

Let's Make Healthy  
Change Happen.



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



4/4/2025

This document is intended to provide health care organizations in Ontario with guidance as to how they can develop a Quality Improvement Plan. While much effort and care has gone into preparing this document, this document should not be relied on as legal advice and organizations should consult with their legal, governance and other relevant advisors as appropriate in preparing their quality improvement plans. Furthermore, organizations are free to design their own public quality improvement plans using alternative formats and contents, provided that they submit a version of their quality improvement plan to Health Quality Ontario (if required) in the format described herein.

[ontario.ca/excellentcare](http://ontario.ca/excellentcare)

## Overview

Knollcrest Lodge, a charitable, not-for-profit long-term care home situated in a rural area Perth East Region in Ontario, is dedicated to enhancing the quality of care and standards in the Long Term. The home is committed to fostering an environment where every individual receives personalized, compassionate care that respects their dignity and enhances their well-being.

Our vision entails establishing a "Centre of Excellence in Person-Centred Care". To achieve this, Knollcrest Lodge is forging strategic partnerships with esteemed institutions such as the Western University, HPHA, and other healthcare organizations.

These evolving collaborations will lay the foundation for the development and implementation of innovative programs that may include Soft Rehabilitation Small House Model of Care and Virtual Compassionate Care that could assist with ALC patient placement, decreased emergent visits to the hospital, developing dementia friendly home models, etc. By integrating practical experience with theoretical knowledge, our goal is to equip healthcare professionals with the skills and expertise necessary to deliver exceptional care. Through the synergy of academia, government bodies, and community stakeholders, we envision creating a ground-breaking template for a small house model of care. This template will serve as a blueprint for excellence. We are committed to pioneering transformative change in person-centred care. Together with our partners and stakeholders, we aim to foster a culture of compassion, innovation, and excellence, ensuring that every individual can thrive with dignity and respect. We are embarking on this journey to create a brighter, more compassionate future for all.

## Access and Flow

We prioritize optimizing system capacity, ensuring timely access to care, and improving patient flow to enhance outcomes and the care experience for our residents. Through collaborative efforts with various health service organizations we have implemented several initiatives aimed at minimizing unnecessary hospitalizations and emergency department. Some key improvements supporting access to care in the right place at the right time:

Emphasize close collaboration among our healthcare teams to deliver comprehensive and coordinated care for our residents. Regular interdisciplinary meetings and care planning sessions serve as platforms for seamless communication and decision-making, ensuring that residents' needs are addressed promptly and effectively. Establishing a partnership with the South West Nurse-Led Outreach Team to assist with reducing avoidable urgent and semi-urgent transfers to emergency departments, reducing the length of stay in hospital for residents who can be safely transferred back to the Home, and build capacity of LTC home staff to care for our residents living with complex health conditions.

Engage in advanced care planning discussions with residents and their families to gain insights into their preferences, values, and goals of care. By proactively addressing end-of-life care wishes and treatment preferences, we ensure that care delivery aligns with individual desires, thereby reducing the likelihood of unnecessary hospital transfers.

Implemented robust medication management programs to optimize the safe and effective use of medications among our residents. Through regular medication reviews, adherence monitoring, and education initiatives, we mitigate the risk of adverse drug events and complications that could lead to hospitalization, promoting resident safety and well-being.

Our home maintains a dedicated team of nurses and healthcare aides who provide 24/7 nursing care and support to residents. By increasing our complement of direct care staff, we will continuously improve our ability to meet increasing care needs of residents in long-term care. This enables prompt assessment and intervention in response to changes in residents' health status, continuity of care and increased staff to resident ratios, thereby minimizing the need for emergency medical interventions, reducing the likelihood of hospital admissions and better baseline care.

### Equity and Indigenous Health

Developing an Equity, Inclusion, Diversity, and Anti-Racism work plan and a First Nations, Inuit, Metis, Urban Indigenous (FNIMUI) work plan in a small Mennonite rural community like Knollcrest Lodge presents a unique opportunity to address systemic barriers, promote diversity, and enhance Indigenous health and cultural safety. By incorporating existing provincial priorities we can ensure alignment with Service Accountability Agreement obligations while driving quality improvement initiatives that advance equity and Indigenous health. Here's how Knollcrest Lodge is approaching these important initiatives:

Equity, Inclusion, Diversity, and Anti-Racism Work plan:

Community Engagement: Engage with local stakeholders, including residents, staff, and community leaders, to understand the specific needs and challenges related to equity, inclusion, and anti-racism in our rural setting.

Policy Review and Development: Review existing policies and procedures to identify areas for improvement and develop new policies that promote diversity, inclusivity, and anti-racism practices.

Training and Education: Provide ongoing training and education for staff and volunteers on topics such as unconscious bias, cultural competence, and anti-racism strategies to create a more inclusive and respectful environment.

Human resources: Ensure that all job postings include language to support equity, diversity and inclusive hiring practices.

Community Partnerships: Build partnerships with local organizations and agencies to collaborate on initiatives that promote equity, inclusion, and diversity within the broader community.

