still are a major concern for long term care. Whether staff were ill themselves or if they had a family member ill or recovering, this impacted staff availability. Mandatory vaccinations also have caused staffing shortages. Woodingford Lodge lost some long-term employees as a result of this mandate. Overall, these issues had the potential to negatively impact staff morale as employees were often working long hours, sometimes short staffed in an ever-changing, unpredictable environment.

To support Woodingford Lodge's staff we utilized an inter-disciplinary approach and would re-deploy able individuals to areas in need. We ensured there were daily departmental communications outlining municipal and provincial directives and changes. Our human resources department enhanced support to staff and as an organization we offered compensation for lost time. Oxford County and partners supported one another in various initiatives, for example EMS was stationed at our facility daily assisting with the swabbing and screening process. Overall, our staff rallied in support of one another, taking on more than required, working long hours and going above and beyond the basic job descriptions to ensure the Residents were getting the appropriate level of care.

The past year-and-a-half has provided insight on areas where improvement to enhance our resident's lives was possible. It has reminded us of how vulnerable our residents are and how much they rely on, not only their family and friends outside of Woodingford Lodge, but our staff and other residents within the home. Restrictions on who could enter the facility made us come up with new ways to keep residents connected to their community outside of long-term care. It also allowed us to spend more time with residents who preferred one-on-one activities. We have since subscribed to Activity PRO which is a software that will better track residents' program attendance. This software will allow us to gain a better understanding of the participation level of residents which will in turn help us to identify those at risk of social isolation, and where improvements to the alignment of individual needs and programming available can be made. We are in the process of onboarding a visitor management software which will allow us to track all entrants into our homes, and the nature of their visit. The significant amount of virtual and internet activities made us aware of some Wi-Fi challenges within the facility and we are working towards enhancing this feature. Now that the weather is again improving, we are always looking to improve and expand our outdoor programming to allow residents to attend larger group activities and events in a safer environment.

Our priority areas are analyzed at a minimum quarterly at our team meetings where quality indicator reports, team statistics and general performance and organization issues are reviewed and discussed by the team. This progress is then documented within the progress reports of the QIP's, documented in the minutes and shared with frontline staff at routine team huddles and at departmental meetings as required. In the future we hope to provide more routine updates to our Resident's and Family councils as well as to appropriate stakeholders.

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