

Quality Improvement Plan (QIP)

# Narrative for Health Care Organizations in Ontario

March 28, 2024



## OVERVIEW

Riverview Gardens is a 320-bed long-term care home owned by the Corporation of the Municipality of Chatham-Kent and operated by Seniors Services. We are located in a beautiful setting beside the Thames River in Chatham, Ontario. Our Home has ten residential neighborhoods of 32 residents each, including two secure areas that are home to 64 residents.

Over the past year we have focused on a slow return to pre-COVID conditions in the Home. Riverview Gardens has been excited to welcome back performers from our community including musicians and dancers, as well as pet therapy and bingo. In addition, we have resumed regularly scheduled church services in the great room as well as continuing smaller services at the home area level. We have hosted vendor sales and food trucks, and our café has reopened. Residents and staff alike have expressed appreciation over the return to our usual busy home!

We are excited to have completed a strategic plan for information technology and we are looking forward to enhancing our Wi-Fi and inviting visitors to join in using the public Wi-Fi in the coming year.

With respect to our working relationship with the Municipality of Chatham-Kent, we have a new Committee of Management that includes four municipal councillors. The role of the Committee of Management is to support discussion at the Council table about what is happening at Riverview Gardens.

## ACCESS AND FLOW

Riverview Gardens is supported by dedicated physicians and a team of registered and non-registered staff to ensure residents are provided access to care in the right place at the right time. The team at Riverview Gardens works to avoid unnecessary hospitalizations and visits to the emergency department. This is evidenced by our rate of potentially avoidable emergency department visits for our residents falling below the provincial average.

Riverview Gardens has a Behavioural Supports Ontario (BSO) team and social work department that facilitates transition from a resident's prior location to Riverview Gardens. This support through the move to long-term care is helpful to assist the new resident and their designated family to feel more comfortable in their new surroundings.

## EQUITY AND INDIGENOUS HEALTH

In 2023 the Diversity, Equity, Inclusion and Justice (DEIJ) committee of the Municipality used information from consultations, surveys, and a review of best practices to develop our first ever Municipal DEIJ strategy.

The Municipality coordinated 12 education sessions with over 230 attendees to review the basics of DEIJ and co-coordinated two local reconciliation-related events to raise awareness about Truth and Reconciliation locally, among other items.

In 2024 there will be additional education opportunities, updating several Municipal policies, and developing tools to assist employees in their work.

Going into 2025 one of our 4 areas of focus for our Corporate DEIJ Strategy is Healing, Justice, and Reconciliation. The objectives and actions under this area of focus are:

1. Provide sustainable education to all employees to meet Truth & Reconciliation Call to Action 57.
2. Review the Truth and Reconciliation Calls to Action, Missing and Murdered Indigenous Women, Girls and Two Spirit people Calls for Justice, United Nations Declaration on the Rights of Indigenous Peoples, and Urban Indigenous Environmental Scan to identify Municipal responsibilities and inform actions.
3. Develop and share corporate expectations, principles, and approaches for working with Indigenous communities.

We will be prioritizing these action items in 2025 as we enlist employee resources to help coordinate this work.

At Riverview Gardens we are pleased to now be able to offer the ability to have a smudging ceremony in our spiritual center.

## PATIENT/CLIENT/RESIDENT EXPERIENCE

Riverview Gardens values the experience of our residents and their families. We complete an annual resident and family satisfaction survey and identify opportunities for improvement based on the feedback we receive. In addition, we have an active Resident Council as well as an active Family Council. Both of these councils are a source for consultation and feedback that we rely upon for improvement opportunities.

Each month following Resident Council meetings any concerns and

comments expressed are forwarded to nurse managers for timely follow up and resolution as required.

Over the past year we have received comments about our physical environment and the need for more accessibility. As a result of this, we have examined the physical environment from the perspective of a resident in a wheelchair. We have added accessible vending machines, lowered microwaves, and have a plan to alter entrances. Residents also told us that they would like more evening social programming and as a result, our recreation team has expanded more activities to include evening hours.

