

Continuous Quality Improvement Initiative - Interim Report 2022-23

OMNI Health Care –Country Terrace

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Overview

At OMNI Health Care – Almonte Country Haven, we believe that each step taken in our quality journey is a step closer to providing our Residents with the highest standard of excellent care. Overall, our Quality Improvement goals and objectives are intended to enable change so that improvements can be realized. Our QIP aligns with strategic and operational plans as we focus on change management; creativity in the development and implementation of unique resident programs and fostering a culture of making a difference at the front line.

Our Quality Improvement Program has a strong focus on safety, well-being and overall quality resident experience.

Setting Priorities

It is recommended that indicators where performance has been below organizational goals or provincial benchmarks be given the strongest consideration. High priority indicators must be closely aligned with organizational strategic priorities and will receive a greater emphasis in terms of change plans and resources for implementation than lower-priority indicators. When results have been sustained at rates that are consistent with organizational goals or performance is at or near theoretical best, a lower priority rating is to be considered.

Calculating Priorities

OMNI Health Care uses a tool called a Priority Calculator to determine which improvements will have the biggest impact on helping to realize its quality improvement goals. The priority calculator helps the Home decide where to focus time and effort on Quality Improvement. This tool enables OMNI to make strategic choices about which quality improvement activities the Home will plan to undertake.

The Priority Calculator lists a set of questions that are grouped into three categories:

- **Impact:** The questions in this section focus on identifying a quality problem that is common, whether it has consequences for Residents, if it has an impact on related areas, if there is a gap between the current and desired state, the costs to the organization and if the problem constitutes a business case. (Scale of 1-8)
- **Ease of implementation:** The questions in this section focus on a quality problem for which there is already a good change package, measurement tools available or in use, the successes achieved by other LTC homes and the change ideas that are actionable by the LTC home staff. (Scale of 1-8)
- **Alignment:** The questions in this section ensure that the organization's efforts are focused on a quality problem that is aligned with the provincial priorities, accountability agreements, public reporting and organizational strategic plans. (Scale of 1-10)

The impact and ease of implementation questions are rated on a scale from 1 to 8, while the alignment questions are rated on a scale from 1 to 10.

Alignment questions are given more weight in order to ensure that LTC home leaders focus on quality topics that are aligned with provincial priorities and organizational strategic plans.

The Priority Calculator is reviewed and updated annually, at minimum and posted in the Home on the Quality Improvement Communication Board.

Monitoring and Measurement

OMNI Health Care monitors and measures progress on home specific, organization specific and provincial priorities. Quality Improvement meetings are scheduled monthly and expanded on a quarterly basis to include key stakeholders, including Residents, families, and other interested parties. Clinical and non-clinical indicators are reviewed at each meeting and measured against established benchmarks, such as organizational and provincial averages or benchmarks, goals and aim statements. Meeting Minutes, Quality Indicator Reports and Topic Specific Plans are all posted in the Home on the Quality Improvement Communication Board.

Clinical Indicators

OMNI Health Care provides each Home with a comprehensive and comparative quarterly corporate report of clinical indicator data for all OMNI Homes based on the RAI-MDS data for that quarter. The following Clinical Indicators are monitored and measured:

- Symptoms of Delirium
- Use of Anti-Psychotics without a Diagnosis of Psychosis
- Falls
- Stage 2-4 Pressure Ulcer, New Stage 2-4 Pressure Ulcer, Worsened Stage 2-4 Pressure Ulcer
- Daily Physical Restraints
- Pain, Worsened Pain

Topic specific quality improvement plans are developed for any clinical indicator at or above the provincial average.

Non-Clinical Indicators

Each OMNI Home also reviews home-specific non-clinical indicators each quarter. The following Non-Clinical Indicators are monitored and measured:

- Number of ED Visits
- Resident and/or Family Complaints
- Legislative Compliance
- Staffing – 24/7 RN Coverage, Staffing Shortages, Agency Use
- Surge Learning
- Outbreak Status
- Critical Incidents

Resident Experience Surveys

Residents and/or Substitute Decision Makers are invited to participate in a Resident Experience Survey on an annual basis. This survey solicits feedback from Residents with regard to the level of satisfaction with the care and services provided and gives Residents and their families an opportunity to communicate suggestions for improvement to programs and services offered in the Home.

Survey results and the accompanying Commentary Report are reviewed with Resident and Family Councils and posted in the Home. Quality Improvement plans are developed for any satisfaction result of 80% or less, identified as a priority and evaluated by the QI team.

