



**Ontario
Health**

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

June 30, 2022

OVERVIEW

Victoria Manor is a 166-bed long-term care home that offers a secured home area and a Behavioural Support Ontario (BSO) Team.

The Quality Improvement Plan and the Resident Safety Plan have been part of the Home's strategic and operating plans. Specific objectives in the home's 2022-2023 Strategic Plan have fallen under the following strategic categories of focus:

- Our Residents/Clients
- Our People/ Team members
- Our Community
- Strengthening Support Services

Our home is CARF Accredited.

We collaborate with community organizations to offer programming which keeps residents active and involved with their families, friends and community.

The Resident's Council is well represented. Our Family Council is represented.

Key values are Respect, Passion, Teamwork, Responsibility and Growth.

Other priorities for the home focus on quality indicators as follows:

1. Reduction of Anti-psychotic Use
2. Resident Satisfaction - Likelihood to Recommend
3. Family Satisfaction - Likelihood to Recommend

4. Employee Engagement - Recruitment and Retention

These 4 priority indicators share alignment with the organization's Strategic Plan, the home's Operational Plan, the Long-Term Care Service Accountability Agreements and CARF Accreditation Standards.

The home has a full management partnership with Sienna Senior Living that will facilitate the quality management processes and provide benchmarking standards to work towards.

Key considerations which may impact our 2022 performance include pandemic recovery, continuing changes in the resident population, age and acuity, specifically the growing number of residents with psychiatric histories who have aged which results in aggressive behaviours.

REFLECTIONS SINCE YOUR LAST QIP

SUBMISSION

Victoria Manor's experience since our last submission of QIP for 2018-2019 had been extremely difficult and unprecedented as the pandemic has changed every facet of the way we provide care. It affected the execution of various aspects of care for residents, including but not limited to access to medical care and transferring residents to hospital.

The direction from the provincial government to reduce, and/or if possible avoid sending residents to the hospital to minimize the

surge of COVID-19 and risk hospital burden has impacted the percentage of patient transfer in the hospital and increased the need to provide palliation and comfort care to residents at the home. Access to medical care though limited has shifted and paved the way for digital health innovations to support the medical needs of the residents. Virtual care, OTN and face-time became a key tool for primary care for physicians and specialists

Although Infection Prevention and Control has always been a core program of the home prior to the pandemic, COVID-19 pandemic shifted our priorities and IPAC took precedence. Infection Prevention And Control measures such as universal masking, hand hygiene and PPE use during outbreak has become a routine part of infection control practices. Although we have implemented corrective actions as the changes in directives occur, this continuous to be a challenge as continued education to team members are required regarding the virus or infection to ensure adherence to IPAC protocols

As the pandemic evolves and restrictions are slowly being lifted and easing up, we are hoping to revisit our focus on quality indicators that have been negatively affected as a direct result of the outbreak or as a consequence of the the restrictions from the measures i.e # of falls and the need to use anti-psychotic medications

Our home has a strong quality management program in place that focuses on continuous improvements and based on an integrated quality framework, to provide quality care and therefore enhancing the life of our residents and customers and community we serve.

The home will continue with operational and strategic planning where various stakeholders participate. Annual operation plan was held with the Leadership team to discuss goals for the year 2022-2023 based on resident/ family and staff satisfaction surveys. Interdisciplinary team meetings such as Resident Safety, PAC, departmental and various committee meetings with active involvement and participation from the of interdisciplinary care team. Monitor completion of assigned Quality Improvement activities such as audits in each department and family and resident council engagement and community,

PATIENT/CLIENT/RESIDENT PARTNERING AND RELATIONS

The Family Council for Victoria Manor works closely with the leadership team and resident council to support quality of life and resident-focused care.

One of the primary goals of every long-term care community is to work collaboratively with residents and families to enhance resident experience. It is imperative that as part of the quality improvement process, the voice of residents and families are included. In our home, resident and family feedback is obtained through their move in and annual care conferences, as well as through Resident Council/Family Council and annual satisfaction surveys. Their input is also sought in annual program evaluations and strategic planning. Areas of improvement are identified and positive ideas for change are brought forward and incorporated into the development of our operating plan and our annual Quality

Improvement Plan. We feel that by incorporating resident and family feedback, we are better positioned to drive quality improvement and create a positive resident experience.

Victoria Manor is working alongside many systems and community partners in the execution of these quality improvement initiatives. We continue to work with many partners including primary care teams, the Home and Community Care Central East LHIN,

Engagement and contributions from all cohorts of the staff are achieved both formally and informally through processes including operational planning, departmental team meetings, sharing committee minutes, general staff meetings. Resident and Family council presentations were a challenge during the pandemic however, we were able to utilize virtual platform to carry on with these meetings.

