

Let's Make Healthy  
Change Happen.



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



3/12/2024

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.

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## Overview

Vision '74 Inc. is a Christian, non-profit, charitable organization dedicated to providing exceptional care and services to individuals in the community. With 146 designated Long Term Care beds, a 36-bed Retirement Home, which includes a Transitional Care Program, and a 36-unit independent apartment complex, Vision '74 Inc. has established itself as a forward-thinking organization with a commitment to integrity, dignity, and respect for all. Our values of innovation, compassion, and humour shape our approach to care, and with over 340 dedicated staff members, we strive to uphold the highest standards of excellence in everything we do. Governed by a Board of Directors deeply rooted in principles of charity, community support, equity, and trust, Vision '74 Inc. has achieved remarkable success in recruiting and maintaining staffing levels despite global shortages in the healthcare sector. One notable strategy has been the recruitment and retention of international students. We have been providing housing and employment opportunities to 12 students annually since 2019. This initiative not only addresses staffing challenges but also promotes cultural diversity within the organization, enriching the workplace environment, by providing employment and housing to international students. These students bring fresh perspectives and contribute to the organization's mission of compassionate care delivery. Our paramount focus at Vision '74 Inc. is resident care and safety. Through rigorous quality improvement initiatives, we continually strive to enhance the quality of care provided to our residents. Our Operational Plan for 2023-2024 revolves around "Getting back to the basics of Quality Care," emphasizing the importance of streamlining routines to ensure staff have the time and resources needed to provide optimal care. One successful approach is conducting regular resident care huddles, with a keen focus on equipping our staff with the knowledge, skills, and time necessary to deliver exceptional resident centered care.

## Access and Flow

Recognizing the importance of seamless access to long-term care, Vision '74 Inc. has implemented a resident centered admission process aimed at reducing delays and ensuring a welcoming experience for residents and their families. Recognizing the importance of seamless admissions, Vision '74 Inc. has implemented a resident-centered admission process, removed barriers and reduced delays. This initiative has resulted in supporting 78 resident admissions in 2023, representing 53% turnover in our resident population in one year, while ensuring a smooth transition for new residents and their families. With the support of a full-time Nurse Practitioner, we prioritize goals of care conversations upon admission, equipping us with key information which is instrumental in minimizing unnecessary emergency department visits and enhancing resident well-being. Additionally, partnerships with external Behavioral Support Teams and research initiatives further reinforce our commitment to comprehensive resident care and further reducing potential Emergency Department visits. Vision '74 Inc. has collaborated with PIECES Canada; a leading organization specializing in dementia care and behavioral support, on a research project focused on virtual care planning. The project aims to explore the efficacy of virtual care planning tools in improving resident outcomes and streamlining care processes. Through the PIECES research project, Vision '74 Inc. has integrated virtual care planning platforms into its existing care management systems. These platforms facilitate remote collaboration among healthcare professionals, caregivers, and family members, enabling real-time communication and coordination of care plans.

## Equity and Indigenous Health

In 2024, Vision '74 Inc. aims to establish a Health and Wellness Team to expand policies on Equity, Diversity, and Antiracism within our organization. This initiative underscores our dedication to supporting mental health and wellness for both residents and staff. To ensure culturally sensitive care, our palliative care team provides education on cultural diversity at end-of-life, while ongoing training initiatives and language support tools promote inclusivity and understanding. Vision '74 Inc. supports resident cultural diversity by providing staff and residents with communication cards and access to translation devices. This initiative ensures effective communication and enhances the overall experience for residents from diverse backgrounds. Vision '74 Inc. is dedicated to fostering a culture of equity, diversity, and inclusion within its organization, recognizing the importance of addressing systemic barriers and promoting cultural competence among staff members. As part of its commitment to advancing equity and indigenous health, Vision '74 Inc. has identified and prioritized Equity, Diversity, and Antiracism training as a key goal for staff in 2024. As a core component of its staff development initiatives, the training aims to enhance staff members' understanding of systemic inequalities, unconscious biases, and culturally sensitive care practices.

