



Quality Improvement Plan (QIP)

# Narrative for Health Care Organizations in Ontario

June 17, 2022

*Friendly Manor* 

## OVERVIEW

Friendly Manor is a 60-bed long-term care home located between Napanee and Deseronto, Ontario. Our objective is to provide a holistic approach to care while recognizing the needs of the family. Our goal is to provide every resident with personalized care to meet the individual needs of each resident. A resident's core values, spiritual beliefs, sexuality and preferences are to be observed and respected. We strive to work collaboratively with our community partners, staff and family members to reach our objective.

Over the past two years during the COVID-19 pandemic, our approach focused on Infection Prevention and Control. The Home was required to follow all mandated regulations as set by the Ministry of Health and Long-Term Care. The Home worked very hard at maintaining a safe environment for the residents. Unfortunately, visitors were restricted to prevent the virus from inadvertently entering the home. This proved to be very difficult as residents needed to see their family for their mental health. Families were also upset at not being able to see their family members except through the window. The pandemic proved very difficult on staff as well. New staff were difficult to find and this remains true to this day. Staff were experiencing fatigue, burn out and increased stress.... many quit.

As we move into 2022, there are many changes on the horizon. Visitors are coming back in, the mask mandate has been lifted in the community, vaccination certificates are no longer needed in the community. As things begin to open up, we will remain cautiously optimistic.

Our focus is now changing to create an environment of inclusion, personalization, resident focused and a team-based approach. We

look forward to creating this new environment to meet all of the needs of our residents while recognizing the needs of our community partners, families and staff. We encourage the input from families, staff and community partners. Recently, we were given notice of approval of 36 new beds which will make us a 96 bed home. We are in the very early stages of planning. The plans are to complete a major updating renovation or a new build. More news will be coming when the planning starts.

## REFLECTIONS SINCE YOUR LAST QIP SUBMISSION

The last 2 years has proven challenging to say the least. In some instances it brought the staff of Friendly Manor closer together while at the same time the pandemic tested the resilience of all of the staff. The pandemic evoked fear in the staff, residents and families. No one knew what to expect and the guidance homes recieved changed rapidly. Friendly Manor has remained COVID-19 free from the beginning, although we had a couple of scares with staff becoming positive but the cases were minimal and we never had a declared outbreak. Our focus has been on Infection Prevention and Control Practices along with Health and Safety. As we move back to what we consider "normal" it is time to refocus our attention on devloping a very comprehensive Qualtiy Improvement Plan.

An email has been sent out to families requesting their participation in our Quality Improvement Team and the reesponse has been very postive. We also have several residents and staff who have also ezpressed an interest in joining the committee.

The focus of our QIP will be resident focused, personalized care within a team approach. The dietary and activation departments will develop QIP initiatives specific to their departments and these will be shared and discussed by the QIP committee. The same will occur with the nursing initiatives as well as the general operation of the home.

## PATIENT/CLIENT/RESIDENT PARTNERING AND RELATIONS

The Home will be establishing a Quality Improvement committee to establish our Quality Improvement initiatives. The committee will consist of staff including both management and non-management, residents, family members and community partners. We will begin with a broad plan and begin narrowing the initiatives down into workable, measurable plans that will encompass all departments in the home as well as any others that may not be covered by a specific department. Initially the meetings will be held monthly until the full QIP can be established.

The last year has been difficult due to the pandemic. We are ready to begin planning for the upcoming years. With the approval of new beds and major renovations we will be working closely with our resident council and qualtiy improvemment team to ensure that their voices are heard in terms of how they would like the home to proceed. The residents voices need to be heard in regards to preferences and design. There are several residents and family members who have expressed interest in the Qualtiy Improvement Committee therefore we will be able to get a lot of input from them.

## PROVIDER EXPERIENCE

One of the major concerns expressed by staff is the ongoing staff shortages. Long gone are the days of individuals staying in positions for a considerable length of time, the staff turn over has increased exponentially over the past couple of years. The work ethic has also changed. Sick time has increased and staff accepting

call in shifts for sick staff has decreased. Hiring new employees is difficult, resumes are received and individuals are asked to report for an interview but quite often the person doesn't even show up for the initial interview. When we have been lucky enough to hire someone, they only stay a short time and then resign their position to move on to another location. We attempt to engage staff in fun activities, recognize their hard work and commend them on doing a great job. We also have monetary signing bonuses to encourage hiring and retention.

During the pandemic the staff have been kept informed of the latest requirements and are very compliant with all of the infection prevention and control practices in the home. They have stated several times "I feel safe here."

We like to have fun "themed days" in order to allow both residents and staff to have fun days. The residents enjoy pet visits and local entertainment. The activity department will be expanding their hours and will be developing some quality improvement initiatives specifically to their department.

We are implementing point of care charting through point click care, we will then be able to add notes to staff to have another source of information to ensure that staff are updated regularly. We also have a staff Facebook page where staff can post information and recognize other staff members good deeds as well as receive information from management.

We will continue to work together and listen to the direct care staff, residents and families to hear their valuable input as to what they feel needs to be included in the new home design.

## RESIDENT EXPERIENCE

The COVID-19 pandemic presented obstacles in regards to residents social connectedness. Due to the limited interactions with family and friends, creativity was needed to explore new options for visits. In the beginning it was very difficult to establish some methods for visits, it was soon spring and residents enjoyed visits with family and friends outside with social distancing. As the pandemic grew stronger new methods were needed. We quickly found that window visits were very difficult. Residents were unable to hear the visitors and although the facility is on one floor the residents did have difficulty seeing visitors. There were a lot of virtual visits but even those were challenging. Residents had difficulty hearing and often fell asleep in the middle of their visit. Going forward we will be brainstorming in order to come up with alternative methods for visits that respect social distancing.

It proved extremely difficult for residents and families alike when visiting was restricted. Although virtual visits are very popular, the population in the facility are not accustomed to visiting through a computer screen. Some did very well but for the vast majority it was a challenge.

## CONTACT INFORMATION

Debbie Long R.N.  
ADministrato  
Friendly Manor Nursing Home

## 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 17, 2022**

---

**M.Simon**, Board Chair / Licensee or delegate

---

**D. Long**, Administrator /Executive Director

---

**D. Long**, Quality Committee Chair or delegate

---

**M. Simon**, Other leadership as appropriate

---