

Quality Improvement Plan (QIP)

# Narrative for Health Care Organizations in Ontario

April 1, 2024

## OVERVIEW

Huronlea Home for the Aged is one of the Long Term Care Homes operated by the County of Huron. Huronlea is located in Brussels, Ontario and is Home to 64 residents. There are an additional 20 senior apartment units attached to the building that are independent living for seniors. Huronlea was built in 1993 along with our sister Home Huroview in Clinton. Our building is a single story structure and is made up of single and double occupancy rooms split into three wings. Huronview and Huronlea share a mobility van which is used for resident outings or to assist with residents going for appointments.

Our Homes for the Aged Mission is to "Provide quality, compassion care in a Homelike environment".

Our Vision is to "Foster a caring environment with the open possibilities of life's continued journey".

Our Values focus on Respect, Teamwork, Accountability and Integrity.

Our Continuous Quality Improvement Committee is lead by the Homes Administrator and driven by the fundamental principles of Long Term Care and the Homes mission, vision and values. The interdisciplinary team consists of both a resident and family representative as well as the Home's Management Team, interdisciplinary team members, Medical Director, Registered Dietitian, Pharmacy provider as well as other allied health team members. The team meets quarterly to review the data and improvements made from the various committees within the Home in addition to quality action plans created as a result of Strategic Planning, CARF Accreditation, QIP and Satisfaction Surveys. The Homes results are analyzed and trends are identified and prioritized

throughout the year. The CQI Committee provides input and additional direction and feedback on the quality improvement initiatives and action plans are updated accordingly after collaboration and review. The Quality Action Plans and updates are reviewed at the Resident Council Meetings, Employee Huddles and QIP is also posted on the Homes website.

For the upcoming year of 2024/2025, the QIP workplan for Huronlea Home for the Aged are the following:

1. Decreasing Potentially Avoidable ED Visits
2. Equity, Diversity, Inclusion, and Anti-Racism Education for all staff and management
3. Improve Satisfaction Survey results for "I am satisfied with the temperature of the food"
4. Pain Management

## **ACCESS AND FLOW**

At Huronlea Home for the Aged we continue to support local and provincial strategies to assist with Access and Flow to ensure timely admissions to our Home through partnerships with HCCSS and the use of HPG and Clinical Connect. Through this commitment we are also dedicated to the QIP focus of avoiding unnecessary hospitalizations and avoiding ED visits. The Director of Care, when needed, completes site visits at hospitals pre-admission to review complex care needs and arranges for additional education and support for the staff at the Home prior to final acceptance and admission. This has been a successful endeavor and partnership over the last year. The Director of Care has also joined the Southwest Sub region Access and Flow Advisory Committee representing Huron Perth to smoothen the transition from hospital to long term care and avoid ED visits. The Homes Medical Director is

supported by a Nurse Practitioner to provide additional support as needed to our residents. Our Home has a variety of equipment in place to support the complex care needs of our residents including; dedicated ceiling lifts and tracks in each residents room, bariatric equipment and a bladder scanner. The Home has also received recent Local Priorities Funding and has used that funding to widen doorways to provide a more inclusive environment for our residents who have bariatric needs. The Home continues to look for opportunities to evolve services and equipment offered at the Home. In 2023, the Home began using the Skin and Wound Care App within Point Click Care. This application provided the Home with the opportunity to provide continuity of care and track progress of wounds.

The Home continues to partner with a variety of community supports such as the Regional BSO Outreach, Alzheimer Society, Geriatric Mental Health, Psychogeriatric Resource Team, Pain and Palliative Specialist and IPAC HUB which all provide additional supports, education and guidance to further assist residents with their care needs.

## EQUITY AND INDIGENOUS HEALTH

In 2023 Huronlea hosted a variety of events as we increased the Homes focus on Equity, Inclusion, Diversity, and Anti-Racism in the workplace as well as increasing awareness of First Nations, Inuit, Metis and Urban Indigenous Health. Some highlights include, Mental Health week in May, the National Day for Truth and Reconciliation in September, Holidays around the World in December. The Home continues to partner with the County of Huron Museum & Historic Gaol which provides the Home with the opportunity to display a variety of local artists paintings throughout the Home as well as local historical artifacts in a display case for viewing and reminiscing.

The County of Huron has hired an Inclusion, Diversity, Equity and Accessibility (IDEA) Specialist through the Human Resources Team that will be supporting the Homes to ensure there are equitable outcomes to reduce health inequities. In March of 2024 the Managers participated in a training from the IDEA Specialist. In 2024, 100% of employees will receive training on Equity, Inclusion, Diversity, Anti-Racism along with First Nations, Inuit, Metis and Urban Indigenous Health. The Home will be utilizing the IDEA Specialist as well as material from Centres for Learning, Research & Innovation in Long-Term Care (CLRI) and other community partners to complete the training. The Home will engage with residents and staff by collecting information on events they would also like to celebrate and recognize as we further develop our 2024 calendar of events and training.