Priority Areas for Quality Improvement

OMNI Health Care – Country Terrace has identified the following 3 areas as the top priorities for Quality Improvement:

Priority #1 – Resident and Family Engagement

Priority #2 – Recruitment and Retention

Priority #3 – Infection Prevention and Control

Continuous Quality Improvement Process

Quality Improvement is achieved through the Quality Matters Program at OMNI Health Care. Once priority areas for improvement are identified, OMNI Health Care – Country Terrace undertakes the process for improvement in alignment with organizational policy and the Model for Quality Improvement, including use of the PDSA (Plan-Do-Study-Act) Cycle.

The following is a brief summary of the QI Plan for these priority areas. Complete plans and are available for review in the Home or by contacting the Quality Improvement Lead in the Home.

Priority #1 Family Engagement

We believe that our Residents' families must be active partners in their care. We welcome them as part of our care circle and as advocates for their loved ones' overall quality of life.

At present, our home does not have an active Family Council. We communicate frequently with the family via email offer them an opportunity to form a Family Council.

Our home Administrator and Life Enrichment Coordinator communicates with our families and Essential Caregivers through regular email communication. We ensure that our email distribution lists are current as an email to all intended recipients has proven to be a very effective communication tool here at Country Terrace.

Country Terrace is currently home to 106 Residents. Through the ever-changing days of COVID, we have communicated with our families regarding all provincial changes and home specific changes relating to matters such as vaccination, IPAC efforts, visitation etc. We have encouraged our families since the introduction of Essential Caregivers to take advantage of this opportunity and join our home as an ECG for their loved one. We are proud that at this moment we have 166 approved Essential Caregivers for our Residents.

Going forward, our plan for improvement includes –

- Continuing to encourage all family members to become Essential Caregivers for their loved ones.
- The Home would like to take a more active role in encouraging families to establish and lead a Family Council. Over the last couple of weeks, we have had several family member inquire more information about family council. We are look forward to how that evolve and support them.
- The Home will continue to promote all family information through email communication as well as utilize the home's designated Family Council Board for important information.
- Home will communicate need and desire for more family volunteer opportunities in the home as restrictions ease.

Our home goal is that every Resident would have at least one approved Essential Caregiver and that every Resident would have an active family member working with the home as their advocate.

Priority #2 Recruitment and Retention

At present, our home is affected by the same provincial and federal shortages that are currently impacting health care. Currently, we have a continued need for Personal Support Workers and Registered Practical Nurses.

The home has the following measures in place for the recruitment of new staff and the retention of all current Country Terrace personnel:

- Advertisements currently active on Indeed, RNAO, as well as a large sign on our property advertising our need for PSWs and RPNs.
- OMNIway Bursary Program to financially assist employees in their pursuit of further education
- Partnerships with Fanshawe College and University of Western Ontario.
- Provision of paid placement opportunities with guaranteed employment post-graduation for PSW students.
- Regular communication with schools in the surrounding area to recruit students from various disciplines.
- Staff Meetings with each discipline to discuss matters/issues within their role/department and work towards common goal of improving our home and achieving solutions together as a team.
- Regular Staff Appreciation events held such as staff BBQs, Nurses Week, Watermelon Day.
- Provision of education in-services at the home for staff to further develop their skills. Example – Gentle Persuasive Approach, Achieva Physiotherapy training for staff including Proper Body Mechanics, Lifts and Transfers.
- Encourage all staff to explore new roles and opportunities within the home for example have a care aide return to school for their PSW certificate.

Going forward, our plan for improvement includes –

- RNAO (Registered Nurses Association of Ontario) gap analysis around developing and sustaining Nursing Leadership. Gain knowledge in leadership practices that result in healthy outcomes for nurses, patients/clients, organizations, and systems. This guideline addresses –
 - o System resources that support effective leadership practices and behaviors for formal leaders and nurses at the point of care
 - o Organizational culture, values and resources that support effective leadership practices and behaviors at all levels
 - o Personal resources that support effective leadership practices across the continuum of care
 - o Anticipated outcomes of effective nursing leadership
- RNAO gap analysis around managing and mitigating conflict in health-care teams
 - o This Best Practice Guideline focuses on nursing teams and processes that foster healthy work environments. The focus for the development of this guideline was managing conflict among nursing and healthcare teams with the view that while some conflict is preventable, healthy conflict can also be beneficial.
- Communication and further connections with additional educational institutions in our area.
- Initial work has begun with Fanshawe College for the placement of RPN Students. First students to begin placement in late September 2022. The home will work closely with these students and placement supervisor to ensure success of the program with the goal of continued partnership and placement of future students.
- Country Terrace is currently in the middle of a new build and redevelopment project. As we transition to our new home from our old home, we will capitalize on our new build to advertise exciting opportunities.
- Development of RNAO champions, which will allow staff to become experts in incontinence products, wound care, infection control, health and safety, Palliative Care etc.
- Monthly Staff engagement activities held such as “Catch the Ace”, Scavenger Hunts and other draws.
- Further promotion of the OMNIway Bursary Program to encourage all Country Terrace staff to take advantage of the program and its benefits.
- Providing further opportunities for Gentle Persuasive Approach and other education for all levels of staff in the home and from all departments.
- Continue with on-site training such CPR refresher for all staff.

