

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

March 29, 2025



OVERVIEW

Oxford County, operating as Woodingford Lodge, provides high-quality long-term care services across the region, managing a total of 228 long-term care beds. This includes 34 beds in the Town of Ingersoll, 34 beds in the Town of Tillsonburg, and 160 beds in the City of Woodstock.

Woodingford Lodge has a proud history of excellence in care, having first opened its doors in October 1969. Since its inception, the facility has remained dedicated to delivering exceptional accommodation and care services. The name "Woodingford" reflects its origins, derived from the three municipalities that initially operated the facility—Woodstock, Ingersoll, and Oxford.

As a not-for-profit long-term care provider, Woodingford Lodge is funded through contributions from long-term care residents, the County of Oxford, and the Province of Ontario.

Our Quality Improvement Plan (QIP) is centered on advancing Resident and Family-Centered Care, aligning seamlessly with the County of Oxford's Strategic Plan. This alignment is reflected in the following key strategic directions:

- Promoting Community Vitality
 - o Enhancing community health, safety, and well-being
 - o Strengthening connectivity among people and places
- Fostering Progressive Government
 - o Driving continuous improvement and results-oriented solutions
 - o Collaborating with partners and communities
 - o Attracting, retaining, and engaging a dedicated workforce

Feedback from our annual Resident and Family Satisfaction Surveys, along with program-specific data and stakeholder insights, ensures that the voices of our residents are heard. These insights affirm our ongoing commitment to delivering resident and family centered care that meets the highest standards of excellence.

ACCESS AND FLOW

Woodingford Lodge maintains consistently low transfer rates between its long-term care home and emergency departments within Oxford County. This achievement is largely attributed to the home's close collaboration with healthcare practitioners, ensuring that residents receive appropriate treatment on-site, minimizing the need for disruptive transfers to external medical environments.

In 2024, Woodingford Lodge implemented several key initiatives to further reduce emergency department transfers, including:

- Enhanced On-Site Treatment Capabilities: Approximately 20 Registered Nurses completed IV therapy (including initiation) and phlebotomy training, enabling them to administer treatments within the home.
- Expanded Nurse Practitioner Expertise: Nurse Practitioners received specialized training in suturing and stapling minor wounds, allowing these procedures to be performed on-site. Additionally, they were trained in liquid nitrogen therapy, eliminating the need for residents to visit external clinics for this treatment.
- Specialized Wound Care Support: A full-time Wound Care Registered Nurse (RN) was hired to provide expert support to the medical team, ensuring residents receive

comprehensive treatment, including preventive care strategies.

- Behavioral Support Collaboration: Woodingford Lodge continues to strengthen its partnerships with both embedded and external Behavioral Supports Ontario (BSO) teams to effectively manage residents with responsive behaviors within the home environment.

To further enhance access and flow, Woodingford Lodge remains committed to the following quality improvement measures:

- Timely Access to Care: Ongoing monitoring and optimization of residents' access to timely care services, ensuring prompt and efficient service delivery.
- Staff Training and Development: Continued investment in professional development for team members to enhance care delivery processes and elevate overall service quality.

Through these initiatives and a steadfast focus on continuous quality improvement, Woodingford Lodge strives to optimize access and flow within its care environment, ultimately providing residents with high-quality, timely, and resident-centered care.

EQUITY AND INDIGENOUS HEALTH

Woodingford Lodge is committed to fostering an inclusive and culturally responsive care environment where all residents, families, and staff feel valued, respected, and supported. Recognizing the diverse backgrounds of our residents and team members, we prioritize equity in care delivery, ensuring that services are accessible, resident-centered, and reflective of the unique needs of all cultural and ethnic groups within our home.

Advancing Health Equity

Achieving equity in long-term care means ensuring that every resident has fair access to high-quality care, regardless of their background, identity, or lived experience. To support this goal, Woodingford Lodge has implemented the following initiatives:

- **Culturally Responsive Training:** In the past year, 95% of our team members participated in annual education on diversity, equity, and inclusion (DEI). In 2025, we aim to expand this training to focus on cultural competency, unconscious bias, and anti-racism, further strengthening our commitment to an inclusive care environment.

- **Resident-Centered Data Collection:** During the admission process, we gather information about each resident's background to create a personalized "My Life Story" display in their room. Additionally, admission boards provide staff with key resident information, ensuring a more informed and resident-centered approach to care from the moment they arrive.

- **Language and Communication Support:** To support residents who speak languages other than English, we have implemented a translation service on all charting iPads. Additionally, staff members are encouraged to identify languages they speak to facilitate better communication and ensure residents' care needs are met.

