

Quality Improvement Plan (QIP)

# Narrative for Health Care Organizations in Ontario

March 19, 2024



Ontario  
Health

## OVERVIEW

The last year has been one of recovery and a slow return to normalcy post COVID pandemic. Friendly Manor has been working diligently with recruitment efforts to meet the Fixing Long-Term Care Acts required staffing levels. While we are meeting the requirements, it has meant using the services of staffing agencies due to the inability to hire our own staff. Recruitment efforts are ongoing in the nursing department and we are striving to meet the requirement with our own staff and eliminate the need for agency staff in the future. During the pandemic we hired some home assistants to help with general duties of the home. One of those home assistants decided to pursue a career as a PSW, she contacted Humber College and was able to take the PSW course which was fully funded. She has now finished the course and is working at Friendly Manor as a PSW. We also had RPN who needed to complete her RN practice hours. We were able to assist with that through SPEP and she is now working with us as an RN. We have also been fortunate to partner with First Nations Technical Institute to become their PSW placement location. We have had 6 PSW students complete their consolidation hours.

We also hired a Restorative Care Lead. He is a PTA and has provided us with an abundance of new ideas and programs. We are excited to have had the opportunity to purchase new furnishings for the home and breathe new life into the Lounges, dining room, medication room, nursing desk, and activation room. The residents have enjoyed new activities and we are currently recruiting additional staff to the recreation department. The Registered staff and management are very proud of the accomplishments this past year, especially, decreasing the number of antipsychotic drugs that are being administered. We had stated a goal which we are very proud to have exceeded.

One of the goals in our last plan was to hire an Infection Prevention and Control nurse. We were fortunate to hire an RPN who has completed the IPAC education and has experience from working with the IPAC hub. The program had a rough start due to lack of understanding by some of the staff however with the addition of comprehensive training through the IPAC Consultants, staff now realize the importance of IPAC measures and controlling risks. The program is running well and compliance has seen an overall increase. The staff now take ownership of their part in ensuring a solid IPAC program, however we will continue to try and improve. Staff continue to exercise caution when they aren't feeling well and will willingly test to ensure they are negative for the COVID virus. As we move into 2024 we continue to strive to create a safe environment for staff, residents and their families. We will continue our work at building solid relationships with residents, family members, staff and our community partners.

## **ACCESS AND FLOW**

One of the goals on our previous QIP was to acquire the services of a Nurse practitioner, however to date we have been unsuccessful. We have reached out to the NLOT with little success. One of our neighboring County homes has been successful at hiring a nurse practitioner therefore we will reach out to this home to inquire into a possible partnership with the NP to service both homes. Just recently we have become acquainted with the community paramedics. They are able to help with non-emergent issues that can save unnecessary transfers to the emergency department. We are now well acquainted with the local IPAC hub who come in to provide education for the staff and assist our IPAC Lead. We continue to have monthly collaborative care meetings where we discuss any issues that we may be having with behaviors and/or ethical issues. We have a very supportive relationship with our pharmacy. They have a process to monitor hypoglycemic events, medication errors and they complete quarterly medication reviews for every resident. They will also provide an analysis of residents medications who are experiencing frequent falls to see if there is any correlation between their meds and falls. The pharmacy is available to us 24 hours a day 7 days a week for any issues that we may have including computer problems.

## EQUITY AND INDIGENOUS HEALTH

Friendly Manor is a very inclusive and diverse facility. While we do not have a formal work plan in place we are pleased to employ, admit and welcome all individuals regardless of ethnic background. Part of our plan for the up coming year, is to celebrate the foods and cultures of many nationalities represented by residents, staff or families. We will seek the advice of individuals during the planning process.

## PATIENT/CLIENT/RESIDENT EXPERIENCE

Each year a resident/family satisfaction survey is distributed via online survey and paper copy. We strive for 100% participation and hope for 60% participation. The results of the survey are analyzed and the results are given to the resident council. We were happy with the results of this years survey, however we were disappointed in the participation. Both the residents and their families are reporting positive answers and comments. There were some challenges that we identified in the survey, this involves effective communication between the staff and residents. Agency staff are being utilized due to the inability to hire permanent staff members due to staffing shortages. The agency staff are very qualified, caring, patient and competent however there is a very distinct language barrier between a large number of the agency staff and residents. This has the potential for residents to feel ignored or not listened to. The home will work together at educating both the staff and residents for possible solutions. The managers and staff of Friendly Manor promote an open door policy to encourage staff, families, residents and community partners to come forward with any concerns that they may have. The staff take all concerns very seriously and work collaboratively to establish a viable solution. One of our family members is a very active advocate for residents rights and accessibility. She has recently written to MPP Todd Smith to express some of her concerns and invited him to our home for a tour and a chat. To date she has not received a response from Mr. Smith and is now sending an invitation to Premier Doug Ford. We advocate for our residents, and despite numerous obstacles we will continue to do so.

## PROVIDER EXPERIENCE

Friendly Manor is currently using the services of agency staff due to the inability to hire permanent staff. While this is a viable option is also extremely expensive. While the agency staff are competent, caring and professional individuals they lack the vested interest in the home that the permanent staff have. Agency staff are filling a gap and often work at several homes throughout the area.

Friendly Manor has offered monetary incentives in an effort to hire and retain our own permanent staff. We have offered signing bonuses, increased wages, flexible hours, flexible shifts without any luck. We have also offered referral bonuses to the current staff if they are able to find individuals who would join our team. It is a very frustrating situation. While we are able to meet the Fixing Long Care Act in regards to hours of care, it is coming at a very large, inflated cost.

We also recognize the effort of our staff on a regular basis. Staff are offered an attendance incentive monthly, frequent spirit days and of course food days, which everyone loves.

## SAFETY

Safety is a top priority at Friendly Manor. Medication errors are reviewed by the pharmacy and management. The incident report is automatically sent to the pharmacy and to the Administrator and Director of Nursing. When received the pharmacist will determine if there is something that they can do to eliminate possible errors in the future. Management will also review the error and speak to the responsible staff to determine the cause of the error and possible solutions. We ensure that staff understand that the process is not meant to be punitive in nature but rather a learning tool. Hypo/hyperglycemic events are reviewed by the pharmacy, management as well as the physician. The physician will review the reports on a weekly basis and may adjust the residents medication if required.

We have a BSO team who assist residents with responsive behaviors. Behavior care plans are developed to assist the staff to provide interventions to avoid potential harm to the resident, other residents or staff. The Collaborative Care team also discuss issues that residents may be having and provide possible solutions.

## POPULATION HEALTH APPROACH

Friendly Manor is a member with the Ontario Health Team that was developed by Lennox and Addington County General Hospital.

## CONTACT INFORMATION/DESIGNATED LEAD

Debbie Long R.N. Administrator  
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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 **March 19, 2024**

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

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

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**S. Maracle**, Quality Committee Chair or delegate

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Other leadership as appropriate

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