Our home goal is to eliminate the use of Agency Personnel and have a full complement of Country Terrace staff within each department. Our desire is to be known as a home with a positive work culture where individuals can achieve autonomy in their day-to-day with the objective of excellent Resident care as well as staff wellness.

Priority #3 Infection Prevention and Control

Our home has learned painful yet incredibly valuable lessons since the beginning of the COVID pandemic and has continued to adapt to a multitude of changes within the home as well as best practice standards sector wide. We are proud to report that the knowledge level of the entire Country Terrace staff population for IPAC measures and standards has exponentially increased since the beginning of the pandemic.

In the Spring of 2021, the home welcome to our team an IPAC Lead whose role is dedicated to measures, audits, education and compliance of all matters related to IPAC.

Country Terrace currently employs the following practices in their IPAC efforts –

- Home continues with Active Health Screening prior to entry to the home for all staff, family members, ECGs and visitors. Active Health Screening includes a health questionnaire and Rapid Antigen Testing daily for all entering Country Terrace.
- Mask Fit Testing on-site for all staff and ECGs. Mask Fit Test results maintained on file for implementation should the need arise. The home's Clinical Lead RN is trained to complete Mask Fit Tests and ensures all new staff, ECGs are tested and ensures updated testing completed when required.
- Clinical Care IPAC Coordinator completes weekly audits regarding hand hygiene, proper PPE, screening & testing audits for staff and visitors to the home. Compliance monitored and when necessary, redirection is provided.
- Regular communication with Middlesex Health Unit regarding Infection, Prevention and Control.
- All IPAC policies maintained, revised and available on Surge Learning platform available to all staff within every department.
- Handy Metrics Program utilized to provide staff the opportunity to learn and gain further knowledge regarding proper hand hygiene.
- Twice daily temperature checks completed on the Medication Room refrigerators that store vaccinations, specimens, and certain medications.
- On-going SURGE education assigned to staff related to IPAC measures and best practice.
- Home provides annual Influenza Vaccination on-site for all staff to access. Home maintains records of staff vaccination and encourages all staff to participate in vaccination program.
- Home compliant with Ministry of Long-Term Care COVID Vaccination Policies for all Staff.
- Clinical Care IPAC Coordinator complete in the Queens Infection Prevention and Control on-line course.

Going forward, our plan for improvement includes –

- Continued vigilance in implementing, adapting, communicating, and enforcing all IPAC guidelines and necessary changes as prescribed by the Ministry of Long-Term Care, Public Health Ontario and the Middlesex Health Unit.
- The home will obtain approval from our Medical Director to allow the Directors of Care and/or to administer TB skin testing for staff and Residents. A Medical Directive has been signed by Dr. Whynot and the home will begin to provide TB testing on-site
- The home is in regular contact with Medline representatives regarding certain dressing products to address wounds present in our home.
- The home has registered to participate in the Antibiotic Stewardship program with CareRX.
- Home to encourage staff to receive their annual Influenza Vaccination through incentive measures open to all that participate.

Our goal is to ensure that the highest standards related to IPAC measures are achieved and maintained at Country Terrace. Our goal is that all partners in our home, staff, family members, ECGs, visitors etc., work together to provide a home and work environment that is clean and safe for all that live and enter.

Summary

OMNI Health Care is committed to promoting a Person-Centred culture of quality. Our Quality Matters program incorporates the principles of quality improvement to monitor, measure, evaluate, plan and implement continuous improvement initiatives.

For more information about the OMNI Quality Matters Program, contact OMNI Health Care – Country Terrace’s Quality Improvement Leads Carrie Morton Director of Care cmorton@omniwya.ca and Joel Graves RAI Coordinator jgraves@omniway.ca or via phone 519-657-2955