

Continuous Quality Improvement Initiative - Interim Report 2022-23

OMNI Health Care- Maplewood
Quality Improvement Lead Rachel Corkery

Overview

At OMNI Health Care Maplewood 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 Maplewood 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, Maplewood 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 that meets on a quarterly basis at minimum.

At present, OMNI Health Care Maplewood does not have an active Family Council. Historically this has been a challenge. The home sends regular monthly newsletters to Families that promote family engagement. There has been limited interest from families to become involved in developing a council. In the absence of an active Family Council the home utilizes the Family email contacts as a means to request feedback on Maplewood initiatives as well as sharing information in a timely manner. This has been well received and the home does receive positive feedback regarding this communication strategy. OMNI Health Care Maplewood has a family member who has expressed that she would gladly be the point person for Family Council should other family members express interest in being part of this council. To date, we have had extremely limited response.

The plan for improvement includes:

- Further promotion of Family Council including updating and refreshing the Family Council Promotion Posters displayed in the home.

- Plan quarterly Information Nights to assist in connecting family members and other interested parties together in a meeting forum.
- Continue to use the Family Email Contacts to seek feedback and input monthly and as needed.
- Quarterly Invites will be sent through the monthly billings as well as the Family Email Contacts.
- The Administrator will attend Family Information Nights. In addition, accommodations including teleconference or virtual meeting attendance will be utilized as needed for families who are unable to attend in person but wish to take part.

Priority #2 Recruitment and Retention

OMNI Health Care Maplewood's goal for recruitment and retention is to become at leading employer, that future and current employees feel supported, valued and appreciated.

At present, OMNI Health Care Maplewood is experiencing challenges in the recruitment of qualified registered staff, the home has consistently had vacancies for both full time Registered Nurses and part time Registered Practical Nurses. The home has connected with local colleges who are currently offering these programs to support placement as well as recruit new graduates. The home currently has 1 staff member who is participating in the RPN to RN Bridging Program and 1 staff member in the PSW to RPN Bridging Program.

OMNI Health Care Maplewood will continue to support staff in their continued education pursuits. OMNI Health Care Maplewood is currently partnered with Loyalist and Gates colleges and support regular PSW students during their placement. The home also has offered placement opportunities for Registered Staff Students but to date has no applicants. In 2021 we have successfully supported 12 PSW student placements from Loyalist College and Gates Colleges. We offered positions to all the students and 3 of these students accepted employment and continue to work within the home. We also supported 3 staff as they completed their PSW certification, and they are now working within the PSW department.

The plan for improvement includes:

- Continuous promotion of OMNI Health Care Maplewood employment opportunities utilizing many different platforms such as indeed, local community newspapers, OMNI way website, social media, and word of mouth.
- Continued promotion of Long-Term Care opportunities as meaningful and fulfilling career paths.
- Seek further opportunities to strengthen our community networking in order to reach more potential and future staff members, including but not limited to promoting Long-Term Care Career opportunities to local high schools and employment fairs.
- Investigate unique ways to promote and enhance the home's workplace culture and find ways to set this home apart from other local employers.

Priority #3 Infection Prevention and Control

OMNI Health Care Maplewood's goal is to meet or exceed the Ministry of Long-Term Care and OMNI Health Care's required practices and to be considered a leader in IPAC standards within the community.

At present, OMNI Health Care Maplewood has a designated multi-disciplinary team and is still recruiting a designated Infection Prevention and Control Lead, in the absence of a designated lead the Director of Care and Clinical Care Coordinator share the role. Both are certified Infection Control Practitioners.

The home completes daily, weekly, bi-weekly, monthly, and quarterly audits that include the observation and corrective action of infection control practices with our front-line staff. A schedule has been developed that shares audit responsibility among the Management team.

The Director of Care monitors and record infection rates within our resident population and determines the plan of action for improvement and communicates these interventions to all employees.

The Director of Care was the lead for COVID 19 vaccine/booster roll out for Residents and staff. The Clinical Care Coordinator Coordinates flu vaccine clinics and additional vaccine's given to residents as needed. The home ensures that all staff have been fit tested for N-95 masks as required.

OMNI Health Care – Maplewood conducts monthly multi-disciplinary team IPAC meetings. The home also conducts routine staff huddles to share new and revised protocols and standards as needed. In November 2021 the Ministry of Long-Term Care conducted a risk focused inspection for infection prevention and control that resulted in zero non-compliance findings during the inspection period.

The plan for improvement includes:

- Ongoing continuous education for our Infection Prevention and control teams.
- Recruitment of a designated IPAC Lead
- Establish job routines and schedules to ensure continued high standard of infection control strategies.

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 Rachel Corkery via email at rcorkery@omniway.ca or (613)475-2442