



Continuous Quality Improvement Initiative - Interim Report 2024

Omni Quality Living – West Lake Terrace

Quality Improvement Leads – Tina Creasy- Clinical Care Coordinator, Tracy Dowdall Director of Care

Overview

At Omni Quality Living – West Lake Terrace, 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 Quality Living 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 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 Quality Living 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 Quality Living 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

The home's Residents and/or Substitute Decision Makers had the opportunity to participate in the completion of the annual Resident Experience Survey from November 7, 2023, to December 18, 2023. This survey solicits feedback from Residents regarding the level of satisfaction with the care and services provided and gives Residents and their families an opportunity to communicate suggestions for improvement for programs and services offered in the Home.

The compiled results of the survey responses, as well as a home specific Commentary Report, were provided to the home on February 26, 2024, by our partners at Metrics@Work. The home reviewed the results of the Resident Experience Survey and worked together to develop a Continuous Quality Improvement Action Plan for areas with a satisfaction result of less than 80% positive response rate. The home's CQI Action Plan was submitted to Omni Quality Living on March 11, 2024, for review.

The Life Enrichment Coordinator presented the Resident Experience Survey Results, as well as the home's Continuous Quality Improvement Action Plan, to members of the Residents' Council on March 20, 2024, at their monthly meeting. Results were also shared with our family council on March 26, 2024, at our very first family council meeting.

Survey Results had been posted along with the home's specific CQI Action Plan on the Quality Board. Residents and Families were advised that if they would like a copy of the Survey and Action Plan, or if they had any questions, to speak with the Administrator.

Priority Areas for Quality Improvement

Omni Quality Living – West Lake 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 Quality Living. Once priority areas for improvement are identified, Omni Quality Living – Westlake 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 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 resident satisfaction by integrating both residents and family input and feedback into planning and the delivery of services and care that they receive.

At present the results of the West Lake Terrace Resident Experience Survey 2023 showed some areas where the home's ratings are lower than Omni Quality Living's overall rating.

Our home Life Enrichment Coordinator has communicated with all Resident POA's and ECG's the home's desire to partner with a Family Council and has asked that family members consider forming a Council with home support. We recently implemented a family council, and our first meeting was held on March 26, 2024. This was a goal last year.

West Lake Terrace is currently home to 33 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 12 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.
- Home will continue to promote active participation of our Family Council through email communication as well as Family Information Sessions that we will host.
- Home will communicate the need and desire for more family volunteer opportunities in the home as restrictions continue to 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 all levels of health care across the province. Currently, we have a continued need for Personal Support Workers, Registered Nurses, and Registered Practical Nurses.

The home has the following measures in place for the recruitment of new staff and the retention of all current West Lake Terrace personnel –

- Advertisements currently active on Indeed, and Omni Quality Living website
- Omni Bursary Program to financially assist employees in their pursuit of further education.
- Partnerships with Loyalist College, Loyola College, and Conestoga College.
- 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.
- Regular Staff Appreciation events held such as PSW Day, Nurses Week, Holiday events to celebrate St. Patrick's Day, Easter etc.
- Staff BBQs held Fridays during the Spring/Summer/Fall months where Managers cook and serve all staff.
- 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. We have had frontline employees join the management team.

Going forward, our plan for improvement includes –

- Communication and further connections with additional educational institutions in our area.
- To form a partnership with Loyalist College for the placement of RN and RPN Students.
- Development of RNAO champions, which will allow staff to become experts in incontinence products, wound care, infection control, health and safety, Palliative Care etc.
- Further promotion of the Omni Bursary Program to encourage all Westlake staff to take advantage of the program and its benefits.
- Providing further opportunities for Gentle Persuasive Approach education for all levels of staff in the home and from all departments.

Our home goal is to eliminate the use of Agency Personnel and have a full complement of West Lake 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

At West Lake Terrace our goal remains to run efficient Infection Prevention and Control program to provide resident safety from preventable diseases and infections.

We have learned 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 cognizance level of the entire West Lake Terrace staff population for IPAC measures and standards has exponentially increased since the beginning of the pandemic.

Our IPAC Lead remains dedicated to measures, audits, education, and compliance of all matters related to IPAC. She is currently working towards obtaining the Long-Term Care Certification in Infection Prevention (LTC-CIP).

West Lake Terrace currently employs the following practices in their IPAC efforts –

- Mask Fit Testing on-site for all staff and ECGs. Mask Fit Test results are maintained on file for implementation should the need arise. The home's Clinical Care IPAC Coordinator is trained to complete Mask Fit Tests and ensures all new staff, ECGs are tested and ensures updated testing completed when required.
- IPAC Lead ensures audits are completed regarding hand hygiene for staff and Residents as well as proper PPE donning/doffing audits for staff and visitors to the home. Compliance monitored and when necessary, redirection is provided.
- Regular communication with Kingston IPAC hub regarding Infection, Prevention and Control.
- All IPAC policies are 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 are 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.

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 Hastings Prince Edward Public Health Unit.
- Continue to have staff huddles to inform of any changes related to infection control.

- The home has obtained approval from our Medical Director to allow the Director of Care to administer TB skin testing for staff and Residents.
- Home to expand educational opportunities for family members and Resident ECGs related to IPAC measures.
- 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 Westlake 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 Quality Living 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 Quality Living –West Lake Terrace Quality Improvement Leads Tina Creasy – Clinical Care Coordinator at #613-393-2055 or via email – tcreasy@omniqualityliving.ca or Tracy Dowdall – Director of Care at #613-393-2055 or via email – tdowdall@omniqualityliving.ca