

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

March 28, 2025



OVERVIEW

St. Joseph's Villa has a deep and meaningful history, beginning with the efforts of the Sisters of St. Joseph and the Diocese of Hamilton. This foundation has empowered us to become leaders in the care of others. The Sisters' unwavering commitment to healing and their compassion for the poor and marginalized continues to inspire the Villa family today.

Over the years, many staff members, leaders, governors, volunteers, and philanthropists have built upon this legacy, further advancing our Mission of service. With more than 400 long-term care residents, 10 hospice residents, and a dedicated team of 700 staff and volunteers, we remain focused on making a positive impact in the lives of those we serve. This commitment is reflected in our dedication to quality service and our collaborative approach with residents and their families in designing and delivering care.

Our commitment to excellence is encapsulated in our vision statement: "On behalf of those we are privileged to serve, we will deliver an integrated high-quality care experience, pursue and share knowledge, respect our rich diversity, and remain faithful to our Roman Catholic values and traditions.

Each year, our Quality Improvement Plan (QIP), in alignment with our Mission, Vision, Values and strategic plan, sets annual quality goals. Our focus areas for the upcoming year include: improving resident satisfaction by improving recreational and social opportunities with the use of volunteer services; improving skill, knowledge and engagement development of resident and family councils; improving health and safety specifically around workplace violence by adding EDI based criteria and; improving resident health

comfort by decreasing pain for those experiencing “worsening pain”.

ACCESS AND FLOW

We recognize the critical role that timely access to care and efficient patient flow play in enhancing outcomes and improving the overall experience for our residents. To support this, we work collaboratively with our system partners, including local hospitals, on initiatives designed to minimize unnecessary hospitalizations and emergency room visits. These efforts are driven by new care models that prioritize timely access to primary care providers

To further strengthen this approach, we are in the process of recruiting a second Nurse Practitioner. This addition allows us to assess urgent needs on-site and determine whether care can be provided within our facility, thus reducing the need for hospital transfers and significantly decreasing avoidable emergency room visits. Furthermore, we continue to offer services that include onsite x-ray and lab services.

Additionally, we continue to operate a temporary Alternative Health Facility (AHF) unit in partnership with Hamilton Health Sciences and St. Joseph’s Hospital in Hamilton. This unit serves as a response to regional healthcare pressures, easing the strain on local hospitals while enabling us to provide care for their stable patients in a sub-acute setting.

Our admissions department has been strengthened, now consisting of three full-time staff members, including a social worker. This team ensures that applications are processed efficiently including those requiring urgent attention. For residents needing extra

support due to behavioral concerns, we benefit from our collaboration with Hamilton Behavioural Support Ontario (BSO), whose expertise enhances our care delivery.

To continuously improve, we will soon implement an admission satisfaction survey for residents and family members, allowing us to promptly identify concerns and make improvements where necessary. Through these streamlined processes and strong partnerships with other healthcare providers, we consistently achieve and exceed our occupancy rate target.

EQUITY AND INDIGENOUS HEALTH

St. Joseph’s Villa and its health system are guided by core values including Dignity, Respect, Service, Justice, Responsibility, and Enquiry. These values affirm our unwavering commitment to providing equitable care to all members of the community. We firmly believe that every individual has the right to safety, quality, and compassionate care.

In October 2024, we implemented the collection of sociodemographic data across the Villa campus as part of our admission process. This initiative provides us with a deeper understanding of the residents we serve, enabling us to better tailor care. It has facilitated staff education on cultural sensitivity and individualized recommendations to ensure resident interactions respect cultural safety and preferences. Additionally, our medical team has been able to integrate cultural practices into treatment plans, enhancing the care experience for our residents.

We are proud to have an active and well-received Equity, Diversity, and Inclusion (EDI) committee, which includes participation from

staff, management, residents, and families. This committee has developed an action plan aimed at ensuring equity and accountability in both our care delivery and as an employer. We are committed to demonstrating openness, inclusivity, and fairness in all aspects of our operations, celebrating the diversity of our residents, families, staff, and volunteers. The diverse composition of our committee allows us to effectively plan and implement initiatives based on personal experiences and perspectives. We are also working toward establishing community partnerships to ensure that our celebration of diversity is accurate and meaningful. As part of this commitment, we have integrated EDI training into our mandatory education for all staff.

Throughout the 2024-2025 year, we focused on campus-wide EDI initiatives, such as celebrating cultural diversity, hosting pronoun and pride days, and organizing a leadership team visit to the Woodland Cultural Centre to deepen our understanding of Indigenous history and its ongoing impact. Based on the profound insights gained, our senior leadership team will participate in an additional tour and training session at the Woodland Cultural Centre. In the coming year, we will continue to prioritize EDI and anti-racism efforts in collaboration with our system partners, with a focus on education. Staff will engage in annual mandatory EDI training, complemented by additional in-person educational opportunities. Additionally, our reflection rooms will be renamed as multi-faith rooms to foster inclusivity and honor a variety of faith traditions.

