

# Best Practices in Long-Term Care

## Working together towards excellence in resident care

Summer 2019

### RNAO welcomes a new cohort of LTC-BPSOs and celebrates BPSO designation at its 94<sup>th</sup> Annual General Meeting

By Heather McConnell, RN, BScN, MA(Ed), associate director, IABPG Centre, RNAO

RNAO's Long-Term Care Best Practices Program supports long-term care homes in implementing evidence-based practices to promote



Heather McConnell

system-level change, with positive resident and provider outcomes. Organizational-level, systematic implementation of BPGs is done through the long-term care (LTC) Best Practice Spotlight Organizations (BPSO<sup>®</sup>) pre-designation program. This newsletter highlights 18 homes that successfully achieved their BPSO designation in April 2019. The program

also welcomed seven LTC organizations representing nine homes as the latest cohort of LTC-BPSOs.

At the launch event on April 10, representatives from the new BPSOs discussed how they will partner with the association to build evidence-based cultures in their organizations through the systematic implementation of best practice guidelines (BPG). They were formally welcomed into the program by RNAO CEO Doris Grinspun. They each provided an overview of their homes, their goals, and the guidelines they plan to implement. These BPSOs, cohort F, will engage in the pre-designation period from 2019-2022, along with 12 additional LTC BPSOs currently in the pre-designation phase. The addition of cohort F brings the total number of LTC homes in the program to 52.

BPSO leaders from previous cohorts were also on hand to share successful BPG implementation strategies with a focus on champion engagement, the role of the BPSO coach, establishing an infrastructure, and integrating sustainability strategies into implementation planning. Attendees met with their BPSO coaches and the LTC best practice co-ordinator in their region to clarify expectations of the initiative, identify key milestones, and prepare for implementation and evaluation. They left the event with a clear plan for next steps, and ideas to share with other members of their BPSO teams.

The next day, April 11, BPSOs from Ontario and Jamaica attended the opening ceremonies at RNAO's annual general meeting (AGM) to celebrate their success in establishing evidence-based practice cultures and achieving BPSO designation. Representatives from the BPSO sites participated in the opening processional, carrying banners with BPSO logos depicting their organizations, and relevant country flags. It was a powerful sight. A video highlighting the impact of the BPSO experience at each organization was shared with the audience. The sites accepted their designation certificates in front of hundreds of attendees, including RNAO members, political leaders and special guests.

The RNAO LTC Best Practices Program looks forward to continuing to work with you in integrating best practices into your respective homes.

### RNAO responds to public inquiry

A public inquiry called for by RNAO has provided a detailed plan of improvements needed to overhaul the long-term care sector.

In Woodstock on July 31, RNAO CEO Doris Grinspun attended a press conference by Justice Eileen Gillette as she presented her report as head of the [Public Inquiry into the Safety and Security of Residents in the Long-Term Care Homes System](#).

To learn more about the recommendations and RNAO's position, please read our [media release](#).

### LTC Toolkit - *more resources!*

The LTC Best Practices Program launched a new section of the LTC Toolkit featuring stroke resources under chronic disease management. There will be additional resources for oral care, professionalism in nursing and violence prevention in the workplace. Visit the LTC Best Practices Toolkit at [LTCToolkit.RNAO.ca](http://LTCToolkit.RNAO.ca) for new and updated resources as well as other clinical and healthy work environment topics.

**Long-Term Care Best Practices Toolkit, 2nd edition**  
Implementing and sustaining evidence-based practices in long-term care.

## Celebrating BPSO Designation!

### Grove Park Home

**Author:** Allison Raymond, RPN, BPSO liaison, Grove Park Home

**About us:** Grove Park Home is a charitable, not-for-profit long-term care (LTC) home established in Barrie in 1968. We have officially received BPSO designation and are the first LTC Home in North Simcoe Muskoka region to receive this recognition. The home provides care for 143 residents as well as offering retirement living suites and an adult day program. Employing over 200 qualified and caring staff, the home is also a community hub for local groups and educators.