## PATIENT/CLIENT/RESIDENT EXPERIENCE

The Huronlea team members have worked diligently to foster an environment that is inclusive of individuals, promote kindness,

respect, collaboration and compassion, this extends to the relationships we have with residents and their families. We have put great effort into transparent communication and demonstrated an increase in communication since the Covid-19 Pandemic. The Home continues to facilitate a multi-disciplinary approach when developing strategic priorities and quality improvement projects based on our mission, vision, values, satisfaction survey results and ongoing tracking of audits, regulatory inspections of which we analyze, trend and develop improvement plans. The team at Huronlea consistently seeks feedback from our residents, families, contracted services and team members through monthly departmental and committee meetings, Resident Council, Food Committee, surveys and daily huddles with the team. Although the Home does not have an active Family Council we do have a family member and resident actively participating in the Continuous Quality Committee. We continue to seek further feedback from residents and families during annual satisfaction surveys, care conferences, in person during visits and after a resident passes through a survey that is mailed to families.

The Annual Resident and Family Satisfaction Surveys were released from December 1 to December 15, 2023. The feedback was gathered over a 14 day period by means of an electronic survey conducted through the use of Survey Monkey. Residents and Families were also offered a paper survey in addition to the electronic survey to ensure it was accessible to all. Residents completed the survey independently and with staff or family assistance as needed. The survey consisted of the following categories: General Experience, Communication, Care, Dietary, Activities and Environmental. The results were compiled and discussed at the Residents Council meeting in January of 2024, the

CQI Meeting in February 2024 and at the huddles with the team members.

The top 2 areas for improvement were noted as:

1. I am satisfied with the temperature of the food - 51.72% Agree
2. My call bell is answered in a timely manner - 51.72% Agree

The top 2 areas the Home excelled in were noted as:

1. Staff treat me with respect - 96.55% Agree
2. I am satisfied with the cleanliness and maintenance of the Home - 96.55% Agree

In 2024 the Home will focus on improving the temperature of the food and the dining service as well as increasing the timeliness of the answering of the call bells.

Department and other Committee Meetings take place as per the Committee and Meeting Structure set out within the Homes for the Aged. These minutes and reports are filtered through the Professional Advisory Committee and Continuous Quality Improvement Committee (CQI). The Continuous Quality Improvement (CQI) Committee Meetings are scheduled on a quarterly basis with an annual review scheduled for January 2025. At the CQI Committee Meetings the team reviews action plans to ensure actionable outcomes are achieved. When feedback or updates are required, the Home reaches out to the various committees to ensure a collaborative approach is taken.

The leadership team continues to meet with Regional members of Long Term Care Homes to network, collaborate and advocate for changes in the sector. These regional groups assist with policy development and implementation to ensure Homes continue to meet the changes set forth in the Fixing Long Term Care Act, 2021. Groups such as our Emergency Operation Committee for Huron

County, Region 3 groups for each department (Directors, Administrators, Directors of Care, Activity Managers), Facilities Operation Group, Huron Perth Public Health meetings, IPAC HUB, Activity Directions of Huron, Oxford and Perth.

"A Part of Us" program continues which has a specially trained PSW support a resident on admission to the Home to help them settle into their new environment. This PSW advocates for the Resident and would communicate the knowledge the family shared about the resident to the care team.

## PROVIDER EXPERIENCE

Huronlea has experienced challenges with staffing due to the geographical location of this Home. The Home has built partnerships with agencies to backfill vacancies in the staffing pool to ensure resident care and services are not impacted. Partnerships with local colleges have also helped with recruitment initiatives. In 2023 into 2024, the Home was partnered with the Avon Maitland District School Board to facilitate a student placement utilizing the Living Classroom Model. This has been a positive experience for both parties and the Home will continue to utilize available funding such as the PREP LTC and Living Classroom dollars to further support student placement opportunities. The Home continues to utilize the Resident Care Aid role that has been transitioned into an opportunity for those in school for the PSW program to work in our Home and eventually transition into the PSW role. Huronlea has taken many opportunities through the last year to attend job fairs offered in the community to attract new employees for all departments.

Every other year, the County of Huron distributes an Employee

Engagement Survey. The most recent survey was completed in October 2023. Employees are sent a link to their work emails and provided with two weeks to complete a 3rd party survey through Talent Map. A survey summary was provided by the Director which indicated 96 of the 275 employees at Huronview and Huronlea completed the survey.

The survey highlighted the following positive responses:

94% of Respondents like the kind of work they do.

94% of Respondents are committed to contributing to an environment that supports mental health and wellness in the workplace.

93% of Respondents have a very clear idea of their work responsibilities

The following improvement areas were identified in the categories: Performance Management, Work/Life Balance and Teamwork to which action plans will be completed through consultation with the teams to improve in these areas.

