

Let's Make Healthy
Change Happen.



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



SOUTHBRIDGE[®]
— HEALTH CARE LP —

3/1/2025

Overview

In our continued efforts to facilitate the Southbridge vision to bring lives together with meaning and purpose, Country Village will be continuing to focus on four areas of quality in this 2025/2026 QIP plan; namely Operational Excellence, Risk Reduction, Resident-Focus and building on our Safety Culture. This Quality

Improvement Plan (QIP) aligns with the requirements of the Fixing Long-Term Care Act, Ontario Health Quality Standards, and other applicable legislation to enhance the quality of life, safety, and care for our residents.

OPERATIONAL EXCELLENCE:

We continue to strive for operational excellence by implementing evidence-based practices, continuous process improvements, and technology integration to ensure timely, accurate, and cost-effective service delivery. Our goals include optimizing resource allocation, enhancing workflow efficiencies, and achieving high satisfaction among residents, families, and stakeholders.

RISK REDUCTION:

Risk reduction is paramount in our approach to care and services. We utilize validated risk assessment tools, implement proactive interventions, and maintain compliance with safety standards to minimize hazards. Our multidisciplinary teams engage in regular reviews of incident reports and safety audits to identify trends and implement corrective actions promptly.

RESIDENT-FOCUS:

Our philosophy of care places residents at the center of every decision. We ensure individualized care plans that respect each resident's preferences, cultural values, and life-long habits. We actively involve residents and their families in care planning and decision-making to enhance the quality of life and satisfaction.

SAFETY CULTURE:

Our commitment to safety culture is unwavering. We maintain transparent communication, provide ongoing education on safety practices, and encourage staff and residents to voice safety concerns without fear of retaliation. Regular safety drills, emergency preparedness training, and safety-focused performance evaluations ensure a safe living and working environment.

In 2024 we had many quality improvement achievements and successes to celebrate. These successes can be attributed to the hard work and dedication of our multidisciplinary team, the collaboration with our residents, families, and stakeholders as we all share the common goal of improving the care, service, experience and life for all that live, visit and work at Country Village.

Here are just some of the highlights from the last year that we are proud to announce:

- ✓ Implemented our own corporate menus.
- ✓ Recruitment of internationally trained nurses enhancing the home's commitment to diversity, equity and inclusion and allowing us to provide care to our residents in many different languages
- ✓ Implemented measures and processes to mitigate actual and potential risk, as listed below:
 - Quality Forums are held monthly to review key performance indicators and rate them against corporate benchmarks. These quality forums are an opportunity for our homes to review key performance indicators, such as potentially avoidable emergency department visits, and discuss, implement and measure various interventions to ensure that all negative trends are addressed and action plans for improvement implemented.
 - Ensured our Medical Director has achieved the required Ministry certification
- ✓ Developed new home scorecards and HOOPS.
- ✓ Implemented the following improvement initiatives in collaboration with our Pharmacy provider and our interdisciplinary teams:

- Integrated Medication Management program;
- Spasticity program - a program that helps improve mobility and quality of life for seniors with spasticity. The program includes assessments, injections, and ongoing support.
- Scanning technology to improve the accuracy of medication order communication between the home and the pharmacy. This technology replaced the digital pen to further enhance the safe and secure transmission of Prescribers' orders including improvement in staff workflow.
- ✓ Developed standardized Terms of Reference and agenda templates for all committees with a focus on best practice implementation and risk mitigation
- ✓ Created new program checklists and tracking logs to enhance regulatory compliance and best practice implementation including a PRN pain tracking among others.
- ✓ Developed and implemented a Proactive Inspection Guide to ensure quality of care for our residents and regulatory compliance
- ✓ Developed and implemented new PointClickCare Assessments and Care plan library to align with best practice
- ✓ Successfully launched Project Amplifi to ensure timely, efficient and secure communication of critical health information between our home and our local hospitals
- ✓ Increased the availability of Social Service/Social Worker, BSO, Nurse Practitioner and ET Wound Nurse support in our home
- ✓ Implemented a Pain and Palliative Care monthly meeting to continually monitor and measure the effectiveness of our program and develop action plans to address all opportunities for improvement
- ✓ Implemented new Resident Focused policies and procedures aimed at enhancing quality, compliance and implementation of evidence-based best practice throughout all departments in the home
- ✓ Implemented our new Emergency Preparedness program to ensure all staff, residents, volunteers, and students are educated on how to respond in an emergency

Palliative Care

In 2024, our home enhanced the current palliative care program with the implementation of our new Palliative Care policies and procedures, as well as, through participation in our Palliative Care forum, which brings all Southbridge homes together to share new palliative care best practices they have implemented in their homes and learn about new research and emerging palliative care best practices in the sector. Our palliative care philosophy of care policies and procedures were reviewed and revised based on feedback received during the palliative care forums, as well as, from Resident and Family Council meeting feedback.