#### **BPGs implemented:**

- *Oral Health: Nursing Assessment and Interventions*
- *Person-and Family-Centred Care*
- *Prevention of Falls and Fall Injuries in the Older Adult*

**Impact:** BPSO designation means that we have successfully implemented evidence-based practice changes centred on our residents. These guidelines have helped to contribute to a healthier work environment for our staff and promote quality care for our residents. We have seen an increase in resident satisfaction that has been monitored through completion of our surveys.

**Sustainability and spread:** The home's commitment to ensuring the sustainability of the program includes continued staff education and training, frequent updates and opportunities for staff to share their ideas and give input as well as maintaining the practice changes we have done. The focus for the future is sustaining our current BPGs as well as implementing new ones.

Our commitment to care is strengthened with this new designation. This is made possible by our talented and passionate staff, resulting in the greatest benefit to the residents.

### The Perley and Rideau Veterans' Health Centre

**Authors:** Jen Plant, director of clinical practice, and Amber Rinfret, RPN, BPSO liaison, Perley and Rideau Veterans' Health Centre

**About us:** The Perley and Rideau Veterans' Health Centre is an innovative Seniors Village with 450 long-term care beds and 139 independent-living apartments. Veterans enjoy priority access to 250 of the long-term care beds and to the apartments. A growing number of clinical, therapeutic and recreational services are available on-site including a Sub-Acute Unit for the Frail Elderly (SAFE) and a



Grove Park Home's BPSO team (L to R): Michelle Magill, director of care; Cally McNeice, RPN; Allison Raymond, RPN, BPSO Liaison; Karen Mills, associate director of care; and Amy Reid, RNAO BPSO coach.

Perley Rideau's BPSO Team (L to R): Stephanie Kim, RNAO BPSO coach; Doris Jenkins, director of nursing; Akos Hoffer, chief executive officer; Daniela Acosta, collaborative practice leader; Jen Plant, director of clinical practice; and Mary Boulette, chief operating officer.

Specialized Behavioural Support Unit (SBSU).

#### **BPGs implemented:**

- *Assessment and Management of Pain*
- *Delirium, Dementia, and Depression in Older Adults*
- *Prevention of Falls and Fall Injuries in the Older Adult*
- *Risk Assessment and Prevention of Pressure Ulcers*

**Impact:** The BPSO journey has been instrumental in building capacity within the Perley Rideau Interprofessional team, allowing us to spread and sustain practice change while supporting life-long learning. We have trained over 120 champions who lead the work at the bedside. Additionally, we have supported six RNs to complete advanced clinical practice fellowships, enabling them to support residents, families and their peers. Having the opportunity to learn and grow at work reflects positively in our staff engagement results. Resident outcomes have also demonstrated a decrease in resident falls, improvement in resident pain, and a decrease in both pressure injuries and worsening of pressure injuries. Finally, the BPSO work has helped us to build a network of other long-term care homes and BPSOs committed to implementing evidence-based practice and to sharing and learning from each other.

**Sustainability and spread:** Embedding best practices into the workflow of the team is key to sustainability. By engaging champions, the team is able to maintain a strong BPSO presence facilitating a culture of evidence-based practice and quality improvement with a focus on improving the resident and family experience. Perley Rideau also has a strong accountability structure including reports to the board's Quality Of Life and Safety Committee and Leadership team. Stories and data are also shared with staff as well as residents and families through quality boards on each unit. We continue to promote BPSO work and effective communication within our social media community and our organizational newsletter, taking care to update our BPSO display board.



Halton Region's Betty Jean Hendricken (centre), BPSO liaison and Saima Shaikh (far right), RNAO BPSO coach, are joined by BPSO Teams from Allendale, Post Inn Village and Creek Way Village LTC Homes.

