

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

April 29, 2025



OVERVIEW

Sprucedale Care Centre is dedicated to upholding the highest standards of compliance as mandated by the Ministry of Long-Term Care and Home and Community Care Support Services (HCCSS). Our commitment is reflected in our collaborative approach with key stakeholders, including residents, families, staff, community members, and service providers. Guided by our vision to build communities of trust, we strive to implement innovative ideas that enhance resident care and safety. By prioritizing evidence-based practices and ongoing staff training, Sprucedale aims to align with the latest health standards and regulations, ensuring a safe and nurturing environment for all residents. Our goal is to continually improve the quality of care through proactive measures and a deep commitment to excellence.

Sprucedale is proud of our community that truly values the power of communication and collaboration. By hosting regular meetings and implementing feedback mechanisms, we ensure that every member—be it residents, families, staff, or community partners—has a platform to express their thoughts and contribute to our collective decision-making processes. We believe that when everyone's voice is heard and valued, we can create a more inclusive and supportive environment. Furthermore, we recognize that our dedicated staff are the backbone of our community. To support them, Sprucedale offers a range of professional growth opportunities and prioritizes their mental and physical well-being through continuous training programs and wellness initiatives. By fostering a nurturing work environment, we aim to empower our staff to thrive and, in turn, enhance the overall quality of life within our community.

To enhance the experience for both residents and visitors, embracing new technologies and services is crucial in meeting the evolving needs of modern healthcare and senior living. By integrating cutting-edge solutions, such as telemedicine, wearable health devices, and smart home technologies, facilities can offer a more enriched and personalized care experience. These advancements not only improve health monitoring and communication but also empower residents to maintain a higher level of independence and engagement. By staying at the forefront of innovation, we can create a vibrant, supportive, and dynamic environment that reflects the changing landscape of healthcare and the expectations of today's residents and their families.

Engaging with the local community is fundamental in fostering a supportive network for residents at Sprucedale. By increasing outreach efforts, we can create meaningful partnerships and programs that invite active community involvement. Initiatives such as hosting local events through Alzheimers Society, MS Society, workshops, and volunteer opportunities with local church's, high schools and Senior Centre can bridge gaps and cultivate a sense of belonging among residents. Collaborating with local businesses and organizations will also enhance resource sharing and support, enriching the living environment. Encouraging residents to participate in these community-focused activities not only strengthens communal bonds but also contributes to a vibrant, dynamic atmosphere where everyone feels valued and connected. Through these concerted efforts, Sprucedale can thrive as a hub of collaboration and community spirit.

2025/2026 Quality Improvement Initiatives are priority focuses and include, but are not limited to the following;

1. Continue to reduce avoidable Emergency Department transfers. We are working on this indicator to decrease this number to ensure our residents aren't unnecessarily sent to the hospital.
2. To continue to make upgrades with in the home to enhance the overall appearance, painting, new furniture.
3. To enhance our Palliative and Pain Program in the home. This is outlined in our 2025-2026
4. To reduce the occurrence of inhouse acquired pressure related skin injuries.
5. To continue to improve the percentage of Long-Term Care Residents whose mood from symptoms of depression worsened. This indicator is important to focus on as mental health affects physical health and quality of life.

ACCESS AND FLOW

Our organization is committed to enhancing Resident access to care by implementing several initiatives. One key component of our improvement work is the development of integrated care pathways that streamline the transition between different care settings, such as primary care, home care, and hospital services. By fostering strong partnerships with interprofessional teams and community-based organizations, we aim to create a seamless experience for our Residents.

This approach not only reduces the need for unnecessary hospital visits but also ensures timely interventions for those with chronic conditions or mobility challenges. With the addition of Clinical Connect over the last couple of years, Sprucedale has enhanced our ability to receiving timely information to identify high-risk residents and tailor interventions to prevent hospital transfers and admission.

To ensure the success of these initiatives, our quality improvement plans include key partners across the healthcare continuum. Such as Community Home health Case workers, Social Workers, Physicians, Dietician, Physio therapy External Partners such as Pharmacy, Oxygen. This collaborative approach allows us to share best practices and resources, ultimately leading to a more resilient and responsive health outcomes for our Residents.. By prioritizing integrated care and timely access, we strive to improve outcomes and the overall healthcare experience for all individuals we serve.

