

**Quality Improvement Plan (QIP)**

# **Narrative for Health Care Organizations in Ontario**

March 30, 2020

**St. Joseph's**  
Villa  **Dundas**

## 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, person centered, and

integrated care. In addition to on-going quality improvement, in 2019 the Villa launched a new strategic plan. This plan has a continued focus on quality improvement, and includes the following strategic directions:

- BUILDING - An Inspiring Place to Work and Learn
- LEADING - Integrated Care Experience for Residents and Families
- LEARNING - Learning Through Innovation
- CARING - Excellent Care

This Quality Improvement Plan for 2020/21 represents a subset of goals and targets intended to keep us focused on achieving both strategic and quality improvement initiatives, as there are several linkages throughout both plans. As such, our work for the coming year will continue to improve care for our residents in alignment with the Villa's resident safety and quality priorities.

QIP 2019/20 Themes and Objectives

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 build on the work that occurred through the 2018-2019, and 2019-20 QIPs to address

workplace violence. The focus for the 2020-21 QIP is to continue to support a Just Culture and reporting of incidents of resident to staff workplace violence. However, change initiatives this year focus specifically on utilizing the score of the resident Violence Assessment Tool (VAT) to identify residents who require a safety plan, re-educating PSW's on following the resident care plans and safety plans, and providing education sessions to nursing staff and PSW's on the prevention of res-staff workplace violence. (For example, Positive Approaches to Care).

Safe Emergency Department Avoidance

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 by implementing care pathways, including order sets for ambulatory care sensitive conditions including pneumonia and urinary tract infections based on best practice and SJV policy. In addition, the Villa will provide training to all nursing staff and PSW's on utilization of these care pathways.

Medication Safety

In an effort to enhance safety related to Coumadin therapy, the Villa is implementing initiatives to improve our processes related to completion of INR's per physician order. The international normalized ratio (INR) test measures how quickly blood clots in

residents taking this anticoagulant medication. This information is used by physicians to determine appropriate doses of Coumadin. Initiatives focus on implementation of coaguchek to monitor INR's, educate all registered nursing staff on safety risks associated with Coumadin therapy, and implementation of a weekly auditing schedule to monitor timely completion of INR's.



## DESCRIBE YOUR ORGANIZATION'S GREATEST QI ACHIEVEMENT FROM THE PAST YEAR

The Villa has had Prevention of Workplace Violence on our QIP for the previous two years, in addition to the 2020-21 QIP year. Initiatives for the past two years were progressive. The first year focused on enhancing a Just Culture and supporting staff to report incidents of workplace violence through education to all staff on

workplace violence; specifically what constitutes an incident and how to report incidents via the Employee Incident Report form. The Villa was able to achieve our target for the 2018-19 QIP year, in addition to implementation of all improvement initiatives. In 2019-20, the second year SJV had Prevention of Workplace Violence on our QIP, improvement initiatives implemented continued to focus on strengthening a Just Culture/"Support to Report" incidents of workplace violence. In addition, the Villa implemented a tracking tool which was used to input and analyze data reported via the Employee Incident Report form. During the course of 2019-20, trends regarding incidents of workplace violence were identified such as when incidents were happening the most frequently, the type of incidents, as well as the group of staff members who were reporting incidents most frequently. As such, we were able to identify that PSW's (group of staff) were experiencing incidents of resident to staff (type of incident) workplace violence while morning and bedtime care was being provided (when incidents were happening most frequently). The Villa was able to achieve our target for the 2019-20 QIP year in addition to all initiatives being implemented.

Data collected and analyzed during the 2019-20 QIP year is extremely valuable information that was used to develop initiatives for the 2020-21 QIP year. As a result, the focus shifted and initiatives were put in place that focus on mitigating incidents of resident to staff workplace violence. Initiatives include implementing a safety plan for residents identified as at "High Imminent Risk" of violence per the Violence Assessment Tool (VAT) score, or via the EIR reports. The resident safety plan will be individualized, and place emphasis on strategies that PSWs can use to prevent incidents of workplace violence while they provide care.

## COLLABORATION AND INTEGRATION

St Joseph's Villa partners with a number of organizations, in particular there are two active partnerships that are being developed that are critical to the support of our quality improvement plan.