Niagara Region's BPSO Team (L to R): Deirdre Boyle, RNAO BPSO coach; Cindy Perrodou, administrator, Deer Park Villa; Gail Gill, administrator, Rapelje Lodge; and Tracey Tait, administrator, Woodlands of Sunset.

in the quality of life of residents. It has also helped build frontline staff capacity and enhanced a culture of clinical excellence.

**Sustainability and spread:** In an effort to improve resident outcomes, mechanisms are in place to ensure ongoing monitoring and evaluation as well as maintaining a culture of evidence-based practice. As an organization, our

commitment to sustainability is evidenced by embedding best practice changes in our policies and procedures, staff orientation, and ongoing education, as well as maintaining our pool of champions by planning for staff turnover and committing to ongoing engagement and education with our champions.

### The Regional Municipality of Halton

**Author:** Betty Jean Hendricken, RN, BScN, clinical nurse specialist, BPSO liaison, Halton Region

**About us:** The Region of Halton is a vibrant and growing community with a population of more than 500,000 and four distinct communities — Burlington, Halton Hills, Milton, and Oakville — and is one of the fastest-growing regions in Ontario. Halton owns and operates three not-for-profit long-term care homes within its community:

- Allendale is a 200-bed home located in Milton. It has built a reputation for high-quality care and service for more than 50 years.
- Post Inn Village is a 228-bed home in the heart of the Oak Park community in Oakville. It opened in January 2005.
- Creek Way Village is a 144-bed home located in the Orchard Park community of Burlington. It opened in September 2005.

The “village” concept of these homes helps keep residents connected to the community, by incorporating intergenerational programming and various activities in an environment that is person-and family-centred and pet-friendly.

#### **BPGs implemented:**

- *Person-and Family-Centred Care*
- *Preventing and Addressing Abuse and Neglect of Older Adults*
- *Preventing Falls and Reducing Injury from Falls* (Post Inn Village)

In our initial BPSO designation period, we plan to spread the fourth edition of *Preventing Falls and Reducing Injury from Falls* to our other two homes and implement the *Developing and Sustaining Nursing Leadership* best practice guideline.

**Impact:** The impact of BPSO work and the integration of evidence-based practice has resulted in an overall improvement

### The Regional Municipality of Niagara — Seniors Homes

**Author:** Tracey Tait, RN, BA, GNC(C), administrator, BPSO liaison, Niagara Region

**About us:** Serving 958 residents, the Region of Niagara currently has eight homes providing services to the community: Deer Park Villa, Meadows of Dorchester, Rapelje Lodge, Woodlands of Sunset, Linhaven, Gilmore Lodge, Upper Canada Lodge, and Northland Pointe. The homes range in size from 39 to 248 residents, employing more than 1,000 frontline staff, and offering a variety of programs, depending upon location, including the T. Roy Adams Centre for Dementia Care and a Convalescent Care unit.

#### **BPGs implemented:**

- *Assessment and Management of Pain*
- *Assessment and Management of Pressure Injuries for the Interprofessional Team*
- *Developing and Sustaining Nursing Leadership*
- *Person-and Family-Centred Care*
- *Preventing and Addressing Abuse and Neglect of Older Adults*

**Impact:** Working across an eight home organization, with consistency in care delivery as a goal, can be a challenge. Over the years, the seniors department has ensured that policy and procedures are consistent and that standard operating procedures have been developed to guide staff and leaders. Through the combined focus of this BPSO initiative and accreditation, we were able to implement the resident-centred

philosophy of “nothing about me without me”. This has impacted our organization’s culture of service delivery whereby our daily business, from problem-solving on the floor, to senior leadership decision-making, has the resident’s best interest at heart. We hope that through this shift in thinking and doing, we can transform our homes into homes of excellence.

**Sustainability and spread:** The key to our success right from the beginning was to focus on our end goal: to have sustainable change and consistency across the homes. Through creating and implementing change based upon gaps identified by frontline staff and embedding the change in our documentation system and our policies, we have ensured that once designated, best practices are fully integrated and non-optional. Moving forward, we are excited to join with the public health BPSO at the region, for further collaboration and sharing.



