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Change Happen.



## Quality Improvement Plan (QIP) Narrative for Health Care Organizations in Ontario



**NORTHVIEW**

A DIVISION OF CONMED HEALTH CARE GROUP

3/31/2023

This document is intended to provide health care organizations in Ontario with guidance as to how they can develop a Quality Improvement Plan. While much effort and care has gone into preparing this document, this document should not be relied on as legal advice and organizations should consult with their legal, governance and other relevant advisors as appropriate in preparing their quality improvement plans. Furthermore, organizations are free to design their own public quality improvement plans using alternative formats and contents, provided that they submit a version of their quality improvement plan to Health Quality Ontario (if required) in the format described herein.

[ontario.ca/excellentcare](http://ontario.ca/excellentcare)

## Overview

Northview Nursing Home is located in "The Little Town with the Big Heart" , Englehart, Ontario. Our Home capacity is for 47 LTC beds and one short stay bed. With the pandemic directives, we are now home to 32 Residents and 1 short stay bed to support the IPAC initiatives.

Our current Resident population ranges in ages from 41 to 102 which creates opportunities for multigenerational sharing and experiences. Our small size facilitates cozy, familiar surroundings. Being located in a small rural community encourages integration of Northview as a smaller community within a small community. Residents are able to maintain relationships, participate local community events and continue to be a member of their community.

At Northview we believe that all of the Residents are partners with their health care providers and are engaged in all aspects of their care and in determining the delivery of the care provided.

Our Continuous Quality Improvement, provides for collaboration with Residents, Families, Staff and Community Partners ensuring that we are focused on Resident Centred Care and are all working together in achieving excellence in all aspects of care provision.

Collaboration is also an integral part of the development and implementation of our Strategic and Operational Plans for future planning.

2023-2024 Quality Improvement Plan (QIP) has been developed by input and approval from all partners and our areas of focus will be as follows: Reduction of potentially avoidable ED transfers, Resident Experience and Satisfaction and reduction of antipsychotic medications.

## Reflections since your last QIP submission

Over the last year, Northview remained focused on obtaining positive Quality Improvement outcomes. Even as the COVID pandemic continued to present many challenges , Quality Improvement within the home always remained part of our philosophy of care and a top priority.

Our IPAC practices were sustained and we continued to review and audit our processes to be constantly vigilant in our Infection Prevention and Control Program. Designating and training an IPAC Lead , has increased assessments and follow through and brought day to day training and retraining to frontline staff and Resident Population. Our Resident Handwashing Challenge with our other Conmed Health Care Homes was very successful resulting in 100 % Resident compliance with ABHR hand rubs immediately before and prior to leaving the diningroom for period of the challenge. Ongoing auditing has proven that this habit of good hand hygiene continues daily by the Residents and Staff.

Having the support of our Nurse Practitioner in addition to our Medical Director has greatly reduced the number of ED visits this past year.

Our level of antipsychotic medications without a diagnosis of psychosis is reduced over the past year as well. With our number of younger Residents with Mental Health issues, our levels remain high. Our interdisciplinary team has been conducting reviews to discuss appropriate diagnosis, medication reviews and attempting to formulate strategies to reduce the usage of antipsychotic medication.

We have included the Resident Satisfaction questions as an agenda item for the monthly Resident Council meeting as well as the annual Resident/Family Satisfaction survey. This has allowed us to interact in a more timely manner with a Resident and together develop a plan of action to improve their experience and satisfaction. Recruitment and retention continue to remain a challenge and we have submitted application to all available programs to assist with our succession plan. Occupancy could greatly impact some of our targets related to the age of our Home, uncertain future and the reduction of 3 and 4 bed ward rooms.

## Patient/client/resident engagement and partnering

Strengthening relationships and partnerships with our community is part of our ongoing Home's strategic and Continuous Quality Improvement plans, as we continue

to embrace the opportunity and significance - for Residents and staff, in the present and the future- of reaching out and being involved with community, health and educational institutions in the community we live in. Partnering with our Residents is an important aspect of improving the quality in the home. Pandemic restrictions although loosening for the community remain in place for Long Term Care. Residents have stated that one of the things they miss the most is being able to see staff smile which for the past 3 years have been covered up with masks. Residents, Family Members and Community Partners participated in our Accreditation Review in 2023. It was noted that the collaboration between all Health Care providers and partners was very evident in the promotion of quality care within our Home and the Community we serve.

Support from BSO Ontario and CMHA provide strong partnerships in dealing with Responsive Behaviours and specialized medication regimes. Some of our Residents arrive to us with years of antipsychotic prescriptions with no clear diagnosis. We analyze case by case with a focus on their needs and quality of life.

From the beginning of the pandemic all of our Timiskaming area Health Service Providers have met via Teams with our Public Health Team, Lead by the Medical Officer of Health to receive up to date information and review Care Partner challenges and issues resulting in a strong support network and partnership within our respective communities. Our LTC Public Health Hub supports the five LTC Homes in our area through networking, educational opportunities and onsite visits if requested to assist with IPAC processes.

