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Change Happen.



## Quality Improvement Plan (QIP) Narrative for Health Care Organizations in Ontario



3/14/2019

This document is intended to provide health care organizations in Ontario with guidance as to how they can develop a Quality Improvement Plan. While much effort and care has gone into preparing this document, this document should not be relied on as legal advice and organizations should consult with their legal, governance and other relevant advisors as appropriate in preparing their quality improvement plans. Furthermore, organizations are free to design their own public quality improvement plans using alternative formats and contents, provided that they submit a version of their quality improvement plan to Health Quality Ontario (if required) in the format described herein.

[ontario.ca/excellentcare](http://ontario.ca/excellentcare)

## Overview

Victoria Manor is a 166-bed long-term care home that offers a secured home area and a Behavioural Support Ontario (BSO) Team. The Quality Improvement Plan and the Resident Safety Plan have been part of the Home's strategic and operating plans. Specific objectives in the home's 2019-2021 Strategic Plan have fallen under the following strategic categories of focus:

- Our Residents/Clients
- Our People/ Team members
- Our Community
- Strengthening Support Services

Our home is CARF Accredited.

We collaborate with community organizations to offer programming which keeps residents active and involved with their families, friends and community.

The Resident's Council is well represented. Our Family Council is represented.

This plan has been refreshed from 2018 and has been reviewed by all employees, families and residents.

Key values are Respect, Passion, Teamwork, Responsibility and Growth.

Other priorities for the home focus on quality indicators as follows:

1. Reduction in ED visits
2. Resident Satisfaction- Likelihood to Recommend
3. Responsiveness to Complaints
4. Identification of Palliative Care Needs of Residents

These 4 priority indicators share alignment with the organization's Strategic Plan, the home's Operational Plan, the Long-Term Care Service Accountability Agreements and CARF Accreditation Standards.

The home has a full management partnership with Sienna Senior Living that will facilitate the quality management processes and provide benchmarking standards to work towards.

Key considerations which may impact our 2019 performance include continuing changes in the resident population and acuity specifically the growing number of residents with psychiatric histories who have aged which results in aggressive behaviours.

## Describe your organization's greatest QI achievement from the past year

Victoria Manor promotes the values of respect, teamwork, and responsibility which are cornerstones to promoting staff safety and preventing workplace violence within our organization.

In 2018, the Joint Health and Safety Committee established a goal to reduce resident to staff incidents by 30%.

The Joint Health and Safety Committee (JHSC) in collaboration with the in home Behavioural Support Ontario (BSO) team developed an action plan to support the overall reduction in resident to staff incidents. The committee began to analyze all incident reports monthly at each meeting. If a resident to staff incident

report was submitted, the JHSC would analyze the report and would communicate the incident to the BSO team. A member of the BSO team would work with the team member to review the residents care plan and provide one to one coaching and reeducation on gentle persuasion approach techniques.

With the goal to enhance team member knowledge, members of the Joint Health and Safety Committee provided education to all team members on accident/incident reporting, stop and go approaches and policies and procedures on working with residents who exhibit responsive behaviours. Team members were also coached on how to address specific situations that had been identified by the JHSC through the analysis of all submitted incident reports. All team members in the home received Gentle Persuasion Approach technique education provided by in home educators.

In 2018, the goal to reduce the resident to staff incidents by 30% was met. The actual percentage of resident to staff incidents reduced by 72%.

### **Patient/client/resident partnering and relations**

Our resident satisfaction survey in October of 2018 resulted in an overall resident satisfaction rate of 94%, an improvement of 2% from 2017. Added to this is the family satisfaction rate of 90%, an improvement of 5% from 2017. These results demonstrate a culture of engagement and transparency.

The Family Council for Victoria Manor works closely with the leadership team and resident council to support quality of life and resident-focused care. The council is currently seeking additional members.

One of the primary goals of every long-term care community is to work collaboratively with residents and families to enhance resident experience. It is imperative that as part of the quality improvement process, the voice of residents and families are included. In our home, resident and family feedback is obtained through their move in and annual care conferences, as well as through Resident Council/Family Council and annual satisfaction surveys. Their input is also sought in annual program evaluations and strategic planning. Areas of improvement are identified and positive ideas for change are brought forward and incorporated into the development of our operating plan and our annual Quality Improvement Plan. We feel that by incorporating resident and family feedback, we are better positioned to drive quality improvement and create a positive resident experience.

Victoria Manor is working alongside many systems and community partners in the execution of these quality improvement initiatives. We continue to work with many partners including primary care teams, the Central East LHIN, Community Care Access Centre, Behaviour Support Ontario, local hospitals, suppliers including 3M for wound and skin care, and Achieva for falls reduction. We continue to track, analyze and respond to CIHI data on a quarterly basis.

Engagement and contributions from all cohorts of the staff are achieved both formally and informally through processes including operational planning, departmental team meetings, sharing committee minutes, general staff meetings. Resident and Family council presentations are held regularly with opportunities to contribute.

The culture of engagement, respect and contribution was 72%. This is evidenced by the 2017 employee engagement survey results. Team members participated in operational planning with the goal to improve overall satisfaction in the areas of organizational climate including culture, outlook, leadership and communication.

## Workplace violence prevention

Victoria Manor promotes the values of respect, teamwork, and responsibility which are cornerstones to promoting team member safety and preventing workplace violence within our organization. In support of team member safety, the home offers an early safe return to work program for employees as well as education to team members around the hazards that may exist within the workplace and how to work safely. The Joint Health and Safety Committee is in place and policies and procedures exist around all of the above in addition to around workplace violence, harassment and bullying. These include policies and procedures to support staff in dealing with anger in the workplace as well as in recognizing domestic violence in the workplace and in completing a workplace violence risk assessment as well as in investigating a report of workplace violence, harassment and bullying. Emergency codes are in place to ensure that team members can communicate and act appropriately in the event of an emergency situation for the safety of all involved. These emergency codes include "code white" to alert team members to a violent situation within the home. The Quality of Work Life Committee is in place in addition to employee access to confidential counselling services offered through our benefits provider to promote the health and well-being of team members. Additionally, we actively collaborate with local Public Health Units to effectively manage outbreaks in our home as part of our infection control and prevention activities and ensure compliance with Ministry of Labour regulations.

## Contact Information

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extension 1414

## Other

Victoria Manor Home for the Aged is owned by the City of Kawartha Lakes and managed by Sienna Senior Living

## 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

Board Chair / Licensee or delegate \_\_\_\_\_ (signature)  
Administrator /Executive Director \_\_\_\_\_ (signature)  
Quality Committee Chair or delegate \_\_\_\_\_ (signature)  
Other leadership as appropriate \_\_\_\_\_ (signature)