Tilbury Manor’s BPSO Team (L to R): Bev Faubert, RNAO BPSO coach; Deborah Roberts, RN; Amy Cooper, RPN; Colette Berg, RN; and Sara Ryan, director of care.

## Tilbury Manor

**Author:** Sara Ryan, RN, director of care, Tilbury Manor

**About us:** Tilbury Manor is located in the heart of Tilbury, Ontario on the border between Essex County and Chatham-Kent. With the ability to accommodate 75 residents, our goal is to promote wellness, dignity and choice through our life enrichment, physio and restorative programs. Tilbury Manor was recently recognized by RNAO as a designated Best Practice Spotlight Organization, the first home to achieve this designation in the Erie St. Clair region.

### **BPGs implemented:**

- *Assessment and Management of Foot Ulcers for People with Diabetes*
- *Assessment and Management of Pain*
- *Assessment and Management of Pressure Injuries for the Interprofessional Team*
- *Assessment and Management of Venous Leg Ulcers*
- *Delirium, Dementia and Depression in Older Adults*
- *End-of-Life Care During the Last Days and Hours*
- *Oral Health: Nursing Assessment and Interventions*
- *Person-and Family-Centred Care*

- *Preventing Falls and Reducing Injury from Falls*
- *Prevention of Constipation in the Older Adult Population*
- *Promoting Continence Using Prompted Voiding*
- *Promoting Safety: Alternative Approaches to Use of Restraints*
- *Risk Assessment and Prevention of Pressure Ulcers*
- Several healthy work environment guidelines

**Impact:** All Quality Indicators have improved since implementation of BPGs. The following summarizes the quantitative impact:

- Antipsychotic usage from 28.0 – Currently 0.0
- Falls from 18.0 – Currently 11.0
- Has Pain from 9.0 – Currently 1.0
- Worsened Pain from 22.0 – Currently 4.0
- Has Stage 2-4 pressure injuries from 11.5.0 – Currently 7.0
- New Stage 2-4 pressure injuries from 9.0 – Currently 2.0
- Worsened Stage 2-4 pressure injuries from 8.0 – Currently 2.0
- Physical Restraint Use from 21.0 – Currently 0.0

In addition to these amazing quality indicator results, Tilbury Manor has also seen many qualitative indicators improve such as:

- Improved documentation and date collection
- Increased nursing knowledge, skill and confidence
- Improved skills in conflict management and problem solving
- Empowered front line staff leaders
- Improved morale and teamwork
- Improved resident and family satisfaction

**Sustainability and spread:** Tilbury Manor currently has six champion teams that are comprised of interdisciplinary team members. Each champion team is lead by a registered staff member and a PSW. All champion teams follow the same timeline for annual guideline review and creation of new goals and action plans to ensure we are always using current evidence-based practices. All teams keep binders with champion team activities up to date to assist with sustainability.

## William A. “Bill” George Extended Care Facility

**Authors:** Cynthia Dwyer, BN, RN, administrator, and Andrea McWatters, RPN, team leader, William A. “Bill” George Extended Care Facility

**About us:** The William A. “Bill” George Extended Care Facility is a 20-bed long-term care home operated by Sioux Lookout Meno Ya Win Health Care Centre. Residents receive coordinated care by a multi-disciplinary team that includes physicians, nurses, PSWs, a dietician, physiotherapists, an occupational therapist, a speech/language pathologist, and activation staff.

Many residents are Indigenous. The home’s goal is to respect and recognize cultural and language diversity through the integration of traditional and modern health-care practices. We believe that resident and family-centred care should include a restorative approach focusing on dignity and respect.



Bill George's BPSO Team (L to R): Heather Woodbeck, RNAO BPSO coach; Heather Lee, chief executive officer; Andrea McWatters, RPN; and Michelle Varey, RAI co-ordinator.



