

Quality Improvement Plan (QIP)

# Narrative for Health Care Organizations in Ontario

March 27, 2025



## OVERVIEW

River Glen Haven Nursing Home, located in the serene town of Sutton, Ontario, has been proudly serving the Town of Georgina and surrounding areas for over 30 years. Situated along the tranquil Black River, this 89-bed accredited home (a reduced capacity from 119 following the elimination of ward beds during the COVID-19 pandemic) provides compassionate care, creating a warm home-like environment, and ensuring that each resident is treated as an individual with unique needs.

A key aspect of River Glen Haven's success is its strong focus on team accountability. Every member of the staff, from caregivers to management, is committed to upholding the highest standards of care. This shared sense of responsibility ensures that each resident receives personalized, person-centered care that is responsive to their needs and preferences. The home fosters a collaborative environment where the well-being of each resident is always the top priority, ensuring they receive the attention and support they deserve.

River Glen Haven has deepened its commitment to person-centered care. The smaller setting allows staff to devote more time and energy to each resident, creating personalized care plans that reflect their unique needs, interests, and wishes. This approach helps make River Glen Haven feel less like a nursing home and more like a home away from home, where residents can feel comfortable, supported, and valued.

In addition to personalized care, the small community setting fosters meaningful relationships between residents and staff. With fewer residents, opportunities for social interaction increase, helping to reduce isolation and cultivate a strong sense of belonging. This atmosphere of warmth and connection enhances the emotional well-being of residents, ensuring they feel a part of a

close-knit, supportive community.

Ultimately, River Glen Haven's focus on team accountability and person-centered care allows it to create an environment that feels like a true home away from home—a place where residents are treated with respect, dignity, and care that goes beyond simply meeting physical needs.

## **ACCESS AND FLOW**

River Glen Haven Nursing Home works closely with the Ontario Health Team, Behavioural Support Ontario, and Southlake NLOT to enhance the quality of care and ensure that residents receive timely, efficient, and personalized services. A key focus of the home is Access and Flow, ensuring that residents receive the care they need without unnecessary disruptions. The home is deeply committed to reducing avoidable Emergency Department (ED) transfers, which is critical in maintaining continuity of care and minimizing unnecessary hospital visits. By building clinical capacity internally, River Glen Haven has improved its ability to manage complex medical needs on-site, reducing the need for hospital transfers and allowing residents to receive care in the familiar, supportive environment of their home.

This commitment is reflected in the 2024/25 Quality Improvement Plan (QIP) progress report. Previous performance rate of 28.04 avoidable ED transfers, with a set target for 23.00. The current performance stands at 25.49, reflecting a 9.09% improvement in reducing unnecessary ED transfers, bringing the home closer to its target. This progress is a testament to the home's ongoing efforts to strengthen Access and Flow and build clinical capacity to manage care more effectively within the home. This focus will continue through the 2025/26 QIP, with a set target of 23.00 and current performance noted at 25.49.

River Glen Haven's approach is part of a broader commitment to providing high-quality, person-centered care. With a reduced capacity of 89 beds, the home focuses on individualized care, ensuring each resident's needs are met with the right clinical resources and attention. The collaborative efforts of staff, alongside partnerships with regional health teams, help monitor residents' health conditions, prevent complications, and respond promptly to any changes, meaning residents can stay in the home for care that would otherwise require a hospital visit.

The home's commitment to Access and Flow not only improves clinical outcomes but also significantly enhances residents' experience by reducing the stress and disruption associated with hospital transfers. This approach ensures that residents feel more at ease and can receive comprehensive care in a familiar and supportive setting—truly making it a home away from home. Through these efforts and partnerships, River Glen Haven ensures seamless care, strengthens its internal clinical capabilities, and reduces avoidable ED transfers, ultimately enhancing the quality of care and the overall experience for residents and their families.

## EQUITY AND INDIGENOUS HEALTH

We River Glen Haven Nursing Home is committed to providing care that recognizes the importance of equity and Indigenous health. We understand that our residents come from a variety of cultural backgrounds and that health care must be approached with sensitivity to the unique needs of each individual. To that end, we continue to provide cultural diversity training to our staff, ensuring they are equipped with the knowledge and tools to provide respectful, inclusive care.

In addition to cultural sensitivity training, we offer culturally diverse activities for residents, celebrating the rich backgrounds and traditions that make up our community. This diversity is also honored through staff appreciation events, which highlight and celebrate the various cultures represented within our team. These efforts bring cultural awareness to the forefront, reminding us that we are part of a province and country rich in diversity, and that understanding and honoring that diversity is key to effective care. At River Glen Haven, we firmly believe in a person-centered approach that ensures each individual's personal practices, beliefs, and needs are respected. Our commitment to Indigenous health and equity extends to creating an environment where residents do not have to conform to a one-size-fits-all model of care. Instead, we seek to understand each person's needs and traditions, tailoring care plans that reflect those unique aspects of their identity. As we move forward, River Glen Haven will continue to explore ways to meet the personal and cultural needs of each resident, ensuring that all individuals are honored for who they are. By fostering an inclusive and respectful environment, we aim to provide the best possible care while celebrating the diverse backgrounds and experiences of everyone in our community.