PATIENT/CLIENT/RESIDENT EXPERIENCE

At St. Joseph's Villa, we are dedicated to involving residents and families in both the care we provide and the development of our

programs and decision-making processes, recognizing the significant impact this has on their overall experience. Resident feedback is crucial in ensuring that their voices are reflected in decisions and initiatives aimed at enhancing the quality of care provided at the Villa. We are fortunate to have active and engaged Residents' and Family Councils, which allow for transparent collaboration on changes, challenges, and issues within long-term care. Residents and family members are encouraged to participate in various committees, including our Continuous Quality Improvement (CQI) committee, where their input plays a vital role in shaping our approach to care.

Looking ahead, one of our key initiatives is to provide mentoring and educational opportunities for residents and family members. This will empower them to confidently engage in the care process and take on leadership roles as resident and family champions for quality improvement efforts.

Our comprehensive communication program ensures that everyone has the opportunity to share feedback, whether it be a compliment or a concern, through our "Tell Us How We Are Doing" feedback card. We make it a priority to acknowledge each submission within 24 hours and aim to address all feedback within 10 days. We carefully analyze common themes, developing solutions as a team and incorporating input from Residents' and Family Councils. Additionally, our annual satisfaction surveys provide valuable insights from residents and families, allowing us to identify areas for improvement and build upon the aspects of care they are already satisfied with.

By partnering with patients and families, we can ensure that we

consistently provide care that is compassionate, dignified, and respectful. We are actively involved in the St. Joseph's Hospital and St. Joseph's Home Care Joint Patient and Family Advisory Committee (Joint PFAC), which offers guidance on care across the full continuum of hospital, home care, long-term care, and community support services. The Joint PFAC provides extensive support to Patient and Family Advisors, including orientation, ongoing education, and networking opportunities. This partnership further strengthens our ability to design and deliver care that is truly centered around the needs and preferences of residents and families.

PROVIDER EXPERIENCE

Even with a decrease in staff turnover rates, we continue to face human resource challenges, compelling us to explore innovative strategies for retaining our current staff and attracting new talent who are committed to making St. Joseph's Villa their employer of choice. To support this effort, we offer a recruitment bonus for registered staff and "Refer a Friend" program to current employees who successfully refer new team members. We improved and expanded our health benefits package. Additionally, we have implemented a preceptor program that allows experienced staff to take on leadership roles in training and mentoring the incoming workforce. We offered "Excellence in Customer Service" training to strengthen staff skills with initiation and good customer skills with all (each other, residents, families, organization). In an effort to strengthen employee engagement and retention, we will also be implementing "Stay Interviews" to connect with individuals early on and gather feedback regarding their experiences during the initial months of employment. This proactive approach will allow us to identify any concerns and enhance our support for new hires.

Improving staff experience and wellness remains a key priority, and we are dedicated to fostering a compassionate and supportive environment. As part of our ongoing commitment, we offer a variety of wellness initiatives, including a recognition and gratitude program that celebrates staff achievements throughout the year with special events such as staff appreciation days, BBQs, and service awards. We also provide access to a wellness gym equipped with massage chairs and complimentary massages delivered by massage therapy students.

This year, we will distribute the Workforce Survey (Accreditation Canada) to gather valuable feedback from staff on their overall experience at the Villa, including management, training opportunities, work-life balance, and workplace safety. It is crucial for us to receive formal feedback beyond one-on-one conversations, as this allows us to address staff concerns comprehensively. Based on the survey results, we will develop an action plan to implement suggested improvements. We are also conducting a comprehensive review of our workplace violence prevention program to specifically emphasize the importance of reporting racial and ethnic slurs. We recognize that the strength of our team relationships directly impacts engagement, commitment, and retention, and we are focused on nurturing a positive team culture as part of our broader provider experience strategy.

SAFETY

St. Joseph's Villa is committed to understanding the causes of resident safety events and, where appropriate, taking corrective actions to enhance our processes and prevent similar occurrences in the future. Patient safety is paramount, and our healthcare

workers are responsible for reporting safety incidents through our established safety incident reporting system. Biweekly high-risk safety rounds, led by the clinical team, focus on identifying and addressing safety concerns for residents who are considered high-risk due to factors such as pain, suicide risk, falls, complex responsive behaviors, skin and wound care, continence, and the use of restraints and PASDs.