Woodingford Lodge's Judy Esseltine (front row, centre), BPSO liaison and Sue Sweeney (back row, left), RNAO BPSO coach, are joined by BPSO Teams from Woodstock, Ingersoll and Tillsonburg LTC Homes.

**BPGs implemented:**

- *Assessment and Management of Pain*
- *Assessment and Management of Pressure Injuries for the Interprofessional Team*
- *Oral Health: Nursing Assessment and Intervention*
- *Prevention of Falls and Fall Injuries in Older Adult*
- *Promoting Continence Using Prompted Voiding*

**Impact:** Since becoming a BPSO, we have increased our champions to 35 per cent of staff. We have experienced improved resident outcomes which include:

- 80 per cent increase of residents on a prompted voiding plan who had experienced incontinence and were at a greater risk of skin breakdown.
- 65 per cent decrease in the percentage of residents experiencing a fall between 2016 to end of 2018.

**Sustainability and spread:** We have built BPG recommendations into our policies, care plans, procedures and assessment tools. We have increased staff education related to falls and resident restraints with 100 per cent staff completion. Our BPG champions are working with our hospital to assist staff to implement several BPGs on the nursing floor.

Moving forward we have conducted a gap analysis related to *Person and Family-Centred Care* and we have begun to implement this guideline into resident care. Our goal is to implement two more BPGs over the next two years: *End-of-Life Care During the Last Days and Hours* and *Intra-professional Collaborative Practice among Nurses*, a healthy work environment guideline.

**Woodingford Lodge – Ingersoll, Woodingford Lodge – Tillsonburg, Woodingford Lodge – Woodstock**

**Author:** Judy Esseltine, RPN, project nurse, Woodingford Lodge – Woodstock

**About us:** Woodingford Lodge is a municipally owned and operated 'trio' of long-term care homes serving 228 residents across three

locations in Oxford County in Southwestern Ontario: Woodstock-160, Ingersoll and Tillsonburg- 34 residents in each. We employ approximately 220 full and part-time nursing staff consisting of RNs, RPNs, and PSWs. It has been exciting to enhance the care in our homes through best practices.

**BPGs implemented:**

- *Assessment and Management of Pain*
- *Person and Family-Centered Care (PFCC)*
- *Preventing and Addressing Abuse and Neglect of Older Adults*

**Impact:** We have engaged more that 20 per cent of our staff across all three sites to become best practice champions. Our residents have commented on our success with implementing PFCC, which has been invaluable in enhancing therapeutic relationships throughout the homes.

- Through implementing *Addressing Abuse and Neglect in the Older Adult* BPG, an opportunity arose to produce a video which highlights the obligation to report abuse and neglect. The video can be viewed at <https://rnao.ca/bpg/initiatives/reporting-suspected-abuse-and-neglect-whistle-blowing-protection-video>.
- *Assessment and Management of Pain* BPG — The implementation of this guideline has empowered our frontline staff to take an active role in the comfort status of our residents. We have seen positive results in the management of pain in all three homes.
- An evaluation tool was created for both residents and staff to complete every six months. A six-month follow-up showed 88 per cent of residents answered favorably to the question: "Do staff address you by your preferred name? This was a 12 per cent increase from the initial report card.

**Sustainability and spread:** Based on feedback from our champions, we will be considering two BPGs in the coming months.

- *End-of-Life Care During the Last Days and Hours*
- *Oral Health: Nursing Assessment and Interventions*

We look forward to adding to our team of champions so they can continue to act as change agents in the implementation of BPGs, enhancing our residents' lives through best practices.

## Welcome to the newest LTC-BPSOs for 2019-2022!



CAMA Woodlands' BPSO Team (L to R): Aida Jazavac, director of care; Pat Cervoni, administrator; Janice Porchina, RAI co-ordinator; and Saima Shaikh, RNAO BPSO coach.