- **Inclusive Policies and Practices:** We continuously review and update policies to promote equitable access to care and accommodate the diverse religious, cultural, and

personal needs of our residents.

- **Internal DEI Committee:** While Oxford County has a corporate DEI committee, Woodingford Lodge recognizes the importance of an internal committee dedicated to addressing the specific needs of our residents and staff, ensuring a focused and proactive approach to equity and inclusion.

- **Resident Education Opportunities:** Our recreation department has introduced education sessions for residents and families, with topics informed by feedback from neighborhood huddles and Resident Council, promoting awareness and cultural understanding within our community.

Commitment to Indigenous Health and Reconciliation

Woodingford Lodge is dedicated to fostering a culturally safe environment for Indigenous residents, families, and staff. In alignment with our 2025 initiatives, we are implementing the following:

- **Cultural Safety Training:** All staff receive education on Indigenous history, intergenerational trauma, and culturally safe care practices to enhance their understanding and sensitivity to Indigenous health needs.

We recognize that fostering equity and Indigenous health is an ongoing journey. Through continuous learning, collaboration, and meaningful action, Woodingford Lodge remains committed to creating an environment where every resident receives the care, dignity, and respect they deserve.

PATIENT/CLIENT/RESIDENT EXPERIENCE

Woodingford Lodge remains steadfast in its commitment to providing a compassionate, resident-centered environment where individuals feel heard, respected, and supported. We recognize that the voices of our residents and their families are essential in shaping the quality of care and services we provide. Through meaningful engagement, continuous feedback, and targeted improvements, we strive to enhance the overall resident experience.

2024 Resident and Family Engagement

To ensure our care practices align with the needs and preferences of our residents, we have implemented several initiatives that prioritize their input and involvement:

- Strategic Planning: In 2024, Woodingford Lodge developed a renewed direction through the revision of our Mission, Vision, and Values, alongside the creation of a new strategic plan. This process involved leadership, frontline team members, residents, and family members, ensuring all voices were represented. Our newly established strategic goals for Woodingford Lodge Woodstock include:
 - o Improved Communication
 - o Enhanced Orientation
 - o Pleasurable Dining
 - o Increased Resident Engagement
- Resident and Family Councils: Regularly scheduled Resident and Family Council meetings provide an open forum for residents and their loved ones to share feedback, suggest improvements, and collaborate on decision-making

related to home operations and care practices.

- Personalized Care Planning: Upon admission and throughout their stay, each resident participates in the development of a personalized care plan tailored to their unique needs, preferences, and cultural background.

Family members are encouraged to contribute to these plans, ensuring a holistic and individualized approach to care.

- Neighborhood Huddles and Team Exchanges: These regular team meetings facilitate discussions among staff to address concerns, celebrate successes, and explore opportunities to improve daily life within the home. In

2024, we introduced Team Exchanges, where the leadership team engages directly with frontline staff at 10:00

a.m. and 2:00 p.m. on Mondays, Wednesdays, and Fridays. This initiative has strengthened internal communication and fostered a more connected and informed team environment.

- Satisfaction Surveys and Feedback Mechanisms: Annual resident and family satisfaction surveys provide valuable insights into strengths and areas for improvement. All responses are carefully reviewed, and action plans are developed to address lower-scoring areas in a timely and effective manner. Our 2024 Resident Satisfaction

Surveys were distributed from June 3-17, while Family Satisfaction Surveys were conducted from June 10-24.

Performance and Continuous Improvement

We continuously measure the success of our resident experience initiatives through satisfaction surveys and quality improvement

indicators. Woodingford Lodge has chosen to focus on achieving excellence, striving to be an exceptional place to live rather than simply meeting good standards. Based on recent survey results: Resident Satisfaction Highlights:

- Overall Resident Satisfaction: 47% of residents rated Woodingford Lodge as Excellent in response to the question: "How would you rate Woodingford Lodge as an exceptional place to live?"
- Top-Rated Satisfaction Areas:
 - o Assistance with bathing/showering – 51% rated Excellent
 - o Privacy respected by staff – 49% rated Excellent
 - o Courteousness and helpfulness of PSW staff – 48% rated Excellent
- o Cleanliness of the home – 53% rated Excellent
- o Support received during mealtime – 40% rated Excellent
- o Courteousness and helpfulness of recreation staff – 48% rated Excellent
- o Ability to enjoy the outdoors – 48% rated Excellent
- o Feeling of safety within the home – 55% rated Excellent

- Areas for Improvement:
 - o Ability to contribute to the home and community – 22% rated Excellent
 - o Food temperature – 23% rated Excellent
 - o Food choices – 15% rated Excellent
 - o Timeliness of care services during the night – 28% rated Excellent

Enhancing Dining Services

Based on resident feedback, food quality and choice remain key areas for improvement. In 2024, Woodingford Lodge introduced MealSuite, a new menu system designed to provide greater resident input into meal selections. Additionally, we have:

- Created a brand-new menu incorporating more resident feedback.
- Encouraged participation in Resident Food Committees to help select Resident Choice Meals.
- Implemented an à la carte menu, offering alternative meal options when residents do not prefer the scheduled choices.

