

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

June 5, 2025



OVERVIEW

St. Lawrence Lodge is a 224-bed Long Term Care Home operating in partnership with the City of Brockville, the United Counties of Leeds and Grenville, the Town of Prescott, and the Town of Gananoque. The home also operates in conjunction with the Provincial Ministry of Health and Long-Term Care, and the Ontario Health at Home Support Team.

We strive to be a leader in providing progressive long-term care, utilizing six key domains to foster quality improvement.

Our six key domains include Resident and Family Centered Care, Evidenced-Based decision-making, Effective Stakeholder engagement, Strategic Planning, and Continued Quality Improvement, and Leadership Development. St. Lawrence Lodge is committed to, and strives to provide our residents, family members, and caregivers, the best possible experience in all aspects of their lives within the home.

The foundation for our St. Lawrence Lodge plan originates from the voices of our residents and reflects our goal to provide quality care and services to the persons entrusted to us. This plan builds on previous plans designed to enhance our Home's overall performance. It is worth noting that the QIP is not an inclusive demonstration of all quality improvement activities, as the Home implements other various initiatives intended to improve the quality of care and services provided to all internal and external stakeholders.

St. Lawrence Lodge is pleased to share the 2025/26 Quality Improvement Plan (QIP), which describes our priorities for improvement in the upcoming fiscal year.

The St. Lawrence Lodge Quality Improvement Plan (QIP) aligns with the Home's Mission, Vision, and Values. We as an organization, strive to provide quality, resident centered care. The improvement efforts in our 2025/26 annual QIP will focus on:

- Resident Experience: Having a voice, and being heard
- Equity and Indigenous Health
- Potentially avoidable emergency department visits
- Appropriate prescribing: Inappropriate anti-psychotic use in Long-Term Care

The 2025/26 QIP reflects where St. Lawrence Lodge envisions the positive changes will occur in the fiscal year. The St. Lawrence Lodge Quality Improvement Plan (QIP) is aligned with Ontario Health's priority issues. The priority issues and indicators for 2025-26 include:

1. Access and Flow – improving access to external stakeholders, in a prompt fashion, and providing internal supports to reducing potentially avoidable emergency department visits for our residents
2. Equity - working together to ensure our home prioritizes equity, diversity, and inclusion
3. Experience - improving service excellence by ensuring residents have a voice, that they are listened to by team members and can speak up without the fear of consequence.
4. Safety - increasing safe and effective care by addressing appropriate use of antipsychotic medications, decreasing pressure injuries, and reducing the risk of falls.

Consideration of a variety of factors including feedback from residents and family members; provincially assigned indicators; Long-Term Care Home Service Accountability Agreement (LSAA) obligations, other MOHLTC legislative requirements, and our Quality Improvement Committee were utilized in choosing applicable priority indicators.

ACCESS AND FLOW

Our organization is committed to enhancing the care experience of residents and families in the long-term care sector. To ensure that individuals receive the right care at the right time and in the right place, we have developed a comprehensive improvement plan that focuses on accessibility, coordination, and personalized care.

Central to this initiative is the expansion of our clinical nursing team, to include Clinical Resource Nurse to support care coordination with Ontario Health at Home for new admissions, support educational delivery for employees, and support the homes wound care program. Secondly the home is working to implement a Behavioural Support Team, to better support residents in managing their healthcare needs, response behaviours, and access to external stakeholders for mental health support. These professionals will collaborate closely with residents, families, and healthcare providers to develop personalized care plans that align with individual preferences and medical requirements. A resolute care team will be established to collaborate closely with each resident, ensuring that all their healthcare needs are met through personalized care plans. This approach will involve regular reviews of medical conditions, medications, and any changes in the resident's health status, with adjustments made to care plans as needed. Enhanced communication between family members,

caregivers, and healthcare providers will also be a key focus, ensuring everyone is informed and involved in decision-making processes.

