

Let's Make Healthy
Change Happen.



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



SOUTHBRIDGE[®]
— HEALTH CARE LP —

3/1/2025

Overview

In our continued efforts to facilitate the Southbridge vision to bring lives together with meaning and purpose, Southbridge Goderich (formerly known as Maitland Manor) will be continuing to focus on four areas of quality in this 2025/2026 QIP plan; namely Operational Excellence, Risk Reduction, Resident-Focus and building on our Safety Culture. This Quality Improvement Plan (QIP) aligns with the requirements of the Fixing Long-Term Care Act, Ontario Health Quality Standards, and other applicable legislation to enhance the quality of life, safety, and care for our residents.

OPERATIONAL EXCELLENCE:

We continue to strive for operational excellence by implementing evidence-based practices, continuous process improvements, and technology integration to ensure timely, accurate, and cost-effective service delivery. Our goals include optimizing resource allocation, enhancing workflow efficiencies, and achieving high satisfaction among residents, families, and stakeholders.

RISK REDUCTION:

Risk reduction is paramount in our approach to care and services. We utilize validated risk assessment tools, implement proactive interventions, and maintain compliance with safety standards to minimize hazards. Our multidisciplinary teams engage in regular reviews of incident reports and safety audits to identify trends and implement corrective actions promptly.

RESIDENT-FOCUS:

Our philosophy of care places residents at the center of every decision. We ensure individualized care plans that respect each resident's preferences, cultural values, and life-long habits. We actively involve residents and their families in care planning and decision-making to enhance the quality of life and satisfaction.

SAFETY CULTURE:

Our commitment to safety culture is unwavering. We maintain transparent communication, provide ongoing education on safety practices, and encourage staff and residents to voice safety concerns without fear of retaliation. Regular safety drills, emergency preparedness training, and safety-focused performance evaluations ensure a safe living and working environment.

In 2024 we had many quality improvement achievements and successes to celebrate. These successes can be attributed to the hard work and dedication of our multidisciplinary team, the collaboration with our residents, families, and stakeholders as we all share the common goal of improving the care, service, experience and life for all that live, visit and work at Southbridge Goderich.

Here are just some of the highlights from the last year that we are proud to announce:

- ✓ Decreased usage of agency dietitians.
- ✓ Implemented our own corporate menus.
- ✓ Recruitment of internationally trained nurses enhancing the home's commitment to diversity, equity and inclusion and allowing us to provide care to our residents in many different languages
- ✓ Implemented measures and processes to mitigate actual and potential risk, as listed below:
 - Quality Forums are held monthly to review key performance indicators and rate them against corporate benchmarks. These quality forums are an opportunity for our homes to review key

performance indicators, such as potentially avoidable emergency department visits, and discuss, implement and measure various interventions to ensure that all negative trends are addressed and action plans for improvement implemented.

- Ensured our Medical Director has achieved the required Ministry certification
- ✓ Developed new home scorecards and Homes Organization Operational Performance (HOOPS) audits.
- ✓ Implemented the following improvement initiatives in collaboration with our Pharmacy provider and our interdisciplinary teams:
 - Integrated Medication Management program;
 - Spasticity program - a program that helps improve mobility and quality of life for seniors with spasticity. The program includes assessments, injections, and ongoing support.
 - Scanning technology to improve the accuracy of medication order communication between the home and the pharmacy. This technology replaced the digital pen to further enhance the safe and secure transmission of Prescribers' orders including improvement in staff workflow.
- ✓ Developed standardized Terms of Reference and agenda templates for all committees with a focus on best practice implementation and risk mitigation
- ✓ Created new program checklists and tracking logs to enhance regulatory compliance and best practice implementation including a PRN pain tracking among others.
- ✓ Developed and implemented a Proactive Inspection Guide to ensure quality of care for our residents and regulatory compliance
- ✓ Developed and implemented new PointClickCare Assessments and Care plan library to align with best practice
- ✓ Successfully launched Project Amplifi to ensure timely, efficient and secure communication of critical health information between our home and our local hospitals
- ✓ Increased the availability of Social Service/Social Worker, BSO, Nurse Practitioner and ET Wound Nurse support in our home
- ✓ Implemented a Pain and Palliative Care monthly meeting to continually monitor and measure the effectiveness of our program and develop action plans to address all opportunities for improvement
- ✓ Implemented new Resident Focused policies and procedures aimed at enhancing quality, compliance and implementation of evidence-based best practice throughout all departments in the home
- ✓ Implemented our new Emergency Preparedness program to ensure all staff, residents, volunteers, and students are educated on how to respond in an emergency situation.