Elgin County's BPSO Team (L to R): Terri Benwell, administrator, Bobier Villa and Elgin Manor, BPSO liaison; Michele Harris, director of homes and seniors services; Trang Pham, manager of resident care; Sue Sweeney, RNAO BPSO coach; and, Lisa Penner, administrator, Terrace Lodge.

### CAMA Woodlands

**About us:** CAMA stands for Christian and Missionary Alliance. CAMA Woodlands is owned and operated by the Central District of the Christian and Missionary Alliance Church in Canada. We are a faith-based home, which serves our multi-cultural and multi-faith resident population.

Our focus reflects our core values and quality, compassionate resident care is a priority. We do this by adopting a holistic approach incorporating all aspects of a wellness delivery service. Community partners play an integral role in supporting CAMA Woodlands.

Our 128 bed, non-smoking charitable home is completely secure with a safe front garden, backyard gazebo and wandering path. We strive for excellence through meeting and surpassing Ministry of Health Standards and Guidelines having four resident home areas. We have approximately 180 staff including RNs, RPNs, PSWs, allied health professionals, housekeeping, dietary, maintenance and administration staff.

#### **BPGs selected for implementation:**

- *Delirium, Dementia, and Depression in Older Adults*
- *Person-and Family-Centred Care*
- *Preventing Falls and Reducing Injury from Falls*

**LTC-BPSO liaison:** Geetha Punnathiraya, RN

**Overall Goal for LTC-BPSO:** We are always striving to improve our service delivery and be in line with evidence-based practices. As such, becoming a LTC-BPSO provides a road map for exactly that and is aligned with our current focus and efforts in providing excellent care by meeting and exceeding ministry standards.

### County of Elgin Homes and Seniors Services

**About us:** County of Elgin homes consist of three municipal, non-profit homes located in picturesque, relaxed country settings.

Bobier Villa, "The Little Home with a Lot of Heart", a 57-bed home located in Dutton, ON with 80 staff. Elgin Manor, "The Home Where the Heart Is", a 90-bed home located in St. Thomas, ON with 95 staff. Terrace Lodge, "The Heart of Caring and Sharing", is a 100-bed home located in Aylmer, ON with 115 staff.

Our homes also provide services including Meals on Wheels, Adult Day Program, Stroke Program and Diners Club. We were a host agency for an RNAO LTC best practice coordinator; launched a plan of treatment for a CPR project, which progressed to a Health Quality Ontario project for early identification of palliative and end of life care. We were one of the first homes in Canada to introduce "Paro" the robotic seal for residents with responsive behaviours. Finally, we received an award from Health Achieve for Innovations in Health Human Resources for our coaches for new employees program.

#### **BPGs selected for implementation:**

- *Preventing Falls and Reducing Injuries from Falls*
- *Promoting Safety: Alternatives to the Use of Restraints*
- *Risk Assessment and Prevention of Pressure Ulcers*

**LTC-BPSO liaison:** Terri Benwell, administrator, Bobier Villa and Elgin Manor.

**Overall Goal for LTC-BPSO:** Our goal in becoming a BPSO is to enhance quality of life for residents and families through the implementation of the evidence-based best practice guidelines. By implementing BPGs, Elgin County Homes will improve resident and staff satisfaction, thereby becoming "the home where residents want to live and, the home where staff want to work".

### Hampton Terrace Care Centre

**About us:** Unger Nursing Homes Ltd. is a multi-site organization with two LTC homes: Hampton Terrace Care Centre located in Burlington and Tufford Nursing Home located in St. Catharines. Built in 2001, Hampton Terrace is a luxurious, one-floor home with a

grand entrance, stained glass ceilings, skylights and traditionally decorated dining and other common areas to provide care and services to 101 residents. Tufford is comprised of 64 residents and 60 staff. Currently, Tufford is in redevelopment to become The Westhills Care Centre, a three-story building with two inner courtyards, which will serve as a new home for the 64 residents at Tufford Nursing Home, with an additional 96 beds.