Our home has implemented the following palliative care policies and procedures to enhance the provision of palliative care:

- Palliative Approach to Care
- Advance Care Planning
- End of Life Care and Therapeutic Nutrition
- Pronouncing Death
- Care of the Body Following Death, and
- Medical Assistance in Dying.
- Pain policies and change in resident status notification policies
- Standard Operating Procedures to guide staff in the completion of various clinical procedures such as initiating hypodermoclysis, suctioning, etc.
- Palliative and End of Life Nutrition policy

- And **several** policies and appendices in the Resident Focused Recreation and Volunteer manual, including Resident Focused Program Planning and the Multi-faith Religious and Spiritual Programs which includes the Spiritual and Religious Care Assessment Tool

Access and Flow

Our home is committed to optimizing system capacity, timely access to care, and enhancing patient flow to improve outcomes and quality of care for patients, clients, and residents. As part of this important initiative, we work in partnership with our community partners, including Behaviour Supports Ontario and the Regional Psychogeriatric Consultants, among others, on implementing strategies and treatment plans to avoid unnecessary visits to emergency departments through new models of care and by ensuring timely access to primary care providers. We place a strong emphasis on understanding each resident's goals of care and supporting those goals to the fullest extent possible in our home through proactive identification and management of resident's health issues and maximizing the scope of practice of our Nurse Practitioners and clinical staff to manage health challenges on-site as much as possible. In addition, our home has been actively involved with the Ministry of Long-Term Care and Point Click Care and has successfully implemented Project AMPLIFI, aimed at Improving the continuity of care for Ontario Long-Term Care residents by streamlining transitions between care institutions, leading to safer care for patients, and more efficient workflows for providers.

Equity and Indigenous Health

Our home promotes equity, diversity and inclusion for all our residents and staff and has implemented our new Workforce Equity, Diversity and Inclusion and Equal Opportunity Employment policies in 2024. As part of the implementation of these policies, Southbridge continues to actively recruit internationally trained nurses and staff from a wide range of ethnic, religious and cultural backgrounds and our staff speak many different languages. We strongly value this diversity and believe that this enhances the care provided to our residents as we strive to provide care to our residents in their native language whenever possible. All staff receive annual mandatory education on cultural competency, Indigenous Cultural Safety, as well as the Standards of Employee Conduct which clearly outlines our priorities around non-discrimination, zero tolerance for abuse, neglect and unlawful conduct, ethics, professionalism and the promotion of caring and compassion in all we do. All staff receive training on Accessibility for Ontarians with Disabilities Act requirements, as well as education on how to provide excellent customer service to those with various disabilities.

Patient/client/resident experience

Performance monitoring is a key part of assessing our resident's experience and driving our performance and includes, but is not limited to, the following:

- Monitoring key quality indicators
- Internal audits
- External audits
- Program evaluations
- Resident satisfaction surveys

Southbridge Care Homes measures and monitors quality initiatives by ensuring effective data collection and accuracy, extensive auditing initiatives and quality indicator score cards. Our home collects, monitors and analyzes all the data we collect to continually improve the care and services we provide for our residents.

With this in mind, we put considerable effort into regularly and actively engaging residents and families for their insights and feedback, provide channels for open dialogue, and share ongoing progress through regular updates, collaborative face-to-face meetings, townhall sessions and experience surveys. Our ongoing goal is to continue to build on our existing approaches to resident and family engagement and continue to evolve our approaches to resident and family Partnership.

Resident and Family Satisfaction surveys were conducted in October 2024 and largely reflected both resident and family overall satisfaction with the care and services provided by our home, as illustrated below:

Overall Satisfaction with the Care and Services Provided:	2024 Results:
Residents:	85.36%
Family:	83.73%

Based on the results of our 2024 Resident Satisfaction Survey, the top five (5) opportunities for improvement were identified as:

Improvement Opportunity: Resident Satisfaction Question and Rating:	Change Ideas:	Person Responsible: (name/role)	Target Date:
Improve satisfaction with continence care products. Overall satisfaction with continence product selection was rated at 67.5%.	<ul style="list-style-type: none"> - Conduct frequent audits of the continence care needs of residents and ensure that all continence care products are properly sized and appropriate for the resident’s continence care needs - Provide staff education on best practices related to proper selection and sizing of continence care products - Facilitate education from our Continence product supplier (Prevail) on an ongoing basis to ensure staff are aware of the latest products available and continence care best practices 	Executive Director Director of Care Continence Care Lead Prevail Continence Care Specialist/Representative	April 2025
Improve satisfaction with spiritual care services which was rated at 83.82%.	<ul style="list-style-type: none"> - Personalize activities and services based on resident preference - Conduct audits to determine what additional/new spiritual care services the residents are interested in - Develop new spiritual care services based on the resident feedback provided - Continue to monitor satisfaction and make adjustments as required to ensure ongoing satisfaction 	Executive Director Program Manager	December 2025
Improve satisfaction with care received	<ul style="list-style-type: none"> - Ensure care plans are reviewed and revised quarterly with a focus on ensuring resident 	Quality Leads Education Lead Director of Care	December 2025