EQUITY AND INDIGENOUS HEALTH

Sprucedale Care Centre is dedicated to fostering an inclusive and culturally respectful environment for all its residents, with a particular commitment to honoring the traditions and rights of Indigenous communities. We prioritize holistic care that encompasses physical, social, cultural, psychological, emotional, and spiritual needs, ensuring that our staff are well-trained to cater to a diverse resident population. Our proximity to the Oneida Nation of the Thames, Muncey Delaware Nation, and Chippewas of the Thames First Nation underscores our resolve to support and advocate for Indigenous populations. An example of this commitment is the collaborative program held on the National Day of Truth and Reconciliation, where staff, residents, and community members came together to celebrate and reflect on Indigenous cultures and histories. Annually this event features making and sharing frybread, enjoying traditional music, and discussing the significance of the day and the rich cultural tapestry of southwestern Ontario. Such initiatives not only educate but also strengthen communal ties. Ensuring continuous cultural celebration and awareness at Sprucedale, through various programs in the activation department and educational opportunities online through Surge learning and or in house events.

PATIENT/CLIENT/RESIDENT EXPERIENCE

Sprucedale is dedicated to using feedback to improve its care services. By collecting and analyzing data from Resident experience surveys, the organization identifies common themes and areas of concern, such as communication, accessibility, and patient satisfaction. This data-driven method allows the formation of teams that include healthcare providers, administrative staff, and resident council, ensuring a variety of perspectives in developing solutions.

These solutions are incorporated into action plans that have clear timelines and measurable goals.

To keep the process moving forward, monthly Resident and Family Council meetings ensure and encourage open communication with Residents and staff to ensure successful implementation of any changes that are needed. This approach not only improves care experiences.

Sprucedale strives to foster and sustain an inclusive, safe, transparent culture where residents and families are actively involved in decision-making. We ensure that every resident and family is empowered to make choices and decisions about their care and services in the home. We have an active Family and Resident Council who meet on a monthly basis. These councils are vital in promoting and supporting residents rights, autonomy and decision making. During these meetings there is information sharing, encouragement for resident and family participation. Both councils are invited to our monthly Quality Improvement Committee meetings to foster communication in our home.

Based on the annual Resident Satisfaction survey, three key areas emerged with the lowest scores, highlighting opportunities for improvement ahead of the 2025 survey. The results of the 2024 Resident Satisfaction Survey were shared with the members of our Resident Council on March 4, 2025 & with members of the Family Council on February 20, 2025. Only 62% of residents and families reported feeling they could access their trust accounts when needed, though few actually maintain such accounts. Regarding leisure activities, 65% of residents felt there were enjoyable options available in the evenings and on weekends. Similarly, 65% felt there was sufficient variety in their meals. These issues were discussed in

the Resident Council and Dining Enhancement committees, where it was noted that many residents did not fully understand the survey questions and suggested that they be clarified in future surveys. The committees also recognized that the facility already offers a wide range of activities and meal choices, indicating a potential gap in communication rather than in service provision.

PROVIDER EXPERIENCE

To enhance recruitment, retention, workplace culture, and staff experience, our organization has created many different strategies. Firstly, we have implemented a comprehensive incentive-based program that rewards Registered Staff both RN and RPN, Personal Support workers and Front Line staff according to Employee contract agreements. As well as support for opportunities for professional development, and flexible scheduling options. Secondly, we are fostering a positive workplace culture by creating an inclusive environment where employees feel valued and heard. This involves regular feedback sessions, team-building activities. Monthly Departmental meetings, Registered and Non-Registered Committee meetings.

Town Hall Meetings held quarterly on all Shifts to ensure we are capturing evenings and Nights viewpoints. Surveys are also conducted to get staff feedback on topics that maybe impacting the home at any given time. Additionally, we are investing in staff well-being through wellness programs that offer mental health and stress management support such as Dialogue EAP (Employee Assistance Program), open door policy in the home where staff are encouraged to come to anyone on the leadership team ask for assistance. Weekly & monthly communications to staff- In the loop Newsletter ensures to include all resources for staff as well for

quick access. As well as two apps used as Niuz and UKG offer other opportunities for education and self help workshops.

Perkopolis membership is another bonus for the staff as there are other fitness memberships, and stress management workshops and employees discounts available for many things. By prioritizing these areas, we aim to attract talent, reduce turnover, and cultivate a supportive and engaging work environment that enhances overall staff satisfaction.

Sprucedale is also a learning facility, we host many clinical placements throughout the year for Personal Support Workers, Registered Nurses and Registered Practical Nurses, from various Colleges and Universities in the area, such as Western University, Fanshawe, Trios, Conestoga & Anderson. This year we have partnered with Trios College to host a hybrid learning opportunity for Personal Support workers. Also noted our attending Physicians work with Western Schulich school of Medicine. Med students attend with our Physicians on a weekly basis to work with our Registered Staff.

