Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

April 7, 2025

Ontario Health

OVERVIEW

“We serve with our hearts” is part of our mission statement here at Maxville Manor. We carry out that mission through three main programs: 122 LTC home including 2 respite beds, an ever growing outreach program and we offer apartments for seniors who want to remain living in the community.

In 2022, Maxville Manor’s strategic plan was updated in response to several unprecedented factors which resulted in a fundamentally changed healthcare landscape. These factors included, amongst others, the ongoing impacts of the COVID-19 pandemic, persistent healthcare worker shortage and burnout, increased public attention on long term care, and increased regulation of an already highly regulated environment. The updated Strategic Plan outlines objectives
and priorities for 2021 - 2024. These objectives include focusing on those we serve, our people and culture, our leadership and our Manor.

Maxville Manor’s QIP is aligned with our Quality Framework, based on the Quadruple Aim framework adopted by Ontario Health. The high-level priorities for this year's QIP are informed by the quality and safety aims under the various pillars of the framework.

Maxville Manor is engaged in multiple activities that improve the quality of our services. This plan captures a selection of those high priority initiatives and builds on earlier plans to further improve performance. The following are some notable areas:

• As local hospitals are beyond capacity, Maxville Manor is looking to keep residents at the Manor as much as possible and when it is

safe to do so to reduce Emergency Department visits.

• Maxville Manor continues to work towards reducing usage of antipsychotic medications for LTC residents without a diagnosis of psychosis. This
is a joint quality initiative between the medical staff, pharmacy, the Royal Ottawa Health Care Group and Maxville Manor staff. It is a team effort to ensure that resident medications are safely removed, if tolerated by the resident.

• Maxville Manor continues to work on reducing restraints and falls. Our philosophy is for residents to be free to walk or roam in their wheelchairs without restraints whenever possible. This is supported by our medical staff and family members.

• The nursing department has experienced many challenges in recent years as it relates to staffing. Health Human Resources is a provincial challenge but proves especially difficult in rural settings. To address staffing shortages, we have created a recruitment and retention plan, we've increased full-time staffing positions and we have moved towards the target of providing 4 hours of care per resident per day.

We look forward to working on our quality improvement plan for 2026-2027.

ACCESS AND FLOW

Maxville Manor continuously tries to decrease the amount of ED visits to hospitals. Our nursing leadership team reviews all reasons for ED transfers to determine if additional measures can be implemented to reduce unnecessary ED transfers.

The community paramedics are able to treat residents without transfer to ED for certain conditions including hypoglycemia, seizures, as well as palliative care. The residents need to be able to voice that they do not want to go to hospital and are happy with treatment at Maxville Manor. We will continue to educate the staff and family of the paramedic program that is now available to our residents to decrease transfers to hospitals.

EQUITY AND INDIGENOUS HEALTH

Population Health and Equity Considerations

Maxville Manor is situated in rural Ontario in the village of Maxville. Our residents are a blend of people who have lived in the local area (Stormont, Dundas, Glengarry and Prescott-Russell) and some who have arrived from the Ottawa and Montreal areas. The population at our home is both anglophone and francophone and some, in a state of dementia, revert back to the language spoken as a child which we have seen being mostly from European countries.

Our employees mostly come from the local community, which is a perfect match for assisting our residents in speaking their language of choice. Many of the staff speak both French and English.

When we encounter a situation when another language is spoken unfamiliar to most of our staff, there is always an employee or a

volunteer who can assist with communication.

Maxville Manor also offers a wide variety of Spiritual and religious programs. Here at Maxville Manor we have a variety of programs that our residents attend, including: Church Services – lead by Anglican, Catholic, Presbyterian, United, Clergy (In person & Virtual during outbreak situations), Hymn Sings, Friendship Circle (hymns & bible readings), Rosary, Spiritual Youth Music Group, Sacrament of the sick, Communion, and 1-1 visiting from clergy.

We also have relevant training on equity, diversity, inclusion, and anti-racism. This training is part of our SURGE learning and all employees are required to complete their training. It is also completed yearly as a refresher course. The course is titled Diversity, Equity, and Inclusion at Work - A module by Surge Learning.

PATIENT/CLIENT/RESIDENT EXPERIENCE

Our residents and families are engaged through their respective councils.

We continue to consult and receive input and suggestions from the councils and take appropriate corrective actions as necessary.

The annual satisfaction survey of resident/family which is rolled out in the Fall is another way we engage our residents and families.

Additionally, inter-disciplinary annual care conferences and timely discussions with residents and family caregivers regarding changes in health status/care needs are opportunities for engagement.

Another way we have engaged residents and caregivers is by inviting them to participate in the quarterly quality sub-committees.

We also will be rolling out a new family platform so that family members can stay involved and up-date with resident care and activities.

Finally, we continue to provide regular newsletters to residents and families weekly, thereby enhancing communications.

PROVIDER EXPERIENCE

Maxville Manor is an active member of the Great River Ontario Health Team through involvement on the Steering Committee, Collaboration Council and Co-Chair of the Lived Experience Partners Table, and AdvantAge Ontario.

Board members also represent a cross-section of the community and
meet on a bi-monthly basis to set priorities for the delivery of health
and community services for seniors.

We have close working relationships with all of the local hospitals, community support
services and other LTC Homes.