## PATIENT/CLIENT/RESIDENT EXPERIENCE

At River Glen Haven Nursing Home, we are deeply committed to enhancing the resident experience by continuously improving how we provide care and engage with the individuals we serve. We recognize that gathering feedback from residents, their families, and our team members is essential in delivering care that truly meets their needs. To that end, we are exploring new and improved ways to solicit feedback in a manner that makes residents feel safe, heard, and valued. Our goal is to ensure that residents have the opportunity to express their thoughts and concerns in a way that empowers them, fostering a culture of openness and trust. In addition to soliciting more frequent and effective feedback, we are focused on strengthening our person-centered care approach. We are incorporating tools like the BSO My Personhood Summary tool to gather deeper insights into each resident's personal history, preferences, and life experiences. This allows us to develop care plans that truly reflect the individuality of each resident, ensuring that their care is tailored to their unique needs and wishes. We are also integrating person-centered language into our residents' care plans, fostering a more personalized and respectful approach to care that recognizes each person's dignity and identity. We also utilize annual family and resident satisfaction surveys to measure and track how well we are meeting the expectations of our residents and their families. These surveys provide invaluable insights into areas where we excel and where we can continue to improve. The feedback we receive from these surveys is instrumental in guiding our efforts to enhance the quality of care and services we provide, ensuring that we remain responsive to the evolving needs of the population we serve. From the 2024 family satisfaction survey, and the 2025 resident satisfaction survey, in collaboration with BSO, we will be focusing on Pleasurable dining

experience and availability of meaningful programming. By combining ongoing feedback, the use of personalized care tools, and continuous improvements based on survey results, we are committed to creating an environment where residents feel respected, supported, and truly cared for. Through these efforts, we aim to enhance the overall experience for everyone at River Glen Haven, ensuring we meet and exceed the needs of the people in our care.

## **PROVIDER EXPERIENCE**

At River Glen Haven Nursing Home, we recognize that the well-being of our team is vital to delivering exceptional care and cultivating a positive environment for both residents and staff. We are deeply committed to supporting, valuing, and empowering our team members, as their satisfaction directly influences the care they provide to our residents.

To ensure that our team members feel heard and supported, we continuously explore new ways to gather feedback and encourage open communication. Creating an environment where staff feel comfortable sharing their thoughts and concerns is essential to fostering a culture of collaboration. To facilitate this, we hold monthly staff meetings that allow team members to share their experiences, discuss challenges, and suggest improvements. These meetings offer a platform for open dialogue and help us promptly address concerns while promoting a collaborative, inclusive atmosphere.

In addition to the monthly meetings, we engage with staff through daily emails, keeping everyone informed about updates, changes, and important reminders. This ensures that our team members remain connected, engaged, and up to date on the ongoing initiatives to enhance both resident care and the work

environment. By maintaining clear and consistent communication, we help our staff feel well-supported and equipped to perform their roles effectively.

We are also committed to enhancing person-centered care by providing our staff with tools and resources to better understand and meet the unique needs of our residents. Utilization of the BSO My Personhood Summary tool and the integration of person-centered language into care plans, we enable our team to offer more personalized and meaningful care. This approach not only benefits our residents but also provides clear guidance for staff, making their work more fulfilling and impactful.

River Glen Haven is dedicated to cultivating a positive provider experience by continually improving communication, gathering feedback, and offering ongoing support. We believe that by investing in our team's well-being, we ultimately improve the care and experience for our residents, fostering a cycle of growth and improvement.

To further promote collaboration and appreciation, River Glen Haven Nursing Home celebrates our staff throughout the year. In addition to annual service awards and Nursing Week, we also recognize milestones like the successful installation of our new fire sprinkler system. We encourage staff to share their preferences for celebrations, and our leadership team works diligently to organize events that meet their needs and show appreciation for their hard work.

## **SAFETY**

At River Glen Haven Nursing Home, the safety and well-being of our residents are our top priorities. We are dedicated to creating a secure, supportive environment where every individual is treated with dignity, respect, and care. To ensure that we provide the

highest quality of care, we work closely with a variety of external resources and community organizations to enhance the services we offer.

We understand that effective care requires collaboration, which is why we partner with external organizations such as the Ontario Health Team, Behavioural Support Ontario, and Southlake NLOT. These partnerships allow us to bring additional expertise and resources to our residents, ensuring that complex care needs are managed effectively. This collaborative approach ensures that residents receive the specialized care they require while remaining in the comfort and safety of their home.

