

Quality Improvement Plan (QIP)

# Narrative for Health Care Organizations in Ontario

March 5, 2024

## OVERVIEW

The Golden Plough Lodge is first and foremost home to 151 residents, cared for and supported by over 200 dedicated union and non-union staff members providing Nursing, Dietary Services, Life Enrichment, Environmental Services, Chaplaincy, Social Worker, PT/PTA and Administrative support. As a municipally owned and operated long term care home, the Golden Plough Lodge has a long history in Northumberland County, established in the 1850's as the County House of Refuge and Work Farm. Today, The Golden Plough Lodge serves those whose health and care needs cannot be met in the community, requiring intensive personal care. Additionally, many residents present with conditions of cognitive impairment, ranging from mild to severe dementia and increasingly complex mental health related care needs. Care is provided through means of a committed interdisciplinary team to fully support both residents and their families. We are working towards completion of a brand-new Long-Term Care Home, adjacent to our current site, with an increase to 180 beds.

### Our Mission:

We are committed to supporting the individual in maintaining a life with purpose, choice, dignity and respect.

### Our Vision:

We strive to establish close, continuous and meaningful relationships among our residents, families and members of the community.

### Our Shared Values:

Accountability  
Ethical Behavior  
Professional Integrity  
Compassion and Companionship  
Mutual Trust and Confidence

#### Philosophy of Care:

In 2010, the Golden Plough Lodge adopted the Eden Alternative Philosophy of Care as the philosophy and decision-making framework for our resident focused model of care. Founded in 1991, the Eden Alternative is based upon the creation of a resident centred community through;

- Development of close, loving relationships
- Regular and meaningful contact with plants, animals and children
- Placement of maximum possible decision-making authority with our residents, and
- Recognition of medical care as "the servant of genuine human caring, never its master".

The Golden Plough Lodge was awarded a three-year Accreditation Certificate from CARF (Commission on Accreditation of Rehabilitation Facilities). We have been recognized as health and human service providers meeting standards for quality of service through a consultative peer review process. Accreditation was awarded in the areas of Person-Centered Long Term Care Community and Dementia Care Specialty Program. The Golden Plough Lodge has met conformance requirements for quality standards that enhance the lives of persons served. Our Accreditation renewal date is June 30, 2025.

The Golden Plough Lodge is committed to ensuring that the unique

needs and desires of residents are respected and supported to the greatest possible extent. One of our guiding principles is that residents do not live in our workplace; rather, we work in the residents' home.

This year our Quality Improvement Plan will focus on key, priority indicators in the areas of Access and Flow, Equity, Experience and Safety.

### **ACCESS AND FLOW**

Golden Plough Lodge's quality improvement plan for 2024/25 will focus on the priority indicator for access and flow, identified for the Long-Term Care sector: rate of avoidable Emergency Department visits.

Optimizing system capacity, timely access to care, and patient flow ultimately improves outcomes across the healthcare sector. At Golden Plough Lodge we are committed to improving access to care in the home. Golden Plough Lodge has a dedicated Nurse Practitioner onsite, 5 days per week, as well as two Medical Directors and supportive physicians, who are all dedicated to providing timely medical care to our residents.

Our Medical Directors, NP and Physicians will continue to analyze our Emergency Department visit data, on a quarterly basis, to support Golden Plough Lodge residents accessing care in the right place at the right time. This includes optimizing the high level of quality, skilled care of our dedicated staff, including Registered Nurses, Registered Practical Nurses, Personal Support Workers, Social Worker and Registered Dietician, to provide services in the home and avoid unnecessary Emergency Department transfers.

## EQUITY AND INDIGENOUS HEALTH

Golden Plough Lodge is a department of the Corporation of Northumberland County, and as such strives to excel in best practices with all our services. This includes a robust quality improvement strategy designed to recognize and reduce/eliminate disparities amongst diverse populations.

-Golden Plough Lodge collects data, annually on our Francophone population, via the French Language Health Services Database, to recognize Francophone needs within the community of residents we serve.

