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



4/3/2019

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

Caressant Care Harriston is located in rural North Wellington and is one of 15 long term care facilities owned by Caressant Care Nursing and Retirement Homes Ltd., in operation for over 40 years. Our Harriston site has an 89 bed Long Term Care Home with an adjoining 30 bed Retirement Home.

Our mission is "To meet the assessed needs of our clients in a personalized and safe environment. We will demonstrate an awareness and respect for the diversity of others, providing quality person-centered care, collaborative with community partners". We work in partnership with Residents and Families to provide excellent care. "Caring Families - Your and Ours Together" highlights our passion and commitment to ongoing improvement.

We utilize the Health Quality Ontario, Quality Matters Framework as our foundation on which to build quality improvement initiatives. We also ensure our priorities align with our corporate strategic plan, the priorities of the Waterloo Wellington LHIN, the Ministry of Health and Long Term Care, the Ontario Long Term Care Association and CARF International.

We remain in high standing with CARF International and utilize their standards to evaluate and continuously improve upon the care we provide.

For 2018/2019 QIP, the following indicators have improved:

\* Number of Stage 2 to 4 pressure ulcers were improved from 4.05% to 3.70%. Our wound champion continues to lead and oversee the skin and wound program. The Wound Champ also provides one-on-one education to staff, auditing and follow-up in collaboration with the interdisciplinary team. In 2018, the home has implemented the PCC Wound program that measures wounds, calculates Braden and/or PUSH scores, takes photos and views trends. Also, the efforts of staff at positioning, good skin hygiene, dietary interventions and the role of physiotherapy for comfort and mobility reflects in our low indicator.

\* Number of Falls were improved from 23.24 to 19.60. The Falls Committee continues to review, analyze and provide safety interventions to prevent injury. We are a restraint free facility and respect Residents Bill of Rights, striving to provide quality care to all our residents allowing for independence with safety plan interventions in place. We have increased our Falls Prevention equipment to include more mats, alarms, and high lo beds. We also have a very active Restorative Care and Physiotherapy program that have been successful in contributing to the reduction of falls.

\* Antipsychotic medication usage improved from 26.71% to 19.5%. We will continue to reduce the usage by working with our medical team in completing individualized reviews of these cases to determine if the medication can be discontinued or at minimum, decreased. We also recognize that there are instances where antipsychotic medication is required in order to manage risk or maintain the resident's dignity due to the distressing responsive behaviour they have as a result of cognitive impairment.

In 2019/2020, Caressant Care Harriston will continue to work on improving and sustaining the following areas:

\* ED visits increased from 22.12% to 34.95%. This indicator will be a top priority for the team this year. We will continue to work on reducing the number by

providing education to Residents and Families as well as making better use of internal and external resources.

\*The satisfaction rate for the interRAI survey question "Recommend our site" decreased from 78.57% to 63.33% so we will continue working closely with our Resident and Family Councils. The home has struggled to find residents who will commit to being a part of the "Through Our Eyes" program but recently, interest has now been shown and we will move forward in ensuring that the home is living the Residents' Bill of Rights on a daily basis.

Our Quality Improvement Plan is a reflection of the Quality Indicators selected provincially and also includes quality improvement priorities identified corporately throughout Caressant Care.

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

In 2018 the home started to experience the challenge of sustaining the PSW department due to staff retiring, moving away or obtaining employment with competitors and being unsuccessful in replacing these positions. Although many LTC facilities in the province are experiencing similar shortages, being a rural facility poses a greater threat to the home as resources are more limited. In working with our union partner, UNIFOR, the home created 6 more full-time PSW positions. This created 10 full-time lines in total which increased the consistent care model as we were able to create more permanent day and evening full-time PSW lines for each hall. We also reviewed the wages from surrounding facilities in North Wellington and determined that the hourly wage needed to be increased so that it was inline with the competition. The most successful part of the plan was the implementation of a new job classification, the Resident Services Attendant (RSA). The RSAs work closely with the PSW department by assisting with meal and snack service, making beds, transporting soiled laundry, portering, and many other important tasks. This has provided more opportunities for PSWs to spend more time completing hands on care. The last part of the home's plan involves partnering with St. Louis Adult Learning to provide a satellite learning location for the PSW program in Harriston for those interested in becoming PSWs. It is the home's goal that the PSW program will be up and running by this fall and that we will be able to employ more PSWs in 2020.