We continue to build on our existing electronic health record by including Secure Conversations on our Point Click Care platform. Secure Conversations is intended to improve productivity, avoid delays and remove barriers pertaining to timely care delivery. The accessibility of information for all practitioners will also foster continuity and improve communication.

Finally, we are implementing a streamlined referral system on our electronic health record system that allows for quicker access to internal services, such as our Behavioural Support Nurse, wound care assessments, Social Worker supports, and Registered Dietician assessments. By improving these processes, we aim to minimize delays and reduce unnecessary hospitalizations, ensuring our residents receive the most appropriate care in their homes.

EQUITY AND INDIGENOUS HEALTH

St. Lawrence Lodge recognizes the importance of diversity and equal opportunity for everyone who lives or works in our home. Our strategic plan recognizes health equity for all including addressing such areas where disparity may occur including mental health, addictions, socioeconomic, race, gender, language and other barriers.

In the Long-Term Care (LTC) sector, improving equity and fostering Indigenous health and cultural safety is essential to ensuring that all individuals, especially those from marginalized communities, receive equitable, high-quality care. To address these needs, our

organization has committed to implementing quality improvement initiatives focused on enhancing equity.

A key component of our strategy is the development and implementation of a dedicated education plan for internal employees. This plan will prioritize culturally competent care, training healthcare providers on the importance of Equity, Inclusion, Diversity, Antiracism and Indigenous health needs, and ensuring these cultural practices are respected within Long-Term Care Sector.

Furthermore, we are aligning these initiatives with provincial priorities, focusing on populations that face significant barriers to accessing care, such as those from rural or remote areas, racialized communities, and individuals with disabilities. Our workplan for Equity, Inclusion, Diversity, and Antiracism will focus on eliminating systemic barriers within the LTC sector, promoting inclusive practices, and actively addressing racism and discrimination in healthcare settings.

Implementing these priorities into our organizational structure, aims to improve health outcomes and create an inclusive, culturally safe environment for all individuals residing in the Long-Term Care sector.

PATIENT/CLIENT/RESIDENT EXPERIENCE

Resident and Family engagement continues to be a high priority for St. Lawrence Lodge. We work closely with our community partners, Ontario Health at Home, Brockville Mental Health Outreach, and the Mobile Response Team, hospitals and business partners to ensure safe and effective care of residents.

The involvement of our internal and external stakeholders, volunteers, outreach programs, families, contractors, and vendors are imperative to the home. Maintaining these partnerships is invaluable to the residents, and employees. The home has worked closely within the guidelines from the Ministry of Health and Long-Term Care to ensure these relationships have continued throughout the past few years, and we look forward to continued partnerships to support resident and family centered care.

Incorporating feedback from experience surveys and other sources into improvement activities is essential for enhancing the quality of care in Long-Term Care (LTC) homes. To ensure that care meets the needs and preferences of residents, the LTC home will implement a structured process to translate survey data into actionable improvements. First, all feedback gathered from experience surveys will be systematically reviewed by our dedicated quality improvement (QI) lead. Our Quality Improvement Committee will identify recurring themes or areas where residents or their families have expressed concerns or suggestions.

Once key areas are identified, the LTC home will engage staff members in the process. Training sessions and workshops will be organized to address specific issues, such as enhancing communication skills or improving meal planning.

We have developed a robust monthly Newsletter that is circulated internally, on our virtual platforms, to our family council, and to our residents. This communication tool allows the home to provide the residents with upcoming events, updates to Infection Prevention and Control restrictions, welcome new residents, highlights the activities that occurred in the previous month, and highlights our

staff appreciation efforts. The feedback has been extremely positive, and this initiative will continue to evolve over time, acting as a tool to enhance, and maintain communication efforts.

PROVIDER EXPERIENCE

Our organization is committed to fostering a work environment that values both the professional and personal growth of our employees. To improve recruitment, retention, workplace culture, and staff experience, we have implemented several key initiatives.