Huronlea has focused on creating a positive work culture by meeting with employees daily to connect through interdisciplinary team huddles. These huddles have proven to be successful and have increased communication and effectiveness in the Home.

## **SAFETY**

The approach to safety at Huronlea is standardized across the Huron County Homes for the Aged. We ensure that the practices and standards in place to provide a safe space for all. Annually and on hire, employees complete Respect in the Workplace and Employee Behaviour and Code of Conduct Education on Surge Learning. The County of Huron employs a Safety and Wellness Supervisor through the HR team who assists with the Health and

Safety Committee and provides support to the Homes for any work related and non-work related injuries. The Joint Health and Safety Committee completes workplace inspections on a monthly basis and meets at minimum bi-monthly in coordination with our sister Home, Huronview. In 2023 the Health and Safety Inspection Form was updated to provide a clearer process for the team when completing the inspections. At the meetings the Joint Health and Safety Committee reviews all incidents, including those involving residents to identify trends and potential resolutions to the issues discussed. Feedback from these meetings are shared with the appropriate Department Manager to further discuss and review at staff meetings. The Department Manager is responsible for the implementation and communication back to the Joint Health and Safety Committee to ensure the changes implemented are successful. To further assist in safety education for employees the Home included the following education on Surge Learning in 2023: Positioning and Safe Transport in a Wheelchair, MSD: General Lifting, Body Mechanics and Back Care, Occupational Health & Safety and Back Care and General Lifting.

The Homes staff are trained annually on the requirements and criteria of reporting Critical Incidents to the Ministry of Long Term Care through Surge Learning. The information on the reporting criteria is also available in the lobby. The Home ensures that the Power of Attorney for Personal Care and appropriate authorities are notified as required. In collaboration with the Medical Director and interdisciplinary team, we ensure the care plan, referrals and interventions are in place and reviewed on a quarterly basis or as needed.

The Abuse Prevention Policy and Whistleblower Policy are in place

to support employees and other stakeholders in reporting concerns regarding financial abuse, reporting fraud, fraudulent activity, breaches of the business code of ethics and retaliation/retribution. Employees, residents and families are encouraged to come to a member of the management team if there are concerns within the Home to make a report. Alternatively, the information on how to report using the Whistleblower policy is located in the front lobby. Staff are trained upon hire and annually on the Abuse Prevention Policy and Whistleblower Policy.

The Home's staff also participate in GPA training and Mental Health training as offered throughout the year. In addition, employees are provided with free access to coaching, counselling and support through an Employee and Family Assistance Program (EFAP) offered through Homewood Health. This program supports employees through easy anytime access, e-learning and interactive tools to assist with a healthy work life balance.

## **POPULATION HEALTH APPROACH**

Huronlea is a member of AdvantAge Ontario and in 2023 was awarded a three-year CARF Accreditation. We continue to work with a variety of community partners to enhance the quality of life while ensuring the ever increasing complex care needs are being met. The Home has a Medical Director who is supported by a Nurse Practitioner. With those resources we have further fostered relationships with a Psychologist, BSO Outreach Ontario, Seniors Mental Health and a Pain and Palliative Specialist to further support residents. The Home contracts in Pharmacy, Physiotherapy, Registered Dietitian. The Home also has strong partnerships with an oxygen provider, wheelchair/walker provider with onsite Occupational Therapist services, lab services, and medical supplier.

Over the last year the Home has increased our partnership with Care Partners and our Nurse's attended the local hospital to receive wound care VAC training which was then followed up with a visit from the hospital Nurse's to our Home. In 2023, in collaboration with Point Click Care the Home implemented the skin and wound care app to assist in maintaining the continuity of care and track wound care progress. This partnership is just one example of the effort the Home has made to improve the access and flow. The Home will continue to utilize external supports while working closely with Home and Community Care Support Services (HCCSS) to assist residents with the transition into Long-Term Care.

In 2023, the Home invested in Nursing Leadership and Empowerment Training to further educate our Nursing team on making resident focused decisions. The leadership team participates in multiple committees and regional groups to gain knowledge and keep up to date on changes. Members of our regional teams represent our group as a whole with the Ontario Health Team. The Infection Prevention and Control Leads/Associate Directors of Care along with the Directors of Care participate in IPAC Hub Communities of Practice along with trainings and ongoing support from Public Health. The Home continues with local outreach and case management support through Clinton Public Hospital, Listowel Wingham Hospital Alliance, Alexandra Marine Hospital and Seaforth Hospital.

## **CONTACT INFORMATION/DESIGNATED LEAD**

Dawna Courtney  
Huronlea Administrator  
dcourtney@huroncounty.ca

## 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 **March 28, 2024**

---

**Meighan Wark**, Board Chair / Licensee or delegate

---

**Dawna Courtney**, Administrator /Executive Director

---

**Dawna Courtney**, Quality Committee Chair or delegate

---

**Connie Townsend**, Other leadership as appropriate

---