

Continuous Quality Improvement Initiative - Interim Report 2022-23

OMNI Health Care Kentwood Park

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Overview

At OMNI Health Care Kentwood Park 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 Kentwood Park 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, Kentwood Park 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

Our goal is to increase Family Engagement in the Home by establishing an active Family Council. At present, Kentwood Park does not have a Family Council.

The plan for improvement includes gathering active members to the group and creating a supportive atmosphere through Family Council especially to those families new to the LTC Home and also to provide dementia support to family members through means of education.

As covid 19 measures continue to loosen we are looking forward to once again hosting our family bbq's and special holiday parties at Kentwood Park. In our experience these events have been pivotal in our efforts to connect with our many families and friends.

The plan for improvement further includes providing families with information about family council through the Kentwood Park monthly newsletter and at admission to encourage participation. We are also able to offer virtual options for participation at these meetings ex: zoom links.

Priority #2 Recruitment and Retention

Our goal is to increase recruitment by increasing advertisement of open positions and improve retention of staff by improving the work environment.

At present, Kentwood Park advertises employment opportunities on the OMNI website and indeed, Kentwood Park gives current staff the opportunity for advancement prior to recruiting in the community. Kentwood Park Managers strive to lead by example, a staff communication board is used to promote positive messages and a yearly staff focused weeklong event occurs in May.

The plan for improvement includes using additional platforms for advertising employment opportunities such as newspaper, online job boards, social media, job fairs and local college and university career days; expanding the scope of the staff communication board; increasing the number of staff focused events to recognize hard work and dedication.

Priority #3 Infection Prevention and Control

At present, Kentwood Park has a robust IPAC program which includes comprehensive educational programs for staff, families and essential caregivers. The home also employs numerous auditing tools to monitor for compliance with our various IPAC practices.

Our infection, prevention and control policies are updated regularly and reflect all required regulatory measures. Our policies are steeped in best practice and reflect the highest quality requirements.

We proactively ensure that the home has a minimum 2-week supply of all necessary PPE onsite. Our corporate body also maintains large stores of PPE off-site. We are proud to say that we have never been short of required PPE during infectious outbreaks in our home.

Our plan for improvement includes further strengthening IPAC practices throughout each department with involvement from all managers and staff in the home to continue to create awareness of IPAC needs and recognize possible deficiencies early to prevent the spread of infectious diseases. We are also eager to implement the “just clean your hands” program for residents. Our goal is to reduce the number of infections by continuously providing education for staff and residents.

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 Melanie Rudd via email at mrudd@omniway.ca or by calling 613-476-5671