We have enhanced our recruitment strategies by broadening our efforts. By actively engaging with diverse communities and attending job fairs, we ensure that we attract a wide range of candidates with varied skills and backgrounds. Additionally, we emphasize the importance of aligning potential employees' values with our organizational culture, ensuring a smoother integration into the home.

To boost retention, we have introduced a comprehensive employee mentorship program. This initiative offers continuous learning opportunities, and mentorship to improve the retainment of new employees, and ensure training is aligned with our mission, vision, and values.

Workplace culture is at the heart of our organization, and we are committed to developing, and creating an inclusive, respectful, and supportive environment. Regular team-building events, open-door policies, and opportunities for cross-departmental collaboration help to foster a strong sense of community.

St. Lawrence Lodge has dedicated, empathetic, long-standing

employees who deserve recognition for the amazing work that they do for the families and residents of the home. Developing a program designed to identify staff contributions, not solely on job performance, but on resident engagement, impactful interactions, and acts of kindness. In 2025 we, at St. Lawrence Lodge are bringing back the Years of Service Award Ceremony to celebrate employees or individuals who have reached significant milestones in their service at the home.

SAFETY

Improving safety for residents in the long-term care (LTC) sector is essential to ensuring that the elderly and vulnerable individuals living in these facilities receive the highest standard of care and protection. A combination of initiative-taking strategies can help mitigate risks and create a safer, more supportive environment for residents.

One of our strategies, is to enhance staff training during orientation and throughout the year. Focusing on key areas including emergency response procedures, fall prevention techniques, and infection control practices. Regular training updates and direct simulations can increase awareness and prepare employees to manage both common and unforeseen emergencies, leading to better outcomes for residents.

In addition, we have increased our Interdisciplinary Team meetings to monthly. Interdisciplinary team meetings bring together individuals within our home who have diverse backgrounds and expertise to collaborate on problem-solving, and decision-making. These meetings support broader perspectives and innovative solutions, improved problem solving, knowledge sharing, increased efficiency, holistic approaches to resident care, and resource

optimization to improve resident safety.

We are completing regular audits (wound care, bowel care, hydration), and utilize this data to improve safety protocols. They allow the home to assess patient safety measures, helping to prevent accidents, falls, infections, and other risks that could harm residents.

We, at St. Lawrence Lodge, are implementing an advanced nurse call monitoring system in 2025. It will improve all response times, incorporate wireless bed alarms, and chair alarms. These technologies can alert caregivers in real-time to address any emergencies immediately, providing an extra layer of protection for residents.

PALLIATIVE CARE

At our Long-Term Care Home, we are dedicated to delivering high-quality palliative care to residents, ensuring they experience comfort, dignity, and support during the end-of-life stage. Palliative care goes beyond managing physical pain; it emphasizes emotional, psychological, and spiritual well-being.

First, we are working to implement a Palliative Care Committee comprised of direct care staff, family members, including those on our Family Council. We strongly believe that developing a robust palliative care and end of life program will improve resident care, increase access to palliative care support, and provide adequate symptom management nearing end of life.

We plan to implement a comprehensive palliative care educational program ensuring that our direct care staff undergo specialized palliative care training. This will equip them with the necessary skills to manage symptoms such as pain, nausea, and anxiety, while also addressing the emotional and spiritual aspects of care. Staff members will also be trained to communicate effectively with both residents and their families, providing compassionate support during such difficult times.

Lastly, we offer a comfortable private family room, allowing families to remain close to their loved ones in a calm, supportive atmosphere. These initiatives reflect our commitment to delivering compassionate, high-quality palliative care.

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

April 1, 2025

Mike Kalivas, Board Chair / Licensee or delegate

Lisa Harper RN, BScN, MN, Administrator /Executive Director

Leslie Burgess, Quality Committee Chair or delegate

Angela Roles DOC, Other leadership as appropriate