Access and Flow

Our home is committed to optimizing system capacity, timely access to care, and enhancing patient flow to improve outcomes and quality of care for patients, clients, and residents. As part of this important initiative, we work in partnership with our community partners, including Behaviour Supports Ontario and the Regional Psychogeriatric Consultants, among others, on implementing strategies and treatment plans to avoid unnecessary visits to emergency departments through new models of care and by ensuring timely access to primary care providers. We place a strong emphasis on understanding each resident's goals of care and supporting those goals to the fullest extent possible in our home through proactive identification and management of resident's health issues and maximizing the scope of practice of our Nurse Practitioners and clinical staff to manage health challenges on-site as much as possible. In addition, our home has been actively involved with the Ministry of Long-Term Care and Point Click Care and has successfully implemented Project AMPLIFI, aimed at Improving the continuity of care for Ontario Long-Term Care residents by streamlining transitions between care institutions, leading to safer care for patients, and more efficient workflows for

providers. Our home also participates in LTC+ which provides onsite support, diagnosis and treatment by Community Paramedical professionals, helping to further reduce available emergency department transfers.

Palliative Care

In 2024, our home enhanced the current palliative care program with the implementation of our new Palliative Care policies and procedures, as well as, through participation in our Palliative Care forum, which brings all Southbridge homes together to share new palliative care best practices they have implemented in their homes and learn about new research and emerging palliative care best practices in the sector. Our palliative care philosophy of care policies and procedures were reviewed and revised based on feedback received during the palliative care forums, as well as, from Resident and Family Council meeting feedback.

Our home has implemented the following palliative care policies and procedures to enhance the provision of palliative care:

- Palliative Approach to Care
- Advance Care Planning
- End of Life Care and Therapeutic Nutrition
- Pronouncing Death
- Care of the Body Following Death, and
- Medical Assistance in Dying.
- Pain policies and change in resident status notification policies
- Standard Operating Procedures to guide staff in the completion of various clinical procedures such as initiating hypodermoclysis, suctioning, etc.
- Palliative and End of Life Nutrition policy
- And a number of policies and appendices in the Resident Focused Recreation and Volunteer manual, including Resident Focused Program Planning and the Multi-faith Religious and Spiritual Programs which includes the Spiritual and Religious Care Assessment Tool

Equity and Indigenous Health

Our home promotes equity, diversity and inclusion for all our residents and staff and has implemented our new Workforce Equity, Diversity and Inclusion and Equal Opportunity Employment policies in 2024. As part of the implementation of these policies, Southbridge continues to actively recruit internationally trained nurses and staff from a wide range of ethnic, religious and cultural backgrounds and our staff speak many different languages. We strongly value this diversity and believe that this enhances the care provided to our residents as we strive to provide care to our residents in their native language whenever possible. All staff receive annual mandatory education on cultural competency, Indigenous Cultural Safety, as well as the Standards of Employee Conduct which clearly outlines our priorities around non-discrimination, zero tolerance for abuse, neglect and unlawful conduct, ethics, professionalism and the promotion of caring and compassion in all we do. All staff receive training on Accessibility for Ontarians with Disabilities Act requirements, as well as education on how to provide excellent customer service to those with various disabilities.