Hampton Terrace received accredited status with exemplary standing under Accreditation Canada's Qmentum program. Both homes meet all required organization practices and achieved a 97 per cent overall compliance with Accreditation Canada standards.

**BPGs selected for implementation:**

- *Person-and Family-Centred Care*
- *Preventing Falls and Reducing Injury from Falls*
- *Promoting Safety: Alternative Approaches to Use of Restraints*

**LTC-BPSO liaison:** Kristyn Charbonneau, clinical manager

**Overall Goal for LTC-BPSO:** The overall goal of our home, through the implementation of BPGs, is to promote communications with residents, family, community partners and staff to promote education and engagement. With improved communication and empowerment of residents, family and staff, we aim to create a warm, welcoming environment that can provide care, privacy and comfort in a safe and secure environment.

**Iroquois Lodge**

**About us:** Iroquois Lodge is a non-profit Indigenous Long-Term Care Home located in the heart of Six Nations, Ontario. We strive to provide quality care and a home which harmonizes our traditional Haudenosaunee (Iroquois) culture with best practices in clinical care. It was established over 30 years ago for our elders so they can stay in their community as they age. Our vision at Iroquois Lodge is to provide an environment, which promotes and maintains our residents' way of life within the Haudenosaunee culture, traditions, and spirituality, while providing individualized, optimal care.

Our nursing staff consists of eight registered nurses, seven registered practical nurses, and 22 personal support workers. They provide care to 70 residents.

The governance model we operate under is unique compared to other LTC homes. Iroquois Lodge is managed by the administrator/director of care, but is owned and operated by Six Nations of the Grand River Health Services, a department under the direction of Six Nations Elected Council. Individual freedom and family connections are two key cultural values to the Haudenosaunee people, which is why we are choosing to implement RNAO's *Person-and Family-Centred Care* BPG. Implementing this guideline also supports Six Nations Health Services value of culture as foundation when providing services to our Haudenosaunee community members.

**BPGs selected for implementation:**

- *Assessment and Management of Pain*
- *Person-and Family-Centred Care*
- *Preventing Falls and Reducing Injury from Falls*

**LTC-BPSO liaison:** Marie Ibbotson, RN, nurse educator

**Overall Goal for LTC-BPSO:** Being one of the few Indigenous LTC homes in the province, we hope to be the first designated Indigenous LTC-BPSO. We would like to act as a leader for other Indigenous communities and spread our knowledge and our experience, and to teach the value of implementing culture-based best practice guidelines in long-term care. We would like to inspire other communities to establish their own long-term care facilities so their elders can stay at home and receive culturally-based care. With the support of the RNAO, Six Nations Health Services and our community, we are well-positioned to be at the fore-front of best practice guideline implementation in Indigenous communities.

**Maple View Lodge**

**About us:** Maple View Lodge is a rural home in Athens Township, North West of Brockville, Ontario. This municipal home is owned and operated by the United Counties of Leeds and Grenville. The



Hampton Terrace's BPSO Team (L to R): Saima Shaikh, RNAO BPSO coach; Tracey Spencer, director of nursing; Karen Verhaeghe, administrator; Kristyn Charbonneau, clinical manager/BPSO liaison; and Krista Halasz, CQI-C.

Iroquois Lodge's BPSO Team (L to R): Deirdre Boyle, RNAO BPSO coach; Barbara Silversmith, environmental service provider; Sonja Martin, personal support worker; and Holly Cowan, portfolio lead.



**RNAO's Long-Term Care Best Practices Program Newsletter**

Editors: Heather McConnell and Marion Zych. Newsletter designed by Citlali Singh. Please send comments/inquiries by email to [LTCBPP@RNAO.ca](mailto:LTCBPP@RNAO.ca).



