

Annual Quality Improvement Report

Hyland Crest and Highland Wood

2024/2025



OVERVIEW

Haliburton Highlands Health Services (HHHS), working with partners and accountable to our community, promotes wellness and provides access to essential, high quality clinical programs including Primary Care, Hospital (Acute Inpatient and Emergency Care at the Haliburton site) Long-Term Care, End-of-Life Care, Mental Health & Addictions Services, Physio, DEN/Gain, and Community Support Services for the residents, cottagers, and visitors of Haliburton County and the surrounding areas.

HHHS manages two Long-Term Care facilities, Hyland Crest in Minden and Highland Wood in Haliburton, that provide high-quality care for those no longer able to live at home.

Daily activities, nutritional meals, and visiting entertainers help to ensure well-rounded events for those who choose to participate, and privacy in the one-and-two room suites offer rest and relaxation for those so inclined. All residents' rooms are on a central air-conditioning system.

HIGHLAND WOOD – Our home in Haliburton provides 30 Long-Term Care beds in private and basic rooms, each with a bathroom, closet, and finger-tip adjustable beds. Registered nursing staff are on site 24 hours every day, while Personal Support Workers and Registered Practical Nurses provide one-on-one care to meet the needs of all residents. The Haliburton Emergency Department is located just down the hall for rapid response in emergency situations.



HYLAND CREST – Our home in Minden provides 62 Long-Term Care beds in private and basic rooms, each with a bathroom, closet, and finger-tip adjustable beds. One respite bed is available for occasional stays. Registered nursing staff are on site 24 hours every day, while Personal Support Workers and Registered Practical Nurses provide one-on-one care to meet the needs of all residents.



2024/25 has been an exciting year for Long Term Care at Haliburton Highlands Health Services. We are proud to share this year that we successfully achieved our highest level of Accreditation to date – Accredited with Commendation. We are excited to share some of the work we have done. This report discusses some of our achievements as well as opportunities and direction for the future.

MISSION, VISION AND VALUES



Together – be the model of excellence in rural healthcare

STRATEGIC DIRECTIONS



Deliver compassionate, high-quality person-centred care.

Nurture and support a thriving team culture.



Cultivate partnerships to strengthen care delivery.

Build the future through sustainable and responsible resource management and innovation.



2025-2028

Optimizing health and wellbeing in Haliburton County through growth and innovation

COMPASSION • ACCOUNTABILITY • INTEGRITY • RESPECT

Just introduced in April 2025, our new strategic plan is rooted in the belief that everyone deserves access to high-quality care, no matter where they live. Our core values of compassion, accountability, integrity, and respect shape the way we care for the residents of Hyland Crest and Highland Wood support our team, and connect with our community.

The strategic plan was developed in consultation with members of the community through our Summer and Winter Engagement Series which brought together patients, residents, community members, local leaders, and experts to answer questions and connect with stakeholders.

OUR QUALITY FRAMEWORK



Healthcare Quality is the degree to which health services for individuals and populations achieve positive outcomes, experiences and deliver value.

Per Accreditation Canada, Healthcare Quality is achieved through the use of evidence, best practices, qualitative data and cultural knowledge to inform decision making. This is supported through quality assurance processes (policies, checklists, reporting systems, standardization, monitoring, etc.), consistent methods of improvement when problems are detected, shared quality goals and objectives with a plan for achieving them and a culture that values and aims for high quality care and service and continuous improvement.

The *Fixing Long Term Care Act (2021)* and *Ontario Regulation 246/22* stipulate that all licensees implement continuous quality improvement initiatives including the establishment of a quality committee, a designated lead and sets out regular reporting requirements.

Our Quality Framework is, at its' essence, a supporting structure. Developed in the latter half of the fiscal year in consultation with stakeholders throughout the organization, supports an approach to care that is consistent with our mission, vision, values and strategic directions. It supports an approach to quality improvement based on the Quintuple Aim and the Dimensions of Quality set out in the *Excellent Care for All Act (2010)*.