### Patient/Client/Resident Experience

By collecting insights through resident and family surveys, as well as End-of-Life surveys, we can identify areas of strength and opportunities for enhancement and education, tailor our services to better meet individual needs, and uphold our commitment to person-centered care. Additionally, results inform our strategic planning efforts, quality improvement initiatives, and ongoing efforts to deliver exceptional care experiences for all residents and their families at Knollcrest Lodge.

### Provider Experience

Knollcrest strives to create a supportive, inclusive, engaging and continual learning work environment. Knollcrest aims to implement strategies to attract and retain a diverse workforce, including targeted recruitment efforts across all departments, mentorship programs, and creating a welcoming and supportive workplace culture.

Recruitment and Retention Initiatives Include: Continued participation in PREP LTC program to support recruitment and retention efforts to expand the organizations human resource capacity, networking with colleges and schoolboards, access to

funding models to support preceptorship programs, increased wages and compensation, creative scheduling, increased staffing ratios, dedicated routines, mentorship programs and a commitment to improvement in care and services provided to residents, etc.

Recruitment efforts will focus on offering competitive salaries, benefit packages, tuition reimbursement programs, and professional development opportunities. These programs may include LEAP, Ontario Health PSW Initiatives, BEGIN program, etc. Knollcrest has implemented a Living Classroom model to support a certificate PSW Program through partnership with AMDSB Centre for Employment and Learning.

Retention efforts will focus on engaging and satisfying existing employees, including information on continuing education resources, employee recognition (staff appreciation and recognition events), utilizing all available funding models/tuition reimbursement programs and career development opportunities. Supporting staff with finding continuing education courses that support work life balance may include LEAP, PSW Program with AMDSB, nursing bridging programs, etc. Funding streams that will support the retention of these individuals may include Ontario Health PSW Initiatives, BEGIN program, Nursing Program Transformation Initiative, etc.

## **Safety**

At Knollcrest Lodge, we place the utmost importance on emergency preparedness to safeguard the well-being of our residents and staff. We understand that the proficiency and preparedness of our staff are fundamental to ensuring the delivery of high-quality care. As part of our proactive approach to safety, we conduct monthly education sessions with our staff on emergency procedures including fire drills and emergency code protocols. By simulating various emergency scenarios, we are able to identify areas for improvement and fine-tune our protocols to ensure the seamless execution of emergency procedures in the event of a real emergency.

Our commitment to maintaining a safe and secure environment for residents and staff remains unwavering. Through ongoing vigilance, proactive measures, and continuous improvement initiatives, we strive to uphold the highest standards of safety and quality of care within our facility. Furthermore, our dedication extends to equipping our staff with the necessary skills and knowledge to provide exceptional care to residents. Through continued development of comprehensive training programs, we ensure that our staff are well-prepared to deliver care that adheres to best practices and regulatory requirements.

At Knollcrest Lodge, safety and quality of care are paramount. We are committed to fostering a culture of preparedness, continuous improvement, and excellence to ensure the well-being of all individuals within our home.

## **Palliative Care**

Knollcrest Lodge will continue to deliver high-quality palliative care by working closely with residents and families to ensure we are meeting goals of care with compassion and respect.

We have implemented debriefing sessions to support staff to explore beliefs and develop competencies in communicating and delivering care to families in difficult situations (such as strained family relationships during end-of-life, MAID, etc.). Our End-of-Life survey provides an avenue for families to provide feedback and valuable information to guide enhancement of services to better meet the needs of our residents and their loved ones. Knollcrest Lodge is also dedicated to the education of staff members on palliative care. We will use The Ontario Palliative

Care Competency Framework to support knowledge, personal attributes and skills needed to deliver high-quality palliative care.

### Population Health Management

Be EPIC-VR is a groundbreaking dementia-specific training program designed to empower Health Service Providers (HSPs) with the tools necessary to deliver exceptional care to individuals with dementia. Through the innovative use of virtual reality technology, Be EPIC-VR revolutionizes training by immersing HSPs in realistic scenarios that require them to assess environments, employ person-centered communication techniques, nurture client relationships, and tailor care based on the individual's abilities, life history, and preferences. Be EPIC-VR not only enhances individualized care for individuals with dementia but also contributes to broader population health goals by promoting preventive care, community engagement, health equity, and policy advocacy in dementia care.

Our on-site rehabilitation services, including physical therapy, and occupational therapy, enable residents to receive timely and intensive rehabilitation interventions without the need for external referrals. This approach accelerates recovery and maximizes functional independence, reducing the likelihood of hospital readmissions and deterioration in functional abilities that support activities of daily living.

Supporting telemedicine and virtual services to residents will improve access to healthcare providers. This not only enhances convenience for residents but also reduces the need for transportation to off-site medical appointments, minimizing disruptions to their daily routines and a decrease in expenses.

### Contact Information/Designated Lead

Darlene Raycraft, Finance Manager - Acting Administrator  
Emily Merkel-Smith, RN, Director of Resident Care  
Matthew Livingstone, Board of Directors Co-Chair

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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

Board Chair / Licensee or delegate



Administrator /Executive Director



Quality Committee Chair or delegate

 , Director of Resident Care

Other leadership as appropriate