Ongoing Commitment to Excellence

In 2024, Woodingford Lodge successfully completed the Accreditation Canada process, achieving Accreditation with Commendation. This milestone affirmed our strengths while providing valuable insights to further enhance the quality of care we provide. To continue building on these successes, Woodingford Lodge remains dedicated to:

- Expanding staff education and training to reinforce resident-centered care approaches.
- Enhancing recreational and social programming to foster meaningful engagement and a vibrant living environment.
- Strengthening partnerships with families and community organizations to create a stronger sense of community and belonging for residents.

By integrating resident and family input into every aspect of our care and operations, Woodingford Lodge remains committed to fostering an environment where residents feel empowered, valued, and truly at home.

PROVIDER EXPERIENCE

At Woodingford Lodge, we recognize that our dedicated healthcare providers are the foundation of high-quality, compassionate care. Creating a positive, supportive, and rewarding work environment for our team members directly enhances the care and services provided to our residents. In 2024/2025, we remained committed to improving recruitment, retention, workplace culture, and overall staff experience through targeted initiatives designed to foster a culture of respect, professional growth, and well-being.

Workforce Recruitment and Retention Initiatives for 2025

Enhanced Onboarding and Orientation

Through our strategic planning process, orientation was identified as an area for improvement. To enhance the onboarding experience and ensure new employees feel supported, Woodingford Lodge will implement the following measures:

- Expanded training in PointClickCare (PCC), Point of Care (POC), and documentation to ensure staff are well-prepared for their roles.
- Introduction of orientation mentors and staff ambassadors to provide guidance and peer support for new hires.
- Review of scheduling efficiencies across all three sites to

determine the benefits of dedicated staffing per location.

- Leadership check-in program to provide ongoing support for new employees during their transition period.
- Reinstatement of the "Walk a Day in My Shoes" program, allowing leadership and staff to experience different roles within the organization to foster empathy and collaboration.
- 8-hour check-in shift, offering new employees dedicated time to ask questions and receive additional training beyond their initial floor orientation.

Expanded Recruitment Strategies

- Strengthening partnerships with local colleges and universities to facilitate student placements and create direct employment pathways for Personal Support Workers (PSWs), Registered Practical Nurses (RPNs), and Registered Nurses (RNs).
- Enhancing recruitment efforts through targeted outreach and engagement initiatives to attract top talent in the healthcare sector.

Workplace Culture and Employee Engagement

Woodingford Lodge recognizes the importance of employee engagement and actively incorporates feedback from staff satisfaction surveys, which were conducted between June 17 and July 1, 2024.

Employee Recognition Programs

- Encouraging participation in ACE Awards, where employees can nominate colleagues who go above and beyond to support Woodingford Lodge and its residents.
- Introducing Moments of Excellence during Team Exchanges, providing an opportunity to recognize outstanding contributions three times a week.
- Continuing internal employee recognition initiatives in 2025, allowing staff to celebrate their peers and share positive experiences in a visible and meaningful way.

Open Communication and Staff Feedback Mechanisms

- In 2024, Team Exchanges were introduced, enabling leadership to conduct regular, structured visits to each home area to provide key updates and address staff concerns.
- Ongoing refinements to Team Exchanges to ensure that the information shared is relevant, beneficial, and directly applicable to frontline team members.

Training, Professional Development, and Career Growth

Commitment to Continuous Learning

- Regular in-house training sessions and workshops focused on clinical best practices, resident-centered care, and quality improvement.
- Expanding education opportunities to ensure staff remain up to date with evolving healthcare standards and best practices.

Leadership Development and Career Progression for 2025

- Implementing succession planning initiatives to identify and support employees interested in leadership roles.
- Providing access to leadership development training through Oxford County, with opportunities for interested staff to enhance their leadership skills and career growth.

