

Let's Make Healthy
Change Happen.



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

St. Joseph's
Villa  Dundas

3/1/2018

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.

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Overview

Message from the Board

Our organization is guided by the legacy of the Sisters of St. Joseph who have provided us with the framework to continue their work. Their passion for healing, their dedication to all those we serve and their compassion for the poor and marginalized provide the inspiration for our efforts.

We are dedicated to providing our community with high quality, accessible and safe healthcare and work continuously to improve the results and outcomes for our patients and families. By focusing on the patient's journey through our health system, from hospital to home or to long-term care, we consistently strive to eliminate barriers and gaps that occur in today's health care environment.

Working together with our staff of dedicated professionals, the Joint Board of Governors is focused on improving the experiences and outcomes of the people we serve at our locations, through both research and the delivery of our services. While many exciting projects are in process in our organization, we are most gratified when we can offer our patients and their family's seamless, effective, safe and compassionate care.

Providing care in a long term care facility involves multiple hand offs every day and this creates a high risk of error. The Joint Board of Governors is committed to working with staff, physicians, residents, families and volunteers to make St. Joseph's Villa (Villa) the safest possible healthcare environment. This plan represents a subset of our goals and the targets represent one year of improvement.

To make our clinical environments as safe as possible we focus on identifying, measuring and eliminating all preventable harm, using education, best practices, scientific research, checklists, new technologies, risk management and other process improvement techniques.

Our Heritage and our Plans for the Future

The Sisters of St. Joseph's were invited to Hamilton in 1852 and as part of their work, began a mission of healing. They visited people in their homes and on the streets to provide care. They also began to teach in schools and take care of orphans. In 1879, the Sisters opened the House of Providence, later renamed St. Joseph's Villa, in Dundas to care for the elderly and disadvantaged. Many more years of work followed to build the infrastructure that we have today. The Sisters believed in providing service where it is most needed and solidarity with the poor. Today we retain, as our own, their values of dignity and respect for everyone.

As we look toward the future, St. Joseph's Villa is committed to transforming health care to meet the needs of our community in the 21st century. Our ultimate goal is improved quality of service, which we define as: Safe, clinically Effective, Accessible to all who need it, and Kind (SEAK).

We have set four directions in our Strategic Plan to achieve this goal:

- Transforming How We Work – so that we can deliver better care with fewer resources
- Breaking Down Barriers – within the healthcare system to provide a better resident experience
- Engaging residents, families, staff, physicians and volunteers – so that we make better decisions
- Continuing our Commitment to Education and Medical Research – to maintain a skilled workforce and improve the science of health

The Villa's priorities for the Quality Improvement Plan (QIP) for this year (2018/19) include goals that align with our strategic direction of engaging residents, families, staff, physicians and volunteers and our desire to provide excellent care. Our QIP priorities are as follows:

1. Addressing Workplace Violence

Workplace violence is a risk in health care, especially in long-term care (LTC). It is for this reason that the Villa is endeavouring to address workplace violence in the 2018-2019 QIP. The focus for this year is to create a culture of reporting. The change initiatives include education for staff on how to report incidents and marketing strategies to increase reporting.

2. Improving Communication

In an effort to enhance resident and family satisfaction and engagement, this initiative will focus on resident and family satisfaction with communication about Villa operations and activities. This initiative is an expansion of the work implemented in 2017-2018 regarding addressing complaints within 24 hours.

3. Maintaining Current Rate of Worsening Stage 2 to 4 Pressure Ulcers

Pressure ulcers are a risk for residents in LTC. In the 2017-2018 QIP, the Villa implemented a number of initiatives including early identification and reporting of skin integrity issues, pressure ulcer prevention, and weekly wound rounds with the nurse practitioner for residents with wounds that are more complex. The organization feels that these initiatives need another year to ensure full implementation and sustainability. Therefore, for the 2018-2019 QIP, we are planning to continue to measure and monitor these initiatives. It is for this reason that we are planning to maintain our current rate of worsening stage 2 to 4 pressure ulcers.

4. Maintaining Current of Residents who Fell in the Last 30 Days

Falls pose a significant risk for residents in LTC and can result in critical injuries, and transfers to the emergency department. In the 2017-2018 QIP, the Villa implemented a number of initiatives including a Falls Round Checklist and resident checks using the 4 P's approach (stands for: Pain, Position, Placement, and Personal Needs). The organization feels that these initiatives need another year to ensure full implementation and sustainability. Therefore, for the 2018-2019 QIP, we are planning to continue to measure and monitor these initiatives. It is for this reason that we are planning to maintain our current rate of residents who fell in the last 30 days.

Describe your organization's greatest QI achievements from the past year

We are very proud of our achievements from 2017/18. In 2017/18 we were focused on 3 areas related to quality and resident engagement: pressure ulcers, falls and communication, specifically related resolution of complaints within twenty-four hours.