In addition to our external partnerships, we are committed to strengthening our internal clinical capacity. By utilizing on-site medical resources, we are able to manage a wide range of medical needs, reducing the need for hospital transfers. This allows our residents to receive continuity of care, minimizing the stress and disruption that often come with leaving their familiar surroundings. Our focus on person-centered care is central to our approach. We work to ensure that each resident's unique needs and preferences are respected and integrated into their care plan. Through tools like the BSO My Personhood Summary, we gather crucial information about each resident's personal history, preferences, and care requirements. This allows us to customize care plans that align with their values and choices, ultimately improving the quality of care while ensuring their safety. We proactively address potential risks and adjust care plans as needed to maintain a safe environment. Furthermore, we have developed an Emergency Preparedness Plan to ensure that our residents are protected in the event of an emergency. In addition to annual education of the plan, it includes regular drills, clear communication procedures, and well-established protocols for a variety of potential emergencies. Our

staff is fully trained to respond swiftly and effectively, ensuring that residents remain safe and secure at all times.

At River Glen Haven, we remain committed to using every available resource to maintain a safe and nurturing environment for our residents. Through our partnerships, focus on person-centered care, and comprehensive emergency preparedness, we provide the highest level of care while ensuring that our residents always feel at home.

## **PALLIATIVE CARE**

At River Glen Haven Nursing Home, we are dedicated to ensuring that each resident receives comprehensive, compassionate care throughout their palliative care journey. Our commitment goes beyond managing physical symptoms; we address all components of wellness—physical, emotional, spiritual, social, and financial—to ensure that every resident experiences dignity, comfort, and peace during this important time in their life.

We recognize that palliative care is about more than just pain management; it's about providing holistic support for the whole person. To achieve this, we collaborate closely with external partners, such as the Ontario Health Team, Behavioural Support Ontario, and Southlake NLOT, to bring specialized expertise and resources that meet the diverse needs of our residents. These collaborations allow us to offer advanced care options, including expert pain management, mental health support, spiritual care, and financial guidance to ease the burden on families, all tailored to the unique needs of each resident.

At River Glen Haven, we prioritize person-centered care, where each resident's values, preferences, and life experiences are central to their care plan. This approach ensures that residents feel respected, heard, and empowered in making their own care

decisions. By utilizing tools like the BSO My Personhood Summary, we gain deeper insights into each resident's individual needs, preferences, and wishes, which helps us create care plans that promote physical, emotional, spiritual, and financial wellness throughout their palliative care journey.

We also understand the critical role of emotional and social well-being in the palliative process. We offer compassionate support to residents and their families, creating a safe space for open communication and emotional expression. Social connections are important, so we encourage residents to maintain relationships with loved ones and the community. Whether through meaningful conversations, spiritual support, or engaging activities, we work to foster a sense of belonging and connection.

Financial well-being is an important aspect of overall wellness, and we offer guidance and support to ensure that residents and their families feel confident in navigating financial matters related to palliative care, providing clarity and peace of mind during a challenging time.

At every stage of the palliative care journey, we remain committed to addressing all aspects of a resident's wellness. By integrating physical care with emotional, spiritual, social, and financial support, we create a supportive, respectful, and peaceful environment. River Glen Haven aims to provide the highest standard of care that meets the full spectrum of each resident's needs, allowing them to feel truly cared for, comforted, and respected as they navigate this important life stage.

## **POPULATION HEALTH MANAGEMENT**

At River Glen Haven Nursing Home, we are committed to enhancing the well-being of our residents through effective population health management. This approach focuses on improving the overall health of our community by preventing illness, managing chronic conditions, and addressing the social determinants of health. We take a proactive approach to care, utilizing data-driven strategies to identify health trends and risks within our population. By working closely with healthcare providers, families, and community partners, we tailor care plans that address individual needs while promoting the health of the entire community. Our efforts include regular health assessments, and preventive care initiatives, all designed to improve the quality of life for our residents. Through these comprehensive and collaborative efforts, River Glen Haven Nursing Home strives to ensure our residents lead healthier, happier lives.

## **CONTACT INFORMATION/DESIGNATED LEAD**

Darlene Horne CNM  
Administrator/ Executive Director  
River Glen Haven Nursing Home  
160 Hight Street  
Sutton, ON  
LOE 1R0  
905-722-3631 ext.: 101

**OTHER**

Jordan Kannampuzha  
Chief Operating Officer  
River Glen Haven Nursing Home  
160 Hight Street  
Sutton, ON  
LOE 1R0  
905-722-3631 ext.: 111

**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 27, 2025**

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**Jordan Kannampuzha**, Board Chair / Licensee or delegate

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**Darlene Horne**, Administrator /Executive Director

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**Darlene Horne**, Quality Committee Chair or delegate

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**Pavel Ilyenkou**, Other leadership as appropriate

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