

Quality Improvement Plan (QIP)
**Narrative for Health Care
Organizations in Ontario**

March 20, 2024



OVERVIEW

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Southlake Residential Care Village is a non-profit home with 192 long-term care beds and 32 beds located in Newmarket, Ontario. Our team is part of Extencare Assist, a larger organization whose overall plan is “One Team, One Mission, One Vision”.

MISSION

Together We Create A Home That Enriches Lives

VISION

Celebrate Life, Hand In Hand, Heart to Heart

VALUES

Residents First

Always Consider Residents’ Rights And The Best Interest Of The Resident

Continuously Advocate To Enhance Quality Of Life

EXCELLENCE IN SERVICE

Commit To Providing Purposeful, Compassionate And Personalized Care For All Residents

SEIZE EVERY MOMENT: IT MATTERS

Strive To Hold Yourself Accountable Every Day
Share Opportunities To Learn, Embrace Best Practices

COMMUNICATE

Foster Positive Relationships Based On Respectful, Open and Meaningful Communication
 Communicate To Ensure Consistency And Transparency In the Delivery Of Care
 Speak Up – Sharing Your Ideas Will Make A Difference

Performance monitoring is a key part driving our performance and includes but is not limited to the following:

- Monitoring key quality indicators
- Internal audits
- External audits
- Program evaluations

Our quality improvement program involves all staff in data collection, data analysis, satisfaction surveys and resource utilization analysis. We provide intensive education and training to all staff on the importance of early detection, assessment, and recognition of changes in residents health because we strive to provide residents with the care they need, when and where they need it and prioritizing resident needs.

Our quality program at Southlake Residential Care Village encompasses all that we do to meet our mission of quality of care and resident safety goals. Our ongoing quality assurance initiatives and strategies resulted in an Exemplary Accreditation status from Accreditation Canada. Our strategic direction and quality initiatives closely align with Accreditation Canada standards and meet the requirements of our LSAA.

Southlake Residential Care Village measures and monitors quality initiatives using data accuracy and quality indicator score cards. Our target goal is to continuously improve and to attain or exceed the Health Quality Ontario benchmark for all our indicators and have upper quartile provincial performance.

Extendicare Canada Inc. supports our home in attaining success through their Quality Framework, which outlines the ways in which a focus on quality of life, safety, compliance, and resident and family satisfaction.

Our workplan 2024/2025 will focus on the following indicators:

1. Resident Experience Overall Satisfaction
 - (a) Do residents feel they can speak up without fear of consequences?
 - (b) Do residents feel they have a voice and are listened to by staff?
2. Resident Safety
 - (a) Percentage of long-term care residents fell in the 30 days

OUR APPROACH

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Extendicare homes and Assist homes in Ontario are responsible for driving their quality improvement plan and work closely with specific consultant leads who support homes in their quality initiatives.

leading up to their assessment.

GOVERNANCE AND ACCOUNTABILITY

Board of Directors, Leadership Team, Quality Improvement Committees provide guidance and strategic direction on quality improvement indicators, best practices and target goals based on comprehensive data and evidence-based analysis and CIHI benchmarks.

planning, and training for all key operations and assessing the outcomes. Southlake Residential Care Village is also focused on building positive and collaborative partnerships with Residents' Council, Family Council and community partners and working together to strengthen our ongoing quality improvement, so that we can continue to deliver safe and responsive care to all our residents effectively.

We have increased our efforts considerably into engaging residents and families and encouraging their active participation and contribution regularly as we value their insight and feedback. We continue to hold collaborative in-person meetings, by telephone or via virtual video calls, townhall sessions and through regular communication updates and experience surveys. By opening these channels of communication, we encourage open dialogue and healthy discussions.

Our goal is to build on existing approaches to resident and family engagement and to use creative and innovative approaches as these partnerships and collaborations evolve.

INFECTION PREVENTION AND CONTROL FOCUS

During the pandemic, we onboarded an IPAC Manager along with an IPAC Lead. The IPAC Manager provides daily oversight on infectious disease surveillance, detection, prevention, and control of infections in the home. The IPAC Manager and Lead are supported by a central team of specialist IPAC consultants, who provide education, coaching and best practice recommendations and implementation support, with the goal of improving resident outcomes and mitigate the risk of disease outbreaks. Comprehensive IPAC reviews and frequent audits of infection control measures are entrenched in the operational functions of the

REFLECTIONS SINCE YOUR LAST QIP SUBMISSION

Since April 2023, the lingering impact of the global pandemic has been difficult for residents and staff as our team performed difficult and exhausting work within restrictive budgetary parameters.

We experienced the challenge of maintaining staffing levels and the recruitment of registered staff and personal support workers for the facility resulting in reliance on agency staff. This issue has a huge impact on the bottom line.

Looking ahead, we will be celebrating our Twentieth Year Anniversary at the end of this year. The pandemic has also allowed us to be creative and innovative in our change ideas as we focus on infection control measures and prioritize quality improvement with increased focus on improved outcomes for resident safety and well-being.