Engagement of Clinicians, Leadership and Staff

As part of our quality improvement plan and vision for quality, Maxville Manor engages the inter-professional team and leadership by utilizing the quality committee structures to ensure that program specific quality initiatives are discussed, trends identified and action plans addressed. Such groups include the Management Committee, the Professional Advisory Committee, the Falls Prevention Committee, the Palliative Care Committee, the Restraints committee, the Skin and Wound committee, the IPAC committee, RN meetings, RPN meetings and Unit Tours.

Access to the Right Level of Care – Addressing ALC

Maxville Manor has been accepting crisis placements from local hospitals to allow for transition of people waiting in hospital for LTC, even though we may not be their top choice for home.

The Community Outreach Team provides a number of services to seniors and others with special needs who live in their own homes or in apartments, in Glengarry County and East Stormont. Ably assisted by local volunteers and skilled staff, the Outreach Team serves to enhance one's quality of life, personal well being and promote independence to be able to continue to live in the community for as long as possible. For example, the Manor operates an adult day program within its premise and provides Meals on Wheels to seniors in their homes in the community. Transportation is provided for medical appointments and treatments, shopping trips and social activities.

Opioid Prescribing for the Treatment of Pain and Opioid Use Disorder

As a long term care home, the treatment of pain and opioid use is very controlled. Our physicians and nurse practitioner are diligent in the assessment of pain and prescription of medication. With the assistance of the nursing staff, effectiveness of treatment is closely monitored.

We also offer alternatives as treatment for pain such as heat, massage and physiotherapy.

Addiction is rarely a concern in our resident population who are admitted in the end stages of their illnesses however, counselling is available through local services.

SAFETY

Resident safety is one of our top priorities along with quality of life. The majority of our resident population are in private rooms which provides each resident with a greater sense of autonomy and personal space.

Resident rooms and common areas are open spaces that are brightly lit by using both natural and artificial lighting.

With our focus on the reduction of falls and restraints, we have utilized safety precautions such as: fall assessments are completed on admission and quarterly, post-fall huddles are done to try to reduce the risk of future falls, monthly high risk fall meetings to review all of our falls and put interventions in place as best to our abilities, fall mats are utilized beside the bed of those residents at risk of falls, call bells within reach, wider beds are ordered annually with a capital plan to continually replace them throughout the home, nightlights in each resident washroom in addition to other precautions.

The Joint Health and Safety Committee of Maxville Manor recommends a stronger emphasis on addressing bullying in the workplace for 2025-2026. Training has been provided to all staff on Bullying in the Workplace in the past and continues to be provided. It will be offered in 2025 as an in-class compulsory training with emphasis on the types of bullying and harassment and how to recognize and report incidents.

The focus is on empowering staff who may be targeted or witnesses to stand up for a violence free workplace and to report incidents when necessary.

In 2025-2026 we will continue to focus on staff education, investigation of concerns and the necessary follow up.

PALLIATIVE CARE

Maxville Manor ensures that staff roles, responsibilities, and accountabilities related to the implementation and ongoing delivery of our palliative care program are clearly defined and communicated regularly to all staff.

Palliative care is an approach to care that aims to relieve suffering and improve the quality of living and dying for every person with a serious illness. Maxville Manor strives to help the individuals and their family/caregiver(s) to:

- Address physical, psychological, social, spiritual, and practical issues, and their associated expectations, needs, hopes and fears.
- Prepare for and manage end-of-life choices and the dying process.
- Cope with loss and grief.
- Treat all active issues and prevent new issues from occurring.
- Promote opportunities for meaningful and valuable experiences, and personal and spiritual growth.

At Maxville Manor we ensure that palliative care focuses on the individual, their family, and caregivers and can be complementary alongside other treatments throughout the illness trajectory, through to end-of-life and bereavement. Integration of palliative care can be helpful regardless of an individual's goals of care, whether they focus on curing the illness, prolonging life, or maximizing comfort.

Maxville Manor has made progress in our palliative care program. We have initiated palliative care conferences, we have volunteers who can sit with residents who do not have family, and we have sent staff to gain more education on the process of palliative care and end-of-life care. For 2025-2026 we will be initiating the use of CADDS to administer medication regularly for palliative care. This will help provide comfort to the residents and offer reassurance to their families, knowing that their loved ones are pain-free and at ease.

POPULATION HEALTH MANAGEMENT

Maxville Manor has partnered with The Individual Approach [TIA] Rehabilitation Services to provide physiotherapy to our residents on-site. When they started in February 2023, we had 39 residents registered in the first month with the new physiotherapy team. Currently, 57 residents are registered in our physiotherapy program.

To continue to help us with the growing staff shortages we have partnered with NB Group, to help Maxville Manor bring 6 international nurses to Canada. The first time we did this in 2023-2024 we had huge success, many have decided to stay and work as PSWs and some have submitted an application to come and work for the Manor as RNs. The International Nurses sign a two-year contract to work at Maxville Manor and we will continue to support them with their studies to receive their CNO License.

We continue to work on recruitment and retention of staff through attending job fairs with the local colleges, hosting our own job fairs, as well as, through Indeed.

CONTACT INFORMATION/DESIGNATED LEAD

Courtney Jeske, MScN, BScN, RN
Director of Care

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 31, 2025**

Pat Cole, Board Chair / Licensee or delegate

Amy Porteous, Administrator /Executive Director

Courtney Jeske, Quality Committee Chair or delegate

Norma Mesman, Other leadership as appropriate