### **Provider experience**

The impact of the pandemic has weighed heavily on all of our staff particularly the frontline staff. Being a smaller home, our Team is smaller as well. Our Team has worked tirelessly to ensure Resident Centred Care is maintained and all care needs are met and staffing shortages were at minimum throughout the pandemic. All staff from management, supervisors, support staff and frontline staff all worked together to get the job done. Huddles work well to keep everyone up to date with protocols and information sharing and staff stated they felt informed and included. Fortunately any agency staff recruitment required, were the same employees that came and stayed for long periods of time which also assisted in continuity of care. All staff were supported and encouraged to take their much deserved time off and enjoy some vacation and down time.

Staff recruitment and retention continue to be at the forefront of supporting our home and relieve staffing pressures for our current staff. We are very proud to have long standing team members across all departments who are dedicated to the Residents they care for. They are also able to coach, mentor and support any newly onboarded staff. We work closely with our local highschool in supporting onsite experience through the Co-op program and our local colleges and universities in providing proctorship opportunities in our Home to encourage Long Term Care career choices and potential employment opportunities. Applying and qualifying for all the provincial incentives could assist in recruitment as well.

We continue to advocate for equity across the Health Care Continuum specifically Agency personnel agreements. It can be very discouraging to long term staff that have worked for years in longterm care receiving most times, half of the wage paid to an agency staff working side by side with them and with the same job descriptions.

### **Workplace Violence Prevention**

As part of the Conmed Health Care Group, our strategic plan includes upholding the value of Workplace Health and Safety. By focusing on teamwork, staff wellness, lifelong learning and continuous quality improvement, we provide a safe and healthy workplace for our staff. When staff take care of themselves and feel valued at work, their positive attitude is reflected in the care they provide to the Residents.

Northview has a strong Joint Health and Safety Committee that works in partnership with corporate and internal management teams to proactively prevent and address safety issues related to workplace violence.

Our Workplace Violence Prevention Program includes education to all staff on orientation and annually thereafter;

Two lead staff, one management and one worker rep. are trained to teach Gentle Persuasive Approach to all the staff and provide annual updates as required.

Our policy has been updated regularly and includes mandatory investigation and reporting processes for frontline staff with management support to report and be responsive to incidence of workplace violence changing the mindset that it is part of the job. Staff awareness has also increased in the recognition of all types of Workplace Violence. Prevention is our primary focus of the program.

Reports are submitted to the JHSC for review and recommendations.

Reaching out to our care partners such as BSO for responsive behaviour management and education as well as community partners and groups help to support our Workplace Violence and Prevention Program in minimizing incidents.

### **Patient safety**

Our Continuous Quality Improvement program recognizes various quality indicators and risk management processes used for identifying, assessing and mitigating risk. One of the major areas is Resident and their environment including the management of potential risk, actual risk and the residual effects of the risk. Resident Safety Incidents are documented on the mandatory reporting forums and tracked on the Resident safety summary sheet which includes the action taken, root cause analysis of the incident or near miss and the follow up taken as a result of the event. This summary is shared with all Care providers.

The RAIMDS assessment tools provide valuable information on a number of Resident issues including delirium, medications, falls, infections, mobility, mood, nutrition and weight, pain, pressure ulcers, restraints and other triggered events that can assist to identifying specific issues that can affect and may or may not present a risk to ensuring the safety of each Resident.

Northview is committed to providing a safe and secure environment. All of our day to day operations and policies and procedures are focused on ensuring the safety of the Residents under our care.

These include but are not limited to: a 0 tolerance of Abuse and Neglect, monitoring water and room temperatures, bed rail assessments, restraint reduction program, preventative maintenance program for Resident Care equipment and mobility devices, falls prevention program, Safe Resident Handling program

### **Health equity**

Northview is located in the Northeastern part of the province. Although we do not have specific Francophone designation, we submit data to the FLS survey annually. Our staff that is bilingual is varied enough that we are able to provide comprehensive care in both english and french. We also provide care to Indigenous Persons. Education is provided to all staff on Cultural Sensitivity. Traditions, ceremonies, special events, shared recipes are part of the experiences we share and honour with our Indigenous partners. Transportation to local events such as Pow Wow's are arranged as required. We have access to Beaverhouse First Nation which is an indigenous first nation. It is a member of the Wabun Tribal Council and provides interpretation as required as well as sponsored events for our Indigenous Residents to participate in and will also provide presentations to both our Residents and staff on the history and cultural diversity and beliefs of this tribe of Indigenous Persons.

Northview has also supported and admitted evacuees ( requiring our level of care), of First Nations from Attawapiskat due to spring flooding.

Although being a small rural community, there is an increasing integration of culturally diverse persons, ongoing training and exposure to different cultures and traditions will increase our knowledge in learning new and varied ways of life.

## Contact information/designated lead

Tracey Gemmill/RN  
Administrator/DOC  
Northview Nursing Home

## Other

We are awaiting our award from Accreditation Canada from our recent review on February 21-23. Our draft report was very encouraging.

## 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

Board Chair / Licensee or delegate Neil Simon \_\_\_\_\_ (signature)  
Administrator /Executive Director Tracey Gemmill \_\_\_\_\_ (signature)  
Quality Committee Chair or delegate Grace Zhang \_\_\_\_\_ (signature)  
Other leadership as appropriate Belinda Graye \_\_\_\_\_ (signature)