<p>which was rated at 81.48%.</p>	<p>preferences are assessed and documented on the care plan</p> <ul style="list-style-type: none"> - Implement a resident-focused approach to care - Conduct care plan and resident care audits and create action plans for improvement as appropriate - Provide staff education on the following: <ul style="list-style-type: none"> ✓ Therapeutic relationship building ✓ Resident-focused approach to care ✓ Effective communication and active listening techniques ✓ Involve families in care where appropriate and at the direction of the resident 		
<p>Improve satisfaction with communication from the home's leadership team which was rated at 87.04%.</p>	<ul style="list-style-type: none"> - Conduct quarterly resident and family Town Hall meetings to provide information relating to our quality initiatives, improve communication and elicit feedback and suggestions related to the care and services provided by our home - Communicate important information, upcoming events and quality project status updates via the monthly newsletter - Introduce new Administrative Care Conferences which will provide residents and families with the opportunity to meet with and discuss any concerns or questions with the Executive Director and the entire Leadership Team 	<p>Executive Director</p> <p>All Management and Supervisors</p>	<p>December 2025</p>
<p>Improve satisfaction with the dining services provided which was rated at 87.92%.</p>	<ul style="list-style-type: none"> - Increase the number of Food Committees being held to obtain resident and family input related to food services from quarterly to monthly - Provide additional education for personal support workers and dietary aides on pleasurable dining - Offer more special dining events such as themed dining nights, cooking demonstrations, and celebrations for resident milestones (birthdays, 	<p>Food Services Manager</p> <p>Programs Manager</p> <p>Personal Support Workers</p> <p>Dietary Aides</p>	<p>December 2025</p>

	achievements, anniversaries, etc)		
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Based on the results of our 2024 Family Satisfaction Survey, the top five (5) opportunities for improvement were identified as:

Improvement Opportunity: Family Satisfaction Question and Rating:	Action Plan for Improvement:	Person Responsible: (name/role)	Target Date:
Improve satisfaction with the fit of continence products which was rated at 75.61%.	<ul style="list-style-type: none"> - Provide care staff with education related to how to correctly size residents for continence products. - Facilitate an education session to be lead by our Continence product supplier representative and invite family members to attend. 	Director of Care Continence Lead Prevail Continence Specialist	December 2025
Improve satisfaction with the care provided by the doctor which was rated at 75%.	<ul style="list-style-type: none"> - Communicate the dates and times of physician visits so families can plan to discuss any concerns with the physician. - Invite families to schedule a meeting with the physician for any significant or ongoing concerns related to medical care. - Invite physician's to attend Town Hall meetings (as available) to address any concerns voiced by residents and families. - Invite the families to meet with and discuss any medical concerns they may have with the Nurse Practitioner. 	Executive Director Director of Care Medical Director Attending Physicians Nurse Practitioner	December 2025
Improve satisfaction with the timing and schedule of spiritual care services.	<ul style="list-style-type: none"> - Elicit feedback from residents and families during Town Hall meetings, care conferences and at any other opportunity as appropriate regarding the type of spiritual care services they would like to see offered in the home, as well as the timing of those services. - Based on the feedback received, develop action plans to improve the variety, timing 	Executive Director Programs Manager	December 2025

	and scheduling of spiritual care services provided		
Improve the satisfaction with the quality of care from the physiotherapist/occupational therapist which was rated at 72.73%.	<ul style="list-style-type: none"> - Elicit feedback from residents and families during Town Hall meetings and care conferences to determine how satisfaction with PT/OT services can be improved. - Develop and implement an action plan for improvement based on the information received as appropriate. 	Executive Director Director of Care Physiotherapist	December 2025
Improve satisfaction with dining room services.	<ul style="list-style-type: none"> - Elicit feedback from residents and families regarding what improvements they would like to see implemented related to dining services during Town Hall meetings and care conferences. - Develop action plans for improvement based on the feedback received. 	Food Service Manager Dietary Aides	December 2025

The results of both the Resident and Family Satisfaction surveys, as well as the action plans for improvement were reviewed with Resident Council and Family Council and additional input and feedback was requested on these improvement plans from both Councils. In addition, both our Resident and Family Council was provided with an opportunity to suggest additional areas of improvement they would like our home to work on over the coming year. We also elicit as much feedback as possible related to our care and services on an ongoing basis via our Town Hall meetings which are open to all residents, families, visitors and interested community members and stakeholders. Additionally, all residents and families are always encouraged to provide any feedback, concerns or suggestions they have at any time, to any member of our management team or, if they prefer, individual can email our Corporate Head Office directly at contact@southbridgecare.com.