The Villa has embarked on a multi-year plan to enhance Resident and Family Centred Care (RFCC) within the organization. One area related to engagement for RFCC is complaint resolution. It is with RFCC in mind that the Villa embarked on communication and complaint resolution for the 2017/18 QIP. The Villa was able to achieve a 169% improvement in same day complaint resolution rate for verbal and written complaints. The achievement was realized through daily monitoring of complaints by appropriate management team members as well as weekly monitoring by the Director of Quality and Performance. Quarterly performance reports were also posted within the Villa to further engagement with staff, residents and families in the initiative.

Resident, Patient, Client Engagement

Through establishment of a Resident and Family Centred Care sub-committee and development/ implementation of a resident and family centred engagement plan in the spring of 2017, the Villa is committed to involving residents and family in the care that we provide as well as program development and decision-making. In 2013/14, we introduced patients on the Quality Committee of the Board. The Resident and Family

Councils focus on priority areas each year and advise the organization on how to foster resident and family centred care within the organization.

In the development of the QIP, resident and family feedback was sought through a number of venues:

1. The compliments and complaints process – review of the most frequent complaints
2. Discussions with Resident and Family Councils
3. Patient Advisors who are members of the Quality Committee of the Board
4. Resident and Family satisfaction survey outcomes

Collaboration and Integration

To increase our capacity to integrate our services around resident journeys, we are working closely with two of our partner agencies – St. Joseph’s Home Care and St. Joseph’s Healthcare Hamilton. Working together, we have combined our three boards into a single committee and developed a single joint strategic plan. Our goal is that patients, clients and residents will no longer feel that they are “handed off” from one health care provider to another, but rather that they are taken care of by a single team as they move through the health care system. The Seniors Transition Enhancement Program (STEP) is a program designed specifically to ensure there is a seamless transition between these three agencies

Through integrated collaborative care (ICC), the Villa continues to work with other St. Joseph’s Health System partner organizations and Behaviour Supports Ontario (BSO) to enhance the assessment and care of clients with responsive behaviours in order to ease transitions to LTC or back to the community.

In addition, the Villa continues to collaborate with Stedman Community Hospice and St. Joseph’s Lifecare Centre on all end of life/palliative care best practice and initiatives.

Engagement of Clinicians, Leadership & Staff

We have worked diligently to engage our staff in the development of this year's QIP. Engagement work involved discussing the QIP at various levels of organizational and departmental meetings. Our physician group has been engaged in quality improvement discussions with requests for their ideas and feedback along the development process.

Our staff has demonstrated continued commitment to quality improvement and several staff have stepped forward as champions for this year's quality initiatives. We are particularly proud and excited about this year's QIP as it furthers resident engagement as a Villa-wide priority. We believe this represents a turning point in our quality improvement journey.

Systems and reporting structures have been developed to ensure that QIP initiatives remain priorities for the organization throughout the year. Each month, our Executive Team reviews each of the quality improvement initiatives identified in our QIP. It looks at the data to date and supports the improvement team in mobilizing resources and expertise as needed. Bi-monthly discussions of all QIP priority indicators take place at the Continuous Quality Improvement (CQI) Committee. Additionally, the Quality Committee of the Board oversees the initiatives and receives regular reports on performance, challenges, and implementation.

One of the priorities of the St. Joseph’s Health System is a robust Quality program. Our System Quality Committee meets monthly to further system quality goals including critical incident/never event and processes to further shared quality improvement goals. The QIP is linked to the St. Joseph’s Villa strategic plan and includes the same commitments contained in our accountability agreement.

Population Health and Equity Considerations

Through the efforts of St. Joseph's Villa, Dundas interdisciplinary teams, the St. Joseph's Health System partners and local community organizations, comprehensive programs and quality improvement initiatives have been developed to address the needs of the residents and clients whom we serve.

The unique population that the Villa currently serves is the frail elderly. 58% of the Villa's residents are aged of 85 or old. These residents are afflicted with multiple co-morbidities such as various forms of dementia (Alzheimer's, vascular, mixed dementia), Congestive Heart Failure, diabetes, hypertension, cerebrovascular accident, depression, osteoporosis, arthritis and other cardiovascular disease.

From a quality perspective, our priority indicators and initiatives are collaborative in nature and are based on the needs of our residents. Ongoing monitoring is conducted at the front-line level where information is presented to Committees, Boards and the St. Joseph's Health System for review and benchmarking. Equity is rooted within our mission, vision, and values as an organization and was the foundation of our establishment within Hamilton area 138 years ago. Today we ensure equity is present not only at front line practice (interpreters available, training for staff in how to deal with residents with dementia and a thriving Ethics Committee) but in all the policies and procedures we develop.