To guide our efforts, St. Joseph's Villa follows a comprehensive resident, employee, and visitor incident reporting policy that provides a structured framework for investigating each incident. Depending on the severity and nature of the event, the Ministry of Long-Term Care may need to be notified. We track and analyze all incidents, categorizing them by severity on a scale from 1 to 6, with 6 representing the most severe. These incidents are thoroughly reviewed and trends are identified for continuous improvement. We are accountable to our Board for disclosing all incidents classified as level 5 or 6, which indicate a significant risk of harm.

Our governance meetings, which focus on quality, provide a platform for sharing resident stories that highlight safety events. These discussions not only include the actions taken to address the incidents but also reflect on what could have been done differently, the lessons learned, and the improvements to be implemented moving forward. With the collective expertise of the team, we engage in brainstorming sessions to identify potential solutions for future occurrences and discuss proactive measures to mitigate risks.

Management is strongly encouraged to respond promptly to concerns related to safety and risk. We ensure that all concerns are

acknowledged within 24 hours, with the aim of fully resolving them within 10 days. If an issue cannot be resolved within the 10-day timeframe, a letter is issued to explain the delay, along with a revised resolution date.

Transparency is at the core of our approach to incident management. We share findings and lessons learned with our Continuous Quality Improvement (CQI) team, management, and relevant resident and family councils as appropriate. By working together, we identify recurring themes in incidents and collaboratively explore strategies to address these issues, ensuring the prevention of future occurrences.

Additionally, we highlighted the significance of specialized training, specifically the Poet Training, which encompasses informed consent and capacity. This initiative is aimed at enhancing the knowledge and expertise of our team in addressing complex decision making and elevating the overall quality of care.

PALLIATIVE CARE

In our ongoing commitment to providing high-quality palliative care to our residents and support to their families, we continuously explore ways to meet and exceed the highest standards of care. Through our Palliative Care Committee, we have identified a critical need for staff education to further enhance the care they provide. Throughout 2024, we organized educational sessions designed to foster discussion and address questions surrounding the concept of a "Good Death" and what that entails at the Villa. These sessions also provided support for difficult conversations, acknowledging the discomfort that may arise and offering guidance on how to approach these sensitive discussions with empathy and

professionalism.

Our goal was to ensure that staff are equipped with the knowledge to recognize the signs that indicate a resident is nearing the end of life, allowing them to provide more comfortable, compassionate care and enhancing the overall quality of that care. In addition, we extended our End-of-Life Care education to family members, responding to their expressed need for information and support. This was captured in a pulse survey that was sent to family members.

We are fortunate to have a dedicated Spiritual Care Team that offers emotional and spiritual support to residents, families, and staff throughout the end-of-life journey. Our care for families continues beyond the passing of a loved one, with follow-up support, participation in funeral services held on-site at the Villa, and Memorial Services held twice a year.

This year, we are introducing "Comfort Carts" for family members whose loved ones are nearing the end of life. These carts will be stocked with reading materials, activity books, religious texts, individually wrapped snacks, tissues, and a small blanket to provide comfort as they sit bedside. We will continue to assess needs and expand the cart's offerings accordingly.

POPULATION HEALTH MANAGEMENT

As part of a larger healthcare system, St. Joseph's Villa is continuously seeking proactive strategies to promote health, prevent disease, and support individuals in managing their conditions effectively. We have strengthened our collaboration with system partners, including long-term care homes, hospitals, home

care, and hospice care, to ensure seamless transitions across these care settings. By working together, we align our goals, share resources to enhance care quality, and exchange expertise to improve overall outcomes.

A key strategy for improving health and preventing disease is research. Our system's hospitals conduct numerous studies, providing opportunities for us to engage in innovative research aimed at driving efficient and impactful changes in healthcare. We are committed to participating in research that addresses key population health issues.

The Villa offers a dedicated respite program designed to provide caregiver relief. This program features six beds and is available to the community. It is a short-term admission, with individuals eligible to access the program for up to a maximum of 90 days per year.

Additionally, our campus of care plays an integral role in supporting the community through our Adult Day Program. This initiative enables community members to remain at home for as long as possible by offering daily recreational programming. During this time, caregivers are provided with an opportunity to take a respite, attending to their own well-being while their loved ones engage in meaningful and supportive activities.

CONTACT INFORMATION/DESIGNATED LEAD

If you would like more information or have questions about the St. Joseph's Villa Quality Improvement Plan for 2025/26, 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 **March 28, 2025**



Barbara Beaudoin, Board Chair / Licensee or delegate



Deborah Fernandes, Administrator /Executive Director



Rose Vespa, Quality Committee Chair or delegate



Mieke Ewen, Other leadership as appropriate