SAFETY

At Sprucedale Care Centre, resident safety is an essential component of how we deliver high quality care. Keeping residents safe is always forefront in our Quality Improvement plan. Our Quality Improvement Committee consists of the interdisciplinary team, resident council & family council. During these meetings, we review and discuss multiple areas of resident safety including critical incidents, expressive behaviour incidents, medication administration concerns, falls and various other topics. With this information, we discuss how to prevent future incident occurring in the home and develop new strategies to ensure our residents feel safe.

Our goal is to achieve a safe and secure environment and clean-living space for our residents. Education is the most vital component with all staff especially within the professional growth of Registered Staff. Continuous education and skill development is essential in lowering risk to residents. Sprucedale achieves this through education upon hire and annually. Education is delivered through online and in person, some examples are, infection prevention, falls, safe transfers and lift procedures, medication management, residents' rights, zero tolerance abuse and neglect policy, fire safety and emergency preparedness, least restraint last resort, are all a part of our safety culture. Our staff promotes inclusion, independence and autonomy for all residents. We work with external partners and resources, such as Registered Nurses Association of Ontario (RNAO) Clinical Pathways to assist in lowering risks by early identification of any change in health so that clinical decisions can be supported, and the appropriate interventions can be put into place.

PALLIATIVE CARE

Sprucedale has developed multiple educational support brochures for families and residents surrounding palliative and end of life care. These brochures are provided at the 6 week care conference as well as during the transition to end of life phase. We also partner with (Strengthening a Palliative Approach in Long-Term Care) SPA-LTC in utilizing their brochures surrounding comfort care at end of life and other various topics. Positive feedback has been received surrounding these brochures by families and caregivers regarding end of life support and care at Sprucedale.

We are working closely with the RNAO clinical pathway team; to implement the Palliative and EOL (end of life) Clinical Pathway for March 27, 2024. This pathway will provide evidenced based recommendations for registered nurses based on best nursing practices for end of life care during the last days and hours of life. We will continue to offer registered and interprofessional team education as well as training surrounding palliative care. Ongoing education helps support and maintain our high standards of palliative care/end of life care. Through ongoing discussions with residents and their families we obtain information regarding psychosocial, spiritual and culturally safe care. This allows for interprofessional care planning and delivery. Shortly after move in this information is shared with the interdisciplinary team. End of life wishes/goals are placed in the front of the residents chart as well as at the bedside during end of life. This helps staff and families understand the resident's wishes when they are nearing end of life.

We will also strive to enhance our Palliative and Pain Program in the home. To ensure it aligns with the Ontario Provincial Framework for Palliative Care, with a vision for palliative care for our residents to

ensure they receive holistic, proactive, timely and continuous care and support they need. Our palliative care carts include sensory enhancements; such as music therapy, and an essential oil diffuser. Comfortable gowns are included in the palliative care cart to provide comfort during end of life. Signage is posted on the doorframes to identify end of life residents. This provides a reminder to “speak quietly and be considerate to those around you.”

POPULATION HEALTH MANAGEMENT

The Facility Liaison Advisory Group (FLAG) serves as a pivotal platform for Sprucedale Care Centre and other long-term care facilities in the Middlesex-London Region. Through monthly meetings, FLAG facilitates the exchange of insights and strategies to enhance the sector's effectiveness, focusing on both educational growth and collaborative problem-solving. A hallmark of FLAG's collaborative spirit is its longstanding shelter agreement, which ensures preparedness and safety through annual reviews and practice drills. With representation from key organizations like the Ontario Long Term Care Association (OLTCA), Advantage Ontario, and Ontario Health Teams, FLAG actively champions the interests of residents, families, and staff. This ensures that diverse perspectives within the long-term care community are acknowledged and addressed, fostering an environment where all stakeholders can contribute to meaningful improvements in care and policy.

CONTACT INFORMATION/DESIGNATED LEAD

Kate Faria QI lead
kate.faria@sprucedale.ca
519-245-2808

Corrie Van Heeswyk
Executive Director
corrie.vanheeswyk@sprucedale.ca
519-245-2808

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 27, 2025**

Linda Calabrese, Board Chair / Licensee or delegate

Corrie Van Heeswyk, Administrator /Executive Director

Kate Faria, Quality Committee Chair or delegate

Jennifer Turnbull, Other leadership as appropriate