Supporting Staff Well-Being and Work-Life Balance

Wellness and Mental Health Support

- Access to Employee Assistance Programs (EAPs) offering confidential counseling, mental health resources, and wellness support.
- Onsite wellness initiatives, including stress management workshops and mental health awareness campaigns.
- Establishing an internal wellness committee in 2025 to educate employees on wellness initiatives and encourage participation in activities such as wellness challenges (e.g., step challenges).

Ongoing Commitment to Provider Experience

Woodingford Lodge understands that a strong, engaged, and well-supported workforce is fundamental to delivering exceptional resident care. By prioritizing the provider experience, we are enhancing staff well-being while ensuring that residents receive the highest standard of care in a compassionate, resident-centered environment. Through continuous improvement, strategic investments, and a commitment to fostering a positive workplace

culture, Woodingford Lodge remains dedicated to supporting its healthcare professionals in delivering excellence in long-term care.

SAFETY

At Woodingford Lodge, the safety and well-being of our residents and staff are paramount. We are committed to fostering a culture of safety that prioritizes proactive risk identification, continuous quality improvement, and staff education. By implementing evidence-based safety initiatives and engaging both staff and residents in safety planning, we strive to minimize risks, prevent incidents, and ensure a secure and supportive care environment.

Quality Improvement Initiative: Falls Prevention and Injury Reduction Program

Falls are a leading cause of injury among long-term care residents. To address this, Woodingford Lodge continues to view Falls Prevention and Injury Reduction as an important initiative in enhancing resident safety.

Key Components of the Falls Prevention Initiative:

1. Enhanced Risk Identification and Assessment:
 - o Continuous monitoring and reassessment following any fall-related incident to adjust care plans accordingly.
 - o In 2025, Woodingford Lodge is hoping to introduce weekly falls huddles to discuss the effectiveness of current interventions for those who have fallen in the past week and what else could be initiated to help prevent falls and injuries.

2. Staff Training and Education:

- o Ongoing staff education on fall prevention best practices, safe transfer techniques, and early intervention strategies.
- o Quarterly safety meetings to review fall data and implement evidence-based interventions to continuously improve fall prevention efforts.
- 3. Resident and Family Engagement:
 - o Falls rates are being discussed at Continuous Quality Improvement meetings which are attended by staff, residents and family members
 - o Encouraging resident participation in strength and balance programs facilitated by the recreation and physiotherapy teams.

Additional Safety Initiatives at Woodingford Lodge

Beyond falls prevention, Woodingford Lodge is dedicated to strengthening overall resident and staff safety through additional key initiatives:

- Infection Prevention and Control (IPAC) Measures:
 - o Regular hand hygiene audits and staff training on infection control protocols.
 - o Enhanced environmental cleaning procedures and outbreak management strategies.
- Violence Prevention and Responsive Behaviours Management:
 - o Close collaboration with internal and external Behavioural Supports Ontario (BSO) teams to address responsive behaviours proactively.
 - o De-escalation training for staff to manage challenging

situations and reduce workplace incidents.

- Medication Safety Improvements:
 - o Implementation of automated medication dispensing systems to enhance accuracy and reduce errors.
 - o Regular medication reconciliation and auditing processes to ensure safe administration.

Sustaining a Culture of Safety

Woodingford Lodge continues to foster a culture where safety is a shared responsibility among all staff, residents, and families. Our commitment to continuous quality improvement ensures that we remain vigilant in identifying risks, implementing best practices, and making ongoing enhancements to the care environment. Through collaboration, innovation, and education, we are dedicated to maintaining a safe, secure, and high-quality long-term care home for all who live and work within our community.

PALLIATIVE CARE

Woodingford Lodge is committed to delivering compassionate, resident-centered palliative and end-of-life care that prioritizes dignity, comfort, and quality of life. Our approach ensures that residents with life-limiting illnesses receive comprehensive, holistic care that addresses their physical, emotional, psychological, and spiritual needs. Through collaboration with families, interdisciplinary teams, and external partners, we provide unwavering support to both residents and their loved ones during this critical stage of life.

Key Palliative Care Initiatives

1. Enhanced Staff Education and Training

Recognizing the specialized nature of palliative care, Woodingford Lodge is partnering with the Ontario Health Team (OHT) in 2025 to provide ongoing education that ensures all team members are well-equipped to deliver high-quality, compassionate care.

- Specialized Palliative Care Training: Registered Nurses (RNs), Registered Practical Nurses (RPNs), and Personal Support Workers (PSWs) will have access to advanced education on pain and symptom management, enabling early identification of palliative needs and informed care planning. Training will include Serious Illness Conversation Training and Fundamentals of Palliative Care courses.
- Palliative Care Champions: Team members with a special interest in palliative care will be given the opportunity to participate in the Palliative Care Resource Team, serving as mentors and in-home resources to support colleagues and guide families through the end-of-life journey.