Quality improvement initiatives direct standardized structure and systematic processes to achieve positive results and desired outcomes. We have a Quality Manager onboard to assist in increasing overall performance by enhancing management,

home, including an Emergency Preparedness program.

QUALITY ASSURANCE THROUGH ACCREDITATION

Accreditation Canada Standards are statements that help long term care homes focus on providing the highest achievable quality and safety outcomes for residents and their families. In September 2023, we were evaluated by Accreditation Canada following its new Qmentum Long-Term Care Program. The evaluation involves survey activities on an annual basis rather than once every four years. We complete self-assessments and develop updates to our quality improvement action plans. Southlake Residential Care Village was awarded an Exemplary Accreditation status till September 2027.

ACCESS AND FLOW

Southlake Residential Care Village strives to continuously improve the outcomes and the experience of care for our residents and to provide our residents with the care they need, when and where they need it and increase the rate of potentially avoidable Emergency Department visit(s) for our residents and reduce transfers of LTC residents to Emergency Department. With oversight from the Medical Director, physicians, and Nurse Practitioner, this quality indicator can be achieved with in-depth education to all registered staff on the importance of early detection, assessment, and recognition of symptoms and to report changes in residents' health status, for example, staff applying the SBAR communication tool to assess need for hospital transfer.

EQUITY AND INDIGENOUS HEALTH

At Southlake Residential Care Village, we understand and recognize our duty to protect the integrity of health equity. We are committed to reduce the disparities of health outcomes, access, and experience of diverse populations. We embrace diversity, equity, and inclusion by creating safe spaces and connecting with the LGBTQ1A2S+ members of the community and individuals from different backgrounds and walks of life and welcome them to our home.

We have established an Equity, Diversity, Inclusion, and Antiracism workplan and have provided training to all staff with one hundred percent rate of completion. All new staff will also be required to complete this education and training. In our home, we have a Culture Board which features interesting information on different cultures and to promote inclusivity and to raise cultural awareness for residents and staff.

PATIENT/CLIENT/RESIDENT EXPERIENCE

Our Mission Statement is “Together We Create A Home That Enriches Lives” and we accomplish this by engaging our residents and families in active participation and dialogue. We promote transparency with residents and families by encouraging their involvement in quality improvement projects, annual resident and family satisfaction surveys, which we utilize the data and information to gauge and evaluate our quality improvement measures, various committees, and Residents’ and Family Councils.

We communicate and share Ministry of Health Long Term Care inspection reports, Accreditation survey results and highlight concerns and successes in the home. On an individual basis, we involve residents and/or families in care conference meetings to discuss their unique needs, preferences, concerns and document any changes in the resident plan of care. We encourage our residents and families to be involved in social activities and recreation program to promote a sense of community for our residents and to provide opportunities for social interaction between our residents and their families. Southlake Residential Care Village also seeks input and feedback from residents and families through the independent, self-determining group of residents in the Residents’ Council and Family Council.

PROVIDER EXPERIENCE

The COVID-19 pandemic has had a significant impact on Southlake Residential Care Village, residents, family, and staff. We experienced staff shortage, extended work hours, and staff experiencing physical and mental health stress including burnout.

We provided support to our staff through our Employee and Family

Assistance Program, and we encourage them to provide vital ongoing feedback through Staff Satisfaction surveys, Performance Appraisals, Staff Update communication letters, team huddles on the units and the management team have an open-door policy. In addition, we celebrate appreciation of our staff members through peer nomination with our Employee of the Month program. Every year, we celebrate Nurses’ Week/Caregivers Week in May, where we plan and organize fun activities for their enjoyment as a token of appreciation for their hard work and dedication to our residents.

Our Employee and Family Assistance program is available to support our team members and their families 24/7, 365 days of the year, if and when it is needed. The program provides team members and their families with confidential and flexible support which encompasses support for emotional well-being, managing relationships and family situations, dealing with workplace challenges, financial guidance, or other personal needs.

We are currently implementing innovative practices to help address these unprecedented human resources challenges. We applied to the Living Classroom Fund to form partnership with education partners. The plan is to integrate education of Personal Support Workers into Southlake Residential Care Village. We will use the funding for developing the PSW Living Classroom program with our first cohort of 25 PSW students starting in January 2025.

The funding will help Southlake Residential Care Village to spearhead this unique PSW Living Classroom project in Newmarket, Regional Municipality of York to attract students and adults to the vocation of Personal Support Worker. The PSW Living Classroom in Southlake Residential Care Village is one of our strategies to recruit

and develop our workforce to offset staff shortage and improve our staff to resident ratio.

SAFETY

We promote and encourage continuous quality improvement, a safe and fair culture, and increase success in incident analysis. At Southlake Residential Care Village, we review each incident that occurs involving a resident thoroughly.

Management conducts the investigations and follow up based on the information and evidence received. Care conferences or care team meetings will be arranged with families, residents and/or Power of Attorneys (Substitute Decision Makers). We provide feedback and share lessons learned and/or improvements with residents, families, and staff.