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

The voice of our residents, their families and staff continues to drive our Quality Improvement efforts forward. Our goal is to provide each resident with a care experience that is truly resident centered and reflective of each individual's unique characteristics. It is our belief that our residents, families and staff benefit from the opportunity to provide meaningful input into the way that the care and delivery of services are provided in our home. Through our active Resident Council, Family Council, Staff Council and Food Committee, the residents', families' and staffs' voices are heard and taken into account in order to improve care/services and initiatives within the home. On an annual basis we conduct the resident/family/staff satisfaction surveys. The data is analyzed and categorized based on areas for improvement. Results are shared with the residents, family and staff for the improvement categories to work on for the current year. We ensure that we are meeting the needs of our residents and families by asking for feedback during the monthly meetings or care conferences within the home. We encourage all types of feedback in order to improve care/services within the home. Additionally, the leadership team conduct program evaluations annually to identify any areas of

improvement and evaluate current care/services/programs within the home. This information also includes feedback from residents and families. Results are also shared and feedback is solicited in order to develop goals and action plans. In terms of quality, residents, families and staff are provided with updates on a regular basis as to quality improvement initiatives. At that time residents, families and staff are asked for feedback which is implemented in order to improve care/services/programs.

### **Workplace violence prevention**

Caressant Care recognizes the potential for violent and harassing acts or threats directed against staff by internal and external individuals. Caressant Care is committed to protecting our staff, residents and visitors from workplace violence by identifying possible sources of violence and implementing procedures and programs to eliminate or minimize the risk of violence and harassment in the workplace.

Ensuring that each of our employees have a safe workplace is at the forefront of our strategic objectives. Our safety initiatives further reflect our mission, vision and values. Our Health and Safety program serves as the foundation for our Health and Safety Management System and is an ongoing priority for Caressant Care and further serves to guide our efforts in our partnerships with the bargaining units representing the employees of our home.

The organization is committed to conducting a thorough review of incidents of workplace violence and prepare an annual trend analysis. Identified trends will be reviewed corporately through the Corporate Quality Committee and at the site level by the Health and Safety Committee, in collaboration with the BSO embedded teams, and Continuous Quality Improvement Committee. Opportunities for improvement identified through the trend analysis will form part of the organizations' "Quality Improvement Plan." Continued awareness and education of staff through the use of Surge Learning modules, re-engaging the Health & Safety team to focus on audits, education on reporting, cultural diversity and supporting a violence and harassment-free workplace.

Managers/Supervisors are responsible to ensure that all equipment is safe and that the working conditions are safe and suitable at all times. Managers/Supervisors are also responsible to ensure that everyone works in compliance with the established safe work policies, procedures and related legislation, including the Occupational Health and Safety Act and Regulations of Ontario (OH&SA).

Workers are responsible to ensure they work safely and to follow the organization's safety policies, practices and procedures, as well as related legislation including the OH&SA and Regulations.

Members of the Joint Health and Safety committee will work in conjunction with both management and employees to help ensure a safe environment for all.

This year, our home was visited by the Ministry of Labour to assess our Violence in the Workplace program and there were no findings.

As an organization, we recognize our responsibility to provide a safe and healthy environment by making every effort to prevent occupational illness and injury and to prevent workplace violence and harassment.

### **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 Kim Leuszler \_\_\_\_\_ (signature)

Administrator /Executive Director Cathy Cook \_\_\_\_\_ (signature)

Quality Committee Chair or delegate Rhonda Duffy \_\_\_\_\_ (signature)

Other leadership as appropriate Judy Llamido \_\_\_\_\_ (signature)