Equity is an integral component to resident and family centered care (RFCC). The Villa is committed to RFCC and enhancing the resident experience as demonstrated in our 2016-19 Strategic Plan. The Villa continually strives to ensure those that need the extra support to achieve optimal quality of life and care are supported as much as possible.

In partnership with the Ministry of Health and Long Term Care & the Hamilton Niagara Haldimand and Brant Local Health Integration Network (HNHB LHIN), the integration of the Behavioural Supports Ontario (BSO) Satellite Outreach offices across our region has proven to improve the quality of care and quality of life for individuals who are at risk of, or experiencing challenging ('responsive') behaviours and their caregivers. As lead agency for the BSO program, the Villa also houses an onsite satellite BSO office. This integrated approach and partnership has allowed for great knowledge translation among staff and caregivers and has improved the timeliness and quality of care of our most vulnerable population.

In addition to the current BSO Satellite Outreach Offices, the Villa is currently coordinating and facilitating 6 "Transitional Lead" positions throughout the HNHB LHIN. The goal of the transitional lead person is to improve access to care and services in the community to support clients and families afflicted with challenging responsive behaviours. The transitional lead will also provide support to clients and families before, during and after the transition period into the long term care setting.

Access to the Right Level of Care - Addressing ALC

The Villa has been working closely with its hospitals and LHIN Home and Community Care partners in addressing ALC issues to ensure that clients have access to the appropriate level of care when they require it. Through the leadership at St. Joseph's Healthcare Hamilton, LHIN Home and Community Care and the oversight of the Admission, Discharge and Transfers (AD&T) Committee, there have been numerous initiatives undertaken with the goal of facilitating the movement of clients expeditiously from hospital, and/or community to the appropriate level of care that the Villa can provide.

The ALC issue is also addressed through the implementation of enhanced services at SJV include:

- 41 bed convalescent care unit

- integrated collaborative care (ICC) project for clients with responsible behaviours
- the admission of resident with severe dementia & mental health issues
- the admission of residents requiring intravenous (IV) antibiotic treatment
- management of complex wounds through the Nurse Led Outreach Team
- implementation of a robust falls prevention program to prevent unnecessary emergency department visits and hospitalizations, and
- where appropriate, site visits by Villa registered staff to observe and assess the current health status of those whose bed offer is imminent in order to further expedite a seamless transition.

Opioid Prescribing for the Treatment of Pain and Opioid Use Disorder

Residents at the Villa are assessed regularly for pain using a standardized pain assessment tool. The residents are prescribed opioids and/or other appropriate pain medications by the physician. Medication reviews of all residents are completed quarterly by the multidisciplinary team including the physicians and the pharmacist and as needed, to ensure appropriate pain management and resident care. The Medication Management Committee meetings include reviews of opioid use across the entire resident population and the development of actions to address any opportunities for improvement as they are determined to be necessary.

Workplace Violence Prevention

Workplace violence is a strategic priority for the Villa as demonstrated by the inclusion of workplace violence as a voluntary area of focus for the QIP for 2018-2019. Workplace violence also falls within the Villa strategic plan under engaging residents, families, staff, physicians and volunteers. As part of the reporting for the QIP for 2018-2019, the Quality Committee of the Board will report regularly to the Board on the number of reported incidents of workplace violence. All Occupational Health and Safety Incidents are regularly reported to the Resource Planning Committee of the Board as well. These reports are inclusive of workplace violence. The Villa is undertaking a culture change for 2018-2019 to ensure a “support to report” culture of reporting for workplace violence. The shift this year will be to emphasize the importance of reporting so that there is enough accurate data to implement improvements.

The Villa diligently keeps safety for clients, residents, staff and families at the forefront. Annual education regarding, workplace violence, Code White, and whistleblower protection is mandatory and completed through Surge Learning, our electronic learning management system. As well, hands-on responsive behaviour management training is offered to front line staff regularly. The Villa has implemented a system for assessment and identification of residents at high risk for responsive behaviours. We have established a workplace violence committee and have integrated additional security enhancements to the physical environment which include:

- Installation of video cameras on the secured units
- Increased walkabouts by night security guard
- Installation of windows in Nurses station for observation
 - Installation of Code White “fab” initiation system on secured home areas
 - Increased focus on Code White re-education of all staff as well as and completion of Code White drills on all home areas

We fully support and encourage staff to participate in our Joint Health and Safety Committee. Within our organization, we have a confidential third-party service where staff can report situations of abuse if they are not able to report to their direct manager. These programs, policies and processes allow us to monitor, reduce and prevent workplace violence.

Contact Information

If you would like more information or have questions about the St. Joseph's Villa Quality Improvement Plan for 2018-2019 please contact:

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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 Sonny Monzavi _____ (signature)

Interim President Brian Guest _____ (signature)

Quality Committee Chair David Tonin _____ (signature)