



Golden Plough Lodge Continuous Quality Improvement – Annual Report

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Introduction

Golden Plough Lodge (GPL) has maintained an established Continuous Quality Improvement (CQI) program since 2015, including the development and submission of Quality Improvement Plans (QIPs) as part of its annual planning and accountability cycle. While formal QIP submissions were paused during the COVID-19 pandemic, Golden Plough Lodge has continued to apply CQI methodologies to support safe, effective, and resident-centred care delivery.

For the **2026–27 planning cycle**, CQI activities are strategically focused on **organizational readiness, system reliability, and performance stabilization** associated with the **activation of the new Golden Plough Lodge long-term care home**. The transition to a **new 180-bed facility**, supported by expanded staffing complements, redesigned workflows, and modernized infrastructure, represents a significant system transformation and an opportunity to embed quality and safety by design.

Quality Improvement supports the identification, implementation, evaluation, and refinement of processes to optimize care delivery and service performance. CQI is an ongoing, organization-wide responsibility and is foundational to achieving positive resident outcomes, staff engagement, and system sustainability.

Mission, Vision, and Values

Golden Plough Lodge's CQI framework is aligned with the **Eden Philosophy of Care** and is grounded in its Mission, Vision, and Values.

Mission

To support individuals in maintaining a life with purpose, choice, dignity, and respect.

Vision

To establish close, continuous, and meaningful relationships among residents, families, staff, and the broader community.

Values

Accountability, Ethical Behaviour, Professional Integrity, Compassion and Companionship, Mutual Trust, and Confidence.

CQI Governance and Planning for 2026–27

CQI priority setting for **2026–27** is led through Golden Plough Lodge's **Continuous Quality Improvement Committee**, which meets at minimum on a quarterly basis and includes representation from:

- Senior Leadership Team
- Medical Directors
- Nursing and Personal Support Staff
- Residents and Resident Council

Priority identification is informed through:

- Review of prior year CQI outcomes and performance trends
- Analysis of available indicators (e.g., CIHI data, internal audits, critical incident trends)
- Resident, family, and staff experience feedback
- Findings from inspections, audits, and compliance activities
- Input from internal and external stakeholders
- Alignment with province-wide improvement priorities

For 2026–27, the Committee identified **activation of the new long-term care home** as a **corporate CQI priority** that integrates clinical, operational, and support services across the organization.

Corporate CQI Priority: Activation of the New 180-Bed Home

The **planned activation of the new Golden Plough Lodge** is the primary quality driver for 2026–27. This transition represents a period of increased complexity and change, requiring deliberate focus on **standardization, staff preparedness, and system performance monitoring**.

The organization's CQI objectives related to activation include:

- **Implementation of standardized clinical and operational workflows** aligned with legislation, regulatory requirements, and leading practices

- **Operationalization of new staffing models** to support increased resident capacity while promoting continuity of care, role clarity, and team stability
- **Comprehensive onboarding and education** for new and transitioning team members, with an emphasis on competency development and patient safety
- **Integration of new infrastructure and technology** to support infection prevention and control, resident safety, and care efficiency
- **Real-time monitoring of quality indicators and early outcomes** to support rapid-cycle improvements during transition and stabilization
- **Embedding interdisciplinary collaboration and communication pathways** to support coordinated, resident-centred care delivery

CQI methodologies, including data review, audit and feedback, approaches, will be used to evaluate implementation effectiveness and support continuous refinement.

Alignment with the Quadruple Aim

Golden Plough Lodge's 2026–27 CQI priorities are aligned with Ontario Health's **Quadruple Aim** framework:

1. Improving the Resident and Family Experience

- Supporting a smooth transition into the new home
- Enabling environments and workflows that promote dignity, autonomy, and meaningful engagement

2. Improving Population Health and Safety Outcomes

- Strengthening clinical assessment, care planning, and infection prevention processes
- Leveraging purpose-built infrastructure to reduce risk and enhance safety

3. Improving Provider Experience

- Supporting staff through clear processes, appropriate workloads, and access to education and leadership support
- Promoting a culture of psychological safety, accountability, and continuous learning during change

4. Ensuring Value and System Sustainability

- Streamlining processes to reduce inefficiencies and duplication
- Ensuring responsible use of resources while maintaining quality and compliance

Building on CQI Achievements

CQI initiatives implemented between **2020 and 2025** have strengthened Golden Plough Lodge's operational maturity and readiness for transition. Investments in workforce development, auditing, infection prevention, resident engagement, and infrastructure planning provide a strong foundation to support activation and stabilization of the new home.

These efforts continue to support:

- System reliability
- Staff confidence and competence
- Consistent quality standards
- Resident and family trust

Key Outcomes Achieved – 2025–26

- Implemented a **resident-informed three-week menu cycle**, strengthening collaboration with residents, the Food Committee, and Dietary Services while improving audit efficiency through updated technology.
- Enhanced **workforce education and standardization** across Housekeeping, Laundry, and Maintenance through ongoing training, Health & Safety talks, and reinforced Policies and Procedures.
- Improved **environmental services consistency and accountability** through updated deep-clean schedules, walk-about inspections, workload reviews, and structured monitoring processes.
- Strengthened **maintenance service responsiveness** by introducing physical audits and tracking reactive maintenance requests using Maintenance Care data.
- Expanded **resident and family engagement opportunities** through themed events, new recreational programming, and year-round social activities that promote resident-to-resident connection.
- Successfully established the **Spiritual Care Advisor role**, integrating spiritual care into life enrichment programming, strengthening community partnerships, and supporting palliative and end-of-life care committees.
- Reinstated and stabilized the **Volunteer Program**, including active recruitment efforts and the return of the Volunteer Appreciation Lunch.
- Achieved improvements in **interdisciplinary care planning**, including standardized monitoring of care conference completion and timely documentation correction.

- Enhanced **resident voice and engagement** through staff education on active listening practices and implementation of regular resident feedback surveys.
 - Advanced **individualized end-of-life care planning** through interdisciplinary advisory committee work and strengthened documentation processes in PointClickCare (PCC).
 - **All identified CQI targets for 2025–26 were met**, strengthening organizational readiness for activation of the new 180-bed long-term care home.
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Conclusion

For 2026–27, Golden Plough Lodge’s Continuous Quality Improvement program is intentionally focused on supporting the **safe, effective, and sustainable activation of the new 180-bed long-term care home**. Through strong governance, disciplined implementation, and ongoing performance monitoring, Golden Plough Lodge is committed to ensuring that expanded capacity, enhanced staffing, and modernized infrastructure translate into **high-quality, resident-centred care**.

CQI remains integral to Golden Plough Lodge’s strategic pillars:

- **Provide Excellence in Care**
- **Actively Support and Develop Staff**
- **Work Within a Community of Partnerships**
- **Modernize Infrastructure and Facilities**