We have acquired a new large viewing screen for the great room and have hosted a number of events to again convene to socialize and enjoy each others company when viewing a sporting event or movie for example.

In addition, we heard from residents that there was interest in expanding our pub days. As a result, we have increased regularly scheduled pub days and now also offer it in conjunction with many holidays as well.

Our resident Food Committee is consulted on menu changes and taste panels, and we incorporate menu changes based on comments from this group.

## PROVIDER EXPERIENCE

Over the past year at Riverview Gardens, we have introduced new permanent schedules for our personal support workers (PSW) and registered practical nurses (RPN). These new schedules offer options of regular and extended tours, and we have increased the number of full-time positions in an effort to attract staff and meet the needs of our employees. As we look forward to 2024/25, we will be looking to revise schedules for other departments as well as completing the preparation to launch a nursing rehabilitative program.

To assist with recruitment and retention efforts we have secured a permanent full-time Recruitment and Retention Coordinator. We have also launched a mentor program that we believe will enhance employee retention, engagement, and satisfaction, as well as improve inclusion, and support a learning culture.

The Riverview Gardens staff Wellness and Social Committee "RVG 360" has organized fundraising events and sponsored staff appreciation incentives such as draws for gift cards, and staff appreciation meals. In addition, there have been socialization events pulling together staff from various areas of the Home to get together in a social environment. In the coming year, the committee plans to expand their offering to include smoking cessation support among other events.

## SAFETY

The Municipality of Chatham-Kent and Riverview Gardens believes that through joint health and safety educational programming, and joint investigation and resolution of health and safety issues, the Home shall be made safe and healthy for all. All staff of Riverview Gardens share the responsibility for health and safety through the Internal Responsibility System (IRS). This system is based on the principle that the employees themselves are in the best position to identify and correct health and safety hazards in the home.

At Riverview Gardens monthly safety talks are discussed at all staff huddles and meetings (e.g. safe LIFT use). A Riverview Gardens health and safety brochure is posted for staff review every two months and consistent “Lessons Learned” are prepared and shared for joint learning and to avoid future safety events.

This year learning opportunities were identified related to our Code Yellow policy leading to a thorough review. Gaps in our process were identified and we revised our policy to incorporate a number of learnings. All staff were educated on the new policy.

## POPULATION HEALTH APPROACH

Riverview Gardens partners with community organizations to support the needs of our residents. For example we partner with members of the Geriatric Mental Health Outreach Team as well as individual mental health practitioners to meet the needs of some of our residents. We also work with partners from the New Beginnings Acquired Brain Injury and Stroke Recovery Association and Community Living to assist some residents to attend programming in the community.

To communicate with residents whose primary language is other than English, we post signage in other languages as well as common phrases in resident's language for staff to learn. Additionally, we provide documents in the resident's language of choice for assessments when available.

Over the past year we have introduced a men's group as well as a grief support group. Both of these groups are well attended and group facilitators confirm they are receiving positive feedback that the groups are meeting the needs of the Riverview Gardens community.

We have a Riverview Gardens staff member that participates on an Ontario Health Team Human Resources Working Group as well as a St. Clair College Program Assessment Committee. We work with and welcome students for placement at Riverview Gardens from a number of training facilities including St. Clair College, Lambton Kent District School Board, the St. Clair Catholic District School Board, and Anderson College to name a few. These relationships support the needs of local students wishing to experience long-term care as part of their formal education, and also provides an opportunity for Riverview Gardens to invite trainees to join our staff following their formal education.

## 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 28, 2024**

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**Mary Alice Searles**, Board Chair / Licensee or delegate

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**Mary Alice Searles**, Administrator /Executive Director

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**Mary Alice Searles**, Quality Committee Chair or delegate

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**Wanita Myers, DON**, Other leadership as appropriate

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