## Patient/client/resident experience

At Vision '74 Inc., we place significant importance on the feedback and experiences of our residents and their families. Through client satisfaction questionnaires, resident interviews, and advisory committees, we actively seek input to continuously improve our services. Our commitment to transparency is evident through initiatives such as newsletters, Vision website which provides a direct link to connect with our Administrator, and through resident/family councils, fostering open communication and collaboration. To ensure residents' voices are heard, Vision '74 Inc. has initiated a project where residents are directly interviewed to capture their thoughts on care, safety, and quality. This resident-centered approach empowers residents to actively participate in shaping their care environment and enhances overall satisfaction. The client satisfaction surveys to residents and their families serve as an ongoing process to gather feedback on their experiences and perceptions of care. Surveys are distributed and efforts are made to ensure accessibility for all residents, including those with limited mobility or cognitive impairments with the help of our recreation team. Completed surveys are collected by the Administrative team for analysis. Vision '74 Inc. has established a dedicated, full-time, Social Work Team. Our Social Workers and Social Support Workers offer counseling, advocacy, and resource referrals to residents facing challenges such as adjusting to long-term care, coping with illness, or navigating financial concerns. By addressing residents' psychosocial needs, the social work team enhances overall well-being and quality of life. Vision '74 Inc.'s social work team engages with community organizations and resources to enhance residents' access to services and support networks. The Social Work Team collaborates with local agencies, religious institutions, and volunteer groups to organize social events, educational workshops, and recreational activities for residents, promoting socialization and community integration.

## Provider experience

We recognize that our staff are our greatest asset, and as such, we prioritize creating a supportive and rewarding workplace culture. Through various incentives, recognition programs, and opportunities for professional growth, we strive to optimize staff engagement and retention. Our commitment to ongoing education and training ensures that our employees are equipped with the skills and resources needed to excel in their roles. Vision '74 Inc. implements staff appreciation and incentive programs, and monthly themed events to recognize and reward staff for their dedication and hard work. Additionally, the organization prioritizes ongoing education and peer-to-peer training to ensure staff are equipped with the necessary skills and knowledge. Vision '74 Inc. recognizes the importance of prioritizing staff well-being and fostering a supportive work environment. In addition to offering incentives, recognition programs, and ongoing training opportunities, the organization has implemented initiatives to promote physical health and wellness among its staff. Understanding the significance of physical fitness in maintaining overall well-being and reducing stress, Vision '74 Inc. has established a dedicated staff workout area within its premises. This area is equipped with exercise equipment, such as treadmills, stationary bikes, and weights, providing staff with convenient access to exercise facilities before, during, or after their shifts. Vision '74 Inc. employs a multifaceted approach to recruitment, leveraging various strategies to reach a diverse pool of candidates to fulfill staffing needs. Some of the key recruitment initiatives include:

**International Student Program Partnerships.** Recognizing the global shortage of healthcare professionals, Vision '74 Inc. has established partnerships with educational institutions, such as Lambton College, to recruit international students seeking employment opportunities in the healthcare sector. Through these partnerships, Vision '74 Inc. offers on-site, dorm style housing. Complimenting housing with employment opportunities to international students, this provides them with valuable hands-on experience while addressing staffing gaps within the organization.

**Grow Your Own Programs:** Vision '74 Inc. invests in the professional development and career advancement of its existing staff members through "Grow Your Own" programs. These programs provide educational and training opportunities for frontline staff to acquire new skills, advance their careers, and transition into leadership roles within the organization. By nurturing internal talent, Vision '74 Inc. not only retains dedicated employees but also fosters a culture of loyalty and long-term commitment. To attract candidates from diverse backgrounds and underrepresented communities, Vision '74 Inc. participates in initiatives such as Destination Canada. These initiatives provide pathways for newcomers to Canada and individuals from marginalized populations to pursue careers in healthcare, offering training, mentorship, and employment opportunities within the organization. Vision provides transitional housing, ensuring a safe, quality of living environment for newcomers while they seek to establish housing in our community.

**Targeted Recruitment Campaigns:** Vision '74 Inc. utilizes targeted recruitment campaigns to reach specific demographics or geographic areas where there may be shortages of healthcare professionals. These campaigns leverage online platforms, social media channels, job fairs, and community outreach events to raise awareness of employment opportunities at Vision '74 Inc. and attract qualified candidates and ongoing placements for PSW's, RPN, RN, RD's, cooks, PHD candidates, Master students with various schools in Ontario.