Our target goals are to:

- (a) Reduce the number of falls with injury (determine percentage based on previous year's data).
- (b) Develop a robust Restorative Program through collaboration with the Physiotherapy and Recreation Department.
 - (1) Review current high-risk residents for falls to identify their needs/preferences for activities.
 - (2) Implement specific activity program at afternoon change of shift for residents who are high risk for falls.
 - (3) Analyze data to track number of falls – i.e. reason for fall, time of fall, location of fall, et cetera to analyze trend or pattern.
 - (4) Conduct Admission Fall Prevention Screening for new

admissions after 14-days and to be reviewed by Fall Champion and nurses on the units.

(5) Track number of falls every quarter and do a comparison analysis for each quarter

(6) Fall Risk Morse Assessments are done quarterly, upon admission. Plan of care is kept current and reflective of resident health condition status.

CONTACT INFORMATION/DESIGNATED LEAD

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Experience

Measure - Dimension: Patient-centred

Indicator #1	Type	Unit / Population	Source / Period	Current Performance	Target	Target Justification	External Collaborators
Percentage of residents responding positively to: "What number would you use to rate how well the staff listen to you?"	O	% / LTC home residents	In house data, NHCAPHS survey / Most recent consecutive 12-month period	68.00	85.00	Southlake Village did not meet last year target and would like to improve on this indicator because we value the feedback, input and opinion of our residents.	

Change Ideas

Change Idea #1 Care conferences will include residents and/or POA' virtually or via phone if unable to attend in person.

Methods	Process measures	Target for process measure	Comments
if unable to attend in person, staff will facilitate use of technology ie Zoom via IPAD with the resident where appropriate.	# of residents who are appropriate, attend care conferences in person/virtually	All residents were given the opportunity to attend their admission and/or Annual care conference virtually if unable to attend in person by December 2024. Collect data on the number of residents who attended the admission and/or Annual Care Conference in person or virtually and compare with previous year.	Total Surveys Initiated: 69 Total LTCH Beds: 224

Change Idea #2 Provide Customer Service and Residents' Bill of Rights training to all staff during orientation process and in an annual basis.

<p>Methods</p> <p>Utilize the Customer Service and Residents' Bill of Rights training material via online and in person.</p>	<p>Process measures</p> <p># staff educated each quarter. Monthly audits to ensure we are on target.</p>	<p>Target for process measure</p> <p>100% of staff will be educated on Customer Service and Residents' Bill of Rights by December 2024.</p>	<p>Comments</p>
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Measure - Dimension: Patient-centred

Indicator #2	Type	Unit / Population	Source / Period	Current Performance	Target	Target Justification	External Collaborators
Percentage of residents who responded positively to the statement: "I can express my opinion without fear of consequences".	O	% / LTC home residents	In house data, interRAI survey / Most recent consecutive 12-month period	79.00	85.00	Southlake Village did not meet last year target and would like to improve on this indicator because we value the feedback, input and opinion of our residents.	

Change Ideas

Change Idea #1 Promote and encourage residents to participate in the Resident Satisfaction survey.

<p>Methods</p> <p>Create opportunities for residents to feel comfortable to express their opinions participating in the survey. Increase interaction and engagement.</p>	<p>Process measures</p> <p>#of residents with CPS of 0,1 or 2 completing the Resident Satisfaction survey</p>	<p>Target for process measure</p> <p>To have 85% of residents with CPS of 0, 1 and 2 complete the Resident Satisfaction survey.</p>	<p>Comments</p> <p>Total Surveys Initiated: 100 Total LTCH Beds: 224</p>
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Change Idea #2 To increase resident engagement through Recreation and with interdisciplinary team.

Methods	Process measures	Target for process measure	Comments
<p>Program Manager shall act as the liaison between the Residents' Council and the interdisciplinary team. At the request of the Residents' Council President, the Program Manager shall invite managers from different departments to attend meetings and give updates, information and opportunity for Q & A. Any expression of concerns, the home shall act on them in a timely manner.</p>	<p>Will see an increase in indicator on next Resident Satisfaction survey. Track the number of concerns from residents in the Complaint log.</p>	<p>Continue to trend on target or higher.</p>	



640 Grace Street | Newmarket, Ontario | L3Y 8V7

March 25th 2024.

Southlake Residential Care Village 2024/2025 Quality Improvement Action Plan

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1. Resident Experience Overall Satisfaction
 - (a) Do residents feel they can speak up without fear of consequences? 80%
 - (b) Do residents feel they have a voice and are listened to by staff? 80%

There is room for improvement and our 2024/2025 workplan provides further details and actions on these important areas of resident experience, and we aim to strive to serve our residents better. We can accomplish this goal by engaging our residents and families in active participation and dialogue.

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We are also constantly seeking input and feedback from residents and families through the independent, self-determining group of residents in the Residents' Council and family members in the Family Council.

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