-Staff have completed Indigenous Cultural Safety Training Programs, at both Golden Plough Lodge and Northumberland County.

-Golden Plough Lodge recognizes and supports religious accommodations for staff.

-All Residents have choice that includes their culture. Golden Plough Lodge has monthly cultural theme nights as well as Resident's "old family recipes" on our menu. We continue on our cultural recognition and change journey being Resident focused and driven, by ensuring all decisions made include Resident input.

-Golden Plough Lodge provides education on privacy and sexuality recognition of residents.

-Gender equity is supported, and in the new Golden Plough Lodge (expected completion date 2025), Gender Neutral washrooms will be in place.

-Hiring practices do not include gender specificity, everyone is treated individually, regardless of sexual orientation or gender.

-The home has created a non-denominational spiritual space for all residents to enjoy.

-Golden Plough Lodge also recognizes the socioeconomic challenges faced by some of our residents and have measures in place to financially assist those residents in need of support.

Golden Plough Lodge is committed to continue collaboration with the County of Northumberland as well as our community partners, to ensure that equity, diversion and inclusion remain a priority focus for all employees, residents and families.

## PATIENT/CLIENT/RESIDENT EXPERIENCE

As a collective of caregivers, The Golden Plough Lodge staff has created a shared purpose that reflects the heart and soul of everything we do: We actively build a caring community and a home in which our residents can live life to the fullest...giving them choices and a voice. We will continue to embody this purpose by:

-Keeping our residents at the centre of everything we do.

-Acting with care, compassion and empathy.

-Working as a team to serve and support our residents.

-Building supportive relationships between residents, families and partners in caregiving.

-Staying abreast of best practices.

-Remaining committed to learning and continuous improvement.

-Being strong advocates for our long-term care home.

Our leadership team supports staff in enacting our common purpose by creating the holistic framework to support and enhance the lives of residents, their families and our staff. We will continue to achieve this by:

- Representing Northumberland County with excellence.
- Striving to be trend setters in long term care.
- Holding and maintaining an impeccable reputation within the communities we serve.

Golden Plough Lodge remains steadfast in our commitment to provide excellence in care to our residents. Specifically, we will maintain the ongoing provision of high quality, innovative and individualized resident focused care.

To support this, the home will continue to utilize the Eden Alternative Philosophy of Care and place residents and their families at the centre of all care decisions and practices. We will continue to seek out new, best practice and enhanced care supports for our residents. We will provide an integrated circle of care by continuing to provide interdepartmental multidisciplinary care teams for our residents. We will ensure sufficient and appropriate resources to meet the current and future needs of our residents; being mindful of changing demographics, complex care requirements and individual personal preferences. We will proudly maintain our CARF International Accreditation in Person Centered Long-Term Care and Dementia Care Specialty CARF standards.

Golden Plough Lodge will continue to actively involve, consult and work collaboratively with our Resident and Family Councils in planning and decision making to meet resident needs, now and in

the future. The Senior Leadership team attends Resident Council meetings monthly, to engage with and collaborate with our Residents. We review and analyze results from Resident Satisfaction Surveys, and all other feedback received about care experiences. Golden Plough Lodge incorporates all of the resident experience information into our quality improvement plans.

## **PROVIDER EXPERIENCE**

As our most valuable asset, Golden Plough Lodge commits to attracting, developing, and engaging our employees.

-We will recruit, attract and retain the best employees by offering a positive workplace culture that fosters fairness, respect, accountability, mutual support, communication and transparency.

-We will ensure our staff excel and have the resources to do their best work through orientation, professional education and development opportunities, mentoring and support.

-We will actively provide opportunities for staff engagement/involvement in planning and decision making through consultative appreciative inquiry, focus groups and committee membership.

-We will recognize and celebrate staff accomplishments, ensuring annual performance appraisals are a positive experience which provide goal setting, coaching and identification of growth and learning opportunities.

-We will support the health and wellbeing of our employees and consider safety as key in promoting a healthy, safe environment

and work/life balance.

Golden Plough Lodge has implemented some innovative practices to improve workplace culture and engage staff, including the formation of an Engagement Committee, with members from all departments.