At HHHS, the tools we use to drive Quality Improvement include:

- Our Annual Quality Improvement Plan
- Accreditation Canada Surveys and adherence to their standards
- Long Term Care and Hospital Legislation and Regulations
- Participation in Communities of Practice and Regional Workgroups
- Patient, Resident and Client Experience Surveys
- Regular care reviews and point of care audits.
- An interdisciplinary Quality Improvement Committee and Long-Term Care Quality Improvement Committee
- A Safety Incident and Feedback reporting system
- Partnership with an independent third party for Whistleblower reporting
- Opportunities for continuous education for staff and community partners.
- Community partnerships and stakeholder engagement.

Within the context of Long-Term Care, the following meetings and committees are in place at Hyland Crest and Highland Wood to drive Quality:

- Annual Mandatory Education Planning Meeting
- Annual Program Evaluation
- Mandatory Education Registered Staff
- Mandatory Education Non- Registered Staff
- Pharmacy and Therapeutics
- Resident Safety Committee Meetings
- Resident Council
- Family Council
- Weekly staff huddles
- Registered Staff Meetings
- Long Term Care Quality Improvement Committee

PERFORMANCE METRICS

Below are the adjusted CIHI quality metrics for Hyland Crest (Minden) and Highland Wood (Haliburton) along with trend lines showing improvement and decline in each metric over the fiscal year. In Fiscal Year 2025/26, both homes will be focusing QI improvement initiatives on reducing pressure ulcer prevalence and the frequency of falls.

QI	Q1	Q2	Q3	Trend	Trend	Q1	Q2	Q3
	Minden	Minden	Minden	Minden	Haliburton	Haliburton	Haliburton	Haliburton
Worse late-loss ADL	17.3%	14.0%	14.3%			5.4%	4.7%	9.4%
Imp or Indep in mid-loss ADL	39.6%	44.0%	48.4%			45.8%	49.3%	47.9%
Imp or Indep in early-loss ADL	21.6%	41.7%	44.8%			32.8%	25.8%	28.2%
Imp late-loss ADL	13.7%	15.4%	18.6%			4.4%	6.1%	6.5%
Worse or Dep in mid-loss ADL	36.3%	36.1%	33.5%			34.2%	30.6%	31.9%
Worse or Dep in early-loss ADL	24.8%	23.5%	25.0%			5.1%	8.7%	6.2%
Worse ADL self-performance	48.5%	43.3%	41.8%			40.1%	44.1%	42.7%
Worse locomotion	23.1%	23.2%	17.5%			20.7%	22.8%	20.7%
Imp locomotion	22.2%	24.7%	27.0%			24.1%	29.4%	27.4%
Worse behav symp	19.2%	17.6%	15.7%			14.0%	13.1%	17.3%
Imp behav symp	17.0%	14.2%	16.2%			9.8%	17.2%	19.7%
Worse cognitive ability	2.9%	4.0%	3.2%			4.0%	5.1%	8.7%
Imp cognitive ability	0.5%	0.5%	0.5%			1.0%	0.0%	0.9%
Worse communication	3.4%	3.5%	3.9%			4.7%	5.6%	9.1%
Imp communication	0.4%	0.9%	0.5%			0.0%	0.0%	0.0%
Has Symptoms of delirium	13.6%	17.0%	19.4%			12.5%	8.0%	7.0%
Worse mood w/ symp depression	46.8%	44.9%	42.9%			26.3%	27.1%	23.4%
Antipsych w/o psychosis dx	12.6%	10.7%	13.0%			22.2%	22.5%	20.9%
Has fallen in last 30 days	20.9%	19.3%	20.2%			17.5%	16.2%	19.6%
Infections > 1	11.5%	11.8%	9.7%			11.7%	9.9%	8.3%
Has Stage 2-4 PU	5.6%	5.5%	5.9%			2.2%	2.0%	3.7%
Worse Stage 2-4 PU	3.6%	2.9%	4.3%			1.4%	2.5%	4.0%
New Stage 2-4 PU	2.5%	2.8%	3.8%			1.1%	1.0%	2.1%
Daily physical restraints	11.9%	11.5%	10.7%			0.6%	0.0%	0.0%
Worse/unchanged resp cond-n	11.1%	10.0%	10.7%			52.1%	52.2%	54.7%
Indwelling catheters	14.4%	10.6%	6.7%			6.8%	7.3%	7.4%
Worse bowel cont	30.7%	28.4%	28.5%			35.0%	26.9%	27.6%
Worse bladder cont	20.3%	21.6%	23.7%			19.2%	18.9%	20.9%
Has Urinary tract infection	8.0%	7.3%	5.9%			3.7%	2.7%	2.3%
Imp bowel cont	33.8%	34.7%	39.0%			26.6%	31.0%	31.4%
Imp bladder cont	19.3%	22.0%	20.8%			14.6%	17.6%	12.5%
Has a feeding tube	0.0%	0.0%	0.0%			0.0%	0.0%	0.0%
Has pain	6.8%	6.9%	8.5%			0.0%	0.0%	0.0%
Worsened pain	20.2%	19.9%	16.3%			6.4%	6.9%	7.2%
Has had weight loss	7.5%	10.6%	11.4%			7.8%	7.0%	5.5%