PROVIDER EXPERIENCE

The effect of the pandemic has had a global detrimental impact not just the residents but their families and the staff/healthcare providers who had to care for the residents in an unfamiliar, unchartered territory of COVID-19. The first wave of pandemic took the home by surprise and just like all Long-Term Care Homes, we were not prepared for a crisis that is unfamiliar to us. To date, the outbreak continues to evolve and although new data and best practices come to light, we feel that it brings different challenges as we go through different phases and stages.

One major and significant concern that is common and trending from the start of the Pandemic in 2020 to date are the staffing

challenges. These have caused a ripple effect on the following:

1. Heightened level of staff fatigue - physical, mental and emotional, psychological and compassionate fatigue as they offer their body, mind and spirit to provide comfort, strength and support to their residents and each other.
 2. Burnout - from working long and extended hours and managing additional stressors at work
 3. Impact to the quality of care as a result of decrease in staffing and increasing resident care acuity.
- The staff were supported every step of the way by being with them to listen to their questions and provide them the answers as best as we could.
 - Communication on all shifts - Team Member Update either through a telephone conference with the Executive Director, through an app on their mobile device and regular follow ups from their direct managers
 - Providing them with necessary tools, knowledge and skills to keep themselves safe,
 - Listening to their daily struggle at work, and providing them access to the secure and confidential Employee Assistance Program
 - Providing education and huddles to lessen their anxiety related to the virus and how to take care and manage residents with COVID-19
 - Sourcing and actively recruiting staff either through agency or direct hire
 - Engaging Quality of Work-Life Committee with fundraising events.
 - Slowly reintegrating past social practices within the restrictions under IPAC i.e weekly inter-mural challenges and fun activities for

residents and staff.

RESIDENT EXPERIENCE

The existing priority indicators continue to be relevant however, as the pandemic brought to light many other areas of opportunities to enhance delivery of care and quality of life for the residents, it would be valuable to be able to select from a wide range of quality initiatives as it relates to the impact of outbreaks/IPAC to the physical, social and emotional well-being of residents.

While we can appreciate enhancing resident care and keeping resident safe as the priority outcome, it would be interesting to know the following:

- As some of the IPAC restrictions have resulted in a decline in mental and physical health, decompensation, and a sense of hopelessness among the residents, what are some of the ethical implications in balancing the management of the outbreak versus the resident's right to autonomy and self-determination.
- Effects of staff's self-care practices on improving job satisfaction, teamwork, and workplace environments and improving delivery of resident care.
- To prevent staff turn-over, what are some balance measures to ensure staff satisfaction while improving and enhancing resident satisfaction

To enhance social connectedness:

- Re-integrating family and social visits for our residents.
- Enhance and provide daily social activities that keep our residents engaged and active.

- Integration of inter-generational activities and programs into their daily routine involving staff and residents.
- Leverage on new technologies to keep maintain social connection - face time, zoom calls, virtual realities etc...
- * Providing community connections through volunteering or working at other organizations within the community to provide our residents with a sense of value and sense of belonging.

CONTACT INFORMATION

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OTHER

Victoria Manor Home for the Aged is owned by the City of Kawartha Lakes and managed by Sienna Senior Living

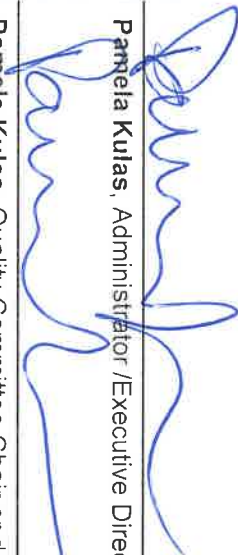
SIGN-OFF

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 **June 30, 2022**

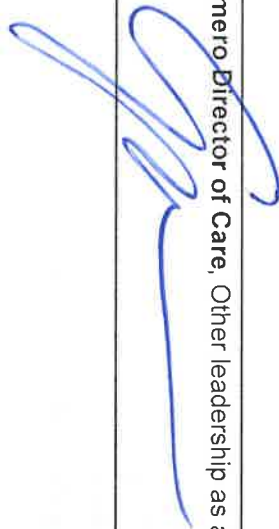


Doug Elmslie, Board Chair / Licensee or delegate



Pamela Kulas, Administrator /Executive Director

Pamela Kulas, Quality Committee Chair or delegate



Vanessa Romero Director of Care, Other leadership as appropriate