

Let's Make Healthy  
Change Happen.



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

St. Joseph's  
Villa  Dundas

3/15/2019

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 Joint Boards of Governors

St. Joseph's Villa (Villa) 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.

St. Joseph's Villa is highly focused on providing innovative and integrated care. In addition to on-going quality improvement, in 2019 the Villa will launch a new strategic plan. This plan will have a continued focus on quality and include the following strategic directions:

- Remarkable place to work and learn
- Leaders in integrated care
- Vital innovation
- Excellent resident and family focused care

This Quality Improvement Plan for 2019/20 represents a subset of goals and targets intended to keep us grounded and focused on our next year of work to continue to improve care for our residents.

### **QIP 2019/20 Themes and Objectives**

As in previous years, priorities for the Quality Improvement Plan are aligned with the Villa's resident safety and quality priorities. Below is a more detailed description of the 2019/20 Quality Improvement Plan initiatives.

#### **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 continuing to building on the work that occurred through the 2018-2019 QIP to address workplace violence. The focus for the 2019-2020 QIP is to further establish a culture of reporting. The change initiatives include education for staff, marketing strategies to increase reporting, development of a standardized tracking process, development of a behavioural care plan for challenging residents and individualized support sessions for staff.

#### **Reducing Unnecessary Emergency Department Transfers**

In an effort to ensure residents are receiving care in the most appropriate location, the Villa is working collaboratively with St. Joseph's Healthcare Hamilton on reducing unnecessary Emergency Department transfers. The change initiatives are focused on reducing emergency department transfers for minor injuries from falls, reducing the incidents of pneumonia and collaborating with residents and families to reduce transfers.

#### **Describe your organization's greatest QI achievement from the past year**

St. Joseph's Villa has been focused on reducing worsening pressure ulcers over that last three (3) years (QIP 2016-2017, 2017-2018 and 2018-2019). At the beginning of the pressure ulcer project, the Villa's percent of residents with worsening pressure ulcer (stage 2 to 4) was 4.4% while the provincial average was 2.3%.

To address the problem, the Vila embarked on a multi-year plan to improve resident care related to wounds. Improvements included but were not limited:

- Daily monitoring of skin integrity by person support workers at the point of care
- Implementation of clinical skin and wound assessment tool based on best practice
- Implementation of standardized method for referrals to multi-disciplinary care team upon indication of new wounds
- Completion of monthly inter-disciplinary wound rounds
- Assessment by physiotherapy staff for residents identified at high or very high risk for skin integrity issues at admission
- Education on early identification and reporting of skin integrity issues

The multiple interventions targeted early identification and assessment to prevent occurrence of as well as management of wounds once they occurred. The multiple pronged approach to the QIP over the last three (3) years has resulted in a 34% improvement from 4.4% to 2.9%. The team and the organization are incredibly proud of the improvement as the decrease in worsening wounds has had a direct impact on the quality of life for our residents. Great work team.

### **Patient/client/resident partnering and relations**

Through the implementation of a resident and family centred engagement plan in the spring of 2017, the Villa is committed to involving residents and families 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

### **Workplace violence prevention**

Addressing 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 2019-2020. 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 2019-2020, 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 in the midst of a culture change to ensure a “support to report” environment of reporting for workplace violence. The work for 2019-2020 will build on the foundation set in 2018-2019 to address workplace violence by emphasizing 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 education of all staff as well as 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 2019-2020 please contact:

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### Other

### 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)

President Carolyn Gosse \_\_\_\_\_ (signature)

Quality Committee Chair David Tonin \_\_\_\_\_ (signature)

Administrator Mieke Ewen \_\_\_\_\_ (signature)