QUALITY IMPROVEMENT PLAN (QIP)

Informed by our resident surveys, CIHI data and priorities set by Ontario Health, our Long Term Care QIP metrics this year will focus on ensuring our residents continue to be heard and are able to live safely and with the highest quality of life. We will continue to work with our residents and families to implement the Resident Focussed Care Model in both homes. To help decrease falls, we will continue our focussed monthly safety review for each resident with a focussed assessment on those who fell in the last 30 days. We will be increasing purposeful rounding and roll out a comprehensive education package for staff, residents and families. As our Mission Statement indicates – we will be the model of excellence in rural healthcare together.

Indicator	Baseline	Target
Do residents feel they have a voice and are listened to by staff? (By Home)	Highland Wood 81.82%	85%
	Hyland Crest 83.33%	
Percentage of long term care residents who fell in the last 30 days (By Home)	Highland Wood 18.52%	16.50%
	Hyland Crest 19.91%	



RESIDENT SATISFACTION SURVEY

Working together to improve quality in our homes means listening to the voice of our residents. This year, we sought feedback from the residents through a Family Council designed Resident Satisfaction Survey. The 42-question survey solicited feedback from residents in areas that they identified were important to them including Experience, Communication, Care Provision, Food & Mealtime Experience, Home & Environmental Services, Activities Experience and General Satisfaction. In all areas, both homes scored quite high in all areas with 91% of residents surveyed in each home indicating that they would recommend their home to others. This year, the surveys were delivered manually. In coming years, we hope to leverage to Qualtrics system to automate the process and make it easier for residents to complete. This year's survey was completed in January 2025 and we are in the process of developing the Family survey for roll out online in the latter half of Quarter 1, 2025/26.

We continue to work with our Resident and Family Councils at Hyland Crest and Highland Wood to provide the best experience possible for our residents. The results of the 24/25 survey were shared with Hyland Crest on February 10, 2025 and Highland Wood on February 6, 2025. In 25/26 we will be focusing on further developing our Resident-Focused Care Model by making our Homes exactly that – homes. In collaboration with residents, families, staff and volunteers, we will be transforming these spaces into comfortable environments where the sole focus is on meeting the residents where they live and delivering friendly and timely care of the highest quality.

MASTER PLANNING – THE FUTURE OF CARE



Expanded Long-Term Care
Increase long-term care capacity to add an additional 68 new beds, bringing the total to a minimum of 160 long-term care beds in one location.

Our Master Plan explores various options to increase long-term care capacity, with a preferred approach to add an additional 68 new beds, bringing the total to 160 long-term care beds in one location. Long Term Care at HHHS would be expanded and modernized, bringing services, teams, and administration together under one larger roof.

Our vision is to collaborate with our residents, families and community to create a home-like, resident-centred care environment. We are designing innovative spaces that cater to residents with diverse needs, including those with behavioural challenges, without resorting to locked units.

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APPENDIX 1 – ACRONYMS

Acronym	Meaning
ADL	Activities of Daily Living
CIHI	Canadian Institute for Health Information
DEN	Diabetes Education Network
GAIN	Geriatric Assessment and Intervention Network
HHHS	Haliburton Highlands Health Services
QI	Quality Improvement
QIP	Quality Improvement Plan