St. Joseph's Villa is a signatory on the Hamilton Health Team (Ontario Health Team), a proposal that has been endorsed by the Ministry of Health. The patient populations that have been identified as priorities for year one include mental health and addictions as well as older adults with multiple co-morbidities. SJV will be actively engaged in the planning and Co-design of care pathways and models of care for older adults.

In addition, St. Joseph's Villa has an active partnership with St. Joseph's Homecare as well as St. Joseph's Healthcare Hamilton (SJHH). The three organizations report to a common joint board of governors and are members of St. Joseph's Health System. The partnership between St. Joseph's Villa and SJHH is focused on helping to reduce unnecessary transfers of residents from St. Joseph's Villa to the emergency department at SJHH. There is active engagement with the team to identify those patients who are residents at SJV who can best be supported at the Villa and reduce the pressures on the emergency department which is particularly important in addressing the challenges of Hallway Medicine and to improve the resident experience.

## PATIENT/CLIENT/RESIDENT PARTNERING AND RELATIONS

Through the implementation of a resident and family centred engagement plan in the spring of 2017, in addition to a Resident and Family Centered Care philosophy in 2018, the Villa is committed to involving residents and families in 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, and
4. Resident and Family satisfaction survey outcomes, and
5. Hosting an annual Resident and Family Engagement Day

## 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 2020-21, as well as the previous two QIP years. Workplace violence also falls within the Villa strategic plan under the BUILDING strategic

direction. As part of the reporting for the QIP for 2018-19, 2019-20, and 2020-21, the Quality Committee of the Board reports quarterly to the Board on the number of reported incidents of workplace violence. All Occupational Health and Safety Incidents are regularly reported to the Human Resources Sub-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", Just Culture of reporting for workplace violence. The work for 2020-21 will build on the foundation set in 2018-2019, and 2019-20 whereby data collected during these two years was used to build initiatives this year that focus on reducing incidents of (resident to staff) workplace violence by implementing safety care plans for residents identified as at high imminent risk for violence, per Violence Assessment Tool scores.

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. This year, we will focus on providing education on Positive Approaches to Care (PAC). In 2017, the Villa implemented a system for assessment and identification of residents at high risk for responsive behaviours, called the Violence Assessment Tool. 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, and
- Increased focus on Code White education of all staff, in addition to completion of annual Code White drills on all home areas.

We fully support and encourage staff to participate in our Joint Occupational 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.

## ALTERNATE LEVEL OF CARE

St. Joseph's Villa is home to a 35 bed Convalescent Care Unit. This program supports a short stay 90 day therapy journey with the majority of clients coming from hospital for rehabilitation, with the goal to return home in the community.

The Villa has also submitted applications for vacant space in the building for additional healthcare services to support ending hallway medicine in collaboration with St. Joseph's Health System partners.

## VIRTUAL CARE

St. Joseph's Villa has demonstrated our commitment to enhancing virtual care through the LEARNING Strategic Direction on our new Strategic Plan | Vision 2025, which was launched in November, 2019. The Vision statement for the LEARNING strategic direction states: St. Joseph's Villa will utilize technology to make delivery of care and services within the continuum of care more efficient.

Examples of some initiatives to be implemented in the first three years of our strategic plan that are related to virtual care include, but are not limited to the following:

- 1) Implement Point of Care technology
- 2) Implement e-consultations through OTN
- 3) Implement visitor Wi-Fi-VLAN (Virtual Local Area Network)

Examples of initiatives already completed include but are not limited to:

- 1) Implementation of Electronic Medication Administration Record (EMAR)
- 2) Perform trial of IBM Watson's technology in LTC prior to implementation in Margaret's Place Hospice

## CONTACT INFORMATION

If you would like more information or have questions about the St. Joseph's Villa Quality Improvement Plan for 2020-2021 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  
on \_\_\_\_\_

\_\_\_\_\_  
Board Chair / Licensee or delegate

\_\_\_\_\_  
Administrator /Executive Director

\_\_\_\_\_  
Quality Committee Chair or delegate

\_\_\_\_\_  
Other leadership as appropriate

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