Patient/client/resident experience

Performance monitoring is a key part of assessing our resident's experience and driving our performance and includes, but is not limited to, the following:

- Monitoring key quality indicators
- Internal audits
- External audits

- Program evaluations
- Resident satisfaction surveys

Southbridge Care Homes measures and monitors quality initiatives by ensuring effective data collection and accuracy, extensive auditing initiatives and quality indicator score cards. Our home collects, monitors and analyzes all the data we collect to continually improve the care and services we provide for our residents.

With this in mind, we put considerable effort into regularly and actively engaging residents and families for their insights and feedback, provide channels for open dialogue, and share ongoing progress through regular updates, collaborative face-to-face meetings, townhall sessions and experience surveys. Our ongoing goal is to continue to build on our existing approaches to resident and family engagement and continue to evolve our approaches to resident and family Partnership.

Resident and Family Satisfaction surveys were conducted in October 2024 and largely reflected both resident and family overall satisfaction with the care and services provided by our home as illustrated below:

Overall Satisfaction with the Care and Services Provided:	2024 Results:
Residents:	85.36%
Family:	83.73%

Based on the results of our 2024 Resident Satisfaction Survey, the top five (5) opportunities for improvement related to resident satisfaction were identified as:

Improvement Opportunity: Resident Satisfaction Question and Rating:	Change Ideas:	Person Responsible:	Target Date:
"I am satisfied with access to a Social Worker or Social Services Worker" was rated at 70.71%.	<ul style="list-style-type: none"> Recent hire of a full-time Social Worker Social Worker will support with admissions, care conferences, and psychological needs of residents 	Executive Director Social Worker	January 21
"I am satisfied with the variety of spiritual care" was rated at 70.32%.	<ul style="list-style-type: none"> Moved Inspirational service to Wednesday mornings (10 volunteer Chaplains from various faiths on rotation) Recent Hire of Chaplain for new build (15 hrs./weekly) New building offers a non-denominational Chapel/Worship space Chaplain will seek feedback from residents related to the variety of spiritual care services they would like to see offered in the home and implement those services as possible 	Executive Director Chaplain	June 2025
"I am satisfied with the scheduling and timing of spiritual	<ul style="list-style-type: none"> Survey residents to better understand the domination of services that are not being met 	Executive Director	December 2025

services” was rated at 70.32%	<ul style="list-style-type: none"> • Survey to ask residents when the timing of services would better meet the needs of the home • Offering one-to-one sessions with programs staff/volunteers/staff chaplain. 	Chaplain Programs Manager Programs Staff Volunteers	
"I am satisfied with the communication from the leadership team” was rated at 70.13%.	<ul style="list-style-type: none"> • Implemented monthly Family/Caregiver Information Meetings • Resident Council- updates from the leadership team provided monthly • Leadership team to conduct Management By Walk Arounds on a daily basis and provide information and updates to residents and families as appropriate during walk-about • Encourage an “Open Door” policy amongst the leadership team and communicate the fact that residents, families and staff are welcome to ask questions and provide input into care and services at all times. 	Executive Director Leadership Team	December 2025
“My concerns are addressed in a timely manner” was rated at 70%.	<ul style="list-style-type: none"> • Recruited and orientated a new Executive Director for the home. The importance of addressing resident and family concerns immediately emphasized during orientation. • The management team expanded to meet the needs of new home with increased resident numbers. Increasing the capacity of the leadership team allows for faster response time. • Concerns and complaints and follow-up actions to the complaint must be documented to ensure we are closing the loop with the resident and confirming their satisfaction with the outcome. • Closing complaints/concerns brought forward within 24hrs, to the resident’s satisfaction where possible. 	Executive Director All Management All Staff	December 2025

Based on the results of our 2024 Family Satisfaction Survey, the top five (5) opportunities for improvement were identified as:

Improvement Opportunity: Family Satisfaction Question and Rating:	Change Ideas:	Person Responsible:	Target Date:
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<p>“I am satisfied with the variety of spiritual care services” was rated at 79.83%.</p>	<ul style="list-style-type: none"> • Recruit and hire a new Chaplain to develop and oversee the implementation of religious and spiritual care services in the home • Engage with local spiritual care organizations and encourage them to offer services in our home. • Communicate the spiritual care services that are scheduled in the home via the Resident and Family information board and the newsletter. • Remind residents and families prior to the day that spiritual care services will be offered and Invite residents and families to participate if they wish. • Request feedback from residents and families regarding the types of spiritual care services they would like to see offered in the home and make the appropriate arrangements to offer those services if possible. 	<p>Programs Manager</p> <p>Chaplain</p>	<p>June 2025</p>
<p>“I am satisfied with the maintenance of the physical building and outdoor spaces” was rated at 78.26%.</p>	<ul style="list-style-type: none"> • All residents will be moved into our new building, Southbridge Goderich beginning February 2025. • This new building was designed and built with resident and family input into the design and layout of the building and the outdoor spaces. • Evaluate resident and family satisfaction with the new building on a regular basis moving forward. 	<p>Executive Director</p> <p>All Management</p> <p>All Staff</p>	<p>December 2025</p>
<p>“I am satisfied with the timing and scheduling of spiritual care services” was rated at 77.19%.</p>	<ul style="list-style-type: none"> • Recruit and orientate a new Chaplain for the building. • Once hired, the Chaplain will conduct a survey of the types of religious and spiritual care services the residents and families would like to see offered in the home, as well as elicit feedback related to the timing and scheduling of these services • Implement the various services, as possible, based on the feedback received from the survey • Monitor satisfaction with the types, timing and scheduling of the various services on a regular basis going forward. 	<p>Executive Director</p> <p>Chaplain</p>	<p>December 2025</p>
<p>“I am satisfied with the quality of laundry services for personal</p>	<ul style="list-style-type: none"> • Request an invitation to Family Council and elicit additional feedback on improvements the Council would like to see implemented 	<p>Executive Director</p>	<p>December 2025</p>

<p>clothing” was rated at 77.17%.</p>	<p>related to personal laundry services and implement the requested changes if possible</p> <ul style="list-style-type: none"> • Monitor ongoing satisfaction with personal laundry services after moving to the new building • Provide ongoing training to laundry aides to ensure best practices are implemented 	<p>Environmental Services Supervisor</p> <p>Laundry Staff</p>	
<p>“I am satisfied with the quality of care received from doctors” was rated at 73.91</p>	<ul style="list-style-type: none"> • Request an invitation to Family Council and elicit additional feedback related to doctor's services provided in the home. • Implement all suggested improvements as possible • Provide information on the Resident Home Areas, and on admission and on an as-needed basis to inform families of each doctor’s scheduled days they will be visiting the home • Facilitate meetings between families and the attending physician as requested 	<p>Executive Director</p> <p>Director of Care</p> <p>Medical Director</p> <p>Attending Physicians</p>	<p>December 2025</p>

The results of both the Resident and Family Satisfaction surveys, as well as the action plans for improvement were reviewed with Resident Council and Family Council and additional input and feedback was requested on these improvement plans from both Councils. In addition, both our Resident and Family Council were provided with an opportunity to suggest additional areas for improvement they would like our home to work on over the coming year. We also elicit as much feedback as possible related to our care and services on an ongoing basis via our Town Hall meetings which are open to all residents, families, visitors and interested community members and stakeholders. Additionally, all residents and families are always encouraged to provide any feedback, concerns or suggestions they have at any time, to any member of our management team or, if they prefer, individual can email our Corporate Head Office directly at contact@southbridgecare.com.

We post our resident and family satisfaction survey results as well as the action plans for improvement on the Resident and Family Information board as part of our commitment to transparency and shared learning. Fostering trust, engagement, and continuous improvement is paramount for our home. By openly communicating feedback, we demonstrate accountability and a commitment to growth. This approach encourages collaboration, allowing us to learn from both successes and challenges, leading to better decision-making and service enhancements. Additionally, sharing insights promotes a culture of openness, where stakeholders feel heard and valued, ultimately driving higher satisfaction and engagement.

