

Quality Improvement Plan (QIP)

# Narrative for Health Care Organizations in Ontario

March 28, 2024

## OVERVIEW

Cassellholme, as per the by-laws, develops strategies and plans to make improvements, set goals and implement meaningful change. The Board of Management, staff and stakeholders engage in strategic planning using relevant Provincial and Regional legislation. Cassellholme is committed to delivering care that is focused on quality and resident safety. Resident care is delivered within the context of our values: Dignity, Accountability, Respect and Excellence. This Quality Improvement Plan (QIP) process is a key element in Cassellholme's continuous efforts to provide high quality care for our residents.

All members of our staff community is committed to providing quality resident care. Whether it's engaging entertainment, skilled healthcare providers, delicious and nutritious meals, we judge our success on our residents' feedback. For the past few years our survey results indicate satisfaction levels over 98% from residents and care partners. Our quality improvement process includes engagement with the residents, family and friends, staff, and the leadership team. We've taken steps to engage our residents and significant others in new ways, creating space for input on the development of the quality plan, setting of priorities, and quarterly review on the progress of our quality improvement goals. We engage our residents through Resident Council meetings, Resident Satisfaction Surveys, newsletters, our bulletin board, and informal feedback. We actively encourage participation of the residents in all aspects of life at our home. We strive to ensure that the quality indicators are meaningful from a resident's perspective. This approach creates an excellent balance where residents, front-line staff and our leadership team work together to achieve shared quality improvement goals and improve the quality of care.

## ACCESS AND FLOW

This year, our Home has gained a new medical director and three new physicians, with the commitment to provide as much care within the Home as possible, reducing unnecessary hospitalizations and emergency department visits. These physicians also provide care at North Bay Regional Health Centre, improving communication and access to resources. Additionally, we employ a full-time nurse practitioner, who filters acute medical conditions and collaborates with the physicians to provide treatment in the home. We have also implemented a new feature on our documentation system whereby nursing staff have immediate access to the Nurse Practitioner and Physicians, improving access to timely interventions, both improving resident outcomes and reducing hospital visits. We have also applied for special funding to acquire IV and other diagnostic equipment, allowing these services to be delivered within the home, avoiding hospital transfers for these services.

## EQUITY AND INDIGENOUS HEALTH

Cassellholme strives to provide care embracing a resident-centred philosophy that centres their cultural needs and preferences. To help meet resident and family expectations for care, we are in the process of reviewing our admission assessments, and after informed consent, creating a comprehensive personal summary. This encompasses religious preferences, cultural practices and other background details. Subsequently, individualized person-centered care plans will be crafted for all residents. An 'All About Me' poster will be thoughtfully designed for interested residents, and prominently displayed to support staff, visitors, students, and volunteers to learn about the uniqueness of each individual resident. This poster will serve as a valuable resource, fostering a

deeper understanding of each resident's unique preferences and values.

As part of our comprehensive Equity, Inclusion, and Diversity Plan, we have designated one of our team members to undergo specialized training in 'Diversity, Inclusion, and Equity'. This individual will serve as our internal adviser and trainer, providing ongoing education to our entire staff complement. Additionally, we are proud to announce our collaboration with the local First Nations community. Together, we are establishing a dedicated Resident Home Area exclusively for Nipissing First Nations residents. Pending acceptance of our proposal, an integral component of this agreement is to ensure that all Cassellholme staff actively engage in Cultural Safety education, with a specific focus on First Nations perspectives. Part of Cassellholme's redevelopment efforts includes that all signage within the facility will now be trilingual, featuring English, French, and Ojibwe translations. Additionally, most bathrooms will display gender-neutral pictograms alongside the traditional male and female icons.

## PATIENT/CLIENT/RESIDENT EXPERIENCE

Cassellholme continues to engage in Quality Improvement (QI), actively involving residents and families in the process. Cassellholme actively engages families and residents in their Quality Improvement(QI) process. The home provides an employee designated as the Family Council Assistant, who upon invitation, attends a portion of each monthly Family Council meeting. This time is used as an opportunity for Family Council members to share concerns with the Council Assistant, who then brings the concerns to the QI Committee.

A representative of Family Council also sits on the home's QI

committee which meets monthly. Residents and family consultation is integral in the process of developing and refining our yearly QI plan. Through these monthly meetings, the committee is able to identify and address concerns including quality of care, health issues, policy and home-level decisions, resulting in a collaborative, community-based approach to best meet the needs of Cassellholme's residents.

Cassellholme strives for openness and transparency in its processes and policies. Annually, a survey measuring the home, care, services, programs and nutrition is sent to Residents and their caregivers.

The home consults with Family and Resident Councils on the collection and follow-up of the results. Residents and their families have been appreciative of receiving the results of this survey, which is published and presented at both Residents' and Family Council meetings. This data is then used in the QI process, informing the committee of necessary steps to improve Cassellholme's care, services, programs and nutrition.

The home also utilizes other methods for gathering feedback, year round. This includes providing frequent updates and program images on Facebook, which frequently garner positive comments from families and the larger community. This boosts morale for both families and staff, while maintaining our reputation as a community-centred home.

During our continuing redevelopment and reconstruction process, the home has added a webcam to our website where Residents and the community can see updates to the construction and provide their concerns and praises to staff.

## PROVIDER EXPERIENCE

Cassellholme has taken a multi-faceted approach to improve staff retention, ratios, and workplace culture, while maximizing staff skills and abilities. Our recently enhanced onboarding process educates new employees about their role, the workplace culture, with an emphasis on fostering a sense of belonging and commitment. New hires are paired with a mentor who help them navigate the organization and learn the ropes during onboarding, enhancing job success and reducing turnover rates. Cassellholme has also taken steps to increase the recruitment of newcomers to Canada. Recognizing the diversity of skills this population has, we've implemented a professional development program for PSW's, strengthening the capabilities of these newcomers, our staff as a whole, and creating a supportive environment. We've also increased collaboration with students and educational institutions, such as our "living classroom" for PSW students, with increased placement in our Home and dedicated staffing. We have also utilized employee referral programs as a recruitment strategy and have initiated signing bonuses. Additionally, our Home has committed to quarterly reviews of resident case-mix needs to ensure equitable workloads among front-line staff, to accurately allocate staffing levels to units where resident care needs are more complex and heavy. By prioritizing equitable workload distribution, we can reduce burnout and fatigue among our direct care staff.

## CONTACT INFORMATION/DESIGNATED LEAD

Designated lead for the continuous quality improvement initiative:

Jillian Marchand

Resident & Family Navigator

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## OTHER

Membership of Continuous Quality Improvement Initiative

1. The home's Administrator.
2. The home's Director of Nursing and Personal Care.
3. The home's Medical Director.
4. Every designated lead of the home.
5. The home's registered dietitian.
6. The home's pharmacy service provider, or where the pharmacy service provider is a corporation, a pharmacist from the pharmacy service provider.
7. At least one employee of the Licensee who is a member of the regular nursing staff of the home.
8. At least one employee of the Licensee who has been hired as a personal support worker or provides personal support services at the home and meets the qualification of personal support workers referred to in section 52 of the regulation.
9. One member of the home's Residents' Council.
10. One member of the home's Family Council

## 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

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Board Chair / Licensee or delegate

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Administrator /Executive Director

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Quality Committee Chair or delegate

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Other leadership as appropriate

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