

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

March 11, 2026

Friendly Manor 😊



Ontario
Health

OVERVIEW

Friendly Manor Nursing Home is a 60-bed home located in Greater Napanee.

Our Mission is to enrich lives and offer new beginnings. That begins with every life we encounter; our employees, our residents and those who love and care for them, the community in which we operate, our stakeholders and those who are yet to become our residents.

Our Vision is “Each day we will strive to make a positive difference in the lives of others by forming meaningful partnerships”.

Our Values Statement - We are:

People who value and demonstrate integrity, respect, collaboration, and inclusiveness

People with energy, enthusiasm, and the courage to lead while embracing challenges

People who build relationships based on doing the right thing.

We were Accredited with Commendation from Accreditation Canada in 2023 and in the process of completing our next Accreditation cycle.

Staffing remains a struggle for us. We continue to have challenges recruiting RPNs. We continue to host student placements and have been successful in hiring PSWs we have hosted. We have 2 more PSWs who are bridging to RPN at this time, with plans to remain here as RPNs.

Our IPAC Lead is working towards her LTC-CIC. Our program continues to run well with her guidance. Education for staff, residents, families and volunteers is continuous. Our team works

well together to ensure we are following proper protocols.

One of our main focuses continues to be decreasing the use of antipsychotics. Our internal BSO team, including the Director of Nursing, Nurse Practitioner, Physician and Pharmacist collaborate to further decrease the use. We have been struggling with this as many of our new admissions come on these medications and require them long-term.

We strive to be a home that residents want to live in. Our leadership team works to maintain a positive and safe atmosphere for our residents, families and staff.

ACCESS AND FLOW

Friendly Manor is fortunate to have a full-time Nurse Practitioner on our team. She is on-site 4 days per week and works remotely one day every 2 weeks. She shares on-call with our Medical Director/Attending Physician.

Our IPAC Lead fosters relationships with KFLA Public Health Unit and the IPAC Hub. Both of these resources are available to provide assistance to the home when required.

Our Collaborative Care Committee meets monthly. This committee includes members from the staff, as well as our Psychogeriatric Resource Consultant, Mobile Response Team, Seniors Mental Health Case Manager, our Nurse Practitioner and our Pharmacist.

We are fortunate to have several services that come in to our home and see our residents. LifeLabs visit weekly to provide lab services to our residents. We have a Dental Hygienist that visits regularly, this includes a brushing program for residents who wish to

participate. We are working on having a mobile dental bus visit as well. We have a hearing clinic and an eye clinic who come in to assess our residents. Eagle Orthopedics visits and assesses residents for braces, orthotics, footwear, etc. and delivers them when they are ready. We have a Botox clinic for residents. This helps improve their quality of life by reducing pain and improving physical movement/free contracted joints/digits/limbs.

We have participated with Point Click Care and Project Amplifi to assist with transfer of information for our residents that go to hospital.

We continue to have an excellent relationship with our pharmacy. They are very supportive to our staff and residents. They are always making forward progress to ensure together we are providing the best possible service to our residents. Pharmacists are available 24/7 to provide support to our Registered staff if needed.

EQUITY AND INDIGENOUS HEALTH

Friendly Manor is located in close proximity to Tyendinaga Mohawk Territory. We have our land acknowledgment posted in our front hallway. We have Indigenous staff and residents. We foster a good relationship with the Chief of the Mohawks of the Bay of Quinte. We respect all cultures in our home.

Friendly Manor has a very open hiring process. Qualified applicants are hired regardless of ethnicity. All residents regardless of sex, gender, income, race or other sociodemographic characteristics, has the opportunity to reach their optimal health.

All staff have participated in equity, diversity and racism training. This is also part of our annual mandatory education.

PATIENT/CLIENT/RESIDENT EXPERIENCE

Resident and Family Satisfaction surveys were distributed to all residents and families. 41 residents and 15 families responded. Our feedback was very positive. 100% of resident and family respondents said that they would recommend Friendly Manor to others looking for Long Term Care.

Friendly Manor's Resident Council meets monthly. They discuss any concerns, which are resolved as quickly as we are able.