Maple View Lodge's BPSO Team (L to R): Lee Mantini, RNAO BPSO coach; Tracy Jordan, director of care; Jamie Buffam, RN, RAI co-ordinator; and Karina Salutari, RN.

WQCC's BPSO Team (L to R): Bev Faubert, RNAO BPSO coach; Kelly Couwenberg, personal support worker, BPSO champion; Tanya McGill, director of care; and Tracy Shanahan, RPN, best practice champion.

Westmount Gardens' BPSO Team (L to R): Sarah Bajura-MacLaren, NP, BPSO liaison; Angela Dayman, assistant manager of resident care; Cinda VanGorp, manager of resident care; and Sue Sweeney, RNAO BPSO coach.

staff and management of Maple View Lodge are very proud to be the first pre-designate LTC – BPSO in Southeastern Ontario. They are eagerly beginning their work on implementing five RNAO Best Practice Guidelines in order to improve resident care and outcomes.

Maple View Lodge has a long history with roots dating back to 1895, when it operated as a house of industry, offering a home for local impoverished citizens. Currently, there are 60 residents and 111 staff. Our LTC home has recently been awarded additional beds, which will bring our bed total to 192. The new building will open with a foundation based on best practices. Another new addition to Maple View Lodge is MAPLE, a pet therapy dog, who is being trained to provide comfort and bring smiles to the faces of residents.

**BPGs selected for implementation:**

- *Assessment and Management of Pressure Injuries for the Interprofessional Team*
- *Preventing and Addressing Abuse and Neglect of Older Adults*
- *Preventing Falls and Reducing Injury from Falls*
- *Promoting Safety: Alternative Approaches to the Use of Restraints*

**LTC-BPSO liaison:** Tracy Jordan RN, director of care

**Overall Goal for LTC-BPSO:** Maple View Lodge's goals are to flourish, motivate, and inspire team work and positivity, to make everyone feel like a champion, and to become a home of excellence, an employer of choice and a leader of evidence-based best practices in Southeast Ontario.

**Watford Quality Care Centre**

**About us:** Watford Quality Care Centre (WQCC) is a rural home that opened in 1976, located in Watford, Ontario. WQCC strives to provide excellent person-centred care to the residents in our home. In 2019, WQCC was awarded a three-year accreditation through CARF International.

WQCC consists of 63 LTC beds, one palliative bed and one respite bed, and has 80 staff members. WQCC has a very supportive leadership team, internal BSO team and staff that are very

dedicated to providing excellent care.

**BPGs selected for implementation:**

- *Assessment and Management of Pain*
- *Assessment and Management of Foot Ulcers for People with Diabetes*
- *Person-and Family-Centred Care*

**LTC-BPSO liaison:** Serina Alberts-Bourgeois, RN.

**Overall Goal for LTC-BPSO:** Our goal is to implement evidence-based practices and improve the care we provide to our residents.

**Westmount Gardens LTC**

**About us:** Westmount Gardens, a Steeves & Rozema LTC Residence, is a welcoming and supportive environment, located on a seven-acre site in the beautiful and established Westmount area of London. Westmount Gardens is home to 160 residents, with five units, each a home to 32 residents.

**BPGs selected for implementation:**

- *Assessment and Management of Pain*
- *End-of-Life Care During the Last Days and Hours*
- *Person-and Family-Centred Care*
- *Preventing Falls and Reducing Injury from Falls*

**LTC-BPSO liaison:** Angela Dayman, RN, assistant manager of resident care, and Sarah Bajura-MacLaren, NP.

**Overall Goal for LTC-BPSO:** Our goal is to improve resident care through implementation of selected RNAO BPGs. Our short-term goals include increasing the safety and quality of life for our residents by reducing our falls, improving pain and symptom management and our person- and family-centred care through the development of implementation initiatives. Long-term goals include engaging staff through the best practice champion program, to facilitate facility-wide understanding of the importance of the development and implementation of BPGs. This will assist in the holistic health of our residents, families, and staff through providing excellent care.