## Safety

The safety of our residents and staff is paramount. Through proactive risk management practices, regular workplace inspections, and continuous training initiatives, we maintain a safe and secure environment for all. Collaboration with external partners and ongoing communication with stakeholders further reinforce our commitment to resident safety and well-being. Following any incident, A hierarchy of risk evaluation is a key component of our Safety Program. Vision '74 Inc. conducts debriefing sessions with staff to analyze root causes, identify areas for improvement, and assign action items, if applicable. In the event of an adverse incident or near miss, Vision '74 Inc. initiates a structured debriefing process involving relevant staff members, supervisors, and stakeholders. The debriefing session serves as a forum for open discussion, reflection, and learning, with the goal of preventing future occurrences and improving safety protocols. This approach fosters a culture of learning and continuous improvement, enhancing safety and mitigating risks. Risk Management Incident Tracking: Vision '74 Inc.'s Joint Occupational Health and Safety Team has implemented a comprehensive system for tracking risk management incidents. This system allows for the timely identification of trends and outliers, enabling the organization to proactively address potential safety hazards and prevent future incidents. The Joint Occupational Health and Safety Team meets quarterly to review resident safety incidents, assign and review audits, and identify areas for improvement. These meetings serve as a forum for interdisciplinary collaboration, allowing stakeholders to share insights, discuss challenges, and develop action plans to enhance safety protocols. Monthly Workplace Inspections are performed to ensure compliance with safety regulations and standards. The Joint Occupational Health and Safety Team conducts monthly workplace inspections. Frontline staff members who serve on the Joint Occupational Health and Safety Team participate in these inspections, actively identifying potential hazards and making recommendations for corrective actions. Life Enhancement Team for Nursing Rehab: has been established as a team dedicated to nursing rehabilitation and workplace safety. This team provides education and training to frontline staff on safe lifting and transfer practices, reducing the risk of workplace-related injuries and promoting a culture of safety. The Joint Occupational Health and Safety Team collaborate with the Family Council to improve communication and transparency regarding safety initiatives and incident management. By engaging with family members, the team ensures that residents and their families are kept informed and involved in decision-making processes related to safety. Promotion of Employee Assistance Programs (EAP): Vision '74 Inc.'s Joint Occupational Health and Safety Team actively promotes the organization's Employee Assistance Program (EAP) to support staff members' mental health and well-being. By raising awareness of available resources and encouraging utilization, the team helps staff members access confidential counseling and support services when needed. Training in Responsive Behaviors Management: The Joint Occupational Health and Safety Team prioritizes staff education in strategies to reduce responsive behaviors among residents. This includes offering training in the Gentle Persuasive Approach (GPA) to frontline staff, with the goal of equipping all staff members with the skills and knowledge to effectively manage challenging behaviors in a compassionate and dignified manner. In collaboration with Lambton College, a micro credential Resident Care Cooperative Orientation program has been developed which ensures all students entering LTC employment in the Sarnia-Lambton community has received education that meets the requirements of the LTCH Act. This collaboration ensures new employees in the sector have the competency to fulfill their duties. This Orientation Program has begun its spread across the Province.

## Population Health Approach

Vision '74 Inc. actively collaborates with community partners and healthcare organizations to enhance population health initiatives. Our efforts to improve communication and information sharing between healthcare providers and residents are evident through initiatives such as LTC eConnect and Project Amplifi. Through collaboration with Ontario Health Teams, Vision's Administrator and Nurse Practitioner are involved on conversations to ensure access to specialized care and services for example: Remdesivir infusion therapy for Covid-19 could be provided to residents in LTC through the creation of an IV infusion team therefore enhancing the overall health and well-being of our residents, without having to be transferred to hospital for treatment. At Vision '74 Inc., our commitment to quality, care, and innovation drives everything we do. Through our comprehensive quality improvement framework and dedication to resident-centered care, we strive to uphold the highest standards of excellence and make a positive impact on the lives of those we serve. With a focus on continuous improvement and collaboration, we look forward to further enhancing the quality of care and services provided at Vision '74 Inc.

## Contact information/designated lead

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## Other

Administrator, Lindsay Vandenberg  
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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 \_\_\_\_\_ (signature)  
Administrator /Executive Director \_\_\_\_\_ (signature)  
Quality Committee Chair or delegate \_\_\_\_\_ (signature)  
Other leadership as appropriate \_\_\_\_\_ (signature)