We do not have an active Family Council at this time. On our survey we had a couple of respondents who said they would be interested in being on the Family Council. Our Life Enrichment Supervisor is looking in to this.

On Long Term Care Community Engagement Day we welcomed MPP Ric Bresee and Mayor Terry Richardson as well as residents and families to discuss some challenges long term care is facing. While this did not lead to any immediate changes, we now have open lines of communication with our MPP.

PROVIDER EXPERIENCE

Friendly Manor continues to decrease the amount of agency staff we are required to use. Our staff work together to cover as many shifts as possible. We have been successful in hiring for all positions, although we still struggle with hiring RPNs.

We have a very active Social Committee that works to maintain staff morale. They plan things such as spirit days, special food and snacks for staff, fundraisers and our annual jamboree. This year they are working on forming a Secret Santa Committee. The committee also plans the staff Christmas party each year.

The Home does a big Annual Staff Appreciation. This year we changed it to be a week full of appreciation, rather than a party on a single day. We provide years of service awards as well.

We have recently started a "Spread a Little Sunshine" program. This program encourages staff to anonymously recognize each other for a job well done. They put comments in a locked box. At the end of the month the Administrator reviews the comments and shares them with the individual staff member.

SAFETY

Patient safety remains a priority for us. We frequently review our processes to ensure our residents are safe. Safety checks are completed on lifts, slings, wheelchairs and all equipment used routinely. We have a preventative maintenance program to try to prevent issues arising.

Together with our pharmacy we monitor medication error and hypoglycemic events. There is a system for reporting that has copies sent to the pharmacy, the Director of Nursing and the Administrator. This triggers a conversation with the staff involved, with the goal of developing strategies to prevent future occurrences.

Our Collaborative Team works with residents displaying physically and/or verbally responsive behaviours. We have a violence awareness program that identifies residents with the potential for violent expressions, to attempt to keep our staff and visitors safe.

PALLIATIVE CARE

Friendly Manor has a very active, engaged Palliative Approach to Care Team (PACT). This team is lead by our Nurse Practitioner and has evolved since its inception. Many new practices have been started under this team's direction. At our care conferences (admission and annual) goals of care are discussed. Goals of Care are an ongoing conversation throughout our residents' stay. Specific End of Life Care Conferences are being held as well. These conferences document comprehensive conversations with resident and/or their Substitute Decision Maker to include PPS, Goals of Care, specific EOL wishes/requests. When a resident is felt to be nearing end of life (PPS 20% or less) a butterfly symbol is placed on

their door to alert staff to the change in condition. Family are encouraged to be with their loved one as they die, if they wish. As the resident leaves the facility, staff and other residents line the hallway to say a final goodbye. This is referred to as the Walk of Honour and is only completed if the resident wishes. Music may be playing or a poem may be recited. A photo of the resident is then displayed to notify others of the death. We have a book of remembrance where the photo is also put and staff can share a memory of the resident if they choose. Staff can also sign a bereavement card that is then sent to family.

We support residents with medical assistance in dying if this is their wish. In the past year, we had one resident who died with MAID in hospital.

We currently use the RNAO Clinical Pathway for Palliative and End of Life Care.

We have provided all of our registered staff with 8 hours of education in Facilitating resident centered EOL decision discussions. We also had 10 staff members attend a Palliative Approach to Care workshop. We continue to look for new education opportunities for all our staff. We have Palliative Care education as part of our annual education as well.

POPULATION HEALTH MANAGEMENT

Friendly Manor is part of the Ontario Health Team developed by Lennox and Addington County General Hospital.

We collaborate with the IPAC Hub based out of Kingston General Hospital as well as Kingston Frontenac Lennox and Addington Health Unit for all issues regarding infection control and disease prevention.

We are investigating the Community Paramedic program in our area.

CONTACT INFORMATION/DESIGNATED LEAD

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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 11, 2026**

M. Simon, Board Chair / Licensee or delegate

S. Maracle, Administrator /Executive Director

S. Maracle, Quality Committee Chair or delegate

Other leadership as appropriate