Provider experience

At Southbridge, we believe our staff are our greatest resource and as such, we are continually engaging them in evaluating the care and services we provide, getting their feedback on improvement plans, including this QIP, as well as other quality improvement initiatives in the home. Staff are engaged and their feedback is sought throughout the change management process whenever new policies, programs, equipment, and/or services are developed. Staff satisfaction surveys are conducted and analyzed, and improvement plans developed based on the results of these surveys. Our staff have access to a wide range of educational opportunities and incentive programs such as, “Perkopolis” which is Canada's leading provider of fully managed perk programs.

As healthcare organizations face unprecedented human resources challenges, Southbridge is committed to enhancing the staff experience and effectively managing these hurdles. We've implemented various initiatives to achieve these goals, including utilizing government grants and incentives to support our workforce development efforts. Additionally, we've embarked on international recruitment endeavors to address staffing shortages and foster diversity within our workforce. Collaborating with educational institutions, we're building talent pipelines to ensure a steady influx of skilled professionals. Moreover, we regularly conduct employee engagement surveys to gather feedback and identify areas for improvement. These surveys enable us to take actionable steps, such as implementing training programs and refining policies and procedures, to create a supportive and fulfilling work environment for our staff. We also prioritize professional development opportunities by providing ongoing training and development opportunities to enhance staff skills, support career advancement, and foster continuous growth. Furthermore, our commitment to continuous quality improvement fosters a culture where staff are empowered to identify areas for enhancement and actively participate in initiatives to improve the care and services provided to our residents. Through these comprehensive efforts, we aim not only to attract and retain top talent but also to cultivate a culture of excellence and resilience within our organization.

Safety

Our home prioritizes safety for all our residents, staff, families and visitors because we know that residents can not enjoy a living environment where they don't feel safe, nor can our employees provide excellent care in an environment which does not prioritize safety. As such, safety is embedded in all our policies, processes and workflows to ensure we provide our customers and employees with a safe environment to live, work or visit. Staff and residents receive education annually on many safety related topics to ensure that everyone is aware of current best practices related to safety and hold safety as a top priority in their daily activities. Continuous learning is always encouraged in our homes and we offer training on many safety-related topics, including body mechanics, lifts and transfers, ergonomics, safe resident bathing and showering practices, prevention, identification and management of heat and cold related illnesses, prevention of pressure injuries, non-violent crisis intervention as well as, a comprehensive education program centered on Emergency Preparedness.

Our home maintains our ongoing affiliation with Accreditation Canada which demonstrates our organization's determination and commitment to ongoing quality improvement. Our leadership, staff, and accreditation team members are in full support with their efforts and dedication to the provision of safe, quality care and the highest standards. Our Home's continuing affiliation with CareRx for the BOOMR (Better Coordinated Cross-Sectional Medication Reconciliation) projects where the primary goal is to improve safety and quality care of our residents during transitions of care in streamlining the medication process, save nursing time, and reduce unnecessary follow-up is another demonstration of our home's commitment to safe, quality care.

Population Health Approach

Our home is a reflection of the community in which we operate and as such, we work hard to ensure the unique needs of our residents and staff are reflected in the care and services we provide. We are committed to providing service in a manner that respects the dignity and independence of all people, addressing unique populations and striving to meet the needs of those that require our care and services, each and every day. As an early adopter of the Amplifi project, our home is currently working with our community partners to improve patient transitions, ensuring their health information follows them as they move from local hospitals to our home and vice versa. This has been a focus of continued work to ensure safe, effective and timely discharge from hospital for our residents.

Contact information/designated lead

In support our commitment to a culture of transparency and shared learning, we invite all interested individuals who would like additional information or have questions related to this Quality Improvement Plan to contact our Executive Director at 226-421-3060.