2. Individualized Care Planning and Resident-Centered Approach

Palliative care at Woodingford Lodge is personalized and guided by each resident's unique preferences, values, and care goals.

- Advance Care Planning: Conversations regarding end-of-life preferences begin at admission and are revisited regularly to ensure that residents' wishes are clearly documented and upheld.

- Holistic Symptom Management: Our interdisciplinary team—including physicians, nurses, social workers, and spiritual care providers—collaborates closely to provide comprehensive symptom management that addresses pain relief, emotional well-being, and spiritual support.

3. Family and Emotional Support Services

Recognizing that end-of-life care extends beyond the resident, we are committed to providing compassionate support for families throughout the process.

- Family Engagement and Support: Families are encouraged to actively participate in care planning discussions.

To further enhance personalized care, the End-of-Life Questionnaire will be revamped in 2025 to ensure that each resident's specific end-of-life wishes are respected and implemented.

- Celebration of Life: Beginning in 2025, Woodingford Lodge will reintroduce quarterly memorial services to honour and celebrate the lives of residents who have passed. These services provide an opportunity for families, staff, and fellow residents to pay tribute and find comfort in shared remembrance.

Woodingford Lodge remains dedicated to enhancing its palliative care program through continuous education, strengthened partnerships with healthcare organizations, and ongoing engagement with residents and families. Our goal is to ensure that every resident receives compassionate, dignified, and resident-centered end-of-life care, surrounded by support, comfort, and

respect.

POPULATION HEALTH MANAGEMENT

Woodingford Lodge is committed to a proactive, collaborative approach to population health management that ensures residents receive comprehensive, coordinated care tailored to their unique needs. Through strategic partnerships with healthcare organizations, community agencies, and Ontario Health Teams (OHTs), we address the broader determinants of health, enhance access to services, and promote the overall well-being of our residents and the wider community.

Strengthening Healthcare Partnerships

As an active participant in the Ontario Health Team (OHT) model, Woodingford Lodge collaborates with local hospitals, primary care providers, public health units, and home care agencies to ensure seamless transitions and continuity of care for seniors. Our key initiatives include:

- Family Transition Program: This initiative supports Oxford County residents aged 18 and older who are waiting for permanent placement in long-term care. The program offers a structured, supportive transition model to help individuals and their families familiarize themselves with long-term care environments before admission. Through a host facility, individuals participate in programs, activities, and care team interactions, easing the transition process. Once a permanent placement is secured, the program facilitates a smooth and well-supported move to the selected residence.

• Enhanced Transitional Care on Admission: Woodingford Lodge has strengthened its admission process to better support new residents. A Transition Registered Practical Nurse (RPN) now follows each new resident for the first 14 days, ensuring their physical, emotional, and social needs are met. This initiative also includes regular check-ins with family members to support them during this significant transition.

Community-Based Health Initiatives

Recognizing that health extends beyond medical care, Woodingford Lodge fosters community engagement and intergenerational connections to enhance social well-being and emotional fulfillment for residents.

- EarlyON Intergenerational Program: This initiative connects residents with young children from the community, allowing them to engage in shared activities such as singing, storytelling, and games. These interactions foster joy, cognitive stimulation, and meaningful relationships, enriching the lives of both residents and children.

Lived Experience

Woodingford Lodge is committed to ensuring that services reflect the diverse needs and lived experiences of residents. By engaging with Resident and Family Councils and incorporating direct resident feedback, we continuously refine and improve our approach to population health management.

- Resident and Family Input: Residents and families actively contribute to care planning, program development, and policy decisions, ensuring services remain resident-centered, inclusive, and responsive.
- Culturally Inclusive Care: We are enhancing cultural competency training for staff and collaborating with diverse resident groups to provide personalized, culturally sensitive care that honors linguistic, religious, and ethnic diversity.

Commitment to a Healthier Future

Woodingford Lodge remains dedicated to strengthening partnerships, expanding health initiatives, and integrating resident and family voices into decision-making. By working collaboratively with health service organizations, Ontario Health Teams, and community partners, we are advancing a holistic, resident-centered approach to long-term care—one that not only meets the medical needs of our residents but also enhances their quality of life, independence, and connection to the broader community.

CONTACT INFORMATION/DESIGNATED LEAD

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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 on
March 29, 2025



Mark Dager, Board Chair / Licensee or delegate



Kate MacDonald, Administrator /Executive Director



Caitlin Pogson, Quality Committee Chair or delegate

Other leadership as appropriate
