



**Quality Improvement Plan (QIP)**

# **Narrative for Health Care Organizations in Ontario**

July 4, 2022

## OVERVIEW

Wentworth Lodge is one of two long-term care homes owned and operated by the City of Hamilton (COH). Our Mission is to provide person-centered, long term care that promotes well-being and creates opportunities to maximize the quality of life of our residents.

The annual Wentworth Lodge Business Plan is aligned with all core focus areas of the COH Strategic Plan (2016-2025):

- Community engagement and participation
- Economic prosperity and growth
- Healthy and safe communities
- Clean and green
- Built environment and infrastructure
- Culture and diversity
- Our people and performance

Throughout the year, and annually, key evaluation data is collected and analyzed across all focus areas of our business plan to ensure we achieve high quality, person-centred care. The data is contained in our Balanced Scorecard and reflects key quality priorities as identified by residents/families/advocates, our Lodge Team, City Council, Ministry of Long-Term Care (MLTC), LSAA, and CARF Canada.

For our 2022/2023 HQO Workplan, we will focus on the priority indicators outlined by Ontario Health, including potentially avoidable emergency department transfers, the residents experience within the Lodge, and the use of antipsychotic

medications in LTC. Our goal is to see continued improvements in those key areas within the Lodge. Additional quality projects are outlined in our comprehensive Quality Plan and span the breadth of all departments within the Lodge. Finally, it feels prudent to acknowledge that we remain cognizant of the ongoing challenges and evolving nature of the COVID-19 pandemic and expect that our quality efforts will continue against that unpredictable backdrop.

## REFLECTIONS SINCE YOUR LAST QIP SUBMISSION

The COVID-19 pandemic has been an opportunity to review and revise an inordinate number of policies and procedures that ultimately impact the safety and quality of life for residents in our Lodge.

Without hesitation, the necessity to implement our emergency preparedness plan, our long drafted pandemic plan and to evaluate the impact of a pandemic on "normal operations" and resident quality of care have been important steps on our quality journey. Despite the challenges and chaos of a global pandemic, we have made significant strides in hearing and amplifying the resident experience into operational and clinical decision making. Enhanced and effective two way communication between residents, their families/advocates and our clinical/operation teams has been an area of focused attention with many learnings and positive improvements.

Moving forward with our quality plans in 2022/2023 we look forward to a new Quality Council that will have enhanced and meaningful representation from residents, families/advocates and varied levels of staff. Bringing "quality" to life in our Lodge will bring "quality of life" to our Lodge in new and expanded ways. We are genuinely excited about the chance to move away from the pandemic, use the many lessons learned through that experience and dream of more opportunities and innovations to build our quality plan.

## PATIENT/CLIENT/RESIDENT PARTNERING AND RELATIONS

Wentworth Lodge conducts annual Resident and Family Satisfaction Surveys. Feedback is obtained through the paper surveys that resident can complete independently or with the support of their family/advocate, staff or volunteers. Survey completion rates have been consistently good but we continue to consider additional methods or supports that would increase participation. The results of the survey are shared at Resident Council and Family Council. Staff are also updated regarding the survey results.

Other avenues for resident and family engagement include:

- Post admission and annual care conferences
- Resident Council, Food Committee, Family Council that meet monthly and more frequently as requested
- "How are we doing reports?" available for completion and submission throughout the Lodge. These reports can be completed by residents, family, volunteers, students, staff, general visitors or anyone that has ideas or concerns to share
- Emails and newsletters to residents and family/advocate via paper copies and electronically through a robust email distribution list
- MLTC compliance binder
- Open and two way communication with staff and residents/families/advocates
- Programs focused on resident involvement & engagement facilitated by Recreation Services and Social Work

Wentworth Lodge works with a variety of system partners in developing and acting on quality improvement initiatives. During

the pandemic the Lodge participated with a variety of community of practice groups, with system partners in the acute care and community care sectors, and remains an active participant in various groups with a not for profit and municipal lens.

## **PROVIDER EXPERIENCE**

All sections of the health care system were unduly taxed and tested as a consequence of the COVID-19 pandemic. This was evident within the LTC sector and played out daily in our Lodge.

The staffing challenges have been significant and remain unrelenting. Initial restrictions with respect to single employer legislation had a deleterious effect on our staffing levels. Due to the unwavering dedication of our Lodge team and through scheduling adjustments we have maintained service and care levels without interruption. Recruitment and retention of skilled workers in the sector is an ongoing target for improvement. At the Lodge we are reviewing a sustainable plan for optimal staffing that addresses short term challenges and harnesses longer term opportunities and solutions.

Increased pandemic staffing and supply costs are being monitored closely. Supply chain challenges and increased costs drive the development of ongoing contingency plans both at the Lodge and corporate level.

Working through a global pandemic in LTC has had an inescapable impact on the mental and physical well being of our team. Efforts are ongoing to acknowledge and address staff well-being both at the Lodge and corporate level, including but not limited to a return of vacation approvals, rapid recruitment activities, employee & family assistance program, staff appreciation events, staff survey follow-up, & information from outside mental health organizations

## RESIDENT EXPERIENCE

From the perspective of a holistic and panoramic definition of resident quality of life, the experience and effects of the global pandemic on residents in LTC has been sobering.

Early restrictions placed on access to the Homes resulted in an interruption to meaningful and in-person social connectedness for residents. While LTC Homes were focused and directed to install an iron ring of protection around Homes, there was an unfortunately dearth of early interventions to address the consequential effect of social and familial isolation. At the Lodge we tried to pivot quickly to alternate avenues for connection through use of technology such as FaceTime, WhatsApp and more frequent phone calls. As restrictions eased and caregivers, family and advocates were increasingly welcomed back to the Lodge and we have nonetheless maintained many of the pandemic means of connection.

Despite the resumption of mostly normal operations, the Lodge has more work to do in order to encourage volunteers and outside organizations to resume their visiting activities. Understandably, many volunteer groups are dependent on older persons to provide their services, and these volunteers have shared some reluctance to return to LTC due to concerns for their own health. Efforts are being made to expand the volunteer recruitment plan for the Lodge. The goal is to increase numbers and to diversify the profile of activities that Lodge volunteers can support.

The Lodge continues to explore the required and desired enhancements to both technology devices and the infrastructure

needed to best support those methods. Residents are increasingly arriving in the Lodge with experience and comfort in using technology and the goal for 2022 and onward is to capitalize on that familiarity and comfort.

## CONTACT INFORMATION

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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 **June 30, 2022**

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**Holly Odoardi**, Board Chair / Licensee or delegate

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**Karen Allcroft**, Administrator /Executive Director

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**Shelly Desgagne**, Quality Committee Chair or delegate

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Other leadership as appropriate

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