The purpose of the newly formed Engagement Committee is to:

- Promote respect, passion, teamwork, collaboration, communication, responsibility and growth in the workplace and between and among all staff and departments at Golden Plough Lodge.
- Incorporate the homes Mission, Vision and Values, to understand, assess, and implement strategies to enrich time spent at work and allow for work activities to become even more rewarding.
- Encourage collaboration by ensuring everyone is provided with an opportunity to give input into recommendations, proposed changes and assist with implementation strategies and to gather feedback post change implementation.
- Providing a forum for open dialogue to encourage suggestions and change ideas.
- Promote and guide the development and analysis of annual employee engagement survey.
- Offer recommendations to the Administrator and Leadership Team for fostering employee engagement and enhancing internal relations.

We have initiated a Peer Support Team, with members from all departments at Golden Plough Lodge, who have received specialized training in order to provide support for staff in a myriad of different areas, including workplace culture as well as personal

issues, 24/7.

All staff have participated in Caregiver Stress/Burnout Post Covid sessions, lead and facilitated by an expert in the field of communication and caregiver strain. We will build on these sessions by working on conflict resolution and peer support, to continue to improve workplace culture and engage staff.

Golden Plough Lodge has utilized LTC funding allocations to increase staffing levels across all areas of our Long-Term Care home. This has increased staff morale. As part of fostering staff engagement, we have provided surveys to staff, to gain insight into shift type and length preferences as we plan for the new build. We will continue to review and amend our staffing models to increase to four hours of care for residents.

## SAFETY

To help support quality improvement, enhance a safe and just culture, and improve the success of incident analysis:

Golden Plough Lodge implemented the Risk Management Module in PCC in 2022. This new module has and continues to assist our organization to learn from patient safety incidents. Analysis and review of these incidents will be used to share insight into risk mitigation and prevention with our staff to prevent further recurrences.

Annual review of Critical Incidents is also completed, and these results shared to identify any areas of focused improvement needs.

Resident Council discussion and areas identified by residents also drive quality improvement change and fuel action items.

Care Conferences and team meetings identify any areas of potential risk and also provide valuable insight from residents and their families to further mitigate any potential risk or safety challenges.

Golden Plough Lodge has a robust Health and Safety Committee, with representation from across the home and is also supported by the County's Occupational Health and Safety Department. Monthly meetings review, analyze and discuss any actual or potential risk situations. Mitigation strategies are reviewed and shared with staff and residents.

## POPULATION HEALTH APPROACH

Golden Plough Lodge Long-Term Care home recognizes that the strength of our services depends largely on the community we

serve and from which we receive support.

-We will recognize and acknowledge the importance of our extended network of relationships with community partners, service providers and other levels of government.

-We will seek to enhance current collaboration with community partners through expanding our engagement and participation in the broader community.

-We will be a positive voice for long term care, health care and a supportive partner to our collective system partners.

-We will continue to recruit, engage, honour and support volunteers, leveraging their strengths, experience and expertise and formally recognize the valuable role they play.

-We will continue to actively involve, consult and work collaboratively with our Resident and Family Councils in planning and decision making to meet resident needs, now and in the future.

-We will continue to utilize Nurse Practitioner support and services, provided through Home and Community Care Support Services, and our team of physicians, to ensure the right care at the right time for our residents.

Golden Plough Lodge remains committed to our focus on exploring and examining population health-based approaches to care for the unique needs of our residents.

## CONTACT INFORMATION/DESIGNATED LEAD

Alanna Clark, Administrator, Golden Plough Lodge  
905-372-8759 ext.3271

Catherine Galbraith, Director of Care, Golden Plough Lodge  
905-372-8759 ext.3270

## 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 5, 2024**

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**Glenn Dees, Director Health and Human Services, Board Chair /**  
Licensee or delegate

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**Alanna Clark, Administrator, Administrator /Executive Director**

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**Catherine Galbraith, Director of Care, Quality Committee Chair or**  
delegate

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Other leadership as appropriate

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