We post our resident and family satisfaction survey results as well as the action plans for improvement on the Resident and Family Information board as part of our commitment to transparency and shared learning. Fostering trust, engagement, and continuous improvement is paramount for our home. By openly communicating feedback, we demonstrate accountability and a commitment to growth. This approach encourages collaboration, allowing us to learn from both successes and challenges, leading to better decision-making and service enhancements. Additionally, sharing insights promotes a culture of openness, where stakeholders feel heard and valued, ultimately driving higher satisfaction and engagement.

Provider experience

At Southbridge, we believe our staff are our greatest resource and as such, we are continually engaging them in evaluating the care and services we provide, getting their feedback on improvement plans, including this QIP, as well as other quality improvement initiatives in the home. Staff are engaged and their feedback is sought throughout the change management process whenever new policies, programs, equipment, and/or services are developed. Staff satisfaction surveys are conducted and analyzed, and improvement plans developed based on the results of these surveys. Our staff have access to a wide range of educational opportunities and incentive programs such as, “Perkopolis” which is Canada's leading provider of fully managed perk programs.

As healthcare organizations face unprecedented human resources challenges, Southbridge is committed to enhancing the staff experience and effectively managing these hurdles. We've implemented various initiatives

to achieve these goals, including utilizing government grants and incentives to support our workforce development efforts. Additionally, we've embarked on international recruitment endeavors to address staffing shortages and foster diversity within our workforce. Collaborating with educational institutions, we're building talent pipelines to ensure a steady influx of skilled professionals. Moreover, we regularly conduct employee engagement surveys to gather feedback and identify areas for improvement. These surveys enable us to take actionable steps, such as implementing training programs and refining policies and procedures, to create a supportive and fulfilling work environment for our staff. We also prioritize professional development opportunities by providing ongoing training and development opportunities to enhance staff skills, support career advancement, and foster continuous growth. Furthermore, our commitment to continuous quality improvement fosters a culture where staff are empowered to identify areas for enhancement and actively participate in initiatives to improve the care and services provided to our residents. Through these comprehensive efforts, we aim not only to attract and retain top talent but also to cultivate a culture of excellence and resilience within our organization.

Safety

Our home prioritizes safety for all our residents, staff, families and visitors because we know that residents can not enjoy a living environment where they don't feel safe, nor can our employees provide excellent care in an environment which does not prioritize safety. As such, safety is embedded in all our policies, processes and workflows to ensure we provide our customers and employees with a safe environment to live, work or visit. Staff and residents receive education annually on many safety related topics to ensure that everyone is aware of current best practices related to safety and hold safety as a top priority in their daily activities. Continuous learning is always encouraged in our homes and we offer training on many safety-related topics, including body mechanics, lifts and transfers, ergonomics, safe resident bathing and showering practices, prevention, identification and management of heat and cold related illnesses, prevention of pressure injuries, non-violent crisis intervention as well as, a comprehensive education program centered on Emergency Preparedness.

Our home maintains our ongoing affiliation with Accreditation Canada which demonstrates our organization's determination and commitment to ongoing quality improvement. Our leadership, staff, and accreditation team members are in full support with their efforts and dedication to the provision of safe, quality care and the highest standards. Our Home's continuing affiliation with CareRx for the BOOMR (Better Coordinated Cross-Sectional Medication Reconciliation) projects where the primary goal is to improve safety and quality care of our residents during transitions of care in streamlining the medication process, save nursing time, and reduce unnecessary follow-up is another demonstration of our home's commitment to safe, quality care.

Population Health Approach

Our home is a reflection of the community in which we operate and as such, we work hard to ensure the unique needs of our residents and staff are reflected in the care and services we provide. We are committed to providing service in a manner that respects the dignity and independence of all people, addressing unique populations and striving to meet the needs of those that require our care and services, each and every day. As an early adopter of the Amplifi project, our home is currently working with our community partners to improve patient transitions, ensuring their health information follows them as they move from local hospitals to our home and vice versa. This has been a focus of continued work to ensure safe, effective and timely discharge from hospital for our residents.

Contact information/designated lead

In support of our commitment to a culture of transparency and shared learning, we invite all interested individuals to submit questions and/or feedback related to this Quality Improvement Plan to our Executive Director at 519-839-4812.

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

Administrator /Executive Director _____ (signature)

Quality Committee Chair or delegate _____ (signature)

Other leadership as appropriate _____ (signature)